

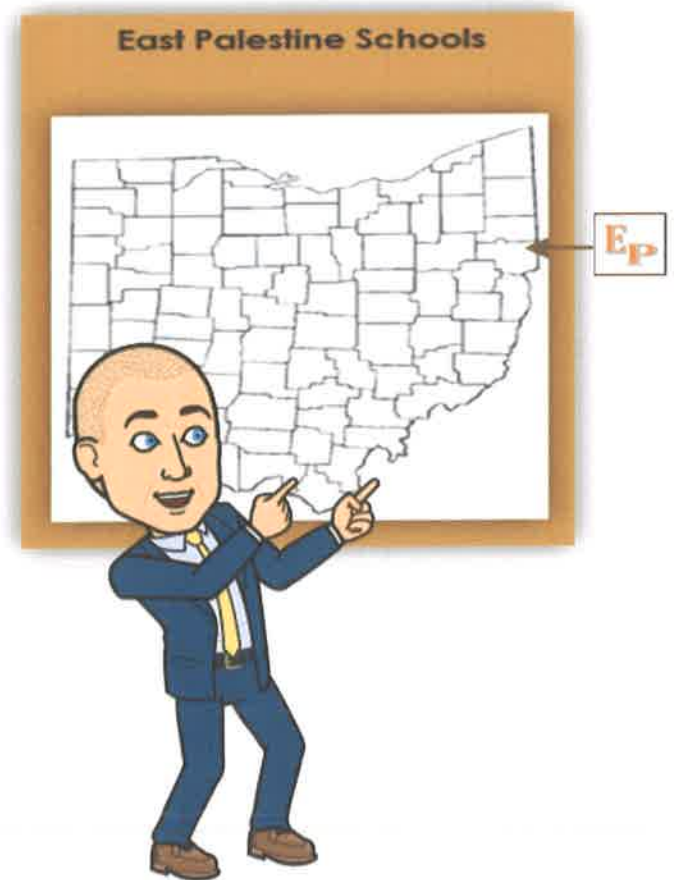
East Palestine Schools

Instructional Leadership to Achieve Better Together

OLAC Action Forum: December 10, 2019



Located in the northeast corner of Columbiana County along the Pennsylvania border, **East Palestine Schools are situated in a campus style setting composed of an elementary, middle, and high school. The school district supports approximately 1,100 students in grades pk-12 and offers a wide variety of programs and student services.**





East Palestine Schools	
Building	Grades
Elementary School	PK - 4
Middle School	5-8
High School	9-12

East Palestine Schools	
Demographics	Population
Students with Disabilities	14.2%
Economically Disadvantaged	57.9%
Attendance Rate	93.2%



The mission of the **East Palestine City School District** is to provide an environment where excellence is expected, and character is nurtured.



Chris Neifer – Superintendent

James Rook – Middle School / High School Principal

Dwayne Pavkovich – Asst. Principal

Dave Kornbau– Asst. Principal

Kim Russo – Elementary School Principal

Carol Vollnogle – Director of Special Ed.

Joe Fuline – Consultant



1

- Communicate

2

- Collaborate

3

- Clarify

4

- Connect

5

- Compartmentalize

1

• Communicate



[Brad Stevens](#)

- 1.) Communicate a personal goal**
- 2.) Communicate a professional goal**
- 3.) Communicate a collaborative goal**
- 4.) Communicate what are you not going to do?**

1

• Communicate



**“My ultimate goal is to help you
achieve your goals.”**

- *James A. Rook*



1

• Communicate

[Purdue Game](#)

“Where there is a gap in communication, negativity will fill it.”

- Jon Gordon



1

• Communicate

Clickers

“Principals, you set the tone for work-life balance in your buildings. When you send that email can change how your teachers feel before they even open it.”


- Dr. Nathan Lang-Raad



1

• Communicate

Communicate Clearly, Simply, & Predictably...



Mr. James Rook
Principal, East Palestine Schools
Week of October 7, 2019
Just so we are all on the same page...

1. The week of Monday, October 7, is **Homecoming Week**. For a list of daily themes [click here](#).

2. The **board of trustees** will hold its monthly meeting on Monday, October 7.

3. I will be out of building for the entire school days of Monday, October 7, and Tuesday, October 8, to attend the annual **OSAA Fall All-Conference** in Columbus. I will be reachable via phone or email; however, for your most urgent needs please contact Mr. Pavlovich, Mr. Cyrus, or Mr. Korschau.

