

Using Data to Improve Student Achievement an online course for school leaders

Principals are increasingly more accountable for the achievement of their students. They are responsible for leading their school through the goal-setting process in which student achievement data is analyzed, improvement areas are identified and actions for change are initiated. This course is designed to build school leader capacity in the critical area of using data to improve student achievement. School leaders will enhance their skills in the collection, analysis, presentation, and use of state, school and classroom data to drive instructional decisions that result in improved student achievement. As Mike Schmoker says in his *Results* book, "Data are to goals what signposts are to travelers; data are not end points, but data are essential to reaching them the signposts on the road to school improvement."

Performance Outcomes for the course include the following competencies. The school leader will

- Effectively lead staff in using state data to inform school improvement planning
- Effectively lead staff in using classroom data to monitor student progress and to inform instruction
- Effectively lead staff in using school data to clarify why the data looks like it does
- Communicate state performance and content standards and their relationship to district and school goals

This online course has been organized around four modules:

Understanding Maryland's Standards for Schools and the Process for Achieving them

- ❑ Understanding Standards-based Reform
- ❑ Understanding Your Target
- ❑ Leading the School Improvement Process
- ❑ Evaluating School Improvement Plans
- ❑ Aligning and Keeping Staff Focused on the Target

Using State Data to Inform School Improvement Planning

- ❑ Analyzing your MSPAP Data
- ❑ Leading the Data Analysis Process
- ❑ Presenting Data to Staff and Stakeholders

Using School Data to Clarify and Address your Problem

- ❑ Leading a Problem Clarification Process
- ❑ Conducting Classroom Walk-throughs
- ❑ Benchmarking Successful Schools
- ❑ Addressing the Problem

Using Classroom Data to Monitor Individual Student Progress

- ❑ Communicating Purpose and Expectations
- ❑ Developing a Monitoring Plan

- ❑ Examining Your Monitoring Data
- ❑ Examining Student Work
- ❑ Using Data to Inform Instruction and Staff Development
- ❑ Examining Classroom Assignments and Assessments
- ❑ Creating Assessments and Scoring Tools
- ❑ Graphing and Analyzing Classroom Data
- ❑ Creating Intervention Plans

Module 1: Understanding Maryland’s Standards for Schools and the Process for Achieving Them

Content

- What is standards-based reform?
- How do state standards drive your district standards and school goals?
- How do standards change teaching and learning?
- Why "all" students?
- What do the state assessments test?
- How is it scored and what does a satisfactory response look like?
- What are the key steps and actions that need to be taken in a school improvement process?
- What is a principal's role in leading the process?
- How do you align efforts and keep the focus?
- How do you communicate school improvement progress?
- How does No Child Left Behind impact schools?

Workshop 1: Understanding Standards-based Reform

Workshop Outcome

- lead a staff discussion about standards-based reform

ISLLC Standards for School Leaders Addressed

Workshop Activities

Practice Activities

Understand the big picture

Understand the impact of NCLB

Performance Activities

Lead a staff discussion about standards-based reform

Portfolio Activities

Agenda and presentation slides, transparencies, or talking points for discussion

Reflection

Workshop 2: Understanding Your Target

Workshop Outcome

- lead a staff discussion about state standards and your expectations

Workshop Activities

Practice Activities

Understand state standards for schools and students

Plan a discussion about standards and expectations

Assess staff understanding of state standards

Understand state assessments

Performance Activities

Lead a staff discussion about standards and your expectations

Portfolio Activities

Agenda and presentation slides, transparencies, or talking points for discussion

Reflection

Workshop 3: Leading the School Improvement Process

Workshop Outcome

- develop a school improvement calendar

Workshop Activities

Practice Activities

Identify the process

Define your role

Organize the process

Performance Activities

Develop a school improvement calendar

Portfolio Activity

School improvement calendar

Workshop 4: Evaluating School Improvement Plans

Workshop Outcome

- evaluate a school improvement plan

Workshop Activities

Practice Activities

Identify an effective plan

Conduct a peer review

Performance Activities

Evaluate your school improvement plan

Portfolio Activities

Your answers to the self-evaluation questions

Workshop 5: Aligning Efforts and Keeping Staff Focused on the Target

Workshop Outcome

- design a data display to monitor school progress

Workshop Activities

Practice Activities

Focus staff on the target

Align school improvement efforts

Focus other stakeholders on the target

Performance Activities

Design a data display to monitor school progress

Portfolio Activities

Bulletin board design or web page

Module 2: Using State Data to Inform School Improvement Planning

Content

- Where are you in relation to your state/district/school goals?
- How do you analyze your MSPAP data?
- What questions does it raise?
- How do you write a needs assessment?

- How do you present data?
- What do you see as trends or patterns in your data?
- How do you use the data to set school improvement goals?
- How do you identify high performing schools?

Workshop 1: Analyzing your MSPAP Data

Workshop Outcomes

- analyze your school's MSPAP performance
- analyze your cluster's performance data

Workshop Activities

Practice Activities

Read graphs

Interpret graphs

Identify questions the data raises

Performance Activities

Analyze your school's MSPAP performance

Analyze your cluster's performance data

Portfolio Activities

Evidence of needs worksheet

Cluster needs worksheet

Workshop 2: Leading the Data Analysis Process

Workshop Outcome

- lead the discussion about your data

Workshop Activities

Practice Activities

Develop a game plan to engage all staff in the process

Select appropriate data and graphs

Identify questions to guide the discussion

Performance Activities

Lead the discussion about your data

Portfolio Activities

Questions to guide the discussion or game plan

Reflection

Workshop 3: Presenting Data to Staff and Stakeholders

Workshop Outcome

- give a presentation to your PTA Board

Workshop Activities

Practice Activities

Create a communication plan

Plan and create a data presentation

Write a data summary

Performance Activities

Give a data presentation to your PTA board

Portfolio Activities

Presentation slides/transparencies and key points

Reflection

Data Summary

Module 3: Using School Data to Clarify and Address your Problem

Content

- How do you clarify your problem in low performance areas?
- How do you engage stakeholders in the process?
- What do you know about your instructional program in the low performance areas?
- What do teachers need to know and be able to do to prepare students for MSPAP or HSA?
- How do you collect additional information about your instructional program?
- How do you test your hypotheses?
- How do you get useful information from a high performing school?

