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EDUCATION SERVICES

map

Managing Achievement Protocol

Implementation Planning Workbook

"It is not good enough for things to be planned —they still have to be done; for the intention to become a reality, energy has to be launched into operation."

— Walt Kelly

If you have ever attempted to lose weight, get fit, or stop smoking, you already know the most important success factor for sustained literacy improvement. It's all about having a plan and sticking to it. In short, it's all about **implementation**.

Successful, sustained literacy improvement efforts begin with a passionate desire to improve the skills and the lives of the students you serve. But it can't end there. It has to be followed up with a strong commitment to implementing with fidelity. This is true for any program. It is especially true for *READ 180®* and Scholastic's other reading improvement programs, which are built around research-based instructional models that are proven to get results when implemented with fidelity.

Experience in over 1,000 districts across the country has given Scholastic a unique insight as to what works and, just as importantly, what doesn't. This experience has been distilled into a framework called the **Managing Achievement Protocol**, or **MAP**. Like any "map," it is designed to help you get to your destination: **successful, sustained literacy improvement for every student you serve**. The MAP is built around best practices documented in thousands of successful implementations and includes a number of tools that help streamline the challenging work of implementation.

This document is designed to facilitate a discussion between Scholastic and your district leadership team in order to create an implementation plan that helps you reach your "final destination" of sustained literacy improvement. We are happy to provide you with some guidelines and invite you to spend a few minutes with your Scholastic Account Executive and a trained Scholastic Implementation Consultant to put a plan in place that works for your district.

map

Managing Achievement Protocol

Five Key Success Factors . . .

1 A Commitment. A Strong Team. A Plan.

2 Effective Program Launch and Training to Lay a Foundation for Success

3 Ongoing, Collaborative Support to Improve Classroom Teaching Practices

4 Ongoing Implementation Progress Monitoring, Data Analysis, and Reporting

5 Defined Capacity Building Plan for Long-Term Literacy Improvement

1 A Commitment. A Strong Team. A Plan.

A Commitment.

The single most important factor in driving successful literacy improvement is a strong, clearly articulated commitment. A senior, empowered leader must "own" the effort and hold the entire organization accountable for fidelity of implementation. Ideally, this individual should be someone who embraces the old maxim: **that which gets measured is that which gets done.**
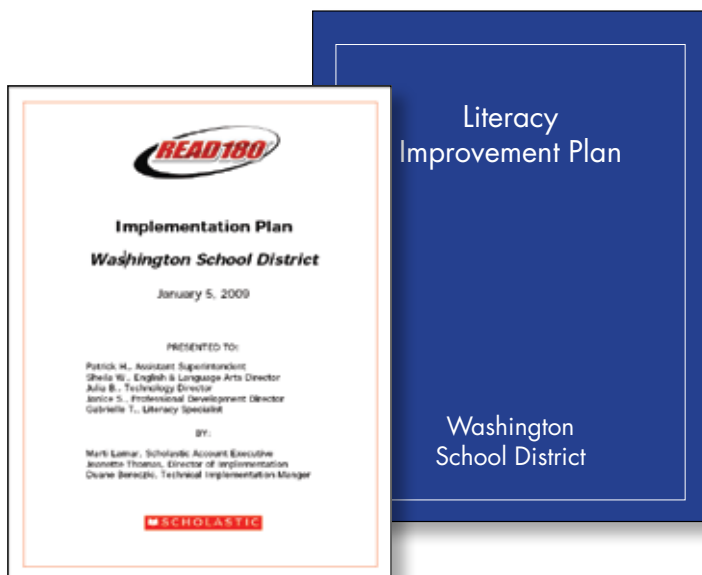
A Strong Implementation Team

It takes a village to raise literacy achievement. In order for that team to be productive and successful it is critical that everyone clearly understands their role within the process. Prior to assigning all of the sub-tasks, most successful literacy leaders find it useful to tap seasoned individuals to serve as their literacy improvement "committee," responsible for overseeing the two most important aspects of the implementation: instruction and technology. It is ideal to have individuals allocated **full-time** to the implementation of your literacy improvement initiative.

A Powerful Implementation Plan

When asked about his philosophy, one leader of a very large, very successful literacy improvement effort summed it up this way: "Failure to Plan = A Plan to Fail." The Implementation Plan serves as a blueprint for success. It outlines the "what" as well as the "who" and the "when."

