Santa Clara County | Office of Education

Educational Services Branch

Continuum for the Implementation of the Common Core State Standards

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Continuum for the Implementation of the Common Core State Standards
Stage 1: Awareness: (Exploration)

Getting Ready for the CCSS	Governance	Human Resources	Fiscal		Curriculum & Instruction			Parent & Community
			Resources	Infrastructure	C & I	Prof. Development	Assessment	
Create a Vision for Implementation of the CCSS	The Board establishes a clear need for instructional shifts based on data and current context and commits to the implementation of the CCSS. The Board sets the vision for implementation of the CCSS that shapes the actions of all departments and stakeholder groups.							
Exploring, Managing, understanding the Change Process	Assess the district's and each site's readiness for change. Discuss the anticipated risks, issues and surprises that inevitably emerge from the change process and how this pertains to the district vision for implementing CCSS.	Assess the department's readiness for change. Discuss the anticipated risks, issues and surprises that inevitably emerge from the change process and how this pertains to the district vision for implementing CCSS.	*Resources*: Assess the department's readiness for change. Discuss the anticipated risks, issues and surprises that inevitably emerge from the change process and how this pertains to the district vision for implementing CCSS.		Assess the department's readiness for change. Discuss the anticipated risks, issues and surprises that inevitably emerge from the change process and how this pertains to the district vision for implementing CCSS.			Parent groups (DELAC, GATE, Site Council, etc) and Community groups discuss the anticipated risks, issues and surprises that inevitably emerge from the change process and how this pertains to the district vision for implementing CCSS.
Develop and Deploy a Implementation Team	Establish an implementation team consisting of members representing each department and stakeholder group. *Responsibility of Implementation Team:* Regularly review, adjust and monitor the on-going implementation of CCSS district wide. Unless otherwise stated, the implementation team is the body responsible for all actions in the governance column.	Determine department representation on implementation team.	*Resources*: Determine department representation on implementation team.		Determine department representation on implementation team.			Determine community and parent group participation criteria on the implementation team to ensure a greater diversity of roles, functions, and opinions.
Determine Alignment to the District Vision for Implementation of the CCSS	Review LEA Plan and all School Plans to determine alignment with the vision for implementation of the CCSS.	Review all **selection, training**, and administrator and teacher supervision and evaluation procedures to determine their alignment with the vision for implementation of the CCSS.	*Resources*: Review all expenditures, determine their alignment with the vision for implementation of the CCSS. *Infrastructure:* Review current district Technology Plan to determine its alignment with the vision for implementation of the CCSS.		Review current curriculum, pedagogy and assessment systems, **training**, and **coaching** protocols to determine their alignment with the vision for implementation of the CCSS. Determine how the district vision of implementation of CCSS will be different in curriculum, pedagogy and assessment systems, **training**, and **coaching** protocols from the current model. Review report cards and determine their alignment with the vision for implementation of the CCSS.			Parent groups (DELAC, GATE, Site Council, etc) review their role and initiatives for alignment to the vision of implementation of CCSS.

