



Required Interventions

Transformation Model:

A transformation model is one in which an LEA implements each of the following strategies:

(1) Developing and increasing teacher and school leader effectiveness.

<p><u>Required activities.</u> The LEA must--</p> <ul style="list-style-type: none"> (A) Replace the principal who led the school prior to commencement of the transformation model; (B) Use rigorous, transparent, and equitable evaluation systems for teachers and principals that-- <ul style="list-style-type: none"> (1) Take into account data on student growth (as defined below) as a significant factor as well as other factors such as multiple observation-based assessments of performance and ongoing collections of professional practice reflective of student achievement and increased high school graduations rates; and (2) Are designed and developed with teacher and principal involvement; (C) Identify and reward school leaders, teachers, and other staff who, in implementing this model, have increased student achievement and high school graduation rates and identify and remove those who, after ample opportunities have been provided for them to improve their professional practice, have not done so; (D) Provide staff ongoing, high-quality, job-embedded professional development (<u>e.g.</u>, regarding subject-specific pedagogy, instruction that reflects a deeper understanding of the community served by the school, or differentiated instruction) that is aligned with the school's comprehensive instructional program and designed with school staff to ensure they are equipped to facilitate effective teaching and learning and have the capacity to successfully implement school reform strategies; and 	<p><u>Permissible activities.</u> An LEA may also implement other strategies to develop teachers' and school leaders' effectiveness, such as--</p> <ul style="list-style-type: none"> (A) Providing additional compensation to attract and retain staff with the skills necessary to meet the needs of the students in a transformation school; (B) Instituting a system for measuring changes in instructional practices resulting from professional development; or (C) Ensuring that the school is not required to accept a teacher without the mutual consent of the teacher and principal, regardless of the teacher's seniority.
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<p>(E) Implement such strategies as financial incentives, increased opportunities for promotion and career growth, and more flexible work conditions that are designed to recruit, place, and retain staff with the skills necessary to meet the needs of the students in a transformation school.</p>	
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Student growth means the change in achievement for an individual student between two or more points in time. For grades in which the State administers summative assessments in reading/language arts and mathematics, student growth data must be based on a student's score on the State's assessment under section 1111(b)(3) of the ESEA. A State may also include other measures that are rigorous and comparable across classrooms.

(2) Comprehensive instructional reform strategies.

<p><u>Required activities.</u> The LEA must--</p> <p>(A) Use data to identify and implement an instructional program that is research-based and vertically aligned from one grade to the next as well as aligned with State academic standards; and</p> <p>(B) Promote the continuous use of student data (such as from formative, interim, and summative assessments) to inform and differentiate instruction in order to meet the academic needs of individual students.</p>	<p><u>Permissible activities.</u> An LEA may also implement comprehensive instructional reform strategies, such as--</p> <p>(A) Conducting periodic reviews to ensure that the curriculum is being implemented with fidelity, is having the intended impact on student achievement, and is modified if ineffective;</p> <p>(B) Implementing a schoolwide "response-to-intervention" model;</p> <p>(C) Providing additional supports and professional development to teachers and principals in order to implement effective strategies to support students with disabilities in the least restrictive environment and to ensure that limited English proficient students acquire language skills to master academic content;</p> <p>(D) Using and integrating technology-based supports and interventions as part of the instructional program; and</p> <p>(E) In secondary schools--</p> <p>(1) Increasing rigor by offering opportunities for students to enroll in advanced coursework (such as Advanced Placement; International Baccalaureate; or science, technology, engineering, and mathematics courses, especially those that incorporate rigorous and relevant project-, inquiry-, or design-based contextual learning opportunities), early-college high schools, dual enrollment programs, or thematic learning academies that prepare</p>
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	<p>students for college and careers, including by providing appropriate supports designed to ensure that low-achieving students can take advantage of these programs and coursework;</p> <p>(2) Improving student transition from middle to high school through summer transition programs or freshman academies;</p> <p>(3) Increasing graduation rates through, for example, credit-recovery programs, re-engagement strategies, smaller learning communities, competency-based instruction and performance-based assessments, and acceleration of basic reading and mathematics skills; or</p> <p>(4) Establishing early-warning systems to identify students who may be at risk of failing to achieve to high standards or graduate.</p>
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(3) Increasing learning time and creating community-oriented schools.

