



Engaging in Continuous Improvement with eProve Strategies

Date: September 5, 2019

Presenter: Andre L. Harrison

Email: andre.harrison@cognia.org

Cell: 334-322-2666



Learning Targets

1. Define Continuous Improvement
2. Understand the Cognia Improvement Network's Continuous Improvement System (CIS)
3. Review deep yet simplified continuous improvement process.
2. Examine and utilize the inFocus Strategic Thinking and Improvement Planning Process.
3. Review knowledge of the Envisioning, Planning, Implementing, and Evaluating Phases.
4. Utilize the eProve™ strategies tool to support its transition within Alabama schools for 2019-2020 school year.

Anticipation Guide Activity



100 Years Ago... Now... 100 Years from Now



What Do You Think?

- Do classrooms today look like they did 100 years ago? All...Some...Few?
- Do you think the basic fundamentals we've always used in education just need to be executed better?
- Is technology being utilized effectively in today's classrooms?

Why Engage in Continuous Improvement?

Schools that excel at continuous improvement

- ✓ Demonstrate a commitment to the practice
- ✓ Adopt a research-based framework
- ✓ Take a holistic approach spanning academic and non-academic measures
- ✓ Implement a balanced assessment system
- ✓ Examine the whole learning environment, beyond the curriculum
- ✓ Use data to define strategies and priorities
- ✓ Embed measurement science in the improvement process
- ✓ Bring in community voices



Continuous Improvement???



“I want you to find a bold and innovative way to do everything exactly the same way we’ve done it for 25 years...”

Event or Journey?



Continuous
improvement is a
journey!

Why do we treat it as
an **event**?

**Every institution,
regardless of where
they are today,
can be better tomorrow.**

Congnia Continuous Improvement System



CONTINUOUS IMPROVEMENT SYSTEM

- Imagine the possibilities
- Communicate with Stakeholder
- Plot the Journey
- Initiate the Journey
- Build on Momentum and Capacity
- Reflect to evaluate and adjust



ALABAMA CONFERENCE

October 1-2, 2019

*Frazer Memorial
United Methodist Church
Montgomery, Alabama*

<http://www.cvent.com/d/qyq3n8>

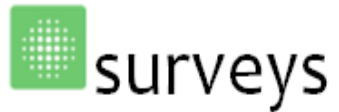


Cognia Tools to Support Continuous Improvement

• Use/Reporting

ALSDE

Cognia



Coming soon:

analytics

assessments

X

X

X

X

X

X

X

X

X

eProve™ Users Roles and Permissions

e|Prove eleot

- Observer
- Instructor
- Admin

e|Prove workspace

- Team Lead
- Team Member
- Reviewer
- Contributor

e|Prove strategies

- Viewer
- Editor
- Admin

e|Prove surveys

- Viewer
- Editor
- Administrator

e|Prove diagnostics

- User
- Administrator

* PII access available

Cognia eProve™ Strategies supports your Continuous Improvement Journey...



A quick summary...

Envisioning



Determine Current Reality



Explore The Future



Synthesize Results

Planning



Create Objectives and Critical Initiatives



Identify Outcomes and Key Measures



Develop Strategy Map



Develop Annual Plan

Implementing



Design Implementation Plan



Assign and Communicate Responsibilities



Enact and Monitor Progress

Evaluating



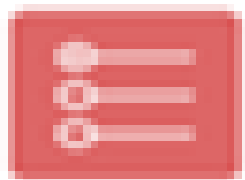
Determine Impact of Critical Initiatives




Judge Success of Annual Plan




Address Implications for Future Work





eProve™ Strategies

 strategies

Logged in as **RachaelHavey** [Logout](#)
Improvement Services





 My Plans

 Manage Users

 Resources

 strategies

Resources

The inFocus Guide	
Frequently Asked Questions	
Glossary	
Tagging Explained	



inFocus:
A Guide for
Strategic Thinking
and Improvement
Planning



ENVISIONING PHASE

PLANNING PHASE

IMPLEMENTING PHASE

EVALUATING PHASE

www.advanc-ed.org

https://padlet.com/andrel_harrison1970/StrategicThinkingResourcesAlabamaSchools

Guiding Principles

- Move to strategic thinking
- Engage in futures thinking
- Align to the Cognia continuous improvement system
- Use a theory of action to continuously evaluate



continuous
improvement



Cognia definition of continuous improvement

“Continuous improvement is an ***embedded*** behavior within the ***culture*** of a school that ***constantly*** focuses on the conditions, processes, and practices that will ***improve teaching and learning.***”

~ Mark A. Elgart, ED.D.





