School Transformation Grant 2023 Funding Cycle Legislative Report

Submitted to:
Colorado State Board of Education
Colorado House Education Committee
Colorado Senate Education Committee
Governor Jared Polis

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Executive Summary

In 2018, H.B. 18-1355 modified the state's accountability law, creating the School Transformation Grant (STG) program. Schools and districts on performance watch can apply for grant funds to support leadership development activities, educator professional development, to implement activities geared towards instructional transformation, or to plan or implement one of the restructuring options that state law requires for schools and districts with persistent low performance.

This report will cover the funding summary for the School Transformation Grant (STG) 2023 grantees (awarded funds in February 2024 for implementation from 2024 to 2026). This report will include a description of the use of funds, an overview of grantees, and other updates to the grant. **Figure 1** shows the application and State Board of Education approval timelines for STG 2023 grantees.

	STG 2023 Grantees
EASI application opened	September 2023
Outreach & support events	October - November 2023
Application deadline	December 2023
Funding decisions	January 2024
State Board of Education approved awards	February 2024

Figure 1: STG 2023 Timeline

The total award of STG funds for the 2023 grant cycle, across the three-year distribution period (FY2024 through FY2026), is $6.9M. CDE allocates some of each fiscal year's award to previous obligations and sets aside portions of future allocations for new awards because of the multi-year nature of the grant.

Introduction

History

In 2018, H.B. 18-1355 modified the state's accountability law, renaming and expanding the School Turnaround Leadership Development (STLD) grant program by creating the School Transformation Grant (STG) program (C.R.S. 22-13-103). In addition to leadership development activities, schools and districts on performance watch (either on the Accountability Clock or On Watch[1]) can apply for grant funds to support educator professional development, to implement activities geared towards instructional transformation, or to plan or implement one of the restructuring options that state law requires for schools and districts with persistent low performance. Thus, School Turnaround Leadership Development became one of several support program routes funded through the School Transformation Grant.

Districts and the Charter School Institute apply for School Transformation Grant funds through the Empowering Action for School Improvement (EASI) application. The EASI application was created to streamline multiple school improvement opportunities into a single application and use a needs-based approach to award services and funding. Ultimately, the intent is to develop a robust process of matching schools' needs with rigorous, evidence-based strategies and adequate resources. The application braids state school improvement funds (i.e., School Transformation Grant funds) with federal school improvement funds allocated through the Every Student Succeeds Act (ESSA) to maximize resources available for students.

Eligibility and Allowable Grant Initiatives

Schools and districts implementing Turnaround or Priority Improvement plans were eligible for funding in the 2023 School Transformation Grant funding cycle. As outlined in 1 CCR 301-95, section 2.02(1), the State Board of Education awards School Transformation Grants to eligible districts or charter schools for the following initiatives:

- Identifying and recruiting both practicing and aspiring school turnaround leaders;
- Participating in turnaround leadership development programs offered by identified providers;
- Providing educator professional development;
- Providing services, support, and materials to transform instruction;
- Planning for and implementing one or more of the following rigorous school redesign strategies, including:
  - Converting a district public school to a charter school;
  - Seeking innovation school status;
  - Replacing the school's operator or governing board;
  - Contracting with an external management partner; and/or
  - Closing a public school or revoking the charter for a charter school.

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[1] A school that receives a rating of Priority Improvement or Turnaround, the two lowest plan types a school can receive, is placed on the Accountability Clock. Schools that for two or more consecutive years received a rating of Priority Improvement or Turnaround must receive an Improvement rating or higher for two consecutive years to exit the Accountability Clock. A school that for two or more consecutive years received a plan type of Priority Improvement or Turnaround, and that received a rating of Improvement or higher for one year, is On Watch.

The support services available through the School Transformation Grant each map back to one or more of the initiatives above. These services are categorized into four different routes, outlined below:

- **Exploration Supports Route**
  - Holistic Review Providers
  - Language Learner Partnership
  - Diagnostic Review for Alternative Education Campuses and Online Schools
  - District Strategic Planning

- **District Designed and Led Improvement Strategies Route**

- **Offered Services Route**
  - Accountability Pathways
  - Colorado Multi-Tiered System of Supports (COMTSS)
  - Connect for Success
  - School Turnaround Leadership Development Program
  - School Transformation Network
  - Rigorous Action through Redesign

- **Other Services Route**
  - Facilitated Board Training for School Improvement

Available Funding

In fiscal year 2023-24, the School Transformation Grant received an annual appropriation of $7.6 M. Because districts apply for up to three years of activities through the grant (for multi-year supports and interventions), each year some of the annual allocation is already obligated to previously made grant awards, and some is obligated to new awards. CDE allocates some of each fiscal year's award to previous obligations and sets aside portions of future allocations for new awards because of the multi-year nature of the grant. As it has in previous years, CDE also made awards in the 2023 funding cycle for future years, contingent on available funds.

Funding recommendations are made by reviewing applications that include the following components:
- Assessment of the school and leadership needs;
- An implementation timeline; and
- A complete budget narrative and proposal.

Applications that meet the requirements of the grant are evaluated for funding in order of priority of state and federal identification. State funds were prioritized to the highest priority schools (i.e., those that have had low performance for the greatest number of years), and schools that had not previously received funding through the School Transformation Grant.

Funding Summary

School Transformation Grant 2023 Grantees

Through the Empowering Action for School Improvement (EASI) application, and with help from across the Department, CDE's Grants Office facilitated the annual grant review process from December 2023 to January 2024 to review applications for School Transformation Grant funding. In total, 44 districts and charter schools applied during the application window of September 2023 to December 2023 for funding through either STG or federal school improvement dollars.

Twenty-three district applications were recommended for funding by CDE for a total of $6,928,300 in awards via state funding. The State Board of Education approved the recommended awards during the February 2024 board meeting. As a reminder, additional districts and schools were funded through federal funds, but those are not included in this report. **Figure 2** maps the districts receiving funds in 2023 through the School Transformation Grant (note that Education reEnvisioned BOCES also received funding but is not represented on the map as a regional BOCES).
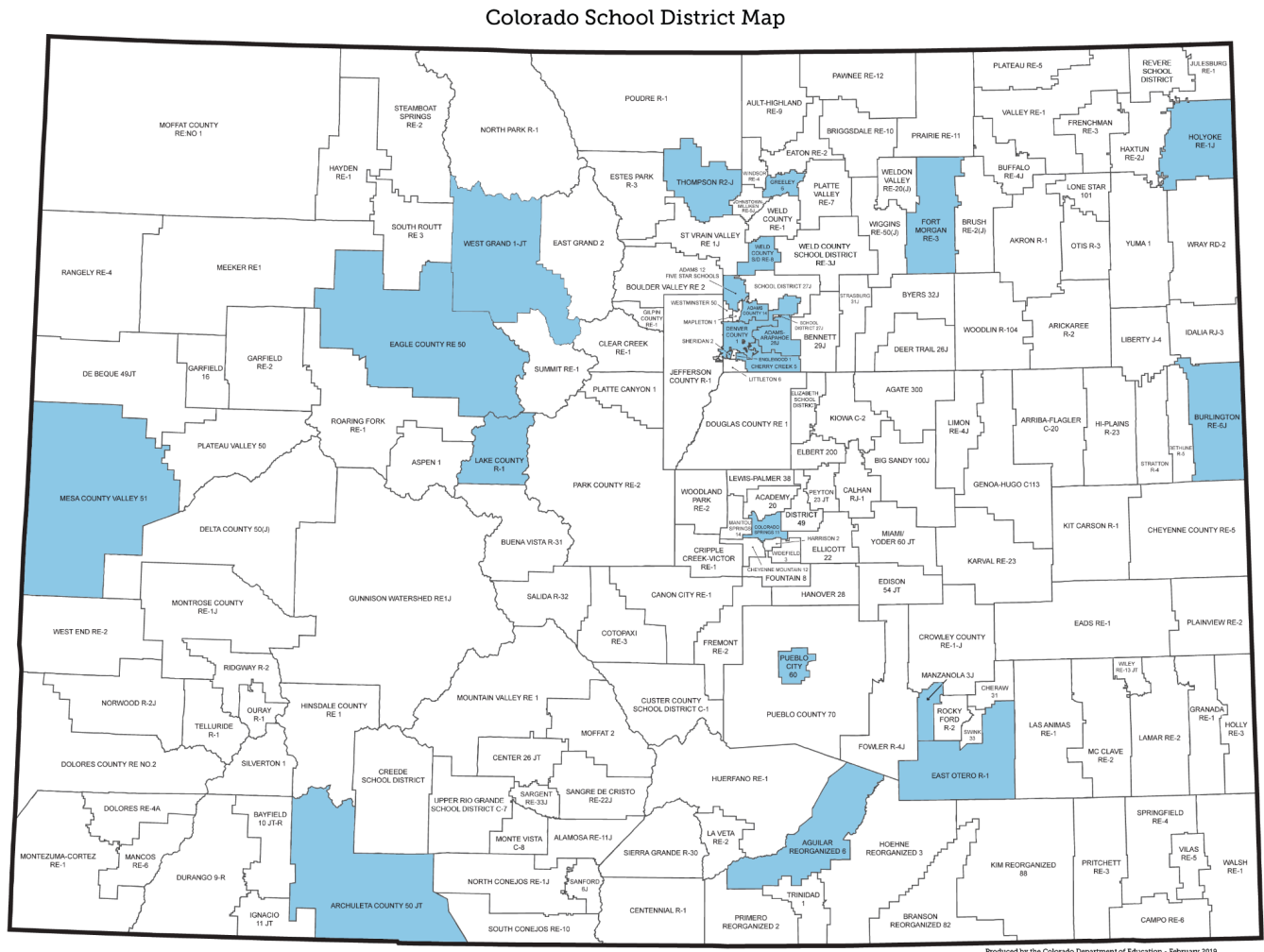
Figure 2: Map of STG 2023 Grantees

