

**PSP**  
**Policy and**  
**Guidance**  
**Handbook**

2018-2019

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# POLICIES AND REQUIREMENTS

## INTRODUCTION

The PSP Policy and Guidance Handbook contains Texas Education Agency (TEA) and Statewide Support Partners policies and procedures for PSPs, as well as tips and resources to help you navigate the work of school improvement. It is the responsibility of each PSP to read and follow the information in this policy and guidance handbook and to keep it handy for reference.

In 2018-2019, Education Service Centers (ESCs) may assume greater responsibility for serving schools in improvement in their region and working more closely with PSPs. Specific information will be communicated by each ESC. Additionally, some schools/districts will be supported by vetted school improvement vendors. PSPs should work with their ESC to determine how PSP support is being provided in their region. PSPs are strongly encouraged to work in the region in which they reside.

## PSP ROLES AND RESPONSIBILITIES 2018-2019

### Overview:

Overview Professional service providers (PSPs) are experienced, quality educators who provide technical assistance and support to districts with campuses identified as Improvement Required in the Texas Accountability System or for Comprehensive support under the Federal Every Student Succeeds Act (ESSA). PSPs are an extension of the Texas Education Agency (TEA) and ensure that district and school leaders are engaging in interventions that improve campus performance and create the district conditions needed to sustain this improvement.

### Qualifications:

- Master Degree in Education or related field (required)
- Doctorate Degree in Education or related field (preferred)
- Current administrative certificate (preferred)
- Leadership coaching certification (preferred)

### Experience:

- Experience as a campus, central office administrator, or teacher leader
- Experience with state and federal accountability systems
- Experience in conducting needs assessment, including data and root cause analyses
- Success in designing and implementing research-based programs to address school improvement needs
- Experience providing professional development to experienced educators
- Successful school turnaround experience as a campus administrator (preferred)

### Special Knowledge & Skills:

- Knowledge of federal and state school improvement requirements including, but not limited to ESSA, the Texas State Accountability System, and Texas Title 1 Priority Schools (TTIPS)
- Knowledge of the principles of school turnaround, turnaround leadership, and current educational research in school improvement, and the ability to quickly apply them, as appropriate, at the district/campus level
- Ability to accurately analyze data and assess systems to identify root causes of low performance
- Knowledge of systematic planning practices, program evaluation, and district operations
- Oral communication skills that engage district/campus leadership in reflective dialogue
- Coaching skills that demonstrate active listening, reflective questioning, and full engagement
- Understanding district perspectives of organizational structure, communication, and collaboration across work groups to support and leverage campus success
- Ability to work in a fast-paced, team-focused environment with multiple groups

- Ability to influence stakeholders in a results-oriented way so campus, district leadership, and ESC personnel collaborate to ensure successful outcomes that meet or exceed state requirements
- Ability to manage multiple projects and meet deadlines
- Technical writing skills that capture evidence in a clear, concise, and objective manner
- Proficient in the use of technology to support all job requirements

**Responsibilities:**

- Ensures that campus is engaging in interventions: developing a plan and implementing the plan with fidelity
- Adheres to the Code of Ethics and Standard Practices for Texas Educators and the PSP Network guidelines
- Exemplifies the trustworthiness and integrity necessary to lead adults and model core values regarding confidentiality, punctuality, work focus, and quality of product
- Serves as a liaison between the Statewide Support Partners, Texas Education Agency (TEA), local education service center (ESC), and the District Coordinator of School Improvement (DCSI)
- Serves as a member of the campus intervention team (CIT) ( TAC §97.1063.Campus Intervention Team)
- Ensures effective implementation of the school improvement process and works with DCSI on required interventions and submissions
- Assists the campus with TTIPS grant requirements, when applicable
- Works with district and campus staff to ensure their understanding of the current accountability system
- Maintains a positive problem-solving attitude and acts as a positive change agent
- Seeks out and is responsible for personal, ongoing professional learning and attends all required trainings outlined in the PSP Handbook/ Guidebook

