What was your process and timeframe for instituting the change?
- Process started when the superintendent articulated a vision for the change and priorities.
- New school leader focused on culture and climate.
- They developed a strategic plan, which included a literacy initiative.

How did you roll out professional development?
- Union agreement was sought by central office.
- They started with expected practices for instruction. There was accountability through monitoring.
- Schedule was revised for Data Teams and to include common preparation times by cutting length of lunch waves and passing times.
- Performance Tasks were developed according to a district framework.
- Teachers were provided with professional development resources like summer reading books and for professional discussion during data teams.

What is the leadership structure in your building?
- By subject/expertise areas.
- Principals were accountable as part of the district accountability plan.

What is the blueprint for Data Teams?
- Data Team process was revised to be more effective. The 5-step process and norms were reinstated, with ample modeling. Data Teams answered the “why” and created a sense of urgency. ELA and Social Studies teachers were in the first wave of implementation. Elective teacher were part of some teams.
- Common skills for students.
- Rigor discussions shared.

How were assessments developed?
- Build capacity.
- Development of performance tasks.
- Start with rubrics.
- Determine if aligned to target.
- Quality control for anchors and questions, etc. through a vetting process.
- There are 7 claim 1 targets. Curriculum maps and midterms aligned with the targets.
- Create performance tasks.

What did you learn today from your colleagues that you will take away from this morning’s session?
- Common rubrics, starting with ELA.
- Common assessments/performance tasks.
- Data usage - mining and connecting, looking at student work.
- Celebrations of student results.
- Colleague peer pressure can evolve from collaboration, and helps move instructional change.
- Teachers are a resource for sharing and training.