



Department of Education

Mike DeWine, Governor
Paolo DeMaria, Superintendent of Public Instruction

May 31, 2019

Dear Superintendent,

Thank you for submitting the Buckeye Preparatory Academy Reading Achievement Plan. The submitted plan is compliant with Ohio Administrative Code 3301-56-02. The Ohio Department of Education is committed to working with districts and community schools to raise student achievement in reading. Please find below feedback associated with the district's submitted Reading Achievement Plan.

Strengths of the Reading Achievement Plan:

- The plan includes a strong analysis of relevant student performance data and is inclusive of both assumptions and conclusions.
- Strategies to support students is supported through research supported in ESSA.
- The PD plan in Section 8 Part C differentiates the professional learning of all staff involved in implementing the Reading Achievement Plan.

This plan will benefit from:

- The plan could be improved by describing how a MTSS is designed to support the reading success of all students; supports student social emotional development and provides additional support for struggling readers.
- The measurable student performance goals could be strengthened by focusing only on PreK-grade 3 reading achievement (goal 1); goal 2 is confusing, it notes the need to increase students "off-track" from 19.1% to 29.1%
- The plan could benefit by noting evidence-based strategies supporting the 5 big ideas of Reading in section 8-phonemic awareness, phonics, vocabulary, fluency, and comprehension

The district's Reading Achievement Plan and this memo will be posted on the Ohio Department of Education's website. If the community school revises the Reading Achievement Plan and would like the revised plan to be posted to the Department's website, the revised plan and this request must be sent to readingplans@education.ohio.gov.

Sincerely,

Melissa Weber-Mayrer, Ph.D.
Director, Office of Approaches to Teaching and Professional Learning

READING ACHIEVEMENT PLAN

DISTRICT NAME: Buckeye Preparatory Academy

DISTRICT IRN: 014825

DISTRICT ADDRESS: 1414 Gault Street, Columbus, Ohio 43205

PLAN COMPLETION DATE: NA

LEAD WRITERS: David Mounts- Principal, Kristy Dunaway- Director of Instructional Coaching, Mark Comanducci- Superintendent of Schools

IMPLEMENTATION START DATE: October 2018

SUMMARY OF ACKNOWLEDGEMENTS:

The components of the plan encompass our overarching goal of every student achieving one or more year's reading growth and our action steps that will allow us to achieve that goal. In analyzing previous year's data we can conclude that due to (1) high teacher turnover rate, (2) lack of an established literacy academic framework and content knowledge, and (3) lack of understanding and/or inability to appropriately and efficiently implement grade/subject level standards, student performance has remained predominately low, showing minor inconsistencies for growth and decline. We have concluded our actions steps to be an implementation of:

- The job-embedded teacher coaching model
- A concrete expectation for following a specified standards-based literacy academic framework
- Foundational reading professional development for staff
- Revision and addition of Tier 1 reading resources
- Use data of RTI screeners and Reading Benchmark Assessments to inform small group instruction/reteaching

Teacher coaching will occur on a weekly basis where every teacher will be provided with a research-based instructional strategy or other growth indicator to work on for that week that will directly affect student growth. Coaching meetings will also involve effective planning and continuous data analysis. Coaching will be a system for teachers that will track professional growth and increase teacher retention by providing continuous support.

The academic framework will involve professional development and solid expectations with time frames for implementation on the five components of reading; phonemic awareness, phonics, vocabulary development, reading fluency, and reading comprehension strategies using the Ohio Learning Standards as the guide. The district-created pacing guide is a map of what reading standards to teach, when to teach them, and for how much time to spend throughout the school year. Each standard has three sections for teacher implementation; a full breakdown of the standards meaning, questions to use for think-aloud modeling and checking for understanding for that standard, how to create an effective assessment that will detect mastery of that standard.

A series of reading professional development sessions will be provided to instructional coaches, building leaders, and staff that will include the big ideas in foundational reading, the five components of reading instruction, research-based instructional strategies, and curricular resource implementation.

A complete overhaul of the school's foundational and instructional reading resources has been implemented, based on the needs assessment data. The most significant addition will be the comprehensive phonics and word study program combining with the phonemic awareness and standards-based reading components already in place in grades K-3.

Discussed and led through the job-embedded instructional coaching process, action steps for progress monitoring involve a quarterly assessment where teachers will check student progress and inform instruction through differentiated small groups using the analysis of the data provided. The progress monitoring quarterly assessments will consist of two assessments from NWEA MAP and two district-level created assessments. Additionally, teachers will implement a series of phonological screeners, lessons, and progress monitor charts to assess student gaps. We will have continuous progress monitoring through coaching, as it is a weekly check in with teachers.

The data sources that were utilized in creating this plan are the Kindergarten Readiness Assessment, the Third Grade Reading Guarantee, the Reading Diagnostics Assessment, and NWEA MAP data. Other sources include the research of best practice strategies in literacy with the five components of reading, the Ohio Learning Standards for the creation of

district level pacing guides, and the text Teach Like a Champion for the coaching model for choosing effective instructional strategies.

