



Listening. Learning. Leading.®

Virgin Islands  
Department of Education



# The Florida and the Islands Comprehensive Center at ETS

Moving Education Forward

Welcome  
USVI School Improvement  
Task Force Members!



# Our Team

- Dr. Roderick Moorehead
- Dr. Alice Lindsay
  - Dr. Allison Crean
  - Karen Underwood
  - Dr. Donna Elam
  - Chris Crocco

# Our Mission

- To increase the capacity of the USVI to support coherent school improvement planning at all levels of the system, resulting in improved student achievement.

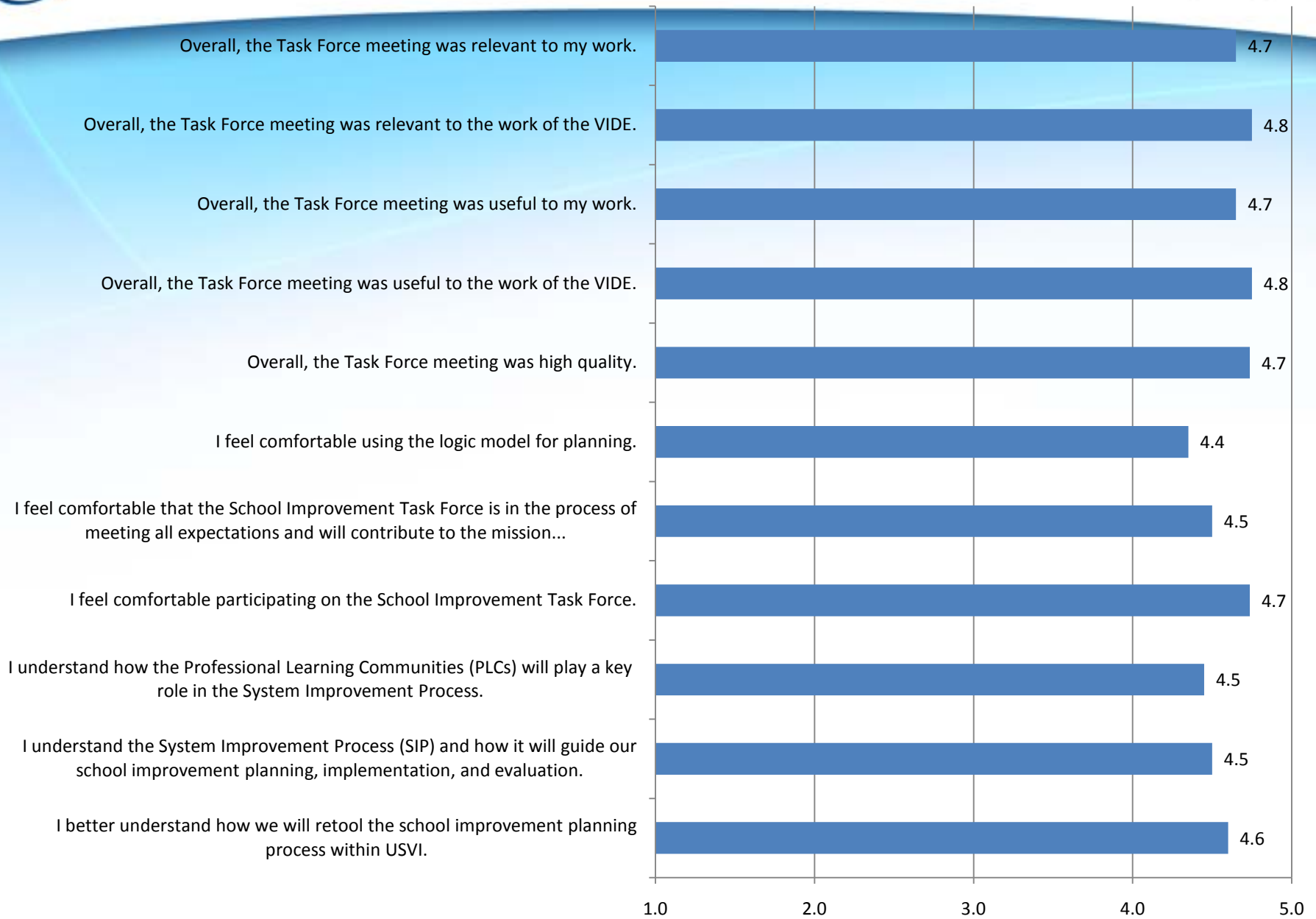
# Our Tasks for *this* Meeting

- Review expectations, accomplishments, and feedback from October, 2010
- Review draft of Operational Manual
- Understand availability of various data sources within VIDE
- Understand existing Territory and/or District efforts aligned to Priority areas
- Prepare for PLC 1:
  - Create guiding questions for Priority areas
  - Inventory data
  - Discuss application to PLC 1
- Discuss next steps