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Communicate Key Messages about the Vision for Implementation of the CCSS	Messages/materials/social media/ events have consistent CCSS messaging and are tailored to different audiences. CCSS communication effort is part is part of a broader communication strategy about the district's vision which articulates how initiatives, including CCSS, fit together **(facilitative administrative supports)** Examine systems that allow teachers, administrators, and all stakeholders to provide feedback, suggest refinements, or ask questions regarding CCSS and its implementation, maximizing accessibility to stakeholders and responsiveness by the district. **(facilitative administrative supports)** Plan and implement a social marketing strategy to mobilize a critical mass of support; plan and implement strategies to obtain support of key policy makers. **(systems interventions)**	Examine systems that allow classified, certificated, and administration to provide feedback, suggest refinements, or ask questions regarding the infusion of CCSS in the **selection, training** and supervision and evaluation process, maximizing accessibility and responsiveness by the district. **(facilitative administrative supports)**	*Resources*: Examine systems that allow classified, certificated, and administration to provide feedback, suggest refinements, or ask questions regarding the infusion of CCSS in the budgeting process, maximizing accessibility and responsiveness by the district. **(facilitative administrative supports)**		Examine systems that allow classified, certificated, and administration to provide feedback, suggest refinements, or ask questions regarding the implementation of CCSS, (curriculum, pedagogy and assessment systems, **training**, and **coaching** protocols) maximizing accessibility and responsiveness by the district. **(facilitative administrative supports)**			In collaboration with district staff, parent and community groups examine systems that allow parents, community, and business partners to provide feedback, suggest refinements, or ask questions regarding the implementation of CCSS, maximizing accessibility and responsiveness by school sites and the district. **(facilitative administrative supports)**
Facilitate Awareness of the CCSS	Ensure **training** throughout the system to promote awareness of and familiarity with the CCSS	Ensure all staff participating in staff **selection** receive CCSS awareness **training** to ensure acquisition of important background knowledge of CCSS. Ensure all staff participating in supervision and evaluation receive **training** to ensure acquisition of important background knowledge of CCSS.	*Resources:* Ensure all staff monitoring site and district expenditures receive CCSS awareness training so that they can effectively monitor spending alignment to the vision of CCSS implementation.		Provide **training and coaching** opportunities throughout the system (in each department and among all stakeholder groups) to promote awareness of and familiarity with the CCSS Compare/contrast CCSS with current content standards; focusing on the instructional shifts in pedagogy and assessment that will be necessary to implement the CCSS. Research resources to support all staff on how to provide educational setting to promote CCSS. Subscribe to CDE's SBAC Web Page listserv to remain apprised of the latest developments and resources for the implementation of CCSS.			Utilize parent and community communication structures to share CCSS resources with parents, families, and the local educational community to promote awareness and understanding of the CCSS. Build partnerships with external stakeholders to provide additional resources to support learning opportunities for CCSS. **(systems interventions)**

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Assess Current Status and Identify Needs	Conduct a program evaluation of all existing initiatives, programs, practices, technology, and models and evaluate their contribution to and alignment with the vision for implementation of CCSS. **(performance assessment)** Determine configuration of CCSS implementation rollout (i.e. by grade level, subject area, cohort, etc.) and early implementer group.	Based on alignment review, determine what is required for **selection**, **training**, and administrator and teacher supervision and evaluation procedures to ensure alignment with the vision for implementation of the CCSS	*Resources:* Based on alignment review, determine what is required to direct expenditures toward the vision of implementation of the CCSS. Identify fiscal resources required to support full implementation of the CCSS as outlined in the vision. *Infrastructure:* Utilize online technology readiness tool to (CA) evaluate status and determine modifications of technology at each site required to implement CCSS. Determine the technology infrastructure necessary to support implementation of the CCSS as aligned with the vision. **(decision support data systems)**		Conduct a program evaluation of existing curriculum and instruction initiatives, instructional materials and associated assessments, **training** and **coaching** protocols and topics to evaluate their alignment with the vision for implementation of the CCSS. **(performance assessment)** Survey all instructional and administrative staff regarding their knowledge of the CCSS and their ability to support implementation including use of technology for instruction and assessment as outlined in the vision.			Survey parent sand local business to assess the district's ability educate students on the 21st century skills of communication, collaboration, creative thinking, and critical thinking

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Continuum for the Implementation of the Common Core State Standards
Stage 2: Transition (Installation, Initial Implementation)

