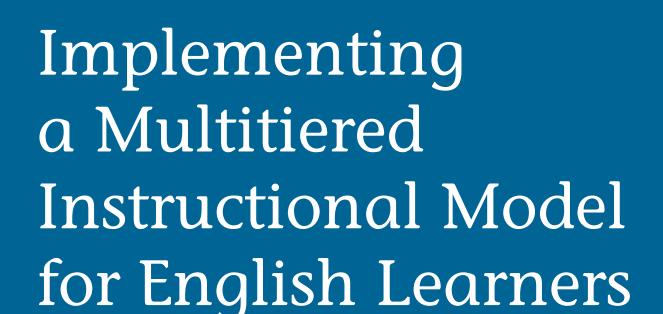
# Project ELITE Implementation Manual













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For more information, please visit www.meadowscenter.org/projects/detail/english-learner-institute-for-teaching-and-excellence-project-elite.



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# I. Introduction

#### What Is Project ELITE?

The English Language Learner Institute for Teaching and Excellence (Project ELITE) operates within the Language for Learning Institute of The Meadows Center for Preventing Educational Risk at The University of Texas at Austin. Project ELITE is a model demonstration project sponsored by the Office of Special Education Programs in the U.S. Department of Education. The goal of the project is to assist Del Valle Independent School District (DVISD) in developing, implementing, and evaluating a multitiered instructional model for kindergarten through third-grade students that focuses on the language and literacy development of English learners (ELs).

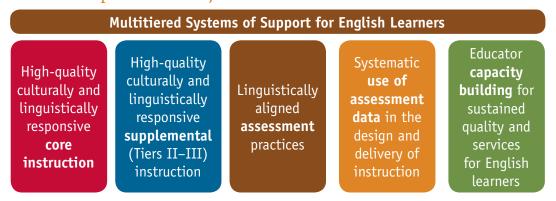
#### Multitiered Instructional Models for ELs

Response to intervention (RTI) is commonly implemented in the elementary grades as a framework for data-informed decision-making regarding the design and delivery of instruction for all students, including those identified with specific instructional needs. In many RTI models, instruction is "tiered" at three levels. Tier I refers to the core curriculum and instruction that all students receive, Tier II refers to supplemental support that some students receive, and Tier III offers an even more intensive level of instruction for students who do not respond adequately to Tier I and Tier II instruction. Educators use this multitiered system to identify students' needs and respond accordingly with appropriate, research-based instruction and interventions. Given the conceptual connection between RTI and a multitiered system, we refer to our model as a multitiered system of support (MTSS) for ELs. Our work focuses on developing, testing, and adapting an MTSS within schools that serve high numbers of ELs so that model practices address the unique language and literacy needs of students who are learning English as a second language or English and Spanish simultaneously.

## Five Key Model Components

The five key components of an MTSS for ELs are (1) high-quality culturally and linguistically responsive core language and literacy instruction, (2) high-quality culturally and linguistically responsive supplemental instruction (Tier II and Tier III) that is valid for ELs with or at risk for literacy-related learning disabilities, (3) linguistically aligned assessment practices, (4) systematic use of assessment data in the design and delivery of instruction and in educational decision-making, and (5) educator capacity building for sustained quality of instruction and services for ELs at risk for and with reading difficulties. **Figure 1** shows the Project ELITE model's key components.

Figure 1. The Five Components of Project ELITE



### Purpose of the Implementation Manual

The goal of Project ELITE's collaboration with DVISD has been to develop and refine an MTSS focused on the language and literacy needs of ELs. This collaboration addressed the following questions:

- What is needed at the district, school, and classroom levels to optimize a multitiered instructional framework for ELs?
- How can data best be used and interpreted when making educational decisions about ELs?
- What instructional practices and approaches meet the academic needs of ELs?
- What professional development (PD) activities improve educators' ability to adequately meet the needs of ELs?

This manual was developed to provide guidance for future replicators of the model, which may include district leaders, educators, and other stakeholders interested in implementing an MTSS model for ELs in the primary grades. This manual describes the model and how it was developed, tested, and adapted; key personnel necessary to support the model; PD required to implement the model; resources necessary for coordination; and strategies for implementing and sustaining the model over time. Formative and summative evaluation measures and data are also included. This manual also describes all project-designed tools and deliverables, including a complete roster of the available PD and the instructional guides required for implementation, support, and sustainment.

# II. Project Overview

### **DVISD Participation and Project Timeline**

Project ELITE has collaborated with three DVISD elementary campuses. During Years 1 and 2 (2011–2013), the project worked with its pilot campus, Baty Elementary, to identify key components of the model and establish baseline practices and procedures to build upon in subsequent years. Through the collaboration with district leaders, select model practices were adopted for districtwide implementation. In Year 3, two additional elementary campuses were added, Gilbert and Creedmoor, and Project ELITE supported model implementation across the three campuses. Year 4 of the project focused on model sustainability; project staff members worked with instructional leaders across the three campuses to build capacity and promote campus ownership of model practices.

# Model Development and Refinement

A primary goal of model demonstration projects is to bridge educational research and practice to improve outcomes for students. The researcher-practitioner collaboration focuses on gaining knowledge about the design, development, and implementation of evidence-based models in real-world educational contexts.

In collaboration with DVISD, Project ELITE focused on developing, refining, and implementing a multitiered model that supports ELs within the context of culturally responsive pedagogy. At the beginning of the 2011–2012 school year, a technical advisory group was formed consisting of Baty Elementary's leadership team, grade-level lead teachers, and interventionists; the district curriculum specialist; and Project ELITE researchers. Technical advisory group meetings were held regularly to refine and support implementation of the key components of the pilot model.

During the pilot phase (Year 1), Project ELITE gathered feedback from stakeholders as the model practices were implemented. Based on this feedback, the model was adapted. In Year 2, the adapted model was implemented across the three campuses, during which Project ELITE staff members collected descriptive data and identified ways to further refine the model. In Year 3, Project ELITE focused on supporting instructional leaders in implementing the model and integrating structures that support sustainability. **Table 1** provides an overview of project participation and a timeline of activities.

Table 1. Overview of DVISD Participation and Timeline

YEARS AND PHASE	CAMPUSES	ACTIVITIES
YEARS 1-2 (2011-2013) Model development and pilot implementation	Baty	<ul> <li>Conduct technical advisory group meetings to identify needs and build a baseline model</li> <li>Pilot model practices, collect feedback, and refine the model</li> <li>Collaborate with key district leaders to integrate model practices into the districtwide MTSS model</li> </ul>
YEAR 3 (2013–2014) Model full implementation	Baty Gilbert Creedmoor	<ul> <li>Provide technical assistance (training, observation, and coaching) to the three campuses to support full implementation of the model</li> <li>Collect implementation data and refine the model</li> <li>Design enhancements to the baseline model for Tier I (core) instruction</li> </ul>
YEAR 4 (2014–2015) Model sustainability	Baty Gilbert Creedmoor	<ul> <li>Phase in the training-of-trainers model</li> <li>Build capacity among campus instructional leaders</li> <li>Integrate enhancements to the model for Tier I instruction</li> <li>Provide technical assistance as needed</li> </ul>

# Key Focus Areas for ELs

Through the iterative process of model development, key needs were identified and collaboratively addressed. The following three components became focal points in model development and implementation.

#### Core Instruction for ELs

In a collaborative effort among researchers and campus administrators to address the large number of students in need of supplemental reading intervention (Tier II and Tier III), Project ELITE worked to identify areas in which to strengthen core instruction through principles of culturally responsive pedagogy and instructional strategies that promote second-language acquisition. Because the practice of reading text aloud to students with guided comprehension activities was already part of many teachers' instructional routine, project staff members focused on refining the practice to optimize language and literacy development for ELs, particularly in vocabulary and comprehension.

In Year 1, Project ELITE piloted the Read-Aloud Routine for Building Vocabulary and Comprehension. After feedback and refinement, the routine was implemented in all kindergarten to grade 3 classrooms during Year 2 of the project. Further comprehension enhancements were integrated into the routine and implemented during Year 3 (and presently in Year 4).

#### Structured Data-Analysis Meetings

As part of a districtwide effort to improve the efficiency in which students were provided services within a multitiered instructional framework, Project ELITE collaborated with district leaders, teachers, and specialists to implement a system for structured data meetings in kindergarten to grade 3. The main objectives of the data meetings were to (1) review student literacy performance data against established benchmarks, (2) collaboratively identify and discuss students' language and literacy needs, (3) group students according to need (including students in need of Tier II and Tier III instruction), and (4) select and implement evidence-based instructional practices to meet identified needs in all tiers of instruction. Grade-level teachers met monthly to review data and plan core instruction. Intervention providers, grade-level teachers, and instructional administrators gathered three times per year (the beginning, middle, and end of the year) to review benchmark data and plan Tier II and Tier III instruction.

As part of the protocol at each campus, administrators and instructional staff members were guided in optimizing the instructional process for ELs. Meeting agendas included items that asked teachers to review students' language-proficiency levels (from the Texas English Language Proficiency Assessment System) and consider that data alongside literacy data, particularly when setting student goals and planning instruction. When identifying and selecting instructional practices, teachers considered specific ways that the practices supported the language and literacy development of ELs.

#### Job-Embedded PD

Project staff members implemented PD that capitalized on existing frameworks for educator development and focused on job-embedded activities. The cyclical framework consisted of formal face-to-face training with continued follow-up throughout the school year (observation, feedback, reflection, and refinement). PD empowered teachers to take ownership of new practices and supported teacher leaders in sustaining new practices over time. The next section of this report describes the PD component in more detail.

# III. Professional Development

Project ELITE used a variety of formats to support campuses in developing, refining, and implementing a multitiered model for ELs. During the pilot implementation and sustainability phases, teachers and key personnel received ongoing PD through formal face-to-face training, informal small-group training, coaching, observation, feedback, and self-reflection.

PD that builds educator capacity and fosters teacher leadership is key to sustaining efforts that address the needs of ELs. Project ELITE used a "gradual release" model, in which project staff members decreased the intensity of **direct** technical assistance over time while increasing the level of **indirect** technical assistance to the group of instructional leaders developed during the first 2 years of the project. In Year 2 (pilot implementation), educators at one campus participated in intensive job-embedded PD and coaching. In Year 3 (full implementation), all educators across three campuses received intensive technical assistance

and job-embedded PD. In Year 4, instructional leaders received focused support. The project integrated a training-of-trainers model, in which site-level instructional leaders were trained in model practices (including enhancements and adaptations) and supported as they "turned around" the PD at their schools.

### Collaborative Coaching for Enhancing Professional Practice

Successful implementation of the model required ongoing, job-embedded support that was responsive to educator needs. DVISD educators participated in a collaborative coaching model that engaged them in strategic reflection on their use of new instructional strategies in their classrooms (Kelleher, 2003; Knight, 2007). The model provides constructive feedback from coaches and trusted colleagues at critical points in the implementation process. It stresses collegial analysis, reflection, and constructive critique as a means of improving knowledge, enhancing practice, and increasing effectiveness (Sato et al., 2008; see also Bransford, Brown, & Cocking, 2004). Steps in the model are described below and summarized in **Figure 2**.

- 1. **Formal PD and modeling:** Teachers receive formal training that builds their knowledge base on evidence-based practices for ELs. Evidence-based practices are modeled and teachers are guided in planning and implementing new practices.
- 2. **Peer collaboration for practice refinement:** Project staff members lead ongoing, collaborative grade-level meetings to model effective lessons, foster teacher leadership, and guide teachers in collaboratively planning lessons. When appropriate, project staff members provide feedback from classroom observations. Next steps for refining practice are planned collaboratively.
- 3. **Observation and feedback:** Project staff members observe teachers' instruction and provide targeted feedback to improve fidelity to the intervention and optimize the impact of teachers' practice on student learning.
- 4. **Self-observation and reflection:** Teachers use self-captured videos to reflect on their own practice, based on a guided-reflection protocol. Teachers plan next steps to refine and enhance their instructional delivery.



Figure 2. Collaborative Coaching for Enhancing Professional Practice Cycle

Practice Refinement

Self-Observation and Reflection

Observation and Feedback

#### PD Content and Activities

PD was planned around the key focus areas of the project: culturally and linguistically responsive core instruction for ELs and the structured data-meeting process. Project ELITE used a variety of formats to support district and campus staff members in developing their skills to implement the practices. **Table 2** describes the Project ELITE PD content and formats for delivery.

Table 2a. Formal Face-to-Face Training

TOPIC	DESCRIPTION	PARTICIPANTS
Creating culturally responsive classrooms	Campus staff members were introduced to the concept of cultural responsiveness and engaged in a small-group activity to record various ways to operationalize culturally responsive practices in the classroom.	K-3 teachers, instructional specialists, and instructional administrators
Improving vocabulary and comprehension through read-alouds	Campus staff members explored the Project ELITE read-aloud routine to enhance students' vocabulary and comprehension during core instruction. Participants saw the routine modeled with grade-appropriate text and were guided in planning and practicing the different aspects of the routine.	K-3 teachers, instructional specialists, and instructional administrators
Implementing structured data meetings	District and campus leaders learned about the districtwide MTSS model, specifically the structured data-meeting process. Participants were trained on the process of meeting regularly to systematically review student data to (1) identify students in need of Tier I, Tier II, and Tier III instruction; (2) set student-level and grade-level goals; and (3) identify action steps for Tier I, Tier II, and Tier III instruction to meet those goals. Trainers guided district and campus leaders in using the meeting protocols and related materials to support effective data meetings.	District personnel, campus interventionists, and instructional administrators

Table 2b. Collaborative Coaching for Enhancing Professional Practice

FORMAT	DESCRIPTION	PARTICIPANTS
Coaching and modeling	<b>Structured data meetings:</b> Project ELITE staff members facilitated structured data meetings and modeled meeting practices for school staff members and administrators. Through a gradual release of the model, instructional leaders took ownership of the process by first co-leading data meetings and eventually leading meetings independently.	K-3 teachers, instructional administrators, and interventionists
	<b>Core instruction and read-aloud routine:</b> Project ELITE staff members met with grade-level teams during professional learning communities to enhance and refine their read-aloud practices. Project ELITE staff members modeled practices, and participants watched videos of their colleagues implementing the read-aloud routine with a class.	
Peer collaboration and refinement	At different points in the school year, Project ELITE staff members met with educators in their professional learning community meetings. Project staff members discussed what they observed during instruction and guided teachers in planning next steps for refining practices. Teachers shared successes and challenges of the routine and collaborated with one another in planning lessons.	K-3 teachers and instructional administrators
Observation and feedback	Project ELITE staff members conducted classroom observations of teachers implementing the read-aloud routine. Fidelity observation notes were shared during debriefing sessions with teachers and administrators.	K-3 teachers and instructional administrators
Self- observation and reflection	Project ELITE staff members facilitated teachers filming themselves delivering a read-aloud lesson and viewing the lesson while taking notes on a reflection form. Teachers shared lesson strengths with colleagues and planned action steps to address areas of need.	K-3 teachers and instructional administrators

Table 2c. Training-of-Trainers Modules

TOPIC	DESCRIPTION	PARTICIPANTS
Implementing structured data meetings	Three self-paced training modules guided campus instructional leaders in conducting beginning-of-year, middle-of-year, and end-of-year structured data meetings, as well as monthly Tier I data meetings. The modules also supported campus leaders in using and adapting the data-meeting process for their specific campus needs.	Instructional administrators, assessment and data coordinators, and interventionists
Improving vocabulary and comprehension through readalouds	Project staff members implemented a training-of-trainers model to build capacity among campus leaders in implementing the read-aloud routine. Campus leaders were trained on the instructional system and then turned the training around to teachers at each of their campuses.	
Read-aloud comprehension modules	Seven training models were developed, each focusing on a comprehension strategy teachers can integrate into their read-aloud routine. Campus leaders were trained on the comprehension strategy modules and then "turned around" the training for teachers at each of their campuses. The training-of-trainers model allowed administrators to pace the rollout of the training according to campus needs and the scope and sequencing of the grade-level curriculum.	Instructional administrators

# IV. Family and Community

Family and community collaboration is an essential part of effective multitiered models for ELs. Project ELITE worked with campus community liaisons to coordinate communication and events with families. Information about the work of Project ELITE and home-school literacy connections were included in the campus newsletters published each semester. In addition, face-to-face parent sessions were held on topics relating to home-school language and literacy development.