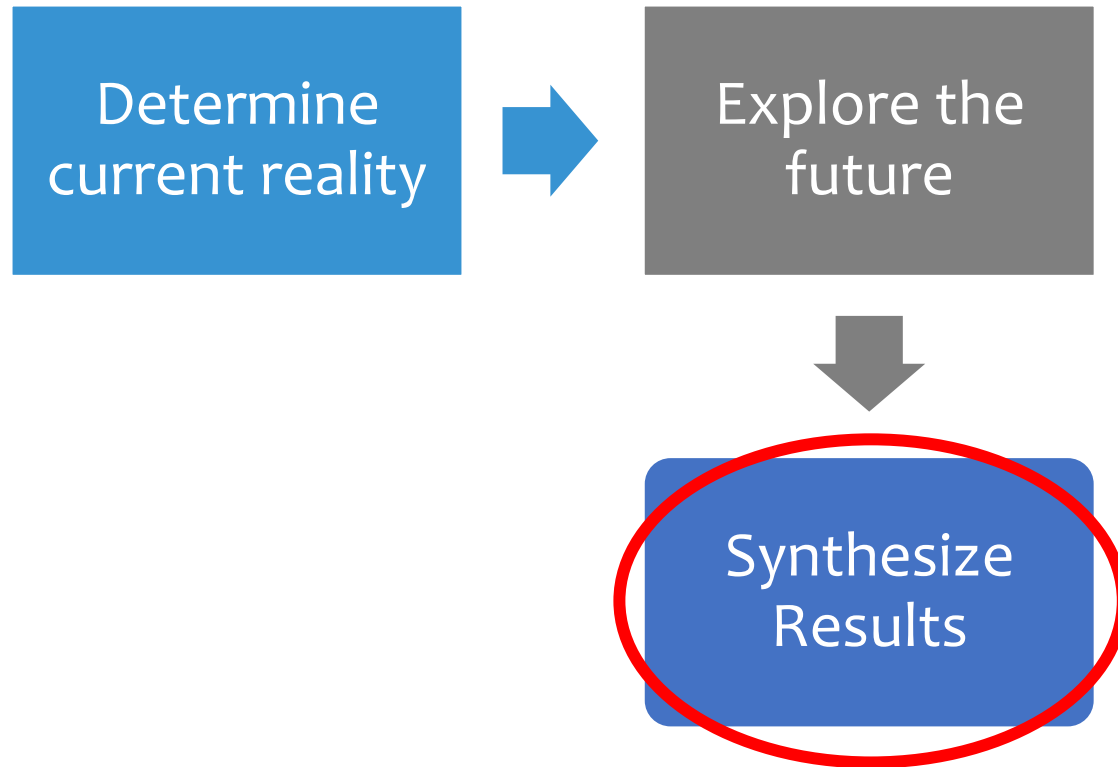
ENVISIONING PHASE

PLANNING PHASE

IMPLEMENTING PHASE

EVALUATING PHASE

Phase 1: Envisioning



- Understand reality from three perspectives
- ‘See’ what lies ahead
- Determine priorities/strategic themes
- Ensure alignment

Determine the Current Reality

Information that Matters Template (pages 19-21)

THE LEARNER	THE INSTITUTION	THE COMMUNITY
<p>Ask questions like: What did we learn from a review of the ...</p> <ul style="list-style-type: none">• Learner achievement data?• Learner perceptions?• Learner behaviors? <p>What is obvious for each?</p>	<p>Ask questions like: What did we learn from a review of the ...</p> <ul style="list-style-type: none">• Institution profile data?• Stakeholder perceptions?• Institution generated information? <p>What is obvious for each?</p>	<p>Ask questions like: What did we learn from a review of the ...</p> <ul style="list-style-type: none">• Community profile data?• Community partnership/volunteer data? <p>What is obvious for each?</p>

SCHOOLS/SYSTEMS CURRENTLY....

What is the current reality of your school or system?