	Governance	Human Resources	Fiscal		Curriculum & Instruction			Parent & Community
Develop a Plan for Implementation			Resources	Infrastructure	C & I	Prof. Development	Assessment	
Set Priorities and Devise a Course of Action	Based on program evaluation findings, develop a multi-year strategic plan reflecting the vision of CCSS implementation, CCSS rollout configuration, and scaling up of implementer groups. **(performance assessment)** Review and revise existing LEA plan, policies, documents, and Web pages to align to the multi-year strategic plan for the implementation of CCSS. **(facilitative administrative supports)**	Design a multi-year plan to revise all **selection**, **training** and administrator and teacher supervision and evaluation procedures to align with the vision for implementation of the CCSS **(facilitative administrative supports)**	*Resources*: Plan to reallocate and realign federal and state funding streams to support the implementation of CCSS Ensure LEA and SPSA revisions reflect changes in allocations of funding streams. *Infrastructure:* Develop a multi-year plan for the constructions of the infrastructure necessary to support the implementation of the CCSS		Revise the LEA Plan and SPSAs to reflect changes in curriculum, pedagogy and assessment systems, **training**, and **coaching** protocols that support the implementation of the CCSS. **(facilitative administrative supports)** **(performance assessment)** Begin the revision of report cards to reflect the vision of implementation of CCSS.			Parent and Community groups explore ways that they can support the vision for the implementation of CCSS. Each group includes in its purpose/mission the priority of the implementation of CCSS. Each group develops a course of action to assist the district and school site in the implementation of CCSS.
Share the Plan with Key Stakeholders	Revise and implement a communication plan for implementation of the CCSS with clear expectations and timelines.	Revise and implement key messages for **selection**, **training**, and administrator and teacher supervision and evaluation procedures aligned with the district's strategic vision of implementation of the CCSS.	*Resources:* Revise and implement key messages for new budget development and expenditures aligned with the district's strategic vision of implementation of the CCSS.		Revise and implement key messages about new curriculum, pedagogy and assessment systems, **training**, and **coaching** protocols aligned with the district's strategic vision of implementation of the CCSS. **(decision support data systems)**			Parent and Community groups develop and deliver key messages about how each parent and community group is supporting the district's strategic vision of implementation of the CCSS. Continue to utilize parent communication structures to share resources on CCSS and the district and sites' plans on CCSS implementation.
Revising Tools and Deepening Knowledge for Professional Learning		Revise recruitment materials, **selection** processes, **training**, and teacher and administrator supervision and evaluation procedures aligned with the district's strategic plan for implementing the CCSS.	*Resources:* Revise budget templates, tools, and resources to support implementation of the CCSS Monitor/seek funding opportunities from state government and private foundations to support implementation efforts. *Infrastructure*: Begin modifications of technology at each site required to implement CCSS.		Identify the shifts in instructional delivery and planning, curriculum, and assessments needed to implement the CCSS. Create **training** content **and coaching** protocols for all stakeholder groups on the implementation of the CCSS. Develop lesson planning templates, curriculum maps, and pacing guides.			

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Stage 2: Transition (Installation, Initial Implementation)

Build Human Capacity	Governance	Human Resources	Fiscal		Curriculum & Instruction			Parent & Community
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General Professional Learning for Implementation of the CCSS	Create a detailed district-wide **training** plan to coordinate timeline and topics of professional development activities for all stakeholder groups. **(facilitative administration supports)**	Collaborate with C&I on the development and delivery of professional learning materials that can be used for **training** for teachers and administrators.	*Resources:* Collaborate with C&I to fund the development and delivery of **training**.		Support all departments in developing and delivering ongoing **training** to promote transition to the CCSS based upon priorities established in the strategic plan.			Parent and community groups participate in workshops on the transition to the CCSS that are held at each school site and at district advisory group meetings.
Principal Professional Learning	Monitor the development and delivery of administrator **training** and supervision and evaluation.	Collaborate with C&I to provide training on use of tools and procedures required to implement revamped supervision and evaluation systems	*Resources:* Collaborate with C&I to provide training on the use of templates and tools to support implementation of the CCSS.		Provide administrator **training** focused on instructional leadership for the implementation of CCSS. Training should include the use of teacher observation rubrics focused on the instructional shifts in pedagogy, curriculum, and assessment and the management of technology structures used in the assessment of CCSS. **(performance assessment)** **(decisions support data systems)**			
Teaching Staff Professional Learning	Monitor the development and delivery of the **training** of all teaching staff.	With C&I, provide training on revamped teacher supervision and evaluation system, observation rubrics and other formative teacher assessment tools to inform **coaching**.			Provide **training** to early implementers focused on changes in curriculum, instructional shifts in pedagogy and assessment systems, and **coaching** protocols for support. **(decisions support data systems)**			
Ongoing Support	Build partnerships with external stakeholders to provide additional resources to support **training** opportunities and technology infrastructure maintenance. **(system interventions)** Monitor yearly program evaluation processes. **(facilitative administrative supports)** **(performance assessment)**	Establish annual and on-going training for new staff on teachers and administrator supervision and evaluation systems. Establish annual and on-going program evaluation processes to review **training** and supervision and evaluation systems. **(facilitative administrative supports)**	*Resources:* Establish annual and on-going training for new staff on budgets templates, tools, and resources.		Develop professional library of: • Classroom vignettes or videos that illustrate instructional shifts • Teacher reflection protocols that facilitate instructional shifts • Student work examples (with and without annotations and reflecting various levels of proficiency) Establish yearly program evaluation processes to review **training**, new initiatives and materials implemented to support CCSS. **(facilitative administrative supports)** **(performance assessment)**			Parents and community groups participate in yearly program evaluation processes to review parent education materials and new initiatives implemented to support CCSS. **(performance assessment)**

