From Deficit to Direction: Restructuring for Early Childhood

P3 Principal Leadership Series

Minnesota Department of Education

Yvonne Caamal Canul, Superintendent

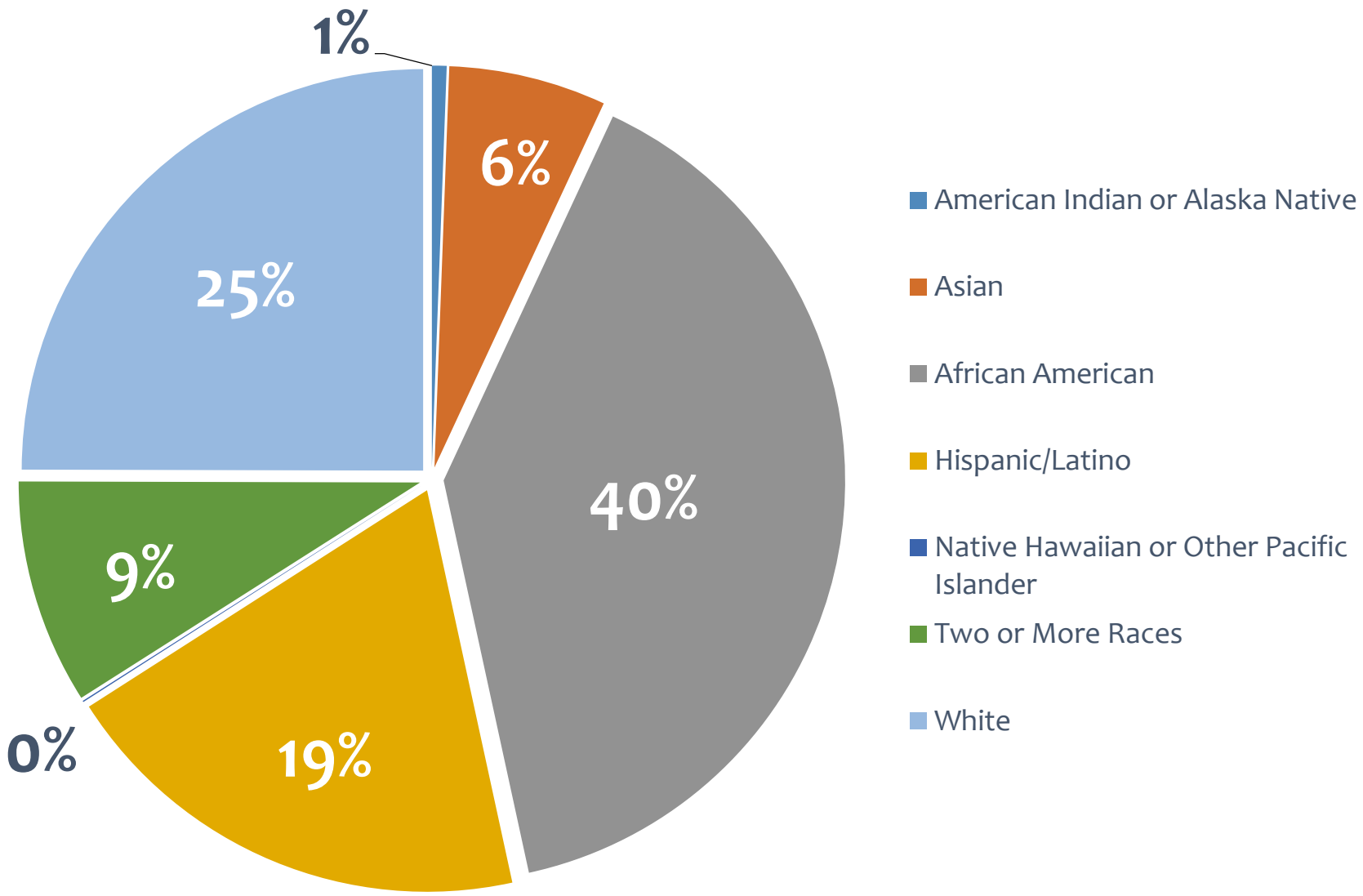
Lansing School District

April 10, 2018

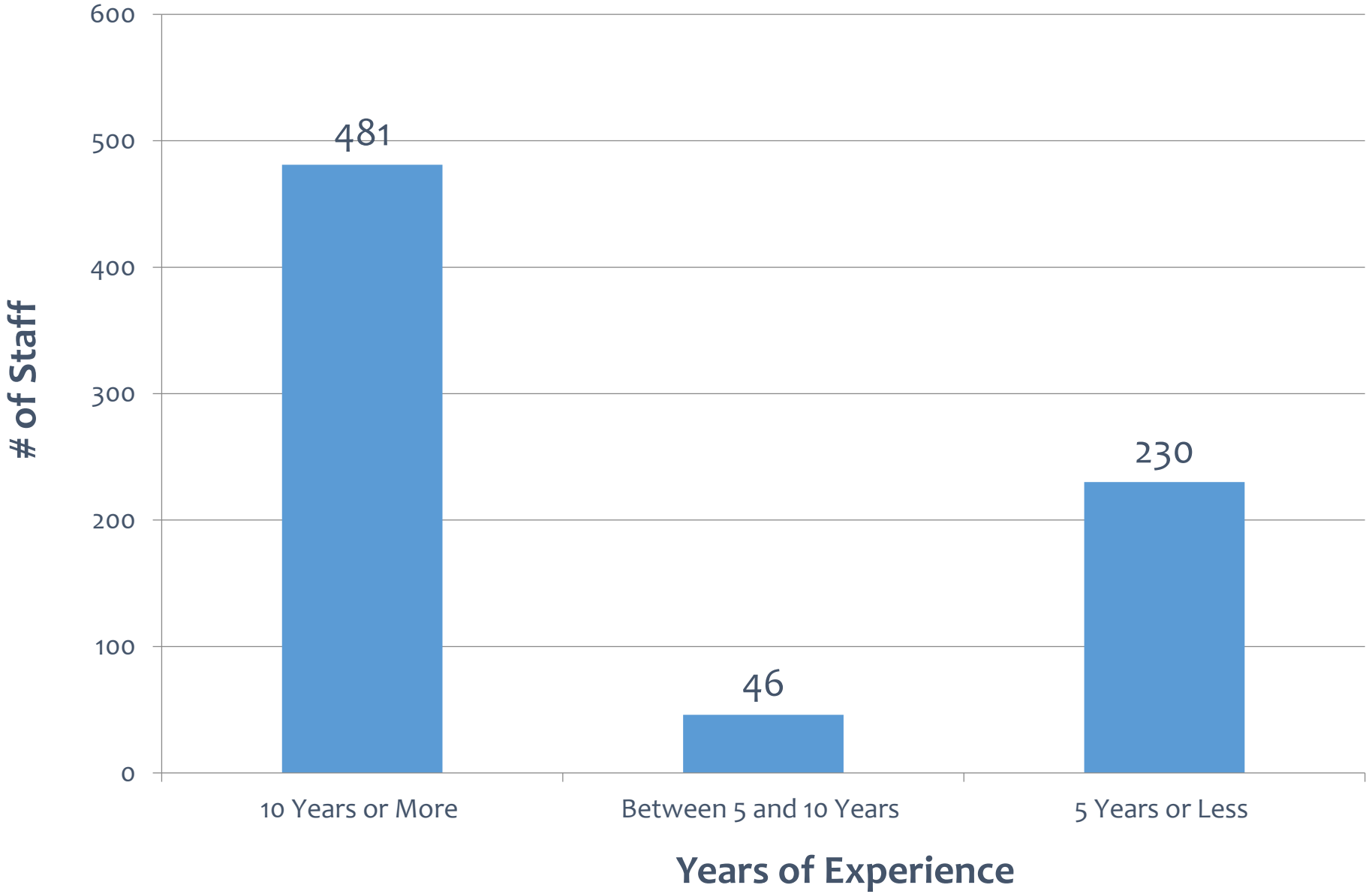
The Lansing School District

- Capital of Michigan (115,000)
- 11,000 students PK – 12
- $155 million budget
- 1500 employees, 9-member Board
- Median Family Income $42,907
- Median Age of Homes: 42 years, 50/40 owned/rental
- 40% of eligible students choice to others
- 61% district graduation rate – increased 10% last 4 years
- 4 schools in “priority” status (5 off the list)

2016-2017 Diverse Environment



Teachers by Years of Experience



The Deficits

- Empty Facilities
- Declining Enrollment/Budget
- Scattered grade configurations
- Trust and Communication
- Lack of Coherence, Vision, Direction
- Stagnated Achievement