Scholastic has developed several implementation planning tools to ensure that key questions are addressed in a way that is measurable, specific, and doable.

Literacy
Improvement Plan

Washington
School District

READ 180

Implementation Plan

Washington School District

January 5, 2009

PRESENTED TO:

Patrick H., Assistant Superintendent
Sheila W., English & Language Arts Director
Julia B., Technology Director
Janice S., Professional Development Director
Gabrielle T., Literacy Specialist

BY:

Marti Lamar, Scholastic Account Executive
Jeanette Thomas, Director of Implementation
Duane Beneckic, Technical Implementation Manger

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Use the worksheet on the right to help guide you through the planning activities.

My Implementation Team

1. Who is the senior-most individual responsible for successful implementation of the program?_____

2. Who is the instructional lead?_____

   Percent of time devoted to role_____%

3. Who is the technology lead?_____

   Percent of time devoted to role_____%

4. Who is the day-to-day project coordinator?_____

   Percent of time devoted to role_____%

My Implementation Plan

1. Who will create your implementation plan?_____

2. What is the target date for completion?_____

? HOW SCHOLASTIC CAN HELP
- Assist in creation of an implementation plan
- Provide program management services (fee-based)

2 Effective Program Launch and Training to Lay a Foundation for Success

Scholastic is dedicated to helping district leaders plan for success. Several key tasks lay the groundwork for effective implementation before instruction ever begins. This vital preparation falls into four big categories: Technology, Targeting, Teachers, and Training.

TECHNOLOGY

- Is the district technology infrastructure able to support the program you are implementing? If not, how will any gaps be filled?
- Who will handle installation?
- How will any ongoing technical questions be addressed?

TARGETING

- Which students are most likely to benefit from the program you are implementing?
- Have entrance and exit criteria been established?

TEACHERS

- Who are the right teachers for the program you are implementing?
- How many are required?
- Will they need additional coaching?
- What is the plan for building real buy-in from teachers?

TRAINING

- Who needs to be trained initially? When will it happen?
- What is the plan for ongoing training and professional development?
- Who is responsible for this within the district?

Use the checklist on the right to ensure you have the right steps in place for a successful program launch.

KEY ACTION STEPS AND PLANNING GUIDELINES

Action Steps	Planning Guidelines	Planning Details
TECHNOLOGY		
Conduct tech audit.	A tech audit is included with every Scholastic software purchase.	District Technical Point of Contact:_____ _____
Install software.	Scholastic can provide this service upon request.	Responsibility: ❏ District ❏ Scholastic
Product Maintenance and Support Plans	Product Maintenance and Support Plans provide ongoing technical support, software upgrades, and online teaching resources	❏ Basic ❏ Premium
Ensure adequate training for technical staff.	Technical staff should receive Scholastic Certified Technical Training to support the implementation.	Certified Technical Training? ❏ Yes ❏ No
TARGETING		
Identify students for *READ 180*.	Scholastic can assist.	Need Scholastic Assistance? ❏ Yes ❏ No
Set entrance and exit criteria for the program.	Entrance and exit criteria for *READ 180* and other programs should be driven by the achievement goals established by the district leader. Scholastic can assist and provide best practices.	Entrance Criteria:_____ Exit Criteria:_____
Establish a communication plan for students and parents.	Scholastic can assist and provide best practices.	Ideas/Activities:_____ _____
TEACHERS		
Determine the number of *READ 180* teachers.	Scholastic can assist with this activity.	# of *READ 180* Teachers Needed: _____
Identify teachers.	Best practices for identifying teachers include ability to model reading strategies, a desire for professional growth, and facility with technology.	Characteristics Desired:_____ _____
Determine how to schedule the program.	*READ 180* should be implemented 5 days per week, 90 minutes per day. Your Scholastic representative can provide details on the guidelines for scheduling other programs.	Scheduling Plan: _____
TRAINING		
Schedule Leadership Training.	A half-day Leadership Training is included with the purchase of *READ 180*. A Scholastic representative can provide details for training on other programs.	Participants:_____ _____ Target Date:_____
Schedule Day 1 & Day 2 Training.	Two days of program training are included with *READ 180.*	Participants:_____ _____ Target Date:_____
Consider additional training.	Many districts find additional up-front training days to be highly beneficial.	Expanded Day 1: ❏ Yes ❏ No Expanded Day 2: ❏ Yes ❏ No
Arrange for classroom setup.	A *READ 180* and *System 44* classroom has a defined look, feel, and layout designed to enhance student learning. It's important that classroom setup be done properly. Scholastic can help with this.	Responsibility: ❏ District ❏ Scholastic

?

