



## MEMORANDUM

TO: Indiana State Board of Education  
FROM: Danielle Shockey, Deputy Superintendent, Indiana Department of Education  
RE: Report on Lead Partners  
DATE: August 7, 2013

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### Background

In 2011, John Marshall High School (“John Marshall”), George Washington Community High School (“George Washington”) and Broad Ripple Magnet High School (“Broad Ripple”) all entered their sixth consecutive year in the lowest school performance and improvement category, which activated state board intervention pursuant to Ind. Code § 20-31-9-4. The Indiana State Board of Education (“Board”) chose to implement the intervention of assigning a Lead Partner to each of the aforementioned schools. John Marshall was assigned Cambian/Voyager Learning (“Voyager”); Broad Ripple was assigned Scholastic, Inc. (“Scholastic”); and George Washington was assigned Wireless Generation/Amplify (“Amplify”). Additionally, the Board assigned The New Teacher Project (“TNTP”) to work with George Washington and Broad Ripple to train administrators on the RISE evaluation system.

During the 2011/2012 school year, each Lead Partner contracted with the Indiana Department of Education (“Department”). The Department paid for the 2011/12 contracts entirely with Title I, School Improvement Grant 1003(g) administrative funds. This funding source was available for the Department because all three schools assigned Lead Partners had been granted 1003(g) funds. During the 2012/13 school year, payments to the Lead Partners from the Department continued to be made from Title I, School Improvement Grant 1003(g) administrative funds, and were supplemented by each school utilizing their 1003(g) grant monies respectively. The contracts between the Department and the Lead Partners expire on August 31, 2013 and September 1, 2013; the contracts include the option for renewal by mutual agreement of the parties in one (1) year increments for up to two additional years following the expiration of the initial term.

### Title I, School Improvement Grants

School Improvement Grants (“SIG grants”) are a part of Title I. SIG grants, which include 1003(a) and 1003(g), require frequent monitoring by the Department. Both desktop and on-site monitoring occur throughout the school year. The Department looks at student achievement



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data, as well as other data related to goals of the school's plan (e.g., professional development activities and participation; parental involvement activities and participation; student indicators such as attendance, suspensions/expulsions, etc.). Data that is both quantitative and qualitative helps inform the Department of the progress of schools, as well as identify challenges that must be addressed. Monitoring for 1003(a) schools occurs at least twice during the school year by the Department, and monitoring for 1003(g) schools occurs at least three times during the school year with additional monthly or as needed support provided to schools. Reports for each school are compiled and issued by the Department. Detailed information regarding monitoring, including protocol and a sample report, is available on the Department's website (<http://www.doe.in.gov/outreach/turnaround/1003a-school-improvement-grant>).

All three schools have been awarded 1003(g) funds; however, Broad Ripple is the only school with 1003(g) funds left because John Marshall and George Washington have both exceeded their three year grant term. John Marshall was granted 1003(a) funds for the 2013/14 school year.

## **Contract and Performance Review**

The Department's contracts with each Lead Partner included a scope of work for the 2012/13 school year that outlined the Lead Partner's goals.

### TNTP/Broad Ripple & George Washington

TNTP's goals for the 2012/13 school year included the following:

1. Support schools with IPS' transition to the RISE evaluation system
2. Provide direct coaching to administrators to ensure accurate evaluations and actionable next steps are delivered to teachers
3. Monitor evaluation progress through weekly, bi-monthly, and semiannual checks for progress and assess the effectiveness of teacher development plans
4. Assess the instructional culture at each school during the first semester and then again at the end of the school year

TNTP provided the Department and the Board with reports on accurate evaluations; quality of feedback; instructional culture; and quality of services. Based on the update provided by TNTP at the July 19, 2013 Board meeting, "TNTP is on-track to meet all goals at Broad Ripple Magnet High School and George Washington Community High School." A review of TNTP's report to the Board shows that TNTP met twenty-two of its twenty-four specific goals for the 2012/13 school year. Additionally, Indianapolis Public Schools ("IPS") informed the Department that TNTP had completed teacher evaluation training and conducted regular reliability and validity work with



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evaluators at both Broad Ripple and George Washington. The Department visited Broad Ripple and George Washington in May for a 1003(g) site visit and found that the progress measured indicated a strong partnership between TNTP and Broad Ripple and George Washington.

## Voyager/John Marshall

Voyager's goals for the 2012/13 school year included the following:

1. Increase Leadership Effectiveness
2. Increase Students' Self-Management, Responsibility and Positive Leadership
3. Improve Instructional Quality and Outcomes
4. Increase Student Graduation without Waivers
5. Improve Parent/Community Partnerships
6. Strengthen the Impact of District and School Resources

Voyager provided the Department and the Board with reports on strengthening overall school operations; climate, relationships and social/emotional health; instructional quality; professional development; and evaluation. A review of Voyager's report to the Board shows that Voyager either met or was on track to meet all of its goals for the first semester of the 2012/13 school year, and that second semester results were promising but still pending. Voyager stated in its update at the July 19, 2013 Board meeting, "December 2012 benchmarks were met and final end-of-year benchmarks are pending." The Department visited John Marshall in May for a 1003(g) site visit and found that the progress measured indicated that the support received by John Marshall from Voyager was successful, and that both parties wished to continue to work together into the 2013/2014 school year.

