



map

Managing Achievement Protocol

Implementation •
Planning Workbook

Working shoulder-to-shoulder with over 1,000 districts across the country has given Scholastic Achievement Partners unique insight into how instructional excellence fosters student achievement. This experience has been distilled into a framework called the Managing Achievement Protocol (MAP), designed to help you guide successful, sustained program implementations that boost the achievement of every student you serve.

● MANAGING ACHIEVEMENT PROTOCOL Five Key Success Factors

1. A Commitment. A Strong Team. A Plan.

“Formal or informal needs surveys are done to help determine the most pressing unfulfilled educational needs of students. Teams of individuals are developed to study the problems and potential solutions and to recommend a course of action. It is important to have a clear view of the needs, understanding and buy-in for the potential solutions, and agreed-upon ways to assess progress toward improving student outcomes. It is equally important to develop a clear view of how the agreed-upon intervention will be implemented” (Fixsen, 2012, p. 4).

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

“Deciding to use an innovation is just the beginning. The next stage is to gather the resources needed to use the innovation as intended. People, space, scheduling time and activities, development of materials, selection and initial training of teachers and staff, discussions with parents and stakeholders, and so on all require time and thoughtful preparation. . . Adequate preparation is a critical first step to help any innovation get off to a good start in the busy life of teachers, staff, and administrators” (Fixsen, 2012, p. 4).

3. Ongoing, Collaborative Support to Improve Classroom Teaching Practices

“Setting higher standards for student achievement makes sense only if teachers, staff, and education environments are equipped to meet those standards. Elmore (2002) and Barber & Fullan (2005) make the case for developing the capacity of education systems to support teachers and staff so they can make full and effective uses of innovations to markedly improve student achievement” (Fixsen, 2012, p. 5).

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

“Policymakers should require that evidence-based program implementations should include plans for defining, operationalizing, and validating core components to ensure alignment with desired outcomes, and ongoing assessments of fidelity in delivering the core components to maintain and improve outcomes over time” (Blase & Fixsen, 2013, p. 2).

“Winter and Szulanski (2001) note that, —the formula or business model, far from being a quantum of information that is revealed in a flash, is typically a complex set of interdependent routines that is discovered, adjusted, and fine-tuned by doing’ (p. 371). Such fine-tuning can be done through usability testing, evaluation, and research” (Blase & Fixsen, 2013, p. 15).

5. Defined Capacity-Building Plan for Long-Term Improvement

“Successful replication and scale-up are significantly enhanced when the core components are well specified and when effective implementation supports are in place to promote the competency and confidence of practitioners, and when organizational and systems change occurs to support the new way of work. . . Efficiency is enhanced when resources for implementation supports (e.g., training, coaching, data systems, fidelity measurement and reporting) are targeted to impact core components” (Blase & Fixsen, 2013, p. 15-16).

1. A Commitment. A Strong Team. A Plan.

A Commitment

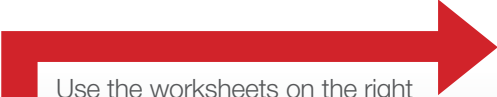
The single most important factor in driving successful improvement is a strong, clearly articulated commitment. A senior, empowered leader must own the effort and hold the entire organization accountable for fidelity of implementation. Ideally, this individual should be someone who embraces the old maxim: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

A Strong Implementation Team

It takes a village to raise achievement. In order for the team to be productive and successful it is critical that everyone clearly understands his or her role within the MAP framework. Prior to assigning all of the roles and tasks, successful leaders find it effective to tap seasoned individuals to serve on the implementation team. It is ideal to have at least one individual devoted full-time to the implementation of an improvement initiative.

A Powerful Implementation Plan

When asked about his philosophy, one leader of a very large, very successful academic 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.”



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

Key Action Steps and Planning Guidelines

My Implementation Team

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

2. Who is the instructional lead? _____

Percentage of time devoted to role: _____%

3. Who is the technology lead for software programs? _____

Percentage of time devoted to role: _____%

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

Percentage of time devoted to role: _____%

My Implementation Plan

1. Who will create your implementation plan? _____

2. What is the target date for completion? _____



How Can Scholastic Help?

- ✓ Assist in the 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 technology programs you are implementing? If not, how will any gaps be filled?
- Who will handle software installation and setup of the management system?
- How will any ongoing technical questions be addressed?

Targeting

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

Teachers

- Which grade-level teachers will be using the programs you are implementing?
- How many are required?
- Do they need more than monthly 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 date for day-three new teacher training and the plan for ongoing training and professional development?
- Who is responsible for this within the district?

