

## Indicator 17: State Systemic Improvement Plan

### Plan

Monitoring Priority: General Supervision

Results indicator: The State's SPP/APR includes a State Systemic Improvement Plan (SSIP) that meets the requirements set forth for this indicator.

#### Baseline Data

FFY	2013
Data	34.00%

#### FFY 2014 - FFY 2018 Targets

FFY	2014	2015	2016	2017	2018
Target	36.00%	38.00%	43.00%	49.00%	60.00%

#### Description of Measure

### **PART B IDEA STATE SYSTEMIC IMPROVEMENT PLAN: PHASE I**

In accordance with the requirements of the Individuals with Disabilities Education ACT (IDEA), Part B, the District of Columbia's Office of the State Superintendent of Education (OSSE) submits this Phase I document as Indicator 17 of the Annual Performance Report, the State Systemic Improvement Plan (SSIP).

After reviewing various data sources, OSSE has selected the following State Identified Measurable Result (SIMR), which will be implemented using the infrastructure, improvement strategies, and theory of action detailed below:

*The District of Columbia will increase the rate of graduation with a regular diploma for all students with disabilities with a focus on students who attend a high school that has a graduation rate of less than 50% for students with disabilities, and is in Focus or Priority school status under the ESEA Flexibility waiver accountability system.*

Graduation is defined under IDEA as graduating with a regular diploma within four years of entering high school. The District of Columbia intends to report the five- and six- year graduation rates for students with disabilities in Phase II and Phase III of the SSIP, as five- and six-year graduation rates may be the most appropriate measure of graduation success for certain students with disabilities.

#### Targets: Description of Stakeholder Input

Overall, OSSE solicited broad stakeholder input for setting and revising SSIP targets using the following process:

OSSE subject matter experts reviewed local and national graduation and dropout related-data, reviewed related research and practice documents, and considered the potential impact of newly developed and ongoing initiatives in each area. Subject matter experts then proposed improvement strategies for achieving the State Identified Measurable Result and a rationale for the proposed activities.

OSSE created a presentation including information about the SSIP process, the rationale behind OSEP's new requirement, and the proposed State Identified Measurable Result (SIMR). A survey was created in both paper and web-format to

capture stakeholder feedback.

OSSE advertised the SSIP development process and desire for community feedback to various stakeholder groups including parents, LEA personnel, and other local agencies. OSSE held in-person meetings and webinars with a variety of stakeholder groups where the SSIP was introduced, targets were reviewed, and timelines and SIMR selection issues were vetted. Stakeholder groups included DCPS central office staff and principals, the Public Charter School Board, a working group of the State Board of Education, members of the Special Education State Advisory Panel, the Title I Committee of Practitioners, the Secondary Transition Community of Practice, the OSSE's Post-Secondary Division, the Special Education Co-op (a professional development network for public charter schools, the District of Columbia Association for Special Education (an association of nonpublic special education schools), and parents and community stakeholders through ten community meetings that addressed the SEA's education priorities. Copies of SSIP presentations were also sent to additional stakeholder groups and feedback was invited.

OSSE collected feedback at the end of selected in-person presentations and invited additional feedback by email. OSSE also collected all questions and comments posed during in-person presentations. Subject matter experts reviewed all stakeholder questions and comments, and consulted with State leadership to revise the SSIP targets as appropriate.

**Indicator 17: State Systemic Improvement****Plan****Data Analysis**

*Monitoring Priority: General Supervision*

**Results indicator: The State's SPP/APR includes a State Systemic Improvement Plan (SSIP) that meets the requirements set forth for this indicator.**

**Data Analysis**

A description of how the State identified and analyzed key data, including data from SPP/APR indicators, 618 data collections, and other available data as applicable, to: (1) select the State-identified Measurable Result(s) for Children with Disabilities, and (2) identify root causes contributing to low performance. The description must include information about how the data were disaggregated by multiple variables (e.g., LEA, region, race/ethnicity, gender, disability category, placement, etc.). As part of its data analysis, the State should also consider compliance data and whether those data present potential barriers to improvement. In addition, if the State identifies any concerns about the quality of the data, the description must include how the State will address these concerns. Finally, if additional data are needed, the description should include the methods and timelines to collect and analyze the additional data.

***1A&B) Identification of Data Sources, Data Analysis, and Disaggregation of Data on the District of Columbia's Graduation Rates for Students with Disabilities***

The District of Columbia's Office of the State Superintendent of Education (OSSE) began preparing for the State Systemic Improvement Plan (SSIP) by performing a general review of FFY 2011 and FFY 2012 State APR data in an attempt to understand the relative strengths and weaknesses in DC's programming for students with disabilities. At the same time, the SSIP conceptual framework, purpose, and core plan requirements were introduced to stakeholders including the State Advisory Panel, community members who attended public comment sessions related to proposed special education regulations and policies, and LEA stakeholders. Through these early conversations about the SSIP and the kinds of issues that DC might be able to address through the SSIP, OSSE learned that there was heightened interest and concern about graduation rates for students with disabilities and related issues such as dropout rates, truancy, meaningful post-secondary engagement with college or career, and effective secondary transition planning. This heightened interest coincided with the release of the DC Graduation Pathways Report, the launch of the DC Re-Engagement Center and renewed attention on a number of other ongoing initiatives.

***Data Sources: Graduation Rates***

After seeing the broad community interest in graduation and related issues, OSSE undertook a deep review of multiple sources of State data including the following:

1. Section 618 data for the school years 2011-12, 2012-13 and 2013-14. Special emphasis was placed on the following Section 618 sub-collections:
  - Child Count Data
  - Exit Data
2. Part B SPP/APR data for FFYs 2011-2013. Special emphasis was placed on the following Indicators:
  - Indicator 1- Graduation Rates
  - Indicator 4A &B- Discipline
  - Indicator 13- Secondary Transition
3. Statewide data produced by the "Graduation Pathways" project, produced by the District of Columbia's Office of the Deputy Mayor for Education<sup>[1]</sup> using State-level data collected by OSSE.
4. 5 year graduation rate data calculated by OSSE for District of Columbia LEAs.
5. National graduation data produced by the US Department of Education, National Center for Education Sciences for school years 2010-11, 2011-12, and 2012-13.
6. The District of Columbia's ESEA data on Focus and Priority schools.

The data demonstrated that four-year on-time high school graduation rates for public school students in the District of

Columbia are lower than the national average. Between school years 2011-12 and 2013-14, 60% of all District of Columbia Students graduated<sup>[2]</sup> in four years compared to 80%<sup>[3]</sup> nationally, and 34% of District of Columbia students with disabilities graduated in four years compared with 61% nationally.

#### *Analysis of Root Causes of Failure to Graduate Timely*

In 2013, the District of Columbia's Deputy Mayor for Education's office conducted a longitudinal study, known as the Graduation Pathways Project, in order to determine when and why students fall off track for timely graduation, as well as to identify programs and schools that are able to get students back on track. The Graduation Pathways Project identified the following factors as root causes or strong predictors of late graduation and dropout among District of Columbia students including the following:

1. Special education status in grade 8
2. English language learner status in grade 8
3. Average at high school entry
4. Basic or below basic performance on the grade 8 DC CAS (statewide test)
5. Suspensions before entering high school
6. Absences before high school
7. Course failures before high school

In addition, the Graduation Pathways project documented linkages between involvement with the juvenile justice or foster care systems and lack of timely or steady credit accumulation, and lack of effective credit recovery programs and untimely graduation or dropout. This link is also related, at least in part, to high mobility and school transfer rates among these students.

#### *Disaggregation of Relevant Data*

OSSE disaggregated graduation data by sector (traditional public vs. public charter), by disability category, by disability category and gender, by disability category by sector and race, and by school. When disaggregating state level data, several issues arose in relation to the District of Columbia's population size and other demographic factors. According to OSEP's 2014 State Data Display, 19.5% of students in the District of Columbia receive special education services, which is above the national average. However, the actual number of students with disabilities, at 11,035, is relatively low in comparison to a typical statewide population. The population numbers are sliced even thinner when focus is placed only on the subset of students who comprise a single graduation cohort, which OSSE currently estimates at 1,330 students with disabilities per year. The average graduation rate for the cohort of 1,330 students with disabilities is 34%, or 452 students. Assuming the cohort size is stable, to achieve the State Identified Measurable Result (SIMR) target of 60% by FFY 2018, the District of Columbia would need to graduate an additional 70 students per year, or 350 students over the five years of the SSIP, for a total of 802 graduating students. OSSE disaggregated data in an effort to better understand the dynamics at work in creating the low graduation rates for students with disabilities, but also to identify possible subgroups for the SIMR intervention cohort. The very small cohort sizes made it difficult to base the intervention on any of the traditionally examined factors such as race, gender, or disability category, because the resulting subgroup sizes were generally too small to ensure a statewide difference in outcomes.