HOW SCHOLASTIC CAN HELP
- Partner with district to define implementation planning tasks and responsibilities
- Assume responsibility for specific action items

3 Ongoing, Collaborative Support to Improve Classroom Teaching Practices

Good *READ 180* and *System 44®* teachers are constantly learning, honing their skills, and getting better at their craft. Supporting them in this process is the key to success—and leads to improved program outcomes and a reduction in teacher turnover.

READ 180 and *System 44* include multiple built-in supports, but the most successful districts develop a long-term plan for **incremental in-classroom support** in areas such as classroom setup, monitoring fidelity of implementation, improvement of instructional practices, and incorporating data-driven instruction. Building and delivering on this plan can be the responsibility of Scholastic, the district, or a combination of both.

Use the planning guidelines on the right to structure an in-classroom support plan that is right for you.

KEY ACTION STEPS AND PLANNING GUIDELINES

Types of Support	Planning Guidelines	Responsibility		Target Completion Date
		District	Scholastic	
Classroom Setup: Conduct classroom visits to help teachers ensure the classroom is properly equipped and resources are in place.	Each teacher should receive classroom setup visits at the start of program implementation. The results should be documented and specific feedback shared. Scholastic can provide this service.			
Implementation Fidelity Check: Conduct classroom visits to help gauge program usage, student results, and fidelity of implementation.	Each teacher should receive a **quarterly** implementation check. Teachers should be measured against a consistent set of metrics, and results should be communicated to the teacher. Scholastic can provide this service.			
Instructional Support: Conduct visits to help teachers reflect upon and incorporate best practices in their classrooms.	Each teacher should receive a **monthly** instructional support visit. Visits should include goal setting, classroom observation, and a wrap-up between teacher and coach. Scholastic can provide this service.			
Data Interpretation: Conduct conferences with teachers/administrators to analyze core reports, target individual student needs, and identify instructional steps.	Each teacher and administrator should receive one to two visits per year focused specifically on data interpretation and effective use of data in classroom instruction and/or program oversight. Scholastic can provide this service.			

To help determine the right number of in-classroom support days you need, complete the following information:

In-Classroom Support Visit Type	(1) Number of teachers	(2) Number of Visits per Teacher per Year	(3) Total Number of Teacher Visits Multiply (1) and (2)	(4) Number of Teacher Visits per Day	Number of Days: Divide (3) by (4)
Classroom Setup		1		3	
Implementation Fidelity Check		4		2	
Instructional Support		8		2	
Data Interpretation		2		2	
	Total number of in-classroom support days needed for school year (Add the totals from the four categories above)				

? **HOW SCHOLASTIC CAN HELP**
 • Provide in-classroom support services

4 Ongoing Implementation Progress Monitoring, Data Analysis, and Reporting

Once actionable, meaningful goals for literacy improvement have been set, it's critically important to have a way for your district to track progress against those goals. Here are some key questions to ask in order to develop an effective reporting plan.

1. What is the ultimate metric that defines success? Student gains? A reduction in special education referrals? A decrease in dropout rate?

Scholastic recommends bringing together key stakeholders in the reading improvement initiative to determine the primary program metric.