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: <input type="checkbox"/> District <input type="checkbox"/> Scholastic
Product Maintenance and Support Plans	Product Maintenance and Support Plans provide ongoing technical support, software upgrades, and online teaching resources.	<input type="checkbox"/> Basic <input type="checkbox"/> Premium
Ensure adequate training for technical staff.	Technical staff should receive Scholastic Certified Technical Training to support the implementation.	Certified Technical Training? <input type="checkbox"/> Yes <input type="checkbox"/> No
Targeting		
Identify students for programs.	Scholastic can assist.	Need Scholastic Assistance? <input type="checkbox"/> Yes <input type="checkbox"/> No
Set entrance and exit criteria for the instructional programs.	Entrance and exit criteria for Scholastic 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 & Staff		
Determine the number of teachers.	Scholastic can assist with this activity.	# of Teachers Needed: _____
Identify teachers.	Best practices for identifying teachers include ability to model classroom strategies, a desire for professional growth, and facility with technology.	Characteristics Desired: _____
Determine how to schedule each program.	Your Scholastic representative can provide details on the guidelines for scheduling other programs.	Scheduling Plan: _____
Training & Setup		
Schedule Leadership Training.	A Scholastic representative can provide details for program leadership training offerings.	Participants: _____ Target Date: _____
Schedule Participant Trainings.	One to two days of program training are included with most Scholastic programs. A Scholastic representative can provide program-specific details.	Participants: _____ Target Date: _____
Consider additional training.	Many districts find additional up-front training days to be highly beneficial.	Additional Professional Development: <input type="checkbox"/> Yes <input type="checkbox"/> No
Arrange for classroom setup.**	A Scholastic program 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: <input type="checkbox"/> District <input type="checkbox"/> Scholastic

* Many Scholastic programs require technology resources. A Scholastic representative can provide program specific details.

** Scholastic programs require a specific classroom setup. A Scholastic representative can provide program specific details.

3. Ongoing, Collaborative Support to Improve Classroom Teaching Practices

Good 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.

Scholastic programs include multiple built-in supports, but the most successful districts develop a long-term plan for incremental in-classroom support in areas such as analyzing assessment software data for intervention grouping and placement, monitoring fidelity of implementation, improving of instructional practices, and using data to differentiate instruction. Building and delivering on this plan can be the responsibility of Scholastic, the district, or a combination of both.



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 instructional coaching visit. Teachers should be measured against a consistent set of metrics, and results are 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 at least one monthly instructional coaching visit. Visits may 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:

Type of Support Visit*	(1) Number of Teachers or Teams	(2) Number of Visits per Teacher/ or Team per Year	(3) Total Number of 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 Coaching†					
Data Interpretation		2		2	
Total number of support days needed for school year (add the totals from the four categories above.)					

* All support can also be provided to groups of eight during plan time, release time, and before and after school.

† Speak with a Scholastic representative for program-specific implementation best practices.



How Can Scholastic Help?

- ✓ Assist in the creation of an implementation plan
- ✓ Provide program management services (fee-based)

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

Once actionable, meaningful goals for 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.

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

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

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:

- Periodic Beginning- and End-of-Module Assessments
- Ongoing daily, weekly, and monthly monitoring of the technology program reports produced by the management system
- An analysis of the Lexile and Quantile scores at least three times per year (beginning, midyear, and end of year)
- A formal quarterly review of implementation effectiveness meant to highlight implementation successes and challenges, and measure implementation success against three key dimensions: Teacher Knowledge, Fidelity to the Instructional Model, and Program Usage

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

Scholastic recommends the following meeting schedule:

- Monthly • Implementation Check-In Meetings
- Quarterly • Formal Implementation Review Meetings
- Biannual • Student Gains Analyses

Key Action Steps and Planning Guidelines

Measuring Success

1. What is your overall success metric? _____
2. What progress-monitoring metrics will you use to determine if you are on track?

3. Who will be responsible for collecting and analyzing these metrics?

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 Scholastic classroom. Create quarterly Implementation Effectiveness Reports with actionable recommendations. Scholastic can create these reports.	Superintendent and senior leadership team			
Biannual formal analyses of student improvement data	At least twice per year, conduct a Student Gains Analysis to determine growth as measured by Scholastic assessment software. Scholastic can create these reports.	Superintendent and senior leadership team			

5. Defined Capacity-Building Plan for Long-Term Improvement

The most successful improvement programs build on a foundation of sustained support that expands internal resources to ensure ongoing effective instruction. Scholastic Achievement Partners, provides ongoing professional development for all team members—instructional coaches, leaders, and coordinators who will be implementing the programs—on how to build and maintain a community, monitor fidelity to the instructional models, analyze school or district data, support classroom teachers, and instill best practices of instruction in every teacher.

District implementation plans should include a strategy for support and professional development that extends beyond year one of an implementation. Scholastic educational consultants can deliver customized professional development and in-classroom support services to help administrators and instructional coaches strengthen their expertise, support their teachers, and build local capacity for supporting program implementation.



