Professional Learning Communities A System of Support and Process for Change



presented by

Division of Elementary and Secondary Education

June 2022

System of Support & Process of Change



Act 427 of 2017

Law allowed professional development funds to be focused on Professional Learning Communities.

Arkansas Department of Education supports the **Professional Learning Communities @ Work theory**, developed by Richard DuFour and Bob

Eaker, to create a shared understanding and shared vocabulary. PLC @

Work aligns with the Theory of Action presented in the Arkansas ESSA plan.

Act 427 of 2017 situated the state to build a sustainable system through a grassroots movement with the implementation of the PLC Pilot in 2017.

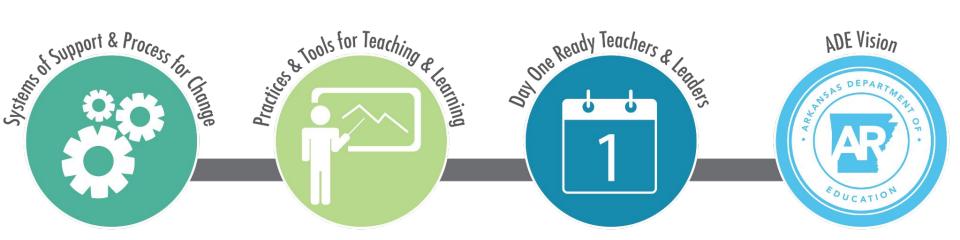
VISION FOR EXCELLENCE IN EDUCATION

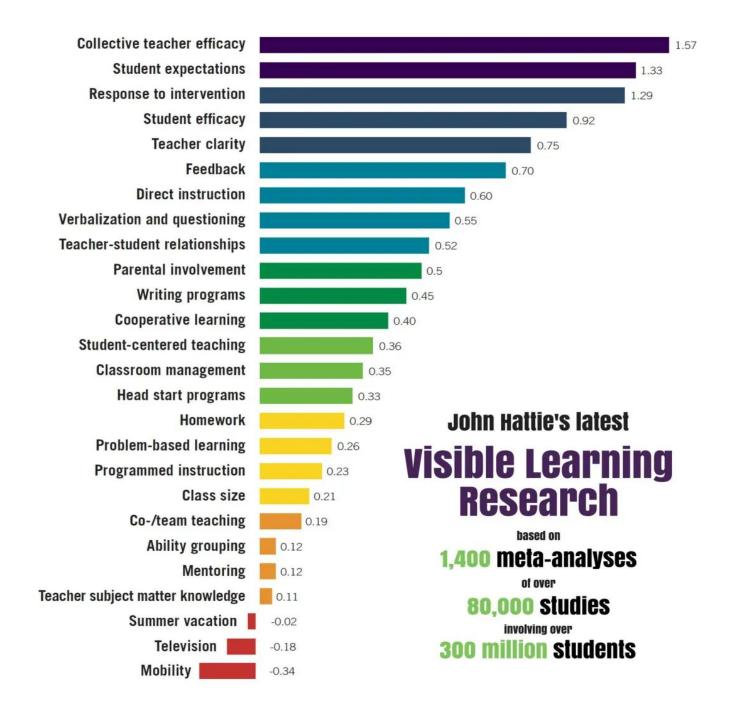
Vision

The Arkansas Department of Education is transforming Arkansas to lead the nation in student-focused education.

Mission

The Arkansas Department of Education provides leadership, support, and service to schools, districts, and communities so every student graduates prepared for college, career, and community engagement.





Shared Understanding/Vocabulary

PLC Project - Funded based on recommendation in the Education Committee's Adequacy Report



PLC Regional Network Schools - Scaled-up version of the Project utilizing Arkansas Practitioners to grow the work in other schools in the state

Inclusive Practices - Ensuring students who are IEP eligible and other struggling learners, have meaningful access to core instruction and established systems of intervention

Higher Education - Supporting Educator Preparation programs in preparing graduates to be "Day One" ready

Local District Implementation as District Improvement Strategy- Districts or schools implementing the professional learning community processes outside of state support

Project Collaboration - Statewide collaborative teacher teams organized to support each other and singletons

Multiple Measures of Success



Each year of the PLC Project, the school creates at least three goals to monitor based on their current reality:

- Professional Learning Community <u>Process Goal</u>
- **2.** Achievement Goal based on School Data (usually two goals on achievement, one for Literacy and one for Math)
- **3.** <u>Stretch Goal</u> Stretch goals focus on creating a systematic response to student learning through interventions or extensions.

Participating School Examples of Goals



Process Goal:

 By the end of the school year, the collaborative teacher teams will set SMART goals for each Math and Literacy unit to correlate to essential standards.

Achievement Goals:

- By the end of the school year, Kindergarten through Second grade will have at least a 10% increase of students meeting benchmark on the administration of the STAR assessment.
- By the end of the academic school year, students in grades 3rd-6th will increase in Math by at least 5% growth in ready or above as demonstrated by ACT Aspire assessment data.

Stretch Goal:

- By the end of the school year, teams will fully implement an RTI to include Tier 1 and Tier 2
 reading and math interventions as well as a schoolwide Tier 3 approach.
- Teams will use common formative assessments to respond to student learning during interventions. This creates a timely response to what was taught last week versus an assessment given less frequently.

