

Building Leadership Teams 2010-11

Session #2
November 16th, 2010



Driving Continuous Improvement Throughout the School!

Housekeeping...

- Agenda
- Lunch & Breaks
- Future Meetings
 - January 11th, 2010
 - 8:30am – 3:00pm (location TBD)
 - March 29th, 2010
 - 8:30am – 3:00pm (location TBD)



“To Do” List From Last Meeting

What	Who	Due/When
Create (or validate existing) Building Leadership Team Norms	BLT	ASAP
Create (or validate existing) school mission statement and goal areas	BLT & All Staff	9-17 (SIP Day)
Create 1 st draft of the school's Plan on a Page (include mission and goals)	BLT	11-16 (Next Mtg.)
Complete the PLC Culture Shift Reflection	BLT	11-16 (Next Mtg.)
Identify a location for your school's data center (scorecard pre planning)	BLT	11-16 (Next Mtg.)
Attend next meeting on November 16th and be prepared to share/report: <ul style="list-style-type: none"> • School Mission and Goals (they don't have to be SMART yet...) • Draft of the school Plan on a Page • PLC Culture Summary (Worksheet I) 	BLT	11-16 (Next Mtg.)

Today's Agenda

Time	Item
8:30 – 8:50	Social/Morning Refreshments
8:30 – 8:45	Welcome, Housekeeping, Agenda
8:45 – 9:45	Workshop Agenda Items <ul style="list-style-type: none"> • Review 2010-11 Key Tasks • ACTIVITY: Review BLT Norms • ACTIVITY: The World Café (Quality Tool); District Sharing • ACTIVITY: Planning to Draft the School Improvement Plan (SMART Goals) • ACTIVITY: Planning for Data: School Data Center/Balanced Scorecard • ACTIVITY: Review PLC Culture Shift Self Assessment/Reflection and Plan Next Steps Based on Need Areas • Team Time/Planning
9:45 – 10:00	Break
10:00 – 11:30	Continual Workshop Agenda Items Above
11:30 – 12:45	Lunch
12:45 – 1:30	Professional Learning Communities, Implementation in 2011-12 <ul style="list-style-type: none"> • Setting the Stage for Professional Learning Communities • Sharing/Presenting PLC Information to All Teachers • Team Time/Planning
1:30 – 1:45	Break
1:45 – 2:30	Continual Professional Learning Communities, Implementation in 2011-12
2:30 – 3:00	Final Learning Community Meeting Time
3:00	Team Planning Time Continued (under District)

What	Who	Due/When
Finalize the school's Plan on a Page (include mission and SMART goals)	BLT	11-11 (Next Mtg.)
Create 1 st draft of the School Improvement Plan	BLT	11-11 (Next Mtg.)
Share PLC information with all staff	BLT	11-11 (11 Day)
Final your school's data center and 1 st draft of balanced scorecard	BLT	11-11 (Next Mtg.)
Attend next meeting on January 11th and be prepared to share/report: <ul style="list-style-type: none"> • Final copy of the school plan on a page • 1st draft of the School Improvement Plan • A photo of your school's data center • 1st draft of your school's scorecard • Steps taken to build a PLC foundation at your school 	BLT	11-11 (Next Mtg.)

2010-11 Key tasks/Timelines

- Formation of the Building Leadership Team
 - Now! Further developed in the 2010-11 year
- Creation of a school Plan on a Page
 - 1st Draft by November 16th, 2010
- Creation of a School Improvement Plan
 - 1st Draft by January 11th, 2011
- School Balanced Scorecard
 - 1st Draft by January 11th, 2011
- Build a PLC foundation
 - During the 2010-11 year; Implementation 11-12



Characteristics of High Performing Schools



1. Common mission, vision, values and goals.
2. Ensuring achievement for all students with systems for prevention and intervention.
3. Collaboration focused on teaching and learning.
4. Using data to guide decision-making and continuous improvement.
5. Gaining active engagement from family & community
6. Building sustainable leadership capacity.

Continuous Improvement Through Teamwork, Collaboration and Shared Leadership...

Is Research Based!



Effective Teams Make Collective Commitments to Each other...

-Building Leadership Team Norms



Review your team BLT norms before we begin our work today!

Sharing Across the District

- **Tool: The World Café**
 - 1 or 2 people stay behind to share the school's plan on a page (Mission and Goals) and discuss the process used to create it.
 - All others will disperse to other tables to hear from other schools (take notes!)
 - Groups will rotate every 5 minutes
 - Meet back at your own team to debrief

Presenters To Share...

