

## **Springfield Public Schools #186 Proposal for Continuing Services (Draft)**

The District and School Improvement (DSI) Center at the American Institutes for Research (AIR) is proud of the partnership we have established with Springfield Public Schools (PS) 186. We are eager to build on the progress made during the past two years. This proposal outlines the continued partnership with AIR to support Springfield PS 186 from February 1, 2022, through June 30, 2022. In preparing this proposal, AIR has assumed that schools will be operating normally during the 2021–22 school year, and AIR and Springfield PS 186 will be able to meet in person. If this is not possible, then AIR will work with Springfield PS 186 to revise arrangements for the leadership, coaching, and professional development sessions.

During the 2019–20 and 2020–21 school years, AIR partnered with Springfield PS 186 in several areas of school improvement planning, progress monitoring, and implementation including effective teams, data-based decision making, Early Warning Indicators Monitoring System, and leadership. Through this partnership, Springfield PS 186 accomplished the following milestones:

- Established EWIMS as the MTSS process for middle and high schools
- Implemented effective team processes at all levels in the system.
- Implemented data cycles as a standard protocol within the school improvement process.

At AIR, we work with districts and schools to customize the support we provide so that it addresses their specific needs. Utilizing our *Framework for Systemic Improvement* and our *School Improvement Path*, we will work with Springfield PS 186 to improve performance during the 2021–22 school year by implementing the following critical mechanisms:

- **Continuous improvement planning, coaching, and progress monitoring.** The lead facilitators of district and school leadership teams will receive *individualized coaching* in the *implementation and monitoring of school improvement plans* including data protocols, monitoring, and feedback processes. AIR school improvement coaches will also support both district and school teams in the district’s *annual data analysis and review (ADR) process* including facilitation of sessions.
- **Leadership Coaching.** School and district administrators will receive *individual coaching* directly aligned to the Turnaround Leadership Competencies previously identified by the administrator through AIR’s Turnaround Leadership Competencies Self-reflection tool. Administrators will apply improved leadership competencies to lead improvement efforts and the change process.
- **Early Warning Intervention and Monitoring System.** The EWIMS *lead facilitator* at each middle and high school will receive direct coaching focused on improving the effectiveness of the EWIMS process. The EWIMS coaches will support the *integration of*

*the new data dashboard* for the EWIMS teams (Bright Bytes Early Insight Tool) into the overall process.

- **Data Cycles Coaching.** School and district teams will receive *direct coaching* to increase and build the capacity of teachers and administrators to use *continuous improvement* as a systematic approach that includes analysis of data to ensure consistent, systematic, focused, and responsive monitoring of *implementation fidelity and student progress*.
- **Data Literacy.** School teams will continue to improve data literacy by focusing on improving individual processes. This includes examining the *objectives, the instruction, the assessments, and the grades in relation to one another*. Each component plays a role in student learning and improving the processes that connect them to one another allows for a stronger, data-informed cycle of continuous improvement. Methods for addressing these processes will be determined with the schools and district and may include
  - A deep dive into each component of the Objective-Driven Academic Alignment Framework (ODAAF).
  - Professional development and conversations around local assessment methods and data provided by each.
  - Professional development and conversations around aligning objectives, instruction, assessment, and grades.
  - Professional development around leading teacher discussions and action planning based on gathered data.
  - Conversations around disaggregation and other methods for ensuring culturally responsive instruction.

Exhibit 1 describes our services and the associated costs for district services, including the annual data review for both the district and schools. Exhibit 2 describes our services and the associated costs for each individual school. Costs include materials, travel, and staff time. School deliverables are presented separately for the purpose of clarity; however, our approach will support overall coherence of district and school improvement initiatives. The final proposal amount will be determined based on the services selected by the district and schools combined.

### Exhibit 1. AIR District Services and Associated Costs

Services	Deliverables	Price*
<b>District Level Continuous Improvement Planning, Coaching, and Progress Monitoring</b>	<ul style="list-style-type: none"> <li>• Project kickoff meeting with district and school leaders to outline timelines, schedules, and stakeholder participation</li> <li>• Twice monthly on-site/virtual coaching sessions (up to 12 sessions) to support Teaching and Learning Team (District Leadership Team) meeting in implementation and monitoring of district and school improvement plans.</li> </ul>	\$97,700