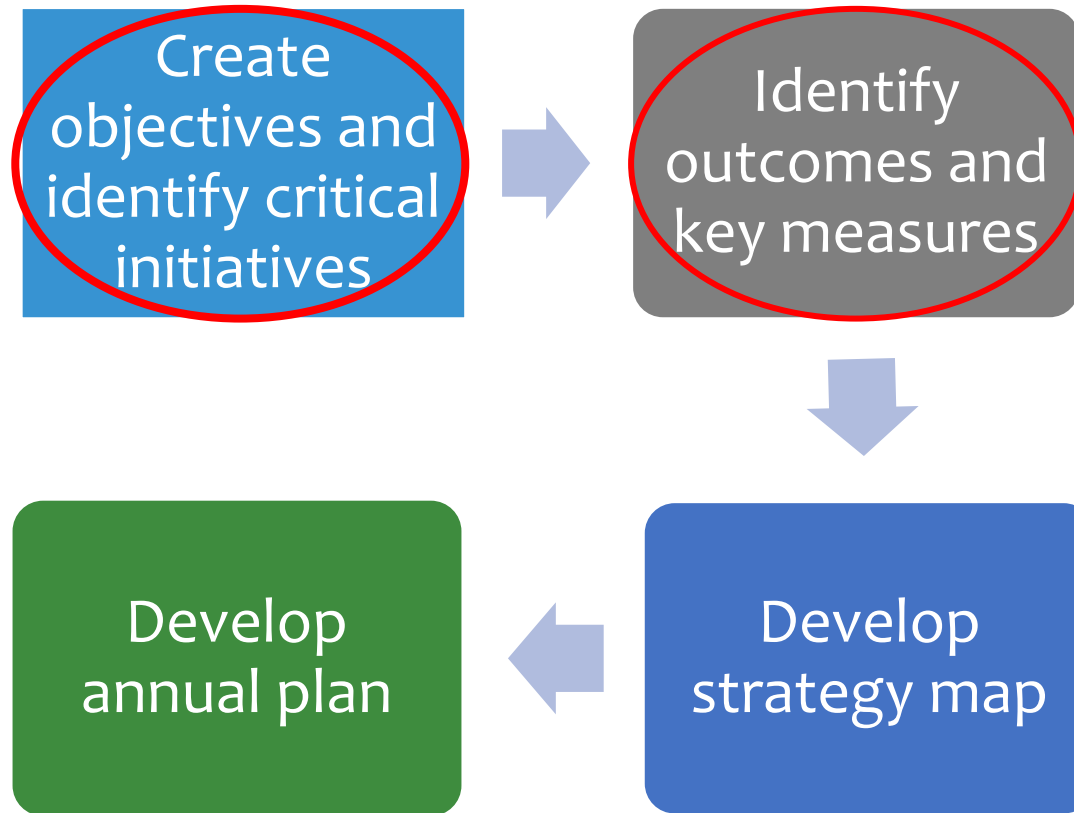
STRENGTHS

CHALLENGES



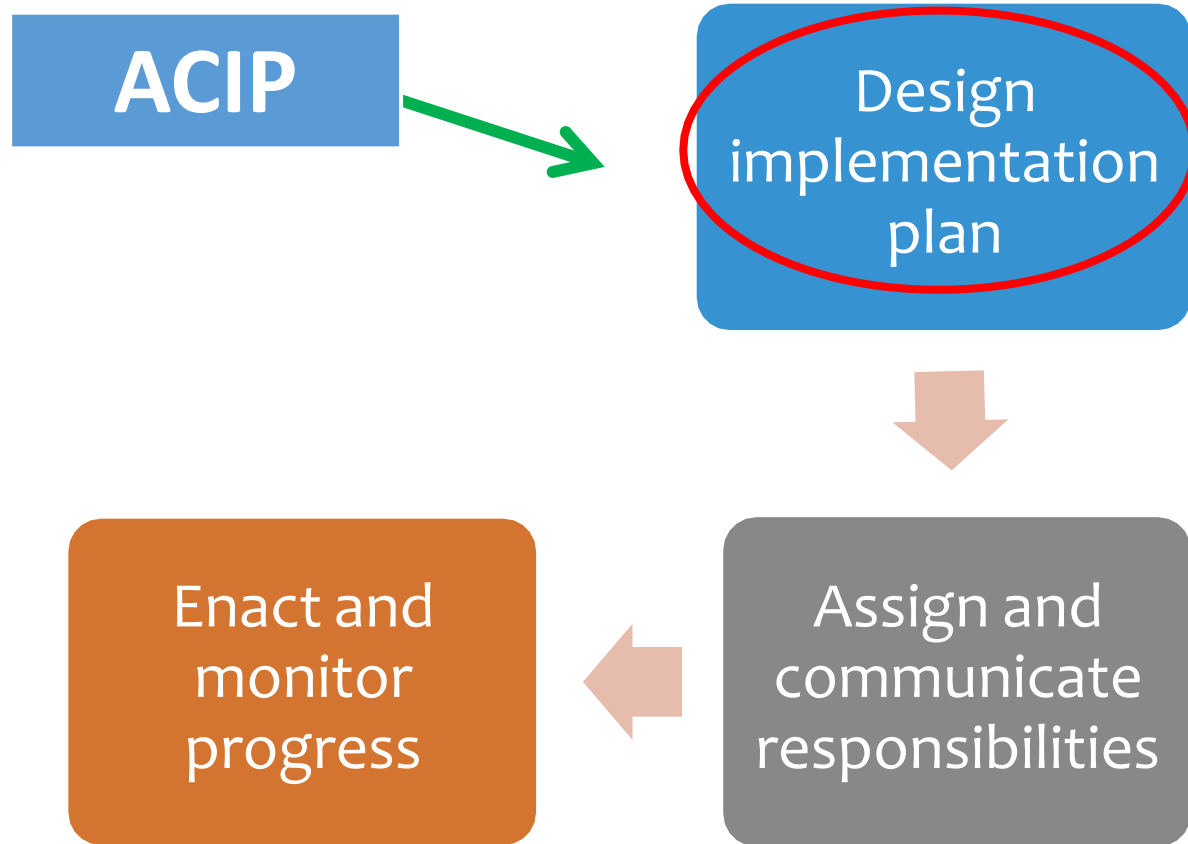
How do you know?

Phase 2: Planning



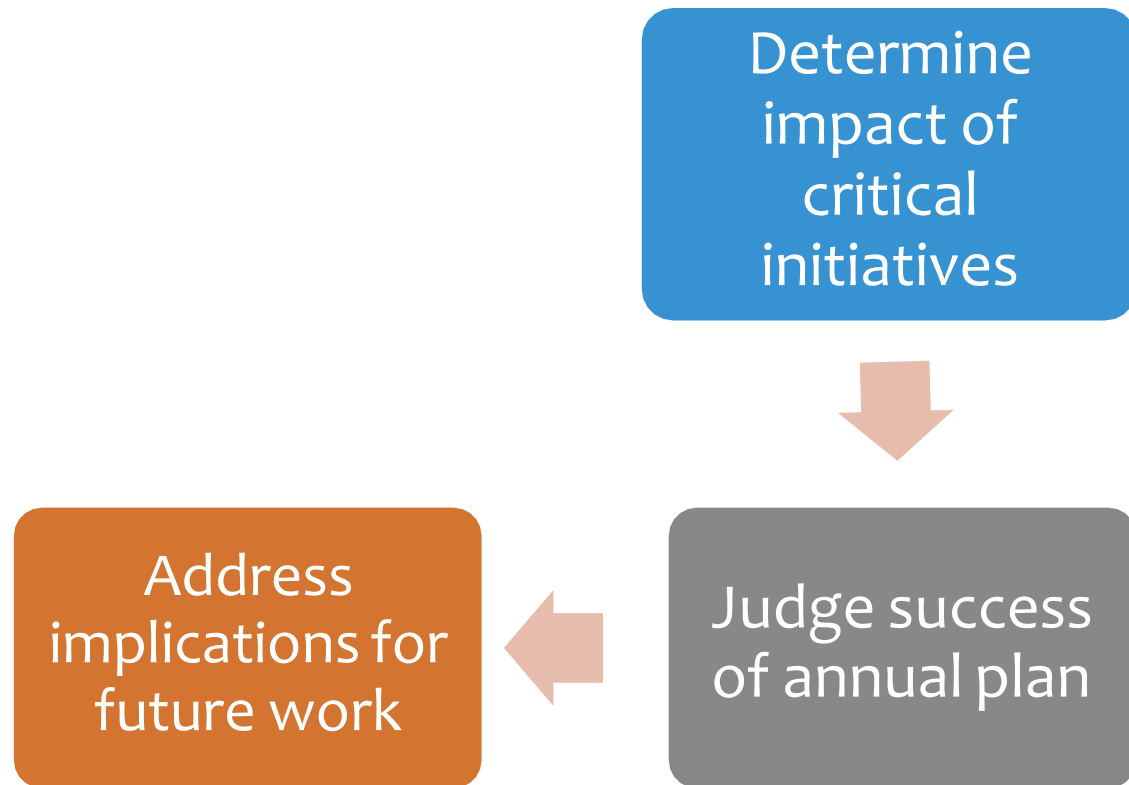
- Turn priorities into objectives
- Determine critical initiatives
- Determine anticipated results
- Create visual representation of long-term direction
- Prioritize focus for coming year
- Develop annual improvement plan

