**References:**

**Before starting my career as a Principal at Woodside Intermediate School in Cromwell, CT, I used the following Solution Tree resources. We started the PLC journey in 2007.**

* Dufour, R.; Dufour, R., & Eaker, R. (2004). *Whatever it Takes- How Professional Learning Communities Respond When Kids Don’t Learn.* Solution Tree.
* Dufour, R., Dufour, R., & Eaker, R. (2005). *On Common Ground- The Power of Professional Learning Communities*. Solution Tree.
* Dufour, R., Dufour, R., Eaker, R., & Many, T. (2006). *Learning by Doing- A Handbook for Professional Learning Communities at Work*. Solution Tree.

**During my 5 years at Woodside Intermediate School, from 2017 – 2012, I used the following Solution Tree resources:**

* Dufour, R.; Dufour, R.; & Eaker, R. (2008). *Revisiting Professional Learning Communities at Work. New Insights for Improving Schools.* Solution Tree.
* Dufour, R., Dufour, R., Eaker, R., & Many, T. (2010). *Learning by Doing- A Handbook for Professional Learning Communities at Work, 2nd Edition*. Solution Tree.
* Dufour, R., Dufour, R., & Eaker, R. (2010). *Raising the Bar and Closing the Gap*. Solution Tree.
* William. D. (2011). *Embedded Formative Assessments*. Solution Tree.
* Marzano, R. Marzano, S. & Pickering, D. (2011). *The Highly Engaged Classroom.* Solution Tree.
* Hierck, T., Coleman, C. and C. Weber. (2011). *Pyramid of Behavior Interventions.* Solution Tree.
* Marzano, R. (2010). *On Excellence in Teaching.* Solution Tree Press.

**In 2011, Woodside Intermediate School was named a National PLC Model School at Work by Solution Tree.**

**I reviewed this book for Solution Tree in 2011:**

* Dufour, R., Dufour, R. (2012). *The School Leader’s Guide to Professional Learning Communities at Work*. Solution Tree and NAESP.

**In preparation for my new job at the Greater Hartford Academy of the Arts, we used the following Solution Tree resources:**

* Buffum, A. Mattos, M. & Webber, C. (2012). *Simplifying Response to Intervention*. Solution Tree.
* Dufour, R and R. Marzano. (2012). *Leaders of Learning*. Solution Tree.
* Eaker, R. and J. Keating. (2012). *Every School, Every Team, Every Classroom*. Solution Tree.
* Erkens, C. and E. Twadell. (2012). *Leading by Design- An Action Framework for PLC at Work Leaders*. Solution Tree.
* Allthingsplc
* Dufour, R., Dufour, R., Eaker, R., & Many, T. (2010). *Learning by Doing- A Handbook for Professional Learning Communities at Work, 2nd Edition*. Solution Tree.
* Dufour, R., Dufour, R., & Eaker, R. (2010). *Raising the Bar and Closing the Gap*. Jossey-Bass.

In the last 5 years, we have used a variety of resources from Solution Tree to help improve our school. During this time, we did not have the money to attend a Solution Tree Event or to have a consultant visit our school. I just bought the books, read everything possible, shared the information with my Instructional Coach and AP, we discussed, and we created a plan for school improvement. Most of the time, we took multiple resources and synthesized the information into an easy-to-read template or protocol. Here are a few main books (basically we used every DuFour book):

* Dufour, R., Dufour, R., Eaker, R., & Many, T. (2010). *Learning by Doing- A Handbook for Professional Learning Communities at Work, 2nd Edition*. Solution Tree.
  + We used all of the key chapters in this book in a slide presentation during our very first staff meeting. The variety of reproducibles were very useful, especially the Cultural Shifts in a Professional Learning Community and the Professional Learning Community at Work Continuum. We used the research pages the very first professional development session to build collective knowledge of the staff on the reasons for creating a PLC. During our first meeting, we started the process of creating a mission, vision, and collective commitments.
* Dufour, R. & Fullan, M. (2013). *Cultures Built to Last*. Solution Tree.
* Dufour, R. (2015). *In Praise of American Educators*. Solution Tree.
* Dufour, R., Dufour, R., Eaker, R., Matos, M. & Many, T. (2016). *Learning by Doing- A Handbook for Professional Learning Communities at Work, 3rd Edition*. Solution Tree.
* Dufour, R., Dufour, R., Eaker, R., Matos, M. & Many, T. (2016). *Frequently Asked Questions About Professional Learning Communities at Work.* Solution Tree.
  + We used both of these books this year to assist us with improving every part of our PLC process, specifically our mission, vision, and collective commitments. The section on Learning Targets was used as a resource for creating unit maps. The sections on responding when students don’t learn and the Hiring of Staff were both outstanding and helped us improve our school. We used the Hiring Staff section to help us improve our interview process.
* Marzano, R. Heflebower, T., Hoegh, J., Warrick, P., & Grift, G. (2016). *Collaborative Teams that Transform Schools*. Marzano Research.
  + We used this book along with the Marzano Compendium
* Matos, M., Gregory, G., & Kaufeldt, M. (2016). *Best Practices at Tier 1.* Solution Tree.

