

LEA NAME: Cleveland Municipal School District

IRN #: 043786

RttT Region: Urban

RttT TARGETS	PERSON (S) RESPONSIBILITY	TARGET DATES	RESOURCES NEEDED	PROGRESS REPORT	GOALS & TIMELINES - ON TRACK?	OFF TRACK RESPONSE	POTENTIAL OBSTACLES & RISKS	ODE SUPPORT REQUIRED
Application A: Transformation Team and Transparent Communication								
Continue to conduct monthly meetings to provide oversight for local RttT efforts as outlined in this Scope of Work.	Eric Gordon Mark Baumgartner	3rd Wednes monthly	None	Next meeting September 21	On Track			
Based on external and internal audits, coordinate community engagement initiatives, as appropriate.	Roseann Canfora L'Taundra Everhart	Sept. 30, 2011	None outside of RttT Scope of Work	Summer surveys were not completed; will be completed in September	Off Track	Meeting with co-leads on Sept 8 to develop plan and timeline to deliver surveys to external and internal stakeholders		
Continue to publish quarterly editions of news media, adding teacher column in internal newsletters.	Roseann Canfora L'Taundra Everhart	Beginning of year & quarterly	None outside of RttT Scope of Work	CTU Critique is at printer and includes RttT content; district calendar is at printer and features RttT on every page of calendar	On Track			
CTU will continue to communicate with its members	L'Taundra Everhart	ongoing	None outside of RttT Scope of Work	Summer membership mailing completed	On Track			
Hold public forums with business leaders, investors and other stakeholders	RttT Team	ongoing	None outside of RttT Scope of Work	CEO spoke with all local grant makers; Academic Team is renewing Gates Grant for Common Core associated with Application Area B	On Track			
Create RttT School Recognition Awards for schools that have yearly improvement based on state requirements.	RttT Team	complete	None outside of RttT Scope of Work	Every CMSD school that earned CI, Eff, Ex, Ex w/ D, or increased their rating received a banner that hangs outside of the school building recognizing their gains	On Track			
Perform yearly internal and external audit to measure growth of understanding of the RttT goals and objectives.	Roseann Canfora L'Taundra Everhart				Off Track	Planning for annual audit to occur on September 8		
Provide an update on the progress of the RttT Scope of Work at each CMSD Board of Education work session with joint presentations by the superintendent and union president and members of the RttT Transformation Team, as appropriate.	Eric Gordon	ongoing monthly	none	Per Board request, written summary of work is provided to Board monthly as opposed to monthly presentations	On Track			
Application B: Standards and Assessments								

<p>1) CMSD will continue to implement the Enhance Core Curriculum (ECC) champion as begun in year one. Primary grade/licensed teachers identified in the District's PEAC master teacher program will be selected to unpack the 3-5 Enhance Core Curriculum (ECC) and plan professional development for the building level ECC Champions as well as all district 3-5 teachers. Every school building will identify a teacher, who will serve as the ECC Champion for grades 3-5. Using a train-the-trainer model, the ECC Champion will participate in monthly professional development to prepare for staff awareness training during monthly two-hour early release development meetings.</p>	<p>Karen Thompson Deb Paden</p>	<p>9/30/2011</p>	<p>None outside of RttT Scope of Work</p>	<p>Application Area co-leads will update progress on 9/8/11</p>	<p>On Track</p>				
<p>2) District K-2 teachers will implement the ECC using the first draft ECC Scope and Sequence and each K-2 teacher, in cohorts of 60, will be provided four six hour professional development days of training to support early adoption for the ECC. District literacy and math coaches along with the ECC Champions will provide job-embedded support for teachers following each training experience. Substitute teachers will be provided for these district teachers while they attend this required training.</p>	<p>Karen Thompson Deb Paden</p>	<p>ongoing</p>	<p>Gates Grant funds to match RttT funds; renewal applications for Gates funding being drafted</p>	<p>Scope and Sequence has been delivered to all teachers; summer common core professional development make-up sessions for teachers completed; monthly professional development for teachers to begin on 09/16/11 - PEAC kindergarten teachers delivered training on past Friday</p>	<p>On Track</p>		<p>* need to work through logistics to ensure smooth training sessions * math and literacy coaches are returning Friday, 9/30/11; need to train coaches before PD sessions can begin, delaying 10/3/11 goal by about two weeks</p>		
<p>3) During the Spring Semester of the 2011-12 school year, each district 3-5 teacher, in cohorts of 60, will be provided two six hour professional development days as part of their scheduled four professional development day training, to prepare for the early adoption of the ECC in the fall of 2012. District literacy and math coaches along with the ECC Champions will provide job-embedded support for teachers following each training experience. Substitute teachers will be provided for these district teachers while they attend this required training.</p>	<p>Karen Thompson Deb Paden</p>	<p>1/1/2012</p>	<p>none at this time</p>		<p>On Track</p>				
<p>4) Using the crosswalk documents provided by the Ohio Department of Education, the district assessment division will map existing grade 3-5 longitudinal data sources by March 2012. Based on the needs identified in the mapping, an evaluation of interim and formative assessment materials will be performed by 3-5 teachers during one of the four professional development sessions provided during the 2011-2012 school year for all grade 3-5 teachers.</p>	<p>Russ Brown Nikki Gentile</p>	<p>3/1/2012</p>	<p>none at this time</p>	<p>* Julie Snipes-Rae is working with PEAC teachers on the assessment alignment; * Scope and sequence, common core, and current Ohio standards are all available in SchoolNet</p>	<p>On Track</p>				
<p>5) In June 2012, the district will create the second draft ECC Scope and Sequence and aligned assessment materials for Grades K-2 and the first draft ECC Scope and Sequence for Grades 3-5 using the district's Scope and Sequence curriculum planning process and will use crosswalk documents provided by the Ohio Department of Education to link current Scope and Sequence content to the newly created ECC Scope and Sequence documents.</p>	<p>Karen Thompson Deb Paden</p>	<p>6/1/2012</p>	<p>none at this time</p>		<p>On Track</p>				
<p>Application C: Using Data to Improve Instruction</p>									