## PROFESSIONAL ETHICS

### Ethical Expectations

Everyone contracting to serve as a PSP must agree to:

- exemplify trustworthiness and integrity;
- demonstrate an attitude of service;
- act within the boundaries of careful stewardship of taxpayer-provided resources;
- respect, at all times, the inherent dignity of each individual;
- never use the PSP position for self-promotion or seek additional monetary benefits;
- comply with all requirements of contract(s) and the PSP Policy and Guidance Handbook;
- comply with the Code of Ethics and Standard Practices for Texas Educators (see below and/or online at the [Texas Education Agency website](#));
- notify the campus, district, and Statewide Support Partner team within 48 hours if charged with criminal conduct or arrested (PSP may be placed on temporary leave pending conviction if it is determined the charges interfere with the effectiveness of the PSP’s services)
- refrain from sub-contracting with individuals not assigned to a campus by the district, regardless of whether they are being compensated (including any work that would typically be performed by the assigned PSP). Violation of this directive will result in the immediate removal of the PSP from all PSP work.

PSPs should not use their position for personal or material gain, or create the appearance of such while serving on a campus. For example, PSPs should not:

- serve as an employee in a district in which they serve as a PSP;
- serve as a full-time employee in any capacity without written consent from the Statewide Support Partner team and TEA;
- exceed campus and/or hour limits without the approval of TEA or the Statewide Support Partner team;
- contract for additional hours of service on the campus during the PSP contract without approval from TEA and/or Statewide Support Partners;
- seek expanded contractual roles on any assigned campus, including soliciting or accepting a role in any campus grant;

- promote products to a school or district in which they hold a contract, and are products created or owned by an organization that employed the PSP in the last two years, or are products from which the PSP will profit from the sale of, or are products created or owned by other PSPs.
- use influence for additional work with campus or district staff or board members;
- use data collected while serving as a PSP for research or publication, without written consent from the district and Statewide Support Partners.

## Texas Code Of Ethics

PSPs are required to report unethical behavior and noncompliance issues. Procedures for reporting suspected noncompliance with school laws and rules fall under the jurisdiction of the Texas Education Agency. Please review the [CODE OF ETHICS AND STANDARD PRACTICES FOR TEXAS EDUCATORS RULE §247.2](#) from the TEA website.

## Criminal Background Check

As provided under state law, all PSPs working in public schools are subject to criminal history background checks. The contracting organization may obtain any criminal history record information, including fingerprinting, pertaining to the PSP and obtain such information from any law enforcement agency, including a police department, the Texas Department of Public Safety, Texas Department of Corrections or similar out-of-state entities as called for in Senate Bill 9. PSPs are responsible for all expenses related to the criminal history check, including fingerprinting.

# PSP CONTRACT EXPECTATIONS AND CONSIDERATIONS

## Acquiring Campuses

PSPs may not solicit work, but can network and inform contacts that they are interested and qualified to serve as a PSP. Sometimes a PSP may receive more offers than they want, or can take. When a PSP must decline a campus, the district seeking the contract may ask if they will recommend another PSP. PSPs are encouraged to introduce themselves to their local ESC Turnaround Team. ESCs may recommend placement of PSPs on campuses within their region.

## Conflicts Of Interest

PSPs may not accept a contract for a school where they:

- served as principal;
- held any position on the campus within the previous 2 years;
- supervised or evaluated the current principal;
- have an immediate family member or close friend currently employed by the district in a supervisory role or is currently serving on the district board; and/or
- are performing other services for the campus (e.g. consulting work, vendor for materials/products, grant writing, mentoring/coaching).