**4 new books from Solution Tree that we already are using to improve our school:**

* Marzano, R. (2017). *The New Art and Science of Teaching.* Solution tree.
* Hierck, T. (2017). *Seven Keys To A Positive Learning Environment in Your Classroom*. Solution Tree.
* Wink, J. (2017). *Excellence in Every Classroom.* Solution Tree.
* Jensen, E. (2017). *Poor Students, Richer Teaching*. Solution Tree.

**Books bought for the staff this year in August from Solution Tree:**

* Math and SPED: Nolan, E., Dixon, J., Roy, G., & Adreasen, J. (2016). *Making Sense of Mathematics for Teaching, Grades 6-8.* Solution Tree.
* Math and SPED: Nolan, E., Dixon, J., Roy, G., & Adreasen, J. (2016). *Making Sense of Mathematics for Teaching, Grades 6-8 The TQE Process.* DVD and textbook. Solution Tree.
* Math Intervention: Nolan, E., Dixon, J., Roy, G., & Adams, T. (2016). *Making Sense of Mathematics for Teaching, Grades 3-5*. Solution Tree.
* Arts and all staff as a resource: Harlacher, J. (2015). *Designing Effective Classroom Management*. Marzano Research.
* Science: Marzano, R. Yanowski, D., and D. Paynter. (2015). *Proficiency Scales for the New Science Standards*.

**Books bought for leadership team from Solution Tree:**

* Dufour, R., Dufour, R., Eaker, R., Matos, M. & Many, T. (2016). *Frequently Asked Questions About Professional Learning Communities at Work.* Solution Tree
* Fullan, M., & Kirtman, L. (2016). *Leadership- Key Competencies for Whole-System Change.* Solution Tree.

**All of the Solution Tree books below were used or are being used at the Greater Hartford Academy of the Arts from 2012 – 2017 to improve our school.**