4. Grade 8 students will make their annual trip to the **career center** on Tuesday, October 8. For more information regarding this visit, [click here](#).

5. Information regarding the visit to the **Keene State University College Fair** on Wednesday, October 9, will be provided closer to the date.

6. Grade 12 students will be attending the school day. A list of participating students will be provided closer to the date by Mr. Cyrus.

7. Mr. Neifer will host a **State of the Schools** address for community and staff members on Wednesday, October 9, beginning at 6:00 pm in the high school auditorium.

8. Mr. Neifer will host a **State of the Schools** address for community and staff members on Wednesday, October 9, beginning at 6:00 pm in the high school auditorium.

9. **Fall Parent Teacher Conferences** will take place on Thursday, October 10, beginning at 1:15 pm.

10. Students will be released from school at 12:55 pm. Therefore, we will be following the **Early Release Day** schedule. We will also hold our **grade level** beginning at 11:45 am.

11. Students will be released from school on Friday, October 11, against Southern.

12. There will be **No School** on Friday, October 11, in the middle school gym.

13. The high school football team will take place on Saturday, October 12, in the middle school gym.

14. There will be **No School** on Saturday, October 12, in the middle school gym.

15. The **Homecoming Dance** will take place on Saturday, October 12, in the middle school gym.

16. **Here you will find a list of students who will be testing during the Fall 2019 testing season.**

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East Palestine Middle School
Professional Learning Community Report: October 2019

General Daily Agenda
Monday - Co-Planning
Tuesday - TBT preparation
Wednesday - TBT meeting
Thursday - Discretionary
Friday - Professional Development

Totals		
2017	2018	2019
74.0%	80.8%	68.6%

Professional Development
Friday, October 4 - Staff Meeting (October)
Friday, October 11 - No School
Friday, October 18 - Content Area Data Drives
Friday, October 25 - School Culture Rewired - Chapter 2

Works in Progress
1) TBT minutes and student performance data
2) Written Education Plans (WEPs) for Gifted Students

Principal Feedback
1) Be sure to take a critical eye to your assessments with respect to depth and alignment.
2) Once you have identified at-risk students, that are not currently identified as having a disability, be sure to review and potentially implement the RTI process using the templates provided in the TBT Toolkit.
3) Maintain your consistency when it comes to entering your student achievement data.
4) Reflect on your instructional pacing relative to last year at this time, the end of QTR 1.

Student Group	Teacher Report: 10th Summary									
	Above Proficient					Below Proficient				
	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020
All Students	35.0%	3.5%	3.5%	3.5%	3.5%	65.0%	96.5%	96.5%	96.5%	96.5%
White Students	37.0%	3.5%	3.5%	3.5%	3.5%	63.0%	96.5%	96.5%	96.5%	96.5%
Black Students	3.0%	3.0%	3.0%	3.0%	3.0%	97.0%	97.0%	97.0%	97.0%	97.0%
Hispanic Students	3.0%	3.0%	3.0%	3.0%	3.0%	97.0%	97.0%	97.0%	97.0%	97.0%
Other Students	3.0%	3.0%	3.0%	3.0%	3.0%	97.0%	97.0%	97.0%	97.0%	97.0%



East Palestine Schools
Teaching & Learning
Fall (2019-20)

Collective teacher efficacy is proven to be strongly and positively correlated with student achievement. In fact, collective teacher efficacy is three times more impactful than prior how Mayfield Heights (OH) schools are structuring their staff workday to build upon this research here.

Students and their attachment to their digital devices during bedtime:

- 39% have devices in bed with them all night
- 39% keep them within reach all night
- 11% have their devices on the room but out of reach
- 16% store their devices in another room
- 12% say they wake up at least once a night to check their device
- 22% check their devices within 5 minutes of waking up

"Many Teens Sleep With Digital Devices, Report Finds: Is That Why They Are So Grumpy?" by Alex Upton in Education Week, Mar. 29, 2018.

For some simple tricks to incorporate the "you" creative or artistic ability and control area, for more information, [click here](#).

Here much do the "popular kids" influence school? For more information, [click here](#).

