



District and School Cycle of Improvement

*Division of School Turnaround
August 2023*





BEST FOR ALL

We will set all students on a path to success.

ACADEMICS

ALL TENNESSEE STUDENTS WILL HAVE ACCESS TO A HIGH-QUALITY EDUCATION, NO MATTER WHERE THEY LIVE

STUDENT READINESS

TENNESSEE PUBLIC SCHOOLS WILL BE EQUIPPED TO SERVE THE ACADEMIC AND NON-ACADEMIC NEEDS OF ALL STUDENTS IN THEIR CAREER PATHWAYS

EDUCATORS

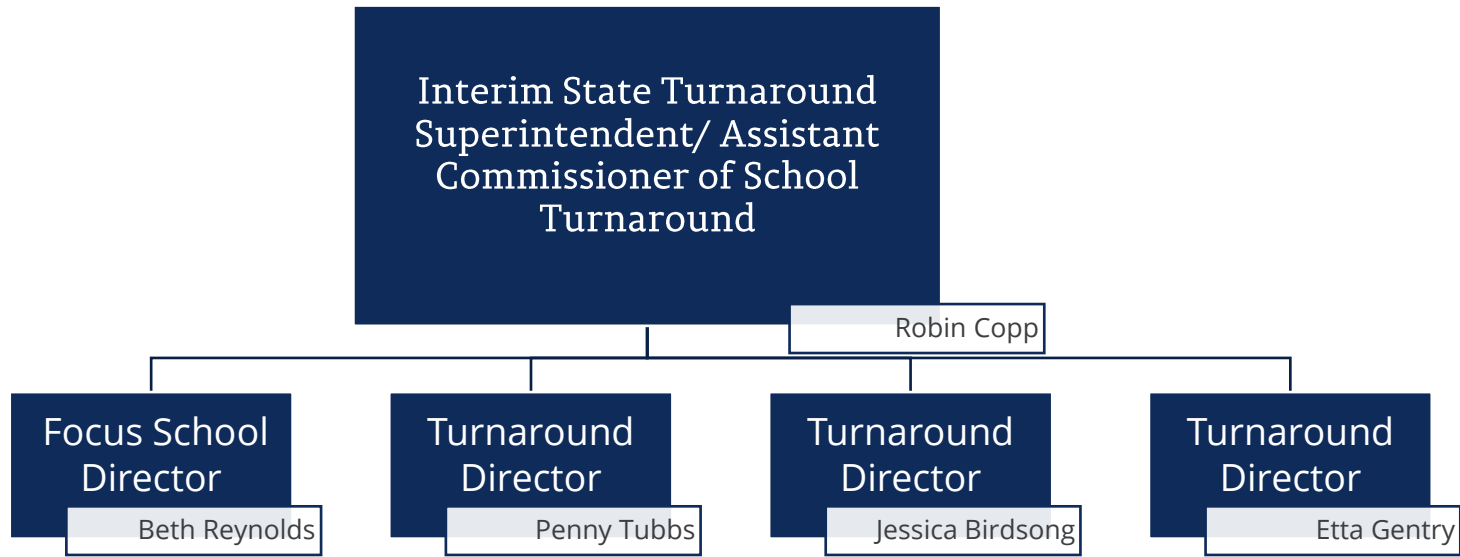
TENNESSEE WILL SET A NEW PATH FOR THE EDUCATION PROFESSION AND BE THE TOP STATE IN WHICH TO BECOME AND REMAIN A TEACHER AND LEADER FOR ALL



Agenda

- Continuous Improvement
- District Discussion
- Implementation and Effectiveness Monitoring
- Plan Adjustments
- Closing





Continuous Improvement

Continuous Improvement

- “A continuous improvement process is fundamental to engaging in and sustaining improvements in school and district practice.”
- “A continuous improvement process starts with the problem, rather than the solution.”

Hale, S., Dunn, L., Filby, N, Rice, J., & Van Houten, L. (2017). Evidence based improvement: A guide for states to strengthen their frameworks and supports aligned to the evidence requirements of ESSA. San Francisco: WestEd



What is your role in the continuous improvement of your district?

