

# Heritage Hall

## Memo

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**To:** Nick Carter, Assistant Head for Educational Affairs

**From:** George McDowell

**CC:**

**Date:** December 1, 2013

**Re:** Proposal and Budget for Year-long learning at Heritage Hall

Dear Nick,

I am following up our conversation regarding my proposal focusing on maintaining a culture of growth and learning at Heritage Hall School by creating a Critical Friends Group and expanding our mentoring program. I have attached a budget to support this proposal and hope you approve. I realize resources are tight; therefore, I have tried to maximize the impact our purchases.

Heritage Hall has made significant changes these last few years as we have adopted our 1:1 laptop program and prepared our faculty to be open to transforming their curriculum and focusing on 21st century skills. This year we are currently looking at the whole child and improving our communication with our new advisory system. Although we have asked faculty to make these changes, it is important to find ways to sustain that growth and change. Our recent faculty surveys, however, have shown that we have a culture of independence and balkanization. No school can help all students learn if teachers remain in isolation. We need to create a shared vision where we all are involved in the collected responsibility of practice and reflection of personal growth, which will benefit not only ourselves but our students. Some of these resources are helpful in changing school culture while many others help us just dip our foot in the pool but still find ways to model and create structures for reflective dialogue. I have included in the budget memberships and resources that we can store in our professional development library but also apply in these steps of this proposal.

## **Critical Friends**

In order to create a model for a professional learning community, I have suggested we create a smaller group of willing educators to meet regularly for the year in the form of a Critical Friends Group. I have included in this budget general readings on Professional Learning Communities as well as more specific readings and videos that this group could use throughout the year. A large part of this proposal is the PLC Toolkit of a variety of resources and a workshop for Critical Friends training. These resources will also benefit the greater community as the idea of professional learning grows. This work of this group should provide a model of faculty learning as well as establish a guiding coalition of key teacher leaders of change.

## **Mentoring**

Creating an effective mentoring program is like planting a seed from which broader change can potentially grow. When we become intentional about improving teaching practices, and when our colleagues have the skills to help them reflect on how to become more effective, they grow individually and as a learning community. This expansion of mentoring should help us with teacher development, retention, and it's good initiative for enhancing a collaborative culture. I have included a variety of readings for administrators, mentors and new teachers. These resources should also help our faculty examine and reflect on teaching and learning.

I appreciate your consideration of this proposal. It is just under the \$5000 amount we agreed to. Many of these resources can be stored in our professional development library as we continue to transform our culture in the following years. I'm sure you agree that this is money well-spent.

Best Regards,

George McDowell

## Budget for Proposal of Year-long learning

<b>Item &amp; Ordering #</b>	<b>Company &amp; Website</b>	<b>Use with Which Group(s)</b>	<b>Rationale for Purchase</b>	<b>Unit Cost</b>	<b>Total Cost</b>
<b>Memberships</b>					
1 Membership	Learning Forward (Formerly National Staff Development Council) <a href="http://learningforward.org">learningforward.org</a>	Administration  and can be used with  Critical Friends  Mentors	Resources for Standards of Professional Learning  <i>Journal of Staff Development</i>  <i>Tools for Learning Schools</i>  <i>Transform Professional Learning</i>  <i>Knowledge Briefs: Leading Teacher, Learning Principle, and Learning System</i>  and  4 books  This membership with their articles, books, and discounts would be a good basic set of resources for our leadership but also excellent artifacts for reflection for a PLC and mentoring program.	\$159  \$299 for nonmembers	\$159