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| **PLC at Work and School Improvement** | * Dufour, R. & Fullan, M. (2013). *Cultures Built to Last*. Solution Tree.   + PLC continuous improvement   + Strategies for coherence making   + Building on-going learning into the system * Dufour, R. (2015). *In Praise of American Educators*. Solution Tree.   + PLC continuous improvement   + Data team protocol   + Providing students with access to a guaranteed and viable curriculum   + Ensuring every student succeeds   + The principal as the lead learner   + Assessment to inform and improve practice * Farriter, W. Graham, P. & Wight, M. (2013). *Making Teamwork Meaningful*. Solution Tree.   + PLC continuous improvement   + Getting the people into the right places   + Improving collaborative capacity * Williams, K., & Hierck, T. (2015). *Starting a Movement*. Solution Tree.   + PLC continuous improvement   + Creating a mantra * Johnson, M. ( 2015). *How to Coach Leadership in a PLC.* Solution Tree.   + PLC continuous improvement   + Selection of team leaders * Kramer, S. (2015). *How to Leverage PLCs for School Improvement*. 2015.   + PLC continuous improvement   + Creating a culture of Success     - Controllable and uncontrollable variables     - Shifting the culture   + Engaging in the right work     - Sense of “we”     - Focus of collaborative team time   + Shifting from all to each * Hansen, A. (2015). *How to Develop PLCs for Singletons and Small Schools.* Solution Tree.   + PLC continuous improvement   + Recommendations for vertical teams   + Creation of interdisciplinary teams   + Use of singleton teachers * Sparks, S. and Many, T. (2015). *How to Cultivate Collaboration in a PLC*. 2015   + PLC continuous improvement * Eaker, R. & Keating, J. (2015). *Kid by Kid and Skill by Skill*. Solution Tree.   + PLC continuous improvement   + Looking inside a PLC     - Actions for advocating a mission     - Use of student learning data     - Adult learning     - Working in collaborative teams and support classes, including Algebra     - Tier I improvements with teacher’s toolbox and section on managing classroom behavior     - PBIS improvements * Garcia, H., McCluskey, K. & Taylor, S. (2015). *Game Plan- A Playbook for Developing Winning PLCs at Work*. Solution Tree.   + PLC continuous improvement   + Turning good teams into great teams     - Creation of championship norms – we have championship norms     - Common assessment checklist   + Classroom intervention process chart * Dufour, R., Dufour, R., Eaker, R., Matos, M. & Many, T. (2016). *Learning by Doing- A Handbook for Professional Learning Communities at Work, 3rd Edition*. Solution Tree. * Dufour, R., Dufour, R., Eaker, R., Matos, M. & Many, T. (2016). *Frequently Asked Questions About Professional Learning Communities at Work.* Solution Tree. * Fullan, M., & Kirtman, L. (2016). *Leadership- Key Competencies for Whole-System Change.* Solution Tree.   + PLC continuous improvement   + Book shared with our leadership team   + 7 competencies * Marzano, R. Heflebower, T., Hoegh, J., Warrick, P., & Grift, G. (2016). *Collaborative Teams that Transform Schools*. Marzano Research.   + PLC continuous improvement   + 2 additional PLC questions   + Productive collaboration   + Transforming curriculum   + A system of feedback   + Section on action research * Reeves, D. (2016). *From Leading to Succeeding*. Solution Tree.   + PLC continuous improvement   + The key elements of leadership * Dufour, R. , DuFour, R. Brown, T., and M. Mattos. (2016). *Video Workshop: Creating and Protecting the Share Foundation of a Professional Learning Community at Work*. Solution Tree.   + PLC continuous improvement   + Mission, vision, collective commitments   + Role play discussions * Solution Tree Reproducibles. |
| **RTI at Work** | * Dufour, R., Dufour, R., & Eaker, R. (2010). *Raising the Bar and Closing the Gap- Whatever it Takes*. Solution Tree.   + PLC continuous improvement   + The groundwork for effective interventions     - Chart on necessary prerequisites for systematic interventions     - The key shift in learning     - All of the exemplary school stories * Buffum, A. Mattos, M. & Webber, C. (2012). *Simplifying Response to Intervention*. Solution Tree.   + PLC continuous improvement   + Collective responsibility, the new way of thinking, and all means all   + Simple protocols to guide collaborative teams   + Guiding intervention questions * Jung, L. (2015). *A Practical Guide to Planning Interventions.* Solution Tree.   + PLC continuous improvement * Buffum, A. Mattos, M. Hierck, T. & Webber, C. (2015). *Uniting Academic and Behavior Interventions.* Solution Tree.   + PLC continuous improvement   + Protocols and problem solving – Tier 2 progress monitoring and alignment to Tier 1   + Adjust our EIP protocols after seeing the monitoring plan with 3 data points   + Adjusted our EIP protocols after seeing their monitoring plans to include information from teacher teams and school-wide intervention teams * Matos, M. and A. Buffum. (2015). *It’s About Time- Planning Interventions and Extensions in Secondary Schools.* Solution Tree.   + PLC continuous improvement   + Making time for interventions during Core Instruction     - Learning what works     - Student data trackers     - Creation of our flex block * Mike Matos. (2015). *Making Time at Tier 2- Creating Supplemental Intervention Period in Secondary Schools.* DVD and CD. Soltuion Tree.   + PLC continuous improvement   + Adjustments to our college prep intervention/enrichment time   + Changed our enrichment philosophy   + Adjusted our assistance for students failing or not completing HW   + Creation of time for interventions and procedures * Weber, C., and Crane, D. ( 2014). *Strategies for Math Instruction and Intervention Grades K - 5*. Solution Tree.   + PLC continuous improvement   + Prioritize standards   + Instructional practices * Weber, C., Crane, D., and Hierck, T. ( 2015). *Strategies for Math Instruction and Intervention Grades 6 - 8*. Solution Tree.   + PLC continuous improvement   + Developing units in math     - Create learning targets     - Common assessments     - Mathematical instructional practices     - Tier 2 importance – the goal of Tier 2 * Solution Tree Reproducibles. |