CONTENTS

Section 1: District Leadership Team Membership, Development Process and Plan for Monitoring Implementation 3

Section 2: Alignment Between the Reading Achievement Plan and Overall Improvement Efforts 3

Section 3: Why a Reading Achievement Plan is Needed in our District or Community School 3

 Section 3, Part A: Analysis of Relevant Learner Performance Data 3

 Section 3, Part B: Analysis of Factors Contributing to Low Reading Achievement 5

Section 4: Literacy Mission and Vision Statement(s)..... 6

Section 5: Measurable Learner Performance Goals..... 6

Section 6: ActionPlan Map(s)..... 6

Section 7: Plan for Monitoring Progress Toward the Learner Performance Goal(s)**Error! Bookmark not defined.**

Section 8: Expectations and Supports for learners and Schools..... 10

 Section 8, Part A: Strategies to Support Learners 10

 Section 8, Part B: Ensuring Effectiveness and Improving Upon Strategies..... 12

 Section 8, Part C: Professional Development Plan..... 13

Appendices..... 14

SECTION 1: DISTRICT LEADERSHIP TEAM MEMBERSHIP, DEVELOPMENT PROCESS AND PLAN FOR MONITORING IMPLEMENTATION

SECTION 1: LEADERSHIP TEAM MEMBERSHIP

Insert a list of all leadership team members, roles and contact information. The Department encourages districts and community schools include team members from the early childhood providers that feed into the district or school.

Name	Title/Role	Location	Email
Mark Comanducci	Superintendent	ACCEL Schools	mcomanducci@accelschools.com
David Mounts	Principal	Buckeye Preparatory Academy	david.mounts@buckeyeprep.org
Kristy Dunaway	Director, Instructional Coaching	ACCEL Schools	kdunaway@accelschools.com
Rita Gore	Special Education Coordinator	ACCEL Schools	rgore@accelschools.com
Jessica Garton	Director of Special Education	ACCEL Schools	jgarton@accelschools.com
James George	Board President	Buckeye Preparatory Academy	
Dayatra Hales	Title Teacher	Buckeye Preparatory Academy	dayatra.hales@buckeyeprep.org
Erica Linderman	Classroom Teacher	Buckeye Preparatory Academy	elinderman@buckeyeprep.org

Describe how the district leadership team developed the plan and how the team will monitor and communicate the plan.

SECTION 2: ALIGNMENT BETWEEN THE READING ACHIEVEMENT PLAN AND OVERALL IMPROVEMENT EFFORTS

Describe how the Reading Achievement Plan is aligned to and supports the overall continuous improvement efforts of the district or community school. Districts and community schools required to develop improvement plans or implement improvement strategies, as required by Ohio Revised Code 3302.04 and 3302.10 or any other section of the ORC, must ensure the Reading Achievement Plan is aligned with other improvement efforts.

Buckeye Preparatory Academy's Ohio Improvement Process plan commits to increasing student proficiency and literacy rates as measured by the Ohio School Report Cards. The school's Needs Assessment Report in the Decision Framework was consulted to ensure the success of the plan. One primary focus on improving the reading growth in both the OIP and the Reading Achievement Plan will be through professional development and coaching of standard-based instruction, utilizing a literacy framework, using data to inform instruction, and implementing research-based instructional strategies.

Through an acquisition, we inherited the District Improvement plans that are currently in place and we maintained them to the best of our ability to provide stability through the schools during the transition of management. For SY 2018-2019, we updated OIP plans to reflect an increase and K-8 Literacy. To support these goals, we are currently implementing a teacher coaching model, literacy academic framework, pacing guides, professional development, and are in process of a revision of Tier 1 foundational reading curricular resources.

This document will be used to inform our future OIP and to make pivots to remain aligned across all district improvement efforts. Currently, the Principal and Superintendent have monthly check-in meetings to monitor the implementation of the OIP and will include the Reading Achievement Plan, as the documents are closely aligned.

SECTION 3: WHY A READING ACHIEVEMENT PLAN IS NEEDED IN OUR DISTRICT OR COMMUNITY SCHOOL

SECTION 3, PART A: ANALYSIS OF RELEVANT LEARNER PERFORMANCE DATA

*Insert an **analysis** of relevant student performance data from sources that **must include**, but are not limited to, the **English language arts assessment prescribed under ORC 3301.0710 (grades 3-8), the Kindergarten Readiness***

Assessment, reading diagnostics (required for grades K-3 under the Third Grade Reading Guarantee) and benchmark assessments, as applicable.

Through an acquisition in the Spring of 2018, the School inherited prior years data. Although the inconsistencies and lack of growth were clear, we do not have all the background information needed to understand the contributing variables for those years. The current data analysis will include SY 2016-2017 and SY 2017-2018, in which we can best analyze and narrate the data, although it is assumed these deficiencies in the prior reading data would suggest the same as below.

Overall, the data suggests that the school is lacking the appropriate Tier 1 foundational reading resources, instructional knowledge of foundational and effective reading, and effective instructional strategies for a successful reading program. There was a clear lack of direct instruction in decoding skills and language comprehension, which will need to be addressed by a systematic teaching of foundational reading skills and standards-based reading instruction in comprehension.

The Kindergarten Readiness Assessment data shows the percentage of students on track in Kindergarten.