# Review: October Task Force Meeting

- Synthesized ideas for SIP: Key orienting concepts and processes
- Arrived at consensus:
  - SIP = System Improvement Process
    - ? Sip = school improvement process
  - PLC = Professional Learning Communities
- Planned for PLC meetings
  - Logic Models

# Evaluation data highlights: November Task Force Meeting



# Evaluation data highlights: October Task Force Meeting

You commented:

- One thing you learned:
  - SIP vs. sip
  - Important to communicate about the PROCESS (not just the PLAN)
  - Importance of communication between SEA, LEA, Schools
  - PLC: systemic AND can be at individual schools
  - Capacity, Incentives, Opportunity framework
- One thing you wanted more information about:
  - How will all of this evolve into an operational manual?
  - Logistics of the PLC
  - Increase capacity of VIDE professionals to run PLCs
- And these thoughts:
  - How will we select people at the local level?
  - How much data will be used in new improvement plan?
  - How will we market the SIP? Will the SEA follow-through?

# Draft Operational Manual

## Review

- Key Content
- Organization
- Tone
- Process

## **Brief Presentations:**

Availability of data sources: Mr. Thomas

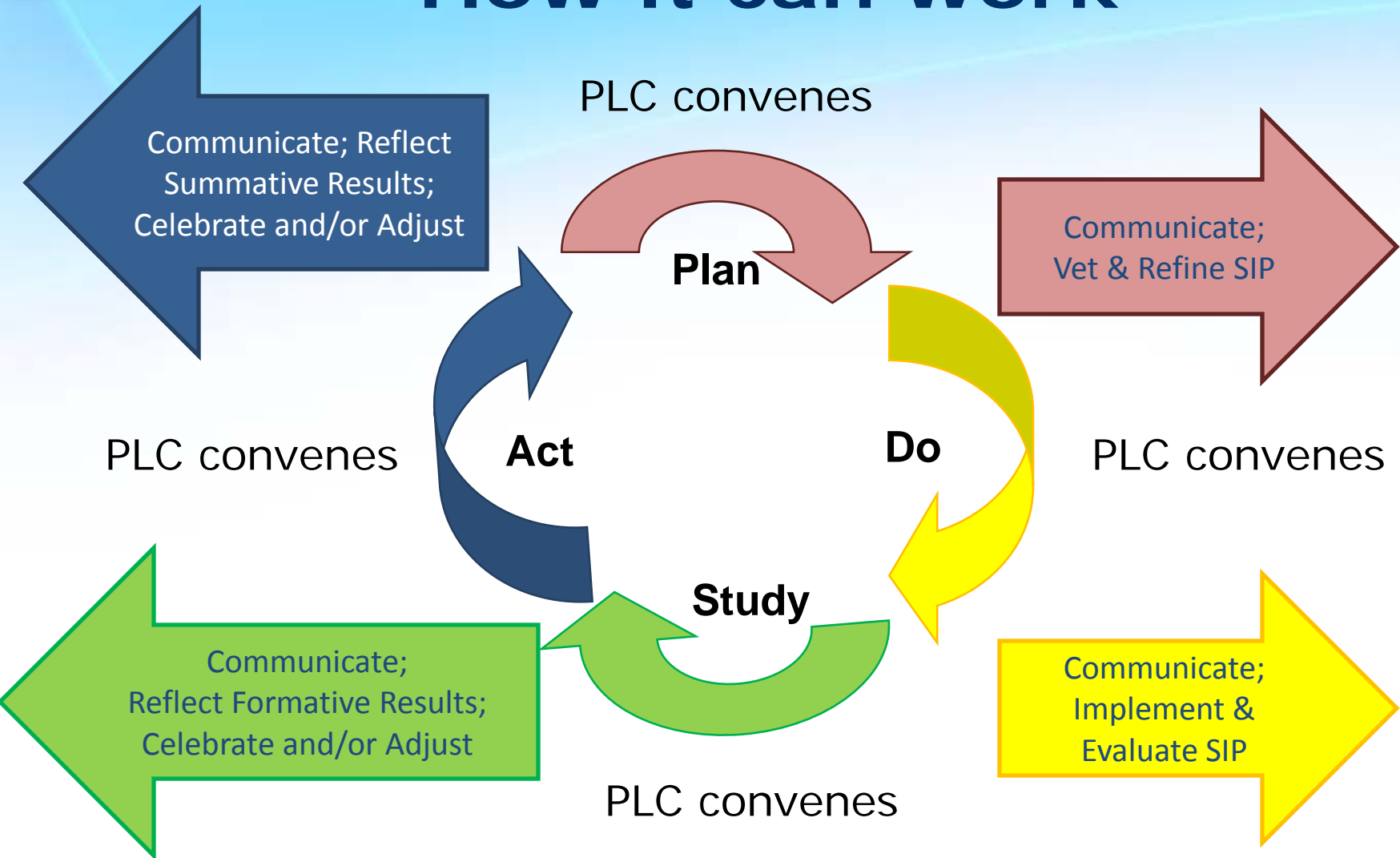
Current strategic emphases aligned to Priority areas:

