Ohio's Race to the Top Innovative Programs Grant Application

Application Period- March 11-May 20, 2011

Please ensure that ALL questions are answered completely in each of the four sections as incomplete applications will not be returned for modifications or completion.

Section A

1. General School Information

a) ***Name of Applicant (LEA)***: *Shelby City Schools*	b) ***Name of School(s)***: *Shelby Senior High School*
c) ***Superintendent of Schools***: ***(or equivalent)*** Name: *Bryan Neff, Superintendent* Address: *25 High School Avenue* *Shelby, Ohio 44875* Telephone: *419.342.3520* Fax: *419.347.3586* Email: *neff.bryan@shelbyk12.org*	d) ***LEA RttT Contact***: Name: *C. Diane Ervin, Asst. Superintendent/Director of Curriculum* Address: *25 High School Avenue* *Shelby, Ohio 44875* Telephone: *419.342.3520* Fax: *419.347.3586* Email: *ervin.diane@shelbyk12.org*
e) ***School Vision***: *Shelby High School will demonstrate excellence in preparing students for post-high school success by providing dynamic, high quality and rigorous learning experiences*	f) ***School Mission***: *The mission of the Shelby City School District is to maximize learning for each student by ensuring high-quality, challenging experiences with appropriate stakeholder responses.*
g) ***Primary Goals of School:*** • *Assure all students are college- and career-ready and prepared to compete in a global economy* • *Emphasize problem-based/project-based learning as the primary mode of instruction, crossing disciplines and grade levels* • *Support students with the necessary media, technology and tools*	h) ***Teacher/Student Ratio:*** *1 teacher : 23.6 students*

PLEASE NOTE: In you enter into a collaboration with another LEA, please mark with an * which LEA will serve as the FISCAL AGENT if selected for one of the competitive grants.

Names and titles of individuals who participated in the March 10th Innovation Symposium :
C. Diane Ervin, Assistant Superintendent/Director of Curriculum

2. SCHOOL PROFILE

STUDENT INFORMATION		
Grades served: 9 - 12		
Enrollment (total number of students served in school applying for Innovative Program): 551		
Grade Level	**Enrollment**	
Pre K-5		
6		
7		
8		
9	154	
10	172	
11	110 Loss of students due to	
12	115 enrollment at Pioneer JVS)	
Ethnicity and gender data (% of enrollment):		
Black: 0.4%	White: 97.8%	Male: 51.2%
Asian/Pacific Islander: 0.3%	American Indian/Alaska Native: 0%	
Hispanic: 0.7%	Multi-Racial: 0.8%	Female: 48.8%
Percent of students eligible for free/reduced lunch: 39.9%		
Percent of students identified as special education: 11.07%		
Names of current competitive grants LEA has been awarded (2010-2011): *None*		
Please attach 2009-2010 school Report Card: *Attached*		

Section B

1. Please check circle(s) next to the specific Innovative Program(s) for which you are applying. Prioritize your preference order to the right of the program, with "1" being your first priority. ***A separate application must be submitted for each Innovative Program.***

☐ ***Asia Society (International Studies Schools Network)*** _____

☐ ***AVID **** _____

☐ ***Early College High School*** _____

⊘ ***New Tech Network*** _____

☐ ***STEM**** _____

☐ ***Other Proven Model (please list)***_____ _____

****Priority may be given to the lowest-achieving schools***

Section C

Questions Addressing Innovation Selected- Please answer these questions in the text boxes provided. Provide as many details as possible so that the reviewers can gain a good picture of your school.

1. Identify your selected Innovative Program and the reasons for selection. (Note: If "Other", please include research evidence that justifies how the "other" innovation will accelerate student achievement and progress.

