

EXHIBIT A

TUCSON UNIFIED SCHOOL DISTRICT

Plan for First-Year Teachers at Racially Concentrated and/or Underperforming Schools and Second Year Teachers Who Receive Unsatisfactory End of First Year Evaluation

The purpose of this plan is to support first-year teachers serving in schools that are racially concentrated and/or underperforming. This plan will outline the criterion for how schools will be identified, additional support provided for first-year teachers and the criterion for how the program will be evaluated. This plan also addresses continuing support for second-year teachers who receive an unsatisfactory end-of-first-year evaluation.

Identification Process

Schools: All TUSD schools with first-year teachers that are racially concentrated and/or underperforming.

First-Year Teachers:

The TUSD Induction/Mentoring Program Coordinator will identify first-year teachers and provide the teacher with a mentor.

Support Plan

Under the TUSD Induction/Mentoring Program, all first-year teachers are assigned a full-time release mentor that mentors them throughout their first year. Teacher Mentor caseloads are designed with the following criteria: first-year teacher mentor ratios 1:10 at underperforming and racially concentrated schools, 1:15 (2 points) at all other schools; second-year teacher mentor ratios 1:15 (2 points) at underperforming and racially concentrated schools, 1:15 (1 point) at all other schools. Teacher Mentors prioritize time to teachers teaching both reading and math at schools labeled underperforming and/or racially concentrated. First-year teachers are expected to develop and follow a plan of action, which includes creating a schedule with specific times for observation cycles, feedback, weekly collaboration, creating individualized learning plans, analyzing student work and lesson analysis via video recording.

Plan:

For SY 2019-20 the NTIP will follow the USP and “provide new teachers (i.e., teachers in their first two years of teaching) with the foundation to become effective

educators”. Due to this, the plan for first-year teachers at all schools will be to complete the requirements of the TUSD Induction/Mentoring Program.

- scheduled time with mentor for implementing their action plans, and
- PD targeted toward the specific challenges they face at their respective sites (this is embedded into the mentoring process)

Implementation:

All first-year teachers will participate in this plan that utilizes the New Teacher Center (NTC) research based whole-system approach to improve student learning by accelerating the effectiveness of beginning teachers.

Expectations of TUSD Induction/Mentoring Program

The table below outlines the expectations of TUSD Induction/Mentoring Program and the expectations of the plan for first -year teachers

TUSD Induction/Mentoring Program 1st Year Teacher Plan Expectations
<p>Attend 4-Day Induction Orientation.</p> <p><i>Teachers at RC and UP sites, will be in a cohort that customizes the COLE (Creating Optimal Learning Environment), Classroom Management, and Curriculum training sessions. These customized sessions include the following:</i></p> <p><i>COLE:</i></p> <ol style="list-style-type: none"> <i>1. Implicit bias training to address origins of low teacher expectations that maintain the achievement gap.</i> <i>2. Culturally Responsive Teaching Practices</i> <i>3. SPARKS TUSDs instrument for effective Tier I instruction through Culturally Responsive teaching</i> <p><i>Classroom Management:</i></p> <ol style="list-style-type: none"> <i>1. Establishing respectful relationships: Foundation for culturally responsive teaching</i> <i>2. Student Resistance: a re-examination of student behavior</i> <i>3. Establishing an Inclusive Environment: Culturally Responsive classroom management</i> <p><i>Curriculum:</i></p> <ol style="list-style-type: none"> <i>1. TUSD’s Multicultural Curriculum</i> <ol style="list-style-type: none"> <i>a. Accessing students’ Funds of Knowledge</i>