Is professional writing the missing link in high school students also need lessons on the kinds of writing the



GOOD NEWS

1

• Communicate



2

• Collaborate

**“Coming together is a beginning;
keeping together is a process;
working together is success.”**

- Henry Ford

2

• Collaborate



[Inky Johnson - Better Together](#)



“Research is clear that when schools focus on teachers working together, they have the highest effect size for improving student achievement.”

- John Hattie

2

• Collaborate



Common Planning (7:05 – 7:55 am)

Monday: Co-Planning

Tuesday: TBT Preparation

Wednesday: TBT Meetings

Thursday: Discretionary

Friday: Professional Development

2

• Collaborate

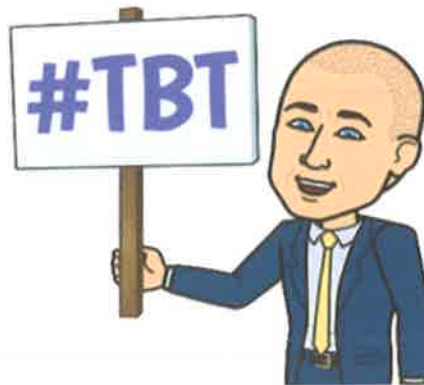
Instructional Cycle

Meeting #1: Learning Targets, Standards, and Instructional Strategies
(Content Area)

Meeting #2: Pre-Assessment, Assessment Alignment, Assessment Depth,
Student Work Samples (Content Area)

Meeting #3: RTI and targeted interventions (Grade Level)

Meeting #4: Post-Assessment, Data Analysis, and Next Steps (Content Area)



East Palestine Schools	
Team	Meeting
District Leadership Team	Monthly - 3 hrs.
Building Leadership Team	Monthly - 3 hrs.
Teacher-Based Teams	Weekly - 50 min.



2

• Collaborate

[Stopwatch](#)

Teacher-Based Team Data Summary

October - Student Performance

Student Group	Above Proficient				At Proficient				Below Proficient			
	2016	2017	2018	2019	2016	2017	2018	2019	2016	2017	2018	2019
Pre-All Students	0.5%	1.3%	5.7%	4.7%	1.0%	6.5%	9.9%	9.0%	99.0%	92.1%	84.5%	86.3%
Post-All Students	37.0%	34.8%	53.3%	38.9%	29.7%	39.2%	27.5%	29.7%	32.9%	26.0%	19.2%	31.4%
Pre-SWD	0.0%	0.0%	0.9%	0.0%	0.0%	3.0%	2.6%	7.8%	100.0%	97.0%	96.5%	92.2%
Post-SWD	27.4%	13.3%	34.3%	11.3%	22.9%	36.0%	33.3%	39.6%	49.6%	50.7%	32.4%	49.1%
Pre-Econ. Dis.	0.0%	1.2%	3.7%	3.0%	0.0%	3.2%	10.1%	6.8%	100.0%	95.6%	86.2%	90.2%
Post-Econ. Dis.	33.7%	26.4%	38.2%	31.0%	31.6%	41.6%	23.9%	29.5%	34.7%	32.1%	37.8%	39.5%

2

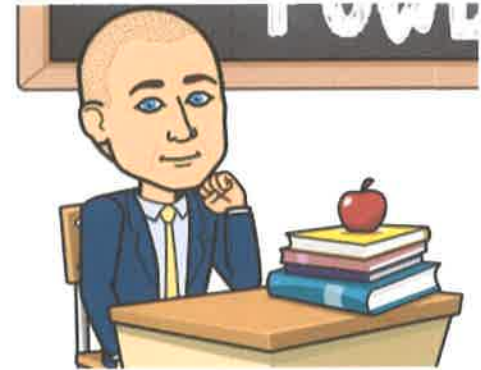
• Collaborate



3

- Clarify





“Quality teaching, bell to bell, each day.”