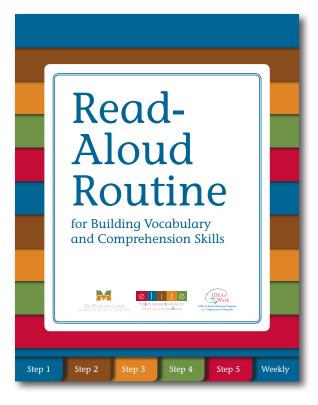
In Year 2, Project ELITE designed a modified version of the Tier I read-aloud system for parents. The tool described a sequence of steps that families could use when reading books to children at home, modeled after the steps of the classroom read-aloud routine. During the face-to-face sessions, parents were introduced to the tool and were guided in using the tool with a storybook they could take home. More information can be found in the next section of this report.

# V. Tools and Deliverables

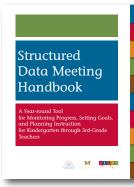
Tools and deliverables that Project ELITE developed, in collaboration with local and national partners, provided guidance for educators and leaders in implementing effective practices. These tools, described below, can be downloaded from the Resources section of the Project ELITE webpage: www.meadowscenter.org/projects/detail/english-learner-institute-for-teaching-and-excellence-project-elite.

### Read-Aloud Flip Book Tool for K-3 Teachers

The Read-Aloud Routine for Building Vocabulary and Comprehension Skills tool quides kindergarten to grade 3 educators in implementing a system for whole-class text reading that focuses on the language and comprehension development of ELs. The Project ELITE read-aloud routine extended the work of Hickman, Pollard-Durodola, and Vaughn (2004), who designed a strategy for storybook reading that systematically built the vocabulary and comprehension of young ELs. The key features of the read-aloud routine include (1) introducing high-utility words within the context of a narrative or informational text, (2) reading the text aloud, and then (3) structuring meaningful interactive, text-based activities that allow for deeper processing of new vocabulary and concepts from the text. The tool also guides teachers in integrating principles of culturally responsive pedagogy and second-language acquisition. The flip book can be used as an easy reference for both planning for and delivering lessons.



## Structured Data Meetings: Protocols and Materials



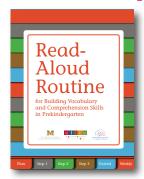
As part of the MTSS process, Project ELITE collaborated with district leaders to design a structured data-meeting process that facilitates appropriate educational decision-making for ELs. The tools include (1) a data-meeting protocol that can facilitate critical dialogue among educators, (2) meeting checklists that attendees can use as a guide, and (3) forms and worksheets for recording decisions and grouping students for supplemental instruction. A set of tools is available for beginning-of-year, middle-of-year, and end-of-year meetings for Tier I and Tiers II and III. An additional set of tools is available for monthly Tier I meetings to promote ongoing collaboration among grade-level classroom teachers.

#### Effective Practices for English Learners Series

Cohort 5 of the Model Demonstration Coordination Center developed this series of guidance booklets, which focus on implementing effective multitiered instructional frameworks for ELs. The goal of this series is to assist administrators, educators, policymakers, and other stakeholders in implementing or refining a campuswide model for improving the academic achievement of ELs in the primary grades. The five briefs in the series address key issues in model implementation for ELs, such as assessment and data-based decision-making, core and supplemental English as a second language instruction, core and supplemental biliteracy instruction, and PD to support a multitiered framework for ELs.



## Read-Aloud Flip Book Tool for Prekindergarten Teachers



During Year 3 of the project, Project ELITE worked with the Texas Literacy Initiative to adapt and modify the kindergarten to grade 3 read-aloud flip book for children ages 3 to 5. With the basic strategies and steps remaining in place, the prekindergarten routine considers the specific instructional needs of younger children when enhancing vocabulary and comprehension. Teachers can use the flip book to plan and deliver weekly lessons.

# Family Read-Aloud Bookmark

This bookmark presents a routine for parents to use with their children that is based on the kindergarten to grade 3 read-aloud system implemented in students' core classroom instruction. The parent and family guide is similar to the steps designed for teacher-led text reading but is modified for a simple and fun way to support literacy and family bonding through reading. The bookmark guides parents in teaching children new vocabulary words and interacting with children during reading time to support language and comprehension development. It is available in both English and Spanish.



#### PD Modules

Several PD modules are available to school leaders and educators to support the implementation of an effective multitiered model for ELs. Topics include (1) using culturally responsive pedagogy, (2) enhancing vocabulary for ELs through a read-aloud routine, (3) implementing structured data meetings, (4) enhancing read-alouds with comprehension strategies, and (5) reading aloud to children for parents and families. Table 2 provides a more detailed description of the types and topics of Project ELITE PD. Representations of these training modules are shown in the Appendices. Appendix A includes the modules relating to instructional strategies for ELs, and Appendix B includes modules relating to structured data meetings. The full training modules can be downloaded from the Resources section of the Project ELITE webpage.

# VI. Implementation and Sustainability Strategies

Project ELITE used specific strategies to optimize the model development and implementation process within the participating schools. Key strategies included the following.

#### **Building Collaborative Relationships**

Project ELITE spent the first year of the project building collaborative relationships within the district and the pilot school. The project engaged site leaders and key stakeholders in a conversation about their assets and areas of need, as well as the organizational, practitioner, and student factors that they thought might improve services for ELs in the target grades. Frequent site visits, observation, and participation in school activities (e.g., staff training, data meetings, classroom instruction, schoolwide events) helped the project to maintain this collaborative relationship. Project ELITE also provided early support that was clearly aligned with site-specific needs and that facilitated buy-in among administrators and educators working with ELs.

## Exploring and Developing the Model Through Collaborative Partnerships

Project ELITE approached the task of building an MTSS model for ELs with a collaborative lens. District expertise combined with the knowledge of Project ELITE staff members to identify ways to optimize instruction and services for ELs, as shown in **Figure 3**.

Figure 3. Collaborative Model



Project ELITE formed a technical advisory board of educators that serve ELs, instructional administrators, and district specialists that met regularly during the model exploration and development phase. These

collaborative efforts helped the project to develop a model with high social validity—that is, a model that is appropriate, useful, and valuable to the community it directly serves.

#### Using Formative Data to Engage Stakeholders

Throughout the process, Project ELITE shared data from formal observations, interviews, surveys, and student assessments that demonstrated progress toward valued outcomes. This sharing helped the project to maintain buy-in of key stakeholders and practitioners and to foster early **sustainability planning**. Project staff members found that stakeholder awareness of the model's initial positive impact fostered early adoption of the practices and increased fidelity. Further, as the model continued to support teacher success and student outcomes, the practices that defined the model began to define teachers' typical practice as well.

## Staying Responsive and Flexible to Local Needs

The first 2 years of the project were devoted to understanding site-specific needs and the factors that were unique to the students, teachers, and other stakeholders DVISD served. Piloting the model on a small scale was critical to the model's quality and social validity. As educators began to build their knowledge and implement the different components, project staff members collected data on their early implementation experiences to identify additional areas of need and to adapt model practices and procedures. The project used educator feedback to further refine the model; for example, during teachers' initial implementation of the read-aloud routine, project staff members conducted frequent observations and solicited feedback on ways the instructional system could be adapted for different grade levels and ages, as well as for ELs at different levels of language proficiency.

This type of feedback was essential in developing a prototype system for structured data meetings. Educators tried the different meeting protocols and tools for recording decisions and planning next steps. The project refined these tools based on feedback on the prototype, optimizing their usability and capacity to serve site-specific needs.

## Coordinating Available Resources to Provide Ongoing, Job-Embedded PD

Job-embedded PD was critical to implementation success across the three elementary campuses. K–3 teachers across the campuses received direct teaching on the model at the beginning of the school year and then job-embedded PD throughout the year. Because project staff members worked at the individual teacher level in implementing instructional practices, the project capitalized on the campuses' established professional learning communities (PLCs) to facilitate inquiry, dialogue, and enhanced implementation of culturally responsive instructional practices. The project also integrated various strands of job-embedded PD through established PLCs. Those strands included direct teaching and modeling of the instructional practices during grade-level PLCs and a circular-coaching model in which teachers were observed, given feedback, and then brought back together in PLCs to discuss the successes and challenges of implementation. Additional job-embedded PD included self-videotaping of teachers delivering the routine and self-evaluation of their practice. The PLC framework provided a collaborative structure for teachers to share the findings of their self-evaluation, discuss common areas of needed growth and areas of success, and plan next steps.

# Targeting Support for Instructional Administrators and Educator Leaders to Promote Sustainability

Successful implementation depended on building capacity among instructional leaders. The project found that direct and ongoing support to key campus instructional leaders was essential to improved implementation. Integrating a training-of-trainers model supported site leaders in taking responsibility for learning model practices and enhancement strategies and leading professional development with teachers at their campus. Engaging leaders from beginning to end was also critical in promoting model sustainability, as they provided feedback on how to adapt the model to meet their school's specific needs. This involvement fostered ownership of the model and motivated leaders to sustain its implementation. Finally, instructional leadership was key during times of staff and administrative turnover. For example, the instructional administrator at the pilot school supported new administrators at the other campuses by taking a leadership role during the training-of-trainers sessions and inviting them to her campus to observe model classrooms in which the practices were implemented with high fidelity.

#### Designing Products That Are Accessible, Engaging, and Understandable

High-quality educator resources are essential to successful implementation and continued use of the model over time. Throughout each phase, Project ELITE designed clear, user-friendly, and engaging educator resources that directly support educators in implementing model practices. For example, the project designed a teacher flip book tool that is used to plan and deliver the interactive read-aloud lessons that build vocabulary and comprehension skills for ELs. This tool continues to be one of the most downloaded tools on the website and has been widely disseminated through other statewide initiatives focused on ELs. Other web-based materials support continued implementation, including online, self-paced training modules; videos of model lessons; data meeting protocols and guides; and model lesson plans (see Section V and Appendices A and B for information about each tool).

# VII. Summary of Implementation Data

Project ELITE's key focus areas are the implementation of high-quality core instruction and effective data-based educational decision-making for ELs. During the implementation process, the project collected qualitative data to document the impact on educators' practice, successes and challenges during implementation, and the usefulness of the practices to students. These data sources included the following:

- Focus group interviews with teachers during the pilot phase (Year 1), with teacher-leaders from each grade level during the implementation phase (Year 2), and with instructional administrators during the sustainability phase (Year 3)
- **Formal classroom observations** in the fall and spring semesters of each project year that measured the fidelity of implementation of the read-aloud system and that provided observational field notes
- Documents and artifacts collected from job-embedded PD with teachers
- **Teacher surveys** that measured the usefulness of the instructional practices and the likelihood that the practices would be sustained over time

Project ELITE analyzed, compared, and coded the data for salient themes across sources. This section of the report provides a narrative summary of the descriptive data collected during years 1 through 3 of the project.

#### Interactive Read-Aloud System

Overall, implementation data showed that the read-aloud instructional practices improved students' learning and use of new vocabulary. Approximately 96% (n = 98) of teachers who completed and returned the anonymous surveys in years 2 and 3 rated the read-aloud routine as being "useful" to "very useful" to their students, and 94% (n = 97) rated the routine as "likely" to "very likely" to be sustained at their campus.

During the focus group interviews, teachers elaborated on the impact they observed on student learning. Overall, teachers agreed that students were highly engaged in the vocabulary, text, and interactive activities implemented as part of the read-aloud routine.

One of the most noticeable impacts on learning that teachers reported was in vocabulary learning and use. Teachers stated that students showed "ownership" of new vocabulary, recognizing new words and using them across different contexts. One teacher reported that before the read-aloud routine, students would pick up books for "shallow reasons" but that students later became "more aware of the potential of words and books for learning." Teachers noticed that students in grades 2 and 3 increased their use of academic vocabulary in their writing. Another teacher reported that students were "really proud of themselves because they know how to use the word...they are more inquisitive than before, and we see them using [new vocabulary] more and more with their friends."

Teachers also described ways that the instructional routine provided targeted support for ELs. The consistency of delivering a daily, regular routine made it easier for ELs to engage with the instructional activities. ELs knew what to expect and could predict what would happen next, as well as what was expected of them during the different interactive pieces of the read-aloud. Teachers also emphasized the importance of text selection to support the second-language development of culturally and linguistically diverse students. Teachers reported being more critical when choosing books and planning more carefully for meaningful interactions around topics that relate to students' experiences. Thoughtful text selection and structured speaking opportunities helped ELs connect with the vocabulary in deeper ways. As one teacher eloquently put it, "This routine has helped to create a community of readers in my classroom who work together to build meaningful relationships with text."

## Impact on Teachers' Practice

Project ELITE focused support on teacher development and refinement of teacher practice. Qualitative data documented change over time and the successes and challenges of implementing evidence-based practices.

Project ELITE observed focus teachers at each grade level and integrated job-embedded coaching with reflective feedback into the observation cycle. Teachers achieved moderate to strong fidelity to the routine after the cycle of initial training, formal observation, coaching, feedback, and self-reflection. During the implementation phase, the following two main areas of teacher-growth were noted.

### Type and Quality of Classroom Interactions

As teachers reflected on their practice, they reported becoming more critical of the type and quality of their "teacher talk." Also, they became more aware of the type and quality of the opportunities created for students (particularly ELs) to use and practice new language. Through self-observation and self-reflection, many teachers noticed an overreliance on teacher talk during their instruction. Through job-embedded PD, teachers identified action steps to minimize teacher talk and maximize classroom interactions for ELs.

#### Targeted Support for Linguistically and Culturally Diverse Students

Interviewed teachers described becoming more critical about text selection. Through training in culturally responsive pedagogy and implementation of new practices, teachers gained awareness of the potential of the read-aloud routine for introducing high-level words to students. Rather than uncritically focusing on the preselected words found in the district curriculum, teachers described ways that grade-level teams became more autonomous in their planning. As one teacher put it, "I am more careful about books I choose...the whole second-grade team [is] more interested in books that have more higher-level [words], so we can share those with our students."

Through the implementation process, teachers refined and enhanced their practice, becoming more precise in their delivery of the routine and more at ease with the multiple steps of the system. Overall, implementation data suggest that teachers benefited from Project ELITE's interactive, collaborative, job-embedded support that fostered teacher autonomy. The following are some additional comments from teachers.

- "The workshop/PD that has been most positive in my classroom has been the training and meetings
  with Project ELITE...I have learned a lot of new skills to implement in the classroom to help develop my students' vocabulary, fluency, and comprehension skills."
- "I love the Project ELITE read-aloud! My students are using the vocabulary words that we learn in their writing and also speaking. I believe their listening comprehension has definitely improved also. They make inferences, draw conclusions, and make predictions. We discuss cause and effect in the stories and articles. They retell the article or story with shared writing and with partnering. The students are so much better at getting the gist of the passage. Discussing the read-aloud routine with my colleagues has given me different strategies."
- "The vocabulary lessons that...Project ELITE has helped us to integrate into our reading and language arts are excellent. The daily practice of new vocabulary words has led to my first-graders using rich vocabulary in their writing and in their speaking."
- "As a first-year teacher, it was great to have a routine that I could follow to help my students' comprehension of a story and to help build their academic vocabulary. I have seen a lot of growth in my students this year because of this program. I hope this program continues because it not only benefits the students and their success in the classroom, but also this program allows students to take the information they have learned into their homes."