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1 Basic Membership	Association for Curriculum and Development <a href="http://www.ascd.org">www.ascd.org</a>	Administration and can be used with Critical Friends Mentors	8 issues of <i>Educational Leadership</i> <i>Education Update</i> 5 books <i>ASCD Express</i> e-newsletters Same as with Learning Forward, this membership provides a portal to good resources and discounts.	\$79	\$79
10 Marshall Memo subscriptions	<a href="http://www.marshallmemo.com/">www.marshallmemo.com/</a>	Administration Critical Friends Mentors	Taken from subscriptions to 64 professional publications Kim Marshall provides a weekly summary of 5-10 articles. This is an excellent quick read to connect to resources. 10 memberships are suggested for Department Heads and Critical Friends Group.	\$50 and then a sliding rate 10 for \$170	\$170
Combo Pack					
<a href="#">The PLC Toolkit</a> *The resources of this toolkit are attached as an Appendix.	<a href="#">Solution-Tree</a>	Administration Critical Friends	<i>The PLC Toolkit</i> contains all the tools educators need for producing the structural and cultural changes necessary to transform their schools into PLCs. PLCs help students achieve at higher levels and make teaching a more rewarding and satisfying profession. Research on best practices has shown that a key to improving schools and sustaining that improvement is developing the capacity to function as a PLC.	\$1599 (\$1880 separately)	\$1599

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Books					
1 Killion & Roy (2009) <a href="#"><i>Becoming a Learning School</i></a>	<a href="http://learningforward.org">learningforward.org</a> (Formerly National Staff Development Council)	Administration	This book would be helpful for schools in creating a collaborative culture with specific tools for administrators to use.	1 \$60.00 \$48.00 for members	\$48.00
1 Easton (2011) <a href="#"><i>Professional Learning Communities by Design</i></a>	<a href="http://learningforward.org">learningforward.org</a> (Formerly National Staff Development Council)	Administration Critical Friends/PLCs	This book provides an organic approach to purpose-driven professional learning by award-winning educator Lois Brown Easton. There are helpful forms, templates, and rubrics. Protocols for collecting, analyzing, and applying data. The text emphasizes that the central word in PLCs is learning.	1 \$60.00 \$48.00 for members	\$48.00
1 Graham & Ferriter (2009) <a href="#"><i>Building a Professional Learning Community at Work: A Guide to the First Year</i></a>	<a href="http://learningforward.org">learningforward.org</a> (Formerly National Staff Development Council)	Administration Critical Friends/PLCs	Another good resource with answers to real-world questions that arise during that critical first year of building a professional learning community. The tools in this book have been tested time and again by real teachers and teams.	1 \$30 \$37.50 for nonmembers	\$30.00

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1 Glickman (2002) <a href="#"><i>Leadership for Learning: How to Help Teachers Succeed</i></a>	<a href="#">ASCD</a>	Administration Mentors	This resource provides administrators and teacher-leaders with practical guidance and thoughtful insight to help them succeed as they work with teachers to improve classroom teaching and learning. The author also provides useful information on summative and formative evaluation of teachers. In addition to forms and examples that readers can duplicate or adapt to their own situation, the book includes an extensive list of resources on the topics of looking at student work, professional development and instructional leadership, and educators' ethnic, cultural, and personal diversity.	\$8.99 \$11.99 for nonmembers	\$8.99
6 Hubbell & Goodwin (2013) <a href="#"><i>The Touchstones of Good Teaching: A Checklist for Staying Focused Every Day</i></a>	<a href="#">ASCD</a>	Mentors Teachers	This book summarizes what we know about effective teaching under three principles: be demanding, be supportive, and be intentional. The touchstones—conveniently organized as a checklist—explain how to realize those principles in daily teaching. We will order 5 for each department head or for teacher-leaders.	6 \$21.95 \$28.95 for nonmembers	\$131.70
Kachur, Stout, & Edwards. <a href="#"><i>Engaging Teachers in Classroom Walkthroughs</i></a>	<a href="#">ASCD</a>	Administration Mentors	This work is a practical guide to planning and implementing brief but focused classroom observations that involves teachers in every step of the process. When teachers learn from one another in a cycle of continuous professional growth—through observation, shared inquiry, dialogue, and follow-up—they develop a sense of collegiality and a common mission. By opening their doors to their peers, they also contribute to broader school improvement efforts that positively affect teaching and learning throughout the school.	1 \$21.95 \$28.95	\$21.95

