



THE STATE EDUCATION DEPARTMENT / THE UNIVERSITY OF THE STATE OF NEW YORK / ALBANY, NY 12234

ASSISTANT COMMISSIONER
OFFICE OF SCHOOL INNOVATION
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February 5, 2013

Anthony Gyetua-Danquah, Superintendent
Greenburgh Eleven UFSD
P.O. Box 501
Dobbs Ferry, NY 10522

RE: Notice of Award: Systemic Supports for District and School Turnaround Grant
Round 2
Award Amount: \$204,335
Time Period: February 1, 2013 to August 31, 2014

Dear Superintendent Gyetua-Danquah:

The New York State Education Department, School Turnaround Office (NYSED STO) is pleased to inform you that the Greenburgh Eleven UFSD has been approved for the above referenced grant. As a reminder, if your district's current approved APPR is set to expire prior to the end of the grant, subsequent APPR plans must obtain and maintain Commissioner approval with no break in force or effect in order for the grant to remain in good standing.

The NYSED STO will serve as your lead program office for project oversight, assistance, monitoring, and reporting. Within the next several weeks you will be contacted by a representative from NYSED STO to set up an initial welcome and introduction telephone call.

We look forward to working with you and your leadership team on this innovative opportunity to improve student achievement in underperforming schools.

Sincerely,

Sally Bachofer

c: Sandra Herndon
Owen Donovan

I. Executive Summary

The Greenburgh Eleven School District is committed to transforming the learning environment using a comprehensive turnaround model focusing two critical areas; building leadership capacity and data driven instructional practices.

District leadership is acutely aware that the two highest correlates to school transformation are effective teaching and purposeful school leadership. Consequently, we are prepared to implement a cohesive, well-orchestrated two-year strategic plan that helps to achieve the school improvement goals and actions. The district has chosen to continue with both Strands #1 and #4. The strategic professional development plan for the District's building administrators directly targets two school transformation strategies:

1. Developing teacher and school leadership
2. The use of data to drive instruction

Scholastic Achievement Partners has been selected to partner with the District in implementing school turnaround. Scholastic Achievement Partners is the professional services arm of Scholastic Inc., a global children's publishing, education, and media company, focused on providing comprehensive school improvement services to enable all students to reach their full potential. The International Center for Leadership in Education, Scholastic Achievement Partner, is a wholly-owned subsidiary of Scholastic Inc. Together, Scholastic Achievement Partners offers a powerful team capable of working across a broad range of needs to impact student achievement and improve low-performing schools.

We believe that Scholastic Achievement Partners is uniquely qualified to serve as a key partner to support the District with the successful implementation of a two-year strategic professional development plan to transform the District. Since 1991, SAP has supported the educational improvement efforts of schools and districts across the nation. Scholastic Achievement Partners has been successful in helping districts to face the unprecedented set of challenges in achieving academic success. They understand that each school and district have unique needs. They will bring a combination of sound planning, practical steps and strategies, and focused high-quality implementation that will ultimately lead to the best solutions to help Greenburgh Eleven students to succeed.

The Greenburgh Eleven School District serves 350 students, 95% of whom are minority, 5% LEP, and all are students with special needs. The district maintains one elementary, one middle school and one high school. In an effort to motivate and promote reading, Greenburgh Eleven adopted Read 180 10 years ago. In the last eighteen months Scholastic has provided specific literacy and math programs, management and guidance supporting the implementation of the programs, and ongoing Professional Development to meet the needs of all 6th and 7th graders regardless of their capabilities. Greenburgh Eleven began a three-year project, in partnership with SAP, with a thorough needs assessment; strategic planning; and clarification of its issues, expectations, and desired scope of work. A comprehensive and integrated implementation plan now guides the process of school transformation.

Building upon the long term partnership with Scholastic Read 180, Greenburgh Eleven is prepared to provide in-depth professional development for district leaders and instructional staff that will extend their understanding and application of the Daggett System for Effective Instruction (DSEI) and Data Driven Instructional practices. District leaders are committed to providing opportunities to utilize the tools and resources to effectively implement and embed system wide practices.

The Goals of this initiative include the following:

- Leadership will understand the specific test data collected and will build their knowledge of how to utilize the data to drive instructional practices
- Leadership will develop skills to guide data conversations with teachers in order to help them use data to support instruction to improve student achievement
- Teachers will learn how to incorporate data in instruction to differentiate instruction and personalize learning
- Data notebooks will be used to guide personalized instruction and document student growth

SAP's support for building leader and teacher capacity in Greenburgh Eleven will be based on the Daggett System Model for Effective Instruction. Research and observation support what most educators see as common sense: what goes on between the teacher and the each student is central to high-level learning. Effective teaching is not the end goal, however; it is the means to an end: student achievement. Nevertheless, all teaching is more effective when supported. Achieving the goal of improving instruction requires a supportive and aligned system. Stated another way, effective teaching is essential, but not sufficient to maximize achievement for all students. This understanding of the need for an organization-wide commitment shapes the Daggett System for Effective Instruction (DSEI).

Greenburgh Eleven is committed to improving student achievement by using the Daggett System for developing teacher and school leadership and establishing embedded systems for the use of data to drive instruction. These systems will be aligned with the Elements of the New York State Reform Agenda, including:

- Collecting and reporting data as required by the State
- Implementing or enhancing a Greenburgh Eleven's instructional improvement system that is aligned with the State's instructional reporting and improvement system
- Providing professional development for teachers and administrators on using data to improve instruction
- Increasing the percentage of teachers who effectively use data to improve instruction.

The District has successfully partnered with Scholastic Achievement Partners over the past year and a half in planning and implementing the School Improvement Grant awarded to our Middle School, working with them to improve student outcomes in reading and mathematics. A Scholastic Project Manager is in the District on a full-time basis to train Middle School teachers, provide coaching, support instruction, and assess students' progress. Partnership with them in implementing the Systematic Supports and School Turnaround Grant will expand our

existing relationship and provide a District-wide, coordinated and consistent focus upon school improvement, enabling all students to benefit from school turnaround efforts.