<p><i>b. Integrating cultural knowledge</i></p> <p>2. <i>Social Justice Education</i></p> <p><i>a. Inquiry Learning</i></p>
<p>Collaborate during weekly-uninterrupted sessions with mentor. Minimum 90-minutes with the expectation of 2-hours/week.</p> <p><i>Teachers at RC and UP sites minimum of 2-4 hours/week.</i></p>
<p>Complete “Knowing Students” formerly “Class Profile” and update regularly</p>
<p>Complete an Individual Learning Plan</p>
<p>Complete three-cycles of “Analyzing Student Learning”</p>
<p>Complete one video recording of a lesson and debrief with mentor</p>
<p>Complete the following seminars:</p> <ul style="list-style-type: none"> • Classroom Management and Procedures-Part 1 • Classroom Management and Procedures-Part 2 <p><i>Teachers at RC and UP schools will attend a cohort which has customized Classroom Management training to include:</i></p> <ol style="list-style-type: none"> 1. <i>Trauma informed teaching practices</i> 2. <i>Culturally Responsive Classroom Management</i> 3. <i>Culturally Inclusive Environments</i>
<p>Complete two classroom visitations of exemplar teachers:</p> <ul style="list-style-type: none"> • One at the school and/or • One at a school with similar demographics
<p>Professional Learning Communities</p> <ul style="list-style-type: none"> • Ongoing professional learning for teachers for the purpose of improving instruction and student learning
<p>Complete end of the year program/teacher practice evaluations</p>

Evaluation:

At the end of the year, the Coordinator of the NTIP will evaluate the success of the program through two criteria:

- Analyze surveys of the Effectiveness of the Mentor Program from three stakeholders (the Administrator, the Teacher Mentor, and the Teacher)
- Analyze teacher practice (by Teacher Mentors) to improve instructional capacity through a pre- and post-observational rubric based on five components of the Danielson Rubric: Lesson Planning 1e; Routines & Procedures 2c; Classroom Management 2d; Student Engagement 3c; Using Assessment in Instruction 3d.

Second -Year Teachers who scored below “basic” proficiency on EOY (1st year) assessment:

The TUSD Induction/Mentoring Program Coordinator will identify second-year teachers who scored unsatisfactory on the post-observation rubric from the previous year. In collaboration with their mentor, these teachers will develop an Individual Learning Plan (ILP) to develop goals and action steps for improving their teaching practice in the areas where they scored unsatisfactory in their first year EOY assessment (Lesson Planning, Routines and Procedures, Classroom Management, Student Engagement, Assessment). Teachers will be assigned to attend specific professional development seminars and study groups that specifically target the components in which they scored as “unsatisfactory”. Lesson Planning and Student Engagement will be emphasized and offered more frequently as these are components that first-year teachers struggle with more. Table 1. Shows a list of seminars and study group topics offered. Additional elements that may be included in the ILP are more time to collaborate with peers, as well as time to observe exemplar teacher on or off school site.

In addition to the identification of additional professional development, the teacher mentor will maintain the level of support received by a 1st year teacher and provide teachers with the planning, observation, analysis, and feedback cycle until satisfactory progress is shown (achieving a Basic proficiency score).

Table 1. Seminars and Study Groups

Lesson Planning	Routines & Practice	Classroom Management	Student Engagement	Assessment
-----------------	---------------------	----------------------	--------------------	------------

Danielson Framework for Teaching	Danielson Framework for Teaching	Danielson Framework for Teaching	Danielson Framework for Teaching	Danielson Framework for Teaching
Lesson Design	Creating an Optimal Learning Environment	Creating an Optimal Learning Environment	Creating an Optimal Learning Environment	Differentiating Instruction
Effective Elements of Instruction	ABCs of Guided Reading and Daily 5	Adolescent Behavior	Effective Elements of Instruction	Effective Elements of Instruction
ABCs of Guided Reading & Daily 5	Classroom Management	Classroom Management	Collaborative Engagement Strategies	Whole Brain Learning
ABCs of Guided Reading & Daily 5	Collaborative Engagement Strategies	Relationship Building	Culturally Relevant Pedagogy and Instruction	
Differentiating Instruction	First 10 Days	Trauma in the Classroom		
Lesson Planning	Math Daily 3	First 10 Days		
Math Daily 3	Microsoft 365	Social and Emotional Learning		
Whole Brain Learning	Promethean Playground	Relationship Building		
District Curriculum	Synergy Student Information System			
Math	Gradebook			
ELA	Attendance			
Language Acquisition				
Fine and Performing Arts				
Social Studies				
Science				
Exceptional Education				
Career and Technical Education				