## Structured Data Meetings

Data-informed instructional decision-making is key to meeting the needs of ELs. Project ELITE collaborated with DVISD to implement a system of structured data-analysis meetings to promote appropriate multitiered instruction for ELs. Grade-level teachers collaborated monthly to review student assessment data, identify strengths and needs, and plan core instruction according to targeted needs. During larger meetings at the beginning, middle, and end of the year, teachers met with intervention providers and instructional administrators to review data and make decisions about supplemental (Tier II and Tier III) instruction.

Overall, DVISD educators viewed the structured data meetings as useful to their practice. Approximately 90% (n = 93) of surveyed educators in Year 2 and Year 3 reported that Tier II and Tier III meetings at the beginning, middle, and end of the year were "useful" to "very useful" to their teaching practice, and the same percentage said it was "likely" to "very likely" that the meetings would be sustained at their campus-

es. Monthly Tier I meetings were viewed favorably but involved additional challenges due to time constraints and grade-level team dynamics. Approximately 83% (n = 85) of surveyed educators reported that the Tier I meetings were "useful" to "very useful" to their teaching practice, and the same percentage of teachers said it was "likely" to "very likely" that the Tier I meetings would be sustained at their campus.

Interviewed teachers described ways that the structured system for reviewing and analyzing data enhanced their teaching practice, including the following key points:

- Through systematic, collaborative meetings, teachers could capitalize on their colleagues' strengths in different areas.
- Teachers felt a greater "ownership" of all students in their grade level, as opposed to being divided by their individual classes.
- Teachers felt they were better informed about students' needs across classrooms, so they could better group students according to need.

Interviewed teachers also pointed to some challenges and offered suggestions for the coming year. Class-room teachers identified a need for more effective communication with interventionists, so that Tier I instructional goals better align with Tier II and Tier III goals and so that core instruction better supports Tier II and Tier III. Other challenges described related to resources. Teachers pointed to the lack of equity in resources for bilingual literacy instruction and intervention and the inconsistency in the delivery of resources (e.g., Tier III interventions were sporadic or stopped without notice).

Data from interviews also suggested that teachers would benefit from more use of the logic model or a refresher of the process. Some teachers still did not feel confident that they understood the steps designed for students who are identified as needing supplemental instruction.

Instructional leaders interviewed at the end of Year 3 pointed to some key successes and challenges. Premeeting reflection was cited a successful practice. Instructional administrators created worksheets with prompts for teachers to consider about the data before attending meetings. This prereflection process contributed to more thoughtful and critical discussions during the meetings and saved time. However, instructional administrators still struggled with time constraints, and they continued to address this challenge. Effective data-based decision-making includes both analyzing data and using data for planning appropriate instruction; yet time limitations curbed educators' ability to accomplish both tasks during the individual meetings. In Year 4, administrators set goals to emphasize instructional planning during the meetings, particularly in how Tier II and Tier III instruction meets the needs of ELs.

# VIII. Teacher and Student Measures

Project ELITE used various measures to collect teacher and student data during the implementation process. In this section, the measures used as part of the Project ELITE model are described. Examples of the measures can be found in Appendix C.

#### Site- and Teacher-Level Measures

#### **Fidelity Checklists**

Project staff members developed observational protocols and procedures to measure educators' implementation of model practices. Staff members used the resulting data to describe improvements in educators' instructional delivery and knowledge, primarily in terms of the model's elements. Data also informed areas targeted through collaborative coaching.

#### Educator Survey: Usefulness and Sustainability of Model Practices

Teachers completed and returned anonymous surveys regarding the usefulness and sustainability of model practices. Focal model practices included the monthly Tier I structured data meetings, Tiers II and III structured data meetings, the read-aloud instructional routine, and the job-embedded PD cycle. Teachers rated the usefulness for their students and their teaching practices, as well as the likelihood that the practices would be sustained at their campuses in future years.

#### Educator Survey: Role of Culture and Language in Curriculum and Instruction

At the end of each year of model implementation, teachers completed a survey on their beliefs about instructional approaches for linguistically and culturally diverse students. The survey items focused on three central areas: (1) the role of culture and culturally responsive practices in teaching and learning, (2) the role of students' first or native language in teaching and learning, and (3) the value of teacher knowledge in second-language acquisition.

#### **Evaluation of PD**

Teachers rated each PD session and provided qualitative feedback on its usefulness and quality.

#### Student-Level Measures

Because data on students' language proficiency are needed in conjunction with literacy data to make valid decisions about the academic needs of ELs, we used data from two assessments of language proficiency and one standardized literacy measure.

### Stanford English Language Proficiency Test

The Stanford English Language Proficiency Test evaluates English or Spanish language proficiency in the domains of listening, reading, writing, and speaking for students in prekindergarten to grade 12. The assessment measures students' language proficiency across five levels: pre-emergent, emergent, basic, intermediate, and proficient.

#### Texas English Language Proficiency Assessment System

The Texas English Language Proficiency Assessment System assesses the English language proficiency of kindergarten through grade 12 ELs in four language domains—listening, speaking, reading, and writing. English language proficiency assessments in kindergarten through grade 12 are federally required to evaluate ELs' progress in the use of academic English.

# Dynamic Indicators of Basic Early Literacy Skills/Indicadores Dinámicos del Éxito en la Lectura

The Dynamic Indicators of Basic Early Literacy Skills/Indicadores Dinámicos del Éxito en la Lectura (DIBELS/IDEL) measures the acquisition of early literacy skills (in English or Spanish) from kindergarten through grade 6. It comprises six measures that function as indicators of the essential skills that every child must master to become a proficient reader—phonemic awareness, alphabetic principle and phonics, accuracy, fluency, vocabulary, and reading comprehension. DVISD administers the DIBELS/IDEL three times per year and uses it to screen students for literacy difficulties, identify student strengths and areas of need, and design and deliver supplemental instruction to address students' language and literacy needs.

# IX. Dissemination of Project Findings

The goal of model demonstration projects is to bridge research and practice by studying the design, development, and implementation of evidence-based models in real-world educational contexts. The knowledge gained through Project ELITE's work with DVISD has and will continue to contribute to research and practices related to ELs both at the local and national levels. Project findings have been disseminated to larger audiences through methods including the following.

## Annual Office of Special Education Programs Project Directors Conferences

Project ELITE principal investigators attended this yearly conference in Washington, D.C., to share key findings from the implementation process and collaborate with colleagues working with ELs across the nation.

## Monthly and Bimonthly Conference Calls

Project ELITE staff members participated in regular conference calls with principal investigators from the Model Demonstration Coordination Center, the project's Office of Special Education Programs project officer, and colleagues from collaborating sites at The University of Texas at Austin and University of Colorado Boulder. The purpose of the conference calls was to share implementation findings, compare findings across sites, and address implementation challenges across diverse school and program contexts.

### U.S. Department of Education Briefing

Along with other researchers from The University of Texas at Austin and the University of Colorado Boulder, Project ELITE principal investigators presented the findings of the 4-year project at a briefing in Washington, D.C. The presentation provided guidance to administrators, teachers, instructional coaches, and policymakers in implementing a culturally and linguistically responsive multitiered model in schools with bilingual education and English as a second language programs. The findings were presented to a diverse audience at the U.S. Department of Education, and it was streamed live across the nation. The archived

webcast is available online:

http://edstream.ed.gov/webcast/Play/05efb312a17546669b19ef36357599271d.

#### Research Publications and Presentations

Project findings are disseminated to wider audiences through research briefs, journal articles, and conference presentations that describe effective multitiered practices for ELs and knowledge gained from their implementation in DVISD. Through these formats, our work has reached larger audiences, and educators have used and further refined our tools and deliverables to meet the unique needs of elementary-age students. Appendix D includes a full list of project publications and presentations and an overview of their impact.

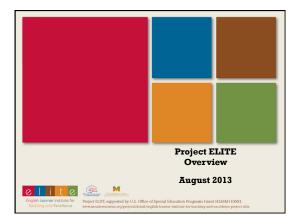
#### **Project Website**

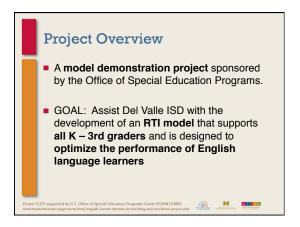
All of the materials used to support educators in implementing the model are available on the project website: www.meadowscenter.org/projects/detail/english-learner-institute-for-teaching-and-excellence-project-elite. Resources include all PD materials, instructional guides, sample lessons, training-of-trainers modules, structured data meeting protocols, and research briefs, as described throughout this manual.

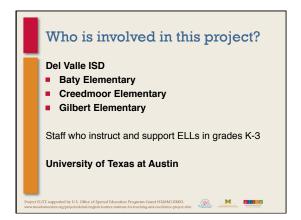
# Appendix A: Core Instruction for English Learners: Professional Development Modules

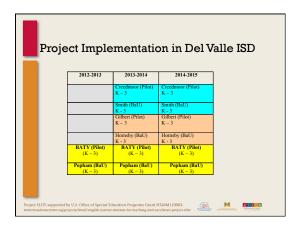
Project ELIT	E Implementa	ation Manual			

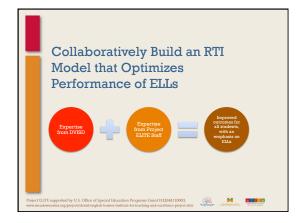
#### **ELITE Overview**

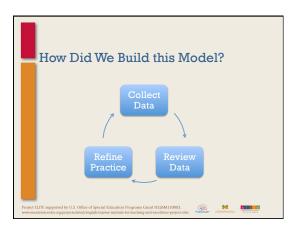


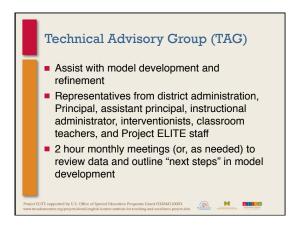


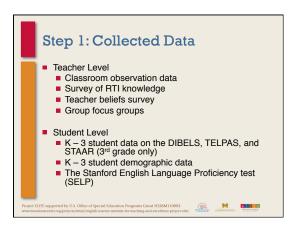


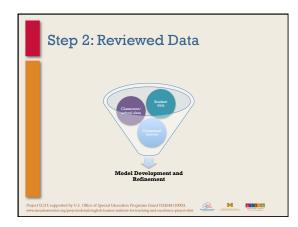






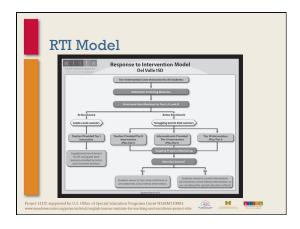


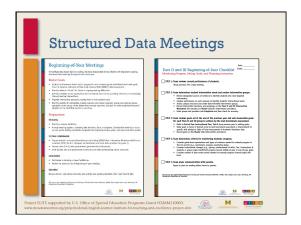


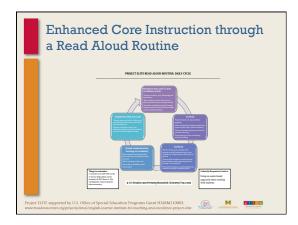




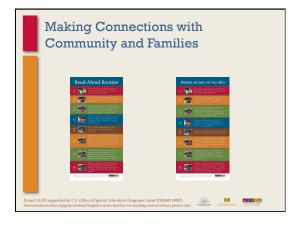






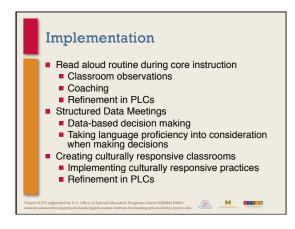


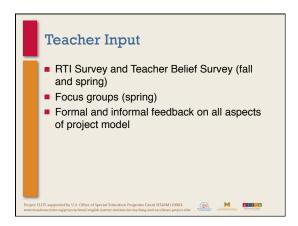




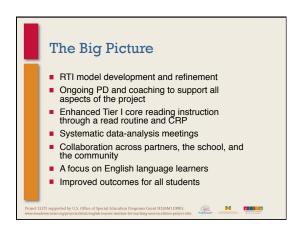


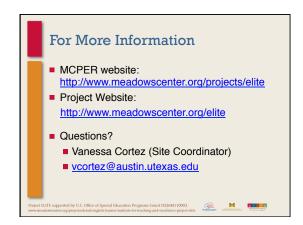




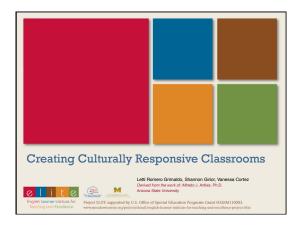


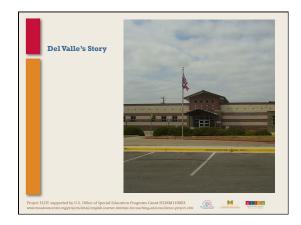






# Creating Culturally Responsive Classrooms







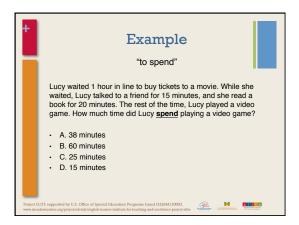




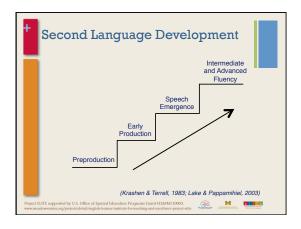








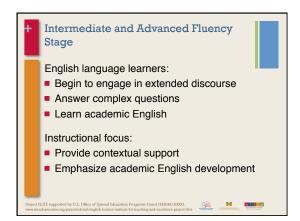


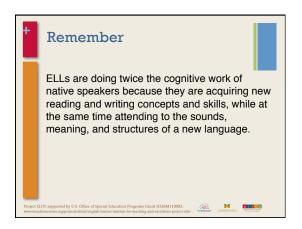






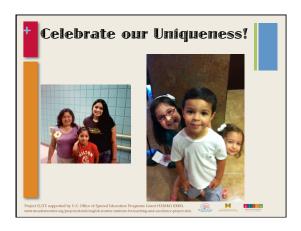


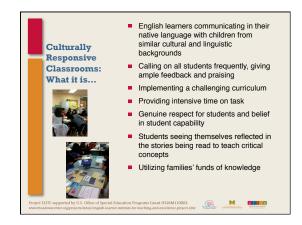




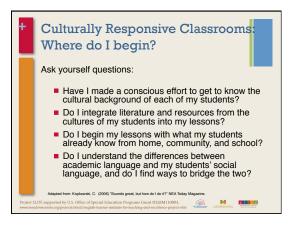




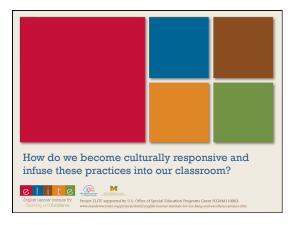




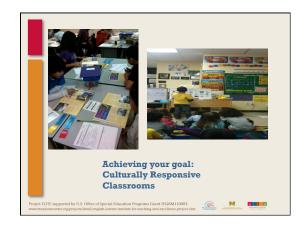




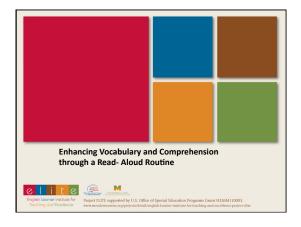




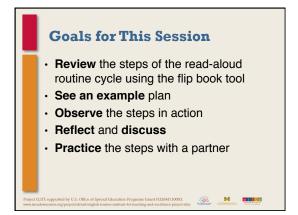




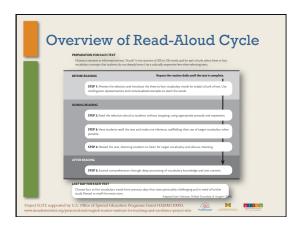
### Read-Aloud Training of Trainers, Kindergarten to Grade 3

