

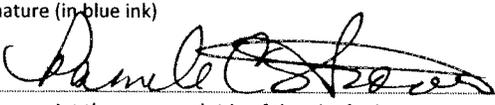
New York State Education Department
Application Cover Sheet
School Improvement Grant (SIG) 1003[g]

DO NOT WRITE IN THIS SPACE	
Log Number	Date Received

District (LEA)		LEA Beds Code:	
Buffalo City School District		140600010000	
Lead Contact (First Name, Last Name)			
Diane B. Cart			
Title	Telephone	Fax Number	E-mail Address
Director of Grants	(716) 816-3625	(716) 851-3554	BPSgrants@buffaloschools.org
Legal School Name for the Priority School Identified in this Application		School Beds Code	
North Park Middle Academy #66		140600010066	
Grade Levels Served by the Priority School Identified in this Application		School NCES #	
5 – 8		360585000357	
Total Number of Students Served by the Priority School Identified in this Application		School Address (Street, City, Zip Code)	
354		780 Parkside Ave., Buffalo 14216	
School Model Proposed to be Implemented in the Priority School Identified in this Application			
Turnaround <input type="checkbox"/>	Restart <input type="checkbox"/>	Transformation <input checked="" type="checkbox"/>	Closure <input type="checkbox"/>

Certification and Approval

I hereby certify that I am the applicant's Chief Administrative Officer, and that the information contained in this application is, to the best of my knowledge, complete and accurate. I further certify, to the best of my knowledge, that any ensuing program and activity will be conducted in accordance with all applicable application guidelines and instructions, and that the requested budget amounts are necessary for the implementation of this project. I understand that this application constitutes an offer and, if accepted by the NYSED or renegotiated to acceptance, will form a binding agreement. I also agree that immediate written notice will be provided to NYSED if at any time I learn that this certification was erroneous when submitted, or has become erroneous by reason of changed circumstances.

CHIEF ADMINISTRATIVE OFFICER	
Signature (in blue ink) 	Date 6-7-13
Type or print the name and title of the Chief Administrative Officer Dr. Pamela C. Brown, Superintendent	
DO NOT WRITE IN THIS SPACE	

RECEIVED

JUN 7 2013

CONTRACT ADMINISTRATION
ORIGINAL

SUBMISSION CHECKLIST - Turnaround, Restart, and Transformation Models

Documents for Submission	Checked – applicant	Checked – SED
Application Cover Sheet <i>(with original signatures in <u>blue ink</u>)</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Proposal Narrative <i>(Including District-level Plan, School-level Plan)</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Attachment A Consultation and Collaboration Form	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Attachment B School-level Baseline Data and Target Setting Chart	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Attachment C Evidence of Partner Effectiveness Chart	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Attachment D Budget Summary Chart	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FS-10 Form for Year One Implementation Period. FS-10 available here: http://www.oms.nysed.gov/cafe/forms/	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Budget Narrative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Memorandum of Understanding <i>(only if proposing a Restart model)</i>	<input type="checkbox"/>	<input type="checkbox"/>
<p>SED Comments: Has the applicant submitted all of the documents listed above? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Reviewer: _____ Date: _____</p>		

I. District-Level Transformation Plan for PS 66 North Park Middle Academy

A. District Overview

i. Theory of Action and Key District Strategies

The Buffalo City School District (BCSD) continues to undergo a comprehensive and targeted strategic planning process designed to address underperforming schools, including the more than 50 BCSD schools currently identified as Priority Schools. This work is rooted in core goals to address student achievement, governance, organizational capacity and alignment, organizational culture, and community and public relations. To achieve these goals, BCSD is committed to developing clear expectations, providing targeted supports to schools, and holding school leaders accountable for turning around the district's lowest performing schools.

Driving the strategic planning processes and core goals is a theory of action based on the following principles:

If we develop and sustain a culture of excellence throughout the district, such that children come first in all decision-making and we ensure that they graduate on time, college and career ready;

If all of our goals, objectives, plans, resources, and progress monitoring systems are aligned;

If we recruit, develop, and equip caring and effective staff;

If we implement a rigorous instructional improvement system that ensures strong core curriculum, planning, instruction, assessment, and data reporting and analysis systems that meet the needs of individual students;

If we use data to drive planning;

If we partner with parents and the community;

If we hold ourselves accountable for achieving desired results;

Then we will realize our vision of providing a world-class education for every child.

ii. Approach to Supporting Priority Schools

Our priority is to build capacity among both district and school staff to lead and support school turnaround. We will do this with support provided from the New York State Education Department (NYSED) through the Systemic Supports Grants, School Improvement Grants (SIG) funding, and the District Integrated Intervention Teams using the Diagnostic Tool for School and District Effectiveness. At the district level, we have established a core team responsible for supports and supervision of Priority Schools.

The district is currently undergoing a major reorganization designed to improve and streamline the services it provides to schools. Part of this reorganization includes the hiring of an acting deputy superintendent with extensive experience implementing and monitoring SIG funding. Support for Priority Schools has been realigned under a new Office of School Leadership

(detailed in Section C below). In collaboration with our partner, American Institutes for Research (AIR), the district has created a targeted plan and related strategies to ensure successful implementation of the structural changes and to provide capacity-building supports to the Office of School Leadership to create highly effective teams in our Priority Schools. Because implementation is a critical need within BCSD, much of our combined district-level funding will be focused on this area. As this grant application details, capacity will be built through a series of district- and school-level training programs and job-embedded coaching. Successful implementation will be measured through a detailed implementation and progress monitoring protocol.

In addition to proper training and support, we will make investments in key areas to ensure that our school leaders have the resources they need to improve student achievement. A priority is the utilization of our data warehouse for an early warning system, which will be funded through the Systemic Supports Grant. Our intention is to refine our data warehouse to have a robust set of indicators to identify interventions for students. After the data warehouse is utilized to create early warning system tools, district SIG funds will help underwrite much-needed training and support for school leaders, beginning with BCSD's 5 Priority High Schools, on selecting and implementing specific interventions indicated by the data. Ultimately, this will solidify our capacity to implement and effectively use an early warning system to prevent our students from dropping out of school.

A key strategy for supporting the district's lowest-performing schools is the belief that school leaders must possess or develop the unique competencies required for school turnaround, such as those identified by Public Impact's *Turnaround Leaders: Competencies for Success* and detailed in the Part II, Section D, of this application. These competencies are the driving factors behind BCSD's school leader recruitment, selection, and hiring processes. Additionally, as outlined in Section B below, the hiring of a leader with experience in school turnaround and with turnaround competencies will allow the district to move to a model of school-based autonomy not previously held at the school level.

Another key area for support is the implementation of the Common Core State Standards. BCSD is in the process of adopting new Common Core materials that include supplemental units for mathematics and resources that focus on instructional shifts in English language arts. This will support teachers in developing new units and curriculum maps aligned with the Common Core State Standards. We will continue support training for our Ambassador Teachers so that they can serve as resources for other teachers in their schools. Finally, BCSD will provide support in the development and implementation of student learning objectives and associated formative assessments that are aligned to the Common Core State Standards.

With these resources, we will begin to reverse our growing list of low-performing schools and realize our vision for a thriving educational model for urban school districts.

iii. Evidence of Readiness

Since Superintendent Brown assumed leadership of BCSD in July 2012 the district has engaged in a strategic planning process. Throughout the 2012–13 school year, Superintendent Brown has identified and developed many district strengths on which to build, including the following:

- An expansion of afterschool programming for district students
- An approved Annual Professional Performance Review (APPR) plan
- Partnerships with AIR and Research for Better Teaching to build capacity among leaders and teachers in our Priority Schools. Education Partner Organizations (EPO) were vetted through a rigorous review process for several of our Priority Schools, and a partnership was established with Say Yes! that is bringing a host of resources to support our schools and students and that is assisting the district in developing a student monitoring system.
- A sophisticated data warehouse. In addition, we are poised to build upon the warehouse to develop early warning tools and training for our high schools.
- A thoughtful, school-based budget process, developed and launched during the 2012–13 school year.
- Technology tools to improve staff effectiveness, such as the educator portal titled My Big Campus to facilitate networking among principals and teachers; a parent portal to facilitate parents' access to their children's information; and an online grade book.

With the resources now flowing to BCSD, we are committed to ensuring a high level of coordination among our grants, programs, and partners to leverage our resources and design systems to ensure the sustainability of this work and its anticipated outcomes in the years to come.

B. Operational Autonomies

i. Operational Autonomies

The operational autonomies North Park Middle Academy are based on a philosophy of “earned autonomy,” meaning that all schools in the district—including North Park Middle will be required to implement a number of broadly defined, district-required “non-negotiables” in order to earn high levels of operational autonomy. These non-negotiables include:

- Implement with fidelity a well-defined curriculum aligned with the Common Core State Standards (Tenet Three)
- Administer regular formative assessments (Tenet Three)
- Use classroom walkthroughs to regularly collect data about implementation of effective teaching and learning strategies (Tenet Three)
- Ensure that every educator in the school is working toward implementing the curriculum with skilled fidelity (Tenet Four)
- Implement two to three high-impact instructional strategies (Tenet Four)
- Using school-based inquiry teams, analyze and use formative assessment data, classroom walkthrough data, and the early warning system to inform the instructional-improvement process and to provide students with support services (Tenets Four and Five)
- Use the district’s early warning system and individual growth plan for all students (Tenet Five)
- Implement a Response-to-Intervention program with fidelity (Tenet Five)

These non-negotiables, which are aligned with tenets of the NYSED’s Diagnostic Tool for School and District Effectiveness and will be supported by a set of resources detailed in other sections of this application, provide a general framework of school improvement, as well as a focus for central office capacity building. At the same time, they provide Priority Schools with significant autonomies in implementation. For example, although all Priority Schools will be expected to implement two to three high-impact instructional strategies, the individual school will be able to select strategies and provide coaching and professional development to ensure school-level effectiveness.

ii. Policies and Procedures for Autonomy, Operating Flexibility, and Support

Please see Formally Adopted BOE Policies for further evidence of Operational Autonomies

Staffing: As the district is developing its principal recruitment strategy, the ability to provide autonomy to principals relative to hiring, not just to the allocation of positions, is being addressed. Examples include the ability to fill existing vacancies and the ability to hire for specific positions the new principals seek to create. On June 24th and 25th, principals will attend training sessions on how to identify teachers who will succeed with children identified as at risk, in poverty, unmotivated, oppositional, or challenging. During the planning process, North Park Middle identified that itinerant teachers presented a problem for fostering collaboration and

coordination among staff. With the implementation of school-based budgeting, principals now have the flexibility to use funds to transform part-time positions into full-time positions.

School-Based Budgeting: Since the submission of its SIG applications in January 2013, BCSD has begun the implementation process for school-based budgeting. For the last two years, the district's chief financial officer (CFO) has engaged in a process of developing more autonomy for school leaders with respect to allocation of budgets and resources. In addition to collaborating with other district offices, the CFO formed a staffing/student funding committee to provide advice and guidance during this process. The committee includes five principals, the executive director of human resources, the director of staffing and budget, and the community superintendents. On November 5, 2012, BCSD launched its strategic planning process by publicly sharing the findings of strategic reviews focused on finance, curriculum, and instruction that were conducted by external consultants in the spring of 2012. A list of strategic priorities was then developed and used to finalize the budgeting process.

During the outreach process for the development of this grant application and school plan, school staff consistently stated a desire to have more autonomy to choose instructional materials and to have greater supports for parental engagement/outreach activities. With the launch of this new system, principals now have greater autonomy in the use of their budgets with regard to school personnel, services, and materials in preparation for the 2013–14 school year. New principals will have greater autonomy with respect to the allocation of instructional staff, with a notable exception in the area of special education, where the district will retain decision-making authority. In the meantime, through the use of Title I, Title IIa, Title III, and other grant and O&M funds, Priority Schools are being provided differentiated resources for parental involvement/engagement, extended day programs, professional development opportunities, and school-based instructional and leadership support.

Use of Time During and After School: During the outreach period for the development of this application, one of the biggest barriers to addressing use of time during the school day was the issue of itinerant teachers. Because the school employs a substantial number of part-time staff, it was virtually impossible to rework scheduling to more efficiently use time during the school day to improve instruction. As noted above, with the implementation of school-based budgeting, principals can now address this issue. Afterschool programming has been a challenge for BCSD because the district does not operate community schools and more than 90 percent of its students are bussed to their assigned schools. This year, the superintendent has committed transportation resources for Grades 2–12 to be able to offer transportation services in support of afterschool programs. With additional SIG funding and current district transportation policies, school leaders will be able to expand afterschool academic offerings.

Program Selection: Because instructional programming is fundamental to every school's academic success, the district will retain a lead role in determining the core instructional programs at each school. However, with SIG funding, schools will have resources to secure additional Common Core State Standards materials from EngageNY and supplemental programs in order to realize their unique visions.

Educational Partner Selection: The district is implementing a new system for schools to select educational partners. While all partners must be approved by BCSD, individual schools can

share information with identified partners to ensure they respond to yearly request for proposals. Once the district has vetted the proposals and finalized its approved provider list, the individual school will be able to select the partners that best meet its specific requirements with the assurance that these providers can help deliver the results the school needs.



Buffalo Public Schools

Grants Development Department

419 City Hall • Buffalo, New York 14202

Telephone: (716) 816-3625 • Fax: (716) 851-3554

Supporting Labor Management Document

The Buffalo City School District's application does not require the Labor Management Document as the proposed plan is allowable under the Collective Bargaining Agreement.

The District assures BTF that all terms and conditions of the Collective Bargaining Agreement and provisions of the Taylor Law will be adhered to and that any changes must be agreed to by BTF in writing.

C. District Accountability and Support

i. Senior Leadership of Turnaround Efforts

Please see District Level Organizational Chart and Management Structures

During Superintendent Brown's first year in BCSD, she has made it a priority to create the necessary organizational structures to provide quality oversights and support for the Priority Schools. Since the last SIG applications were submitted in January 2013, the superintendent has introduced a new management structure that organizes Priority Schools with all other BCSD schools in the Office of School Leadership. This office is managed by four chiefs of school leadership, who will each be assigned a cohort of schools to provide instructional and operational support. However, the district's Priority Schools will be assigned and organized under two of the four chiefs in order to better leverage resources and refine our expertise in supporting our lowest-performing schools. The attached organization chart illustrates how the office of the chiefs of school leadership will be organized. Responsibilities for instructional supports will be managed in conjunction with supervising principals, and responsibilities for operational supports will be delegated to directors.

The chief of special projects will have responsibility for securing resources (such as School Improvement Grants) to support our Priority Schools and for overseeing compliance with the requirements of federal grants as well as the state framework for the Diagnostic Tool for School and District Effectiveness.

Throughout this reorganization, AIR has been supporting the district in defining its approach to serving its Priority Schools. A core team has been established to coordinate and drive district support for Priority Schools. This team is composed of the acting deputy superintendent, chiefs of school leadership, chiefs of special projects, and AIR staff. This work and our team structure will continue to evolve, but key elements such as supports for leadership and instruction, monitoring protocols, and data tools are being prepared for deployment this summer to build capacity among school leaders and teachers for the 2013–2014 school year.

The Priority Schools Support Team is basing its cycle of planning, action, evaluation, and feedback on an alignment with the state's framework and the requirements of this grant. Schools are using this reapplication opportunity to plan with this alignment in mind. In addition, BCSD seeks to build its leadership teams' abilities to implement the plans and to enhance the capacity of our district staff to evaluate school progress and provide meaningful, actionable feedback.

During the grant's first year of implementation, AIR and Research for Better Teaching will support the district by providing critical expertise to help school teams build and implement their school plans and strengthen administrators' and teachers' capacities to use data to inform instruction. At the same time, through the Systemic Supports Grant, AIR will help build BCSD's capacity to support schools in their change process.

Support to enhance school leadership teams' competencies in school turnaround will be delivered by district staff in partnership with AIR through the Transformation Leadership

Learning Network (TLLN). This cycle of support will begin with summer trainings and will provide consistent supports throughout the 2013–14 school year. Supports will include:

- Summer kick-off sessions focused on the building blocks of school turnaround for district and school leaders. This session will focus on the research-based elements of successful district and school turnaround. Participants will leave the workshop with a better understanding of their roles in the turnaround, a 90-day implementation plan that will include quick wins, and a communication strategy and plan to effectively engage stakeholders.
- Quarterly full-day leadership workshops throughout the school year designed to build leadership team capacity in the discipline of turnaround designed to be “just in time” to meet the pressing needs of school leaders.
- Monthly individualized coaching visits will focus on implementing the turnaround/transformation plan and addressing school-specific issues and concerns.

Additional support and monitoring will occur through weekly on-site school visits by the supervising principal to build school capacity and support for the school restructuring team and principal. During these visits, the supervising principal will also monitor improvement strategies to determine if they are leading to desired outcomes for school improvement.

Support for school leaders to develop data-driven decision-making skills will be provided as outlined in the Systemic Supports Grant in partnership with AIR and Research for Better Teaching.

ii. Cycle of Planning, Action, Evaluation, and Feedback

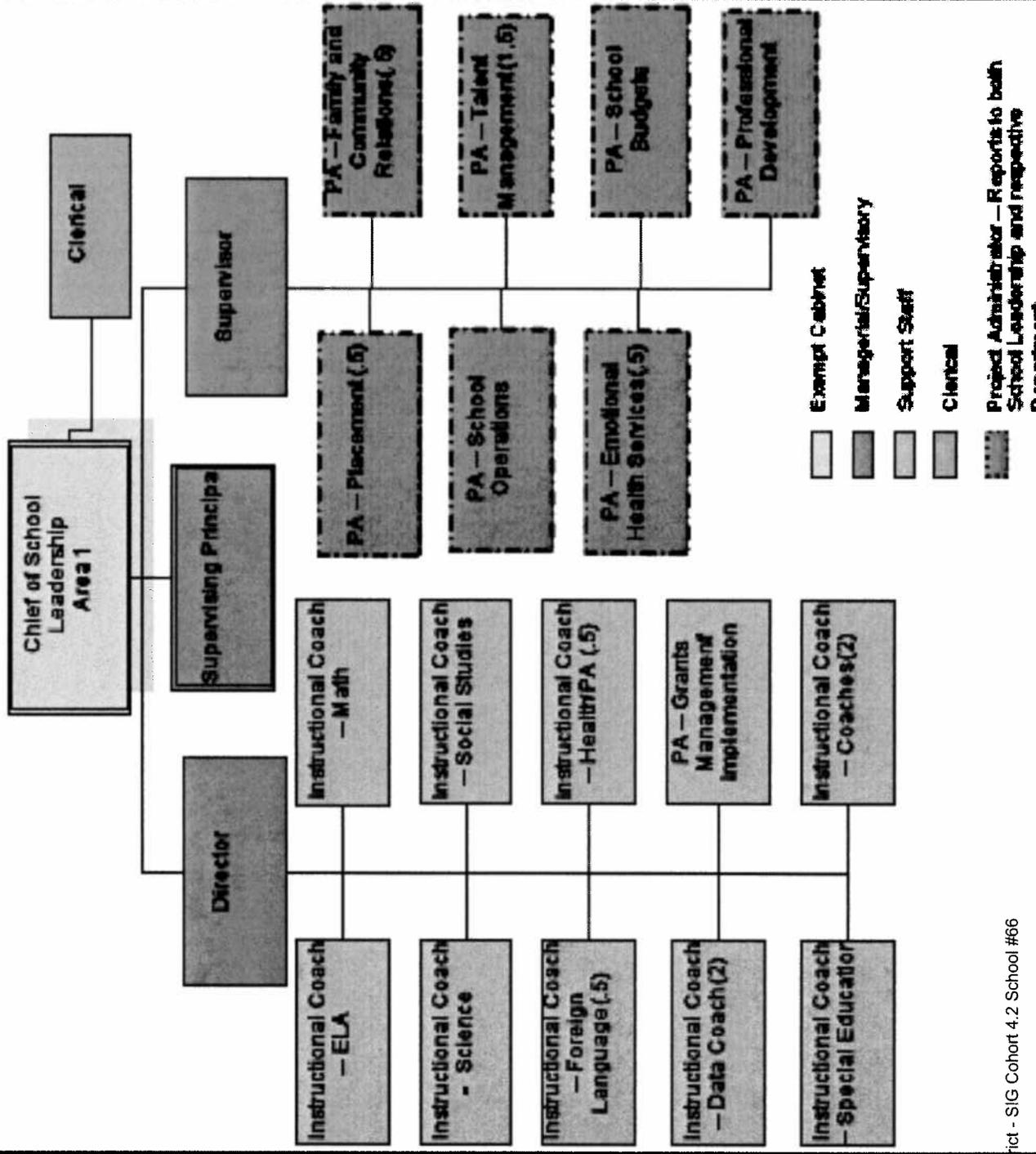
The plan for the district cycle of evaluation and feedback is in development now that BCSD’s reorganization is underway. It will be completed this summer and will be based upon the state’s Integrated Intervention Team Review Process, the DTSDE framework, and the SCEP. AIR is currently working with BSCD to build out the schedule and tools for a year-long cycle of monitoring and feedback. AIR will partner with BCSD as monitoring activities are initiated and will gradually transfer full responsibility to district staff as appropriate training and capacity building occurs. By the end of the first year of implementation, district staff will be expected to assume full responsibility for these monitoring visits and processes.

1. The cycle begins with the annual DTSDE review. Feedback from these reports will be built into the DCIP and SCEP to ensure appropriate resources and supports are targeted to areas of improvement. During this year, AIR will work with the district to enhance the DTSDE tool so that during monitoring visits, data needed to monitor progress for Title I, SIG, and other federally funded activities will be captured.
2. As part of the Transformation Leadership Learning Network, there will be a mid-point review (AIR’s Reality Check), during which the principal, school teams, and district staff will work together to assess their progress utilizing the DTSDE state report, DCIP, and SCIP.
3. Implementation Progress Checks (IPCs) will be conducted (monthly or as needed) by the supervising principal. These visits will focus on instruction and principal leadership in

the context of the APPR. AIR will assist the district in refining a process for providing feedback to schools based up these IPCs.

4. School-based teams, including the principal and instructional coaches, will conduct instructional rounds to monitor and verify that high impact instructional strategies are being implemented in classrooms. Observations from these visits will inform decisions about professional development and coaching for teachers. Principals will be supported in this process by leadership coaches as part of the Transformation Leadership Learning Network.

Office of School Leadership



D. Teacher and Leader Pipeline

i. Recruitment Goals and Strategies

With respect to principal recruitment, BCSD is utilizing an extensive recruitment process to identify prospective principals who have successfully led dramatic turnaround interventions at schools with similar student populations. We are engaging in a two-fold recruitment process to (1) identify principals with records of success in improving student performance within the district, and (2) simultaneously engage in a national search. Recruitment of individuals with competencies in school turnaround began in February 2013. With the assistance of AIR, we consulted with former turnaround principals to better understand how to attract highly qualified candidates interested in relocating to Buffalo, New York. Additionally, we researched postings in urban school districts throughout the country in order to ensure that our recruitment efforts were competitive. Finally, AIR provided training to the district’s HR staff to build their capacity to identify candidates who possessed the competencies necessary to turn around low-performing schools.

Advertisements were placed on several educational websites including, but not limited to, Education Week—Topschooljobs.org, American Association of School Administrators, School Administrators of New York, National Society of Black School Educators, and several other educational websites and print media, both local and national. Thirty-nine applicants from across the country, including candidates from Texas, Virginia, Arkansas, California, Georgia, Missouri, Nevada, and various cities in New York State, have been identified. Initial screenings will take place the week of May 28th, with Round 1 interviews (including telephone interviews) the week of June 10th, and Rounds 2 and 3 (superintendent) interviews the week of June 17th, with final selections being made by June 24th.

BCSD and its Office of Human Resources are currently developing new recruitment strategies to attract teachers for our high-poverty and high-minority schools. Table 1 identifies goals to meet this need and strategies that are currently under consideration.

Table 1. BCSD Teacher and Leader Recruiting Goals and Strategies

Recruiting Goals	Identified Strategies for Consideration to Achieve Goals
Increase capacity of BCSD HR office.	Hire additional staff to support recruiting efforts and to oversee the implementation of other strategies (identified below) adopted by the district.
Strengthen partnerships with local colleges and universities and other teacher preparation programs that have appropriate candidates who meet BCSD needs for additional recruiting.	For local programs, focus on the following recruitment areas: <ul style="list-style-type: none"> • Total available candidates/minority candidates • Available candidates in critical teaching fields • Success of employees hired from a school’s campus • Conduct job fair activities • Network strategically with Teach For America, Reach to Teach, and urban teaching fellows programs. For example,

Recruiting Goals	Identified Strategies for Consideration to Achieve Goals
	Teach For America offers applicants who are not accepted into the program the opportunity to complete a contact release form so that other organizations, including school districts, can contact these prospective teachers.
Refine the BCSD interview process to better identify candidates for high-need schools.	Create a multitiered application and interview process that may include written responses, a teaching demonstration, a writing sample, a discussion group during which candidates talk about an issue related to teaching in high-need schools, and a personal interview.
Allow current certified employees to add critical area-teaching fields to their certificates.	Approve financial support for training and test fees to aid current professional teaching staff seeking to add critical teaching fields to their certificates.
Broaden the geographic reach of advertised job openings.	Post job openings on the district job line and on the Internet. The HR department has increased its advertising budget in order to post nationally for a large number of available positions.

ii. Hiring Procedures and Budget Timelines

As part of the Office of Human Resources planning process to improve teacher and principal recruitment, staff are discussing the feasibility of speeding the timeline for transfers and, ultimately, for new hires for all BCSD schools. At this time, however, we cannot alter the hiring process without the consent of our teachers' union.

iii. Districtwide Training Programs for Priority School Principals

In the last two years, Science, Technology, Engineering, and Mathematics (STEM) Leadership funds, in combination with Wallace and Tower Foundation funds, were integrated with Race to the Top (RTTT) educational priorities and funding to advance and accelerate instructional leadership reform efforts in Buffalo. This leadership work is aligned with the plan set forth in Buffalo's RTTT application and conforms to metrics as defined by the NYSED *CCLS*, *APPR*, and *DDI Workbook*. Our instructional leadership initiative was designed to enhance Buffalo's commitment to reform across three areas necessary to support the work of whole-school reform:

1. Common Core State Standards
2. School-based inquiry and data-driven instruction
3. New performance evaluations for teachers and principals

This work was meant to focus on building capacity, developing infrastructure, and creating sustainable reform. The activities in each area were created to ensure that Buffalo's leaders receive training to strengthen their instructional leadership skills to help improve student achievement. *"Leadership is second only to classroom instruction among all school-related factors that contribute to what students learn at school."* (Wallace Foundation, 2011)

The outcomes for all leadership professional development learnings are:

- To emerge with a clear focus on instructional leadership necessary for turnaround
- To understand and implement all components of the RTTT assurance areas
- To learn and integrate best practices in leadership based on the Interstate School Licensure Consortium Standards
- To test and assess individual competencies and skills in an effort to refine and embellish personal practice
- To develop collegial relationships and engage as critical friends who nurture and support one another

As described in Section C of this narrative, newly hired principals and other school leaders will participate in ongoing training and coaching sessions to build their capacity through a two-day leadership academy, quarterly full-day leadership workshops, and monthly individualized coaching visits focused on implementing the turnaround/transformation plan and addressing site-specific issues and concerns. The leadership academy was offered last summer to Priority Schools, but yearlong support could not be provided due to lack of funding.

Principals have been participating in courses delivered by Research for Better Teaching that include *Observing and Analyzing Teaching and Unleashing the Power of Collaborative Inquiry: A Professional Development Program for School-Based Inquiry Teams (SBITs)*. At the school team meeting on January 7, 2013, conducted as part of our needs assessment process, it was evident that members of the school-based management teams who participated in these trainings possessed a foundational understanding of using data to drive instruction. Future training from Research for Better Teaching and training on the early warning system funded through the Systemic Supports Grant will further develop the capacity of these school leaders to apply data to improve instruction.

Turning around struggling schools involves a complex change strategy. One of the first steps in supporting Priority School principals during the change process involves providing tools, training, and strategies to focus the majority of their time on instructional leadership. BCSD began work with the National School Administration Manager (SAM) Innovation Project in September 2010 and will continue to expand the partnership with the use of SIG funds to hire SAMs for each Priority School. Our intention is to elevate the SAM position so that it can be utilized to grow a pool of turnaround leaders.

Principals and assistant principals also participate in Administrators' Learning Community sessions after school and on Saturdays to continue to strengthen their skills as instructional leaders focused on supporting effective teaching and improved student learning. This collaborative work involves identifying the problem of instructional practice and focusing on the next level of work to improve teacher effectiveness and to provide students with rigorous coursework to improve graduation rates. The four assurance areas as defined by RTTT include: (1) Common Core State Standards, (2) data-driven instruction (DDI), (3) teacher evaluation, and (4) turning around low-performing schools. These four areas serve as the topical foundation for the course work.

Priority school principals also participate in turnaround leadership meetings and network team institutes provided by NYSED.

iv. Districtwide Training Programs for Priority School Teachers

At the district level, training programs for teachers have focused on building capacity to:

- Shape teacher leadership skills
- Strengthen teacher content knowledge and technological skills in support of implementation of Common Core State Standards
- Master processes to improve knowledge and skills required for DDI. This year, the district is providing a course for teachers and coaches in Priority Schools in building teachers' capacity—the knowledge and skills, as well as the courage and conviction—to promote learning and increased achievement.

Many of the teachers at BCSD Priority Schools participated in the trainings outlined below. Some of this work will continue to be the district's focus in the first year of implementing these grants.

To shape teacher leadership skills, the district partnered with Niagara University in a Teacher Leader Quality Partnership (TLQP) grant. The program at Niagara University was the Teacher Leadership Certificate of Advanced Study program. Participants were recruited primarily from persistently low-achieving (PLA – now categorized as Priority Schools) high schools and from two PLA elementary schools with an expectation that they would take on teacher leadership roles within their schools and departments. Tuition and fees for course work and materials were covered through a TLQP grant and required participants to complete all six courses for the Certificate of Advanced Study. Generally, each cohort of Buffalo teachers took two courses per semester, including the summer session. Of the 44 teachers who completed the program, more than 50 percent now serve as Curriculum Lead Teachers or coaches for the district's Priority Schools. Five of the participants are continuing their studies in order to earn administrative certification.

CCSS implementation training occurs through the delivery of turnkey training of the locally developed English Language Arts and mathematics training modules provided by district support teachers who attend the NTI trainings and work with building-level literacy and mathematics specialist teachers and coaches. Any required funding for CCLS work has been provided from a variety of funding sources, including Title I, Title IIa, RTTT, and SIG 1003(a) and 1003(g) grants. In 2012, SIG 1003(a) grants provided opportunities for identified schools to conduct additional summer training, during which teachers were able to participate in a 12-hour CCLS course for implementation of the Common Core Learning Standards for English Language Arts and a 12-hour CCLS course for implementation of the Common Core Learning Standards for Mathematics, along with an eight-hour SBIT/DDI course for implementation of School-Based Inquiry and Data-Driven Instruction teams.

All teachers received nine hours to 12 hours of training in writing and setting targets for student learning objectives as required under New York State law 3012-c and funded by RTTT. During

the 2013-14 SY teachers will be provided with a deeper level of training on the NYSUT Teacher Practice Rubric as part of additional APPR related professional development sessions.

Research for Better Teaching's foundational course for building teachers' capacity is being provided to all instructional coaches and offered to teachers in Priority Schools to promote learning and increased student achievement. While supplying an overview to a comprehensive model of the knowledge base on teaching, this course focuses on several areas in depth, including planning lessons that are clear and accessible to all students; communicating high expectations; and using a variety of assessments to inform planning, teaching, and reflecting on lessons. Participants learn how to collect and analyze data and how to respond to data by drawing on research-based instructional strategies. In addition, the course consistently emphasizes the need to understand and respect our students' diverse cultural backgrounds. This work has been funded through a combination of SIG 1003(g) and RTTT funds.

These same funding sources have been used to provide every BCSD school with a trained SBIT consisting of the principal, school counselors, attendance teacher, coaches, and classroom teachers. The team participates in a 38-hour class to learn about a structured process of collaborative inquiry to increase professional community, effective uses of data, and student achievement. The approach focuses on development of the SBIT and guides the data teams through a process of building a foundation, identifying a student learning problem, verifying causes of student learning problems, generating and monitoring solutions, and achieving results. Through this program, school-based data teams learn how to lead a process of collaborative inquiry and to influence school culture to be one in which data are used continuously, collaboratively, and effectively to improve teaching and learning. During and after completion of the course, school teams are supported by three annual on-site coaching visits.

v. Year One Implementation Period—Training

Please see attached chart District-offered training events – Year One Implementation Period

v. Year One Implementation Period—Training

Timeframe	Event	AIR Staff
Tentatively: Week of June 6 – email briefing packet Week of June 20 – online conference	Principal Orientation to Transformation Leadership Network Support <ul style="list-style-type: none"> Identifying and preparing the School Leadership Team Overview of summer training sessions and ongoing support DTSDE rubric - self assessment 	Traci Karageorge
Proposed Dates: June 26- 27	Inaugural Summer Kick-off TLLN: 2-Days / SIG Cohort 4 and 4.5 (Sig cohort 3 TBD) <ul style="list-style-type: none"> Focus: Turnaround /Transformation leadership competencies, effective planning, implementation, and monitoring for effectiveness, 30-60-90 day and quick win planning, developing a communication plan, fostering a learning network 	Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle Traci Karageorge
One day of concurrent sessions: August 27-29	Summer Training Session: 1 Days – SIG Cohort 1 and 2 <ul style="list-style-type: none"> Focus: Aligning resources for sustained improvement, monitoring and evaluation for impact, using Early Warning Data to identify and intervene with struggling students 	Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle Traci Karageorge
	Summer Training Session 1 Days – SIG Cohort 5 <ul style="list-style-type: none"> Focus: implementation planning; monitoring for quality and impact 	
	Summer Training Session 1 Days – SIG Cohort 4 and 4.5 (Sig cohort 3 TBD) <ul style="list-style-type: none"> Complete and review the 30-60-90 day implementation plan and quick win. Translate the implementation plan into the project implementation tool for ongoing monitoring. Map the professional development foci and supports for the school year (?)Develop a comprehensive strategic communication plan for internal and external stakeholders regarding SIG initiatives 	
<i>Final SIG Cohort Participation to be finalized in the following</i>		
September, 2013 Proposed Dates: Coaching: Sept. 23-27	First on-site coaching visit: One full day <ul style="list-style-type: none"> Focus: Implementation of quick wins and 30-day plan Leadership Team – protocols, communication with other school teams, roles and responsibilities for administrators, staff, and facilitators for monitoring student needs and progress schoolwide 	Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle
September, 2013 Conference Call: Sept. 30	Conference Call <ul style="list-style-type: none"> Coaches, Community Superintendents, and other relevant staff and service providers to provide update on various initiatives, share progress, identify shared concerns, and coordinate supports 	Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle Traci Karageorge BCSD Staff
October, 2013 Proposed Dates:	First Quarterly Training Transformation Leadership Learning Network <ul style="list-style-type: none"> Focus: support principal planning and establishing of 	Nancy Sticksel Loretta Blanks Ursula Hill

Timeframe	Event	AIR Staff
This would be best planned to follow the first round of benchmark testing	<p>expectations, processes, and tools that will ensure teacher use of data to plan instruction and principal use of data to inform decision-making (introduce continuum and teacher roster instrument /connect with APPR -- support for teachers)</p> <ul style="list-style-type: none"> Review first quarter implementation progress on improvement and communication plan Introduce Sharing Success & Solving Problems protocol (for use in February quarterly training) 	<p>Carla Hulce Ray Myrtle Traci Karageorge</p>
November, 2013 Proposed Dates: Coaching: Nov. 4-	<p>Second on-site coaching visit: One full day</p> <ul style="list-style-type: none"> reflection on Turnaround/Transformation Competency self and 360 degree assessment 	<p>Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle</p>
November, 2013 Conference Call: TBD	<p>Conference Call</p> <ul style="list-style-type: none"> Coaches, Community Superintendents, and other relevant staff and service providers to provide update on various initiatives, share progress, identify shared concerns, and coordinate supports 	<p>Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle Traci Karageorge BCSD Staff</p>
December, 2013 Proposed Dates: Dec. 4 and 5 (school leadership teams attend for one-day only)	<p>Second Quarterly Training Transformation Leadership Learning Network (1-day for leadership team, schools will be divided into two cohorts and attend a one-day reality check)</p> <ul style="list-style-type: none"> Focus: Reality Check for SIG implementation progress 	<p>Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle Traci Karageorge</p>
January, 2014 Proposed Dates: Coaching: Jan. 27-31	<p>Third on-site coaching visit: One full day</p>	<p>Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle</p>
January, 2014 Conference Call: TBD	<p>Conference Call</p> <ul style="list-style-type: none"> Coaches, Community Superintendents, and other relevant staff and service providers to provide update on various initiatives, share progress, identify shared concerns, and coordinate supports 	<p>Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle Traci Karageorge BCSD Staff</p>
February, 2014 Proposed Dates: Feb. 19 and 20	<p>Third Quarterly Training Transformation Leadership Learning Network (2 Days – All schools, Option: principals only)</p> <ul style="list-style-type: none"> Understand the BPS systems, forms, processes, and responsibilities around school-based budgeting (<i>delivered in conjunction with appropriate BPS district staff</i>) Engage in a process to align the school budget and other resources in support of the SIG and/or SCEP Potentially differentiated sessions based on principal and team needs (data from other supports) 	<p>Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle Traci Karageorge</p>

Timeframe	Event and initiative areas)	AIR Staff
March, 2014 Proposed Dates: March 10 - 14	Fourth on-site coaching visit: Full or half-day as determined by coach and support staff	Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle
April, 2014 Proposed Dates: Coaching: April 7 – 11	Fifth on-site coaching visit: Full or half-day as determined by coach and support staff	Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle
April, 2014 Conference Call: TBD	Conference Call <ul style="list-style-type: none"> Coaches, Community Superintendents, and other relevant staff and service providers to provide update on various initiatives, share progress, identify shared concerns, and coordinate supports 	Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle Traci Karageorge BCSD Staff
May, 2014 Proposed Dates: May 12- 16	Sixth on-site coaching visit: Full or half-day as determined by coach and support staff	Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle
June/July , 2014 Proposed Dates: June 24 - 27	4-day Second Annual Summer Leadership (All schools, full leadership teams) <ul style="list-style-type: none"> Focus: Sharing successes and lesson learned, inducting new leaders and team members, revising and updating SCEP/SIG plans 	Nancy Sticksel Loretta Blanks Ursula Hill Carla Hulce Ray Myrtle Traci Karageorge

AIR's Year Long Instructional Coaching Support System				
Module 1: This module is designed to build participants' understanding of the coach's role in relation to teachers and the principal. Participants will anticipate challenges to the coach's role and identify solutions.				
Duration: Full day of training led by Kavatus Newell				
Date: September 2013 (<i>exact date TBD</i>)				
Essential Coaching Element	Culture of Development	Framework for Executing coaching	Focus on Teaching Practices	Levers for Sustainability
	Participants will understand trust as a coaching norm, unpack professional teaching standards, and align coaching with other professional teaching standards.	Participants will understand the coach's roles in school and teacher development and learn to develop principal-coach relationships.	Participants will prepare for classroom scripting, and solidify content and instructional priorities.	Participants will prepare for coaching entry, anticipate start-up challenges and identify systemic priorities for coaching.
Module 2: This module is designed to help coaches differentiate support based on teacher goals and data. Coaches will learn to use data to provide effective feedback that support teacher-goals and affect student-outcomes.				

Duration: Full day of training led by Kavatus Newell				
Date: November 2013 (<i>exact date TBD</i>)				
Essential Coaching Element	Culture of Development	Framework for Executing coaching	Focus on Teaching Practices	Levers for Sustainability
	Participants will prepare for coaching with professional teaching standards, clarify the role of the coach in teacher professional development, and learn to differentiate the work with beginning teachers.		Participants will understand key data sets and prepare for high-stakes testing – role of the coach, learn scripting strategies, and develop skills for giving effective, data-driven feedback.	Participants will review teacher goal setting and understand the interplay of coaching and teacher evaluation
Module 3 : This half-day training is designed to provide participants strategies and skills to effectively work with resistant teachers. Coaches will learn how to use coaching data to conduct coaching conferences.				
Duration: ½ day of training; ½ day of shared coaching led by Kavatus Newell				
Date: January (<i>exact date TBD</i>)				
Elements of Essential Coaching	Culture of Development	Framework for Executing Coaching	Focus on Teaching Practices	Levers of Sustainability
	Participants will build strategies for working with resistant teachers, prepare for coaching’s difficult conversations, and unpack the role of the coach in teacher growth plans.	Participants will reflect on progress toward goals and unpack and plan adjustments based on coaching data.	Participants will prepare for high-stakes testing – working with teachers, broaden the menu of coaching tools for classroom observation, and deepen skills for giving effective, data-driven feedback.	Participants will learn to build advocacy skills around coaching effectiveness.
Module 4: Building on Module 3, participants will deepen their abilities to provide effective, data-driven feedback to support teacher-goals and student-outcomes.				
Duration: ½ day of training; ½ day of shared coaching led by Kavatus Newell				
Date: March (<i>exact date TBD</i>)				
Elements of Essential Coaching	Culture of Development	Framework for Executive Coaching	Focus on Teaching Practices	Levers of Sustainability
	Participants will build strategies for working with resistant teachers, prepare for coaching’s difficult conversations, and unpack the role of the coach in teacher growth plans.	Participants will reflect on progress toward goals and unpack and plan adjustments based on coaching data.	Participants will prepare for high-stakes testing – working with teachers, broaden the menu of coaching tools for classroom	Participants will learn to build advocacy skills around coaching effectiveness.

			observation, and deepen skills for giving effective, data-driven feedback.	
<p>Module 5: This module is designed to provide coaches with the skills to recognize barriers to progress, including teachers' beliefs and dispositions, and to problem solve for an effective outcome.</p>				
<p>Duration: Full day of training led by Kavatus Newell</p> <p>Date: April (<i>exact date TBD</i>)</p>				
Elements of Essential Coaching	Culture of Development	Framework for Executive Coaching	Focus on Teaching Practices	Levers of Sustainability
	Participants will broaden strategies for building trust, prepare for staff transitions, and acknowledge distracters and advocate for solutions.	Participants will reflect on progress toward goals, unpack and plan adjustments based on coaching data, and reflect on effectiveness of the principal-coach relationships.	Participants will strengthen skills for coaching around beliefs and dispositions, deepen skills for giving effective, data-driven feedback, and review content priorities and plan adjustments for coherence.	Participants will understand the leadership aspect of coaching, and review systemic priorities for coaching and plan adjustments for coherence.
<p>Module 6: Participants will reflect on coaching practices and outcomes and use "lessons-learned" to create action plans.</p>				
<p>Duration: Full day of training Led by Kavatus Newell</p> <p>Date: May (<i>exact date TBD</i>)</p>				
Elements of Essential Coaching	Culture of Development	Framework of Executive Coaching	Focus on Teaching Practices	Levers of Sustainability
	Participants will reflect on outcomes, align work with rising priorities, and create summer action plans.			