The Direction - Foundational Steps

I. Restructure the District Schools:

- Grade span cohorts based on child development
- Maximize facility capacity

II. Focus on Instruction

- Long-term instructional vision
- Provide coherent plan

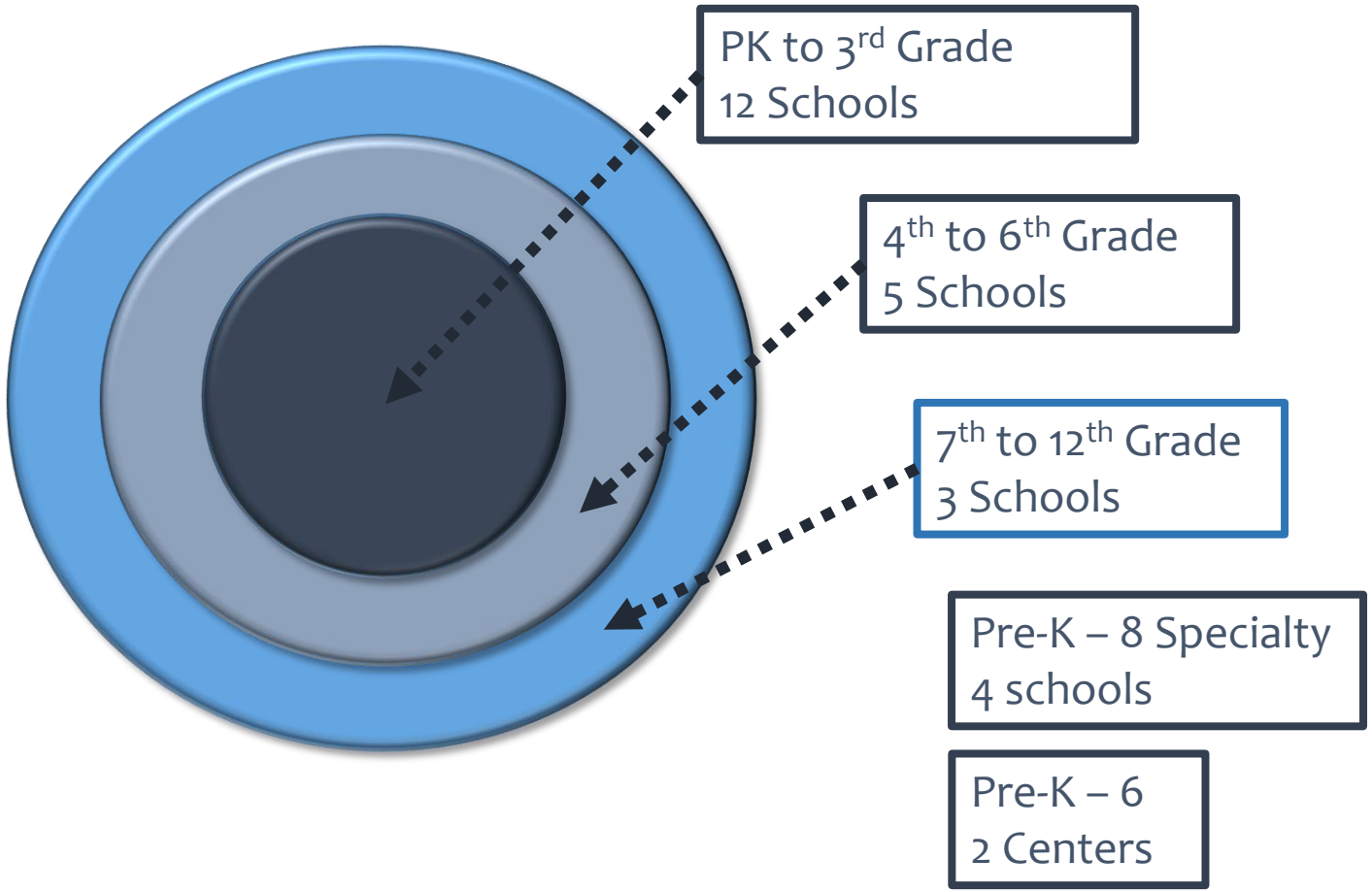
III. Caring, Collaboration, Excellence

- Build trust
- Get teachers engaged in their own learning
- Generate and use process data

✓Grade-Span Cohorts

✓Maximize Facility Capacity

Grade-Span Cohorts:
Build from an Essential Core



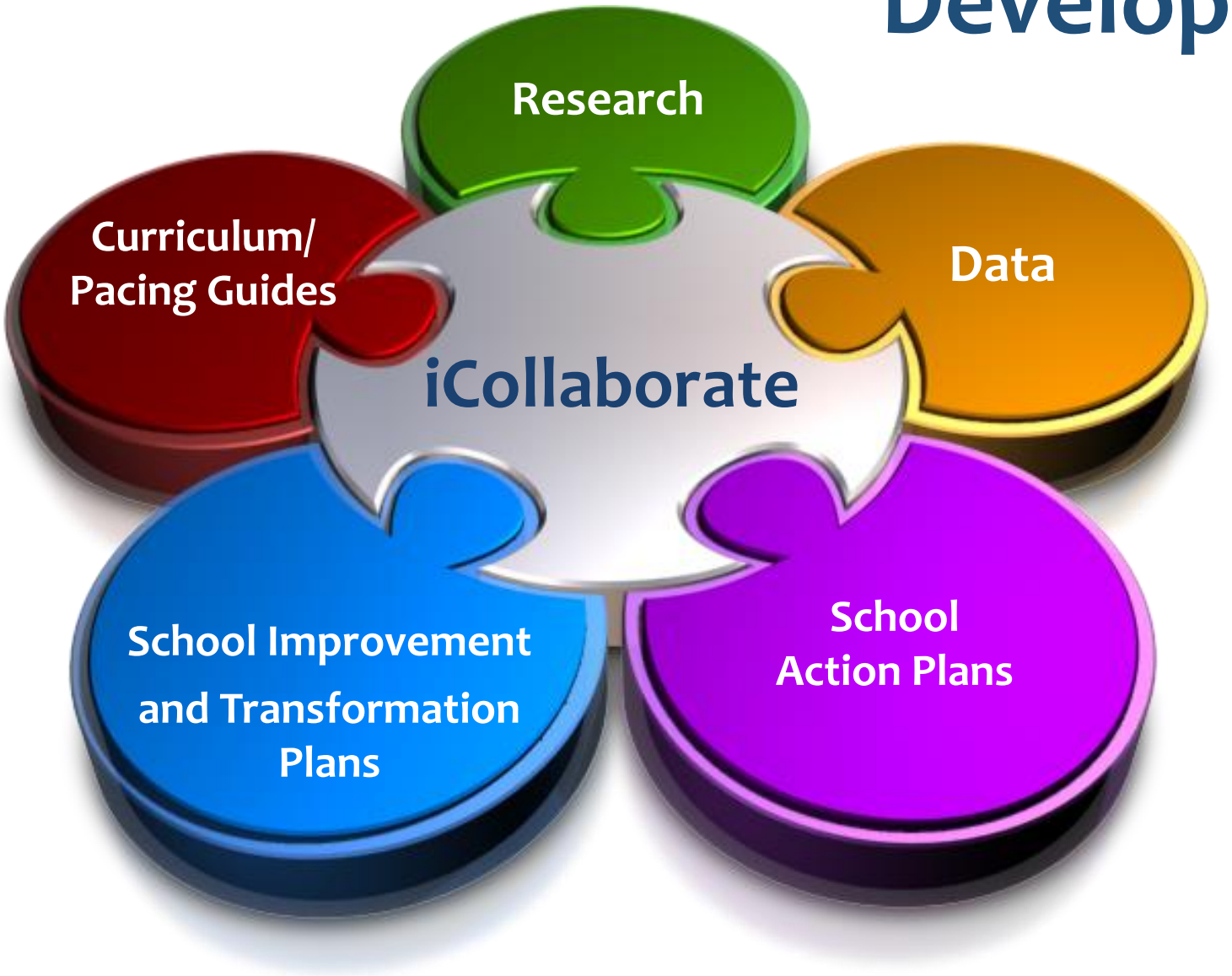
- ✓ Long-Term Instructional Vision
- ✓ Coherence

Focus on Instruction

New Lens on Instruction

- Annual outcome data does not help change instructional practice
- Students' experience drives achievement
- Data neutralizes perception
- Two observational instruments
  - EduSnap and CLASS

Developing Coherence



Developing Coherence

- This is what we're doing
- Teachers name initiative: iCollaborate
- Contracted expertise
- **All Classrooms** are observed (429)
- Use of PD days for iCollaborate
- Timely data feedback

iCollaborate!
The Lansing Project

Childhood Matters, Minutes Count

Instruments That Help Us Know More About What Students Experience in Their Classroom

EduSnap Lens

Minute-by-minute experience of children in PK – 3rd grade classrooms

- Activity Settings
- Child Engagement
- Teaching and Learning Approaches

- Individual classroom collection
- Aggregated at grade level, school level, and district level

CLASS Lens

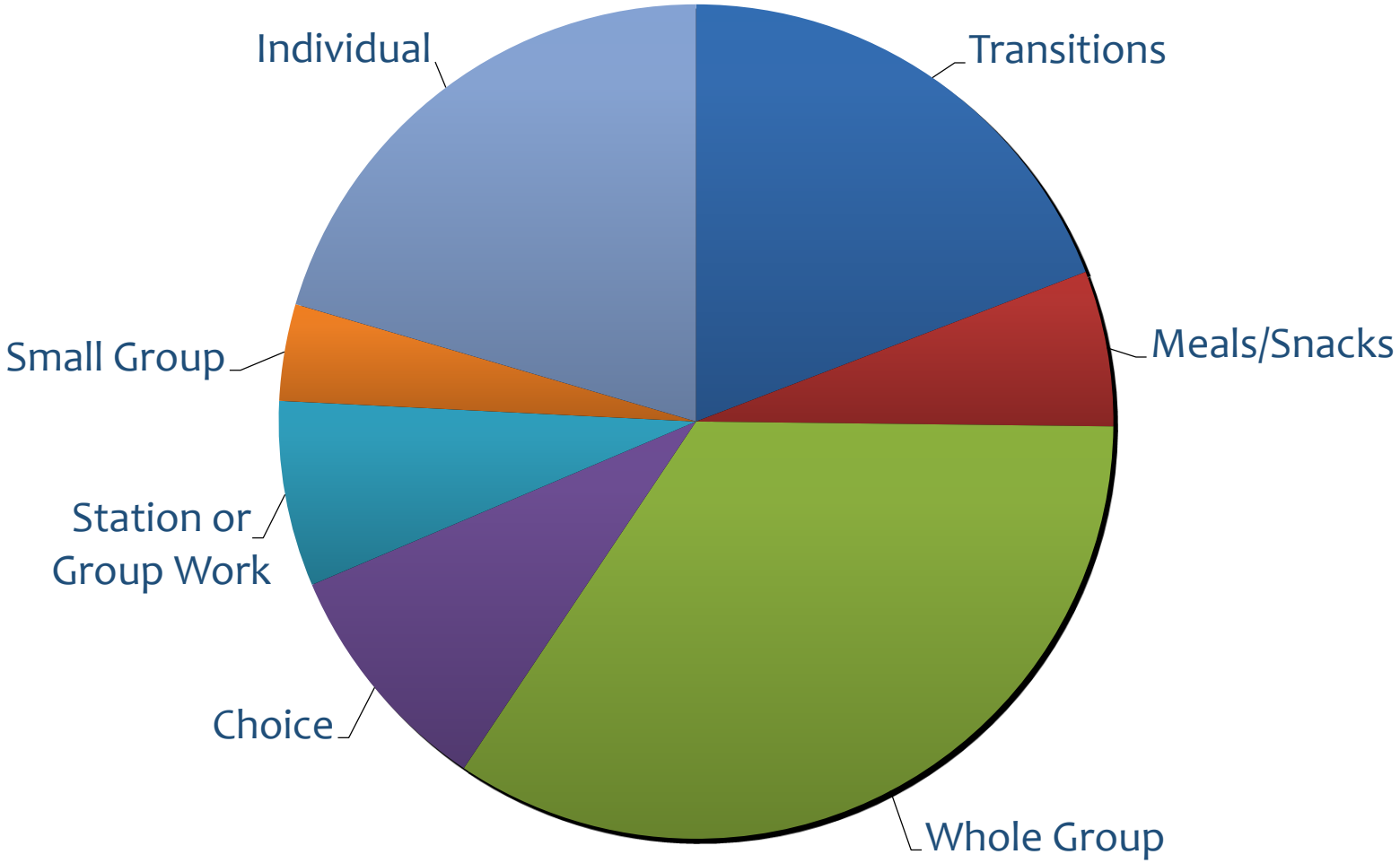
- Focuses on the interactions between teachers and students and what the teachers do with their materials and environment
- Data Coaches codify in 15-20 minute sessions, for 2-3 hours
- **Uses a 7-point scale** to indicate the presence of key indicators and attributes
  - ✓ **1 - 2 = low**
  - ✓ **3 - 5 = mid**
  - ✓ **6 - 7 = high**
- Aggregated at grade level, school level, and district level

