

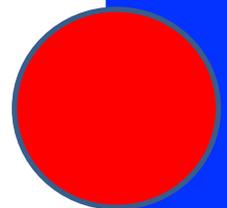
Office of School Improvement Coaching Handbook



MISSISSIPPI
DEPARTMENT OF
EDUCATION

Ensuring a bright *future* for every child

2016 - 2017





Office of School Improvement Coaching Handbook

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Director, Office of Human Resources
Mississippi Department of Education
359 North West Street
Suite 203
Jackson, Mississippi 39201
(601) 359-3511

Mississippi Board of Education

5-Year Strategic Plan 2016-2020

Vision

To create a world-class educational system that gives students the knowledge and skills to be successful in college and the workforce, and to flourish as parents and citizens

Mission

To provide leadership through the development of policy and accountability systems so that all students are prepared to compete in the global community

Goals:

1. All Students Proficient and Showing Growth in All Assessed Areas
2. Every Student Graduates from High School and is Ready for College and Career
3. Every Child Has Access to a High-Quality Early Childhood Program
4. Every School Has Effective Teachers and Leaders
5. Every Community Effectively Using a World-Class Data System to Improve Student Outcomes

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Overview

The Office of School Improvement (OSI) is responsible for supporting the systemic improvement of the lowest performing schools and districts in the State of Mississippi, as well as all turnaround efforts in the state. Along with this responsibility, the OSI oversees the implementation of state legislation regarding low performing schools (MS Code § 37-18-1 through 7). Mississippi Code § 37-18-1, 3, 5, and 7, originally enacted by Senate Bill 2488 of the 2000 Regular Session, calls for the evaluation of “Schools At-Risk”.

The OSI provides support and oversight for schools identified as:

- At-risk
- Priority
- Focus
- School Improvement Grant (SIG) schools

The Office of School Improvement has an integrated approach to Priority, SIG, and At-risk school monitoring and school accountability. The approach assesses the district/school’s progress in the implementation of the school improvement intervention model and determines the types of support needed in order for the schools to meet the goals identified in their action plan.

The integrated approach to school improvement monitoring and school accountability taken by the OSI ensures a comprehensive evidence base. The OSI makes use of existing data sources where possible. Evidence is gathered through site visits by Implementation Specialists from the OSI. The collection of progress data; the completion of implementation progress reports; and an annual site visit by staff from the Mississippi Department of Education and School Improvement Coaches. During the monitoring process, OSI staff and School Improvement Coaches gather and review documentation, conduct interviews, and visit classrooms.

Throughout the school year, OSI staff members provide continuous feedback from the information gathered with districts and schools to assist them in determining where implementation is successful, where implementation challenges exist, how challenges may be addressed, and how plans for subsequent years may be improved. This approach establishes common data collection processes to gather information that will be immediately useful to schools in their work, as well as useful to long-term accountability requirements and grant renewal decisions.

Office of School Improvement



Differentiated School Supports

Tier III Support

- Technical Assistance (2 X Monthly)
- Quarterly training to support effective implementation of action plan
- Monthly support to district & school leadership teams

Tier II Support

- Evaluation of School
- Technical Assistance (1 X Monthly)

Tier I Support

- Virtual coaching support through MS SOARS
- Quarterly training aligned to the turnaround principles

School Improvement Coach Job Description

General Expectations:

- Work with the Mississippi Department of Education to provide intensive, ongoing support to schools and districts identified under the Office Of School Improvement.
- Identify needs of assigned districts in order to prioritize, schedule, organize and provide technical assistance to support the systemic improvement of the district's improvement efforts.
- Work collaboratively with districts to develop, implement, monitor, and evaluate action plans and/or school improvement grants (SIG).
- Provide coaching support to district and school leaders on the turnaround principles.
- Review and analyze the school's and district's implementation of their specific action plan.
- Coordinate and provide appropriate services to school and district leadership teams in implementing a coherent improvement plan that is directly aligned to the district and school's comprehensive needs assessment results.
- Assist districts in building capacity to assess the needs of underperforming schools critically and selectively implement evidence-based strategies to meet those needs.
- Conduct monthly site visits with the building administrator of the assigned school(s). The frequency of the site visits will be dependent on the school's designation.
- Meet with the district leadership team as well as the school leadership team to review the progress of the action plan. The frequency of the meetings will be dependent on the school's designation.
- Compile written reports of services, findings, and recommendations to the Office of School Improvement (MDE) and district regarding the implementation of the action plan within one week after the onsite visit.
- Perform other technical assistance and/or monitoring duties as assigned by the Office of School Improvement (MDE).
- Complete tasks to standard and on time.
- Coordinate meetings, regional trainings, and professional development for identified schools and districts.
- Exhibit professionalism at all times, including conversation and personal appearance.