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6 Cunningham (2007) <a href="#">The New Teacher's Companion: Practical Wisdom for Succeeding in the Classroom.</a>	<a href="#">ASCD</a>	Mentors New Teachers	Combining the wisdom of a sage mentor with the collegial comfort of someone who's "been there," Gini Cunningham dispenses hundreds of tips and ideas across the entire spectrum of good teaching practice—from developing a personal vision and beliefs, to implementing school policies and procedures, to engaging students and sequencing learning. We will purchase enough copies for each department.	\$19.95 \$25.95 (nonmembers)	\$118.70
1 Danielson (2007) <a href="#">Enhancing Professional Practice 2nd Edition</a>	<a href="#">ASCD</a>	Administration Mentors	This acclaimed framework for successful teaching practice has been a benchmark for thousands of school systems and educators around the world. The book's 22 components of successful teaching practice support novice teachers who are concerned with day-to-day survival, experienced teachers who want to improve their effectiveness, and highly accomplished teachers who want to acquire advanced certification and help their colleagues.	\$22.95 \$29.95	\$22.95
1 Glanz (2009) <a href="#">Teaching 101</a>	<a href="#">Corwin</a>	Mentors New Teachers	This work has some healthy tips for new teachers. It would be a good resource for our professional development library to be used by both mentors and new teachers.	\$39.95	\$39.95
2 Portnew (2008) <a href="#">Mentoring New Teachers</a>	<a href="#">Corwin</a>	Mentors	Packed with strategies, exercises, resources, and concepts, this book examines four critical mentoring functions: establishing good rapport, assessing mentee progress, coaching continuous improvement, and guiding mentees toward self-reliance. I don't know if it is worth having one for each mentor, but multiple copies would be helpful to have.	\$27.95	\$55.90
2 Johnson (2008) <a href="#">Being an Effective Mentor</a>	<a href="#">Corwin</a>	Mentors	Same as above. This is another helpful resource on mentoring. Two should suffice.	\$36.95	\$73.90

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6 Hicks, Glasgow, & McNary (2005) <a href="#"><i>What Successful Mentors Do: 81 Research Based Strategies for New Teacher Induction, Training, and Support</i></a>	<a href="#">Corwin</a>	Mentors	This is an excellent book for mentors with each of the 81 strategies supported by research.	\$36.95	\$221.70
1 Brock & Grady (2007) <a href="#"><i>From First Year to First Rate: Principles Guiding Beginning Teachers</i></a>	<a href="#">Corwin</a>	Administration Mentors	This is just another resource for leaders and mentors. It's not worth everyone having all mentors have a copy.	\$27.95	\$27.95
1 Hord & Sommers (2008) <a href="#"><i>Leading Professional Communities</i></a>	<a href="#">Corwin</a>	Administration Critical Friends	This is another helpful resource for developing PLCs in our school.	\$34.95	\$34.95
1 Guskey (Ed.) (2009) <a href="#"><i>The Teacher as Assessment Leader</i></a>	<a href="#">Solution-Tree</a> Marzano	Mentors New Teachers Teachers	As the school grows into a learning community with a goal of improving student learning, assessment is going to be a very important topic. This work will be helpful for possible topics of the Critical Friends Group for this year and possible topics for the following year. Comes with <a href="#">Study Guide</a>	\$29.95	\$29.95
1 Guskey (Ed. (2009) <a href="#"><i>The Principle as Assessment Leader</i></a>	<a href="#">Solution-Tree</a> Marzano	Administrators Critical Friends	This is another good resource from Solution-Tree, with this one geared toward school leaders developing a learning community. Also comes with its own <a href="#">Study Guide</a> .	\$29.95	\$29.95



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6 Boreen and others (2009) <a href="#"><i>Mentoring Beginning Teachers</i></a>	<a href="#">Stenhouse</a>	Mentors	I found this a great resource for the different roles of mentors; therefore I suggest we order one for each department.	\$21.00	\$126.00
6 Saphier, Haley-Speka, & Gower <a href="#"><i>The Skillful Teacher (6th Ed.)</i></a>	<a href="#">Research for Better Teaching</a>	Mentors Teachers	This is one of standards of pedagogy focusing on 18 areas of classroom performance. This book is a great resource for mentors and new teachers.	\$62.95	\$377.70
1 Easton (Ed) (2008) <a href="#"><i>Powerful Designs for Professional Learning</i></a>	<a href="#">learningforward.org</a>	Administrators Critical Friends	Having used this resource for class, this work provides some great structures and protocols for developing a learning community.	\$64.00 \$80.00 (Nonmembers)	\$64.00
Videos/DVDs					
<a href="#"><i>Enhancing Professional Practice</i></a>	<a href="#">ASCD</a>	Administrators Critical Friends	This ASCD discs supports the researched-based framework and the book of the same name. Video scenes from high school classrooms illustrate what successful teachers do in all four domains of effective practice. (60 min video)	\$169 \$199 (nonmembers)	\$169.00
Marzano (2010) <a href="#"><i>Supervising the Art</i></a>	<a href="#">Solution-Tree</a>	Administrators Mentors	This presentation outlining 10 critical areas of instructional practice, he guides you through practical design questions, fundamental segments of classroom instruction,	\$195	\$195.00