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Continuum for the Implementation of the Common Core State Standards
Stage 3: Implementation (Full Implementation)

	Governance	Human Resources	Fiscal		Curriculum & Instruction			Parent & Community
			Resources	Infrastructure	C & I	Prof. Development	Assessment	
Integration into Practitioner, Organizational, and Community Practices, Policies and Procedures	Develop a district calendar of topics to facilitate leadership conversation/dialogs dedicated to CCSS. **(facilitative administrative supports)** Develop a district protocol to be used in program evaluations. **(facilitative administrative supports) (performance assessment)**	Staff **selection** and teacher and administrator supervision and evaluation policies and procedures are aligned to the vision of the implementation of CCSS are implemented throughout the system. Implement on-going program evaluation of staff **selection** and teacher and administrator supervision and evaluation policies and procedures. **(facilitative administrative supports) (performance assessment)**	Budget planning, allocation, and monitoring policies and procedures are aligned to the vision of the implementation of CCSS are implemented by all departments and school sites. Implement on-going program evaluation of budget planning, allocation, and monitoring policies and procedures. **(facilitative administrative supports) (performance assessment)**		Develop a district calendar of topics to be used by PLCs and other staff meetings dedicated to CCSS. Implement on-going program evaluation of CCSS curriculum, assessments, and pedagogy. **(facilitative administrative supports) (performance assessment)** Implement CCSS based report cards.			Parents and community members actively engage in district and site program evaluations. **(facilitative administrative supports) (performance assessment)**
Full Implementation of Curriculum, Assessments, and Pedagogy	Monitor the purchase of curriculum materials, the implementation of assessments, the construction and maintenance of the assessment system, and development of pedagogy. **(decision support data systems)** Ensure CCSS implementation alignment with other district initiatives.	Implement teacher and administrator **selection** and evaluation questions that focus on the use of CCSS aligned curriculum, assessments, and pedagogy.	*Resources:* Monitor curriculum, assessment, and **training** expenditures to ensure on-going alignment of to the vision of implementation of CCSS. **(decision support data systems)** *Infrastructure:* Ensure data system is operational and issues are resolved in a timely manner. **(decision support data systems)**		Provide **training** to additional implementer groups focused on changes in curriculum, instructional shifts in pedagogy and assessment systems, and coaching protocols for support. **(decisions support data systems)** Convene a working group to increase the use of formative and summative assessments aligned with CCSS at the classroom and district level. **(decision support data systems)** Monitor PLC meetings for discussion and sharing of best practices to deliver CCSS. For each grade level, identify exemplary models of teaching and learning (such as lesson plans, activities, assessment, and student work products) that align with CCSS and illustrate corresponding practices. Monitor curriculum, assessment, and pedagogy implementation through frequent classroom observations using teacher observation rubrics focused on the instructional shifts in pedagogy, curriculum, and assessment. **(decision support data systems)**			Parents annually participate in **training** on CCSS curriculum, assessments, and teacher strategies.