EduSnap™

(Ritchie, Holland, Weiser, Mason – 2012)

PreK-3rd Grade

Activity Settings

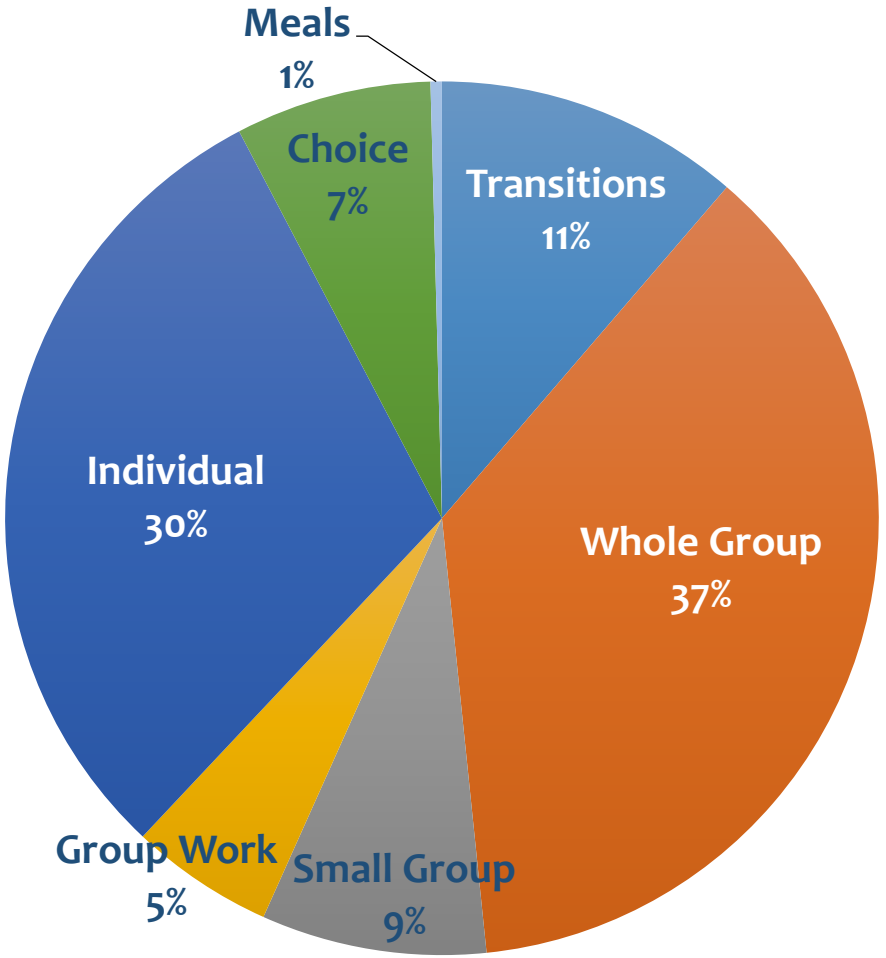


Prediction and Evidence
Sample for Discussion: EduSnap

I predict that our school spends….

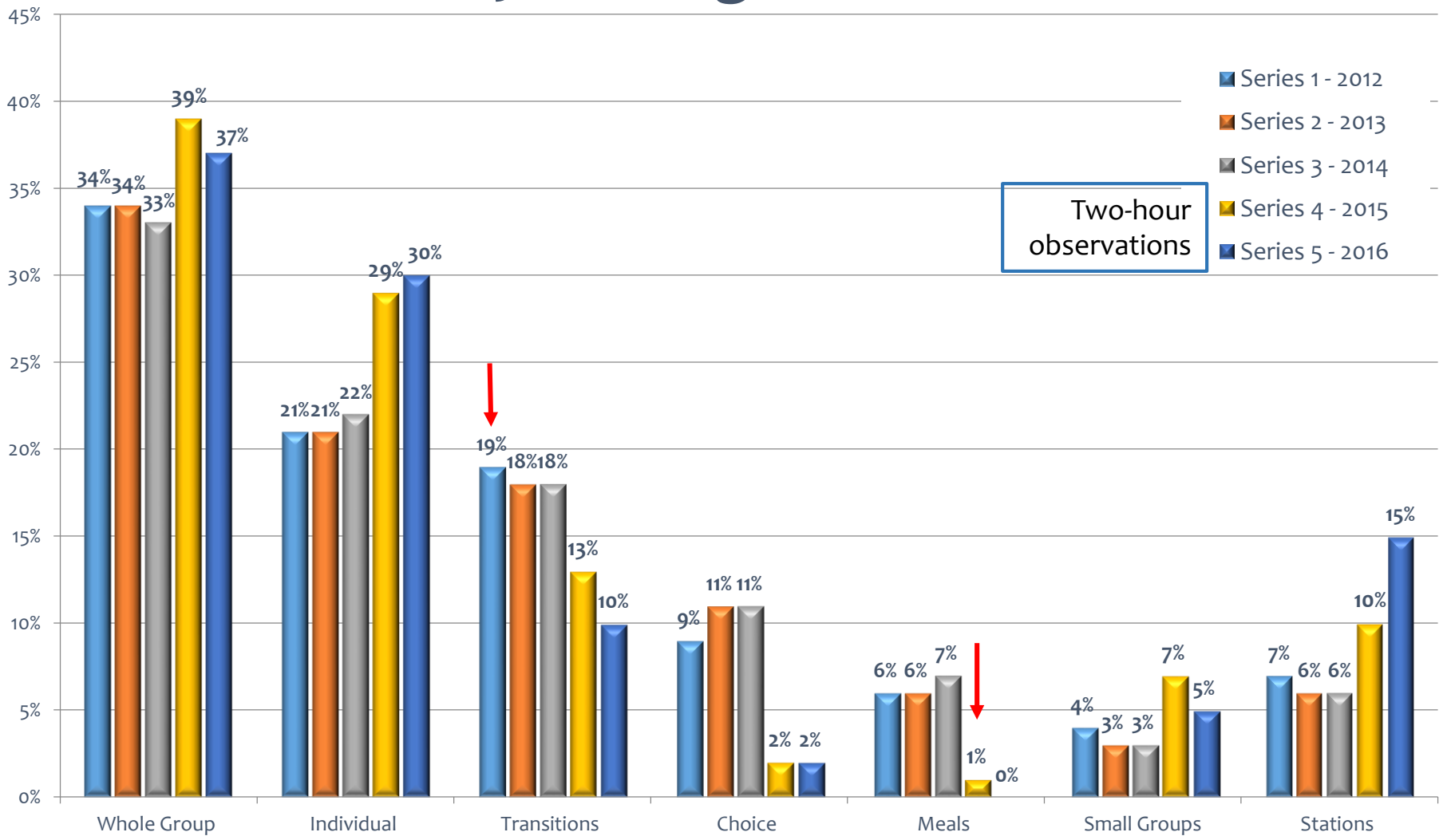
% of Time	Activity Setting	Evidence
	Whole Group	
	Transitions	
	Small Group	
	Choice	
	Individual	
	Group Work	
100% of Day	Total	

