

Endeavour Elementary Brevard Public Schools

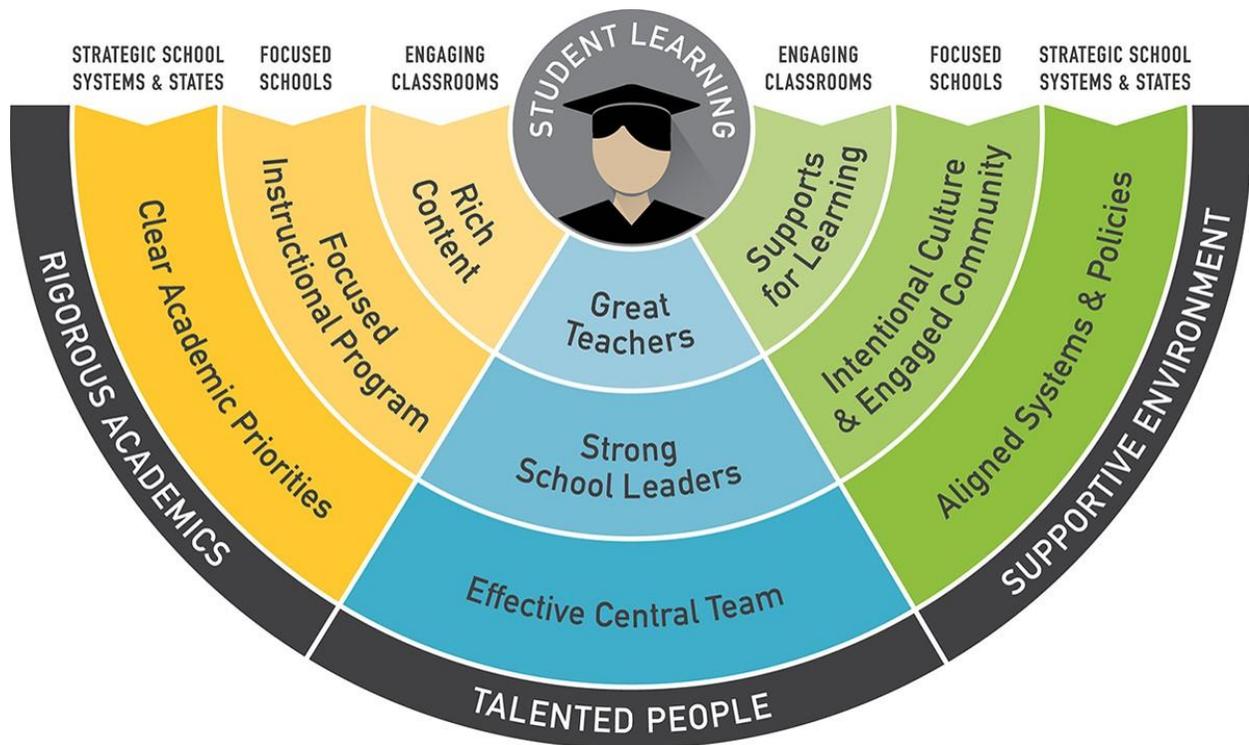
School Transformation Support

Submitted for Discussion 03/09/2018



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TNTP helps public schools, districts and states nationwide advance excellent instruction, so teachers thrive and students excel.



Founded by teachers in 1997, TNTP works in 25 cities nationwide to end educational inequality and fulfill the promise of public education.

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Introduction

As a district, Brevard Public Schools is dedicated to improving outcomes for students and ensuring every student learns through excellent instruction. Brevard and TNTP have been working together as part of Brevard's participation in the Pilot Florida Implementation Network to ensure rigorous teaching is more present in classrooms across the county. This joint collaboration has led to: the establishment of a district-wide vision for excellent instruction, regular audits of instructional practices across schools, direct training and support to district and school leaders around the demands of the Florida Standards, collecting and analyzing culture data from stakeholders across the county, and advising on improvements to curricular materials and central instructional supports.

In addition to our past support to Brevard Public Schools TNTP is excited to offer support to the transformation of Endeavour Elementary. As an organization, TNTP is committed to transforming the lives of 100,000 students over the next five years, and is especially focused on the highest need schools like Endeavour Elementary in Brevard County. Our strategic goals center on integrating our expertise across three areas of our current work: human capital, academics, and supportive environments. Taken together, we can provide a holistic and comprehensive approach to Endeavour's needs. The work to support Endeavour drives directly at our mission, given the comprehensive nature of the school transformation efforts.