For example, the relatively small number of students per graduating cohort was related to an issue in the analysis of disability category subpopulation sizes. When looking into data from FFYs 2011, 2012, and 2013, the disability categories of autism and emotional disturbance had similar average graduation rates (22%). However, there was an average of 29 students with autism graduating per year, while there was an average of 286 students with emotional disturbance graduating per year during the three year period. Students with speech language impairment had the highest 4 year graduation rate by disability category, with 46% of students graduating timely. However in three years combined, only 71 graduating

students fell into this disability category. Comparing rates of graduation by disability category for students in the District of Columbia, especially within single years, did not provide OSSE with enough information to clearly identify a group or logical combination of groups of students that would, if selected as the intervention cohort, have enough power to move results on a Statewide basis.

Comparing graduation rates by race did not lead to the narrowing of a potential SIMR cohort group. Between FFYs 2011 and 2013, African American and Hispanic students comprised 97% of graduates with disabilities in the District of Columbia, so no other race groups were disaggregated. The average graduation rate was 6% higher for Hispanic students with disabilities (39%) than for African American students with disabilities (33%). However, on average, there were more than 15 times as many African American students with disabilities per graduating cohort. OSSE encountered similar difficulties when disaggregating the data by gender and sector (traditional LEA v. Public Charter Schools). The data showed almost 50% more male students per graduating class (an average of 869 males vs 459 females), but showed a statewide graduation rate for female students with disabilities (40%) that was 9% higher than the graduation rate for male students with disabilities (31%). While the charter school graduation rate (47%) was notably higher than the traditional LEA graduation rate (31%), on average only 291 students with disabilities are part of a graduating cohort in a charter school in the District each year, while an average of 1,012 students with disabilities are part of the graduating cohort in the traditional LEA each year.

In order to ensure that decisions were based on statistically relevant population sizes, OSSE ultimately used averages derived from three school years: 2011-12, 2012-13, and 2013-14. As a result, some of the state-level rates reported throughout the Phase I SSIP document are based, as described below, on a combination of three cohorts.

OSSE reviewed high school graduation data for students with disabilities in the cohorts scheduled to graduate in 2012, 2013, and 2014 and identified 3,984 students with disabilities who fell into the three cohorts. The average four-year graduation rate for these three cohorts is 34%. Note that the examined data was compiled using data submitted to OSEP for Section 618, particularly Child Find and Exit counts as the basis of the data set. However, this is an expanded cohort set both because it covers three years and because this data set assigns previously “ungraded” students to graduation cohorts.

After conducting traditional data disaggregation, OSSE had still not identified an intervention subgroup that covered all sectors of public schooling in the District and included enough students to make a positive statewide difference. The SSIP team decided to further disaggregate the data to the school campus level, rather than comparing rates by sector or LEA. Once the data was disaggregated by school campus and the data spread was analyzed, OSSE determined that there was a noticeable break around the 50% graduation rate for students with disabilities, with several schools’ graduation rates clustered between 26% and 48%. ESEA data was introduced and compared to the per campus graduation rates, and in most cases, OSSE found that a graduation rate for students with disabilities coincided with a school being in Focus or Priority status under the ESEA Flexibility waiver accountability system. Focus and Priority schools are school communities generally in need of deep support. Therefore, OSSE proposed that that it would target the Focus and Priority schools that were graduating fewer than 50% of students with disabilities. As described below, after stakeholder input, OSSE identified this group as a cohort of high schools that would receive targeted interventions to improve graduation rates.

### ***1C) Description of Any Data Quality Concerns and the State’s Plan to Correct the Concerns***

OSSE’s primary data concern deals with data quality. The District has 995 students attending non-public special education schools<sup>[4]</sup> and many of these students are in ungraded programs. When non-public students graduate, they are assigned to their LEAs for the purpose of being counted with their graduating cohort group. However, non-public students who attend ungraded programs might not be assigned to a particular high school campus within their LEA until they are ready to exit the system at age 22. OSSE is currently working through student data and making cohort assignments in an effort to correct historical gaps in the data tracking for these students. OSSE has been working on this issue for several months and

expects all students will be assigned to a cohort and this issue will be resolved in 2016.

For the purpose of SSIP analysis, OSSE was able to manually account for and assign to specific high schools the non-public students in ungraded programs who were previously assigned to LEAs. This ensured the non-public students were counted in the data for cohort graduation rates. As previously stated, OSSE is working on developing methods of tracking and assigning these students at the beginning of their high school careers.

#### ***ID) The State's Consideration of Compliance Data During Development of Phase I of the SSIP***

OSSE has chosen to focus on Indicator 1, improving graduation rates for students with disabilities, as its one Priority improvement area. This is a results based indicator rather than a compliance based indicator. Additional compliance indicators OSSE focused on while developing the SSIP are Secondary Transition (Indicator 13) and Significant Discrepancy (Indicator 4B).

In looking at secondary transition compliance data, OSSE noted that while the compliance data revealed areas of difficulty for some LEAs and schools, OSSE does not anticipate these compliance issues, in and of themselves, to present barriers to improvement. Over the past few years, OSSE has made significant improvements in Secondary Transition compliance. This is primarily due to an increase in targeted technical assistance and focused monitoring, as well as the work of the Secondary Transition Community of Practice. OSSE expects this compliance rate to continue its upswing over the next several years until the District of Columbia reaches 100% compliance.

With respect to Significant Discrepancy, or Indicator 4, OSSE is currently undergoing a revision of its Indicator 4 methodology and monitoring process in an effort to ensure that OSSE can focus energy on those LEAs and schools that are using suspension and expulsion inappropriately or too easily with their students. DC's Graduation Pathways report noted a correlation between an increased number of suspensions prior to 9<sup>th</sup> grade and an increased likelihood of students not completing high school. This finding is confirmed by multiple published research reports and the body of work produced by R. Skiba et al at the Indiana University Equity Project, which establish firm links between suspension and failure to complete school.

Thus in reviewing compliance rates with Indicators 4 and 13, OSSE did not see any particular barriers to improving graduation rates based on work already underway. However, OSSE is optimistic that higher graduation rates will be an added benefit to improved compliance rates in these areas.

#### ***Additional Data Analysis***

During the Phase I analysis, OSSE identified 11 high schools that will form the targeted SIMR intervention cohort subgroup that will receive the most intensive support. The identified subgroup of schools have graduated less than 50% of their students with disabilities, and have either a Focus or Priority designation under the ESEA Flexibility waiver accountability system. Because so many predictors related to timely graduation were evident by middle school or influenced by middle school, over the next 12 months, OSSE also intends to engage in additional analysis of the middle schools that send students to the 11 targeted SIMR intervention cohort schools.

Over the much longer term (18-24 months), OSSE also plans to look at those high schools that are successfully graduating higher percentages of their students with disabilities. OSSE will work to determine how and why these schools are successful. OSSE will disaggregate and examine the race, gender, and disability data for these schools, and look for similarities between successful schools and less successful schools, to determine which, if any, of the interventions put in place might be successfully exported and replicated. OSSE has conducted initial analysis regarding high school feeder patterns and will continue to conduct a similar analysis of the feeder middle schools, in an attempt to further understand when and in what ways groups of students with disabilities are getting off track. Initial analysis indicates that there are discernable middle school feeder patterns for students with disabilities in 6 of the 11 SIMR subgroup high schools. However, for 4 high schools, there were no significant feeder patterns identifiable in the three years of data that was analyzed. For the remaining high school, an alternative high school, there is no middle school feeder pattern because the school begins serving students at age 16.

#### ***IF) Stakeholder Involvement***

Several groups of external stakeholders were involved in the collection and analysis of the data. First, as part of its longitudinal Graduation Pathways study, the Office of the Deputy Mayor for Education and Raise DC, a cross-sector partnership of local public, private, philanthropic and non-profit stakeholders, consulted with DCPS and several public

charter schools. In developing the Phase I SSIP plan, OSSE consulted with LEAs, including DCPS central office staff and principals, the Public Charter School Board, a working group of the State Board of Education, members of the Special Education State Advisory Panel, the Title I Committee of Practitioners, the Secondary Transition Community of Practice, OSSE's Post-Secondary Division, the Special Education Co-operative (a professional development network for public charter schools), and the District of Columbia Association for Special Education (an association of DC nonpublic special education schools). OSSE further engaged parents and community stakeholder through ten community meetings that addressed OSSE's SEA priorities.

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[1] The District of Columbia Office of the Deputy Mayor for Education, (September 2014) "Graduation Pathways Project Summary. Available at: <http://dme.dc.gov/publication/graduation-pathway-report>

Note that in addition to review of the report, OSSE staff had several meetings with staff who authored the report to more deeply understand the data that were used in the production of the report, and the analytical approaches used by the DME's office.