The award totals for STG 2023 grantees are listed by district in **Figure 3**. These totals are the sum of all single- and multi-year awards each district will receive. More information about each route begins on page 11. For a

more detailed breakdown of awards, including the year-by-year award amounts and support program routes, see Appendix A: School Transformation Grant 2023 – Full Award Breakdown.

District	Total Award Amount
Adams 12 Five Star Schools	$180,000
Adams County 14	$540,000
Adams-Arapahoe 28J	$301,800
Aguilar Reorganized 6	$280,000
Archuleta County 50 Jt	$10,000
Burlington RE-6J	$77,000
Cherry Creek 5	$360,000
Colorado Springs 11	$462,500
Denver County 1	$1,435,000
Eagle County RE 50	$90,000
East Otero R-1	$263,500
Education reEnvisioned BOCES	$25,000
Fort Morgan Re-3	$340,000
Greeley 6	$296,000
Holyoke Re-1J	$80,000
Lake County R-1	$80,000
Manzanola 3J	$180,000
Mesa County Valley 51	$460,000
Pueblo City 60	$687,500
Sheridan 2	$80,000
Thompson R2-J	$420,000
Weld Re-8 Schools	$180,000
West Grand 1-JT	$100,000
Grand Total:	**$6,928,300**

Figure 3: Sum of STG 2023 Awards by District

Historical Funding - School Transformation Grant 2018-2023

The 2023 School Transformation Grant cycle is in its sixth grant cycle since the program was established via H.B. 18-1355. **Figure 4** below outlines the total award amounts by fiscal year for the six STG grant cycles that have been completed (2018 through 2023). Funding totals year to year vary due to the fact that CDE allocates some of each fiscal year's award to previous obligations and sets aside portions of future allocations for new awards.

Grantee Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total Award
2018	$ 1,899,366	$ 1,480,910	$ 816,320	-	-	-	-	$ 4,196,596
2019	$ 2,653,704	$ 1,765,958	$ 1,353,502	$ 210,000	-	-	-	$ 5,983,164
2020	-	$ 1,195,798	$ 1,498,610	$ 1,450,956	$ 120,000	-	-	$ 4,265,364
2021	-	-	$ 823,900	$ 1,033,896	$ 766,850	$ 240,000	-	$ 2,864,646
2022	-	-	-	$ 2,460,146	$ 2,520,990	$ 2,427,625	$ 210,000	$ 7,618,761
2023	-	-	-	-	$ 2,364,000	$ 2,364,550	$ 2,199,750	$6,928,300

Figure 4: STG 2018-2023 Awards

Advisory List of Providers

Overview

In Colorado, the Advisory List of Providers is given to districts as a resource so that those districts searching for a school improvement partner have a vetted list available to them. However, the Advisory List does not play a gatekeeper role, meaning schools and districts are still free to choose providers that are not on the list to support their school improvement work, and to leverage state and federal dollars to support those partnerships through, for example, the Empowering Action for School Improvement (EASI) grant. The one exception is that schools and districts that received STG funding for participation in the School Turnaround Leadership Development support route *must* choose a provider on the Advisory List. Additionally, inclusion on the Advisory List does not guarantee that school or district pathway plans involving the organization will be approved by the State Board of Education, if applicable.

In August 2023, the department released its fifth School & District Support Request for Information (RFI). Submissions were solicited in the following categories:

- **District-level Supports**
  - District-level Strategic Planning (holistic or targeted at one or more key district systems)
  - District Improvement Implementation Support
  - District Managers
- **School-level Supports**
  - School Holistic Diagnostic Reviews and Improvement Planning
  - School Improvement Implementation Support
  - School Managers

School Turnaround Leadership Development (STLD) program providers had the option of applying under District Improvement Implementation Support, School Improvement Implementation Support or both in order to become a qualified STLD provider.

For more information about these categories, see the full 2023-24 School and District Support Request for Information.

In September 2023, after completing the evaluation process, the department published the 2023 School & District Support Advisory List of Providers. The full Advisory List can be found in Appendix B: 2023 School & District Support Advisory List of Providers, or on the CDE website. In the summer of 2024, the department plans to run another School & District Support RFI process. This means that an updated Advisory List of Providers will be available during the next round of School Transformation Grant funding in 2024.

Routes and Services Overview

The following sections provide background on the services that are available for funding through the School Transformation Grant via the Empowering Action for School Improvement (EASI) Application. These services are organized into four different routes: Exploration Supports, District Designed and Led, Offered Services, and Other Services.

Each section includes a background on the route and service, as well as schools and districts that received a grant award for participation from the 2023 School Transformation Grant funding cycle. Please note that there are also schools and districts that received federal funding for the same services. These schools and districts are not included in this report.

Summary information about these support program routes, including a route description, duration, eligibility, and baseline funding amounts, can be found on CDE's website: EASI Menu of Supports.

Exploration Supports Route

Route Overview
The Exploration route is focused on identifying needs and exploring options through external diagnostic reviews, stakeholder engagement, and effective improvement planning. The components of the Exploration route assist LEAs in identifying areas of strength and need (External Diagnostic Review), engaging a variety of stakeholders in improvement conversations (Stakeholder Engagement), and building a plan centered around those prioritized needs (Improvement Planning). The EASI application also offers the opportunity for LEAs/schools to focus their Exploration work on a particular population of students, content areas, or school models (i.e., English Learners, AECs/Online schools, or Early Literacy).

School Holistic Review

Overview
The School Holistic Diagnostic Review is ideal for schools that would benefit from an external eye taking a comprehensive look at the school system to identify areas for improvement. LEAs are awarded funds on behalf of their schools to work with a CDE-approved and -trained partner to conduct a school-based diagnostic review. External partners will provide the following services:

- Conduct a comprehensive, evidence-based review and corresponding report organized by the Colorado Four Domains for Rapid School Improvement detailing how the school's infrastructure supports culture and climate shift, instructional transformation, talent management and leadership for rapid improvement.
- Facilitate a staff debrief, including key findings from the review, high-level observations, opportunities for improvement, and a timeline for next steps for turnaround work.

