

***Check one:***

\_\_\_\_\_ **Existing *HSTW* Site**

\_\_\_\_\_ ***HSTW* Aspiring Site**

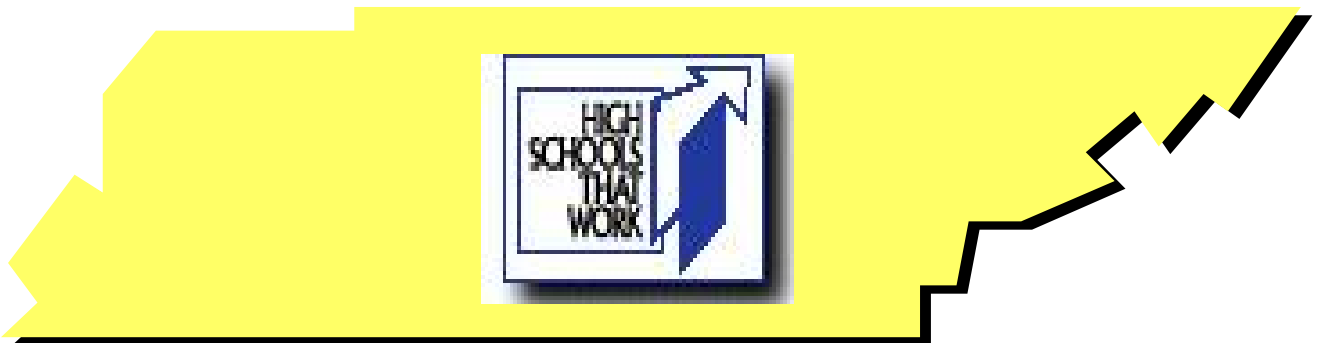
\_\_\_\_\_ **Former *HSTW* Site** \_\_\_\_\_  
(Years in Network)

## **TENNESSEE**

### ***HIGH SCHOOLS THAT WORK***

## **APPLICATION**

### **INFORMATION PACKAGE**



Submission Deadline: April 1, 2011, 4:00 p.m.

***A Cooperative Education Initiative Between***

(\_\_\_\_\_ ***DISTRICT/ SCHOOL***)

***and***

***Southern Regional Education Board***

**Tennessee Department of Education  
Career and Technical Education Division**



**OVERVIEW OF HIGH SCHOOLS THAT WORK**

This application is for schools interested in applying for the *High Schools That Work* (*HSTW*) grant for Fiscal Year 2011–2012 (July 1, 2011-June 30, 2012). Throughout this packet references to *HSTW* automatically include *MMGW* if the grant awarded includes one or more middle schools and high schools working collaboratively under a combination grant.

The *HSTW* grants will be state and federally funded up to \$7,000 for a division with one collaborative high school/middle school site. The grant is provided under the requirements of the Carl D. Perkins Career and Technical Education Act of 2006.

The Southern Regional Education Board’s (SREB) *High Schools That Work* is the nation’s largest and fastest-growing effort to combine challenging academic courses and modern career and technical studies to raise the achievement of high school students. The initiative was established in 1987 by the SREB State Vocational Education Consortium, a partnership of SREB, states, school systems, and school sites. *High Schools That Work*, *Making Middle Grades Work (MMGW)*, and *Technical Centers That Work (TCTW)* are based on the belief that most students can master complex academic and career and technical concepts if schools create an environment that encourages students to make the effort to succeed. More than 1,200 high schools and 350 middle schools participate in *HSTW* and *MMGW*.

*High Schools That Work* is the nation’s first large-scale effort to engage state, district and school leaders and teachers in partnerships with students, parents and the community to improve the way ALL high school students are prepared for work and further education. In 1999, *High Schools That Work* was selected as the nation’s only comprehensive high school restructuring initiative that shows “strong evidence” of raising student performance. *HSTW* provides a framework of goals, key practices and key conditions for accelerating learning and setting higher standards.

This reform model promotes research-based strategies to assist high schools in providing a quality education for all students.

Tennessee joins 32 states and over 1,200 high schools in the Southern Regional Education Board’s *High Schools That Work* initiative.

Students from participating sites are counseled to complete a focused and challenging program of study that meets the requirements for Tennessee's standard diploma or above. This program of study includes a career/technical, mathematics/science, or humanities concentration and four credits of college preparatory English, three credits in college preparatory social studies, four credits in mathematics selected from Algebra I or above,

three credits in college preparatory science, and a technology course covering word processing, database, spreadsheets, presentation software, and use of the Internet and e-mail. This criteria to become or continue as a HSTW site is supported by the new Tennessee Diploma Project. (Four credits in science and social studies are recommended for all schools on a block schedule.)

