



AN EVIDENCE-BASED
 PROCESS FOR PROVIDING
 ACTIONABLE FEEDBACK AND
 INSIGHTS TO SCHOOLS

Massachusetts Targeted Site Visits

SchoolWorks/INSTLL Targeted Site Visits (TSVs) help school leaders and district staff 1) understand how well schools are working to educate students and 2) identify the steps needed to accelerate improvement efforts. SchoolWorks and INSTLL have conducted over seventy Targeted Site Visits across the Commonwealth since 2016.

ABOUT SCHOOLWORKS

SchoolWorks is an education consulting group based in Massachusetts with the mission of advancing all aspects of student learning by building the capacity of educators to assess, plan for, and achieve student success. With a foundation in needs assessment, SchoolWorks has reviewed and documented the work of thousands of schools and districts since the company's inception in 1998.

ABOUT INSTLL

INSTLL is an independent research, evaluation, and policy firm that provides customized research, evaluation, and consultative support focused on building systems-based approaches and solutions. Deeply engaged in Massachusetts turnaround work, INSTLL conducted the policy analysis and research to develop the Turnaround Practices in Action report and Turnaround Practices Field Guide that serve as the foundation of the Targeted Site Visit process.

What will you get out of the visit?

Schools participating in the TSV Review process receive formative, evidence-based feedback around Massachusetts' Turnaround Practices and current classroom instruction that directly inform the development and/or refinement of their Sustainable Improvement Plan.

- 1 Onsite Review.** A team of three trained educators visit each school for 1.5 days to collect and analyze data about school performance. Team members review key documents, conduct focus groups with teachers and staff, interview the principal and other select leaders, and observe instruction using *SchoolWorks Classroom Visit Tool*.
- 2 Prioritization.** Each TSV concludes with a half-day onsite prioritization session. The review team leads school and district representatives through a collaborative analysis of the TSV findings and related data. Participants identify priority areas for improvement (linked to Turnaround Practices and the Instructional Criteria) and develop actionable next steps and benchmarks.
- 3 Outcomes and Deliverables.** Following the TSV, districts and schools receive a written TSV report that includes a summary of strengths, detailed findings for each of the 10 components that comprise the 4 Turnaround Practices, formative ratings (on instruction and for each turnaround practice), and prioritized issues and action steps identified by the school during the visit. →

The SchoolWorks/INSTLL Targeted Site Visit process builds on SchoolWorks’ expertise in conducting instructionally-focused School Quality Reviews (nationally and in Massachusetts) and INSTLL’s expertise in supporting districts and schools in building capacity to engage in sustainable improvement efforts.

What is required of schools?

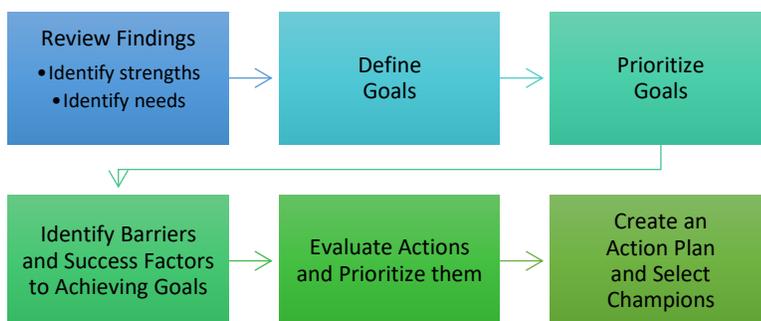
Prior to the visit, participating schools will be provided with a site visit schedule that quantifies the participation requirements of all stakeholders during the visit. This sample schedule provides insight into a typical review.

NEW SCHOOLS (OR NEW SCHOOL LEADERS)		RETURNING SCHOOLS (OR RETURNING SCHOOL LEADERS)
PRE-VISIT	30-Minute Pre-Recorded Webinar <u>Stakeholders:</u> School Leadership Team	Email from Project Manger <u>Stakeholder:</u> School Principal
	30-Minute Phone Call with Team Lead <u>Stakeholder:</u> School Principal <u>Purpose:</u> Develop schedule and ask questions	30-Minute Phone Call With Team Lead <u>Stakeholder:</u> School Principal <u>Purpose:</u> Develop schedule and ask questions
	20-Minute School Self-Assessment Form <u>Stakeholders:</u> School Leadership Teams	
DAY 1	Interviews and Focus Groups <u>Principal:</u> 30-minute first interview; 20-30-minute second interview <u>Leadership Team</u> (without principal): 45-minute focus group <u>Teachers:</u> Three 45-minute focus groups (select teachers participate in one focus group) <u>Students:</u> 30-minute focus group (optional, recommended for middle and high school)	
	45-Minute Debrief (Day 1) <u>Stakeholders:</u> School Leadership Team	
DAY 2	3.5-Hour Root Cause Exploration or Priority-Setting Session (Day 2) <u>Stakeholders:</u> School Leadership Team, District Representatives, and Select Teachers	

How does prioritization help your school?

If a formative site visit is not linked to a clear prioritization and action planning, then its long-term impact on change is likely to be minimal. The purpose of the prioritization process is to assist school leaders in thinking through areas for improvement that are most important/most likely to impact student outcomes and should be addressed first.

STEPS IN THE PROCESS



Cost Per School: \$12,500

Note: For large schools, SchoolWorks and INSTLL may contract directly with districts to provide additional team member(s) at a nominal fixed fee. Supplemental team members ensure that the review team has the capacity to visit the majority of classrooms onsite during the one-day evidence collection period, and thereby increase the validity of the collected data. SchoolWorks and INSTLL recommend a fourth team member for all schools with an enrollment over 800.