

STUDENT SUCCESS LADDER

Overview

The *Ladder* depicted on the next two pages provides a picture of how specific systemic and student-centered learning practices interrelate in the process of enabling students to become college and career ready by the time they graduate from high school. Each rung of the ladder encapsulates a specific set of practices that are different from those on the other rungs, with all being essential ingredients of the recipe that leads to student success.

It is important to note that every rung of the ladder is dependent upon the rungs below it. For example, student-centered learning practices are unlikely to be implemented at peak efficiency and effectiveness if the practices associated with the eight rungs below it have not been established. Systemic implementation requires that all the ingredients be employed in the right measure and at the right time. In this case, it all starts with Leadership.

The first rung, Leadership, is often overlooked or is not as strong as it needs to be to provide the solid foundation required of transformational change. The chances of sustained systemic change are very, very low if the leadership practices are not adopted and implemented with fidelity, as Leadership is the master enabler of all that follows, i.e., the rest of the rungs. Leadership ensures that goals and energy are focused on what is most important for stakeholder success. With that in mind, policies (Rung #2) can be crafted that support goals and the development of the right management processes (Rung #3), systems, rules, and overall infrastructure that provides the platform for other practices to be implemented with fidelity and sustainability.

The Ladder and the Two NMEF Logic Models

The relationship between the NMEF logic models and the *Ladder* is as follows:

- **System Level Logic Model: Rungs 1, 2, 3, 4, 5 (blued text)**
- **Student-Centered Learning Logic Model: Rungs 6, 7, 8, 9 (green text)**

The first *Ladder* on the next page provides a simple explanation of each of the rungs. The second Ladder on page 3 highlights the practices that are associated with each rung. In some cases, a practice will appear on more than one rung when it supports more than one rung. The practices are annotated in color to show what practices Pittsfield has been engaged in, and will be addressing in the future.

- Practices implemented in Phase I of the grant and to be continued in Phase II are in **maroon text**.
- New practices to be implemented and emphasized during Phase II are in **red text**. As you will note, these are primarily in the area of systemic (SLLM) support for rapid enhancement of performance and sustainability.

Pittsfield has made significant gains in student performance during Phase I, and as can be seen in the second ladder, will be employing additional systemic practices to drive an even higher level of student performance and sustainability after grant funding has ended.

COLLEGE & CAREER READINESS

STUDENT ACHIEVEMENT – COMPETENCY PROFICIENCY

• Core • 21st Century • Social-Emotional • Civic



9. STUDENT-CENTERED LEARNING – PERSONALIZATION

• Transformational any time, any place, and any pace learning.

8. STUDENT VOICE & CHOICE – OWNERSHIP FOR LEARNING PATHWAYS

• Meaningful decision roles for students that foster engagement and ownership.

7. PARENT/FAMILY ENGAGEMENT AND SUPPORT

• Partnering with parents to build their capacity as learning enablers.

6. STUDENT SUPPORT

• Processes, structures, and resources supportive of a positive learning environment.

5. COMMUNITY UNDERSTANDING, SUPPORT, AND DEMAND

• A community fully engaged with the district & schools in support of SCL.

4. PERFORMANCE STANDARDS

• Student proficiency goals in core content knowledge and 21st Century skills.

3. MANAGEMENT

• Infrastructure – processes and systems that support effective operations.

2. POLICY

• Formal guidelines that facilitate the adoption and implementation of SCL practices.

1. LEADERSHIP

• Focusing, directing, and motivating around what is most important to student success.

COLLEGE & CAREER READINESS

9. STUDENT-CENTERED LEARNING - PERSONALIZATION

- Access to Technology • Advisories • Alternative Learning Plans • Anytime, Any Place, Any Pace Learning
- Authentic Performance Assessment • Blended Learning • Collaborative Group Work • Competency-based Learning
- Community Service • Curriculum Articulation & Alignment • De-tracking • Differentiated Instruction • Dual Enrollment
- Executive Function Development • Expanded Arts Opportunities • Extended Learning Opportunities • Flexible Schedules
- Internships • Learning Studios • Multiple Pathways • Online Learning • Personalized Assessment • Portfolios
- Proficiency-Inquiry-based Learning • Senior Projects • Year Round Learning Accessibility

8. STUDENT VOICE & CHOICE - OWNERSHIP FOR LEARNING PATHWAYS

- Athletic and Club Membership & Leadership • IMPACT Team • Justice Committee • Personal Learning Plans
- Restorative Justice • School Team Membership & Leadership (adult teams) • Student Council
- Student Led Conferences • Student Led Site Council

7. PARENT/FAMILY ENGAGEMENT AND SUPPORT

- Family Education Programs • Pittsfield Parent Connection • Personalized Parental Outreach
- Pittsfield Parent Connection • School Improvement Teams • Student Led Conferences • Transition Programs

6. STUDENT SUPPORT

- Academic & Social-Emotional Support Services • Access to Technology • Advisories • Career & College Planning • Clubs
- Co-Teaching • Community Services • Diversity • Higher Education Partnerships • Mentoring • Multi-tiered System of Support
- Restorative Justice • Co-curricular Teams • Transition Programs • Work Study Skills (21st Century Skills)
- Writing Center

5. COMMUNITY UNDERSTANDING, SUPPORT, AND DEMAND

- Business & Philanthropic Partnerships • Communications Plan • Community Advisory Teams • Community forums
- Community Resources for ELOs • Community Education Programs • Community Partnerships • Mentorships
- Pittsfield Listens • Planning Teams • Relationships with Institutes of Higher Learning • Site Council

4. PERFORMANCE STANDARDS

- 21st Century Skills) • Curriculum Articulation • Gateways and Senior Exhibition • Learning Exhibitions • Learning Progressions
- Performance Assessment for Competency Education (PACE) • PreK-12 Alignment • Rigor • Progress Monitoring
- Standardized Assessment • Student Learning Objectives • Well-Defined Competencies

3. MANAGEMENT

- Administrator Evaluation System • Budgeting • Compliance (Rules, Regulations, and Laws) • Continuous Improvement
- Data Management & Team • Finance • Good to Great Team • Hiring • HR • NH Listens • Operations • Organization Structure
- Organization Capacity Building/ Integration Team • Performance Management • Position/Role Design
- Procedures • Processes • Professional Development • Program Evaluation • Project Management • Resource Allocation
- Safety & Security • Schedules • School Improvement Teams • Staffing Plans • Talent Management • Teacher Effectiveness Model/Evaluation System • Technology Enhancement & Integration • Work/Project Plans

2. POLICY

- Competencies • Equity • Flexible Schedules • Heterogeneous Grouping • Multiple Pathways
- Student Decision Making Opportunities

1. LEADERSHIP

- Capacity Assessment & Building • Critical Friends Group Protocols • Common Planning Time Teams • Communication
- Culture Change/Change Leadership • Culture & Climate Management • Distributive Leadership • High Performing Organization
- High Performing Teams • Initiative Mapping • Internal Coaching • i3 Team • Learning Communities • Peer Observations
- Performance Management • Possibilities Analysis • Strategic Goals & Plans • Supervision • TA Provider Coaching of Teachers & Administrators
- Teacher Leadership Opportunities • Values / Vision /Mission /Guiding Principles