



Achievement Network, Ltd.
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Organization's Mission and Connection to Louisiana's Plan for Struggling Schools

For over ten years, Achievement Network (ANet) has worked to ensure equitable opportunities for *all* children by supporting teaching and learning that is grounded in standards, data, and the practices of great educators. We do so by providing comprehensive partnerships with schools including interim assessments in ELA and math for students in grades 2-8, aligned instructional resources, and coaching for school leaders to build their skills and content knowledge so schools can fully realize the impact of those aligned materials. ANet works alongside school and system leadership teams to strengthen their school- and system-wide practice and culture of using learning standards and data to get breakthrough results for students. Through our partnerships, we seek to support schools in both urban and rural areas serving predominantly low-income, minority student populations.

The adoption of new, more rigorous learning standards presents our nation with both a challenge and an immense opportunity. Working with over 700 schools and 50 systems across 15 states gives ANet on-the-ground insight into how schools and systems are successfully transitioning to new practices leading to school-wide improvement. We've seen there is no "quick fix" that can be applied to improving student outcomes. Instead, student achievement comes as a result of school improvement and system-wide coherence. We are applying these lessons in Louisiana through our work with LDOE this year. ANet is helping several Louisiana districts streamline their assessment strategy to use stronger, more formative assessments and to reduce the total number of assessments. Our experience and success working in Louisiana, and other systems that have taken on similar plans to improve struggling schools, uniquely positions us to be a strong external partner for Louisiana school redesign.

Evidence of Track Record of Student and School Outcomes

ANet began working with Louisiana district and charter schools in 2009. Last year, we supported 32 schools and served as a system-level partner to Plaquemines Parish. We worked with all six Plaquemines Parish schools serving students in grades 2-8, providing coaching to each leadership team, professional development for leaders and teachers, and instructional resources including interim assessments. While Plaquemines budget challenges prevented us from continuing partnership in the 2016-17 school year, we are proud of the district's accomplishments in our first partnership year. We influenced teacher and leader practice improvement which was reflected in the Plaquemines 2016 student achievement outcomes. Our internal analysis showed Plaquemines Parish increases in the percentage of students scoring mastery level and above on LEAP ELA and math tests that were above the average state gains.

ANet is also a trusted partner to many other Louisiana schools and CMOs, including Crescent City Schools, FirstLine Schools, and Success Preparatory Academy (a 2016 Top Gains School). Many local leaders see ANet as their top academic partner. Throughout our Louisiana Network, school leader satisfaction with ANet's coaching support was 95% in 2015-16.

In addition to the successful outcomes seen in Louisiana, we also have a track record of driving improvement in historically low-performing schools around the country. ANet has supported various approaches to school turnaround, working with schools to create the conditions for teacher, leader, and student success. We have also provided system-level support to align turnaround efforts across district departments, principal managers, and school leaders. For example, we're approved by the Massachusetts Department of Elementary and Secondary Education as a Priority Partner for Turnaround. Through this work, we supported turnaround efforts in several districts including Springfield Public Schools, a partner since 2009 where we currently offer system-wide school support and district technical assistance to align curricular materials and professional development. We also work closely with the district's turnaround Empowerment Zone, a collaboration among the district, the teachers' union, and Empower Schools to support the district middle schools' turnaround efforts. End-of-year student performance results for 2015-16 showed significant gains in math and ELA, and



there has been substantial annual practice improvement in schools throughout the district. Over the last two years, ANet has partnered with the Academy of Urban School Leadership (AUSL) to support turnaround work across all AUSL-managed Chicago Public Schools (32 schools in the 2016-17 school year); 100% of our AUSL school partners met their school practice improvement goals at the end of the first year. We are also supporting turnaround efforts in Oakland (CA) Unified School District; Forrest City (AR) Public Schools; Colorado school districts including Denver Public Schools and Pueblo City Schools; and many others across the country.

On a national level, our i3-funded randomized control trial showed that students can achieve approximately 6 months of additional learning when the ideal conditions for teaching and learning have been set. Our analysis demonstrated that ANet partner schools that improved their annual practice attained a 12% increase in student proficiency in math and a 6% increase in ELA over 3 years. These improvements came even as tests across most of ANet’s states got harder with the nation’s transition to new learning standards. On average, ANet schools outperformed state average gains by 7% in math and 5% in ELA – this among schools that have historically under-performed the state before joining ANet.

Differentiating Services to Meet Unique Needs of Louisiana Schools and Districts

ANet’s model is designed for differentiation and, having worked in Louisiana since 2009, we have a deep understanding of local context. Our local team includes former Louisiana teachers and instructional leaders with expertise in standards, assessment, curriculum, and instructional leadership practices. We customize our support to meet each district, CMO, and school’s unique needs. ANet’s model includes five categories of service offerings that allow us to tailor support offerings to the individual needs of Louisiana schools and districts.

