



# DIVISION OF SCHOOL & DISTRICT EFFECTIVENESS

ADVANCING LEADERSHIP | TRANSFORMING SCHOOLS

Advancing Leadership...Transforming Schools

October 2015

## FROM THE DIVISION

*"Leadership and learning are indispensable to each other."  
- John Fitzgerald Kennedy*

In order to provide more timely communication, School & District Effectiveness (one of three Divisions in the Office of School Improvement) will send periodic newsletters to all leaders of Focus, Priority, and Opportunity schools and their districts. In addition, SDE leaders from the [six state regions](#) will send to the leaders of Focus, Priority, and Opportunity schools and their districts a more region-specific communique.

The role of our Division is to work alongside the leadership of schools and districts that have been identified as Focus, Priority (SIG and non-SIG), and Opportunity to support the improvement efforts outlined in the 2015 ESEA Flexibility Request. As part of that support role, we monitor the progress of identified schools and report their progress to the GA Board of Education and to the US Department of Education. We also report that schools and districts are using federal dollars (Title I, Part A, 1003-a funds) for appropriate and effective school improvement initiatives.

We genuinely want schools to meet the exit criteria for Focus and Priority schools. Please feel free to reach out to the [SDE leadership](#) in your region for any needs you have. If we cannot assist, we will work hard to connect you to someone who can.

Thanks for allowing us to support your leadership that is helping all students to succeed in Georgia!

Dr. Will Rumbaugh  
Director, Division of School & District Effectiveness  
Georgia Department of Education  
[wrumbaugh@doe.k12.ga.us](mailto:wrumbaugh@doe.k12.ga.us)

## CONTENTS

Letter From the Director	1
Upcoming Meetings and Events	1
Supports and Resources	2
Professional Learning	2-3
1003(a) School Improvement Funding	3
SIG 1003(g) Funding	4
Region News	4-6

## PURPOSE

The purpose of this newsletter is to provide school and district leaders with just-in-time information for issues surrounding continuous improvement and to celebrate the great work occurring in the State's six Regions. We want to hear from you! Please send your ideas for future editions to Andrea Cruz at [acruz@doe.k12.ga.us](mailto:acruz@doe.k12.ga.us).

## UPCOMING MEETINGS & EVENTS

### INSTRUCTIONAL LEADERSHIP ACADEMY (ILA)

**Dates:** October 28th and 29th, 2015

**Location:** The Classic Center, 300 N. Thomas Street, Athens, GA 30601

**Registration:** Principals and their supervisors should have registered by October 9th. If you haven't done so yet, the [registration link](#) will remain open through October 16th, 2015. Lodging should still be secured by October 9th.

### SIG COHORT 3 SUSTAINABILITY INSTITUTE

**Dates:** February 4th and 5th, 2016

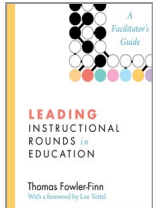
**Location:** Decatur, Georgia  
Details coming soon!

### REGION INSTRUCTIONAL LEADERSHIP ACADEMIES

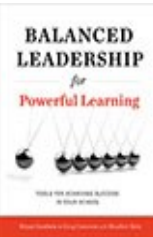
Please save the date for these upcoming Region ILAs:  
February 25th, 2016  
June 15th, 2016

## PROFESSIONAL LEARNING

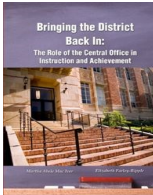
### RECOMMENDED READING



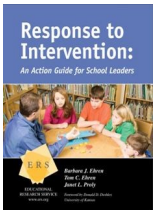
[Leading Instructional Rounds in Education](#) by Thomas Fowler-Finn



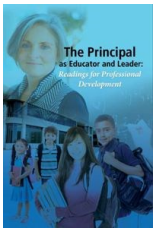
[Balanced Leadership for Powerful Learning](#) by Goodwin & Cameron



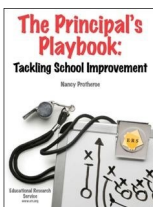
[Bringing the District back In: The Role of the Central Office in Instruction and Achievement](#) by Mc Iver & Farley-Ripple



[Response to Intervention: An Action Guide for School Leaders](#) by Ehren, Ehren, and Proly



[Principal as Educator and Leader: Readings for Professional Development](#) by Educational Research Service



[The Principal's Playbook: Tackling School Improvement](#) by Nancy Protheroe

## 1003(a) SCHOOL IMPROVEMENT FUNDING

Allocations for Title I, Part A, 1003 (a) School Improvement funding awards to Priority, Focus, and Opportunity schools were approved at the State Board meeting on September 25, 2015.