## Total Maximum Hours For Contracts

PSPs must assure they have allotted an appropriate amount of dedicated time to the campuses they contract to support. PSPs should not accept contracts for PSP work above a maximum total of 700 hours. It is the responsibility of the PSP to monitor assignments to ensure they meet this criterion and are able to successfully carry out all duties and assignments. **Any hours above the maximum must be approved by Statewide Support Partners. A PSP who has a total number of contract hours in excess of 700 and has not sought approval from Statewide Support Partners may be placed on probation.** The following chart indicates the number of hours recommended for schools in differing stages of state or federal intervention.

## State and Federal PSP Requirements and Hours

# PSP Hours Matrix Guidance for Campuses: SY 2018-2019

### Federal Accountability

Title I campuses that are identified for Comprehensive Support (excluding TTIPS campuses; see section below) will receive a maximum of 100 hours of paid arranged services through the PSP Network.

### State Accountability

Campuses that are rated as "Improvement Required" in the State Accountability System are required to have a PSP (via local contract) for the following hours:

IR 1	Suggested 75 hours	If a campus is both Comprehensive and IR, add the hours. 100 hours of PSP support are allotted to the campus through arranged services with the PSP network, and the state accountability hours are paid using local funds and will require a second contract. The same PSP may be hired for both contracts.
IR 2	Suggested 85 hours	
IR 3	Suggested 95 hours	
IR 4+	Suggested 75 hours	

### TTIPS Campuses

Texas Title I Priority Schools (TTIPS campuses) will receive 110 PSP hours through arranged services with the PSP Network. If a TTIPS campus receives an IR rating, the campus will use the guidance above to determine how many additional PSP hours the campus needs. These hours may be paid for using the TTIPS grant. A TTIPS campus that is also identified as a Comprehensive Support campus receives a maximum allotment of 25 hours through arranged services with the PSP Network. PSP hours accumulate with each identification (TTIPS, IR, and/or Comprehensive).

#### NOTES:

1. Support for Comprehensive Schools are arranged services provided through Region 13 Educational Service Center or through another TEA-approved ESC pilot program (ESC 6 and ESC 18).
2. Schools in ESC 6 and ESC 18 should await correspondence from the ESC.
3. Schools in ESC 5 and ESC 17 will engage in a TEA-approved pilot support program and should await further correspondence from TEA.

## **Contracting with Districts for Improvement Required Campuses (State PSP Required)**

PSPs serving Improvement Required (IR) campuses negotiate with the district to develop a Memorandum of Understanding (MOU) that specifies hours, travel reimbursements, allowable/non-allowable expenses, and an hourly rate for service. If the district determines more hours are needed to fulfill the needs of a specific campus, the PSP may contract for additional hours.

PSPs should not begin work on IR campuses until the MOU is signed by all parties. Most districts have an MOU template they prefer. However, you can download an example [here](#). The commissioner's recommended hourly rate for PSPs working on state accountability campuses is \$85/hour. However, the entire MOU is negotiable, including the hourly rate, number of hours, and travel reimbursement.

## **Contracting with Statewide Support Partners / Comprehensive Support Campuses (Federal PSP Required)**

A Letter of Agreement (LOA) is a contract between the PSP, campus, LEA, and Statewide Support Partners for Comprehensive and/or [TTIPS](#) campuses. TEA has set the hourly rate of \$85/hour, the number of hours, and the travel reimbursement rate for all federal campuses. The LOA is an 11-month contract that starts on September 3 and ends July 31. PSPs cannot be paid for work on a campus before the Letter of Agreement (LOA), or the [Memorandum of Understanding](#) (MOU), has been signed by all parties.

PSPs will be alerted via email once all parties have e-signed the LOA document. PSPs may assist in monitoring the LOA process by checking in with the campus principal and DCSI to make sure they e-sign the LOA in a timely manner. All LOAs are completed electronically using the e-signature service, EchoSign.