- SEA: Dr. Mahurt
- Districts: Ms. Encarnacion, Mr. Harrigan

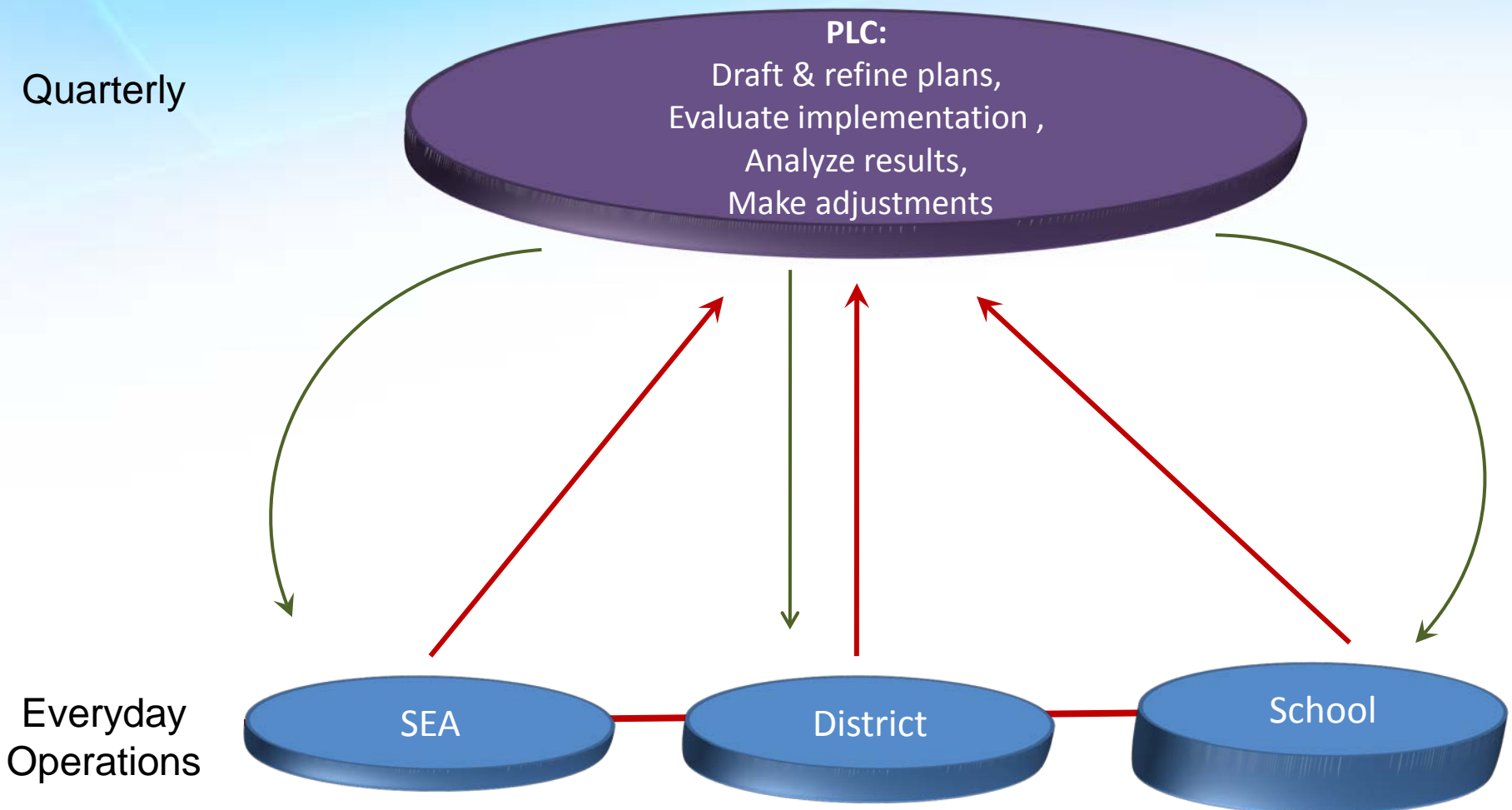
# Prepare for PLC 1