2017 District Activity Setting Averages



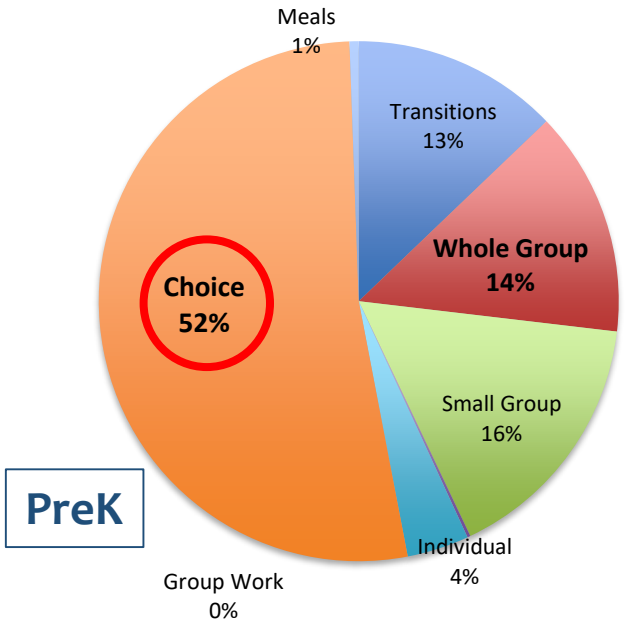
1% point = 4 minutes

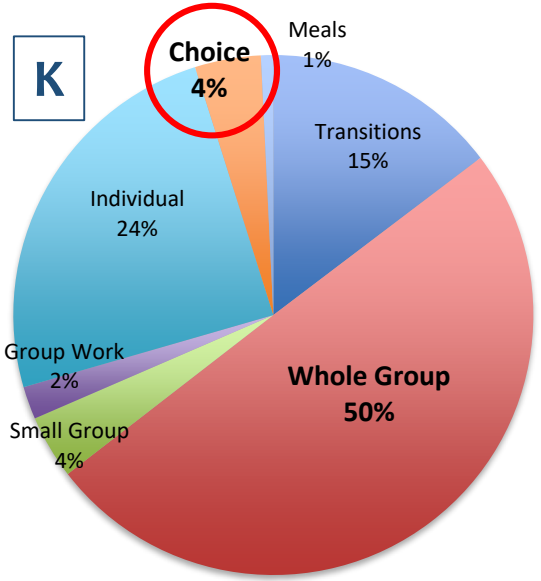
Activity Setting: 2012 to 2016

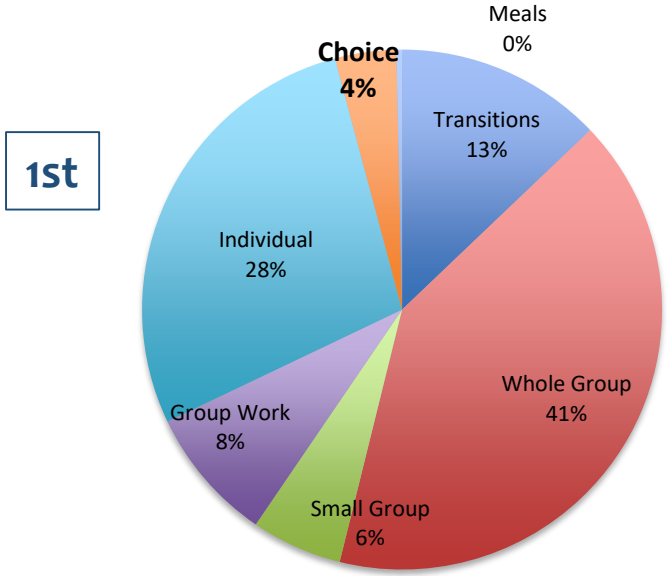


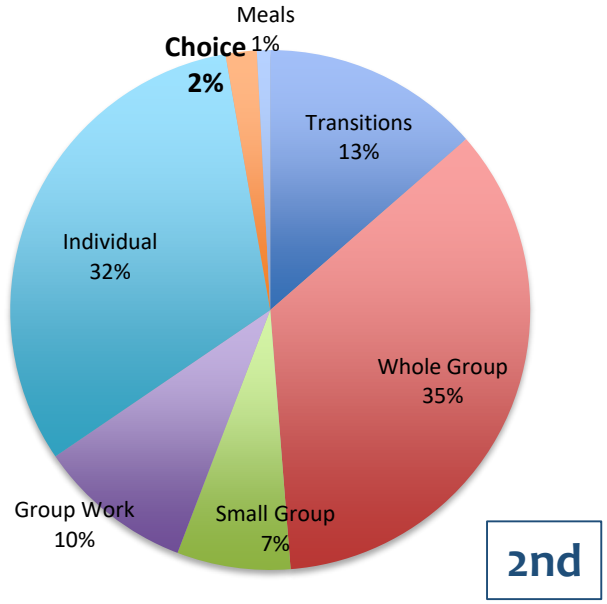
Series 1	34%	21%	19%	9%	6%	4%	7%
Series 2	34%	21%	18%	11%	6%	3%	6%
Series 3	33%	22%	18%	11%	7%	3%	6%
Series 4	39%	29%	13%	2%	1%	7%	10%
Series 5	37%	30%	10%	2%	0%	5%	15%

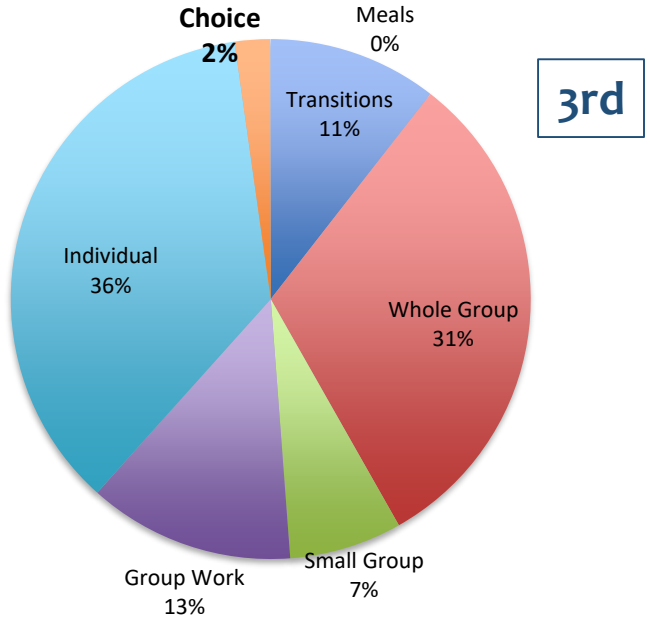
Grade – to – Grade Transitions









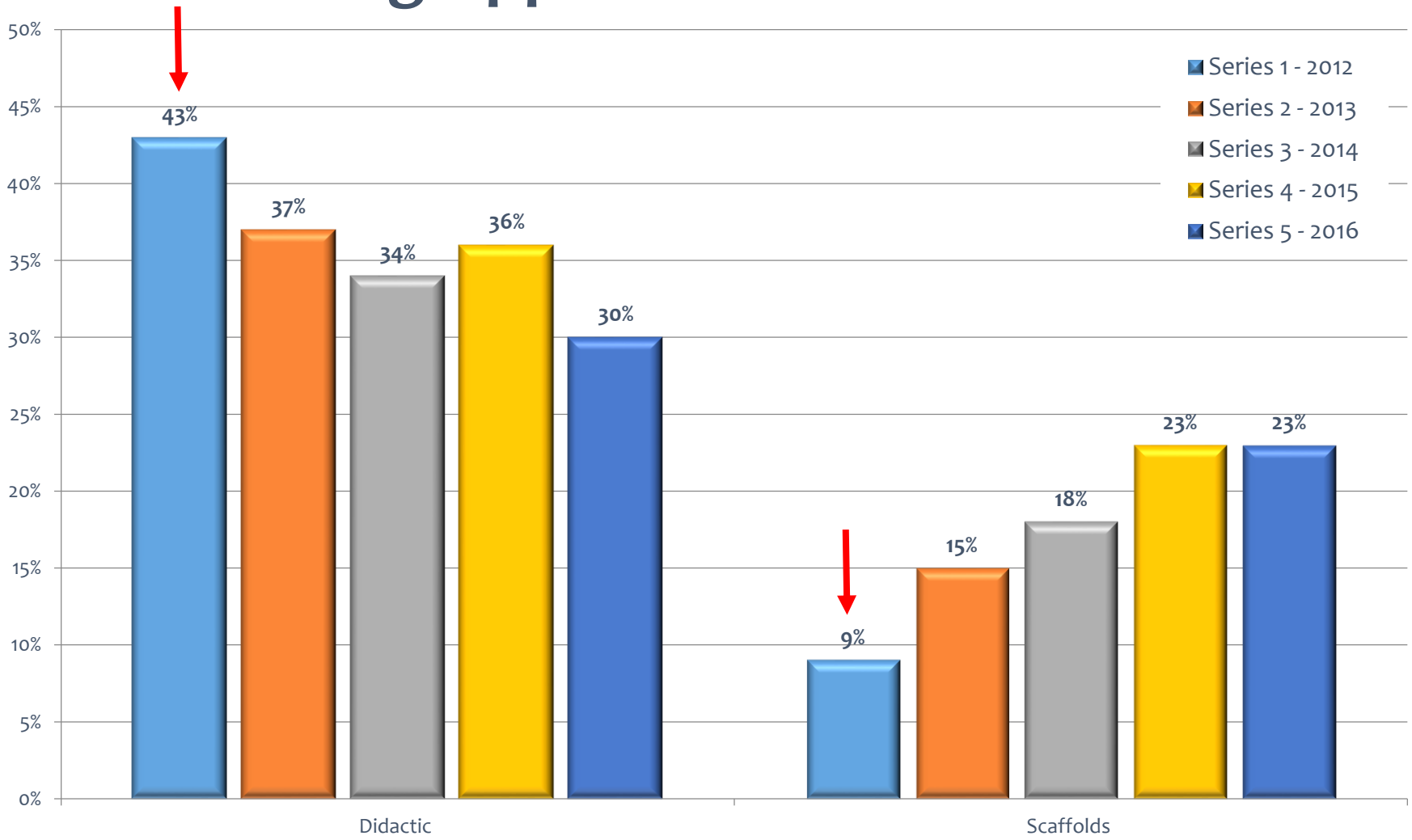


Observations???

