

# **Raising Student Achievement Closing Achievement Gaps**



## **INCREASING EFFECTIVE INSTRUCTION**

**Dr. Penny MacCormack, Superintendent of Schools  
Montclair Board of Education  
March 18, 2013**

# **Improving Instruction requires Instructional Leadership**



Instructional leaders :

- Spend more time in classrooms
- Give specific & timely feedback
- Use student data to inform feedback

**DEAN OF STUDENTS & OPERATIONS**

**WATCHUNG, NORTHEAST, BULLOCK, BRADFORD  
TEACHER LEADER POSITIONS**

**\$400,000 (INC. BENEFITS)**

# **Expected Outcomes: School Level Accountability**



## **Principal Accountability**

- Improved instruction as measured by teacher evaluation rubrics
- Increased student achievement (TBD June 2013)
- Closing of achievement gaps (TBD June 2013)

## **Dean Accountability**

- Improved Climate/Culture as measured by Climate survey (parents, teachers, students)
- Improved magnet theme development as measured by unique Climate survey questions
- School operations responsibilities as outlined by Principal

# TALENT: Development, Recruitment, Retention



Chief Talent Officer\*

Supervising all current HR & future Talent work

Supervisor:  
Recruitment  
Retention

Supervisor:  
Teacher & Principal  
Evaluation

1. Teacher Career Ladder
2. Leadership Pipeline
3. Assist with school-level teacher evaluations & ScIP

1. Professional Development for teachers and principals aligned to new evaluation systems.
2. Assist with school-level teacher evaluations & ScIP

**COST:** Central Supports - \$236,000 (inc. benefits)

\*Special Assistant to the Superintendent position replaced by CTO

# Expected Outcomes: Central Accountability



- Diverse talent pool
- Improved instruction (teacher career ladder - as measured by teacher observation rubric)
- Diverse leadership pool (“homegrown”)
- Improved retention of our best & brightest teachers
- Effective teacher professional development (as measured by teacher feedback & teacher observation rubric)
- Effective leadership professional development (as measured by principal feedback & principal evaluation system)
- Each staff member is expected to improve instruction, increase achievement & close gaps at the schools they support

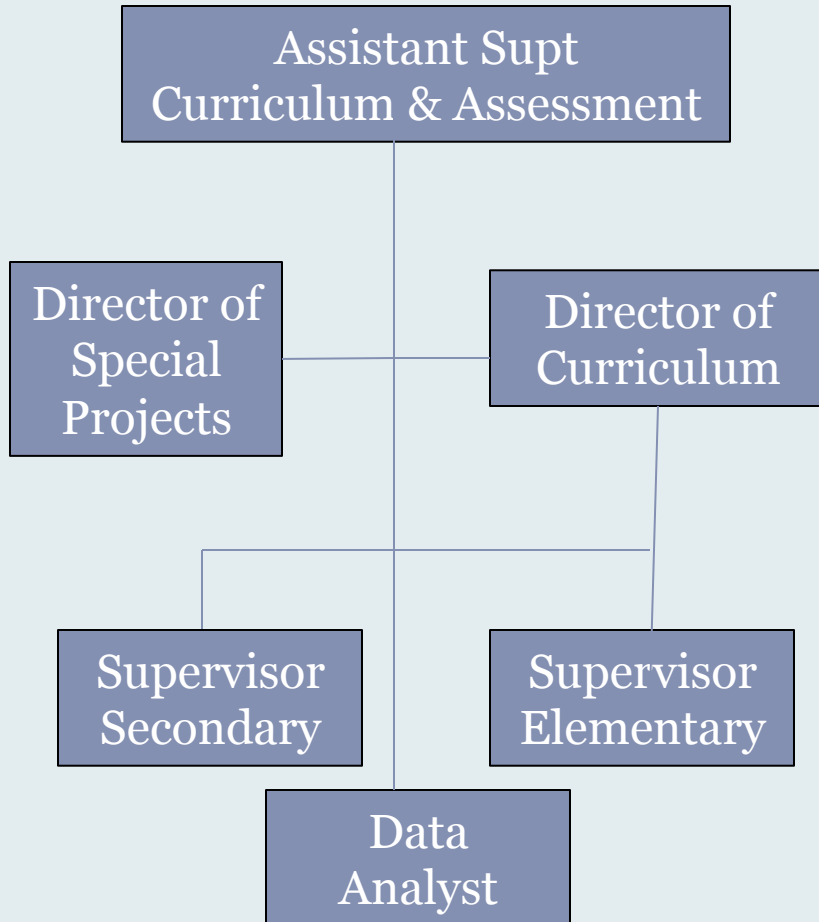
# Expected Outcomes: Superintendent Accountability