Coaching

Professional Conduct:

- Be prompt. You should arrive at your scheduled time.
- Sign-in and sign-out at your school. If a sign in book is not available (staff or visitor), create a sign-in sheet/book for accountability. Please be sure to list an accurate entry/exit times (do not round up).
- Keep commitments – be mindful of scheduling.
- Dress in **business attire** when coaching at an OSI target support school. When presenting, always dress in **professional business attire** (business suit)
- Wear your MDE/UM badge(s) at all times.
- Check your email often and respond to emails you receive within 48 hours.
- Refrain from posting on social media during the work hours (8:00 a.m. to 5:00 p.m.)

Confidentiality:

- The following information is confidential:
 - School data
 - Student information
 - Student data



Absences:

- **Sick Days:**
 - Email your assigned Director (S. Patterson or S. Palmer) if you will not be able to make a scheduled school visit.
 - Notify the district contact person and the school principal of the school that you are scheduled to visit.
 - Update your Outlook Calendar to reflect your absence.
 - UM Coaches should also follow additional procedures as outlined in the University of Mississippi handbook (i.e. enter in the UM timesheet system)
- **Personal Days:**
 - UM Coaches
 - ✓ Submit personal leave requests (via e-mail) to Dr. Palmer.
 - ✓ If approved, she will copy Kristina Livingston on her response.
 - ✓ Place your approved leave time in the UM timesheet system
 - ✓ Update your Outlook Calendar

Inclement Weather:

- Check the closure status of each of your schools in the event of inclement weather.
- If it is unsafe to travel from your home or if your schools are closed, contact the district delegated contact and the school principal of the school you were planning to visit. Send your assigned Director (S. Patterson or S. Palmer) an email and update your Outlook calendar. UM Coaches should use this day as a planning day.
- If coaches need to change which school they will support, due to inclement

weather, follow the steps above to inform the Directors of your change in schedule.

Holidays/School Breaks not observed by MDE:

- If schools/districts are closed due to a holiday observance that is not identified as an MDE or UM holiday, coaches are encouraged to visit another school. If all of your assigned schools have the same holiday UM Coaches should use this day as a planning day. **For example:** If all of your schools take a fall break during the month of October that is not listed on the MDE or UM calendar as a holiday, this day would be used as a planning day for UM Coaches.
- School Improvement Coaches' calendars should reflect all work days. Spring Break is not a MDE or UM holiday; therefore, UM Coaches should use these days as planning days unless additional assignments are provided by the Office of School Improvement.
- When your schools have different spring break/school holiday schedules, coaches should visit the school that is in session. During spring break, you should visit the school(s) in session and use the remaining days for planning, preparation, shadowing another coach, and completing reports, etc.
- If all of your schools have the same spring break/school holiday schedule, you are expected to use the days for shadowing another coach, planning, collaborating with other coaches, completing reports, etc.

End of the School Year:

- If one of your schools closes before the other you should visit the open school as to the number of days remaining on their contracts to determine how much additional support they can provide based on the number of remaining contractual workdays.
- Should all of your assigned schools close at the same time, then the remaining days should be used as planning days and/or days to meet with district/school leadership to plan for the next school year.
- These days should be used to complete end of the year paper work, assist schools with planning for summer/fall activities, and/or to complete end of the year assignments.