E. External Partner Recruitment, Screening, and Matching

i. Recruiting and Selecting External Partner Organizations; and Procurement and Budget Timelines

In order to partner with external providers, Priority Schools must have selected providers approved by the district. BCSD is working to establish a yearly cycle to create an approved list of external partners with whom the Priority Schools can work to secure necessary supports. It is our intention to refine the process this year, so that we have a reliable system to identify and vet external providers. For school year (SY) 2013–14, we will be implementing the following cycle:

Table 2. BCSD Timetable of Partner Recruitment, Screening, and Matching, SY 2013–14

November 2013	Request for Proposal (RFP) released: <ul style="list-style-type: none"> ▪ Posted on website ▪ Distributed through normal RFP channels ▪ Shared directly by schools with partners with whom they wish to engage
December 2013	Proposal submitted and ranked
January 2014	List of approved providers finalized
February 2014	District and school staff meet with approved providers
March 1, 2014	Schools select partners
March 31, 2014	Schools finalize scope of work and proposed budgets
April 2014	Partner budget and scope review by district staff
May 2014	Partner budget and scope submitted to school board for approval
June 2014	Contracts finalized with partners

BCSD launched its process during the 2012–13 school year. In December 2012, the district engaged in an RFP protocol that followed Regulation 5420.R.1 of BCSD’s *Administrative Manual for Non-instructional/Business Operations Procurement Guidelines*. The supervisor of in the Office of School Innovation and Turnaround (OSIT – this office no longer exists and staff is currently being reassigned under the district’s reorganization) was charged with preparing the RFP (12-13-053) to acquire competitive bids for several types of instructional services for current and new SIGs. American Institutes for Research guided the process with exemplars, articles, and research on how to attract high-quality partners. BCSD’s director of purchasing and the associate superintendent for school innovation and turnaround reviewed the drafts and made suggestions to improve the quality of the RFP. The superintendent of schools approved the RFP

in December 2012. The director of purchasing published the RFP in accordance with district policy. The closing date for responses was January 8, 2013, at 11:00 a.m. Seventeen proposals were received. The supervisor of secondary education (this position is also changing under the district's reorganization) met with the director of purchasing to determine the procedure for rating each proposal. A rubric and a rating sheet were developed and prime stakeholders were contacted to read and score each proposal. District personnel, principals, prime stakeholders, and community leaders participated in the RFP rating process.

Our RFP competition response was not as robust as we had hoped, and it is our intention to prepare another RFP competition to solicit a more vigorous response. During the drafting of the school plan, schools identified organizations with whom they wished to partner. When we republish the RFP, direct notice will be sent to those partners who did not participate in the first round.

Schools that selected approved providers will begin to develop formal scopes of work so that, upon approval from NYSED, the school and district can work together to prepare the necessary documents for Board of Education approval. OSIT will follow the documented consultant contract protocol set forth by BCSD's legal and finance departments and will execute a consultant contract no later than September 1, 2013.

For schools that selected partners who have not been approved by the district, it is our intention to finalize the approval process by July 31, 2013. The RFP will be re-released in June, with responses due by July 1st. Proposal will be vetted and rated during the month of July, with the list of external providers finalized by the end of the month, ensuring that the principal will be involved in the selection process of partners who will support the school in the 2013-14 school year.

F. Enrollment and Retention Policies, Practices, and Strategies

Table 1. School Enrollment Characteristics

Priority School	Enrollment	Percentage of ELL Students	Percentage of SWDs	Percentage Below Proficiency in ELA	Percentage Below Proficiency in Mathematics
66	352	0%	16.3%	80.9%	80.9%

As shown in Table I, North Park Middle hovers around the district average enrollment of 14.7 percent SWDs. Twenty-eight schools in BCSD have percentages lower than the overall district average of SWDs. Thirteen schools have the same percentage or higher, of which five schools are priority schools. Each school in BCSD has its own continuum of services to ensure that SWDs are in the least restrictive environment possible in their respective schools.

The district average for students performing below proficiency in ELA is 72.2 percent and 76.3 percent in mathematics. North Park Middle has 8 percent more students performing below proficiency than the district average. Students with disabilities needing RR/CT/ICT services have school choice, just as every other district student has. Special education class students, with the exception of New York State Alternate Assessment students, are accessing the general curriculum. All SWDs have the opportunity to take the entrance exams for criteria-based schools and may attend if they meet the criteria. Each school in BCSD offers some level of service for SWDs. Students in Grades K–6 students have access to response to intervention programming.

Two years ago, the Associate Superintendent for Educational Services, Dr. Will Keresztes, designed and implemented a plan for enrollment equity. The two schools with the highest percentage of SWDs were targeted to reduce that percentage, and the three schools with the lowest percentage were targeted for an increase. This has been successful in four of the five schools. In addition, this plan requires that consideration be always given to the percentage of SWDs when opening or closing classrooms. The Placement Office and special education administrators carefully consider the continuums in each building. SWDs are encouraged to take entrance exams for criteria-based schools regardless of their current level of service. There are no incentives in BCSD for taking SWDs.

In accordance with the Regulations of the Commissioner of Education Part 200, the district provides specially-designed instruction through the adaptation of the general education curriculum. In addition, programs providing an alternate methodology such as computer-based programs are in place or will be in place for the 2013-2014 school year in many of the district's special class settings. The implementation of the Rethink Inclusion Program in our Integrated Co-Teaching classes will provide an additional means of specially-designed instruction in the general education setting beginning next school year.

Because more than 45 percent of BCSD school are priority schools, we must broaden and differentiate our approach to serving them. We know that in a district this size, it is critical that

these schools have the supports they need to effectively implement the turnaround and transformation plans while also meeting district, state, and federal requirements. As part of a strategic planning process, the district superintendent is working to coordinate the strategies set forth in the Race to the Top systemic supports grant, the SIG plans, and so forth, to ensure that all grants and programs operating in BCSD focus on increasing access to diverse and high-quality school programs for the district's lowest-performing students. The enrollment of students performing below proficiency will be capped at this school.

G. District-Level Labor and Management Consultation and Collaboration

i. Consultation and Collaboration Process

The Buffalo City School District (BCSD) process to develop plans for each Priority School emphasizes consultation and collaboration with school leadership and teachers. The NYSED schedule by which each Priority School is required to implement a whole-school reform model as part of its Comprehensive Improvement Plan was shared in October 2012 with the BCSD Board of Education. In December, the district's superintendent met with the president of the administrators' collective bargaining association, all principals whose schools will implement school reform in the 2013–14 school year, and their chief of school leadership to review the requirements of the SIG application, begin research around school turnaround, review the collected data, discuss the model, and begin developing plans with their staffs. On December 12, 2012, the BCSD board approved the model for each school, and on January 7, 2013, school-based management (SBM) teams from identified BCSD transformation schools convened with district staff and facilitators from AIR to review school-specific data relative to the core SIG focus areas. Typically, each school's SBM included its union representative, other school teacher-leaders and, in many instances, the school's current principal and assistant principal. Details of this meeting can be found in Section J of the school plan.

On January 14 and January 15, 2013, meetings with teachers and school leaders were held at the school. Prior to these meetings, staff was provided with drafts of the school's educational plan, which was based upon feedback from the SBM meeting of January 7th. The intent of this second meeting was to inform all teachers and leaders of the SIG process, communicate the vision for the school's successful turnaround, and gather teacher insight and feedback. All meetings were well attended, and information that was gathered was incorporated into BCSD's SIG plans. Feedback from these meetings was collected and synthesized in the second draft of the school's plan.

Following the submission of SIG applications in January 2013, school teams were reconvened on February 21, 2013 to provide support for the continued refinement of their plans. Upon notice that four schools' applications were not approved, the teams were provided with the state's feedback and then reconvened on May 2nd and provided with additional support to continue the development of their plan. The next week, staff from AIR visited each school and continued working with the school teams to help them further refine their plans. Once the plans were drafted, the principal was charged with circulating them among all staff for review and feedback during the week of May 27th.

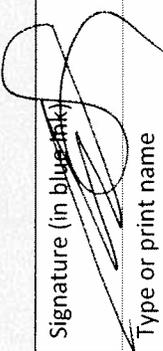
ii. Consultation and Collaboration Form

Please see Attachment A for the Consultation and Collaboration Form

Attachment A
Consultation and Collaboration Documentation Form

The U.S. Department of Education School Improvement Grant guidelines, under Section 1003 (g) require LEAs to consult and/or collaborate with various groups in the development of this SIG application. This form must be completed and submitted to NYSED as a part of this complete SIG application in order to document that appropriate consultation/collaboration has occurred or was attempted with constituency groups as follows:

1. Representatives of constituency groups who sign the form under their name/title are affirming that appropriate consultation has occurred. (The signature does not indicate agreement).
2. For representatives or constituency groups who have consulted with the LEA but whose signatures are unobtainable, supporting documentation providing evidence of consultation and collaboration efforts (e.g., meeting agendas, minutes and attendance rosters, etc.) must be maintained by the LEA and a summary of such documentation must be completed in the "Summary Documentation" box and submitted to NYSED on this form.

<p>Principals Union President / Lead</p> <p>Signature (in blue ink)</p>  <p>Type or print name Crystal Barton</p>	<p>Date</p>	<p>Summary Documentation if Signature is Unobtainable if the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the Priority School identified in this SIG application.</p>
<p>Teachers Union President / Lead</p> <p>Signature (in blue ink)</p>  <p>Type or print name Philip Rumore</p>	<p>Date 12/11/13 over 6 Jan 2014</p>	<p>Summary Documentation if Signature is Unobtainable if the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the Priority School identified in this SIG application.</p>
<p>Parent Group President / Lead</p> <p>Signature (in blue ink)</p> <p>Type or print name</p>		

Attachment A
 Consultation and Collaboration Documentation Form

The U.S. Department of Education School Improvement Grant guidelines, under Section 1003 (g) require LEAs to consult and/or collaborate with various groups in the development of this SIG application. This form must be completed and submitted to NYSED as a part of this complete SIG application in order to document that appropriate consultation/collaboration has occurred or was attempted with constituency groups as follows:

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Type or print name		
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Signature (in blue ink)		
Type or print name		
Parent Group President / Lead	Date	Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the Priority School identified in this SIG application.
Signature (in blue ink)		6/5/13
Type or print name		
Signature (in blue ink) 		
Type or print name		CHRISTINE GANNON-SALAAM

A. School Overview

i. Mission, Vision, and Goals

The mission of PS 66 North Park Middle Academy (North Park Middle) is to develop self-assured, independent learners who are responsible citizens and contribute positively to the community. North Park Middle Academy leaders and teachers envision a high-performing school in which all students are challenged by a rigorous curriculum, teaching practices and decision-making are data-driven, and an environment of mutual respect leads to increased academic achievement and successful transition to high school. North Park Middle leadership will be responsible for organizing the entire school around a shared vision of high expectations for student learning and creating a school where teachers are supported to ensure success for all students. This grant will provide structure and support to hasten the pace of reform and create lasting change.

In alignment with the needs assessment, the following three goals were identified for North Park Middle's transformation plan:

1. Create a positive school culture and climate where school staff, students, and families work together to ensure the social-emotional development and academic success of each and every student.
2. Increase positive behaviors and decrease discipline incidents that impede student learning.
3. Improve student academic outcomes by implementing a rigorous, vertically aligned curriculum based on Common Core State Standards and designed to address the unique developmental needs of adolescents.

ii. Key Design Elements, Core Strategies, and Key Partnerships

North Park Middle will incorporate the essential elements of standards-focused middle-level schools and programs from the New York State Education Department. The New York State Middle School Association proposes a number of research and evidenced-based best practices for teachers in middle-level classrooms. The following key design elements will enable North Park Middle to transform itself into a high-performing school:

A supportive environment for students who are undergoing a profound life change through a comprehensive and targeted system of academic and social-emotional supports

A comprehensive, challenging, purposeful, integrated, relevant, and standards-based curriculum that continue to emphasize skill development; while at the same time providing substantive instruction in various disciplines

Classroom instruction appropriate to the needs and characteristics of young adolescents

A safe and orderly learning environment supported by a schoolwide positive behavior program and clear and consistent behavior and discipline policies designed to reduce behaviors that interrupt learning

B. Assessing the Needs of the School Systems, Structures, Policies, and Students

i. School-Level Baseline Data and Target-Setting Chart

Please see Attachment B for the School-Level Baseline Data and Target-Setting Chart.

ii. The School Population

North Park Middle serves 353 students in Grades 5–8. None of the students are English language learners and 17 percent are students with disabilities. Approximately 91 percent of the student body is economically disadvantaged. The racial composition at North Park Middle includes 75 percent black, 6 percent Hispanic, 18 percent white and 1 percent Asian, Pacific Islander, or Multiracial. In 2011–12, 19.1 percent of North Park Middle students achieved proficiency or above in English Language Arts (ELA) and 19.9 percent in mathematics. In the same year, 4.5 percent of students with disabilities achieved proficiency or above in ELA and 11.9 percent did so in mathematics. Of the economically disadvantaged students, 18 percent achieved proficiency or above in ELA and 19.9 percent in mathematics. Additionally, no students in Grades 7–8 achieved level 4 in ELA. No students in Grade 8 achieved level 4 in mathematics and only 2 percent of students in Grade 7 did.

North Park Middle is not a community school, meaning 97 percent of the student population is bussed from various communities in the Buffalo area. This has caused a number of issues for the school, including students spending upwards of 50 minutes on the bus each way. As of April 2013, the attendance rate at the school hovers around 90 percent. This places the school 28th out of 38 middle and elementary schools in terms of attendance. Also, students who miss the school bus rarely have other means of transportation to the school, contributing to the low average daily attendance rate. Of respondents in the Youth Behavior Risk Survey, 26 percent report “Transportation Issue” as one of the top three reasons for absence from school.

The school has struggled to make and maintain meaningful familial connections that meet the needs of parent or guardians and students. Because the school is not a neighborhood school and draws its student population from neighborhoods outside of their physical location, the school does not have any connections to the community in which it resides. Additionally, the community has a negative perception of the school, and communications with community members are limited to complaints about student behavior.

More than one half of the students live in neighborhoods where violence is prevalent. According to the most recent Youth Behavior Risk Survey administered by the Buffalo City School District (BCSD) in October 2011, middle school students at North Park Middle are at a higher risk in a number of areas, including: *carrying a weapon; engaging or being injured during a physical fight; tobacco use; alcohol and drug use; and engagement in sedentary activities (watching TV and playing computer games)* to name a few.

Student behavior and discipline are major areas of concern for the school. There are multiple behavior incidents at the school daily. As of May 2013, there have been 258 short-term suspensions, and 17 long-term suspensions of six or more days.

iii. Diagnostic School Review Process

The systemic diagnostic school review process was facilitated by American Institutes for Research (AIR) and included an in-depth review of the school's Integrated Intervention Team report, Joint Intervention Team report, and student behavior and achievement trend data. The school-leadership team reviewed and discussed data collected from the school review process at a BCSD School Improvement Grants (SIG) meeting on January 7, 2013, and May 7, 2013.

The review process ensured full participation of all stakeholders in the review of data and related design of North Park Middle's school improvement plan. During the meeting, school leadership team members read the data reports and through a facilitated and collaborative process identified existing capacity as well as key strengths and challenges that emerged from the data in each of the core SIG focus areas. These key strengths and challenges had to be systemic to North Park Middle and, when addressed, would likely improve school and student achievement. The needs assessment process also included a facilitated session during which school-based management (SBM) teams began to articulate a shared vision for North Park Middle and how it would look at the conclusion of the SIG implementation period in 2016. School leadership teams used worksheets to capture highlights of the meeting to share with the broader school community.

Because this facilitated process requires considerable analysis, thought, and discussion, all key stakeholders gained an in-depth understanding of the data and critical strengths, needs, and system gaps that were used to drive the development of this transformation plan and ensure dramatic improvement in student achievement. Feedback from participants at the end of the needs-assessment meeting included the following comments:

“Collaborative, thought-provoking process”

“It was great to be in an environment where we can safely state our concerns and work with dedicated staff to do what it takes to make changes and positively impact achievement.”

“Time well spent. It's great to see enthusiasm towards change. I'm excited about our school goals.”

iv. Existing School Capacity, Strengths, and Needs as Determined by Diagnostic Review

As a result of the diagnostic school review, the following strengths and systemic gaps and needs were identified in each of the following core areas.

Curriculum and instruction. While pacing guides and assessments are available in some disciplines, many are out of date and not aligned to the Common Core State Standards. There is a need at all levels to have a complete curriculum, pacing guide, and formative assessments that are aligned to Common Core State Standards and to state assessments. As a result, students across the school struggle with basic mathematics skills, writing, reading comprehension, and the generalization of reading skills across the content areas. Common language and definitions of instructional practices are not defined and need to be developed and articulated to ensure high-quality instruction in every single classroom at all times.

Use of time. Common-planning for teachers in Grades 5 and 7 occur once per six-day cycle. During this time, staff members review and analyze student performance data, share best practices and instructional strategies, learn Common Core State Standards, and review student work. However, due to the itinerant staff in the seventh and eighth grades, scheduling consistent common planning time has proven difficult.

Data-driven instruction and inquiry. At the district level, a concerted effort has been made to provide Data Driven Dialogue training and support. North Park Middle has a core team of staff members who are well versed and able to provide training to other staff members in the analysis and understanding of data. However, not all staff members adhere to the expectation of regular data analysis and use. Ongoing facilitation and monitoring of data use is needed. A district warehouse of data is available; however, not all staff members have access to the data they need. There is large void in formative benchmark assessments that are aligned to the Common Core State standards.

Student support. While students in Grades 5 and 6 receive intervention through a 30 minute district-mandated differentiated period, there are large voids at the seventh and eighth grade levels. North Park Middle recently implemented a student orientation for students and families in the incoming fifth grade class. However, the school does not provide an orientation or supports for transition for students as they matriculate from sixth to seventh grade. This is found to be a critical transition period for students as they move from an elementary model to a middle school model of switching classes and multiple teachers. The school identified this lack of systematic transition support as a contributing factor to increased discipline and behavior problems in the 7th grade. While there is a student support team in place at North Park Middle, students with multiple and consistent behavior infractions are not consistently referred for support services. Furthermore, the school noted that the current practice of Check In Check Out (CICO) as a behavior intervention has not yielded the desired decrease in behaviors.

School climate and discipline. School climate and discipline were identified as a priority. Bullying, disrespect, insubordination, and classroom disruption are prevalent across the school. While the school has developed a schoolwide Positive Behavior Intervention and Support program, it has not been implemented consistently or with fidelity across the school. A schoolwide reward system is not in place, nor are there tiers of interventions for students who do not meet behavior expectations.

Parent and community engagement. Family and community involvement at the school is a challenge. Events hosted at the school are not well attended. Reliable transportation is an issue for families who have students attending the school but reside outside of the school's neighborhood. Regular and ongoing contact with parents is not a schoolwide expectation. Staff have expressed that their needs to research and train in how to increase parental involvement and leverage community partners to improve instruction.

v. How the School and BCSD Will Prioritize These Needs During Implementation

Through the systematic school review, the school leadership team identified many connections between structural and systems gaps and student achievement and many areas that need to

improve. Through a consensus decision-making process, the team identified the priority needs as critical areas for further development. Consensus decision making values the sense of unity created by the group's commitment to come to full agreement. To realize the vision of this transformation plan, North Park Middle will maintain a tight focus on these priority needs and critical development areas that will best accelerate student performance and growth. While these areas have been prioritized and a comprehensive plan has been developed to address them, it is critical that all members of the school community understand the core development areas and are invested in the change that must occur. The prioritized needs are reflected in the goals for the SIG period.

Attachment B – School #66
School-level Baseline Data and Target-Setting Chart

SCHOOL-LEVEL BASELINE DATA AND TARGET SETTING CHART	Unit	NYS State Average	District Average	Baseline Data	Target for 2013-2014	Target for 2014-2015	Target for 2015-16
I. Leading Indicators							
a. Number of minutes in the school year	min		63991	66960	66960	66960	66960
b. Student participation in State ELA assessment	%	99*	98*	99	100	100	100
c. Student participation in State Math assessment	%	99*	98*	99	100	100	100
d. Drop-out rate	%	26*	8*				
e. Student average daily attendance	%	93**	86*	92.34	93.30	94.26	95.22
f. Student completion of advanced coursework		30.6^	248/ 15%				
g. Suspension rate	%	5**	20*	41**	39	36	34
h. Number of discipline referrals	num	134772**	6635*	161	151	141	131
i. Truancy rate	%		90.31	7.66	7.24	6.82	6.40
j. Teacher attendance rate	%		89.7	88	88.75	89.25	90
k. Teachers rated as “effective” and “highly effective”	%		N/A	N/A			
l. Hours of professional development to improve teacher performance	num		1439.5	883.5	913.5	943.5	973.5
m. Hours of professional development to improve leadership and governance	num		37.7	107.0	112.0	117.0	122.0
n. Hours of professional development in the implementation of high quality interim assessments and data-driven action	num		946.4	834.25	839.0	844.0	849.0
II. Academic Indicators							
o. ELA performance index	PI	145	104	97	103.44	109.88	116.32
p. Math performance index	PI	157	110	95	101.56	108.56	114.68
q. Student scoring “proficient” or higher on ELA assessment	%	55.1	27.85	19.12	23.63	28.14	32.65
r. Students scoring “proficient” or higher on Math assessment	%	64.8	29.94	19.09	24.15	29.21	34.27
s. Average SAT score	score	1488	1214.0				
t. Students taking PSAT	num	N/A	N/A				
u. Students receiving Regents diploma with advanced designation	%	30.6*	12*				
v. High school graduation rate	%	74*	50*				
w. Ninth graders being retained	%		14				
x. High school graduates accepted into two or four year colleges	%	80**	80*				

*2007 cohort (2010-11)

**2006 cohort (2009-10)

^ 2007 cohort (2010-11) – based on Advanced Designation Regents Diploma

C. School Model and Rationale

i. Rationale for Transformation Model, Key Design Elements, and New School Design

The RAND Corporation's 2007 study of Philadelphia provides insight into the effectiveness of the transformation model. Of the 86 low-performing schools that the city's reform commission identified for major improvements, 21 schools underwent "restructuring," a series of strategies that included intensive professional development and close district oversight, strategies that most resemble the SIG transformation model. RAND found students in restructured schools performed better in mathematics after three years and in reading after the first year, while the other SIG models the district adopted had no impact (Gill, Zimmer, Christman, & Blanc, 2007).

Four BCSD schools were awarded transformation grants in Cohort 1 and are currently in their third year of implementation. Two schools were awarded transformation grants in Cohort 2 and are currently in their second year of implementation. We have learned the most from our experience with the transformation model because it has been implemented for the longest period of time, with some adjustment to the original plan due to inconsistent funding. Of the four BCSD schools in Cohort 1, two have shown measureable progress, reinforcing the effectiveness of this intervention. Of the other two schools in Cohort 1, the high school has shown progress in improving its graduation rate. Because this model has been implemented over several years in six schools, we believe it is the best model to select for this school

The theory of action of the transformation model states that the existing configuration of leadership and instructional personnel at North Park Middle has not created a learning environment in which students are succeeding. To dramatically change the environment for the benefit of the children currently enrolled in the school, the adults must change. Under transformation, change entails change of leadership as well as behavioral change by instructional personnel.

The selection of the transformation model is suitable for North Park Middle given the past achievement results, past improvement efforts, and community context. As a requirement of the transformation model, the district will replace the current principal with a highly capable school leader with a track record of transformation or clear potential to successfully lead a transformation. Currently the human resources department is working with AIR to implement a rigorous recruitment and selection process for school leaders with critical characteristics and competencies for school improvement. While there is evidence of pockets of strong instructional staff capacity at North Park Middle, the key lever for improvement is the guidance of a strong instructional leader with specific competencies for school transformation.

Currently three schools are implementing a turnaround model funded by a SIG in the 2012–13 school year. Given the district's policy environment and its contextual factors (e.g., availability of staff replacement), the turnaround model is not a viable option for North Park Middle. The district is working with its collective bargaining association to formalize a screening process to hire teachers to replace those who were reassigned in response to the model's requirement to replace 50 percent of staff.

BCSD is committed to improving school performance and student outcomes. To that end, the district is undergoing strategic and dramatic reorganization. The key components of the transformation model clearly align with current reorganization efforts of the BCSD. Through the current and ongoing reorganization, the district is redefining its role as a service and technical assistance school support organization and has created systems and structures that will support the key components of the transformation model:

- Implement a rigorous staff evaluation and development system in order to develop effective teachers and school leaders
- Institute comprehensive instructional reform
- Increase learning time and community-oriented supports
- Provide greater operational flexibility and support for the school

New district structures improve the ability to fully support the implementation of the transformation model and provide effective oversight. Priority schools will be organized under two out of four chiefs of school leadership. This structure will allow for targeted support and oversight of implementation of the transformation model. The chiefs of school leadership and their reorganized office were designed to streamline the supports and services schools with SIGs.

ii. Process by Which Model Was Chosen

The district began its model selection process by developing a school profile that included the characteristics of North Park Middle and its students, leader background and core competencies, and instructional staff profiles. The district then conducted an assessment of the supply of external partners or provides available to lead the effort. Additional consideration was given to district policies and collective bargaining agreements that currently address, limit, create barriers, and provide support for each of the intervention models.

BCSD then sought to identify the improvement strategy that would yield the most immediate and substantial gains in learning and school success for students now attending this school. Our evaluation was based on findings of the school review that was conducted by an integrated intervention team and of the needs assessment that was conducted in conjunction with an SBM team.

The following questions guided the selection of the intervention model:

1. How will the district select a new leader for the school, and what experience, training, and competencies will the new leader be expected to possess?
2. How will the district enable the new leader to make and sustain strategic staff replacements?
3. What is the district's own capacity to support the transformation, including the implementation of required, recommended, and diagnostically determined strategies?
4. What changes in decision-making policies and mechanisms (including greater school-level flexibility in budgeting, staffing, and scheduling) must accompany the transformation?

5. How will the district support the new leader in determining the changes in operational practice (including classroom instruction) that must accompany the transformation, and how will these changes be brought about and sustained?

Based on recommendations from the state-appointed distinguished educator, Judy Elliot, BCSD is working to develop a district-level strategic plan that fully supports the requirements of the transformation model, including the following:

- Recruiting and hiring school leaders with the experience, training, and skills needed for dramatic school improvement
- Selecting and implementing an instructional model based on student needs
- Establishing district- and schoolwide systems to ensure the continuous use of data to inform and differentiate instruction
- Providing sufficient operational flexibility, including moving toward a decentralized, school-based system of professional development and budgeting
- Conducting monthly “principal meetings” for priority school principals in order to build skill and capacity to use data to drive instructional decisions and to create opportunities for schools to break out by level (elementary, middle, high school)
- Building autonomy and authority for principals to make on-site, data-based decisions to accelerate improved student outcomes
- Reorganization of the district and implementation of a district-level systemic supports grant to ensure ongoing technical assistance

D. School Leadership

i. Characteristics and Core Competencies of the School Principal

To ensure each priority school will be transformed into a culture of learning and high student success, the Office of School Innovation and Turnaround has identified specific leadership competencies for turnaround principals to successfully produce dramatic gains in student achievement. These competencies are outlined in *School Turnaround Leaders: Competencies for Success* (Public Impact, 2008) and address four major categories: driving for results, influencing for results, problem solving, and showing confidence to lead.

The principal selection process for this cohort of priority schools will be rooted in these core competencies. Given the new superintendent's successful tenure as a turnaround principal in Charlotte-Mecklenburg, North Carolina (2002–06), the BCSD is in a strong position to identify and select new principals with the following competencies, as set forth by Public Impact:

Driving for results cluster. This cluster of competencies is concerned with a turnaround leader's strong desire to achieve outstanding results and the task-oriented actions required for success. Competencies in this cluster include the following:

- Achievement
- Initiative and persistence
- Monitoring and directiveness
- Planning ahead

Influencing for results cluster. This cluster of competencies is concerned with motivating others and influencing their thinking and behavior to obtain results. Turnaround leaders cannot accomplish change alone but instead must rely on the work of others. Competencies in this cluster include the following:

- Impact and influence
- Team leadership
- Developing others

Problem-solving cluster. This cluster of competencies is concerned with a turnaround leader's thinking applied to organizational goals and challenges. It includes data analysis to inform decisions, making clear logical plans that people can follow, and ensuring a strong connection between school learning goals and classroom activity. Competencies in this cluster include the following:

- Analytical thinking
- Conceptual thinking

Showing confidence to lead. This competency, essentially the public display of self-confidence, stands alone and is concerned with staying visibly focused, committed, and self-assured despite the barrage of personal and professional attacks common during turnarounds.

ii. Selected Principal

Advertisements were placed on several educational websites including, but not limited to, Education Week-TopSchooljobs.org, American Association of School Administrators, School Administrators of New York, National Society of Black School Educators, and several other educational websites and print media (local and national). There are a total of 39 applicants from across the country including Texas, Virginia, Arkansas, California, Georgia, Missouri, Nevada and various cities in New York State. Initial screenings will take place the week of May 28th, with Round 1 interviews (including telephone interviews) the week of June 10th and Round 2 and 3 (Superintendent) interviews the week of June 17th. Final selections will be made by June 24th.

iii. Supporting Leadership Positions—Job Descriptions and Duties

To ensure the necessary conditions for success are in place, the district will hire a School Administration Manager (SAM), following the model created by Mark Shellinger with support from the Wallace Foundation. The SAM will oversee the school improvement work.

The SAM will meet with the principal, assistant principal, and instructional leaders (coaches, building reading and mathematics teachers) each day to schedule instructional leadership time, reflect on impact, and develop a structure in the school for staff members to address management issues efficiently without pulling the principal from instructional work. In addition to providing direct support to the school leadership, the SAM will manage the grant and associate site visits, serve as a substitute for the principal and assistant principals when they attend professional development, and identify and integrate best practice in the school.

This position will be funded for the life of the grant to provide additional support as the leadership team builds its capacity. It is envisioned that at the end of the grant period, the SAM will have the core competencies of a turnaround principal and will be prepared to lead a school of his or her own. This will lay the groundwork for BCSD to create its own pipeline of turnaround leaders.

Turning around struggling schools involves a complex change strategy, and both the assistant principal and SAM (the equivalent of a school improvement manager) play critical roles. One of the first steps in supporting priority schools through the change process begins with providing principals and assistant principals with the tools, training, and strategies they need to focus more time on instructional leadership.

BCSD began work with the National SAM Innovation Project (NSIP) in September 2010. NSIP uses an independently validated process to change a principal's use of time, a necessity in the successful transformation of schools. The goal of NSIP is to direct a greater percentage of principal time to teaching practice, student learning, and school improvement, rather than management responsibilities. By continually assessing how time is used (managerial, instructional, or personal), leaders of school change develop strong instructional leadership.

Through NSIP, the newly hired principal and assistant principal are trained to increase their interactions around instruction with teachers, students, and decision-making groups in the building. They work together to analyze how time is being spent and how to shift time-consuming managerial duties to others. Using an online calendar, Time Track from the NSIP

project, the principal, the assistant principal, and SAM monitor their progress toward increasing instructional leadership time. A time coach meets monthly with the team.

National research proves this process works. Changes in a principal's use of time leads to improved teacher practice, increased student achievement, and increased parent engagement. Data reports of Persistently Low Achieving school- Year 1 Cohort 1 principals are showing positive early results. Some findings from the project include the following:

- Principals' time devoted to instruction tasks rose.

- Some instructional leadership areas increased more than others.

- Some schools showed improvement in student achievement gains.

1. Assistant Principal(s)

Qualifications. Candidates must hold a Master's degree and one of the following certificates by the time of the appointment: New York State School Administrator, New York State School Supervisor, School District Leader, or School Building Leader. Candidates must have a minimum of five years of certificated teaching or supervisory experience. Candidates with prior assistant principal or administrative experience in an urban school district or in a district with a large urban population are preferred.

Responsibilities. The assistant principal will assist the principal in carrying out the following responsibilities:

Instructional leadership

- Create and communicate a comprehensive education plan aligned with BCSD's vision and goals to turnaround a persistently lowest achieving school.

- Conduct classroom observations and evaluations of teachers that lead to positive changes in teacher practices and increased student outcomes.

- Assess the strengths and areas in need of improvement of faculty and staff based on a sound knowledge base.

- Communicate schoolwide changes and anticipated actions with the support of data.

- Work to develop and maintain clear lines of communication and collaboration between staff, administrators, students, and parents for the purpose of increasing student outcomes.

- Act as SAM.

- Manage the principal's schedule to ensure instructional leadership.

- Meet daily with the principal to schedule instructional leadership time, reflect on impact, and develop a first responder structure in the school.

Teaching and learning

- Establish priority areas for instructional focus and make necessary changes in those areas to strengthen teaching and improve student learning.

Ensure that all school leaders and instructional staff monitor progress regularly and systematically make adjustments to strengthen teaching and student learning.

Curriculum

Collaboratively conduct a comprehensive curriculum review to ensure that the curriculum aligns with state and local standards and meets the needs of all students in the school, including students with disabilities and English language learners.

Rigorously monitor the alignment of the written, taught, and assessed curriculum using scope and sequence documents and pacing calendars.

Establish a schoolwide data team that sets the tone for ongoing data use to

Define critical teaching and learning concepts.

Develop a written plan that articulates activities, roles, and responsibilities.

Provide ongoing data leadership.

Provide supports that foster a data-driven culture within the school to

Designate a school-based facilitator who meets with teacher teams to discuss data.

Dedicate structured time for staff collaboration.

Provide targeted professional development regularly.

Infrastructure for student success

Enthusiastically recruit highly qualified staff members who have the needed specialized skills and competencies for positions in the school.

Consider common goals for quick wins, such as changing the school's use of time and improving access to resources and the physical facilities.

Foster a positive school climate where student discipline concerns are addressed in a manner that promotes student responsibility and mutual respect.

Professional development

Arrange for targeted professional development based on analyses of achievement and instruction and differentiated according to teacher needs and the subject areas targeted for instructional improvement.

2. School Administrator Manager

Scope of responsibilities. The SAM must provide instructional, administrative and organizational leadership and management of the SIG plan as well as coordinate and communicate with principal to ensure compliance with district, federal and state mandates. The SAM will be responsible for supporting the initiatives, programs and activities of the SIG and work collaboratively with the principal, content staff, and district offices to ensure alignment of initiatives and that the initiatives have a positive effect on teaching and learning. The SAM will select and provide a professional development plan for the staff based on a needs analysis that aligns with the goals of the SIG plan and provide critical assistance to campus leadership and content staff around data analysis, verification of alignment, training and building capacity of

staff to improve instruction through data-informed decision making. The Sam will also manage implementation of the SIG plan, including supervision of initiatives, compliance monitoring and reporting, and oversight of budget and purchasing compliance.

Performance responsibilities. The principal may assign the following duties:

Assume responsibility for administration of the school in the absence of certificated administrators.

Oversee implementation and effectiveness of all aspects of the SIG plan.

Supervise and evaluate staff.

Coordinate and provide support and professional development to teachers and staff to improve teaching and learning.

Work with content and grade-level teams in program planning.

Monitor and review all state, district-level, and school-level data.

Monitor student attendance and coordinate an effort to improve student attendance.

Coordinate development and participation in school-level planning and the review of implementation and effectiveness.

Plan and coordinate to maintain a positive, safe learning environment for students by assisting with student behavior management.

Promote the school and BCSD through positive relations with the community, businesses, parents, and students.

Complete TimeTrack with the principal and selected assistant principals/teacher coaches each day. The SAM will meet individually daily with each TimeTrack user and schedule instructional leadership time beyond the goal and examine the impact on teacher practice and student achievement.

Plan for and provide orientation, transition, and school program information to students, parents, and staff.

Performs other duties as assigned.

Minimum qualifications. The minimum qualifications are as follows:

Master's degree and New York State School Administrator or equivalent certification

Supervision experience in a public school

Demonstrated ability to communicate effectively and manage conflict and work on a team

DESIRABLE QUALIFICATIONS

1. Four or more years supervisor experience in an urban school

Experience in school turnaround

Proven ability to improve student achievement

iv. Current Supporting Leadership Profile

The school leadership team is currently comprised of the principal and assistant principal. The current assistant principal assists in the development of the SCEP, oversees schoolwide data analysis, and conducts observations of teaching practice. The assistant principal manages a number of complex projects and tasks.

The new principal will utilize a number of data points to determine whether the current assistant principal is a best fit for the school as the leadership team is built. Specifically, the principal will review the most recent ratings on the newly developed Annual Professional Performance Review. The new principal will also undergo training by the human resources department in conjunction with AIR to identify and select an assistant principal and SAM who exude the characteristics and core competencies outlined in *School Turnaround Leaders: Competencies for Success* (Public Impact, 2008).

E. Instructional Staff

i. Current School Staffing Profile

As identified in the needs assessment, staff members at North Park Middle require additional supports in the areas of behavior management, discipline, and relationship building with students and other staff. While there are pockets of strength in this area, behavior management and discipline are not consistent practices across all instructional staff. The current instructional staff members are not provided regular and consistent opportunities for common planning and job-embedded professional learning. Therefore, consistent, schoolwide instructional practices are not utilized across the school to address the academic outcomes of the students.

Currently North Park Middle does not have sufficient staff to meet the unique needs of the students and school systems and structures. Currently, a number of itinerant teachers are employed at the school. For example, 1.6 full-time equivalent (FTE) English teachers and 1.6 FTE mathematics teachers are employed for Grades 7 and 8. Through the needs assessment process, the school identified the need for full-time equivalent teachers in the core areas to build an effective instructional team. Itinerant instructional staff in core areas are not able to meet regularly with content area and grade-level team members, provide out-of-class time support to at-risk students, and do not have the opportunity to build the necessary relationships with students to address the unique needs of the adolescent population. Having a full complement of teachers in the core subject areas creates a collaborative culture that allows a school to continuously reflect on and improve its practices; and meet the goal of improved academic outcomes through a rigorous, vertically aligned, Common Core State Standard curriculum..

In order to better address the social-emotional and academic needs of the students at North Park Middle, the changes to staff noted in Table 1 would be made.

Table 1. Proposed Staffing Changes

Current FTE	New FTE
0.5 FTE Psychologist	1 FTE Psychologist
0.5 FTE Social Worker	1 FTE Social Worker
—	1 FTE Dean of Discipline
1.6 FTE Mathematics (Grade 7 and Grade 8)	2 FTE Mathematics (Grade 7 and Grade 8)
1.6 FTE ELA (Grade 7 and Grade 8)	2 FTE ELA (Grade 7 and Grade 8)
1.6 FTE Social Studies (Grade 7 and Grade 8)	2.0 FTE Social Studies (Grade 7 and Grade 8)
1.6 FTE Science (Grade 7 and Grade 8)	2.0 FTE Science (Grade 7 and Grade 8)
2 x 0.4 FTE Technology Teacher	1 FTE Technology Teacher
2 x 0.4 FTE Home and Career	1 FTE Home and Career
0.5 FTE Librarian	1 FTE Librarian
4 FTE Teaching Assistants	6 FTE Teaching Assistants
4 FTE Aides	4 FTE Aides

ii. Characteristics and Core Competencies of Key Instructional Staff

Individual teachers have the largest single school effect on student performance. Documented experience also indicates that individual teachers in high-poverty schools can effect rapid, dramatic student learning improvements within their own classrooms. As BCSD transfers, recruits, and hires teachers for these schools, it will search for and develop teachers with unique characteristics and competencies identified by Public Impact in *School Turnaround Teacher: Competencies for Success*. The four competency clusters represent a consistent pattern of thinking, feeling, acting, and speaking that are essential to teachers' success in turning around performance in low-performing BCSD schools.

The Driving for Results cluster is concerned with the turnaround teacher's strong desire to achieve outstanding student learning results and the task-oriented actions required for success. Major actions include setting high goals for oneself and one's students; making persistent, well-planned efforts to achieve these goals despite barriers and resistance; holding others accountable for doing their part to achieve success; and putting in extra effort to ensure success when others fall short.

The Influencing for Results cluster is concerned with motivating others—students, other school staff, and parents—and influencing their thinking and behavior to obtain student learning results. Turnaround teachers cannot accomplish change alone but instead must influence the work of others. They must use a variety of influencing tactics—inspiring students who have become resistant and apathetic from repeated failure; grasping and responding to unspoken student needs and motivations; and simultaneously supporting and prodding colleagues to collaborate on the path to schoolwide success—as the situation requires. The relationships they form are for influencing others to enhance student learning and are not for personal bonding.

The Problem Solving cluster is concerned with a teacher's approach to planning, organizing, and delivering instruction. It includes analyzing data to determine student learning needs and next steps; considering alternatives for materials, methods, and levels of instruction; making clear, logical, step-by-step plans that both the teacher and students can follow; and clarifying the connection between school learning goals and classroom activity.

Finally, the Personal Effectiveness cluster is concerned with the turnaround teacher's self-management of emotions and personal beliefs that affect student learning. Major elements include exhibiting self-control over behavior when faced with stressful, uncomfortable, and unfamiliar situations; maintaining confidence in oneself and a willingness to keep improving despite the many small failures that are likely to accompany such a challenging role; actively embracing the constant changes needed to ensure student learning in a high-challenge, high-change situation; and holding and maintaining a strong belief in the human potential for learning and improvement, despite significant pressure to settle for less.

iii. Process for Informing Instructional Staff of SIG Model to Be Implemented

On January 7, 2013, the School Leadership team met with AIR consultants to conduct needs assessments and to have input in creating a vision that would be used in writing the initial SIG draft for their school. At this meeting, team members were informed of the model being implemented. On January 14 and 15, the model being implemented, grant requirements, and the

school improvement planning process were explained to staff members by community superintendents in a meeting school. At that time, a draft plan was shared with the community and feedback was solicited to help refine the submission of the SIG application in January. Since that time, school leadership teams have met regularly to continue to develop the plan for implementation in September 2013. The team has utilized a number of forums to communicate the contents of the plan and solicit additional feedback and more information on the needs of the students, staff, and school community, a new schedule, parental involvement strategies, and a plan for school culture and climate. Additionally, the school leadership team members were charged with communicating the characteristics, and competencies of teachers needed to engage in the transformation process.

