

## Campus Turnaround Plan

<b>District Name:</b>	San Antonio ISD	<b>County-District Campus Number (CDCN):</b>	015907-054
<b>Campus Name:</b>	Poe Middle School	<b>Grades Served:</b>	6th, 7th, 8th

### Stakeholders Responsible for Campus Turnaround Plan Development:

Name:	Role:
Alberto Gonzales Ed.D.	PSP
Krista Hays	Principal
Kristyna Brewer	Education Service Center Region 20
Emily Aguilar	Implementation Specialist
Sonia L. Dorantes	Teacher
Joy Gonzales	Teacher
Dwight Mcknight	Teacher
Judith Solis, Ed.D.	DCSI, Assistant Superintendent
Jennifer Weston	Teacher

### Campus Administrative Team

Please complete the following information for all members of the campus administrative team (including principal, principal's supervisor, assistant principals, any campus-embedded instructional coaches, and any other administrative staff responsible for the implementation of the plan presented here.

Name:	Current Role:
Krista Hays	Principal
Amy Dockery	Assistant Principal
Christine Bononcini	Assistant Principal
Judith Solis, Ed.D.	DCSI, Assistant Superintendent

### Historical Narrative and Campus Vision

Include a historical narrative that succinctly describes the history of the campus that has led to under performance.  
 Use the problem statements identified during the systemic data analysis to frame the narrative. Do not exceed 3000 characters.

During the 2014-2015 school year, the campus earned two distinctions in Social Studies and Mathematics. Within the last three years the campus has gone through three different principals. Because of the constant change in leadership, there have been inconsistent systems in place. In addition, the campus administrative team has not been consistent. For a period of time, the campus had retired administrators to help support the campus principal. While the district provided Instructional Specialists to assist the campus with instruction, the coordination of the Implementation Specialists was limited due to under staffing. Furthermore, the TEKS realignment in math caused significant gaps in student achievement. With these two factors occurring during the same time period, the campus was not prepared to respond appropriately to the changes in state standard expectations. Core content instruction is in the development stage thereby not meeting the level of cognitive rigor established by the state standards. Skills learned by students are taught with limited exposure to real-world application. The problem statements that focus on literacy, mathematics, and instructional delivery are a direct reflection of the historical events that have led the middle school to be classified as Improvement Required.

Include the campus vision.

Our primary purpose of improving the lives through a quality education is driven by an unrelenting determination to graduate all of our students and prepare them for success in higher education. Our ideology is reflected in our fundamental beliefs, communities, and core values that guide us in our daily practices.

**Systemic Root Cause(s):** Describe the systemic root cause that has led to low student performance.

There is a lack of a systematic approach that builds collaborative inquiry in the art of teaching and learning along with a lack of a tiered literacy system that meet students at their individual reading levels.

**Turnaround Strategy:** *Describe your approach to resolve the systemic root cause and improve student outcomes.*

The campus will implement the Raise Up Texas (RUT) model of transforming middle school teaching and learning, which emphasizes building deep conceptual learning and critical thinking skills for all students across all classrooms/subjects/teachers, and providing integrated, individualized interventions and support systems for all struggling students. RUT includes a whole-school approach where every teacher in every subject uses research-validated tools and strategies to help all students "how to learn" and think critically. This initiative encompasses multi-year professional development for all teachers along with multi-year coaching for both teachers and administrators to ensure success. The campus is assigned a full-time Implementation Specialist that works closely with the principal to ensure fidelity and support ongoing training and coaching of teachers. The Implementation Specialist also collaborates with external coaches to conduct walkthroughs and will become a certified Strategic Instruction Model (SIM) expert.

**Outcome:** *Describe how the turnaround strategy will help the campus achieve its vision.*

The implementation of the RUT model and its systematic approach to teaching and learning will empower students with critical thinking strategies that will prepare them for success in higher education. In addition, there will be support to in-depth teacher planning to increase rigor. The campus will develop an instructional playbook which all teachers will use for planning and development of aligned, rigorous lessons. Through enhanced planning, teachers will deliver engaging lessons with embedded research-validated tools and strategies.

**Annual Goals:** *to be completed upon receipt of 2018 preliminary rating*

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**Processes/Procedures:** *What processes, procedures, and policies are needed to ensure that the turnaround initiative will be implemented effectively?*

The district/campus will adopt all policies associated with RUT to include content enhancement routines and learning strategies which includes metacognitive tools for both teachers and students. Additional components of the initiative include the Strategic Instruction Model (SIM) and Content Literacy Continuum as a means to improve academic performance through the increase of teacher quality and leadership effectiveness. In addition, the district support will include funding for all initiatives for the quality implementation of RUT. Through the support of ESC-20 and E3 Alliance, the campus will implement this research-validated approach.

