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Enabling Instructional Leadership Based on Data

WALKTHROUGH FOR THE GROW NETWORK'S
TOOLS FOR SCHOOL LEADERS

The **Grow Network**™

WEB DEMO: **www.growdemo.com**,
LOGIN: **E8452V**
PASSWORD: **RE565NA**

NOTE
Throughout the demo there are red prompts at the top of each page that will tell you what parts of the demo are active.
Please follow these if you click on a link that is not enabled for demo purposes.

The Grow Network's tools for school leaders were developed after numerous conversations and focus groups with principals in New York City and Chicago. Additionally, we have studied how principals actually use various data tools and discovered what is really required to enable productive decisions and conversations with teachers.

These tools have received a remarkably strong reception and continue to be revised based on the feedback of users and expert practitioners. Throughout the Chicago and New York City school systems, more than 95% of school leaders have used their online accounts, a remarkable degree of usage for any technology.

The first section of the site provides the Tools for Instructional Leaders.

As you can see, it is designed like an ATM, which we have found is the most intuitive interface. These choices select among 3 core aspects of a principal's instructional leadership:

◆ Holding grade-wide conferences to discuss specific topics;

◆ Working with individual teachers on instructional priorities; and

◆ Meeting with parents and teachers about specific students.
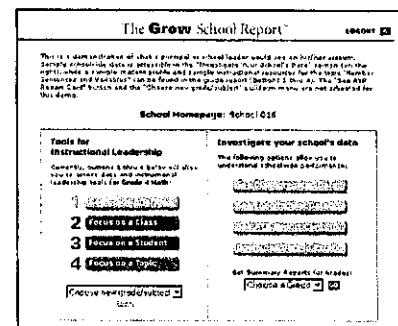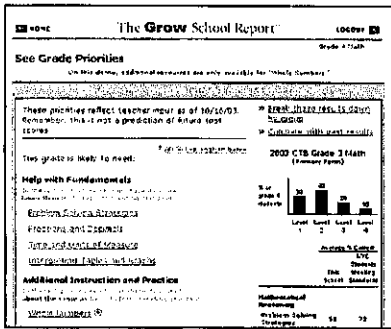
See Grade Priorities

This demo is designed for fourth grade mathematics

Clicking on this first button brings the principal to the instructional priorities for this grade based on the exam results. Note that while the numbers are provided, the principal does not need to do complex analysis to evaluate which scores most need attention. The priorities are presented in a format ready for immediate action based on a comparison to the performance of proficient students.

- Selecting a topic for action: Whole Numbers

  (N O T E : For this demo instructional leadership resources are only available for whole numbers).

  Clicking on any topic brings the principal to instructional leadership resources for that topic. Select "Get instructional leadership tools." We found that without these resources, principals and teachers did not have the kind of focused instructional conversations that are required to improve performance.
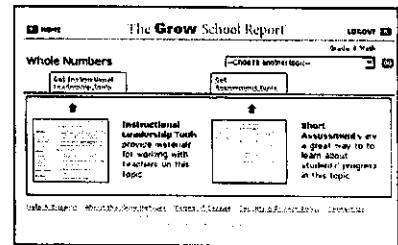
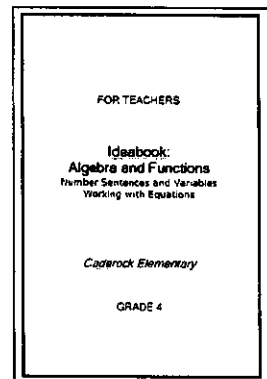- Tools for Instructional Leadership: Whole Numbers

  These tools provide principals a brief overview as well as in-depth, specific resources for holding discussions of this area.

  - An executive overview of the specific topic and tips for a grade-wide conference
  - A more in-depth look at the essentials of that topic
  - Resources for addressing that topic, including sample problems, linkages to district curricula, and the specific relevant standards and
  - Strategies for responding to performance at different levels, in light of the specific data in that school
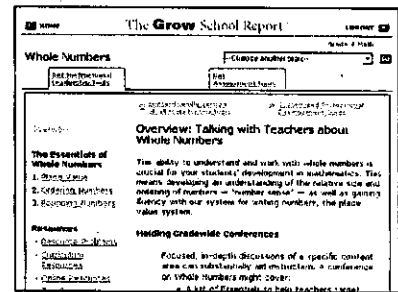
- On the top right of the site, the principal can download a customized professional development guide.

