

# ROAD TO RECOVERY

A Priority Playbook  
for YOUR School



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EDUCATION EQUALS ECONOMICS

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# ROAD TO RECOVERY– Presenters



**Matt Pope**

Chief Transformation Officer



**Teri Clement**

Director of School Transformation



**Amy Havard**

Director of School Transformation



# ROAD TO RECOVERY– E3 Alliance



Transforming education systems through data and collaboration so *all* students succeed!

E3 Alliance is a nonprofit 501(c)(3) organization based in Austin, Texas.





# ROAD TO RECOVERY– Who is here today?



## Participants:

45% Principals

30% District Leaders

18% Assistant Principals

7% Teachers

## Locations:

Texas, California, New York, Florida, Maryland, Missouri, North Carolina, Indiana, Pennsylvania, Arizona, Alabama, New Jersey, Kentucky, Egypt, St. Lucia



# ROAD TO RECOVERY– Agenda



- Priority Playbook Overview
- Playbook Categories
- Priority Playbook Roadmap
- Closing





# ROAD TO RECOVERY– Priority Playbook

COVID-19's impact on education has challenged our work like never before and we have learned many lessons. As leaders, we acknowledge this reality and stand ready to tackle the hard work of planning for our schools. This **Priority Playbook** will serve as a guide to transform our schools by providing a structure for the planning and ideas for HOW to get this work done!



# ROAD TO RECOVERY– Priority Playbook

<b>Stage</b>	<b>Implications for School Leaders</b>
<b>Crisis</b>	<ul style="list-style-type: none"><li>● School buildings ordered closed</li></ul>
<b><i>Transition</i></b>	
<b>Re-entry</b>	<ul style="list-style-type: none"><li>● School buildings partially reopen</li><li>● Some students at school, some at home</li><li>● Rolling closures</li></ul>
<b>Recovery</b>	<ul style="list-style-type: none"><li>● School buildings fully back in session</li><li>● School budgets reflect economic reality</li></ul>
<b><i>Transformation</i></b>	
<b>New Normal</b>	<ul style="list-style-type: none"><li>● Schools reflect a changed society</li></ul>







## We're in this Together

*Support Student & Staff Attendance*

## Close the Gap

*Equitable, High-quality instruction for all*



## Leading Forward

*Leading the Transformation*

## A Safe Place

*A Healthy, Secure Environment*

## A Place to Belong

*Reignite School Culture*

# ROAD TO RECOVERY— Priority Playbook







**Leading Forward**

*Leading the Transformation*

**ROAD TO RECOVERY— Priority Playbook**



# LEADING FORWARD



## Leading the Transformation

- Engage with a diverse, representative leadership team
  - Plan **frequent collaboration times** (in-person or virtual)
  - Create a **decision-making process**
  - Check the “**pulse**” frequently with the team on the school community
- Recognize that what was important before, is still very important
  - Ensure **mission, goals & improvement plans** still drive decision making





# LEADING FORWARD



## Leading the Transformation

- Communicate, communicate & communicate
  - Keep all stakeholders up-to-date by **communicating explicitly, frequently & in transparent manner**
  - Develop communication pathways (flows) that utilize **multiple modes of communication** by all leadership team members
  - Determine ways to **communicate with ALL** families, including non-English speakers



# LEADING FORWARD– A Diverse, Representative Leadership Team Example

## The Team Members:

- Administrators
- Instructional Coaches
- Counselors
- Teacher Leaders-Dept
- Teacher Leaders-Grade Level
- Social Workers
- Family Liaison
- Head Custodian
- School Nurse
- Student Leaders
- Family Representatives