School use of the funding must directly relate to instruction and may be used for instructional coaches, consultants, tutors, teacher stipends for intervention programs such as after-school and summer programs, professional learning opportunities such as the Instructional Leadership Academy for Priority and Focus schools, technology, and supplemental instructional materials, books, and supplies. The Priority and Focus school principals must create a budget with the input of the school leadership team and the assigned School Effectiveness Specialist (SES), create a Justification of Expenses with the assigned SES, and send both the budget and justification to the district Title I Coordinator or Title I office. The Priority and Focus school principal, with the help of the SES, also completes Indistar requirements and uploads the school improvement plan, the needs assessment, and other pertinent documents into Indistar. Opportunity schools are provided funding for professional learning participation at the Instructional Leadership Academy.

Once all the above are completed, the aggregate of all Priority, Focus, and Opportunity budgets are entered into the Consolidated Application by the district Title I office for approval and release of funding in GAORS (Grants Accounting Online Reporting System) to the system finance office. Purchase orders are completed, goods and services are processed, and drawdowns of funding commence. All FY16 1003 (a) funding must be spent by September 30, 2016, since there is no carryover of 1003 (a) funding. An awards notification email will be sent to selected superintendents, district Title I Coordinators, designated school principals, and RESA directors.



DIVISION OF  
SCHOOL & DISTRICT  
**EFFECTIVENESS**  
ADVANCING LEADERSHIP | TRANSFORMING SCHOOLS

## SUPPORT AND RESOURCES

### NEW ALTERNATIVE EDUCATION PROGRAM STANDARDS

The Alternative Education Program Standards have been revised to be an addendum to the Georgia School Performance Standards. The eleven standards will be posted on the School and District Effectiveness webpage in the near future.

### NEW TOOLBOX LINKS ON THE SDE WEBPAGES

Check out the left side of the [School and District Effectiveness](#) webpages for new links to the following items:

- [Effective Instructional Strategies](#)
- [Templates/Tools for School Improvement Planning](#)
- [Templates/Tools for District Improvement Planning](#)
- [What Effective Schools Know and Do](#)
- [What Effective Districts Know and Do](#)
- [Quality Review Process for Schools](#)
- [Leadership Guide to Improving School Performance](#)

### SYSTEM FOR EFFECTIVE SCHOOL INSTRUCTION

The [System for Effective School Instruction \(SESI\)](#) pulls together the standards that are most relevant to instruction in a school and puts them into a plan and process for instruction throughout a school. Click [here](#) for the complete document. Of particular interest may be the [Collaborative Planning Overview: A Rubric for Effective Practice](#).

### SCHOOL AND DISTRICT ORGANIZERS

These guides for administrators include a calendar with helpful hints for planning out your year. Links are below and can also be accessed on any time on the right-hand side of the School Effectiveness webpage under Resources.

- [School Organizer](#)
- [District Organizer](#)

## RESOURCES (continued)

### MONITORING SCHEDULE FOR PRIORITY, FOCUS & SIG SCHOOLS

In order to provide feedback related to the progress being made by schools and districts in regard to their school improvement efforts, District Effectiveness Specialists will support districts (LEAs) in the process of monitoring their Priority and SIG schools, and Lead School Effectiveness Specialists will conduct SEA monitoring of Priority and SIG schools. Click on the image below to access the monitoring schedule.