- *Lyle Wells*

3

• Clarify

[The Pursuit of Happiness](#)



East Palestine Schools Non-Evaluative Walkthrough

Teacher: _____

Date: _____

Grade-Subject: _____

Period: _____

Timing of Walkthrough: ☐ Introduction ☐ Body ☐ Conclusion

COMPONENT

Learning Target(s) posted:

Learning Target(s) referenced during lesson:

Instruction matches learning target(s):

Evidence of classroom expectations:

Positive behaviors referenced:

Implementation of agreed upon instructional strategy:

Other Observations & Notes:

IMPLEMENTATION

☐ Observed

☐ Observed

☐ Observed

☐ Observed

☐ Observed

☐ Observed

Better Together

3

• Clarify





EAST PALESTINE MIDDLE SCHOOL

CLOSE READING ANCHOR CHART

First Reading: Break the Surface

- 1.) Determine the purpose
- 2.) Identify and decode unknown words and vocabulary
- 3.) Collect important information
- 4.) Make connections

Second Reading: Dig Deeper

- 1.) Process, procedure, structure
- 2.) Answer text-dependent questions

TOGETHER WE WILL ACHIEVE



EAST PALESTINE MIDDLE SCHOOL

CLOSE READING ANCHOR CHART

Annotations: Tools



Important information or Main Idea



Key words or evidence



Unfamiliar words



I don't understand or I have a question



Connection

TOGETHER WE WILL ACHIEVE



3

• Clarify

**“Growth is painful. Change is painful.
But nothing is as painful as staying
stuck where you don’t belong.”**

- N.R. Narayana Murthy

3

• Clarify



Unfreeze Your Brain



EAST PALESTINE SCHOOLS FOCUS PLAN (2018-2021)

GOAL: Through 2021, the EPCSD will maintain "Independent Status" through students showing progress and achievement as evidenced by:

1. Continue to achieve AMO goals in both ELA and Math
2. Increase the performance index to a letter grade of B (96.0)

STRATEGY 1: The district will analyze student data, trends, and strategies in the established PLCs (DLT, BLT, and TBTs) to improve student achievement and growth.

ADULT IMPLEMENTATION INDICATORS:

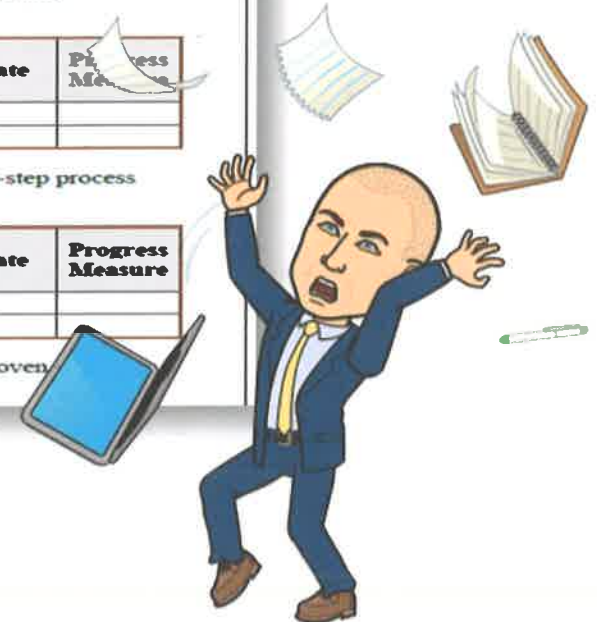
ASSESSMENT: develop and implement assessments which are aligned and appropriately rigorous with respect to content area and grade level (GOAL: 100%)

Building	Date	Baseline Measure	Date	Progress Measure	Date	Progress Measure	Date	Progress Measure
Middle School								
High School								

DATA: analyze and identify, including trends, student performance data using the 5-step process to inform instruction (GOAL: 100%)

Building	Date	Baseline Measure	Date	Progress Measure	Date	Progress Measure	Date	Progress Measure
Middle School								
High School								

INSTRUCTION: select and incorporate instructional strategies which have been proven effective, and measure their impact on student performance (GOAL: 100%)



3

• Clarify



4

• Connect



“No student should leave kindergarten (much less K-12 schooling) without a positive label: I’m good at _____. People like me because _____. I contribute meaningfully by _____. If students can’t finish these sentences, why are we surprised when they find unhealthy ways to matter?”

- Amy Fast

4

• Connect

HOW LEADERSHIP HAPPENS

DIRECTION, ALIGNMENT, COMMITMENT (DAC)



DIRECTION

Agreement in the group on overall goals.

ALIGNMENT

Coordinated work within the group.

COMMITMENT

Mutual responsibility for the group.