Shelby Senior High School RttT Innovation Team
Diane Ervin, Asst. Supt./Director of Curriculum John Gies, Principal
Andrew Guertler, LA Scott Gurney, PreCalculus, Calculus, I-II
Blake Hixon, Science I, Science II Kristin Kaple-Jones, English
Mark Kirby, Soc. Studies I, Honors World History Greg Mongold, Science I, Chemistry, Honors Physics Keith Rittenhouse, Director of Technology Rachel Sims, French Teacher
Andrea Schimpf, Media Center

The RttT Innovation Team selected New Tech following evaluation of the four identified Innovative Programs, assessing each for alignment with mission, vision and goals.

It is important to note that in August 2010, the Shelby community passed an Ohio School Facilities high school project. The success of this campaign was largely due to our emphasis on school transformation where students and teachers are focused on 21st century skills, behaviors and attitudes; where students exit high school prepared for college- and career.

The design of the new high school is unexpectedly innovative, particularly for the Shelby community where tradition is celebrated. A few highlights include Extended Learning Areas (ELA's), flexible classroom spaces and expanded glass walls/doors. Every architectural decision was purposeful - *"How do we create a flexible learning environment for now and the future?"*

In addition to online research and team meetings, members of the RttT Innovation Team attended the New Tech Network Showcase (April 14th) and participated in an onsite Executive Tour at the New Tech School of Ideas in Indianapolis (April 27th).

2. In what other school transformation strategies has your school been engaged and its/their status.

The district is currently engaged in the Ohio Improvement Process (OIP) with a District Leadership Team comprised of 50+ teachers, administrators and parents. A member of North Central Association (NCA) (AdvancED) for 102 years, the SHS Building Leadership Team has aligned school improvement initiatives with the OIP and demonstrated commitment to Race to the Top. Additionally, Shelby Senior High School:
a. Encourages partnerships with area businesses
b. Offers flexible credit opportunities
c. Incorporates a genuine Block Schedule
d. Offers three Pioneer Career and Technology College programs (two relating to Engineering) on-site
e. Provides 14 Honors level courses including Honors English I, II, III, and IV; Pre-Calculus, Calculus 1 and 2; Honors Chemistry; Anatomy and Physiology I and II; Advanced Biology; Physics; Honors World History and Honors American Government
f. Offers College Now
g. Collaborates with North Central State College and The Ohio State University (Mansfield)

OIP/RttT Initiatives include but are not limited to:
a. Intentional use of problem solving in all classrooms
b. Non-fiction writing/ Writing to Learn
c. Data Teams; Formative assessment systems and Response to Intervention
d. Research-based instructional strategies
e. Transition to new Common Core State Standards and Revised Standards

3. Describe the capacity your LEA/school has to ensure a successful implementation.

The following are conditions for success identified by New Tech Network (NTN):

School Design: Shelby Senior High current enrollment is 549. Upon personal contact by the school, NTN indicated that this enrollment is acceptable for successful implementation. Freshmen and sophomore level students will be included in year one and one grade level will be added each successive year of implementation. Shelby High School is recognized as a public Ohio school and has a state school code. The district will provide access to student and school data (in accordance with Board policy and state requirements) so that NTN can measure ongoing performance and implementation benchmarks.

Instruction: SCS District Technology Coordinator has reviewed specifics with NTN and assures district can meet technology and system requirements for the New Tech Learning Management System (Echo™) to facilitate a student-centered learning environment. All courses will implement Project-Based Learning as the primary instructional methodology in the classroom. Core courses will meet state requirements for college readiness to insure student eligibility for admissions to four-year colleges and universities. Team teaching, cross-curricular projects, and/or integrated courses are expected in all subjects. Team-taught, integrated courses will not have more than 55 students. Assessment strategies will reflect both content mastery and school-wide learning outcomes.