Multiple Measures of Success

The **ESSA School Index** is comprised of multiple, robust indicators which include: achievement, growth, graduation rate, English Learner progress in English Language Proficiency, and School Quality/ Student Success indicators for each grade span responsive to stakeholders and state and federal requirements. Annual reporting of the ESSA School Index, coupled with reports of schools' progress toward long-term goals, will provide information to the ADE and LEAs to steer their courses toward achieving the Vision for all students. *Arkansas ESSA Plan, Jan. 2018*

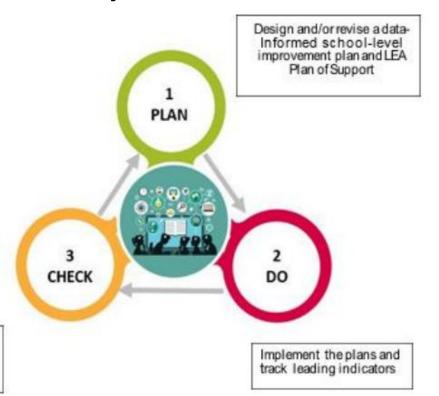


Theory of Action

Monitor, assess, and

reflect through data

analysis



Act 930 of 2017- Both the state's and the federal government's accountability systems call for the use of multiple indicators to measure academic performance.

COHORT 1 (2017-2020)



- Ballman Elementary, Fort Smith School District
- Bragg Elementary School, West Memphis School District
- Douglas MacArthur Junior High School, Jonesboro School District
- Eastside Elementary School, Greenbrier School District
- Frank Mitchell Intermediate School, Vilonia School District
- Monticello Middle School, Monticello School District
- Morrilton Intermediate School, South Conway County School District
- Prescott School District
- Rogers High School, Rogers School District
- Spradling Elementary School, Fort Smith School District

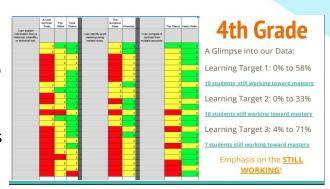
Apart from the goals measured, additional data are collected and submitted as evidence of progress. (In this presentation, examples of additional achievement data are included for Cohort 1 schools.)

Ballman Elementary School, Fort Smith School District -

- Decrease in Special Education Referrals (23 in 2017/18 to 10 in 2020/21)
- Moved from a "C" to a "B"
- ESSA School Index moved from 70.87 to 74.33
- Teacher retention increased Did not have to hire a new teacher for 3 years.
- 2021 Reward School
- PLC Model School

Bragg Elementary School, West Memphis School District -

- Moved from a "D" to a "C"
- Math scores increased from 27% Proficient in 5th grade (2016/17) to 77% Proficient in 6th grade (2017/18) - ACT Aspire
- Improved culture
- System of support Utilizing timely data from Formative Assessments
- PLC Model School



<u>Douglas MacArthur Junior High School, Jonesboro School District -</u>

- From pre-Covid (2019) to Covid (2021) Freshman showed growth in English(3%) and Science (3.3%)
- Enrollment increased from 666 to 737
- Discipline decreased 25%

Eastside Elementary School, Greenbrier School District-

- 2021 Reward School
- Dibels Number of students exiting progress monitoring from Feb. 2020 (16 exited) to Feb. 2021 (112 exited)
- Cohort of students have shown growth in Reading proficiency from 2018-2021 (ACT Aspire State file)
- PLC Model School

ACT Aspire - Greenbrier	Reading	Cohort 1	Reading				
Exceeding & Ready	2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	State 2021
Grade 3	45	63.2	37.3	45.5	na	52.4	30
Grade 4	56.7	55.7	62.3	57.1	na	69	40
Grade 5	40.7	56.1	57.4	70.5	na	53.3	34



<u>Frank Mitchell Intermediate School, Vilonia School District -</u>

- Moved from a "C" to a "B"
- 2019 School on the Move towards Excellence
- Reading on Grade level has improved by 5.2% for all students
 - Students with Disabilities increased Reading on Grade level by 6.31%
- School Value-Added Growth has increased every year since 2018
- 2021 Reward School



<u>Monticello Middle School, Monticello School District -</u>

- Enrollment has increased from 388 to 423 (2017-2021)
- Feeder school, Monticello High School, moved from "D" to "B", named 2019 School on the Move

towards Excellence

PLC Model School

Morrilton Intermediate School, South Conway County School District -

- 2019 School on the Move towards Excellence
- Moved from a "C" to a "B"
- 5th Grade Reading increased by 10% from 2017 to 2019 (ACT Aspire-State file) RL4
- PLC Model School

Prescott School District

- Early Literacy improved
 - Kindergarten 61% in 2017/18 to 69% 2019/2020
 - 1st grade 64% in 2017/18 to 86% in 2019/2020
- Math -
 - 2nd grade grew from 59% in 2017/18 to 70% in 2019/2020
- PLC Model School for Prescott Elementary
- Reconfigured School District to include a Middle School
- Prescott High School's Value-Added Growth has improved every year for the past three years

Literacy Essential Standard	% Proficient
RL.4.1- Refer to details and examples in a te	92%
RI.4.2- RL.4.2- Examine a grade-appropriate	84%
RL.4.3- Describe in depth a character, settin	87%
RI.4.1- Refer to details and examples in a te	83%
RL.4.2- Examine a grade-appropriate literac	84%
RI.4.3- Explain events, procedures, idea, or	83%
RL.4.4- Determine the meaning of words and	79%
RL.4.6- Compare and contrast the point of v	83%
W.4.1- Write opinion pieces on topics or text	85%
LITERACY SMART GOAL	68%