## **PROGRAM GOALS/PRIORITIES**

Major Goals of *High Schools That Work* are to:

- Raise the mathematics, science, communication, problem-solving and technical achievement of more students to the national average and above.
- Blend the essential content of traditional college-preparatory students with quality career/technical studies by creating conditions that support school leaders, teachers and counselors in carrying out key practices.
- Advance state and local policies and leadership initiatives necessary to sustain a continuous school-improvement effort.

## ***HIGH SCHOOLS THAT WORK* KEY PRACTICES**

*HSTW* has identified a set of ten Key Practices that impact student achievement. The following *HSTW* Key Practices provide direction and meaning to comprehensive school improvement and student learning:

1. **High expectations**—Motivate more students to meet high expectations by integrating high expectations into classroom practices and by giving students frequent feedback.
2. **Program of study**—Require each student to complete an upgraded academic core and a career/technical, mathematics/science, and/or humanities concentration.
3. **Academic studies**—Teach more students the essential concepts of the college-preparatory curriculum by encouraging them to apply academic content and skills to real-world problems and projects.
4. **Career and technical studies**—Provide more students access to intellectually challenging career and technical studies in high-demand fields that emphasize the higher-level mathematics, science, literacy, and problem-solving skills needed in the workplace and in further education.
5. **Work-based learning**—Enable students and their parents to choose from programs that integrate challenging high school studies and work-based learning and are planned by educators, employers, and students.
6. **Teachers working together**—Provide teams of teachers from several disciplines the time and support to work together to help students succeed in challenging academic and career and technical studies. Integrate reading, writing, and speaking as

strategies for learning into all parts of the curriculum and integrate mathematics into science and career and technical classrooms.

7. **Students actively engaged**—Engage students in academic and career and technical classrooms in rigorous and challenging proficient-level assignments using research-based instructional strategies and technology.
8. **Guidance**—Involve students and their parents in a guidance and advisement system that develops positive relationships and ensures completion of an accelerated plan of study with a career/technical, mathematics/science, and/or humanities concentration. Provide each student with the same mentor throughout middle or high school to assist with setting goals, selecting courses, reviewing the student's progress, and suggesting appropriate interventions as necessary.
9. **Extra help**—Provide a structured system of extra help to assist students in completing accelerated plans of study with high-level core academic and technical content.
10. **Culture of continuous improvement**—Use student assessment and program evaluation data to continuously improve school culture, organization, management, curriculum, and instruction to advance student learning.

#### **HOW DO WE CONTINUE AS A *HIGH SCHOOLS THAT WORK* SITE?**

Schools/districts interested in continuing as a *HSTW* site must first complete the Tennessee state application and End-of-Year Report by April 1, 2011. Once the application and the End of Year Report has been received and reviewed by the Department of Education *HSTW* grant review committee, district superintendents will be notified by April 15, 2011. If selected to continue as a *HSTW* site, a Memorandum of Understanding will be filed with the Southern Regional Education Board. A site is considered active and in good standing when all annual requirements are met. The annual requirements are completing the application process, completing the MOU, completing the Quarter Progress and Draw Down forms, completing and sending the Annual Report to SREB. If it is an assessment year, *HSTW* sites are required to assess their senior students. The *HSTW* Assessment is given on even numbered years. The Tennessee *HSTW* application process is described in Attachments A and B.

#### **END-OF-YEAR REPORT FOR EXISTING TENNESSEE *HSTW* SITES:**

The End-of-Year Report for 2010-2011 *HSTW* sites is incorporated into the application for 2011-2012 (See Attachment B). This report must reflect the implementation of all the Key Practices that have been implemented in the SY 2010-11. Since the report is obviously due prior to the end of school, the report must state current and projected outcomes for the current school year.

## **HOW TO BECOME A NEW HIGH SCHOOLS THAT WORK ASPIRING SITE:**

With more and more Tennessee school districts expressing interest in becoming a *HSTW* site, a regulated procedure as outlined below must be followed to identify new aspiring sites. Schools/districts interested in becoming new *HSTW* sites must first submit a written request stating interest in becoming a *HSTW* site and complete the Tennessee state application. The request must state the challenging issues facing the district/school and how implementing the Key Practices of the HSTW platform will meet those challenges. The written request must be typed, concise, and clearly stated. Once the application and written request has been received, a Department of Education HSTW grant review committee will review the application and notify the district superintendents. If selected to become an aspiring *HSTW* site, a Memorandum of Understanding will be filed with the Southern Regional Education Board. Each year, thereafter, the school district will be asked to sign a Tennessee Memorandum of Understanding. New sites are funded as an aspiring *High Schools That Work* site for up to three years if they are active and in good standing. A site is considered active and in good standing when all annual requirements are met.