- 1.) Distribute the school's *Plan on a Page*
 - Share the process your school used:
 - To create/validate the school mission statement
 - To identify key goal areas
- 2.) Discuss your school's BLT:
 - How often does your BLT meet?
 - What does a typical agenda look like?
 - How does the team set and communicate direction?
 - What strategies does your team use to communicate with the whole staff?

Return to School BLT Group

- Provide a summary:
 - What were the common themes that were shared by schools?
 - What was unique or specific to a school?
 - How did your school's information compare to the other schools?
 - What did you learn from others that could be used in your school's future efforts?

2010-11 Key tasks

- Formation of the Building Leadership Team
 - Norms, structure, & process, to support teamwork, collaboration and shared leadership
- Creation of a school Plan on a Page
 - School mission and SMART goals
- **Creation of a School Improvement Plan**
 - **Template (SMART goals & Action Plans)**
- School Balanced Scorecard
 - Data display and measures for progress monitoring
- Build a PLC foundation
 - Prepare your school for *PLC implementation*

Dunlap Community Unit School District 323 School Improvement Plan

Type Your School Name Here 2010-11

District Strategic Plan

The Dunlap School Community will empower all students to excel in a global society.

VISION

Dunlap students will continuously excel in a global society by being:

- Self-motivated (SIP2010)
- Critical Thinkers
- Effective Communicators
- Global Collaborators
- Responsible and Culturally Aware (SIP2010)
- Technologically-capable students

GOALS

GOAL 1: To Continuously Improve Student Growth and Achievement

GOAL 2: To Obtain a Satisfying and Productive Classroom and School Learning Environment

GOAL 3: To Achieve a Satisfying and Productive Partnership with Families and the Community

GOAL 4: To Ensure a Satisfying and Productive Partnership with Families and the Community

GOAL 5: To Obtain Efficient, Effective, and Equitable Use of Resources

Section 3: School Improvement SMART Goals

Goal 1:

Goal 2:

Goal 3:



School Improvement Plan Template

Session #1
Worksheet #1

SIP Rubric

Essential I: Schoolwide Instructional Focus

PERFORMANCE LEVEL	SCORE 4 Demonstrating Effectiveness	SCORE 3 Operational	SCORE 2 Emerging	SCORE 1 Readiness
VISION	The school's vision is clearly expressed and is well aligned with the needs of the school community.	The school's vision is clear but is not completely appropriate for the needs of the school community.	The school's vision is in the process of being established.	The vision is weak and unrealistic for the school community or is nonexistent.
CONNECTIONS BETWEEN VISION AND MISSION STATEMENT	The school's academic expectations and its commitment to support students are clearly expressed in its vision statement. The vision is consistently evident in the school's mission as observed in its working documents (e.g., handbook) and in its daily operations (e.g., policy making and instructional planning).	The vision statement clearly communicates the school's academic expectations but it does not explain the efforts the school is making to support students. The vision is generally evident in the mission as observed in the school's working documents and its daily operations.	The school is working towards formulating a vision statement that communicates its academic expectations and efforts to support students. The vision is rarely evident in its working documents and its daily operations.	The school does not have a vision statement or has many divergent expectations. The vision is not evident in the school's mission as observed in its working documents and daily operations.
IMPLEMENTATION OF MISSION STATEMENT	Considerable efforts are made to acquire new staff with the school's vision and expectations. Most of the teachers and students, when interviewed, can describe key elements of the school's vision in their own words. The school's mission is clearly appropriate and connected to the needs of the student community.	Reasonable efforts are made to acquire new staff with the school's vision and expectations. Some of the teachers and students, when interviewed, can describe key elements of the school's vision in their own words. The connection between the school's mission and the needs of the students (goals) is strengthened.	Minimal effort is made to acquire new staff with the school's vision and expectations. Few of the teachers and students interviewed can describe key elements of the school's vision in their own words. There is evidence of a connection between the school's mission and its connection to students.	No effort is made to acquire new staff with the school's vision and expectations. There is some evidence of a connection between the school's mission and its connection to students.