Rogers High School, Rogers School District -

- Growth from 2017 to 2019 (ACT Aspire State file)
 - 10th Grade Math 30.7 to 40.3
 - 9th Grade Math 29.9 to 40
 - o 10th Grade Science 37.1 to 41.1
 - 9th Grade Science 35.1 to 39



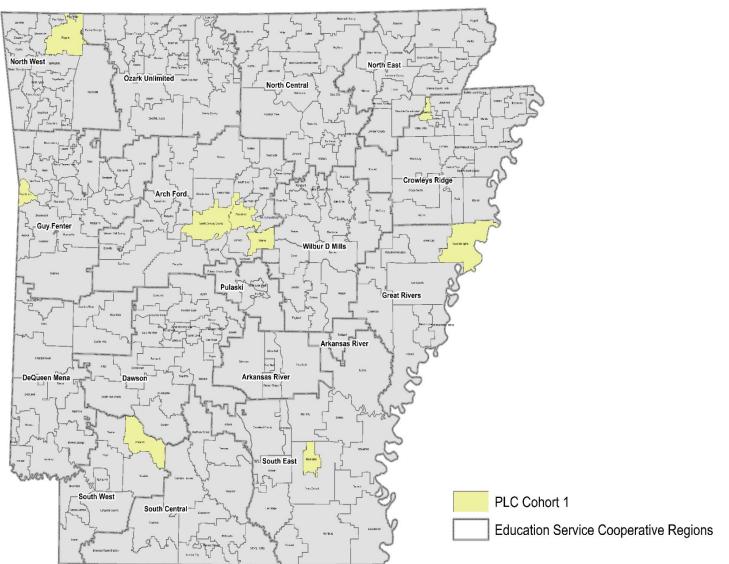
<u>Spradling Elementary School, Fort Smith School District -</u>

- 3rd and 4th grade showed growth on ACT Aspire post COVID:
 - Math
 - o ELA
 - Science
 - Reading
 - o STEM
- Created a growth mindset in students and adults
- PLC Model School

English 51%	Reading	Math	Science
0.000,000,000	27%		
		37%	16%
66%	36%	68%	38%
Not Available	By the end of 2019-2020 academic year, students at Spradling Elementary in 3rd grade will increase the proficiency pass rate by 18% from 22% to 40% in Reading as demonstrated by ACT Aspire assessment data.	By the end of 2019-2020 academic year, students at Spradling Elementary in 3rd grade will increase the proficiency pass rate by 17% from 48% to 65% in Math as demonstrated by ACT Aspire assessment data.	Not Available
	y the end of <u>2019</u> -2	2019-2020 academic year, students at Spradling Elementary in 3rd grade will increase the proficiency pass rate by 18% from 22% to 40% in Reading as demonstrated by ACT Aspire assessment data.	Not Available Not Av