Safety Task Force

Instructional Model Task Force

Student and Staff Wellness Task Force





# LEADING FORWARD– Communication Plan Example

## Wilson HS Communication Plan

### Static Communications

Name	What	When	How	To	Owner	Composer
Student Drop off and Pick Up Procedures	<ul style="list-style-type: none"> <li>• Times</li> <li>• Traffic Flow</li> <li>• Norms and expectations</li> </ul>	<ul style="list-style-type: none"> <li>• 1 week before start of school year</li> </ul>	<ul style="list-style-type: none"> <li>• Emailed and posted to social media and posted on public website, post and email when changes are made</li> </ul>	All parents and community	Assistant Principal	Admin creates and reviews with leadership team, admin updates throughout the year as needed

### Recurring Communications

Name	What	When	How	To	Owner	Composer
Staff Newsletter	<ul style="list-style-type: none"> <li>• Upcoming events</li> <li>• Celebrations and spotlights</li> <li>• Current instructional focus</li> </ul>	<ul style="list-style-type: none"> <li>• Thursdays @ 5pm</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Archived to staff internal site</li> </ul>	All staff	Assistant Principal	Admin and leadership team outline content during weekly meeting
Parent Newsletter	<ul style="list-style-type: none"> <li>• Upcoming events</li> <li>• Celebrations and spotlights</li> <li>• Weekly Challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Tuesdays @ 10am</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Archived on public website</li> <li>• Link posted to FB and Instagram</li> </ul>	All parents and community	Principal	Principal with input requested from all staff via google form

### Specific/Time-Bound Communications

Name	What	When	How	To	Owner	Composer
Change to visitor procedures	<ul style="list-style-type: none"> <li>• Reason for change</li> <li>• Specific change</li> <li>• Updated info sheet with all procedures</li> </ul>	<ul style="list-style-type: none"> <li>• As soon as decision is made</li> <li>• At least 2 days before implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Update website</li> <li>• Sign in front office</li> <li>• Post to social media</li> <li>• Parent Newsletter</li> <li>• Principal Coffee</li> </ul>	All district support staff, parents, community	Principal	Principal with guidance from leadership team





## Leading Forward

*Leading the Transformation*



## A Safe Place

*A Healthy, Secure Environment*



# ROAD TO RECOVERY— Priority Playbook





# A SAFE PLACE



## A Healthy, Secure Environment

- Consider all stakeholders' needs
  - **Gather input** from your students, staff, families, district & community
  - Evaluate the **impact** of decisions **on different stakeholders**



# A SAFE PLACE



## A Healthy, Secure Environment

- Devise clear plan for physical safety
  - Design **movement patterns** and schedule to minimize contact (building entrance & exit, common areas, passing periods)
  - Develop **visitor procedures**
  - Plan beginning of the year family events with staggered attendance times & careful movement patterns (Registration, Meet-the-Teacher)
  - Design for **variations in scheduling** that provide differentiated & equitable support for ALL students and families





# A SAFE PLACE– Gathering Input Example

*Johnson Academy*



## 2020-21 Survey Plan

**When:** Send survey to families and staff every 2 weeks beginning the week of May 25th until August 3rd

**How:** Email survey and post on Facebook, Twitter and website

- Call after no response on first 2 surveys
- Home visit if no response on calls

**Who:**

- Office staff send out via email and make posts
- Admin make phone calls and home visits
- Admin monitor data every 2 weeks to evaluate impact on safety, scheduling and staffing

**Questions (English and Spanish):**

- Based on what you know today about social distancing and assuming our school is prepared for health and safety, select the response that best matches your plans for the Fall 2020. (in-person, virtual, hybrid)
- If you will be attending in-person, which model would you prefer? (AM/PM, alternating days, etc.)
- What information would you like us to know?