- Submit a cover letter, along with application, from the director of schools expressing interest in becoming a *HSTW* site and requesting additional information. E-mail a copy of the letter to (also send hard copy with application):

Nicholas Cole, *HSTW* State Coordinator  
Tennessee Department of Education, Fourth Floor  
710 James Robertson Parkway  
Nashville, TN 37243  
Nicholas.cole@tn.gov

- Contact the *HSTW* state coordinator for any assistance in filling out the application or with questions about the process
- Schools/districts will submit a completed application
- Schools/districts will be notified
- Schools/districts selected will participate in a “Planning Year”
- Schools/districts will complete a two-day Site Development Workshop led by a Southern Regional Education Board staff person (a requirement of SREB)
- Schools/districts will submit signed SREB/*HSTW* Memorandum of Understanding

**ATTACHMENT A**  
**TENNESSEE**  
***HIGH SCHOOLS THAT WORK***  
**APPLICATION**

**Assurances:**

*The undersigned have reviewed the goals and Key Practices for High Schools That Work and accept them as a framework for implementing change to increase student achievement:*

**HIGH SCHOOL:** \_\_\_\_\_

**SCHOOL DISTRICT:** \_\_\_\_\_

***HIGH SCHOOLS THAT WORK* COORDINATOR** \_\_\_\_\_

**E-MAIL ADDRESS** \_\_\_\_\_

**ADDRESS:** \_\_\_\_\_

**CITY, STATE, ZIP:** \_\_\_\_\_

**TELEPHONE NUMBER:** \_\_\_\_\_

**FAX NUMBER:** \_\_\_\_\_

**SIGNATURES:**

***HSTW* Site Coordinator:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**School Counselor:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**School Principal:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Career/Technical Director:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Director of Schools:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## APPLICATION PROCESS

Schools/districts that want to participate in the *HSTW* network must first complete the Tennessee state application. Once the application has been received and reviewed by Department of Education *HSTW* grant review committee, district superintendents will be notified. If selected to become a *HSTW* site, a Memorandum of Understanding will be filed with the Southern Regional Education Board. Each year, thereafter, the school district will be asked to sign a Tennessee Memorandum of Understanding. A site is considered active and in good standing when all annual requirements are met.

## EXISTING SITES ANNUAL REQUIREMENTS

Selected high schools and school systems participating in *High Schools That Work* agree to the following requirements:

- Have site coordinator(s) and a leadership team (superintendent, counselor/s, instructional/curriculum supervisor/s, principal and a core group of academic and technical teachers) **examine the goals and key practices** and decide that *High Schools That Work* is viable for the school and community. A commitment to implement the ten key practices is expected.
- A **Memorandum of Understanding** must be signed and filed with the Office of Career and Technical Education and the Southern Regional Education Board.
- Send a team consisting of a High School administrator, Middle School Administrator, counselor, academic and career/technical teachers, and site coordinator to a **Professional Development Workshop**. An action plan for implementing the key practices and a site-specific staff development plan to help the local site carry out the plan will be developed. ***Sites not sending a full team will not be eligible.***
- **Participate in the National SREB annual Staff Development Conference.**
- **Appoint a *HSTW* district/site coordinator to coordinate *HSTW* action planning, staff development and technical assistance; coordinate data collection; monitor progress; foster communication among staff; attend state coordinators' meetings, complete the annual report; coordinate the *HSTW* assessment; and encourage integration of the *HSTW* goals and key practices with other school improvement efforts.**
- **Support academic and career/technical teachers** with staff development, materials and evidence of scheduled time to work together to implement the key practices.
- **Participate in the *High Schools That Work* assessment** on the even years (2008, 2010, 2012, etc.) to obtain data to measure progress toward raising student achievement. The next assessment year is the 2011-2012 school calendar.

- **Become a member of the state and multi-state network** for sharing information and ideas.
- **Attend the *HSTW* Assessment Workshop** in the fall 2011 prior to the assessment.
- **Attend the *HSTW* Assessment Analysis Workshop** in the fall 2012 following the assessment.
- **Complete and submit the annual progress report, demographics report and updated copy of the site action plan** by the deadline.
- **Complete every quarter (at a minimum) a Quarterly Progress Report, Quarterly Drawdown Report, and a Request for Reimbursement Report.**
- **Maintain a system of follow-up** for *HSTW* graduates.
- **Host a three-day technical assistance visit** during year two to be led by state, out-of-state, or SREB team leaders. After the first visit, three-day technical assistance visits will be on a three-year rotation.
- **Give students access to modern career/technical education courses**, either at the high school, area technology center, college or university or in a work setting that is connected to the career major.

## FUNDING

Schools are strongly encouraged to utilize available funds to fully implement the *High Schools That Work* goals and key practices. The following are examples of funding sources available and do not necessarily include all possible funding sources:

- ***HSTW* Funds**--*HSTW* sites may receive grant funding up to \$7,000.
- **Carl D. Perkins IV**—Staff development, curriculum development and materials, state and national conferences and workshops, career planning and assessment, equipment, etc.
- **Professional Development Funds**—several staff development activities to support *High Schools That Work* can be included in the school's Professional Development Plan.
- **Additional funding sources** may become available at the local, state or national level. Schools should review the *HSTW* goals and key practices to determine appropriate use of the funding source.