ANet’s Service Offerings		
System Models	Systems Advising	A short-term partnership designed to tackle <i>big</i> systemic barriers to quality classroom instruction relating to assessment, instructional materials, and/or professional learning strategies.
	Systems Partnerships	Multi-year partnership designed to accelerate the practice of schools using ANet tools and receiving ANet coaching through system level progress monitoring, alignment, and implementation support.
School Models	Foundations Year	A year-long partnership that combines coaching with standards tools designed to build a school’s readiness for and investment in our core model.
	Core Model	Our core partnership with schools designed to support leaders in making strategic changes in practice to accelerate student learning through coaching, network professional learning events, and use of ANet assessments and tools.
Standalone	Professional Learning Series	A trajectory of group learning experiences that includes sessions and implementation support facilitated for school leader and/or teacher audiences.

An ANet partner school’s experience begins with their ANet coach. The focus of each Foundations Year and Core Model school’s coaching will draw from ANet’s proven practices that are most aligned to the academic needs of the school. We work hard to understand the school and district’s instructional priorities and support them in providing teachers a coherent experience around curriculum, professional development, and formative data to support instruction.

Our Louisiana team draws on ANet’s national reach to bring perspective from educators and experts across the country. This includes sharing strong practices from some of the country’s highest performing schools as well as advice from and resources vetted by national thought leaders such as UnboundEd, Student Achievement Partners, the Dana Center, and the Center for Assessment.



This on-the-ground knowledge combined with our deep standards knowledge assists ANet Louisiana in integrating national best practices with a strong understanding of local tools such as the LDOE ELA Guidebooks 2.0; the changes from CCSS to Louisiana Student Standards; and, just this month, with the LDOE Guides to Implementing Eureka. Our on-the-ground coaching for schools positions them to use the best aligned resources in ways that will lead to stronger instruction.

ANet has conducted several Systems Advising projects in partnership with LDOE, focused on assessment strategy. They have broadened our Louisiana partnerships beyond Greater New Orleans and a couple of Baton Rouge charter schools. As that work continues to impact more districts over the next year, it could lay the foundation for direct ANet-school partnerships in more Louisiana districts.

Attributes of Ideal Partners and Support from State, District, and School Partners

ANet works with districts and schools of all starting points, capacity levels, and school models. We aim to serve those in the most need of support, as demonstrated by students not yet meeting the bar set by college and career ready standards (overall or by key subgroup). Our i3-funded randomized control trial showed ANet's support is most effective when schools have key conditions in place:

- Prioritization of standards and data to inform teaching and learning
- Time set aside for teacher collaboration, classroom observation, and student intervention
- Dedicated leadership team to deepen impact across the school
- Culture of learning, so feedback and sharing data and practices are valued as tools for improvement
- Standards-based planning/instruction and teacher knowledge of instructional standards

However, when we find those conditions are not yet in place (as is often the case in struggling schools), we spend time with those districts and schools to set the conditions for successful partnership; doing so allows us to drive impact in schools where our support is needed most. This is closely tied to another key partnership attribute: an openness to working with a coach, including offering transparency into the school's strengths and challenges, and willingness to consider guidance from someone outside the school or district.

Successful partnerships rely on meaningful collaboration between ANet teams, school and district leadership teams, and other key stakeholders. An ANet partnership requires school and district commitment and a willingness to prioritize the work. Establishing a relationship with teachers and leaders is key to a strong partnership where school and district needs are aligned with the support ANet provides. Support from the LDOE and district leaders will help us make sure we are appropriately adapting our work with schools to fit the unique context of each school and geography.

Experience Working with Third Party Providers to Support Coherent School and District Improvement

ANet has a successful history of working with third party support providers in Louisiana and across our regions. Our work with such organizations helps to improve coherence across providers by enabling the school and partners to drive toward clear, common goals. We have collaborated with organizations in the extended learning time space, such as Boston After School and Beyond, to use insights generated from our student learning data to target their efforts to better meet individual students' needs. We have worked with other teacher and leader capacity-building organizations nationally such as New Leaders, TNTP, Teach for America, RELAY Graduate School of Education and the Lynch Leadership Academy to train their corps members, cohorts, and alumni in executing a strong, standards-aligned Teaching & Learning Cycle. In Louisiana, we have worked with many schools implementing the Teacher Advancement Program (TAP) to ensure smooth integration of ANet with the TAP model. We have also collaborated with the University of Virginia's School Turnaround Program in Jefferson Parish's Turnaround Network (2011-2014), through system advising work in Caddo Parish focused on implementing quality curricular materials, and in the state of Georgia.