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May 23, 2018

Superintendent Pamela Montoya
P.O. Box 547
Dulce, NM 87528

Subject: Dulce Elementary School Plan—*Significantly Restructure & Redesign* (Every Student Succeeds Act State Plan—More Rigorous Intervention)

Superintendent Montoya:

Upon review by the New Mexico Public Education Department (NMPED), the district's request for application for Dulce Elementary School, as a school that has selected *Significantly Restructure & Redesign* for the purposes of transforming the school and dramatically improving student achievement, is conditionally approved and eligible to receive an additional \$2 million.

Dulce Elementary School has earned five consecutive "F" grades. Hundreds of families have entrusted the school with their children's future – and the school has not delivered. Thus, additional safeguards must be put into place so that another generation of students is not underserved by your district.

NMPED will provide additional documentation for your signature and agreement to the following: If the Dulce Elementary School earns a 6th and 7th "F" rating in the 2017-18 and 2018-19 school years, then the federal grant allocation for 2019-20 and 2020-21 will be withheld and repurposed for School Closure during the 2019-20 school year. In that case, the school will close at the end of the 2019-20 school year. If the school earns a combination of "D" and "F" ratings over the upcoming three academic years, the school shall close during the 2021-22 school year.

Federal funding to support this plan is contingent upon the district fully meeting the conditions outlined below, aligned to the seven overarching areas of focus, by the date indicated:

- 1) Ensuring that every teacher at the school has a track record of Effective, Highly Effective or Exemplary performance by the beginning of the 2018-19 school year.**

- By the first day of teacher professional development for the 2018-19 school year, 100% of teachers at Dulce Elementary will have earned a summative rating of Effective, Highly Effective, or Exemplary during the 2016-17 school year. In subsequent years this provision applies as well—and the district may submit amendment(s) to its plan to properly allocate funding for teacher recruitment and retention.
 - If a teacher who earned a rating of Effective, Highly Effective, or Exemplary for the 2016-17 school year earns a rating of lower than Effective for the 2017-18 school year, the teacher will be placed on a professional growth plan focused on individual areas of improvement aligned to student achievement data and the NMTEACH domains to ensure rapid increase in teacher effectiveness. Teachers will receive intensive internal mentorship provided by the district and/or school.
- 2) Ensuring that the school-based teacher compensation system proposed is designed as a means to recruit, champion, reward, and retain teachers demonstrating substantial impact on student achievement growth. Teacher compensation should be significantly higher at this school than anywhere else in the district.**
- By July 1, 2018, the district will submit, for NMPED review, the formula that will be used to determine the \$2,000 individual award for increase in student achievement (“One year of growth within each semester for an increase of two grade levels per year for every student who is not on grade level”). NMPED must review and consider all assessments and methodology utilized to make these decisions, and reserves the right to determine the assessments and methodologies at the state-level.
- 3) Ensuring significantly more instructional time with the school’s highest performing teachers, not with outside entities or consultants.**
- By July 1, 2018, the district will submit the finalized master schedule for Dulce Elementary School that reflects the increase in instructional minutes indicated in the Dulce MRI Resubmission.
 - The schedule will include uninterrupted blocks for ELA and math.
 - The schedule will reflect sufficient time protected during the day for meaningful collaboration around data analysis and instructional planning. This time block should be outside of the lunch period.
- 4) Ensuring that the selected school principal has a multi-year track record of increasing student performance and is compensated at a higher salary than any other school principal in the district.**
- By July 1, 2018, a principal with a multi-year track record of increasing student performance will be on contract at Dulce Elementary School. The district may submit an amendment to its plan to ensure compensation is highly-competitive statewide.
 - By July 1, 2019, if students have not demonstrated on average “One year of growth within each semester for an increase of two grade levels per year for every student who is not on grade level,” the principal and the assistant principal will be removed. NMPED

must review and approve all assessments and methodology utilized to make these decisions, and reserves the right to determine the assessments and methodologies at the state-level.

- By July 1, 2020, if students have not demonstrated on average “One year of growth within each semester for an increase of two grade levels per year for every student who is not on grade level,” the Superintendent will be removed. NMPED must review and approve all assessments and methodology utilized to make these decisions, and reserves the right to determine the assessments and methodologies at the state-level.

5) Ensuring that curriculum, instruction, and assessment are research-based, vertically aligned, and standards-aligned.

- *Curriculum:*

- By the first day of teacher professional development for the 2018-19 school year, the district will provide staff at Dulce Elementary School with a Tier 1 (core) scope and sequence for all students that includes daily lesson objectives; vertical articulation of standards; daily formative assessments; and exemplar student work for ELA and math.
- By the first day of teacher professional development for the 2019-20 school year, the district will provide staff at Dulce Elementary School with a Tier 1 (core) scope and sequence that includes daily lesson objectives; vertical articulation of standards; daily formative assessments; and exemplar student work for writing and science.

- *Instruction:*

- By July 1, 2018, the district will provide a schedule of observation and one-on-one feedback meetings for all teachers to occur biweekly, at minimum (Driven by Data, pg. 88-90).