Outlook Calendar:

- Calendars should reflect site visits planned for 3 to 4 weeks ahead of time.
- Keep your calendar current by updating changes in your schedule as needed.
- All coaches should share their Outlook Calendar with the OSI Executive Director, OSI Directors, and the OSI Secretary. In addition, UM Coaches should also share their calendar with Kristina Livingston and Wendy Clemons.

- Steps for sharing your calendar
 1. Click share
 2. Select share this calendar
 3. Make sure you select “**All information**”
 4. Check the box to request permission to view the recipient’s calendar
 5. Enter the email addresses of the people you want to share your calendar with
 6. Click send



Helpful Hint: Use the color code tab called “apply categories” to color code each school on your calendar.



Communication:

- When sending emails use professional language and be mindful of the tone.
- When possible, allow someone to proof your emails before sending.
- Coaches are encouraged to open email attachments before sending an email to ensure that the correct attachment is being sent.

Adding Email to your iPhone:

- Settings
- Mail, Contacts, Calendars
- Add account
- Add Mail Account

- ✓ Email: spalmer@mdek12.org
- ✓ Server: outlook.office365.com
- ✓ Domain: MDE
- ✓ Username: spalmer@mdek12.org
- ✓ Password: *****
- ✓ Description: MDE

Instructions for adding an E-mail Signature:

- Log into email account
- Click “Options” at top right of screen
- Click “See all options”
- Under Account on the left side, click “Setting”
- Be sure “Mail” is selected at the top of the screen
- In the provided box, type the text for your signature
- Must use “Georgia” font and font size 10
- **MDE Contract Workers’** e-mail signature line should reflect the example provided below:

Your Name, **School Improvement Coach**
Office of School Improvement

MISSISSIPPI DEPARTMENT OF
EDUCATION
P.O. Box 771 | Jackson, MS | 39205-0771
Tel (601) 359-1003
www.mdek12.org
Twitter:
@MissDeptEd

- **UM Coaches’** e-mail signature line should reflect the example provided by the University of Mississippi.

Coaching - Entry Visit:

- Contact the appointed district delegated administrator to schedule entry visit for each of your assigned schools.
- Meet with the principal and district delegated administrator (if available) to introduce yourself. Be prepared to explain your role and types of support that each school will be provided.
- Meet with the principal to collect/determine the following:
 - Use the OSI Support-Beginning of Year Assessment to collect information
 - Principal’s email and phone number
 - Procedures for Signing In/Out
 - School Map
 - Master Schedule
 - Staff List
 - Calendars:
 - a. School Year

- b. School Leadership / District Leadership Team Meetings
- c. Professional Development
- d. Faculty Meetings
- e. PLC Meetings
- f. SLT Meetings
- g. P-16 Council Meetings
- h. District Testing Calendars

REMEMBER:

This is your chance to make a warm first impression and to let them know you are on their team!

Professional Development:

Professional Development can be requested by the superintendent, principal, curriculum coordinator, or special education director for any school/district from the MDE by using the MDE Office of Professional Development Request Form located on the MDE website.

Consulting:

- Any consulting work related to your duties as a coach (i.e., professional development, lesson planning, working with a consulting group) is not permissible as it could be viewed as a conflict of interest. We are not allowed to charge for a service that we already offer to public schools for free.

Site Visit Reports:

- Use the following format to name your report (located in the appendix) each month:
date_sitevisitreport_schoolname_coachinitials
Example: 8.31.15_sitevisitreport_dexterac_srp
- Review sample completed reports.
- Make sure you don't include any teacher or student names in the report.
- Complete report and email it to your assigned Director for approval within 3 days of completing the site visit.
- Upon approval, save the report as a PDF. Then, email the report to district Superintendent, school principal, SIG Officer (if applicable), district contact, and cc your Director.

Coaching Executive Summaries: (UM Coaches only):

- Complete Coaching Executive Summaries (Appendix D) twice monthly.
- Name the Coaching Log file in the following format each month:
date_coachingexsummaries_coachesinitials
Example: 8.31.15_coachingexsummaries_srp

- Email the Executive Summary to your assigned Director by 9:00 a.m. on the designated day.

Time Sheets:

- UM Coaches are to follow the UM guidelines regarding entering your time into the UM system.
- Contract workers are to submit contract time worksheets and travel logs every two weeks.