[2] Note that throughout this report, where District of Columbia data are cited, the State is referring to the three year data analysis (SY 2010-11, SY 2011-12 and SY 2012-13) and averages derived from that analysis.

[3] Stetser, M., and Stillwell, R. (2014) *Public High School Four-Year On-Time Graduation Rates and Event Dropout Rates: School Years 2010-11 and 2011-12*. First Look (NCES 2014-391) U.S. Department of Education. Washington, D.C.: National Center for Education Statistics. Available at: <http://nces.ed.gov/pubsearch>

[4] OSSE (January, 2015) Nonpublic Program Report

**Indicator 17: State Systemic Improvement****Plan****Analysis of State Infrastructure**

Monitoring Priority: General Supervision

Results indicator: The State's SPP/APR includes a State Systemic Improvement Plan (SSIP) that meets the requirements set forth for this indicator.

**Analysis of State Infrastructure to Support Improvement and Build Capacity**

A description of how the State analyzed the capacity of its current infrastructure to support improvement and build capacity in LEAs to implement, scale up, and sustain the use of evidence-based practices to improve results for children with disabilities. State systems that make up its infrastructure include, at a minimum: governance, fiscal, quality standards, professional development, data, technical assistance, and accountability/monitoring. The description must include current strengths of the systems, the extent the systems are coordinated, and areas for improvement of functioning within and across the systems. The State must also identify current State-level improvement plans and initiatives, including special and general education improvement plans and initiatives, and describe the extent that these initiatives are aligned, and how they are, or could be, integrated with, the SSIP. Finally, the State should identify representatives (e.g., offices, agencies, positions, individuals, and other stakeholders) that were involved in developing Phase I of the SSIP and that will be involved in developing and implementing Phase II of the SSIP.

***2A) Analysis of Current Infrastructure Capacity***

Through the course of implementing the first Elementary and Secondary Education Act (ESEA) waiver, OSSE conducted an analysis of its infrastructure and determined that: 1) the District was not on a trajectory to meet its performance targets; 2) OSSE had not fully coordinated core K-12 work, leading to some duplication of work within the agency; and some level of confusion for outside stakeholders; and 3) as an agency, we were not maximizing talent, knowledge and resources. As a result, while the District has made significant strides, progress has been incremental and we have not met performance targets outlined in the Waiver, including reading, math and graduation.

In response to this examination, OSSE began implementing a series of realignment phases to achieve the following desired outcomes: 1) increase coordination and improve resource mapping; 2) promote the smart use of data to help LEAs address challenges; 3) provide streamlined and more effective technical assistance delivery to LEAs; 4) reduce LEA burden, 5) increase peer-to-peer problem solving; 6) identify best practice identification and dissemination; and 7) improve outcomes.

As described below, the OSSE realignment is ongoing, and SSIP presents an opportunity to ensure that the improvements made related to the SEA's infrastructure help ensure that the District is best positioned to achieve desired outcomes outlined in the SSIP.

***2B) Description of the State's Former, Current and Future Infrastructure***

OSSE was established in 2007 as the State Education Agency in the District of Columbia. As it was being established, OSSE inherited some non-typical functions for an SEA, such as special education transportation.

In its first seven years of existence, OSSE made significant improvements in special education, adopted and began rolling out the Common Core State Standards, launched a State Longitudinal Education Database, began implementing an Enterprise Grants Management System, and sought and obtained flexibility from ESEA. However, as a new agency in a crowded and dynamic education landscape, OSSE has experienced a number of challenges.

In effort to accelerate outcomes and ensure a clear focus, OSSE was reorganized in 2014 into three programmatic divisions and four support divisions:

**Programmatic Divisions:**

1. Early Learning (ages 0-5),
2. Elementary, Secondary & Specialized Education (ages 5-18)
3. Post-Secondary (ages 18-24+)

**Support Divisions:**

1. Data, Accountability, Assessment and Research
2. Grants Management/Operations
3. Information Technology
4. Transportation

The component of the OSSE realignment effort that best positions the SEA's ability to impact the SIMR is the consolidation of the Division of Specialized Education and the Division of Elementary and Secondary Education into one, unified Division of Elementary, Secondary and Specialized Education (ESSE). This move reflects OSSE's belief that improvement in, and support for, special education and general education cannot be meaningful and have the most impact when it occurs in isolation.

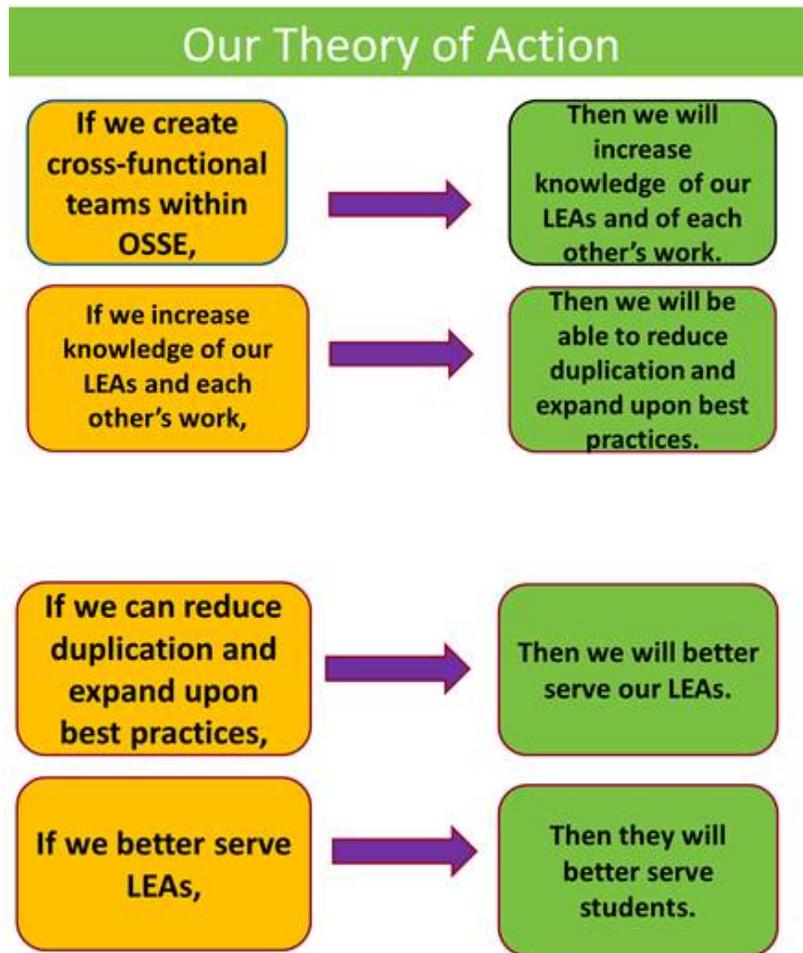
### ***2C & D) Description of Current Strengths and Areas for Improvement and Current State-Level Improvement Plans and Initiatives***

In fall 2014, after receiving approval from the US Department of Education to implement the DC ESEA Waiver, OSSE launched a new State System of Support (SSOS). This model, made up of four key strands of work, is designed to fundamentally change the way in which OSSE delivers services, in order to facilitate increased collaboration among LEA and State leaders and improve student outcomes related to academic achievement and secondary transition opportunities, including post-secondary education and employment. The SSOS, as with the new ESSE Division, is not general or special education -specific and instead has been developed to support school improvement across multiple areas, for ALL students.

OSSE's LEA Support Model builds upon reform efforts initiated through the first phase of ESEA waiver implementation and intentionally draws from the successful experiences of other SEAs, such as Rhode Island<sup>[1]</sup> and Illinois, which have reorganized the way in which they interface with LEAs via the Collaborative Learning for Outcomes (CLO) model. In the new LEA support model, the SEA is deliberative in providing supports to LEAs based on data and the SEA fosters collaboration among LEAs and school leaders by providing opportunities for school leaders to connect with one another through learning communities organized by the SEA. The four strands of work, and potential areas of impact for the SSIP, are described below:

#### ***1. Reorganizing How OSSE Does Business: OSSE Cross-Functional Support Teams and the OSSE Support Tool***

In August 2014, OSSE launched cross-functional LEA Support Teams comprised of staff from Elementary, Secondary, and Specialized Education, the Office of Data, Assessment and Research, and the Office of Grants Compliance and Management. Initially OSSE launched seven teams, six of which were assigned to support "clusters" of up to ten charter LEAs each and one of which supports DC Public Schools and interagency partnerships. However, after receiving input from a core "design team" of representative LEAs regarding the important role OSSE could play in coordination of agency services, OSSE decided to separate the interagency focus from the DCPS team and instead create eight teams in total, seven LEA support teams and one interagency support team. The eight teams are based upon a simple theory of action that drives the reorganization of OSSE's work:



The seven LEA Support Teams, which are designed to support the improvement efforts of the schools within their cluster, were immediately tasked with reviewing FFY 2014 20% Title I set aside applications required for designated Focus and Priority schools. In September, OSSE collaborated with an educational consulting firm to develop a rubric for application review and offered all teams intensive training on the context for the use of the rubric, including the ESEA waiver, the seven turnaround principles, and the required elements of the set aside application. The training sessions also included a scoring simulation to promote inter-rater reliability.