PSPs working on Comprehensive Support campuses are:

- required to schedule time on the assigned campus using contract hours for the entire 11-month period of the LOA. Additional hours will not be added to the LOA. If the district determines a campus requires more assistance than the PSP can provide with the hours allocated in the LOA, the district may create an additional contract with the service provider for specific work to be performed at the campus;
- expected to provide on-site services each month unless there is an agreement with the DCSI and principal. However, a PSP may not be off the campus for two consecutive months;
- expected to work with the DCSI and principal to develop an appropriate schedule of services;
- expected at a minimum, to remain in contact with the DCSI and principal by email or phone when providing off-site services;
- not to use more than 15% of their total contract hours for off-site, indirect services and may not claim off-site, indirect service hours, for time completing invoices;
- expected to use all service hours on the contract to provide technical assistance to the district. However, if there is a unique circumstance preventing the use of the hours (i.e., the campus is being closed), the PSP must contact a Statewide Support Partner representative to explain the situation.

### **PSP Distribution of Hours**

- Individual campuses have varying needs. There is no definitive rule for the number of hours a PSP spends working with a campus each month. However, **PSPs will typically front-load contract hours during the first half of the academic year. Keep in mind due dates for Progress reports and schedule time accordingly.**
- Be sure to allocate some hours for summer months. You are required to work with campuses identified in the federal accountability system every month, unless you have an agreement with the principal. In which case, you may choose to schedule no more than two consecutive months off campus. PSPs are encouraged to set aside hours in June and July for planning, developing the targeted improvement/implementation plan or sustainability plan for the upcoming school year, and any potential required training.

### **PSP Unable to Fulfill Contract**

If a PSP is unable to fulfill a contract, Statewide Support Partners must be contacted immediately regarding the situation. At that time, Statewide Support Partners, in collaboration with TEA, the campus principal, and the DCSI, will determine the best course of action for the school. Depending on the length of absence, an interim or replacement PSP may be recommended to the campus.

### Concerns with the Contract

If a PSP determines he or she is not a good match for a campus, he or she should first meet with the campus principal. The PSP must then contact the assigned case manager for direction, and notify Statewide Support Partners for replacement support.

## PROFESSIONAL LEARNING AND DELIVERABLES

### Professional Learning Requirements

PSPs are expected to fulfill all professional development requirements as determined annually by TEA, Statewide Support Partners, and/or the local ESC. Currently the required events include:

- Statewide Partners Institute
- Continuous Improvement Training at the ESC
- Advancing Improvement in Education (AIE) Conference

If deemed necessary, the Statewide Support Partner team and TEA may require PSPs to attend additional events within a school year. If a PSP has an extenuating circumstance and cannot attend a required event, the PSP must contact Statewide Support Partners and the local ESC immediately to determine a possible alternative.

### Statewide Support Partners Travel Reimbursement Procedures

PSPs may be reimbursed for their travel to certain professional learning opportunities. When requesting travel reimbursement for Priority campus travel, adhere to the following guidelines:

For initial travel each year, PSPs are required to mail the following original copies to Statewide Support Partners:

- completed and signed [Participant Travel Reimbursement Form](#);
- a [MapQuest](#) map showing the round trip mileage for PSP using their personal vehicle to travel;
- completed and signed [W-9](#);
- a [Vendor Direct Deposit Request](#) must also be completed before PSPs can be reimbursed for travel expenses. PSPs only have to complete this form once, unless a change in a direct deposit bank account has occurred.

After the first travel reimbursement, PSPs are only required to complete the Participant Travel form, and submit a MapQuest map showing their round trip mileage (only if a personal vehicle is used for travel).

PSPs may be reimbursed for the items listed below. All require original itemized receipts. Copies of receipts will not be accepted.