1) District K-2 teachers will implement the ECC using the first draft ECC Scope and Sequence and each K-2 teacher, in cohorts of 60, will be provided four six hour professional development days of training to support early adoption for the ECC including training in the use of the Instructional Improvement System and paired assessment resources. District literacy and math coaches along with the ECC Champions will provide job-embedded support for teachers following each training experience. Substitute teachers will be provided for these district teachers while they attend this required training.	Karen Thompson Deb Paden	9/30/2011	None outside of RttT Scope of Work	Application Area co-leads will update progress on 9/8/11	On Track			
2) Publish to the Instructional Improvement System model lesson units, lesson plans, assessments, materials, and resources identified or produced by district PEAC master teachers (as outlined in Part B above) for grades 6-12.	Russ Brown Nikki Gentile			* published Scope and Sequence, and both ECC and current Ohio core standards in SchoolNet; * Julie Snipes-Rae is working with PEAC teachers to create model lessons, etc.	Off Track	Application Area co-leads will update progress on 9/8/11		
3) Implement research protocols between the district's Office of Research and Assessment and the Cleveland State University's Center for Urban Education to begin study of the effectiveness of district programs. Add findings from these studies to the district's existing local "What Works" database and use the findings to end ineffective programs and ensure fidelity of implementation for programs found to be effective.	Russ Brown Nikki Gentile	in progress		* met with Dr. Perry last week, focusing on Hispanic graduation rate at Lincoln-West HS	On Track		Reliant upon Cleveland State University staff to meet stated timelines	
4) Using the crosswalk documents provided by the Ohio Department of Education, the district assessment division will revise first draft K-2 assessments in conjunction with K-2 teachers during one of the four six hour professional development days.	Russ Brown Nikki Gentile			* PEAC teachers are working on these draft assessments with Julie Snipes-Rae				
5) Using the crosswalk documents provided by the Ohio Department of Education, the district assessment division will map existing grade 3-5 longitudinal data sources by March 2012. Based on the needs identified in the mapping, an evaluation of interim and formative assessment materials will be performed by 3-5 teachers during one of the spring professional development sessions provided during the 2011-2012 school year for all grade 3-5 teachers.	Russ Brown Nikki Gentile	Mar-12	none at this time		On Track			
Application D: Great Teachers and Leaders								
Measure Student Growth								
1) Continue the professional development of district content experts from the Office of Research and Assessment and the Office of Curriculum and Instruction in state and regional professional development about the UVAS value-added model to prepare to provide professional development for the appropriate use of value-added data.	Russ Brown Nikki Gentile Karen Thompson Deb Paden	off-track		Will get update and guidance at Application Area meeting 9/8/11	Will get update and guidance at Application Area meeting 9/8/11			RttT Urban Coordinator will give guidance at colead meeting 9/8/11
2) Distribute the 2010-2011 value-added reports to staff in conjunction with professional development in the appropriate use of student level value-added data as agreed upon by CMSD and the CTU. The team will collaboratively identify a training plan to expand the professional development for effective and appropriate use of growth data to all teachers.	TBD	TBD			On Track			Need to know when state reports will be provided
3) The District will continue to utilize the student linkage tool to ensure the accuracy of the student-teacher association used for producing the value-added reports.	Christine Fowler-Mack Jillian Ahrens	on-going	none at this time	Had first run-through in spring, 2011. Will monitor for where our schools need support in doing the work in Spring, 2012.	On Track		Need to connect with Battelle For Kids to make sure data schools will be using is accurate and up-to-date.	