2016-2017-34.4%

2017-2018-38.1%

Measurable growth on the reading diagnostic test remained about the same in 1st grade, increased by 13% in 2nd grade and took a sharp decline in 3rd grade. The data suggests that many students are beginning the school year off track and the foundational reading skills have not been taught through explicit, systematic instruction to address the gaps. Knowing the foundational reading gaps in

1st-3rd grades, it can be assumed that we will see gaps in reading comprehension in later levels.

1st Grade:

2016-2017- 44%

2017-2018- 45%

2nd Grade:

2016-2017- 30.8%

2017-2018-43.8%

3rd Grade:

2016-2017- 50%

2017-2018- 33.8%

Third Grade Reading Guarantee, as measured by English Language Arts assessment/alternate assessment, is shown below. Based on the known foundational reading gaps, it can be inferred that students are struggling with the basic ability to read, which results in lack of proficiency on grade level literature and informational text reading comprehension assessment questions.

2016-2017- not enough data to analyze 2017-2018- 20%

The percentage of students scoring proficient on the state reading test are below. While there were some gains in 3rd, 5th and 6th grades they were minimal and the gaps in proficiency were assumed, based on the lack of foundational reading being taught in the lower grades. A phonics and comprehension-based reading intervention program for grades 3-8 will need to be administered in addition to the Tier 1 grade level standards-based instruction.

3rd Grade:

2016-2017- 15.4%

2017-2018-20%

4th Grade:

2016-2017- 11.1%

2017-2018- 8.3%

5th Grade:

2016-2017- 16.7%

2017-2018- 28.6%

6th Grade:

2016-2017- 5.0%

2017-2018- 16.7%

7th Grade:

2016-2017- Grade not served 2017-2018-0.0%

Students were assessed using the NWEA Map test in 2016-2017. The following shows the percentage of students who achieved their projected growth goal.

Kindergarten: 14% of students achieved their projected growth goal. 1st Grade: 48% of students achieved their projected growth goal.

2nd Grade: 55% of students achieved their projected growth goal. 3rd Grade: 15% of students achieved their projected growth goal. 4th Grade: 53% of students achieved their projected growth goal. 5th Grade: 33% of students achieved their projected growth goal. 6th Grade: 50% of students achieved their projected growth goal.

Students were assessed using the NWEA Map test in 2017-2018. The following shows the percentage of students who met their yearly projected growth goal. Kindergarten, 3rd, and 6th grades showed some gains, while 1st, 2nd, 4th and 5th declined or stayed the same. There was not enough data to analyze 7th and 8th grade. While there was a gradual increase in some grades, the overall percentages of students meeting the yearly goal is still very low.

Kindergarten: 20% of students achieved their projected growth goal. 1st Grade: 1% of students achieved their projected growth goal.

- This can be attributed to lack of Tier 1 foundational reading components. 2nd Grade: 21% of students achieved their projected growth goal.
- This can be attributed to lack of Tier 1 foundational reading components. 3rd Grade: 41% of students achieved their projected growth goal.
- This can be attributed to lack of Tier 1 foundational reading components. 4th Grade: 36% of students achieved their projected growth goal.

5th Grade: 33% of students achieved their projected growth goal. 6th Grade: 75% of students achieved their projected growth goal. 7th Grade: 50% of students achieved their projected growth goal. 8th Grade: Grade not served

SECTION 3, PART B: ANALYSIS OF FACTORS CONTRIBUTING TO LOW READING ACHIEVEMENT

Insert an analysis of factors believed to contribute to low reading achievement in the school district or community school.

The overarching factors that we believe contributed to the low reading achievement and implementation of this reading plan is teacher effectiveness/human capital and a lack of instructional guidance. Within this challenge there are multiple contributing factors, including human capital/teacher turn over, lack of instructional strategies support for teachers, a skills gap in standards-based and foundational teaching, and a lack of effective academic framework and curricular resources for Tier 1 literacy instruction.

Due to high teacher teacher turn over, a previous lack of teacher support, and a lack of reading instruction knowledge, the school implemented a job-embedded instructional coaching model in SY 2018-2019. The model will continue to combat the gaps left by previous management. Through coaching, the school will work to implement the pacing guides and literacy academic framework to support productive literacy instruction.

Most specifically on the instructional side, after reviewing the data analysis, observing classrooms, and reviewing curricular resources, it was discovered that there was major gap in Tier 1 teacher-led intensive, systematic, explicit instruction of all foundational reading skills in grades K-3. Additionally, there are clear teacher gaps of foundational reading instruction knowledge. The school is working to incorporate the research based Five Components of Reading model, with a major emphasis on adding specific foundational reading elements including, but not limited to, phonological awareness (spoken word awareness, syllables, phonemes), phonemic awareness, alphabet letter and sound recognition, phonics/word study, print concepts, and sight words. With the emphasis on foundational readingskills, teacherswill still needtoincludevocabulary, fluency, andcomprehensionskills toensure studentsarebeingprovided access to mastery of all reading components.

In grades, 4-5 it is also clear that there was a lack of emphasis on the Ohio Learning Standards during SY 2017-2018, specifically on comprehension instruction in the classroom. Because of the lack of foundational reading knowledge, students are entering the intermediate and middle grades with a reading gap. Without the foundational skills necessary to reading, students have not been able to master fluency, academic vocabulary, and reading comprehension. Teachers have been working tirelessly to help fill the gaps, but according to the NWEA data, are still missing an emphasis on grade-level mastery of comprehension skills.