Awardee Summary
During the 2023 STG funding cycle, 15 school-level awards were granted for the School Holistic Review service, totaling $1,142,000. The detailed award amounts can be found in **Figure 5.**

School Holistic Review				
STG 2023 Grantees				
District	Participating School	Route	Service	Total Award
Adams-Arapahoe 28J	Vista Peak 9-12 Preparatory	Exploration	School Holistic Review	$37,000
Denver County 1	Barnum Elementary School	Exploration	School Holistic Review	$55,000
Denver County 1	Charles M. Schenck (CMS) Community School	Exploration	School Holistic Review	$80,000
Denver County 1	McAuliffe Manual Middle School	Exploration	School Holistic Review	$80,000
Denver County 1	RiseUp Community School	Exploration	School Holistic Review	$80,000
Eagle County RE 50	Gypsum Elementary School	Exploration	School Holistic Review	$90,000
Fort Morgan Re-3	Fort Morgan High School	Exploration	School Holistic Review	$80,000
Fort Morgan Re-3	Pioneer Elementary School	Exploration	School Holistic Review	$80,000
Greeley 6	Scott Elementary School	Exploration	School Holistic Review	$80,000
Holyoke Re-1J	Holyoke Elementary School	Exploration	School Holistic Review	$80,000
Lake County R-1	Lake County High School	Exploration	School Holistic Review	$80,000
Sheridan 2	Fort Logan Northgate	Exploration	School Holistic Review	$80,000
Thompson R2-J	B F Kitchen Elementary School	Exploration	School Holistic Review	$80,000
Thompson R2-J	Bill Reed Middle School	Exploration	School Holistic Review	$80,000
Thompson R2-J	Lucile Erwin Middle School	Exploration	School Holistic Review	$80,000
			Grand Total:	$1,142,000

Figure 5: School Holistic Review - STG 2023 Grantees

Language Learner Partnership

Overview

The Language Learner partnership is facilitated by CDE's Office of Culturally and Linguistically Diverse Education (CLDE) and School and District Transformation Office. Through the Language Learner Partnership, the district/school:

- Establishes a common understanding among partners of the current programmatic and data context of the district in terms of providing language instruction educational programs for ML students
- Leverages and builds upon current district data analysis practices to reveal strengths and areas of growth in terms of outcomes for ML students
- Reviews implementation of current programming and determine clear strengths, areas of growth, and likely root causes
- Creates or refines district vision for serving ML students
- Determines high-leverage and feasible adjustments to program(s), instruction, and/or supplemental services for the current school year and plan for the following school year
- Develops a district/school implementation tool to monitor and track progress toward meeting ML programmatic implementation activities within the district system.

Awardee Summary

There were no awards made for the Language Learner Partnership service in the 2023 School Transformation Grant cycle.

Diagnostic Review for AECs and Online Schools

Overview

The Diagnostic Review and Planning for Alternative Education Campuses (AECs) and online schools is ideal for these school models that are working to prioritize improvement efforts. The support is meant to provide feedback to support the school's improvement efforts, to help the school prioritize efforts, and to provide opportunities to understand strategy implementation in their specific context. The service is designed based on the unique needs and focus of AECs and online schools and has multiple options to connect review and analysis to planning and implementation.

- Self-Assessment: Using a CDE tool (described below) designed specifically for AECs and online schools, school leadership teams conduct a self-assessment to guide their work.
- On-Site Diagnostic Review: A team of 2-3 CDE staff and in most cases a current school leader partner with school and district leadership conduct a diagnostic review examining the design, ongoing operations, and practices of the school through review of materials, interviews of staff, students, families, and observations.
- Formal Report, Prioritization, and Implementation Planning: CDE provides a formal report, supports prioritization, and assists with development of an implementation and improvement plan including short cycle plans and the UIP.
- Connection to other Alternative Education Campuses or online schools, which may include:
  - Webinars and phone calls to share practices
  - Structured site visits to observe and explore strategies

Awardee Summary

During the 2023 STG funding cycle, 1 school-level award was granted for the Diagnostic Review for AECs and Online Schools service, totaling $36,000. The detailed award amounts can be found in **Figure 6.**

Diagnostic Review for AECs and Online Schools				
STG 2023 Grantees				
District	**Participating School**	**Route**	**Service**	**Total Award**
Greeley 6	District-Level 6 Online Academy	Exploration	AEC/Online Review	$36,000
			Grand Total:	**$36,000**

Figure 6: Diagnostic Review for AECs and Online Schools - STG 2023 Grantees

District Strategic Planning

Overview

The District Strategic Planning option is ideal for districts seeking to diagnose and strengthen district systems that are necessary to support sustainable school improvement in one or more identified schools. These district systems may include: Talent Management, Instructional Infrastructure, Turnaround Leadership development, and/or Culture and Climate. District Strategic Planning EASI grantees should focus on strategic planning related to one or more of these systems and districts should work with a CDE approved external provider.

District Strategic Planning includes funding for working with a CDE-approved external provider and for completing the following activities:

- Systems review and diagnostic activities
- Stakeholder engagement
- Prioritization and improvement planning
- Early Implementation

Awardee Summary

During the 2023 STG funding cycle, 1 district-level award was granted for the District Strategic Planning service, totaling $100,000. The detailed award amounts can be found in **Figure 7.**

District Strategic Planning				
STG 2023 Grantees				
District	**Participating School**	**Route**	**Service**	**Total Award**
West Grand 1-JT	District-Level	Exploration	District Strategic Planning	$100,000
			Grand Total:	$100,000

Figure 7: District Strategic Planning - STG 2023 Grantees

District Designed and Led Improvement Strategies Route

Route Overview

The District Designed and Led (DDL) route of the Empowering Action for School Improvement (EASI) application encourages districts to initiate and expand support for schools in need of improvement. This route is a good fit for districts and their schools that (1) have invested in a comprehensive needs assessment, solid planning, and are ready for implementation; or (2) that have seen positive results and would like to expand programming.

To be awarded funds under this application, proposals must demonstrate that the LEA and school(s) are building from established needs and processes, including stakeholder engagement, improvement planning, use of evidence-based interventions (EBI), evaluation, and reporting.

Stakeholder Involvement: State and federal expectations highlight the importance of stakeholder engagement (e.g., building leadership, teachers, parents, local board) throughout the school improvement process. Schools identified under federal Elementary and Secondary Education Act (i.e., Comprehensive, Targeted) and under the state accountability system (i.e., Priority Improvement, Turnaround) have specific requirements that serve as a common foundation to build from, such as the state expectation that school accountability committees provide feedback on school plans.

Improvement Planning: Improvement plans are one of the tangible ways that districts and schools document their intention for improving outcomes for students. LEAs applying for this route will need to show evidence of strong plans already in place and be explicit about how planning requirements will be documented for the overall district and participating schools (e.g., timelines, LEA review process). If awarded, the plans will serve as an important part of the grant accountability process.

Evidence-Based Interventions: Evidence-based interventions are practices or programs that have proven to be effective in leading to a particular outcome as supported through formal studies and research. Within EASI, proposed strategies or programs must meet the criteria tiers one, two or three of the Every Student Succeed Act (ESSA) tiers of evidence.

Tier 1 - Strong Evidence	Supported by one or more well-designed and well-implemented randomized control experimental studies.
Tier 2 - Moderate Evidence	Supported by one or more well-designed and well-implemented quasi-experimental studies.
Tier 3 - Promising Evidence	Supported by one or more well-designed and well implemented correlational studies (with statistical controls for selection bias).

