



State of Arizona  
Department of Education

**MEMORANDUM**

**TO:** Superintendents

**FROM:** Dan Brown, Deputy Associate Superintendent, School Improvement and Intervention *DB*

**RE:** **SCHOOL IMPROVEMENT IMPLEMENTATION SPECIALISTS**

**DATE:** August 23, 2013

We are always looking for ways to better support our schools in the school improvement process. We are implementing a plan that has been used in other states with great success and are excited to offer this service to you. These new positions are called School Improvement Implementation Specialists and they will work directly in the schools or LEAs with leadership and teachers to assist and support the implementation of school improvement plans. The specialists are approved and trained by the Arizona Department of Education and will be contracted through ADE to provide **on-site support** for LEAs and schools in developing, implementing and monitoring continuous improvement plans aligned to the seven Turnaround Interventions in Priority/Focus Schools and in the implementation of the chosen model in SIG schools. The specialists will increase the capacity of the LEA/school to systematically, systemically, and sustainably implement improvement processes. They will be available on site more frequently than in previous years. We encourage you to consider a highly qualified, trained specialist.

The Implementation Specialists will be contracted for 50 days (or 400 hours) of service for each campus that has a grant. The 50 days will include:

- On-site visits
- Desktop support (go-to-meetings, webinars, phone calls, reports.)
- Attendance with the LEA and school at ADE required training days
- Attendance with LEA and school at leadership trainings.

Our Implementation Specialists **must** have the following qualifications to be a part of our program:

- Master's Degree in Educational Leadership or Administration
- 5 years of teaching experience
- 5 years of administrative experience, having held a position as either: principal, superintendent or similar
- District, county or state office position
- Complete the ADE School Improvement required orientation for Implementation Specialists
- Sign and commit to a Code of Ethics
- Have the ability to travel to LEA and school sites both local and/or overnight

Additionally, we would like our IS's to have the following qualifications or experiences:

- National Institutes of School Leadership Certification
- Certified School Improvement Specialist Certification
- Superintendent and/or principal certification
- Instructional and/or leadership coaching experience
- Instructional and/or leadership training
- Experience working with a LEA and school implementing the Transformation or Turnaround Model

On the next page you will see an attached a list of possible services our Implementation Specialists (IS) will provide. As you can see, our expectation is that our IS's will be a support for you during the time you'll be working with the School Improvement Section at ADE. If you desire the services of an IS, please mark the box in the Assurances and sign the letter that indicates you agree to the services. Should you have any questions, please don't hesitate to contact Robert Gray at 602-364-2201 or [robert.gray@azed.gov](mailto:robert.gray@azed.gov), Laura Toenjes at 602-542-5448 or [laura.toenjes@azed.gov](mailto:laura.toenjes@azed.gov).

Yes, please include our LEA/Schools in the program to have an Implementation Specialist assigned to each qualifying school/s. I understand that the basic cost for 50 days of service. The grant supported costs for Implementation Specialists will range between \$20,000 and \$37,500 depending on the distance of travel to and from the school.

Superintendent/Charter Representative Signature

Date \_\_\_\_\_

Please return signed forms to:  
Robert Gray, Director of Operations  
School Improvement and Intervention  
Arizona Department of Education  
1535 W. Jefferson, Bin 10  
Phoenix, AZ 85007

**LEA and School Improvement Implementation Specialists will provide the following services:**

1. Differentiated support for LEA and school leadership based on needs by providing on-site and desktop support to LEA's and schools, attending appropriate trainings with leadership and attending ADE required trainings; not to exceed 50 days per school year.
2. Differentiated support for LEA and school leadership based on needs by providing a minimum of 10 on-site full day visits (minimum of 8 hrs. /day). LEA's and schools with greater needs (number of needed visits will be determined in collaboration with School Improvement Education Program Specialist) will require additional on-site visits.
3. Collaboration with the ADE School Improvement Education Program Specialist to coordinate technical assistance, professional development and monitoring.
4. Coordinate, assist and deliver appropriate coaching, mentoring and professional development for LEA and school leadership in the areas of Continuous Improvement; LEA Leadership; Curriculum and Instructional Systems; Supplemental Supports and Intervention Services; Data, Assessment and Evaluation; and Stakeholder Relations.
5. Provide coaching and mentoring support for LEA and school leadership in the development of LEA and School Continuous Improvement Plans aligned to the 7 Turnaround Interventions including school achievement goals for priority and focus schools targeting subgroups that lead to identification.
6. Review the alignment of LEA and school resources (human, fiscal, etc.) to assist LEA and school leadership in strategic decision making to support development and implementation of LEA and School Continuous Improvement Plans.
7. Provide coaching and mentoring support for LEA and school leadership in implementing and monitoring effectiveness of strategies and action steps in the LEA and School Continuous Improvement Plans.
8. Collect and use data to monitor implementation of the LEA and School Continuous Improvement Plans.
9. Provide coaching and mentoring support for LEA and school leadership in developing, implementing and monitoring continuous improvement processes that are systematic, systemic and sustainable and will lead to increases in student achievement.
10. Provide job-embedded professional development through capacity building coaching for LEA and school leadership.