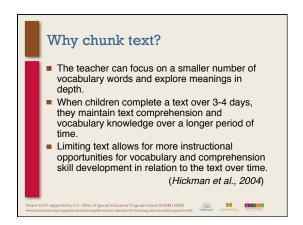


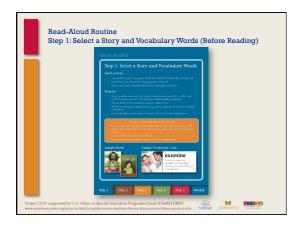


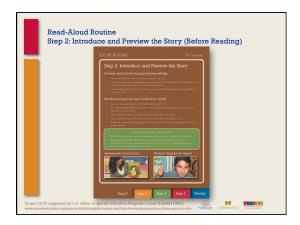


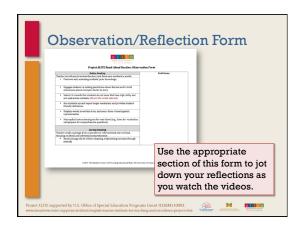


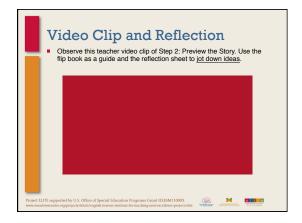


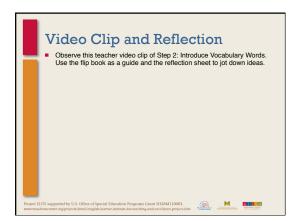


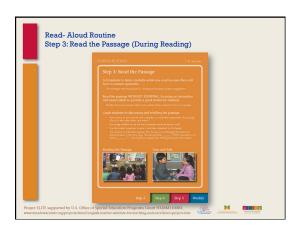


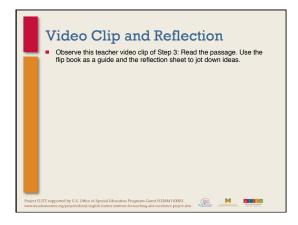


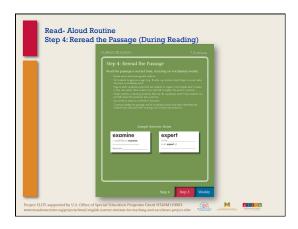


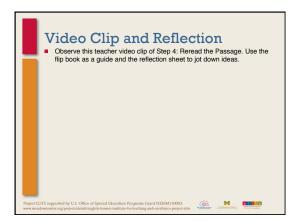


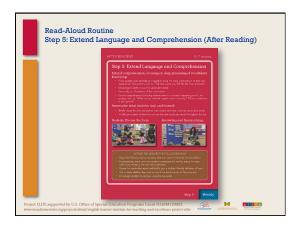


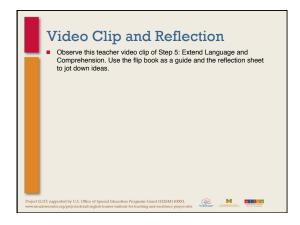


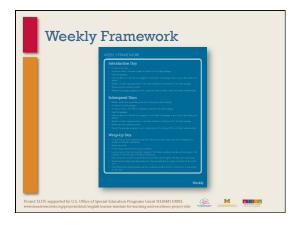


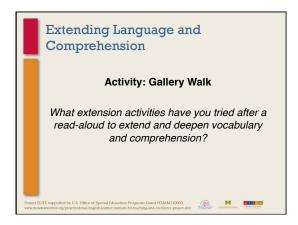




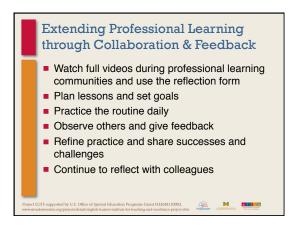


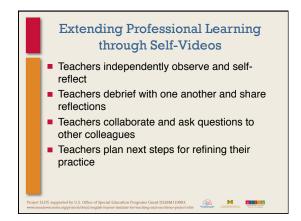


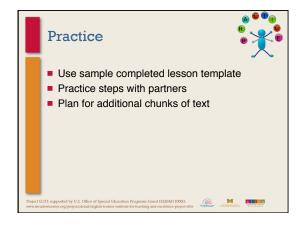






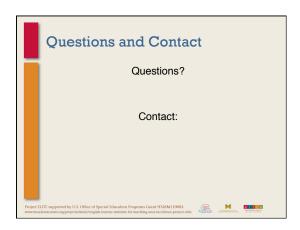




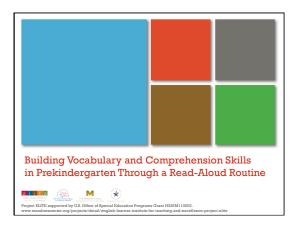


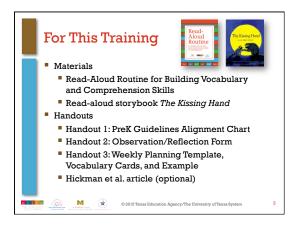


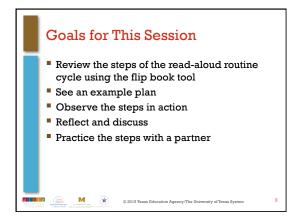




### Read-Aloud Training of Trainers, Prekindergarten

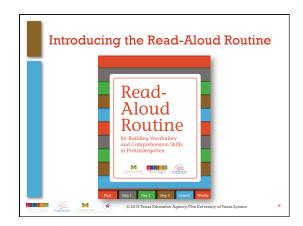


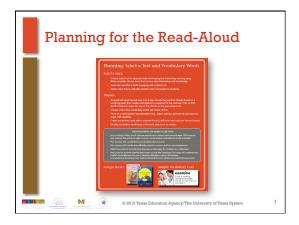


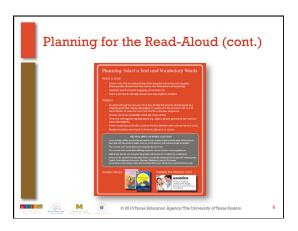


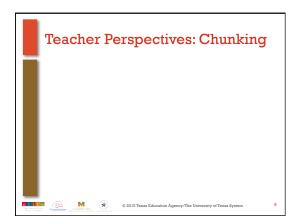


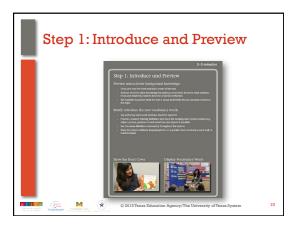


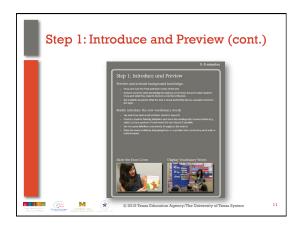


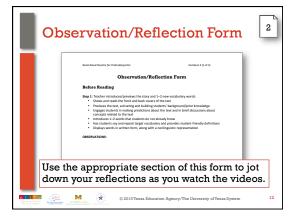


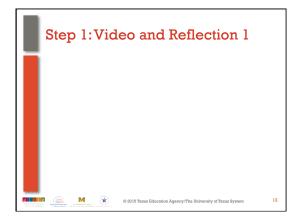


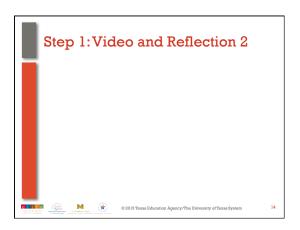


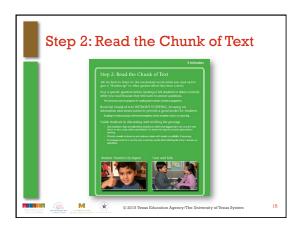


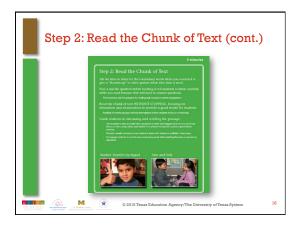




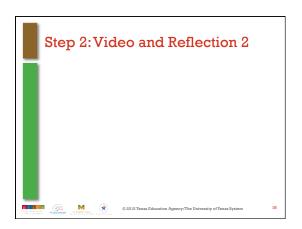


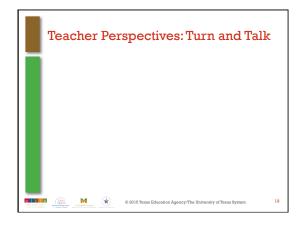


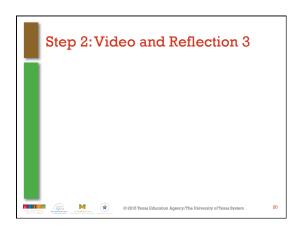


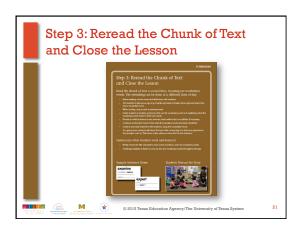


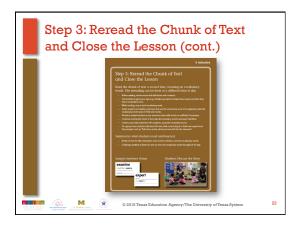


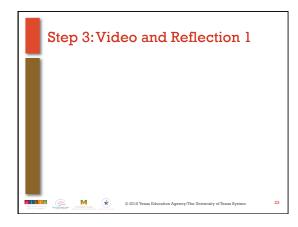


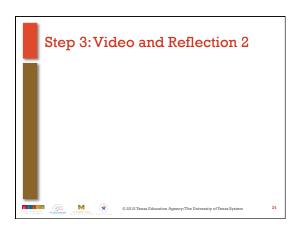






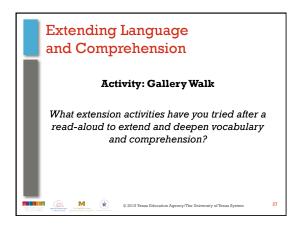




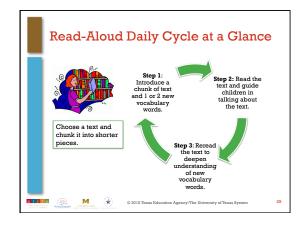


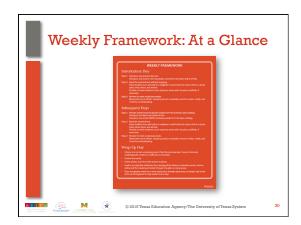


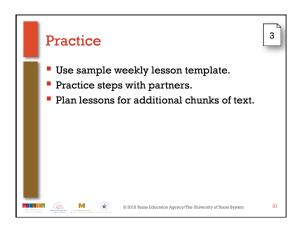


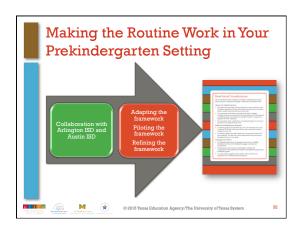


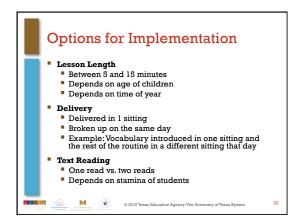


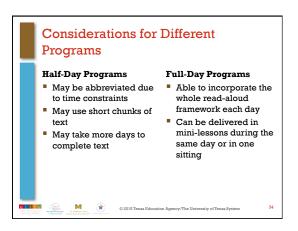


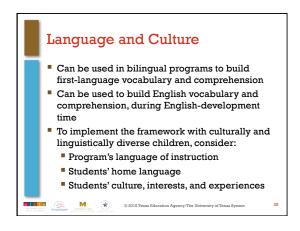






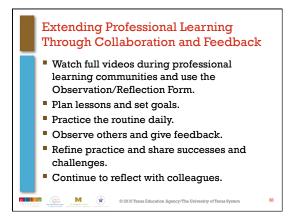


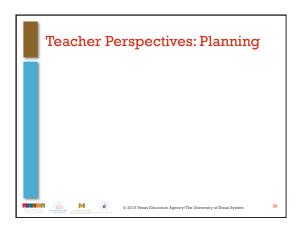


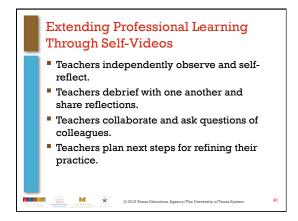


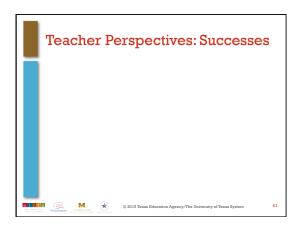




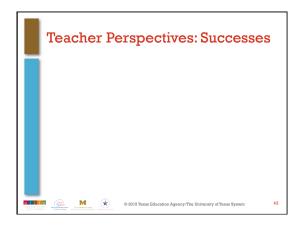


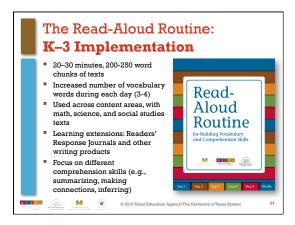


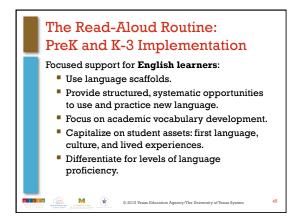


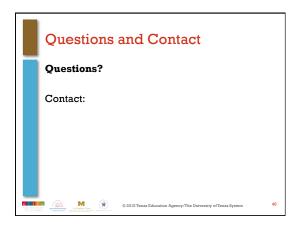




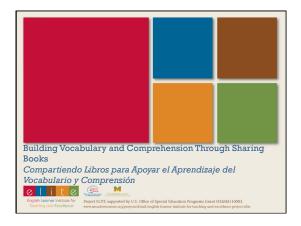


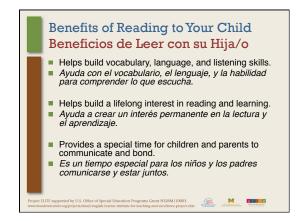




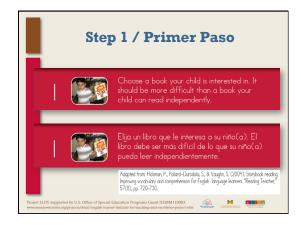


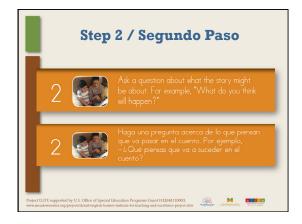
### Building Vocabulary and Comprehension Through Sharing Books

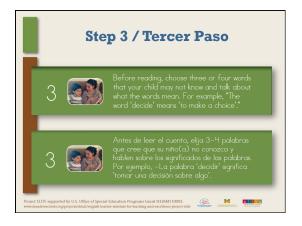




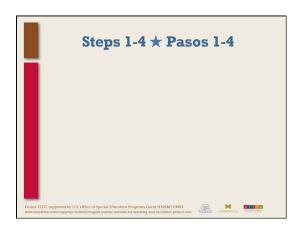


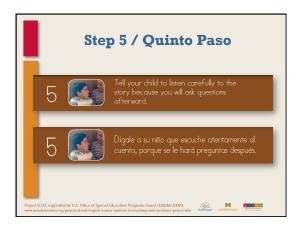


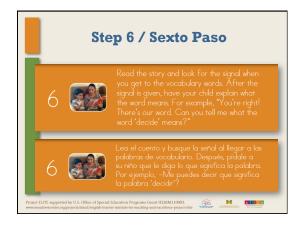


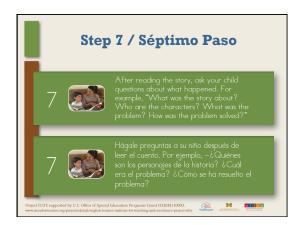




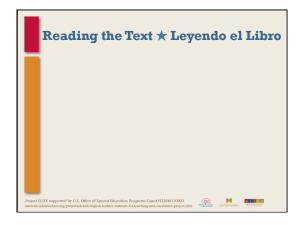




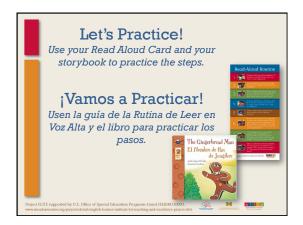














More Ideas!
¡Mas Ideas!