Technology: The award of the RttT Innovative Program will support the required 1:1 student to networked computer ratio in all classrooms. All computers will meet or exceed the minimum technical specifications set forth in Echo™ Technical Requirements Document. Additionally, the school will have a fully functioning network
with student access to the Internet with 99% uptime. Shelby City School District will maintain a technology plan which details disaster recovery contingencies for continued student access in addition to a periodical technology refresh cycle. Currently, all staff have email accounts; email accounts will be provided for students. These accounts will be in the same domain, and that domain will be unique to the school. NTN will assist the school in obtaining Google Apps mail accounts (the district is responsible for all regulatory compliance of Google Apps Mail accounts). The Board of Education (March 2011) has approved an expansion of resources to assure sufficient Internet bandwidth.

Partnerships: Shelby High School maintains business community partnerships for financial support, internship opportunities and participation in school projects. Currently, collaborative projects are held with local business including Milliron Industries, MTD Products, Areclor Mittal, Dofasco Inc., and Phillips Manufacturing. Business executives have participated on school improvement councils and identified gaps in local job market needs and career readiness.

The district's Assistant Superintendent/Curriculum Director is seated on the Regional P-16 Council, acting as la liaison between the district and regional efforts to maximize/increase educational attainment in those fields of learning that are most critical to the future economy and community. As

a part of SPARC initiatives, Shelby's eighth grade students take the EXPLORE assessment while ninth grade students participate in PLAN.

North Central State College in located in Shelby (within minutes of the high school and Pioneer Technology and Career Center) and students from SHS may obtain an Associate's degree while completing high school requirements. Additionally, The Ohio State University (Mansfield) is within 15 minutes of Shelby High School.

Professional Development: The principal will attend Principals Residency. Successful award of the Innovative Program grant will provide the necessary funding for staff participation (inclusive of the designated IT Administrator) in NTN Shadowing, New Schools Training, and NTN training events.

Staffing: SHS has a full time principal, a full-time assistant principal and two full-time guidance counselors. Because high school teachers teaching licenses/certifications are specific, the school principal maintains significant hiring autonomy from involuntary transfers from other schools. Hiring and assessment procedures will reflect the specific requirements of the model. Teachers and principals are full-time employees of the New Tech school and will not have their assignments shared with other schools. NT staff will teach no more than three courses that require a unique prep in any one semester. (High school courses are offered to 8th grade students in Algebra I, Spanish I and French I.)

Shelby City Schools currently has a full-time Director of Technology, full-time network administrator and part-time technology assistant. District will provide IT administrator position to provide technology support in year one.

Facilities: The current high school is located in a physically separate building and supports a unique identity. The new high school is scheduled to open in Fall 2013 and will also be in a separate building. New Tech school will have appropriate signage for recognition as a unique site.
In the new high school, classrooms will be large enough and organized to support team teaching in a technology-rich environment. Classrooms for integrated courses are 1800 sq. ft. or larger. The learning spaces are a dynamic feature of the new high school with Extended Learning Areas (ELA's), glass walls to allow for open views, movable walls and furniture and school spaces promoting collaboration and flexibility.

4. How will you integrate the specific Innovative Program into your school culture and current transformation plan/Scope of Work?

Our district's RttT transformation plan/Scope of Work identifies the following vision:
"In 2014, Shelby City Schools will look dramatically different than it does today. We will have transformed the way we use data and information, train and support our teachers and administrators, connect with and meet the needs of our students, and engage community members. Throughout this transformation, our constant goal will be improved learning resulting in college- and career- readiness for all of our students.

How does this transformation proceed? It begins with the commitment to recognize that 21st century schooling is an ongoing process, not just a physical place where teachers and students gather. All of our stakeholders, administrators, teachers, students, parents, community members and others will embrace the concept that school is about a learning journey that never ends. Continuous learning requires new strategies and approaches to advance teaching and student learning. To succeed in the 21st century, we will apply new strategies, evaluate our progress in terms of student outcomes and share our successes and lessons learned to ensure that our work is replicable and scalable."