Awardee Summary

During the 2023 STG funding cycle, 3 district-level awards were granted for the District Designed and Led Improvement Strategies service, totaling $945,000. The detailed award amounts can be found in **Figure 8.**

District Designed and Led Improvement Strategies				
STG 2023 Grantees				
District	**Participating School**	**Route**	**Service**	**Total Award**
Adams County 14	District-Level	District Designed & Led	DDL- Continuation	$180,000
Denver County 1	District-Level	District Designed & Led	DDL- Initial	$400,000
Pueblo City 60	District-Level	District Designed & Led	DDL- Initial	$365,000
			Grand Total:	**$945,000**

Figure 8: District Designed and Led Improvement Strategies - STG 2023 Grantees

For LEAs that previously applied for a District Designed and Led initiative, it is possible to expand those strategies. **Figure 9** delineates the "initial" DDL process and for the "continuation" DDL process.

	INITIAL for LEAs new to DDL strategies	CONTINUATION for LEAs that want to expand Initial DDL strategies to new schools or continue to implement in previously awarded schools
ELIGIBLE APPLICANTS	LEAs that have eligible schools and completed an external diagnostic review may apply for District Designed and Led initiatives.	LEAs previously awarded an EASI District-Designed and Led Initial grant may request additional funds to expand that initiative to a new school(s) if the initiative is showing success or continue to implement in the previously awarded schools.
AVAILABLE FUNDS	● Year 1- Up to $20,000 ● Year 2- Up to $80,000 ● Year 3- Up to $80,000 Award amounts per eligible school	● Year 1- Up to $20,000 ● Year 2- Up to $80,000 ● Year 3- Up to $80,000 Award amounts per eligible school
LENGTH OF AWARD	Up to 2 ½ years pending evidence that implementation is occurring as approved in the application. Subsequent year funding is dependent upon meeting reporting requirements and availability of funds.	For the addition of new schools or continuation in already awarded schools, the award may be up to 2 ½ years pending evidence that implementation is occurring as approved in the application. Continued funding is dependent upon meeting reporting requirements and availability of funds.
ALLOWABLE USE OF FUNDS	Funding for this opportunity may be used for: ● Improvement services from external providers from CDE's vetted provider list; ● A district-wide or targeted initiative that addresses the reasons schools were identified for improvement; ● Implementation of evidence-based interventions at each identified school that specifically addresses the reason for the school's identification	Funding for this opportunity may be used to expand strategies previously awarded by: ● Improvement services from external providers from CDE's vetted provider list; ● Continuing the implementation of DDL strategies in the already awarded schools; ● Adding additional schools identified for Improvement, using the same strategies; ● Expanding or replicating DDL strategies approved in the previous year's application Please note that any change that involves adding new activities or strategies should be applied for using the Initial DDL route. The Continuation route is only for continuing the same strategies in already awarded schools, adding new schools, or replicating previously approved strategies.

Figure 9: District Designed and Led, Initial vs. Continuation

Offered Services Route

Route Overview

The Offered Services route contains services run by the Colorado Department of Education aimed at improving school systems. Services may include a comprehensive approach that includes diagnostic review, planning, and implementation phases.

Accountability Pathways

Overview

The Accountability Pathways service is intended to support Local Educational Agencies (LEAs) and schools with planning for and implementing the state statutory options, or pathways, for persistently low-performing schools and LEAs. For those nearing the end of the Accountability Clock, the grant can support exploring the pathways, taking thoughtful action, and increasing readiness for discussions with the State Board of Education. For those with a formal directed action from the state board, the grant can support implementation of the approved pathway plan. LEAs that meet the following criteria are eligible to apply:

- A **school** that is in Year 4 or 5 of Priority Improvement or Turnaround or a school that has had an action directed by the State Board of Education
- A **LEA** that is in Year 4 or 5 of Priority Improvement or Turnaround that has had an action directed by the State Board of Education.

Eligible schools and LEAs are strongly encouraged to apply for the Accountability Pathways route in Year 4 in anticipation of state board hearings during Year 5. If a school or LEA transitions to Year 4 On Watch or Year 4 On Hold, funds may be used to support early action activities. Schools or LEAs that advance to Year 5 plus shall use funds for activities associated with state board-directed action.

Awardee Summary

During the 2023 STG funding cycle, 8 school-level awards were granted for the Accountability Pathways service, totaling $1,380,000. The detailed award amounts can be found in **Figure 10.**

Accountability Pathways				
STG 2023 Grantees				
District	**Participating School**	**Route**	**Service**	**Total Award**
Adams-Arapahoe 28J	Aurora Hills Middle School	Offered Services	Accountability Pathways	$200,000
Aguilar Reorganized 6	Aguilar Elementary School	Offered Services	Accountability Pathways	$200,000
Colorado Springs 11	Galileo School of Math and Science	Offered Services	Accountability Pathways	$180,000
Colorado Springs 11	Mitchell High School	Offered Services	Accountability Pathways	$100,000
Denver County 1	Lake Middle School	Offered Services	Accountability Pathways	$200,000
East Otero R-1	La Junta Intermediate School	Offered Services	Accountability Pathways	$200,000
Mesa County Valley 51	Nisley Elementary School	Offered Services	Accountability Pathways	$100,000
Pueblo City 60	Risley International Academy of Innovation	Offered Services	Accountability Pathways	$200,000
			Grand Total:	**$1,380,000**

Figure 10: Accountability Pathways - STG 2023 Grantees

Colorado Multi-Tiered System of Supports

Overview

Colorado Multi-Tiered System of Supports (COMTSS) is a framework applied at the state, district, and school level that uses implementation science to create one integrated system. This system is designed to support the needs of all students. COMTSS is defined as a prevention-based framework of team-driven data-based problem solving for improving the outcomes of every student through family, school, and community partnering, comprehensive screening and assessment, and a layered continuum of evidence-based practices applied at all levels of the educational system. Our mission is to use systems level thinking to equip staff, teachers, and families to ensure that all students are afforded the opportunity to obtain an equitable education to succeed academically, socially, emotionally, and behaviorally over their lifespan.

COMTSS includes five Essential Components that create a more efficient and effective system of supports that benefit the outcomes of all students including those in low performing schools:

1. **Team-Driven Shared Leadership**: Teaming processes and structures that focus on distributing responsibility and shared decision-making across and within regions, districts, and schools to effectively design and use systems of training, coaching, resources, implementation, and evaluation.
2. **Data-Based Problem Solving and Decision-Making**: A continuous improvement process used by teams to collect, analyze, and evaluate information to inform decision making at the system and student levels.
3. **Family, School, and Community Partnerships**: Families, early-childhood programs, schools, and communities actively partnering to develop, implement, and evaluate effective and equitable practices to improve educational outcomes for children and youth.
4. **Comprehensive Screening and Assessment System**: A Comprehensive Screening and Assessment System is the coordinated effort of gathering information across multiple measures to support decision making at the system and student level for the whole child.
5. **Layered Continuum of Supports (Evidence Based Practices, Instruction, and Interventions):** Ensuring that every student receives equitable whole child supports that are evidenced based, culturally responsive, matched to need, and developmentally appropriate through layered supports.

Awardee Summary

During the 2023 STG funding cycle, 1 district-level award was granted for the Colorado Multi-Tiered System of Supports service, totaling $180,000. The detailed award amounts can be found in **Figure 11.**

Colorado Multi-Tiered System of Supports				
STG 2023 Grantees				
District	**Participating School**	**Route**	**Service**	**Total Award**
Fort Morgan Re-3	District-Level	Offered Services	COMTSS	$180,000
			Grand Total:	**$180,000**

Figure 11: Colorado Multi-Tiered System of Supports - STG 2023 Grantees

Connect for Success

Overview

In 2014, the Colorado Department of Education (CDE) conducted a comprehensive study of five high achieving elementary schools identified based on their overall performance, as well as the performance of their student

groups, specifically English Learners, students with disabilities, students experiencing poverty, and minority students. The study focused on how these schools are attaining higher academic achievement than other schools in the state. The school and LEA leadership, personnel, families, and students participated in surveys, focus groups, and interviews to help identify the factors contributing to the schools' success with the identified groups. The High Achieving Schools (HAS) Study summarized the study purpose and methods, overall findings highlighting effective strategies common across the five schools in the 2014 study, and effective strategies unique within each school.