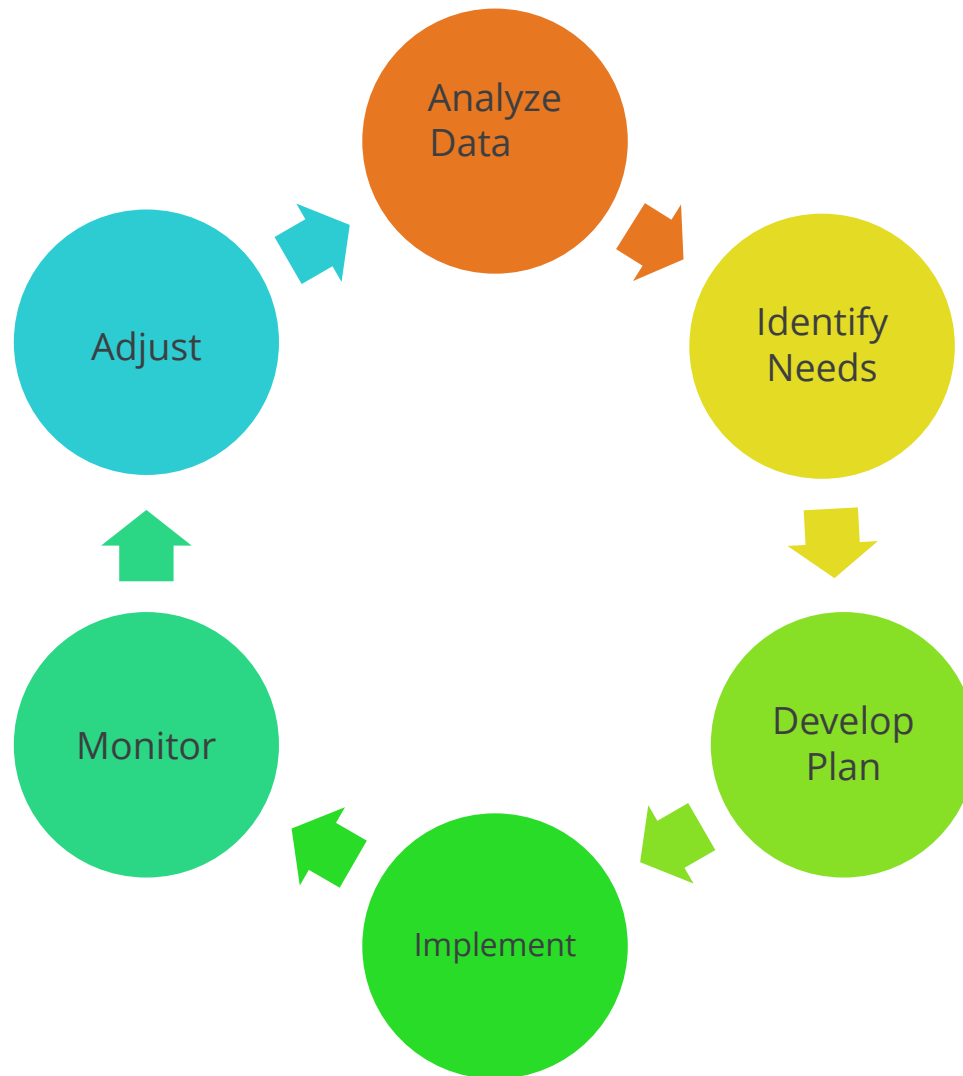
Program	Fiscal
Identify the Planning Team	Identify Funding Sources
Manage District/School Initiatives	Manage Grant Performance
Identify the Problem	Ensure Compliance
Conduct Comprehensive Needs Assessment	Resource Allocations Reviews
Develop Strategies Aligned to Needs	Fiscally Sustaining Improvement Efforts
Support School Planning	Supervise School Spending
Determine Desired Goals and Outcomes	Oversee Financial Administration
Monitor Implementation and Effectiveness	



How does your district focus on continuous improvement?



Continuous Improvement Cycle



Develop a Plan



Goals should always be aligned to a prioritized need.

What are the prioritized needs that are identified in the :

- District Strategic Plan
- LEA Plan
- District Turnaround Plan
- School Improvement Plan

How can funds supports the prioritized needs to place the district on a trajectory toward goal attainment?

- Consolidated Funding Application
- School Improvement Grants
- CTE Perkins
- ESSER
- Federal/State Funding

What is a strategy

A strategy is a path you choose to address the prioritized needs to achieve your goals.

- A good strategy articulates a clear roadmap for how you will make a change or improvement.
- Strategies define the things the people in the organization should prioritize (and not prioritize) to achieve desired goals.
- Strategy descriptions should clearly articulate how the strategy will move toward the overall goals.



Frequently Asked Questions

- What is allowable to fund?
- What does reasonable and necessary mean?
- Can I use the funds to purchase incentives?
- Can I use the funds to pay bonuses? Stipends? Travel?
- Can I use the funds to pay a higher salary than what my district pays?
- Can I use the funds to purchase food? Furniture?
- Can I use the funds for a multi-year contract? Or multi-year salaries?
- How do I know the funds are obligated?
- When can I spend the funds?
- How can I spend unused funds in a particular line item?



District Discussion

Turn and Talk

- How does your district determine what to fund to support continuous improvement throughout the district?
- What questions can I ask as a fiscal manager to ensure the district is getting a good return on investments?



Implementation and Effectiveness Monitoring



Why Monitor?