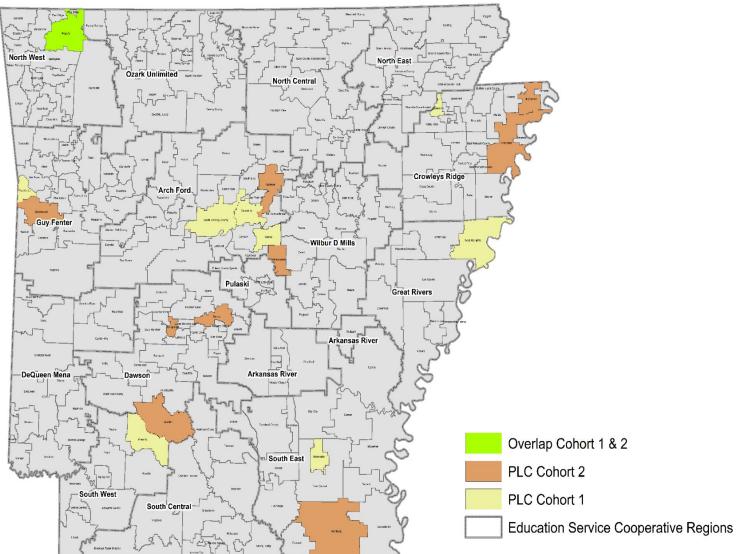
COHORT 1





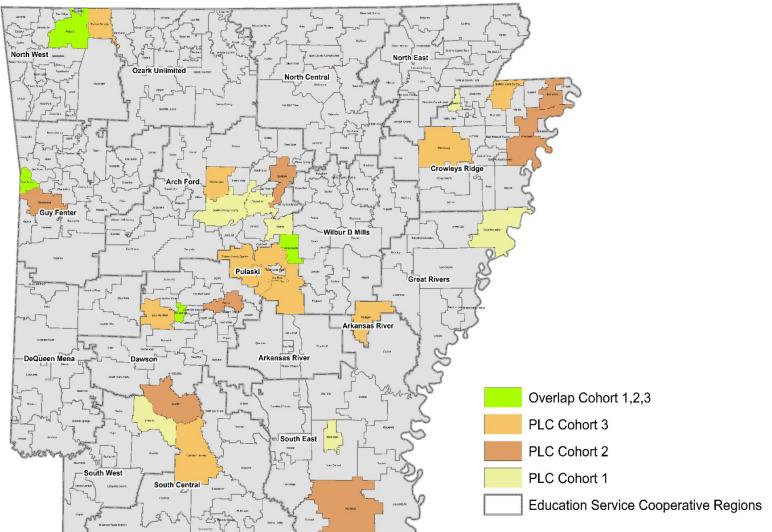
COHORT 2





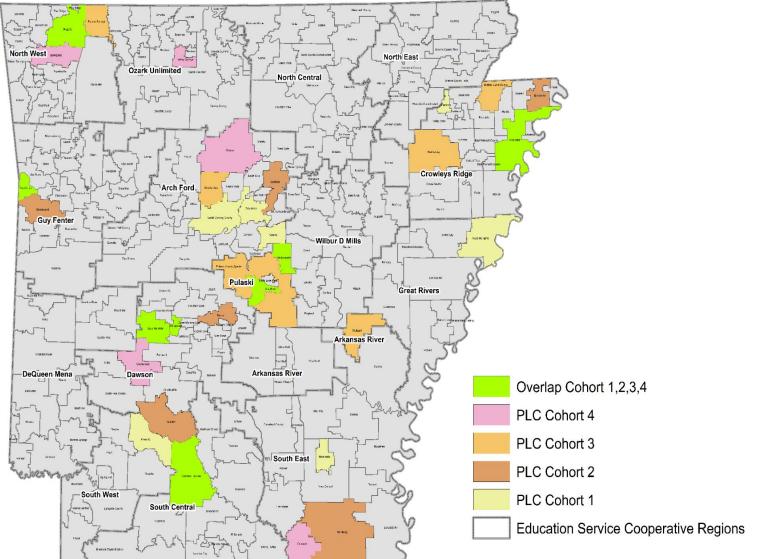
COHORTS 1, 2, and 3





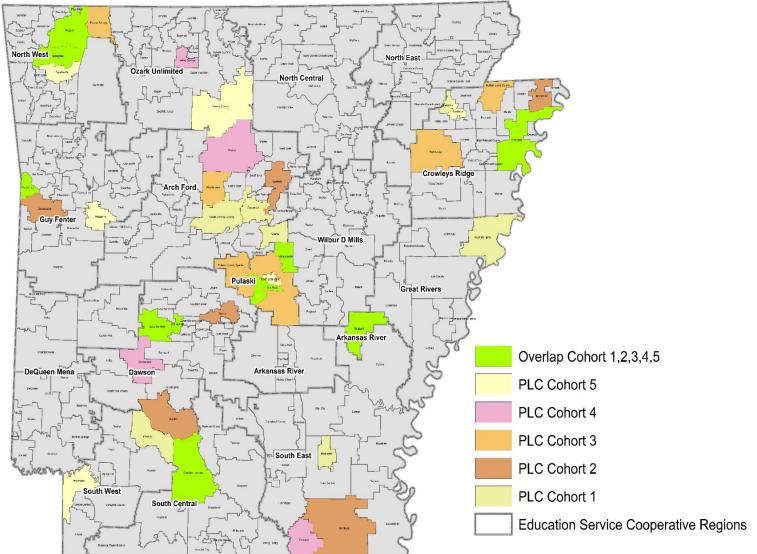
COHORTS 1, 2, 3, & 4