- Use of personal vehicle: (\$.54 per mile) Point-to-point mileage should be documented by a mapping service, such as MapQuest. Please include full departure and destination addresses.
- Car Rentals: Participants may be reimbursed for a vehicle, as required. However, the vehicle must be "standard" size, and no more than \$80/day. *Costs over this amount will not be reimbursed.* You will not be reimbursed for rental car insurance, additional drivers, or luxury cars.
- Air Travel: Participants requiring air travel must turn in the airline passenger itemized receipt showing proof of payment (economy class only). Receipts are also required for airport parking, shuttle, or taxi. Please note that ticket exchange receipts alone are not a valid proof of purchase. Ticket exchange receipts must be accompanied by an original payment receipt.
- Parking/Taxi/Shuttle: Provide itemized receipt for any parking charges. Statewide Support Partners will not reimburse for valet parking and/or gratuity. Taxi receipts must have a logo, time and date.

- Lodging: Participants will be reimbursed the maximum lodging allowance, excluding taxes, based on the [U.S. General Services Administration website](#). An itemized receipt is required showing a paid in full status (\$0.00 balance).
- Additionally, Statewide Support Partners does not reimburse for food, tips, Early Bird Check-in, valet parking, or room-service fees.

PSPs may claim service hours while providing direct support to campus or district staff at a professional learning activity with prior approval from the district.

### PSP Deliverables

Deliverables are defined as required documents and reports with specific timelines, including, but not limited to:

- PSP Progress Report;
- PSP Self-Evaluation (pre and post);
- End-of-Year survey(s).

### PSP Progress Report

All contracted PSPs are required to complete and submit PSP Progress Reports to the Texas Education Agency.

Progress Reports should reflect specific actions to support the campus that were conducted by the PSP while on and off the campus. These actions include:

- a detailed description of the services the PSP provided;
- the qualitative and quantitative data used by the PSP to determine necessary actions and progress;
- a description of PSP actions to support the fidelity of implementation of the targeted improvement plan and/or the campus turnaround plan.

### Required Campus Reporting Documents

- PSPs are to review and validate all campus reporting documents required by TEA.
- PSP's should consult with their case manager, principal, and DCSI to determine the submission dates for each campus' required documents.

## PSP EVALUATION PROCESS AND STATUS LEVELS

### Annual Evaluation

All PSPs contracting with Statewide Support Partners or a district will receive an annual performance evaluation and an evaluation rating of Meets Expectations, Below Expectations, or Unacceptable. The evaluation rating is used, in part, to determine the PSP's status of Active, Active-limited, or Removed from the network. **Because the PSP is an external contractor, the PSP will not receive formal feedback and will only be informed of their annual status level.**

The following data elements will be used to evaluate the performance of each PSP:

- Statewide Stakeholders 70%
  - District Coordinator for School Improvement (DCSI), Principal, Campus Leadership Team (CLT) & Regional Education Service Center (ESC)
- PSP Final Professional Learning Self-Evaluation 10%
- Student Achievement Data\* 20%

\*Campus must meet standard for domain or show growth to receive points for this section in the evaluation. If did not meet standard and did not show growth, no points will be given.

## **PSP Status Levels**

Each PSP will be assigned a status level of either Active, Active-limited, or Removed based on the PSP's compliance with the guidelines and procedures in the PSP Policy and Guidance Handbook and the PSP's annual performance evaluation. These status levels are determined annually by Statewide Support Partners and TEA. A request for leave of absence requires specific approval from Statewide Support Partners.

Beginning in the summer of 2018, PSPs who have not served a campus during the past two years will be removed from the network. In October of 2018, PSPs who were not selected to serve a campus in 2018-2019 will be removed. All PSP work will terminate on July 31, 2019.

### **Active**

A PSP on active status has an overall average score of 70%, or greater, and is eligible for contracting with schools as a PSP at any time during the school year. A PSP who resigns from PSP work while on active status will be eligible to reapply.

To maintain an Active status the PSP must:

- be assigned to a campus
- participate in all required professional learning requirements;
- achieve a combined average rating of >70% on the annual PSP performance evaluation.

### **Active-limited**

Statewide Support Partners and TEA may place a PSP on Active with limitations status at any time during the contract year. PSPs on this status are allowed to contract with a maximum of three schools.