■ After the you read the story, your child can decorate the vocabulary cards with images of events that happened in the story.

■ Despues de leer, su hija/o puede decorar las tarjetas del vocabulario con imajenes de lo que pasa en el cuento.

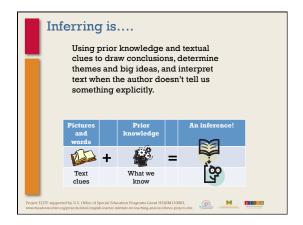
■ For longer books, divide the story and read a section each night.

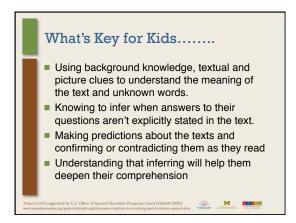
■ Para libros largos, dividan el cuento y lean un sección cada noche.

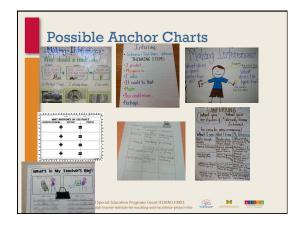


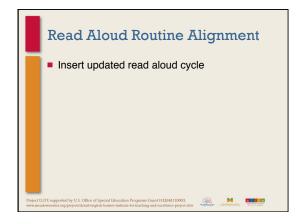
### Comprehension Training of Trainers: Inferring



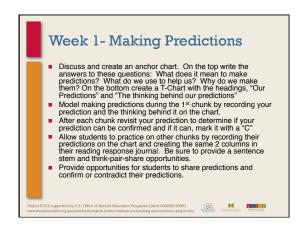


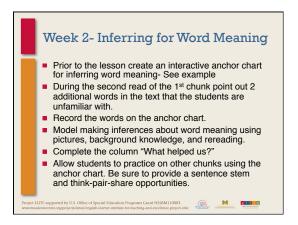


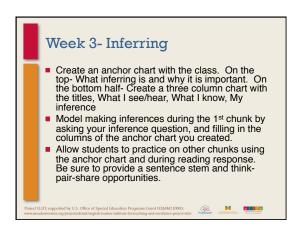


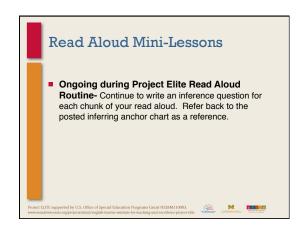


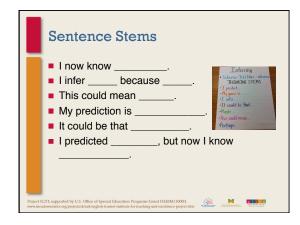


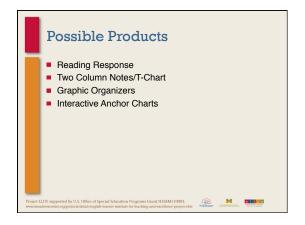


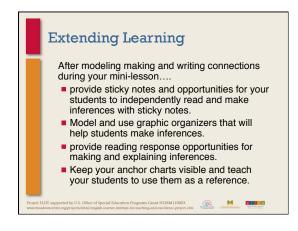


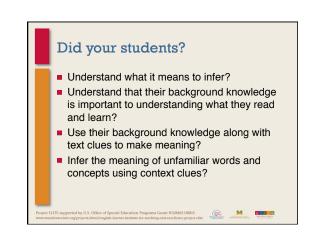




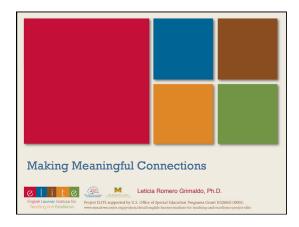


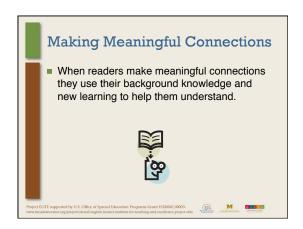


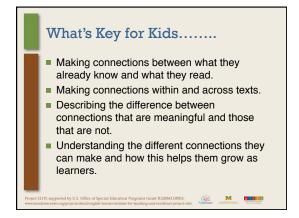


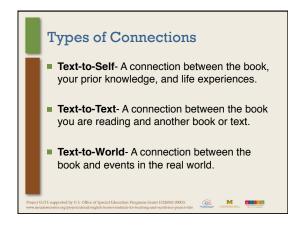


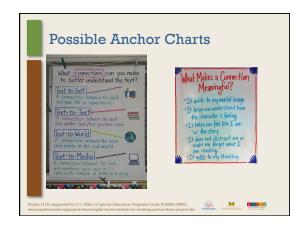
### Comprehension Training of Trainers: Making Meaningful Connections

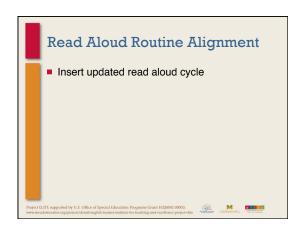


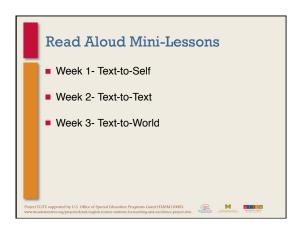


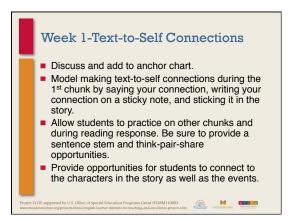


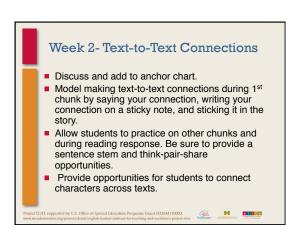


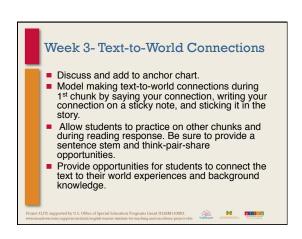


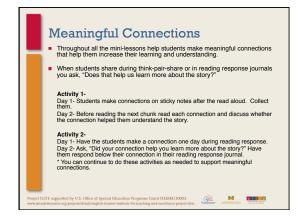


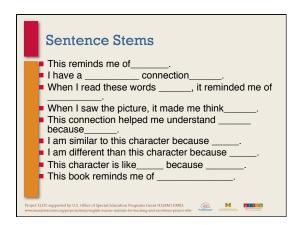


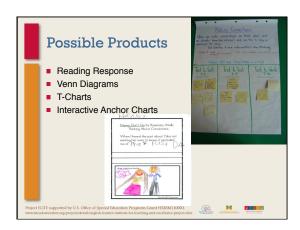


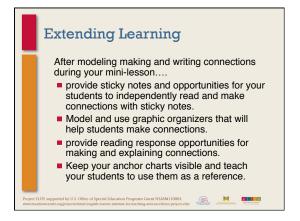


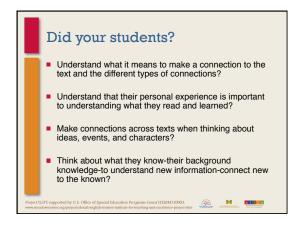






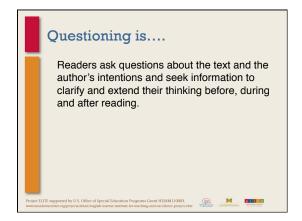


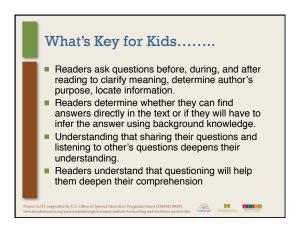


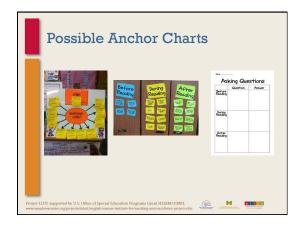


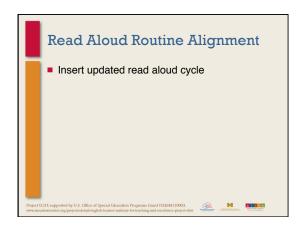
### Comprehension Training of Trainers: Questioning

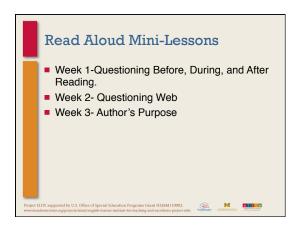


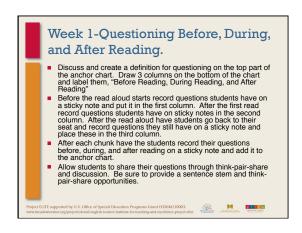


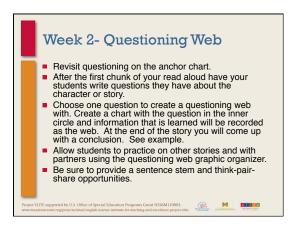


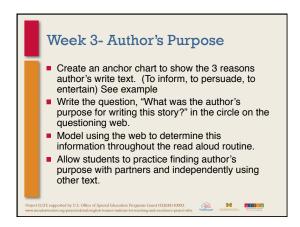


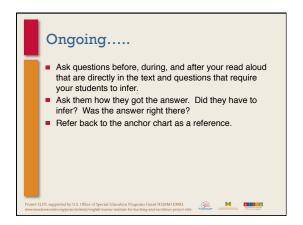


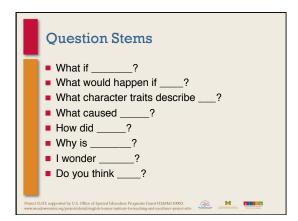


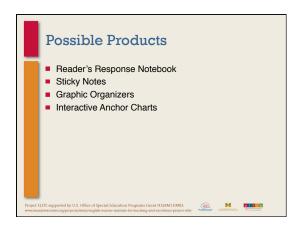


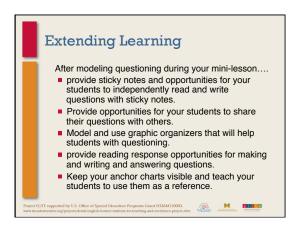






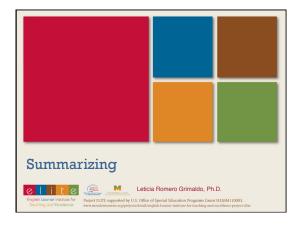


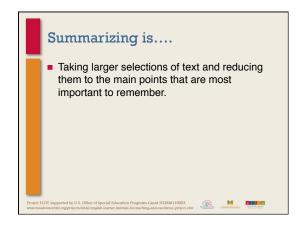


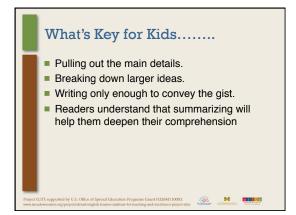


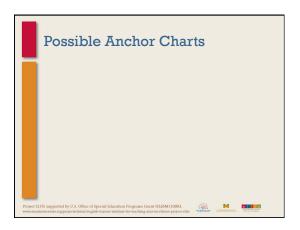
# Did your students? Understand the importance of asking questions before, during, and after reading? Understand that some answers to questions can be found directly in the text and some will have to be inferred? Listen to other questions in order to deepen their understanding? Have an opportunity to write and share their questions?

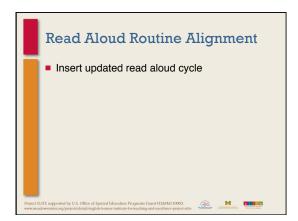
### Comprehension Training of Trainers: Summarizing

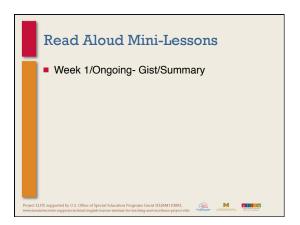


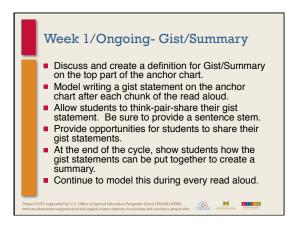


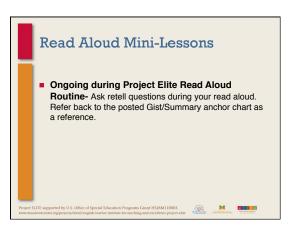


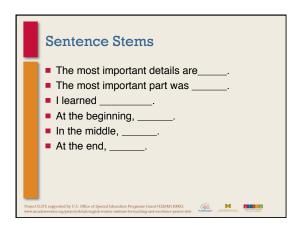


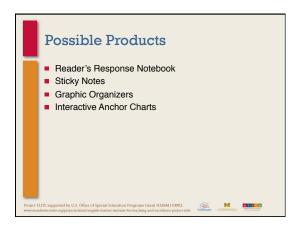


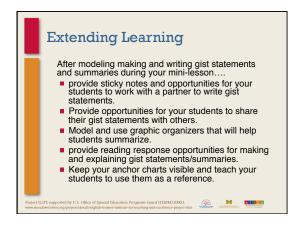


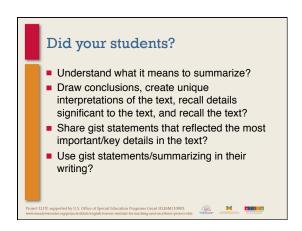




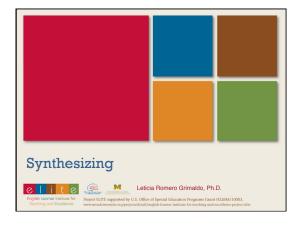


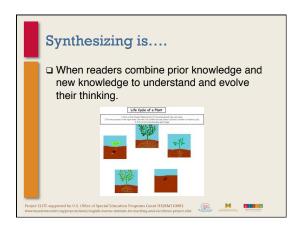


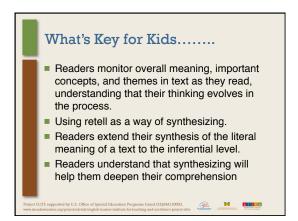


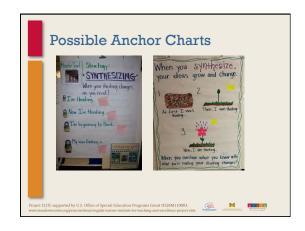


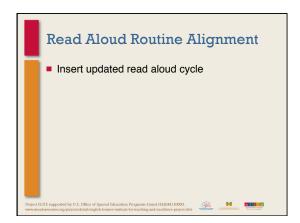
### Comprehension Training of Trainers: Synthesizing



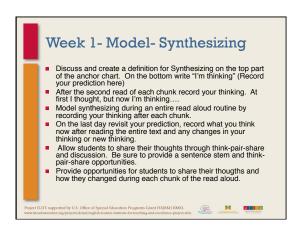


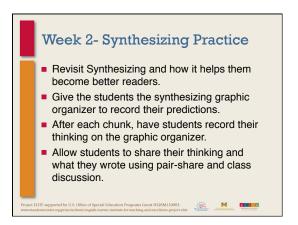


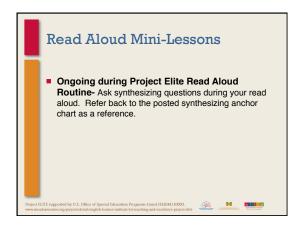


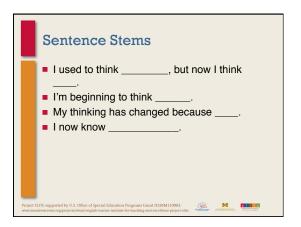


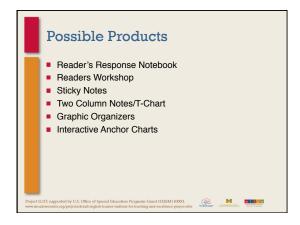


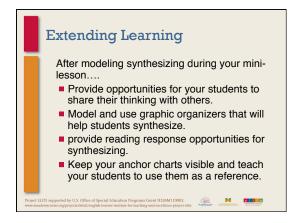








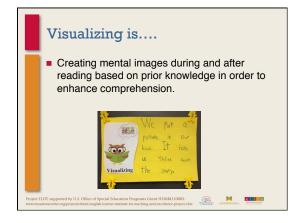


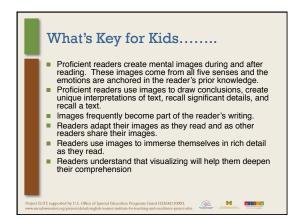


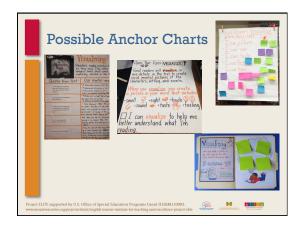
## Did your students? Understand what it means to synthesize? Use background knowledge to draw conclusions, create unique interpretations of the text, recall details significant to the text, and recall the text? Adapt their thinking throughout the read aloud? Use writing to express their thinking?

