School Turnaround

ESSA/ESSER Conference

August 31, 2022

TN Department of **Education**

School Turnaround

Full continuum of School Turnaround

- Focus Schools- Targeted Support and Improvement (TSI) and Additional Targeted Support and Improvement
- Priority Schools
- Achievement School District (ASD)

Two separate support structures

- Division of School Turnaround
- Achievement School District

Division of School Turnaround (DST)

School Turnaround Team

Who we are:

- **Assistant Commissioner of School Turnaround/Interim State Turnaround Superintendent**
- Robin Copp - supports the Division of School Turnaround and ASD

Focus School Director

- Alethea Henry – supports districts with Focus schools

Turnaround Directors - support districts with priority schools

- **Penny Tubbs-** Turnaround Director Lead
- **Jessica Birdsong**
- **Vacant position**

Division of School Turnaround Team

What We Do:

- Support districts with priority/Comprehensive Support and Improvement (CSI) and Focus schools with developing and implementing strategies directly aligned to the Best for All priorities of Academics, Student Readiness, and Educators.

- Provide grant funding opportunities and school turnaround resources for schools and districts designated as Priority/CSI, Targeted Support and Improvement (TSI), and Additional Targeted Support and Improvement (ATSI) based on prioritized needs

- DST ensures that schools and districts utilize evidence-based programs and supports that contribute to sustained improvements and set all students on a path to success.

Achievement School District Team

Who we are:

- **Assistant Commissioner of School Turnaround/Interim State Turnaround Superintendent- Robin Copp**

- **Deputy State Turnaround Superintendent -Andrew McGee**

- **Associate Superintendent of Finance and Operations- Eddie Keel**

- **Associate Superintendent of Authorizing and Accountability- Adrienne Alford**

On the Horizon

On the Horizon

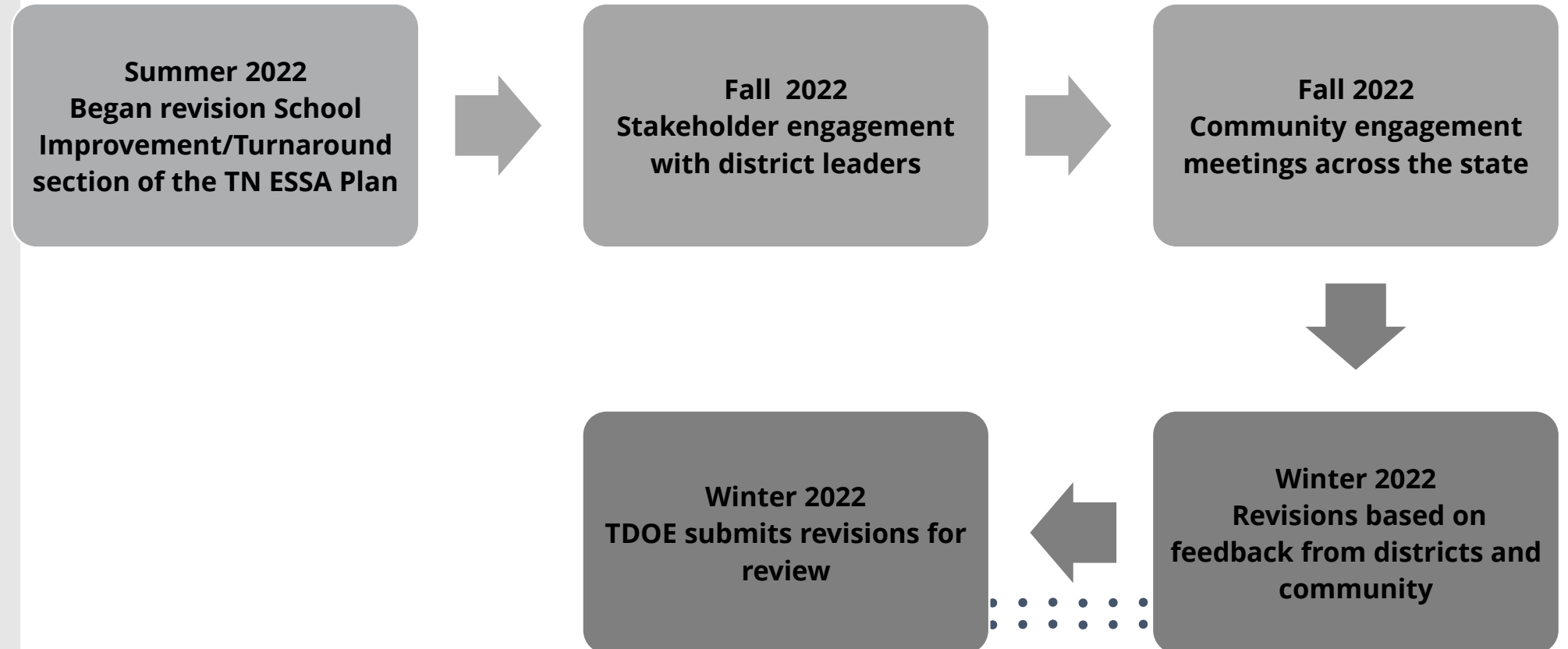|			
TN ESSA Plan Revisions	School Turnaround Framework	School Designations	Focus School Support Plan
Priority School Support	School Turnaround Pilot Program	Grant Opportunities	