Session #1
Worksheet #1

Streamlined SIP Rubric

School Improvement Plan Rubric

CATEGORY	Commendable - 4	Sound - 3	Developing - 2	Revise - 1
A. Alignment with District strategic plan on a page	Strong connections to the District plan on a page are identified; there is clear evidence that the plan will directly support the achievement of one or more goals.	Some connections to the District plan on a page. There is some evidence that the plan will directly support the achievement of one or more goals.	Some connections to the District plan on a page. There is no evidence that the plan will directly support the achievement of one or more goals.	Connections to the District plan on a page are not identified. There is no evidence that the plan will directly support the achievement of one or more goals.
B. Clearly stated SMART Goals	Goals are based on accurate analysis of appropriate data. The SMART goals clearly "set and communicate direction." Goals are Specific, Measurable, Attainable, Results-oriented and Time bound. Continuous progress monitoring is clear and specific.	Goals are based on analysis of data. The SMART goals may not "set and communicate direction." Goals are Specific, Measurable, Attainable, Results-oriented and Time bound. Continuous progress monitoring is evident.	Goals are based on analysis of data. The SMART goals may not "set and communicate direction." Goals do not meet all of the requirements of a SMART goal including: Specific, Measurable, Attainable, Results-oriented and Time bound. Continuous progress monitoring is unclear.	Goals are not based on analysis of data. Goals do not clearly "set and communicate direction." Little evidence of SMART goal format is included. Continuous progress monitoring is not evident.
C. Action Plan ensures a continuous improvement focus	The action plan demonstrates a continuous improvement focus. The Plan, Do, Study, Act cycle is used to accomplish SMART goals. Action plan components including: Action/Activity, Research base, Results, Resources and Timeline are clear and specific.	The action plan demonstrates a continuous improvement focus. The Plan, Do, Study, Act cycle is used to accomplish SMART goals. Action plan components including: Action/Activity, Research base, Results, Resources and Timeline are present.	The action plan demonstrates a continuous improvement focus. It is unclear how the Plan, Do, Study, Act cycle is used to accomplish SMART goals. Action plan components including: Action/Activity, Research base, Results, Resources and Timeline may not be evident.	It is not evident that the action plan demonstrates a continuous improvement focus. The Plan, Do, Study, Act cycle is not used to accomplish SMART goals. Action plan components including: Action/Activity, Research base, Results, Resources and Timeline are not evident.
D. Professional Development needs are addressed	Professional development needs are addressed through research-based best practices. The professional development component of the action plan including: Action/Activity, Research base, Results, Resources, Timeline, are clear and specific.	Professional development needs are addressed through research-based best practices. The professional development component of the action plan including: Action/Activity, Research base, Results, Resources, Timeline, are not clear and specific.	Professional needs are not addressed through research-based best practices. The professional development component of the action plan including: Action/Activity, Research base, Results, Resources, Timeline, are not evident, are unclear or absent.	Professional needs are not addressed through research-based best practices. The professional development component of the action plan including: Action/Activity, Research base, Results, Resources, Timeline, are not evident, are unclear or absent.

Session #1
Worksheet #2

Helpful Resources...

SMART Goals

S - Specific (What do we want to measure?)

M - Measurable (How are we going to measure it?)

A - Attainable (Is this a reasonable goal?)

R - Results-oriented (How will we know if we have reached it?)

T - Time-Bound (When should we reach the goal?)

Specific:

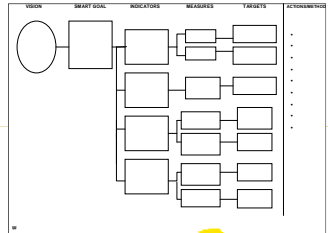
Measurable:

Attainable:

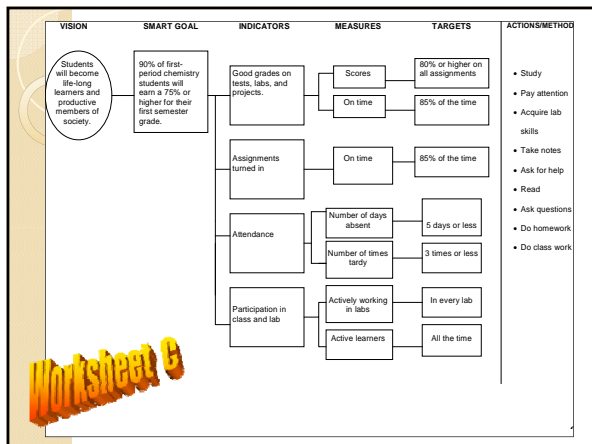
Results-oriented:

Time-bound:

Your smart goal:



Worksheets A & B



Worksheet C

SMART Goal/Action Plan Sample

Dunlap Community Unit School District 323

Strategic Plan - Goal

Goal Area: 21st Century Learning **Goal Champion:** Lorina Anderson

1.) State the SMART goal (Specific, Measurable, Achievable, Results-oriented, Target date).

