**Action Plan**

**Internship Objective:** The objective of this internship is to acquire a better understanding of:

* The administrative actions that result in successful schoolwide adoption of a new literacy initiative, and
* The barriers that administrators face that inhibit successful school-wide adoption of a new initiative.

**Internship Activities:** Illustrated in the table below is a description of the internship activities that will occur. The purpose of each activity is grounded in organizational theory related to systems change. Data sources and timelines for the internship are also presented.

|  |  |  |  |
| --- | --- | --- | --- |
| **Activities** | **Purpose** | **Data Sources** | **Begin Date** |
| Attend weekly team meetings with the coaches involved in supporting Pact Plus | Understand, from the coaches’ perspective, the successes and barriers to successful school-wide adoption of Pact Plus. | Informal observations and agenda notes | In progress |
| Attend “reflective meetings” with coaches and teachers following school observations | Understand, from teachers’ perspective, the successes and barriers to successful school-wide adoption of Pact Plus. | Informal observation | Approval from Dr. Wexler (anticipated start: after Thanksgiving) |
| Conduct two focus groups of 4 to 6 teachers representing all content areas (group 1= general education teacher, group 2= special education teachers) | Understand stakeholders: (a) perception of school leadership, (b) mindset related to student performance, (c) buy-in/ ownership of new initiative, and (d) understanding of the change cycle involved in adoption of Pact Plus. | Focus group notes (see Appendix A) | Approval from Dr. Wexler (anticipated start: December) |
| Conduct individual interview of building school leaders who support Pact Plus | Understand school leaders (a) understanding of mindset of relevant stakeholders, (b) actions used to create ownership/ buy-in of stakeholders for new initiatives, and (c) actions taken to facilitate Pact Plus. | Interview questions  (see Appendix B) | Approval from Dr. Wexler (anticipated start: January) |

**Appendix A**: Alignment of data sources to Theoretical Framework.

**Appendix B**: Questions for the teachers’ focus group and school leader interview.

**Appendix A**

**Alignment of Teacher Focus Group Questions to Theoretical Framework**

|  |  |  |  |
| --- | --- | --- | --- |
| Teacher Focus Group:  Semi-Structured Interview Questions | Mindset | Communication | Stakeholder buy-in |
| 1. How are students in your school doing compared to other middle schools in your district? How do you know that?   * Do your school leaders encourage you to focus on student learning? How? | X | X | X |
| 2. What are some academic struggles you see with students in your classroom?   * What do you do to help students if they are struggling academically in your classroom? | X |  | X |
| 3. Who are the school-based leaders of Pact Plus?   * Have any administrators played a role in the Pact Plus initiative? Tell me about the role? * Are there any other staff that you would consider leaders in the Pact Plus initiative? What is their role? | X |  | X |
| 4. How are new initiatives introduced at your school? Are teachers involved?   * What opportunities are there for teachers who would like to be involved in leadership roles with new initiatives? |  | X | X |
| 5. Tell me how you learned about Pact Plus.   * After the initial introduction of Pact Plus, were you clear about the purpose? Your point of contact? The timeline? |  | X |  |
| 6. The Pact Plus team has given professional development, resources, and coaching to support the program. What specifically has worked for your students?   * Are there parts of Pact Plus that are not working as well as you would like? Any suggestions for how it could work better in the future? * What specifically, have you learned from using Pact Plus that you will continue to use as part of your teaching pedagogy? Why? | X |  | X |

**Alignment of School Leader Interview Questions to Theoretical Framework**

|  |  |  |  |
| --- | --- | --- | --- |
| School Leader Questions:  Semi-Structured Interview Questions | Mindset | Communication | Stakeholder buy-in |
| 1. With all the demands in current school contexts, how does your school decide which schoolwide program/initiatives to invest resources? |  |  | X |
| 2. Were you involved in deciding whether Pact Plus would occur in your school?   * Why was it decided that Pact Plus would be a good fit for your school? |  | X | X |
| 3. Tell me about how Pact Plus was introduced to your staff.   * Why was the decision made to roll it out in that way? |  | X | X |
| 4. The Pact Plus team provided your school with professional development, resources, and coaching. What do you believe benefited your teachers the most?   * How do you know? | X | X | X |
| 5. When implementing a new initiative, there are always those outliers (teachers) who have a hard time dealing with change. Where there any teachers that had, difficulty buying-in to Pact Plus? How did you know?   * How did you handle those cases? | X | X | X |
| 6. If you could give other admins advice about how to successfully create and support a school wide literacy model what 2-3 pieces of advice would you give? | X |  | X |
| 7. Is there anything you wish you would have done differently with the implementation of Pact Plus? |  | X | X |