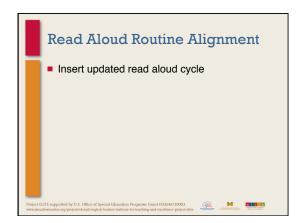
### Comprehension Training of Trainers: Visualizing

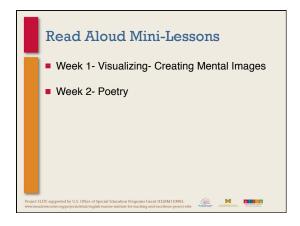


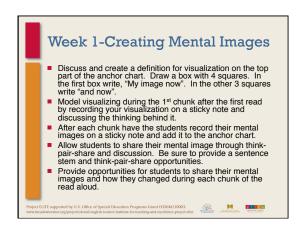


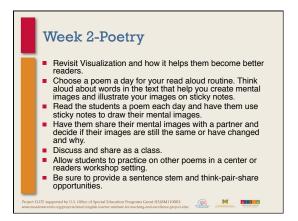




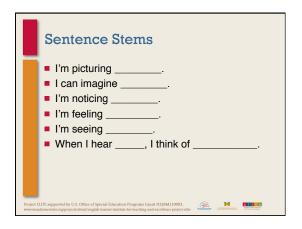


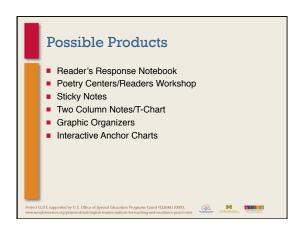














### Did your students?

- Understand what it means to visualize?
- Use images to draw conclusions, create unique interpretations of the text, recall details significant to the text, and recall the text?
- Adapt their mental images throughout the read aloud?
- Use mental images in their writing?

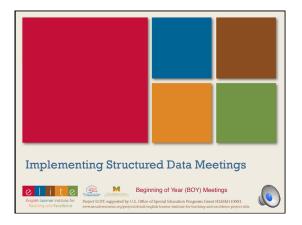
Project ELITE supported by U.S. Office of Special Education Programs Grant H326M110003.

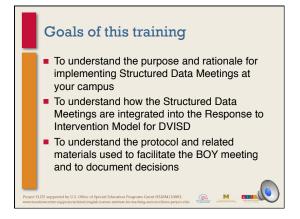


## Appendix B: Structured Data Meetings: Professional Development Modules

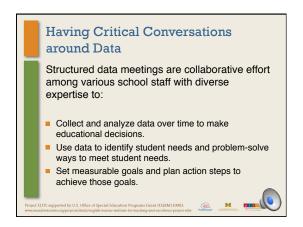
Project ELIT	TE Implement	ation Manu	al				
	© 2016 The I				_		

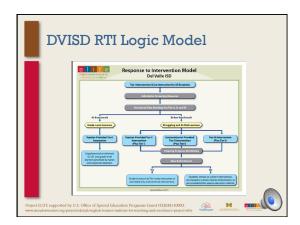
### Beginning-of-Year Meetings

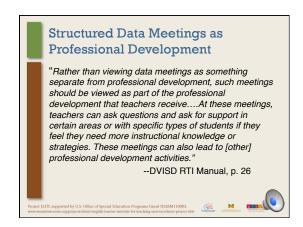


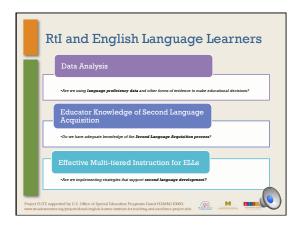






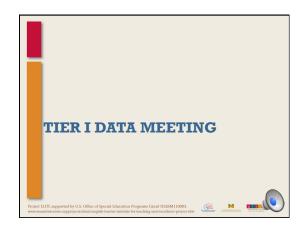


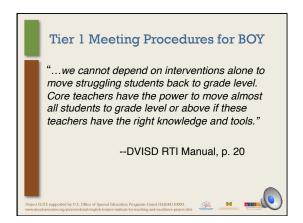


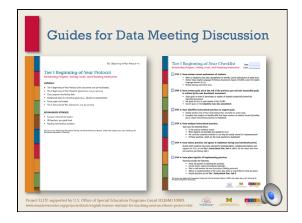


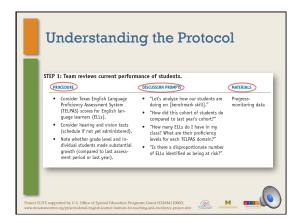


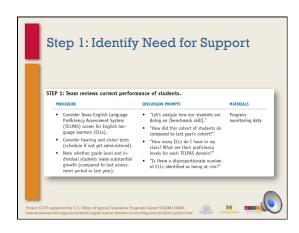


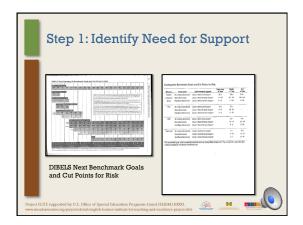


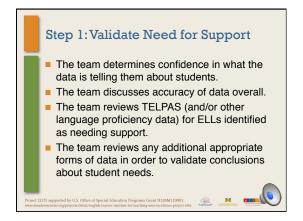


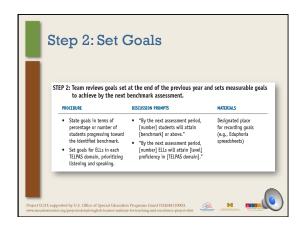


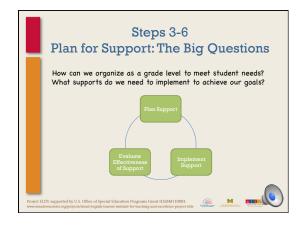


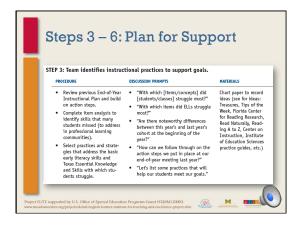


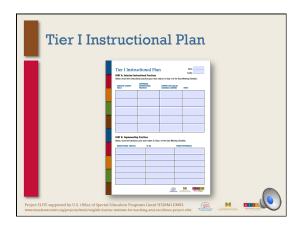


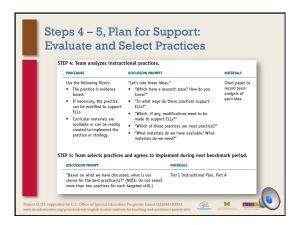


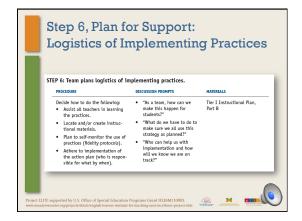




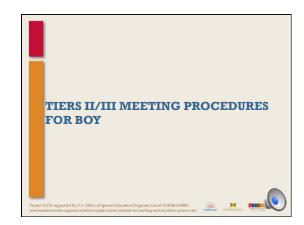


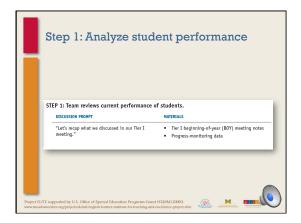


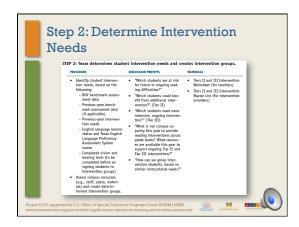






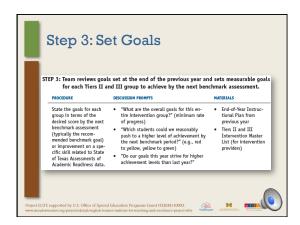


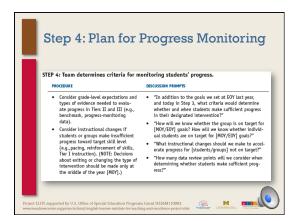


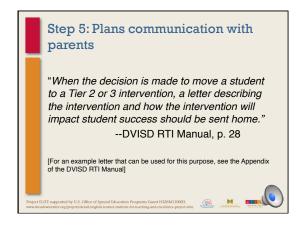


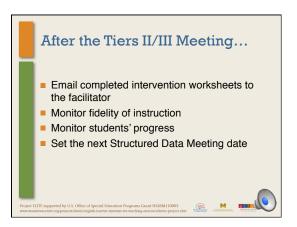


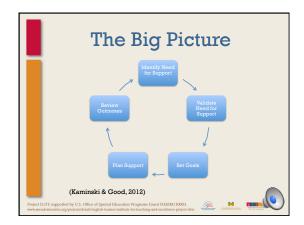




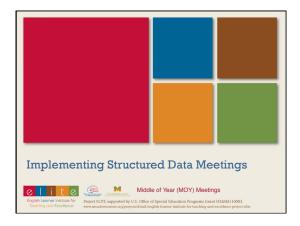


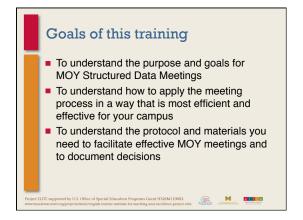




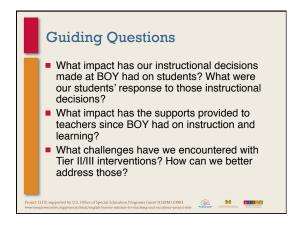


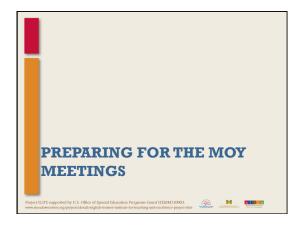
### Middle-of-Year Meetings



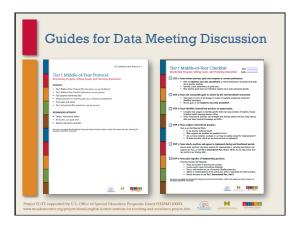


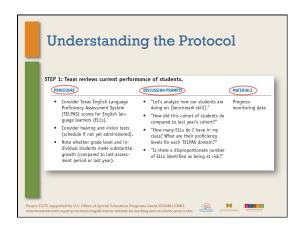














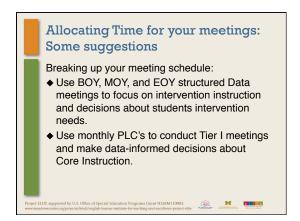


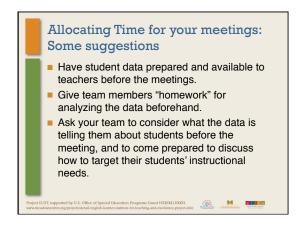
Turn, Talk, & Share Out...

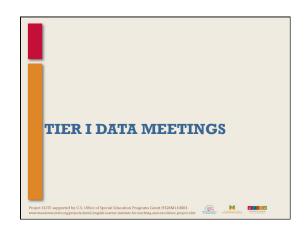
In How did you allocate time for your BOY meetings? Did you encounter challenges with time and scheduling of your BOY meetings?

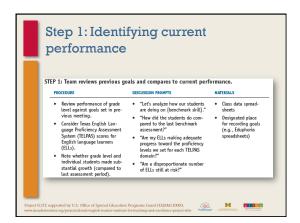
Do you anticipate any of the same challenges for MOY? What ideas do you have to address those challenges?

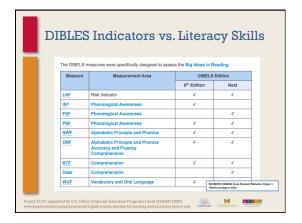
Project BUT supported by U.S. Office of Special Education Projection Count 1520A110003.

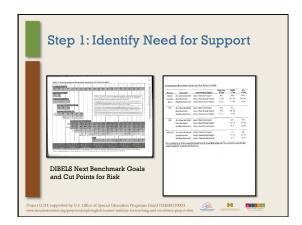




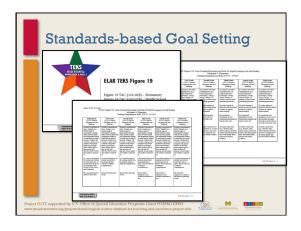


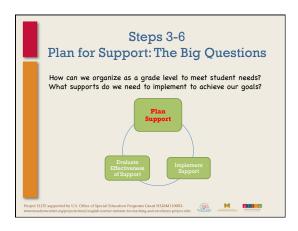


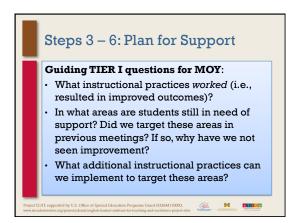


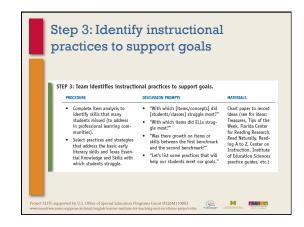


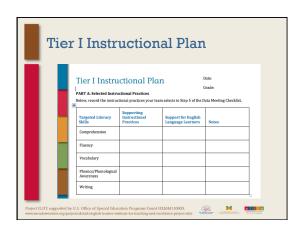


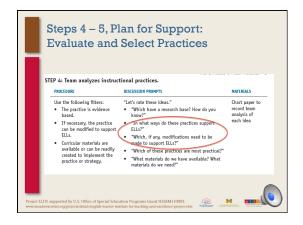


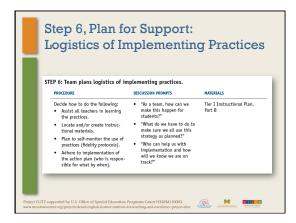




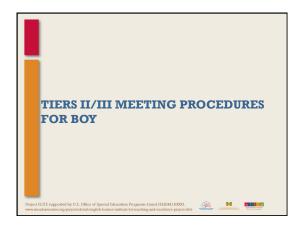


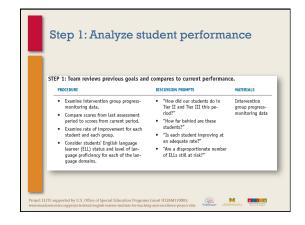












Step 2, Determine effectiveness of interventions: Guiding Questions

- How did our interventions work this period?
- To what might we attribute the growth we have seen in students receiving Tier II and III instruction?
- Why are some students showing little or no growth? Does this point to some needed modifications in the intervention?
- Did ELLs make adequate progress toward literacy and language goals?