Teaching Approaches

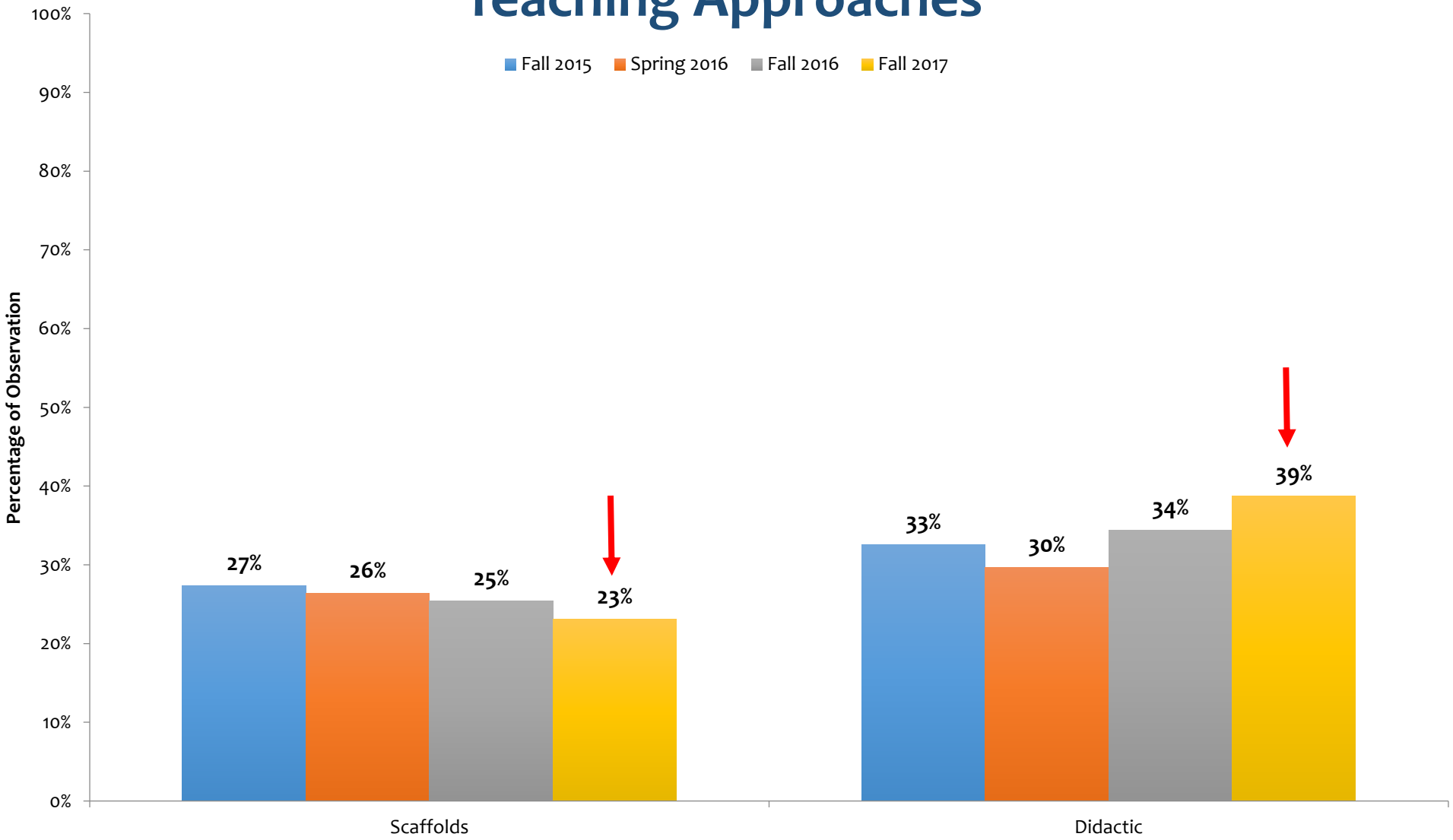
- In a school day, what percentage of time do you think your teachers use the:
  - Didactic approach
  - Scaffolded approach

Teaching Approaches: 2012 to 2016

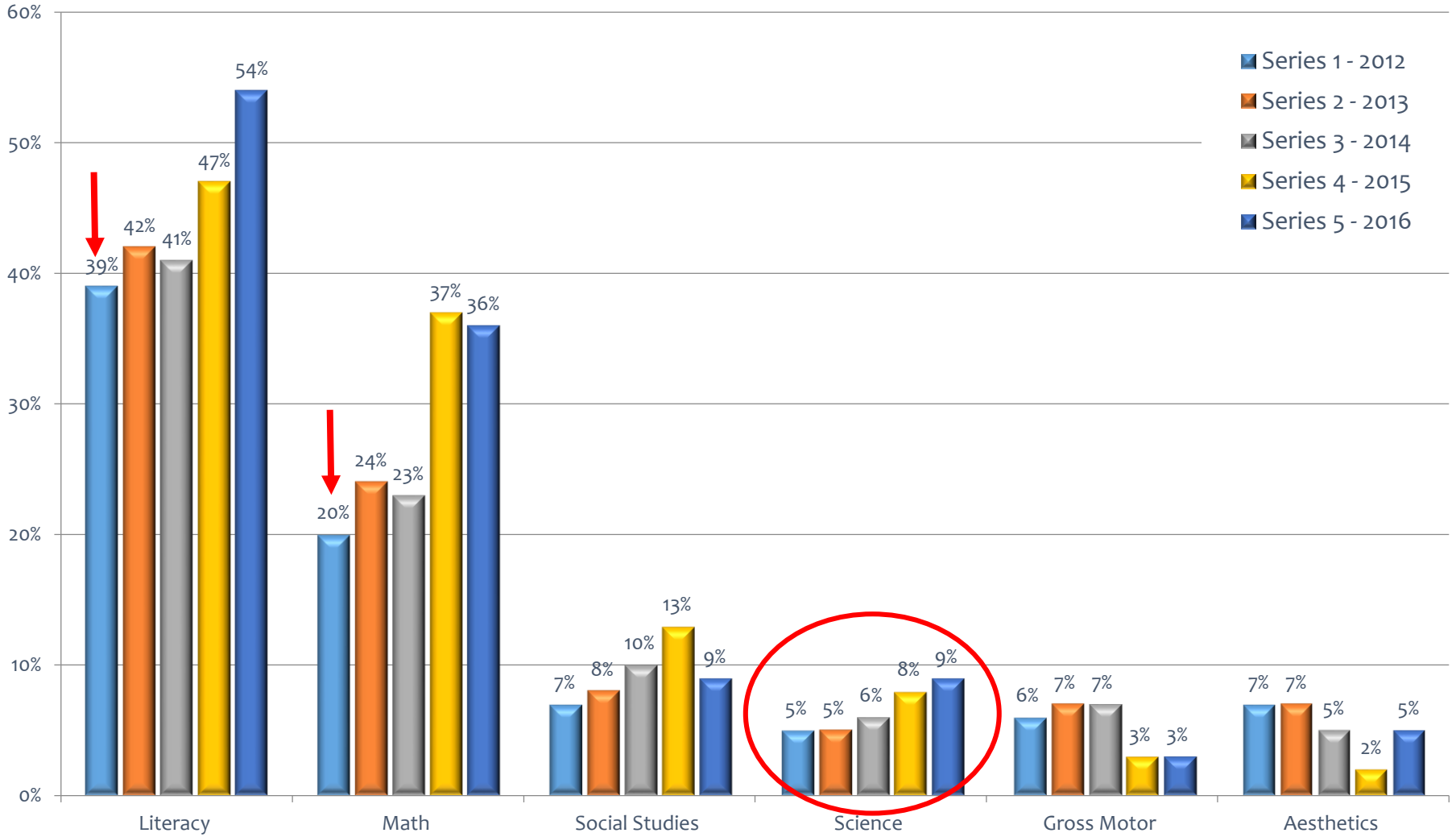


Series 1	43%	9%
Series 2	37%	15%
Series 3	34%	18%
Series 4	36%	23%
Series 5	30%	23%

Teaching Approaches



Curriculum Balance: 2012 to 2016



	Literacy	Math	Social Studies	Science	Gross Motor	Aesthetics
Series 1	39%	20%	7%	5%	6%	7%
Series 2	42%	24%	8%	5%	7%	7%
Series 3	41%	23%	10%	6%	7%	5%
Series 4	47%	37%	13%	8%	3%	2%
Series 5	54%	36%	9%	9%	3%	5%