1) Review recruitment practices including analyzing the recruitment pool of highly effective staff as measured by: the number of teacher candidates by subject area/grade level; ratio of teacher applicants to vacancies; ratio of principal and assistant principal applicants to vacancies; number of early contracts offered in critical shortage fields; and offer acceptance rate	Christine Fowler-Mack Jillian Ahrens				off track	Need update at 9/21/11 RttT Transformation Meeting so that work plan can be developed for on track progress.	
2) Implement new hiring processes and interview protocols which use standards-based interview protocols selected as a result of Year 1 review.	Christine Fowler-Mack Jillian Ahrens				off track	Need update at 9/21/11 RttT Transformation Meeting so that work plan can be developed for on track progress.	
3) Mutually create, conduct, and review a working conditions and retention assessment by examining factors such as retention of teachers by subject area / grade level, teacher turnover by subject area / grade level and by type of school (high vs. low need schools); new teacher turn-over at the end of years 1, 2, and 3, number of voluntary transfer requests annually, number of necessary transfers placed annually, and the number of repeat necessary transfers (in transfer pool consecutive years) and develop an action plan and strategies for improving work conditions and retention.	Christine Fowler-Mack Jillian Ahrens				off track	Need update at 9/21/11 RttT Transformation Meeting so that work plan can be developed for on track progress.	
4) Build capacity within the Human Resources department to track multiple talent management metrics by continuing training of Human Resources personnel and by implementing a modern Human Resources Information System.	Christine Fowler-Mack Jillian Ahrens				off track	Need update at 9/21/11 RttT Transformation Meeting so that work plan can be developed for on track progress.	
5) Expand the implementation of the PEAC/PAR teacher incentive program for teacher leader positions defined by the PEAC Governing Board.	PEAC Governing Board (co-chairs are Mark Baumgartner and Eileen Stull)	9/30/2011		First meeting of PEAC Governing Board for 2011-12 needs to be scheduled	on track		
6) Implement the Teacher Licensure Pipeline program for hard-to-staff subjects and areas.	Christine Fowler-Mack Jillian Ahrens	6/1/2012		Meeting with co-leads at Application Area meeting on 9/8/11	on track		Need an update from co-leads at 9/21/11 RttT Transformation Meeting about status so that work plan can be developed
Effective Support to Teachers and Principals							
1) Continue to implement the Teacher Residency program for all new teachers, following state guidelines and timelines.	Christine Fowler-Mack Jillian Ahrens			* training of mentors has occurred	on track		
2) Send lead teachers and mentors to required Teacher Residency program training and credentialing provided by state lead trainers.	Christine Fowler-Mack Jillian Ahrens			* Necessary mentors have gone to State training * Resident Educator Mentors were trained on 9/8/11	on track		
3) Implement new teacher and principal CMSD Induction Program, and measure retention of teachers by subject area/grade level, as well as new hire satisfaction with induction program.	Christine Fowler-Mack Jillian Ahrens			Meeting with co-leads at Application Area meeting on 9/8/11	off track		Need an update from co-leads at 9/21/11 RttT Transformation Meeting about status so that work plan can be developed
4) Implement the revised Principal Pipeline program.	Christine Fowler-Mack Jillian Ahrens			Meeting with co-leads at Application Area meeting on 9/8/11	off track		Need an update from co-leads at 9/21/11 RttT Transformation Meeting about status so that work plan can be developed