Monitoring	Fall	Winter	Spring
LEA Self-Assessment on 8 Key District Standards <i>(&amp; SIG District Indicators where applicable)</i>	November 15 <sup>2</sup>		
Priority & Focus Schools Self-Assessment on 12 Key School Standards	November 15 <sup>2</sup>		
LEA Monitoring of Priority Schools on 12 Key School Standards		December 31 <sup>2</sup>	May 30 <sup>2</sup>
SEA Monitoring of Priority Schools on 12 Key School Standards		January <sup>3</sup>	June <sup>3</sup>
<b>SIG ONLY</b>			
LEA Monitoring of SIG Schools on SIG School/District Indicators	September 30 <sup>2</sup>	January 30 <sup>2</sup>	April 30 <sup>2</sup>
Interim LEA Monitoring of SIG Schools on SIG School/District Indicators	November <sup>1,4</sup>	March <sup>1,4</sup>	May <sup>2,4</sup>
SEA Monitoring of SIG Schools on SIG School/District Indicators	October <sup>3</sup>	February <sup>3</sup>	May <sup>3</sup>

## PROFESSIONAL LEARNING

The GaDOE Professional Learning team is committed to providing leadership, technical assistance, and resources to the Georgia education community in order to improve student learning. Professional Learning works with the School and District Effectiveness Specialists or School Improvement Specialists to provide support for schools designated as Priority, Focus, and SIG 1003(g).

### OCTOBER INSTRUCTIONAL LEADERSHIP ACADEMY

We look forward to seeing many of you at our upcoming Instructional Leadership Academy! It will be held at The Classic Center in Athens on October 28th and 29th. The participants are principals and the principals' supervisors from Focus and Priority schools/districts. It is highly recommended that the principals from Opportunity schools attend as well. For information about session topics, please see our [agenda](#). More details, including registration information, can be found on our Professional Learning webpage under [Events and Conferences](#).



DIVISION OF  
SCHOOL & DISTRICT  
**EFFECTIVENESS**  
ADVANCING LEADERSHIP | TRANSFORMING SCHOOLS

## SIG 1003(g) FUNDING

The School Improvement Grant is a multi-step process for transforming schools. It provides opportunities for schools and their stakeholders to identify a vision for success and set a course for improvement. SIG 1003(g) is a rigorous, whole-school reform process that requires planning, commitment, focus, determination, and support. In addition to district assistance offered to SIG schools, the GaDOE provides layered levels of support for each school involved in this enterprise. Regional and state professional learning opportunities for school and district leaders are also provided periodically.

There is much work to be done to finalize FY15 budgets while launching FY16 budgets. Questions regarding amendments and budgets should be directed to the SIG program specialists, Karen Suddeth ([ksuddeth@doe.k12.ga.us](mailto:ksuddeth@doe.k12.ga.us)) and Melvina Crawl ([mcrawl@doe.k12.ga.us](mailto:mcrawl@doe.k12.ga.us)).

### Critical Dates for 1003(g) SIG Schools

- September 30th: Cohorts 3 & 4 - LEA Quarterly Monitoring Report due (completed and submitted in Indistar/QCIS)
- September 30th: Cohorts 3 & 4 - School SIG Implementation Plans - Review and Re-assess all Indicators
- October 20th: Cohorts 3 & 4 – FY15 Monthly drawdown by SIG LEA's due, for all expenses encumbered to date
- October 30th: Cohorts 3 & 4 – FY15 Completion Report due – all expenses liquidated
- October 30th: Cohorts 3 & 4 – SEA Monitoring of SIG Schools on SIG Schools/District Indicators
- October 30th: Cohorts 3 & 4 - FY16 ILT Plans uploaded to Filing Cabinet in Indistar/QCIS
- November 13th: Cohorts 3 & 4 - Deadline for submission of 2015-16 Reward Incentive Plan
- January 8th, 2016: Cohorts 3 & 4 - School Implementation Plans
- January 30th, 2016: Cohorts 3 & 4 – LEA Quarterly Monitoring Report due (completed and submitted in Indistar/QCIS)

## FROM THE REGIONS

In July, the Division of School and District Effectiveness underwent re-structuring to better meet the needs of our schools and districts throughout the state. This resulted in the creation of six collaborative regions. Click [here](#) to view these new regions. Below are news and notes from each Region.

### NORTHWEST REGION

**District Effectiveness Specialist: Terri Gaspierik**

[tgaspierik@doe.k12.ga.us](mailto:tgaspierik@doe.k12.ga.us)

**Lead School Effectiveness Specialist: Amy Alderman**

[aalderman@doe.k12.ga.us](mailto:aalderman@doe.k12.ga.us)

The Northwest Region Team is excited about the 2015 school year! Many thanks to the superintendents and the RESA personnel in the Northwest Region for assisting with the scheduling and invitations to team members regarding the signing of the MOAs. We welcome Dr. Phillip Luck as our Program Manager. We also welcome a new member of our School Effectiveness Specialist team, Mr. Jovan Miles, who will be working with elementary schools in Bibb County.