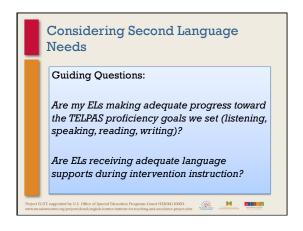
Step 3: Determine intervention needs and make needed modifications

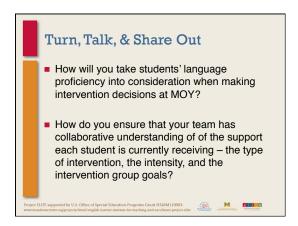
Guiding Questions:

Which students are in need of intervention changes? What evidence do we have for those conclusions?

Which changes would be most effective for students not making adequate progress:

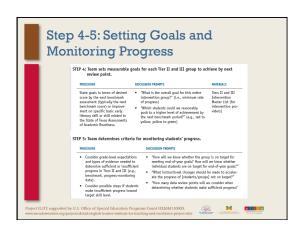
--Adjustment to the intervention instruction?
--Change of intervention program or group?
--More second language supports?







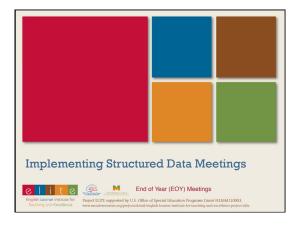


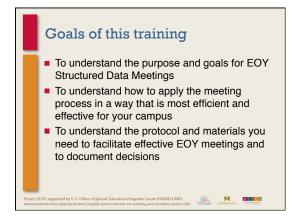


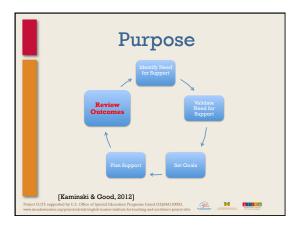


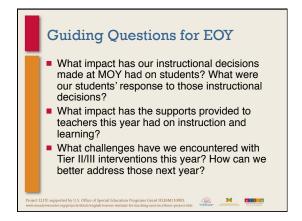


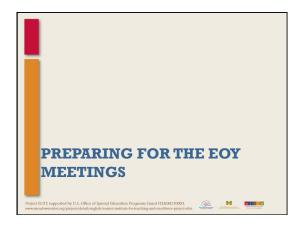
### **End-of-Year Meetings**

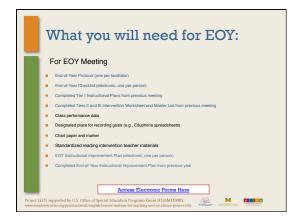


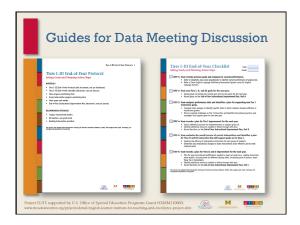


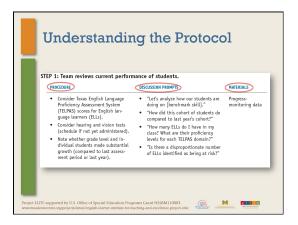


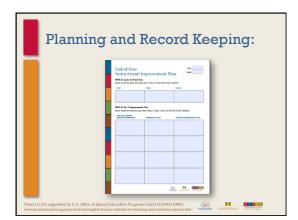


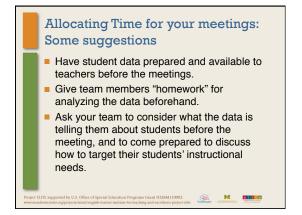


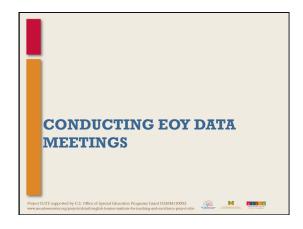


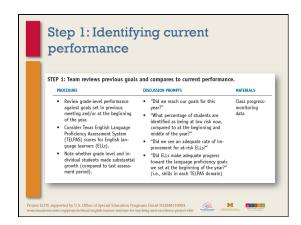


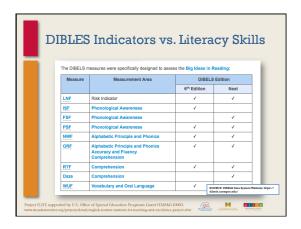


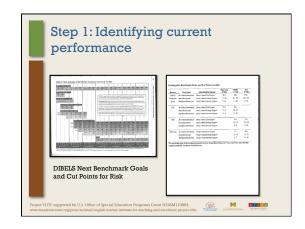


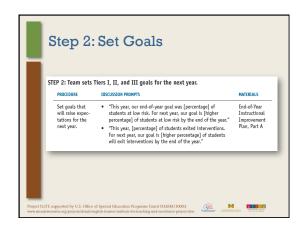


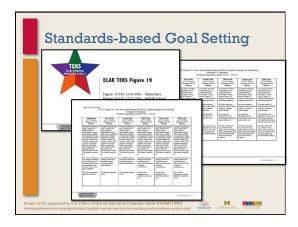




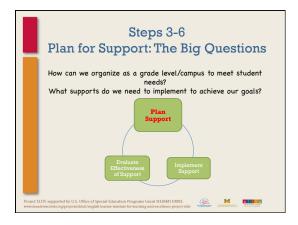


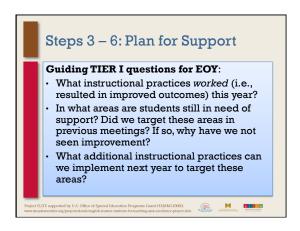


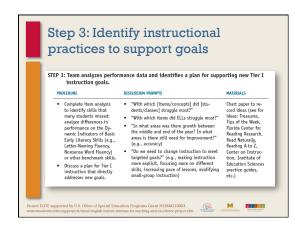


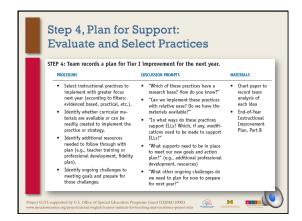


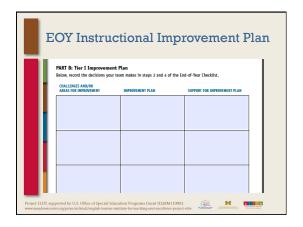












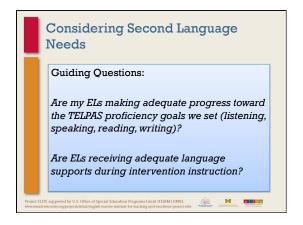
Step 5, Determine effectiveness of interventions: Guiding Questions

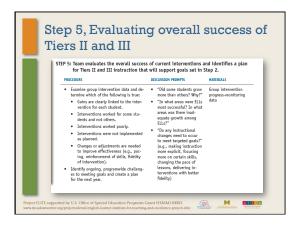
I How did our interventions work this period?

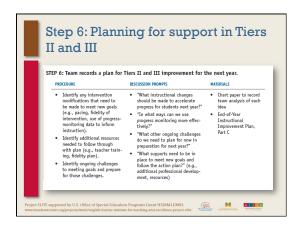
To what might we attribute the growth we have seen in students receiving Tier II and III instruction?

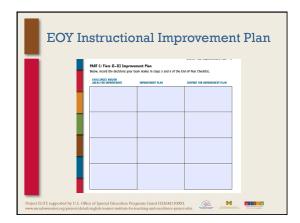
Why are some students showing little or no growth? Does this point to some needed modifications in the intervention?

Did ELLs make adequate progress toward literacy and language goals?











# Appendix C: Evaluation Measures

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### **Fidelity Checklists**

Teacher:  Observer:  Before Reading (5-7 minutes)  Teacher introduces or previews story and three new vocabulary words.  • Engages students in making predictions about the text and in brief discussions about concepts related to story  • Selects three or four high-utility words and repeat  • Uses nonlinguistic representations to teach target vocabulary words.	ELITE Tier 1 Fig.  Date:  Date:  N.O. = Not obs  N.O. = Not obs  N.O. = Not obs  N.O. = Not obs  The standard observable of the enew vocable observable of the standard observable observab	Date:	3   3   3   3   3   3   3   3   3   3	bservat  a = Mode ndicate r  ords.  4  4	orm implemen	Time observation began:  Time observation ended:  ted
<ul> <li>Provides student-friendly definitions of target vocabulary</li> </ul>	ons 1	2	3	4	N.O.	

N.O.	N.O.	N.O.	N.0.	N.O.				N.O.	N.0.	N.O.
4	4	4	4	4			or on.	4	4	4
3	cc	3	3	33			rrative ehensio	3	3	3
2	2	2	2	2	utes)		om a na compr	2	2	2
1		Н	1	$\vdash$	(15 minutes)		sage fro erentia	1	П	1
Displays words in written form and posts the vocabulary words	Sets explicit instructional goals for read-aloud (e.g., listen for vocabulary and prepare for comprehension questions)	Works with students to create an anchor chart for the comprehension strategy that is the focus (first day of cycle only)	<ul> <li>Checks for background knowledge (first day of cycle only)</li> </ul>	<ul> <li>Incorporates the comprehension strategy in each day of the read-aloud cycle</li> </ul>	During Reading (1	First Read	Teacher reads aloud <b>without stopping</b> a passage from a narrative or informational text, focusing on literal and inferential comprehension.	<ul> <li>Reads passage aloud without stopping, emphasizing concepts through prosody</li> </ul>	During guided discussion, encourages students to use new vocabulary	• Asks students to turn and talk and retell what the passage was about (who, what, when, where)

N.O.		N.O.	N.O.	N.O.	N.O.		ary	N.O.	N.O.	N.O.
4	·	4	4	4	4		/ocabula	4	4	4
cc	cabular	3	8	8	m		sing of v	33	3	8
2	new vo	2	2	2	2	nutes)	process	2	2	2
$\leftarrow$	to the	₩	$\vdash$	$\vdash$	П	(5-7 minutes)	n deep		1	1
Uses one probe effectively for inferential comprehension	Second Read Teacher rereads passage, drawing attention to the new vocabulary	<ul> <li>Reviews words and meanings with students</li> </ul>	Checks for students' recognition of new vocabulary (e.g., thumbs-up)	Asks students to repeat a word they recognize and provide an explanation	Guides and scaffolds students in creating their own original sentences, using vocabulary words encountered in the text	After Reading	Teacher extends comprehension, focusing on deep processing of vocabulary knowledge.	Provides opportunities for students to discuss the story in relation to their own experiences	• Facilitates discussion, using minimal "teacher talk"	Uses reading response notebook to model the target comprehension strategy and have students complete a writing activity related to that comprehension strategy (e.g., write gist statement, write summary)



# Teaching and Excellence

**DVISD Response to Intervention Framework Fidelity Form** 1 = No or never; 2 = Rarely, 3 = Sometimes or to some degree; 4 = Almost always; 5 = Yes or always; N/A = Not applicable

Notes																
Degree of Fidelity		12345 N/A	12345 N/A		12345 N/A		12345 N/A		12345 N/A		12345 N/A	1 2 3 4 5 N/A	1 2 3 4 5 N/A		12345 N/A	12345 N/A
	Screening and Benchmarking	Is DIBELS used as a screening measure?	<ul> <li>Is DIBELS administered to all students at the beginning, middle, and end of the</li> </ul>	year?	<ul> <li>Are two additional "checkpoints" administered to all students in October and</li> </ul>	March?	<ul> <li>Are the cut points outlined in DIBELS used as an indicator of which students are</li> </ul>	at benchmark and below benchmark?	<ul> <li>Does the screening assessment match students' language of instruction</li> </ul>	appropriately (DIBLES/IDEL)?	Has each teacher received necessary training in administration?	<ul> <li>Does each classroom teacher administer and score the DIBELS?</li> </ul>	Does an appointed individual observe test administration to ensure fidelity?	<ul> <li>Do the teacher and another individual score the DIBELS to ensure reliability?</li> </ul>		<ul> <li>Are data entered into DVISD's Eduphoria system?</li> </ul>
							_		_							
		Measures	Frequency				Cut points		Language of	assessment	Fidelity of administration					Data storage and retrieval

		Core Reading and Language Instruction		
Practices and	•	Do teachers engage in ongoing, job-embedded professional development	12345 N/A	A/
curricula		that promotes effective practices for ELs and cultural responsiveness?		
EL support	•	Do teachers regularly incorporate a research-based read-aloud routine that	12345 N	N/A
		supports language and literacy development?		
	•	Do teachers provide explicit vocabulary instruction that supports ELs?	12345 N	N/A
	•	Do teachers regularly use strategies to make language comprehensible for		
		ELs?	12345 N	N/A
	•	Do teachers provide multiple opportunities for ELs to use and practice		
		language?	12345 N/A	Α,
		Tier II and Tier III Interventions		-
Tier II delivery		Does a classroom teacher and/or interventionist deliver Tier II interventions?	12345 N	N/A
	•	Are interventions provided for 30 minutes daily?	12345 N	A/N
	•	Does intervention group size range from three to six students?	4	
	•	Does the language of the intervention match students' language of	V + 0 1 - V	4/2
		instruction appropriately?	12345 N	A/N
Tier II materials and	•	Do Tier II interventions include the designated intervention program at each		
intervention		grade level?	12345 N/A	Α.
	•	Do Tier 2 interventions use the following:		
		<ul> <li>Evidence-based instructional practices?</li> </ul>	12345 N/A	Ą
		<ul> <li>Explicit, systematic instruction?</li> </ul>	12345 N	N/A
		Multiple response opportunities?	12345 N	<b>∀</b> /Z
		o Scaffolding?	12345 N	N/A
		Effective feedback?	12345 N	A/A

Does an interventionist deliver Tier III interventions outside of the	۸ د 4	s provided for 45 to 60 minutes daily?	Does intervention group size range from two to four students?	Does the language of the intervention match students' language of	ppriately?	Do Tier III interventions include the designated intervention program at each 1 2 3 4 5 N/A		entions use the following:	ased instructional practices?	tematic instruction? 1 2 3 4 5 N/A	oonse opportunities?	1 2 3 4 5 N/A	Progress Monitoring	for progress monitoring?	Is progress monitoring for Tier II completed every 2–3 weeks?	Is progress monitoring for Tier III completed every 1–2 weeks?	Are the cut points outlined in DIBELS used as the primary factor in	determining whether a student is above or below benchmark?	Do classroom teachers and/or interventionists administer and score 1 2 3 4 5 N/A	ĊS.	
Does an interventionist deliver Tier III	classroom?	Are interventions provided for 45 to 60 minutes daily?	<ul> <li>Does intervention group size range fro</li> </ul>	<ul> <li>Does the language of the intervention</li> </ul>	instruction appropriately?	Do Tier III interventions include the de	grade level?	Do Tier III interventions use the following:	<ul> <li>Evidence-based instructional practices?</li> </ul>	<ul> <li>Explicit, systematic instruction?</li> </ul>	<ul> <li>Multiple response opportunities?</li> </ul>	o Scaffolding?	Progress	Is DIBELS used for progress monitoring?	Is progress monitoring for Tier II comp	Is progress monitoring for Tier III comp	Are the cut points outlined in DIBELS to	determining whether a student is abov	Do classroom teachers and/or interver	benchmark tests?	• Are data entered in the DMSD's Edunboria system?
Tier III delivery						Tier III materials and							-	Measures	Frequency		Cut points and data	points	Administration and	scoring	Data storage and