# A SAFE PLACE– Variations in Scheduling Example

## 50/50 Learning Experience Student Schedule

AM Face-to-Face (Self Contained)					
	Monday	Tuesday	Wednesday	Thursday	Friday
8:00-8:55	Math	Social Studies	Math	Social Studies	Math
9:00-9:55	ELA	Fine Arts	ELA	Fine Arts	ELA
10:00-10:55	Science	PE	Science	PE	Science
11:00am	AM departs; Lunches to-go				

PM Virtual Learning					
	Monday	Tuesday	Wednesday	Thursday	Friday
1:30-2:25	Social Studies	Math Enrichment	Fine Arts	ELA Enrichment	PE
2:25-3:00	Teacher Check-in Support	Teacher Check-in Support	Teacher Check-in Support	Teacher Check-in Support	Teacher Check-in Support





# A SAFE PLACE– Variations in Scheduling Example

## 50/50 Learning Experience Teacher Schedule

AM Face-to-Face Connections and Instruction					
	Monday	Tuesday	Wednesday	Thursday	Friday
8:30-9:15	Period 1	Period 4	Period 1	Period 4	Period 1
9:20-10:05	Period 2	Period 5	Period 2	Period 5	Period 2
10:10-10:55	Period 3	Period 6	Period 3	Period 6	Period 3
11:00am	Students Depart				
11:00-1:00	Planning and Lunch				

PM Virtual Enrichment & Check-Ins					
	Monday	Tuesday	Wednesday	Thursday	Friday
1:00-1:35	Period 4	Period 1	Period 4	Period 1	Period 4
1:45-2:20	Period 5	Period 2	Period 5	Period 2	Period 5
2:30-3:05	Period 6	Period 3	Period 6	Period 3	Period 6



# A SAFE PLACE– Variations in Scheduling Example

## Virtual Learning Experience: Elementary Teacher Schedule

AM Virtual					
	Monday	Tuesday	Wednesday	Thursday	Friday
8:30-9:30	Math	Math	Math	Math	Math Enrichment
9:30-9:50	Brain Break	Brain Break	Brain Break	Brain Break	Brain Break
9:50-10:50	ELA	ELA	ELA	ELA	ELA Enrichment
11:00-1:00	Planning and Lunch Break				

PM Virtual					
	Monday	Tuesday	Wednesday	Thursday	Friday
1:00-1:35	Science	Social Studies	Science	Social Studies	Class Meeting (weekly celebrations)
1:45-2:25	Small Group or Individualized Instruction	Small Group or Individualized Instruction	Small Group or Individualized Instruction	Small Group or Individualized Instruction	Science Enrichment
2:30-3:00	Class Meetings and Check-ins	Class Meetings and Check-ins	Class Meetings and Check-ins	Class Meetings and Check-ins	







## We're in this Together

*Support Student & Staff Attendance*



## Leading Forward

*Leading the Transformation*

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# ROAD TO RECOVERY— Priority Playbook



# WE'RE IN THIS TOGETHER



## Support Student & Staff Attendance

- Create an Attendance Team to provide differentiated, individualized support
  - Frequently review data to inform decisions
  - Develop **different paths of intervention and persistent communication** for attendance concerns
  - Provide **guidance on when to stay home when sick**
  - For staff, stay in frequent contact with trusted substitutes and create coverage plan when substitutes are unavailable





# WE'RE IN THIS TOGETHER



## Support Student & Staff Attendance

- Implement systems for potential, non-traditional school environment(s)
  - Develop plans for **collecting and monitoring attendance data in all modalities of school scheduling**
  - Establish **system to accurately report attendance** according to state/district guidelines
  - Outline roles and responsibilities within **new attendance plans and systems**



# WE'RE IN THIS TOGETHER– Attendance Team Example



## 2020-2021 Committees/Teams



**Smiley Middle School**

**Whatever it takes for EVERY Student!**

### **Attendance Leadership Team**

Reviews data and develops differentiated support for every staff and student.

Juan Hernandez	6 <sup>th</sup> Grade Teacher Representative	Veronica Ramon	Counselor
Tyrone Freeman	7 <sup>th</sup> Grade Teacher Representative	Amanda Walton	Social Worker
Beatriz Rodriguez	8 <sup>th</sup> Grade Teacher Representative	Julissa Martinez	Attendance Clerk
Marvin Percy	Electives Teacher Representative	Lisa Davies	Asst. Principal
Rebecca Benavides	Family Representative	Michael Booker	Principal
Christine White	District Representative	Alma Rodriguez	Nurse





# WE'RE IN THIS TOGETHER– Guidance on When to Stay Home Example

## ***Edgeville Eagles*** **Healthy Attendance Guidelines**

Eagles, as a community of learners who maintain a safe environment, please use the guidelines below to pay attending to your health and avoid spreading illness to others. In addition, use the tips listed below to avoid absences when possible.