In all grades, there has been a lack of screening, tracking, and progress monitoring of foundational reading skills. The leadership and teachers are unaware of which students have mastered which skills, and therefore are having a difficult time using data to

inform small group instruction. An emphasis on using standards-based data to drive instruction through research-based instructional strategies and utilizing data in small groups to differentiate and reteach will lead to improved mastery for students.

SECTION 4: LITERACY MISSION AND VISION STATEMENT(S)

Describe the district's or community school's literacy mission and/or vision statement. The Department's literacy vision is described in Section 4 of [Ohio's Plan to Raise Literacy Achievement](#).

The mission of Buckeye Preparatory Academy is to prepare students for success in college, to maximize their lives, and to positively impact their communities

To ensure our mission is achievable, we pose these three strategic questions.

1. *Do student proficiency rates increase in core academic subjects each year?*
2. *Are learning gaps being closed for at-risk students?*
3. *Does the learning environment support student achievement?*

Our vision for literacy at Buckeye Preparatory Academy begins with the implementation of research-based early literacy instruction in phonemic awareness, phonics, fluency, vocabulary and comprehension. This work is supported through a job-embedded coaching model, literacy academic framework, an understanding of the Ohio Learning Standards embedded in the district-created pacing guide, foundational reading professional development, innovative instructional strategies, and appropriate curricular resources.

SECTION 5: MEASURABLE LEARNER PERFORMANCE GOALS

Describe the measurable learner performance goals addressing learners' needs (Section 3) that the Reading Achievement Plan is designed to support progress toward. The plan may have an overarching goal, as well as subgoals such as grade-level goals). Goals should be strategic/specific, measurable, ambitious, realistic and time bound. In addition, goals should be inclusive and equitable.

Goal # 1:

By 2020, all accountable students in grades K-3 will improve performance on norm-referenced assessments by 10% each year in reading and 80% of all students in grades 4-5 will project growth equal to the state report card growth standard in English Language Arts.

Goal #2:

The school will increase the Ohio Report Card K-3 Literacy percentage for off-track students from 19.1% to 29.1% by Spring of 2020.

SECTION 6: ACTION PLAN MAP(S)

Each action plan map describes how implementation of the Reading Achievement Plan will take place for each specific literacy goal the plan is designed to address. For goals specific for grades K-3, at least one action step in each map should address supports for students who have Reading Improvement and Monitoring Plans.

Goal # 1 Action Map

Goal Statement: By 2020, all accountable students in grades K-3 will improve performance on norm-referenced assessments by 10%

Evidence-Based Strategy or Strategies:

	Action Step 1	Action Step 2	Action Step 3
Implementation Component	Job-embedded Coaching of research-based instructional practices will be implemented for every teacher	Teachers will implement standards-based instruction using the Academic Framework and Pacing Guides	Teachers will utilize data from Reading Benchmark Assessments to guide instruction/reteaching
Timeline	Weekly coaching	Summer 2019 PD and continue weekly coaching	Quarterly benchmark assessments (August, October, December, February, April)
Lead Person(s)	<ul style="list-style-type: none"> Director of Instructional Coaching Principal Instructional Coach 	<ul style="list-style-type: none"> Director of Instructional Coaching Principal 	<ul style="list-style-type: none"> Director of Instructional Coaching Principal Instructional Coach Teachers

		<ul style="list-style-type: none"> • Instructional Coach-Director of Instructional Coaching • Principal • Instructional Coach • Teachers 	
Resources Needed	<ul style="list-style-type: none"> • Weekly Coaching Observation and Tracking Log • Teacher Coaching Binder containing reflection forms, pacing guide, and data planning forms 	<ul style="list-style-type: none"> • Pacing guides for literacy instruction • Initial and ongoing professional development for pacing guide and academic framework implementation • Literacy curricular resources (both teacher and student facing) 	<ul style="list-style-type: none"> • Pacing guides for literacy instruction • Initial and ongoing professional development for pacing guide and academic framework implementation • Literacy curricular resources (both teacher and student facing)
Specifics of Implementation	<ul style="list-style-type: none"> • Teachers will receive weekly observations and instructional coaching meetings during planning period • Teachers will watch videos of master teacher implementing focus instructional strategies • Teachers will participate in self-reflection of videotaped observations • Principals and Instructional Coaches will model instructional strategies in planning meetings and real-time in the classroom • Principals and Instructional Coaches will co-plan upcoming lessons with an emphasis on instructional strategies • Principals and Instructional Coaches will lead teachers in data dialogue conversations using NWEA and curricular resources resulting in informed instruction and necessary interventions 	<ul style="list-style-type: none"> • Pacing guides created internally at the district level • Focus literacy instruction around the 5 Components of Reading Instruction (Phonemic Awareness, Phonics, Fluency, Vocabulary, Comprehension) • Initial and ongoing professional development to school leaders and staff including break down of each standard per grade, guided questions for modeling and check for understanding, assessment criteria for each standard, and implementing the academic framework • Initial and ongoing professional development to school leaders and staff regarding implementation of Pacing Guide and Academic Framework components • Pacing Guide progress and Academic Framework alignment will be monitored during 	<ul style="list-style-type: none"> • For the Fall Benchmark, students will be assessed using NWEA. • Teachers will be able to use the NWEA Learning Continuum to determine students' specific challenges and successes to begin initial planning of standards-based instruction. • Some teachers may utilize a short cycle assessment to inform instruction, but due to a lack of understanding data and how it is used to inform standards-based teaching, teachers will begin with the required quarterly benchmarks. • After students are assessed, the Principal and Instructional coach will provide professional development time to gather data, discuss reteaching strategies with other teachers, and create their reteaching plan that will take place alongside the traditional pacing guide