TN ESSA Plan Revisions

ESSA Plan Revisions

- Between now and the winter of 2022, we will conduct meetings across the state to gather l feedback from stakeholders on the department's initial draft of the ESSA Plan revisions.

- Beginning immediately, we will have initial conversations with district leaders followed by community engagement meetings.

Summer 2022
Began revision School Improvement/Turnaround section of the TN ESSA Plan

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Fall 2022
Stakeholder engagement with district leaders

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Fall 2022
Community engagement meetings across the state

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Winter 2022
TDOE submits revisions for review

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Winter 2022
Revisions based on feedback from districts and community

TN ESSA Transition: Structure of School Turnaround

- TN ESSA framework revision Fall 2022

- Division of School Turnaround gathering input around School Turnaround Framework to replace current TN ESSA School Improvement model

Stakeholder Feedback

2019

250+ classroom visits

60+ district meetings

30,000+ survey comments

2020

Initial draft created

Community feedback sessions

District feedback sessions

2021

Second draft created

District leader feedback sessions

2022

Stakeholder input to ESSA Revisions

Purpose

The School Turnaround Framework is a tier model designed to create a clear continuum of support, interventions, monitoring and expectations for schools, districts, and the department for schools designated as:

- Targeted Support and Improvement (TSI),
- Additional Targeted Support and Improvement (ATSI), and
- Priority/ Comprehensive Improvement and Support (CSI)

Philosophy

The School Turnaround Framework is grounded in the philosophy that districts should lead the work for schools in pre-tier and Tier 1 with increasing intervention by the department for schools in Tiers 2 and 3. Schools are placed in tiers based on the current accountability system, the number of years the school has been identified for improvement, and progress toward improvement.

Tier Placement

- Pre-tier: All schools that receive either a TSI or ATSI designation

- Tier 1: Schools that receive a Priority/CSI School designation that are newly identified or making sufficient progress*

- Tier 2: Schools that have received a Priority/CSI School designation on at least two of the last three designation lists and are not making sufficient progress*

- Tier 3- Schools that have received a Priority/CSI School designation on at least two of the last three designation lists, are not making sufficient or declining progress*, and do not demonstrate readiness for school turnaround efforts

* Sufficient progress is defined as meeting at least one of the priority exit criteria in the previous year

Improvement Planning

- Pre-Tier: Partner with regional CORE staff to revise the current school improvement plan based upon prioritized needs of the identified student groups.

- Tier 1: Conduct a needs assessment utilizing all data that was not included in the current school year plan and revise the current school turnaround plan.

- Tier 2: Conduct a comprehensive school analysis and revise the current school turnaround plan.

- All school improvement (Pre-Tier) and school turnaround plans (Tiers 1-3) must be approved by the district and the department.

Funding

- To support TSI schools, districts must utilize funds from eligible Title programs that connect with the identified needs and/or strategies that address the identified student groups.

- ATSI schools will be eligible for school improvement grants, beginning in the initial placement year.

- For tiers 1, 2 and 3, the district must develop a funding allocation structure to allocate school improvement funds that meets the Framework requirement that 80% of school improvement funds must flow to the school to implement evidence-based strategies and/or interventions.

Monitoring

- District Monitoring
  - Learning Walks
  - School Reviews
  - Data Analysis
  - End of Year Reporting

- Department Monitoring
  - School Reviews
  - Data Analysis
  - Monthly support meetings
  - Bi-annual Milestone Meetings

Academic Requirements

Districts/Schools in all tiers are required to:

- Verify all teachers have training in foundational literacy skills

- Use department tools when reviewing and selecting curriculum to ensure materials are high quality and standards-aligned

- Utilize department provided resources and programs where applicable

- Additional requirements are outlined for each tier.

