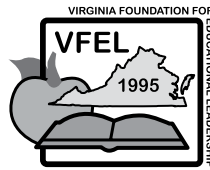


# 2009-2010

## Mentor Coaching for School Improvement Initiative



Sponsored by

Virginia Department of Education's Office of School Improvement  
Virginia Foundation for Educational Leadership  
Appalachia Regional Comprehensive Center at Edvantia

The Office of School Improvement of the Virginia Department of Education (VDOE), in collaboration with the Virginia Foundation for Educational Leadership (VFEL) and the Appalachia Regional Comprehensive Center at Edvantia, will be providing training to school improvement teams during the 2009-2010 academic year. The first in a series of trainings will be *The Virginia Model: Mentor Coaching for School Improvement Institute* to be held at the Doubletree Hotel in Charlottesville, July 26 – July 31, 2009. Additional training will be held throughout the year via webinars and site follow-up visits. This initiative is made possible by a grant from the United States Department of Education through Section 1003(g).

The purpose of the training is to provide schools with the knowledge, tools, and skills to help teachers and principals make effective decisions that result in improved student achievement. The ultimate goal in school improvement is for the people attached to the school to drive its continuous improvement for the sake of their own children and students. The training revolves around research-based strategies developed by the Center on Innovation and Improvement, the National Association of Secondary School Principals' (NAASP) *Breaking Ranks in the Middle*, and the Virginia Association of Secondary School Principals' (VASSP) mentoring and coaching program.

The overarching objective of the initiative is to provide a research-based model around which schools can improve student achievement. While the initiative is designed to help designated schools, the model is applicable for all school divisions and schools. It is anticipated that *The Virginia Model* will be adapted and replicated in several other states.

Each school division involved in the initiative identified a mentor coach who will work with the principal and the school improvement team to develop and implement a school improvement plan. This mentor coach will be trained in mentor coaching, effective curricular and instructional strategies, and an adaptation of *Breaking Ranks in the Middle* (BRIM). The principals of the schools will be involved in the mentor coaching aspect of the training and will receive the adapted BRIM training in the fall. The success of the initiative is predicated on developing a close working relationship between the mentor coach, principal, and school improvement team.

The training involves a variety of topics which include, but are not limited to, the following:

- Creating a vision
- Expanding leadership capacity of others in the building and community
- Making data-driven decisions based on identified school needs
- Building a collaborative school community
- Evaluating both the formative and summative aspects of programs
- Allocating both fiscal and human resources
- Aligning curriculum, instruction, and assessment
- Creating a personalized environment

The goal of every school in the Commonwealth of Virginia is to improve student achievement, have fully-accredited schools, and make adequate yearly progress (AYP) as mandated by No Child Left Behind (NCLB). *The Virginia Model: Mentor Coaching for School Improvement* initiative provides a structure to accomplish this. Through a year-long series of activities beginning with the mentor coaching institute and expanding to webinars, site visits, and school-based data entry, the model will provide a structure for improvement.

One of the primary responsibilities of VFEL was to select the faculty for the Institute. Faculty members will provide the training during the Institute and will be working with identified schools throughout the school year. Members of the VFEL faculty are as follows:



## Randy D. Barrack, Ed.D.

---

Dr. Barrack has been the executive director of VASSP since 1979. The former high school principal is an experienced mediator who is regularly involved in litigation affecting school principals and assistant principals. He has been a registered lobbyist at the Virginia General Assembly since 1979. In 1995 he helped found the Virginia Foundation for Educational Leadership – a pre-K through 16 educational leadership learning organization. He has served as its president since 2007.

Randy has planned and participated in over 900 professional development conferences, institutes and workshops for school administrators, supervisors, lead teachers and support staff. His first doctoral study focused on the quality of and perceived need for professional educational services provided by the VDOE. His second doctoral research is on public policy and administration and the effective use of collaboration. Co-author of *The Legal Handbook for Virginia School Administrators*, he has also written or edited numerous monographs and professional handbooks, including *The Virginia Principal – A Professional Practice Handbook*. In 2005 he wrote the mentor coaching proposal that became a part of the National Governors Association grant to Virginia to *Redesign the American High School*.