OSSE simultaneously offered LEAs an overview of the rubric and provided a timeline for submission and resources for technical assistance available from the SEA in October prior to the application deadline. Last, OSSE provided the team facilitators with coaching related to shared leadership, consensus building, and conflict resolution in order to ensure that they were best positioned to effectively lead their teams through the set aside application review process.

In fall 2014, OSSE also used the OSSE Support Tool, a web-based application, to support LEAs with questions related to the annual enrollment audit and IDEA child count process, tracking LEA/school performance and responding timely to questions received from their LEAs.

The LEA Support Teams will continue to serve as a resource through which OSSE can provide cross-functional support to high schools receiving both universal and targeted supports in the SSIP, as described below.

2. Providing Foundational Support: The OSSE LEA Support Institutes

On November 7, 2014, OSSE hosted its first LEA Support Institute, entitled “It Takes a City!”. The focus of this institute was driven by feedback from an LEA Design Team which OSSE assembled to advise the SEA on its core work. This team noted that one of the most important roles OSSE could play in LEA success would be that of brokering non-academic agency supports and services. Based on this premise, OSSE created an institute that was designed to give school staff multiple interactive vehicles to learn about and benefit from agency resources. The day, which was launched by the Mayor, was a clear success, based on participant evaluations, with over 250 attendees and key child serving agencies across the city. OSSE was also pleased to integrate a fall work session in the afternoon of the event designed specifically for the Learning Support Network school leaders.

OSSE subsequently held its second LEA Support Institute in January 2015 focused on common core implementation and next generation assessments. OSSE will be holding its third and final Institute in May 2015 that will focus on the dissemination of best practices to, by, and between LEAs.

The challenges and successes of the SSIP will be disseminated through future LEA Support Institutes.

3. Providing Targeted Support: LEA Learning Support Network

OSSE’s launch of the Learning Support Network, an intensive intervention designed to support struggling Focus and Priority schools in their fourth year, is fully underway. OSSE is partnering with an educational consulting firm to provide onsite, targeted data driven technical assistance to Focus and Priority schools via a root-cause analysis and match needs with research based interventions such as Positive Behavior Intervention and Supports (PBIS), Universal Design for Learning (UDL), and Response to Intervention (RTI). OSSE is providing all schools with on-site coaching, job-alike collaboration with colleagues, and a “line of credit,” a limited amount of funds to support identified reform efforts that the coaches support.

All Priority schools in the Learning Support Network will be included in the SIMR intervention cohort and will be able to access additional assistance through this network.

4. Fostering LEA Best Practice Dissemination

OSSE awarded \$1.7 million in best practice grants for to District of Columbia public schools that have successfully implemented academic improvement strategies and are willing to partner with other schools to disseminate and support the replication of these practices. The purpose of the grant is to reward schools for implementing best and promising practices, to foster innovation through the dissemination of these practices, and to provide funding to build effective relationships between higher-performing schools and schools in need of appropriate supports aimed at raising student achievement. Grantees will be required to partner with at least one school in Focus or Priority status.

In the future, OSSE plans to invite high schools with demonstrated SIMR improvement success will be invited to participate in similar grant opportunities.

**2E & F) List of Representatives Involved in SSIP Phase I Development & State Infrastructure Analysis**

- OSSE’s Division of Elementary Secondary & Specialized Education
- OSSE’s Office of Data, Accountability, Assessment and Research
- DC Graduation Pathways Report Authors (Office of the Deputy Mayor for Education, Raise DC, District of Columbia Public Schools, Public Charter School Representatives, Tembo Consulting)
- DCPS Central office staff (Office of Special Education and Office of the Chief of Schools)
- DCPS High School Principals
- Public Charter School Board staff
- State Board of Education members
- Special Education State Advisory Panel members

- Title I Committee of Practitioners
- Secondary Transition Community of Practice
- OSSE's Post-Secondary Division
- Special Education Co-operative
- District of Columbia Association for Special Education
- Parents and community stakeholders through ten community meetings that addressed PARRC testing, the ESEA Waiver Process, the equitable access to excellent teachers plan and SSIP development.

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[1] U.S. Department of Education Reform Network, "Collaborative Learning for Outcomes: Connecting LEAs with the Rhode Island Department of Education," website, February 3, 2014, <http://www2.ed.gov/about/inits/ed/implementation-support-unit/tech-assist/clo-brief.pdf>

## Indicator 17: State Systemic Improvement Plan

### Measurable Results for Students with Disabilities

Monitoring Priority: General Supervision

Results indicator: The State's SPP/APR includes a State Systemic Improvement Plan (SSIP) that meets the requirements set forth for this indicator.

#### State-identified Measurable Result(s) for Children with Disabilities

A statement of the result(s) the State intends to achieve through the implementation of the SSIP. The State-identified result(s) must be aligned to an SPP/APR indicator or a component of an SPP/APR indicator. The State-identified result(s) must be clearly based on the Data and State Infrastructure Analyses and must be a child-level outcome in contrast to a process outcome. The State may select a single result (e.g., increasing the graduation rate for children with disabilities) or a cluster of related results (e.g., increasing the graduation rate and decreasing the dropout rate for children with disabilities).

Statement

*The District of Columbia will increase the rate of graduation with a regular diploma for all students with disabilities with a focus on students who attend a high school that has a graduation rate of less than 50% for students with disabilities, and is also in Focus or Priority school status under the ESEA Flexibility waiver accountability system.*

Description

#### 3A) State SIMR and Alignment with an SPP/APR Indicator:

*The District of Columbia will increase the rate of graduation with a regular diploma for all students with disabilities with a focus on students who attend a high school that has a graduation rate of less than 50% for students with disabilities, and is also in Focus or Priority school status under the ESEA Flexibility waiver accountability system.*

This SIMR is the same as Indicator 1 of the State's Part B SPP/APR, "percent of youth graduating from high school with a regular diploma," with an identified focus on a subpopulation of the cohort. As described in detail in other sections of the SSIP, the State will improve graduation rates for the SIMR cohort by implementing two tiers of intervention, with universal intervention strategies available for all schools, and targeted improvement activities for high schools with graduation rates of less than 50% for students with disabilities that are also in Focus or Priority status under the DC's ESEA Waiver. The approach the District will use is premised upon a theory of action that pushes in supports during two points of vulnerability: 8<sup>th</sup> to 9<sup>th</sup> grade transition and 9<sup>th</sup> to 10<sup>th</sup> grade transition.

OSSE believes that in order to build systemic capacity and improve outcomes, we need to simultaneously help students get ready for high school while helping high schools get ready for their students.



After analyzing existing data, OSSE originally identified 11 high schools out of 43 high schools in the District of Columbia that would make up a SIMR of Focus and Priority schools with graduation rates for students with disabilities of less than 50%. After extensive stakeholder feedback expressing concern for the graduation outcomes of students with disabilities in non-SIMR schools and suggesting interventions for all high schools, the SIMR was broadened to be the same as Indicator 1, which addresses the graduation rate for all students with disabilities. The group of high schools originally proposed by

OSSE to be the SIMR population was redefined to be the group of high schools who will receive targeted interventions within the overall SSIP strategy. The following analysis describes the targeted subpopulation of the SIMR Cohort.

Between FFY 2014 and FFY 2018, the State will focus targeted improvement strategies on the subpopulation of District of Columbia students with disabilities who attend one of the 11 identified SIMR cohort high schools which has historically graduated fewer than 50% of students with disabilities and is also identified as a Focus or Priority school for ESEA purposes. During this same time frame, OSSE will implement universal improvement strategies designed to improve the graduation rate in all high schools, including nonpublic special education high schools.