Student Readiness Requirements

Districts/Schools in all tiers are required to:

- Participate in school culture/climate survey

- Participate in culture building training including trauma-informed practices, positive behavior supports, and Resilient District training (where applicable) provided by the department

- Implement School Safety Plans which address both physical and mental safety and should include access to a School Resource Officer

- Utilize department provided resources and programs where applicable

- Additional requirements are outlined for each tier.

Educator Requirements

Districts/Schools in all tiers are required to:

- Conduct a landscape study around school vacancies

- Utilize department provided resources and programs where applicable

- Additional requirements are outlined for each tier.

Supports

Support provided to all schools include:

- District and school turnaround planning support

- Resource allocation assistance to support equitable distribution of federal funds/resources

- Weekly office hours to assist with turnaround needs

- Networking opportunities for school and district leaders
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- Professional learning opportunities

- Quarterly Newsletters

- Additional supports are outlined for each tier.

Stakeholder Input Opportunity

- What questions do you have about the structure of the Framework?

- What components of the Framework would be most useful in your work with federally designated schools?

- What challenges does this Framework present in your work supporting federally designated schools?

- Are there supports not included in this Framework that you would like to see to better serve federally designated schools?
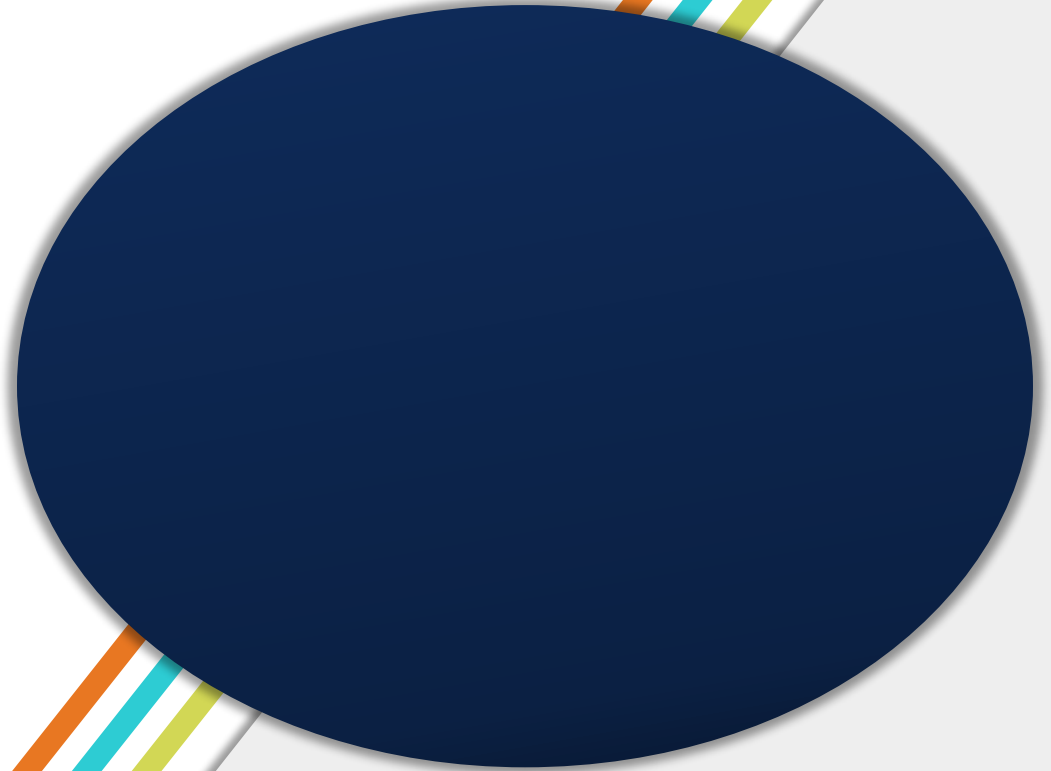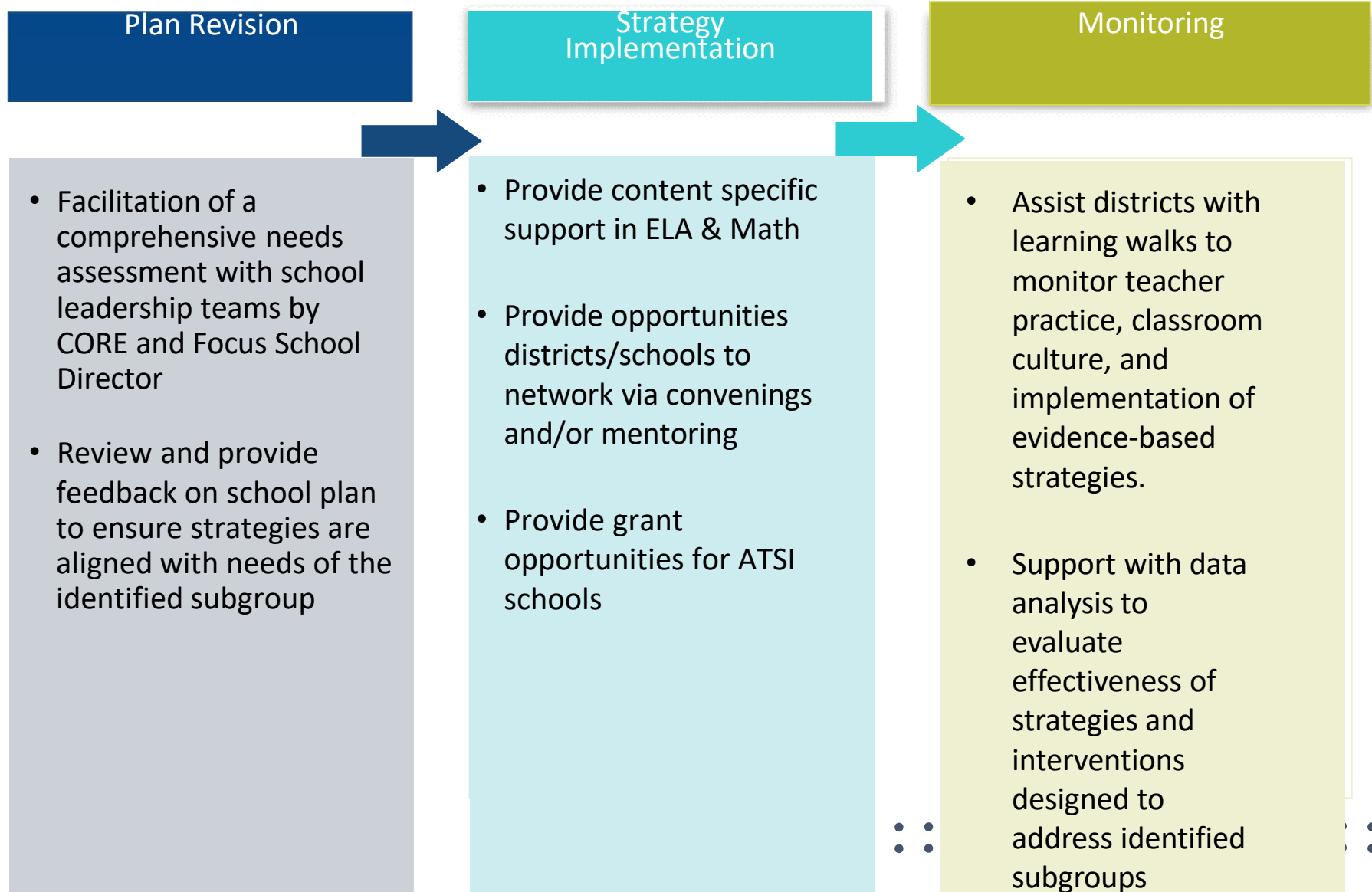
2022-2023 School Designations and Supports

School Designations

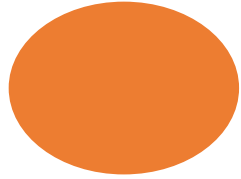| Date	Action
August 24	School designations and data available to districts in the Accountability Application for the annual 10-day appeals window
September 7	The appeals window closes
September 9	School designation letters sent to districts, under embargo until September 12
September 12	Data publicly released
September 26 - October 4	DST & CORE conduct regional meetings with newly identified TSI, ATSI, and Priority schools to discuss designation requirements
October 5 – November 4	Newly identified schools will revise school plans with support from CORE and DST
November 5	Newly identified schools revised school plans are due to LEA
November 18	Newly identified schools revised school plans are due to SEA