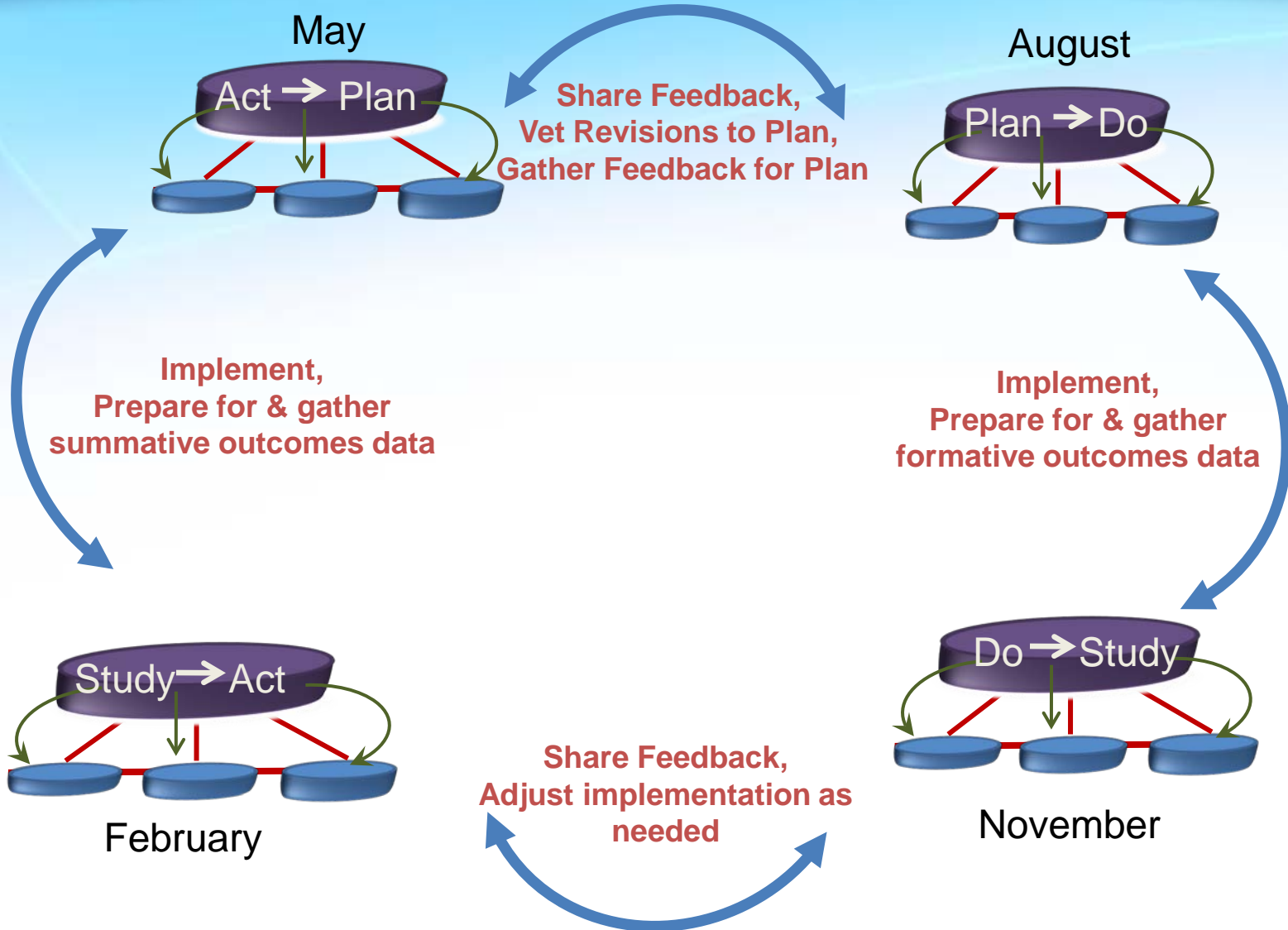
- Create guiding questions for Priority areas
- Inventory data
- Discuss application to PLC 1
- Discuss next steps