Randy has been an emissary for NASSP and the United States Information Agency and worked with school administrators in Great Britain, China and the former Soviet Union. He is a Virginia member of the Southern Association of Colleges and Schools Council on Accreditation and School Improvement Council and an adjunct professor of finance and administrative law at Virginia Commonwealth University.



## Jane J. Baskerville, Ph.D.

---

Dr. Baskerville's career spans over 30 years serving in the Chesterfield division, 24 of which were in supervision and administration. She was the first instructional specialist for English as a Second Language (ESL) and foreign languages, serving 35 schools (K-12) and supervising more than 150 teachers in ESL and foreign languages. She has also worked with the VDOE in establishing criteria for ESL teacher certification and as an academic reviewer and school support team leader since the inception of the program. She has served as a Partnership for Achieving Successful Schools (PASS)

coach for several years.

Jane has provided professional development relevant to engaging diverse students in the teaching and learning process and best practices in teaching the Virginia SOL for teachers in numerous divisions throughout the commonwealth and for teachers from other countries. She has also served as an adjunct instructor of instructional methods (English, ESL, foreign languages, social studies and marketing) at Virginia Commonwealth University, Continuing Education, School of Education. In addition, Jane had the opportunity to observe and study aspects of schooling in France, Germany and Japan, and has served in national and regional leadership positions relevant to the teaching of foreign languages.

Other professional accomplishments include being honored by the endowment of the *Jane J. Baskerville Award for Teaching Excellence in Foreign Languages* and the *Baskerville School & Community Award for Foreign Language Outreach*, both endowed by the Chesterfield County Public Schools Education Foundation. Jane is also the recipient of one of several *VA Tech 2000 Excellence in Education Awards*, *Use of Culture Kits in Instructional Delivery (K-12)*, and *VA Tech's 2008 School of Education Outstanding Student Award in Educational Leadership*, as well as several other local, regional, national and international awards, including the Foreign Language Association of Virginia's *Distinguished Service Award*.



## Thomasyne A. Beverly

---

Ms. Beverly has been serving as a PASS coach and auditor for conditionally accredited schools for the VDOE's Office of School Improvement since her retirement in 2006. Tommie began her 38-year career in education by serving as a special education teacher in the Portsmouth division for one year. She continued teaching in Portsmouth at the elementary level until she moved to the Richmond area in 1973, where she started working as a Title I teacher in the Chesterfield division and then later became coordinator of the Title I program. Other professional experiences include serving as a federal programs specialist for the Henrico division and director of elementary and compensatory programs for the Petersburg division.

Other professional accomplishments include writing numerous federal and state grants that provided additional funding to implement exemplary instructional programs in the school divisions and serving on VDOE's Academic Review Committees. She has also served as an academic leadership coach at an alternative school in the Henrico division.



## Annie Harman

---

Ms. Harman presently serves as a PASS coach and auditor for four school divisions and serves as a faculty member for VFEL, VASSP and VDOE on division support for school improvement. She also serves on the School Improvement and Alternative Governance Committees for five middle schools.

Annie began her career in 1969 by serving the students in the Roanoke City division as teacher, assistant principal, principal, and ombudsman. She retired in 2003 as executive for student services and alternative programs. She also served on a special assignment sabbatical on loan to the VDOE in 1986.

Since retiring, Annie has provided professional development on *Using Data to Improve Instruction; Classroom Management; Relationships, Relevance, and Rigor; Customer Service and the Impact on School Culture* and various other topics pertaining to school improvement.



## Maureen B. Hajar

---

Mrs. Hajar is currently working with the VDOE on Academic Reviews and Schools in Improvement. She also works as a consultant with the Manassas City, Manassas Park and Prince William divisions to develop the proposal for the 19<sup>th</sup> Governor's School in the commonwealth.