In 2018, CDE added four new high achieving schools to the study: a rural elementary school, a middle school, a high school, and an alternative education campus (AEC). The same methodology was used to identify practices that contribute to the success of the schools. Although three of the four schools were secondary schools, many of the same trends were noted across the second round of high achieving schools as evidenced in the first study.

The HAS study findings were used to develop the Connect for Success (CFS) grant which is an opportunity for schools identified for support and improvement to connect with and learn from the HAS to replicate the effective practices and strategies common across the HAS.

Schools that participate in the Connect for Success grant receive a diagnostic visit and a report that includes recommendations from a CDE team based on the findings of the HAS study. After hearing a panel of HAS school leaders and personnel and connecting with them at a kickoff meeting, grantees visit one of the HAS to see the effective practices in person. Schools identify and/or hire an implementation coach who works with a CDE Implementation Manager to replicate HAS strategies as well as monitor the implementation of those practices.

Awardee Summary
During the 2023 STG funding cycle, 6 school-level awards were granted for the Connect for Success service, totaling $1,080,000. The detailed award amounts can be found in **Figure 12.**

Connect for Success				
STG 2023 Grantees				
District	Participating School	Route	Service	Total Award
Cherry Creek 5	Cimarron Elementary School	Offered Services	Connect for Success	$180,000
Cherry Creek 5	Horizon Middle School	Offered Services	Connect for Success	$180,000
Denver County 1	Cheltenham Elementary School	Offered Services	Connect for Success	$180,000
Denver County 1	McGlone Academy	Offered Services	Connect for Success	$180,000
Denver County 1	Montbello Middle School	Offered Services	Connect for Success	$180,000
Manzanola 3J	Manzanola Elementary School	Offered Services	Connect for Success	$180,000
			Grand Total:	$1,080,000

Figure 12: Connect for Success - STG 2023 Grantees

School Turnaround Leadership Development Program

Overview

Leadership is a critical factor in creating a welcoming, equitable, and productive school environment in which students learn and consistently demonstrate strong academic achievement and growth, and in which teachers are empowered to learn and grow professionally and collaboratively. In LEAs and schools needing improvement, leadership is acutely important. The School Turnaround Leadership Development (STLD) support route offers an opportunity for Colorado educators to connect and partner with leadership development programs that are specifically focused on developing leaders to serve students in low-performing schools.

Individuals that participate in the STLD route will have the opportunity to attend one of the identified leadership development programs. Participants are expected to develop capacity that will directly impact student learning.

Grantees are required to use funding to:

- Identify, train, and support teachers and aspiring school leaders, current school leaders, or district-, charter organization-, or Institute-level staff who support the identified school(s);
- Subsidize the cost of school turnaround leaders and other support staff to participate in turnaround leadership development programs; and
- Reimburse school turnaround leaders for the costs they incur (e.g., travel, lodging) in completing turnaround leadership development programs offered by identified providers.

An "identified provider" is a public or private entity that offers a high-quality turnaround leadership development program for Colorado educators that has been approved for inclusion on the 2023 Advisory List of Providers. Eligible STLD providers identified through the School & District Support RFI process are listed in **Figure 13**.

Eligible School Turnaround Leadership Development Providers: 2023

Accelerate Institute
-    Leadership Academy Plus Program

BES (build. excel. sustain.)
-    Lens Leadership Program
-    School Leadership Coaching

Generation Schools Network
-    Turnaround Leadership Program

LiberatEd Way
-    Job Embedded Leadership Development

McRel International
-    Balanced Leadership for Student Learning

National Institute for Excellence in Teaching
-    Principal Leadership Series

Relay Graduate School of Education
-    National Principal Academy Fellowship
-    National Principal Supervisor Academy
-    Instructional Leader Professional Development Program
-    Inclusive School Leadership Institute
-    Regional Support

The Center for Model Schools
TNTP (formerly known as The New Teacher Project)
-    Single School Site Support Leadership Development
-    Turnaround School Leadership Residency
-    Turnaround School Leader Professional Learning Series

University of Denver
-    Design Improvement Program
-    Ritche Program for School Leaders: Executive Leadership for Successful Schools

University of Virginia (UVA)
-    Partnership for Leaders in Education

WestEd
-    Transformation Leadership Coaching Program

Figure 13: Eligible STLD Providers

Awardee Summary

During the 2023 STG funding cycle, 11 school-level awards were granted for the School Turnaround Leadership Development service, totaling $615,300. The detailed award amounts can be found in **Figure 14.**

School Turnaround Leadership Development				
STG 2023 Grantees				
District	**Participating School**	**Route**	**Service**	**Total Award**
Adams-Arapahoe 28J	Columbia Middle School	Offered Services	STLD - UVA	$64,800
Aguilar Reorganized 6	Aguilar Elementary School	Offered Services	STLD - TNTP	$80,000
Burlington RE-6J	Burlington Elementary School	Offered Services	STLD - UVA	$77,000
Colorado Springs 11	Jack Swigert Aerospace Academy	Offered Services	STLD - UVA	$35,000
Colorado Springs 11	Mann Middle School	Offered Services	STLD - UVA	$35,000
Colorado Springs 11	Palmer High School	Offered Services	STLD - UVA	$77,500
Colorado Springs 11	Twain Elementary School	Offered Services	STLD - UVA	$35,000
East Otero R-1	La Junta Jr/Sr High School	Offered Services	STLD - UVA	$63,500
Education reEnvisioned BOCES	Orton Academy	Offered Services	STLD - Relay	$25,000
Pueblo City 60	Beulah Heights Elementary School	Offered Services	STLD - Relay	$107,500
Pueblo City 60	Pueblo Academy of Arts	Offered Services	STLD - Relay	$15,000
			Grand Total:	**$615,300**

Figure 14: School Turnaround Leadership Development - STG 2023 Grantees

Impact Surveys

The State Board of Education's rules outline minimum reporting requirements for participants in the STLD program. *See* 1 CCR 301- 95, section 2.02(8). Each participant is required to report to the department on a set of required metrics on or before July 1 of the following year. Data has been collected and summarized through various formats during this grant program including participant submissions and surveys. **Figure 15** outlines the responses from individuals who participated during the 2022-23 school year. Respondents were prompted with the question, *"How has participation in the provider program affected the following at your school or district?"*. Responses of "Not Applicable" indicate that the item listed was not a component of the leadership development program.

Participants from the 2022-23 school year participated in the following programs:
- Generation Schools Network
- Relay Graduate School of Education
  - Instructional Leader Professional Development Program
  - National Principal Academy Fellowship
  - National Principal Supervisor Academy
- University of Virginia

Leadership for Rapid School Improvement				
	Decreased	No Change	Increased	Not Applicable
Systems thinking and design thinking	0%	20%	80%	0%
Effective systems for goal setting and progress monitoring	0%	24%	76%	0%
Distributive leadership	0%	32%	68%	0%
Developing an effective instructional leadership team (ILT)	0%	32%	64%	0%
Strategic communication (communicating vision and priorities)	0%	36%	68%	0%
Time management and prioritization	0%	36%	64%	0%
Talent Management				
	Decreased	No Change	Increased	Not Applicable
Recruiting and hiring talented staff	4%	44%	24%	28%
Developing talent	0%	36%	64%	0%
Effective observation & feedback and coaching	0%	12%	88%	0%
Quality of professional development	0%	40%	60%	0%
Supports for new teachers	4%	28%	56%	12%
Effective performance management	0%	44%	56%	0%
Instructional Transformation				
	Decreased	No Change	Increased	Not Applicable
Effective instructional practices	0%	20%	80%	0%
Effectively implementing standards-based curricula	0%	32%	68%	0%
Rigor of student work	0%	20%	80%	0%
Equitable outcomes for students	0%	36%	64%	0%
Effective use of data to plan and prepare for instruction	0%	20%	80%	0%
Collaborative structures to support review and use of data	0%	24%	76%	0%
Rigor and alignment of assessments	0%	24%	76%	0%
Effective MTSS processes for identifying and supporting students	0%	44%	56%	0%
Strategically utilizing schedule and staff to best meet student needs	4%	32%	60%	4%
Culture & Climate Shift				
	Decreased	No Change	Increased	Not Applicable
Parent and community involvement	4%	52%	24%	20%
Staff demonstration of increased high expectations for all students	0%	24%	76%	0%
Positive culture and climate of school	24%	32%	40%	4%
Equitable engagement and behavioral outcomes for students	0%	44%	52%	4%

Figure 15: School Turnaround Leadership Development - 2022-23 Impact Surveys (n=25 out of 44 participants)

School Transformation Network

Overview

The School Transformation Network will accelerate student achievement for select schools through targeted support, resources, and flexibility. The Network is a highly collaborative and accountable endeavor between local schools, their LEAs, and the Colorado Department of Education. Schools in the Network benefit from enhanced diagnostic reviews and planning support; personalized, professional learning opportunities with a cohort of peer schools; and additional resources through supplemental grant funding. CDE's Theory of Action is that by supporting both LEAs and schools together, we will see lasting, sustained improvement in the lowest-performing schools.