QCIS (Indistar) training is also underway in the Northwest Region. Griffin RESA and Northwest Georgia RESA are providing training to their districts individually; whereas the GaDOE, under the leadership of Dan DeWolf and personnel at Middle Georgia, North Georgia and West Georgia RESAs are working collaboratively to provide the training to school and district personnel.

The Bibb County School System District Review process is complete. The summary report was presented to Dr. Jones and the Bibb County School Board on Thursday, September 17, 2015. Many thanks to Sam Taylor and Phillip Luck for their support and attendance at the Board meeting.

District and school self-assessments on the non-negotiables need to be completed by November 15 and uploaded in the QCIS/Indistar platform. Several districts have requested that the self-assessment process be led by a member of the GaDOE team and this assistance begins on October 2. Terri Gaspierik will contact districts in early October to follow up on the offer of assistance that was discussed at the MOA meetings.



DIVISION OF  
 SCHOOL & DISTRICT  
**EFFECTIVENESS**  
 ADVANCING LEADERSHIP | TRANSFORMING SCHOOLS

**NORTHEAST REGION**

**District Effectiveness Specialist: Susan White**

[suwhite@doe.k12.ga.us](mailto:suwhite@doe.k12.ga.us)

**Lead School Effectiveness Specialist: Kali Raju**

[kraju@doe.k12.ga.us](mailto:kraju@doe.k12.ga.us)

A sincere THANK YOU to all the Superintendents and their teams for their flexibility in scheduling a time to meet with us to discuss the MOA!

The GaDOE and RESA teams have started to provide training in the effective ways to use QCIS (previously known as Indistar). When planning the training, RESA and GaDOE teams collaborated with each other to determine the needs of our Focus and Priority schools and districts. The hands-on sessions have gone well and have been attended by both school and district personnel. Ongoing support will be provided to individual schools and districts as needed throughout the year.



*Hancock, Johnson, Baldwin and Wilkinson personnel follow steps provided by their QCIS trainers to assess themselves on the first standard. Oconee RESA offered their facilities and provided refreshments!*

Our teams are also meeting with leadership to discuss the self-assessment procedure. By November 15, schools and districts should complete this task on the school/district standards. Using an analysis of this assessment, they will prioritize their areas of need and develop one or two tasks to address them. These tasks should be entered on the QCIS/Indistar platform and will be monitored during team or leadership meetings. GaDOE and RESA members are always available for support. Please contact us if you have any questions.

**WEST METRO REGION**

**District Effectiveness Specialist: Diana Forbes**

[dforbes@doe.k12.ga.us](mailto:dforbes@doe.k12.ga.us)

**Lead School Effectiveness Specialist: Lyn Wenzel**

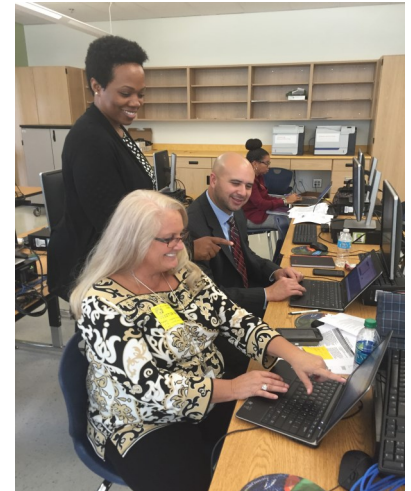
[lwenzel@doe.k12.ga.us](mailto:lwenzel@doe.k12.ga.us)

The MOA meetings are almost completed; it's been a pleasure to meet the district and school leaders in our region!

The QCIS/Indistar training led by Metro RESA Specialists has taken place or is scheduled in each of our districts for all Priority and Focus

school principals and appropriate district level staff. CCRPI Data Digs and Goal Setting for several of the West Metro Region schools is occurring for administrators, teachers, and Leadership Teams depending on the need. All School Improvement Specialists (Metro RESA) and School Effectiveness Specialists (GaDOE) are active in supporting the Priority and Focus schools. Turnaround leadership and district support continue to be focuses for our two SIG schools (McClarín Alternative School in Fulton and Frederick Douglass High School in Atlanta). Dr. Mike O'Neal and a team from the GaDOE successfully completed the first GSAPS review at Dunbar Elementary School (APS) on September 23rd and 24th.