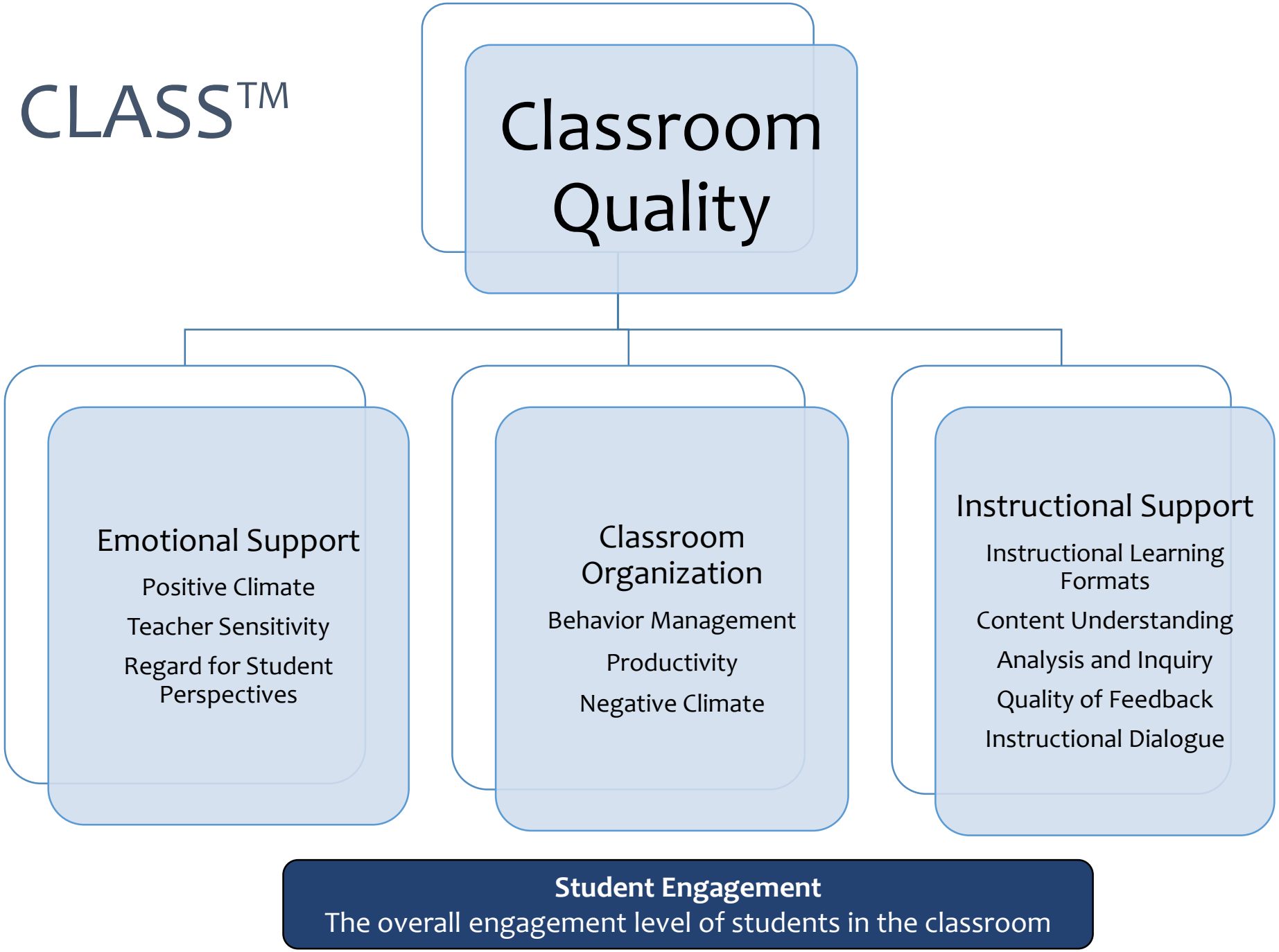
CLASS™

Classroom Assessment Scoring System

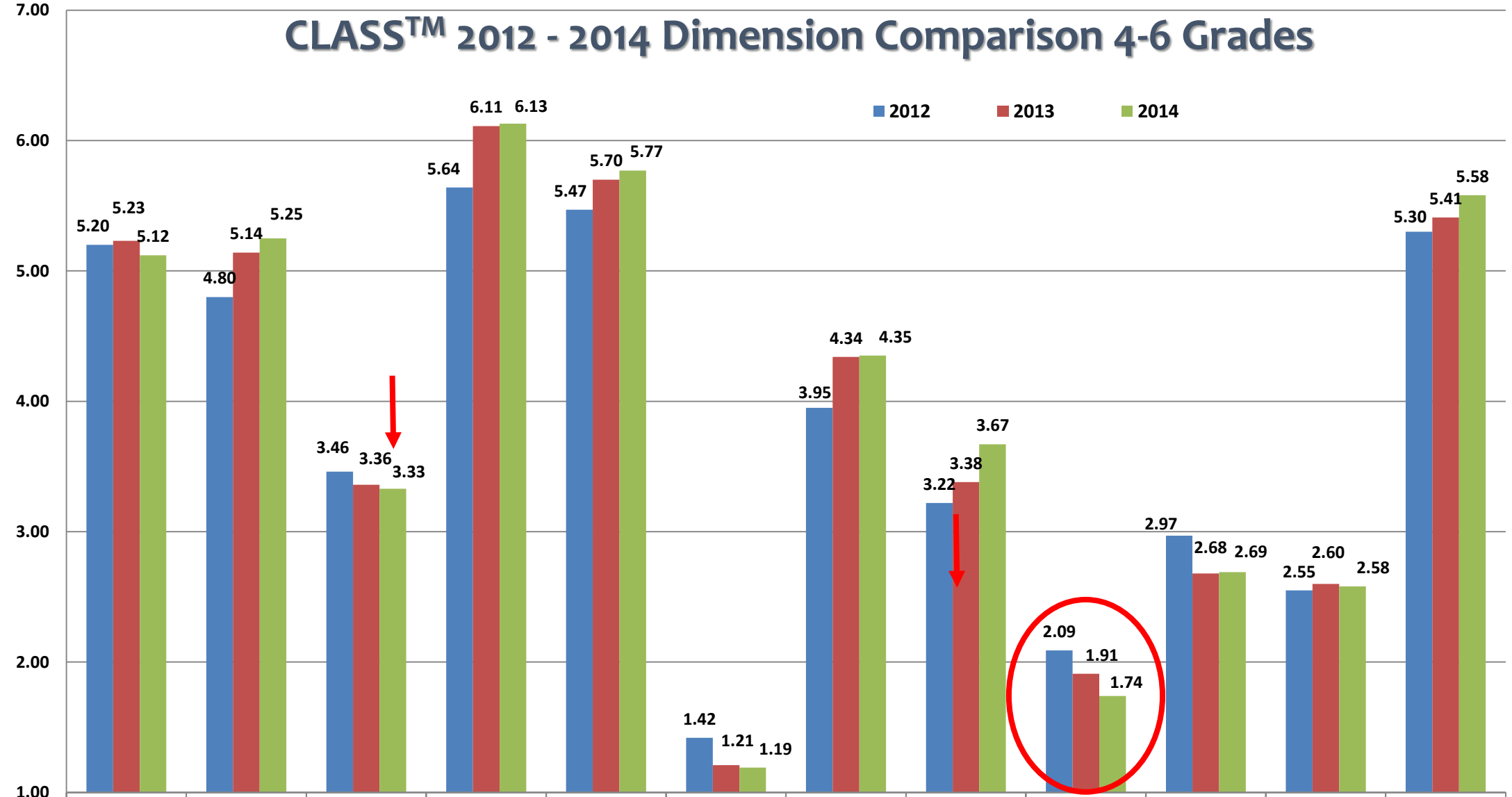
Pianta, Hamre, & Mintz (2012)

PK-12th Grades

CLASS™

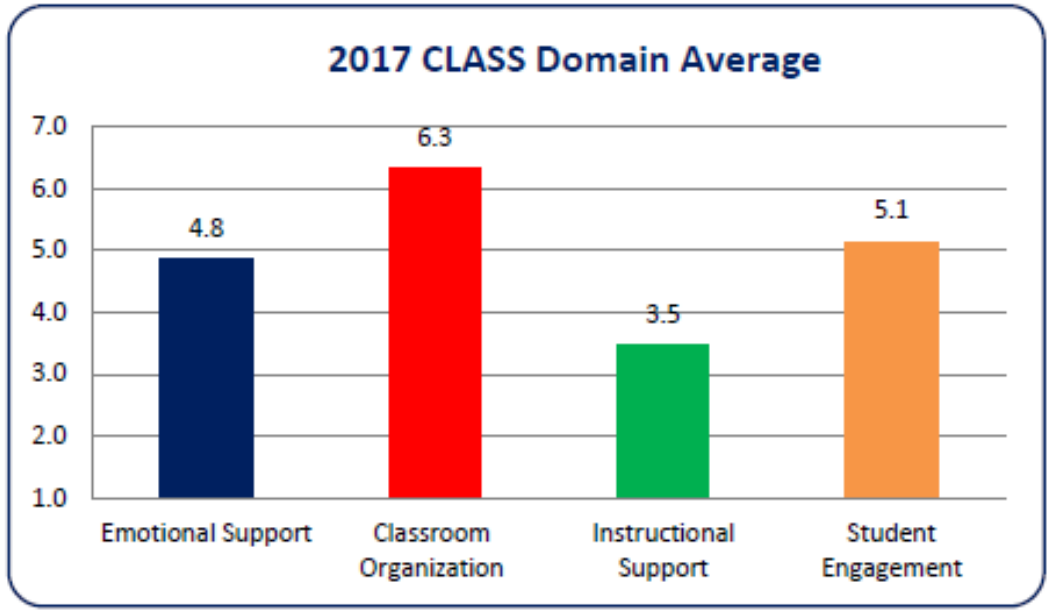

Classroom Quality
Emotional Support
Positive Climate
Teacher Sensitivity
Regard for Student Perspectives
Classroom Organization
Behavior Management
Productivity
Negative Climate
Instructional Support
Instructional Learning Formats
Content Understanding
Analysis and Inquiry
Quality of Feedback
Instructional Dialogue
Student Engagement
The overall engagement level of students in the classroom

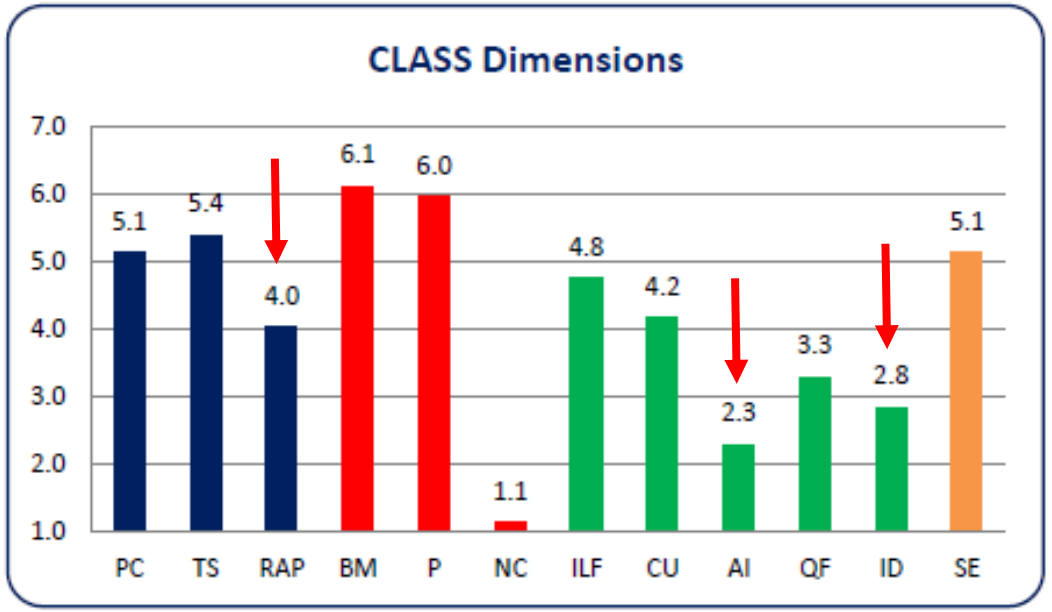
CLASS™ 2012 - 2014 Dimension Comparison 4-6 Grades



	Emotional Support			Classroom Organization			Instructional Support					Student Engagement
2012	5.20	4.80	3.46	5.64	5.47	1.42	3.95	3.22	2.09	2.97	2.55	5.30
2013	5.23	5.14	3.36	6.11	5.70	1.21	4.34	3.38	1.91	2.68	2.60	5.41
2014	5.12	5.25	3.33	6.13	5.77	1.19	4.35	3.67	1.74	2.69	2.58	5.58