Maureen retired in 2008 from the Caroline division, where she served as director of instruction for four years. Prior to joining the Caroline division she worked for nearly seven years at the VDOE in various capacities, including secondary mathematics specialist, director of middle school instruction and director of secondary instruction. She has also taught middle level and high school mathematics and served as an instructional support team member in the Prince William division.

Other professional accomplishments include serving as an adjunct professor at Old Dominion University, Marymount University and University of Mary Washington. Maureen was one of the developers and presenters of *Math Connects*, a distance learning course designed for middle school mathematics teachers and offered through Virginia Teach by the VDOE. Her other teaching experiences span five states, including two years at the University of Hawaii Laboratory School.



## Michael L. Hill

---

Mr. Hill currently serves as coordinator of the PASS Program in the VDOE's Office of School Improvement. Before joining VDOE, Mike was an independent contractor with the Department, serving as a PASS coach providing school improvement assistance to schools and school divisions throughout the commonwealth.

Mike retired in 2005 from a long career as a public school educator in both the Henrico and Richmond City divisions, with experience as a teacher, school administrator, and central office administrator. His first 14 years in education were spent working with children with severe disabilities in center-based school settings, both as a special education teacher and school administrator. He spent another 15 years as a school principal.

Presently, Mike's professional focus includes all areas of school improvement, particularly developing effective principal, teacher and student leadership skills; developing effective teamwork models within schools; improving school culture and climate; and assisting teachers in identifying effective teaching strategies for meeting the individual needs of all students. Mike has been a conference presenter at the local, state, and national levels.



## Yvonne A. Holloman, Ph.D.

---

Dr. Holloman presently serves as the division level support coordinator in the Office of School Improvement at the VDOE. Her professional experiences include teaching in the Norfolk and Newport News divisions, where she was recognized as a *Teacher of the Year* on three occasions.

Yvonne's administrative experiences include serving in the capacity of assistant principal for two years and as principal for six years in the Hampton division. During her tenure there she was named *Administrator of the Year* by the Hampton Reading Council and a *Distinguished Nominee for the James D.*

*Mullins Leadership Award* by the Virginia State Reading Association.

Other professional accomplishments include conducting several professional development workshops covering a variety of topics, including *Implementation of the Readers and Writers Workshops*, *Reading and Writing Across the Content Areas*, *Differentiation of Instruction*, and *Knowledge Work*.



## Judith A. Johnston

---

Ms. Johnston has worked with VDOE's Office of School Improvement since retiring in 2002. She has been a PASS coach to principals in the Richmond City, Petersburg and Sussex divisions. She is currently working with administrators in the Essex and Petersburg divisions on school improvement initiatives.

Judy has served public school students for more than 40 years as a teacher in the Virginia Beach and Roanoke City divisions, as a reading specialist in the Roanoke City and King William divisions, and as an assistant principal in King William and Richmond City divisions. She was a principal for 16 years in four schools, three in the Henrico division and one in the Chesterfield division. In 1994 she opened the first school named after Arthur Ashe in the Henrico division.

Judy's professional accomplishments include serving as a member of the board of directors for the Virginia Association of Elementary School Principals (VAESP) and Virginia Heroes. She was the recipient of the VAESP *School Bell Award* and the *James D. Mullins Leadership Award* from the Virginia State Reading Association. She has provided professional development for teachers and administrators in Virginia and North Carolina and has presented at local, state and national conferences.



## Roger E. Jones, Ed.D.

---

Dr. Jones is professor and program chair of educational leadership at Lynchburg College. He also directs the VASSP Center for Educational Leadership at Lynchburg College. Prior to joining the college faculty, Roger served 32 years in the Lynchburg division as a teacher, coach, middle school principal, high school principal, and assistant superintendent for curriculum and instruction.