**Only the following columns need to be completed prior to being ordered to implement the turnaround plan: Activity, Timeline, Person(s) Responsible.**

Processes and Procedures Implementation	Activity (Actions/Processes)	Timeline	Person(s) Responsible	Resources	Expected Outcomes (Goal/Target)	Results (Outcomes/Data)	Status	Next Steps
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<b>Short-Term:</b> <i>(training, acquisition of new skills)</i>	Site visit to a Raise Up Texas school	Spring 2018	ESC 20				Select	
	Establish the Raise Up Texas Leadership Team	By Dec 22, 2017	DCSI, ESC 20, Principal				Select	
	Leadership will attend RUT two-day training	Spring, 2018	Leadership Team				Select	
							Select	
<b>Intermediate:</b> <i>(Implementation)</i>	Campus survey and interviews	Spring, 2018	ESC 20					
	Staff project launch	Spring, 2018	Leadership Team				Select	
	Student testing and Master schedule	Spring, 2018	Leadership Team				Select	
	Staff Dedication Presentation	Spring 2018	HR, School Improvement,				Select	
	Identification of Literacy Leadership Team (LLT) members	Spring 2018	Principal					
	Instructional staff will receive RUT on components of the Content Enhancement Routine	Spring/Summer 2018	Principal					
	Administrative Presentation including data analysis	Spring/Summer 2018	Principal					
<b>Long-Term:</b> <i>(Results)</i>	RUT required training	Summer 2018-2020	DCSI, ESC 20, Principal				Select	
	Implement all strategies associated with RUT	Fall 2018-2020	DCSI, ESC 20, Principal				Select	

<b>Processes/Procedures Implementation Status:</b>	<b>Check in date:</b> <enter date>	<Enter Text>
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**Organizational Structure:** *How will you eliminate barriers to improvement, redefine staff roles and responsibilities as necessary, and empower staff to be responsive in support of the turnaround initiative?*

The Leadership Team will ensure that all staff is well informed during the launch activity of all requirements and expectations of the RUT initiative. In the Spring of 2018, in partnership with E3 Alliance and ESC-20, the district will introduce the RUT initiative to ensure the staff and other stakeholder have an understanding of the newly defined responsibilities that are necessary to implement the initiative. The district will fund the RUT Implementation Specialist to fulfill the duties as needed under the initiative requirements. In addition, the district will also provide a Learning Strategy Teacher allocation as described in RUT system. The district will partner with ESC-20 to provide implementation, training, and support.

**Only the following columns need to be completed prior to being ordered to implement the turnaround plan: Activity, Timeline, Person(s) Responsible.**

Organizational Structure Implementation	Activity (Actions/Processes)	Timeline	Person(s) Responsible	Resources	Expected Outcomes (Goal/Target)	Results (Outcomes/Data)	Status	Next Steps
	Presentation to staff	Spring 2018	Principal					
	Training on instructional playbook	Summer 2018	ESC-20/ E3 Alliance, Principal					
<b>Short-Term:</b> (training, acquisition of new skills)	Leadership training on SIM and CLC of RUT	Spring 2018	ESC 20				Select	
	Identify and put in place the RUT IS	Spring 2018	Principal/DCSI				Select	
	Review and adjust PBIS system	Spring 2018	PBIS Team				Select	
	Staff training on content enhancement routines and learning strategies	Spring/Summer, 2018	ESC 20, E3 Alliance				Select	
<b>Intermediate:</b> (Implementation)	Master schedule conducive to RUT system	Spring 2018	Leadership Team and DCSI				Select	
	Creation of RUT Instructional Playbook	Spring 2018	Leadership Team				Select	
	Establish the Learning Strategy class	Spring 2018	Principal/DCSI				Select	
<b>Long-Term:</b> (Results)	Implement of RUT Planning Cycle	Fall 2018-2020	ESC-20/Leadership Team				Select	
	Implementation of PLC Smarter Cycle, Content Enhancement	Summer/Fall 2018-2020	Leadership Team and Principal					
	Integrate current campus/district system with RUT	Fall 2018-2020	Leadership Team/ESC-20				Select	
<b>Organizational Structure Implementation Status:</b>		<b>Check in date:</b> <enter date>	<Enter Text>					
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<b>Organizational Structure Implementation Status:</b>		<b>Check in date:</b> <enter date>	<Enter Text>					
<b>Capacity and Resources:</b> Describe the staff, training, and resources that are required to implement the plan. (Specify any new full time employees as a result of the initiative. Describe how personnel resources are different from the previous school year.)								

The district and campus will collaborate to appoint a dedicated RUT Implementation Specialist in addition to the itinerant content-based Implementation Specialists. A Learning Strategy teacher will be appointed to teach the Learning Strategies class to support Tier 2 and Tier 3 instruction. Through the ongoing multi-year implementation of RUT, teachers will continue to improve their instructional capacity and playbook. Campus staff will be trained according to RUT expectations as directed by the ESC-20 RUT Specialists. The ESC-20 RUT Specialists will provide a system overview and opportunities to network with other RUT campuses. The Specialists will also provide training in coaching development, content enhancement, and learning strategies which will be monitored by the leadership team for effectiveness. Through these activities the campus will develop the expertise necessary for the full implementation of the RUT initiative.