Phase 3: Implementing

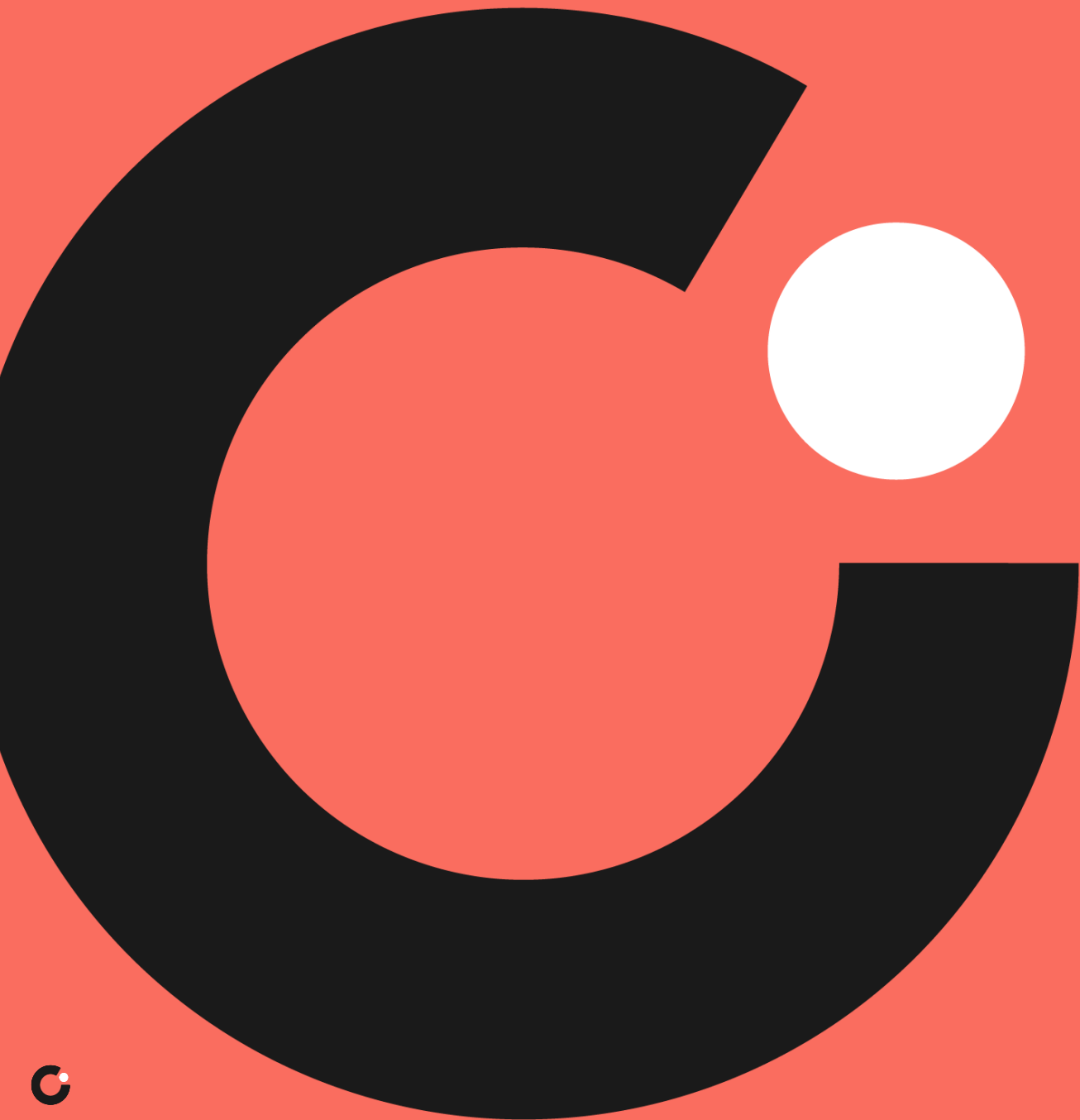


- Make actionable activities, timelines, measures
- Determine who is responsible
- Decide on targets
- Conduct progress monitoring, make adjustments
- Keep stakeholders informed, involved

Phase 4: Evaluating

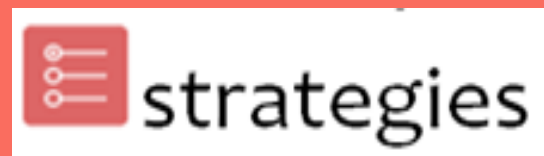


- Determine results
- Verify implementation fidelity
- Describe findings
- Make informed decisions