Center for Creative Leadership

4

• Connect



Handwritten notes on a whiteboard, including a Venn diagram and various bullet points.

Alignment

Direction

Commitment

Norming/Performing

HS Look e process/streamline

- More effective communication process - 10 to min of PD-recap
- More effective facilitation

MS Norming-clarity mechanism

- Work on systems within blog
- Invite a critical friend

Elem Performing

- Strategies to increase efficiency
- Shared leadership

District Norming

- Communication
- Invite Critical friend

monitoring group norms

HS direction

NS commitment

ES direction

D commitment

HS commitment (logistics AND some dept's more committed)

NS alignment (operating in silos)

ES commitment (beyond the paperwork)

D alignment

4

• Connect





East Palestine Middle School				
Annual Measureable Objectives - Gap Closing				
School Year	ELA	Math	Total	Grade
2012-2013	-	-	32.0	4.0%
2013-2014	-	-	16.0	2.0%
2014-2015	0.0	0.0	0.0	0.0%
2015-2016	12.7	9.8	22.5	2.8%
2016-2017	108.9	214.7	323.6	40.4%
2017-2018	261.3	256.5	517.8	64.7%
2018-2019	400.0	300.0	700.0	87.5%

4

- Connect

[Breaking Biases](#)

“We have a bigger responsibility than just cranking out kids who can pass tests.”

- *Travis Schulhauser*



4

• Connect

[Big Daddy](#)



5

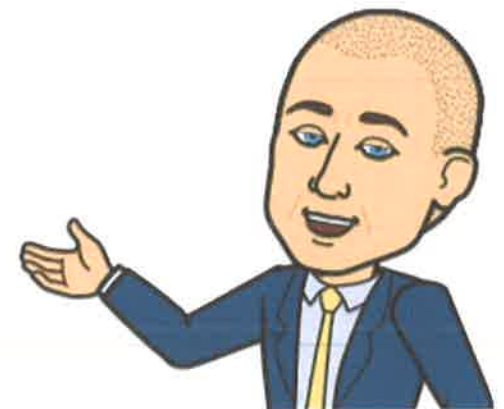
- **Compartmentalize**

“The job of the principal is ‘undoable’ in the sense that all the work never gets done. So the principal who thrives must have a clear sense of which activities produce the most student gains.”

- Daniel Duke

5

- Compartmentalize



- 1.) Student Achievement**
- 2.) Discipline Referrals**
- 3.) Attendance Rates**
- 4.) Graduation Rates**
- 5.) Teacher Satisfaction**

- *The Flippen Group*

5

- Compartmentalize





“Behind the scenes, the process of winning was taking place...”

- *PJ Fleck*

5

- Compartmentalize

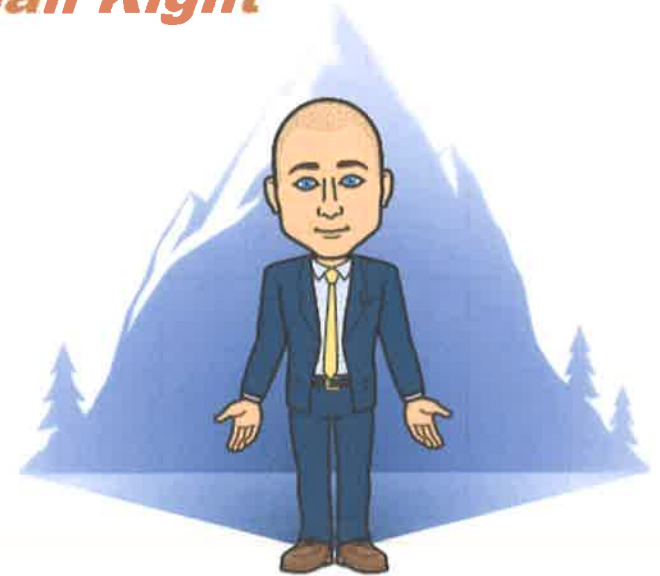
[PJ Fleck](#)

“People are often more committed to seeing signs of progress at a checkpoint than they are to achieving the actual end objective.”

