

APPENDIX V – 252



## **CARE Team Project Proposal Site Walkthrough Processes and Protocols**

### **Executive Summary:**

The creation of Collaborative Accountability, Resources and Evidence (CARE) Teams is a collaborative effort between TUSD District departments to leverage personnel and resources to better support site needs. CARE Team training will provide a direction and structure for site visits in order to assist participants with reviewing supporting documents to identify the focus for improvement. Targeted professional development, Professional Learning Community opportunities, and District level support will be identified by each site based on the findings and reflections provided by CARE Teams.

### **CARE Team Vision Statement:**

CARE Teams have been created with the vision of improving the quality of classroom instruction and environment at identified TUSD schools.

### **CARE Team Mission Statement:**

Using data, CARE Teams will identify and differentiate needs on a school-by-school basis in order to leverage District resources and support.

### **Objectives:**

CARE Teams are designed to provide a systematic and coordinated method of gathering data with the objective of increasing the quality of classroom instruction and environment throughout the District. CARE Teams will assist in determining the school's strengths and areas for concern in implementing curriculum, instruction and assessment as well as climate and safety. CARE Teams will also provide tiered levels of support to campuses based on need as determined by site-based administration. CARE Teams will analyze and aggregate data gained during classroom walkthroughs into Summary Statements for each site. Each Summary Statement will include sample evidence from the walkthrough as well as reflections; from these, Site Teams will develop Action Plans that include timelines. Progress monitoring and follow-up walkthroughs will track improvement, and ensure that evidence of support is consistent and ongoing.

### **Background:**

Research shows that classroom walkthroughs have a positive effect on professional culture and student achievement when they share the following characteristics:

- 1) High expectations for quality of instruction and environment are set.
- 2) Data is gathered using simple protocols.
- 3) The walkthrough process is aligned with the analysis of student achievement data and student work, with Professional Learning Communities and professional development, and continuous improvement planning.
- 4) Walkthroughs are ongoing and supported by adequate resources.

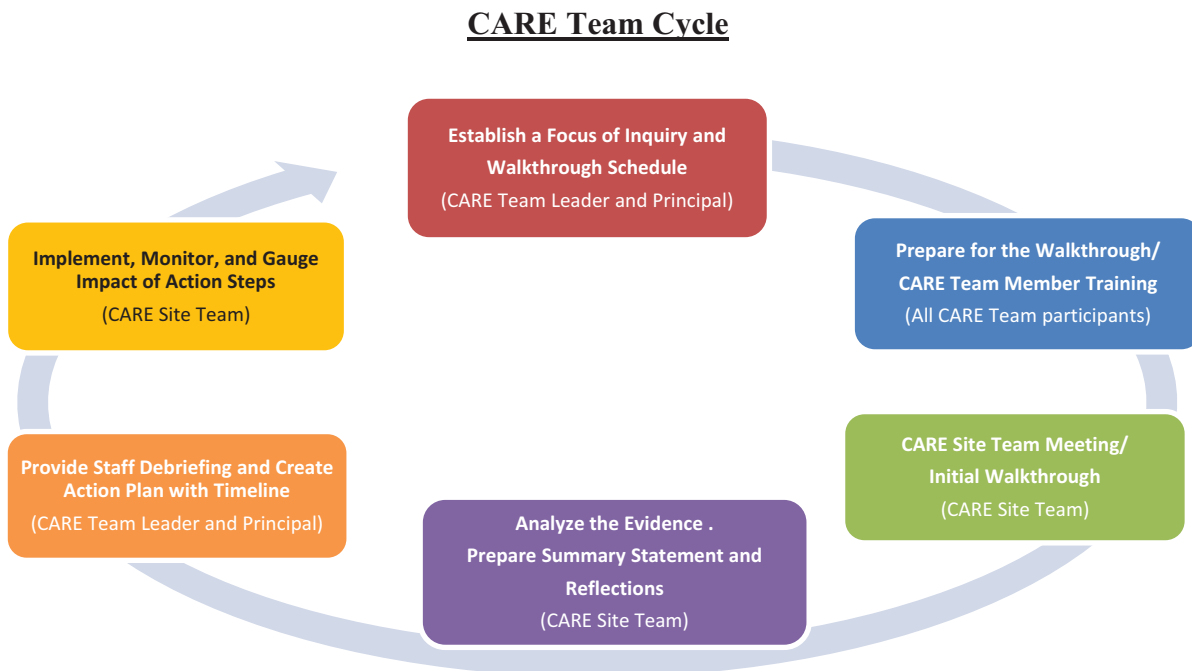
*(Classroom Walkthroughs to Improve School Operations. Donald Kachur, Sept. 2011. Web. Sept. 2015)*