## **SUBMISSION REQUIREMENTS/APPLICATION DEADLINE**

**Two** copies of the completed application should be submitted. **Faxed or e-mail copies are not acceptable.** An incomplete application will not be considered. Sites should keep a copy of the application for their files. A complete application consists of: cover page, a written request, and Attachments A and B by 4:00 p.m., on or before April 1, 2011. Questions may be directed to Nicholas Cole at 615-532-2827 or Nicholas.cole@tn.gov. Mail proposal to:

Nicholas Cole, *HSTW* State Coordinator  
Tennessee Department of Education  
Fourth Floor, Andrew Johnson Tower  
James Robertson Parkway  
Nashville, TN 37243

## **NOTIFICATION AND SELECTION**

All schools submitting an application will be notified of grant awards by the Tennessee Department of Education, Office of Career and Technical Education.

## **COORDINATION AND TECHNICAL ASSISTANCE**

The Division of Career and Technical Education will provide state coordination for the Tennessee network of participating schools in the *High Schools That Work* consortium. Technical assistance will be provided through on-site technical assistance visits, state and national workshops and conferences. A New Site Development Workshop is **required for all new sites** providing site-specific implementation information.

## **REQUIREMENTS**

Selected high schools and school systems participating in *High Schools That Work* agree to the following requirements:

- Have site coordinator(s) and a leadership team (superintendent, counselor/s, instructional/curriculum supervisor/s, principal and a core group of academic and technical teachers) **examine the goals and key practices** and come to a consensus that *High Schools That Work* is viable for the school and community. A commitment to implement the ten key practices is expected.
- A **Memorandum of Understanding** must be signed and filed with the Office of Career and Technical Education and the Southern Regional Education Board.

- Send a team consisting of an administrator, counselor, academic and career/technical teachers, and site coordinator to a **New Site Development Workshop** that will be held in July or August. An action plan for implementing the key practices and a site-specific staff development plan to help the local site carry out the plan will be developed. *Sites not sending a full team to the summer New Site Development Workshop will not be eligible for the grant.*
- **Participate in the National SREB Annual Staff Development Conference.**
- **Appoint a *HSTW* district/site coordinator to coordinate *HSTW* action planning, staff development and technical assistance; coordinate data collection; monitor progress; foster communication among staff; attend state coordinators' meetings, complete the annual report; coordinate the *HSTW* assessment; and encourage integration of the *HSTW* goals and key practices with other school improvement efforts.**
- **Support academic and career/technical teachers** with staff development, materials and time to work together to implement the key practices.
- **Participate in the *High Schools That Work* assessment** on the even years (2008, 2010, 2012, etc.) to obtain data to measure progress toward raising student achievement. The 2011-2012 SY is the next assessment year.
- **Become a member of the state and multi-state network** for sharing information and ideas.
- **Attend the *HSTW* Assessment Workshop** in the fall 2011 prior to the assessment.
- **Attend the *HSTW* Assessment Analysis Workshop** in the fall 2012 following the assessment.
- **Complete and submit the annual progress report, demographics report and updated copy of the site action plan** by the deadline.
- **Complete every quarter a Quarterly Progress Report, Quarterly Drawdown Report, and a Request for Reimbursement Report.**
- **Maintain a system of follow-up** for *HSTW* graduates.
- **Host a three-day technical assistance visit** during year two to be led by state, out-of-state, or SREB team leaders. After the first visit, three-day technical assistance visits will be on a three-year rotation.
- **Give students access to modern career/technical education courses**, either at the high school, area technology center, college or university or in a work setting that is connected to the career major.

**ATTACHMENT B**  
***HIGH SCHOOLS THAT WORK***  
**END-OF-YEAR REPORT**

**Directions:** As a requirement to continue as a *High Schools That Work* site, please address the following questions/statements below (not to exceed three pages in length).

1. Describe why your school is applying to continue as a *High Schools That Work* site.
2. Describe all the promising practices that are established in your high school that are facilitated by *High Schools That Work*, and include data, when possible, to provide evidence of promising practices.
3. Describe current challenges in your school improvement plan that can be improved by the *High Schools That Work* initiative.
4. Describe your action plans and the personnel involved to address these challenges. ***(Note: At least one action must address middle school involvement/partnership. Ex: M.S. principal/Guidance Counselor/etc. will attend professional development workshop with H.S. leadership team)***
5. What process will be used to inform new teachers/staff about the *High Schools That Work* initiative?
6. Attach a copy of your most recent School Report Card.

Describe other reform initiatives, not previously mentioned, your school is involved in and their relationship to *High Schools That Work* reform process.