# How it can work



# The concept of the PLC: (What the PLC is)





# Putting the ideas together

The Professional Learning Communities (PLCs) convene, minimally, on a quarterly basis.

They operate according to a standardized process (System Improvement Process) related to continuous improvement with the intent of:

- Crafting,
- Implementing, and
- Evaluating plans

that will have an impact on all state priorities.

# LUNCH



# Good Practice

- Reference the research, the evidence
- An orienting point
- These ideas about school improvement, how we may approach the process, the value of collaboration, the importance of teaming...are we on target?

# The research says...

- Elmore, R. (2000). *Building a new structure for school leadership*. The Albert Shanker Institute.
  - Focus leadership on instructional improvement
  - Create conditions for continuous learning, both individually and collectively
  - Model values and behaviors seeking in others
  - Make use of differences in expertise
  - Match accountability with capacity

## Create conditions for continuous learning, both individually and collectively

- Feedback and collective problem-solving are essential
  - Use data to reflect on progress
  - Reflect and problem-solve in the context of common expectations
  - Create frequent opportunities to gather feedback, make sense of the information, and collectively make decisions for moving forward
- Privacy of practice produces isolation; Isolation is the enemy of improvement

# Model values and behaviors seeking in others

- Leaders must be willing to do that which they are asking others to do
- Leaders must be seen doing that which they expect others to do
- No one in the system is beyond scrutiny
  - Leaders must be open to feedback, both positive and negative, just as they would expect this of others

# Make use of differences in expertise

- Learning grows from differences in expertise, not from formal dictates of authority.
- Together, we know more.



SEA leaders

District  
leaders

Coordinators  
(e.g., Content, PD)

External  
Partners

School  
leaders

# Match accountability with capacity

- Ensure your team has the capacity to do what you are asking
  - Clarify expectations, processes, & resources
  - Create opportunities to build skills and knowledge
  - Improvement is not open to volunteers; participation in the process is a condition to being part of the system
- Buffer your team from extraneous/distracting non-instructional tasks & issues

## CII has:

Collected,  
Analyzed, and  
Organized the Research  
So that Your Time Can Be Spent...  
*Applying It*

## CII:

# Center on Innovation and Improvement

- A national content center supported by the US DoE
  - Distilled decades of research on school improvement
  - What practices really have the greatest impact on student learning?
  - Proximal indicators
  - System, District, Continuous, Rapid, Leadership

# The Resulting Framework is built around:

- Building Capacity
  - Providing Incentives
  - Creating Opportunity
- ...to drive the change process.
- *And:* Continuous evaluation of the Process and Results