***Please stay home for 24 hours if you:***



- Have a fever of 100+
- Vomit more than once or have diarrhea
- Have flu or COVID-like symptoms: fever, cough, difficulty breathing, sore throat, chills, or aches and pains
- Have been diagnosed by a doctor with a contagious disease (chicken pox, strep throat, etc.)
- Please consult our nurse if you are not sure 555-123-1234

***Please stay home if you:***

- Have been exposed to known COVID source in the last 14 days (will switch to Remote Learning)

***Tips for Avoiding Absences:***

- Get a flu shot
- Schedule dental and well-check visits outside of regular school hours









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## A Place to Belong

*Reignite School Culture*

# ROAD TO RECOVERY— Priority Playbook





# A PLACE TO BELONG



## Reignite School Culture

- Connections before Content
  - Develop **re-entry curriculum** and provide time the first few weeks of school to adjust and re-acclimate to peers and school community
  - Create collective commitments between staff and students
  - Integrate & learn **healing-based practices** to support social-emotional health of students and staff
  - Build **habits of connection and communication** that will persist throughout the year





# A PLACE TO BELONG



## Reignite School Culture

### • Sustain & Support

- Continue **deliberate opportunities for relationship building and healing-based practices**
- Champion collective commitments
- Provide opportunities for **shared fun**
- Review and adjust focus to respond as needs change throughout the year
- **Engage families and community** in safe or virtual events





# A PLACE TO BELONG– Re-entry Curriculum Example



## *SHS Dragon Camp: Better Together*

*(First 5 days of school + every Friday Meeting)*

**Dragon DNA**



Better through Diversity: learn who we are and how our differences are also our strength.

*Wellness  
Workshop*



Better through Balance: physical health and wellness and how to take care of ourselves.

*Mindset Study  
Seminar*



Better through Mindset: how our mindset can impact our attitude, achievement and happiness.

**The Dragon Way**



Better through Self-discipline: routines and behaviors that support success in school and life.

**Community through  
Communication**



Better through Conversation: always improving how we talk to each other and the words we use.

**Believe  
There is  
Good**



Better through Kindness: We can't heal ourselves by wounding each other. Dragons, you'll find, are kind.





# A PLACE TO BELONG– Build Habits of Connection Example





# A PLACE TO BELONG– Build Habits of Connection

## Examples



Hand Signals



Logos / T-shirts

**"CLAYTON PROUD!" → "SAY IT OUT LOUD!"**  
**"FALCONS RISE!" → "ABOVE THE SKIES!"**

Call and Response







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*Equitable, High-quality instruction for all*



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# ROAD TO RECOVERY— Priority Playbook





# CLOSE THE GAP



## Equitable, High-Quality Instruction for All

- Plan for strategic adjustments in curriculum
  - Collaborate to select **only the MOST essential standards** for current grade level
  - **Prioritize skills and concepts** that are foundational to college, career and real-world readiness
- Implement deliberate systems of assessment to inform curriculum focus and instructional plan
  - Develop assessment norms for administering assessments in different modalities
  - Utilize common **pre-assessments** to narrow focus on the MOST essential standards
  - Implement **common formative assessments** frequently throughout unit of study; including analysis of student work.