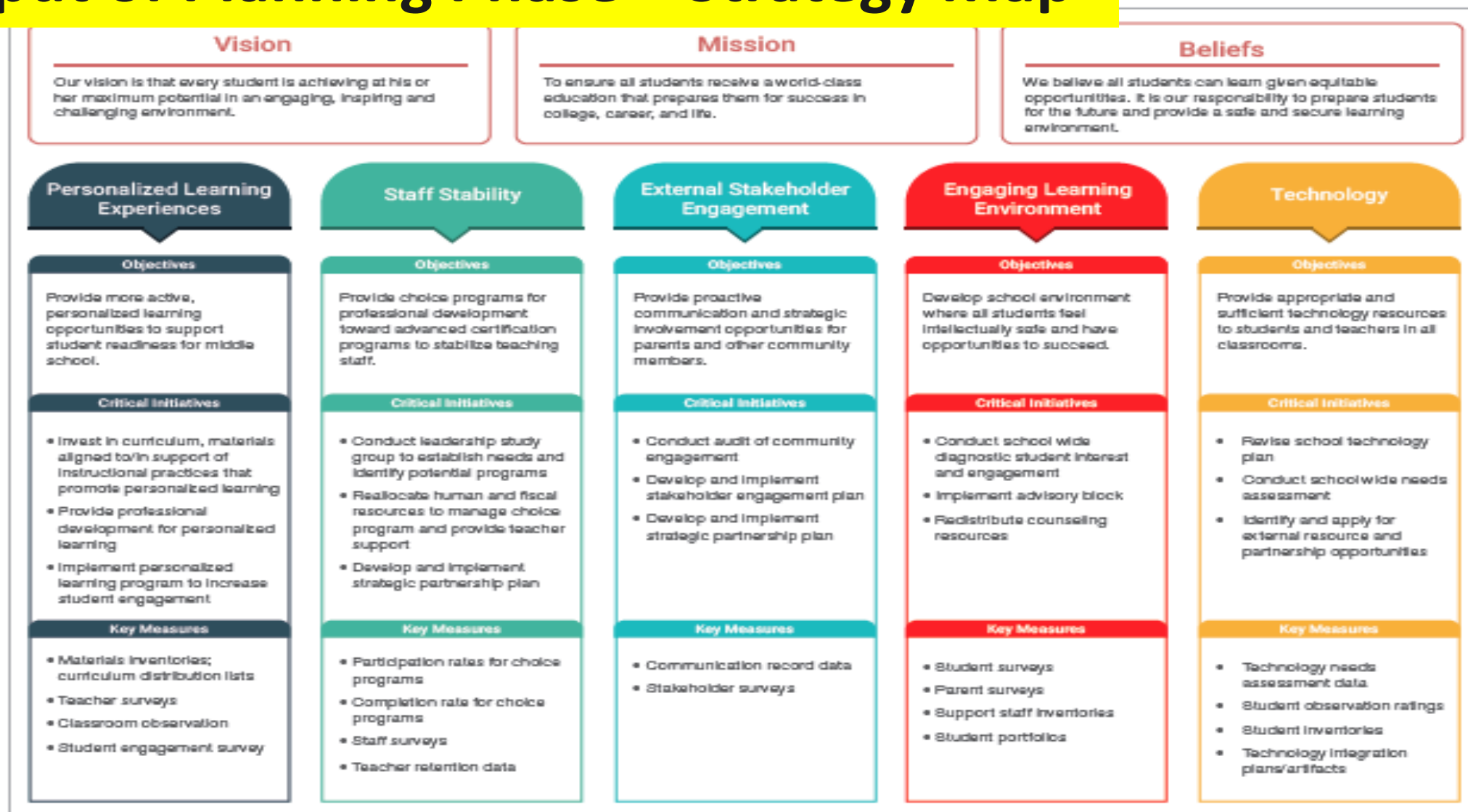


Cognia eProve™ Strategies

OUTPUTS



Output of Planning Phase – Strategy Map



Source: Template Image from Advanced eProve strategies application, 2018.

Output of Planning Phase – Annual Improvement Plan

08/01/2018 - 06/03/2019

Personalization

Objective

Provide more active, personalized learning opportunities to support student readiness

Critical Initiative

Invest in curriculum, materials aligned to/in support of instructional practices that promote personalized learning

Start Date: 08/01/2018

End Date: 05/31/2019

Key Measures

Material inventories; curriculum distribution list

Classroom walkthrough data

Critical Initiative

Provide professional development for personalized learning

Start Date: 08/01/2018

End Date: 05/31/2019

Key Measures

Teacher Survey

Classroom observation; teacher evaluation

Output of Implementing Phase – Annual Implementation Plan

08/01/2018 - 05/31/2019

Personalization

Critical Initiative

Provide professional development for personalized learning

Objective: Provide more active, personalized learning opportunities to support student readiness

Activity

Collect data regarding teachers' current knowledge

Person responsible: coaches and leadership team

Launch Date: 07/25/2018

Required Resources:

Financial Resource: \$0.00

Other Resource: staff surveys

Activity Measure(s)

Benchmark(s)

Classroom observations, Teacher self-assessment surveys. Professional learning credits (PLC) minutes

Benchmark:

Target Date:



Activity – where are you?