Key components of the Shelby City School District OIP/Transformation Plan are as below with integration to New Tech Network following each component:

A. Standards and Assessments - Implement new Common Core State Standards and Revised Standards in Science and Social Studies

At the heart of NTN's instructional approach is Project Based Learning. This represents an enormous shift in the classroom for most schools. Shelby High is favorably positioned for these approaches as the block schedule necessitates reduced teacher reliance on lecture and increased student engagement. The high-quality professional development provided by NTN will offer teachers the significant advantage of transforming instructional approaches *through* the implementation of the Common Core State Standards and revised standards. The roles of teacher and students have the potential of fundamental change – teachers become facilitators, coaching students to take charge of their own learning; students become active learners and doers while inventing solutions and completing meaningful projects.

B. Great Teachers and Leaders

Imagine the benefits of the award of the RttT Innovative Programs - ***teachers would become students***. They would collaboratively solve new problems in their heightened state of professional growth. Their work would be about design and innovation. Project Based Learning would soon be at the root of teachers' everyday lives. This is the kind of work that creates the empowering collaborative culture called for in NTN schools. One can envision teachers seeking support from students in establishing this kind of learning environment *(as they are likely to need support from their students in their efforts to "let go" of past practices!).*

Teachers will successfully associate new instructional strategies with new teacher evaluation tools if presented seamlessly. Participatory leadership will help staff to identify a shared vision of 21st century classroom and highly effective instruction. Measures of student growth will be reinvented as Project Based Learning results in major shifts in collaborative assessment development.

C. Using Data to Improve Instruction

The New Tech Network calls for "technology that is fully applied". The innovative approaches that will be implemented at Shelby High School will be supported by the smart use of technology. All students will become self-evaluators and self-directed learners. They will develop improved communication skills and engage in peer reviews.

Though Project Based Learning can be low tech, today's technology allows students to produce exceptional and professional products. Guided by clearly communicated and rigorous instructional goals, students will monitor their progress while assuming increased ownership and accountability. Feedback will be more frequent and meaningful through online tools and scoring guides.

The Ohio Department of Education (Assurance Area C) has committed to the development of Instructional Improvement System (IIS) that will provide online access to electronic curriculum, resources and tools. Early warning indicators and rapid-time reporting tools will provide alerts for needed adjustments in focus and instruction.

5. How will implementation of this Innovative Program increase student achievement and progress in your LEA/school for ALL students?

The success of New Tech schools is celebrated in 62 schools across the country. Reportedly, New Tech students surpass their state and local peers with high attendance, graduation rates and test scores. The emphasis on 21st century skills and college- and career-readiness is highly sought in our district and community.

We plan to implement New Tech at the 9th and 10th grade levels initially. We will follow NTN's recommendations for expansion.

6. How will you sustain this Innovative Program post RttT?

"In order for schools to truly be transformed into something different, educators have to think differently — and offer something creative and new. Being able to introduce novel ideas means considering and implementing something so new that it has not been proven to work. This is the kind of environment in which we need to place ourselves." (Raymond J. McNulty, Best Practices to Next Practices, April 2011.)

McNulty goes on to note that schools need to focus on being different first and then on being better. Efforts to break from 20st century models will require a new mindset while embracing the unknown and appreciating ambiguity. Our team believes the "spirit of reform" balanced with a blend of best practices and next practices will promote long-term commitment to the Innovative Program.

Though yet to be determined, local business executives have identified weaknesses and remediation needs of graduates. This represents a significant cost for industry to be successful. With proven implementation of NTN and career-ready graduates, theoretically, the business community may consider necessary financial support.

Shelby City Schools has demonstrated long-term commitment to professional development. Assuming appropriate budgetary allowances, the district will continue to support teachers through general fund allocations and state/federal resources.

7. Describe any potential challenges or barriers with the mandatory professional development and Innovative Program requirements for the framework that you have selected. What strategies will your LEA/school implement to overcome these potential obstacles?

The RttT Innovative Team at Shelby High School recognizes the following potential challenges/barriers:

<u>Project Based Learning (PBL)</u>
Ninth and tenth grade students have primarily participated in traditional school environments and will require training for increased self-reliance, resource gathering, time management and accountability. Likewise, teachers will need to identify goals for their own professional growth and transformation.