# CLOSE THE GAP



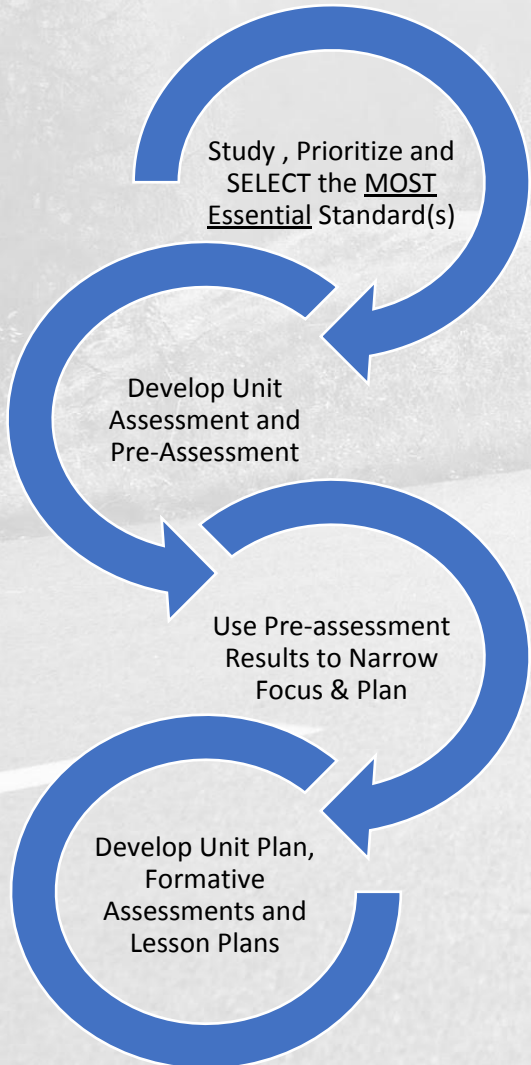
## Equitable, High-Quality Instruction for All

- Focus on implementation of evidence-based instructional practices
  - Plan for **acceleration, not remediation**
  - Responsive instructional design should be **student-focused**, with increasing independent, critical thinking, speaking, reading and writing.
- Utilize effective virtual & blended learning models
  - Engage instructional technology in creative ways that enhances & elevates instruction
  - Use **virtual tools to personalize pathways for all students** to achieve mastery of essential standards





# CLOSE THE GAP– Plan for Strategic Adjustments in Curriculum Example

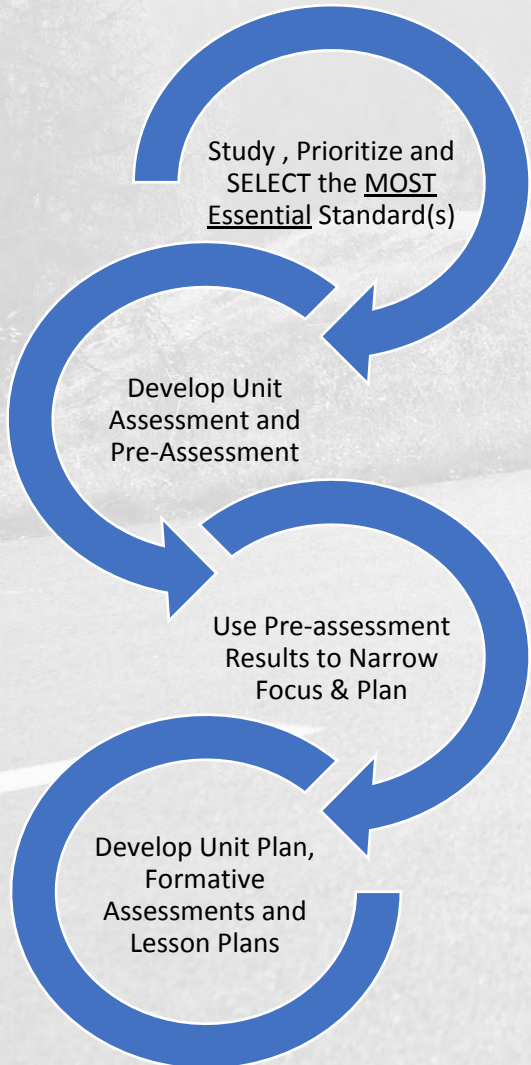


## TIMELINE

- *2-3 weeks before the beginning of the unit*
- *2-3 weeks before the beginning of the unit*
- *First unit: pre-assessment during re-entry camp*  
• *Subsequent units: pre-assessment 1-2 weeks before the start of the next unit*
- *Each Cycle: Unit plan, formative assessments and lesson plans will be developed 1 week ahead of time*