Our Approach

TNTP's approach as a transformation partner acknowledges the reality that turning around struggling schools is complex and external support can help identify challenges and break through barriers. While TNTP has not served as an external operator in Florida, our knowledge of school turnaround within the state and across the country helps partners address the many challenges in school transformation by diagnosing key problems and providing capacity-building coaching and thought partnership to promote steady, sustained change over time.

Our experience supporting school transformations across the country has led us to a few, critical understandings about the conditions necessary to succeed. First, schools need excellent leaders who can focus squarely on ensuring the right people are in the building, the content students are working with is rigorous, and the culture in the building is positive and promotes excellence. Second, schools need clear academic priorities, and strong curricular resources in place for teachers and students to use. Finally, adults must invest the time and energy into establishing and maintaining a community-wide shared vision for success.

Because Brevard Public Schools has already identified a strong, capable leader in Principal Reed, someone TNTP has worked alongside in the past, we believe our support is best directed toward diagnosing specific challenges in the school and building the capacity of Principal Reed and his leadership team to ensure the academic program and classroom culture of Endeavour reflects the vision of excellence they desire. We anticipate supporting the school leadership team by ensuring instruction is sufficiently rigorous and is grounded in strong classroom culture practices that allow all students to engage fully in the work of every lesson. We also anticipate spending time supporting Principal Reed and his leadership team by helping them to develop clear coaching and action steps to ensure improvements in ELA and mathematics instruction among the teaching staff lead to sufficient improvements in student outcomes.

Our specific strategies for support will depend heavily on an initial diagnosis of the capacity of the leadership team and staff, the health of the school ecosystem, as well as *what* is being asked of students and *how* that content is being delivered. Our approach to support for the 2018-19 school year is three-pronged:

LEADERSHIP AND TALENT	CULTURE	ACADEMICS
<p>Diagnose current approaches to talent management including the assignment of staff, observation and feedback practices, and approaches to development and support.</p> <p>Build the capacity of key leaders in the building to set, communicate, and monitor appropriate goals.</p> <p>Support the leadership team by establishing consistent approaches to coaching and feedback grounded in research-based practices.</p>	<p>Diagnose current school culture and climate for both students and staff.</p> <p>Support the leadership team to identify classroom practices that establish and grow positive, student-centered cultures focused on learning and growth.</p>	<p>Diagnose the current academic programming, including the alignment of instructional materials to the Florida Standards, the quality of instruction in classrooms, and the approaches to developing instructional strategies in teachers.</p> <p>Recommend changes to instructional materials, assessment practices, and/or instructional frameworks to ensure rigorous instruction takes place in every classroom.</p> <p>Work alongside the leadership team to implement a coherent academic program that is rigorous, data-driven, meaningful, engaging, and in alignment with the Florida Standards and instructional shifts.</p>

Support Focus: Leadership Team Coaching

To put Endeavour Elementary on a path towards dramatic, sustainable improvement, we will work closely with the principal and school leadership team to (a) identify and prioritize the school’s areas for instructional improvement and their corresponding root causes, (b) help the leadership team develop, articulate, and achieve buy-in for clear goals and strategies for improvement centered on excellent instruction, and (c) build capacity of the leaders to closely monitor the quality of instruction and to use student data to adjust interventions and prioritize specific feedback and coaching for teachers. TNTP will provide the Endeavour leadership team with cycles of strategic consulting, leading to rapid improvements in the leadership team’s ability to diagnose and support excellent instruction. Cycles of support will ensure leaders are able to accurately diagnose instruction against the demands of the Florida Standards, intervene through feedback and coaching, progress monitor using data, and identifying future improvements over the academic year.

Support Focus: Clear and Consistent Culture

Ensuring classrooms and hallways remain positive cultures of learning early in the school year is essential to accelerating academic progress for students. TNTP will support the leadership team as well as teachers directly, with professional learning and coaching on specific classroom management techniques that promote a positive and engaged classroom

culture. TNTP will also support the Endeavour leadership team in ensuring that those techniques and school wide culture and classroom management systems reflect the school-wide expectations for excellence. TNTP will provide feedback and thought partnership to coaches on how to ensure their caseload of teachers receives adequate feedback on classroom culture moves in addition to instructional moves, early and often in the school year.