1. No Clue/Not Started
2. Working on it
3. DONE!

Envisioning	Planning
Implementing	Evaluating

Guidelines for Vision, Mission, and Beliefs (page 30)

GUIDING PRINCIPLE	DESCRIPTION	BEST PRACTICES
Vision statement	Communicates the <u>future</u> the institution strives to achieve	Use inspiring words that are clear to anyone; keep statement to less than <u>30 words</u> ; use future tense - <u>120 Characters</u>
Mission statement	Communicates <u>why</u> the institution exists	Use words that are clear to anyone; write concise statements; keep statement to less than <u>30 words</u> ; use present tense - <u>120 Characters</u>
Beliefs	Communicates what the institution holds as its fundamental criteria guiding all decisions and actions; what the institution knows to be true	Use words that align with the mission and vision statements; can be stated as bulleted items; keep the list of beliefs succinct so they are easily remembered - <u>300 Characters</u>

We should **NEVER** give up
the **opportunity** to say
something **great** about
our schools.



Compliance Monitoring

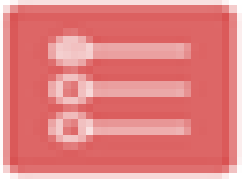


Why Compliance Monitoring

- Provides an easy and consistent way to provide evidence of practice and outcomes aligned to state and federal legislation
- Connects your identified practices with actions for continuous improvement
- Merges process and documentation tools

Roles and Responsibilities

State	Institutions (Districts)	Review Team
Oversees the development and management of compliance monitoring assurances	Conducts self-assessment and provides evidence to support compliance monitoring	Reviews the district/institution self-assessment and evidences
Builds criteria for selecting district/institution and schedules reviews	Makes available the completed self-assessment for the review team	Completes review team assessment and creates findings for compliance monitoring review
Reviews reports on the outcome of the review and outlines areas for continuous improvement	Provides additional evidence and supportive feedback in communication with review team	Provides ongoing feedback and monitors district/institution responses



eProve™ Strategies

Plans

 Plans

All (3)



District

Strategies

3

Total:

3



e|Prove strategies

Go to strategies

Logged in as

[Logout](#)**AbhaShah**

Kentucky Department of
Education (KDE)
Frankfort, Kentucky

**My Plans****Manage Users****Resources**

App Version 1.0.0.4

9

advanc-ed.org

©2018 AdvancED

[AdvancED Terms and Conditions](#)

My Plans

Name	Institution	Creator	Last Modified	Start Date	End D
ADS Test	Kentucky Department of Education (KDE) Frankfort, Kentucky	Abha Shah Kentucky Department of Education (KDE)	08/28/2018		
New Day Middle School	Kentucky Department of Education (KDE) Frankfort, Kentucky	Vicki Denmark Kentucky Department of Education (KDE)	08/27/2018	08/06/2018	04/26/2019
Test	Kentucky Department of Education (KDE) Frankfort, Kentucky	Linda Erzah Kentucky Department of Education (KDE)	08/06/2018	07/01/2018	09/08/2018
Julia FC Schools	Kentucky Department of Education (KDE) Frankfort, Kentucky	Julia Rawlings Kentucky Department of Education (KDE)	08/06/2018	08/06/2018	08/31/2018

My Plans

[New Plan](#)

Name	Institution	Creator	Last Modified	Start Date	End Date	Status
ADS Test	Kentucky Department of Education (KDE) <i>Frankfort, Kentucky</i>	Abha Shah <i>Kentucky Department of Education (KDE)</i>	08/28/2018			<div><div></div></div> ⋮
New Day Middle School	Kentucky Department of Education (KDE) <i>Frankfort, Kentucky</i>	Vicki Denmark <i>Kentucky Department of Education (KDE)</i>	08/27/2018	08/06/2018	04/26/2019	<div><div></div></div> ⋮
Test	Kentucky Department of Education (KDE) <i>Frankfort, Kentucky</i>	Linda Erzah <i>Kentucky Department of Education (KDE)</i>	08/06/2018	07/01/2018	09/08/2018	<div><div></div></div> ⋮
Julia FC Schools	Kentucky Department of Education (KDE) <i>Frankfort, Kentucky</i>	Julia Rawlings <i>Kentucky Department of Education (KDE)</i>	08/06/2018	08/06/2018	08/31/2018	<div><div></div></div> ⋮



Manage Users

Name	Institution
Sharma Aitken sharma.aitken2@education.ky.gov	Kentucky Department of Education (KDE)
Jennifer Baker jennifer.baker@education.ky.gov	Kentucky Department of Education (KDE)
Jamee Barton jamee.barton@education.ky.gov	Kentucky Department of Education (KDE)
Christina Benassi christina.benassi@education.ky.gov	Kentucky Department of Education (KDE)
Kathryn Collins kathryn.collins@education.ky.gov	Kentucky Department of Education (KDE)
Matthew Courtney matthew.courtney@education.ky.gov	Kentucky Department of Education (KDE)
Ashlie Cox ashlie.cox@education.ky.gov	Kentucky Department of Education (KDE)
Donna Deal donna.deal@education.ky.gov	Kentucky Department of Education (KDE)
Linda Erzah lerzah@advanc-ed.org	Kentucky Department of Education (KDE)

Add User

Email

Role

Select role ▼

Viewer

Editor

Admin

email to user.

Cancel

Save

SENDING ACIP TO EPROVE WORKSPACE...

Share output(s)

Select the output(s) to share

☐ Select all

☒ **Strategy Map**

Show All Strategic Themes On One Page

☐ Annual Improvement Plan(s)

Start Date End Date

☐ Annual Implementation Plan(s)

Start Date End Date

☐ Theory of Action

Select Critical Initiative(s)

Select one or more formats

☒ PDF ☒ Word

Cancel Next

Beliefs

ve all students can learn given
able opportunities. It is our
ties to prepare for the future and
e a safe and secure learning
environment.