Action Plan: New Tech Network will provide intensive support and professional development in the implementation of PBL. The principal and teachers will participate fully in professional development opportunities and network with other NTN schools.

Transition to new standards while accountable to Academic Content Standards
Teachers recognize the importance of a successful and immediate implementation of rigorous standards and assessments. Through item analysis over the past five years of the OGT, teacher teams are concerned about gaps between college- and career- readiness and current academic expectations.

Action Plan: Ideally, RttT schools would be exempted from the current Academic Content Standards/OGT while promoting focused implementation of the Common Core State Standards and revised Standards. However, teachers at Shelby High School have participated in required professional development offerings throughout the 2010-2011 school year, completing analysis of the standards, reviewing Model Curriculum and conducting crosswalks. Incorporation of PBL instructional approaches and increased focus on the process skills will likely deepen meaning for students and provide depth of the current Academic Content Standards until implementation is complete.

Mandatory Professional Development Requirements
The RttT Innovative Team fully grasps the importance of high-quality and sustained professional development. Several teachers from SHS participated in school site visitations while planning for the new high school project. Following a visit to a 21st century construction project site, one SHS teacher directed a challenge to administrators - *"If Shelby is going to reform in this way, we need the administration to be direct and provide the support and professional development to be successful."*

Action Plan: Through the RttT Innovative Programs NTN, school leaders will have the financial means to acquire leadership strategies and tools for school improvement. They will work as a part of Innovation Team to expand the culture and commitment to the mandatory PD. Stipends, budgeted within the grant, will be a means of compensating teachers for their time beyond the school day/ school year.

Public Acceptance of Innovation
McNulty (Next Practices White Paper, April 2011) notes that the public desires better schools, but they do not want them to be different. Project Based Learning represents a very different instructional approach – teachers will be "different" and so will their students.

Action Plan: SHS will clearly identify the work students will be doing as well as criteria for evaluation. The Building Leadership Team will expand collaboration with business, community, parents and students. Increased communication will be evident through building and district newsletters/communications as well as local newspapers and organizations.

8. How will the implementation of this Innovative Program increase college and career readiness of all students?

New Tech Network's goal is to create self-directed life-long learners in a highly engaged learning community. Success is measured against rigorous academic standards through a series of benchmarks designed to monitor students as they progress through their high school years. The document "New Tech Outcomes" identifies the following supports and measures intended to assure increased college and career readiness of all students:
a. NTN annually collects and analyzes a range of academic indicators to ensure that schools are demonstrating adequate performance levels across content and skill areas, closing achievement gaps where they exist, and evidencing growth as they deepen their implementation of the NT model. This data is subject to state release.
b. NTN is beginning to benchmark its schools in relation to the performance of other high school and college students across the country. Doing so helps to ensure that our schools are evaluating their

progress in ways that are aligned to world-class standards and are predictive of postsecondary success.
c. NTN routinely captures and reflects upon implementation and outcome data to identify areas of needed support, to celebrate success, and to share new learning about critical areas such as project-based learning, integrated technology, and scaling.
d. NTN is currently piloting the College and Work Readiness Assessment in several schools. This is intended to measure the impact of the NT model on students' critical thinking, problem solving and written communication skills.
e. McNulty *(Best Practices to Next Practices, April 2011) suggests* that 52% of boys and 43% of girls say school is boring. High schools will not be boring when the culture is focused and purposeful towards attainment of college and career preparedness. An important component of engaging classroom environments is student empowerment in the design and implementation of the environment. NTN is piloting the Center for Effective Philanthropy's *YouthTruth* survey to assess school culture and student empowerment in over half of our schools in the 2010-2011 school year.