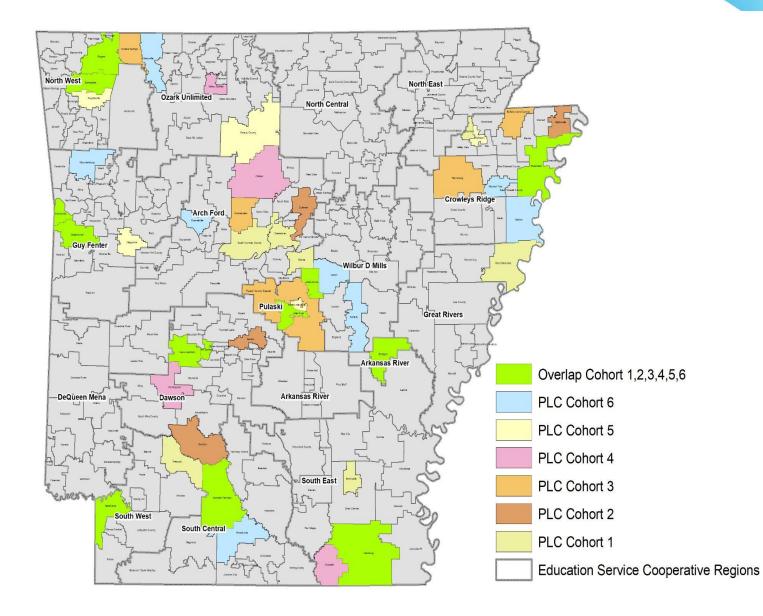
COHORTS 1, 2, 3, 4, & 5





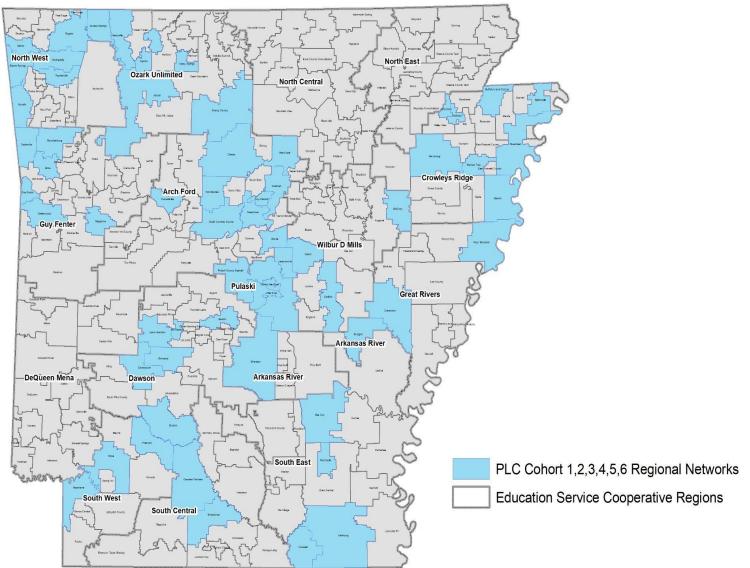
COHORTS 1, 2, 3, 4, 5 & 6





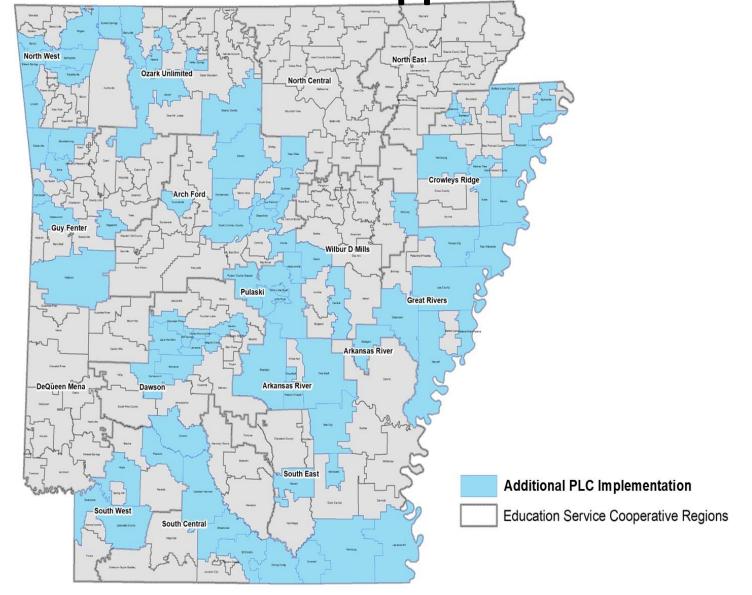
COHORTS 1, 2, 3, 4, 5, 6, & PLC Regional Network Schools