Key Action Steps and Planning Guidelines

Implementation Plan

1. What do you want to accomplish with your implementation efforts within three years?

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

Meeting	Planning Guidelines	Planning Details	Target Date of Completion
Schedule Leadership Trainings for coaches, leaders, and/or coordinators implementing the program.	Training can be customized to meet the needs of new team members or experienced staff who want to take support to the next level.	Training Desired: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Schedule program 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 <i>in addition to</i> the five-day training.	Training Desired: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Enroll all teachers in online Scholastic U courses via Nextpert.	Teachers should participate in online professional development to support students throughout the instructional day. Seventeen additional courses are available. Your Scholastic representative can provide more details.	Number of Additional Enrollments Desired: _____ _____ _____	
Schedule In-Person Seminars.	Teachers should receive customized training through program seminars, scheduled bimonthly. Many seminars are available. Your Scholastic representative can provide more details.	Seminars Desired: 1) _____ 2) _____ 3) _____	

Implementation Fidelity Research

Inspired by Dr. Dean Fixsen's work in Implementation Science, Scholastic Achievement Partners' MAP consists of Five Key Success Factors that focus on fidelity to the implementation of evidence-based educational programs in order to maximize student results.

As Dr. Fixsen's research demonstrates, for a program to achieve its desired impact, fidelity to the implementation is critical, albeit challenging. While significant progress in the science of developing and executing evidence-based programs has taken place in the human services fields, much work remains in the science of implementing these programs with fidelity (Fixsen, Naoom, Blase, Friedman, & Wallace, 2005) as "the best data available suggest that about 80% of innovations or evidence-based practices reach Full Implementation and that process requires about 3 years" (Fixsen, Blase, Timbers, & Wolf, 2001 in Fixsen, 2012).

Given the challenge of implementation fidelity, Dr. Fixsen proposes three components of Implementation Science that must be integrated in order to ensure successful program implementation: 1) Competency; 2) Organization; and 3) Leadership (see Figure 1).

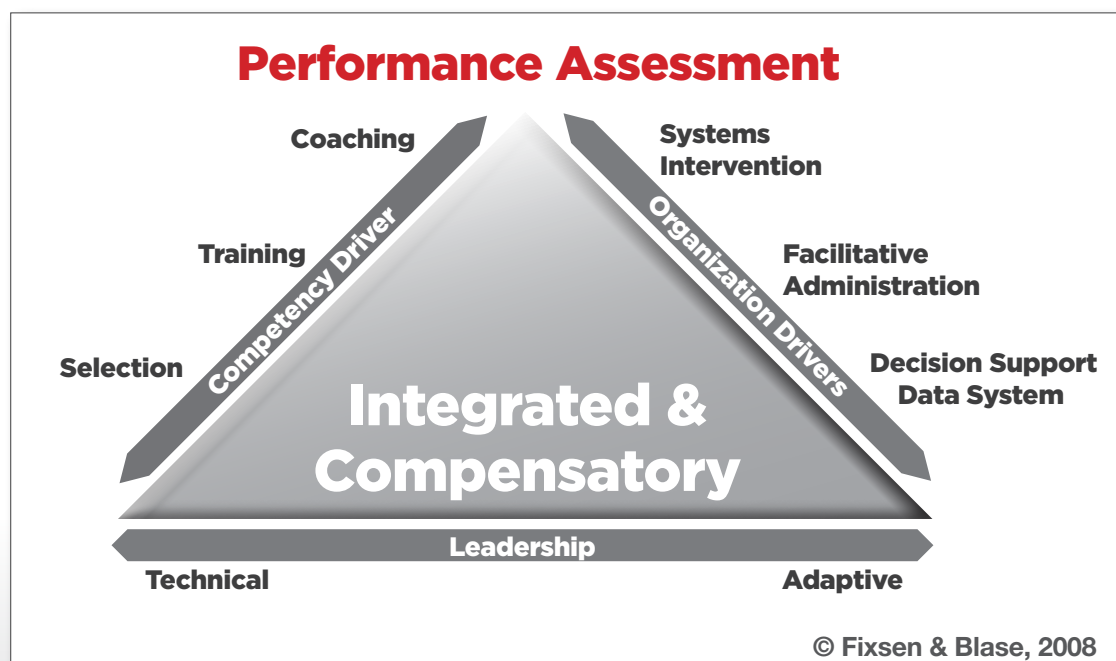


Figure 1

Competency Drivers are involved in selecting, training, and coaching teachers and staff in how to implement the core components of a program fully and faithfully; Organization Drivers, such as the superintendent, senior leaders, and school administrators, participate by showing full commitment to the program implementation; and Leadership holds the triangle together by supporting the logistical, administrative, personnel and funding factors, as well as by taking action when needed to respond to external influences that might threaten program implementation.