2. What are the periodic progress monitoring metrics that you will use to determine whether you are approaching this ultimate goal?
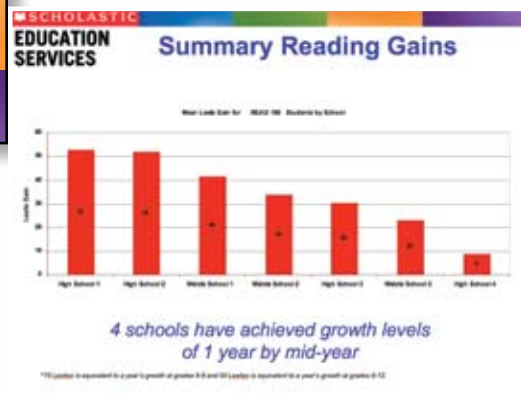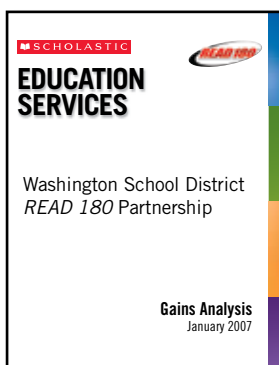
Scholastic recommends using a number of different monitoring tools to measure program progress:
- Ongoing, daily, weekly and monthly monitoring of the reports produced by the Scholastic Achievement Manager (SAM)
- An analysis of Scholastic Reading Inventory™ (SRI) scores at least twice per year (midyear and end-of-year)
- A formal quarterly review of implementation effectiveness meant to highlight implementation successes and challenges, and measure implementation success against 3 key dimensions: Teacher Knowledge, Fidelity to the Instructional Model, and Program Usage.

3. What oversight and monitoring meetings are necessary and who needs to attend them?

Scholastic recommends the following meeting schedule:
Weekly • Implementation Check-in Meeting
Quarterly • Formal Implementation Review Meeting
Bi-Annual • Student Gains Analysis

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Washington School District
READ 180 Partnership

Gains Analysis
January 2007

SCHOLASTIC
EDUCATION SERVICES — Summary Reading Gains

4 schools have achieved growth levels of 1 year by mid-year

Measuring Success

1. What is your overall success metric? _____

2. What progress monitoring metrics will you use to determine if you are on track?

   _____

   _____

| Meeting	Planning Guidelines	Who Needs to Attend	Responsibility for Creating Reports		Target Meeting Dates
			District	Scholastic	
Weekly/Monthly ongoing implementation review meetings	All key stakeholders in the implementation should meet weekly at the beginning and then monthly to review status, celebrate successes, and determine areas for improvement. Scholastic can create these reports.				
Quarterly implementation effectiveness review meetings	On at least a quarterly basis, observe and collect key implementation success metrics from every *READ 180* classroom. Create quarterly Implementation Effectiveness Reports with actionable recommendations. Scholastic can create these reports.				
Bi-Annual formal analyses of Scholastic Reading Inventory (SRI) student improvement data	At least twice per year, conduct a Student Gains Analysis to determine Lexile® growth as measured by the Scholastic Reading Inventory. Scholastic can create these reports.				

> ## HOW SCHOLASTIC CAN HELP
> • Create Implementation Effectiveness Reports
> • Create Student Gains Analysis

5 Defined Capacity Building Plan for Long-Term Literacy Improvement

The most successful literacy improvement programs build on a foundation of sustained support that expands internal resources to ensure ongoing effective literacy instruction. Scholastic capacity-building solutions include training for all literacy team members—the reading coaches, literacy leaders, and coordinators who will be implementing the program—on how to build and maintain a community, monitor fidelity to the instructional model, support classroom teachers, and instill best practices of reading instruction in every teacher.

District implementation plans should include a strategy for support and professional development that extends beyond year one of an implementation to include not only reading instructional staff, but all content-area teachers. Scholastic consultants can deliver customized training to help teachers and administrators strengthen their professional expertise and build local capacity.
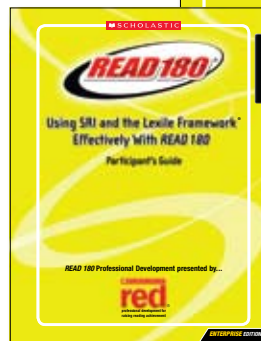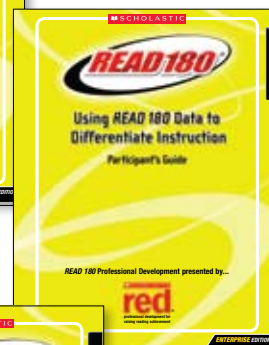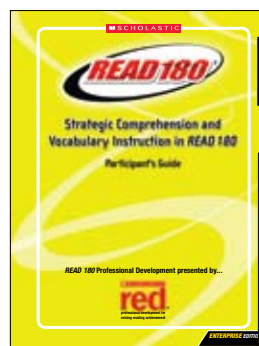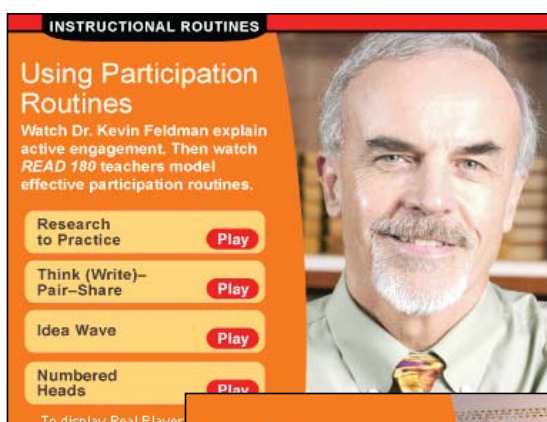
Literacy Plan