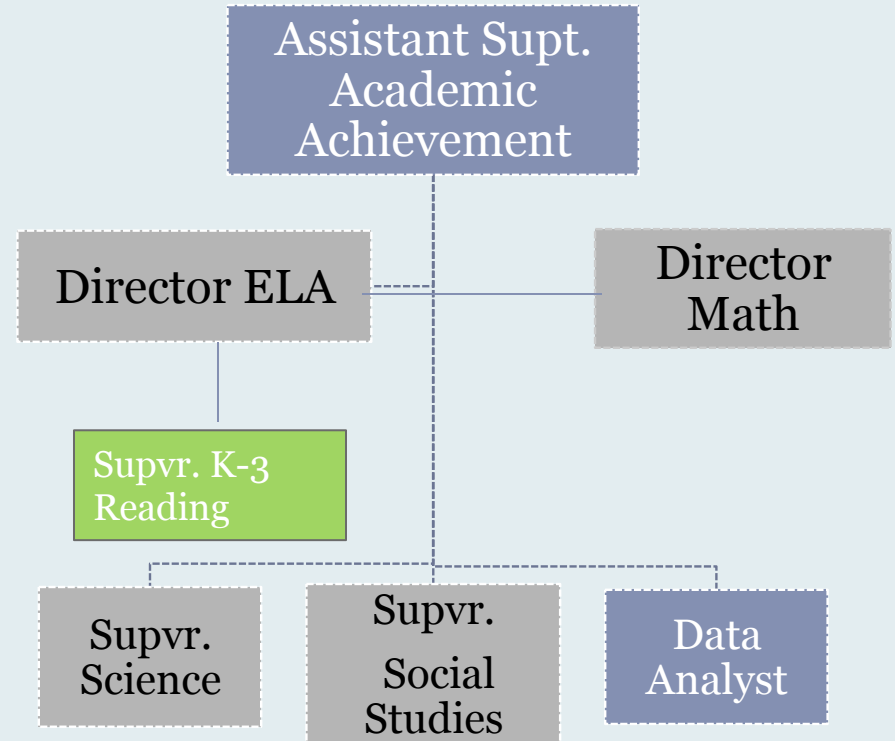
- Raise student achievement (TBD June 2013)
- Close achievement gaps (TBD June 2013)
- Improve principal leadership (as measured by new principal evaluation tool)
- Improve climate/culture in schools (as measured by climate/culture surveys)
- Improve Central Office services to schools (as measured by Central Office surveys)
- Report on the Implementation, Monitoring and Evaluation of all strategies required in the District Strategic Plan (TBD June 2013)
- Effective and Efficient Operations (B&G, Transportation, Budgeting, Payroll)

# Transforming Academic Supports

## Present Structure



## Proposed Structure



Gray = .5 of time in MHS evaluating and delivering support

# Expected Outcomes: Academic Accountability



1. Quality K-12 curriculum & resources aligned to standards (as measured by teacher/principal feedback & Superintendent review)
2. Quality K-12 interim assessments designed with teacher input (as measured by teacher/principal feedback & Superintendent review)
3. Quality K-12 professional development (as measured by teacher feedback & improved student achievement)
4. Improved MHS instruction (as measured by teacher evaluation rubrics)
5. Improved MHS student achievement (as measured by interim assessments)
6. Closing of achievement gaps at MHS (as measured by interim assessments)
7. Improved K-3 reading instruction (as measured by teacher observation system and DRA2 performance)

Cost: \$118,000 (inc. benefits)



# Effective School Solutions



## Program Description:

- “Wrap- Around Program” intensive clinical services integrated within regular school day.
- Services include daily group and individual therapy, weekly family therapy and participation in the student’s motivational theory class at the end of each day.

## ESS Counselors:

- 2011-2012 : 2 ESS counselors, 18 MHS students (10-12)
- 2012-2013: Added 2 ESS counselors for 18 Middle School students
- Proposed 2013-14: Add 1 ESS counselor at 9<sup>th</sup> Grade Academy
- New Cost: \$120,000 (1 additional)
- Total 2013-14: \$580,000

# Continued Expected Outcomes: Effective School Solutions



## **Benefits:**

- 47% decrease in absences
- 43% increase in grades
- 50% reduction in discipline referrals
- 3 returns from out-of-district placements
- Full continuum of ESS services for students in grades 6- 12.
- Serves both general and special education students.
- Prevents potential out-of-district placements