During the week of May 27, school staff, community members, and parents will be convened to review the revised SIG application. The school leadership team members, administrative team, and chiefs of school leadership will present the key design elements of the transformation plan. At that time, staff will have the opportunity to ask clarifying questions and provide any additional feedback on the plan prior to submission.

iv. Process for Hiring and Placing New Staff

Teachers selected as turnaround educators will have evidence of maintaining a model classroom, knowledge and experience in using data to inform instruction, planning instruction aligned with standards, and knowledge and experience in working with students from diverse backgrounds.

Teachers who wish to transfer from a school within BCSD to a school implementing a transformation model within this SIG cohort will follow BCSD's *Guidelines for Teacher Transfer and Staffing*. This process is as follows: The teacher submits a letter of voluntary transfer to the chief academic officer, which results in the teacher's name being placed on the seniority list by human resources; the teacher is notified by the supervisor or director of the vacancy; the school principal consults the teacher personnel file (note that this step is optional); the principal accepts or declines the teacher. For positions that are still vacant after the voluntary transfer process is complete, the principal will have the ability to hire for those positions based on transformation school needs.

BCSD recruits and hires instructional staff following the BCSD recruitment and hiring guidelines. Opportunities to work with BCSD are posted on the website and advertised in local and national publications, and information is made available at recruitment fairs. From these efforts, a pool of qualified candidates is created that is shared with school administrators when vacancies occur. Principals and their teams have the opportunity to interview and recommend candidates for employment.

- The voluntary transfer process allows a teacher to pursue an override to a principal's decision not to accept the teacher to fill the vacancy at the school.
- Involuntary transfers are difficult unless documentation in the teacher's file at the school indicates that the teacher's performance is not a good fit for the needs of the school. The principal needs to be clear and explicit about expectations for instructional staff at the school when the principal and the teacher are engaged in the transfer conversation.

- The systemwide transfer process delays the ability to hire new high-quality instructional staff.

F. Partnerships

Buffalo City School District (BCSD) solicited proposals from external School Improvement Grant (SIG) support providers through RFP 12-13-053 and received sealed responses on January 8, 2013. The district was disappointed in the breadth of responses received through this RFP. BCSD will solicit proposals from external School Improvement Grant (SIG) support providers through an RFP on May 28th. Sealed responses are due June 27th. This RFP seeks to identify qualified entities for professional development, academic support services, and supports for student behavior and social-emotional supports. The intent of this proposal is to continue the job-embedded professional development and on-site consultation that has been provided to teachers and administrators designed to increase academic success of all sub-groups of students as measured by the annual NYS Assessments and Regents Examinations.

During the Transformation Leadership Learning Network facilitated by AIR, schools leadership teams will receive support to identify areas in which partnerships can be leveraged to support implementation of key school improvement grant areas.

i. Partner Organizations

There are a number of partner organizations that have already been identified that are critical to the implementation of the School Improvement Grant plan. These include:

American Institutes for Research. *Building an Instructional Coaching Program* will begin with a two-day intensive training for instructional coaches in fall 2013. This training will include preparing for coaching with professional teaching standards, clarifying the role of the coach in teacher professional development, aligning coaching with other professional learning, understanding trust as a coaching “norm,” and understanding a coach’s roles in school and teacher development.

The AIR *Transformation Leadership Learning Network* is a facilitated process of reflecting on the SIG plan goals and objectives alongside relevant, up-to-date school data at the conclusion of the first semester or midway through Year 1 of a turnaround. This is a component of the Transformation Leadership Learning Network. The purpose of the meeting is to identify the depth of implementation of initiatives in the SIG plan; begin to identify which initiatives should be continued, adjusted, or stopped; and Identify and prioritize next steps for deepening implementation and effectiveness.

Research for Better Teaching. The Research for Better Teaching’s *Skillful Teaching* program provides practical strategies for strengthening teaching skills and teaches pedagogues how to apply the core components to lesson design and implementation. Professional development courses are more than 40 hours in length and include follow-up visits and coaching. Instructional leaders learn how to accurately observe teachers and provide targeted and actionable feedback through the Observing and Analyzing Teaching course.

Erie 1 BOCES. Erie 1 BOCES will provide a full range of services on school culture and climate, Intensive PBIS/Safe and Civil Schools Coaching, Attendance Improvement, and Parent and Community Engagement.

New York State Middle School Association (NYSMSA) – Provides professional development and consultation to schools who serve the educational needs of all young adolescents. As a member of this organization, North Park Middle will receive information and resources on young adolescents and their school; provide support in strengthening and refining the middle-level programs.

ii. Evidence of Partner Effectiveness Chart

Please see Attachment C for the Evidence of Partner Effectiveness Chart.

iii. External Partner Accountability

Partner accountability is crucial to the successful implementation of any school improvement plan. The school will work with BCSD to ensure that its contractual agreements will serve as effective vehicles to purchase and anchor partner services and commitments and to detail the specific roles, responsibilities, and time commitments needed to implement the plan during the academic year. The provider(s), school principal, and district office will determine reasonable academic or other performance targets that are specific to the contractual services and will institute a system of quarterly meetings with each provider to review data that illustrates the level of service implementation throughout the course of the contract so that midcourse corrections are possible. Providers must meet the agreed upon targets to continue their contracts in the following year; however, our system of quarterly conversations and regular data reviews will ensure that there are no surprises. In addition, some targets are subject to negotiation based on circumstance. Ongoing evaluation, as well as ongoing communication regarding this evaluation, is vital to ensuring that implementation and outcomes are kept on track. Vendors will be required to submit quarterly written reports regarding the implementation of the program/service.

The BCSD will designate one representative who will act as the primary contact for this project. The representative will be responsible for conferring with any and all parties necessary to resolve unanticipated issues or requirements that might occur during the course of the RFP.

Attachment C Evidence of Partner Effectiveness Chart

Partner Organization Name and Contact Information and description of type of service provided.	Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.	References / Contracts (include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)
Rubicon International One World Trade Center, Suite 1200 121 SW Salmon Portland, Oregon 97204 503.224.7474 <i>Service:</i> Curriculum Mapping	Blue Valley School District (Kansas) Carson City School District (Nevada) Chicago Public Schools (High & Elementary School Networks) (Illinois) Indianapolis Public Schools (Indiana) Oakland County Schools (28 member districts) (Michigan)	Dr. Tonya Merrigan (913.239.4175) & Ms. Sandy Groth (913.239.4369) Ms. Laurel Terry (775.283.1503) Ms. Megan Hougard (773.535.8230) & Ms. Linnea Garrett (773.534.9770) Ms. Joan Harrell (317.226.4913) Mr. Michael Yocum (248.209.2037) & Ms. Kelly Carey (248.209.2016)

Partner Organization Name and Contact Information and description of type of service provided.	Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.)	References / Contracts (Include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)
<p>Pearson 1919 M. Street NW, Suite 600 Washington, DC 20036-3560 202.783.3668</p> <p>Service: Turnaround Partner, Whole School Reform</p>	<p>Niagara Falls City School District 79th Street Elementary Harry F. Abate Elementary Cataract Elementary Hyde Park Elementary Henry J. Kalfas Elementary Geraldine J. Mann Elementary Maple Avenue Elementary Niagara Street Elementary Gaskill Preparatory School LaSalle Preparatory School Niagara Falls High School Poughkeepsie City School district Poughkeepsie Middle School Poughkeepsie High School Rochester City Schools-24 Elementary Schools</p>	<p>Dr. Carol Gold, Administrator for Curriculum and Instruction, 716-286-4207, cgold@nfschools.net Dr. Carol Gold Dr. Carol Gold Jose Carrion, Asst. Superintendent, 845.451.4950 Jose Carrion Jose Carrion. Dr. Bolgen Vargas, Superintendent, 585.262.8100</p>
<p>Niagara IT Solutions, Inc. 2886 Upper Mountain Road Sanborn, NY 14132 Mark Gaynor 716-812-8798 mgaynor@nitsi.com</p> <p>Service: Data management systems provider; electronic support for tracking curriculum effectiveness</p>	<p>Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.) Bennet High School #200 Riverside High School #205 South Park High School #206 Burgard High School #300 Martin Luther King #39 International School #45 Futures Academy #37 Dr. Charles Drew Magent #59</p>	<p>References / Contracts (Include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools) Carlos Alvarez, Principal, 716-816-4250 Denise Clarke, Principal, 716-816-4360 Terri Schuta, Principal, 716-816-4828 Brian Weisinger, Principal, 716-816-4450 Ramona Thomas-Reynolds, Principal, 716-816-3240 Nadia Nashir, Principal, 716-816-3300 Dr. Tonja Williams, Principal, 716-816-3800 Denisca Thompspon, Principal, 716-816-3370</p>

Partner Organization Name and Contact Information and description of type of service provided.	Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.	References / Contracts (include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)
<p>Hillside Work-Scholarship Connection 70 Jewett Parkway Buffalo, NY 14214 585.654.1611 rgreen@hillside.com</p> <p>Service: HW-SC's Core Services model blends three interconnected areas of student services: Mentoring, Advocacy & Academic Support, Post-Secondary Preparation & Support and HW-SC's Job Institute</p>	<p>Rochester City School District All City High Charlotte H.S. East H.S. Integrated Arts & Technology (IAT) James Monroe H.S. Joseph C. Wilson Magnet, Commencement Academy Leadership Academy for Young Men Northeast College Preparatory H.S. Northwest College Preparatory H.S. Robert Brown H.S. Rochester(STEM)Science, Tech, Engineering, Math HS Rochester Early College International H.S. School of the Arts School without Walls (SWW) Commencement Academy Vanguard Collegiate H.S.</p> <p>Syracuse City School District Corcoran High School Fowler High School Henninger High School ITC Wm. Nottingham High School</p> <p>Buffalo Public Schools South Park High School Bennett high School</p>	<p>Chief of Staff: Patty Malgieri, 585.262.8329 Sandy Jordan, Principal, 585.458.2110 Michael A. Allen II, Principal, 585.663.7070 Anibal Soler Jr., Principal, 585.288.3130 Kevin Klein, Principal, 585.324.3750 Armando Ramirez, Principal, 585.232.1530 Pamela Rutland, Principal, 585.232.3440 Wakil Moore, Principal, 585.324.7760 Mary Aronson, Principal, 585.324.9273 Toyia Wilson, Principal, 585.324.9289 David Grant, Principal, 585.324.9770 Kathleen Denaro, Principal, 585.324.9760 Marlene Blocker, Principal, 585.324.9010 Brenda Pacheco, Principal, 585.242.7682 Idonia Owens, Principal, 585.546.6732 Carol Jones, Principal, 585.324.3760 Superintendent: Sharon Contreras, 315.435.4164 Leo Cosgrove, Principal, 315.435.4321 James Palumbo, Principal, 315.435.4376 Robert DiFlorio, Principal, 315.435.4343 Mathew Williams, Principal, 315.435.4300 David Maynard, Principal, 315.435.4380 Community Superintendent: Dr. David Mauricio, 716.816.3703 Theresa Schuta, Principal, 716.816.4828 Carlos Alvarez, Principal, 716.816.4250</p>

Partner Organization Name and Contact Information and description of type of service provided.	Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.	References / Contracts (Include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)
Evaluation Partners John Roden 2037 Grover Road West Falls, NY 14170 716-713-4399 JohnR@johnroden.net Service: Program Evaluator	Buffalo Public Schools-MSP Grants in Science for PLA Schools Buffalo Public Schools-MSP Grants in Math for PLA Schools Buffalo Public Schools-Two PDAE Arts Grants Buffalo Public Schools-Improving Literacy through School Libraries School Technology Grants (4)	Kelly A. Baudo, Supervisor of Science Education, 716.816.3048 x8787 Diane Andreatna, Supervisor of Math Education, 716.816.3048 x8780 Michele Agosto, Supervisor of Curriculum in Art Ed. 716.816.3601 Diane Cart, Director of Grants Procurement & Management Office of Federal & State Programs, 716.816.3966 Williams Russo, Supervisor of Instructional Technology
Partner Organization Name and Contact Information and description of type of service provided.	Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.	References / Contracts (Include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)
Educational Consultants Dr. Kate Mahoney 716.673.4653 Dr. Karen E. Lilie 716.673.4656	HOLA Dual Language Program-PS#12 Bilingual Center PS 33 La Escuela Primaria de los Hermanos Serdan Benus Point Central School Dunkirk School #7	Michael Liguoti-Alampi, 999 South Ave, Rochester, NY 1462 Miguel Medina, 716.816.4783 Senora Trujilla, 23 Poniente No. 1301, Puebla Mexico Jacqueline Latahaw, Superintendent, 716.386.2855 Ms. Cheryl Simmons, K Teacher, 716.366.9370
Service: Support for ELLS, Supervision for ESL student teachers	The Early Care and Education Services in Pistoia, Italy Learning Through the Arts of Literature Sherman Central	Donatella Giovannini d.giovannini@comune.pistoia.it Dr. Susan Etheredge, sethered@email.smith.edu Christine Burdick, Dir of Special Ed, cburdick@sherman.wnytc.org
Educational Consultants Dr. Christine Givner 716.673.3311 Dr. Laura Geraci 716.673.3312 Dr. Carrie Fitzgerald 716.673.4652	Brocton Central Westfield Academy Central	Jason Delcamp, JDelcamp@broc.wnytc.org Amy Brinkley, abrinkley@wacs2.wnytc.org
Service: PBIS:SWPBIS & CWPBIS, SPED needs, Differentiation instruction, Accommodations and modification (instruction & assessments)		

Partner Organization Name and Contact Information and description of type of service provided.	Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.	References / Contracts (Include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)
<p>Dr. Mira Berkley 716.673.3701 Dr. Karen Lindeman 716.673.3455</p> <p><i>Service:</i> Emilia-inspired environment (K-2)</p> <p>Dr. Robert Dahlgren 716.673.4654 Dr. Guangyu Tan 716.673.4805</p> <p><i>Service:</i> Culturally responsive pedagogy (CRP) and its application in classroom, create a caring student-centered learning environment</p>	<p>Frewsburg Central Chautauqua Lake Central Dunkirk Middle School Southwestern Central Dunkirk High School Clymer Central</p>	<p>Michelle Dziubinski, mdz Dziubinski@frews.wnyric.org Ella Ames, eames@clake.org Laura Burnside, lburnside@dunkirk.wnyric.org Fawn Fisher, ffisher@swms.wnyric.org Mary Mistretta, mmistretta@dunkirk.wnyric.org Scott Aikens, saikens@clymercsd.org</p>
<p>Center for Applied Linguistics 4646 40th St. N.W. Washington, DC 20016 Dr. Julie Sugarman 202-362-0700 jsugarman@cal.org</p> <p><i>Service:</i> Program Evaluation</p>	<p>Arlington Public Schools, VA North Shore School District 112, Highland Park, IL</p>	<p>References / Contracts (Include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)</p> <p>Palm Delfose Teacher Leader Office of Multilingual & Global Education Madison Metropolitan School District 608.442.2938 Dr. Diego F. Giraldo, District Coordinator, 847.613.7272</p>

Partner Organization Name and Contact Information and description of type of service provided.	Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.	References / Contracts (include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)
<p>Berger Education Services 5225 Sheridan Drive Buffalo, NY 14221 Nancy Berger 716.572.1604 nancyberger@gmail.com</p> <p>Service: SES Services</p>	<p>Buffalo Public School #3 Buffalo Public School #19 Buffalo Public School #30 Buffalo Public School #33 Buffalo Public School #45 Buffalo Public School #72 Buffalo Public School #76 Buffalo Public School #95 Buffalo Public School #99 Buffalo Public School #204 Buffalo Public School #206 Buffalo Public School #301 All Eligible Schools Buffalo Teacher's Fed</p>	<p>Elizabeth Giangreco, Jessica Sipes- 716.816.3120 Linda Brancatella, Patricia Watson 716.816.3180 Dr. Wanda Schoenfeld, Sally Tay 716.816.3220 Miguel Medina, Dawn Carlson 716.816.4783 Nadia Nashir, Mary Hunter 716.816.3300 Jacque Bravaro-Phelan, Todd Miklous 716.816.4809 Donna Jackson 716.816.3848 David Hills, Chris Stephens 716.816.3900 Dawn DiNatale, Jenna Mellenthien 716.816.4180 Naomi Cerre, Evelyn Arent 716.816.4340 Theresa Schuta, Pat Cook 716.816.4828 Brian Wiesinger, Dave Stephens 716.816. 4450 Phil Rumore 716.881.5400</p>

Partner Organization Name and Contact Information and description of type of service provided.	Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.	References / Contracts (Include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)
<p>National Urban Alliance for Effective Education 33 Queens Street, Suite 100 Syosset, NY 11791 516.802.4192 Valerie Zeman, Administrator Eric J. Cooper, President</p> <p>Services School Turnaround</p> <p><i>Services in Newark: Striving Readers Grant Partner School-wide Professional Development with emphasis on special education</i></p>	<p>Washington High School, San Francisco Unified Sch. Dist.</p> <p>Visitacion Valley Middle School, San Francisco Un. Sch. Di</p> <p>Office of Professional Development, San Fran District</p> <p>Office of the Superintendent, San Fran District</p> <p>Albany High School</p> <p>Beardsley Elementary, Bridgeport Public Schools</p> <p>Hayes High School, Bridgeport Public Schools District Wide, Eden Praire School District</p> <p>19 Middle Schools, Newark Public Schools</p>	<p>Eric Louvrin, Principal, lovrine@sfnusd.edu</p> <p>Jim Dierke, Principal, direkej@sfnusd.edu</p> <p>Bill Sanderson, Director, SandersonB@sfnusd.edu</p> <p>Carlos Garcia, Former Superintendent, carlosgarcia@sfnusd.edu, Richard Carranza, carranzar@sfnusd.edu</p> <p>Former Superintendent Eva Joseph doctor@aoi.com</p> <p>Dr. John Ramos, Former Superintendent, Jrazz.ramos84@gmail.com</p> <p>Carol Birks, Former Principal, cdbirks@aol.com</p> <p>Dr. Melissa Krull, Former Superintendent, mkrull_mnl@comcast.net</p> <p>Dr. Gayle Griffin, Former Associate Sup. gjwgriffin@aol.com</p>

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<p>School of Education Buffalo State College 1300 Elmwood Ave, Caudell Hall Room 114 Wendy A. Paterson, Ph.D. 716.878.4214 paterswa@buffalostate.edu</p> <p>Professional Development Schools Consortium www.buffalostate.edu/pds/x1020.xml</p> <p>Services: School leadership development</p>	<p>Buffalo Public School District</p> <p>School #17</p> <p>School #18</p> <p>School #19</p> <p>School #27</p> <p>School #30</p> <p>School #32</p> <p>School #33</p> <p>School #39</p> <p>School #43</p> <p>School #45</p> <p>School #54</p> <p>School #59</p> <p>School #61</p> <p>School #64</p> <p>School #65</p> <p>School #66</p> <p>School #67</p> <p>School #72</p> <p>School #76</p> <p>School #79</p> <p>School #82</p> <p>School #89</p> <p>School #90</p> <p>School #93</p> <p>School #94</p> <p>School #95</p> <p>School#97</p> <p>School #99</p>	<p>Leslie K. Day 716.816.3150</p> <p>Pixita del Prado Hill 716.816. 3160</p> <p>Nancy A. Chicola 716.816.3180</p> <p>Thomas Sadowski 716.816. 4770</p> <p>Dr. Wanda Schoenfeld, Sally Tay 716.816.3220</p> <p>Pauletta Stine 716.816.3410</p> <p>Miguel Medina 716.816. 4783</p> <p>Ramona Thomas Reynolds 716.816 3240</p> <p>Colleen Carota 716.816.3260</p> <p>Nadia Nashie 716.816.3300</p> <p>H. Geneive Jones-Johnson, Principal 716.816.3340</p> <p>Denisca Thompson 716.816.3370</p> <p>Laura Harris 716.816.3400</p> <p>Michael Gruber 716.816.3420</p> <p>Tracie-Michelle Lewis 716.816.3439</p> <p>Maria Fasolino 716.816.3440</p> <p>Mary Jo Conrad 716.816.4922</p> <p>Jacque Bravaro-Phelan, Todd Miklous 716.816.4809</p> <p>Donna Jackson 716.816.3848</p> <p>Gregory Mott 716.816.4040</p> <p>Jennifer Kapsiak 716.816.4070</p> <p>Fatima Morrell 716.816.4110</p> <p>Pamela Schunk 716.816.4120</p> <p>Darlene Jasimowski 716.816.4818</p> <p>Debra Sevillain-Pooles 716.816.4150</p> <p>David Hills 716.816.3900</p> <p>Bridgette Gillespie 716.816.4460</p> <p>Dawn DiNatale 716.816.4180</p>

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<p>Cambium Education, Inc. Alyssa Johnson, Bids and Contract Coordinator 4093 Specialty Place Longmont, CO 80504 303.651.2829 ext. 465 alyssa.johnson@cambiumlearning.com</p> <p>Services: Education solutions provider addressing the full scope of turnaround services.</p>	<p>Indianapolis Public Schools, IN Milwaukee Public Schools, WI</p>	<p>Dr. Li-Yen Johnson Asst. Superintendent Indianapolis PS Ms. Yvonne Rambo, Officer of Turnaround Schools Indianapolis PS Ms. Joan Harrell, Director of elementary Education Indianapolis PS Mr. Dennis Queen, Metro Regional Executive of Innovation, Milwaukee PS Dr. Darriene Driver, Chief Academic Officer, Milwaukee PS</p>
<p>Partner Organization Name and Contact Information and description of type of service provided.</p> <p>Niagara University College of Education PO Box 1930 Niagara University, NY 14109 Patricia Wrobel 716.286.8309 pwrobel@niagara.edu</p>	<p>Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services. Buffalo city School District East High School International School 45</p>	<p>References / Contracts (Include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)</p> <p>Debra Sykes 716.816.7109 Casey Young 716.816.4520 Kathy Foy 716.816.3300</p>

<p>Partner Organization Name and Contact Information and description of type of service provided.</p>	<p>Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.)</p>	<p>References / Contracts (include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)</p>
<p>Research to Practice 31 Beech Street Floral Park, NY 11001 516.428.4064 The ripgroup@gmail.com</p> <p>Services:</p>	<p>East St. Louis School District 189, East St. Louis, IL Della Lamb Elementary School, Kansas City, MO Toombs County Schools, Lyons, Georgia Hamburg School District, Hamburg, AR Buffalo Public School #6, Buffalo, NY</p>	<p>Denean Vaughn, Director-Curriculum & Grants 618.646.3056 Jennifer Wilson, Principal, 816.221.0043 Sabrina Woodruff, Special Ed Director, 912.526.3141 ext.102 Marilyn Chambers, Special Programs Director/District Curriculum 870.853.9851 Sharon Brown, Principal, 716.816.3767</p>
<p>Partner Organization Name and Contact Information and description of type of service provided.</p>	<p>Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.)</p>	<p>References / Contracts (Include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)</p>
<p>Via Evaluation 628 Washington Street Buffalo, NY 14203 716.362.0627 Gary@ViaEval.com</p> <p>Services: Evaluation services for ESL and bilingual programming</p>	<p>OCM BOCES: BETAC Erie 1 BOCES: RBE-RN Buffalo Public Schools-BETAC Buffalo Public School: Bilingual Two-Way focused on #76 Buffalo Public School: Dual Language focused on BPS#36 Syracuse Cit School District: Dual Language Hempstead Union Free School District: District-Wide SES Analysis North-west Buffalo Community Center: Federal Supplemental Education Services (SES) Project</p>	<p>Ms. Lee Beals, Director, 315.263.1703 Denise Gopez-Santos, Director, 716.821.7546 Ms. Ruth Cassillas, Language Assessment Specialist, 716.816.3984 Donna Jackson 716.816.3848</p>
<p>Services: Evaluation services for ESL and bilingual programming</p>	<p>Buffalo Public School: Dual Language focused on BPS#36 Syracuse Cit School District: Dual Language Hempstead Union Free School District: District-Wide SES Analysis North-west Buffalo Community Center: Federal Supplemental Education Services (SES) Project</p>	<p>Dr. Tamara Alsace, Program Coordinator, 716.816.3048 ext. 8760 Ms. Parie Perkins, Principal, 315.435.4276 Dr. Nichelle Rivers, Executive Director, 516.292.7111 x1422 Lawrence T. Pernick Jr. , 716.876.8108 x12</p>

Partner Organization Name and Contact Information Partner Organization Name and Contact Information and description of type of service provided.	Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.	References / Contracts (Include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)
Medaille College 18 Agassiz Circle Buffalo, NY 14214 716.880.2143 Dr. Mary Ellen Mulvey <i>Services:</i> College and career-ready programming for students; community services network for parents and families	Riverside High School, Buffalo, NY	Dennise Clarke, delarke@buffaloschools.org Debra Sykes, dsykes@buffaloschools.org Vincent Corulli, vcorulli@buffaloschools.org Laura Samulski-Peters, LSamulski@buffaloschools.org Jason Madden, jbmadden@buffaloschools.org Aarin Pellitieri, apellitieri@buffaloschools.org Sarah Davis, sdavis or spatterson@buffaloschools.org Kelly Rogers, KCRogers@buffaloschools.org

G. Organizational Plan

i. Management and Team Structures

Please see School-Level Organizational Chart.

ii. Day-to-Day Operations

All adults are vital to the academic, personal, and social growth of students at North Park Middle. All voices should be heard; decisions about policy and practice are most effectively implemented when they are reached by consensus, rather than by authority, compromise, or a traditional win-lose voting system. At the same time, it is not efficient for all staff members to discuss every issue. For this reason, governance at school is delegated and distributed. Smaller groups are responsible for different aspects of school operations and improvement.

Administrative Team

The administrative team collaborates on whole-school concerns and planning. In the 2013-2014 school year, this team will include the principal, school administration manager, and assistant principal. The leadership at North Park Middle will be focused on the creation and support of a professional learning community that focuses on curriculum, instruction and assessment as the primary vehicles for improving student achievement and school culture. The school's current leadership structure is one school principal and one assistant principal.

- **Principal.** The school principal will be responsible for day-to-day decision making, modeling and monitoring the school's mission and vision, and overseeing professional development, curriculum, and data analysis. Major decisions will be made by the school principal after considering recommendations of the leadership team. Decisions that are made by the school principal with consultation and recommendation with the leadership team will be implemented by the instructional leaders. Recommendations from the leadership team to the SBMT team will be made by the school principal. The role and responsibilities of the school principal will include:
 - Supervision and evaluation of the assistant principals, SAM, and dean of students
 - Day-to-day decision making
 - Modeling and monitoring the school mission and vision
 - Planning, developing, and overseeing the annual professional development calendar in collaboration with the leadership team
 - Overseeing curriculum, instruction, and assessment
 - Hiring and dismissal of staff
 - Communicating ongoing changes, progress, and developments occurring throughout the school
 - Managing the budget and ensuring that spending is aligned with the mission and the school improvement goals

- **Assistant principal.** Responsible for curriculum, instruction, and assessment. This will include teacher evaluations, professional development plans, teacher improvement plans, team meetings, data analysis, and intervention planning.
- **SAM.** The SAM will meet with the principal, assistant principal, and instructional coach each day to schedule instructional leadership time, reflect on impact, and develop a structure in the school for staff members to address management issues efficiently without pulling the principal from instructional work. In addition to providing direct support to the school leadership, the SAM will manage the grant and associate site visits, serve as a substitute for the principal and assistant principals when they attend professional development, and identify and integrate best practice in the school.

Team meeting: At least once per week; daily check-ins (see Table 2)

Table 2. Administrative Team Meetings

In Attendance	Meeting Goals	Data Used
<ul style="list-style-type: none"> • Principal • Assistant principal • SAM 	<ul style="list-style-type: none"> • Analyze and respond to student performance data • Monitor and coordinate activities of the leadership team and student support team • Data analysis and intervention planning 	<ul style="list-style-type: none"> • Data produced by classroom based assessments, building-wide assessments, state assessments • Instructional Leadership data from Time Track

School leadership team. Leads the development, implementation and monitoring of school improvement plan to improve the educational performance of all students through collaborative participation in decision making.

Responsibilities:

- Monitor the reform, progress, and implementation of the school’s vision.
- Keep the lines of communication open between all sectors of North Park Middle, including staff, students, families, the SBM team and the larger community.
- Help to disseminate information throughout the building.
- Make recommendations to the principal for the major decisions of the school such as culture, curriculum, data development, parental engagement, and professional development.

Team meeting: Once per month; quarterly meetings with Transformation Leadership Learning Network led by AIR (see Table 3)

Table 3. School Leadership Team Meetings

In Attendance	Meeting Goals	Data Used
<ul style="list-style-type: none"> • Principal • Assistant principal • SAM • Additional staff as selected 	<ul style="list-style-type: none"> • Monitor the reform, progress, and implementation of the school's SIG plan 	<ul style="list-style-type: none"> • Leading and lagging indicators • Indicators of implementation identified in the project plan

Student Support Team. Includes the guidance counselor, social worker, and psychologist. The dean of students, community partners, teachers, and other staff may join on an ad hoc basis.

Responsibilities:

- Provide families the appropriate services when students encounter academic, personal, and social dilemmas.
- Utilize prereferral process with an outside agency, such as for shelter or therapy.
- Oversee the referral process for special education.
- Write and implement individualized education programs (IEPs).
- Monitor and regulate compliance.
- Provide professional development to faculty that addresses the needs of the special education population.

Team meeting: Once per six day cycle (see Table 4)

Table 4. Student Support Team Meetings

In Attendance	Meeting Goals	Data Used
<ul style="list-style-type: none"> • Guidance counselor • Social worker • Psychologist • Dean of students • Building reading teacher • Building mathematics teacher • Instructional coach 	<ul style="list-style-type: none"> • Develop and plan social-emotional curriculum • Analyze student progress and create intervention plans to meet students' academic and social-emotional needs 	<ul style="list-style-type: none"> • Functional behavioral assessment • IEPs • Behavior and discipline data • Response to intervention (RTI) progress monitoring data

School-Based Inquiry Team (SBIT). The SBIT is responsible for collecting and analyzing school data; developing or adapting common assessment instruments; and identifying student-learning problems, generating solutions, and monitoring achievement results. SBIT members communicate with staff about findings from data analysis.

Team meeting (see Table 5)

Table 5. SBIT Meetings

In Attendance	Meeting Goals	Data Used
<ul style="list-style-type: none"> • Principal or assistant principal • Building reading teacher • Building mathematics teacher • Instructional coach • Lead classroom teachers • Special education teachers 	<ul style="list-style-type: none"> • Collect and analyze schoolwide data • Identify student learning problems • Monitor achievement results 	<ul style="list-style-type: none"> • Common formative assessments • District assessment data • State assessment data • Progress Monitoring data • Sample of student work

Discipline Teams and Grade-Level Teams

Teachers of the same subject area or grade team work together on a discipline team, usually with an instructional coach.

Responsibilities:

- Use protocols for discussion and peer observations.
- Problem-solves around specific student issues that affect the success of the students in the grade or share among pedagogues.
- Engage in lesson planning, lesson study, and map school curriculum within the content areas.
- Identify best practices within the content area.

Team meeting: Daily common prep periods and once per six day cycle (see Table 6)

Table 6. Discipline and Grade-Level Team Meetings

In Attendance	Meeting Goals	Data Used
<ul style="list-style-type: none"> • All teachers • Instructional coach • Building reading teacher(s) • Building mathematics teachers(s) • Teaching assistants 	<ul style="list-style-type: none"> • Develop curriculum within content area from grade to grade • Identify best practices • Look at student work • Look at teacher work 	<ul style="list-style-type: none"> • Common formative assessments • District benchmark data • Student work

Instructional Coach

Instructional coaches include teachers and former teachers who support teaching and learning through outside organizations and in-house leadership. Outside organizations include AIR and Research for Better Teaching. Instructional coaches support colleagues in the implementation of highly effective instructional strategies based on student need. The instructional coach observes

and coaches targeted groups of teachers. Each week the instructional coach meets with the principal and assistant principal to debrief and share ideas about how best to coach individual teachers. Together they look for patterns across the observations to help determine what would be useful to address in professional development sessions.

Team Meeting: Once, every two six-day cycle (see Table 7)

Table 7. Instructional Coach Team Meetings

In Attendance	Meeting Goals	Data Used
<ul style="list-style-type: none"> • Instructional coach • Building reading teacher(s) • Building mathematics teachers(s) • Assistant principal • Principal 	<ul style="list-style-type: none"> • Plan professional development and teacher and student support throughout the year 	<ul style="list-style-type: none"> • Classroom observations • Coaching data

Support Staff

Support staff include the school secretary, payroll secretary, technology teacher, attendance teacher, school safety officers, and school aids.

Committees

Committees are often formed ad hoc during the school year to plan or manage upcoming events or schoolwide policies. Committees will work on projects including PBIS, health and wellness, parental engagement, and schoolwide events. Committee meetings may be paid per-session depending on the time, frequency, and purpose.

iii. Plan for Implementing the APPR

Under Education Law 3012-c, all probationary and contract teachers will be observed by the principal or assistant principal who has been certified as a lead evaluator. Each teacher will be observed a minimum of twice during the year, consisting of one informal, unannounced classroom observation, and one formal observation that will include a pre- and postconference. The observation plan and calendar will be developed to make sure all teachers are receiving the right proportion of teacher observations and supports according to their needs. At the start of the year each principal will assign the assistant principal the teachers he or she will be responsible for observing and evaluating.

No later than 10 days after the start of the school year, any teacher who received a Composite Effectiveness Score that results in a rating of Developing or Ineffective will be placed on a teacher improvement plan (TIP). The TIP is used to assist teachers in meeting district expectations in one but no more than three of the Annual Professional Performance Review criteria, which is aligned with the New York State United Teachers Teacher Practice Rubric. The TIP will be jointly developed by the teacher and the principal.

Together, the administrative team will develop a weekly-monthly-yearly observation calendar using the TimeTracker™ as part of the National SAM Innovation Project. This product is a cloud-based calendar that the principal uses to guide his or her daily schedule. The calendar tracks the time the principal spends with individual and groups of teachers and provides specific detail of the interactions, for example was the time spent with the teacher on observation versus feedback, TimeTracker™ records and charts are used in a daily meeting with the administrative team to determine next steps for teacher follow-up, next steps, and track time use. The SAM project and calendar is a professional development process using a unique set of tools to change a principal's focus from school management tasks to instructional leadership.

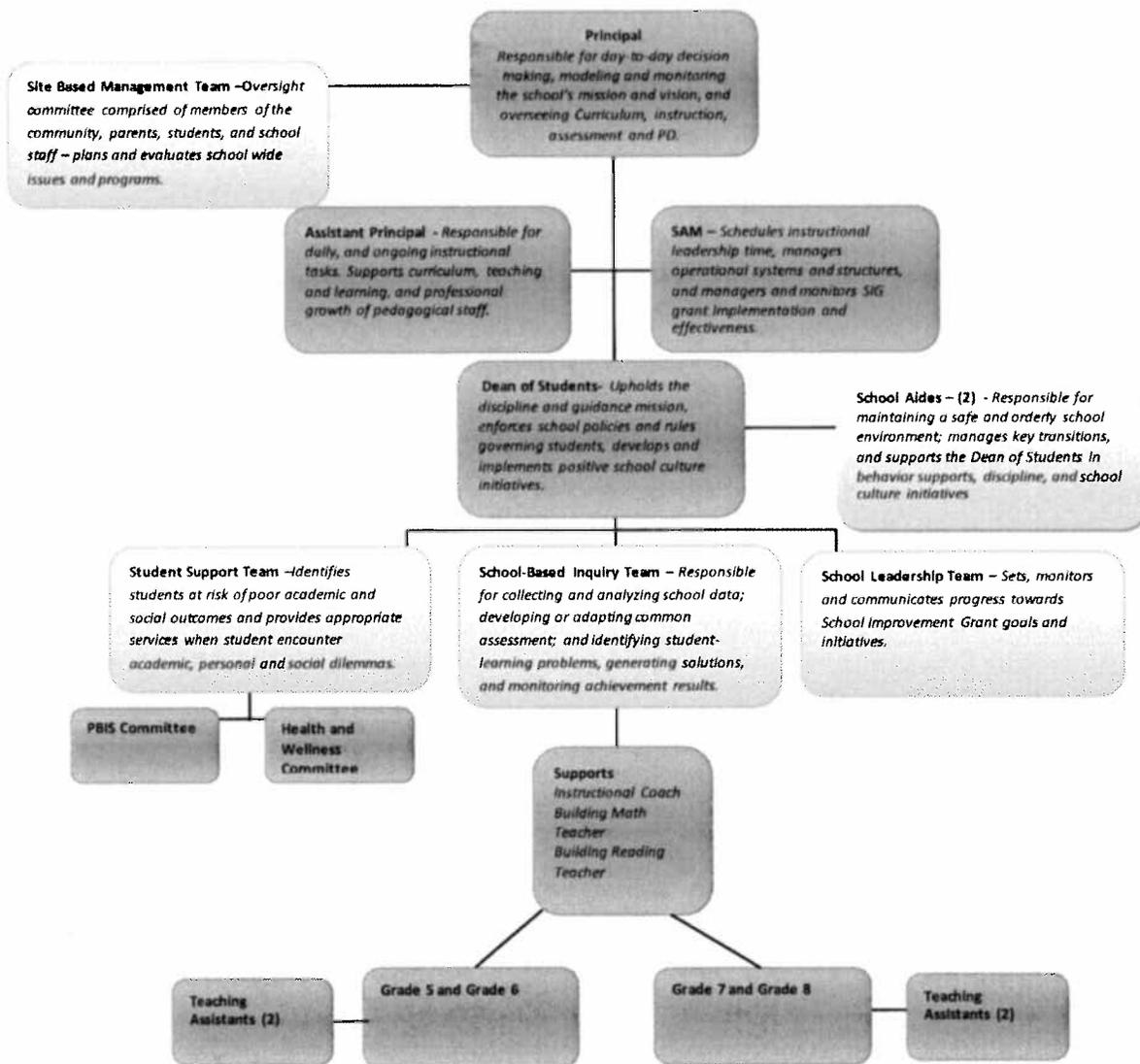
The system also allows the administrators to track action steps more systematically to be able to hold teachers accountable to implement recommendations. Specific goals for teacher success will be set and progress toward the goal will be tracked. This will allow the principal and the chief of school leadership, who evaluates the principal, to see trends in teacher strengths, challenges, and recommendations through the year.

All teacher observations, student learning objectives (SLOs) approvals, and TIPs will be housed in the district's Professional Growth Data System. Teachers and building administrators will use this as another platform for communication and feedback in between face-to-face sessions. The SLOs and TIPs will also be included in the TimeTracker™ calendar.

All principal observations on of 60 points of other measure are based on the Interstate School Leaders Licensure Consortium standards through multiple school visits by the chiefs of school leadership, who has been certified in accordance with Commissioner Regulation 30-2.9. The visits will include a structured review process of school documents and classroom visits. One of the visits will be unannounced. The chiefs of school leadership will also keep a weekly-monthly-yearly observation calendar using a process similar to the principal's calendar.

iv. Calendar of Events to Support APPR Implementation

Please see the Full Calendar Schedule of Events to Support APPR Implementation and Weekly Calendar Schedule of Events for Implementing the APPR.



2013-2014 School Year
 APPR Events - DRAFT BPS District Schedule*

	2013				2014						
	September	October	November	December	January	February	March	April	May	June	
Teachers with Ineffective or Developing Teacher Improvement Plan	23-27	7-11	11-15	16-20	13-17	10-14	10-14	14-18	12-16	9-13	
New Teachers School SLO and LMA Trainings	16-20	30-4	4-8	2-6	6-10	3-7	3-7	7-11	5-9	2-6	
Teachers Collect Baseline Data for SLO and LMA - preassessments & other data		14-18	18-22	9-13							
Teachers Submit SLOs and LMAs for Approval		21-25	25-29	16-20							
Administrators Approve SLOs and LMAs for Implementation		7-11	11-15	16-20							
Beginning of the year meetings for SLO-setting and evidence collection for Artifacts		30-4	4-8	2-6							
Administrators Monitor and Support Teacher Effectiveness - classroom obs		21-25	25-29	16-20							
Artifact monitoring and evidence collection		7-11	11-15	16-20							
District/School Formative Testing		30-4	4-8	2-6							
Artifact wrap-up and summative evaluations		21-25	25-29	16-20							
High School Regents Exams Administered		7-11	11-15	16-20							
3-8 ELA State Testing		30-4	4-8	2-6							
NYSESLAT - Speaking		21-25	25-29	16-20							
3-8 Math State Testing		7-11	11-15	16-20							
NYSESLAT - Listening, etc.		30-4	4-8	2-6							
Grade 4 & 8 Science - Laboratories		21-25	25-29	16-20							
Other SLO Summative Assessments Administered		7-11	11-15	16-20							
Grade 4 & 8 Science - Written		30-4	4-8	2-6							
Final Student Summative Results for All SLOs Reviewed		21-25	25-29	16-20							
Teacher Summative Conferences and Evaluations Completed by Administrators* (pending any student data still to arrive)		7-11	11-15	16-20							

Note: All State testing dates are tentative. For questions related to assessments, please visit <http://www.p12.nysed.gov/apda/>

H. Educational Plan

i. Curriculum

BCSD provides a curriculum plan in each subject area to guide teachers as they plan, prepare, think and reflect on instruction. Curriculum plans are based on the Common Core State Standards (PK-8) and contain Course of Study information as well as instructional frameworks explaining what students need to know and be able to do. Implementation resources are included to support teachers as they execute the curriculum.

Although the district provides the framework, it is understood that school leaders and teachers at North Park Middle will be engaged in ongoing planning at a more granular level, addressing the intellectual needs of young adolescents. To address the unique academic and social developmental needs of their students, the educational program at North Park Middle will emphasize literacy and numeracy skills across the curriculum. Content area curriculum will provide explicit instruction in literacy skills in all core content areas and be routinely embedded in modules, units, and lesson plans. At the end of Year 3 of the grant period, the curriculum will reflect interdependence, emphasizes cross-program connections, and promote shared responsibilities. By the end of Year 2 of the grant period, the curriculum will be articulated vertically and horizontally, within and across the various curricular areas, learning standards, and grade levels.