1. **What do you want to accomplish with your literacy efforts within 3 years?** _____
   5 years?_____

2. **What type of training for your team is necessary to support and achieve this goal?**

   _____

   _____

Action Steps	Planning Guidelines	Planning Details	Target Completion Date
Schedule **READ 180 Coordinator Training** for reading coaches, literacy leaders, and/or coordinators implementing *READ 180*.	Training can be customized to meet the needs of new literacy team members or experienced staff who want to take support to the next level.	Training Desired ❏ Yes ❏ No	
Schedule **READ 180 Certified Support Specialist Training** (five days over the course of the school year).	A minimum of five days is required for certification. Single days of training may be purchased *in addition to* the five-day Training.	Training Desired ❏ Yes ❏ No	
Enroll all *READ 180* teachers in the **Scholastic RED Online Professional Development** course: *READ 180: Best Practices for Reading Intervention.* (Two enrollments are included with every stage.)	Assign a district literacy coach or reading specialist to lead cadres in facilitated, on-site study groups. (*READ 180* Coordinator Training includes RED facilitator training to support the course.)	Number of Additional Enrollments Desired: _____ _____ _____	
Enroll all teachers in **additional Scholastic RED Online Courses.**	Content-area and reading teachers should participate in RED professional development to support *READ 180* students throughout the instructional day. 17 additional courses are available. Your Account Executive can provide more details.	Additional Course(s) Desired: 1.——————— 2.——————— 3.———————	
Schedule In-Person Seminars: Schedule *READ 180* Seminars after *READ 180* Day 1 & Day 2 Training.	*READ 180* teachers should receive customized training through *READ 180* seminars, scheduled bimonthly. 8 Seminars are available. Your Account Executive can provide more details.	Seminars Desired: 1.——————— 2.——————— 3.——————— 4.———————	

? **HOW SCHOLASTIC CAN HELP**
- Assess district training needs and identify capacity-building solutions
- Provide professional development and training

Checklist ✔

Your Implementation Success:
How Scholastic Can Help

1 **A Commitment. A Strong Team. A Plan.**
- ✔ District Literacy Improvement Plan
- ✔ Implementation Plan

2 **Effective Program Launch and Training to Lay a Foundation for Success**
- ✔ Software Installation
- ✔ Certified Technical Training
- ✔ Leadership Training
- ✔ *READ 180* Coordinator Training
- ✔ Physical Classroom Setup
- ✔ Product Maintenance and Support Plan
- ✔ Additional Day 1 & Day 2 Training

3 **Ongoing, Collaborative Support to Improve Classroom Teaching Practices**
- ✔ Classroom Setup Check
- ✔ Implementation Fidelity Check
- ✔ Instructional Coaching
- ✔ Data Interpretation

4 **Ongoing Implementation Progress Monitoring, Data Analysis, and Reporting**

- ✔ Implementation Effectiveness Reports
- ✔ Student Gains Analyses

5 **Defined Capacity Building Plan for Long-Term Literacy Improvement**
- ✔ Scholastic RED Professional Development
- ✔ In-Person Seminars
- ✔ *READ 180* Coordinator Training
- ✔ *READ 180* Certified Support Specialist Training

Notes

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EDUCATION SERVICES

For more information contact the
Scholastic Regional Office that serves your state.

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