**The Professional Learning Community Continuum**

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| **Element of a PLC** | **Pre-Initiation Stage** | **Initiation Stage** | **Developing Stage** | **Sustaining Stage** |
| **Clarity Regarding What Students Must Know and Be Able to Do** | There has been little effort to establish a common curriculum for students. Teachers are free to determine what they will teach and how long they will teach it.  | District leaders have established curriculum guides that attempt to align the district curriculum with state standards. Representative teachers may have assisted in developing the curriculum guides. The materials have been distributed to each school, but there is no process to determine whether the designated curriculum is actually being taught.  | Teachers have worked with colleagues to review state standards and district curriculum guides. They have attempted to clarify the meaning of the standards, establish pacing guides, and identify strategies for teaching the content effectively. | Teachers have worked in collaborative teams to build shared knowledge regarding state standards, district curriculum guides, trends in student achievement, and expectations of the next course or grade level. As a result of this collective inquiry, teachers have established the essential learning for each unit of instruction and are committed to instruct their students in the essential learning according to the team’s agreed-upon pacing guide. They know the criteria they will use in judging the quality of student work, and they practice applying those criteria until they can do so consistently. They demonstrate a high level of commitment to the essential curriculum, to their students, and to their teammates. |
| **Assessing Whether Students Have Learned the Essential Curriculum** | Each teacher creates the assessments he or she will use to monitor student learning. Assessments may vary widely in format and rigor from one teacher to another. The assessments are used primarily to assign grades rather than to inform teacher and student practice. State or provincial tests are administered in the school, but teachers pay little attention to the results.  | District officials analyze the results of state and provincial tests and report the results to each school. Principals are expected to work with staff to improve upon the results. The district may also administer district-level assessments in core curricular areas. These assessments have been created by key central office personnel, by representative teachers serving on district committees, or by testing companies who have sold their services to the district. Classroom teachers typically feel little commitment to the assessments and pay little attention to the results. | Teachers have worked together to analyze results from state and district tests and to develop improvement strategies to apply in their classrooms. They have discussed how to assess student learning on a consistent and equitable basis. Parameters are established for assessments, and individual teachers are asked to honor those parameters as they create tests for their students. Teachers of the same course or grade level may create a common final exam to help identify strengths and weaknesses in their program. | Every teacher has worked with colleagues to develop a series of common formative assessments that are aligned with state or provincial standards and district curriculum guides. The teams have established the specific proficiency standards each student must achieve on each skill. The team administers common assessments multiple times throughout the school year and analyzes the results together. Team members then use the results to inform and improve their individual and collective practice, to identify students who need additional time and support for learning, and to help students monitor their own progress toward agreed-upon standards. |
| **Systematic Interventions Ensure Students Receive Additional Time and Support for Learning** | There is no systematic plan either to monitor student achievement on a timely basis or to respond to students who are not learning with additional time and support. What happens when students experience difficulty in learning will depend entirely upon the teacher to whom they are assigned. | The school has created opportunities for students to receive additional time and support for learning before and after school. Students are invited rather than required to get this support. Many of the students who are most in need of help choose not to pursue it. | The school has begun a program of providing time and support for learning within the school day, but unwillingness to deviate from the traditional schedule is limiting the effectiveness of the program. The staff has retained its traditional 9- week grading periods, and it is difficult to determine which students need additional time and support until the end of the first quarter. Additional support is only offered at a specific time of the day or week (for example, over the lunch period or only on Wednesdays), and the school is experiencing difficulty in serving all the students who need help during the limited time allotted | The school has a highly coordinated, sequential system in place. The system is proactive: It identifies and makes plans for students to receive extra support even before they enroll. The achievement of each student is monitored on a timely basis. Students who experience difficulty are required, rather than invited, to put in extra time and utilize extra support. The plan is multi-layered. If the current level of support is not sufficient, there are additional levels of increased time and support. Most importantly, all students are guaranteed access to this systematic intervention regardless of the teacher to whom they are assigned |
| **Collaborative Teams of Teachers Focus on Issues That Directly Impact Student Learning** | There is no systematic plan in place to assign staff members to teams or provide them with time to collaborate. Teachers work in isolation with little awareness of the strategies, methods, or materials used by their colleagues | Some structures have been put into place for teachers who may be interested in collaborating. Teachers are encouraged but not required to participate. Topics tend to focus on matters other than classroom instruction and student learning. | Time has been provided during the contractual day for teachers to work together in teams on a regular basis (at least once a week). Guidelines have been established in an effort to ensure staff members use collaborative time to address topics that will impact instruction. Teams are attempting to develop positive relationships and implement specific procedures, but they may not be convinced the collaborative team process is beneficial. Leaders of the school are seeking ways to monitor the effectiveness of the teams. | Self-directed teams represent the primary engine of continuous improvement in the school. Team members are skillful in advocacy and inquiry, hold each other accountable for honoring the commitments they have made to one another, consistently focus on the issues that are most significant in improving student achievement, and set specific measurable goals to monitor improvement. The collaborative team process serves as a powerful form of job-embedded staff development, helping both individual members and the team in general become more effective in helping students learn at high levels. Staff members consider their collaborative culture vital to the effectiveness of their school. |
| **A Focus on Results** | There are no processes to use results as a tool for improvement. Teachers fall into a predictable pattern: They teach, they test, they hope for the best, and then they move on to the next unit. | District leaders analyze results from high-stakes summative tests such as state and provincial examinations. Data are shared with each school, and principals and teachers are encouraged to review the results and address weaknesses as part of their school improvement plan. | The school has created a specific process to bring together collaborative teams of teachers several times throughout the year to analyze results from common formative assessments. Teams identify areas of concern and discuss strategies for improving the collective results. Assessments are also used to identify students who are experiencing difficulty, and the school creates systems to provide those students with additional time and support for learning | Collaborative teams of teachers regard ongoing analysis of results as a critical element in the teaching and learning process. They are hungry for information on student learning and gather and analyze evidence from a variety of sources. Results from their common formative assessments are compared to results from state and provincial assessments to validate the effectiveness of their local assessments. Teachers use results to identify strengths and weaknesses in their individual practice, to help each other address areas of concern, and to improve their effectiveness in helping all students learn. Strategically linked SMART goals drive the work of each collaborative team. Analysis of the performance of individual students enables the team and school to create efficient and timely interventions. Improved results and achievement of goals are the basis for a culture of celebration within classrooms, the school, and the district. |

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Additional Resources for Support:

[*Critical Issues for Team Consideration*](https://drive.google.com/a/brazosportisd.net/file/d/0B2ubW3QrmeDWa1VBVl9hVTl1NGs/view?usp=sharing)