Historically, TUSD departments have conducted their own walkthroughs using separate instruments, rubrics, and schedules. As a result, it was necessary for school leadership and staff to attempt to satisfy the requirements of more than one department, leading to divided efforts and focus. The creation of cross-departmental CARE Teams allows for a District-wide alignment of protocols, walk through instruments and rubrics based on the Danielson Framework, (including amended Framework using culturally responsive terminology) and various campus elements in order to support the District-wide focus on improving student achievement.

### Process for Implementing CARE Teams:

There are several initiatives required for successful CARE Team implementation. The first is a review of the initial support plan processes and instruments by the CARE Team Development Committee. This committee will be comprised of representatives from each of the departments within the District that require site walkthroughs. Those departments that do not require formal walkthroughs (such as the Department of Student Equity) will be also invited to participate based on the discretion of District leadership. After the plan for implementation has been reviewed, amended and approved by the CARE Team Development Committee and District leadership; pilots will be conducted to further vet and norm the instrument and rubric. Final adjustments in the instrument and rubric will then be made.



Graphic Adapted From: *Learning Walkthrough Implementation Guide*. Massachusetts Department of Elementary and Secondary Education, Feb. 2013. Web. August 2015.

Implementation of the CARE Team Cycle begins with an initial meeting between the CARE Team Leader and the principal. With the understanding that each District site has varied levels and types of need, CARE Team Leaders will meet with each of their assigned principals in order to differentiate campus needs and prioritize walkthroughs. During this initial visit, the CARE Team Leader and principal will review site data, e.g. academic and demographic data, enrollment history, attendance, discipline reports, data from previous walkthroughs, professional



development and District level support that each campus has received. In addition, they will identify current site support that is available. They will then come to a collaborative consensus on a school Focus of Inquiry. This focus will help provide direction for each school's CARE Team site walkthroughs and Summary Statement, as well as site Action Plan. Campuses labeled Priority, Focus, Pre-Priority/Pre-Focus, UVA, and Elevate must comply with the minimum number of walkthroughs required for their programs; other school walkthroughs will be scheduled based on predetermined need, with a minimum of one walkthrough per semester. The CARE Team Leader and Principal will also establish the process and protocol for staff debriefing sessions. After the Focus of Inquiry and walkthrough schedule are created by the CARE Team Leader and principal, they will be submitted to their Elementary or Secondary Assistant Superintendents for approval.

The second phase of the cycle involves CARE Team training. CARE Team members will learn the vision and mission of the CARE Team as well as key focus and phases of the walkthrough cycle. Approved Focus of Inquiry and walkthrough schedules for each site will be provided. CARE Team members will then be trained to use the walkthrough instrument and rubric and will practice norming data in teams using sample classroom observations or training videos.

After receiving whole group walkthrough training, it will be the responsibility of CARE Team Leaders to communicate with each school administrator to confirm initial CARE Team walkthrough schedules. The CARE Team Leaders will ensure that the walkthrough instrument and rubric are shared with principals, school staff members, site Leadership Teams and other stakeholders such as PTAs and Site Councils before the initial CARE Team site visit. This will allow all teachers to become familiar with the walkthrough criteria before their classroom is visited by the site's CARE Team. Students will also be informed of the CARE Team purpose and site visits.

Each CARE Team walkthrough meeting will commence with a summative review of the site Focus of Inquiry, including school goals, strategies, and actions from the previous school year. This will include an analysis of data and a discussion of historical trends, strengths, and weaknesses for each site. Any notable changes, such as new leadership or large teacher turnover will be noted. Current year documentation will be reviewed, such as the site's Continuous Improvement Plan (CIP). CARE Teams at each site will then review norming of the walkthrough instrument for that specific team before any classrooms are visited.

The principal will provide the CARE Team with site maps and classroom observation schedules for all certified teachers. After the team has conducted the walkthroughs, CARE Team members will collaboratively analyze the data that was collected using a Summary Statement template. Campus trends will be identified, including areas of strength and greatest need.