West Metro would like to congratulate McClarin Success Academy, a Cohort 3 SIG School in the Fulton County School District, for surpassing their SIP goal of achieving a 20 percentage point gain in their 4-year cohort graduation rate! Notably, this has been achieved in one year. Dr. Lateshia Woodley, McClarin's Principal, attributes this success to the introduction of a personalized Student Support Team model, the redesign of the master schedule to allow for flexible learning plans, and the implementation of the Increased Learning Time (ILT) program. Congratulations!





DIVISION OF  
 SCHOOL & DISTRICT  
**EFFECTIVENESS**  
 ADVANCING LEADERSHIP | TRANSFORMING SCHOOLS

**EAST METRO REGION**

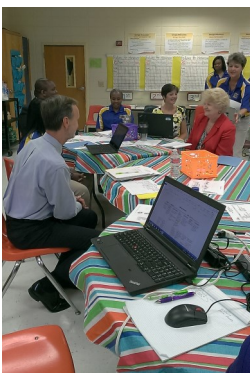
**District Effectiveness Specialist: Iris Moran**  
[imoran@doe.k12.ga.us](mailto:imoran@doe.k12.ga.us)  
**Lead School Effectiveness Specialist: Paula Herrema**  
[pherrema@doe.k12.ga.us](mailto:pherrema@doe.k12.ga.us)

The Metro RESA staff has done a PHENOMENAL job training the Metro East Region Districts, Clayton and DeKalb County School Districts, administrators and GaDOE personnel on QCIS/Indistar. The delivery model utilized by facilitator Tara Ross, and assisted by Robert (Bob) Moseley, Cheryl Johnson, and Ateshia Lester was of extreme value to all the administrators!

The focus was on “the work.” Ms. Ross was able to walk the participants through the unpacking process for the key standards, determining their “current reality” and task creation. Focusing on the work before ever going into QCIS/Indistar enabled the participants to see the platform as what it really is: a tool to document “the work.” When she did guide participants into the platform it was an easy process for them as they already had an understanding of what they would see and how their work is to be documented/entered. The experiences she provided, her handouts, and the livebinder will equip the participants to go back to their leadership teams and replicate the process effectively with confidence!

**SOUTHWEST REGION**

**District Effectiveness Specialist: Deborah McLendon**  
[dmclendo@doe.k12.ga.us](mailto:dmclendo@doe.k12.ga.us)  
**Lead School Effectiveness Specialist: Steve Olive**  
[solive@doe.k12.ga.us](mailto:solive@doe.k12.ga.us)



The Southwest Region Support Team is conducting diagnostic school visits to each Priority and SIG school in the region. These visits include classroom observations, interviews, and data analysis aligned to the Georgia School Performance Standards. Information gathered at each school is used to plan regional professional learning and to inform our school and region support plans.

**SOUTHWEST REGION (continued)**

Southwest School Effectiveness Specialists are also facilitating professional learning with their point of contact schools on using QCIS/Indistar to effectively drive the school improvement process. CCRPI training is being facilitated across the region by Brooke Ricketts. This training is specifically designed to deepen school leaders’ knowledge of the CCRPI to enable them to improve their schools’ performance through communication, collaboration, and change.

**SOUTHEAST REGION**

**District Effectiveness Specialist: Darrel May**  
[dmay@doe.k12.ga.us](mailto:dmay@doe.k12.ga.us)  
**Lead School Effectiveness Specialist: Paula Cleckler**  
[pcleckle@doe.k12.ga.us](mailto:pcleckle@doe.k12.ga.us)

Where do we go?  
 How do we get there? What do we do? Why are we starting here? These are questions that the Southeast Region Team (GaDOE and



RESA) members are answering as they conduct needs assessments and diagnostic visits throughout the region. Observations in classrooms, Leadership Team meetings, collaborative planning, QCIS/Indistar, and professional learning sessions help the Southeast Region Team create a plan of priorities and services to schools. Specialists have been modeling the collaborative planning process, guiding the Leadership Team to examine the data, prompting teams to develop actions and next steps, and brainstorming intervention strategies for struggling students.

The Southeast Region Team members are focused on increasing student performance and guiding schools to embrace the process of improving teaching and learning for all students.