1 2 3 45 N/A	1 2 3 45 N/A	1 2 3 45 N/A		1 2 3 45 N/A	1 2 3 45 N/A		1 2 3 4 5 N/A		1 2 3 45 N/A		1 2 3 4 5 N/A	1 2 3 45 N/A	1 2 3 45 N/A	) !	1 2 3 4 5 N/A	1 2 3 4 5 N/A	1 2 3 4 5 N/A		1 2 3 4 5 N/A	
Are progress-monitoring data shared at parent-teacher conferences?	<ul> <li>Are progress-monitoring data shared on students' report cards?</li> </ul>	<ul> <li>Are summaries of academic expectations that align with DIBELS subtests provided to parents?</li> </ul>	Data-Based Decision Making	Is the DVISD/Project ELITE structured data meeting process used?	Do teams review literacy screening data (DIBELS/IDEL) during these	meetings?	Do teams review language proficiency and/or TELPAS data during these	meetings?	Are the necessary individuals present (principal, assistant principal,	instructional administrator, classroom teachers, interventionists)?	Do Tier I meetings occur monthly?	<ul> <li>Do teams review previous goals and set new goals?</li> </ul>	Do teachers use data to make instructional decisions (modifications or	implementation of new practices)?	Do Tier II and Tier III meetings occur at the beginning, middle, and end of the year?	<ul> <li>Do teams review goals and sett new goals?</li> </ul>	Do teams use data to identify students in need of supplemental instruction	and to allocate resources accordingly?	<ul> <li>Do teams use data to make decisions about intervention instruction</li> </ul>	(program type, pacing, sequencing, level of intensity, skill reinforcement)?
Data sharing			_	Process					Participants		Tier I (core				Tier II and Tier III meetings					

,			
	Are the following implemented and embedded into all tiers of instruction?		
climate, and organization	<ul> <li>Understanding that culture, language, and ethnicity influence school</li> </ul>	1 2 3 4 5 N/A	
ò	achievement		
	<ul> <li>Working collaboratively as a school staff to ensure an equitable education</li> </ul>		
	for all students	1 2 3 4 5 N/A	
	<ul> <li>Including in the school climate an ethic of care, respect, and responsibility</li> </ul>	1 2 3 4 5 N/A	
	for the achievement of all students		
	Involving families and the community in the formation of new school policies	1 2 3 4 5 N/A	
	<ul> <li>Using ongoing, job embedded professional development that promotes</li> </ul>		
	culturally responsive practices	1 2 3 4 5 N/A	
Parental engagement △	Are the following implemented and embedded into all tiers of instruction?		
	<ul> <li>Featuring the positive perspectives of parents and families of culturally and</li> </ul>		
	linguistically diverse students	7 2 2 7 K	
	<ul> <li>Using families' funds of knowledge in the school curriculum, formation of</li> </ul>	) †	
	new policies, and reform decision making		
	Giving surveys to parents to gather input on topics to be covered during	1 2 3 4 5 N/A	
	family information sessions		
	Establishing a parent community liaison to empower parents and students to	1 2 3 4 5 N/A	
	the navigate school system		
		1 2 3 4 5 N/A	

# Model Implementation Survey



### **Project ELITE Model Implementation Survey**

Please rate the usefulness of the following the needs of your students.	g comp	onents	of Project	t ELITE i	n meeting
<b>Tier I Structured Data Meetings</b> : Monthly grade-level meetings to review data and plan instruction	Very Useful	Useful	Somewhat Useful	Not Useful	Did not Participate This Year
Tier II and Tier III Structured Data Meetings: Meetings at the beginning, middle, and end of the year to review benchmark data, determine intervention needs, and plan instruction	Very Useful	Useful	Somewhat Useful	Not Useful	Did not Participate This Year
Project ELITE Read-Aloud Routine: Daily routine of building vocabulary and comprehension through text reading with embedded strategies for English learners and culturally responsive pedagogy	Very Useful	Useful	Somewhat Useful	Not Useful	Did not Participate This Year
Please rate the usefulness of each of the f activities in supporting your teaching.	ollowin	ıg profe	essional d	evelopm	ent
<b>Read-Aloud Routine Training:</b> Initial modeling of read-aloud steps with videos	Very Useful	Useful	Somewhat Useful	Not Useful	Did not Participate This Year
Read-Aloud Refinement Professional Development: Meeting in professional learning communities to share feedback from observations and plan next steps	Very Useful	Useful	Somewhat Useful	Not Useful	Did not Participate This Year
Self-Video With Reflection Activities: Teachers video themselves delivering the readaloud routine and complete a self-reflection. Teachers meet in professional learning communities to discuss successes, challenges, and next steps.	Very Useful	Useful	Somewhat Useful	Not Useful	Did not Participate This Year
Please rate the likeliness that the following sustainable on your campus.	ng comj	ponent	s of Projec	ct ELITE	are
<b>Tier I Structured Data Meetings</b> : Monthly grade-level meetings to review data and plan instruction	Very Likely	Likely	Somewhat Likely	Not Likely	Did not Participate This Year
Tier II and Tier III Structured Data Meetings: Meetings at the beginning, middle, and end of the year to review benchmark data, determine intervention needs, and plan instruction	Very Likely	Likely	Somewhat Likely	Not Likely	Did not Participate This Year
Project ELITE Read-Aloud Routine: Daily routine of building vocabulary and comprehension through text reading with	Very Likely	Likely	Somewhat Likely	Not Likely	Did not Participate This Year

embedded strategies for English learners and culturally responsive pedagogy					
Read-Aloud Routine Training: Initial modeling of read-aloud steps with videos	Very Likely	Likely	Somewhat Likely	Not Likely	Did not Participate This Year
Read-Aloud Refinement Professional Development: Meeting in professional learning communities to share feedback from observations and plan next steps	Very Likely	Likely	Somewhat Likely	Not Likely	Did not Participate This Year
Self-Video With Reflection Activities: Teachers video themselves delivering the readaloud routine and complete a self-reflection. Teachers meet in professional learning communities to discuss successes, challenges, and next steps.	Very Likely	Likely	Somewhat Likely	Not Likely	Did not Participate This Year

# Survey of Teacher Beliefs

### **Excerpt From Teacher Beliefs Survey**

Please indicate the extent to which you agree with the following statements. Please note that your identity will remain completely anonymous, and your responses will be referred to by code number only.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
A. I believe that I should make connections between my instruction and my students' lives outside of school.	a	8	8	8	8
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
B. I believe that learning about students' cultural backgrounds will make me a more effective teacher.	8		8	8	8
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
C. I believe English language learners are most successful when they receive all instruction in English.				8	
Liigiisii.	~· ·				

<b>.</b>					
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
L. Teachers need to know about the stages of second language acquisition in order to be effective with English language learners.	8	8		8	8
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
M. I believe that my culture	Disagree	Disagree	noi bisagice	Agico	Oliongly Agree
is different than most of the students I serve.	8	8	8		8
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
N. It is important that my students learn about cultural differences.	8	8		8	

# **Evaluation of Professional Development**

English Learner Institute for Teaching and Excellence	[INSERT TITLE] [INSERT DATE] OVERALL EVALUATION									
☐ Kindergarten ☐ First grade ☐ Second Grade ☐ Third Grade	ade									
☐ General education ☐ Special education ☐ Intervention teach	er □ Adm	inistrator 🗆	Other							
Please rate the quality and relevance of [add title of overall meeting/workshop].										
	Strongly disagree	Disagree	Agree	Strongly Agree	Does Not Apply					
<ol> <li>The [information, materials, technical assistance, activities] was/were clearly presented.</li> </ol>	1	2	3	4						
The [] referenced the research behind the information presented.	1	2	3	4						
The [] provided information that will help me make informed decisions related to [].	1	2	3	4						
4. The [] focused on skills and provided resources that can be used now or in the future to <b>take the next step</b> in our work.	1	2	3	4						
5. The [] strengthened my understanding of [].	1	2	3	4						
6. The [] helped me learn strategies for improving [].	1	2	3	4						
7. The [] helped me understand implications for practice.	1	2	3	4						
8. I will <b>apply</b> the information and tools presented.	1	2	3	4						
9. What ideas from this PD session will you will implement in your of	lassroom?									
10. What would help you to implement the practices you have seen today?										
11. What could we do to improve today's PD session?										
12. Overall, how useful was today's session? ☐ Not useful at all	□ Sor	mewhat usef	ul	□ Very usef	ful					
13. What is the likelihood that you will implement the information presented today in your classroom?  ☐ Not likely at all ☐ Somewhat likely ☐ Very likely										

	entation Manu			

# Appendix D: Publications, Presentations, and Impact

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### **Publications**

### Tools and Deliverables

- The Meadows Center for Preventing Educational Risk. (2013). *Read-aloud routine: Rutina de leer en voz alta*. Austin, TX: Author.
- The Meadows Center for Preventing Educational Risk. (2014). *Read-aloud routine for building vocabulary and comprehension skills*. Austin, TX: Author.
- The Meadows Center for Preventing Educational Risk. (2014). Structured data meeting handbook: A year-round tool for monitoring progress, setting goals, and planning instruction for kindergarten to third grade. Austin, TX: Author.
- The Meadows Center for Preventing Educational Risk & Del Valle Independent School District. (2014). Extending read-aloud lessons with comprehension strategies: A series of training modules. Austin, TX: Authors.
- The Meadows Center for Preventing Educational Risk & Vaughn Gross Center for Reading and Language Arts at The University of Texas at Austin. (2015). *Read-aloud routine for building vocabulary and comprehension skills in prekindergarten*. Austin, TX: Authors.

### Research Briefs and Reports

- Project ELITE, Project ESTRE<sup>2</sup>LLA, & Project REME. (2014). *Effective practices for English learners: Brief 1, Meeting the needs of English learners through a multitiered instructional framework.* Washington, DC: U.S. Office of Special Education Programs.
- Project ELITE, Project ESTRE<sup>2</sup>LLA, & Project REME. (2015). *Effective practices for English learners: Brief 2, Assessment and data-based decision making*. Washington, DC: U.S. Office of Special Education Programs.
- Project ELITE, Project ESTRE<sup>2</sup>LLA, & Project REME. (2015). *Effective practices for English learners: Brief 3, Core and supplemental English as a second language literacy instruction for English learners.* Washington, DC: U.S. Office of Special Education Programs.
- Project ELITE, Project ESTRE<sup>2</sup>LLA, & Project REME. (2015). *Effective practices for English learners: Brief 4,*Core and supplemental biliteracy instruction for English learners. Washington, DC: U.S. Office of Special Education Programs.
- Project ELITE, Project ESTRE<sup>2</sup>LLA, & Project REME. (2015). *Effective practices for English learners: Brief 5,*Professional development to support a multitiered framework. Washington, DC: U.S. Office of Special Education Programs.

#### Peer-Reviewed Research Article

Giroir, S., Grimaldo, L. R., Vaughn, S., & Roberts, G. (2015). Interactive read-alouds for English learners in the elementary grades. *The Reading Teacher*, 68(8), 639–648.

### Presentations

- Cortez, V. (2013, October). *Project ELITE read-aloud routine*. Presentation at a meeting of the Catholic Schools in the Diocese of Laredo, Laredo, TX.
- Cortez, V. (2014, November). *Project ELITE read-aloud routine*. Presentation at a meeting of the Austin Independent School District, Austin, TX.
- Cortez, V., & Grimaldo, L. (2014, November). *Project ELITE read-aloud routine*. Presentation at a meeting of the Arlington Independent School District, Arlington, TX.
- Cortez, V., & Grimaldo, L. (2014, December). *Refining the Project ELITE read-aloud routine for prekindergar*ten. Presentation at a meeting of the Arlington Independent School District, Arlington, TX.
- Cortez, V., & Grimaldo, L. (2015, January). *Building vocabulary and comprehension skills in prekindergarten through a read-aloud routine*. Presentation at a staff meeting of the Texas Literacy Initiative, Austin, TX.
- Grimaldo, L. (2015, January). *Project ELITE overview*. Presentation at an E3 Alliance board meeting, Austin, TX.
- Grimaldo, L., Giroir, S., & Cortez, V. (2014, February). *Structured data meetings for DVISD elementary administrators*. Presentation at a Del Valle Independent School District administrators meeting, Del Valle, TX.
- Grimaldo, L., & Linan-Thompson, S. (2014, July). *Meeting the needs of English learners with reading difficulties through a multitiered instructional framework*. Presentation at an Office of Special Education Programs project directors meeting, Washington, DC.
- Grimaldo, L., & Roberts, G. (2013, November). *Project ELITE: Response to intervention and English learners*. Presentation at a University of Texas at Austin special education Ph.D. graduate course, Austin, TX.
- Roberts, G., & Grimaldo, L. (2013, July). *RTI and ELs: Model demonstration project*. Poster session presented at an Office of Special Education Programs project directors meeting, Washington, DC.
- Roberts, G., & Grimaldo, L. (2015, September). *Effective practices for English learners: U.S. Department of Education briefing.* Presentation to a meeting of the U.S. Department of Education, Washington, DC.

### Overview of Product Impact

### Flip Book Tool

The English Language Learner Institute for Teaching and Excellence (Project ELITE) worked with district leaders and educators in Del Valle Independent School District to optimize literacy instruction to meet the diverse needs of English learners (ELs). To address this goal, the project worked with kindergarten to grade 3 teachers at three elementary schools to implement a read-aloud routine to enhance vocabulary and comprehension during core reading instruction.

During the 3 years of implementing the routine and using the flip book tool, educators participating in the project have seen very positive impacts on ELs' vocabulary awareness and use, as well as their own professional development in working with linguistically diverse students.

Because of the positive impacts in kindergarten to grade 3, Project ELITE teamed up with the Texas Literacy Initiative to extend the read-aloud to prekindergarten students and publish an additional flip book tool. This school year, Texas Literacy Initiative schools in Austin and Arlington expressed interest in the routine due to the strong focus on ELs and building both vocabulary and comprehension, which were identified needs in the schools. Project ELITE and the Texas Literacy Initiative worked together with district leaders and early childhood teachers to pilot, modify, and refine the kindergarten to grade 3 tool for prekindergarten age 3 and age 4 children. Now, teachers throughout those school districts are trained on the routine and are beginning to implement it with their students.

### Parent Read-Aloud Bookmark

During the 2012–2013 school year, Project ELITE worked with kindergarten to grade 3 teachers at Baty Elementary School in Del Valle Independent School District to implement a new way of reading books aloud to enhance students' vocabulary and comprehension. Project ELITE developed a bookmark that presents this routine in a format for parents to use with their children.

This tool has been disseminated through the Texas Literacy Initiative in large Texas school districts such as Arlington and Austin. The Texas Literacy Initiative has worked with literacy partners (e.g., public libraries) to disseminate the tool to families and collaborate on home-school literacy connections. Additionally, Project ELITE has worked with SAReads, a nonprofit organization in San Antonio, to disseminate the tool and provide support for educator-family collaboration around literacy.

The tool has also been adapted for the National Association for Parents of Children Who Are Visually Impaired (NAPVI) and disseminated at many conferences, including the following:

- American Foundation for the Blind 2014 National Conference (New York)
- American Foundation for the Blind 2015 National Conference (Phoenix)
- Lighthouse preschool teacher training session (New York)
- NAPVI 2015 National Conference (Chicago)
- New York Institute for Special Education Teacher-Parent Conference
- New York State Chapter of the Association for Education and Rehabilitation of the Blind and Visually Impaired teacher training and classroom activity
- New York State NAPVI Back-to-School Conference
- New York State NAPVI Parents Conference
- New York State NAPVI Parents Conference for Hispanic Families (in Spanish)
- Perkins School for the Blind Early Childhood Conference (Boston)
- VISIONS 2014 Summer Program: Family presentation

The tool also has been used to plan read-alouds for parents of children who are visually impaired that will be published in the Children's Braille Book of the Month Club.

### Structured Data Meetings: Protocols and Materials

As part of its support to kindergarten to grade 3 educators who work with ELs, Project ELITE has developed tools for implementing structured data meetings. These tools can be used for beginning-, middle-, and end-of-the-year meetings to guide educators in reviewing data and making instructional decisions for ELs. Project ELITE also developed tools for monthly meetings that guide classroom teachers in reviewing student data and optimizing core literacy instruction for ELs.

These tools have been included as resources for educators across Texas through the Texas State Literacy Plan online course. They will be continually available to Texas educators as part of courses on assessment, data-based decision-making, and ELs.