The CARE Team Leader will work with the principal to find a time to present a formal debriefing to the staff. During this debriefing, walkthrough data will be shared, including campus trends, strengths, and areas of need. The staff will use a reflection template to review the Summary Statement. These reflections will be reviewed with the guidance of the principal and CARE Team Leader.



The Summary Statement report and reflection statements will be used by the principal and a site team to create an Action Plan, which is to include Action Steps (including Quick Wins), a timeline, and will be aligned with each site's Continuous Improvement Plan (CIP). After Action Steps have been identified, the CARE Team will assist in determining District resources and support needed. This will include departments such as Special Education, Language Acquisition, Student Equity, and Curriculum and Instruction. The Focus of Inquiry will be amended if necessary.

Communication of the Action Plan may be communicated to stakeholder groups (PTO, Site Council, students, etc.) by the principal.

Progress monitoring and follow-up walkthroughs will be conducted according to each site's determined Action Plan and timeline. This Action Plan will be aligned with the intent of the school's Continuous Improvement Plan (CIP) and Focus of Inquiry. This includes monitoring PLC schedules and areas of emphasis, professional development opportunities provided for staff, and identified areas needing site and District level support. The principal and CARE Team Leader will ensure that structures are in place according to the Action Plan timeline. Updates and summary data will be provided to teachers after each walkthrough. The Action Plan may be revised and adjusted as needed.



**CARE Team Proposal  
Implementation Phases**

Initiative: Establish a Focus of Inquiry and Walkthrough Schedule					
√	Process/Task	Person(s) Responsible	Resources Needed	Outcome/ Product	Target Completion Date
	Form CARE Team using cross-departmental representation	CARE Team Leader	Organizational chart, District staff assignments	CARE Team assignments	
	Set up an appointment for initial CARE Team Site Walkthrough meeting	Principal & CARE Team Leader	Walkthrough Calendar	Site visit confirmed with site administration	
	Review site plans documents & data  Review the site's historical trends and goals, strategies, and actions from previous SY	Principal & CARE Team Leader	<ul style="list-style-type: none"> <li>• CIP &amp; Needs Assessment</li> <li>• Magnet School Plan</li> <li>• Related documents as needed</li> <li>• Applicable documents from previous SY</li> </ul>	<ul style="list-style-type: none"> <li>• Previously identified areas of focus</li> <li>• Successes and challenges from previous SY</li> <li>• Establish preliminary vision for current SY</li> </ul>	
	Use site data and historical trends to create a Focus of Inquiry	Principal & CARE Team Leader	Focus of Inquiry Template	Focus of Inquiry	
	Review walkthrough instrument and rubric	CARE Team Leader	Instrument and Rubric	Principal will share instrument and rubric with staff & stakeholders prior to walkthrough	
	Confirm staff debriefing time with site administration	CARE Team Leader	Calendar		

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Initiative: Prepare for the Walkthrough / CARE Team Member Training					
√	Process/Task	Person(s) Responsible	Resources Needed	Outcome/ Product	Target Completion Date
	Introduce project and purpose to Stakeholders	CARE Team Leader	Mission statement	Familiarize team with CARE Team mission	
	Review instrument with Team	CARE Team Leader	Walkthrough form and rubric		
	Review and clarify CARE schedule of walkthroughs	CARE Team Development Committee and District Directors	SIG walkthrough schedule / others as needed	Schedule of walkthroughs 3x per year for focus/priority/ SIG/etc schools 2x per SY for all others	
	Review agenda for initial site visits and debriefing sessions	CARE Team Development Committee, volunteer principals	See page 67 from Learning Walkthrough Implementation Guide	Suggested agenda for initial site visit and debriefing sessions	
	Norm instrument	CARE Team	Sample video clips (2-3 min) are found on youtube: Powerful Teaching and Learning in Action / Also: <a href="https://www.youtube.com/watch?v=QxLFTvodBBI">https://www.youtube.com/watch?v=QxLFTvodBBI</a> Also: <a href="https://www.youtube.com/watch?v=bdOrUFowH2I">https://www.youtube.com/watch?v=bdOrUFowH2I</a>		
	Provide the instrument, walkthrough, team assignments, and timeline to CARE Team Leaders to share with each site	CARE Team Leader			