<p><u>Required activities.</u> The LEA must—</p> <p>(A) Establish schedules and strategies that provide increased learning time (as defined below); and</p> <p>(B) Provide ongoing mechanisms for family and community engagement.</p>	<p><u>Permissible activities.</u> An LEA may also implement other strategies that extend learning time and create community-oriented schools, such as--</p> <p>(A) Partnering with parents and parent organizations, faith- and community-based organizations, health clinics, other State or local agencies, and others to create safe school environments that meet students' social, emotional, and health needs;</p> <p>(B) Extending or restructuring the school day so as to add time for such strategies as advisory periods that build relationships between students, faculty, and other school staff;</p> <p>(C) Implementing approaches to improve school climate and discipline, such as implementing a system of positive behavioral supports or taking steps to eliminate bullying and student harassment; or</p> <p>(D) Expanding the school program to offer full-day kindergarten or pre-kindergarten.</p>
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Increased learning time means using a longer school day, week, or year schedule to significantly increase the total number of school hours to include additional time for (a) instruction in core academic subjects including English, reading or language arts, mathematics, science, foreign languages, civics and

government, economics, arts, history, and geography; (b) instruction in other subjects and enrichment activities that contribute to a well-rounded education, including, for example, physical education, service learning, and experiential and work-based learning opportunities that are provided by partnering, as appropriate, with other organizations; and (c) teachers to collaborate, plan, and engage in professional development within and across grades and subjects.¹

(4) Providing operational flexibility and sustained support.

<p><u>Required activities.</u> The LEA must--</p> <p>(A) Give the school sufficient operational flexibility (such as staffing, calendars/time, and budgeting) to implement fully a comprehensive approach to substantially improve student achievement outcomes and increase high school graduation rates; and</p> <p>(B) Ensure that the school receives ongoing, intensive technical assistance and related support from the LEA, the SEA, or a designated external lead partner organization (such as a school turnaround organization or an EMO).</p>	<p><u>Permissible activities.</u> The LEA may also implement other strategies for providing operational flexibility and intensive support, such as--</p> <p>(A) Allowing the school to be run under a new governance arrangement, such as a turnaround division within the LEA or SEA; or</p> <p>(B) Implementing a per-pupil school-based budget formula that is weighted based on student needs.</p>
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NOTE: TEA will implement the flexibility to allow a priority grantee campus that has implemented, in whole or in part, the Transformation model within the last two years to continue or complete the implementation of the intervention model with the TTIPS grant funds. For example, if a grantee campus has replaced its principal within the last two years, the LEA/campus will not be required to hire another new principal.

¹ Research supports the effectiveness of well-designed programs that expand learning time by a minimum of 300 hours per school year. (See Frazier, Julie A.; Morrison, Frederick J. "The Influence of Extended-year Schooling on Growth of Achievement and Perceived Competence in Early Elementary School." *Child Development*. Vol. 69 (2), April 1998, pp.495-497 and research done by Mass2020.) Extending learning into before- and after-school hours can be difficult to implement effectively, but is permissible under this definition with encouragement to closely integrate and coordinate academic work between in school and out of school. (See James-Burdumy, Susanne; Dynarski, Mark; Deke, John. "When Elementary Schools Stay Open Late: Results from The National Evaluation of the 21st Century Community Learning Centers Program." *Educational Evaluation and Policy Analysis*, Vol. 29 (4), December 2007, Document No. PP07-121.) http://www.mathematica-mpr.com/publications/redirect_PubsDB.asp?strSite=http://epa.sagepub.com/cgi/content/abstract/29/4/296



Questions for Consideration

Transformation

For each campus under consideration:

1. Does the targeted campus need school-wide radical change or change in specific areas (e.g. culture, Special Education, ELL)?
 2. Does a majority of the campus staff have the skills necessary to meet the needs of its students?
 3. What evaluation criteria will be used to determine which staff has the necessary skills to meet the needs of the students?
 4. Does the campus have strong instructional leaders who could serve as positive change agents?
 5. How will the LEA enable the principal to make strategic staff replacements?
 6. If required, how will the LEA select a new principal for the school? What experience or training/skills will s/he need to possess?
 7. What changes need to be made to allow operational flexibility at the campus level regarding budgets, staffing and scheduling?
 8. How will the targeted campus ensure student data is driving professional development decisions?
 9. How will the targeted campus ensure that professional development is directly impacting student growth?
 10. How will the targeted campus monitor the implementation of professional development and link it to teacher and principal evaluation?
 11. What is the current level of community engagement on the targeted campus? Describe.
 12. How will the targeted campus increase parental involvement and community engagement?
 13. How will the targeted campus develop an approach to extended learning time that supports the instructional needs of the students and staff?
 14. Does the LEA have the budgetary capacity to dismiss or retain surplus staff?
 15. Does the LEA have the capacity to execute the transformation internally? If not, what organizations are available to assist in this process?
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