North Park Middle will take the following steps to ensure that all students have access to a rigorous curriculum and learning experiences to adequately prepare them for academic success:

- Provide time this summer for teams of teachers, specialists, and instructional leaders to review the documents and to identify gaps and overlaps in coverage across grade levels and within subject areas.
- Provide time and support (i.e., materials, training, guidance) for teachers to engage in unit and lesson development.
- Determine a common format for guiding curricular documents, and ensure that these address the following elements: Scope and sequence. Standards, content and skills to be addressed and timeframes for instructional delivery; strategies for differentiated instruction to meet all students' learning needs as well as modifications and adaptations used to meet the needs of diverse learners
- A set of learning skills (e.g., how to study, how to conduct research, how to read for understanding, how to take notes, etc.) that are common across all grades and subject areas and taught and reinforced in each grade and subject area

Literacy/English Language Arts:

The instructional frameworks for ELA provide a developmentally appropriate, sequential progression of skills and concepts to be taught and include components such as suggested instructional timeframes, reading selections, specific skills and concepts to be taught, relevant standards for reading (informational, literature, and foundational skills), writing, listening and speaking and language, and assessment information. Supplementary documents provide further specificity to the framework, including elements such as supplementary texts (oral and written)

of appropriate complexity, text-based questions, additional resources, pertinent modifications, and guidance for flexible grouping and management.

The curriculum for students in Grades 6 will be guided by Houghton Mifflin Harcourt's *Journeys Common Core*. This program was selected because it integrates the Common Core State Standards (CCSS) into every lesson, helping educators plan, engage, teach and assess students effectively and efficiently. Furthermore, *Journeys Common Core* was selected for the following key characteristics:

- It's accessible. The program provides the resources needed to plan and assess effectively, as well as teach and engage students. Student text are designed to allow every student access to rigorous content.
- It builds a knowledge base to read complex text. *Journeys Common Core* focuses on repeated reading of complex text, developing academic vocabulary, and close-reading skills.
- It engages 21st-Century Students. Using cutting-edge digital learning tools such as interactive white board lessons, teachers maximize their effectiveness and get students engaged and excited about learning.
- Aligned to CCSS assessments. Included in the program are comprehensive assessment tools to monitor student progress and provide real-time information on student progress. Students are able to practice their reading skills through a series of daily practice activities and quizzes that will help them prepare for PARCC assessments to ensure seamless CCSS implementation.

In grades 7 and 8 *The Language of Literature* by McDougal Littell will be used to support the implementation of the Reading/ELA Instructional framework. Units of study are outlined with the following components: Big Ideas; Required Readings; Suggested readings, and Supplemental resources. All Units of Study include corresponding reading, writing, Language (Vocabulary, grammar, usage and mechanics strands. Additionally, suggestions for access for English Language Learners, Interventions and accelerations are clearly outlined.

Mathematics: North Park Middle will execute math program using *Investigations*, a standards-based curriculum, supported by the NYS Common Core modules to fill identified gaps. *Investigations* has been successfully taught in heterogeneous classrooms, and addresses the learning needs of a wide range of students. *Investigations* curriculum units focus on an area of content, in depth, providing 2 to 5 ½ weeks for students to develop and practice ideas across a variety of activities and contexts that build on each other. *Investigations in Number, Data, and Space* is designed to support teachers and schools in implementing The Common Core State Standards for Mathematics (CCSS). Included in the components that make up *Investigations* are features that provide professional development for teachers to support the range of learners in his/her classroom. Key characteristics include:

- Support students to make sense of mathematics and learn that they can be mathematical thinkers
- Focus on computational fluency with whole numbers as a major goal of the elementary grades
- Provide substantive work in important areas of mathematics- rational numbers, geometry, measurement, data, and early algebra- and connections among them

- Emphasize reasoning about mathematical ideas
- Communicate mathematics content and pedagogy to teachers
- Engage the range of learners in understanding mathematics.

Connected Mathematics 2 (CMP2) will be used for students in grades 6-8. This program provides students with an investigative approach to learning mathematics by utilizing engaging interactive problems. Since CMP2 is problem based, the context can help students make sense of mathematics, including the symbols and rules that capture the main ideas and strategies. All students benefit from the workshop model where student discourse gives students a deeper understanding of the main ideas and their relevance to the problem being solved. The key characteristics are:

- It is problem centered. Important mathematical concepts are embedded in engaging problems.
- It provides practice. Students gain practice with concepts and related skills through in-class development problems and homework exercise. These components provide students with practice over time in important concepts, related skills, and algorithms.
- It is complete. The math units form a complete middle school curriculum that develops mathematical skills and conceptual understanding across mathematical strands. A student who has successfully completed the curriculum will have demonstrated proficiency in Algebra sufficient to advance to a Geometry course in ninth grade. In addition the program provides a complete assessment package that includes quizzes, tests, and projects.
- It is for teachers as well as students. The CMP2 materials were written so teachers can learn from them too. The Teacher's Guides include extensive notes regarding mathematics, pedagogy, and assessment.
- It is research based. Each unit has been field tested, evaluated, and revised over a 3 to 4 year period.
- It is effective. Research results consistently show that CMP2 students outperform other students on test of problem solving ability, conceptual understanding, and proportional reasoning.

ii. Instruction

Teachers will use instructional techniques and processes that capitalize on the unique developmental characteristics and individual needs of young adolescents. Instructional staff will integrate research-based and proven practices to increase student achievement of this age group, including but not limited to:

Instruction designed to promote depth of understanding rather than breadth; instruction is strategically implemented and designed to challenge and encourage.

Student-centered teaching and assessment practices and regular and frequent reflection of these practices by examining them in light of students' learning.

Application of current technology within instruction is seamless, learner-centered, and applied within the context of regular instruction rather than as a special event.

Flexible instructional groups based on student needs and interests that are productive and fully appropriate to the instructional goals of the lesson.

Involve students in their learning, encouraging them to contribute to their learning experiences, to make choices, to explore, to question, to experience, to learn, to grow, to develop social, interpersonal and leadership skills in addition to academic proficiency.

Vary learning activities to maintain student interest.

Focus instruction on thinking, reasoning, and problem solving, at the same time ensuring that students acquire necessary content and subject matter.

Instructional shifts. The Common Core State Standards require an increased emphasis on discourse and argument in both literacy and mathematics, which has significant implications for the ways teachers engage students in discussion and the kinds of questions about which they ask students to think. As teachers pose more challenging questions to students, engage in text-based discussions, and invite students to critique the reasoning of others, they will become effective with questioning and discussion techniques. Focus on this competency also ensures that student voice becomes an integral part of every lesson consistent with best-practices in middle-level education. The school will develop, implement, and refine a shared and common set of instructional strategies aligned that support the need for instructional discourse: Socratic Seminars, Dense Questioning, Conversations Across Time, and Question, Answer, and Relationship.

The instructional shifts required for both literacy and mathematics will be strategically incorporated and supported in all common-branch subjects and elective courses. Content area teachers outside of the ELA classroom emphasize literacy experiences in their planning and instruction. Students learn through domain-specific texts in science and social studies classrooms; rather than referring to the text, they are expected to learn from what they read. These courses will incorporate the instructional shifts in literacy in the following ways:

Building knowledge through content-rich nonfiction information texts

Reading and writing grounded in evidence from text

Regular practice with complex text and its academic vocabulary

Additionally, numeracy shifts will be emphasized in mathematics and other core content areas through the following:

Focus on concepts prioritized in the standards in order for students to build a strong foundational knowledge and deep conceptual understanding and are able to transfer mathematical skills across concepts and grades.

Build coherence by carefully connecting learning within and across grades.

Teachers will emphasize fluency with simple calculations and by applying mathematical concepts to new situations as well as writing and speaking about their understanding.

Acceleration of learning. With many students one grade or more behind in reading or mathematics, it is critical to accelerate learning in order to catch them up. Traditionally, a model of remediation has been used to reteach curriculum concepts or skills that a student has not mastered. While this approach can provide a student with a repeat of former strategies to learn the same concept and skill, usually this occurs at a slower pace in much more discreet or smaller chunks of knowledge. To accelerate student learning, North Park Middle will ensure that all student learning is accelerated in the following ways:

A rigorous literacy program for all students to accelerate their achievement in reading and writing will be implemented. The BCSD will select a core reading program designed to advance achievement in reading for all students in the district.

Key to increasing student achievement is providing teachers with classroom-based support to increase their content knowledge and capacity to accelerate their students. The underlying assumption is the belief that a centerpiece for improved student learning is excellent teaching.

More time will be spent which will work as a catalyst to enable student achievement. Increasing the amount of time in core subjects with comprehensive and coordinated student supports allows students to “catch-up” during daily intervention periods.

The current Regents initiative in the school, a priority of North Park Middle, will be built upon to provide an increased number of middle school students with opportunities to take Regents-level coursework and engage in rigorous courses that will prepare them for success in high school, college, and beyond. North Park Middle will provide eighth grade students with a challenging instructional program in mathematics and science that will enable them to perform well on the New York State eighth grade mathematics exam, pass the New York State Integrated Algebra Regents and Living Environment Regents, and obtain high school diploma credit for algebra and Living Environment.

iii. Use of Time

Daily Proposed School Calendar

Please see Daily Proposed School Calendar.

Sample Daily Class Schedule

Please see Sample Daily Class Schedule.

Scheduling Goals for Students

School Hours—9:00 a.m.–5:30 p.m.

Instructional Time—9:00 am—3:30 pm (6 hours and 30 minutes)

Afterschool and Enrichment—3:30 pm–5:30 pm –(120 minutes)

Core Courses—120 minutes ELA; 90 minutes mathematics (Grades 5 and 6)

Acceleration—Living Environment and Lab for all students in Grade 8

Scheduling Goals for Teachers

One day of collaboration per six day cycle in content and grade-level teams

Scheduling Limitations

Teachers in Grades 5 and 6 must have 40 minutes minimum preparation period per day.

Teachers in Grades 7 and 8 can only teach 25 classes per week with five unassigned periods per week for preparation, homeroom, and duty (i.e., lunch duty, office duty).

Special area teachers (technology, home, and careers) can teach up to 240 minutes per day with one preparation period per day.

Community partners

Need to integrate advisory without eliminating an instructional period.

Cut lunch down to 30 minutes for fifth and sixth grade and 20 minutes for seventh and eighth grade (very tight).

Strategies to Increase Learning Time

The use of time is balanced among four priorities: making every minute of the school day count; creating more time for teachers to collaborate to improve instruction and address student learning needs; adding individualized learning time and instruction focused on specific student needs; and including academic and global enrichment programming before and after school and during the summer.

Making every minute count. To successfully increase time for high-quality academic instruction, the school will maximize time for learning and eliminate unproductive time in the schedule. Teachers and Leaders at North Park Middle will utilize the following strategies:

Plan lessons to maximize time on task and student engagement. This includes developing and teaching routines aimed to minimize classroom procedures and increase teaching and learning time from bell to bell.

Minimize noninstructional time. Although noninstructional time—such as classroom transitions, locker breaks, recess, lunch, homeroom, and dismissal—are inevitable within the school day, North Park Middle will minimize the amount of time devoted to these activities. Based on the needs assessment, the school will increase instructional time by:

Shorten arrival and dismissal time

Shorten or alleviate unnecessary announcements

Reduce morning and afternoon bussing

More effectively utilize the 20 minute homeroom period

Emphasize attendance. The greatest loss of student learning results from students arriving late or missing school entirely. North Park Middle will monitor attendance frequently and adopt protocols for rewarding strong attendance and implement interventions to high absenteeism.

Individualized learning time and instruction focused on specific student needs. In addition to maximizing the time in the current schedule, more time is added for personalized instruction and individualized support tailored to address the diverse range of student academic skills and needs.

Increased time in core academic courses. ELA will be a minimum two hours and one and one-half hour for mathematics. This allows for more time to cover content review, and reteach standards.

Daily, targeted, small-group intervention period will be established. These classes target specific skills for which students need additional support, and students are grouped with peers who have similar needs based on formative, summative, and benchmark assessments. This strategic schedule enables teachers to move students into or out of academic support classes easily, based on how they perform at any time during the year. Students excelling in ELA or mathematics take on more enrichment courses in place of small-group classes.

Additional individualized instruction will be provided after the school day. North Park Middle will provide an hour of academic support in an afterschool program, followed by an hour of enrichment and cocurricular activities. More details of this program are provided in the section on *Student Supports*.

More time for teachers to collaborate to improve instruction and address student learning needs. North Park Middle will devote significantly more time to teacher development over the course of the SIG period.

The proposed schedule includes regular opportunities for teachers to meet with one another and with coaches and instructional leaders as well.

Collaboration time will include a coherent plan for effectively using time allotted for professional development, grade and department meetings, and classroom observations to ensure relevance and focus on instructional goals.

Protocols will be created and implemented to support teachers in analyzing student performance data and student work, and tools will be provided to improve teachers' planning around data use.

Afterschool program. The major goals of the afterschool program are to improve student academic performance, provide an opportunity for students to use their out-of-school time safely and productively, provide an opportunity for youth to develop positive relationships with peers and adults, and provide students athletic and cultural experiences to enrich their lives.

In order to increase the capacity of the current afterschool academic and enrichment program by 100 students, the school will continue to utilize a community-based organization to provide academic support and enrichment to approximately 150 students. Teachers will provide academic supports after school to approximately 100 students during a one hour block.

The afterschool enrichment period will be led by selected community partners with expertise and leverage the skills and expertise of teachers by designing a program based on student interest and need.

To set up the program for success, the school will develop a shared vision, will identify goals and program components, and will identify how success will be evaluated. Programs and activities will be curriculum based and will support the curriculum of common-branch subjects.

Summer school. Within the framework of expanded learning time, summer learning programs are uniquely positioned to play a critical role in turning around North Park Middle. It presents an opportunity to prevent summer learning loss, accelerate learning, improve student achievement, and eliminate the opportunity gap by exposing students to things they would never have the chance to do themselves. Currently, summer school is offered to all students in prekindergarten through Grade 6 and students in Grades 7 and 8 who have failed a core subject course. Summer programs run for half a day for four weeks during July and August.

North Park Middle will implement a summer school program that is designed with an engaging program that builds essential academic knowledge and skills in morning sessions and provide high-interest recreation and enrichment activities in the afternoon. The use of the SIG grant funds will allow North Park Middle to provide a cohesive expanded school year to all of its students using the following strategies:

Increase the duration, intensity, and scope of the traditional summer school model to a comprehensive research-based that makes summer an essential component of the school improvement strategy.

In addition to the current summer enrollment policy, North Park Middle will **strategically invite certain students to enroll** who will benefit from the program based on their progress in reading during the school year. Parents or guardians of identified students in Grades K–8 will receive letters of invitation to register their students.

North Park Middle will hire great teachers and involve instructional coaches to support high-quality teaching. Provide professional development for educators and ensure summer programs offer teachers a chance to test new models of teaching and gain valuable leadership experience

Change the focus from narrow remediation and test preparation to a blended approach of both academic learning *and* enrichment activities that provide hands-on, engaging programming that fosters critical 21st century skills, including collaboration, innovation, creativity, communication, and data analysis.

North Park Middle will extend the **best practices** of our literacy and mathematics programs so the summer program aligns to what we believe works best for struggling students. Both reading and mathematics will use a number of resources including educational technology.

Assessment data will be used to **track and measure our impact.**

Strengthen and expand **partnerships with community-based organizations and public agencies that provide summer activities** to align and leverage existing resources, identify and meet gaps in service, improve program quality, and develop shared outcomes for summer success.

Include strategies to **improve student attendance and engagement** by providing healthy food, field trips, recreation, electives, attendance policies, and comprehensive supports.

Target **key transition periods** such as the summers before kindergarten, middle school, and high school to ensure students are prepared for success in new environments.

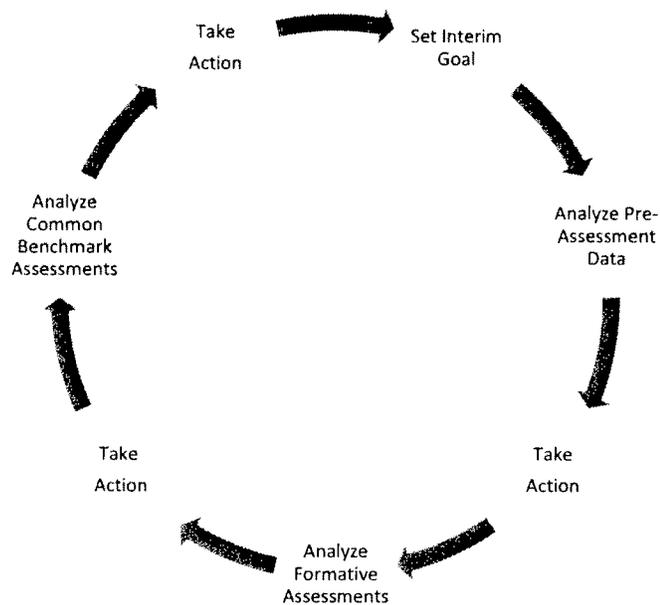
iv. Data-Driven Instruction and Inquiry

A major change to North Park's instructional program will be the establishment of systems to monitor student achievement. The functional cycle of data driven inquiry and instruction will include: analysis of student work from lessons during common planning time on a six-day cycle; analysis of formative assessments during grade team and content team meetings every other six-day cycle; quarterly analysis of district formative assessment data; and annual review of schoolwide data to plan for the upcoming year.

North Park Middle will collect data in order to assess student learning and to drive a process of continuous improvement in all programs and structures. This will be accomplished in the following ways:

Introduce a buildingwide protocol that assesses students on a biweekly basis based on the school's established learning targets and the BCSD curriculum pacing guides and instructional programs. The data that is generated from the assessments will be analyzed by multiple persons including: content team and grade-level team meetings, SBIT meetings, and administrative team meetings. The results of this ongoing analysis will determine the need for changes in instruction as well as necessary interventions for students.

Through ongoing "Skillful Data Use" professional development from Research for Better Teaching, Inc., teachers have learned how to implement a structured process of collaborative inquiry that increases their ability to engage in professional practices that include the effective uses of data to improve student achievement. The principal, assistant principal, instructional coach, and building reading and mathematics teachers, and other members of the SBIT will meet regularly to: (1) build a foundation for collaboration around student performance data; (2) identify student- learning problems; (3) verify causes of student learning problems; (4) generate and monitor solutions; and (5) ensure an increase in student achievement. SBIT members will also learn how to lead collaborative inquiry in order to influence the culture of their schools to be one in which data are used continuously, collaboratively, and effectively to improve teaching and learning. The program is based on the resource, *A Data Coach's Guide to Improving Learning for All Students: Unleashing the Power of Collaborative Inquiry* (Corwin Press, 2008), by Nancy Love, Katherine E. Stiles, Susan Mundry, and Kathryn DiRanna and is outlined in the following figure.



Administer district formative assessments based on learning goals in core academic areas. Instructional staff will collect and analyze data to determine which students in each classroom are mastering predetermined targets. Following the administration of these assessments, teacher teams, individual teachers, and instructional leaders will develop concrete plans for struggling subgroups and individual students.

With support from BCSD data coaches, the school will provide each teacher with data reports that are succinct and contain an item analysis, standard level analysis, and bottom-line results. Teachers will use a common written template and structured protocol for deep analysis. This analysis process will require reflection and action planning at the following levels: individual teacher, grade level, subject area, and schoolwide. Through the analysis of assessment results, teachers will identify strengths, weaknesses, and gaps by standard and skill. Deep analysis will require that teachers not only identify what students did not learn, but why they did not learn it.

Following district formative assessments, teachers will create a plan for addressing the standards and skills not mastered by the whole class, groups of students, and individual students. This plan will delineate standards and skills that must be retaught to the whole class, what will be addressed through small-group instruction, and which individual students require placement in intervention programs as outlined in the schoolwide RTI framework.

At the grade level, teams will address trends in performance across the grade and then use an action results meeting protocol to identify best practices and key actions that everyone will implement to address assessment results. Additional time will be spent developing concrete elements of lesson plans (e.g., “Do Now’s,” teacher guides, student activities, homework) that will be used to address needs and gaps in specific skills and standards.

The instructional leadership team will facilitate teacher data analysis meetings after each interim assessment and maintain focus on the process throughout the year. Instructional

leaders will develop schoolwide plans to address assessment results. These plans will delineate the coaching, instructional support, and professional development for teachers needed to address student learning needs. The instructional leaders will review and provide feedback on lesson and unit plans, conduct classroom observations, and give feedback driven by teachers' assessment action plans and student needs. Additionally, instructional leaders will identify, share, and disseminate best practices, resources, and strategies from high-achieving teachers and other schools.

v. Student Support

Every young adolescent needs a system that supports both academic achievement and personal development. Middle school students need academic and personal support as they experience the changes associated with the transition from childhood to adolescences and from elementary school to high school.

Framework for supports. The schoolwide framework for providing academic, social-emotional, and student support to the whole school population includes the following components:

- The use of a schoolwide (universal) screening assessment to identify students at risk for poor learning outcomes
- A multitier intervention program and strategies that increase in levels of intensity
- Frequent and ongoing progress monitoring to determine student progress and to determine program efficacy
- A team structure to organize and analyze student performance using progress monitoring data

North Park Middle will further refine the implementation of a school-wide system for student success, using an RTI model, to reflect a combination of developmentally appropriate, high quality, culturally responsive instruction, assessment, and evidence-based intervention. Effective implementation of the RTI supports the implementation of the Common Core State Standards and provides students with scaffolding and support to better access a rigorous core curriculum. For both academic and behavior systems, this system includes the Tier 1 universal interventions that are both preventative and proactive to all students. Tier 2 secondary interventions are applied to students deemed "at-risk" by a universal screener, which includes small groups and some individualized groups. The student support framework includes a third tier of academic and behavioral interventions for individual students.

Major systems for identification. BCSD provides a pathway to interventions and supports using DIBELS and MClass. However, as the only middle grade school in the district, these screeners are not developmentally appropriate for students. North Park Middle will identify and select a developmentally appropriate, evidence-based screener for all students.

SBIT will be reviewing the screening and progress monitoring data to assess whether the level of intervention received is appropriate for that student's needs.

Student support teams. Implemented during the 2010–11 school year, student support teams play a significant role in implementing social-emotional and behavioral support systems and serve as student and system advocates. The team uses disaggregated

behavior and discipline data from the student monitoring systems to identify students not responding to schoolwide behavior supports and assigns them to group or individualized supports.

Academic Supports and Key Interventions

Building reading and mathematics teachers and teaching assistants. The school will utilize building reading teachers and building mathematics teachers to provide intervention services to the most intensive students. Additionally, in the new organizational structure, teaching assistants will be reassigned clusters of grades, thereby providing students in Grades 5 and 6 with two teaching assistants who will focus on reading and mathematics interventions and supports. Students in Grades 7 and 8 will also have two teaching assistants who will focus on reading and mathematics interventions and supports.

Evidence-based intervention programs

Corrective reading program used for most intensive students who have issues with decoding

Voyager—used with “strategic” student to build fluency and comprehension skills

Junior Great Brook—used with “high or strategic” benchmark students to help with critical thinking

Social-Emotional Supports and Key Interventions

Schoolwide positive behavior system reflects a systems approach to discipline that emphasizes prevention and data-based decision making. For more information, see the section on *School Climate and Discipline*.

CICO will continue to be used as a secondary support. While this program has not yielded the desired results, the school will revise its current practice of assigning students to teachers and allowing students to choose an adult that they are close with to serve in this role. This program will continue to be monitored for its efficacy in Year 1 of the SIG grant application period.

Functional Behavioral Assessments and Behavior Intervention Plans are a tertiary level of support that begins with a functional behavior assessment and concludes with an individualized behavior plan. Students also are referred to support services provided by community mental health partners.

Student Supports

Orientation and transition. North Park Middle will provide a gradual transition from the more self-contained classrooms of the elementary school to the more departmentalized structure of the middle school, providing students with opportunities for increasingly independent learning experiences and responsibilities within a safe and structure environment. A student orientation for fifth grade was implemented for the first time in 2012–13 and was found to be successful and well attended. The school will continue to implement orientation programs for Grade 5 and implement a transition program for Grade 7 to address the shift to a departmentalized structure from Grade 6.

Erie County Council of Prevention of Alcohol and Substance Abuse provides individual counseling to students in the school. A social worker is assigned to the school part time. The school will further refine the process for student referrals to ensure that this service is used efficiently and effectively.

Child and Adolescent Treatment Services provides a violence prevention program and parent involvement and attendance worker and conducts a social skills group and a program called “Coping Power” that focuses on anger management.

Second Step. Students in Grades 5 and 6 participate in a character education and bullying prevention program. This is a curriculum and model-based program that occurs one day each six-day cycle.

University of Buffalo conducts a dental program that screens students for dental health and provides dental health services.

vi. School Climate and Discipline

Systemic changes. It was identified that a Dean of Students is needed to provide immediate and consistent responses to student behaviors. The Dean of Students will lead the school-wide efforts to build and maintain a safe academic space. This position will include managing the school’s response to challenging behaviors and implementing disciplinary policies. The Dean of Students will report to the Principal and work collaboratively with the school community to ensure that students maximize their time in instructional classes. While there are currently four teacher aides assigned to the school, two of the aides will be reassigned to work closely with the dean of students to maintain a safe and orderly environment, deescalate student behaviors, and develop schoolwide culture, climate, behavior, and discipline policies and activities.

The Dean of Students and aides will proactively circulate throughout classrooms and hallways during the day, to gain valuable context on student behavior and help support school safety and positive school culture. Together this team will use discipline data system to collect and analyze discipline data, identify implications, and develop recommendations and strategies for student infraction reduction. Additionally, the Dean of Students will work with the Student Support team to create individual plans for students with behavior challenges, and partner with teachers to provide extra interventions.

Classroom management. The school will focus on improving the efficacy and holding power of the classroom activities in which students participate. This is aimed at the quality of the settings that students occupy rather than at the students themselves by increasing the strength and the quality of classroom activities. Participating in well-managed classroom activities encourages self-discipline and the essential conditions for caring, support, clear expectations, and guidance that foster healthy student development and motivation. The emphasis will be on creating conditions for student involvement in learning, particularly on cooperation, engagement, and motivation, and students being part of the learning activities, rather than on compliance, control, and coercion. Also, teachers will be provided with strategies and explicit techniques directed at remediating individual students’ conduct in an efficient and nondisruptive manner.

PBIS. BCSD has implemented PBIS programs in all schools with Grades PK–8. As such, North Park Middle has developed a schoolwide PBIS system whereby the school communicates and

teaches rules and rewards students for following them. As identified in the needs assessment, this program has not been implemented with fidelity or consistency across the school. Therefore, the school will refine the current program to include clearly established expectations for safety, discipline, and respect, regularly scheduled instruction in the desired social behaviors to enable to students to acquire the necessary skills for the desired behavior change, and offer effective (developmentally appropriate) motivational systems to encourage students to behavior appropriately. Common school expectations will be posted throughout school and in every classroom. Clearly defined classroom-handled versus administrator-handled behavioral problem will be identified and regularly revisited based on regular collection of data on patterns of behavior and regularly summarized and presented at faculty meetings to support decision making and practice consistency.

North Park Middle will refine the current schoolwide positive behavior program and discipline system with clearly established expectations for safety, discipline, and respect. The policies and related system will include concise, schoolwide behavior expectations common for all students as well as a continuum of supports, interventions, incentives and rewards, and consequences—including a clear delineation of activities and programs that students are entitled to versus those that are privileges. In addition, the schoolwide behavior policy also will identify which behaviors are handled by teachers, behavior support staff members, and school leaders. It is absolutely critical the school staff engage in deliberate professional development that builds adult capacity to facilitate learning experiences and to manage classrooms in a way that results in a safe and healthy environment conducive to learning

Advisory program. Critical to school improvement is a safe and supportive learning environment, which not only is about discipline but also is about building relationships with students and setting high-expectations and fair and consistent action.

Students with disabilities. Students with disabilities are held to same universal behavior expectations. Too often, standards and expectations for students are lowered. Instead, the application of individualized and tiered supports should be designed to address behaviors that may be a manifestation of a student's disability and support a student's ability to meet behavioral standards and expectations. Students who do not respond to universal program and supports will receive a functional behavioral assessment to identify the antecedent, behavior, and consequences that may impede response to expectations. Individualized behavior plans will be developed as needed. Teachers will use effective universal classroom management practices for all students and then determine which students need additional support and more individualized interventions that incorporate strategies, modifications, and needs identified in a student's individualized education program.

vii. Parent and Community Engagement

North Park Middle faces a number of impediments to parental involvement. To address the need for parents and the school to work in collaboration to improve student achievement, the school will develop a consistent and unified approach to family involvement through an organized and deliberate effort to reach all parents and families and to encourage them to engage with the school in different ways that meet their needs. By providing many opportunities to engage, such as by joining the school council, by participating in a program sponsored by a partner agency at

the school, by attending informational meetings in the school, and by providing meaningful feedback on surveys, parents can become more knowledgeable about how to support their child's academic achievement in school. The school will employ the following formal mechanisms and information strategies to increase parental and community engagement.

Develop a family and school compact that will delineate how parents and teachers will share the responsibility to build and develop a partnership to help students meet high standards. The compact will serve to engage parents, in collaboration with staff members and students, around strategies for increasing student achievement.

Learning at home. Involve families with their children in academic learning at home, including homework, goal setting, and other curriculum-related activities. Encourage teachers to design homework that enables students to share and discuss interesting tasks.

Survey parents in the beginning of the school year to determine the best way to disseminate information to them, to receive their feedback, and to determine how the school can assist them so that, in turn, they can better support their children. Receiving information directly from parents will inform the school's next steps as to parents' needs programs, and protocols for reaching and appropriately engaging parents and families. Surveying parents at the end of the year also will provide feedback about the effectiveness of strategies employed and will inform planning for Years 2 and 3.

Use varied forms of communication, and increase the use of technology to keep parents and families abreast of the school community and their child's progress. Family communication will be two-way, flowing in both directions. In keeping with increased technology, the school will explore and implement opportunities for communication such as automated calls, text messages, e-mail, and better use of the school website, newsletters, and regular phone outreach to parents.

Identify, train, and support parent facilitators, who can assess the needs at the school and serve as a liaison to parents. An organized, district-supported parent program will provide another pathway for parents and families to engage with teachers to understand how to help their children at home.

Host activities at the school and in the community that meet the needs of students, parents and families, and the community at large. This may include academic or social celebrations, literacy or mathematics events, and training for parents and community members by a partner organization (e.g., parenting classes, extracurricular activities, and job and skills training).

Collaborate with the community. Coordinate resources and services for families, students, and the school with community groups, including business, agencies, cultural and civic organizations, and colleges or universities.

I. Training, Support, and Professional Development

i. School Leadership/Staff Involvement in Development of Plan

The school-level plan was developed as a collaborative effort between the school leadership team and district –level staff from the Buffalo City School District. Professional development supports both the district and school’s effort to increase student achievement through an ongoing, high quality, comprehensive system of professional development for instructional and support staff. Professional development is based on the theory of action that quality professional development will improve knowledge and skills, enhance instructional practice, and result in increased student achievement. The school leadership team identified areas in which instructional staff and support staff need training and support to achieve the mission, vision, and goals of school improvement grant period.

During the Implementation period, the school leadership team, in collaboration with school and district leadership, will develop and continually refine a professional development plan aligned with the professional learning activities outlined in the School Improvement Grant (SIG) application.

ii. Implementation Period

North Park’s vision for professional development is a data driven plan focused on improvement student achievement outcomes. Everyone on staff will be supported in their effort to improve their practice using the needs of the students as a guide. Professional development will be-for the most part- generated, planned, and implemented by the instructional leaders at the school. Professional development will occur in regularly scheduled meetings, through individual and team coaching, and consistent assessment and analysis of student work and progress towards learning objectives and targets; and school improvement goals.

Schools will build their capacity to design and deliver professional development at the school site, based on their unique needs. BCSD will support the school in the implementation of its school improvement plan. A part of this support will be a variety of district level professional learning opportunities offered to Instructional Coaches, Building Reading Teachers, Building Math teachers, and other instructional leadership staff. These staff will turnkey trainings to their school instructional staff during regularly scheduled content area and grade-level team meetings. Staff at the Office of School Leadership will provide continuous follow-up and support to instructional leaders. The goal is to build a school’s internal capacity to deliver job-embedded professional development.

The diagnostic needs assessment identified major areas of need for the students and teachers which are reflected in the identified goals SIG implementation period. Professional development during Year 1 of the SIG implementation will support the following areas:

1. Create a positive school culture and climate
2. Increase positive behaviors and decrease discipline incidents that impede student learning.

3. Implementing a rigorous, vertically aligned curriculum based on Common Core State Standards and designed to address the unique developmental needs of adolescents

School Culture and Climate: PBIS/Safe and Civil Schools. North Park will receive targeted technical assistance and coaching to assist and support the implementation of a school-wide PBIS program with fidelity in order to achieve a reduction in disciplinary referrals and suspensions, improve attendance and increase academic achievement.

Instructional Coaching. Instructional Coaching at the school will be the main vehicle for developing the proficiency of all teachers in a set of high leverage instructional and classroom management skills and supporting and sustaining these skills through focused observations, actionable feedback and differentiated follow-up and support activities such as co-planning and modeling of lessons.

Observations made by the instructional coach are aligned to school-wide professional development goals, student learning benchmarks and targets, and school improvement goals. Coaches will help plan professional development sessions around school-wide instructional goals, and work with individual teachers and teams of teacher in defined areas of focus, including but not limited to: establishing classroom rules and procedures, defusing disruptive behavior, embedding student-involved assessment practices and instructional shifts in lesson and unit planning. The Coach's observations will help to determine the professional development needs of the staff. The Coach in collaboration with the Instructional leadership team also analyzes curriculum to help determine critical content and skills to "pre-load" with staff.

PLCs. A PLC is a collegial group of educators that is united in a commitment to student learning. PLCs will meet regularly to examine teaching practices, analyze student performance, and address achievement gaps. Learning takes place in the classroom in the interactions between teachers and students; to improve student learning, it is necessary to focus on improving the quality of instruction in classrooms. PLCs are an important structure that supports instructional improvement, systematic data use, and a school culture focused on continuous improvement. By focusing on student learning, in addition to having benefits for students, PLCs positively affect the culture of a school.

In team or discipline meetings, teachers will look at the student work in a particular discipline. Staff will use structures and protocols for looking at and talking about student work; focusing and reflecting on important questions about teaching and learning. The practice of reading, grading, and sharing teacher assignments and student work helps to build inter-rater reliability among the staff, as well as develop a common understanding of rigorous course work and high expectations.

Major Professional Development Partners

American Institutes for Research. *Building an Instructional Coaching Program* will begin with a two-day intensive training for instructional coaches in fall 2013. This training will include preparing for coaching with professional teaching standards, clarifying the role of the coach in teacher professional development, aligning coaching with other professional learning, understanding trust as a coaching "norm," and understanding a coach's roles in school and teacher development.

Transformation Leadership Learning Network.

The AIR *Reality Check* is a facilitated process of reflecting on the SIG plan goals and objectives alongside relevant, up-to-date school data at the conclusion of the first semester or midway through Year 1 of a turnaround. This is a component of the Transformation Leadership Learning Network. The purpose of the meeting is to identify the depth of implementation of initiatives in the SIG plan; begin to identify which initiatives should be continued, adjusted, or stopped; and identify and prioritize next steps for deepening implementation and effectiveness.

Research for Better Teaching. The Research for Better Teaching's *Skillful Teaching* program provides practical strategies for strengthening teaching skills and teaches pedagogues how to apply the core components to lesson design and implementation. Professional development courses are more than 40 hours in length and include follow-up visits and coaching. Instructional leaders learn how to accurately observe teachers and provide targeted and actionable feedback through the Observing and Analyzing Teaching course.

Erie 1 BOCES. Erie 1 BOCES will provide a full range of services on school culture and climate, Intensive PBIS/Safe and Civil Schools Coaching, Attendance Improvement, and Parent and Community Engagement.

Please see the Planned Trainings, Support, and PD Year One Implementation Chart

iii. Evaluation Plan

Evaluation planning will be an integral part of professional development planning. In collaboration with BCSD staff, school leaders, and professional development providers, the principal will ensure that professional development, training, and support are closely aligned to the school improvement goals and strategies. Specific professional learning outcomes and related indicators, along with the expected outcomes in student learning and related indicators, will be identified prior to each professional learning activity. Interim outcomes, indicators, and benchmarks include the following: teacher perception, new knowledge and skills, changes in school organization and culture, and changes in student learning. Evaluations of training, support, and professional development will focus on the following three questions:

- Did the professional development take place as planned?
- What were teachers' perceptions of the professional development?
- Did the professional development achieve the intended outcomes?

The AIR *Reality Check* will serve as the major venue for analyzing PD outcome data, reflecting on implementation fidelity, and determining necessary midcourse corrections to ensure that professional development is on track to supporting identified school improvement goals. The Reality Check is a facilitated process of reflecting on the SIG plan goals and objectives alongside relevant, up-to-date school data at the conclusion of the first semester or midway through Year 1 of a turnaround. The purpose of the meeting is to identify the depth of implementation of initiatives in the SIG plan; begin to identify which initiatives should be continued, adjusted, or stopped; and identify and prioritize next steps for deepening implementation and effectiveness.

Rigorous, ongoing evaluations will help refine training, support, and professional development programs in several ways:

- **Formative evaluations (monthly)** will gauge teacher satisfaction with professional learning activities, whether the activities took place as planned, and whether teachers mastered new knowledge and skills. Formative evaluations will help professional development providers determine whether activities are on track or whether some midcourse changes are necessary to achieve the intended outcomes.
- **Ongoing evaluations (quarterly)** will yield information about changes in school organization and culture that may result from teacher training, support, and professional development.
- **Summative evaluations (annually)** will focus on whether the professional development achieved the intended outcomes as reflected in changes in teachers' practice and changes in student learning.

In order to adequately assess the effectiveness of planned training, support, and professional development, data collected on professional learning implementation will include careful record keeping and the following quantitative and qualitative data sources:

- Sign-in sheets to track teacher participation
- Activity logs to track follow-up support for individual teachers and groups of teachers
- Activity logs noting the frequency and the duration of weekly observations and feedback on the classroom application of new instructional strategies, as well as their substantive focus
- Surveys and evaluation forms to gauge teacher perception and whether teachers are likely to apply new knowledge and skills in their professional practice
- An analysis of benchmark assessments, common formative assessments, daily formative assessments, and student work.

Planned Training, Support, and Professional Development Events – Year One Implementation Period

Training, Support, and Professional Development events	Timeline for Delivery	Agent/Organization Responsible for Delivery	Desired Measurable Outcomes	Analysis and Reporting of Outcomes
Instructional Coaching	September – May 2013	American Institutes for Research	<ul style="list-style-type: none"> • Positive perception of coaching activities • Improved instructional knowledge and skills among teachers • Application of instructional shifts and best practice in instruction as measured by instructional observations • Increased student achievement 	<p>Data analysis and reporting will happen during AIR facilitated quarterly meetings with Instructional Coaches. Using the Coaching Tracking Tool, Coaches will analyze and respond to the questions below to determine outcomes and plan interventions:</p> <p><i>Based on completed observation protocols, how many participants could be rated as proficient in applying new instructional strategies in their classrooms? Do observational data suggest gaps in application?</i></p>
Professional Learning Communities	October 2013 – June 2013	Instructional Coaches	<ul style="list-style-type: none"> • Time for collaboration built into the school day and calendar • Team norms to guide collaboration • 8-10 essential common outcomes per semester by course/content area • Common assessments • Grade-level/content-based improvement strategies 	<p>Data analysis and report will happen during weekly meetings with the instructional leadership team. Instructional leaders will focus evaluation of PLCs on how well the team works, completion of its actions, and the outcomes of its actions. Formative evaluations will include a survey to individual members to evaluate their own involvement in the PLC; then aggregating the ratings into a single mean score, identifying the range of scores, and the most frequent response will help team members know how the team is doing overall. Summative evaluations will help determine if the team has achieved its goal(s)- whether students perform at the expected levels- as determined by district common formative assessments</p>

<p>Intensive Positive Behavioral Interventions and Support/ Safe and Civil Schools Coaching for High Needs Schools</p>	<p>September – May 2013</p>	<p>Erie 1 BOCES</p>	<ul style="list-style-type: none"> • Reduced suspension rate • Reduced behavior referrals • Increase in positive behavior • Improved classroom management as measured by classroom observations • More time on instructional tasks • Increased Student engagement 	<p>and state assessments.</p> <p>Data analysis and report will happen during weekly meetings with the school leadership team and members of the Student Support Team. Student discipline data will be analyzed on a weekly basis and will include the high incident behaviors, high incidence locations, students with high levels of behavior referrals, and classrooms with a high incidence of behavior and discipline referrals. Results of this analysis will be disseminated through school-wide faculty meetings, grade-level meetings, and meetings with individual teachers with high incidents.</p> <p>Same as above</p>
<p>School Culture and Climate</p>	<p>September – May 2013</p>	<p>Erie 1 BOCES</p>	<ul style="list-style-type: none"> • Reduced suspension rate • Reduced behavior referrals • Increase in positive behavior • More time on instructional tasks • Increased Student engagement • Improved Attendance 	<p>Same as above</p>
<p>Parent and Community Engagement: Infrastructure and Capacity Building</p>	<p>October – June 2013</p>	<p>Erie 1 BOCES</p>	<ul style="list-style-type: none"> • Improved Attendance • Increased student and parental engagement • Aligned afterschool and summer programs 	<p>Same as above</p>
<p>Curriculum</p>	<p>September – June 2013</p>	<p>BCSD</p>	<ul style="list-style-type: none"> • Curriculum plan • 2-3 domain maps for specific subject areas • School-wide strategies that assist with implementation challenges • Increase proficiency on district common formative assessments • Increase proficiency on NYS ELA exam 	<p>Data analysis and reporting will take place during school leadership team meetings and instructional team meetings. The principal, Assistant Principal and Instructional Coach will be responsible for collecting data on the implementation of curriculum. Data collection and analysis will focus on the development of guiding curricular materials, the use of those materials in</p>

<p>Instruction</p>	<p>3 days (6 hour/day); Dates TBD</p>	<p>Research for Better Teaching</p>	<ul style="list-style-type: none"> • Improved instructional knowledge and skills among teachers • Application of instructional shifts and best practice in instruction as measured by instructional observations • Increased student achievement 	<p>daily classroom instruction, and the effects of those materials on student performance on common formative assessments.</p> <p>Data analysis and reporting will happen during AIR facilitated quarterly meetings with Instructional Coaches. Using the Coaching Tracking Tool, Coaches will analyze and respond to the questions below to determine outcomes and plan interventions:</p> <p><i>Based on completed observation protocols, how many participants could be rated as proficient in applying new instructional strategies in their classrooms? Do observational data suggest gaps in application?</i></p>
<p>Middle Level Essentials</p>	<p>September – January 2013</p>	<p>NYS Middle School Association</p>	<ul style="list-style-type: none"> • Classroom instruction appropriate to the needs and characteristics of young adolescents • A network of academic and personal support available for all students 	<p>Data analysis and reporting will happen quarterly using the <i>Essential Elements Rubric Self Review Ratings with Evidence</i> form provide by the NYSMSA.</p>

J. Communication and Stakeholder Involvement/Engagement

i. Regular and Systematic Updates to Stakeholders

One of the core beliefs driving the transformation plan is the district- and school-wide understanding that school staff, parents, and community members are partners in the change process. *The School Turnaround Field Guide*, a 2010 social impact report sponsored by the Wallace Foundation, identifies three critical gaps in parent, community, and stakeholder engagement that must be addressed to ensure successful school turnaround. These include:

1. Building awareness of the need for change among students, parents, educators, policy makers, and communities.
2. Engaging and mobilizing stakeholders and building public demand to advocate for needed changes.
3. Establishing laws and policies that support those making difficult decisions.