Focus School Support

Plan Revision	Strategy Implementation	Monitoring
• Facilitation of a comprehensive needs assessment with school leadership teams by CORE and Focus School Director • Review and provide feedback on school plan to ensure strategies are aligned with needs of the identified subgroup	• Provide content specific support in ELA & Math • Provide opportunities districts/schools to network via convenings and/or mentoring • Provide grant opportunities for ATSI schools	• Assist districts with learning walks to monitor teacher practice, classroom culture, and implementation of evidence-based strategies. • Support with data analysis to evaluate effectiveness of strategies and interventions designed to address identified subgroups

Priority School Support

District Turnaround Planning Support

DST directors provide support to district leaders on the development of a district turnaround plan to support the identified prioritized needs for the priority schools in the district.
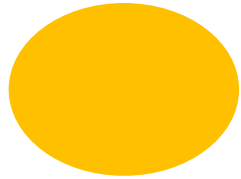
School Turnaround Planning Support

DST directors support district and school leaders in the facilitation of a comprehensive needs assessment followed by a guided planning process to develop a school turnaround plan.
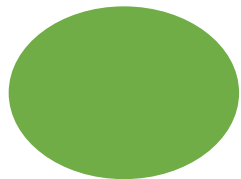
Grant Funding Opportunity

Allocate school improvement funds to districts to support the implementation of evidence-based strategies outlined in the district turnaround plan and school turnaround plans.
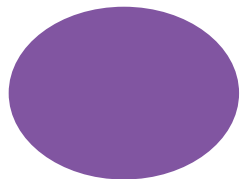
Turnaround Leader Network

Networking opportunities for school leaders to build their capacity in creating the conditions for rapid and sustained change within their school
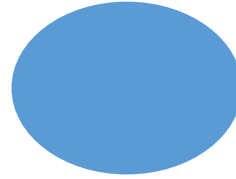
Monitoring

Directors conduct monthly support meetings with district leadership to ensure evidence-based strategies are being implemented, data are being analyzed to measure progress, and barriers are identified and addressed.
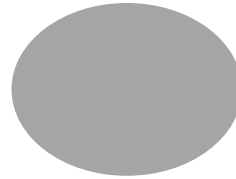
Milestone Visits

DST conducts bi-annual milestone visits to districts and schools to monitor implementation and effectiveness of evidence-based strategies outlined in the district and school turnaround plans.
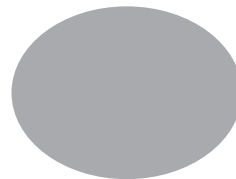
Resource Allocation Support

Directors provide guidance to district leaders on equitable distribution of federal funds and resources to support school turnaround.
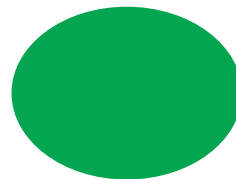
Weekly Office Hours

Directors hold weekly office hours to offer technical assistance to districts serving priority schools.

