

# Evergreen Elementary School

External Operator Update

August 19, 2019

## Evergreen Turnaround Team

- Principal – Ashley Kemp
- External Operator – Jayne Ellspermann, LLC - School Leadership Development
  - Site Director – Jayne Ellspermann
  - Turnaround Specialist – Nancy Guzman
  - Instructional Practices Specialist – Molly Funk

## External Operator activities at Evergreen Elementary School since July 29, 2019

- Replaced principal with a principal with proven experience in moving a school from an F to a C
- Worked with the new principal to appoint a new leadership team
- Reviewed available district and state information on all staff members and replaced eight staff members who did not have effective or higher state VAM
- Worked with principal to fill vacancies prior to the start of school with teachers who have a state VAM of Effective or higher and staff who reflect the demographic balance of the school community as required by the district
- Reviewed and updated the School Improvement Plan
- Reviewed and updated district budget, Title 1 budget, TSSSA budget, and UniSig budget to reflect the goals and objectives in the School Improvement Plan
- Reviewed all state and local assessment data available for 2016-2017, 2017-2018, and 2018-2019
- Reviewed attendance data for 2017-2018 and 2018-2019 for students and teachers
- Reviewed discipline data for 2016-2017, 2017-2018, and 2018-2019
- Walked through the building to confirm room assignments and readiness for the first day of school
- Worked with the administrative team to design the master schedule
- Conducted a workshop with the teachers on the new way of work and introduced an instructional design protocol focused on standards mastery
- Conducted an introductory Restorative Practices workshop with the leadership team
- Added an Instructional Practices Specialist to JE School Leadership Development to work with schools on moving instructional practices to highly effective
- Met with the SAC president to share the shifts in practice for the school
- Worked with the school leadership team and Instructional Practices Specialist to identify and prioritize target practices to begin working on in August
- Conducted a compliance walkthrough for Standards Focused Boards and room utilization provided data to principal with recommended actions
- Worked with the district to remove five instructional and seven non-instructional staff who did not have the skill set to work in a turnaround environment after the first week of school
- Conducted an orientation for non-instructional employees to introduce the turnaround process
- Attended multiple meetings with school, district, and state staff regarding turnaround procedures
- Worked with the principal and staff on the development of a new vision and mission statement, and core values
- Responded to school board and community concerns regarding the External Operator process and what to expect with a change in External Operator
- Worked with the Superintendent, Deputy Superintendent, and district Turnaround specialist to ensure a smooth and swift transition prior to the start of school