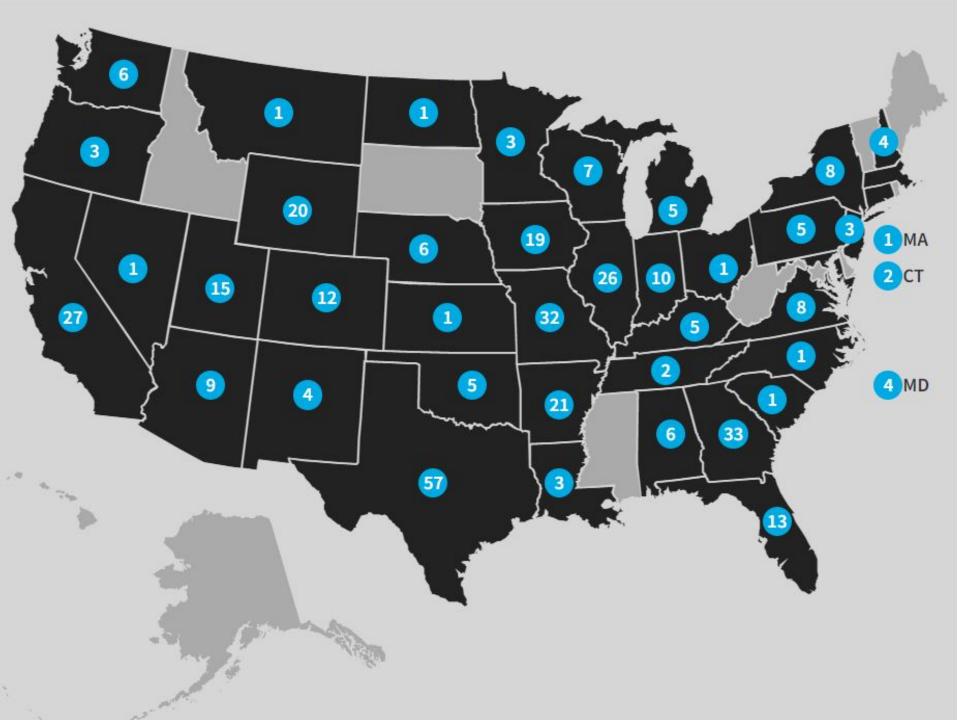


COHORTS 1, 2, 3, 4, 5, 6, PLC Network, & Additional Support Schools





Cohort 1 (2017-2020)	Cohort 2 (2018-2021)	Cohort 3 (2019-2022)	Cohort 4 (2020-2023)	Cohort 5 (2021-2024)	Cohort 6 (2022-2025)
Ballman Elementary, Fort Smith SD	Blytheville Primary School, Blytheville School District	Buffalo Island Central School District	Bayyari Elementary, Springdale Public Schools	Arkansas High School, Texarkana SD	Berryville School District
Bragg Elementary, West Memphis SD	East Pointe Elementary School, Greenwood SD	Camden Fairview Intermediate, Camden Fairview SD	Camden Fairview High School, Camden Fairview SD	Booker Arts Magnet Elem. to Carver Elem., Little Rock SD	Cabot Freshman Academy, Cabot SD
Douglas MacArthur JH, Jonesboro SD	Greer Lingle Middle School, Rogers SD	Darby Junior High, Fort Smith SD	Centerpoint SD	Camden Fairview Middle School, Camden Fairview SD	Carlisle School District
Eastside Elementary, Greenbrier SD	Gurdon School District	Eureka Springs Elementary, Eureka Springs SD	Clinton Elementary and JH, Clinton SD	Glenview Elementary, North Little Rock SD	Chicot Elementary, Little Rock SD
Frank Mitchell Intermediate, Vilonia SD	Hamburg High School, Hamburg SD	Harrisburg Middle School, Harrisburg SD	Crossett High School, Crossett SD	Hellstern Middle School, Springdale Public Schools	Fairview Elementary, Texarkana SD
Monticello Middle School, Monticello SD	Howard Perrin Elementary School, Benton SD	Lake Hamilton Intermediate, Lake Hamilton SD	Hot Springs Junior Academy, Hot Springs SD	Howard Elementary, Fort Smith SD	Greenwood High School, Greenwood SD
Morrilton Intermediate, SCCSD	Murrell Taylor Elementary School, JNPSD	Lakeside High School, Lakeside School District	Lake Hamilton JH, Lake Hamilton SD	Lake Hamilton Middle School, Lake Hamilton SD	Hamburg Middle School, Hamburg SD
Prescott School District	Main Street Visual and Performing Arts Magnet, Hot Springs SD	Mabelvale Elementary, Little Rock SD	Northside HS, Fort Smith SD	Leverett Elementary, Fayetteville SD	Hot Springs World Class High School, Hot Springs SD
Rogers High School, Rogers SD	Quitman School District	Mills University Studies HS, Pulaski County Special SD	Rivercrest HS, Rivercrest SD	Magazine School District	Lakeside Junior High, Springdale School District
Spradling Elementary, Fort Smith SD	Rivercrest Elementary School, Rivercrest School District	Park Avenue Elementary, Stuttgart SD	Valley Springs Elementary, Valley Springs SD	Meekins Middle School, Stuttgart SD	Marion Visual and Performing Arts Magnet, Marion SD
		(Pinewood to Warren Dupree) Jacksonville Elem., Jacksonville North Pulaski SD	Watson Elementary, Little Rock SD	Oaklawn STEM Magnet, Hot Springs SD	Marked Tree School District
		Wonderview Elementary, Wonderview SD		Parson Hills Elementary, Springdale SD	Mountainburg Public Schools
				Searcy County School District	Oakland Heights Elementary, Russellville SD
				University Heights Elementary, Nettleton SD	Sonora Middle School, Springdale SD
*Green cells indicate designated PLC Model Schools				Washington Elementary School, Little Rock SD	Smackover - Norphlet SD



Arkansas Practitioners

THE PERSON NAMED IN	SAS DEPARTMENT
ARK	AR !
	FDUCATION

Network 1	Network 2	Network 3	Network 4	
Dixie Baker, Rivercrest SD	aker, Rivercrest SD Lori Griffin, Fort Smith SD Cassie Adams, West Memphis SD		Faith Short, Greenwood SD	
Jason Selig, Lake Hamilton SD			Kelly Keene, Benton SD	
Kristen Gordon, Hot Springs SD	Dr. Keri Rathbun, Fort Smith SD	Kelli Fuller, Benton SD	Dr. Josh Ray, Greenwood SD	
Stacye Shelnut, Benton SD	Robyn Dawson, UAFS ERZ	Sarah Stobaugh, South Conway County SD	Dana Rackley, Fort Smith SD	
Kelecia Glover, Little Rock SD	Andy Pennington, Vilonia SD		Jana Wilson, Blytheville SD	
	Mandi Dunlap, Greenbrier SD		Sally Bennett, Regional Network Coordinator	

Network 1	Network 2	Network 3	Network 4	DEPARTMEN.
Crossett Middle School	West Side Elementary	Blytheville Elementary	Park Elementary	
Bismarck Middle School	West Side High School	Blytheville High School New Tech	Cedarville Elementary	FOUCATION
Hope High School	Alma High School	Blytheville Middle School	Fairview Elementary	
Kilpatrick Elementary	Alpena High School	McCrory High School	Gentry Primary	
Lake Hamilton High Sch.	Alpena Elementary	Brady Elementary	Lincoln Elementary	
Lake Hamilton Primary	Berryville High School	Cabot Jr. HS South	Morrison Elementary	PLC
Langston Elementary Leadership Academy	Berryville Middle School	Carlisle School	Old Wire Elementary	Regional
East End Elementary	Berryville Intermediate	Chicot Elementary	Siloam Springs Inter.	Network
East End Intermediate	Berryville Elementary	Stagecoach Elementary	Southside High School	Schools
East End Middle	Clinton High School	Warren Dupree Elementary	Southwest Jr. High	
Sheridan Elementary	Dwight Elementary	Western Hills Elementary	T.G. Smith Elementary	
Sheridan High School	Guy-Perkins Elementary	Clarendon High School	Westwood Elementary	
Sheridan Intermediate	Guy-Perkins High School	Star City High School	Jasper Elementary	
Sheridan Middle School	London Elementary	Star City Middle School		
Fairview Elementary (Texarkana)	Indian Hills Elementary	Jimmy Brown Elementary		