Roger serves as a VFEL faculty member for webinars conducted in conjunction with the VDOE and the Center on Innovation and Improvement. He has provided training to over 600 administrators and teachers on *Breaking Ranks II* and *Breaking Ranks in the Middle* and conducts VASSP School Law Clinics for middle and high school administrators throughout the commonwealth. He is an original member of VASSP's cadre of Breaking Ranks Trainers. He has presented in over 25 school divisions on topics related to school law, codes of conduct, personalization, evaluation, and instructional improvement.

Roger is co-author of *The Legal Handbook for Virginia School Administrators* (now in its 3<sup>rd</sup> edition) and has authored the annual publication *General Assembly Update: Changes in School Law for Virginia School Administrators* for the past 20 years. A former president of VASSP, Roger has also authored numerous articles and publications on a variety of educational topics.



## Janice Koslowski

---

Mrs. Koslowski has been serving as principal of Eagle Ridge Middle School in the Loudoun division since 2005. Prior to being appointed principal, Janice served as a high school assistant principal for four years. In education for 14 years, Janice began her career as a special education teacher at a private school for children and adults with disabilities. She later moved to the public school system as a special education teacher and department chair at the high school level. She has also served as a program supervisor in Rockville, Maryland, and as a teacher and administrator in the Fairfax division.

Janice has trained over 1,500 school administrators nationwide in NASSP's *Breaking Ranks II* for high school administrators and *Breaking Ranks in the Middle* for middle school administrators. She is an original member of VASSP's cadre of Breaking Ranks Trainers for the commonwealth and was appointed to the position of VASSP state coordinator in 2007. Janice is also an adjunct professor at George Mason University.



## Melissa Irby Marshall

---

Ms. Marshall is the professional services director for Teachscape – a professional learning company. In this role, Melissa works closely with school districts and leadership teams across the country to plan professional development. Prior to joining Teachscape, Melissa was director of training and consulting for TeachFirst, Inc. She has also guided schools in designing school-wide plans to implement Professional Learning Communities (PLCs) to include schools' school-wide literacy, formative assessment or PLC objectives.

Prior to joining Teachfirst, Melissa served in the Chesterfield division as an educational specialist for alternative education and then as principal of Perrymont Middle School. She began her career as an educator and an educational specialist in the Henrico division.

Melissa also has extensive international experience, having served as coordinator of secondary programs at the Taipei British School and as teacher, department chair and then director of admissions and public relations at the Taipei American School in Taiwan.



## John L. Porter

---

Mr. Porter has served over 40 years in the Alexandria division, most recently as assistant superintendent of planning and operations. He formerly served as principal of T. C. Williams High School for 22 years and was also an elementary and middle school principal. Upon retiring in August 2009, John will assume a new role as executive director of ACT for Alexandria, the community trust he helped establish five years ago.

John has been associated with VASSP for over 25 years. He was president of VASSP during the 1988-89 school year and was president-elect and general secretary during the years immediately prior to his presidency. John also served as VASSP state coordinator for a number of years and as the Association's Region 9 director.

John has worked with the VDOE/VFEL webinar initiative for the past two years, assisting school divisions in the state accreditation process. He has also worked at the college level, serving as an adjunct instructor at George Mason University.



## Kathleen Smith, Ed.D.

---

Dr. Smith directs the Office of School Improvement for the VDOE. She provides technical assistance to department staff and school divisions regarding the school improvement process in low-performing, and often high-poverty, schools. She also serves as the department specialist for state-funded remediation programs. Her responsibilities also include the establishment and implementation of the Partnership for Achieving Successful Schools (PASS) initiative. With support from the Governor's office, this initiative supports the improvement of 30 schools identified for school improvement under NCLB.

Before joining the Department, Kathleen worked as a career technical director in a high-poverty school division. In this role she developed and implemented a model apprenticeship program for 30 students in the chemical industry. She has worked as a program manager for an education and employment program serving high school dropouts ages 16-21. She has also served as an educational resource specialist for elementary students and a classroom teacher.

Kathleen conducted a doctoral study examining the role of district climate in student achievement, which was subsequently published in a book chapter.