During the 2010-11 school year, the Executive Director of Curriculum and Instruction will facilitate a process that empowers all students to excel in a global society as measured by a presentation to the Board of Education (June 2011) that describes the future state of 21st Century Learning in the District.

2.) Describe the data sources consulted and a summary analysis of the data that indicate the need for the goal.

Currently there is a lack of evidence that 21st Century skills are being taught and practiced within the District. The secondary curriculum council members have identified the review of middle school exploratory courses as a curricular priority as a means for implementing 21st Century learning.

3.) Identify the correlation of the stated school improvement goal to the District Strategic Plan. Check all that apply:

GOAL 1: To Continuously Improve Student Growth and Achievement

GOAL 2: To Obtain a Satisfying and Productive Classroom and School Learning Environment

GOAL 3: To Achieve a Satisfying and Productive Partnership with Families and the Community

GOAL 4: To Ensure a Satisfying and Productive Partnership with Families and the Community

GOAL 5: To Obtain Efficient, Effective, and Equitable Use of Resources

4.) Summarize how this goal will be measured. What will be the evidence of goal attainment?

The presentation to the Board of Education will share the Leadership Committee's definition of 21st Century learning, current gaps, and identified actions that will be needed to ensure the implementation of 21st Century learning.

Worksheet D

Strategic Plan - Action Plan				
SMART Goal During the 2010-11 school year, the Executive Director of Curriculum and Instruction will ensure curriculum courses and resources empower all students to excel in a global society as measured by recommendations presented to the Board of Education during the school year in preparation for the 2011-12 school year.	Research/Rationale for Activity (What is going to be done to address this goal?)	Results (What will be the evidence of completion of the activity?)	Resources (Funding, Source & Cost)	Timeline (When will the activity occur?)
<input type="checkbox"/> Leadership and curriculum groups will define the future state and characteristics of 21 st Century learning/skills in the Dunlap schools.	21 st Century learning is embedded within the District's vision and mission statements.	Definition and description of the characteristics of 21 st Century learning/skills.	PD materials	Fall 2010 (in progress)
<input type="checkbox"/> Complete a gap analysis comparing our desired and current state of learning. Specifically: <ul style="list-style-type: none"> • Gather personal data from stakeholders • Review courses, programs, schedules, and assessments for evidence of 21st Century learning • Utilize curriculum maps to review and analyze evidence of 21st Century learning as defined by the District stakeholders 	Business, industry, policy makers, and educational leaders have united to identify skills and learning needed for success in the work place.	Data as to the current state of 21 st Century learning in the Dunlap schools Identified gaps between desired and current status	Professional Development Time Atlas software (no costs)	Fall 2010 Fall/Winter 2010/11
<input type="checkbox"/> Identify actions needed to move the District's school from the current state to the desired state of 21 st Century learning.		Curriculum maps and reports	Curriculum Council Meetings	Spring 2011
<input type="checkbox"/> Presentation to the Board of Education		Presentation of actions needed to implement the desired state of 21 st Century learning	Department leadership period	Spring 2011
				June 2011

Drafting the School Improvement Plan

As a team, discuss the following:

- Are goal areas based on data?
 - Next step; put them in SMART format (try it!)
- How can the rubrics help us develop an effective school improvement plan?
- How will the BLT use the SIP to “set and communicate direction” at the school?
- Review the SIP Template and talk about how to get started. List your team’s next steps and timeline for completing the 1st draft

2010-11 Key tasks

- Formation of the Building Leadership Team
 - Norms, structure, & process, to support teamwork, collaboration and shared leadership
- Creation of a school Plan on a Page
 - School mission and SMART goals
- Creation of a School Improvement Plan
 - Template (SMART goals & Action Plans)
- **School Balanced Scorecard**
 - **Data display and measures for progress monitoring**
- Build a PLC foundation
 - Prepare your school for *PLC implementation*

School Balanced Scorecard & Data Display (Team Reflection)

By Next Meeting:

- Create a school data display which indicates your SIP goals in SMART format
- Determine which data points you’ll monitor and display
- Create a school balanced scorecard (use the District scorecard format and customize to your school’s needs)
- What are the next steps for our team?

2010-11 Key tasks

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 - **Prepare your school for *PLC implementation***

PLC Implementation 2011-12

- 2010-11 Year
 - Develop BLT’s with the capacity and understanding of the PLC model
 - BLT’s to set and communicate direction for future implementation of PLC next year
 - Help all staff understand the PLC concept and prepare for full implementation
- 2011-12 Year
 - Implement PLCs at all schools and across the District and implement a time/schedule change
 - Provide templates, tools and examples for PLC team use (share best practices for PLC)