INCLUSIVE PRACTICES PROJECT SCHOOLS

Angie Grant Elementary	Carroll Smith Elementary	Waldron Elementary	Northside Elementary
Benton SD	Osceola SD	Waldron SD	Rogers SD
2020 - 2021	2021 - 2022	2021 - 2022	2022-2023
Grace Hill Elementary Rogers SD 2020 - 2021	East Hills Middle School Greenwood SD 2021 - 2022	Cutter Morning Star Elementary Cutter Morning Star SD 2022-2023	Ridge Road Elementary North Little Rock SD 2022-2023
Prescott Elementary Prescott SD 2020 -2021	Lakeside Junior High	East Pointe Elementary	Warren Middle
	Lakeside (Garland) SD	Greenwood SD	Warren SD
	2021 - 2022	2022-2023	2022-2023
Raymond F. Orr Elementary	McNair Middle School	Magnet Cove Elementary	West Side Elementary
Fort Smith SD	Fayetteville SD	Magnet Cove SD	West Side SD
2020 - 2021	2021 - 2022	2022-2023	2022-2023
Caldwell Elementary Benton SD 2021 - 2022	Rivercrest Elementary Rivercrest SD 2021 - 2022	Main Street Visual & Performing Arts Magnet Hot Springs SD 2022-2023	

Local District Implementation

Capital City Lighthouse Lower Academy - AR Lighthouse Academies	Earle Elementary - Earl SD	Yocum Elementary - El Dorado SD	Barton Jr. High - El Dorado SD	Washington Middle School - El Dorado SD	Central Elementary - Forrest City SD	Forrest City Jr. High - Forrest City SD	Stewart Elementary - Forrest City SD
Lincoln Academy - Forrest City SD	Belle Point Alternative Center - Fort Smith SD	Carnall Elementary - Fort Smith SD	Raymond F. Orr Elementary - Fort Smith SD	Spradling Elementary - Fort Smith SD	Dora Kimmons Jr. High - Fort Smith SD	Siatech High Chart - Graduate AR	J.F. Wahl Elementary - Helena/West Helena SD
Warren Dupree Elementary - Jacksonville NP SD	Pinewood Elementary - Jacksonville NP SD	Jasper Elementary - Jasper SD	Oark Elementary - Jasper SD	Visual & Performing Arts Magnet - Jonesboro SD	Health/Wellness Envi Magnet - Jonesboro SD	International Studies Magnet - Jonesboro SD	Microsociety Magnet - Jonesboro SD
Annie Camp Jr. High - Jonesboro SD	Douglas MacArthur Jr. High - Jonesboro SD	Lafayette County Elementary - Lafayette County SD	Eudora Elementary - Lakeside SD (Chicot)	Lakeside Middle School - Lakeside SD (Chicot)	Anna Strong Learning Academy - Lee County SD	Lee High School - Lee County SD	Booker Arts Magnet Elementary - Little Rock SD
Dunbar Magnet - Little Rock SD	Pulaski Heights Middle School - Little Rock SD	Bale Elementary - Little Rock SD	McDermott Elementary - Little Rock SD	Carver Magnet Elementary - Little Rock SD	Western Hills Elementary - Little Rock SD	M.L. King Magnet Elementary - Little Rock SD	Stephens Elementary - Little Rock SD
Washington Magnet Elementary - Little Rock SD	Baseline Elementary - Little Rock SD	Mabelvale Elementary - Little Rock SD	Otter Creek Elementary - Little Rock SD	Wakefield Elementary - Little Rock SD	Mabelvale Middle School - Little Rock SD	Cloverdale Middle School - Little Rock SD	Watson Elementary - Little Rock SD
Southwest High School - Little Rock SD	Hall High School - Little Rock SD	JA Fair Prep Academy - Little Rock SD	Marvell - Elaine Elementary - Marvell-Elaine SD	Mountain Pine Elementary - Mountain Pine SD	Mountain Pine High School - Mountain Pine SD	Boone Park Elementary - North Little Rock SD	Seventh Street Elementary - North Little Rock SD
Ridgeroad Elementary - North Little Rock SD	Matthews Elementary - Pine Bluff SD	Robert F. Moorehead Middle School - Pine Bluff SD	Dollarway High School - Pine Bluff SD	Broadmoor Elementary - Pine Bluff SD	Thirty-Fourth Street Elementary - Pine Bluff SD	Pine Bluff High School - Pine Bluff SD	Jack Robey Middle School - Pine Bluff SD
Southwood Elementary - Pine Bluff SD	Premiere High School of Little Rock - Little Rock SD	Clinton Elementary - Pulaski County SSD	Harris Elementary - Pulaski County SSD	Lawson Elementary - Pulaski County SSD	Sylvan Hills Elementary - Pulaski County SSD	Fuller Middle School - Pulaski County SSD	Sylvan Hills Middle School - Pulaski County SSD
Joe T. Robinson Middle School - Pulaski County SSD	Gardner-Strong Elementary - Strong-Huttig SD	L.L. Owen Elementary - Watson Chapel SD	Coleman Elementary - Watson Chapel SD	Watson Chapel Jr. High - Watson Chapel SD	Bragg Elementary - West Memphis SD	Faulk Elementary - West Memphis SD	Maddux Elementary - West Memphis SD
Weaver Elementary - West Memphis SD	West Junior High - West Memphis SD	Wonder Junior High - West Memphis SD	Wonder Elementary - West Memphis SD				