Travel:

UM Coaches:

- UM Coaches are to follow the University of Mississippi travel guidelines.
- Travel Expense forms may be submitted twice per month (10th and 20th of each month).
- Travel documents should be sent to Kristina Livingston and cc to Dr. Palmer.

MDE Coaches:

- Submit travel documentation to Vanessa Smith in the Office of School Improvement.
- Email to vsmith@mdek12.org or mail to:
Vanessa Smith
Mississippi Department of Education
PO Box 771
Jackson, MS 39205-0771.
- Verify totals on travel documents prior to submitting them.
- Overnight trips are to be included on one report and not divided between two forms.
- Overnight trips include reimbursements for meals and lodging.
- When making hotel arrangements, please ask for the state rate when making reservations.

Appendix

Appendix A: Technical Assistance Form



Mississippi Department of Education Office of School Improvement Technical Assistance

District _____
School: _____

Date: _____
Arrival Time: _____
Departure Time: _____

Technical Assistance:

- | | |
|---|--|
| <input type="checkbox"/> Providing Strong Leadership | <input type="checkbox"/> Family and Community Engagement |
| <input type="checkbox"/> Ensuring Effective Teachers | <input type="checkbox"/> Using data for continuous improvement to inform instruction |
| <input type="checkbox"/> Redesigning Instructional Time | <input type="checkbox"/> Providing ongoing intense technical assistance and related support to schools |
| <input type="checkbox"/> Aligned and Rigorous Instruction | <input type="checkbox"/> MS SOARS |
| <input type="checkbox"/> Procurement/Budget | <input type="checkbox"/> Culture and Climate |

OTHER: _____

Action Steps to be Taken:

Overall Comments:

MDE Representative: _____

Date: _____

District Representative: _____

Date: _____

Appendix B: School Turnaround Principles

School Turnaround Principles	
Turnaround Principle 1	Providing Strong Leadership
Turnaround Principle 2	Ensuring that teachers are effective and able to improve instruction
Turnaround Principle 3	Redesigning the school day, week, or year to include additional time for student learning and teacher collaboration
Turnaround Principle 4	Strengthening schools' instructional program based on student needs and ensuring that the instructional program is research-based, rigorous, and aligned with State academic content standards
Turnaround Principle 5	Using data to inform instruction and for continuous improvement, including providing time for collaboration on the use of data
Turnaround Principle 6	Establishing a school environment that improves school safety and discipline and addresses other nonacademic factors that impact student achievement, such as students' social, emotional, and health needs
Turnaround Principle 7	Provide ongoing mechanisms for family and community engagement
Turnaround Principle 8	Ensure that the school receives ongoing, intensive technical assistance and related support

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Appendix C: OSI Support – Beginning of the Year Assessment

OSI Coach:	Date:
School:	Principal:

1. What are your desired goals (short and long term) and/or needs for grade level assistance?
2. What is your most urgent instructional focus for this school year and why? What grades?
3. What “non-negotiables” exist at your school?
4. What is the district’s expectation of teacher observations (frequency)?
5. What software is used to capture teacher observations?
6. How many first year teachers, *new to the profession*, do you have this school year?
(Identify grades and subjects)
7. Are there other coaches (or staff serving as coaches) in the building? Who are they and with whom do they work?
8. What internal and/or external supports exist within the school
(Interventionist/Tutors/Consultants/Other MDE Supports)?
9. Who is my secondary point of contact liaison when you are not available?

Appendix D: Executive Summary Report

Weeks:	Implementation Specialist:
Office: Office of School Improvement	Interim Executive Director: Dr. Sonja Robertson Lead Implementation Specialist: Dr. Sebrina Palmer
Accomplishments:	
Total Number of School Visits:	Schools that Received Coaching Comments in MS SOARS:
Brief Summary of Supports Provided to Districts/Schools Served <i>(see Technical Assistance Form):</i>	
Ongoing Projects	
Goals for Next Two Weeks:	