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Community Adoption of CCSS	Maintain strategic sustained efforts to gain buy-in from and to collaborate regularly with stakeholders. **(facilitative administrative supports)** Monitor systems that allow teachers, administrators, and all stakeholders to provide feedback, suggest refinements, or ask questions regarding CCSS and its implementation, maximizing accessibility to stakeholders and responsiveness by the district. **(facilitative administrative supports)**	Monitor systems that allow classified, certificated, and administration to provide feedback, suggest refinements, or ask questions regarding the infusion of CCSS in the **selection, training** and supervision and evaluation process, maximizing accessibility and responsiveness by the district. **(facilitative administrative supports)**	*Resources:* Monitor systems that allow classified, certificated, and administration to provide feedback, suggest refinements, or ask questions regarding the infusion of CCSS in the budgeting process, maximizing accessibility and responsiveness by the district. **(facilitative administrative supports)**		Monitor systems that allow classified, certificated, and administration to provide feedback, suggest refinements, or ask questions regarding the implementation of CCSS, (curriculum, pedagogy and assessment systems, **training**, and **coaching** protocols) maximizing accessibility and responsiveness by the district. **(facilitative administrative supports)** Create CCSS implementation Web resources that include the following: • Example problems, tasks, activities, and strategies related to particular standards or sequences of standards. • Explanations of instructional language used in CCSS. • Samples of student work illustrating understanding of key standards. • Tools and protocols to support instruction, assessments, and evaluation of teaching materials, including rubrics for those purposes.			Monitor systems that allow parents, community, and business partners to provide feedback, suggest refinements, or ask questions regarding the implementation of CCSS, maximizing accessibility and responsiveness by school sites and the district. **(facilitative administrative supports)** Collaborate with teacher preparation institutions/ programs/ alternative providers to align coursework and other requirements to CCSS expectations for student learning. **(systems intervention)**

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Staff is Skillful and Procedures and Processes become Routinized.	Monitor and revise department **training and coaching** plans to support full implementation of the CCSS.	Track progress of principal **training** focused on instructional leadership for CCSS. Refine and continue **training** and **coaching** on staff **selection** and supervision and evaluation processes for new staff and veteran staff annually and as needed.	*Resources:* Monitor expenditures to ensure on-going alignment to the vision of implementation of CCSS. Refine and continue **training** on budget templates, tools, and resources and provide training on the use of templates and tools to support implementation of the CCSS budget planning, allocation, and monitoring for new staff and veteran staff annually and as needed.		Develop and deliver on-going differentiated **training** and **coaching** to all teaching and administrative staff on curriculum, assessment, the assessment system, and pedagogy. (decisions support data systems) Develop peer observation protocols and structures.			
Monitoring and Measurement of Fidelity	Develop and implement an accountability system to hold all stakeholder groups accountable. (performance assessment) Embed monitoring of CCSS implementation and student assessment results in to the administrator meetings and board meeting agenda items. (performance assessment) Review and revise LEA plan and school plans based on implementation data. Make refinements in all systems based on data and feedback. (facilitative administrative support) (performance assessment)	Using developed accountability measures, the department holds itself and others accountable for continuous improvement based on feedback. (facilitative administrative support)	*Resources:* Using developed accountability measures, the department holds itself and others accountable for continuous improvement based on feedback. (facilitative administrative support)		Model and monitor the use of data systems for measuring and reporting fidelity. (performance assessment) (decision support data systems) Embed monitoring of CCSS implementation and student assessment results in to training and department meeting activities. (performance assessment) (decision support data systems) Monitor fidelity to CCSS implementation through frequent classroom observations. (performance assessment) (decision support data systems) Using developed accountability measures, the department holds itself and others accountable for continuous improvement based on feedback. Make adjustments as necessary. (facilitative administrative support)			Parent and community groups Include student assessment results in advisory group and community meetings. (performance assessment) (decision support data systems)

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