		weekly coaching meetings	
Measure of Success	All accountable student in grades K-5 reading will increase their RIT score by an equivalent of 1 or more years	All accountable student in grades K-5 reading will increase their RIT score by an equivalent of 1 or more years	All accountable student in grades K-5 reading will increase their RIT score by an equivalent of 1 or more years
Check-in/Review Date	Weekly through coaching meetings	Weekly through coaching meetings	Weekly through coaching meetings Large implementation checks during August, November, January, March and May

Goal # 2 Action Map

Goal Statement: The school will increase the Ohio Report Card K-3 Literacy percentage for off-track students from 19.1% to 29.1% by ...

Evidence-Based Strategy or Strategies:

	Action Step 1	Action Step 2	Action Step 3
Implementation Component	Implement a comprehensive, systematic phonemic awareness and phonics/word study program in grades K-3	Implement phonological screeners and instruct small group differentiated lessons using guided reading strategies for K-5 students	Provide all staff professional development sessions about Foundational Reading Skills and the Five Components of Effective Instruction
Timeline	SY 2018-2019 and SY2019-2020	SY 2018-2019 and SY2019-2020	SY 2018-2019 and SY2019-2020
Lead Person(s)	<ul style="list-style-type: none"> • Director of Instructional Coaching • Principal • Instructional Coach • Teachers 	<ul style="list-style-type: none"> • Director of Instructional Coaching • Principal • Instructional Coach • Teachers 	<ul style="list-style-type: none"> • Director of Instructional Coaching • Instructional Coach
Resources Needed	<ul style="list-style-type: none"> • Comprehensive, systematic phonemic awareness and phonics/words study program in grades k-3 • Implementation professional development for all staff 	<ul style="list-style-type: none"> • Literacy Resources • Inc. K-5 Phonemic Awareness Skills Assessment, small group lessons • Teachers and Instructional Coach to provide initial screening • Title teachers or classroom teachers implementing the lessons • Individual student data tracking log • Instructional leader to oversee implementation • Instructional coaching time to analyze data and inform instruction /reteaching 	Professional Development sessions, resources for session, and logistics of session (Summer 2019)
Specifics of Implementation	<ul style="list-style-type: none"> • School to Pilot/Purchase systematic phonics/word study program • Director of instructional coaching to embed into academic framework • Director of instructional coaching and instructional coaches to provide professional development to staff • Weekly check-in through instructional coaching 	<ul style="list-style-type: none"> • Instructional Coach and teachers (including title) to make copies of screeners for each student • Instructional Coach and teachers to determine appropriate timing of initial screeners • Instructional Coach and teachers to determine which students need which interventions • Principal and Instructional Coach determine the implementation of materials 	<ul style="list-style-type: none"> • Using strategic literacy partners, Director of Instructional Coaching will create a professional development session to focus on the five components of reading, with a strong emphasis on foundational reading skills • Instructional Coaches to delivery PD to all staff • Instructional Coaches to continue professional development of strategies and implementation of

		<ul style="list-style-type: none"> TBT teams to discuss progress of students 	effective literacy plan through job-embedded coaching
Measure of Success	Increase the number of students on track	Increase the number of students on track	Increased content and instruction knowledge that is observed through student growth
Check-in/Review Date	Weekly through coaching meetings	Quarterly and through TBT time	Beginning of year and weekly through coaching meetings

SECTION 7: PLAN FOR MONITORING PROGRESS TOWARD THE LEARNER PERFORMANCE GOAL(S)

Describe how progress toward learner performance goals (Section 5) will be monitored, measured and reported.

Progress towards our reading goal of students achieving more than one year's growth on the NWEA MAP Assessment and moving third graders toward proficiency will be monitored with a quarterly assessment using the calendar below, which contains both NWEA assessments and district benchmark assessments. The district benchmark assessments will be created at the district level and aligned to the district pacing guide. The building leader and teachers will analyze school growth at each NWEA MAP testing administration and report their findings with district level personnel. The analysis will measure trends, strengths and weaknesses, focus areas, and action plans for literacy instruction and intervention. Professional development around using data to reteach and inform instruction will be provided to all staff members and teachers.

August/September 2018-NWEA MAP October 2018 - District Benchmark

December 2018 - NWEA MAP; District Benchmark optional February 2019 - District benchmark

May 2019 - NWEA MAP; District Benchmark optional

The progress will initially be monitored during professional development sessions which have been scheduled around the assessment calendar. During this time, teachers and building leaders will analyze the data from the Benchmarks and NWEA, create a plan for reteaching or potentially determining RTI placement and support for off-track students. The progress will then be continually monitored through BLT and TBT meetings, where teachers will share best instructional practices towards student standard mastery.