The Network uses a guiding framework to support schools in developing a rigorous improvement plan around four research-based conditions to improve school performance and student achievement:

- Culture Shift: Build an equitable school culture focused on student learning and parent and community engagement.
- Instructional Transformation: Design and implement a rigorous, aligned, and engaging academic program that is responsive to student learning needs, is driven by data, and is flexible to meet the needs of all students.
- Talent Development: Employ systems and strategies to recruit, develop, evaluate, and retain excellent teachers and staff.
- Leadership: Customize and target leadership development to meet the improvement needs at all levels of the educational system.

All participating Network schools receive access to specialized professional development, on-site performance management sessions, and regular Network events.

Each Network school is assigned a Transformation Support Manager from CDE, who serves as a resource and partner to the LEA and school. All participating Network schools engage a "district partner" to serve as a key support and advocate for the school at the LEA level. The district partner must be a senior-level LEA staff member who attends all Network professional development opportunities and events with the school team. The district partner should remain assigned to the school for the duration of the Transformation Network participation and is responsible for ensuring the conditions for turnaround success are established at the school and supported by the LEA.

Awardee Summary

During the 2023 STG funding cycle, 8 school-level awards were awarded for the School Transformation Network service, totaling $1,440,000. The detailed award amounts can be found in **Figure 16.**

School Transformation Network				
STG 2023 Grantees				
District	**Participating School**	**Route**	**Service**	**Total Award**
Adams 12 Five Star Schools	Shadow Ridge Middle School	Offered Services	School Transformation Network	$180,000
Adams County 14	Alsup Elementary School	Offered Services	School Transformation Network	$180,000
Adams County 14	Monaco Elementary School	Offered Services	School Transformation Network	$180,000
Greeley 6	Dos Rios Elementary School	Offered Services	School Transformation Network	$180,000
Mesa County Valley 51	Fruitvale Elementary School	Offered Services	School Transformation Network	$180,000
Mesa County Valley 51	Orchard Mesa Middle School	Offered Services	School Transformation Network	$180,000
Thompson R2-J	Peakview Academy at Conrad Ball	Offered Services	School Transformation Network	$180,000
Weld Re-8 Schools	Fort Lupton Middle School	Offered Services	School Transformation Network	$180,000
			Grand Total:	$1,440,000

Figure 16: School Transformation Network - STG 2023 Grantees

Rigorous Action through Redesign

Overview

The Rigorous Action through Redesign is intended to support Local Educational Agencies (LEAs) and schools with deep school design intended to address systemic issues impacting school performance and create sustained improvement for schools in Years 2-3 on the state accountability identification system or for schools reaching Years 3 or more on the federal accountability identification system.

School redesign, in the context of this grant, is a process facilitated by a CDE approved external partner that includes a deep comprehensive review of the existing school systems and structures (e.g. people, time, resources, school model, alignment to Four Domains for Rapid School Improvement) driven by a representative school-design team. Participating schools spend 12-18 months on comprehensive design work and an additional 12 months on early implementation and prototyping identified new school design priorities. Therefore, funding for design development and implementation is available for up to 2.5 years.

Note that engaging in school redesign does not necessarily mean that a school is required to consider or adopt a new school model, although that may be an outcome for some participating schools.

Awardee Summary

All grants for the Rigorous Action through Redesign service were made using Federal dollars. There were no awards made for the Rigorous Action through Redesign service in the 2023 School Transformation Grant cycle.

Other Services Route

Route Overview

The Other Services route encompasses all other services offered through EASI. Currently, the Facilitated Board Training for School Improvement is the only service in this route.

Facilitated Board Training for School Improvement

Overview

Local school boards play an integral role in ensuring student achievement within a school district. However, local board members may not always feel they have a well-defined role in how to successfully engage and support low performing schools. Similarly, board members are expected to drive academic change but often do not receive formal training on how to best accomplish this work. Per H.B. 18-1355, the Colorado Department of Education is expected to offer local board training to support the academic outcomes of local education agencies.

The facilitated board training for school improvement program was created through a partnership between the Colorado Association of School Boards (CASB), the Colorado Association of School Executives (CASE), and the Colorado Department of Education (CDE). The program combines effective governance practices along with best practices associated with school turnaround work. The core of the training is based on the Center on School Turnaround's modules for School Boards Driving Turnaround, with customizations made for Colorado's context.

The primary objectives of the program include: 1) increased understanding of effective governance practices and board member roles and responsibilities, 2) increased board member understanding and support of district improvement efforts, and 3) a developed action plan for improving academic outcomes.
The program is designed to take place over the course of a year. This time frame may be adjusted depending on the specific needs of the participating board and superintendent. The program is built upon a variety of professional development opportunities, including a self-assessment, the exploration of case studies, independent readings, group activities, and development of an action plan to lead change across the district and/or differentiated for specific schools. Training related to effective governance and board member responsibilities is also offered.

Overall, the program relies on individual work outside of board meetings including readings and reflection. Facilitated discussion occurs once a month for approximately thirty minutes which may be done during board meetings. The total estimated time to participate is about twelve hours throughout the year. For those boards that receive additional governance training, it is anticipated that an additional two to six hours of focused training occurs during the early phase of program participation.

Awardee Summary

During the 2023 STG funding cycle, 1 school-level award was granted for the Facilitated Board Training for School Improvement, totaling $10,000. The detailed award amounts can be found in **Figure 17.**

Facilitated Board Training for School Improvement				
STG 2023 Grantees				
District	Participating School	Route	Service	Total Award
Archuleta County 50 Jt	Pagosa Peak Open School	Other Services	Board Training	$10,000
			Grand Total:	$10,000

Figure 17: Facilitated Board Training for School Improvement - STG 2023 Grantees

Grant Updates

Evaluation Update

Upcoming Evaluation Work
Beginning July 1, 2024, the School and District Transformation Unit plans to engage in an evaluation partnership with the University of Colorado's Center for Assessment, Design, and Research and Evaluation (CADRE), building upon the previous evaluation work conducted. The new evaluation will focus on three key objectives:

- Learning from extant literature regarding the role of state education agencies in supporting, guiding, and facilitating school improvement through and in partnership with a school district;
- Learning from the literature and a purposive sample of districts to inform programmatic improvements and elevate key features that appear to build and sustain capacity to support district work with low performing schools; and
- Carrying out quantitative analyses on monitoring outcomes for schools receiving funding from the School Transformation Grant that legislative reporting requirements.

In part, this evaluation partnership will serve to update the [previously conducted evaluation of STG from 2022](#). In 2021-22, CADRE examined student and school outcomes from 2015 to 2019 for schools participating in Connect for Success, School Transformation Network, or the School Turnaround Leadership Development programs funded by the STG. The updated evaluation will analyze how schools participating in the aforementioned supports in 2023-24 compared to other peer schools who did not participate in the STG supported school improvement services. The final report on the quantitative component of the evaluation partnership is expected in June 2025.