Together, the district and school are committed to implementing regular and systematic actions to address these gaps and to ensure that all parents, community members, and other stakeholders are well informed regarding implementation of the School Improvement Grants (SIG) plan.

To that end, a number of meetings were convened as part of the transformation plan development process:

1. On January 7, 2013, school leadership team convened with district staff and facilitators from American Institutes for Research to review school-specific data relative to the core SIG focus areas. Through a facilitated and collaborative group process, the teams identified issues, challenges, and strengths that were systemic to the schools and that, if addressed, would be likely to improve school and student achievement. The meeting also included a facilitated session during which school staff began to articulate a shared vision for their schools and how those schools would look at the conclusion of the SIG implementation period in 2016. School teams used worksheets to capture highlights of the meeting to share with the broader school community.
2. On January 14 and January 15, 2013, parent and community stakeholder meetings were held at the school. The intent of the meetings was to inform all stakeholders of the SIG process, communicate the goals and vision for the SIG period, and collect parent and stakeholder insights and feedback. All meetings were well attended, and information that was gathered was incorporated into BCSD's SIG plans.
3. To address the feedback from NYSED reviewers, the school leadership teams convened again on May 7th to review and revise their grant application.
4. During the week of June 3rd, school leadership teams presented the final grant application to their school staff.

Communications Plan. The school leadership team and principal will create a plan to work and communicate with stakeholders prior to and during implementing the transformation. During the inaugural Transformation Leadership Learning Network meeting in late June, the school leadership team will participate in a facilitated session on developing a communication plan. During this session, school teams will identify each group of stakeholders and their expected reactions to transformation and ways to include them without preventing successful restructuring. The communications plan will be created to ensure that:

- A compelling case and sense of urgency for success for all students is communicated.
- A clear and consistent message is received across the school community.
- A primary point of contact for each grade level and/or subject is identified and used to ensure a consistent message.
- An environment of high expectations is communicated and created.
- Improve employee support and morale.

Regular updates will be provided to stakeholders following each quarterly TLLN quarterly training meeting in August, October, December, February, and June (2014).

Parent and Community Involvement. To address the goal of increased parental involvement, the school will be more informative with parents through programs, conferences, leadership opportunities, and regular parent-teacher conferences to share interim data results and discuss the child's progress.

The district will support the communication efforts regarding school transformation through the following vehicles:

Forums/Public Hearings – The purpose of these meetings is to facilitate informal meetings and chats between the school and patrons of the school. Provide opportunities for stakeholders to share concerns with the school leadership. Additionally, provide an opportunity for schools stakeholders to chat informally. Forms will be scheduled strategically to provide a dialogue about issues facing the school in an interactive manner.

Interactions with Special Groups – The purpose of this vehicle is to enhance awareness of programs and activities in the district and school and receive input from a variety of constituents regarding school issues. The district will arrange special occasions to meet with identified interest groups for discussions, tours or other appropriate activities.

Internet/Electronic Technology – The purpose is to make it possible for stakeholders of the district and school to receive and obtain information through a variety of mediums, including, but not limited to the following:

- District/School External Website
- E-news/Newsletter
- Text Alerts

Meeting with Students – The purpose will be to hear directly concerns and ideas of students regarding restructuring programs and their effectiveness.

Newspaper – Disseminate information about the district and school improvement efforts and actions through Opinion Editorials, Opinion Column, Advertising, Special Sections (e.g., Back-to-school, Partners in Education, and Teacher Appreciation)

Opinion Surveys – Obtain opinions and feedback from parents, staff and other community members for use by the school and district leadership regarding implementation efforts.

K. Project Plan and Timeline

i. Goals and Key Strategies for Year-One Implementation Period

Goal: Implement School-wide Behavior and Discipline Program with fidelity			
Strategies	Indicators of Success	Time Lines	Responsibility
<ul style="list-style-type: none"> • A committee of the principal, student support staff, teachers, and dean will develop a school-wide behavior expectations in line with BCSD's code of behavior. • The committee will receive coaching from Erie 1 BOCES. • The committee will identify and use a data system to log behavior infractions that will be used by the Dean to gather baseline information on specific infractions • Develop year-long (monthly) activities to reinforce behavior expectations, provide rewards and incentives to students. • The committee will introduce the school-wide behavior expectations to all school staff. • The school will hold an assembly to introduce the code to all students. • Lesson plans and supporting materials will be developed to teach students school-wide behavior expectations. • School-wide behavior expectations will be displayed in multiple visual representations throughout the school. • Student behavior expectations sent home to parents, with a tear off sheet for parents to return, acknowledging receipt of the code. • The Dean of Students and committee members will provide staff with information on behavior infractions (as recorded in the data system) on a regular basis at staff meetings. • The school will implement the school-wide behavior program with fidelity. 	<p>Committee Formed</p> <p>Literature, programs, etc. reviewed and experts, guidance counselors, etc., consulted.</p> <p>PBIS training from Erie 1 BOCES schedule developed.</p> <p>Data system identified, set-up and tested. Protocol for data input, analysis and reporting developed.</p> <p>100% of staff receive training/attend meeting.</p> <p>85% of parents return tear-off sheet indicating they have received the expectations.</p> <p>Decrease in</p>	<p>Sept 2013- June 2013</p>	<p>Principal Assistant Principal Dean of Students Teachers Parents Consultants from Erie 1 BOCES</p>

	documented behavior infractions.		
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Goal: Implement instructional strategies that increase opportunities for higher-order thinking, analysis and problem solving, and deeper content understanding.

Focus Area Strategies	Indicators of Success	Time Lines	Responsibility
<ul style="list-style-type: none"> • Adopt or adapt a year-long curriculum map and scope and sequence for content and grade-level courses (aligned to CCSS). • Align district-mandated instructional programs to support implementation of the curriculum map. • Develop a shared understanding of instructional rigor through collaborative curriculum planning and design. • Through teacher collaboration, develop common student assignments and assessments that ask students to perform rigorous and authentic tasks. • Map topics for a year-long calendar of job-embedded professional development (e.g., Instructional Coaching, common planning time, grade-level and content area meetings) that align to year-long curriculum map. • Identify cohort of staff to receive training from Research for Better Teaching, Inc. • Identify protocols for common-planning time that will be used to identify best-practices and instructional strategies. • Monitor implementation of instructional expectations through classroom observations, lesson plan review, and student achievement results on common formative assessments. 	<p>Curriculum map/Scope and Sequence for Year 1 in math and ELA in all grades.</p> <p>List of Instructional Strategies shared among staff.</p> <p>Year-long PD calendar created</p> <p>Common assignments and assessments developed for each module/unit of study</p> <p>Staff participation in RBT training.</p> <p>Protocols identified and used during common planning time.</p>	<p>Sept 2013- June 2013</p>	<p>Principal Assistant Principal Instructional Coach Teachers</p>

Goal: Implement team structures focused on student achievement.			
Strategies	Indicators of Success	Time Lines	Responsibility
<ul style="list-style-type: none"> • Adopt or adapt Transformation organizational structure and assign all staff to teams. • Provide time sufficient time for collaboration among team members. Create a monthly, quarterly, and year-long calendar of meeting times for all teams. • Create daily common planning periods for instructional staff. Designate one day each week for each team to engage in collaborative rather than individual planning. • Identify opportunities throughout the school year for extended time to dedicate to collaboration time (e.g., in-service days, grade-level assemblies, back-to-back periods of “specials”). • Align team work with the school improvement goals and priorities. Create a plan to address school improvement topics during collaboration time. • Structure collaboration time and team meetings with clearly mapped goals, objectives, and accountability. Create a long-term plan, calendar, and/or schedule of topics and activities for meeting times. • Log attendance and track team outcomes and progress. • Establish guidelines related to the use of protocols. Establish ground rules for participation, interactions, and potential distractions. • Ensure collaboration and team meetings are data driven. Use student performance data in collaborative groups to improve teaching and learning; and progress towards school improvement goals. 	<p>Final organizational chart and team structures for 2013-14 school year.</p> <p>Final proposed daily schedule for all staff that includes common planning time.</p> <p>Year-long, monthly, and quarterly calendar for team meetings.</p> <p>Goals, objectives, long-term plan and deliverables for each team.</p> <p>Protocols and guidelines for team meetings developed for each team.</p> <p>Targets and benchmarks for behavior and academic achievement</p>	<p>Sept 2013- June 2013</p>	<p>Principal Assistant Principal Instructional Coach Teachers Non-Instructional Staff</p>

ii. Early Wins - Indicators of Successful SIG plan implementation

According to Kowal and Ableidinger (2011), successful turnaround leaders identify a few high-priority goals that will yield visible results and serve to motivate and engage all stakeholders in the change process. These early wins must be targeted, based on a review of data, and directly impact student learning outcomes. The early wins for North Park Middle include the following:

- Increase the daily student attendance rate.
- Contact with every parent/guardian during the first two weeks of school.
- Decrease the number of discipline referrals as measured by Positive Behavioral Interventions and Supports (PBIS).
- Safe and Orderly school-wide transitions (e.g. arrival, breakfast, dismissal, lunch, class-to-class in the upper grades).
- Administrative team presence during key transition periods and throughout the day.
- Increase time on task as measured by weekly classroom observations.
- Regularly scheduled (and held) team meetings.

i. Leading Indicators

As required per the NYSED Office of Accountability and School Innovation, the school leadership team-inclusive of the administrative team- will monitor the following Leading Indicators at least monthly, most often quarterly. School leadership teams will participate in quarterly meetings facilitated by American Institutes for Research called the *Transformation Leadership Learning Network*. During this time, school teams will monitor SIG implementation by examining indicators of success, progress towards outcomes, and the leading indicators of improvement and transformation.

Leading Indicators

- Aggregate student attendance and school average daily attendance
- Aggregate attendance by instructional staff and staff average daily attendance
- Instructional staff turnover rate
- Instructional staff APPR ratings
- Aggregate in-school and out-of-school suspension rates and average in-school and out-of-school suspension rates by total school and broken down by sub-group
- Truancy rates
- Dropout rates
- Number of students completing advanced coursework by subgroup (e.g., Advanced Placement/ International Baccalaureate, college pathways or dual enrollment classes [high schools only])
- Other program evaluation data as needed

Additionally, the AIR *Reality Check* is a facilitated process of reflecting on the SIG plan goals and objectives alongside relevant, up-to-date school data at the conclusion of the first semester or midway through Year 1 of a turnaround. This is a component of the Transformation Leadership Learning Network. The purpose of the meeting is to identify the depth of implementation of initiatives in the SIG plan; begin to identify which initiatives should be continued, adjusted, or stopped; and Identify and prioritize next steps for deepening implementation and effectiveness.

ii. Years 2 and 3—Goals and Key Strategies

The immediate goals and strategies for Year One focus on systems and structures for school culture and climate, behavior, instructional strategies and collaboration. Year Two and three will be spent refining and executing those systems and structures using data as a guide.

Goals and Strategies for Year 2 and Year 3 include:

- **Goal:** Provide clear expectations and support the schoolwide use of student outcome data for planning and delivering instruction. Strategies include:
 - Create a school culture of reflection and continuous improvement.
 - Set clear expectations for data use.
 - Adjust classroom instruction based on student progress.
 - Track implementation of schoolwide data use policies to ensure that they are being implemented consistently and to provide teachers will continuous feedback and appropriate support.

- **Goal:** Develop and Implement a schoolwide system to identify students' specific learning needs using assessment data, provide multi-tiered academic interventions, and employ ongoing progress monitoring to address student needs. Strategies include:
 - Identify a team of school staff members who will lead the rollout of the intervention.
 - Develop record-keeping systems that communicate student progress to stakeholders (e.g. student, parent, teachers, intervention coordinators).
 - Adopt or adapt district screening instruments that are used to identify students for interventions.
 - Establish participation criteria, select benchmarks or cutpoints at which risk is determined, and identify students who fail to meet benchmarks or fall below specified cutpoints.
 - Determine service delivery method (e.g., pullout small-group instruction, after school instruction, Saturday program) and duration and frequency of service.
 - Establish a timeline for progress monitoring.

BUDGET NARRATIVE

CODE/ BUDGET CATEGORY	EXPLANATION OF EXPENDITURES IN THIS CATEGORY (as it relates to the program narrative for this title)	Proposed Expenditures Year-1
Code 15 Professional Salaries		
	<p>Buffalo City School District:</p> <p><u>Chief of Special Projects:</u> Provides overall programmatic leadership for all School Improvement activities/program and direction. \$4,095</p> <p><u>Director, Educational Partnerships:</u> Support the continuing development and operation of all Educational Partnership Organizations (EPO's). \$4,917 Liaison between EPO's and the Buffalos City School District (BCSD).</p> <p><u>Project Administrator, School Reform and Quality Review:</u> Assist with the implementation and calibration of the Diagnostic Tools for School District Effectiveness tool. They will assist with the planning and implementation of the tool for all priority and focus schools. \$5,332</p> <p><u>Project Administrator, Strategic Planning and Operations:</u> Will provide additional direction and assistance in the implementation and planning for SCEP, will understand the BCSD systems, forms, processes, and responsibilities around school-based budgeting and engage in a process to align the school budget and other resources in support of the SIG and/or SCEP \$5,332</p> <p><u>Project Administrator, SIG:</u> Manages all of the SIG grants – collaborates with each principal to implement all of the professional activities required and is in charge of all fiscal/budgetary actions, liaison to the Grants Department \$4,800</p> <p><u>Supervising Principal:</u> Offer administrative assistance and guidance to the Turnaround Principal(s) while working with assigned Community and Associate Superintendents. \$20,900</p> <p><u>Instructional Coach:</u> To provide support to all focus and priority schools as well as imbedded professional development \$20,150</p> <p><u>Instructional Technology Coach:</u> Will support the use of technology in all applications, provides district-wide mentors on the use of technology and the use of data. \$3,900</p> <p><u>Administrator Ancillary-After school:</u> Pay for administrators to work after hours \$3,586</p> <p>North Park Middle School:</p> <p><u>Dean of Students- Administrator:</u> will handle all of the discipline in the building to allow for the principal and assistant principals to focus on instructional concerns \$80,000</p> <p><u>Assistant Principal:</u> will be the School Administrative Manager – assisting the principal allowing more instructional than managerial duties. Insure that PD will be implemented at all school levels, track attendance and oversee grant activities. \$80,000</p> <p><u>Reduced Class Size Teachers:</u> To make itinerant teachers whole, therefore \$112,450</p>	

CODE/ BUDGET CATEGORY	EXPLANATION OF EXPENDITURES IN THIS CATEGORY (as it relates to the program narrative for this title)	Proposed Expenditures Year-1
	allowing them to have more stake in the school as well as showing a better presence to the students; the exact titles will be determined once District staffing is final	
	<u>Instructional Technology Coach</u> : Able to guide teachers using technology to infuse technology into all classrooms as standard practice	\$65,000
	<u>Instructional Coach</u> : Will support instructional practices in the four content	\$65,000
	<u>Reading Teacher</u> : Will provide additional instruction and support to grades 7 and 8 working in combination with the Instructional Coach.	\$65,000
	<u>Math Support Teacher</u> : Will provide additional instruction and support in math to grades 7 and 8	\$65,000
	<u>Attendance Teacher</u> : Will provide attendance services – home visits, data collection and interventions.	\$16,250
	<u>Librarian</u> : Increase Librarian to full time – permitting students daily access to all library services.	\$32,500
	<u>Social Worker</u> : Will become an integral member of the Student Support Team and assist students with the social and emotional issues that sometimes compromise achievement, increases position to full time	\$32,500
	<u>Psychologist</u> : Will become an integral member of the Student Support Team and provide testing, counseling and referral services for students and families, increases position to full time	\$35,000
	<u>Substitutes</u> : 2 substitutes for full academic year to support teaching staff to receive and embed related professional development	\$41,664
	<u>Teacher Ancillary, Summer</u> : Five full days of professional development with the selected turnaround partner to assess Year One implementation and adjust for Year Two.	\$69,000
	<u>Teacher/Student PD</u> : After school professional development to implement Common Core Learning Standards, PBIS, Co-teaching, etc. Scheduling is subject to approval of the District’s academic year calendar	\$10,690
	<u>Administrative/Student PD</u> : After school professional development for administrators to implement Common Core Learning Standards, PBIS, Co-teaching, etc. Scheduling is subject to approval of the District’s academic year calendar	\$1,441
	<u>Discussion Leader PD</u> : in-district professional developers who will provide training to teachers and administrators after hours, specifically in the Common Core Learning Standards Scheduling is subject to approval of the District’s academic year calendar	\$1,391
	<u>Curriculum Committee – Admin</u> : to allow administrators to participate in after hours curriculum development, including planning of extended learning time program, the summer school program, aligning current lessons to the Common Core. This can also allow the Leadership Team to assess the effectiveness of the turnaround plan and adjust where necessary. Scheduling is subject to approval of the District’s academic year calendar	\$2,688
	<u>Curriculum Committee – Teacher</u> : to allow teachers to participate in curriculum development, including planning of extended learning time	\$29,912

CODE/ BUDGET CATEGORY	EXPLANATION OF EXPENDITURES IN THIS CATEGORY (as it relates to the program narrative for this title)	Proposed Expenditures Year-1
	<p>program, the summer school program, aligning current lessons to the Common Core. This can also allow the Leadership Team to assess the effectiveness of the turnaround plan and adjust where necessary. Scheduling is subject to approval of the District’s academic year calendar</p> <p><u>Teacher/Student PD – Summer Program:</u> to train, prepare and organize teachers for the summer program (materials, procedures, etc.) \$586</p> <p><u>Teacher Ancillary Summer:</u> will provide a tailored summer school program for students. This will allow North Park Middle to hire current faculty. \$22,509</p> <p><u>Teacher Ancillary Summer, specials, library:</u> will provide a tailored summer school program for students, including encore teachers and library media specialists \$8,185</p> <p><u>Teacher Ancillary Summer, guidance:</u> Guidance counselor to provide services to students, including conflict resolution, scheduling, etc. \$1,462</p> <p><u>Teacher Substitutes Summer:</u> Substitutes for teacher absences during the summer program, as necessary \$4,480</p> <p><u>Principal Stipend Summer Program:</u> Stipend required per the Collective Bargaining Agreement \$2,554</p> <p><u>Assistant Principal Summer Program:</u> Stipend required per the Collective Bargaining Agreement \$2,000</p> <p><u>Teacher Ancillary – After school ELT:</u> provides 220 hours of student contact time to service 300 students (75% of the student population) – 20 hours above the ESEA requirement and 25% more students served than required by ESEA. The ELT program will run from Oct. 1, 2013 to June 1, 2014. \$91,872</p> <p><u>Admin Ancillary – After school ELT:</u> Administrator to supervise and oversee the ELT program \$7,890</p> <p><u>Teaching Assistant:</u> An additional teacher assistant will allow for additional common planning time wherein the assistant can instruct students while the teacher is participating in CCPT. \$19,846</p> <p><u>Teaching Assistants – Summer –</u> Will provide classroom instructional assistance during the summer program. \$2,469</p>	
Code 16 Support Staff Salaries		
	<p>Buffalo City School District:</p> <p><u>Senior Account Clerk Typist:</u> Provide clerical assistance to the Director, Supervisor and Project Administrator in the Office Of School Innovation and Turnaround. \$7,040</p> <p><u>Administrative Secretary:</u> Provide clerical assistance to the Chief of Special Projects \$1,290</p> <p><u>Research Aide:</u> Provide data research and technical assistance for the office of School Innovation and Turnaround \$6,720</p> <p><u>Budget Examiner:</u> Will provide district wide review and analysis of each SIG to insure timely/effective grant expenditure. \$2,800</p>	

CODE/ BUDGET CATEGORY	EXPLANATION OF EXPENDITURES IN THIS CATEGORY (as it relates to the program narrative for this title)	Proposed Expenditures Year-1
	<p><u>Human Resource Specialist</u>: will assist Human Resources Department to acquire and align essential personnel for the continuing success of the school improvement grants.</p> <p>North Park Middle: <u>Clerk Typist – Summer Program</u>: will provide clerical support for the summer program</p> <p><u>Teacher Aides Summer</u>: (2) will provide support services to classroom teachers and administrator</p>	<p>\$3,000</p> <p>\$4,547</p> <p>\$4,707</p>
Code 40 Purchased Services		
	<p>Buffalo City School District <u>Contract Services</u>: The District policy requires approval of NYS Education funding prior to beginning contractual proceedings.</p> <p><u>Distinguished Educator</u>: EDULEAD, LLC: Will provide overall district guidance and educational recommendations required per New York State Education Dept.</p> <p><u>Niagara IT</u>: Provides support and training for the enhance data dashboard</p> <p><u>American Institute for Research</u>: Provide Transformation Leadership Network that consists of quarterly meetings with SIG-funded schools' transformation teams. They will assist the District with organizational planning in relation to the SIG grant, i.e. selection and evaluation of external partners.</p>	<p>\$4,000</p> <p>\$3,000</p> <p>\$4,000</p>
	<p>North Park Middle Contract Services: <u>Turnaround Partner</u>: The American Institutes for Research will be the Turnaround specialists who will partner with North Park Middle staff to provide continuing professional development and mentoring within the framework of their turnaround model.</p> <p><u>National Sams Innovation Project - NSIP</u>: NSIP helps schools develop systems that allow the principal to devote more time to instructional leadership, activities directly tied to teaching and learning. SAM schools learn to create First Responders so the principal is not automatically pulled from instructional work. Leaders begin using TimeTrack, a cloud-based calendar that serves as the principal's lesson plan. TimeTrack keeps a running record of the time spent on instructional matters and disaggregates the data to the teacher level. SAM Implementation Specialists work in the school for several weeks supporting the principal and office staff as they begin SAM work. Office staff are trained in a unique conversation protocol that makes every member of the school community feel valued without immediately involving the principal. The average SAM principal gains the equivalent of 27 more days of time for instructional leadership for the first year. The contract includes online TimeTracker, SAM Implementation Specialists and on-site professional development.</p> <p><u>Research for Better Teaching</u>: Teachers will participate in the Studying</p>	<p>\$70,124</p> <p>\$11,500</p> <p>\$15,000</p>

CODE/ BUDGET CATEGORY	EXPLANATION OF EXPENDITURES IN THIS CATEGORY (as it relates to the program narrative for this title)	Proposed Expenditures Year-1
	<p>Skillful Teacher course which emphasizes instructional practice and effective integration of essential student data. Two cohorts will be available for teachers to attend: one in the fall of 2013, the other in the spring of 2014.</p> <p><u>Outside Educational Expert DTSDE – PLC Associates:</u> To provide the outside educational expert required to implement, review and write the school reports using the DTSDE tool.</p> <p><u>Tuition Reimbursement:</u> Provides tuition reimbursement for graduate level work for faculty and administrators at North Park. A grade of B or better is required.</p>	<p>\$10,000</p> <p>\$20,000</p>
Code 45 Supplies and Materials		
Code 46 Travel Expenses		
	<p>Buffalo City School District <u>Employee Travel:</u> Turnaround Leadership Meetings in Albany, New York: One administrator will attend.</p> <p>Harvard Graduate School of Education in Cambridge, Massachusetts: One administrator will attend Harvard University Principals' Center – professional development</p> <p>Council of Great City Schools Conference: One administrator will attend either the fall or spring conference</p> <p><u>Employee Mileage:</u> For travel within the District</p> <p>North Park Middle: <u>Non-Employee Travel:</u> For the outside educational expert – DTSDE Training in Albany, New York</p> <p><u>Student Transportation:</u> Buses to transport students during Summer School experience.</p>	<p>\$800</p> <p>\$5,000</p> <p>\$1,500</p> <p>\$100</p> <p>\$5,000</p> <p>\$24,249</p>
Code 80 Employee Benefits		
	See FS 10.	\$455,312
Code 90 Indirect Cost		

CODE/ BUDGET CATEGORY	EXPLANATION OF EXPENDITURES IN THIS CATEGORY (as it relates to the program narrative for this title)	Proposed Expenditures Year-1
	Restricted indirect costs are calculated by the LEA at the approved rate of 2.7%. This rate is applied to the modified direct cost base.	\$44,736
Code 49 BOCES Services		
	<p>The District policy requires approval of NYS Education funding prior to beginning contractual proceedings.</p> <p><u>Erie I BOCES:</u></p> <ul style="list-style-type: none"> • <u>School Culture and Climate:</u> PBIS/Safe and Civil Schools Provide targeted technical assistance and coaching to schools that need additional assistance and support in implementing the District’s Positive Behavioral Systems with fidelity in order to achieve a reduction in disciplinary referrals and suspensions, attendance improvement and an increase in academic achievement. Targeted Schools: #31, #66, #74, #76, #89, #91, #95 and #198. \$15,000 • <u>Student Support: Attendance Improvement:</u> Build the capacity of the Student Support Teams and building staff to provide universal prevention, as well as targeted intervention strategies to improve attendance in order to increase instructional time; provide adjunct training, coaching, technical assistance, best practices and support to ensure success. \$5,000 • <u>Parent and Community Engagement: Capacity Building -</u> Provide training, technical assistance, and coaching to build the capacity of parents and the community, especially afterschool providers, to understand, support and fully engage in the implementation of evidence-base strategies for school improvement, such as attendance. Professional Development to encourage the development of positive school culture and climate to facilitate instruction. \$5,000 • <u>Behavior Specialist:</u> to build the capacity of teachers and staff to implement evidence-based strategies and interventions to reduce K-8 disciplinary actions and suspensions in order to increase instructional time. \$9,000 • <u>Building Crisis Preparedness Training, Planning and Technical Assistance:</u> Provide step by step strategic training and technical assistance to prepare and support staff at various levels to intervene in crisis situations at the building level. \$5,000 	
	TOTAL	\$1,785,776

Local Agency Information



ORIGINAL

Funding Source: School Improvement Grant - Cohort 4 - North Park Middle #66 - Year 1

Report Prepared By: Diane Cart/Debra Sykes

Agency Name: Buffalo City School District

Mailing Address: 419 City Hall
 Street
Buffalo NY 14202
 City State Zip

Telephone #: (716) 816 - 3625 Erie
 County

E-Mail Address: BPSgrants@buffaloschools.org

Project Operation Dates: From: 9 / 1 / 13 To: 8 / 31 / 14

RECEIVED / PERSONNEL

INSTRUCTIONS

Handwritten signature and date: 6/5/13

- ✦ Submit the original budget and the required number of copies along with the completed application directly to the appropriate State Education Department office as indicated in the application instructions for the grant program for which you are applying. DO NOT submit this form to the Grants Finance Unit.
- ✦ Enter whole dollar amounts only.
- ✦ Prior approval by means of an approved budget (FS-10) or budget amendment (FS-10-A) is required for:
 - Personnel positions, number and type
 - Beginning with the 2005-2006 budgets, equipment items having a unit value of \$5,000 or more, number and type
 - Budgets for 2004-2005 and earlier years equipment items having a unit value of \$1,000 or more, number and type
 - Minor remodeling
 - Any increase in a budget subtotal (professional salaries, purchased services, travel, etc.) by more than 10 percent or \$1,000, whichever is greater
 - Any increase in the total budget amount.
- ✦ Certification on page 8 must be signed by Chief Administrative Officer or designee.
- ✦ High quality computer generated reproductions of this form may be used.
- ✦ For changes in agency or payee address contact the State Education Department office indicated on the application instructions for the grant program for which you are applying
- ✦ For further information on budgeting, please refer to the Fiscal Guidelines for Federal and State Aided Grants which may be accessed at www.oms.nysed.gov/cafe/ or call Grants Finance at (518) 474-4815.

RECEIVED
 SPECIAL PROJECTS DEPT.
 2013 MAY 31 PM 3:35

SALARIES FOR PROFESSIONAL STAFF: Code 15

Include only staff that are employees of the agency. Do not include consultants or per diem staff. Do not include central administrative staff that are considered to be indirect cost, e.g. business office staff. One full-time equivalent (FTE) equals one person working an entire week each week of the project. Express partial FTE's in decimals, e.g. a teacher working one day per week equals .2 FTE.

Specific Position Title	Full-Time Equivalent	Annualized Rate of Pay	Project Salary
District			
Chief of Special Projects	0.03	\$ 136,500	\$ 4,095
Director-Educational Partnerships	0.06	\$ 81,950	\$ 4,917
Project Administrator - School Reform & Quality Review	0.06	\$ 88,866	\$ 5,332
Project Administrator- Strategic Planning & Operations	0.06	\$ 88,866	\$ 5,332
Project Administrator - SIG	0.06	\$ 80,000	\$ 4,800
Supervising Principal	0.19	\$ 110,000	\$ 20,900
Instructional Coach	0.31	\$ 65,000	\$ 20,150
Instructional Tech Coach	0.06	\$ 65,000	\$ 3,900
Administrator Ancillary-afterschool		100 hrs x \$35.86/hr	\$ 3,586
Subtotal - Code 15			\$ 73,012 addendum

SALARIES FOR SUPPORT STAFF: Code 16

Include salaries for teacher aides, secretarial and clerical assistance, and for personnel in pupil transportation and building operation and maintenance. Do not include central administrative staff that are considered to be indirect costs, e.g. account clerks.

Specific Position Title	Full-Time Equivalent	Annualized Rate of Pay	Project Salary
District			
Senior Account Clerk Typist	0.16	\$ 44,000	\$ 7,040
Administrative Secretary	0.03	\$ 43,000	\$ 1,290
Research Aide	0.12	\$ 56,000	\$ 6,720
Budget Examiner	0.05	\$ 56,000	\$ 2,800
Human Resource Specialist	0.06	\$ 50,000	\$ 3,000
Subtotal - Code 16			\$ 20,850 addendum

SALARIES FOR PROFESSIONAL STAFF: Code 15

Include only staff that are employees of the agency. Do not include consultants or per diem staff. Do not include central administrative staff that are considered to be indirect cost, e.g. business office staff. One full-time equivalent (FTE) equals one person working an entire week each week of the project. Express partial FTE's in decimals, e.g. a teacher working one day per week equals .2 FTE.

Specific Position Title	Full-Time Equivalent	Annualized Rate of Pay	Project Salary
North Park Middle #66			
School Level			
Dean of Students- Admin	1.00	\$80,000	\$ 80,000
Assistant Principal - SAM	1.00	\$80,000	\$ 80,000
Reduced Class Size Teachers	1.73	\$65,000	\$ 112,450
Instructional Technology Coach	1.00	\$65,000	\$ 65,000
Instructional Coach - School Based	1.00	\$65,000	\$ 65,000
Reading Teacher	1.00	\$65,000	\$ 65,000
Math Support Teacher	1.00	\$65,000	\$ 65,000
Attendance Teacher	0.25	\$65,000	\$ 16,250
Librarian	0.50	\$65,000	\$ 32,500
Social Worker	0.50	\$65,000	\$ 32,500
Psychologist	0.50	\$70,000	\$ 35,000
Substitutes			
		2 subs x 186 days x \$112/day	\$ 41,664
Teacher Ancillary-summer		5 days x 46 tchrs x \$300/day	\$ 69,000
Teacher/Student - pd		23 tchrs x 25 hrs x \$18.59/hr	\$ 10,690
Administrator/Student - pd		3 admins x 25 hrs x \$19.21/hr	\$ 1,441
Discussion Leader - pd		2 tchrs x 25 hrs x \$27.81/hr	\$ 1,391
Curr Comm Member Admin		4 admin X 25 hrs x \$26.88	\$ 2,688
Curr Comm Member Tchr		23 tchrs x 50 hrs x \$26.01	\$ 29,912
Teacher/Student-pd Summer Prog		9 tchrs x 3.5 hrs x \$18.59/hr	\$ 586
Tchr Ancill-Summer Program		11 tchrs x 21 days x 3.5 hrs x \$27.84/hr	\$ 22,509
Tchr Ancill-Summer Program- specials, library		4 tchrs x 21 days x 3.5 hrs x \$27.84/hr	\$ 8,185
Tchr Ancill-Summer Prog-guidance		1 tchr x 15 days x 3.5 hrs x \$27.84/hr	\$ 1,462
Teacher Substitutes-Summer Prog		2 subs x 20 days x \$112/day	\$ 4,480
Principal Stipend-Summer Prog		1 prin x \$2,554	\$ 2,554
Asst Principal- Summer Prog		1 asst principa x 2,000	\$ 2,000
Teacher Ancillary-After school ELT		15 tchrs x 110 days x 2.0 hrs x \$27.84	\$ 91,872
Admin Ancillary- After school ELT		1 admin x 220 hrs x \$35.86	\$ 7,890
Teaching Assistant	1.00	\$19,846	\$ 19,846
Teaching Asst-hourly-Summer Prog		1 assts x 147 hrs x \$16.79/hr	\$ 2,469
			\$ 969,339
Subtotal - Code 15			\$ 1,042,351

SALARIES FOR SUPPORT STAFF: Code 16

Include salaries for teacher aides, secretarial and clerical assistance, and for personnel in pupil transportation and building operation and maintenance. Do not include central administrative staff that are considered to be indirect costs, e.g. account clerks.

Specific Position Title	Full-Time Equivalent	Annualized Rate of Pay	Project Salary
Clerk Typist - Summer Program		1 clerk x 147 hrs x \$30.93/hr	\$ 4,547
Teacher Aide-hourly-Summer Prog		2 aides x 147 hrs x \$16.01/hr	\$ 4,707
			\$ 9,254
Subtotal - Code 16			\$ 30,104

PURCHASED SERVICES: Code 40

Include consultants (indicate per diem rate), rentals, tuition, and other contractual services. Copies of contracts may be requested by the State Education Department. Purchased Services from a BOCES, if other than applicant agency, should be budgeted under Purchased Services with BOCES, Code 49.

Description of Item	Provider of Services	Calculation of Cost	Proposed Expenditure
District Contract Services			
Distinguished Educator	EDULEAD, LLC	\$4,000	\$ 4,000
Software/Educational Solutions Consultant	Niagara IT	\$3,000	\$ 3,000
Turnaround Specialist	American Research Institutes	\$4,000	\$ 4,000
Subtotal - Code 40			\$ 11,000 addendum

SUPPLIES AND MATERIALS: Code 45

Beginning with the 2005-06 year include computer software, library books and equipment items under \$5,000 per unit.

For earlier years include computer software, library books and equipment items under \$1,000 per unit.

Description of Item	Quantity	Unit Cost	Proposed Expenditure
Subtotal - Code 45			\$ - addendum

PURCHASED SERVICES: Code 40

Include consultants (indicate per diem rate), rentals, tuition, and other contractual services. Copies of contracts may be requested by the State Education Department. Purchased Services from a BOCES, if other than applicant agency, should be budgeted under Purchased Services with BOCES, Code 49.

Description of Item	Provider of Services	Calculation of Cost	Proposed Expenditure
North Park Middle #66			
Contract Services			
Turnaround Partner	American Institutes for Research	\$70,124	\$ 70,124
SAMS Training	NSIP	\$11,500	\$ 11,500
Studying Skillful Teacher Training	Research for Better Teaching	\$15,000	\$ 15,000
Outside Educational Expert-DTSDE	PLC Associates	\$10,000	\$ 10,000
Tuition	varies	\$20,000	\$ 20,000
Subtotal - Code 40			\$ 126,624
Subtotal - Code 40			\$ 137,624

SUPPLIES AND MATERIALS: Code 45

Beginning with the 2005-06 year include computer software, library books and equipment items under \$5,000 per unit.

For earlier years include computer software, library books and equipment items under \$1,000 per unit.

Description of Item	Quantity	Unit Cost	Proposed Expenditure
Subtotal - Code 45			\$ -
Subtotal - Code 45			\$ -

TRAVEL EXPENSES: Code 46

Include pupil transportation, conference costs and travel of staff between instructional sites. Specify agency approved mileage rate for travel by personal car or school-owned vehicle.

Position of Traveler	Destination and Purpose	Calculation of Cost	Proposed
District			
PLO/Conference Travel:			
1 Administrator	Turnaround Leadership Meetings Albany, NY	\$800/person x 1 person	\$ 800
1 Administrator	Harvard Graduate Schl of Education Cambridge, Mass	\$5,000 x 1 person	\$ 5,000
1 Administrator	Council of Great City Schools Conf	1 admin x \$1,500/person	\$ 1,500
Mileage		222 miles x \$0.45/mi	\$ 100
Subtotal - Code 46			\$ 7,400 addendum

EMPLOYEE BENEFITS: Code 80

Rates used for project personnel must be the same as those used for other agency personnel.

Benefit		Proposed Expenditure
Social Security	0.0765	\$ 82,043
Retirement	New York State Teachers 0.1625	\$ 169,383
	New York State Employer 0.205	\$ 6,172
	Other	
Health Insurance	Teachers 7.85	\$ 98,903
	Administrators 2.43	\$ 34,949
	Exempt 0.03	\$ 454
	Civil Service 0.42	\$ 5,292
	Teacher Aides 1.00	\$ 10,862
Worker's Compensation Insurance	0.0315	\$ 33,783
Unemployment Insurance	0.0065	\$ 6,971
Supplemental Benefits	NYS Tchrs	\$ 4,122
	NYS Administrators \$530	\$ 1,288
	Exempt	\$ 55
	Teacher Assistants	\$ 540
	Buffalo Civil Service	\$ 242
Life Insurance \$19.80	11.73	\$ 233
Subtotal - Code 80		\$ 455,292

TRAVEL EXPENSES: Code 46

Include pupil transportation, conference costs and travel of staff between instructional sites. Specify agency approved mileage rate for travel by personal car or school-owned vehicle.

Position of Traveler	Destination and Purpose	Calculation of Cost	Proposed
North Park Middle #66			
Nonemployee Travel - Outside Educational Expert	DTSDE Training Albany, NY	\$1,666.60/person x 3 people	\$ 5,000
Student Transportation-summer schl	summer school	varies	\$ 24,249
Subtotal - Code 46			\$ 29,249
			\$ 36,649

EMPLOYEE BENEFITS: Code 80

Rates used for project personnel must be the same as those used for other agency personnel.

Benefit		Proposed Expenditure
Social Security	0.0765	
Retirement	New York State Teachers .1184	
	New York State Employee 0.205	
	Other	
Health Insurance	Teachers	
	Administrators	
	Exempt	
	Civil Service	
	Teacher Aides	
Worker's Compensation Insurance	0.0315	
Unemployment Insurance	0.0065	
Supplemental Benefits	NYS Tchrs	
	NYS Administrators \$530	
	Exempt	
	Teacher Assistants	
	Buffalo Civil Service	
Life Insurance \$19.80		
Subtotal - Code 80		\$ -

INDIRECT COST: Code 90

- A. Modified Direct Cost Base - Sum of all preceding subtotals (codes 15, 16, 40, 45, 46 and 80 and excludes the portion of each subcontract exceeding \$25,000 and any flow-through funds.) \$ 1,656,896 (A)
- B. Approved Restricted Indirect Cost Rate 2.70% (B)
- C. (A) x (B) = Total Indirect Cost Subtotal - Code 90 \$ 44,736 (C)

PURCHASED SERVICES WITH BOCES: Code 49

Description of Services	Name of BOCES	Calculation of Cost	Proposed Expenditure
School Culture & Climate	Erie I BOCES	\$15,000	\$ 15,000
Student Support: Attendance Improvement	Erie I BOCES	\$5,000	\$ 5,000
Parent & Community Engagement: Behavior Specialist	Erie I BOCES	\$5,000	\$ 5,000
Building Crisis Preparedness	Erie I BOCES	10 days x \$900/day \$5,000	\$ 9,000 \$ 5,000
Subtotal - Code 49			\$ 39,000

MINOR REMODELING: Code 30

Allowable costs include salaries, associated employee benefits, purchased services, and supplies and materials related to alterations to existing sites.

Description of Work To be Performed	Calculation of Cost	Proposed Expenditure
Subtotal - Code 30		\$ -

EQUIPMENT: Code 20

Beginning with the 2005-06 year all equipment to be purchased in support of this project with a unit cost of \$5,000 or more should be itemized in this category. Equipment items under \$5,000 should be budgeted under Supplies and Materials, Code 45. Repairs of equipment should be budgeted under Purchased Services, Code 40.

For earlier years the threshold for reporting equipment purchases was \$1,000 or more. Equipment items under \$1,000 should be budgeted under Supplies and Materials.

Description of Item	Quantity	Unit Cost	Proposed Expenditure
		Subtotal - Code 20	\$ -

BUDGET SUMMARY

SUBTOTAL	CODE	PROJECT COSTS
Professional Salaries	15	\$ 1,042,351
Support Staff Salaries	16	\$ 30,104
Purchased Services	40	\$ 137,624
Supplies and Materials	45	\$ -
Travel Expenses	46	\$ 36,649
Employee Benefits	80	\$ 455,292
Indirect Costs	90	\$ 44,736
BOCES Services	49	\$ 39,000
Minor Remodeling	30	\$ -
Equipment	20	\$ -
Grand Total		\$ 1,785,756

APPROVED / RECOMMENDED

Handwritten signature and date: 6/5/13

CHIEF ADMINISTRATOR'S CERTIFICATION

I hereby certify that the requested budget amounts are necessary for the implementation of this project and that this agency is in compliance with applicable Federal and State laws and regulations.