9. Identify a timeline to achieve a successful implementation.

Following NTN recommendations, SHS proposes the following timeline to achieve a successful implementation:
March – April 2011
SHS has contacted NTN and indicated interest to implement a NT high school.
Representatives from the RttT Innovative Programs Team (inclusive of district and building administration, Technology Director and classroom teachers) have attended Executive Tour at the New Tech School of Ideas in Indinapolis
July-December 2011
Upon notice of successful RttT Innovative Programs Award, the district will submit NTN School Application
Upon district acceptance, Readiness Visit will be conducted by NTN
District begins Master Planning process
September-December 2011
District identifies SHS principal as New Tech Director
December 2011
District and NTN deadline for final agreement
January 2012
Deadline for Master Plan approval
January – February 2012
Director and Thought Partner attend NTN Leadership Redidency and begin work on Echo Leadership Residency course
March – July 2012
Director completes Echo Leadership Residency course deliverables
February – March 2012
All staff hired, technology ordered and facilities planning work started
March - April, 2012
Year One staff attend Shadowing experience at a NTN Demonstration Siter
June – August 2012
All staff and student technology Is installed and configured
June 2012
All New Tech school staff, including technology support staff, attend New Schools Training
August – September 2012
NT high school opens

10. Why should your LEA/school be awarded an Innovative Programs grant?

The new Common Core State Standards and revised Academic Content Standards will require dramatic reform if to be implemented well. Project Based Learning is of particular importance – teachers must set the stage for students to make sense of problems and persevere in solving them. The 4 C's of the Common Core - communication, collaboration, creativity and critical thinking – cannot be perceived as a "tweak" in instructional delivery. SHS will *infuse* transformation.

McNulty describes two types of innovation: sustaining and disruptive. "Sustaining" innovation improves an existing product or service – better refrigerators, clearer televisions, more fuel-efficient automobiles. The other type of innovation, "disruptive" innovation is not about making an existing product better. It's about creating something that's completely different. SHS is prepared for "*disruptive*" innovation.

A close look at the plans for the new SHS clearly reveals overwhelming commitment from the staff, administration, business and community to make something new happen for Shelby students. We do not desire adjustments or improvements. We want SHS students to graduate from a new kind of school wholly prepared with 21st century skills, processes and attitudes to rise above others, get the best jobs, pursue the highest degrees and significantly impact the globe.

The plan represented in our RttT Innovative Programs application was not driven in a top-down fashion. It was collaboratively developed with a teacher-driven desire to fundamentally improve the learning experience for every student in Shelby. We boast an innovative, caring teaching staff that anticipates the development of a successful showcase for other educators and leaders across the state of Ohio.

Shelby High School should be awarded an Innovative Programs grant.

SECTION D

Please include LEA Name, IRN#, and proposed Innovation Program information at the top of this table. Include a breakdown of the annual expenditures anticipated in each budget category during each grant-year that equals the total dollar amount of the innovation program selected.

Shelby City School District IRN # 044776 SHELBY HIGH SCHOOL IRN # 034306 Proposed Innovation: New Tech Network High School					
Budget Categories	**FY2011 Planning**	**FY2012 Year 1**	**FY2013 Year 2**	**FY2014 Year 3-4**	**Total**
Salaries (100)	12,900	34,500	28,900	24,500	100,800
Retirement/ Fringe Benefits (200)	2,580	6,900	5,780	4,900	20,160
Purchase Services (400)	69,959	131,156	129,025	154,500	484,509
Supplies (500)	1,200	8,500	4,200	5,500	19,400
Capital Outlay (600)	0	120,000	175,000	80,000	375,000
Other (800)					
9. Total Costs	$ 86,639	$ 301,056	$ 342,905	$ 269,400	$ 1,000,000

RttT Innovative Programs grant applications may be found on the Ohio Department of Education website under Race to the Top at:

http://www.ode.state.oh.us/GD/Templates/Pages/ODE/ODEDetail.aspx?page=694

Interested LEA/Schools are required to submit the requested grant information electronically to jay.keefer@ode.state.oh.us no later than Friday, May 20, 2011.

Questions may be directed to

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