- *Assessment:*

- By July 1, 2018, the district will provide clarification in writing as to which assessments will be administered to students, in which content areas, and at which grade levels. NMPED must review and approve all assessments and methodology utilized to make these decisions, and reserves the right to determine the assessments and methodologies at the state-level.
- By July 1, 2018 the district will provide a schedule of interim/benchmark assessments to be administered and analyzed no less frequently than every six to eight weeks in core subject areas. NMPED must review and approve all assessments and methodology utilized to make these decisions, and reserves the right to determine the assessments and methodologies at the state-level.
- By July 1, 2018 the district will provide staff at Dulce Elementary with curriculum-based common benchmark assessments to be administered no less frequently than every two to three weeks. NMPED must review and approve all assessments and methodology utilized to make these decisions, and reserves the right to determine the assessments and methodologies at the state-level.
- By September 1, 2018, the district will ensure that progress monitoring occurs weekly for students well below benchmark and biweekly for students below

benchmark as measured by the assessments identified by the district and reviewed and approved by NMPED, as reflected in *Assessment* above.

- *Data-Driven Instruction:*
 - By July 1, 2018, the district will provide detailed agendas for each day of the one-week summer boot camp to include clear objectives and outcomes for each session, provider/facilitator names, and sufficient time allocated to train teachers on the scope and sequence, assessment strategy, data system, and data analysis protocols and tools. NMPED may attend, observe and/or participate.
 - By July 1, 2018, the district will submit for review and approval the protocol for teacher data analysis, the template for teacher action planning, and the protocol for one-on-one teacher-leader data analysis meetings to follow each administration of the benchmark assessment.
 - By the first day of school of the 2018-19 school year, the district will provide staff at Dulce Elementary School with a data system, as well as corresponding information technology infrastructure for the school, that delivers user-friendly reports following benchmark and interim assessments within 48 hours of the administration of the assessment. The reports will include:
 - Item analysis;
 - Standards-level analysis; and
 - Bottom-line results (Driven by Data, pg. 43).
- 6) Clearly delineating the expected outcomes of any tribal and community partnerships, external resources, and national partnerships that the district and school plan to access and coordinate with, as well as a direct connection to the root cause(s) of school underperformance.**
- By July 1, 2018, the district will identify and submit clear metrics for development of the whole child (academic, cultural, social emotional, etc.) through “Envision Your Future” and “Parent Improvement Program” as articulated on page 55 of the Dulce MRI resubmission.
 - By July 1, 2018, the district will clearly articulate the role, deliverables, and expected qualitative and quantitative results coming from the bulleted list of partners on page 55 and 56 of the Dulce MRI resubmission.
- 7) Revising the budgetary request to not exceed \$100,000 for the planning period and \$675,000 per implementation year for the school via this submission for supplemental funds *and* denoting all areas where SEG funds, federal funds, grant funds, and all other funding are being utilized to fuel this plan. Further, Dulce Elementary School must revise its budgetary request to include fully-funded 4-year old State Pre-K over the next three academic years.**
- By June 15, 2018, the district will submit a detailed budget reflective of meeting all conditions outlined in this letter, to indicate funding streams for all budget line items and comprehensive descriptions of each line item.

Upon full acceptance of these conditions in-full by the district, NMPED will commence monitoring of the implementation of Dulce Elementary School’s Plan to include all conditions

outlined above. Further, NMPED will appoint a five-member Educator Advisory Council (EAC) to monitor adherence to the school's MRI plan, assess the quality of instructional and operational implementation and provide outside input, counsel, and oversight. The EAC will make recommendations to NMPED, and Dulce Elementary School, however NMPED will retain sole decision making authority relating to all compliance and enforcement issues that arise as it pertains to the interpretation, implementation, and enforcement of this plan.

In accepting the above conditions in-full, the district acknowledges that failure to meet one or more conditions may subject them to further review by NMPED, which could result in NMPED selecting another school turnaround option. A determination that such failure exists constitutes grounds for NMPED to take appropriate action. Such action may include, but is not limited to, suspending the Board of Finance (NMSA 1978 Sections 22-8-39 and 22-2-1) for the district, redirecting Title I funds, suspension of funding, and/or revocation of the conditional approval of the plan which will result in the imminent closure or takeover of the school.

The district must formally notify NMPED of the acceptance of the above conditions, which are hereby incorporated into the district plan for Dulce Elementary School, by 5:00 pm on Wednesday, May 30, 2018. If the district does not accept all of the above conditions, recognize the necessity of ongoing oversight and monitoring by NMPED, and commit to full fidelity of implementation, NMPED will take any and all available and appropriate actions, which may include taking the necessary steps to close the school.

Please note that this letter, alongside the resubmitted application, will be posted publicly.

Respectfully,



Christopher N. Ruszkowski
Cabinet Secretary, New Mexico Public Education Department

cc: Dulce Board of Education
Debbie Rael, Deputy Secretary of School Transformation, NMPED
Matt Montano, Deputy Secretary of Teaching & Learning, NMPED
Marian Rael, Deputy Secretary of Finance & Operations, NMPED
Ashley Eden, Deputy Chief-of-Staff, NMPED
Elisabeth Peterson, Director of Priority Schools Bureau, NMPED
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Susan O'Brien, Director of Literacy, the Humanities & Early Childhood, NMPED
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