Recent Evaluation Results
To provide the highest quality service, CDE has prioritized continuous improvement through an external evaluation in partnership with the Center for Assessment, Design, Research, and Evaluation (CADRE) at the University of Colorado Boulder. CADRE has completed quantitative evaluations of the School Transformation Network, School Turnaround Leadership Development, Connect for Success, Colorado Multi-Tiered Systems of Support, and Accountability Pathways. These evaluation reports contained initial descriptive analyses of academic outcomes for participating schools and are meant to be a jumping off point for more in-depth evaluation. Links to these reports are provided below.

- [Evaluation of Colorado School Turnaround Network and School Turnaround Leadership Development Grants: Descriptive Analysis of 2015-2020 Cohorts](#)
- [Descriptive Analyses of Connect for Success, Multi-Tiered Systems of Support, and Accountability Pathways](#)

In the fall of 2021, CDE and CADRE began more in-depth qualitative, case study evaluations of the School Transformation Network. The purpose of these case studies was to document and learn from the past and current work undertaken by schools to implement and sustain the improvement strategies that they embarked on during their time in the network. The results of these case studies have helped the state learn about the components of the School Transformation Network that can lead to the effective implementation of improvement strategies, thus supporting current and future network schools. The full evaluation report is linked below.

- [Learnings from a Multi-site Case Study of Former Turnaround Schools](#)

Conclusion

In the 2023 cycle, the School Transformation Grant distributed $6.9M to 23 LEAs to support schools or districts that were on the Accountability Clock. School-level support was awarded for 48 schools, in addition to district-level strategies. The most frequent service funded through the grant this cycle was a school holistic review by an external, CDE-approved and trained partner to identify areas of improvement. Fifteen schools received a one-year award to undergo a holistic external diagnostic review. Other frequent awards, many of which are multi–year, were for School Turnaround Leadership Development (11 schools), participation in the School Transformation Network facilitated by CDE (8 schools) and support from CDE's Accountability Pathways services (8 schools). The rest of the awards belonged to one of six other services.

As the educational and policy context for school performance and transformation evolves, CDE has prioritized continuous improvement through an external evaluation in partnership with the Center for Assessment, Design, Research, and Evaluation (CADRE) at the University of Colorado Boulder. CADRE has completed quantitative evaluations of the School Transformation Network, School Turnaround Leadership Development, Connect for Success, Colorado Multi-Tiered Systems of Support, and Accountability Pathways.

Appendix A: School Transformation Grant 2023 - Full Award Breakdown

District Name	School Name	Route	Service	FY2024	FY2025	FY2026	Total Award
Adams 12 Five Star Schools	Shadow Ridge Middle School	Offered Services	School Transformation Network	$20,000	$80,000	$80,000	$180,000
Adams County 14	Alsup Elementary School	Offered Services	School Transformation Network	$20,000	$80,000	$80,000	$180,000
Adams County 14	District-Level	District Designed & Led	DDL- Continuation	$20,000	$80,000	$80,000	$180,000
Adams County 14	Monaco Elementary School	Offered Services	School Transformation Network	$20,000	$80,000	$80,000	$180,000
Adams-Arapahoe 28J	Aurora Hills Middle School	Offered Services	Accountability Pathways	$100,000	-	$100,000	$200,000
Adams-Arapahoe 28J	Columbia Middle School	Offered Services	STLD - UVA	-	$36,050	$28,750	$64,800
Adams-Arapahoe 28J	Vista Peak 9-12 Preparatory	Exploration	School Holistic Review	$37,000	-	-	$37,000
Aguilar Reorganized 6	Aguilar Elementary School	Offered Services	Accountability Pathways	$100,000	-	$100,000	$200,000
Aguilar Reorganized 6	Aguilar Elementary School	Offered Services	STLD - TNTP	-	$80,000	-	$80,000
Archuleta County 50 Jt	Pagosa Peak Open School	Other Services	Board Training	-	$10,000	-	$10,000
Burlington RE-6J	Burlington Elementary School	Offered Services	STLD - UVA	-	$32,000	$45,000	$77,000
Cherry Creek 5	Cimarron Elementary School	Offered Services	Connect for Success	$20,000	$80,000	$80,000	$180,000
Cherry Creek 5	Horizon Middle School	Offered Services	Connect for Success	$20,000	$80,000	$80,000	$180,000
Colorado Springs 11	Galileo School of Math and Science	Offered Services	Accountability Pathways	-	$80,000	$100,000	$180,000
Colorado Springs 11	Jack Swigert Aerospace Academy	Offered Services	STLD - UVA	-	$35,000	-	$35,000
Colorado Springs 11	Mann Middle School	Offered Services	STLD - UVA	-	$35,000	-	$35,000
Colorado Springs 11	Mitchell High School	Offered Services	Accountability Pathways	-	$100,000	-	$100,000
Colorado Springs 11	Palmer High School	Offered Services	STLD - UVA	$42,500	$35,000	-	$77,500
Colorado Springs 11	Twain Elementary School	Offered Services	STLD - UVA	-	$35,000	-	$35,000
Denver County 1	Barnum Elementary School	Exploration	School Holistic Review	$55,000	-	-	$55,000
Denver County 1	Charles M. Schenck Comm. School	Exploration	School Holistic Review	$80,000	-	-	$80,000
Denver County 1	Cheltenham Elementary School	Offered Services	Connect for Success	$20,000	$80,000	$80,000	$180,000
Denver County 1	District-Level	District Designed & Led	DDL- Initial	$80,000	$320,000	-	$400,000
Denver County 1	Lake Middle School	Offered Services	Accountability Pathways	$100,000	-	$100,000	$200,000
Denver County 1	McAuliffe Manual Middle School	Exploration	School Holistic Review	$80,000	-	-	$80,000
Denver County 1	McGlone Academy	Offered Services	Connect for Success	$20,000	$80,000	$80,000	$180,000
Denver County 1	Montbello Middle School	Offered Services	Connect for Success	$20,000	$80,000	$80,000	$180,000

District Name	School Name	Route	Service	FY2024	FY2025	FY2026	Total Award
Denver County 1	RiseUp Community School	Exploration	School Holistic Review	$80,000	-	-	$80,000
Eagle County RE 50	Gypsum Elementary School	Exploration	School Holistic Review	$90,000	-	-	$90,000
East Otero R-1	La Junta Intermediate School	Offered Services	Accountability Pathways	$100,000	-	$100,000	$200,000
East Otero R-1	La Junta Jr/Sr High School	Offered Services	STLD - UVA	-	$36,000	$27,500	$63,500
Education reEnvisioned BOCES	Orton Academy	Offered Services	STLD - Relay	$25,000	-	-	$25,000
Fort Morgan Re-3	District-Level	Offered Services	COMTSS	$20,000	$80,000	$80,000	$180,000
Fort Morgan Re-3	Fort Morgan High School	Exploration	School Holistic Review	$80,000	-	-	$80,000
Fort Morgan Re-3	Pioneer Elementary School	Exploration	School Holistic Review	$80,000	-	-	$80,000
Greeley 6	District-Level 6 Online Academy	Exploration	AEC/Online Review	$36,000	-	-	$36,000
Greeley 6	Dos Rios Elementary School	Offered Services	School Transformation Network	$20,000	$80,000	$80,000	$180,000
Greeley 6	Scott Elementary School	Exploration	School Holistic Review	$80,000	-	-	$80,000
Holyoke Re-1J	Holyoke Elementary School	Exploration	School Holistic Review	$80,000	-	-	$80,000
Lake County R-1	Lake County High School	Exploration	School Holistic Review	$80,000	-	-	$80,000
Manzanola 3J	Manzanola Elementary School	Offered Services	Connect for Success	$20,000	$80,000	$80,000	$180,000
Mesa County Valley 51	Fruitvale Elementary School	Offered Services	School Transformation Network	$20,000	$80,000	$80,000	$180,000
Mesa County Valley 51	Nisley Elementary School	Offered Services	Accountability Pathways	$100,000	-	-	$100,000
Mesa County Valley 51	Orchard Mesa Middle School	Offered Services	School Transformation Network	$20,000	$80,000	$80,000	$180,000
Pueblo City 60	Beulah Heights Elementary School	Offered Services	STLD - Relay	$18,500	$53,000	$36,000	$107,500
Pueblo City 60	District-Level	District Designed & Led	DDL- Initial	-	$182,500	$182,500	$365,000
Pueblo City 60	Pueblo Academy of Arts	Offered Services	STLD - Relay	-	$15,000	-	$15,000
Pueblo City 60	Risley Intl. Academy of Innovation	Offered Services	Accountability Pathways	$100,000	-	$100,000	$200,000
Sheridan 2	Fort Logan Northgate	Exploration	School Holistic Review	$80,000	-	-	$80,000
Thompson R2-J	B F Kitchen Elementary School	Exploration	School Holistic Review	$80,000	-	-	$80,000
Thompson R2-J	Bill Reed Middle School	Exploration	School Holistic Review	$80,000	-	-	$80,000
Thompson R2-J	Lucile Erwin Middle School	Exploration	School Holistic Review	$80,000	-	-	$80,000
Thompson R2-J	Peakview Academy at Conrad Ball	Offered Services	School Transformation Network	$20,000	$80,000	$80,000	$180,000
Weld Re-8 Schools	Fort Lupton Middle School	Offered Services	School Transformation Network	$20,000	$80,000	$80,000	$180,000
West Grand 1-JT	District-Level	Exploration	District Strategic Planning	$100,000	-	-	$100,000
			Total	**$2,364,000**	**$2,364,550**	**$2,199,750**	**$6,928,300**