71 Additional Schools

Professional Development



In an effort to support and sustain, we provide ongoing professional development:

- Identifying Essential Standards
- Unit Planning
- Laying the Foundations
- Culture
- Educator Resilience
- Novice Teacher Support

Ongoing Professional Development offered by:

- Arkansas Educators
- Education Service Cooperatives
- Arkansas School Board Association
- Office of Education Renewal Zones
- Arkansas Association of Educational Administrators
- Arkansas Leadership Academy
- Arkansas Department of Education

Higher Education



February 2019 - Began Book Study - "A New Way"

2020-2021 - Incorporate Professional Learning Communities into Educator Prep Programs

2021-2022 - Support and build Awareness Framework for Implementation

Project Collaboration

March 2020 - Statewide Teacher Collaborative Teams created

2020-2021 - Build network of teacher teams to support other educators

2021-2022 - Grow content teams to include singletons and provide professional development

From the Boardroom to the Classroom

Aligning the Work of Collaborative Teams

Robert Eaker, Janel Keating, Mike Hagadone, and Meagan Rhoades From the Boardroom to the Classroom—In Print Solution Tree Press

School Board & Superintendent

- Collaboratively develop operating principles
- Set direction and focus areas for the district
- Establish short and long term improvement goals
- Align policies with the learning mission of the district
- Model research based and data driven decision making
- Board routinely analyzes improvement data
- Monitor annual learning goals
- Model behaviors expected of others
- Celebrate improvement

District-Level & Principal Teams

- Collaboratively develop role definitions, shared commitments
- Team norms/accountability protocols
- · Focus on learning
- Regular meetings and agendas
- · Practice and rehearse the work
- Anticipate questions and issues Examine the work of high performing teacher teams
- · Engage in shared learning
- Share learning data
- Set individual building commitments based on the work from learning meetings
- Determine evidence for the next meeting that demonstrates progress toward meeting the commitments
- Monitor results; continuous improvement
- Modeling behavior expected of others
- · Celebrate improvement

School-Level Principal & Grade Level / Content Team Leaders

- Composed of principal, assistant principals, team leaders
- Collaboratively developed role definitions, shared commitments
- Team norms/accountability protocols
- · Focus on learning
- Regular meetings and agendas
 Set improvement goals
- Practice and rehearse the work
- Analyze student learning, seek best practice, share
- Monitor results; continuous improvement cycle
- Model behavior expected of others
- Celebrate improvement

School Grade Level / Content Teams

- Team norms/accountability protocols
- · Focus on learning
- Regular meetings and agendas
- · Set SMART goals unit by unit
- Analyze student learning, seek best practice, share
- Monitor results; continuous improvement cycle
 Share results with School Leadership Team
- Celebrate improvement

Share results & products with Board

Share results & products with District

From the State to the Student

Aligning the Work of Collaborative Teams

Robert Eaker, Janel Keating, Mike Hagadone, and Meagan Rhoades From the State Boardroom to the Classroom

State Board & State Department

- Focus on adult and student learning at high levels
- Align operating principles with the learning mission
- Set areas of focus for the state
- Set goals (short and long term)
- Adopt common languag and vocabulary in support of the work
- Model behavior expected of others, particularly with evidence-based, data-driven decision making
- Focus on results (Data to impact student learning)
- Build the capacity of team members and partners to support the learning mission
- Communicate with transparency
- Routinely analyze data and monitor progress
- Celebrate improvement and success

School Board & Superintendent

- Collaboratively develop operating principles
- Set direction and focus areas for the district
- Establish short and long term improvement goals

RAFT:

- Model research based and data driven decision making
- Board routinely analyzes improvement data
- Monitor annual learning goals
- Model behaviors expected of others
- Celebrate improvement

District-Level & Principal Teams

- Collaboratively develop role definitions, shared commitments
- Team norms/accountability protocols

Examine the work of high

performing teacher teams

Engage in shared learning

commitments based on the

Determine evidence for the

Monitor results; continuous

demonstrates progress

Share learning data

work from learning

next meeting that

toward meeting the

Modeling behavior

expected of others Celebrate improvement

commitments

improvement

meetings

Set individual building

- Focus on learning
- · Regular meetings and

School-Level Principal & Grade Level/ Content Team Leaders

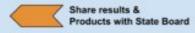
 Composed of principal, assistant principals, team leaders

Collaboratively developed

- Focus on learning
- Regular meetings and agendas
- Set improvement goals
- Practice and rehearse the work
- Analyze student learning, seek best practice, share
- Monitor results; continuous improvement cycle
- Model behavior expected of others
- Celebrate improvement

School Grade Level/ Content Teams

- Team norms/accountability protocols
- Focus on learning
- Regular meetings and agendas
- Set SMART goals unit by
 - Ar lyze student learning, se k best practice, share Mulitor results; continuous improvement cycle
 - Share results with School Leadership Team
- Celebrate improvement





Share results & products with School Board



Share results & products with District



Next Steps?



Vision

The Arkansas Department of Education is transforming Arkansas to lead the nation in student-focused education.

Mission

The Arkansas Department of Education provides leadership, support, and service to schools, districts, and communities so every student graduates prepared for college, career, and community engagement.



Questions?