**Only the following columns need to be completed prior to being ordered to implement the turnaround plan: Activity, Timeline, Person(s) Responsible.**

Capacity and Resources Implementation	Activity <i>(Actions/Processes)</i>	Timeline	Person(s) Responsible	Resources	Expected Outcomes <i>(Goal/Target)</i>	Results <i>(Outcomes/Data)</i>	Status	Next Steps
<b>Short-Term:</b> <i>(training, acquisition of new skills)</i>	Schedule staff training	Spring 2018	ESC20/Principal				Select	
	Staffing decisions	Spring 2018	Principal/DCSI/HR				Select	
							Select	
<b>Intermediate:</b> <i>(Implementation)</i>	Conduct RUT training	Summer/Fall 2018-2020	ESC 20				Select	
							Select	
							Select	
<b>Long-Term:</b> <i>(Results)</i>	Monitor the fidelity of RUT system	Fall 2018-2020	Leadership Team				Select	
	Ongoing development of a strong relationship between E3 Alliance, ESC-20, and SAISD.	Fall 2018-2020	DCSI, ESC 20, Principal, E3 Alliance				Select	

<b>Capacity and Resources Implementation Status:</b>	<b>Check in date:</b> <enter date>	<Enter Text>
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<b>Capacity and Resources Implementation Status:</b>	<b>Check in date:</b> <enter date>	<Enter Text>

**Communications:** How will you communicate a shared and clear vision for the turnaround initiative that results in a collaborative effort toward student success?

The campus will provide the Turnaround Plan for stakeholder input before submitting to school board for approval. The DCSI will inform district leadership of the RUT strategies and the impact on district funding. Once the plan is approved by the Board and TEA, the Campus Leadership Team will participate in launch activities and introduce the final plan to staff. The RUT initiative will be introduced to students, parents, and all stakeholders through a communication distribution plan. The campus administrative team will also facilitate stakeholder feedback sessions with students to inform them of RUT commitments and rationale.

**Only the following columns need to be completed prior to being ordered to implement the turnaround plan: Activity, Timeline, Person(s) Responsible.**

Communication Implementation	Activity (Actions/Processes)	Timeline	Person(s) Responsible	Resources	Expected Outcomes (Goal/Target)	Results (Outcomes/Data)	Status	Next Steps
<b>Short-Term:</b> (training, acquisition of new skills)	Schedule staff training	Spring 2018	ESC20/Principal				Select	
	Schedule student sessions	Spring 2018	Principal				Select	
	Schedule stakeholder meetings	Fall 2017/Spring 2018	Principal				Select	
							Select	
<b>Intermediate:</b> (Implementation)	Develop roll out communication plan	Spring 2018	Leadership Team				Select	
	Develop a campus unit organizer	Summer 2018	Leadership Team				Select	
							Select	
							Select	
<b>Long-Term:</b> (Results)	Share the unit organizer with all stakeholders and different platforms.	Fall 2018-2020	Leadership Team/ Principal				Select	
							Select	

<b>Communication Implementation Status:</b>	<b>Check in date:</b> <enter date>	<Enter Text>
<b>Communication Implementation Status:</b>	<b>Check in date:</b> <enter date>	<Enter Text>
<b>Communication Implementation Status:</b>	<b>Check in date:</b> <enter date>	<Enter Text>
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**How will you allocate campus and district funds for this initiative?**

Category	Amount	Description
Payroll	140000/yr.	RUT IS and Learning Strategy Teacher (Internal vacancies)
Professional Development	50,334/yr.	All RUT training, ESC on-site support, regional PLC opportunities
Supplies and Materials	10,000/yr.	Manuals, Miscellaneous
Other Operating Cost	15,000/yr.	Travel, Substitutes, summer teacher pay

Capital Outlay		
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**In the boxes below, identify elements of the plan that address each Critical Success Factor (CSF).**

<b>CSF 1: Coherent Curriculum and Assessment</b>	Raise Up Texas instructional model, SMARTER Planning, Instructional Play Book, formal walkthrough monitoring, specific unit launch dates, Leadership Team monitoring of system
<b>CSF 2: Leadership Effectiveness</b>	Leadership Training, Leadership Coaching, Leadership PLC, RUT IS PLC, IS Coaching, Smarter PLC Cycle, External Coaching
<b>CSF 3: Teacher Quality</b>	Learning Strategies and Content Enhancement Routine Training, RUT IS support, IS Coaching, Smarter PLC Cycle, External Coaching
<b>CSF 4: Family/Community Engagement</b>	Communication Plan, site survey, stakeholder input, Communication Plan for parents to introduce the unit organizer
<b>CSF 5: School Climate and Culture</b>	Campus Kickoff, Campus Unit Organizer, Staff survey, PBIS, enhance staff culture