My Plans

Name	Institution	Creator	Last Modified
ADS Test	Kentucky Department of Education (KDE) <i>Frankfort, Kentucky</i>	Abha Shah <i>Kentucky Department of Education (KDE)</i>	08/28/2018
New Day Middle School	Kentucky Department of Education (KDE) <i>Frankfort, Kentucky</i>	Vicki Denmark <i>Kentucky Department of Education (KDE)</i>	08/27/2018
Test	Kentucky Department of Education (KDE) <i>Frankfort, Kentucky</i>	Linda Erzah <i>Kentucky Department of Education (KDE)</i>	08/06/2018
Julia FC Schools	Kentucky Department of Education (KDE) <i>Frankfort, Kentucky</i>	Julia Rawlings <i>Kentucky Department of Education (KDE)</i>	08/06/2018

New Plan

Name

Remaining: 80

Select Target Dates



Cancel

Save



New Day Middle School
8/6/18 - 4/26/19

Envisioning

Determine Current Reality

Explore The Future

Synthesize Results

Planning

Create Objectives and Critical Initiatives

Identify Outcomes and Key Measures

Develop Strategy Map

Develop Annual Plan

Implementing

Design Implementation Plan

In this Envisioning subphase, the institution determines its Priorities and Strategic Themes and ensures there is alignment with its Vision, Mission and Beliefs.

Download the guide to learn about the

1. Institution's Vision:

To guide all learners toward their f

2. Institution's Mission:

To build a community of lifetime learn

3. Institution's Beliefs:

- We believe teachers can chang
- We believe learning is a lifelong
- We believe learning can lead to

Priority Statement

Implementing personalized learnin
achievement.

Test

Edit Priority Statement

Priority Statement

Implementing personalized learning instruction can improve student readiness for middle school.

Remaining: 105

Strategic Theme

Personalization

Remaining: 10

Select a Tag

Impact of Instruction

Cancel

Save

Is your work completed?

Yes

Add New

Actions



Next



Explore The Future



Synthesize Results

Planning

Create Objectives
and Critical InitiativesIdentify Outcomes
and Key MeasuresDevelop Strategy
Map

Develop Annual Plan

Implementing



Objective

Provide more active, personalized learning opportunities to support

Critical Initiative

Invest in curriculum, materials aligned to/in support of instru

Critical Initiative

Provide professional development for personalized learning

Critical Initiative

Implement personalized learning program to increase studer

Objective

Provide proactive communication and strategic involvement opportunities for family/community members

Critical Initiative

Edit Objective

Personalization ▾

Objective

Provide more active, personalized learning opportunities to support
student readiness

Remaining: 14

Select a Tag

Impact of Instruction ▾

Personalization

ative



Stakeholder Engagement



Add Critical Initiative



Explore The Future



Synthesize Results

Planning

Create Objectives
and Critical InitiativesIdentify Outcomes
and Key MeasuresDevelop Strategy
Map

Develop Annual Plan

Implementing



Personalization

Objective

Provide more active, personalized learning opportunities to support student readiness

Critical Initiative

Invest in curriculum, materials aligned to/in support of instructional practices that promote personalized learning

Intended Outcome(s)

Add Intended Outcome

Teachers will have resources
necessary to implement active
reading strategies with fidelity

Key Measure(s)

Add Key Measure

Material inventories; curriculum
distribution list

Classroom walkthrough data



Critical Initiative

Provide professional development for personalized learning

Intended Outcome(s)

Add Intended Outcome

All staff will gain knowledge
necessary to transition into
personalized learning
instruction

Key Measure(s)

Add Key Measure

Teacher Survey



Classroom observation; teacher





- Create Objectives and Critical Initiatives
- Identify Outcomes and Key Measures
- Develop Strategy Map
- Develop Annual Plan

Implementing

- Design Implementation Plan
- Assign and Communicate Responsibilities
- Enact and Monitor Progress

Evaluating

- Determine Impact of Critical Initiatives
- Judge Success of Annual Plan
- Address Implications for Future Work

Strategy Map

Annual Improvement Plan

Annual Implementation Plan

Theory of Action

Vision

Every student is achieving at his or her maximum potential in an engaging, inspiring, and challenging environment.

Mission

To ensure all students receive a world-class education that prepares them for success in college, career and life.

Beliefs

We believe all students can learn given equitable opportunities. It is our responsibilities to prepare for the future and provide a safe and secure learning environment.

Personalization

Stakeholder Engagement

Objectives

- Provide more active, personalized learning opportunities to support...

Critical Initiatives

- Invest in curriculum, materials aligned to/in support of instructio...
- Provide professional development for personalized learning
- Implement personalized learning program to increase student engagem...

Key Measures

- Material inventories; curriculum distribution list
- Classroom walkthrough data
- Teacher Survey
- Classroom observation; teacher evaluation
- Student engagement survey; classroom observations
- Student performance on readiness benchmarks

Objectives

- Provide proactive communication and strategic involvement opportuni...