Support Focus: Building and Sustaining a Strong Academic Program

The central goal of this support is to ensure the Endeavour leadership team not only has a clear vision for academic rigor in its building, but that the instructional resources and professional learning used to enact that vision are aligned with best practices and consistently reflect expectations laid out in the Florida ELA and mathematics Standards.

Specifically, TNTP will:

- *Build academic knowledge and expertise* around the implementation of specific research-based strategies, tools and instructional materials to reach the standards so all students are college- and career-ready.
- *Design and model professional learning* for teachers on key instructional practices that reflect the demands of the Florida Standards and instructional shifts.
- *Build knowledge and expertise in creating a positive and supportive learning environment* that creates the conditions amongst both adults and students to reach excellent outcomes.
- *Assist with the development of model classrooms* to highlight practices that meet the instructional needs of students and developmental needs of teachers, and which contribute to the school's strategic direction.
- *Build coaching capacity* in leaders to implement coaching cycles with teachers, differentiated by need and aligned to schoolwide goals and a professional learning system.

Conditions for Success

To ensure these efforts produce meaningful changes, we will want to confirm that the school leader, as well as his or her direct supervisor, are fully invested in this work. This will mean establishing a shared understanding of overall goals for the school, clear roles and responsibilities, and concrete accountability mechanisms. We believe the following conditions are also critical include:

- Commitment to collaboration, transparency, and a clear understanding of the roles, responsibilities and accountability of each party involved;
- Clear communication structures with Endeavour Leaders, TNTP and Brevard Public Schools, access to historical data, and responsiveness from all parties involved;
- Commitment from Endeavour and Brevard Public Schools to make changes to policy and practice, when possible, that support the schools' ability to improve student outcomes
- Responsiveness of school leaders, including regular availability to meet with TNTP staff;
- A commitment to make personnel changes if/when they are deemed necessary to meet goals;
- A desire to share findings and best practices with other schools.

We are excited to move forward with this work if support for goals and the approach is agreed upon at all levels and aligns with partnership priorities.

Estimated Costs

Included are two potential cost models. In both cases, support would run from August of 2018 through June of 2019 and be led by a TNTP Partner who is familiar with the Brevard Public Schools context. Additionally, regardless of the option, TNTP will work to provide support in the three focus areas described above, however, option B will require a smaller team, which translates into a prioritized focus in ELA or mathematics (not both) and less frequent on-the-ground support (a staff member on site roughly every other week instead of every week, as needed). Whenever possible, we strive to staff projects with local coaching support, however we cannot guarantee this is possible and our costs include travel for team members to support Endeavour in-person.

Option A (In the event that Endeavour does not make sufficient progress in its school grade for 2017)

Option A assumes dedicated, regular, high-touch, on-the-ground support with a team of TNTP coaches dedicated to developing capacity in the leadership team and school staff around talent management, school culture as well as mathematics and ELA instruction. A rotation of visits will be established such that there is a TNTP coach on site roughly every week during the year from August 2018 through June 2019. An analyst will be included on the team to support with the collection of student and teacher data.

TNTP Team	Total Cost
<ul style="list-style-type: none"> ▪ Partner ▪ Site Manager (Mathematics, primarily in-person) ▪ Senior Effectiveness Coach (ELA, primarily in-person) ▪ Analyst 	\$492,927

Option B (In the event Endeavour does make sufficient progress in its school grade for 2017)

Option B assumes a lighter-touch approach, where on-the-ground support occurs 1.5 to 2 times per month, with limited virtual support between visits. The academic support is provided by a single individual who will focus primarily on one content area (ELA or mathematics) as well as developing the leadership team's capacity to improve their talent management and school culture. A small portion of an analyst's capacity will be included to support with data collection at critical points in time (e.g. quarterly classroom walkthrough analyses).

TNTP Team	Total Cost
<ul style="list-style-type: none"> ▪ Partner ▪ Senior Effectiveness Coach (ELA or Mathematics, combination of virtual & in-person) ▪ Analyst (reduced capacity) 	\$227,103

We look forward to the opportunity to support Brevard Public Schools and Endeavour Elementary. Please reach out to Ben Jackson (Ben.Jackson@tntp.org) with any questions.