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<a href="#">and Science of Teaching</a>		Critical Friends	expectations regarding teaching behavior, three critical interventions, four phases of effective teaching, and a protocol for monthly reflective practice meetings. 90 min. video		
Online PD					
2 <a href="#">Leading Professional Learning: Building Capacity through Teacher Leaders</a>	<a href="#">ASCD</a>	Administrators Critical Friends	This online course offered through ASCD is another format for thinking about how to develop a learning culture. I think that two should complete this in order to discuss with each other as well as share to the greater community.	\$99	\$198.00
Other Resources					
<a href="#">Articles and research of PLCs</a> <a href="#">Tools and Reproducibles for PLC</a>	<a href="#">allthingsplc.info</a>	Administrators Critical Friends	This site maintained by Solution-Tree is a collaborative, objective resource for educators and administrators who are committed to enhancing student achievement. There is a comprehensive list	Free	
Workshops					
1 <a href="#">Critical Friends Workshop</a>	<a href="#">National School Reform Faculty</a>		This 5 Day Summer workshop provides training to be a NSRF certified coach for Critical Friends Groups. It would be helpful to have one on staff go through this training.	\$795 + travel	\$1000.00
<b>Total</b>					<b>\$4989.50</b>

## Appendix: The PLC Toolkit from Solution Tree

\$1599

*The PLC Toolkit* contains all the tools educators need for producing the structural and cultural changes necessary to transform their schools into PLCs. PLCs help students achieve at higher levels and make teaching a more rewarding and satisfying profession. Research on best practices has shown that a key to improving schools and sustaining that improvement is developing the capacity to function as a PLC.

*The PLC Toolkit* contains the following titles (products may be purchased individually):

- [Collaborative Teams in Professional Learning Communities at Work™: Learning by Doing](#) (DVD) \$175
- [Creating a Professional Learning Community at Work™: Foundational Concepts and Practices](#) (1 registration to CEU online course) \$279
- [Every School, Every Team, Every Classroom: District Leadership for Growing Professional Learning Communities at Work™](#) (Book) \$30
- [Getting Started: Reculturing Schools to Become Professional Learning Communities](#) (Book) \$25
- [A Leader's Companion: Inspiration for Professional Learning Communities at Work™](#) (Book) \$13
- [Leaders of Learning: How District, School, and Classroom Leaders Improve Student Achievement](#) (Book) \$25
- [Leadership in Professional Learning Communities at Work™: Learning by Doing](#) (DVD) \$175
- [Leading Difficult Conversations](#) (DVD) \$175
- [Learning by Doing: A Handbook for Professional Learning Communities at Work™](#) (Book) \$35
- [On Common Ground: The Power of Professional Learning Communities](#) (Book) \$35
- [Passion and Persistence: How to Develop a Professional Learning Community](#) (Motivational DVD) \$25
- [The PLC at Work™ Cartoon Book](#) (Book) \$20
- [The Power of Professional Learning Communities at Work™: Bringing the Big Ideas to Life](#) (DVDs) \$600
- [Professional Learning Communities at Work™ Plan Book](#) (Book) \$13
- [Raising the Bar and Closing the Gap: Whatever It Takes](#) (Book) \$25
- [Revisiting Professional Learning Communities at Work™: New Insights for Improving Schools](#) (Book) \$35
- [The School Leader's Guide to Professional Learning Communities at Work™](#) (Book) \$20
- [Through New Eyes: Examining the Culture of Your School](#) (DVD) \$175