*How Improving the Graduation Rate for Students with Disabilities in the SIMR Subpopulation will Improve the Statewide Graduation Rate for Students with Disabilities*

The targeted intervention SIMR subpopulation was selected to target educational inequities for students with disabilities that may result from attending a school that is in Focus or Priority status; in some cases the schools are in Focus or Priority status because of the achievement gaps that exist between students with disabilities and students in general. Students attending SIMR subpopulation schools receiving targeted interventions stand to gain the most benefit from OSSE's efforts to improve educational quality and results through the SSIP. In addition, focusing on students with disabilities in these 11 schools includes a large enough student population to influence DC's overall graduation rate for students with disabilities. Across the three years of graduation data analyzed, these schools accounted for 53%, or 2,093 of the 3,984 students with disabilities who were part of the classes graduating between school years 2011-12 and 2013-14. Consistent gains in the number of students who graduate from each SIMR subpopulation cohort school for the duration of the SSIP (roughly an increase of three to ten additional students graduating, per school, per year, over the duration of the SSIP) will result in a Statewide graduation rate of 60% for students with disabilities, which is in line with the Statewide graduation rate for nondisabled students and the national average graduation rate for students with disabilities. OSSE believes that offering the array of targeted activities to LEAs and students in the SIMR subpopulation cohort will make a 3-10 student increase per school, per year, an achievable average. In addition, by expanding the SIMR cohort to include all high schools, and by instituting universal intervention strategies to address key systemic factors that contribute to disengagement or dropout from school, such as the proposed strategy to address credit transfer issues across District LEAs and other settings, OSSE expects to see increased rates of graduation in all schools. Finally, OSSE believes that a SIMR that draws both on special education and general education factors is in keeping with OSSE's efforts to emphasize the interconnectedness of special education and general education. As noted in the chapter on infrastructure, OSSE has reorganized SEA functions to emphasize that there are no special education successes, problems, or challenges that happen in isolation from general education programming.

**3B) The SIMR was Derived from an Analysis of State Data, Stakeholder Input, and Infrastructure**

OSSE selected this SIMR after analyzing<sup>[1]</sup> three years of State data and finding that in the District of Columbia, for the three school years of 2011-12, 2012-13, and 2013-14, students with disabilities had a four year graduation rate of 34%, which was 26% lower than the four year graduation rate of 60% for nondisabled students over the same period.

Conversations with stakeholder groups including LEAs, parents, local education-focused community organizations, and others revealed that the District's low graduation rates for students with disabilities, and related issues such as truancy rates, dropout rates, and rates of post-secondary engagement, are matters of urgent concern to DC's stakeholders.

When surveying the State's infrastructure, OSSE determined that many of the District of Columbia's sister State agencies and Local Education Agencies (LEAs) have prioritized graduation and related issues such as truancy reduction, high school re-engagement, communities of practice on the issue of graduation, and meaningful post-secondary engagement, but these efforts are not always fully coordinated across agencies and programs, and these efforts are often constructed to look at high school completion broadly, without a special focus on students with disabilities. The SSIP presented OSSE with an opportunity to ensure that students with disabilities benefit from the both SSIP-specific improvement strategies and the many programs being implemented to increase graduation rates and related topics throughout DC.

The combination of a problem which was clearly identified by analysis of state-level data; strong internal and external stakeholder recognition of the problem and interest in implementing solutions; and the opportunity to coordinate and leverage the many resources that the District has committed to the challenge to date; made OSSE's selection of

improvement of graduation rates for students with disabilities DC’s choice for the Indicator 17 SSIP. Finally, as described in other sections of the SSIP, the selected SIMR presents an opportunity to leverage the new infrastructure alignment of the special education and general education teams at OSSE. Recent and ongoing improvements in OSSE’s infrastructure will position OSSE well to achieve the SIMR targets.

**3C) The State’s SIMR is a Student-level Outcome**

The District of Columbia’s SIMR, which is identical to Indicator 1, is tied directly to student-level outcomes. While OSSE will examine existing processes that impact graduation, and may change or develop new processes to achieve the SIMR, graduation rates are inherently student-level outcomes, because graduation rates cannot increase without additional students attaining a regular diploma. Please also see section 3A above.

**3D) District of Columbia Stakeholders Were Involved with the Selection of the SIMR**

OSSE held several in-person meetings and webinars with a variety of stakeholder groups where the SSIP was introduced, and timelines and SIMR selection issues vetted. Stakeholder groups included DCPS central office staff and principals, the Public Charter School Board, a working group of the State Board of Education, members of the Special Education State Advisory Panel, the Title I Committee of Practitioners, the Secondary Transition Community of Practice, the OSSE’s Post-Secondary Division, the Special Education Co-op (a professional development network for public charter schools, the District of Columbia Association for Special Education (an association of nonpublic special education schools), and parents and community stakeholders through ten community meetings that addressed the SEA’s education priorities. After extensive stakeholder feedback expressing concern regarding the graduation outcomes of students with disabilities in non-SIMR schools, and suggesting differentiated interventions for all high schools, the SIMR was changed to be the same as Indicator 1 and the originally proposed SIMR group was instead identified as the group of high schools who will receive universal interventions. The following analysis describes the targeted subpopulation of the SIMR Cohort.

**3E) Baseline Data and Measurable and Rigorous Targets for the SSIP**

*FFY 13 Graduation Rates-Baseline Data*

From FFY 2011- FFY 2013, DC had an average graduating cohort of 1,330 students with disabilities, and an average graduation rate of 34%. To get to a 60% graduation rate by FFY 18, DC would need to graduate an additional 26%, for a total of 802 students with disabilities, which is an increase of 350 students over the estimated FFY 2013 baseline of 452 students with disabilities who graduated in four years. Note that OSSE is using the data from the three-year combined cohort data analysis as the FFY 2013 baseline.

During FFY 13, the 11 SIMR subpopulation schools graduated approximately 218, or 48%, of DC’s estimated 452 graduating students with disabilities. OSSE is setting targets for the entire SIMR cohort to graduate 70 additional students with disabilities per year between FFYs 2014-2018. If the additional graduating students are spread evenly across the SIMR subpopulation cohort, then each SIMR subpopulation school would need to graduate approximately seven additional students per year, for an increase over baseline of 35 additional students with disabilities graduating from each of the cohort schools by FFY 2018. However, based on significant stakeholder feedback, OSSE is setting targets for the entire SIMR group that will initially increase gradually and then begin increasing at a steeper rate as the universal and targeted interventions begin to produce results.

Targets by year are displayed below:

	<b>SY2013</b> (baseline)	<b>SY2014</b>	<b>SY2015</b>	<b>SY2016</b>	<b>SY2017</b>	<b>SY2018</b>
<b>Graduation Rate</b>	34%	36%	38%	43%	49%	60%
<b>Students Graduating in 4 Years</b>	452/1330	477/1330	512/1330	567/1330	652/1330	802/1330
<b>Additional students</b>		+ 25	+ 35	+ 55	+ 85	+ 150

<b>needed</b>						
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[1] The data analysis, infrastructure analysis, and stakeholder involvement are described in detail in other sections of the Indicator 17 SSIP document.

## Indicator 17: State Systemic Improvement

### Plan

#### Selection of Coherent Improvement Strategies

Monitoring Priority: General Supervision

Results indicator: The State's SPP/APR includes a State Systemic Improvement Plan (SSIP) that meets the requirements set forth for this indicator.

#### Selection of Coherent Improvement Strategies

An explanation of how the improvement strategies were selected, and why they are sound, logical and aligned, and will lead to a measurable improvement in the State-identified result(s). The improvement strategies should include the strategies, identified through the Data and State Infrastructure Analyses, that are needed to improve the State infrastructure and to support LEA implementation of evidence-based practices to improve the State-identified Measurable Result(s) for Children with Disabilities. The State must describe how implementation of the improvement strategies will address identified root causes for low performance and ultimately build LEA capacity to achieve the State-identified Measurable Result(s) for Children with Disabilities.

#### ***4A) A description of how the District's improvement strategies were selected and will lead to a measurable improvement in the State-identified result(s).***

##### **I. Review of Evidence-Based Practices**

In order to select improvement strategies, OSSE conducted a literature review of promising practices to improve graduation outcomes for students with disabilities. Highlights of the portions of this review which informed the development of OSSE's improvement strategies are outlined below:

##### **A. Ensuring a Successful Transition to High School**

According to Williams and Richman (2007), more students fail ninth grade than any other grade, which results in a "ninth grade bulge." However, researchers (Smith, 1997; Morgan & Hertzog, 1998) have reported a dramatic lowering of the drop-out rate and an increase in ninth-grade retention in schools that implement programs using multiple transition strategies. Dedmond (2006) and Mizelle (2005) are among researchers who stress that successful transition programs are varied and multi-dimensional. Although little empirical research exists on the transition to high school or on the effectiveness of strategies implemented to ease the transition, there have been many reports of promising practices, including the following:

- Involve parents and families in the transition process.
- Promote collaboration among middle and high school staff to support the transition process.
- Increase comfort and reduce anxiety through orientation activities.
- Increase awareness of academic programs offered at the high school level.
- Provide resources designed to make the transition easier.
- Design activities for the first weeks of ninth grade.
- Continue the use of counseling teams to maintain support throughout the ninth grade year.
- Develop special interventions to support ninth graders who may be struggling academically or socially.