  This brings up a document in the browser that is customized to the results of the school and designed to guide a productive, standards-based conversation about the specific topic. It begins by providing the relevant data to the teachers so that the reason for the conversation is clear; it makes professional development urgent and focused. Then it reviews the topic in depth.
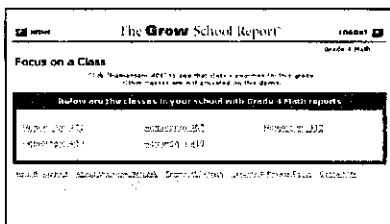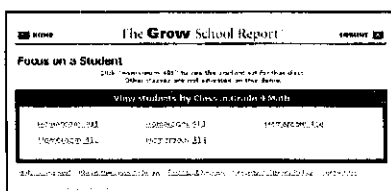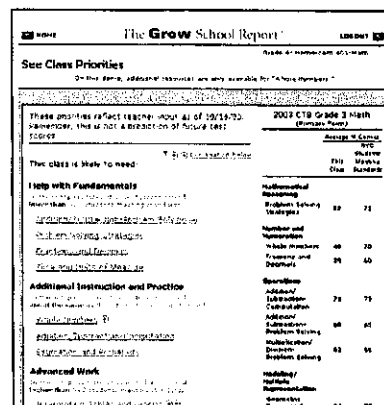
Focus on a Class

Click the "Back" button in your browser to return to the Tools for Instructional Leadership page. Clicking "home" at the top of this page brings you back to the main menu. Clicking on the second button allows you to view any class in the school.

- Select "Homeroom 401."

- This brings you to the instructional priorities for this specific class, based on the data. We found that the availability of this information can transform the quality of principals one-on-one conversations with teachers. Too often, classroom observations only focus on that day's lesson, or the physical organization of the classroom, instead of the core instructional priorities. This allows principals and teachers to have much more strategic discussions.

- Clicking on any topic brings you to instructional leadership resources for that topic.

Focus on a Student

Clicking on "home" brings you back to the main menu. Clicking the third button brings you to a list of homeroom classes.

- Select "Homeroom 401."

- In class 401, select Anita Alvarez, a student in column 1.

- This brings you to an individual student profile, in the same format as other data. Parents have received the same information in the form of a parent report, which further facilitates these conversations. Some schools have also found that it is very powerful to distribute results in this format directly to students.
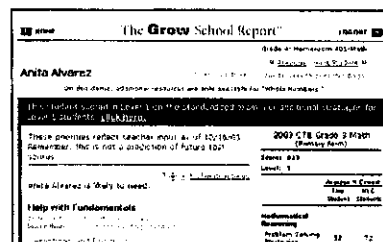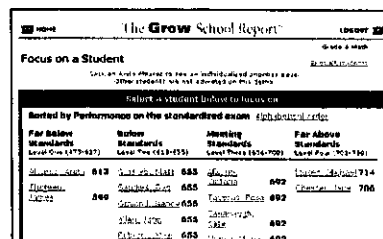
The second section of the site allows you to investigate your school's data.

The passage of ESEA has led to an increased interest in school leaders in taking a more in-depth look at their school's data, especially disaggregated and longitudinal data. We have found that providing principals this data in Excel or another format is not sufficient to guide effective action. Instead, we have developed a set of tools that help school leaders to analyze the data and develop effective action plans based on data.

We think these tools and their continuing development will be increasingly crucial with the implementation of the Federal law. They are receiving a very strong reception in the field with principals as well with State policy leaders around the country. What everyone agrees on is that merely collecting and presenting data is not enough—school leaders need tools to transform that information into insight and action.

See Disaggregated Data

In this demo, we have sketched out a few sample investigations to demonstrate how a principal could effectively query the data, gain insight, and develop a blueprint for action.

(N O T E : There are, once again, red prompts at the top of each page to guide you through the demo).