School Turnround Pilot Program

TN Department of **Education**
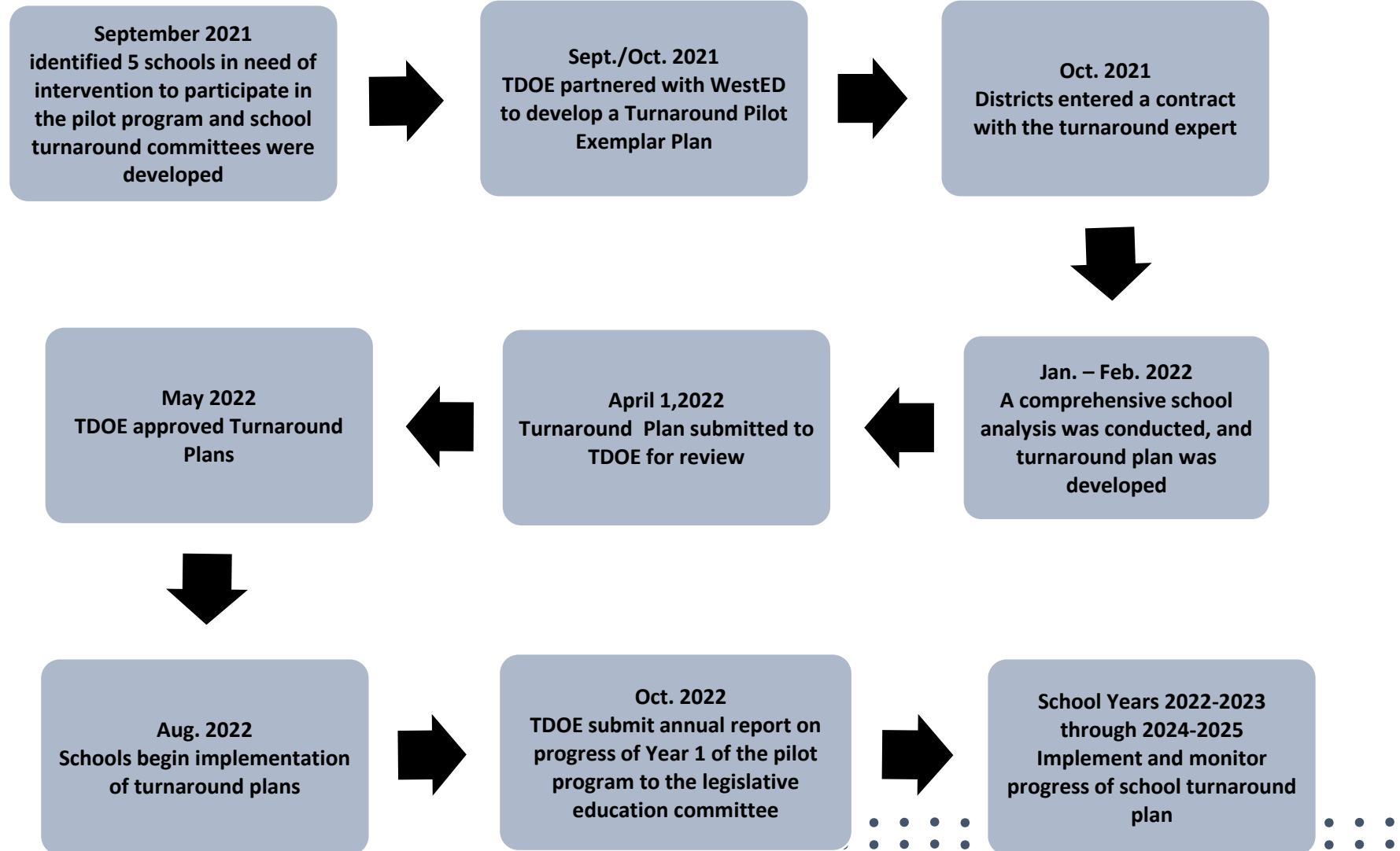
School Turnaround Pilot Program

- The Department created and developed a four-year School Turnaround Pilot Program for priority schools as defined in Senate Bill 122 and Public Chapter 0578.

- The Division of School Turnaround is leading the work for the School Turnaround Pilot Program by monitoring implementation of the pilot program beginning in the 2021-2022 school year for the five schools participating in the pilot program.

School	District	Turnaround Expert
Jere Baxter Middle School	Davidson County	Ed Direction
Orchard Knob Middle School	Hamilton County	Ed Direction
Lincoln Elementary School	Madison County	Ed Direction
Hawkins Mill Elementary School	Memphis-Shelby County	Cognia
Trezevant High School	Memphis-Shelby County	Cognia

School Turnaround Pilot Program

September 2021
identified 5 schools in need of intervention to participate in the pilot program and school turnaround committees were developed

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Sept./Oct. 2021
TDOE partnered with WestED to develop a Turnaround Pilot Exemplar Plan

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Oct. 2021
Districts entered a contract with the turnaround expert

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May 2022
TDOE approved Turnaround Plans

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April 1,2022
Turnaround Plan submitted to TDOE for review

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Jan. – Feb. 2022
A comprehensive school analysis was conducted, and turnaround plan was developed

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Aug. 2022
Schools begin implementation of turnaround plans

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Oct. 2022
TDOE submit annual report on progress of Year 1 of the pilot program to the legislative education committee

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School Years 2022-2023 through 2024-2025
Implement and monitor progress of school turnaround plan

Grant Opportunities

Grant	Intent and Purpose
ATSI 22 Grant	Provided to schools with an ATSI designation to implement evidence-based strategies that address the identified subgroup's prioritized needs
Turnaround Action Grant 3.0	Provided to districts with priority/CSI schools to support the implementation of evidence-based strategies outlined in the school turnaround plans.
School Turnaround Pilot Planning Grant	Support implementation of the Turnaround Plans in the 5 pilot schools

Achievement School District (ASD) 1.0

ASD 1.0 Update – Exiting Schools

Four direct-run ASD schools transitioned back to their home district, Memphis/Shelby County Schools (MSCS), on July 1 for the 2022-23 school year:

- Corning Achievement Elementary
- Frayser Achievement Elementary
- Georgian Hills Achievement Elementary
- Whitney Achievement Elementary

Individual transition plans were developed, in partnership with MSCS.