Date: 6-7-13 Signature: *Handwritten Signature*
 Name and Title of Chief Administrative Officer: Dr. Pamela C. Brown, Superintendent of Schools

Agency Code: 1 4 0 6 0 0 0 1 0 0 0 0

Project #: _____ (If Pre-assigned)

Contract #: _____

Federal Employer ID #: _____ (New non-municipal agencies only)

Agency Name: Buffalo City School District

FOR DEPARTMENT USE ONLY

Funding Dates: _____ / _____ / _____ From _____ / _____ To _____

Program Approval: _____ Date: _____

Fiscal Year _____ Amount Budgeted _____ First Payment _____

Finance: _____ Voucher # _____ First Payment _____

Log _____ Approved _____ MIR _____

Attachment D - (1003g) Budget Summary Chart

Agency Code	1	4	0	6	0	0	0	1	0	0	0
Agency Name	Buffalo City School District (School #66)										
Year 1 Implementation Period (September 1, 2013 - August 31, 2014)											
Categories	Code	Costs									
Professional Salaries	15	1,042,351									
Support Staff Salaries	16	30,104									
Purchased Services	40	137,624									
Supplies and Materials	45										
Travel Expenses	46	36,649									
Employee Benefits	80	455,292									
Indirect Cost (IC)	90	44,736									
BOCES Service	49	39,000									
Minor Remodeling	30										
Total		1,785,756									
Year 2 Implementation Period (September 1, 2014 - August 31, 2015 - for Turnaround, Restart, and Transformation models only)											
Categories	Code	Costs									
Professional Salaries	15	912,000									
Support Staff Salaries	16	24,396									
Purchased Services	40	85,055									
Supplies and Materials	45										
Travel Expenses	46	13,149									
Employee Benefits	80	420,000									
Indirect Cost (IC)	90	30,400									
BOCES Service	49	15,000									
Minor Remodeling	30										
Total		1,500,000									
Year 3 Implementation Period (September 1, 2015 - August 31, 2016- for Turnaround, Restart, and Transformation models only)											
Categories	Code	Costs									
Professional Salaries	15	607,000									
Support Staff Salaries	16	17,264									
Purchased Services	40	55,795									
Supplies and Materials	45										
Travel Expenses	46	18,108									
Employee Benefits	80	261,099									
Indirect Cost (IC)	90	25,734									
BOCES Service	49	15,000									
Minor Remodeling	30										
Total		1,000,000									

Total Project Period (September 1, 2013 - August 31, 2016 for Turnaround, Restart, and Transformation OR September 1, 2013 - August 31, 2014 for Closure models)		
Categories	Code	Costs
Professional Salaries	15	2,561,351
Support Staff Salaries	16	71,764
Purchased Services	40	278,474
Supplies and Materials	45	
Travel Expenses	46	67,906
Employee Benefits	80	1,136,391
Indirect Cost (IC)	90	100,870
BOCES Service	49	69,000
Minor Remodeling	30	
Total Project Budget		4,285,756

Attachments

Buffalo Public Schools
School Based Budget Development Guide
2013-14 Budget
March 2013

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1. INTRODUCTION

Welcome to the 2013-14 Fiscal Year Budget Development Guide. This guide is intended to provide school administrators with useful information about how resources are allocated to their schools' and explains the development of school budgets, outlines central office program requirements, provides instructions on the use of fund types, and describes the process for completing the budget template during the budget process.

The 2013-14 Budget Process will be the first year of a three year phase in of site based budgeting. Year 1 is intended to bring transparency and equity to the budget process with greater central office support. School autonomy will be earned in later phases and in higher performing tiers as capacity and data systems are built to facilitate the process.

The Guide will explain how allotments of positions and dollars are determined for each school, and what latitude schools have to make decisions about how these resources are used. This document distinguishes between two major school budget categories: resources that are provided to schools, which they then make decisions about how to budget and use; and resources whose use and allocation is budgeted centrally, even though the resources are deployed in schools.

The major budget components in each of these categories are explained in more detail in subsequent sections of this document.

2. FUNDING SOURCES

The District has two major funds that support school operations:

1. The General Fund, often referred to as "Operations and Maintenance" or "O&M" is the primary fund of the District and supports the general day to day operations of the District. 80% of the revenues in the General Fund come in the form of state aid. It is intended to provide basic and mandated services to schools.

Within the General Fund are set-aside funds such as Contract for Excellence ("C4E") and Magnet ("Mag"). Set-aside funds are included in the overall General Fund budget but may have restrictions on what they can be spent on.

2. The Special Projects Fund is more commonly known as the Grants Fund and includes several grants from state, federal and local sources that are intended to be supplemental in nature and are provided for specific types of expenditures. The grants allocated to most schools include Title I, Title III and School Improvement Grants.

Funding sources and relevant spending restrictions are discussed in the specific budget sections later in the Guide.

3. BASELINE STAFFING

Baseline staff will be allocated to schools based on state mandates and contractual obligations according to the following table. Departments, in collaboration with Principals and Community Superintendents will allocate staff for Occupational and Vocational programs, English Language Learners and Related Services for Special Education students as outlined in section Four. Depending on available funding, schools will be allocated additional “flexible” general fund dollars to staff and support their schools based on plans approved by the Community Superintendents. The process for submission and approval of school budgets are discussed in section Five.

Assistant Principals		Minimum 0.5
School Configuration	Enrollment	Base-Line Allocation
Pre-K – 4 th grade	1-449	0.5
	450-749	1.0
	750-1,050	2.0
	1,051 and above	3.0
Pre-K – 8 th grade	1-299	0.5
	300-749	1.0
	750-1,050	2.0
	1,051 and above	3.0
5 - 12 th grade	1-299	0.5
	300-600	1.0
	601-950	2.0
	951 and above	3.0

Guidance Counselors	Minimum 0.5
School Configuration	
K – 8 th grade	0.5
9 – 12 th grade	0.5 for every 150 students

Class Size	
School Configuration	Teacher : Student Ratio
Pre-K	1:18 and 1.0 Pre-K Assistant
K – 6 th grade	1:30
7 – 8 th grade	1:30
9 – 12 th grade	1:30

Library Media Specialist		Minimum 0.5
School Configuration	Enrollment	Base-Line Allocation
All Schools		0.5
7 – 12 th grade	501-700	0.8
	701 and above	1.0

School Clerical		Minimum 1.0	
	Enrollment	Clerk	Typist
All Schools	1-499	1.0	0.0
	500-699	1.0	0.5
	700-999	1.0	1.0
	1,000 and above	1.0	2.0

Special Area Requirements			
Grade	Subject	Classes Per Cycle	% of School Year
K – 3 rd grade	Art	1.0	All Year
	Music	1.0	All Year
	Physical Education	1.0	All Year
4 – 6 th grade	Art	2.0	All Year
	Music	2.0	All Year
	Physical Education	2.0	All Year
7 th grade	Art	3.0	Half Year
	Music	3.0	Half Year
	Physical Education	3.0	All Year
	Health	3.0	All Year
	Home & Careers	3.0	All Year
	Technology	3.0	All Year
8 th grade	Art	3.0	Half Year
	Music	3.0	Half Year
	Physical Education	3.0	All Year
	LOTE	6.0	All Year
	Home & Careers	3.0	All Year
	Technology	3.0	All Year

FTE Equivalent	Periods Per Day	Days Per Cycle
0.17		1.0
0.2	1.0	
0.33		2.0
0.4	2.0	
0.5		3.0
0.6	3.0	
0.67		4.0
0.8	4.0	
0.84		5.0
1.0	5.0	6.0
Typically a 0.6 FTE is sent in the mornings and a 0.4 is sent in the afternoons.		

Secondary FTE Calculation (Grades 7 – 12)			
1	# Secondary Students		96
2	Class Size		30
3	# Classes per Period	#1 divided by #2	4
4	Periods per Day (Excluding Lunch)		8
5	# Classes per Day	#3 multiplied by #4	32
6	Teaching Period Load		5
7	Secondary FTEs	#5 divided by #6	6.4
8	# of Secondary Self Contained Classes		1
9	0.5 FTE per Self Contained Class	#8 multiplied by 0.5	0.5
10	Total FTEs Needed	#7 added to #9	6.9

Special education classroom teachers will be assigned by the Special Education Department based on students Individual Education Plans (IEP's) in the baseline staffing process.

3A. EXPLAINING THE INPUTS IN THE BASELINE STAFFING

There are a number of central factors that are accounted for when BCSD calculates initial school budget allocations. These include:

- Projected Student Enrollment
- Special Education Student Population

- English Language Learner (ELL) Student Population
- School Configuration (Elementary School, K-8 Model School, Middle School, or High School)
- Teacher-to-Student Ratios by Grade Configurations
- Specialty School/Program Status

Each one of these factors determines the initial budget allocation for your school. These different factors are highlighted below. Explanations for each factor can be found later in the guide.

Enrollment Projections

The primary driver for your school's initial budget allocation is projected student enrollment. Projected student enrollment is determined by analyzing the current year's enrollment data by school to estimate enrollment for the upcoming school year. 2012-13 BEDS enrollment data was provided by the Office of Shared Accountability as of January 25, 2013. Principals provided updated enrollment data for the current fiscal year as of February 8, 2013.

2013-14 projections also take into account more nontraditional factors that can significantly affect enrollment, such as school closures, school reconstruction, grade expansions or reductions. Individual school enrollments are totaled and compared to the Districts overall trend over the past three years.

Principals will be asked to validate the projected enrollments during the Staffing Meetings held with the Community Superintendents. Should a Principal believe the projected enrollments provided by the Director of Staffing for Budget differ significantly from their projections, they should discuss the variances with their Community Superintendent and bring supporting data to the Staffing/Budget Meetings. It should be understood that the total of individual school enrollments should not be significantly different than the District's overall enrollment trend – ie – significant enrollment growth should not be projected without documentation and indication of where the students are transferring/enrolling from. Staffing adjustments will be made based on actual enrollment as of 2013-14 BEDS day.

4. CENTRALLY ASSIGNED INSTRUCTIONAL STAFF

Departments, in collaboration with Principals and Community Superintendents will allocate staff for Occupational and Vocational programs, English Language Learners, Related Services for Special Education students and Student Support Teams in accordance with the procedures described below.

4A. OCCUPATIONAL AND VOCATIONAL PROGRAMS

The programs will be staffed using different staffing ratios for: Trades, Business and Differentiated programs.

Certified Programs of Study require that the students take a minimum of 6 courses and the required NYSED Career & Financial Management (CFM) Course. These programs of study lead to Industry certification and Regents with advance designation. Once a student' cohort starts a program the district is obligated to allow for that cohort to complete the course of study before the program can be eliminated. All levels of instruction no matter the number of students cannot be combined due to the discreet curriculum and safety concerns at each level. For CTE program to be added an industry advisory committee is required to review the curriculum, facilities and equipment to ensure that they meet industry standards and that the Career pathways has a positive employment outcome for students. If the district decides to eliminate a program an advisory committee review is required as well; and the last enrolled cohort must have the ability to complete the program of study.

4B. ENGLISH LANGUAGE LEARNERS

Teachers for ELL will be assigned based on the units of service required under Commissioner’s Regulations Part 154 and in consideration of best practices for English language development programs.

English Proficiency Levels Based on LAB-R or NYSESLAT	Grades: Kindergarten to 8			Grades: Grades 9 - 12		
	Units of ESL	Units of ELA	Units of NLA	Units of ESL	Units of ELA	Units of NLA
Beginning	2	0	1	3	0	1
Intermediate	2	0	1	2	0	1
Advance	1	1	1	1	1	1

4C. RELATED SERVICES FOR SPECIAL EDUCATION

Related Service personnel for students with disabilities include teachers of the Speech and Hearing Handicapped or Teachers of the Speech and Language Delayed, Occupational Therapists, Physical Therapists, Teachers of the Hearing Impaired/Deaf, and Teachers of the Visually Impaired/Blind. Individualized Education Plans (IEPs) mandated counseling is the responsibility of the Social Worker assigned to the building Student Support Team. Staff is assigned to schools based on services mandated on the students IEP. FTE count is adjusted throughout the year as mandated services increase or decrease.

4D. STUDENT SUPPORT TEAMS

Student Support Teams (SST’s) generally consist of a Chairperson, a Psychologist, a Social Worker, a School Counselor and a clerk. Since 2007, the department has articulated the district goal of providing a full time SST in every school. At the point that this is accomplished, addition of staff beyond a full time team will be considered based upon the unique needs of a particular building.

4E. EXPLAINING THE INPUTS IN THE CENTRALLY ASSIGNED STAFF

Occupational and Vocational Education Population

Business:

Certified Programs of Study – minimum 6 classes taken over 4 years w/ CFM

Electives: individual courses taught for credit but not leading to Industry certification

Trades:

All Trade programs are Certified Programs of Study – minimum 6 classes taken over 4 years w/ CFM

Differentiated: 12:1:1 or 15:1:1 co-taught with a CTE teacher and Special Education teacher

CTE teacher	Number of students	Period Taught	Max. students
Trade	24	6 (2 period Block scheduled)	72
Business	30	5	150
Differentiated	12 to 15	6 – trade or 5- business	72/90 or 60/75
CFM A & B	24-trade or 30- business	6 – trade or 5- business	150

*If a trade teacher has a 3 period block max load could be 72 to 96

Special Circumstances:

Work experience Coordinators: Each school should allow for a minimum of 1 period a day for a CTE teacher with a Work based Coordinator Extension on their license to place students in work related experience as required by NYSED and NYSDOL.

Programs with special focus or community involvement will require additional staff. For example: Emerson – Restaurant, McKinley – House project requires 2 senior carpentry teachers & McKinley Horticulture due to the size of the facility requires 2 teachers and others as needed.

English Language Learner Student Population

Similarly to Special Education student population, English Language Learner (ELL) student population support needs are determined by a review of the number of ELL students currently enrolled and their level of English proficiency (Beginner, Intermediate, Advanced). Staffing for ELL students is guided by the Department of Multilingual Education (DME) staffing ratios, program design, and best practices. The student-teacher ratio is approximately 40:1. Base funds are allocated according to the given ratio, then adjustments are made based on program design and grade span. Other adjustments are made to accommodate for co-teaching, the most effective model of service delivery.

For example, if a school has 40 students across grades kindergarten through grade 1, the school will receive funds for one full-time ESL teacher. A school with 40 students across grades K-8 may require more teachers due to scheduling capacity. Schools with larger ELL populations generally have one teacher across one or two grade levels, while schools with under 10 students may have a part-time daily teacher or itinerant teacher who provides services on alternating days in the six-day cycle.

Adjustments to ESL services may be necessary during the year as students populations change.

Schools are not permitted to repurpose funds designed to support ELL needs.

Special Education Student Population

Staffing for the Special Education student population is determined by a review of all current IEPs. Staffing to meet IEP needs is mandated by the Regulations of the Commissioner of Education, Part 200 staffing ratios and teacher caseload requirements as well as current best practices.

The department annually audits teacher caseloads assuring that FTE are assigned in the most efficient, cost effective way possible. If necessary, the department will make recommendations to principals which result in revisions to the school master schedule. In this way, the maximum number of students can be assigned to a teacher caseload.

Staffing adjustments may occur during the year as student needs increase/decrease. **Schools are not able to repurpose funds designed to support Special Education needs.**

5. STAFFING AND SCHOOL BUDGET PROCESS

Staff for grades 7 through 12 schools will be allocated as a total number of FTE's to cover their student enrollment for every period of the day. Staffing requests and scheduling must comply with subject area courses mandated by the State Education Department (SED) first. The remaining allocated FTE's can be chosen by the Principal in consultation with and approval by their Community Superintendent. Principals should complete their School Budget Worksheet (a sample is at Appendix B) and submit it electronically to the Office of School Performance (Attention Lori Repman) and Keith Robertson, Director of Staffing for Budget by April 15th.

The process for submission and approval is as follows:

- Principals will work with their School Based Management Team (SBMT) to make decisions on the use of their school-based budgets.
 - Principals will lead the process of completing the School-Based Budget Form.
 - Each budget expenditure request must include a correlating SCEP citation, supporting data and a rationale for the request written into the free write box on the form.
- Each principal and their select team members of no more than four (4) individuals will present their budget requests at a meeting with the community superintendents, Director of Staffing for Budget and subject area directors.
- The community superintendents will make a decision on the budget requests:
 - Approve the Full Budget Request
 - More Information Required for Approval
 - Disapprove select Items – Principal must select another expenditure for consideration

NOTE:

High School courses shall be closed if enrollment is less than 20 for grades 11 and 12 and 25 for grades 9 through 12.

PROGRAM ADDITION AND REMOVAL:

To add or remove a program from their school (e.g., CTE program), a principal must complete the following steps:

- Principals will work with their School Based Management Team (SBMT) to make recommendations to remove or add a program.
 - Principals will lead the process of completing the Program Addition or Removal Form (see Appendices C and D)
 - The form will be emailed to their community superintendent
- Each principal and their select team members of no more than four (4) individuals will present their request at a meeting with the community superintendents and relevant subject area director.
- The community superintendents will confer with the Chief Academic Officer to make a decision and communicate with the principal.

NON-NEGOTIABLE STAFFING LEVELS:

Based on state mandates and the collective bargaining agreement, certain staffing levels must be adhered to. The table on the subsequent two pages outlines the non-negotiable staffing levels.

NON-NEGOTIABLE STAFFING LEVELS:

The following table outlines staffing and scheduling requirements that must be adhered to:

Subject Area	Grades K-3	Grades 4-6	Grades 7-8	Grades 9-12	Class Size
Physical Education	One 30 minute class / 6 days	Two periods (length 40-45 minutes depending on building schedule) / 6 day cycle	Three periods (length 40-45 minutes depending on building schedule) / 6 day cycle	3 periods (length 40-45 minutes depending on building schedule) / 6 day cycle	Budget for formula has allotted staff based on sections at each grade level Swimming - 25 for safety, contract allows for 35 "Second set of eyes" trained in the defibrillator
Music	One 30 minute class / 6 days	Two periods (length 40-45 minutes depending on building schedule) / 6 day cycle	One-half unit (one period daily for at least one semester or one period three days) / 6 day cycle	One unit of credit in art and/or music (one period daily for a whole year or comparable amount of time)	
Art	One 30 minute class / 6 days	Two periods (length 40-45 minutes depending on building schedule) / 6 day cycle	One-half unit (one period daily for at least one semester or one period three days) / 6 day cycle	One unit of credit in art and/or music (one period daily for a whole year or comparable amount of time)	
CTE Certified Programs (Trade & Business)			One period daily for one semester (Alternates with Technology)	Grade 9 CFM - one period / full year Certified Business and Trades* Courses: Grades 10-12 CTE Career Path – minimum – two periods/full year Grades 9-12 - Differentiated CTE Programs - one period /full year Any business course can be an elective – one period/full year *Trade Teachers may teach 6 periods	

Subject Area	Grades K-3	Grades 4-6	Grades 7-8	Grades 9-12	Class Size
Technology			One period daily for one semester (Alternates with Home and Careers)		
Foreign Language			One unit of credit (one period daily for a whole year)		
Librarian	3 days 6/day cycle	3 days 6/day cycle	8 th Grade only – enrollment of 100 – 300 .4 periods / 6 day cycle	500 – 900 student 5 periods/daily 700 – 1,000 9 periods/daily 300 – 500 student .5 (3 days out of a 6 day cycle)	
RTI	The students who are not proficient must be provided with appropriate intervention services. Level of proficiency and group size must be considered when providing RTI	The students who are not proficient must be provided with appropriate intervention services. Level of proficiency and group size must be considered when providing RTI		Any student not at proficiency must receive appropriate and effective Academic Intervention Services in core subjects	
ELA	90 minutes of Literacy Period 60 minutes of Differentiated Period	60 minutes of Literacy Period 60 minutes of Differentiated Period	40 minutes of ELA AIS for select students		
Math	90 minutes of instruction	90 minutes of instruction	One period daily full year		
Social Studies	Minimum of 40 minutes three times /6 day cycle	Minimum of 40 minutes three times /6 day cycle	One period daily full year		
Science	Minimum of 40 minutes three times /6 day cycle	Minimum of 40 minutes three times /6 day cycle	One period daily full year		

6. FLEXIBLE CONTRACT FOR EXCELLENCE FUND BUDGETS

Schools that do not receive supplemental funding via School Improvement Grants (SIG) will receive supplemental funding via the Contract for Excellence set aside. Schools will receive a per pupil allocation for students with Level I and II English Language Arts (ELA) and Math scores. Per pupil allocations will also be provided for students who are ELL, in grades K-3 or Grades 10-12. A student can be counted twice. Additionally, schools whose SIG funds expire in 2012-13 will receive transitional funding. For 2013-14, the amounts will be as follows:

	Level 1 ELA & Math	Level 2 ELA & Math	ELL	Students in Grades K-3	Students in Grades 10-12	SIG Transition
Allocations per pupil	\$200	\$100	\$50	\$50	\$50	
Lump sum allocation						\$250,000

Flexible funds can be spent on the allowable expenditures listed below, after submission of the School Budget Worksheet and approval of the Community Superintendent as outlined in section Five.

6A. EXPLAINING THE INPUTS IN THE FLEXIBLE CONTRACT FOR EXCELLENCE FUNDING

For the 2013-14 school budgets, the number of Level I and II students in ELA and Math was obtained from the Office of Shared Accountability January 25, 2013 and represent the students currently enrolled in schools with the previous year's assessment results.

Enrollment for ELL, grades K-3 and 10-12 represents 2012 BEDS and was obtained from the Office of Shared Accountability.

Due to the availability of data, prior year enrollment data will be used for school budgets.

6B. STATE GUIDELINES FOR CONTRACT FOR EXCELLENCE ALLOCATIONS

The Contract for Excellence (C4E) is a set aside of the District's Foundation Aid as prescribed and adjusted in Education Law, section 211-d. The annual contract amount shall be used in accordance with allowable programs and activities and affirm that such programs shall predominately benefit students with the greatest educational needs including, but not limited to:

- a. Limited English proficient students and students who are English language learners;
- b. Students in poverty;
- c. Students with disabilities; and
- d. Students with low academic achievement

Allowable programs and activities:

- a. Student time on task
 - i. Guidance counselors
 - ii. Attendance teacher
 - iii. Academic Intervention Services – Science or Social Studies Teacher
 - iv. Building Math or Reading Teacher

- b. Teacher and principal quality initiatives
 - i. Instructional coaches shall provide teachers with support in content areas and may provide professional development to teachers in pedagogy and/or classroom management, to improve student attainment of State learning standards

- c. Expansion or replication of effective model programs for students with limited English proficiency, in accordance with the following:
 - i. English as a Second Language Teacher
 - ii. English as Second Language Coach for Teachers
 - iii. Materials in native language
 - iv. Translation services
 - v. Translation equipment/supplies

Public process

Each school shall develop their plan for their portion of the C4E funds in consultation with their School Based Management Team.

7. SUPPLEMENTAL FUND BUDGETS

7A. TITLE I ALLOCATIONS AND SPENDING (STAFFING AND SUPPLIES)

Title I schools choose how to use their Title I school allocations based on the following guidelines.

Supplement Not Supplant

Title I funds may be used for a variety of services and programs, with a special focus on instruction in reading and mathematics. Title I funds must be used to **supplement** funds that are made available from non-federal sources and not to **supplant** funds from the O&M budget. This is true of all federal funds. Most schools will use Title I allocations largely to choose supplemental school staff. Staff supplanting is most evident when federal funds are used to support a position that a district is legally mandated to provide, or to support a position that was funded by O&M in the prior year.

Targeted Assistance v. Schoolwide Programming

A Title I school runs either a Targeted Assistance program or a Schoolwide program. In a Targeted Assistance program, funding is targeted for students who show evidence of the greatest academic need. Title I school allocation funds for a Targeted Assistance school should be spent on servicing only the targeted population. Schools determined to have a population that is at least 40% economically disadvantaged and that have completed a prescribed planning process can run a Schoolwide program, in which the use of Title I funds is not so restricted. A school does not simply have the option to choose which type of program it will run; the Schoolwide planning process must be completed for a school to run a Schoolwide program. In 2012-13, 40 of the 55 Title I schools ran a Schoolwide program. Each Title I school should know which type of program it runs and consider how selected staff will interact with the school population.

Title I Allocations – School Allocations and Parent Involvement Allocations

The count of economically disadvantaged students in a school has a direct impact on the amount of “Title funds” that the school receives in its school budget allocation. This count is determined through the use of “direct certification” information collected by the government, including Temporary Assistance to Needy Families (TANF)/Food Stamps and other data that indicate student need for free meals. The district’s overall 2013-14 Title I allocation is first reduced by set-aside amounts, including totals for Title I Administration, Focus District School Improvement, and other efforts. The remaining amount is then divided by the total number of economically disadvantaged students to generate a Per Pupil Allocation (PPA). The PPA is multiplied by the number of such students in a school to determine that school’s allocation.

A school can use its school allocation to select supplemental full-time staff and instructional supplies. The following staff titles are available: Title I Teacher Assistant, Guidance Counselor, Reading/Math Support Teacher (elementary), and AIS ELA/Math Teacher (secondary). Each title is assigned a dollar value, regardless of the employee filling the title. Using the School Budget Worksheet, a school may budget any number of such titles that fit within its allocation. The Principal will work with the Director of Staffing and the Office of School Performance as needed to ensure that partial FTEs are matched to create whole positions. The school should devote the remainder of its allocation to instructional supplies, which should align with programming to improve academic achievement of all students in Schoolwide programs and identified students in Targeted Assistance programs. The Office of School Performance will review school plans for the use of Title I allocations." This will allow OSP to check the reasonableness of e.g. a school request to devote a large portion of its resources to supplies

Some staff are not part of school allocations. Pre-K staff and Instructional Coaches are part of set-asides that are allocated by the district.

Again, Title I is supplemental school programming. Any Title I budgeted staff are in addition to a school’s baseline staff, as determined by Finance and Human Resources. To avoid supplanting, Title I staff are also in addition to a school’s prior year O&M staff: if School A has 1.0 O&M Guidance Counselors in 12-13 and has a baseline of 0.5 in 13-14, that school may not budget any Title I Guidance Counselors without first budgeting another 0.5 from O&M to match the prior year’s O&M staff. Staff must strictly adhere to their posted job duties and the additional guidance that subject area directors provide regarding positions that are funded by Title I. All supplies must be used in programming to improve the academic achievement of students at risk of failure to meet academic standards.

In addition to Title I School Allocations, schools receive Title I Parent Involvement allocations. Parent Involvement is a set-aside portion of the Title I budget that is divided among schools based on each school’s portion of the total district count of economically disadvantaged students. A school may use these funds to afford a variety of resources, including training, meeting, and supply items, that explicitly align with its parent involvement planning.

7B. TITLE III ALLOCATIONS AND SPENDING (ENGLISH LANGUAGE LEARNER PROGRAMS)

There are two Title III grants: Title III Limited English Proficient and Title III Immigrant. Schools choose how they will most effectively serve their English Language Learner and Newcomer Immigrant populations based on the following guidelines.

As with Title I, each Title III grant has a total allocation that is partially budgeted for off-the-top, district-wide expenses, in these cases for Multilingual Department efforts, notably Jumpstart programming. The remaining budget amounts are divided among schools, again through the use of PPA calculations. The Title III LEP total allocation is based on ELLs enrolled in the previous year; Title III Immigrant, on Newcomer Immigrants – ELLs who have arrived in the last 3 years. School allocations are based on 2012 BEDS Day ELL and current active Newcomer enrollments.

Title III LEP School Allocations

- Schools with 30+ ELLs receive a Per Pupil Allocation
- Schools with fewer ELLs are part of a pool that receives services through remaining funds

Title III Immigrant School Allocations

- Schools with 25+ active Immigrant students receive a Per Pupil Allocation
- Schools with fewer are part of a pool that receives services through remaining funds

Title III funds can only be used to provide **supplementary** services to ELLs and Immigrant students.

Priority areas for the use of Title III funds are as follows:

- Developing new and/or enhancing programs for newcomers
- Developing new and/or enhancing transitional bilingual education programs
- Developing new and/or enhancing dual language programs
- Developing new and/or enhancing programs for students with interrupted formal education (SIFE) and long-term ELLs
- Improving teaching and learning in core subject areas
- Improving native language and English teaching and learning
- Enriching parent engagement activities and securing appropriate translation and interpretation services
- Providing students with supplemental guidance
- Implementing strong student supports to increase graduation rates
- Integrating ELLs in secondary school reforms

ALL Title III supplemental services must include **all** of the following three components:

1. **Direct Instruction:** activities must be used to support language development, English and native language instruction, high academic achievement in math, and/or core academic areas.
 - The Title III supplemental instructional services must be based on student need
 - These supplemental services should complement core bilingual and ESL services required under CR Part 154
 - Direct supplemental services should be provided for before school, after school, and/or Saturday programs
 - Teachers providing the services must be certified bilingual education and/or ESL teachers
2. **High quality professional development** that is of sufficient intensity and duration to have a positive and lasting impact on the teachers' performance in classrooms

- Professional development activities should be well-planned, ongoing events rather than one-day or short-term workshops
- 3. **Parent engagement** and supports must ensure that there are appropriate translation and interpretation services to meet community needs.
 - These are in addition to mandated activities, such as parent orientation during ELL identification process

Examples of Allowable Services:

Direct Instruction:

- After School Program
- Saturday Academy
- Instructional Supplies to support extended learning opportunities
- Technology solutions

Professional Development:

- Professional learning opportunities (teacher as student, discussion leader, etc.)
- Teacher Aide/ Assistant Training
- SIOP Training
- Step Up to Writing
- Contract services
- Instructional Supplies to support professional learning
- Teacher resource materials

Parent Engagement:

- Parent workshops
- PTO materials in multiple languages
- Instructional supplies (e.g. take-home learning materials)
- Translation/interpreting services

Examples of services that are NOT allowable:

- Travel
- Office supplies
- Food supplies
- Awards, prizes
- Any materials and services provided to all students through the O & M budget, or to other students through Title I or other funding.

Please be advised that each program budget must account for the following ancillary costs:

- Instructional supplies
- Teacher/ administrator pay as student
- Discussion leader pay
- Custodial/ engineer costs
- Substitute costs
- Administrative costs

All programs and supplemental services are contingent upon the approval of the Community Superintendents in collaboration with the Director of Multilingual Education.

8. SPECIALTY SCHOOLS AND PROGRAMS

There are currently seven schools within BPS that require specialty funds to support their programs. Non-formula funds are included in the initial school budget allocations for these programs.

School No.	School Name	Program Name	Expenditures Related To	Amount
32	Montessori	Montessori	Montessori Training & Supplies	\$40,000
64	Olmsted	Gifted & Talented	Ancillary time for psychologist admission testing, testing supplies	\$40,000
99	Makowski	Early Years IB	IB Dues, Training, Supplies, Coordinator	\$150,000
187	Performing Arts	Visual and Performing Arts	Ancillary time, contracts, equipment and supplies for performances, Coordinator	\$130,000
195	City Honors	Middle Years and Diploma IB	IB Dues, Training, Supplies, Tests, Coordinator	\$250,000
212	DaVinci	College Partnership	College Tuition	\$160,000
335	Middle College	Early Middle College	College Textbooks and Tuition, student interviews	\$560,000

9. SUPPLY ENHANCEMENT ALLOCATION INFORMATION

Instructional supplies and materials are allocated to the schools in a number of different ways; by number of teachers in a particular subject area, by number of students assigned to a school building, type of school and by the number of new classrooms or courses. For the purposes of this section, Elementary students are in grades K through 8; High School students are in grades 9 through 12; Vocational Schools provide programming for high school students which integrate rigorous academics with relevant career and technical skills, as well as, workplace attitudes and behaviors and Specialty Schools include Occupational Training Center, School #84 and Western New York Day Treatment Center.

9A. SCHOOL ALLOCATIONS

1. Instructional Material Allocations based on Number of Students in a School Building

Each school is allocated funds based on the BEDS number of the prior year. The allocation for postage and petty cash is adjusted in January and reflects the new October BEDS information. Each school will receive an allocation for petty cash, postage, subscriptions, library, supplies and textbooks.

A. Petty Cash and Postage

Petty cash and postage will be allocated in two installments; the first installment in July and the second in January, after the adjusted BEDS information has been entered.

	Petty Cash		Postage	
	Teacher	Principal	Elementary	Secondary
Total Allocation	\$5.00	\$1.00	\$1.25	\$2.00
1 st Installment	\$3.00	.75	.75	\$1.50
2 nd Installment	\$2.00	.25	.50	.50

B. Subscriptions, Library Materials, Supplies, Textbooks

Subscription, library, supply and textbook allocations are entered in MUNIS and available as of July 1st of the current school year.

	Subscriptions		Library	Supplies			Textbooks
	Elementary	Secondary	All Schools	Elementary	Secondary	Special School	All Schools
Allocation	.50	\$1.00	\$6.25	\$20.00	\$33.00	\$60.00	\$15.00

Budget Department. If you have questions or concerns regarding the status of your requisitions, please contact the Purchase Department.

If you need to place an equipment order (object code in the 200 range), please submit a budget transfer request to move funds from your 500 account prior to submitting the requisition.

Math Investigation materials will be ordered by the Math Department as in the past, however, the cost of these materials will not come from your schools allocation.

D. Deadlines

Requisition Deadlines	
Textbooks	1 st Monday in February
All other materials	April 15 th

Sometimes it's not always clear what a textbook is and what's considered a supply. Hopefully the following information will help you make that determination.

E. Guidance on Textbooks versus Supplies

The District must follow guidelines established by the New York State Education Department when charging textbooks and supplies to accounts. A textbook is any book or book substitute which a pupil is required to use as a text or a text substitute in a particular class or program as a primary source of study material intended to implement a major part of a State or local curriculum.

Specific types of Textbooks are:

- Hard-covered
- Paperback books
- Manuals
- Courseware or other content-based instructional materials in electronic format
- Workbooks designed to be written in and used up
- Newspapers or news magazines (which have a general circulation, are printed and distributed at least biweekly, have a paid circulation within the school district, are entered with the U.S. Postal Service as second-class matter, are available to schools on the date of publication at a discount of not less than 33 1/3 percent from the regular price, and are accompanied by study guides on a regular basis from the publisher at no extra charge to the school district.)

Specific types of Supplies are:

- Teachers' editions of textbooks
- Review books
- Tests & testing materials
- Reference materials (such as encyclopedias, almanacs, atlases and general or special

dictionaries (except the dictionaries individually assigned to all pupils in a particular class or program as a textbook substitute are considered as textbooks)

- Supplementary textbooks, fiction, novels, magazines, newspapers (except as provided above, and audiovisual materials normally housed in the school library or instructional materials center for short-term use by pupils)
- Materials in kit/set form
- Internet on-line service
- Books or materials advocating or supporting a religious belief

Additional information can be found at – http://stateaid.nysed.gov/tsl/html_docs/txtbk03.htm

9B. CENTRAL ALLOCATIONS

The following types of allocations are handled by subject area Supervisors and Directors:

1. Teacher Supply Allocations

Teachers in the areas of Art, Music, Home & Careers, Technology, Science Labs, Physical Education and Special Education are allocated supplies appropriate to their program. Please contact the subject area director or supervisor for the procedures on how to use this appropriation. The allocations are as follows:

Type of Teacher	Allocation/Teacher
Art	\$300
Music	\$200
Science Lab	\$200
Physical Education	\$200
Home & Careers	\$1,350
Technology	\$1,350
Special Education	\$150

2. New classroom or course

A new classroom is any elementary classroom (K-6), special education classroom or any new course in a core area that was approved during the staffing process for the current school year. (Art, Music and Physical Education are not considered new classrooms)

Department Directors and Supervisors are responsible for ordering new classroom textbooks and supplies. Please contact the appropriate departments during the month of June with your textbook and supply requests.

APPENDIX A –CONTACT NAMES AND NUMBERS

ISSUE	CONTACT NAME	CONTACT NUMBER	CONTACT EMAIL
Student Projections, Staffing Ratios, School Budget Worksheet	Keith Robertson	816-3614	krobertson@buffaloschools.org
Title I and III Allocations	Richard Thompson	816-3966	rathompson@buffaloschools.org
Supply Enhancement Allocations, Specialty Schools and Programs	Deborah L. Washington	816-3680	dlwashington@buffaloschools.org
Specific questions on school programs, allowable menu items, and budget approval	School’s individual Community Superintendent	816-3703	mboorady@buffaloschools.org charrington@buffaloschools.org dmauricio@buffaloschools.org
Centrally Assigned Staff:			
Occupational/Vocational Education	Kathy Heinle	816-3700	kheinle@buffaloschools.org
English Language Learners	Dr. Tamara Alsace	816-3048 x8760	toalsace@buffaloschools.org
Related Services and Student Support Teams	Kim Curtin	816-4746	kcurtin@buffaloschools.org

APPENDIX B – SCHOOL BUDGET WORKSHEET TEMPLATE

TEMPLATE SCHOOL - 0								
SCHOOL BUDGET WORKSHEET - SCHOOL YEAR 2013-2014								
Priority	Grade Level	Elementary	Total Allocations: Per Pupil & For School \$ 3,978 \$ 2,617,640					
Baseline Staffing		NON-SELF CONTAINED STUDENTS			SELF CONTAINED STUDENTS			
Assumes lowest grade level at school is enrolled at maximum		12/13 BEDS	Actual as of 2/8/13	13/14 Students	# of Teachers Needed	Actual as of 2/8/13	13/14 Students	# of SC Teachers Needed
	PRE K	35	36	36	2	-	-	-
	KINDERGARTEN	72	70	36	3	-	-	-
	1	78	76	70	3	-	-	-
	2	82	79	76	3	-	-	-
	3	72	71	79	3	-	-	-
	4	72	76	71	3	-	-	-
	5	77	78	76	3	-	-	-
	6	65	65	78	3	-	-	-
	7	69	65	65		3	-	-
	8	55	54	65		-	6	1
	9	-	-	-		-	-	-
	10	-	-	-		-	-	-
	11	-	-	-		-	-	-
12	-	-	-		-	-	-	
Ungraded	-	-	-		-	-	-	
	677	670	652	23	3	6	1	

Secondary FTE Formula		Total Projected Students		
# Secondary Students	130	658	MIN	PK-8
Class Size	30			
# Classes per Period	5			
Periods per Day	8			
# Classes per Day	40			
Teaching Period Load	5			
Secondary FTEs	8.00			
Self Cont Adjustment	0.50			
7th -12 grade FTEs Needed	8.50			

Total Projected		MIN		PK-8	
Asst. Principal(s)	0.50			1.00	
Guidance Counselor(s)	0.50			0.50	
Librarian	0.50			0.50	3.50
Clerk	1.00			1.00	
Typists				0.50	
Prep Teacher Asst.				1.20	
Art	K-6			1.00	
Music (Vocal)	K-6			1.00	3.00
Physical Ed	K-6			1.00	

This number is Baseline FTE Budget for 7th - 12th grades		This number is Baseline FTE Budget for K - 6		Salary	
# of Class Periods		Asst. Principal	1.00	\$ 85,500	\$ 85,500
# of Lunch Periods		Clerical	1.50	\$ 57,600	\$ 38,400
		Aide/Assistant	1.20	\$ 24,000	\$ 20,000
		Teachers	35.50	\$ 1,996,875	\$ 56,250
		Self Cont Teachers	1.00	\$ 56,250	\$ 56,250
				\$ 2,220,225	

Baseline Staff for O&M Staff

CLASSROOMS	16.00	BILINGUAL	7.00	SELF CONTAINED	1.00	BILINGUAL	-
PRE-KINDERGARTEN TEACHER	2.00	PK	-	6:1:1 TCHR	1.00	6:1:1 TCHR	-
KINDERGARTEN TEACHER	2.00	K	1.00	6:1:2 TCHR	-		
GRADE 1 TEACHER	2.00	1	1.00	6:1+3:1 TCHR	-		
GRADE 2 TEACHER	2.00	2	1.00	8:1:1 TCHR	-	8:1:1 TCHR	-
GRADE 3 TEACHER	2.00	3	1.00	12:1:1 TCHR	-	12:1:1 TCHR	-
GRADE 4 TEACHER	2.00	4	1.00	12:1:2 TCHR	-		
GRADE 5 TEACHER	2.00	5	1.00	12:1+3:1 TCHR	-		
GRADE 6 TEACHER	2.00	6	1.00	15:1 TCHR	-	15:1 TCHR	-

Baseline FTEs from O&M	School Wide	K - 6	7th - 12th	Principal Allocated	Baseline Total FTEs	Other Funds	FTE Grand Total
Baseline FTE Budget	3.50	3.00	8.50	2.55	15.00		
Baseline Allocated FTEs	3.50	3.00	5.95	-	12.45		
Unallocated Baseline FTEs	-	-	2.55	2.55	2.55		
Baseline School Wide Staff							
Assistant Principal	1.00				1.00	-	1.00
Guidance Counselor	0.50				0.50	-	0.50
Library Media Specialist	0.50				0.50		0.50
School Clerk	1.00				1.00		1.00
Typist	0.50				0.50		0.50
Baseline Staff							
Art Teacher		1.00	0.13		1.13		1.13
English Teacher			1.20		1.20		1.20
English Teacher Bilingual					-		-
Home & Careers Teacher			0.70		0.70		0.70
Math Teacher			0.80		0.80		0.80
Math Teacher Bilingual					-		-
Music Teacher (Instrumental)					-		-
Music Teacher (Vocal)		1.00	0.13		1.13		1.13
Health Teacher			0.20		0.20		0.20
Physical Ed Teacher		1.00	0.50		1.50		1.50
Science Teacher			0.80		0.80		0.80
Science Teacher Bilingual					-		-
Social Studies Teacher					-		-
Social Studies Teacher Bilingual			0.80		0.80		0.80
Spanish Native Language Arts					-		-
Technology Teacher			0.70		0.70		0.70
Foreign Language			0.60		0.60		
Chinese Teacher					-		-
French Teacher					-		-
Italian Teacher					-		-
Latin Teacher					-		-
Spanish Teacher					-		-
				2.55	Remaining FTEs to be Allocated		

Flexible C4E Allocation
 \$ 87,200.00
 (Includes ELL Students)

ELA Level I	69	ELA Level II	160
\$ Allocation Per	\$ 200	\$ Allocation Per	\$ 100
Math Level I	79	Math Level II	167
\$ Allocation Per	\$ 200	\$ Allocation Per	\$ 100
K - Grade 3	304	Grade 10 - 12	-
\$ Allocation Per	\$ 50	\$ Allocation Per	\$ 50

Justification for Requests: (Principals complete)
SCEP Reference (Identify Details from SCEP):

Time on Task:

FTE or \$	(Salary Only)
	\$ 56,500.00
	\$ 62,275.00
	\$ 55,620.00
	\$ 54,800.00
	\$ 55,000.00
	\$ 55,000.00
	\$ 56,500.00

Supporting Data:

Model programs for ELL students:

ELL Students	194	\$ 9,700.00
\$ Allocation Per	\$ 50	

ESL Teacher
 ESL Coach
 Materials in native language
 Translation services
 Translation equipment/supplies

	\$ 78,410.00
	\$ 80,487.00

Rationale for Request:

\$ 87,200.00 Amount remaining

SIG Transition

\$ -

Assistant Principal-SAM Only	\$ 86,500.00
Instructional Coach	\$ 56,500.00

Rationale for Request:

\$ - Amount remaining

Was the C4E request prepared in consultation with the SBMT and Parents as required?

