



MI EXCEL STATEWIDE FIELD TEAM

Memorandum

To: Dr. Jennifer Martin-Green, Superintendent

From: Beth Brophy, Executive Director
Heather Stanley, Area Leader
Kwame Stephens, Area Leader

A handwritten signature in black ink that reads "Elizabeth Brophy".

Re: *Blueprint* Installation Fidelity Appraisal – Mezzanine Level

Date: March 10, 2020

On March 3, 2020, the MI Excel team conducted, at your request, a fidelity appraisal in order to compare your district's installation of the *Blueprint* with its theoretical design.

Thank you for the pleasure of being able to meet with your team and to hear about your district's incredible journey toward success for all students. We are impressed with the persistence you and your team are exhibiting to support each and every student. Most notable is the evidence that your district, through your inspiring leadership, is embedding the significant work involved in systemic reconfiguration into daily practice. From Central Office to principals to teachers, there is an intense focus on improving academic and non-academic outcomes for students; the message has not only been communicated and understood, but is being embraced.

In completing this appraisal, the MI Excel team conducted focus group interviews, analyzed *Blueprint* artifacts, and examined your district's use of other *Blueprint* tools to create the systems, drivers, and routines. Based on our review, we believe you and your team have installed the *Blueprint* at Southfield Public Schools with **Strong Fidelity**. Congratulations!

The intent of this review is to provide you with critical information you need to help you in your efforts to reconfigure your district in the strongest way possible to realize dramatic improvement in student, teacher, and leader performance in a short amount of time.

The attached appraisal tool documents your progress in carrying the Mechanical and Lobby Levels forward, while installing the second floor of the Intense Student Support Network, the second floor of

Talent Management, the first and second floors of Instructional Leadership Routines, and the first floor of Teacher Collaborative Routines.

Recommendations:

In order to make the appraisal process helpful to you as you lead the installation of the *Blueprint*, we offer several thoughts for your consideration. These comments are offered in the spirit of technical support and are not offered as criticism.

1. Central Office has a clearly identified problem-solving process that leads to extremely intentional actions. Consider how you can formalize, strengthen, and scale this process.
2. Building leaders have increased their intentional efforts to collect evidence of high-quality instruction by increasing the number of classroom observations performed for the purpose of gathering evidence of specific high-yield teaching strategies being used in the classroom. Consider formalizing feedback loops that focus on a small number of district agreed upon high-yield strategies.
3. Teachers are meeting formally and informally to discuss student learning. Consider continued work to ensure that teachers have a common time to meet for the purpose of planning and analyzing data to drive decisions. In addition, consider how all teacher teams might use a shared process for data analysis and decision making. This process is currently happening in an informal manner; formalizing and monitoring your process would support bringing it to scale.
4. There has been significant work within the Instructional Infrastructure and the Intense Student Support Network. How will you continue to connect non-academic supports to student needs, while maintaining high academic expectations for every student? How are you ensuring that your external partners understand and support the academic and non-academic needs that *the district* identifies through intentional and consistent data collection? How will you continue to monitor the effectiveness of this work and adjust based on the data you collect?
5. With building networks in place, consider strengthening processes that ensure these teams are reviewing data aligned to district and building goals and formalizing the data analysis for decision making process.

Please do not hesitate to reach out to us if we can provide you with any additional support. We are so proud of the remarkable work that has been done at Southfield Public Schools. You should be very proud of yourself, your team, and your entire district. We look forward to continuing to support your outstanding work. Congratulations!