Fixsen and Blase's Three-Pronged Approach to Implementation Science

When each of these interlocking components—Competency, Organization, and Leadership—are working together efficiently and effectively, sustainability is critical to ensure that the program will remain faithfully implemented in future years. Following the Five Key Success Factors in Scholastic's MAP will help you do just that. For instance, Principles 1 and 2 will help you develop a plan that gets your Competency Drivers in place, and Principles 3, 4, and 5 will enable you to establish your Organization Drivers and ensure that your Leadership is able to keep everything running smoothly over time.

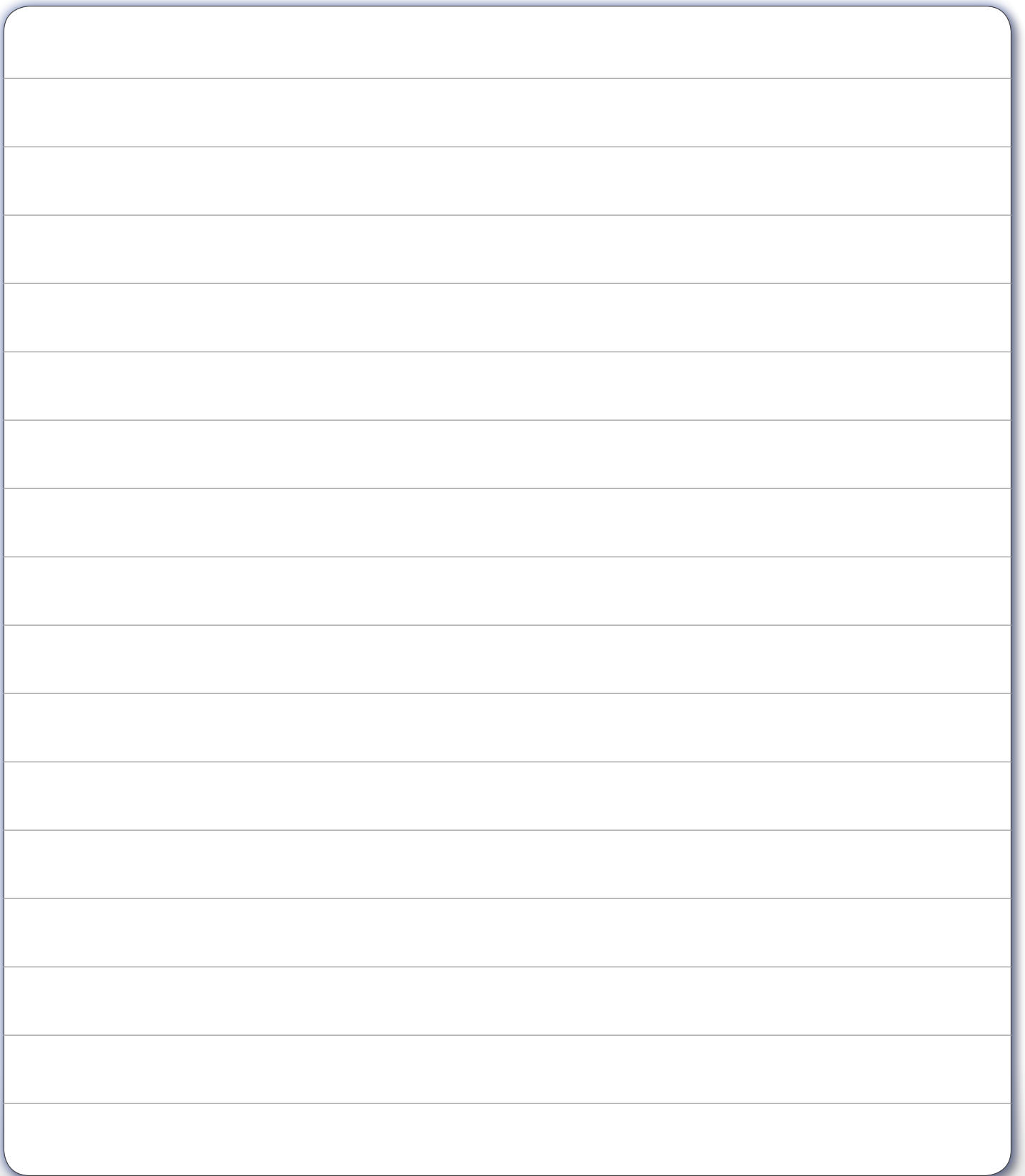
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• Notes

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Notes

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This workbook is designed to facilitate a discussion between Scholastic Achievement Partners and your district leadership team to establish comprehensive program implementation and sustainability plans that result in ongoing improvements in student outcomes. We invite you to spend a few minutes with your Scholastic Account Executive and your Implementation Manager to put a plan in place that works for your district.

• For more information call 1-800-387-1437 or contact a Scholastic Regional Office

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