| **Tier I at Work** | * Fisher, D. & Frey, N. (2015). *Unstoppable Learning*. Solution Tree.   + PLC continuous improvement   + Section on adapting learning * Harlacher, J. (2015). *Designing Effective Classroom Management*. Marzano Research.   + PLC continuous improvement   + This entire book is outstanding     - Actively engaging students and OTRs     - Managing misbehavior and pyramid * Marzano, R. Yanowski, D., and D. Paynter. (2015). *Proficiency Scales for the New Science Standards*.   + PLC continuous improvement   + Science team uses it as a resource   + Proficiency scales and charting progress   + Science team present in March 2017 to entire staff on book * Matos, M., Gregory, G., & Kaufeldt, M. (2016). *Best Practices at Tier 1.* Solution Tree.   + PLC continuous improvement   + Shifting to collaborative core instruction   + Developing a powerful core curriculum   + Using data to inform instruction * Stronge, J., & Xu, X. (2016). *Instructional Strategies for Effective Teaching*. Solution Tree.   + PLC continuous improvement * Stronge, J., & Xu, X. (2016). *Instructional Planning for Effective Teaching*. Solution Tree.   + PLC continuous improvement * Ferritier, W. andP. Cancellieri. (2016). *Creating a Culture of Feedback.* Solution Tree.   + PLC continuous improvement   + Where am I going? How am I doing? What are my next steps?   + Learning targets feedback form   **New books:**   * Marzano, R. (2017). *The Art and Science of Teaching 2nd Edition*. Solution tree. * Hierck, T. (2017). *Seven Keys To A Positive Learning Environment in Your Classroom*. Solution Tree. * Wink, J. (2017). *Excellence in Every Classroom.* Solution Tree. * Solution Tree Reproducibles. |
| **Unit Mapping at Work**  **Q1: What do we expect students to learn**? | **All books below were used to create our prior-to-unit monthly learning maps:**   * Bailey, K., Jakicic, C., Spiller, J. (2014). *Collaborating for Success with the Common Core.* Solution Tree. * Eaker, R. & Keating, J. (2015). *Kid by Kid and Skill by Skill*. Solution Tree. * Vagle, N. (2015). *Design in 5: Essential Phases to Create Engaging Assessment Practice.* Solution Tree. * Erkens, C. (2016). *Collaborative Common Assessments*. Solution Tree. * Friziellie, H., Schmidt, J. & Spiller, J. (2016). *Yes We Can!* Solution Tree. * Bailey, K. and C. Jakicic. (2016). *Simplifying Common Assessment*. Solution Tree. * Dufour, R., Dufour, R., Eaker, R., Matos, M. & Many, T. (2016). *Learning by Doing- A Handbook for Professional Learning Communities at Work, 3rd Edition*. Solution Tree. * Dufour, R., Dufour, R., Eaker, R., Matos, M. & Many, T. (2016). *Frequently Asked Questions About Professional Learning Communities at Work.* Solution Tree. * Marzano, R. Heflebower, T., Hoegh, J., Warrick, P., & Grift, G. (2016). *Collaborative Teams that Transform Schools*. Marzano Research. |
| **Poverty at Work** | * Leblanc-Esparza, R. and W. Roulston. (2012). *Breaking the Poverty Barrier.* Solution Tree.   + Core beliefs   + Reading intervention plan   + Key to intervention success * Barr, R. and E. Gibson. (2013). *Building a Culture of Hope.* Solution Tree.   + PLC continuous improvement   + Used various quotes in our professional learning sessions   + Used book in weekly learning letter   + Sense of optimism   + The power of We * Jensen, E. (2016). *Poor Students, Rich Teaching*. Solution Tree.   + PLC continuous improvement   + I summarized a section and place it in every weekly learning letter that I email to staff this year * Jensen, E. (2017). *Poor Students, Richer Teaching*. Solution Tree. |
| **Mathematics at Work** | * Kanold, T., Briars, D. and S. Fennell. (2012). *What Principals Need to Know About Teaching and Learning Mathematics*. Solution Tree.   + PLC continuous improvement   + Lesson protocol template   + High-quality mathematics assessments   + The formative assessment cycle * Larson, M., Fennell, F. Adams, T., Dixon, J., Kobett., B., and J. Wray. (2012). *Common Core Mathematics in a PLC at Work.* Solution Tree.   + PLC continuous improvement   + Collaborative teams for mathematics   + Lesson plan design   + Mathematical practices   + Reproducibles * Weber, C., and Crane, D. ( 2014). *Strategies for Math Instruction and Intervention Grades K - 5*. Solution Tree.   + PLC continuous improvement   + Assisted us in creation of math intervention block * Weber, C., Crane, D., and Hierck, T. ( 2015). *Strategies for Math Instruction and Intervention Grades 6 - 8*. Solution Tree.   + PLC continuous improvement   + Assisted us in creation of math intervention block * McIntye, J., M. Larson, and D. Briars (2015). *Beyond the Common Core- A Handbook for Mathematics in a PLC at Work.* Solution Tree.   + PLC continuous improvement   + High-leverage team actions   + Used this to start creating a before the unit document for all subjects   + Lesson plan design * Nolan, E., Dixon, J., Roy, G., & Adreasen, J. (2016). *Making Sense of Mathematics for Teaching, Grades 6-8.* Solution Tree.   + PLC continuous improvement   + The videos and problems   + The T-Q-E process   + 3 classroom norms * Nolan, E., Dixon, J., Roy, G., & Adreasen, J. (2016). *Making Sense of Mathematics for Teaching, Grades 6-8 The TQE Process.* DVD and textbook. Solution Tree.   + PLC continuous improvement   + The T-Q-E process * Nolan, E., Dixon, J., Roy, G., & Adams, T. (2016). *Making Sense of Mathematics for Teaching, Grades 3-5*. Solution Tree.   + PLC continuous improvement   + Used by our intervention teacher to create better math tasks * Barens, B. and M. Toncheff. (2016). *Activating the Vision- The Four Keys of Mathematics Leadership*. Solution Tree.   + PLC continuous improvement   + Mathematical audit   + Professional learning for district leaders |