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Initiative: CARE Site Team Meeting / Initial Walkthrough					
√	Process/Task	Person(s) Responsible	Resources Needed	Outcome/ Product	Target Completion Date
	Review the site's historical trends and goals, strategies, and actions from previous SY / Site administrator should be prepared to summarize for CARE Team	CARE Team Leader, CARE Team, Principal, Site Leadership Team (if applicable)	Applicable documents from previous SY	Previously identified areas of focus / Successes and challenges from previous SY / Establish preliminary vision for current SY	
	Review site plan documents / data / Focus of Inquiry	CARE Team Leader, CARE Team, Principal, Site Leadership Team (if applicable)	Supporting documents such as: CIP / School Mission and Vision / Needs Assessment / Magnet School Plan / Focus of Inquiry / PD Calendar/ related documents as needed	Familiarity with site data and focus	
	As a team, review walkthrough instrument and rubric	CARE Team Leader, CARE Team, Principal	Walkthrough form and rubric		
	As a team, norm walkthrough instrument	CARE Team Leader, CARE Team, Principal	~ video of sample classroom #2		
	Conduct first formal site walkthrough	CARE Team Leader, CARE Team, Principal	Walkthrough data		



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Initiative: Analyze the Evidence / Prepare Summary Statement and Reflections					
√	Process/Task	Person(s) Responsible	Resources Needed	Outcome/ Product	Target Completion Date
	As a team analyze and identify trends in data collected during the walkthrough. Complete the Summary Statement template. This will include sample evidence to support each Summary Statement	CARE Team Leader, CARE Team, Principal	Summary Statement Template / Calendar	Completed Summary Statement and Reflections  (Note: Establishment of Action Plan and Timeline is to be determined by the site)	
	Confirm staff debriefing time with site administration	CARE Team Leader	Calendar	Scheduled time for staff debrief	

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<b>Initiative: Provide Staff Debriefing and Create Action Plan with Timeline</b>					
√	<b>Process/Task</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Outcome/ Product</b>	<b>Target Completion Date</b>
	Formal debriefing of walkthrough findings and Summary Statement to staff	CARE Team Leader, Principal	Debriefing agenda Global site walkthrough data Completed Summary Statement	Staff will have access to walkthrough findings and Action Plan	
	The staff will be provided with a reflection template to allow for a substantive review the data and areas of need identified by the CARE Team	CARE Team Leader, Principal, staff	Reflection Template	Completed reflection template	
	Principal and staff create Action Plan with Timeline to be submitted to CARE Team Leader	Principal, Staff	Action Plan template	Completed Action Plan	
	Review Action Plan and Timeline	CARE Team Leader, Principal	Action Plan and Timeline		
	Calendar next steps (walk thru dates and meetings with staff)  Notify CARE Team members	CARE Team Leader, Principal	Walkthrough calendars from each department	Blended calendars of required site walkthroughs	

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<b>Initiative: Implement, Monitor, and Gauge Impact of Action Plan</b>					
√	<b>Process/Task</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Outcome/ Product</b>	<b>Target Completion Date</b>
	Support will be provided to assist each site in the successful implementation of the Action Plan	Principal to contact key site and district personnel to assist in the execution of the Action Plan	Documentation template for support services and schedules	Support services secured	
	Implementation of progress monitoring protocol	Will vary by site	PLC logs, PD agendas, district support staff progress summaries		
	Follow-up walkthrough(s) conducted	CARE Team		Data and analysis	
	Establish Progress Monitoring schedule to address identified areas of need	Principal	Action Plan and timeline	Progress Monitoring schedule	
	Staff debriefing of each follow-up walkthrough	CARE Team Leader & Principal	Debriefing agenda Global site walkthrough data Completed Summary Statement	Review progress	
	The staff will be provided with a reflection template to allow for a substantive review the data and areas of need identified by the CARE Team	CARE Team Leader, Principal, staff	Reflection Template	Completed reflection template	
	Principal and staff review and update Action Plan with Timeline to be submitted to CARE Team Leader	Principal, Staff	Action Plan and Timeline	Revised Action Plan and Timeline	
	Review Revised Action Plan and Timeline	CARE Team Leader & Principal	Revised Action Plan and Timeline		

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	Calendar next steps (walk thru dates and meetings with staff)  Notify CARE Team members	CARE Team Leader & Principal	Walkthrough calendars from each department	Blended calendars of required site walkthroughs	
	Repeat Initiatives, as needed				