Critical Initiatives

- Conduct audit of community engagement
- Implement advisory block
- Redistribute counseling resources

Key Measures

Annual Improvement Plan Template (page 46)

INSTITUTION NAME:		TERM:
Strategic Theme 1	Objective 1:	Key Measures:
	Critical Initiatives:	
Strategic Theme 2	Objective 2:	Key Measures:
	Critical Initiatives:	
Strategic Theme 3	Objective 3:	Key Measures:
	Critical Initiatives:	



Annual Improvement Plan Tips

- Refer to the Strategy Map
- Select the focus for one year
- Ensure you have a vision for the order of priorities (long term order)
- Know this order can change...data will drive the order



☒ Identify Outcomes and Key Measures

☒ Develop Strategy Map

☒ Develop Annual Plan

Implementing



☐ Design Implementation Plan

☒ Assign and Communicate Responsibilities

☐ Enact and Monitor Progress

Evaluating



☐ Determine Impact of Critical Initiatives

Critical Initiative

Invest in curriculum, materials aligned to/in support of instructional practices that promote personalized learning

[Add Activity](#)

Start Date: 08/01/2018 **End Date:** 05/31/2019

Objective: Provide more active, personalized learning opportunities to support student readiness

Critical Initiative

Provide professional development for personalized learning

[Add Activity](#)

Start Date: 08/01/2018 **End Date:** 05/31/2019

Objective: Provide more active, personalized learning opportunities to support student readiness

Stakeholder Engagement

Critical Initiative

Conduct audit of community engagement

[Add Activity](#)

Start Date: 08/01/2018 **End Date:** 05/31/2019

Objective: Provide proactive communication and strategic involvement opportunities for family/community members

Critical Initiative

Redistribute counseling resources

[Add Activity](#)



Identify Outcomes
and Key Measures



Develop Strategy
Map



Develop Annual Plan

Implementing



Design
Implementation Plan



Assign and
Communicate
Responsibilities



Enact and Monitor
Progress

Evaluating



Determine Impact of
Critical Initiatives

Critical Initiative

Invest in curriculum, materials aligned to/in support of instructional practices that promote personalized learning

Objective: Provide more active, personalized learning opportunities to support student readiness

☒ Enable Tracking

Select ▾

On Track

Lagging

At Risk

Critical Initiative

Provide professional development for personalized learning

Objective: Provide more active, personalized learning opportunities to support student readiness

☐ Enable Tracking

Select ▾

Stakeholder Engagement

Critical Initiative

Conduct audit of community engagement

Objective: Provide proactive communication and strategic involvement opportunities for family/community members

☐ Enable Tracking

Select ▾

Critical Initiative

Redistribute counseling resources

☐ Enable Tracking

Select ▾



Identify Outcomes and Key Measures

Develop Strategy Map

Develop Annual Plan

Implementing

Design Implementation Plan

Assign and Communicate Responsibilities

Enact and Monitor Progress

Evaluating

Determine Impact of Critical Initiatives

Judge Success of Annual Plan

Address Implications for Future Work

Output

Strategy Map

Annual Improvement Plan

Annual Implementation Plan

Theory of Action



Select Critical Initiative

Invest in curriculum, materials aligned ▾

Mission

To ensure all students receive a world-class education that prepares them for success in college, career and life.

Resources

Critical Initiatives

Invest in curriculum, materials aligned to/in support of instructional practices that promote personalized learning

Key Measures

- Material inventories; curriculum distribution list
- Classroom walkthrough data

Intended Outcome(s)

- Teachers will have resources necessary to implement active reading strategies with fidelity

Objectives

Provide more active, personalized learning opportunities to support student readiness

Vision

Every student is achieving at his or her maximum potential in an engaging, inspiring, and challenging environment.

Back to Evaluating



Implementing

Design
Implementation PlanAssign and
Communicate
ResponsibilitiesEnact and Monitor
Progress

Evaluating

Determine Impact of
Critical InitiativesJudge Success of
Annual PlanAddress Implications
for Future Work

Understanding the progress of the Annual Improvement Plan should inform decision-making for the future. You can document the findings in a narrative format in the space provided below. This information will remain here, but you might want to save it in another format for future use. You also can upload documents that help substantiate your findings.

Download the guide to learn more about evaluating the success of the Annual Improvement Plan.

[View Theory of Action](#)

Use the space below to document your findings.

Enter findings here

Upload documents.

[Upload Files](#)

File Name	Description	Actions
No Attachments Added		

←

strategies

Strategy MapAnnual Improvement PlanAnnual Implementation PlanTheory of Action

Create Objectives

strategies

Strategy MapAnnual Improvement PlanAnnual Implementation PlanTheory of Action

Select Critical Initiative

Select a Critical Initiative

Personalization

Invest in curriculum, materials aligned to/in support of instructional practices that promote p (...)

Personalization

Provide professional development for personalized learning

Personalization

Implement personalized learning program to increase student engagement

Stakeholder Engagement

Conduct audit of community engagement

Critical Initiatives

Key Measures

Intended Outcome(s)

Output

THE REAL VOYAGE OF DISCOVERY
CONSISTS NOT IN SEEKING NEW
LANDSCAPES BUT IN
HAVING NEW EYES.

- MARCEL PROUST



Next Steps

- Identify who will be part of the leadership team working through the Strategic Thinking and Improvement Process
- Determine target completion date for entire process
- Create a timeline for completing phases and subphases
- Utilize the *inFocus Guidebook* in conjunction with eProve™ strategies to complete your work



Creative Leadership **TRANSFORMS** **SCHOOLS!!!**

CALL ME ALABAMA.... 334-322-2666!!!!



Knowledge is Opportunity




For more information contact:

We Know Schools Because We're in Schools

Cognia Improvement Network is a global nonprofit that has the knowledge to help schools improve outcomes for all learners.



A blue-tinted photograph of two female students in a science laboratory. They are both wearing safety goggles and are focused on a task at a lab table. The student on the left is holding a test tube, while the student on the right is holding a small beaker. In the background, other students and lab equipment are visible but out of focus.

Thank you for
joining us in
creating a world of
opportunities for
every learner!