



MI EXCEL STATEWIDE FIELD TEAM

Memorandum

To: Dr. Jennifer Martin-Green, Superintendent

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

Re: ***Blueprint* Installation Fidelity Appraisal – Lobby Level**

Date: March 10, 2020

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

Thank you for the pleasure of being able to meet with your team and to hear about your district's incredible journey toward success for all students. It is clear that the vision and work of the central office leadership team is strategically designed to ensure support and success for each and every student in Southfield Public Schools. We are impressed with the work in which you and your team are engaging to provide an excellent educational experience for your students.

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

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

The attached appraisal tool documents your progress in carrying the Mechanical Level forward, while installing the Performance Management Driver, the Leadership Network, the second floor of Instructional Infrastructure, Building Networks, and the first building-level routine, Principals Make Use of and Leverage District Systems.

Recommendations:

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

1. There is overwhelming evidence to support the presence of a problem-solving disposition at the central office level. Central Office leaders have clearly defined district priorities, goals, and next steps for accomplishing goals. Consider using a formal process for performance management. This will support the intentional processes that are taking place. This will also serve as a modeling process for all levels of performance management.
2. The district has begun the process of evaluating their current state regarding curriculum, assessment, and high-quality instruction. Central Office has articulated a clear vision regarding where you are in this process, where you are going, and how you plan to get there. Consider developing a formal timeline for installing this part of the system that includes: indicators of success and specific times to check progress. Also, consider how this progress will be communicated to all stakeholders.
3. The Building Networks are critical to leading the work at the building level; each building has established a Building Network (BN) that reviews data for the purpose of making informed, intentional decisions. Overall, your BN members feel connected to and invested in the work of the district. How will you continue to build their capacity to ensure their work is positively impacting teaching and learning? What protocols and procedures need to be understood and utilized at scale to ensure high-quality installation of the BNs? How will the district routinely monitor the effectiveness of the BNs?
4. There is a feeling throughout the district that there is great power and promise in the Learning-Focused Leadership Partnerships. The purpose is well communicated, understood, and truly appreciated. As you continue to increase the capacity of your building leaders, how do you know that principals are enhancing their skills and their connectedness to the central office and the district? Consider how you will continue to support the development of instructional leadership routines and how you will monitor the progress and growth involved in this intense and very deliberate work.

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