Appendix E: SAMPLE Executive Summary Report

Weeks: <i>August 15 - August 26, 2016</i>	Implementation Specialist: <i>Louise Sample</i>
Office: <i>Office of School Improvement</i>	Interim Executive Director: Dr. Sonja Robertson Lead Implementation Specialist: Dr. Sebrina Palmer
Accomplishments: <ul style="list-style-type: none"> • <i>Participated in classroom observations and observation feedback conferences with Principals</i> • <i>Data meeting held with Hazelhurst Middle School indicates a 30% increase in 6th and 7th grade Math proficiency on the district's CASE 21 assessment</i> 	
Total Number of School Visits: <i>Visited 7 of 10 assigned schools</i>	Schools that Received Coaching Comments in MS SOARS: <ol style="list-style-type: none"> 1. <i>Forest Hill High School</i> 2. <i>Provine High School</i> 3. <i>Green Elementary School</i> 4. <i>Yazoo City High School</i> 5. <i>Hazlehurst Middle School</i> 6. <i>Jefferson County Upper Elementary Schools</i> 7. <i>William Sullivan Elementary School</i> 8. <i>Simmons High School</i> 9. <i>Sanders Elementary School</i> 10. <i>Dexter Attendance Center</i>
Brief Summary of Supports Provided to Districts/Schools Served <i>(see Technical Assistance Form):</i> <ol style="list-style-type: none"> 1. <i>Hazelhurst Middle School – participated in data meeting; classroom observations, PLC meetings, afternoon staff meeting; met with Superintendent regarding HMS progress and discussed coaching comments provided through MS SOARS regarding the school's action plan.</i> 2. <i>Jefferson County Upper Elementary School – reviewed and discussed the school's SIG application with the SIG Officer; conducted classroom observations, attended the District Leadership Team Meeting</i> 3. <i>Provine High School – attended the School Leadership Team Meeting; reviewed and discussed feedback (classroom observation/lesson planning) provided to teachers from the school administrator(s); reviewed the P-16 Council meeting minutes; discussed the school's progress with leading and lagging indicators.</i> 	
Ongoing Projects <ol style="list-style-type: none"> 1. <i>Assisting the Office of School Improvement with the review of 1003(a) applications.</i> 2. <i>Providing feedback regarding the OSI end-of-year monitoring documents/tools.</i> 	
Goals for Next Two Weeks: <ol style="list-style-type: none"> 1. <i>Attend a School Leadership Team (SLT) meeting at 4 of my assigned schools.</i> 2. <i>Provide assistance to identified schools regarding RtI processes/procedures.</i> 	

Appendix F: Travel Form

SDE FORM 13.21
December 2013

BY _____ FUND _____ AGENCY 201
REPORTING CATEGORY _____
ORG CODE _____ SUB ORG _____

PV # _____

**MISSISSIPPI DEPARTMENT OF EDUCATION
OFFICE OF ACCOUNTING
CONSULTANT SERVICES
VOUCHER FOR REIMBURSEMENT OF EXPENSES
INCIDENT TO OFFICIAL TRAVEL**

STATE OF MISSISSIPPI: DEPARTMENT OF EDUCATION

Vendor #: _____

Social Security #: _____

Name: _____

Address: _____

Personnel Service Contract - Travel Accounted - (not reported on 1099). This includes contract personnel's travel when accounted for by use of an invoice, travel voucher, or documents that identify travel expenses such as meals, lodging, mileage, rental car, or commercial transportation, etc.

	ALLOWABLE AMOUNT CLAIMED			AMOUNT ALLOWABLE <small>(agency verified)</small>	
	DOLLARS	CENTS	OBJECT CODE	DOLLARS	CENTS
CONSULTANT SERVICES			61653		

Subject to any difference determined by verification, I certify that the above amount claimed by me for travel expenses for the period indicated is true and accurate in all respects, and that payment for any part has not been received.

SIGNATURE OF PAYEE: _____ DATE: _____

VERIFIED BY: _____ TITLE: _____

APPROVED FOR PAYMENT: _____ TITLE: _____

PENALTY FOR FRAUDULENT CLAIM - Fine of not more than \$250; civily liable for full amount received illegally; removal from office or position held (Section 25-1-81 and 25-1-91, MS Code Ann. (1972).