<ul style="list-style-type: none"> <li>• Facilitation of two full day onsite data analysis sessions with up to 8 AIR coaches for the purpose of monitoring and revising the district improvement plan. (ADR)</li> <li>• Twice-monthly phone consultation as needed with the Director of Teaching and Learning, to prepare for on-site coaching sessions and/or to discuss progress monitoring action steps and data.</li> <li>• On-site/Virtual coaching once per month (2 onsite, 3 virtual) for two school improvement coaches for Instructional Support Services (ISS) Team to provide data literacy coaching to support data analysis and effective use of data</li> <li>• Two, 2-hour professional learning sessions with AIR coaches based on developing data literacy for district and school staff.</li> <li>• Quarterly reports on project deliverables and critical implementation considerations.</li> <li>• Quarterly calls with AIR senior leadership.</li> </ul>		
<p>Facilitation of one full day onsite data review and root cause analysis session with up to 8 AIR coaches for the purpose of monitoring/reviewing impact of school improvement plans</p> <p>Facilitation of two full day school strategy research and development sessions with up to 8 AIR coaches for the purpose of updating/revising the school improvement plans for implementing evidence-based practices aligned to the identified root causes</p>	<p>\$92,700 Price for 3-day session for up to 14 school teams</p>	
<p><b>Total Price for District Services</b></p>		<p><b>\$190,400</b></p>

**Exhibit 2. AIR School Services and Associated Costs**

School	Services/Deliverables	Price*
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<b>Dubois Elementary School</b>	<p><b>School Leadership Development and Coaching</b> Virtual leadership coaching 1 hour per month (up to 5 hours) to be provided by an AIR leadership coach, based on the Turnaround Leadership Competencies identified by the school leader and coach.</p> <p><b>Continuous Improvement</b> Virtual coaching 2 x per month (up to 10 sessions) for one school improvement coach to support ILT lead facilitators and principals, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p>	\$9,700
<b>Enos Elementary School</b>	<p><b>Continuous Improvement</b> Virtual coaching 2 x per month (up to 10 sessions) for one school improvement coach to support ILT lead facilitators and principals, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p>	\$8,200
<b>Fairview Elementary School</b>	<p><b>Continuous Improvement</b> Virtual coaching 2 x per month (up to 10 sessions) for one school improvement coach to support ILT lead facilitators and principals, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p>	\$8,200
<b>Feitshans Elementary School</b>	<p><b>School Leadership Development and Coaching</b> Virtual leadership coaching 1 hour per month (up to 5 hours) to be provided by an AIR leadership coach, based on the Turnaround Leadership Competencies identified by the school leader and coach.</p> <p><b>Continuous Improvement</b> Virtual coaching 2 x per month (up to 10 sessions) for one school improvement coach to support ILT lead facilitators and principals, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p> <p><b>Data Cycles Coaching</b> Virtual/Onsite coaching 1 x per month (up to 5: 3-virtual, 2-onsite) for one school improvement coach to support the use of data to drive instruction and improvement.</p>	\$13,700

<b>Graham Elementary School</b>	<p><b>School Leadership Development and Coaching</b> Virtual leadership coaching 1 hour per month (up to 5 hours) to be provided by an AIR leadership coach, based on the Turnaround Leadership Competencies identified by the school leader and coach.</p> <p><b>Continuous Improvement</b> Virtual coaching 2 x per month (up to 10 sessions) for one school improvement coach to support ILT lead facilitators and principals, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p> <p><b>Data Cycles Coaching</b> Virtual/Onsite coaching 1 x per month (up to 5: 3-virtual, 2-onsite) for one school improvement coach to support the use of data to drive instruction and improvement.</p>	<p>\$13,700</p>
<b>Grant Middle School</b>	<p><b>Continuous Improvement</b> Virtual coaching 2 x per month (up to 10 sessions) for one school improvement coach to support ILT lead facilitators and principals, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p>	<p>\$5,700</p>
<b>Harvard Park Elementary School</b>	<p><b>School Leadership Development and Coaching</b> Virtual leadership coaching 1 hour per month (up to 5 hours) to be provided by an AIR leadership coach, based on the Turnaround Leadership Competencies identified by the school leader and coach.</p> <p><b>Continuous Improvement</b> Virtual coaching 2 x per month (up to 10 sessions) for one school improvement coach to support ILT lead facilitators and principals, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p> <p><b>Data Cycles Coaching</b> Virtual/Onsite coaching 1 x per month (up to 5: 3-virtual, 2-onsite) for one school improvement coach to support the use of data to drive instruction and improvement.</p>	<p>\$13,700</p>
<b>Hazel Dell Elementary School</b>	<p><b>School Leadership Development and Coaching</b> Virtual leadership coaching 1 hour per month (up to 5 hours per school) to be provided by an AIR leadership coach, based on the Turnaround Leadership Competencies identified by the school leader and coach.</p> <p><b>Continuous Improvement</b></p>	<p>\$9,700</p>