Progress towards increasing the K-3 literacy component on the Ohio School Report cards will be measured in Tier 1 by using the Unit Assessments built into the systematic phonemic awareness, phonics and word study program being implemented in K-3. Additionally, progress will be monitored through the above benchmark assessments, as well as intervention phonological awareness screenings being used in the classroom and intervention groups. The data will be reviewed by teachers during TBT meetings and presented to BLT for support, if needed.

Progress towards all reading goals will additionally be monitored and measured through the weekly coaching process. Each week, teachers receive observations and individual coaching meetings with an instructional coach or building leader. Through coaching conversations, teachers and coaches will use the teacher reflection forms, pacing guide, literacy academic framework, and data planning forms to monitor and measure progress. In addition, a teacher tracking log is used by coaches and building administrators to document real-time observation notes, progress towards current instructional focus strategy, and growth in previous instructional strategies. This live document is reported weekly at the district level for continuous monitoring.

In the event that the TBT/BLT teams determine that the strategies being implemented are not producing the deemed outcomes, we will reconvene as a leadership team and create a new plan to address our needs.

SECTION 8: EXPECTATIONS AND SUPPORTS FOR LEARNERS AND SCHOOLS

SECTION 8, PART A: STRATEGIES TO SUPPORT LEARNERS

Describe the evidence-based strategies identified in Section 6 that will be used to meet specific learner needs and improve instruction. This must include a description of how these evidence-based strategies support learners on Reading Improvement and Monitoring Plans.

The primary instructional strategies that will be employed to provide daily standards-based instruction in our school are the gradual release of responsibility, small group differentiation, creating a culture of learning, and integrating a comprehensive phonemic awareness and word study/phonics program.

Gradual Release of Responsibility:

The strategy for the gradual release model of instruction is proven to develop higher order thinking skills to close the achievement gap and move students to proficiency. Starting with the 'I Do' section, wherein the teacher is introducing and modeling a new concept, such as a reading comprehension strategy or blending phonemes, students are given this time to intake and process information. The 'We Do' section is where guided instruction and collaboration between the teacher and the students takes place. This section is also when the teacher gives a check for understanding that ensures students are ready to move on to independent practice and/or small group instruction. The last piece to this model is the 'You Do' section. During this final component, students in our school begin their small group instruction and/or rotations for

learning. The 'You Do' section is used for the small group instructional method, with rotations for learning. The best practice of small group instruction, which has proven to close the achievement gap as it intensifies student's opportunities to practice, respond, and obtain feedback, will happen daily. It is in this small group instruction that data-driven instruction is strengthened and gives way for the opportunity for students to boost their learning development in a more personalized format. All strategies and techniques for learning are also reinforced in a deeper regard as students can internalize learning at a higher pace with the more personalized opportunity for practice, response, and feedback.

Research presented: ESSA (ii)(I) demonstrates a rationale based on high-quality research findings or positive evaluation that such activity, strategy, or intervention is likely to improve student outcomes or other relevant outcomes and includes ongoing efforts to examine the effects of such activity, strategy, or intervention.

- Fisher, D., "Effective Use of the Gradual Release of Responsibility Model." Macmillan McGraw-Hill. 2008
- Fisher, D. and N. Frey, "Implementing a Schoolwide Literacy Framework: Improving Achievement in an Urban Elementary School," *The Reading Teacher*, 61, 2007, pp. 32-45
- Lloyd, S. L., "Using Comprehension Strategies as a Springboard for Student Talk," *Journal of Adolescent and Adult Literacy*, 48, 2004, pp. 114-124
- Kong, A. and P. D. Pearson, "The Road to Participation: The Construction of a Literacy Practice in a Learning Community of Linguistically Diverse Learners," *Research in the Teaching of English*, 38, 2003, pp. 85- 124

Small Group Differentiated Instruction:

The Center for Development and Learning suggests that 30 years of research supports Small Group Differentiated Instruction is a proven method to increase student outcomes. Differentiated Instruction is the ability to match instruction to meet the different needs of learners in each classroom. The range of instructional need in our classrooms is large, and to meet the different needs of learners in each classroom, we need to plan for Small Group, Differentiated Instruction (Florida Center for Reading Research). We utilize Small Group Differentiated Instruction in all content areas, not only reading. Our Academic Framework suggests teachers utilize the Gradual Release Model of Responsibility in whole group instruction, and then uses informal assessments, data from other assessments, and flexible grouping to choose small group participants. Teachers will utilize this sacred small group time to monitor and track student growth in the five components of reading instruction. Our School has also chosen updated foundational reading curricular resources to match our Academic Framework to support this instructional strategy.

Research presented: ESSA (III) promising evidence from at least 1 well-designed and well-implemented correlation study with statistical controls for selection bias.