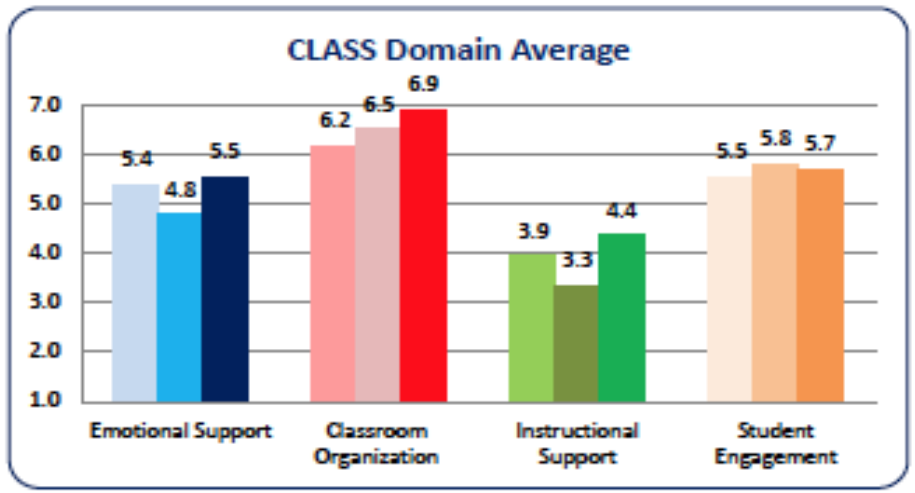
2017 District Averages Grades 4 - 12

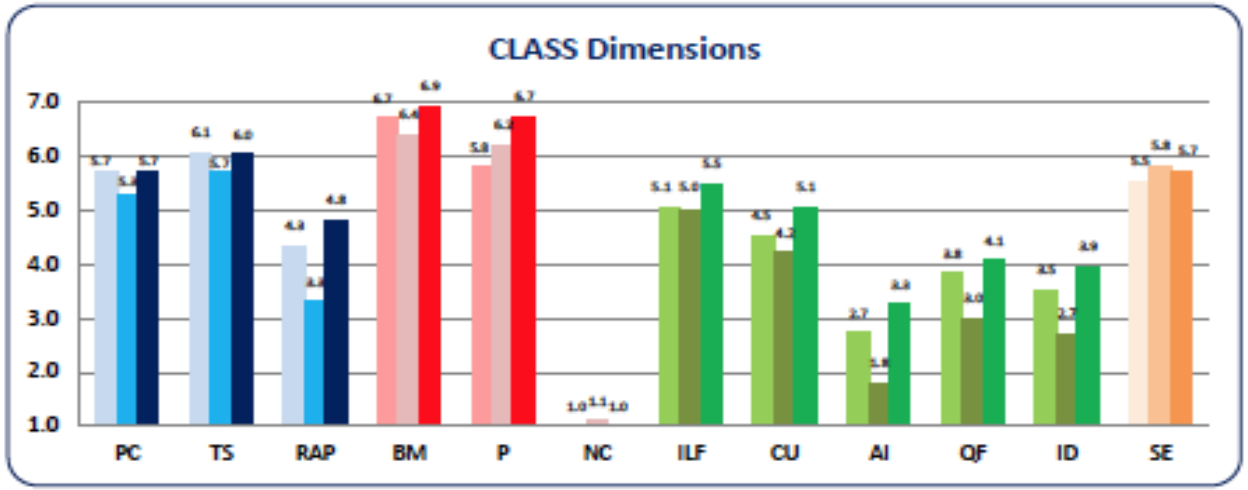




	Emotional Support			Classroom Organization			Instructional Support					SE
	PC	TS	RAP	BM	P	NC	ILF	CU	AI	QF	ID	SE
Dimension Average	5.1	5.4	4.0	6.1	6.0	1.1	4.8	4.2	2.3	3.3	2.8	5.1
Domain Average	4.8			6.3			3.5					5.1

Sheridan Road Building
Fall 2015, Spring 2016, Fall 2016





	Emotional Support			Classroom Organization			Instructional Support					SE
	PC	TS	RAP	BM	P	NC	ILF	CU	AI	QF	ID	SE
Fall 2015 Dimension Average	5.7	6.1	4.3	6.7	5.8	1.0	5.1	4.5	2.7	3.8	3.5	5.5
Fall 2015 Domain Average	5.4			6.2			3.9					5.5
Spring 2016 Dimension Average	5.3	5.7	3.3	6.4	6.2	1.1	5.0	4.2	1.8	3.0	2.7	5.8
Spring 2016 Domain Average	4.8			6.5			3.3					5.8
Fall 2016 Dimension Average	5.7	6.0	4.8	6.9	6.7	1.0	5.5	5.1	3.3	4.1	3.9	5.7
Fall 2016 Domain Average	5.5			6.9			4.4					5.7

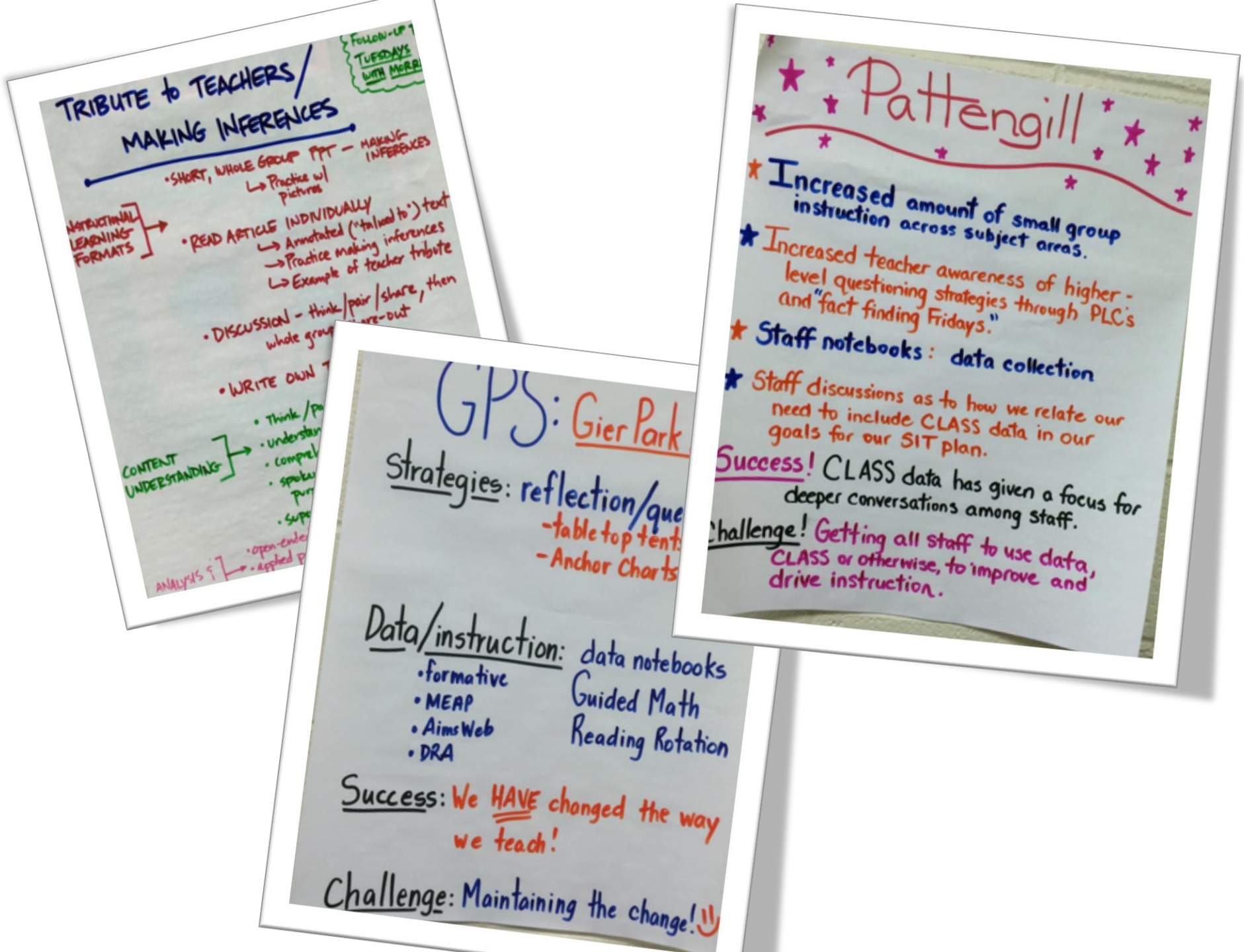
- ✓Teachers Engaged in Their Own Learning
- ✓Use Process Data

Building Trust

- School-Level Leadership Teams *(late-start Wednesdays)*
  - Principal and 2 teachers
  - Meet 2x's/year with iCollaborate staff/data coaches
  - Identify strengths, areas of challenge, and action plan to guide practice and professional development
  - Build in-school capacity
- Train the Trainer Model
  - Leadership Teams share PD at School
  - Data Coaches work with PLCs
- Individual Data is for Personal Growth Only
  - Individuals can request data
  - Can be used by teacher in evaluation

Learning Within A Culture of Collaborative Inquiry

- Move from evaluation to inquiry
- Value educator expertise and insights
- Provide educators with opportunities for meaningful participation in decision-making
- Convey high expectations
- Increase intellectual curiosity, competence, openness and willingness to share


TRIBUTE to TEACHERS/
MAKING INFERENCES
Tuesdays with Morrie
•SHORT, WHOLE GROUP PPT – MAKING INFERENCES
↳ Practice w/ pictures
INSTRUCTIONAL LEARNING FORMATS
• READ ARTICLE INDIVIDUALLY
↳ Annotated ("talked to") text
→ Practice making inferences
↳ Example of teacher tribute
• DISCUSSION - think/pair/share, then whole group share-out
• WRITE OWN
CONTENT UNDERSTANDING
ANALYSIS
GPS: Gier Park
Strategies: reflection/que
-table top tents
-Anchor Charts
Data/instruction:
• formative
• MEAP
• AimsWeb
• DRA
data notebooks
Guided Math
Reading Rotation
Success: We HAVE changed the way we teach!
Challenge: Maintaining the change!
Pattengill
Increased amount of small group instruction across subject areas.
Increased teacher awareness of higher-level questioning strategies through PLC's and "fact finding Fridays."
Staff notebooks: data collection
Staff discussions as to how we relate our need to include CLASS data in our goals for our SIT plan.
Success! CLASS data has given a focus for deeper conversations among staff.
Challenge! Getting all staff to use data, CLASS or otherwise, to improve and drive instruction.