**Appendix B**

**Focus Group Interview Questions**

**Intro-** My name is Jason Sutton and I am doctoral student at George Mason University. My area of interest at Mason is program evaluation. I am interested in learning how we can sustain schoolwide initiatives such as a schoolwide literacy model. Thankfully, Dr. Wexler, her team, and your school are allowing me to come here and learn from you. I want to ask you some general information about your school and then discuss Pact Plus. The purpose of this focus group is to get your perspective about how to sustain a schoolwide initiative, like Pact Plus. I want to know what is working well and what needs to be refined to work even better. Please remember that we discuss here is confidential and will not be shared with your school leadership team.

1. How are students in your school doing compared to other middle schools in your district? How do you know that?

* Do your school leaders encourage you to focus on student learning? How?

2. What are some academic struggles you see with students in your classroom?

* What do you do to help students if they are struggling academically in your classroom?

3. Who are the school-based leaders of Pact Plus?

* Have any administrators played a role in the Pact Plus initiative? Tell me about the role.
* Are there any other staff that you would consider leaders in the Pact Plus initiative? What is their role?

4. How are new initiatives introduced at your school? Are teachers involved?

* What opportunities are there for teachers who would like to be involved in leadership roles with new initiatives?

5. Tell me how you learned about Pact Plus.

* After the first meeting about Pact Plus, were you clear about the purpose? Your point of contact? The timeline?

6. The Pact Plus team has given professional development, resources, and coaching within the program. What specifically has worked for your students?

* Are there parts of Pact Plus that are not working as well as you would like? Any suggestions for how it could work better in the future?
* What specifically, have you learned from using Pact Plus that you will continue to use as part of your teaching pedagogy? Why?

**Conclusion-** Once again, I want to thank you for your time. This information we discussed is important and will help me to understand, from a teacher’s perspective, what is needed to implement a new initiative. I appreciate your responses with Pact Plus and I know that your input will continue to strengthen the program. Is there anything anyone would like to add (Pause)? If there is additional information you would like to add, please feel free to email me at [jsutton1@gmu.edu](mailto:jsutton1@gmu.edu). If not, have a great day educating our students.

**School Leader Interview Questions**

**Intro-**Thank you so much for you time. As a former secondary school principal, I know how precious time is in your role. I am a doctoral student at George Mason University. My area of interest is program evaluation. I am interested in understanding, from a school leader’s perspective, what actions are necessary to successfully adopt and sustain a schoolwide initiative.

1. With all the demands in current school contexts, how does your school decide which schoolwide program/initiatives to invest resources?

2. Were you involved in deciding whether Pact Plus would occur in your school?

* Why did you decide to implement Pact Plus within your school?

3. Tell me about how Pact Plus was introduced to your staff.

* Why was the decision made to roll it out in that way?

4. The Pact Plus team provided your school with professional development, resources, and coaching. What do you believe benefited your teachers the most?

* How do you know?

5. When implementing a new initiative, there are always those outliers (teachers) who have a hard time dealing with change. Where there any teachers that had, difficulty buying-in to Pact Plus? How did you know?

* How did you handle those cases?

6. Is there anything unique that you did to support the implementation of Pact Plus?

7. Is there anything you wish you would have done differently?

**Conclusion-** Once again, I would like to thank you for taking the time to give me your honest feedback. The information that you shared will aid me in interesting what is needed to adopt and sustain a school wide program. Your input will help “us” move forward on how we introduce and implement programs in schools to maximize student success.

Before we wrap it up, is there anything that you might want to add that we did not discuss? If not, and you think of something later, please feel free to email me at [jsutton1@gmu.edu](mailto:jsutton1@gmu.edu). Thanks again, and keep moving your building forward putting students first.