	Virtual coaching 2 x per month (up to 10 sessions) for one school improvement coach to support ILT lead facilitators and principals, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.	
<b>Jefferson Middle School</b>	<p><b>Continuous Improvement</b> Virtual coaching 3 x per month (up to 15 sessions) for one school improvement coach to support the principal, ILT lead facilitator and department chairs, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p> <p><b>Early Warning Intervention and Monitoring System</b> Monthly coaching (up to 5 sessions: 3-virtual, 2-onsite) for the EWIMS Lead in effective implementation of the EWIMS system, including the integration of the new dashboard within the EWIMS process.</p>	\$13,800
<b>Lanphier High School</b>	<p><b>Continuous Improvement</b> Virtual coaching 3 x per month (up to 15 sessions) for one school improvement coach to support the principal, ILT lead facilitator and department chairs, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p> <p><b>Early Warning Intervention and Monitoring System</b> Monthly coaching (up to 5 sessions: 3-virtual, 2-onsite) for the EWIMS Lead in effective implementation of the EWIMS system, including the integration of the new dashboard within the EWIMS process</p> <p><b>Data Literacy</b> Monthly 1-hour professional learning sessions (up to 5 sessions) for school staff on the components of the ODAAF.</p> <p>Two 30-minute coaching sessions with content specific teams to provide a deeper dive into content from large group sessions.</p> <p>Two 1-hour planning calls with school administrators to ensure continuity across teams within the school as well as alignment to school priorities.</p>	\$20,500

<b>McClelland Elementary School</b>	<p><b>School Leadership Development and Coaching</b> Virtual leadership coaching 1 hour per month (up to 5 hours per school) to be provided by an AIR leadership coach, based on the Turnaround Leadership Competencies identified by the school leader and coach.</p> <p><b>Continuous Improvement</b> Virtual coaching 2 x per month (up to 10 sessions) for one school improvement coach to support ILT lead facilitators and principals, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p>	\$9,700
<b>Ridgely Elementary School</b>	<p><b>Continuous Improvement</b> Virtual coaching 2 x per month (up to 10 sessions) for one school improvement coach to support ILT lead facilitators and principals, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p>	\$8,200
<b>Washington Middle School</b>	<p><b>Continuous Improvement</b> Virtual coaching 3 x per month (up to 15 sessions) for one school improvement coach to support the principal, ILT lead facilitator and department chairs, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p> <p><b>Early Warning Intervention and Monitoring System</b> Monthly coaching (up to 5 sessions: 3-virtual, 2-onsite) for the EWIMS Lead in effective implementation of the EWIMS system, including the integration of the new dashboard within the EWIMS process</p> <p><b>Data Literacy</b> Monthly 1-hour professional learning sessions (up to 5 sessions) for school staff on the components of the ODAAF.</p> <p>Two 30-minute coaching sessions with content specific teams to provide a deeper dive into content from large group sessions.</p> <p>Two 1-hour planning calls with school administrators to ensure continuity across teams within the school as well as alignment to school priorities.</p>	\$20,500

<b>Wilcox Elementary School</b>	<p><b>School Leadership Development and Coaching</b> Virtual leadership coaching 1 hour per month (up to 5 hours per school) to be provided by an AIR leadership coach, based on the Turnaround Leadership Competencies identified by the school leader and coach.</p> <p><b>Continuous Improvement</b> Virtual coaching 2 x per month (up to 10 sessions) for one school improvement coach to support ILT lead facilitators and principals, in the implementation and monitoring of the school improvement plan including data protocols, monitoring, and feedback processes. This could include observations of meetings for the purpose of providing feedback to ILT lead.</p>	\$9,700
<b>Total Price</b>		\$165,000

\* Price includes consultant time, preparation, materials, travel, and quality assurance. This proposal is for a 5-month period of performance. As requested, AIR will invoice separately for the district and school services. AIR will provide two invoices (April 2022 and June 2022), each for one-half of the total amount. AIR's proposed price will remain valid for 120 days from the date submitted. AIR reserves the right to revise its price quote after expiration of those 120 days or any subsequent offered validity period(s).

## What Is Beyond the Scope of This Project

This proposal includes the support to build the above structures and processes for success. The following components are not included in this proposal but can be added as ancillary services:

- Implementation support for new extended learning programs,
- Implementation support for a comprehensive teacher evaluation program,
- Development of curricular materials, and
- Meeting facilities and refreshments.

## Differences

AIR differs from other IL-EMPOWER professional learning partners in the following essential ways:

- We have walked in your shoes. We are leaders and teachers who operate in the real world. Our services are customized and not a canned program or process for you to buy and use.
- We apply and leverage research in ways that are relevant to our clients' context and improvement goals.
- We are hands-on. We know that when it comes to school change, having the discipline and tools to manage transformation on a daily basis is critical, and we will work alongside you to tackle the tough issues.



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