# The literature/evidence base

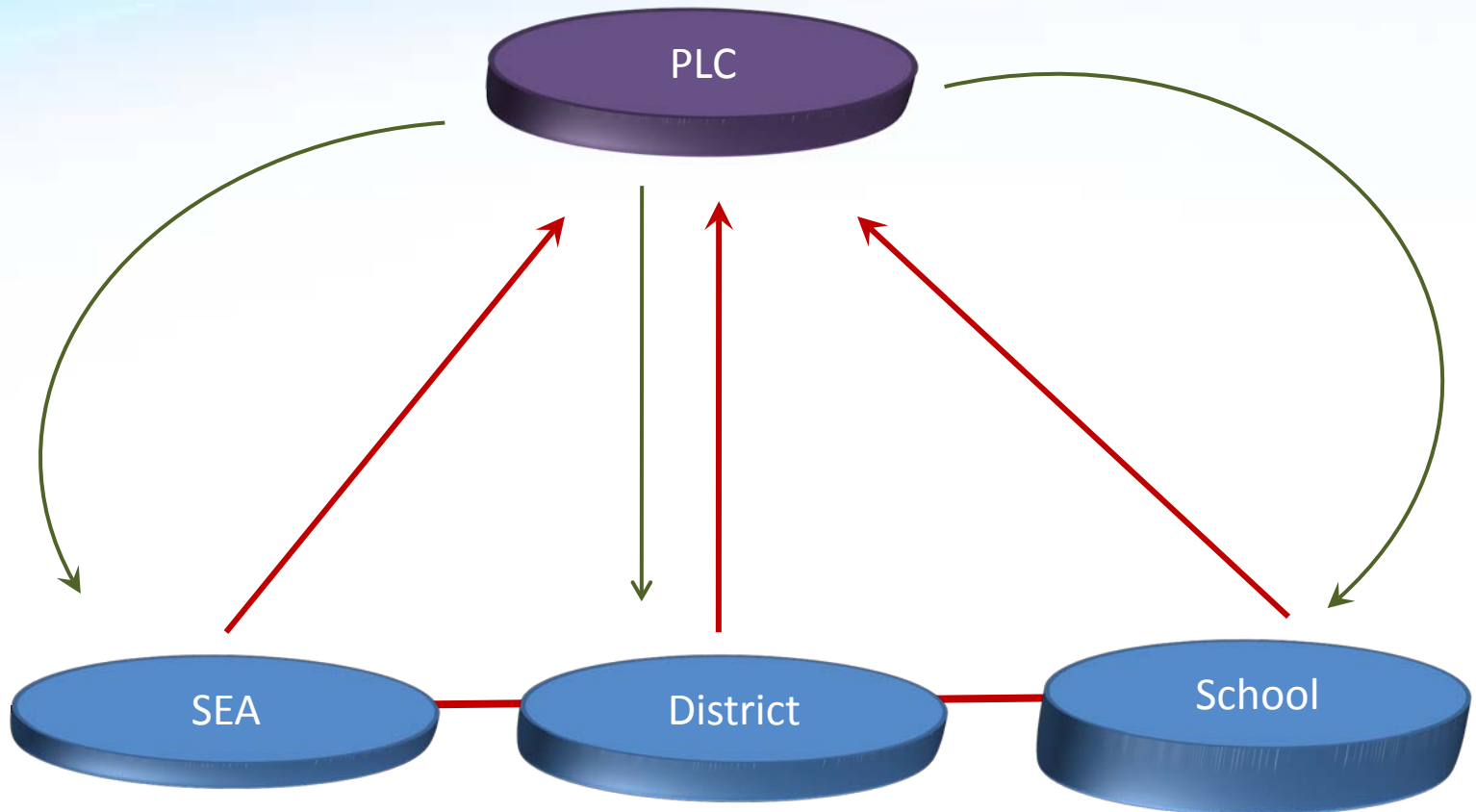
*Do the Math:*

(Report recommendations + Your conclusions)  $\approx$  Research base

Our synthesis

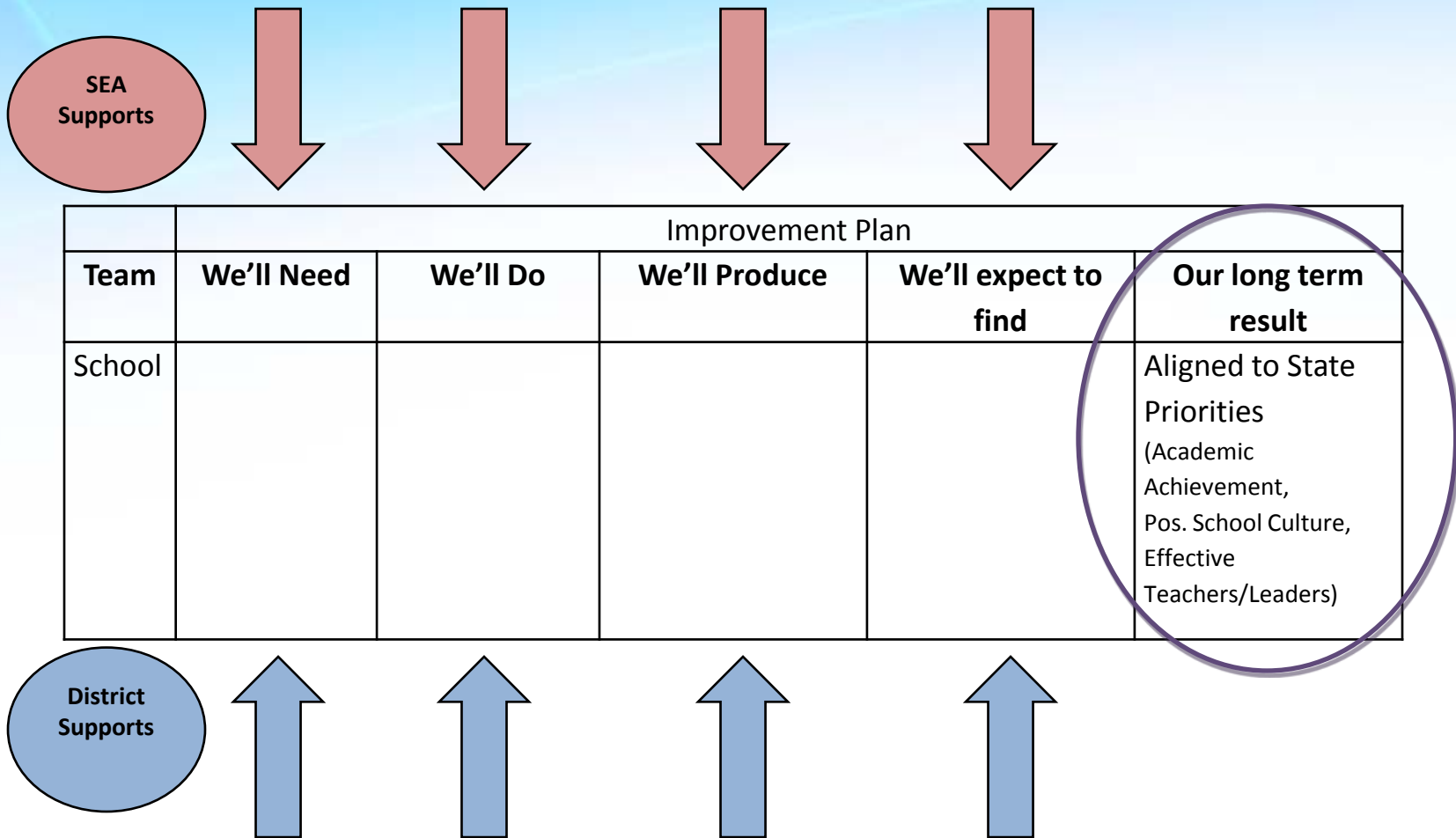
# The concept of the PLC: (*What the PLC is*)