Student, Teacher and Principal Allocations

	Per Pupil	Allocation	Elementary	Secondary	Special
Textbooks	\$ 15.00	\$ 9,630			
Supplies	→	\$ 12,840	\$20.00	\$33.00	\$60.00
Postage	→	\$ 803	\$1.25	\$2.00	
Library Materials	\$ 6.25	\$ 4,013			
Subscriptions	→	\$ 321	\$0.50	\$1.00	
Teacher Petty Cash	\$ 5.00	\$ 3,210			
Principal Petty Cash	\$ 1.00	\$ 642			

TITLE I ALLOCATION (Calculation)

\$ 176,755.00

Free & Reduced \$ Allocation Per 667
\$ 265

FTE or \$	(Salary w Benefits)	Rationale for Request:
Teacher Assistant	\$ 34,124.00	
Reading Teacher (Building for ES, AIS for HS)	\$ 77,782.00	
Math Teacher (Building for ES, AIS for HS)	\$ 78,410.00	
Guidance Counselor	\$ 80,487.00	
Instructional Coach-additional	\$ 80,657.00	
Instructional Supplies	\$ 80,657.00	
Approved Contract (e.g. Hillside)		
\$ 176,755.00		Amount remaining

Central Title I Allocation		
Instructional Coach	1.00	\$ 80,657.00

Parent Involvement Allocation

\$ 5,243.00

Discussion Leader - Teacher	\$ -	Rationale for Request:
Discussion Leader - Administrator	\$ -	
Parent Stipends \$40/day	\$ -	
Meeting Expense	\$ -	
Postage	\$ -	
Incentives	\$ -	
Instructional Supplies	\$ -	
Contract Services - specify	\$ -	
\$ 5,243.00		Amount remaining

TITLE III LEP ALLOCATION (Calculation)

\$ 16,102.00

ELL Students 194
\$ Allocation Per 83

Teacher/Student - Teacher	\$ -	Rationale for Request:
Discussion Leader - Teacher	\$ -	
Curriculum Committee Member - Teacher	\$ -	
Curriculum Committee Chair - Administrator	\$ -	
Administrator Afterschool	\$ -	
Teacher Afterschool	\$ -	
Custodian Afterschool	\$ -	
Instructional Supplies (Bilingual Glossaries)	\$ -	
Translation Contract	\$ -	
\$ 16,102.00		

TITLE III IMMIGRANT ALLOCATION (Calculation)

\$ -

SIFE Students 0
\$ Allocation Per 93

Teacher/Student - Teacher	\$ -	Rationale for Request:
Discussion Leader - Teacher	\$ -	
Curriculum Committee Member - Teacher	\$ -	
Curriculum Committee Chair - Administrator	\$ -	
Administrator Afterschool	\$ -	
Teacher Afterschool	\$ -	
Custodian Afterschool	\$ -	
Instructional Supplies (Bilingual Glossaries)	\$ -	
Translation Contract	\$ -	
\$ -		Amount remaining

APPENDIX C – PROGRAM/COURSE ADDITION REQUEST FORM

BUFFALO PUBLIC SCHOOLS
Program/Course Addition Request Form

School _____ Date _____
 Person Completing Form _____ Title _____
 Title of program/course being requested for consideration _____

Timeline:

- **Proposals for the upcoming school year must be submitted to Community Superintendent by April 8**
- **Community Superintendent reviews the proposal with CAO and content director or supervisor with recommendations**

Description of the proposal:

- School or department will submit a 5-10 page summary of the program aligned to the SCEP and include the following:
 - **Section 1: Purpose** of the program
 - **Section 2:** Relevant **data** the including the SCEP targets that were used to determine the need for the program
 - **Section 3: Identify 3-5 *S.M.A.R.T. Goals** for the program
 - Specific, Measureable, Attainable, Realistic and Timely
- *For more information search **SMART Goals** on the internet
- **Section 4: Identify students** who will be enrolled in the program (include number of students, academic achievement levels, sub-groups, pre-requisites needed, etc.)
- **Section 5: Identify staffing** required to implement the program
- **Section 6: Expected Outcomes** of the program that will be used to evaluate the effectiveness of the program
 - Must be aligned to the SMART Goals above, CCLS, District initiatives
 - Must include information as to how the following variables will be evaluated (Academic Achievement, Attendance, Suspension, parent involvement, etc.)
- **Section 7- Other** relevant information (if available)

Program Review and Decision: IF APPROVED, BOARD RECOMMENDATION MUST BE PREPARED ???

Reviewed By:	Title	Date	Supporting Evidence Attached (Must include data)	Decision
	Community Superintendent			__ Approved __ Not Approved
	Department Head			__ Approved __ Not Approved
	Chief Academic Officer			__ Approved __ Not Approved

CFO _____ Date _____ Superintendent _____ Date _____

APPENDIX D – PROGRAM/COURSE DELTION REQUEST FORM

BUFFALO PUBLIC SCHOOLS
Program/Course Deletion Request Form

School _____ Date _____
 Person Completing Form _____ Title _____
 Title of program/course being requested for Deletion _____

Timeline:

- **Proposals for the upcoming school year must be submitted to Community Superintendent by February 1st**
- **Community Superintendent reviews proposal with CAO and content director or supervisor with recommendations**

Description of the proposal

- School or department will submit a 2 - 5 page summary of the program aligned to the SCEP and include the following:
 - **Section 1: Purpose** of the program
 - **Section 2:** Identify whether the **goals and expected outcomes based on SCEP targets** were met
 - **Section 3:** Relevant **data** that was used to determine the rationale for deletion
 - (Academic Achievement, Attendance, Suspension, parent involvement, etc.)
 - **Section 4: Identify students** who were enrolled in the program (include number of students, academic achievement levels, sub-groups, etc.) and the **impact of the deletion on their course work and graduation requirements**
 - **Section 5:** Identify **Staffing** that was connected to the program.
 - Note: FTEs will be eliminated if the deletion of the program is approved.
 - **Section 6: Other** relevant information (if available)

Program Review and Decision:

Reviewed By:	Title	Date	Supporting Evidence Attached (Must include data)	Decision
	Community Superintendent			<input type="checkbox"/> Approved <input type="checkbox"/> Not Approved
	Content Director or Supervisor			<input type="checkbox"/> Approved <input type="checkbox"/> Not Approved
	Chief Academic Officer			<input type="checkbox"/> Approved <input type="checkbox"/> Not Approved

CFO _____ Date _____ Superintendent _____ Date _____

Pearson



Niagara Falls City School District, NY

Our engagement with Niagara Falls City School district began in 2001 when two of the district's elementary schools received Comprehensive School Reform Grants. They were joined by two middle schools the following year. In 2003, the district used its own resources to bring its remaining six elementary and middle schools into the project. Two years later we began work with the district's high school.

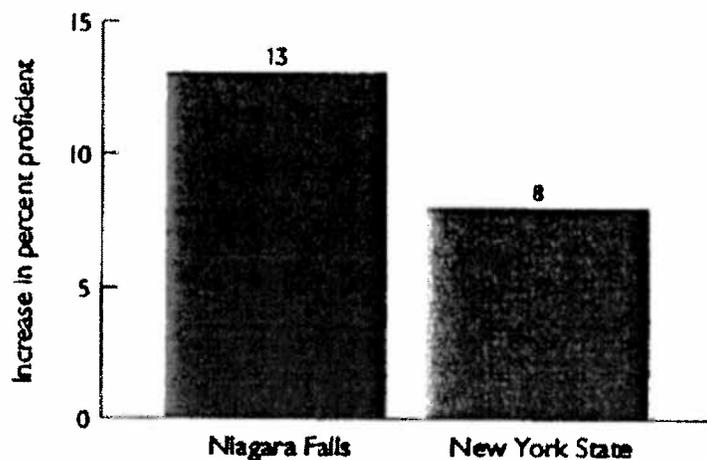
Pearson has provided districtwide professional development for K–5, preparatory, and high school mathematics. Our programs include content training on instructional shifts and building teacher capacity, as well as the Tools for Understanding program. We work on the development of unit plans for middle and high school math, as well as collection, annotation, and development of anchor papers for performance indicators at each grade level in middle school and high school algebra.

In 2012, we completed 10 years of continuous work with the district. Our working relationship has been maintained through changes in district leadership and changes in field staff assigned to the district, and the project has evolved through collaborative goal setting and review of progress. Changes in assessments and scaling of assessments make it difficult to consistently track improvements in scores over the period. However, sample data include an increase from 56 percent of students passing Regents English in 2005–2006 to 72 percent in 2009–2010, and from 58 percent to 76 percent passing Regents Math A over the same period. By 2008, Niagara Falls High School and six other district schools had been designated by New York State as a "high performing/gap closing school."

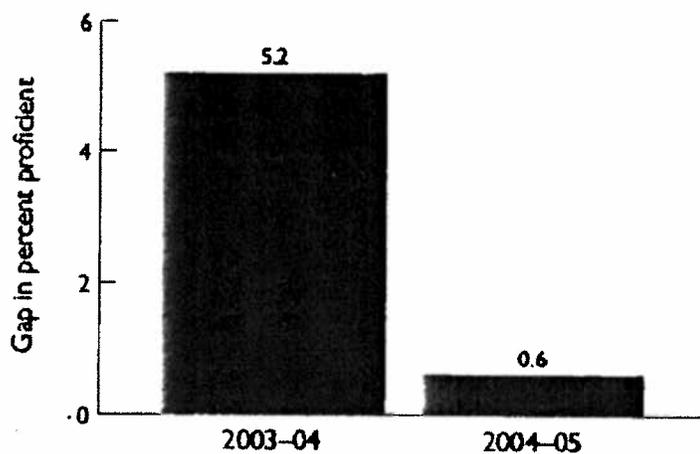


We enjoy a continuing partnership with Niagara Falls City School District to develop units of study aligned to the New York Common Core Learning Standards for English language arts and mathematics. We also pilot performance tasks to inform instruction and professional development at the secondary level. Additionally, we provide ongoing professional development for district coaches, content leads, principals, and supervisors of mathematics and literacy in elementary, prep, and high school.





Niagara Falls Schools Outpace State Growth Rate. This shows an increase in the percent of students proficient on New York's grade 4 English language arts assessment, 2004–2005.



Achievement Gap Between Niagara Falls and State Narrows. This shows the difference between Niagara Falls and New York State in percent proficient and above on New York's grade 4 English language arts assessment.

Poughkeepsie City School District, NY

In the Poughkeepsie City School District (PCSD), NY, we provided whole school reform at the Middle School from 2005–2008 and at the High School from 2008–2010. From 2008–2011, we provided professional development on co-teaching for K–12 teachers. In 2013 we are providing professional development for leaders on implementing the CCSS.

The Pearson-Poughkeepsie partnership led to impressive academic gains, for secondary English and mathematics student performance. In the early years of the Poughkeepsie Middle and High School reform process, only about half of 6th–12th grade students showed proficiency the New York State tests, but within two years percentages increased by a minimum of 12 percentage points. From 2007–2011 the district evidenced annual improvements in both math and English. See the data in the following figure.

School Year	Math % of Proficient Students	English % of Proficient Students
2007–2008	51%	46%
2008–2009	56%	54%
2009–2010	62%	63%
2010–2011	63%	66%

PCSD Secondary Student Proficiency in ELA and Math. After PCSD worked with Pearson, Poughkeepsie secondary students improved ELA and math test scores.

As a result of improved student performance, other indicators improved. From 2008–2011, the district's Graduation Rate improved from 46 percent to 57 percent, an improvement of 11 percentage points in just two years. The positive trend additionally led the district to meet its AYP Graduate rate targets in 2009–2010, after years of falling short of the federal target.

PCSD also experienced positive changes within its school discipline data. After a year of alarming increases in the percentage of students receiving suspensions (from 16 percent to 18 percent of students between 2008 and 2009), the percentage dropped rapidly in 2009–2010 to only 15 percent. While 15 percent is still high, the one-year drop by 3 percentage points shows that the school is starting to move in the right direction. While the decrease in students receiving suspensions can be attributed to several factors, we believe one of the reasons for the decrease was an improved emphasis on expert teaching in the secondary schools, which resulted in less time managing behavior and more time captivating student attention and energies.

Pearson looks forward to a new 2013 CCSS partnership with the PCSD and believes that we can continue to help the district grow its capacity to improve achievement and do what is best for all students.

Rochester City School District, NY

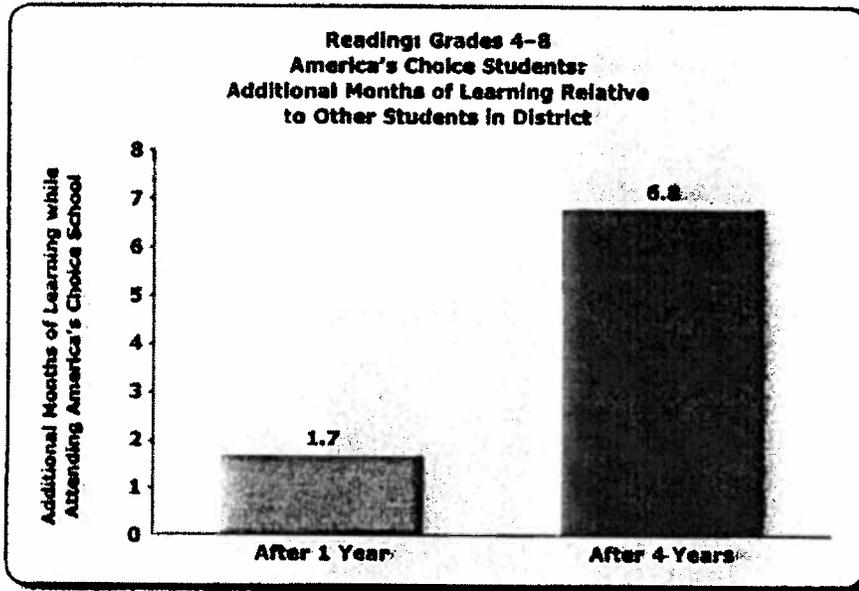
CPRE Study

Rochester City School District in New York is an urban district of approximately 35,000 students with a large proportion of minority students and very high levels of poverty. The district comprises 52 schools; 39 of these are grades K–8. The district began to implement the America's Choice comprehensive school improvement model in 1998 with six schools and included additional schools progressively over the ensuing years, reaching 24 of the 39 elementary schools and more than half of the district's schools overall. (Pearson acquired America's Choice in 2010.)

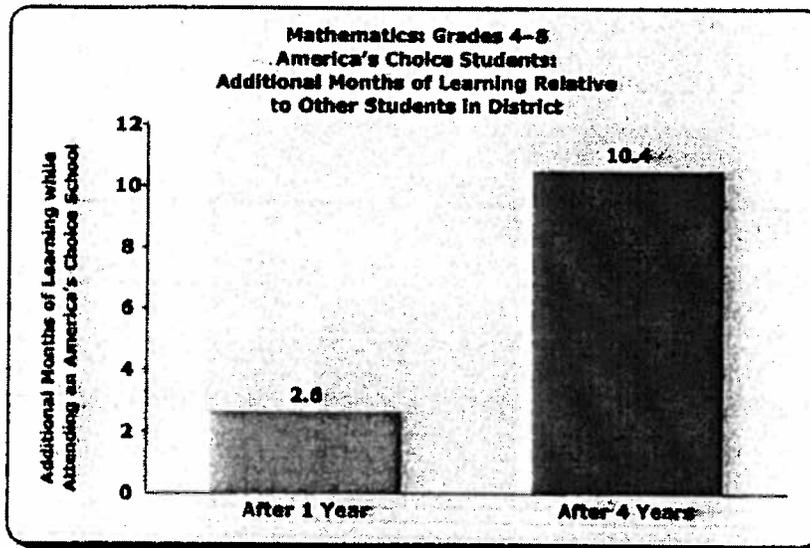
In 2006, Henry May, Jonathan Supovitz, and David Perda, on behalf of the Consortium for Policy Research in Education (CPRE), published the findings of their longitudinal study of student performance of the Rochester City Public Schools. The study compared the performance of students in schools implementing the comprehensive school improvement model with the performance of students in schools without the model, analyzing 11 years of data, including data from before implementation of the design. A Longitudinal Study of the Impact of America's Choice on Student Performance in Rochester, NY 1998–2003, (H. May et al. 2006), published in *Educational Policy Evaluation and Analysis*, concluded that students in the comprehensive school improvement model schools performed statistically better than similar students in schools without the model.

"Low achieving students performed particularly well under the America's Choice regimen, without having any negative effect on students in the upper quartiles."

"Minority students in America's Choice schools—African Americans and particularly Hispanics—also learned more than their peers in other district schools."



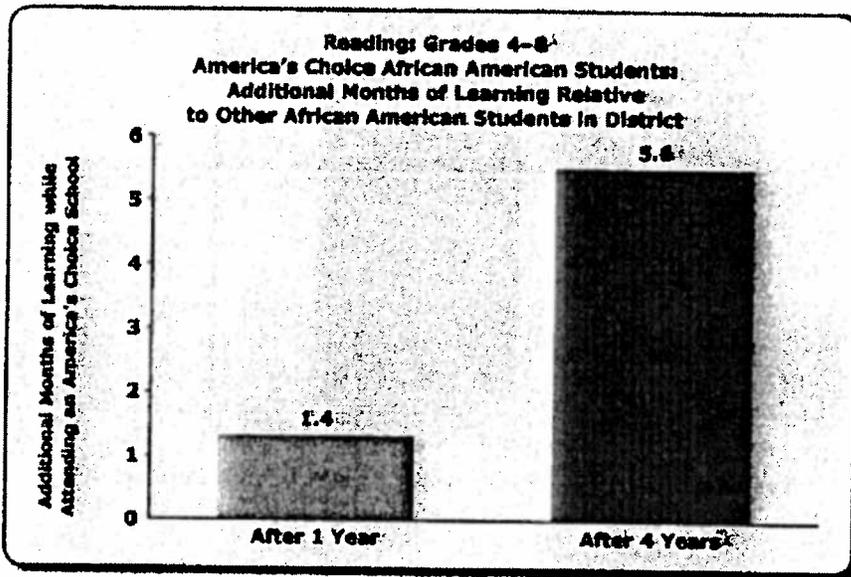
Additional Learning in Reading. Students in grades 4-8 experienced additional months of learning in reading in the school improvement model school compared to students in other schools.



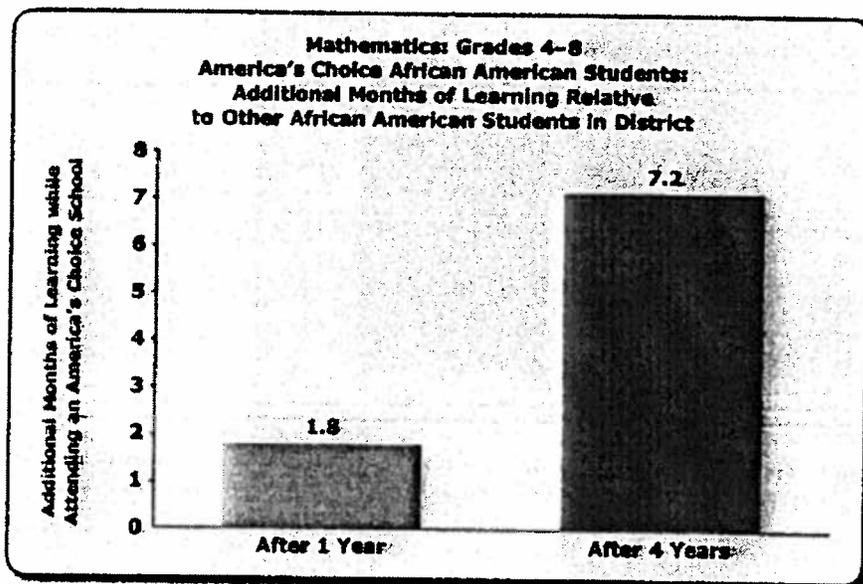
Additional Learning in Math. Students in grades 4-8 experienced additional months of learning in math in the school improvement model school compared to students in other schools.

Students in schools that received services through the selected comprehensive school improvement model gained an additional 1.7 months per year in reading and 2.6 months per year in mathematics compared to similar students in other Rochester schools. This translates into 6.8 months in reading and 10.4 months in mathematics over a four-year period.

Minority students enrolled in schools that received services through the selected comprehensive school improvement model made large gains relative to similar students in other schools in the district.

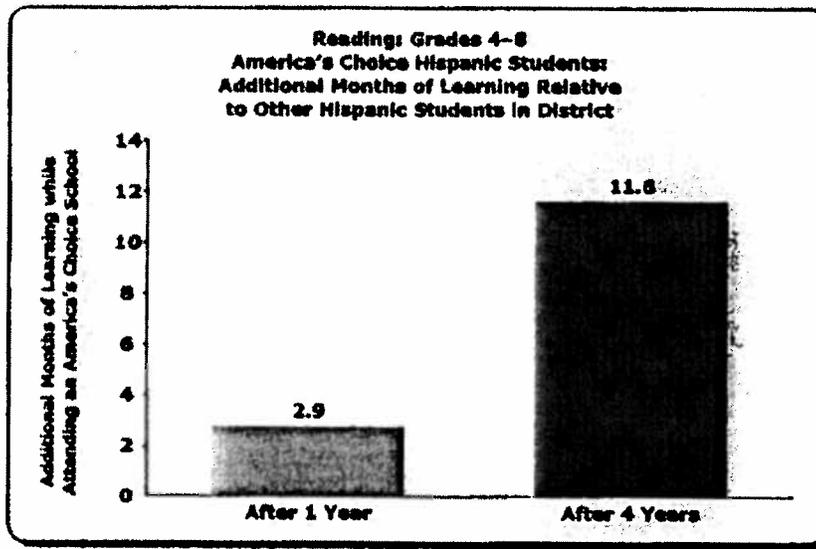


Gains Among Minority Students. African American students in grades 4-8 experienced additional months of learning in reading while in a school with the comprehensive school improvement model compared to African American students in other schools.

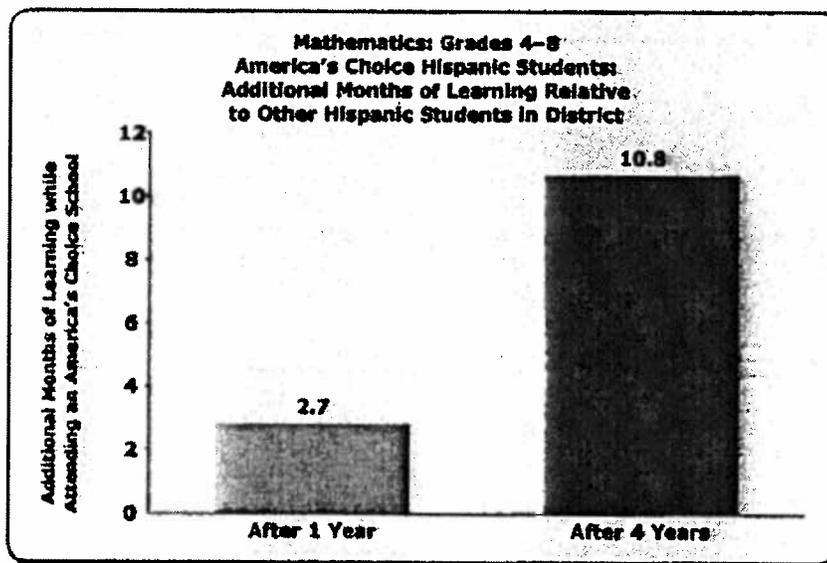


Gains Among Minority Students. African American students in grades 4-8 experienced additional months of learning in math while in a comprehensive school improvement model school compared to African American students in other schools.

African American students in schools that received services through the selected comprehensive school improvement model gained an additional 1.4 months per year in reading and 1.8 months per year in mathematics compared to similar students in other Rochester schools. This translates into 5.6 months in reading and 7.2 months in mathematics over a four-year period.



Gains Among Minority Students. Hispanic students in grades 4-8 experienced additional months of learning in reading while in a comprehensive school improvement model school compared to Hispanic students in other schools.



Gains Among Minority Students. Hispanic students in grades 4-8 experienced additional months of learning in math while in a comprehensive school improvement model school compared to Hispanic students in other schools.

Hispanic students in schools that received services through the comprehensive school improvement model gained an additional 2.9 months per year in reading and 2.7 months per year in mathematics compared to similar students in other Rochester schools. This translates into 11.6 months in reading and 10.8 months in mathematics over a four-year period.

Comparing Hispanic students in schools that received services through the selected comprehensive school improvement model with Caucasian students in other Rochester schools, the Hispanic students in the school improvement model schools gained an additional 2.3 months of learning relative to the Caucasian students in other Rochester schools. After four years, the additional learning was 9.4 months. When this is translated into SAT-9 Grade Equivalents, the Hispanic students in school improvement model schools in the 4th grade were 9 months behind the Rochester Caucasian Students. After 8th grade, they had narrowed the gap by 55 percent.

Prince George's County Public Schools, MD

Ten Schools Exit School Improvement Status After Implementing School Design Model

Challenge

Prince George's County Public Schools (PGCPS), located in metropolitan Washington, DC, is the second largest school system in Maryland and the 18th largest in the country. With more than 134,000 students, it is among the most diverse as well. The majority of schools in PGCPS struggled with low achievement scores in literacy and mathematics. In many of its high schools, students passed their algebra courses, but did not pass the state assessment.

Solution

In the 2006–07 school year, America's Choice (acquired by Pearson in 2010) worked with schools in Prince George's County to provide professional development support. In the following school year, PGCPS began full implementation of the Intensive School Design on a large scale in its lowest-performing schools. A laser-like focus on instruction and student achievement resulted in remarkable, across-the-board gains in test results.

Initially, Pearson worked with 11 middle schools that faced corrective action or restructuring and 22 elementary schools (two feeder schools for each middle school). In addition, Pearson worked with 16 high schools serving large numbers of students who had not passed the state high school assessment in algebra. Six other middle schools used Pearson's Ramp-Up to Middle Grades Literacy, Ramp-Up to Pre-Algebra, and Ramp-Up to Algebra to accelerate learning for students who are two or more grade levels behind in reading and/or mathematics.

Outstanding professional development from Pearson helped the district build its instructional capacity. In the summer of 2008, Pearson trained 565 educators—60 school administrators, 20 district administrators, 250 literacy teachers, 200 math teachers, and 35 science teachers—over a three-week period.

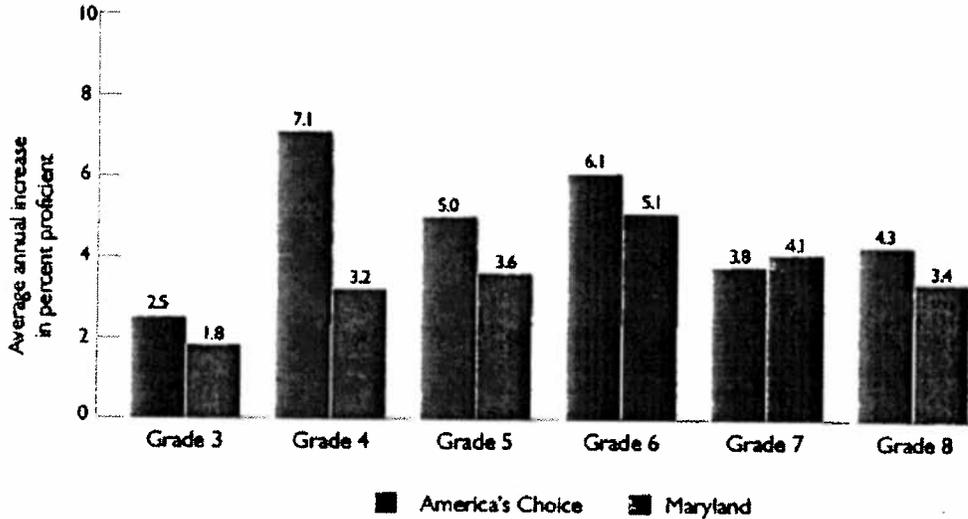
Results

In just the first year, 70 percent of the Intensive School Design schools increased proficiency on the state assessments by at least five percentage points in either reading or mathematics. Of these, 64 percent increased proficiency on the state assessments by at least five percentage points in both subjects.

Five middle schools were "top gainers" in reading—schools the district identified as achieving at least 10 percentage points of growth on state assessments from 2007 to 2008. All five were Intensive School Design schools. Seven middle schools were "top gainers" in mathematics; six of them were Intensive School Design schools. Three Intensive School

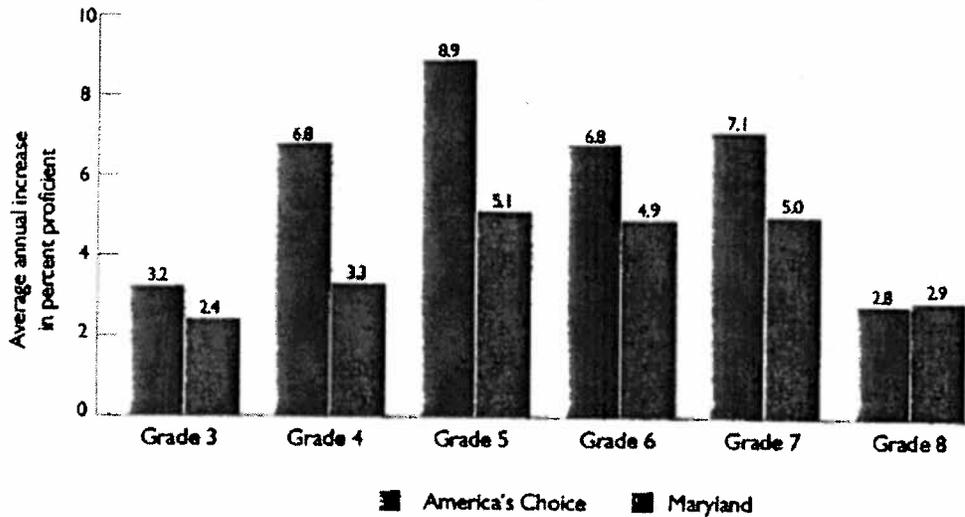
Design middle schools had double-digit percentage point gains in both subjects. Ten Intensive School Design schools exited school improvement status.

Students Exceed State Growth: Mathematics



Proficiency. Average annual increase in percentage of students proficient on the Maryland State Assessment, 2005–2006 to 2007–2008.

States Exceed State Growth: Reading



Proficiency. Average annual increase in percentage of students proficient on the Maryland State Assessment, 2005–2006 to 2007–2008.

Math Navigator Students Surpass the State’s Proficiency Rate by Almost 12 Points

Challenge

Many students were coming to Prince George’s County schools with a set of misunderstandings about many key mathematics concepts. The district needed a program that would help correct these misconceptions and work well with students in grade three and up. The staff at PGCPs recognized the pivotal role of early intervention and how it affects children as they progress through their school careers.

“This program has really taken off. Kids who take Math Navigator are showing other kids how to learn that way. We had double-digit gains on the Maryland State Assessment. . . . We’re expanding the program to the 4th-, 5th-, and 6th-grades this year. The Math Navigator teacher is raring to go.”

—Dan Heller, Principal, Ridgecrest Elementary School, Hyattsville, MD

Solution

PGCPs supplemented the Intensive School Design with Math Navigator modules for students who needed focused support in specific mathematics topics. The modules were identified based on the results of a screener test, and targeted instruction was implemented for students in grades 3 and up.

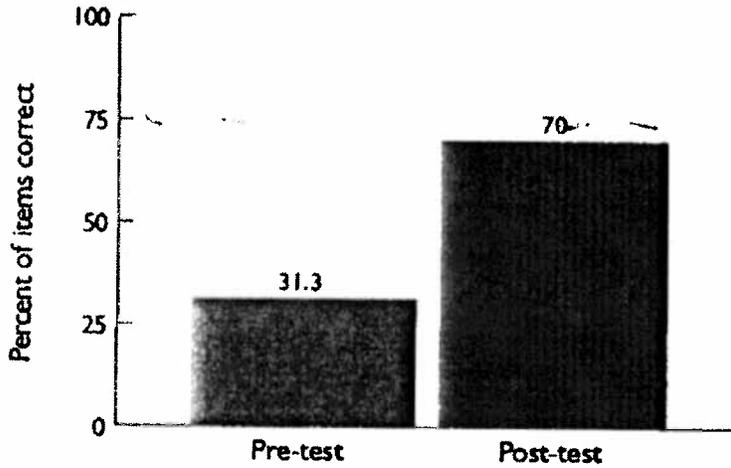
School Snapshots		
James McHenry Elementary School	Sultana Elementary School	Ridgecrest Elementary School
<ul style="list-style-type: none"> ▪ Grades: Pre-K–6 ▪ 670 Students ▪ 59% economically disadvantaged ▪ 70% African American ▪ 26% Hispanic ▪ 3% Asian/Pacific Islander ▪ 1% White 	<ul style="list-style-type: none"> ▪ Grades: Pre-K–6 ▪ 673 Students ▪ 65% economically disadvantaged ▪ 95% African American ▪ 4% Hispanic ▪ 1% White 	<ul style="list-style-type: none"> ▪ Grades: Pre-K–6 ▪ 706 students ▪ 81% economically disadvantaged ▪ 57% Hispanic ▪ 42% African American ▪ 1% Asian/Pacific Islander <p style="text-align: right;">Source: schoolmatters.com</p>

Results

The first-year results from three schools exemplify the positive results that were achieved using Math Navigator coupled with the design.

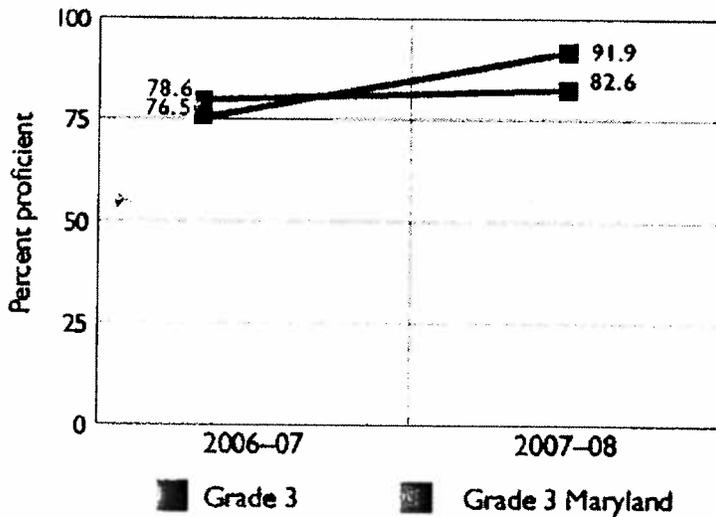
James McHenry Elementary School, Lanham, MD

Students Make Dramatic gains with Math Navigator



Items Correct. Statistically significant results on the Beginning Place Value module.

Grade 3 Students Surpass the State in Proficiency



Proficiency. One-year change in proficiency on the Maryland State Assessment in mathematics.

National Urban Alliance

NUA Partnership Fuels Progress in Albany, NY, Schools



www.nuatc.org
33 Queens Street Suite 100
Syosset, NY 11791
(800) NUA-4556 or (516) 802-4192

Before the Albany Public School District adopted the National Urban Alliance for Effective Education's program in 2006, a staggering 81 percent of the eighth-graders at Philip Livingston Magnet Academy failed English. An occasional handgun, a few student assaults on teachers and sidewalk brawls were a challenge for the school, which prompted random searches, two youth safety committees and landed unruly students in alternative programs.

After just three years of NUA partnerships in each elementary and middle school, the district, for the first time in its history, saw the majority of its students – 61 percent of students in grades 3 through 8 – score at proficient or above proficient on the New York State English Language standardized test. In 2008, just 49 percent of students scored at or above proficiency.

There were gains at all grade levels districtwide in both English and math – including double-digit increases in math for grades 3, 7 and 8, and in ELA (English Language Acquisition) in grades 3 and 5.

"The emphasis of the NUA is one of school turnaround. Essential in that process is the belief system that exists among all stakeholders -- teachers in particular, who through the partnership with the NUA enabled unprecedented achievement gains in our school district."

*-Dr. Eva Joseph,
former Albany superintendent.*

Today, the Albany City School District serves nearly 8,700 students in 15 schools: 11 elementary schools, two middle schools, one prekindergarten-grade 8 school and one comprehensive high school.

The City School District of Albany formed a collaborative partnership with the National Urban Alliance to create, design and implement a systemic, long-range, rigorous instructional leadership and professional development program to close the gap between the achievement of Albany students and their innate potential for much higher performance, resulting in the elimination of the achievement gaps that are manifested among economic groups.

NUA's goal is to build the instructional capacity of teachers to build meaningful relationships with their students and equip students with the skills and cognitive processes that strengthen their competence and confidence necessary to perform at the highest levels. In addition, the goal is to build capacity within the district to sustain the processes and practices. All schools Pre K – 12 participated in the initiative.

To achieve this success, Albany City School District changed the ways teachers and students learn, using a strategy designed by the National Urban Alliance, an organization that works with urban school districts across the country implementing teaching strategies, administrative and organizational arrangements that accelerate learning and improve achievement levels.

"What we're doing is working to change the beliefs of teachers about students' ability to achieve," said Eric Cooper, the President and Founder of National Urban Alliance, former program officer with The College Board, Columbia University professor and one-time teacher and counselor.

"Children can reach high levels of learning and thinking. It takes dedication and a knowledge of how to reach students who depend on the school for learning. Maintaining high expectations when guided by highly skilled educators determines outcomes."

Transforming Schools | Transforming Lives

Buffalo City School District - SIG Cohort 4.2 School #66

NUA Partnership Drives Improvement in Bridgeport, CT, Schools



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Syosset, NY 11791
(800) NUA-4556 or (516) 802-4192

One of 30 schools in the Bridgeport, CT, public school system, Beardsley School has come a long way since 2000, when it was one of the district's lowest performers and designated in need of improvement based on test scores and other academic indicators.

Beardsley, a K-6 school, was still struggling in 2006 when it began working with the National Urban Alliance for Effective Education (NUA) as part of the district's long-standing partnership with the NUA. Beardsley has made steady progress since then, eventually winning the honor of being an NUA National Demonstration School.

NUA interventions focused on student engagement, culturally responsive teaching and practices that elicit high intellectual performances. Instructional practices were chosen by the school leadership team and NUA to address specific challenges that surfaced during the NUA Instructional Assessment process.

In the most recent state testing cycle the efforts paid off with dramatic improvement. In grade 6, for example, 94 percent of students scored at or above proficiency in math and 85 percent scored at or above proficiency in writing.

Beardsley's progress culminated with a special recognition in January, when the school was selected as a Success Story School by the Connecticut Coalition for Achievement Now, a statewide education reform and advocacy group better known as ConnCAN. The recognition was particularly gratifying because ConnCAN recognizes only the Top 10 schools statewide in five categories. Success Story schools must be in the top three in one of the Top 10 lists and be 75 percent low income and students of color.

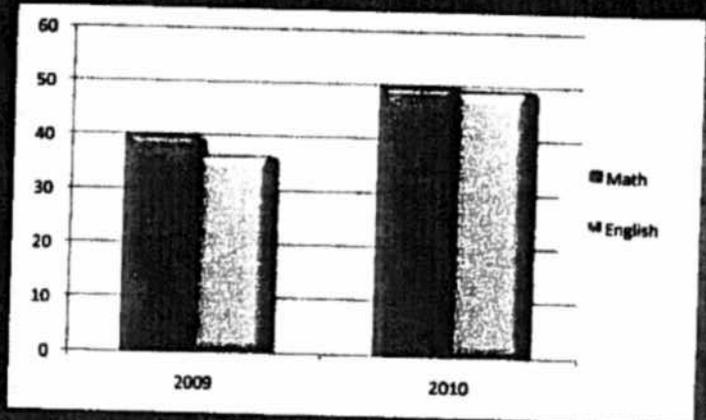
Beardsley Principal Amy Marshall said that NUA helped move Beardsley forward. "Our partnership has changed how teachers approach lessons, the strategies they use, and their attitudes toward students," she says. "NUA classrooms are alive. NUA-trained teachers also understand the importance of relationship building in a classroom and the need to amplify student strengths."

DISTRICT-WIDE SUCCESS STORY

While a city and county jointly by ConnCAN, Beardsley School is one of the district's lowest performers and designated in need of improvement based on test scores and other academic indicators.

Since 2006, NUA has been a partner in the district's long-standing partnership with the NUA. Beardsley has made steady progress since then, eventually winning the honor of being an NUA National Demonstration School. NUA interventions focused on student engagement, culturally responsive teaching and practices that elicit high intellectual performances. Instructional practices were chosen by the school leadership team and NUA to address specific challenges that surfaced during the NUA Instructional Assessment process.

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Bridgeport Superintendent John R. ... the NUA ... the district's lowest performers and designated in need of improvement based on test scores and other academic indicators.

Transforming Schools | Transforming Lives

NUA Working In San Francisco To Raise Achievement



33 Queens Street, Suite 100
Syosset, NY 11791
(800) NUA-4556 or (516) 802-4192

Visitacion Valley Middle School in San Francisco is a great example of what can happen with the right leadership, teamwork, consistency and blend of student-focused programs.

Not too long ago, Visitacion Valley shared the challenges faced by many of our nation's urban schools. It had low academic performance, poor attendance, high suspensions and high staff turnover rates. It's no wonder the community had a negative image of the school.

In 1999, Visitacion Valley was designated the lowest performing middle school in the district. That was also the year James Dierke became the principal and began to turn things around, eventually building a solid team of educators who wanted to assist in making a difference.

Not only has academic performance greatly improved, but for the past three years suspensions have decreased significantly. An average of 90 suspensions per year was normal until 2009, when the suspension rate dropped to just over a dozen in fall of 2010. Today, every one of the school's teachers is fully credentialed.

Principal Dierke has done a lot to change the culture and expectations of his school, although, he singles out the National Urban Alliance for Effective Education (NUA) as one of the leading factors contributing to the recent spikes in overall achievement on state performance indicators.

Visitacion Valley was one of 10 San Francisco Unified School District (SFUSD) sites that partnered with the NUA as part of a district effort launched in 2009 to accelerate student achievement through professional development designed to promote students' high intellectual performances. The 10 schools were chosen primarily due to the large number of underachieving students they served. The NUA/SFUSD partnership reached more than 4,600 K-12 students, 125 teachers and covered 16 subjects.

Most importantly for Dierke at Visitacion Valley, he and his teachers had professional development experts who understood his school's needs. "With NUA we finally found a group that could come in and talk about urban kids," said Dierke, the National Association of Secondary School Principals 2008 Middle School Principal of the year.

"They helped train our teachers and showed us new ways of teaching," he added of the NUA. "They brought a new and respected opinion and experience."

Teachers and students now are assigned to academic families that use a variety of technology, cross-curricular writing programs and project-based and standards-based instructional programs. The staff formed an NUA Leadership committee to help plan professional development based on the needs of the staff.

Double-Digit Improvements

NUA mentors also worked with teachers in all content areas, engaging them with high operational practices that can be used in social studies, math or language arts. Those practices – designed based on cognitive and neuroscience research – provide a new approach to working with underachieving students of color and addressing the impact of culture on cognition, language and motivation.

