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.
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. Compartamentalize
1. Communicate
1. Communicate a personal goal
2. Communicate a professional goal
3. Communicate a collaborative goal
4. Communicate what are you not going to do?
"My ultimate goal is to help you achieve your goals."

- James A. Rook
"Where there is a gap in communication, negativity will fill it."
- Jon Gordon
“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
Communicate Clearly, Simply, & Predictably...

**Mr. James Rock**
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 next meeting of the board will be monthly, starting on Monday, October 7, and will be held at 7:00 PM at the high school. All board members will be provided with the agenda in advance.

3. The next meeting of the board will be monthly, starting on Monday, October 7, and will be held at 7:00 PM at the high school. All board members will be provided with the agenda in advance.

4. This week, the East Palestine Schools will be holding a Student Open House on Monday, October 7, at 5:00 PM. All students and their families are welcome to attend.

5. The next meeting of the board will be monthly, starting on Monday, October 7, and will be held at 7:00 PM at the high school. All board members will be provided with the agenda in advance.

6. The next meeting of the board will be monthly, starting on Monday, October 7, and will be held at 7:00 PM at the high school. All board members will be provided with the agenda in advance.

**East Palestine Middle School**
Professional Learning Community Report: October 2019

<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
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**East Palestine Schools**
Teaching & Learning
Fall (2019-20)

**Students and parents are encouraged to attend the Open House on October 10, from 6:00 PM to 7:00 PM.**

**Good News**

*For more information, click here.*
2 • Collaborate
"Coming together is a beginning; keeping together is a process; working together is success."

- Henry Ford
"Research is clear that when schools focus on teachers working together, they have the highest effect size for improving student achievement."

- John Hattie
Common Planning  (7:05 – 7:55 am)
Monday: Co-Planning
Tuesday: TBT Preparation
Wednesday: TBT Meetings
Thursday: Discretionary
Friday: Professional Development
**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)

<table>
<thead>
<tr>
<th>East Palestine Schools</th>
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<tbody>
<tr>
<td><strong>Team</strong></td>
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<tr>
<td>District Leadership Team</td>
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<tr>
<td>Building Leadership Team</td>
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<tr>
<td>Teacher-Based Teams</td>
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</tbody>
</table>

- **2** • Collaborate

Stopwatch
# Teacher-Based Team Data Summary

## October - Student Performance

<table>
<thead>
<tr>
<th>Student Group</th>
<th>Above Proficient</th>
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<th>At Proficient</th>
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<th></th>
<th>Below Proficient</th>
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</thead>
<tbody>
<tr>
<td>Pre-All Students</td>
<td>0.5%</td>
<td>1.3%</td>
<td>5.7%</td>
<td>4.7%</td>
<td>1.0%</td>
<td>6.5%</td>
<td>9.9%</td>
<td>9.0%</td>
<td>99.0%</td>
<td>92.1%</td>
<td>84.5%</td>
<td>86.3%</td>
</tr>
<tr>
<td>Post-All Students</td>
<td>37.0%</td>
<td>34.8%</td>
<td>53.3%</td>
<td>38.9%</td>
<td>29.7%</td>
<td>39.2%</td>
<td>27.5%</td>
<td>29.7%</td>
<td>32.9%</td>
<td>26.0%</td>
<td>19.2%</td>
<td>31.4%</td>
</tr>
<tr>
<td>Pre-SWD</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.9%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>3.0%</td>
<td>2.6%</td>
<td>7.8%</td>
<td>100.0%</td>
<td>97.0%</td>
<td>96.5%</td>
<td>92.2%</td>
</tr>
<tr>
<td>Post-SWD</td>
<td>27.4%</td>
<td>13.3%</td>
<td>34.3%</td>
<td>11.3%</td>
<td>22.9%</td>
<td>36.0%</td>
<td>33.3%</td>
<td>39.6%</td>
<td>49.6%</td>
<td>50.7%</td>
<td>32.4%</td>
<td>49.1%</td>
</tr>
<tr>
<td>Pre-Econ. Dis.</td>
<td>0.0%</td>
<td>1.2%</td>
<td>3.7%</td>
<td>3.0%</td>
<td>0.0%</td>
<td>3.2%</td>
<td>10.1%</td>
<td>6.8%</td>
<td>100.0%</td>
<td>95.6%</td>
<td>86.2%</td>
<td>90.2%</td>
</tr>
</tbody>
</table>
| 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 Happyness
### East Palestine Schools
Non-Evaluative Walkthrough

<table>
<thead>
<tr>
<th>Teacher:</th>
<th>Date:</th>
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<tbody>
<tr>
<td>Grade-Subject:</td>
<td>Period:</td>
</tr>
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</table>

**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:

**IMPLEMENTATION**

- [ ] Observed
- [ ] Observed
- [ ] Observed
- [ ] Observed
- [ ] Observed
- [ ] Observed

**Other Observations & Notes:**

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*Better Together*
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

Annotations: Tools
- ★; Important information or Main Idea
- ➜; Key words or evidence
- ○; Unfamiliar words
- ?; I don't understand or I have a question
- C; Connection

East Palestine Middle School
CLOSE READING ANCHOR CHART
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
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%)

<table>
<thead>
<tr>
<th>Building</th>
<th>Date</th>
<th>Baseline Measure</th>
<th>Date</th>
<th>Progress Measure</th>
<th>Date</th>
<th>Progress Measure</th>
<th>Date</th>
<th>Progress Measure</th>
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<tbody>
<tr>
<td>Middle School</td>
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<td>High School</td>
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</table>

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

<table>
<thead>
<tr>
<th>Building</th>
<th>Date</th>
<th>Baseline Measure</th>
<th>Date</th>
<th>Progress Measure</th>
<th>Date</th>
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<tr>
<td>High School</td>
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</table>

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
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
4. Connect
<table>
<thead>
<tr>
<th>School Year</th>
<th>ELA</th>
<th>Math</th>
<th>Total</th>
<th>Grade</th>
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<tbody>
<tr>
<td>2012-2013</td>
<td>-</td>
<td>-</td>
<td>32.0</td>
<td>4.0%</td>
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<tr>
<td>2013-2014</td>
<td>-</td>
<td>-</td>
<td>16.0</td>
<td>2.0%</td>
</tr>
<tr>
<td>2014-2015</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0%</td>
</tr>
<tr>
<td>2015-2016</td>
<td>12.7</td>
<td>9.8</td>
<td>22.5</td>
<td>2.8%</td>
</tr>
<tr>
<td>2016-2017</td>
<td>108.9</td>
<td>214.7</td>
<td>323.6</td>
<td>40.4%</td>
</tr>
<tr>
<td>2017-2018</td>
<td>261.3</td>
<td>256.5</td>
<td>517.8</td>
<td>64.7%</td>
</tr>
<tr>
<td>2018-2019</td>
<td>400.0</td>
<td>300.0</td>
<td>700.0</td>
<td>87.5%</td>
</tr>
</tbody>
</table>
“We have a bigger responsibility than just cranking out kids who can pass tests.”

- Travis Schulhauser
5. Compartamentalize
"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
1.) Student Achievement  
2.) Discipline Referrals  
3.) Attendance Rates  
4.) Graduation Rates  
5.) Teacher Satisfaction  
- The Flippen Group
"Behind the scenes, the process of winning was taking place..."

- 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
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. Compartamentalize
6

- Resources & References
6 • Resources & References
James Rook
Principal
East Palestine Schools
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@Mr_JARook
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