- Plans were approved by the MSCS board and the Commissioner

ASD 1.0 Update – Exiting Schools

There are three ASD charter schools that earned priority exit and transitioned to the TN Public Charter School Commission (TSCC) on July 1 for the 2022-23 school year:

- Libertas Montessori
- Cornerstone Prep – Denver Campus
- Lester Prep

Three additional ASD schools transitioned students for the 2022-23 school year to other schools within MSCS:

- Pathways in Education – Memphis
- Pathways in Education – Whitehaven
- KIPP Memphis Academy Elementary

ASD 1.0- 2022-23 School Year

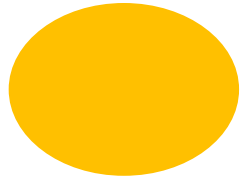| School	Operator	Ending Year
Journey Hanley Elementary*	Journey Community Schools	2022-23
Journey Hanley Middle*	Journey Community Schools	2022-23
Journey Coleman	Journey Community Schools	2023-24
Fairley High School	Green Dot	2023-24
MLK Prep High School	Frayser Community Schools	2023-24
Humes Prep Middle School	Frayser Community Schools	2023-24
Promise Academy Spring Hill	Promise Academy	2023-24
Cornerstone Prep-Lester Campus	Capstone	2023-24
Brick Church Middle School	LEAD	2023-24
Westside Middle School	Frayser Community Schools	2023-24
Neely's Bend Middle School	LEAD	2024-25
Wooddale Middle School	Green Dot	2024-25
Memphis Scholars Florida Kansas	Memphis Scholars	2024-25
Kirby Middle	Green Dot	2025-26
Hillcrest High School	Green Dot	2025-26
Memphis Scholars Raleigh Egypt	Memphis Scholars	2025-26
Memphis Scholars Caldwell Guthrie	Memphis Scholars	2025-26

*Consolidated into one school: Journey Hanley School

We will continue to work with and support current ASD schools as they near the end of their original agreements
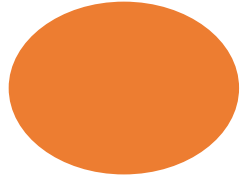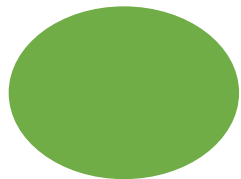
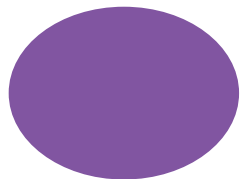**Accountability**

Current School Performance Framework (SPF)

Compliance

State and Federal Regulations

Grants Management

Federal and State Grants
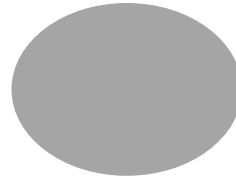
Charter Application Support

Division of Choice

Transition Plans

Charter Commission

Home District
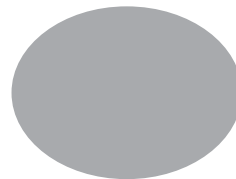
Other Supports

Other supports as required or requested

Best for All District

Flexibility

Additional resources
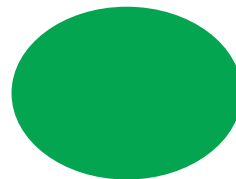
Department Resources

Reading 360

TN All Corps

Innovative School Models

Turnaround Leader Network

ASD 2.0

ASD 2.0 Update

- Ten years of lessons learned
- Resetting to ensure ASD is an effective <u>intervention</u> and integral part of the department's school turnaround continuum
- Smaller footprint
- Redesigned school performance framework (SPF) 2.0
- Full charter portfolio (not continuing direct-run schools)
- Organizational shift to zones of schools operated by non-profit EMOs and CMOs

Technical Assistance and Support

Technical Assistance and Support

For questions related to Focus Schools, Priority/CSI Schools, and or ASD support contact:

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