# CLOSE THE GAP– Plan for Strategic Adjustments in Curriculum Example



## GUIDING QUESTIONS

- *Of the standards identified for this unit, which are most important for current grade level and readiness for the next grade level?*
- *Of those, which align with college, career and real-world readiness?*
- *How will students demonstrate mastery of selected, standard(s)?*
  - *verb, content, level of thinking?*
  - *assessment items from prior years?*
  - *How will we pre-assess?*
  - *How will we assess after instruction?*
- *How will we use the pre-assessment results to adjust the unit and lesson plans?*
- *Which concepts need more or less time?*
- *How will we lead the learning so that all students are successful?*
- *How will we formatively assess along the way?*
- *How does the pathway for learning differ for each student?*







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# ROAD TO RECOVERY— Priority Playbook



# ROAD TO RECOVERY– Priority Playbook Roadmap

## Roadmap to Recovery: A Priority Playbook

*Planning for re-entry and transformation to your school community!*

### Welcome to the Roadmap.

*This tool is intended to support your planning for the 2020-2021 school year. You may choose to complete every section or only the parts that are most applicable to your school community.*

*Please contact us if you would like support as you and your team work through the Priority Playbook.*



**E3 ALLIANCE**<sup>SM</sup>  
EDUCATION EQUALS ECONOMICS

E3 Alliance is a premier, national award-winning leader in collaborating with districts and schools to implement sustainable student outcomes with its unique, proven and data-backed frameworks and systems.

As a non-profit, E3 Alliance is a mission-driven organization focused on Impact for ALL Students by transforming school systems. As seasoned educators the E3 Alliance team possesses the knowledge and first-hand experience transforming schools to sustained success

with solutions for  
Leadership  
School Culture  
Effective Instruction  
Special Populations

Contact us if you would like more support:  
Lori Davis, Director of Transformation Partnerships

[ldavis@e3alliance.org](mailto:ldavis@e3alliance.org)

[Visit our website](#)





# ROAD TO RECOVERY– Priority Playbook Roadmap

## A Place to Belong: Reignite School Culture

*Building a welcoming and inspirational school community!*

### Connections before Content

#### Develop Re-entry Curriculum

Writing Team (WT)	Wishlist	Timeline	
Team leaders	>Get to know you games	15-Jul-20	First draft of curriculum finished
SEL/counselor lead	>strategies for dealing with stress	22-Jul-20	LT review and give feedback
social worker	>expectations for common areas	31-Jul-20	Final draft of curriculum finished
	>digital safety	3-Aug-20	WT reviews with PD plan with LT
	>Friendship and community principles	8/8/2020 PM session	Team provides Re-Entry PD to teachers
	>school song, chant, hand sign	August 14-16, 2020	Re-Entry Camp for all students



# ROAD TO RECOVERY– Priority Playbook Roadmap

## A Place to Belong: Reignite School Culture

*Building a welcoming and inspirational school community!*

### Create Collective Commitments

Step	What	How	When	Who
VALUES	All staff create a set of value words (3-6) that are aligned to mission and vision	In-person poster/sticky notes Virtual brainstorm tool	8-Aug-20	Lead by leadership team members
Commitments	All staff split into groups. Each group develops a commitment statement with the value word they are given	In-person posters Virtual shared document and conference	9-Aug-20	Each group has at least one LT member
Consensus	Staff reviews commitment statements and has an opportunity to give feedback	In-person posters Virtual shared document	9-Aug-20	LT reviews feedback and adjusts if needed, publishes collective commitments