5) Implement the revised district professional development plan to ensure training for all teachers in the implementation of the Enhanced Core Curriculum, the use of data to improve instruction, the implementation of effective instructional strategies, professional learning communities, and to ensure access to an array of research-based supports for teachers and administrators in need of support and intervention.	Christine Fowler-Mack Jillian Ahrens	10/28/2011		* Revised professional development plan due to ODE by 10/28/11 * Identified coaches still need to be hired	off track	* District and CTU are finalizing Instructional Coaches MOU; Coaches will be rehired within 2 weeks * At 9/21/11 RttT Meeting, need to coordinate all professional development for revised district PD plan			
6) Mutually participate in professional development on the Instructional Rounds model. The Labor-Management Committee will identify schools/cohorts to pilot the program.	Eric Gordon David Quolke	9/21/2011			off track	* need to form the Labor-Management Committee and task the committee with this item			
7) With Board of Regents approval, and in partnership with a local university, develop the curriculum for the "CMSD University" teacher/administrator credentialing program. Explore the possibility of developing a district "CMSD University" credentialing program accredited by the Ohio Board of Regents to recruit and train teacher and administrator candidates for work in high-poverty, urban schools by completing coursework in partnership with a local university while participating as a classroom teacher or administrator in high-need areas under the supervision of district identified PEAC-C master teachers.	Christine Fowler-Mack Jillian Ahrens	Complete		* Do not have Board of Regents approval for credentialing program					
Application E: Turning Around the Lowest-Achieving Schools									
1) Continue implementation the School Improvement Grant as approved by the Ohio Department of Education, using the resources provided to these identified schools through SIG funding.	Eric Gordon Mark Baumgartner	complete and on-going		All SIG schools have submitted SIG requirement verification reports	on track				
<ul style="list-style-type: none"> Schools continuing to receive SIG monies will develop/enhance their building plans (AAP) that incorporate the SIG model designated by the CMSD (i.e. Transformation, Turnaround, Close, Restart). AAP Teams consisting of CTU and CMSD Administration will continue to work collaboratively to tailor each building's plan to the needs of its school's clientele (students, staff, families and community.) 	Eric Gordon Mark Baumgartner	9/15/2011 to present revised AAP to staff for vote		Schools are in the process of rewriting their AAPs; revised AAPs must be submitted to academic office for final approval by 9/24/11	on track				
2) Expand linkage coordinator support to include the 13 linkage coordinators in support of CMSD high schools and to include those K-8 schools identified in year one.	Renee Cavor Dave Buttram	9/30/2011		Will meet with co-leads on 9/8/11	on track				
Create K-8 Linkage Coordinators (total =5) that would be responsible for the K-8 feeders to 2-3 of our high schools that currently have Linkage Coordinators. These K-8 Linkage Coordinators would implement the CTAG Program by targeting 7 th graders that will be identified as falling into the category of "at-risk of not graduating" as defined by the four criteria established by the CTAG Initiative (attendance, retention, behavior, discipline). <i>This strategy and the hiring of these personnel will occur in Year 2.</i>	Renee Cavor Dave Buttram	9/30/2011		Will meet with co-leads on 9/8/11	In lieu of K-8 Linkage Coordinators (originally added as scope of work to accommodate HB1) would hire 5 diversity Linkage Coordinators				
Continue professional development to at least 3 teachers in each CTAG High School through the cultural competency professional development training (CCPDT) offered through the Governor's Office. The RttT Transformation Team will explore ways to share the training received by these teachers with other high school teaching staff.	Renee Cavor Dave Buttram				Redesign of CTAG Office to encompass new structure to deliver professional development on cultural relevant pedagogy per new ODE of				

Provide the current 13 Linkage Coordinators with relevant professional development to enhance their ability to serve as an intermediary with staff, community and administration on behalf of the students that they serve, while addressing the non-academic barriers affecting the learning environment for CTAG students and educators. Learning environments are transformed by improved relationships, belief systems, high achievement expectations, and the creation of a cadre of professions equipped with resources to assist. Professional development for Linkage Coordinators may include the monthly sessions provided by the Governor's Office, as well as the National Alliance of Black School Educators Annual Conference and AFT Center for School Improvement training.

Renee Cavor Dave Buttram	*Ginn Linkage Coordinators are discontinued from RttT Grant*Plan to hire 2 Hispanic replacements for LW and Marshall*LC's are registered for fall PD with NABSE		Will meet with co-leads on 9/8/11	on track				*New CTAG redesign to accommodate the new
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3) Continue to provide resources and supports to students who qualify for participation in the CTAG Initiative (failed two or more classes; absent 36 days or more; received five or more days of out-of-school suspension; or, held back a grade/over the age for grade-level).

Renee Cavor Dave Buttram	Throughout the school year.		Will meet with co-leads on 9/8/11	on track				Graduation rates for minority males in 2007-20
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Continue the programmatic components of the CTAG Initiative that was originally written into the Governors vision. These components included bookclubs, exposure trips (academic and cultural), tutoring, credit recovery, summer bridge programming, socio-emotional supports such as motivational speakers, CTAG uniforms/shirts/vests/blazers). The Governor's plan recommends a per pupil allowance of \$1,500 for full programming efforts.

Renee Cavor Dave Buttram	*Summer CTAG Bridge Program held for identified 8th graders (June-August).* Students attended the MLK Monument Dedication August 28th *Blazers were purchased for the program*Credit Recovery for 9R's is being implemented		Will meet with co-leads on 9/8/11	on track				
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4) Explore the strengths and challenges of best practice / proven achievement initiatives, including but not limited to: AVID, STEM, etc. As has been the past practice within New & Innovative School design, the ultimate plan must culminate in a ratified MOU reflecting collaborative implementation methods.

Renee Cavor Dave Buttram	*		Awarded STEM Innovation Grant and Asia Society Innovation Grant to be implemented in 2011-12					
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to meet ODE Strategic Initiative of Culturally Relevant Pedagogy

Office

ODE Strategic Initiatives Office requirements (no more funding needed, just reorganization of current allocations)

11 in order to assess impact of the program