▶ Click "Home" to return to the main menu. Next, click the "See Disaggregated Data" button.

▶ You will notice that several fields are pre-selected: "ELL students," "5th grade" and "Math."

▶ Click "See Scores," the red button.
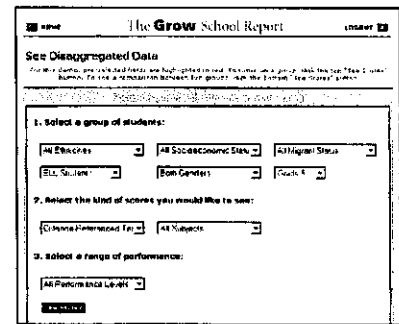
This brings you to an analysis of the 5th grade E L A students:

- First, an overall average is presented.
- However, an overall average can be deceptive, since there is a large range of students within the overall E L A category. Therefore, we then provide a range of scores, and the specific breakdown by performance level.
- As you scroll down the page, you find the instructional priorities for this subgroup. This allows the principal to transition from data analysis to instructional leadership—we always end each analysis with an exploration of the question, "What do I do about this?"
- We have included the highest performing areas and the lowest performing areas, as well as an area called "Closing the Gap." These are the specific topics in which this group performed lower when compared to other subgroups.
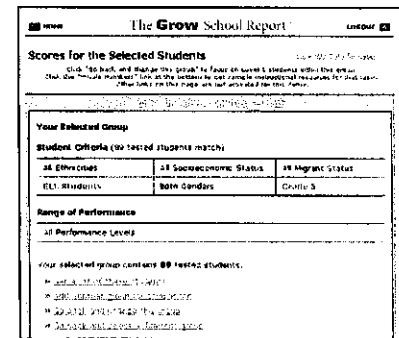
Additional Analysis: Focusing on the performance of Level 1 students

▶ Click the link entitled "Go back and change this group."

▶ You will see that "Level 1" students are now pre-selected in section 3; "select a range of performance."

▶ Click the red button "See scores."
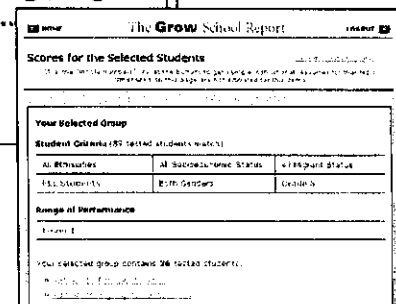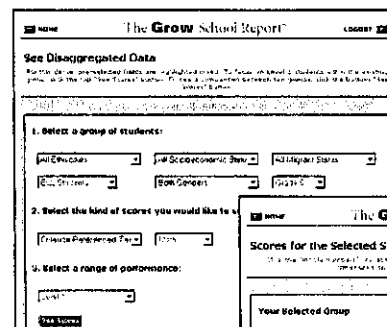
This brings you to an analysis of Level 1 students within the broader category of 5th grade E L L students.

Additional Analysis

This allows the school leader to compare the performance of disadvantaged vs. non-disadvantaged white students.

- Press the back button or "Home" and then "See Disaggregated Data."

- Scroll down to "Compare two groups of students at your school." You will see that a comparison of students has been selected. All you need to do is to click the second red "See scores" button at the bottom of the page.

    This brings you a comparison of the performance of disadvantaged vs. non-disadvantaged white students.

See Longitudinal Data

This allows the school leader to view the progress of subgroups over time. The sample analysis provided here is of Asian Pacific Islanders over three years.

- Click "Home" to return to the main menu. Next, click the "See Longitudinal Data" button.

- You will notice that several fields are pre-selected.

- Click "See Scores," the red button.

    As you can see, it provides the data over time, but also a cohort analysis that outlines the pattern of progress over the last three years. In this way, a principal can go quickly from examining the numbers to an overall sense of progress.

    As in every other section, the analysis ends with suggestions for further action.

    The site will also allow principals to download data directly into Excel for further analytic work.

    As we hope is clear, the two sides of this site intend to offer school leaders significant support in their day-to-day role as instructional leaders, as well as their role as strategic planners. We have found that powerful data tools can substantially enhance school leadership.