NUA-led seminars were held for district office staff, school leaders, coaches and teachers. The seminars built on the district's goal to develop professional learning communities that are motivated to share and expand current levels of expertise.

*James Dierke, Principal
Visitacion Valley Middle School*

With teachers' guidance, students use visual tools, story boards and journals to learn and to demonstrate their learning. The effort is paying off in a big way. There was a 16-point gain in 6th grade math and an 18-point gain in 8th grade social studies, while the school made a 40-point gain overall on state assessments. All the students made gains. The school tested 99% of the students in 2009-2010.

Principal Dierke said that the NUA training has "most definitely" helped to improve student performance at his school, especially in the 2009-10 testing cycle. "We made a 40-point gain on the California Standards Test (CTS). All subgroups made double-digit improvements, not just the top kids," he said. "The practices were well taught and easy to implement. Our staff has great professional respect for our NUA trainers. We were very fortunate to have their services."

Carlos Garcia, Superintendent of SFUSD agrees with the teachers and principals of his district who are telling him about the progress they are making with their students thanks to NUA. As Superintendent Garcia put it: "I would like to see NUA in all my schools"

Transforming Schools | Transforming Lives

Closing the Achievement Gap, One Student at a Time



NUA partnership with Eden Prairie schools has improved instruction, raised expectations and produced dramatic academic gains

When Melissa Krull took over in 2002 as superintendent of the Eden Prairie Schools, she knew as a longtime special education teacher with the Minnesota system that dramatic change was needed to bolster academic excellence for all students.

Similar to countless suburban communities across the country, Eden Prairie was on the cusp of a seismic shift in its demographics as more children of color and more low-income students filled its classrooms. With this, Krull says, the school system's leaders recognized a pressing need to address each child based on his or her individual academic and cultural backgrounds. As the system saw the influx of more children with limited resources and experiences, it was imperative that Eden Prairie's education leaders do more to create a level playing field in the classroom.

"Gradually, we started noticing the achievement gaps as the population shift began to occur, and we knew we wouldn't be able to meet our students' needs unless we made systemic changes," said Krull, who served as Eden Prairie's superintendent until October 2011. "We needed to change our approach to teaching and change our programming."

Eden Prairie administrators knew that by improving instruction and raising expectations, they could produce educational opportunities, raise achievement levels and inspire teachers and students alike to reach for the highest academic heights.

Since the 2003-04 school year, Eden Prairie has partnered with the National Urban Alliance for Effective Education to:

- Give principals and teachers professional development to help break down barriers to high expectations and help them better understand the strengths of incoming students from different racial, cultural and socioeconomic backgrounds.

- Develop curriculum and instruction that acknowledge students' culture rather than ignore it and its relevance to how students learn.
- Engage cognitive research in all classrooms through strategies that are typically used in gifted and talented programs.
- Conduct community outreach and advocacy to build support for new instructional strategies and embrace an increasingly diverse student population.

NUA's rich curriculum broadened the perspective of teachers and principals, Krull said. "Ten years ago, we used certain strategies for all kids because they were from similar backgrounds," Krull added. "We weren't culturally competent as a system, and we needed to change that."

For instance, students often are asked to write about topics or experiences that are new to them. To help bridge gaps between students, teachers can expand the assignment to first have students write words and thoughts that come to mind about those subjects and build on those to share and learn from each other.

Working directly with schools staff, NUA has been training teachers and principals in how to differentiate instruction. Within five years, Eden Prairie students

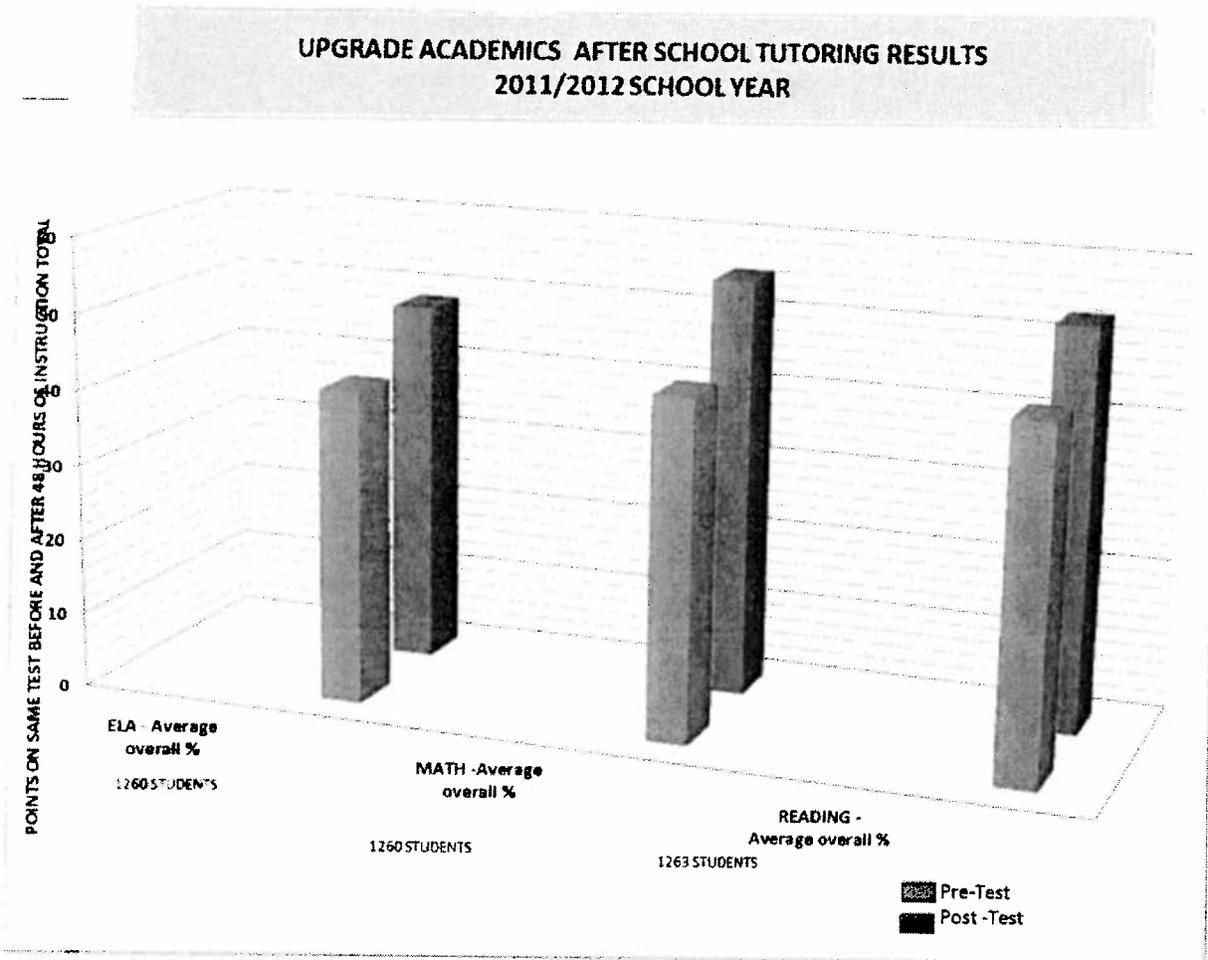
"You have to use strategies that reach the kids in your classroom in diverse ways. One approach does not work for everyone."

**Melissa Krull
Former Superintendent
Eden Prairie Schools**

Berger Educational Services

IV) RECORD OF SUCCESS

Please note that approximately 40% of the students whose results are summarized below had Limited English Proficiency and outcomes were measured after only 48 hours of supplemental instruction (due to the 2011-2012 per pupil allocation).



UPGRADE ACADEMICS 2011-2012 - ACHIEVE TEST SCORE REPORT - 48 INSTRUCTIONAL HOURS - N = 1,263 STUDENTS				
	PRE-TEST AV SCORE	POST-TEST AV SCORE	SCORE CHANGE	% INCREASE
ELA - Average overall %	41.5	48.29	7.79	18.77%
MATH - Average overall %	44.72	55.18	10.47	23.41%
READING - Average overall	45.73	52.86	7.13	15.59%

Hillside Work Scholarship Program

HW-SC Annual Report Data, 2010-2011 (1)

	HW-SC Total	Prince George's County			Notes
		Rochester	Syracuse	Buffalo	
Students served					
Average number of students served	3676	2670	793	202	2
Grade promotion rates					
Number of eligible students	4364	3124	975	265	3
Students withdrawn (relocations and voluntary withdrawals)	433	231	130	72	4
Resulting students in program	3931	2893	845	193	
Number of students promoted	3156	2240	756	160	5
Grade promotion rate	80%	77%	89%	83%	
Senior graduation rate					
Number of eligible Seniors	466	426	36	4	6
Seniors withdrawn (relocations and voluntary withdrawals)	12	10	1	1	4
Resulting Seniors in program	454	416	35	3	
Number of Seniors graduating	383	351	30	2	
Senior graduation rate	84%	84%	86%	67%	
On-time graduation rate (for cohort)					
Number of students in cohort		748	-	-	7
Students withdrawn (relocations, voluntary/probationary withdrawals)		140	-	-	8
Resulting students in program		608	-	-	
Number of students who graduated early		35	-	-	
Number of students who graduated in 4 years (June)		307	-	-	
Number of students who graduated in 4 years (August)		30	-	-	
Number of students who graduated on time in HW-SC program		372	-	-	9
% of students who graduated early		6%	-	-	
% of students who graduated in 4 years (June)		50%	-	-	
% of students who graduated in 4 years (August)		5%	-	-	
On-time HW-SC graduation rate (for 2007 cohort)		61%	-	-	
5-year HW-SC graduation rate (for 2006 cohort)		69%	-	-	10
Most recent school district comparison: On-time graduation rate (2006 cohort)		51%	-	-	11

HW-SC Annual Report Data, 2010-2011 (1)

	HW-SC Total	Prince George's County			Notes
		Rochester	Syracuse	Buffalo	
Demographics of students in program					
African-American	67%	65%	65%	95%	34%
Hispanic	19%	22%	12%	2%	23%
Bi-Racial	6%	6%	9%	1%	11%
Caucasian	5%	3%	9%	1%	31%
Other	2%	2%	3%	0%	0%
Asian	1%	2%	1%	0%	0%
Native American	1%	0%	1%	1%	0%
Multi-Racial	0%	0%	1%	0%	0%
Female	56%	56%	53%	59%	52%
Male	44%	44%	47%	41%	48%
Risk factors of students in program					
Average number of risk factors	2.44	2.40	2.61	2.20	2.84
% With Low Socioeconomic Status	95%	95%	98%	76%	98%
% With Low Standardized Test Scores	82%	83%	84%	83%	13%
% Failing 2 or 3 Core Subjects	33%	35%	23%	43%	74%
% Over Age	17%	15%	24%	8%	26%
% With School suspensions	9%	4%	24%	5%	28%
% With Low Attendance	8%	8%	9%	5%	44%
Risk factors of students in 2007 cohort					
Average number of risk factors		2.39			
% With Low Socioeconomic Status		86%			
% With Low Standardized Test Scores		83%			
% Failing 2 or 3 Core Subjects		35%			
% Over Age		19%			
% With School suspensions		9%			
% With Low Attendance		8%			

HW-SC Annual Report Data, 2010-2011 (1)

Notes	HW-SC Total	Rochester	Syracuse	County	Prince George's	Buffalo	Notes
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1. Unless otherwise noted, the date range for all measures is 7/1/2010 through 6/30/2011
2. Students served = 12-month average of number of students enrolled in HW-SC Youth Advocate program (basis for reporting to Clark Foundation)
3. Eligible students for grade promotion = All students who were enrolled at any time during the school year (9/1 through 6/30) and who completed 60 day probationary period
4. Students withdrawn = Students removed from the assessed population because they relocated beyond or voluntarily withdrew from HW-SC program. "Voluntary" reasons include voluntary withdrawal (requested by student or parent), loss of funding, or death.
5. Students promoted = Students who advance at least 1 grade level or who graduate at the end of the school year
6. Eligible Seniors = Students who are in the 12th grade as of the start of the school year (9/1)
7. Number of students in cohort = All students enrolled in HW-SC who entered 9th grade in the cohort year (e.g. 2007 cohort students entered 9th grade in 2007). The 2007 cohort is also known as the Class of 2011.
8. Students withdrawn from a cohort = All cohort members who relocated beyond or voluntarily withdrew from HW-SC program, or who did not complete their 60-day probationary period.
9. Graduated on time = Graduated in 4 school years or less, by August of the target year for the cohort (e.g. 2007 cohort = Class of 2011).
10. 5-year graduation rate = The % of students in a cohort who graduate in 5 years or less, excluding All cohort members who relocated beyond or voluntarily withdrew from HW-SC program, or who did not complete their 60-day probationary period.
11. Most recent school district comparison for on-time graduation rate = 4-year graduation rate (including August graduations) for the overall school district, as published by the state department of education
12. Number of students newly YETA certified during year = Number of students who were enrolled in 2010-2011 and who completed YETA certification between 7/1/2010 and 6/30/2011.
13. Total number of students with YETA certification = Number of students who were enrolled in 2010-2011 and who achieved YETA certification by 6/30/2011
14. Number of YETA certified students who are employed = Number of students who were enrolled in 2010-2011, who have completed YETA certification, and who were employed in 2010-2011 (all employers)
15. Estimated economic development impact of HW-SC student employment = Number of students employed x 15 hours/week x 52 weeks x average wage
16. Number of graduates = All students who graduated during the 2010-2011 school year (by August, 2011)
17. Graduates enrolled and confirmed in post-secondary education (Fall semester) = All graduates who enrolled in college in the semester following high school, enrollment confirmed by College Clearinghouse or by the college
18. Graduates employed (not going to college) = All graduates who did not enroll in college in the semester following high school, but were employed, employment confirmed by employer
19. Graduates enlisted in the military = All graduates who enlisted in the military within 6 months of graduation, enlistment confirmed by Department of Defense
20. Graduates enrolled and confirmed in post-secondary education in year following graduation = All graduates who are enrolled in college in the Fall and/or Spring semesters after high school, enrollment confirmed by College Clearinghouse or by the college

HW-SC Annual Report Data, 2010-2011 (1)						
	HW-SC Total	Rochester	Syracuse	Prince George's County	Buffalo	Notes
21. Number of graduates retained in post-secondary education after Fall semester = 2011 graduates with confirmed post-secondary education enrollment in Fall 2011 and Spring 2012						

HW-SC Annual Report Data, 2010-2011 - Schools

Rochester Schools, Students, and Staffing

Students enrolled by School - Rochester (as of June, 2011)	
School	Students Enrolled
Freddie Thomas	346
Wilson Commencement	290
Jefferson	276
Monroe	274
East	189
Douglass - North East College Prep	166
Douglass - North West College Prep	160
Charlotte	153
SWW	117
Edison - STEM	90
Marshall	90
Edison - Rob Brown School of Trades	89
Franklin - Bioscience	68
Edison - Engineering & Manufacturing	67
SOTA	65
Edison - Business, Finance & Entrepreneurship	46
Edison - Imaging & Information	44
Edison - Skilled Trades	44
Early College	43
Franklin - Global Media Arts	33
Franklin - International Finance	30
Franklin - Vanguard Collegiate HS	30
Nathaniel	25
Halpern	16
Charlotte - Young Men's Leadership Academy	10
Wilson Foundation	7

Students enrolled by grade level - Rochester (as of June, 2011)	
Grade Level	Students Enrolled
7th Grade	43
8th Grade	319
9th Grade	803
10th Grade	663
11th Grade	546
12th Grade	394

HW-SC Annual Report Data, 2010-2011 - Schools

HW-SC Staffing - Rochester	
Total Youth Advocates	74
Total Team Managers	13
School	Youth Advocates
Jefferson	9
Freddie Thomas	8
Wilson Commencement	7
Monroe	6
Charlotte	5
Douglass - North East College Prep	5
East	5
Douglass - North West College Prep	4
Edison	4
Franklin	4
SWW	3
Early College	2
Edison - Rob Brown School of Trades	2
Edison - STEM	2
Halpern	2
Marshall	2
Nathaniel Rochester	2
SOTA	2

Syracuse Schools, Students, and Staffing

Students enrolled by School - Syracuse (as of June, 2011)	
School	Students Enrolled
Corcoran	293
Fowler	203
ITC	95
Henninger	89
Nottingham	76
Grant Middle School	31
Blodgett	30
Clary	29
Danforth	29
Roberts	4
Bellevue Academy	2
Frazer	2

HW-SC Annual Report Data, 2010-2011 - Schools

Students enrolled by grade level - Syracuse (as of June, 2011)	
Grade Level	Students Enrolled
7th Grade	120
8th Grade	209
9th Grade	292
10th Grade	201
11th Grade	27
12th Grade	34

HW-SC Staffing - Syracuse	
Total Youth Advocates	30
Total Team Managers	4
School	Youth Advocates
Corcoran	7
Fowler	6
ITC	2
Henninger	2
Nottingham	2
Grant Middle School	2
Blodgett	2
Danforth	2
Clary	2
Frazer	1
Bellevue Academy	1
Roberts	1

Prince George's County Schools, Students, and Staffing

Students enrolled by School - PGC (as of June, 2011)	
School	Students Enrolled
Suitland	74
Central High	67
Fairmont Heights	45
G James Gholson Middle School	30
Walker Middle School	18

HW-SC Annual Report Data, 2010-2011 - Schools

Students enrolled by grade level - PGC (as of June, 2011)	
Grade Level	Students Enrolled
7th Grade	28
8th Grade	33
9th Grade	65
10th Grade	54
11th Grade	51
12th Grade	3

HW-SC Staffing - PGC	
Total Youth Advocates	7
Total Team Managers	2

Buffalo Schools, Students, and Staffing

Students enrolled by School - Buffalo (as of June, 2011)	
School	Students Enrolled
South Park	61

Students enrolled by grade level - Buffalo (as of June, 2011)	
Grade Level	Students Enrolled
7th Grade	0
8th Grade	0
9th Grade	38
10th Grade	23
11th Grade	0
12th Grade	0

HW-SC Staffing - Buffalo	
Total Youth Advocates	2
Total Team Managers	1

Principal's Weekly-Monthly Schedule 2013-14

Week 2

		Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
WEEK 1		7am			Morning Duty			Morning Duty		Morning Duty					
	:30	Community Circle		7/8 Circle		5/6 Circle				Community Circle					
	8am			Unannounced Obs: Armstrong, Edwards				DDI - Grade 3		Feedback & Artifact set-up Mtg-Gary					
	:30			Feedback & TIP Mtg - Dowling		Mtg-Dowling & Liteacy Coach Schultz		Feedback & Artifact set-up Mtg-James		Feedback & Artifact set-up Mtg-McNeil					
	9am							Feedback & Artifact set-up Mtg-Edwards							
	10am							SAM Mtg-Paul, Kelly							
	:30	Participate in Grade Level Meeting for DDI - Grade 6													
	11am														
	:30														
	12pm	Lunch Duty		Lunch Duty		Lunch Duty		SAM Mtg-Paul, Kelly		SAM Mtg-Paul, Kelly					
	:30									Feedback Mtg-Decina					
	1pm			Participate in Grade Level Meeting for DDI - Grade 4		Unannounced Obs: Goncalves, Decina		Feedback & TIP Mtg-Jones		Feedback & Artifact set-up Mtg - Gonvalves					
	:30	Unannounced Obs: Gary, Jones, Frost, James, McNeil						DDI - Grade 5		Feedback & Artifact set-up Mtg -Frost					
	2pm														
	:30														
	3pm														
	:30	SAM Mtg-Paul, Kelly				SAM Mtg-Paul, Kelly		Faculty PD onSLO and LMA		Tag Observation notes in PGS					
	4pm			SAM Mtg-Paul, Kelly											
	:30														
	5pm														
	:30														
	6pm														
	EVENING														

Principal's Weekly-Monthly Schedule 2013-14

Week 2

	Monday	Tuesday	Wednesday	Thursday	Friday	Sunday
7am						
:30		Morning Duty		Morning Duty	Morning Duty	
8am	Community Circle	Community Circle	Community Circle		Community Circle	
:30		Obs-James, Armstrong, Love, Cusato, Edwards				
9am		Observe: Smith/Decina			Mtg-Goncalves	
:30			Obs-Condron			
10am				Mtg-James	Mtg-McNeil	
:30	Obs-McN., Smiley, Rav., Condron, Frost, Smith	Mtg-Dowling	Mtg-Dowling & Schultz			
11am		Lunch Duty	Lunch Duty	Mtg-Smith		
:30						
12pm	Obs-Gary					
:30	Obs-Jones/Frost				Mtg-Decina	
1pm	Obs-James	Obs-Goncalves	Obs-Cusato/Metz			
:30	Obs-McNeil		Obs-Gonvales	Mtg-Cusasto, IL	Mtg-Condron (2x)	
2pm		All Campus Meeting (1/mo)	Obs-Lynch, Racine, Decina, Feinstein, Love, Edwards, Gary, Smith, Smiley, Crooner			
:30					Mtg-Frost	
3pm						
:30			Mtg-Paul	Faculty PD		
4pm					Mtg-Schultz	
:30						
5pm						
:30						
6pm						
EVENING						

WEEK 2

Calendar Proposal for 2013/14

Pursuant to Article VIII of the BTF contract on teaching schedules and specifically B and C of Article VIII, the District is seeking approval from the BTF on the attached calendar and also requesting the union to waive B(2) which addresses teacher being paid for each day beyond the 42nd week. Teachers will be paid regular schedule for 2013/14 school year.

Of Note:

1. September

- Tuesday, September 3, 2013 - Teachers report to school the day after Labor Day
- Wednesday, September 4, 2013 – District Professional Development Day
- Thursday, September 5, 2013 – Students report

2. October/November

- Regular Holidays

3. December Break

- Monday, December 23, 2013 through Wednesday, January 1, 2014
- Thursday, January 2, 2014 – Students/Staff report back to school

4. January

- Monday, January 20, 2014 – Martin Luther King Day

5. February Break

- Monday, February 17 through Friday, February 21, 2014
- Monday, February 24, 2014 – Students/Staff report back to school

6. April/Easter Break

- Monday, April 14, 2014 through and including Monday, April 21, 2014
- Tuesday, April 22, 2014 – Students/Staff report back to school
- This break is scheduled the week before Easter due to the timing of the State testing dates

7. May

- Friday, May 23, 2014 – No School
- Monday, May 26, 2014 – Memorial Day

8. June

- Thursday, June 26, 2014 – Last day of school

Buffalo Public Schools
2013-14 Student Calendar

Week #	Dates	Pupils Holidays, Recesses, and Exam Dates	Days of Session		Days of Attendance		Teacher Days
			Pk-8	9-12	Pk-8	9-12	
1.	September 9/2 - 9/6	9/2 Labor Day 9/3 Teachers Report 9/4 District Professional Development Day 9/5 First day of class					
2.	9/9 - 9/13		4	4	2	2	
3.	9/16 - 9/20		5	5	5	5	
4.	9/23 - 9/27		5	5	5	5	
			19	19	17	17	17
	October						
5.	9/30 - 10/4		5	5	5	5	
6.	10/7 - 10/11		5	5	5	5	
7.	10/14 - 10/18	10/14 Columbus Day observed	4	4	4	4	
8.	10/21 - 10/25		5	5	5	5	
9.	10/28 - 11/1		5	5	5	5	
			24	24	24	24	24
	November						
10.	11/4 - 11/8	11/5 Election Day	4	4	4	4	
11.	11/11 - 11/15	11/11 Veterans' Day	4	4	4	4	
12.	11/18 - 11/22		5	5	5	5	
13.	11/25 - 11/29	11/28-29 Thanksgiving holiday	3	3	3	3	
			16	16	16	16	16
	December						
14.	12/2 - 12/6		5	5	5	5	
15.	12/9 - 12/13		5	5	5	5	
16.	12/16 - 12/20		5	5	5	5	
17.	12/23 - 12/27	12/23-27 Winter Recess					
18.	12/30 - 1/3	12/30-31 Winter Recess 1/1 New Years Day 1/2 Classes Resume	2	2	2	2	2
			17	17	17	17	17
	January						
19.	1/6 - 1/10		5	5	5	5	5
20.	1/13 - 1/17		5	5	5	5	5
21.	1/20 - 1/24	1/20 Dr. King's birthday observed	4	4	4	4	4
22.	1/27 - 1/31		5	5	5	1	5
			19	19	19	15	19
First Semester Totals			95	95	93	89	95

Buffalo Public Schools
2012-13 Student Calendar

Week #	Dates	Pupils Holidays, Recesses, and Exam Dates		Days of Session		Days of Attendance		Teacher Days
				Pk-8	9-12	Pk-8	9-12	
February								
23.	2/3 - 2/7			5	5	5	5	5
24.	2/10 - 2/14			5	5	5	5	5
25.	2/17 - 2/21		2/17 Presidents Day					
26.	2/24 - 2/28		2/18 - 2/21 Mid-Winter Recess					
March								
27.	3/3 - 3/7			5	5	5	5	5
28.	3/10 - 3/14			5	5	5	5	5
29.	3/17 - 3/21			5	5	5	5	5
30.	3/24 - 3/28			5	5	5	5	5
April								
31.	3/31 - 4/4			5	5	5	5	5
32.	4/7 - 4/11			5	5	5	5	5
33.	4/14 - 4/18		4/14 - 4/17 Spring Recess					
34.	4/21 - 4/25		4/18 Good Friday 4/21 Spring Recess					
35.	4/28 - 5/2		4/22 Classes Resume	4	4	4	4	4
May								
36.	5/5 - 5/9			5	5	5	5	5
37.	5/12 - 5/16			5	5	5	5	5
38.	5/19 - 5/23		5/23 No School	4	4	4	4	4
39.	5/26 - 5/30		5/26 Memorial Day	4	4	4	4	4
June								
40.	6/2 - 6/6			5	5	5	5	5
41.	6/9 - 6/13			5	5	5	5	5
42.	6/16 - 6/20		6/17 - 6/20 Regents Exams	5	5	5	1	5
43.	6/23 - 6/26		6/23 - 6/25 Regents Exams 6/26 Last Day of Class	4	4	4	1	4
Second Semester Totals				91	91	91	84	91
Total Days				186	186	184	173	186

Buffalo Public Schools
2013-14 Student Calendar

JULY 2013						
SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3		5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

7/4 Independence Day

AUGUST 2013						
SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

SEPTEMBER 2013						
SUN	MON	TUE	WED	THU	FRI	SAT
1		3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

9/2 Labor Day 9/3 Teachers Report
9/4 District Professional Development Day
9/5 First Day of School

OCTOBER 2013						
SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13		15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

10/14 Columbus Day (observed)

NOVEMBER 2013						
SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4		6	7	8	9
10		12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27			30

11/5 Election Day - No Classes
11/11 Veteran's Day
11/28 & 11/29 Thanksgiving Break

DECEMBER 2013						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24		26	27	28
29	30	31				

12/23 - 12/31 Winter Recess

JANUARY 2014						
SUN	MON	TUE	WED	THU	FRI	SAT
				2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19		21	22	23	24	25
26	27	28	29	30	31	

1/1 New Year's Day
1/2 Classes Resume
1/20 Dr. M.L. King's Birthday (observed)
1/27 - 1/30 Regents Exams

FEBRUARY 2014						
SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16		18	19	20	21	22
23	24	25	26	27	28	

2/17 President's Day
2/18 - 2/21 Mid-Winter Recess
2/24 Classes Resume

**Buffalo Public Schools
2013-14 Student Calendar**

MARCH 2014						
SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

APRIL 2014						
SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

4/14 - 4/21 Spring Recess

4/22 Classes Resume

MAY 2014						
SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

5/23 No School

5/26 Memorial Day

JUNE 2014						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

6/17 - 6/25 Regents Exams

6/26 Last Day of School

 Legal holiday-no school

 Superintendent's Conference Day

 Early Release Day

 Vacation day - No school

 Regents exam day

 Professional Development

Sample 8th Grade Schedule*

	A	B	C	D	E	F
9:00-9:20	Homeroom/Advisory	Homeroom/Advisory	Homeroom/Advisory	Homeroom/Advisory	Homeroom/Advisory	Homeroom/Advisory
9:20-10:00	ELA	ELA	ELA	ELA	ELA	ELA
10:02-10:42	Algebra or Math 8					
10:44-11:24	Home Ec/Tech (1/2 year courses)					
11:26-12:06	Living Environment or Sci 8					
12:08-12:48	Social Studies					
12:50-1:30	Art/Music (1/2 year courses)	PE	Art/Music (1/2 year courses)	PE	Art/Music (1/2 year courses)	PE
1:32-1:54	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
1:56-2:36	Liv Env. Lab or Assigned AIS**	AIS	AIS	AIS	AIS	AIS
2:38-3:18	Spanish	Spanish	Spanish	Spanish	Spanish	Spanish

* 7th Grade Schedule will look very similar to this.

** All 4 core teachers, Integrated Co-teacher, Building Math Teacher and Building Reading Teacher will be available during this period for AIS. The first 3 weeks will teach PBIS expected behaviors. Students will then be placed in groups according to data presented at grade level meetings. These groups will change every 2-3 weeks.

Sample 8th Grade Social Studies Teacher Schedule	
9:00-9:20	Homeroom/Advisory
9:20-10:00	8-1 SS
10:02-10:42	Prep
10:44-11:24	8-2 SS
11:26-12:06	Prep/Advisory/Common Planning
12:08-12:48	8-3 SS
12:50-1:30	Lunch
1:32-1:54	Lunch Duty
1:56-2:36	AIS
2:38-3:18	8-4 SS

BUFFALO CITY SCHOOL DISTRICT ASSESSMENT CALENDAR 2013 / 2014

Sun.	Monday SEPTEMBER 2013	Tuesday	Wednesday	Thursday	Friday	Sat.
1	2 Labor Day	3 Teachers Report	4 Students Report	5	6	7
8	9 BOY DIBELS NEXT BOY IDEL	10 BOY DIBELS NEXT BOY IDEL	11 BOY DIBELS NEXT BOY IDEL	12 BOY DIBELS NEXT BOY IDEL	13 BOY DIBELS NEXT BOY IDEL	14
15	16 BOY DIBELS NEXT BOY IDEL BOY CIRCLE	17 BOY DIBELS NEXT BOY IDEL BOY CIRCLE	18 BOY DIBELS NEXT BOY IDEL BOY CIRCLE	19 BOY DIBELS NEXT BOY IDEL BOY CIRCLE	20 BOY DIBELS NEXT BOY IDEL BOY CIRCLE	21
22	23 District-Generated Pre-Assessments	24 District-Generated Pre-Assessments	25 District-Generated Pre-Assessments	26 District-Generated Pre-Assessments	27 District-Generated Pre-Assessments	28
	Terra Nova Testing (Gr 1 and 2)					
	BOY IDEL BOY CIRCLE BOY mCLASS Math					
29	30 NYSAA Window Opens (closes 2/7/14)					
	District-Generated Pre-Assessments					
	BOY CIRCLE BOY mCLASS Math					

May 10, 2013 DRAFT Release
ALL Assessment dates are subject to change

BUFFALO CITY SCHOOL DISTRICT ASSESSMENT CALENDAR 2013 / 2014

Sun.	Monday OCTOBER 2013	Tuesday	Wednesday	Thursday	Friday	Sat.
		1 District-Generated Pre-Assessments Supera Testing (Gr 2-12) BOY CIRCLE BOY mCLASS Math	2 District-Generated Pre-Assessments Supera Testing (Gr 2-12) BOY CIRCLE BOY mCLASS Math BEDS Day: Roster Lock for Pre-/Post-Assessments	3 District-Generated Pre-Assessments Supera Testing (Gr 2-12) BOY CIRCLE BOY mCLASS Math	4 District-Generated Pre-Assessments Supera Testing (Gr 2-12) BOY CIRCLE BOY mCLASS Math	5
6	7 Common Formative Assessment #1 High School	8 Common Formative Assessment #1 High School	9 Common Formative Assessment #1 High School	10 Common Formative Assessment #1 High School	11 Common Formative Assessment #1 High School	12
13	14 Columbus Day	15 Common Formative Assessment #1 Grades 5-8	16 Common Formative Assessment #1 Grades 5-8	17 Common Formative Assessment #1 Grades 5-8	18 Common Formative Assessment #1 Grades 5-8	19
20	21 Common Formative Assessment #1 Grades 5-8 Common Formative Assessment #1 Grade K-4	22 Common Formative Assessment #1 Grade K-4	23 Common Formative Assessment #1 Grade K-4	24 Common Formative Assessment #1 Grade K-4	25 Common Formative Assessment #1 Grade K-4	26
27	28	29	30	31		

May 10, 2013 DRAFT Release
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BUFFALO CITY SCHOOL DISTRICT ASSESSMENT CALENDAR 2013 / 2014

Sun.	Monday NOVEMBER 2013	Tuesday	Wednesday	Thursday	Friday	Sat.
					1	2
3	4	5 Election Day	6	7	8	9
10	11 Veteran's Day	12	13	14	15	16
17	18	19	20	21 Common Formative Assessment #2 High School	22 Common Formative Assessment #2 High School	23
24	25 Common Formative Assessment #2 High School	26 Common Formative Assessment #2 High School	27 Common Formative Assessment #2 High School	28 Thanksgiving	29	30

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BUFFALO CITY SCHOOL DISTRICT ASSESSMENT CALENDAR 2013 / 2014

Sun.	Monday DECEMBER 2013	Tuesday	Wednesday	Thursday	Friday	Sat.
1	2 Common Formative Assessment #2 GR 5-8	3 Common Formative Assessment #2 GR 5-8	4 Common Formative Assessment #2 GR 5-8	5 Common Formative Assessment #2 GR 5-8	6 Common Formative Assessment #2 GR 5-8	7
8	9 Common Formative Assessment #2 GR K-4	10 Common Formative Assessment #2 GR K-4	11 Common Formative Assessment #2 GR K-4	12 Common Formative Assessment #2 GR K-4	13 Common Formative Assessment #2 GR K-4	14
15	16	17	18	19	20	21
22	23	24	25 Christmas Day	26	27	28
29	30	31				

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BUFFALO CITY SCHOOL DISTRICT ASSESSMENT CALENDAR 2013 / 2014

Sun.	Monday JANUARY 2014	Tuesday	Wednesday	Thursday	Friday	Sat.
			1 New Year's Day	2	3	4
5	6 MOY DIBELS NEXT MOY IDEL	7 MOY DIBELS NEXT MOY IDEL	8 MOY DIBELS NEXT MOY IDEL	9 MOY DIBELS NEXT MOY IDEL	10 MOY DIBELS NEXT MOY IDEL	11
12	13 MOY DIBELS NEXT MOY IDEL	14 MOY DIBELS NEXT MOY IDEL	15 MOY DIBELS NEXT MOY IDEL	16 MOY DIBELS NEXT MOY IDEL	17 MOY DIBELS NEXT MOY IDEL	18
19	20 Martin Luther King Day	21 Semester 1 Post- Assessments	22 Semester 1 Post- Assessments	23 Semester 1 Post- Assessments	24 Semester 1 Post- Assessments	25
26	27 REGENTS EXAMS MOY mCLASS Math MOY CIRCLE	28 REGENTS EXAMS MOY mCLASS Math MOY CIRCLE	29 REGENTS EXAMS MOY mCLASS Math MOY CIRCLE	30 REGENTS EXAMS MOY mCLASS Math MOY CIRCLE	31 MOY IDEL MOY IDEL	

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BUFFALO CITY SCHOOL DISTRICT ASSESSMENT CALENDAR 2013 / 2014

Sun.	Monday FEBRUARY 2014	Tuesday	Wednesday	Thursday	Friday	Sat.
2	3 MOY mCLASS Math MOY CIRCLE Common Formative Assessment #3 GR 5-8	4 MOY mCLASS Math MOY CIRCLE Common Formative Assessment #3 GR 5-8	5 MOY mCLASS Math MOY CIRCLE Common Formative Assessment #3 GR 5-8	6 MOY mCLASS Math MOY CIRCLE Common Formative Assessment #3 GR 5-8	7 MOY mCLASS Math MOY CIRCLE Common Formative Assessment #3 GR 5-8	8
9	10 MOY CIRCLE	11 MOY CIRCLE	12 MOY CIRCLE	13 MOY CIRCLE	14 MOY CIRCLE	15
16	17 President's Day	18	19	20	21	22
23	24	25	26 Second Semester Pre- Assessments	27 Second Semester Pre- Assessments	28 Second Semester Pre- Assessments	

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BUFFALO CITY SCHOOL DISTRICT ASSESSMENT CALENDAR 2013 / 2014

Sun	Monday MARCH 2014	Tuesday	Wednesday	Thursday	Friday	Sat
2	3 Second Semester Pre- Assessments	4 Second Semester Pre- Assessments	5 Second Semester Pre- Assessments	6 Second Semester Pre- Assessments	7 Second Semester Pre- Assessments	8
9	10 NYSAA Scoring Begins Common Formative Assessment #3 High School	11 Common Formative Assessment #3 High School	12 Common Formative Assessment #3 High School	13 Common Formative Assessment #3 High School	14 Common Formative Assessment #3 High School	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					
Sun	Monday APRIL 2014	Tuesday	Wednesday	Thursday	Friday	Sat

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BUFFALO CITY SCHOOL DISTRICT ASSESSMENT CALENDAR 2013 / 2014

		1 NYS Grade 3-8 ELA	2 NYS Grade 3-8 ELA	3 NYS Grade 3-8 ELA	4 NYS Grade 3-8 ELA Make-Ups NYS Grade 3-8 ELA Scoring	5
6	7 NYS Grade 3-8 ELA Make-Ups NYS Grade 3-8 ELA Scoring	8 NYS Grade 3-8 ELA Make-Ups NYS Grade 3-8 ELA Scoring	9 NYSESLAT: Speaking Window Opens NYS Grade 3-8 ELA Scoring	10 NYS Grade 3-8 ELA Scoring	11 NYS Grade 3-8 ELA Scoring	12
13	14 NYS Grade 3-8 ELA Scoring	15 NYS Grade 3-8 ELA Scoring	16 NYS Grade 3-8 ELA Scoring	17 NYS Grade 3-8 ELA Scoring	18	19
20	21	22	23	24	25	26
27	28 NYS Grade 3-8 ELA Scoring	29 NYS Grade 3-8 ELA Scoring	30 NYS Grade 3-8 ELA Scoring NYS Grade 3-8 Math			

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BUFFALO CITY SCHOOL DISTRICT ASSESSMENT CALENDAR 2013 / 2014

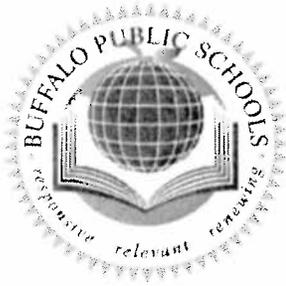
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
	MAY 2014					3
4	5 NYS Grade 3-8 Math Make-Ups NYS Grade 3-8 Math Scoring NYSESLAT: Listening, Reading, Writing Window Opens	6 NYS Grade 3-8 Math Make-Ups NYS Grade 3-8 Math Scoring	7 NYS Grade 3-8 Math Make-Ups NYS Grade 3-8 Math Scoring	8 NYS Grade 3-8 Math Scoring	9 NYS Grade 3-8 Math Scoring	10
11	12 NYS Grade 3-8 Math Scoring	13 NYS Grade 3-8 Math Scoring NYS Grade 3-8 Math Scoring	14	15 NYSESLAT: Speaking Window Closes	16 NYSESLAT: Listening, Reading, Writing Window Closes	17
18	19 NYSESLAT: Listening, Reading, Writing Scoring NYSESLAT: Listening, Reading, Writing Scoring EOY mCLASS Math	20 NYSESLAT: Listening, Reading, Writing Scoring EOY mCLASS Math	21 GR 4 and 8 Science Performance Test NYSESLAT: Listening, Reading, Writing Scoring EOY mCLASS Math	22 GR 4 and 8 Science Performance Test EOY mCLASS Math	23 NYSESLAT: Listening, Reading, Writing Scoring GR 4 and 8 Science Performance Test EOY mCLASS Math	24
25	26 Memorial Day	27 NYSESLAT: Listening, Reading, Writing Scoring GR 4 and 8 Science Performance Test	28 NYSESLAT: Listening, Reading, Writing Scoring GR 4 and 8 Science Performance Test	29 NYSESLAT: Listening, Reading, Writing Scoring GR 4 and 8 Science Performance Test	30 GR 4 and 8 Science Performance Test	31

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BUFFALO CITY SCHOOL DISTRICT ASSESSMENT CALENDAR 2013 / 2014

Sun	Monday JUNE 2014	Tuesday	Wednesday	Thursday	Friday	Sat
1	2 GR 4 and 8 Science Written	3 GR 4 and 8 Science Written Make-Ups	4 GR 4 and 8 Science Written Make-Ups	5	6	7
	EOY IDEL EOY CIRCLE	EOY IDEL EOY CIRCLE	EOY IDEL EOY CIRCLE	EOY IDEL EOY CIRCLE	EOY IDEL EOY CIRCLE	
8	9 EOY IDEL EOY CIRCLE EOY DIBELS	10 EOY IDEL EOY CIRCLE EOY DIBELS	11 EOY IDEL EOY CIRCLE EOY DIBELS	12 EOY IDEL EOY CIRCLE EOY DIBELS	13 EOY IDEL EOY CIRCLE EOY DIBELS	14
15	16	17 REGENTS EXAMS	18 REGENTS EXAMS	19 REGENTS EXAMS	20 REGENTS EXAMS	21
	EOY IDEL EOY CIRCLE EOY DIBELS	EOY IDEL EOY CIRCLE EOY DIBELS	EOY IDEL EOY CIRCLE EOY DIBELS	EOY IDEL EOY CIRCLE EOY DIBELS	EOY IDEL EOY CIRCLE EOY DIBELS	
22	23 REGENTS EXAMS	24 REGENTS EXAMS	25 REGENTS EXAMS	26 Rating Day	27	28
29	30					

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Buffalo Public Schools

Grants Development Department

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 ORIGINAL

June 6, 2013

New York State Education Department
Contracts Administration Unit, 505 W EB
89 Washington Avenue
Albany, New York 12234

ATTN: Nell Brady, RFP #TA-13

Dear Ms. Brady:

Enclosed please find the original and one copy of the Buffalo City School District's application for **SIG Cohort 4.2** for *North Park Academy #66*.

If you have any questions or concerns, or require anything further, please do not hesitate to contact me using the phone number above or via email at BPSgrants@buffaloschools.org.

Thank you for your continued support.

Sincerely,



Diane Cart

DC/kaz

Enclosures

**"Putting children
and families first to
ensure high academic
achievement for all"**