# ROAD TO RECOVERY– Priority Playbook Roadmap

## *A Place to Belong: Reignite School Culture*

*Building a welcoming and inspirational school community!*

### *Habits of Connection and Communication*

<b>Habit</b>	<b>What</b>	<b>How</b>	<b>Who</b>	<b>When</b>
<i>Wellness Check-ins</i>	<i>One-on-one conversation with student to assess needs and listen to concerns</i>	<i>In person (advisory or other time), phone, or conferencing tool</i>	<i>Assigned mentor teacher</i>	<i>at least once per month</i>
<i>Virtual Morning Meetings</i>	<i>Live stream of morning meeting once per week for parents and students at home to participate in</i>	<i>Through online classroom portal or protected conference tool</i>	<i>Classroom teacher</i>	<i>once per week</i>



# ROAD TO RECOVERY– Priority Playbook Roadmap

<b>A Place to Belong: Reignite School Culture</b>			
<i>Building a welcoming and inspirational school community!</i>			
<b>Sustain &amp; Support</b>			
<b>Opportunities for Relationship Building</b>			
<b>Opportunity</b>	<b>What</b>	<b>How</b>	<b>When</b>
<i>Fun Friday Flings</i>	<i>Short, fun movement activity</i>	<i>10 min activity developed by counselors and sent out to teachers one week in advance, takes social distance guidelines into consideration</i>	<i>During Friday morning announcements</i>
<b>Champion Collective Commitments</b>			
<b>Broadcasting: (making when visible)</b>		<b>Language Shaping</b>	
<i>Post commitments in common areas, front office, and classrooms</i>		<i>Explain the WHY for everything (PD, data protocols, procedures) using your collective commitments</i>	
<i>Add commitments to email signature</i>		<i>Align language in agendas, forms, website, social media to match your collective commitments</i>	
<i>Read during morning announcements</i>		<i>Develop pivot stems based on your collective commitments</i>	





# ROAD TO RECOVERY– Priority Playbook Roadmap

<b>A Place to Belong: Reignite School Culture</b>			
<i>Building a welcoming and inspirational school community!</i>			
<b>Virtual Family Events</b>			
<b>Purpose</b>	<b>Audience</b>	<b>Topics</b>	<b>Considerations</b>
<i>Principal Coffees</i>	<i>Parents, community members</i>	<i>Celebrations, recent policy and procedure changes, answer questions</i>	<i>Alternate date/time/modality to allow for parents with different schedules and children at home to participate. Ask for RSVP and questions to be submitted ahead of time to plan for safety and anticipate resources to share.</i>
<i>Virtual Literacy Fair</i>	<i>Families, children of all ages, community members</i>	<i>Read alouds, book recommendations, fun activities that match books, strategies for students and parents</i>	<i>Plan for synchronous (read alouds, strategy demos, silly activities related to a book, book chat board) and asynchronous activities (recorded read alouds, suggested activities, resources on strategies for parents) that families can choose access from your website.</i>
<b>Actions We Need to Take to Build a Place to Belong</b>			
<i>Develop Re-Entry Curriculum</i>			
<i>Schedule and Plan Staff PD on Re-Entry Curriculum</i>			









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# ROAD TO RECOVERY— Questions?



# ROAD TO RECOVERY



- *Use* the Playbook & Roadmap
- *Share* the Playbook & Roadmap
- *Partner* with us!
  - Lori Davis, [ldavis@e3alliance.org](mailto:ldavis@e3alliance.org)





# ROAD TO RECOVERY



- ***Attend*** July 21st Webinar
  - 1:30pm-2:30pm CST
  - New Examples
  - Registration will be sent out





# ROAD TO RECOVERY

Matt Pope, [mpope@e3alliance.org](mailto:mpope@e3alliance.org)

Teri Clement, [tclement@e3alliance.org](mailto:tclement@e3alliance.org)

Amy Havard, [ahavard@e3alliance.org](mailto:ahavard@e3alliance.org)



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