Workshop 1: Leading a Problem Clarification Process

Workshop Outcome

- write a needs assessment

Workshop Activities

Practice Activities

Collect Data on your Instructional Program

Lead a problem clarification process

Conduct a peer review of problem clarification

Write a needs assessment

Performance Activities
Write a needs assessment

Portfolio Activities
Needs assessment
Reflection

Workshop 2: Conducting Classroom Walk-throughs

Workshop Outcome

- lead a classroom walk-through to examine student work

Workshop Activities

Practice Activities
Identify purposes for walk-through
Plan a protocol for a walk-through
Conduct a walk-through

Performance Activity
Lead a classroom walk-through to examine student work

Workshop 3: Benchmarking Successful Schools

Workshop Outcome

- summarize findings from a benchmarking school visit

Workshop Activities

Practice Activities
Benchmark successful schools
Identify schools that outperformed you
Focus the school visit

Performance Activity
Summarize findings from a benchmarking school visit

Portfolio Activity
Summary and reflection of visit

Workshop 4: Addressing the Problem

Workshop Outcome

- align a staff development strategy with one school improvement strategy

Workshop Activities

Practice Activities

Explore and select strategies that address the problem

Identify staff development needed to implement strategies

Develop an annual staff development calendar

Performance Activities

Align a staff development strategy with one school improvement strategy

Portfolio Activities

Staff development strategy

Module 4: Using Classroom Data to Monitor Student Progress

Content

- How do you monitor student progress in relation to school improvement goals?
- What data do teachers need to monitor progress of individual students?
- What is the teacher's role in monitoring student progress?
- How does the principal monitor teacher collection and use of data?
- What data do you need to determine who needs what interventions?
- How do you track the impact improvement strategies have on attaining the goal?
- What instructional impact should this data have?
- What diagnostic information should classroom assessments provide?
- How should teachers use assessment data for instructional decision making?
- How do you create good assessments and scoring tools?
- What makes a good assessment?
- How do you communicate expectations?
- How do you design data dialogues?
- How do you examine student work?
- How do you align assessments with instruction?
- How do you graph and analyze classroom data?
- What are good intervention strategies?

Workshop 1: Communicating Purpose and Expectations

Workshop Outcome

- communicate expectations for monitoring student progress

Workshop Activities

Practice Activities

Identify district expectations for monitoring student progress
Communicate expectations to staff for how to monitor
Use teacher observations to reinforce

Performance Activity

Communicate expectations for monitoring student progress

Workshop 2: Developing a Monitoring Plan

Workshop Outcome

- develop and present a monitoring plan to staff

Workshop Activities

Practice Activities

Identify data to be used in monitoring

Create data collection templates for monitoring student progress

Examine the use of grades for monitoring

Monitor the plan

Performance Activity

Develop and present a monitoring plan to staff

Portfolio Activity

Memo or slide/transparency presentation

Data collection template

Workshop 3: Examining Your Monitoring Data

Workshop Outcome

- communicate expectations for data dialogues

Workshop Activities

Practice Activities

Plan for data dialogues

Find time for data dialogues

Lead data dialogues

Performance Activities

Communicate expectations for data dialogues

Workshop 4: Examining Student Work

Workshop Outcome

- write a reflection of lessons learned from an examination of student work

Workshop Activities

Practice Activities

Create an expectation

Plan an activity for examining student work

Lead the process of examining student work

Performance Activities

Write a reflection of lessons learned from an examination of student work

Workshop 5: Using Data to Inform Instruction and Staff Development

Workshop Outcome

Design a staff meeting activity that promotes the use of data to inform instruction

Workshop Activities

Practice Activities

Identify strategies to use data to inform instruction

Identify strategies to promote the use of data to inform instruction

Identify strategies to inform staff development

Performance Activity

Design a staff meeting activity that promotes the use of data to inform instruction

Workshop 6: Examining Classroom Assignments and Assessments

Workshop Outcome

Design a staff meeting activity that examines classroom assessments

Workshop Activities

Practice Activities

Examine assessments

Examine assignments

Performance Activities

Design a staff meeting activity that examines classroom assessments

Workshop 7: Creating Assessments and Scoring Tools

Workshop Outcome

Design a staff meeting activity to score student responses using a rubric

Workshop Activities

Practice Activities

Use state rubrics and scoring tools

Develop or revise assessments and scoring tools

Score sample student responses

Identify staff training needs

Design staff development activities

Performance Activities

Design a staff meeting activity to score student responses using a rubric

Workshop 8: Graphing and Analyzing Classroom Data

Workshop Outcome

- graph and analyze classroom data

Workshop Activities

Practice Activities

Create a grade book

Graph classroom data

Analyze classroom data

Performance Activities

Graph and analyze classroom data

Workshop 9: Creating Intervention Plans

Workshop Outcome

Design an evaluation of an intervention

Workshop Activities

Practice Activities

Identifying classroom interventions

Identifying extra time interventions

Identifying program interventions

Evaluate intervention

Performance Activities

Design an evaluation of an intervention