## Scholastic/Broad Ripple

Scholastic's goals for the 2012/13 school year included the following:

1. School-wide professional development to improve instruction, with a focus on "gradual release" and internal capacity building
2. Continue implementing literacy interventions with high fidelity
3. Implement a research-based math intervention program to support algebra readiness
4. Deepen building-wide leadership capacity
5. Ongoing project management and executive coaching support

Scholastic provided the Department and the Board with reports on student attendance and discipline; leading indicators; initiative specific indicators; and staff culture. Based on the



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update provided by Scholastic at the July 19, 2013 Board meeting, Scholastic had success in meeting all of its goals for Broad Ripple. Additionally, both reports to the Department and the Board, and the Department's review of 1003(g) indicators show improved attendance, increased professional development time and a decrease in student suspensions during the 2012/13 school year. The Department visited Broad Ripple in May for a 1003(g) site visit and found that the progress measured indicated a strong partnership between Scholastic and Broad Ripple.

## Amplify/George Washington

Amplify's goals for the 2012/13 school year included the following:

1. Continue Professional Learning Communities, organized by content area and grade level
2. Continue School Leadership PLCs and individual administrator coaching
3. Continue individual teacher coaching with differentiated support
4. Continue to provide targeted professional development
5. Assist in the implementing a Response to Intervention program
6. Increase cross-partner collaboration

Amplify provided the Department and the Board with reports on five priorities: Increase student engagement and rigor; building teachers' capacity to meet the education needs of ELL; assist in the implementation of an RtI program; improve reading/writing across all content areas in all grades; and improve student performance by supporting leaders in managing school change. A review of Amplify's report to the Board shows that Amplify was on track, but struggled to meet majority of its goals. Based on the update provided by Amplify at the July 19, 2013 Board meeting, the teachers at George Washington grew in many of the priority areas during the school year.

## **Next Steps and the 2013/14 School Year**

### TNTP/Broad Ripple & George Washington

IPS has entered into a contract with TNTP to provide evaluation training to all administrators of IPS schools, including Broad Ripple and George Washington. The services that will be provided by TNTP pursuant to its contract with IPS would be similar in nature to those that have already been provided to Broad Ripple and George Washington through the Board's intervention.



Voyager/John Marshall

IPS has already entered into a contract with Voyager to continue Lead Partner work for the 2013/14 school year. IPS has planned to fund the contract with Voyager in its entirety through 1003(a) grant funds.

Voyager and John Marshall have collaboratively developed a clear plan to move John Marshall forward. The focus for the 2013-14 school year will be on instructional support. The contract between Voyager and IPS includes higher levels of accountability with a focus on summative results at least two times per year, and on-going formative assessments and data analysis.

Scholastic/Broad Ripple

IPS has established a verbal agreement with Scholastic to continue Lead Partner work for the 2013/14 school year. IPS has planned to fund the contract with Scholastic in its entirety through 1003(g) grant funds.

Scholastic and Broad Ripple have collaboratively developed a plan that builds sustainability into their partner work by turning over more responsibility to Broad Ripple and IPS for the 2013-14 school year. The contract between Scholastic and IPS will include higher levels of accountability with a focus on summative results no less than two times per year, and on-going formative assessments and data analysis.

Amplify/George Washington

George Washington received a letter grade of "C" for the 2011/12 school year, removing it from the lowest level of school performance and improvement. Additionally, George Washington has a strong community partnership base with over 75 community partners regularly working with and investing in the school. George Washington has established a strong partnership with IUPUI in which IUPUI provides George Washington with additional university staff and pre-service students on-site and working in classrooms. All of these partnerships will continue for the 2013/14 school year.

The Department

As of January 2013, the Department has added the Outreach Division of School Improvement, which is committed to providing grassroots levels of support and intervention to Indiana schools. Outreach Coordinators in the Indianapolis region will be assigned to Broad Ripple, John Marshall and George Washington. The Outreach Team will study school data and School Improvement Plans and assist with providing the schools with the resources and supports



needed to improve student academic growth and achievement through regular and on-going site visits.

## **Recommendations**

Based on the information provided above, the Department recommends the following:

### TNTP/Broad Ripple & George Washington

The Department recommends that the Board discontinue the use of TNTP in the Lead Partner initiatives for Broad Ripple and George Washington. In connection with the discontinuation of TNTP's intervention, the Department recommends the nonrenewal of its contract with TNTP for the 2013-14 school year. This recommendation is made due to TNTP's overall success in training administrators during the 2012/13 school year, as well as the fact that IPS has secured a contract with TNTP to provide these same services to administrators district-wide.

### Voyager/John Marshal & Scholastic/Broad Ripple

The Department recommends that the Board continue to intervene at John Marshall and use Voyager in the Lead Partner initiatives for John Marshall, and to continue to intervene at Broad Ripple and use Scholastic in the Lead Partner initiatives for Broad Ripple. However, the Department does not recommend the renewal of its contracts with Voyager and Scholastic. The Department recognizes the progress and success of John Marshall and Broad Ripple due to Voyager and Scholastic respectively, and would like to see John Marshall and Broad Ripple further succeed. The Department also recognizes that IPS plans to fully fund the contract with Voyager through 1003(a) funds, and the contract with Scholastic through 1003(g) funds. Through monitoring devices of 1003(a) and (g), the Department can assure that IPS does not cancel its contract with Voyager or Scholastic during the 2013/14 school year, and that the Lead Partners meet performance goals. In order to enforce higher levels of accountability and ensure reporting requirements, the Department recommends that it enter into an MOU with each Lead Partner.

### Amplify/George Washington

The Department recommends that the Board discontinue any interventions at George Washington. In connection with the discontinuation of intervention, the Department recommends the nonrenewal of its contract with Amplify for the 2013/14 school year. This recommendation is made due to George Washington's growth, and the strong support that George Washington receives from its community and the Department's Outreach Division. The Department believes that George Washington will be capable of continuing to grow and



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develop its program without the additional intervention of a Lead Partner for the 2013/14 school year.