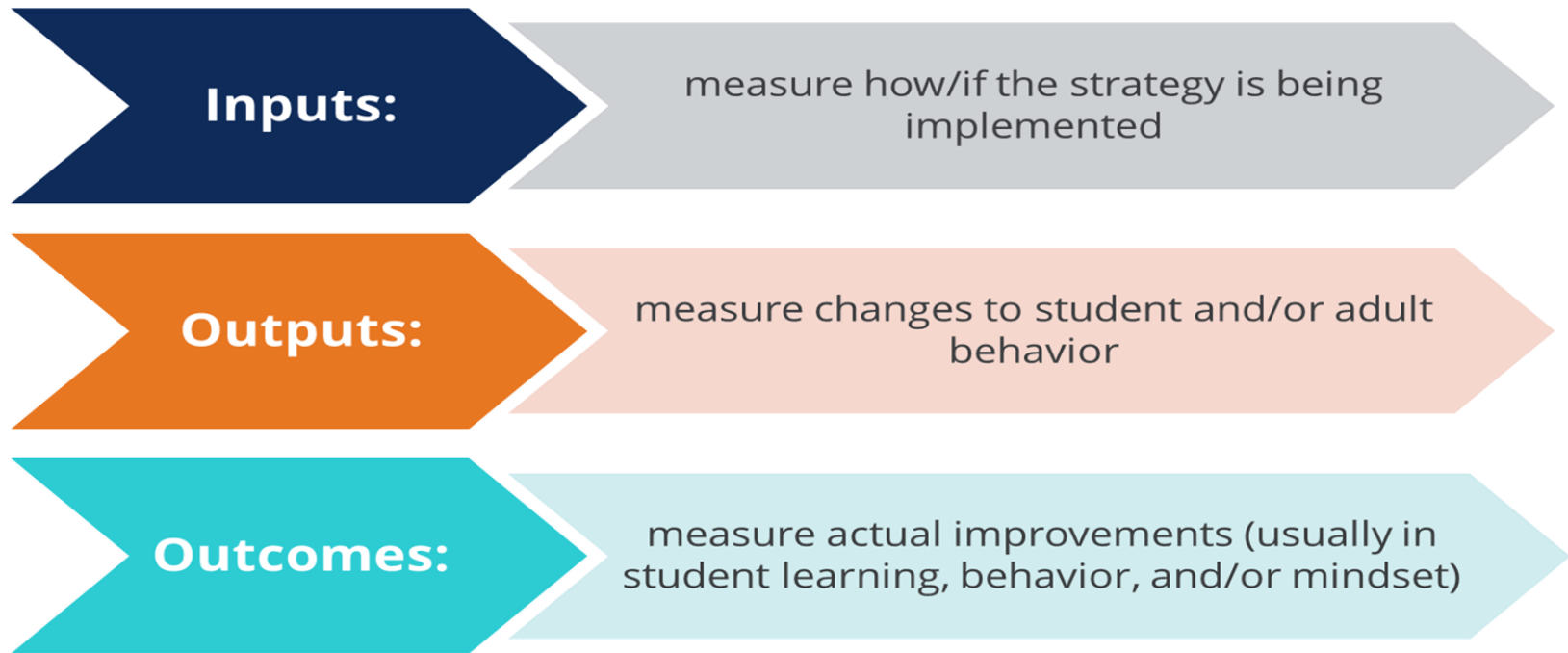
“Three general steps shape the design and implementation of effective systems.

1. First, leaders identify a set of starting leading indicators based on known success factors.
2. Second, they zealously monitor these indicators for signs of impending success or failure.
3. Finally, they act on what the indicators reveal, using data to target assistance, modify investments, or redirect focus.”

Kowal, J. & Ableidinger, J. (2011) “Leading Indicators of School Turnaround: How to Know When Dramatic Change is On Track”. University of Virginia Partnership for Leaders in Education.



Benchmark indicators are the leading indicators that gauge the strength of implementation and effectiveness of a particular strategy



Implementation, Effectiveness and Return on Investment



Implementation	Effectiveness	Return on Investment
Implementation is the carrying out of planned, intentional activities.	Effectiveness means the degree to which something is successful in producing a desired result; success.	Compares how much you paid for an investment to how much you earned to evaluate its efficiency.
Are we doing what we said we were going to do?	Is it working?	Did we benefit?



Implementation and Effectiveness (Return on Investment)

Strategy	Implementation	Effectiveness (Return on Investment)
Professional Development (stipends, conferences, contracts)	<ul style="list-style-type: none"> • Sign in Forms • Lesson Plans • Agendas & minutes • Participation certificate • Travel Expense Form • Payroll • Executed contract 	<ul style="list-style-type: none"> • 4 or 5 Level of Effectiveness (LOE) scores • Increased proficiency on TCAP • Increased percent of teacher retention
Stem Lab	<ul style="list-style-type: none"> • Requisitions • Purchase orders • Invoices • Class schedule • Computer logs • Lesson plans 	<ul style="list-style-type: none"> • Increased score on ACT • Increased proficiency on math and science TCAP • Increased college applications in the fields of math and science



Monitoring



Grant or Plan examples	Strategy	Implementation Metric	Effectiveness Metric (Return On Investment)
School Improvement Grant	Literacy Coach		
Consolidated Funding Application	Professional Development Contracts		
ESSER Grant	Equipment to support student achievement		
LEA Plan	Interventionist		
School Improvement Plan	Afterschool tutoring		
Other			
Other			



Plan Adjustments

Plan Adjustments

- How have district goals been impacted?
- How can funding be adjusted to better align to district goals, challenges, areas of need?
- What are the benefits or key challenges to the proposed adjustments?
- What are we implementing/funding that is not necessary or is a duplication of services?
- What should we do that we are not doing?
- What can we invest in to make necessary improvements?



Closing

Technical Assistance

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