## Keith Smith, Ph.D.

---

Dr. Smith is the Virginia state liaison for the Appalachia Regional Comprehensive Center at Edvantia. His recent work with the VDOE centers on helping the Office of School Improvement implement research-based strategies that enable LEAs to assist their chronically low-performing schools. Keith also serves as director of the Coalfield Rural Systemic Initiative, a National Science Foundation-funded project that has improved mathematics and science education in eight school divisions in southwestern Virginia and ten districts in southern West Virginia.

Before joining Edvantia, Keith worked at the West Virginia Department of Education, where he served as the assistant state superintendent for instructional services. He had primary responsibility for leading the improvement of academic instructional programs, special education, the state-county testing program, county and school accreditation, and educational programs in institutional settings. While in this role, he led an initiative to improve academic achievement in the 22 lowest performing school districts in West Virginia. This improvement initiative was among the first of the large-scale systemic school improvement efforts in the country. Keith has also been a high school biology teacher, a guidance counselor, and a district guidance director.

Keith holds a Ph.D. from The Ohio State University, with a major in guidance and a second focus on educational change.



## Brenda A. Spencer

---

Ms. Spencer is a former elementary school principal of a pre-K through fifth grade school. She has served as an administrator at the middle and high school levels as well. She received “principal as entrepreneur” training under Dr. Ann Grooms at the Principals Leadership Institute in Cincinnati, Ohio.

After leaving her principalship, Brenda joined VDOE in 1992, where she served as the No Child Left Behind Title I coordinator for the Department. She is currently associate director of the Office of School Improvement. In addition, she continues to serve as a NCLB liaison between her new and former offices.



## Veronica Tate

---

Ms. Tate is currently a Title I specialist in the Office of Program Administration and Accountability at VDOE. She provides technical assistance to Virginia school divisions in the areas of general Title I policy, public school choice and supplemental educational services implementation, and school improvement funding and data collection.

Prior to joining VDOE, Veronica worked for nine years at Cape Henry Collegiate School in Virginia Beach, where she served as history department chair, dean of students, and director of student activities.

She also served as the program director for the Horizons Hampton Roads summer enrichment program for disadvantaged students.



## Gregory A. Wheeler, Ed.D.

---

Dr. Wheeler is a consultant with VDOE’s Office of School Improvement, working closely with the Section 1003(g) Title I mentoring and coaching initiative. Prior to his new assignment, he spent 18 years as a middle and high school social studies teacher and middle school assistant principal with the Lynchburg division and 12 years as a middle school and high school principal in the Appomattox division.

Greg serves on the VFEL faculty for webinars conducted in conjunction with VDOE. An original member of VASSP’s cadre of Breaking Ranks Trainers, he has presented training for administrators and teachers on *Breaking Ranks II*. In addition, he has conducted workshops at the VASSP’s annual state conference on building the leadership capacity of middle and high school principals and assistant principals. Also, he currently serves as an adjunct professor at Lynchburg College and Randolph College.

A former president of VASSP, Greg serves as an ex-officio member of the Association’s board of directors. He has also served on the NASSP board of directors and was the board’s liaison to the National IDEA Task Force. Prior to joining the national board, he served a three-year term on NASSP’s Committee on Middle Level Education. Recently, he has served on Governor Tim Kaine’s Principals’ Advisory Committee and the Virginia Department of Education’s Committee of Practitioners.



## David Wymer

---

Mr. Wymer is a consultant with the VDOE’s Office of School Improvement, working with schools in Southside and Southwestern Virginia since 2003. His work with VDOE involves academic review, as well as serving as a PASS coach, and most recently as a PASS auditor for conditionally accredited schools.

Dave has been involved in public education in Virginia since 1971 as a teacher, assistant principal, curriculum supervisor, and associate director of testing and remediation, all in the Roanoke County division. Throughout his career, curriculum and instruction have been a primary focus of his work. Dave has taught classes on the use of data and instructional strategies to improve student performance in his division, as well as for the University of Virginia for school divisions in the Shenandoah Valley, Southside and Southwestern Virginia.