- Foorman, Barbara R.; Torgesen, Joseph, "Critical Elements of Classroom and Small-Group Instruction Promote Reading Success in All Children." *Learning Disabilities: Research & Practice*, v16 n4, 2001, pp. 203-212 (Attachment #2, pg. 74)
- Foorman, B. R., Francis, D. J., Fletcher, J. M., Schatschneider, C., & Mehta, P. "The role of instruction in learning to read: Preventing reading

failure in at-risk children." *Journal of Educational Psychology*, 90, 1998, pp. 37-55 (Attachment #2, pg. 84)

Creating a Culture of Learning:

According to Doug Lemov in *Teach Like A Champion 2.0*, A Culture of Error recommends that teachers establish an environment where

in students feel safe making errors; even further, that students are compelled to discuss mistakes and enthusiastically search for solutions. Students are comfortable with the idea that they will make mistakes as they learn to solve complex problems and respond not with defensiveness but openness. Teachers honor and praise this process saying things like "I'm so glad you made that mistake; it's going to help me to help you." Once errors are comfortably exposed, teacher and students study them to learn from them - Why did so many of us not understand what Orwell meant in the passage? The benefits are not just feel-good. If the primary job of the teacher is to recognize the difference between "I taught it" and "they learned it," that difference is ten times harder to recognize and fix if students try to hide their mistakes. Efficient learning requires comfort with mistakes.

Research presented: ESSA (ii)(I) demonstrates a rationale based on high-quality research findings or positive evaluation that such activity, strategy, or intervention is likely to improve student outcomes or other relevant outcomes and includes ongoing efforts to examine the effects of such activity, strategy, or intervention.

- The primary source of research is the book “Mindset: The New Psychology of Success” by Carol Dweck. While the book has not been attached, a research study from 2007 in which Ms. Dweck was a contributor is attached, as well as a 2015 article by Ms. Dweck in which she discusses the ongoing research being conducted regarding her strategies.
- Blackwell, S., Trzesniewskim K., Dweck, C. “Implicit Theories of Intelligence Predict Achievement Across an Adolescent Transition: A Longitudinal Study and an Intervention” *Child Development*, January/February 2007, Volume 78, Number 1, pp. 246 – 263 (Attachment #2, pg. 103)
- Dweck, C., “Growth Mindset, Revisited” *Ed Week*, Vol. 35, Issue 05, 2015, pp. 20, 24 (Attachment #2, pg. 121)

Integrating a Comprehensive Phonemic Awareness and Word Study/Phonics program:

Implementing a systematic program in foundational skills provides students access to necessary skills such as reading, spelling, phonemic awareness, phonics-word student, high frequency word accuracy, fluency, vocabulary, handwriting, and comprehension. The power of a program that is structured, systematic, cumulative, and explicit will increase the student’s mastery of learning. In addition, the program will link to the other innovative strategies such as gradual release of responsibility. A program such as this will also support the school’s multi-tiered system of support model by providing scientifically based Tier 1 reading instruction, as well as intervention resources for the differentiated small groups taking place.

Research presented: ESSA (ii)(I) demonstrates a rationale based on high-quality research findings or positive evaluation that such activity, strategy, or intervention is likely to improve student outcomes or other relevant outcomes and includes ongoing efforts to examine the effects of such activity, strategy, or intervention.

- National Institute of Child Health & Human Development (NICHD). (2000). "Report of the National Reading Panel: Teaching Children to Read: An evidenced based assessment of the scientific research literature on reading and its implications for reading instruction." (NIH Publication No. 004769). Washington, DC: U.S. Government Printing Office.
- Gambrell, L.B., & Mazzoni, S.A. (1999). Principles of best practice: Finding the common ground. In L.B. Gambrell, L.M. Morrow, S.B. Neuman, & M. Pressley, (Eds.), *Best Practices in Literacy Instruction* (pp. 11–21). New York: Guilford Press

SECTION 8, PART B: ENSURING EFFECTIVENESS AND IMPROVING UPON STRATEGIES

Describe how the district will ensure the proposed evidence-based strategies in Section 8, Part A will do the following:

1. *Be effective;*
2. *Show progress; and*
3. *Improve upon strategies utilized during the two prior consecutive school years.*

These four evidence-based strategies that are being implemented will improve on the more general strategies that have been utilized in previous years. Previously, the school has looked for intervention programs to close the gaps made by a lack of focus in previous management versus looking to provide teachers and students a solid cohesive Tier 1 implementation plan and secondary resources to help raise achievement for all students.

Using a research-based strategy such as gradual release of responsibility instructional practice will give students an opportunity to observe their teacher demonstrate the skills being presented before being assessed for mastery. The "I Do" portion of gradual release utilizes simple, concrete, explicit instruction through modeling that provides students the comfort of learning. Similar to riding a bike, a teacher will model the parts of the bike and exactly how to ride it, possibly using a think-aloud strategy to do so. The "We Do" section of gradual release allows the students hands-on practice, with scaffolded assistance and questioning from the teacher. This would be like putting a student on a bike but holding on to the seat or handlebars as they learn how to ride. Finally, the "You Do" portion allows students to apply the learning to new situations, using what they've learned. Now is when the teacher lets go of the bike, and the student is able to pedal freely. In the case that a student falls off the bike, or struggles with the skills, the teacher can always go back to either portion of the model for a reteaching opportunity. To ensure the strategy is implemented, we have built the academic framework and lesson plan structure around gradual release theory.