*Check & Connect*<sup>[1]</sup> is an intervention used with students who show warning signs of disengagement with school and who are at risk of dropping out. At the core of *Check & Connect* is a trusting relationship between the student and a caring, trained mentor who both advocates for and challenges the student to keep education salient. Students are referred to *Check & Connect* when they show warning signs of disengaging from school, such as poor attendance, behavioral issues, and/or low grades. In *Check & Connect*, the "Check" component refers to the process where mentors systemically monitor student performance variables (e.g., absences, tardies, behavioral referrals, grades), while the "Connect" component refers to monitoring personalized, timely interventions to help students solve problems, build skills, and enhance competence. Mentors work with caseloads of students and families for at least two years, functioning as liaisons between home and school and striving to build constructive family-school relationships.

Since the 1990s, *Check & Connect* has been successfully implemented across the United States in over 27 states, and internationally. <sup>[2]</sup> As a sustained intervention, *Check & Connect* improves enrollment, attendance, and odds of graduation

for students who are disengaged and at risk of dropout. Check & Connect has also been shown to improve persistence, enrollment, access to relevant educational services, student involvement in IEP transition planning, and attendance for students with emotional/behavioral disabilities. Additionally, Check & Connect is listed in the National Dropout Prevention Center's Model Programs Database.

### B. Preventing Disengagement in High School

A recently released *Literature Map of Dropout Prevention Interventions for Students with Disabilities*<sup>[3]</sup> provides an in-depth look at current research on evidence-based practices for lowering the dropout rates of students with disabilities. Of the 19 studies included in the report, 11 described *comprehensive* dropout prevention programs with *multiple components*. The dropout prevention interventions described in the studies fell into three categories: 1) mentoring, 2) interventions targeted to specific disability-related needs, and 3) class setting and exit options. The majority of comprehensive dropout prevention programs shared in common the following interventions: conducting outreach to families, monitoring students' attendance, providing additional academic support for students, and providing career awareness and job training. Most of the comprehensive dropout prevention programs provided mentoring, academic supports, and instruction on positive behaviors, social skills, and character development. Programs also focused on engaging students through relevant instruction and skills students would need after school, through job training, career awareness, and exposure to postsecondary education. Several of the studies also described programs that provided a personalized learning environment with individualized instruction.

"Dropout prevention and recovery approaches typically focus either on comprehensive school reform or on programs targeted to individual students. Research suggests that it is crucial to combine the best components of both approaches."<sup>[4]</sup> As demonstrated above, a variety of improvement strategies have been selected for the purpose of instituting improvements at both the school and student level.

Attendance, behavior, and course failure are the strongest student indicators of dropping out of school. (Allensworth & Easton; Neild, Balfanz, & Herzog, 2007). A research-based framework (Balfanz, Herzog, & Mac Iver, 2007; Mac Iver & Mac Iver, 2009) for dropout prevention would include the following elements:

- Identification of indicators of student at risk of dropping out;
- Development and implementation of an early warning system; and,
- Development and implementation of an intervention system linked to an early warning system.

#### *1. Mentoring*

Backer and Lauthar (2002) found that, "when students do not have positive relationships with other students and staff members, they experience a lack of social capital, which is not only inversely linked to academic achievement but is directly related to dropout rates. Juvonen (2006) reported that belongingness was connected to decision by youths to dropout or to remain in school."<sup>[5]</sup> Peer mentoring programs can help to address this issue by providing students with increased opportunities for students to connect with their peers through positive relationships. Charlton (1998), Lampert (2005), and Roybal (2011) identified peer mentoring programs in which upperclassman are assigned to support a group of freshman students as a successful transition strategy. Such programs help freshman socially acclimate to the high school (Ellis, Marsh, & Craven, 2009), support students academically (Lampert, 2005), and assist students with homework and study skills (Charlton, 1998). Lepper and Henderlong (2000) reported that peer tutoring can facilitate student motivation. For example, students who need extrinsic motivation may be willing to work harder in order to please their mentors.<sup>[6]</sup> Charlton (1998) found that peer support programs had positive effects for both the mentors and the students. The mentees responded well to the personal attention they received. The personal attention helped students develop socially, emotionally, and academically. Mentors, or tutors, experienced gains as well. They were able to develop and refine their listening skills, and their self-esteem increased; they felt needed and appreciated.<sup>[7]</sup>

#### *2. Positive Behavioral Supports & Addressing Discipline*

Positive Behavioral Intervention and Supports (PBIS) is a framework or approach for assisting school personnel in adopting and organizing evidence-based behavioral interventions into an integrated continuum that enhances academic and

social behavior outcomes for all students. PBIS is a prevention-oriented way for school personnel to a) organize evidence-based practices, b) improve their implementation of those practices, and c) maximize academic and social behavior outcomes for students. PBIS emphasizes the establishment of organizational supports or systems that give school personnel capacity to use effective interventions accurately and successfully at the school, district, and state level. These supports include a) team-based leadership, b) data-based decision-making, c) continuous monitoring of student behavior, d) regular universal screening, and, e) effective ongoing professional development.

The School-Wide Positive Behavioral Interventions and Supports (SWPBIS) model is particularly relevant to the challenge of discipline disproportionality for three reasons:

First, because of its focus on establishing a clear, consistent, and positive social culture, identifying and teaching clear expectations for behavior can reduce ambiguity for both students (e.g., it is not assumed that all students know what being respectful at school "looks like") and adults (e.g., expectations and violations are clearer, reducing ambiguity). These expectations can be developed collaboratively with students, families, and community members, as well as assessed for their congruence with the range of cultural groups in the school (Fallon, O'Keeffe, & Sugai, 2012). Second, the SWPBIS focus on clear discipline definitions and procedures can reduce ambiguity in discipline decisions, decreasing the effects of implicit bias (Lai, Hoffman, Nosek, & Greenwald, 2013). Third, the focus of SWPBIS on instructional approaches to discipline and integration with academic systems can keep students in the classroom and learning instead of removed from instruction (Sugai, O'Keeffe, & Fallon, 2012).<sup>[8]</sup>

### C. Addressing the Needs of Highly Mobile Students

Research has shown that high student mobility contributes to poor academic achievement and is correlated with student dropout or failure to graduate. High student mobility rates in urban environments stem from a number of factors, including students leaving selective and charter schools, students returning from incarceration the juvenile justice system, and family movement from one neighborhood to another. New students have to begin instructional programs anew. New school may not have information about the student or may have limited knowledge of incoming students' academic needs.

Strategies utilized by other states and school districts to address some of the negative effects of high student mobility include:

- Examining school and district data to pinpoint the characteristics of highly mobile students.
- Minimizing school-related contributions to student mobility. Districts can adopt enrollment and transfer policies that decrease student mobility and reduce disruptions to student learning when transfers are necessary.
- Educating parents through establishing a formal program to educate parents about how to minimize the negative effects of necessary changes in residences or schools.<sup>[9]</sup>

## II. Improvement Strategies

OSSE's selected SSIP strategies, which are anchored in a review of evidence-based practices and needs identified by local data analysis, are detailed below. OSSE's improvement is systemic in that it includes activities supported by based on data.

Delivery of support is framed out in five strands, four of which are "universal" supports (provided to all high schools) and one of which is "targeted" support (provided to SIMR subgroup high schools and middle schools in their feeder patterns):

1. State-level mobility workgroup to address the needs of highly mobile students
2. Special education community of practice for practitioners serving students with disabilities in secondary grades
3. Creation of a Master Teacher Cadre (MTC), a cadre of current teacher leaders who are identified to provide peer-to-peer coaching in high school classrooms serving students with disabilities
4. Professional development in evidence- based school-side support models (PBIS, RTI, and UDL)

5. Targeted support for SIMR subpopulation high schools and their neighborhood feeder schools.

### Universal Improvement Strategies

#### 1. *State-level mobility workgroup to address the needs of highly mobile students*

Through the SSIP development meetings, OSSE has encountered multiple stakeholders who have raised the issue of credit transfer as being particularly problematic for highly mobile students within the District. It appears that students often experience a loss of credits when transferring to a new LEA following a geographic move, school change, or other life change. To address this issue, OSSE plans to establish a working group to examine the barriers that mobility-related issues may be posing toward credit transfer and attainment. The working group will include representatives from various DC government agencies (including CFSA, DYRS, adult education, etc.), administrators, guidance counselors, and charter LEA and DCPS representatives (perhaps including representatives from DCPS non-public monitoring unit) who will work together to gather more information about this issue, examine current procedures for credit transfer between LEAs and other programs students may be enrolled in, and work to establish a more uniform protocols and agreements to ensure that students are able to retain as many credits as possible and stay on track toward advancing to graduation.