Quarterly  
SIP focus

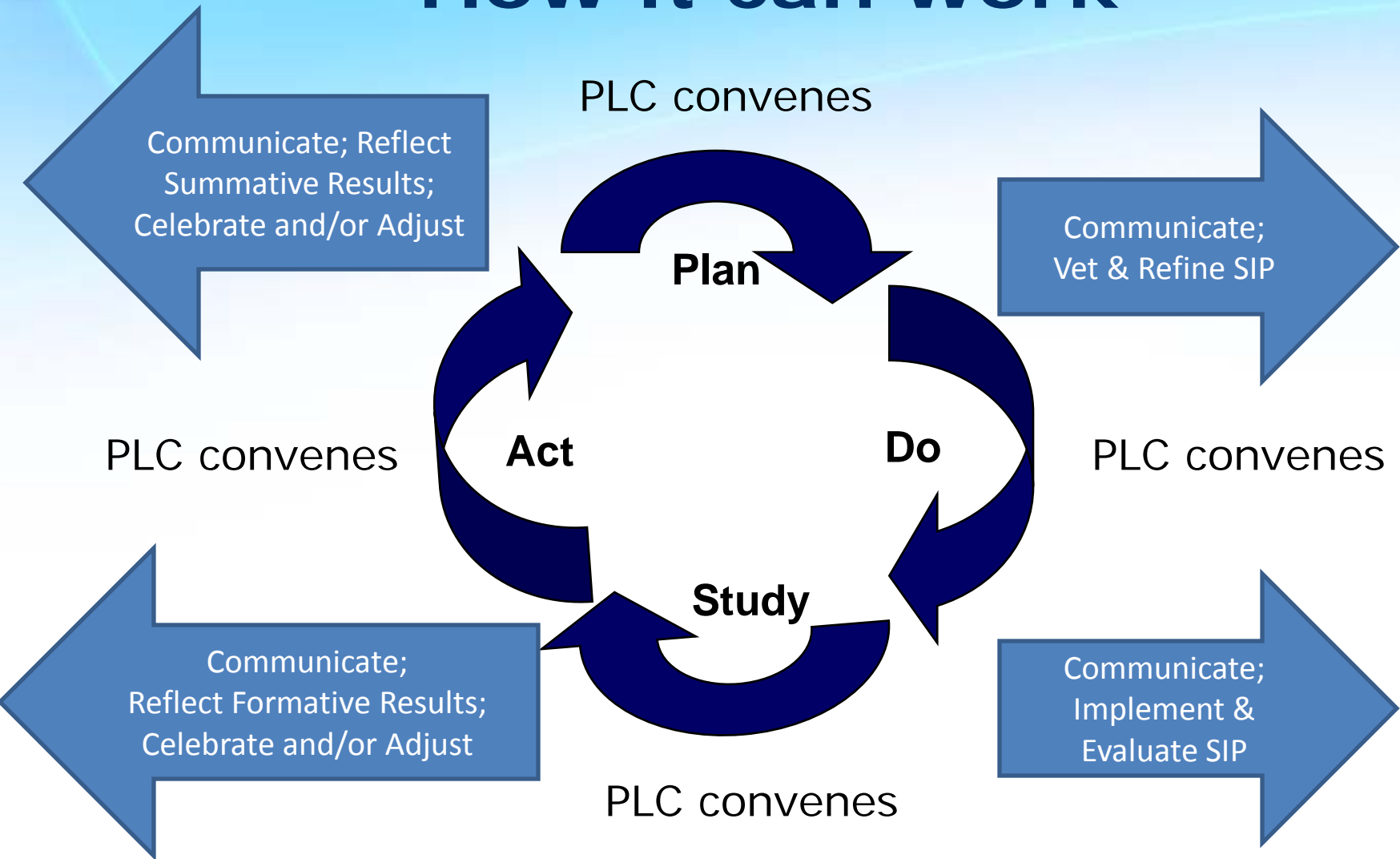


Everyday  
Operations

# The concept of the System Improvement Process (What the PLC does)



# How it can work



- Framing out the System Improvement Process (Group 1: P & D; Group 2: S & A)
  - Consider context (WHY) for each PLC convening (e.g., PDSA cycle)
  - For each PLC convening, develop Logic Model
    - Begin with the WHY developed
    - Develop Outcomes of the meeting (think: person, head to toe)
    - Identify Outputs (what we'll produce) and Activities (what we'll do)
    - Define Resources needed (including tools, references, training, data, etc.)
  - Pre- and Post- (prep, communication and next steps)

- PLC # 1
  - Why?
  - Identify an Outcome
    - “So what”
    - Person, head to toe
  - Identify an Output (What we’ll produce, e.g.)
    - Quantity and quality of (*training, trained educators, communication tools*)
    - presence of a tangible product (*manual*)
  - Identify an Activity
  - Identify Resources
  
  - Pre- (What would need to happen to prepare: for School, District, SEA?)
  - Post- (What would need to happen after...bringing it back to stakeholders, preparing for PLC #2?)

- PLC & Operational Manual Content
  - Who is in the PLC?
  - What are the roles of the participants, both between system levels (SEA, D, Sch) and within (e.g., Principal & SIP rep from school)?
    - **Remember:** School focus for plan; District & State support schools via building capacity, creating incentives, providing opportunities to improve
  - Begin to outline the Operational Manual
    - **Focus on the content:** What contextual information and knowledge do all stakeholders need to understand prior to engaging in the System Improvement Process?
    - **Consider:** Development of Priorities, Knowledge and Skills developed within this Task Force
    - **Additional necessities:** Table of Contents, Index, Appendices

# Report out

- Group 1: Share ideas re:
  - PLC members, roles
  - Outline for Operational Manual, key sections and components
  - Core content (i.e., context for the work, capacity-building content for new knowledge and skills)
- Group 2: Share ideas re:
  - SIP Process: Purpose, Timing, Logistics
  - Logic Models for each meeting
  - Supports from D, SEA
  - Necessary Resources

- Do we have consensus re: PLCs? How about the System Improvement Process?
- Where are we now in terms of the Operational Manual?
- What needs to happen in November, December?
- What needs to happen between now and then?
- Communications bulletin ideas
- Evaluation