- Brian Kight

5

- Compartmentalize





Action Steps:

- 1.) I will step up in group settings and be willing to disagree and initiate discussions with those of differing opinions (don't disappear).
- 2.) I will focus on my first 10 seconds of interacting with people by being more positive and confident with my demeanor including my body language in the office and in the hallways. (avoid the deer in headlights look)
- 3.) I will engage with others more confidently by providing critical feedback on a weekly basis through informal walkthroughs. (Casey Atwood)
- 4.) I will take part in at least one spontaneous activity per week in either a personal or professional setting. (Sheldon Cooper)

5

• Compartmentalize



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• Resources & References



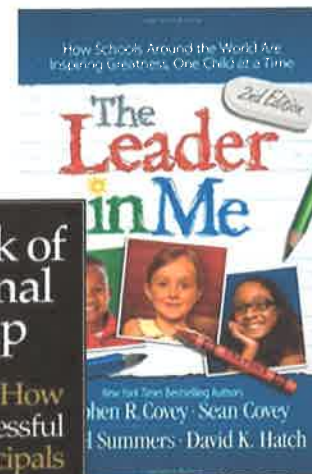
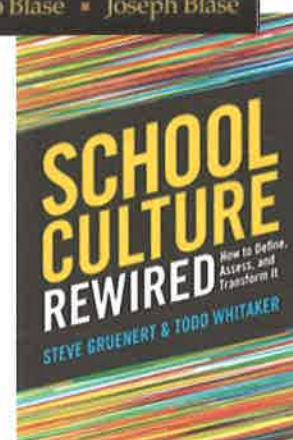
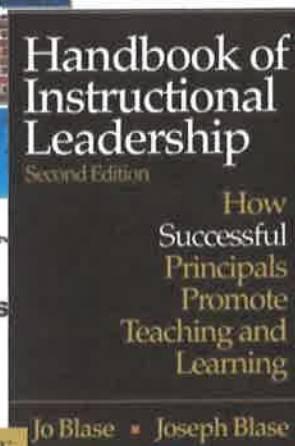
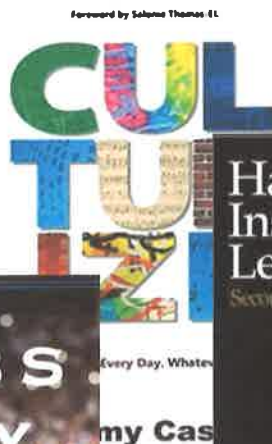
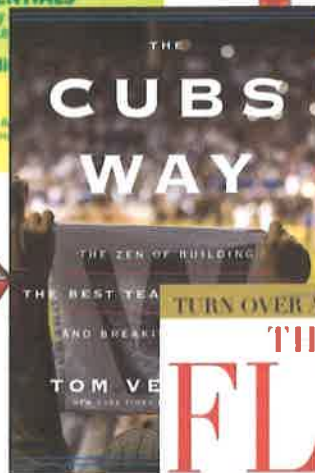
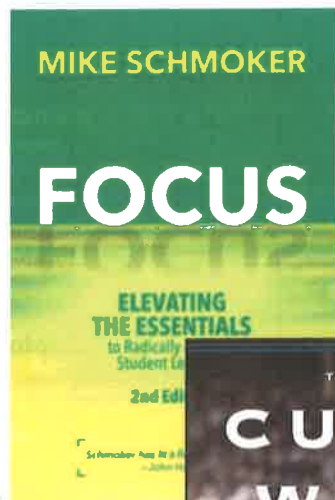
EXTREME OWNERSHIP

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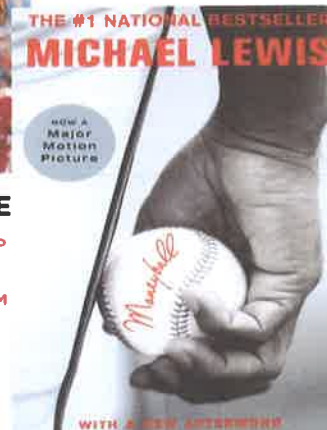
• Resources & References



ABOVE THE LINE
LESSONS IN LEADERSHIP
AND LIFE FROM A
CHAMPIONSHIP PROGRAM

VISIBLE LEARNING
A SYNTHESIS OF OVER 800 META-ANALYSES
RELATING TO ACHIEVEMENT

"Reveals teaching's Holy Grail"
The Times Educational Supplement





James Rook

Principal

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@Mr_JARook

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• Resources & References



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