OSSE will support LEAs in their efforts to continue to track and plan for students with disabilities as they move from 9<sup>th</sup> to 10<sup>th</sup> grade, to ensure successful grade promotion or the provision of targeted interventions to assist off-track students in getting back on track.

OSSE will offer LEAs and schools support with data review protocols and develop special programs or interventions to support ninth graders who may be struggling academically or socially.<sup>[10]</sup> These may include:

- Interventions aimed at addressing student instructional needs of students by offering peer support programs or literacy interventions that focus support on struggling readers or second language learners.
- Providing intervention specialists to work on specific initiatives or to help address the needs of specific students.
- Providing additional support or tutoring and/or adjust the course load for struggling students.

#### 2. *Special education community of practice for practitioners serving students with disabilities in secondary grades*

Evidence has shown that professional learning communities (PLCs) increase teacher collaboration, student-focused learning, teacher empowerment, and continuous student learning and achievement over time. At present, OSSE is in the process of partnering with a DC IHE (Institute of Higher Education) to facilitate monthly PLC meetings aimed at bridging the research to practice gap, increasing knowledge and skills, building camaraderie, and increasing educator retention rates designed to bring about an ultimate improvement in student outcomes. PLCs will be oriented toward both teachers and instructional leaders.

#### 3. *Creation of a Master Teacher Cadre (MTC), a cadre of current teacher leaders who are identified to provide peer-to-peer coaching in high school classrooms serving students with disabilities*

Evidence has shown that teachers should have the opportunity to collaborate and be involved in knowledge sharing, engage in participant driven learning, access successful new practices, and successfully transition into the roles of mentors and leaders. The Master Teacher Cadre Initiative will convene 40 educators with secondary special education, ESL, and STEM expertise in monthly meetings to allow educators to share best practices, access OSSE staff expertise, provide suggestions and recommendations for programming, and to partner with OSSE in the design and delivery of professional development opportunities across the District.

*4. Professional development in evidence-based school-wide support models (UDL, RTI, PBIS) and UDL) and specific disability-related areas and topics*

At present, the Division of Elementary, Secondary, and Specialized Education offers ongoing trainings to schools and districts on Universal Design for Learning (UDL), Response to Intervention (RTI) and Positive Behavioral Interventions and Supports (PBIS). OSSE will work with LEAs to ensure that existing school-wide programs are being implemented with fidelity and support capacity building in order to expand these models to a greater number of schools, to allow them to provide greater support to students with disabilities who are at risk of not graduating.

OSSE has also begun to create an online resource repository for special education practitioners for the purpose of providing information on evidence-based best practices. OSSE staff members are presently engaged in offering training and technical assistance on how to use these identified practices. Additionally, OSSE is providing assistance in creating lesson plan starters that allow educators to more easily implement and apply the recommended interventions and strategies in their daily practice.

Through the SSIP development meetings, numerous stakeholders identified specific areas of needed professional development, including around improving appropriately modifying and assessing learning standards and improving instruction for students with disabilities in general and for students with intellectual disabilities in particular. OSSE will work with high schools determine school-identified areas of need for additional targeted professional development.

In connection to OSEP’s determination that DC is in the category of “needs intervention” and in alignment with the resulting special conditions, OSSE’s Division of Elementary, Secondary, and Specialized Education will continue to provide training and technical assistance on compliance and best practices in secondary transition planning. In-person trainings, webinars, and a resource website will be made available to assist practitioners in conducting age-appropriate transition assessment, career awareness and exploration activities, annual and postsecondary transition goal development, and providing corresponding transition services and activities, including a course of study.

Additional work in the area of self-determination skill development and student-led IEP practices will be supported through ongoing professional development trainings, on-site technical assistance, the creation of a Student-led IEP Professional Learning Community, and the continuation of the CIRCLES transition planning model pilot project.

Lastly, a more concentrated effort to offer training and support to middle school educators and administrators will be made in order to promote readiness for the recently passed DC law that requires transition planning for students with disabilities to begin at age 14 beginning in SY 2016-2017 and to support previously mentioned efforts to increase information sharing and joint planning between middle and high schools for students with disabilities.

Targeted Improvement Strategies

*1. Eighth to Ninth Grade Orientation Activities*

OSSE plans to offer LEAs support with developing strategies to facilitate middle to high school transition activities, including hosting connection/orientation activities that allow District 8<sup>th</sup> graders to visit their new high school, meet current high school students through meet and greet sessions, and participate in high school orientation activities beginning in the spring of 8<sup>th</sup> grade year (rather than in the summer) to provide more support for students as they transition to high school.

*2. Peer to Peer Mentoring*

In alignment with best practices, OSSE will work with select high schools to create a peer to peer mentoring program through which incoming 9<sup>th</sup> grade students with disabilities will be paired with upperclassmen that will provide academic and social support throughout the 9<sup>th</sup> grade year. As an incentive for participation, OSSE will encourage LEAs to consider

documented mentoring hours as volunteer community service hours that upperclassmen can use toward satisfying the 100 community service hour requirement for earning a high school diploma.

3. *Coordinated case review between middle and high school special education staff to support smooth entry for students with disabilities*[\[11\]](#)

OSSE will encourage opportunities for professional conversation among school personnel from the middle and high schools in planning 8<sup>th</sup> to 9<sup>th</sup> grade transition initiatives. OSSE will support schools in continued case review between middle and high school special education staff to support smooth entry for students with disabilities. This could include the use of counseling teams to maintain support throughout the ninth grade year or the provision of designated graduation coaches or advisors to support students throughout their high school experience. It might also include identifying students with behavioral needs and provide counseling or social support from peers and professionals.

4. *Check and Connect Program*

OSSE will work with the SIMR subpopulation to ensure that existing Check & Connect programs are being implemented with fidelity and to support capacity building in order to expand the Check & Connect model, or similar evidence-based models. This approach will support schools as they develop strategies to provide greater support to students with disabilities who are at risk of not graduating.

**4B) A description that demonstrates how the improvement strategies are sound, logical, and aligned**

As a result of data analysis around these issues, OSSE is aware of the most common predictive factors that indicate whether students are at risk of dropping out or not. The District's SSIP is designed to 1) use the data to drive systemic intervention and 2) leverage and align the work being done via the ESEA Waiver to support IDEA efforts related to improvement.

The identified improvement strategies include case management and other individualized supports that specifically use data to identify challenges and strategically address the transition from middle school to high school and prevent dropout between 9<sup>th</sup> and 10<sup>th</sup> grade.

*The State's selected improvement strategies are evidenced-based and are a logical fit with the State's SIMR, which focuses on improving the four-year graduation rate for students with disabilities.*

As noted above, the above mentioned strategies are a logical fit given their alignment with current or existing efforts underway via the ESEA Waiver as well as additional efforts that are similarly working toward the goal of increasing graduation rates for all students within the District of Columbia. Several of these efforts are listed below:

**College and Credential Completion Network (C3N):** The College and Credential Completion Network (C3N) brings together local college access providers, government agencies, philanthropic foundations, community-based organizations, institutions of higher learning, and non-profits that are all committed to the common goal of improving the District's level of college and credential attainment. As the post-secondary change network of Raise DC (a cross-sector partnership of local public, private, philanthropic and non-profit stakeholders), C3N is fully aligned with the mission of the city's cradle-to-career initiative; namely, to raise DC by connecting resources to provide every young person the opportunity to attain a post-secondary credential.

**DC ReEngagement Center:** As with many other US cities, DC faces a crisis of connection for youth and young adults. There are currently at least 7,493 youth (ages 16 – 24) residing in the District of Columbia who are not enrolled in school or other educational programs and who do not have a high school diploma or credential. In response to this need, the District has established a ReEngagement Center[\[12\]](#) to serve as a "single-door" through which youth who have dropped out can reconnect back to educational options and other critical services to support their attainment of a high school diploma or GED. The OSSE is spearheading this effort with strong support from

the Office of the Deputy Mayor of Education, the Department of Employment Services, other key partner agencies, Raise DC's Disconnected Youth Change Network, schools, and community-based organizations.

*A Capital Commitment: DCPS Five-Year Strategic Plan:* The SIMR and identified improvement strategies are in direct alignment with DCPS' five-year strategic plan, *A Capital Commitment*, which identifies five goals that are guiding DCPS' work through 2017 [13], including:

- Goal 3: Increase Graduation Rate – At least 75% of entering 9<sup>th</sup> graders will graduate from high school in four years. Strategies that DCPS has identified to achieve this goal include implementing a portfolio system in grades 6-12 that allows students to discover interests, set goals, and create thoughtful plans for high school and beyond. Additionally, DCPS has committed to: provide targeted resources to schools with low promotion rates for first-time 9<sup>th</sup> graders, including an intensive summer bridge program; invest in an Early Warning Intervention system to be used in identifying students who need support to graduate on time; and, explore new ways to make the high school experience vibrant and relevant.
- Goal 2: Invest in Struggling Schools – DCPS' 40 lowest-performing schools [14] will increase proficiency rates by 40 percentage points. DCPS' lowest-performing schools serve large populations of students who need extra support, including low-income students, English language learners, and students with special needs. To help accelerate achievement, DCPS is offering the *Proving What's Possible* grant [15] to low-performing schools that are improving instruction, extending learning time, and making targeted technology investments, and investing in recruiting and retaining highly effective educators with a focus on placing these educators in their 40 lowest-performing schools.