PSPs will be placed on Active-limited status for the following reasons:

- receiving an average rating between 60% - 69% on the annual PSP performance evaluation when serving two or more campuses;
- receiving an average rating of <60% on the annual PSP performance evaluation when serving only one campus;

### **Removed**

Statewide Support Partners and TEA may remove a PSP from the network at any time during the year. A PSP who has been removed from the network is not eligible to reapply. In 2018-2019, PSPs who are not selected to serve a campus will be removed from the Network. A redesigned support structure for under-performing campuses will be used in 2019-2020 and those who wish to participate must apply for the new positions.

A PSP will be removed if he or she:

- failing to comply with the Texas Code of Ethics and the PSP Policy and Guidance Handbook;
- receiving an average rating of <60% on the annual PSP performance evaluation when serving two or more campuses;
- has been placed on probation for two consecutive years or three times over the course of 5 years;
- failing to comply with attendance at required events;
- having a minimum of two contracts terminated at the request of different districts within a 12-month period.

### **Notification of Status Level**

PSPs will be placed on active status after fully attending their first Statewide Partners Institute and Statewide Support Partners has received a satisfactory result from their criminal background check. Any PSP whose status changes during the year will be notified in writing by Statewide Support Partners. Current PSPs will receive status notifications after the official release of accountability data by TEA in August

## ADDITIONAL RESOURCES

### General PSP Resources and Forms

[2017-2018 DCSI Job Description](#)  
[Campus Turnaround Guidance and Resources](#)  
[Common Acronyms](#)  
[CSF Data Sources](#)  
[DMAC](#)  
[Effective Traits of Successful Principals](#)  
[ESC Texas Turnaround Center – Information and Resources](#)  
[ESTAR/MSTAR Universal Screener Manual](#)  
[MAPSS](#)  
[MOU Example for IR Campuses](#)  
[Principal Self-Reflection Form](#)  
PSP Progress Report  
[S.M.A.R.T. Goals Template](#)  
[STAR One](#)  
[Texas Center for District and School Support \(TCSS\)](#)  
[Participant Travel Reimbursement Form](#)  
[W-9](#)  
[Wheel of PSP Responsibilities](#)  
[2017-2018 ESC Support](#)

### TEA Accountability Manuals, Guides, and Reports

[2017 Accountability Manual](#)  
2017-2018 Submission and Intervention Requirements  
2017-2018 Targeted Improvement/Implementation Plan Template  
[Accountability Monitoring Intervention Guidance and Resources](#)  
[TEA Accountability Monitoring \(State and Federal\)](#)  
[TEA Testing Calendars](#)  
[Testing Accommodation Resources](#)  
[Turnaround Planning](#)  
[State and Federally Required Assessments](#)  
[Texas Academic Performance Reports](#)

### Texas Accountability Intervention System Resources

[Operationalizing the Framework Worksheet](#)  
[Texas' Continuous Improvement Process](#)  
[Data Analysis Guidance](#)  
[Needs Assessment Guidance](#)  
[Root-Cause Analysis Process Steps](#)  
[Improvement Planning Guidance](#)  
[Implementation and Monitoring Guidance](#)  
[TAIS Resources.net](#)  
[TAIS Training Materials](#)

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## Statewide Support Partners Team Contact Information

The Statewide Support Partners Team welcomes your suggestions. Please feel free to contact any of us with your input.

Rachel Simic, Coordinator  
[rachel.simic@esc13.txed.net](mailto:rachel.simic@esc13.txed.net)

Office: (512) 919-5461

Janet Hodges, Data Analyst/Program Evaluator  
[janet.hodges@esc13.txed.net](mailto:janet.hodges@esc13.txed.net)

Office: (512) 919-5483

Joe Marks, Administrative Specialist  
[joe.marks@esc13.txed.net](mailto:joe.marks@esc13.txed.net)

Office: (512) 919-5136

The PSP Guidance Handbook is a living document and will be updated as needed.