Drilling Down

- Peer observations
- PLC work with data coach
- Additional targeted observations
- PD for identified areas of need
- Book study and strategy implementation
- Classroom videotaping and collaboration
- CLASS and EduSnap video discussions
- Connection with Marzano Framework

Using Process Data

- Identifies and drives professional learning agenda, topics, and activities and uses funding resources more coherently – School Improvement Plans
- Convene in collaborative inquiry using the data to improve the instructional practice
- District Improvement/Strategic Plan
- Monitor change over time
- Share with Board of Education

Action Planning Process

Using the action planning sheet, prioritize 1-2 items on which to focus.

- Consider the following:
  - *What would your students benefit from the most?*
  - *What fits in with current initiatives at your school?*

Develop your plan of action!

Using Data to Improve Practice

Identify One or Two Priority Areas – Where do I really want to focus?

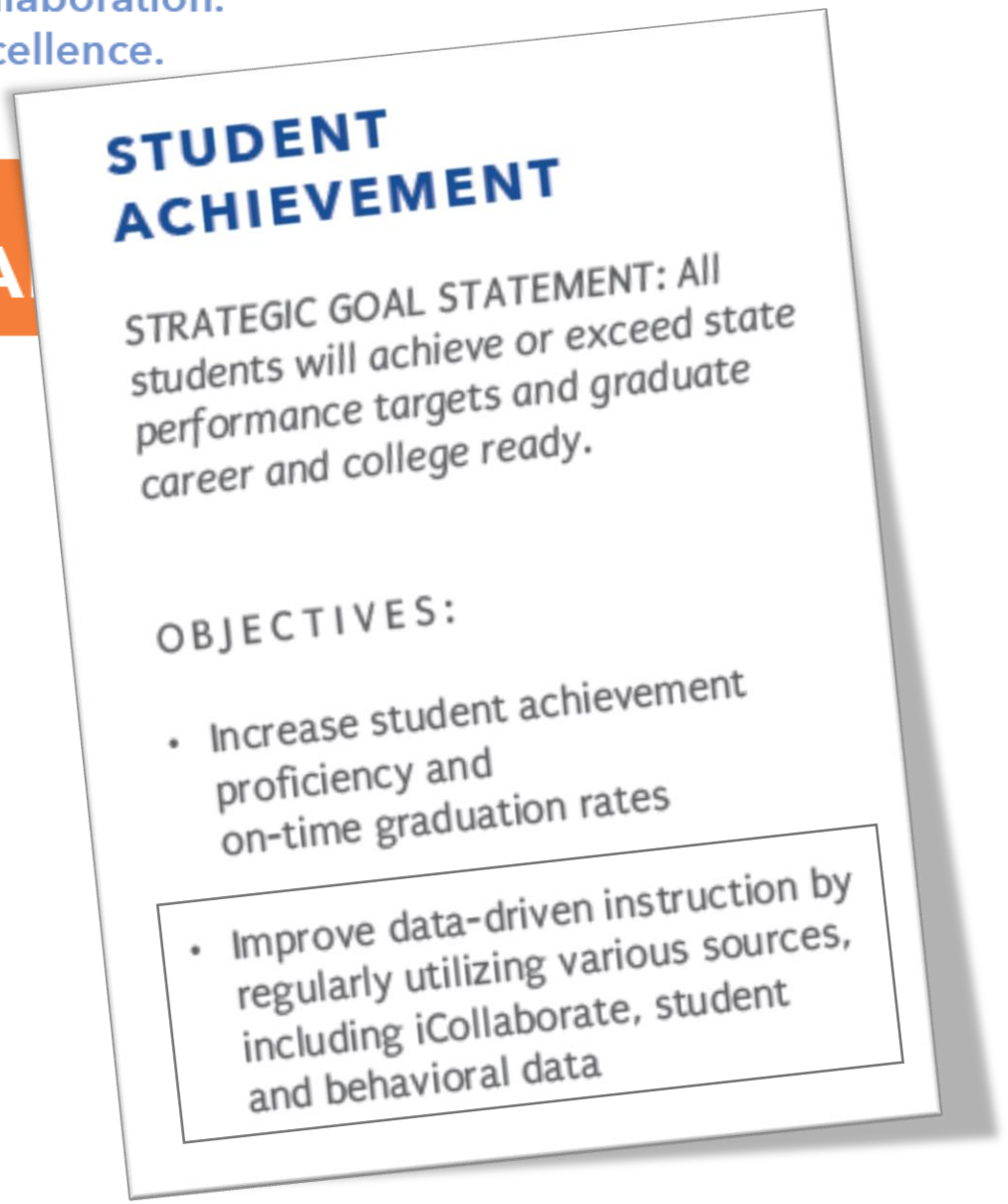
EduSnap	Change	Focus for Action Planning	Practice
	Looking at your data, what has changed? Why do you think that?	Select one or two priorities from your data that you want to change for next year.	What will this look like in your classroom?
Activity Settings Small Group Group Work			
Components of Math Early Math Concepts			
Components of Literacy Oral Language Vocabulary			
Content Balance Early Math Language Vocabulary			
Teaching Approaches Scaffolds			
Student Learning Approaches Collaboration Metacognition			

Lansing School District | Caring. Collaboration. Excellence.

LANSING SCHOOL DISTRICT

STRATEGIC PLAN SUMMA

iCollaborate is embedded in District's Strategic Plan and Superintendent's Evaluation



STUDENT ACHIEVEMENT

STRATEGIC GOAL STATEMENT: All students will achieve or exceed state performance targets and graduate career and college ready.

OBJECTIVES:

- Increase student achievement proficiency and on-time graduation rates
- Improve data-driven instruction by regularly utilizing various sources, including iCollaborate, student and behavioral data

Result = Reinvigorated Professionals

- Display the confidence to explore challenges
- Safely express the need to improve their practice
- Study their own teaching
- Identify areas for improvement
- Test novel solutions

Teachers Say it Best

"Now we are sharing data with one another. It is clear what successes we have had and we know what we need to work on. The data has helped us be more intentional and meaningful with every bit of our time. Time is so precious."

"I don't have to feel like a perfect teacher. Data gives me the feedback that helps me engage in thoughtful and meaningful planning of how to engage kids in practices and activities that I know are going to make a difference."

Teachers Say it Best

"I think the fact that there is a leadership team that has a 'focused' and 'consistent' agenda that allows for each building and staff member to speak the same language is important and should remain in place for the duration of this Central Office's reign.

"Change is happening and there are some good things that have already risen. We need to continue to visit and celebrate it regularly."

On the Horizon

(no stopping us now!)

The Lansing Pathway Promise

- $120 million Bond passed with 62% in May 2016
- The Lansing Pathway Promise
  - Promise Scholarship upon graduation
  - Career and College Readiness
  - Create open choice throughout district
  - Establish multiple learning options
  - Projects-based learning approach
  - Bench-marking experiences
  - Partnerships with business, industry, and higher ed.
- Bond upgrades based on the Pathways
  - Furniture – flexible
  - Technology – benchmarking grade spans
  - Security – safe entrances
  - General upgrades for efficiencies
  - School upgrades based on its Pathway

Lansing©
Pathway Promise

LANSING PATHWAY PROMISE
2018-19 School Year

In the Lansing School District, we believe that supporting big dreams with career pathways is the key to student success. Our career pathways are based on high-demand careers that will foster students' interests and skills – giving them the competitive edge in jobs, learning and life. In our district, students can start pursuing their dreams in their early years (K-3) with career exploration activities, begin to identify a career pathway in the middle grades (4-6) and receive real-world learning experiences in high school that will turn their dreams into a career opportunity by graduation. **Students who graduate will receive a FREE Lansing Promise Scholarship to pursue college and/or career training opportunities.**

CAREER PATHWAYS
Health Sciences
Human Services

Eastern High School
7th-12th Grades

Traditional High School & Career Readiness:

Advanced Chinese Studies
Future Teachers Academy
International Baccalaureate (IB)
Biotechnology Magnet (school within a school)

CAREER PATHWAYS
Arts & Communications
Information Technologies

Everett High School
7th-12th Grades

Traditional High School & Career Readiness:

New Tech Magnet (school within a school)
Visual & Performing Arts

CAREER PATHWAYS
Engineering & Advanced Manufacturing
Insurance & Finance

Sexton High School
7th-12th Grades

Traditional High School & Career Readiness:

Skilled Trades
STEM² Early College Magnet
(Science, Technology, Engineering, Mathematics & Manufacturing)

Pattengill
PreK-6
Biotechnology Magnet

Post Oak*
PreK-6
International Baccalaureate
Chinese Immersion

Wexford Montessori
PreK-8

Gardner
K-8
International School Magnet

Attwood
4-6
New Tech Magnet

Dwight Rich School of the Arts**
K-6
Visual, Performing and Communication Arts Magnet

Lewton
PreK-6
Spanish Immersion Global Studies Magnet

Mt. Hope
4-6
STEAM Magnet

Sheridan Road
4-6
STEM Magnet

North
4-8
Food, Energy and Environment

Cumberland
PreK-3

Gier Park
PreK-3

Forest View
PreK-3
Environmental Science

Lyons
PreK-3

Cavanaugh
PreK-3
STEM Magnet

Kendon
PreK-3

Averill
PreK-3
New Tech

Reo
PreK-3

Riddle
PreK-3

Willow
PreK-3
Culinary Arts

DISTRICTWIDE SPECIALIZED PROGRAMS *Beekman Center Grades PreK-12+* *Woodcreek Achievement Academy Grades 9-12*

DREAM BIG
WE'LL GET YOU THERE

VISIT WWW.LANSINGSCHOOLS.NET OR CALL 517.755.1000 FOR MORE INFORMATION

The Lansing School District provides **free transportation to all district schools**, so families can choose a school based on the programs that are most interesting to their student.

Let's Talk!

*** Post Oak** will change to PreK-8 in the 19-20 school year ****Dwight Rich** will be moving to Pleasant View for the 18-19 school year and will return to its current location in 19-20 as a K-8 school.

DREAM BIG
ENROLL NOW
New magnet school offerings for the 2018-19 school year!
WWW.LANSINGSCHOOLS.NET
Lansing School District

DREAM BIG
ENROLL NOW
New magnet school offerings for the 2018-19 school year!
WWW.LANSINGSCHOOLS.NET
Lansing School District

Summer Explorer's Program

Vision without Implementation is Hallucination

Thank You!

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