As multiple initiatives and stakeholder groups are already currently working toward a similar goal OSSE will share the planned improvement strategies and actively develop partnerships to leverage city-wide efforts to increase graduation rates for all DC students.

***4C & D) How the selection and implementation of improvement strategies will address identified root causes for low performance and ultimately build capacity to achieve the SIMR for children with disabilities.***

The District of Columbia Graduation Pathways Project Summary assessed the root causes of why students disengage, fall off track, drop out, or fail to graduate. OSSE's selected improvement strategies are aimed at addressing these issues, including through strategies in the following areas:

***1. Early Warning Modeling***

The Graduation Pathways Project found that 26% of the total variation in students' high school outcomes is observable by the end of grade 8. Seven factors emerged as both predictive of off-time graduation: 1) special education status in grade 8, 2) limited English proficiency in grade 8, 3) overage at high school entry, 4) basic or below basic performance on grade 8 CAS, 4) suspensions before HS, 5) absences before HS, 6) course failures before HS. Additionally, the study found that 13% of the variation in student outcomes is attributable to differences in middle school quality and not individual student characteristics or high school variation.

By instituting 8<sup>th</sup> to 9<sup>th</sup> grade transition programs and individualized case management, high schools will be able to more quickly identify students who exhibit these risk factors and provide appropriate interventions aimed at providing academic and behavior supports that students may need to successfully complete early high school grades. Activities designed to facilitate a smoother middle to high school transition program such as peer to peer mentoring, tutoring, and orientation activities will increase the likelihood of student engagement and level of connectedness, thus leading to higher attendance.

***2. High School Effectiveness***

Even when adjusting for incoming 9<sup>th</sup> grade performance, there is significant variation between schools' rates of on-time

graduation. The Graduation Pathways Report found a 69% point difference in on-time graduation rates between schools of students entering the top quartile of 8<sup>th</sup> grade performance.

This data demonstrates that variation in school quality and effectiveness is directly related to student graduation rates. In an effort to address this root cause, the above mentioned improvement strategies will be offered to schools that are designated as ESEA Focus and Priority Schools.

### 3. Credits & Absences

The Graduation Pathways report found that once DC students entered high school, they could be grouped into six distinct segments. The segments were demarcated through various indicators, but the two most striking characteristics separating students who were almost *Immediately Disengaged* and those who were almost certainly *College Bound* were the earning of credits and the accumulation of absences, whether excused or unexcused. The professional development strategies, particularly around PBIS, are designed to address many of the underlying conditions that lead to absences and to address instructional barriers to earning credits. The Credit Transfer Working Group will also begin to identify any administrative barriers to students earning and keeping credits.

### 4. Student Mobility & Credit Attainment

The Graduation Pathways Report indicated that 30% of students do not start and end high school at the same school. Mobile students were lower performing on grade 8 DC CAS and were less likely to graduate. Through formation of a Credit Transfer Working Group OSSE can begin to gather more information and increase understanding about potential root causes and identify appropriate interventions.

#### **4E) A description of stakeholder involvement in the selection of coherent improvement strategies.**

Overall, OSSE solicited broad stakeholder input for setting and revising SSIP targets using the following process:

OSSE subject matter experts reviewed local and national graduation and dropout related-data, reviewed related research and practice documents, and considered the potential impact of newly developed and ongoing initiatives in each area. Subject matter experts then proposed improvement strategies for achieving the State Identified Measurable Result and a rationale for the proposed activities.

OSSE created a presentation including information about the SSIP process, the rationale behind OSEP's new requirement, and the proposed State Identified Measurable Result (SIMR). A survey was created in both paper and web-format to capture stakeholder feedback.

OSSE advertised the SSIP development process and desire for community feedback to various stakeholder groups including parents, LEA personnel, and other local agencies. OSSE held multiple live presentations, including a number of Parent and Community Conversations at schools across the District, and invited audience members to provide feedback on the proposed targets. The presentation and survey were sent to additional parent stakeholder groups and feedback was invited.

OSSE collected feedback by collecting surveys at the end of selected in-person presentations. OSSE also collected all questions and comments posed during in-person presentations. Subject matter experts reviewed all stakeholder questions and comments, and consulted with State leadership to revise the SSIP as appropriate.

The feedback provided by stakeholders was rich and varied and provided a wealth of suggestions that OSSE will continue to review and incorporate into Phase II of the SSIP. The most prevalent feedback themes included the need to intervene to alter student trajectories long before high school, the need to improve instruction for students with disabilities, and the complexities and impact of mid-year student mobility between schools and LEAs. Among the most frequent of suggestions was the need for schools and LEAs to be measured and appropriately recognized for their five-, six-, and

sometimes seven-year graduation rates, given that students with disabilities are entitled to receive a free and appropriate education up until age 22. OSSE is committed to analyzing and reporting data in subsequent SSIPs that accounts for students with disabilities earning regular high school diplomas outside of the 4-year graduation schedule as well as analyzing and reporting data regarding students with disabilities who exit high schools with certificates of IEP completion.

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[1] For more information on the Check and Connect invention, visit <http://checkandconnect.umn.edu/model/>.

[2] <http://checkandconnect.umn.edu/research/findings.html>

[3] Information in this section adapted from Wilkins, J. & Huckabee, S. (2014). *A literature map of dropout prevention interventions for students with disabilities*. Clemson, SC: National Dropout Prevention Center for Students with Disabilities, Clemson University. Available at <http://www.ndpc-sd.org/documents/wilkins-huckabee-lit-review.pdf>.

[4] The George Washington University Center for Equity and Excellence in Education (2012). *Evidence Based Resources for Keeping Students on Track to Graduation*. Prepared for the Virginia Department of Education. Available at [http://www.doe.virginia.gov/support/school\\_improvement/title1/1003\\_g/resources/evidence\\_based\\_resources.pdf](http://www.doe.virginia.gov/support/school_improvement/title1/1003_g/resources/evidence_based_resources.pdf).

[5] Id at 478.

[6] Id at 483.

[7] Id at 483.

[8] Excerpt from McIntosh, Girvan, Horner, Smolkowski, & Sugai, (2014) *Recommendations for Addressing Discipline Disproportionality in Education*, available at <https://www.pbis.org/school/equity-pbis/recommendations> .

[9] Last three ideas from District Administration (June 2005). *Student Mobility and Achievement*. Available at <http://www.districtadministration.com/article/student-mobility-and-achievement>

[10] Strategies supported by evidence and suggestions outlined in Information in this section supported by *Supporting Student Transition From Middle to High School: Texas Comprehensive Briefing Paper*, available at <http://txcc.sedl.org/resources/briefs/number1/>.

[11] Information in this section supported by *Supporting Student Transition From Middle to High School: Texas Comprehensive Briefing Paper*, available at <http://txcc.sedl.org/resources/briefs/number1/>.

[12] <http://osse.dc.gov/service/dc-reengagement-center>

[13] For more information on *A Capital Commitment*, visit <http://dcps.dc.gov/DCPS/About+DCPS/A+Capital+Commitment+-+DCPS+Strategic+Plan>

[14] For more information on DCPS' 40 lowest-performing schools, visit <http://dcps.dc.gov/DCPS/Files/downloads/ABOUT%20DCPS/Strategic%20Documents/40%20Lowest-Performing%20Schools.pdf>.

[15] For more information on the *Proving What's Possible* grant winners and projects, visit <http://dcps.dc.gov/DCPS/About+DCPS/Strategic+Documents/Proving+What%27s+Possible>

## Indicator 17: State Systemic Improvement Plan

### Theory of Action

*Monitoring Priority: General Supervision*

**Results indicator:** The State's SPP/APR includes a State Systemic Improvement Plan (SSIP) that meets the requirements set forth for this indicator.

#### Theory of Action

A graphic illustration that shows the rationale of how implementing the coherent set of improvement strategies selected will increase the State's capacity to lead meaningful change in LEAs, and achieve improvement in the State-identified Measurable Result(s) for Children with Disabilities.

**Submitted Theory of Action:** [District of Columbia Part B State Systemic Improvement Plan Theory of Action](#)

Illustration



Provide a description of the provided graphic illustration (optional)