In combination with the gradual release of responsibility, teachers are utilizing small group instruction differentiated instruction as a time to help close reading gaps and stretch on grade-level students. Historically, in small groups teachers have worked primarily on the reading standard and have neglected the other reading components, especially phonics. Moving forward, teachers will work towards implementing a Guided Reading template by Jan Richardson, which allows them to work with sight words, phonics skills, reading standards, and more during each small group session, based on performance data from classwork, benchmark assessments, and the foundational reading program. Additionally, teachers will be using the data from the reading benchmark assessments and the RTI phonological awareness screeners to inform instruction and reteach skills not mastered. The job-embedded teacher coaching model allows coaches and teachers to touch base more regularly to review data and pivot in real-time if students are not achieving mastery goals.

Previously there was no Tier 1 phonics instruction program implemented, nor were teachers properly trained in foundational reading instruction so at the start of SY 2018-2019 two Tier 1 phonics instruction curricular resources (Foundations and Heggerty Phonemic Awareness) were purchased for grades K-3. In addition, teachers in grades K-3 have access to iRead, a digital foundational reading program. Teachers in grades 4 and 5 gained access to System 44, a proven phonics remediation program, and/or Read 180, a proven comprehension intervention program, in December.

The clear gap in K-3 foundational reading instruction has caused gaps for many students in all grades, but with an appropriately implemented program students will be better served in the near future. To support the implementation, instructional coaches will be working directly with the professional development and coaching of the program.

Establishing a Culture of Error/Learning environment allows students to feel safe in making mistakes, promotes a growth mind-set, and can allow students to better track their own learning. Teachers often feel as if they have "taught" the materials, but through a culture of learning, students can prove to teachers that they've learned the material. A culture of learning classroom can lead students to search for solutions, enhance their speaking and listening skills, and create a safe learning community for the class. There are clear reading gaps in many of the students in our school, so being able to talk opening about reaching their goals will help increase student awareness and willingness to learn. The learning environment is one of the many touch points that instructional coaches will focus on during the job- embedded coaching.

SECTION 8, PART C: PROFESSIONAL DEVELOPMENT PLAN

Insert a professional development plan that supports the evidence-based strategies proposed in the Reading Achievement Plan and clearly identifies the instructional staff involved in the professional development. Districts may choose to use the professional development template developed for the Striving Readers Comprehensive Literacy Grant.

The Principal will begin professional development by participating in a multi-week Summer Institute that includes climate and culture, mission and vision, academic framework, effective instruction, foundational reading instruction, five components of effective literacy instruction, curricular resources, pacing guides, data analysis including, but not limited to, Ohio State testing, NWEA MAP, and district- created benchmark assessments, research-based instructional practices, and coaching best practices, all directed toward turn-around in schools. The Principal professional development plan continues by offering ongoing monthly, professional development sessions for more intense development of skills and strategies. The Principal also receives differentiated support from an Executive Leadership Coach and Superintendent throughout the year. In addition, the Principal will participate in ongoing weekly calls for individualized professional development with the Superintendent that focuses on specific building needs.

Instructional Coaches will participate in a multi-week Summer Institute that includes academic framework, curricular resources, pacing guides, data analysis including, but not limited to, Ohio State testing, NWEA Map, and district-created benchmarks, research-based instructional practices, book studies, professional development and coaching best practices. ACCEL School's Instructional Coaching team will be provided ongoing professional development around the support of academic framework, curricular resources, district- created pacing guides, data analysis and research-based instructional practices. The Instructional Coaches will participate in ongoing monthly professional development with the Director of Instructional Coaching, weekly team calls, and weekly individualized professional check-ins that focus on specific building needs. The school will have at least a part-time Instructional Coach that is supported by the Director of Instructional Coaching.

Teachers will participate in an on-boarding orientation presented by the Principal and Instructional Coach that includes a 7 to 9-day Summer Institute of professional development planned to initiate staff to the school's core academic beliefs. This professional development will include the academic framework, model curriculum, implementation of content and curricular resources, utilizing pacing guides, foundational learning professional development, data analysis from Ohio State tests, NWEA MAP and benchmark assessments to guide instruction, and the above-mentioned research-based instructional practices for the classroom. The emphasis on foundational reading instruction will remain a through line to instructional PD during the course of the year, to ensure proper implementation of the strategies. Any new staff member hired after the start of school, will be linked with the Instructional Coach and Principal to receive professional development

on the School's theory of action through the on-boarding process. Professional development will continue at the building level through preset professional development days on the school's yearly calendar.

In addition to the Summer Institute and school year professional development days, teachers will receive individual weekly classroom observations, receive high-impact feedback, and participate in weekly coaching meetings with the Instructional Coach and/or Principal, which allow for differentiated professional development in real-time on the job. The coaching meetings are intended to develop strong instructional practices, ensure a culture of learning, using data to inform and differentiate instruction, and monitoring fidelity to academic framework and curricular resources for each individual teacher.

APPENDICES

You might include a glossary of terms, data summary, key messages, description of program elements, etc., as needed.

Accountable Students are students who are present for more than 120 school days from August-May.

Attachment 1: NWEA Guides

Attachment 2: K-3 Reading Academic Framework