Appendix B: 2023 School & District Support Advisory List of Providers

CDE reviewed all application materials using our published rubrics and a "body of evidence" approach that included review of application forms and narrative, authentic work samples, evidence of prior impact, and references. Based on this review, all approved providers met CDE's quality criteria and provided concrete evidence of their ability to improve outcomes for students in low-performing schools. In addition, some providers met the quality standards at the highest level. These providers are noted as "approved with distinction".

Approved providers also had the opportunity to participate in an optional and supplemental process to identify up to three field-validated expertise areas. Expertise areas were field-validated using feedback from educators and partners who work directly with each participating provider. The field-validated expertise areas include: ELA Rigor and Instruction; Math Instruction; English Learner/Multilingual Learner Models; High School Design and Evidence-Based Improvement Strategies; Rural School Improvement; SEL, School Culture and Climate; Special Education Models and Effective Service Design; Whole School Redesign; Strategies for Closing Opportunity Gaps; Strategies for Improving Quality and Rigor of Instruction; and Talent Management and Strategic Staffing Structures. Providers noted with "exceptional expertise" are those that the field indicated exceptional knowledge and impact in the respective expertise area.

All forms and supporting work documents can be viewed via the hyperlinks in the table below.

Provider	Provider Overview	Supporting Work Documents	District-level Strategic Planning	School Holistic Review and Improvement Planning	District Implementation Support	School Implementation Support	District Management Provider	School Management Provider	School Turnaround Leadership Development (STLD)
2Partner Mathematics	Provider Overview	Folder			Approved	Approved			
Accelerate Institute	Provider Overview	Folder				Approved with Distinction			Approved
Achievement Network	Provider Overview	Folder	Approved	Approved	Approved	Approved			
Attuned Education Partners	Provider Overview	Folder	Approved with Distinction	Approved	Approved	Approved with Distinction			
AVID Center	Provider Overview	Folder				Approved with Distinction			
BES (build. excel. sustain.)	Provider Overview	Folder		Approved		Approved			Approved

Provider	Provider Overview	Supporting Work Documents	District-level Strategic Planning	School Holistic Review and Improvement Planning	District Implementation Support	School Implementation Support	District Management Provider	School Management Provider	School Turnaround Leadership Development (STLD)
Center for High School Success	Provider Overview	Folder				Approved with Distinction			
Coaction Collective	Provider Overview	Folder			Approved				
Cognia, Inc.	Provider Overview	Folder	Approved	Approved with Distinction					
Colorado Education Initiative	Provider Overview	Folder	Approved with Distinction	Approved with Distinction		Approved with Distinction			
Colorado League of Charter Schools	Provider Overview	Folder		Approved with Distinction					
Ed Direction	Provider Overview	Folder	Approved	Approved		Approved			
Education Resource Strategies Inc	Provider Overview	Folder	Approved with Distinction		Approved with Distinction				
Empower Schools	Provider Overview	Folder	Approved with Distinction						
Generation Schools Network	Provider Overview	Folder	Approved	Approved	Approved	Approved	Approved	Approved	Approved
Growing Minds, LLC	Provider Overview	Folder		Approved					
Kristy Khoury Consulting	Provider Overview	Folder		Approved					
LiberatED Way powered by AUSL	Provider Overview	Folder	Approved with Distinction	Approved with Distinction	Approved with Distinction	Approved with Distinction			Approved

Provider	Provider Overview	Supporting Work Documents	District-level Strategic Planning	School Holistic Review and Improvement Planning	District Implementation Support	School Implementation Support	District Management Provider	School Management Provider	School Turnaround Leadership Development (STLD)
Lit	Provider Overview	Folder	Approved		Approved with Distinction				
Mass Insight Education & Research, Inc.	Provider Overview	Folder	Approved with Distinction	Approved with Distinction	Approved with Distinction	Approved with Distinction			
McREL International	Provider Overview	Folder		Approved with Distinction		Approved with Distinction			Approved
Momentum Strategy & Research	Provider Overview	Folder		Approved with Distinction					
National Institute for Excellence in Teaching	Provider Overview	Folder			Approved	Approved with Distinction			Approved
New Teacher Center	Provider Overview	Folder			Approved with Distinction				
NewSummit LLC	Provider Overview	Folder	Approved	Approved	Approved	Approved			
ONWARD Education Consulting	Provider Overview	Folder		Approved with Distinction		Approved			
PEBC	Provider Overview	Folder				Approved			
Precision School Improvement	Provider Overview	Folder		Approved		Approved			
Relay Graduate School of Education	Provider Overview	Folder			Approved with Distinction	Approved with Distinction		Approved	Approved
RMC Research Corporation	Provider Overview	Folder		Approved					

Provider	Provider Overview	Supporting Work Documents	District-level Strategic Planning	School Holistic Review and Improvement Planning	District Implementation Support	School Implementation Support	District Management Provider	School Management Provider	School Turnaround Leadership Development (STLD)
SchoolWorks	Provider Overview	Folder	Approved	Approved		Approved with Distinction			
Talent Development Secondary at The Tides Center	Provider Overview	Folder				Approved			
Teaching Lab	Provider Overview	Folder				Approved			
The Center for Model Schools, a division of Houghton Mifflin Harcourt Publishing Company	Provider Overview	Folder	Approved	Approved	Approved with Distinction	Approved			Approved
The Impact Team	Provider Overview	Folder				Approved			
TNTP, Inc	Provider Overview	Folder	Approved with Distinction	Approved with Distinction	Approved with Distinction	Approved with Distinction	Approved	Approved with Distinction	Approved
Transcend Inc	Provider Overview	Folder				Approved			
University of Denver- Educational Leadership and Policy Studies (ELPS)	Provider Overview	Folder			Approved	Approved			Approved
University of Virginia Partnership for Leaders in Education	Provider Overview	Folder			Approved with Distinction	Approved with Distinction			Approved
Visionary Educational Consultancy (VEC)	Provider Overview	Folder	Approved	Approved		Approved			
Waterfall Learning	Provider Overview	Folder				Approved			
WestEd	Provider Overview	Folder		Approved		Approved with Distinction			Approved

Expertise Area	Expert Providers (Field-Validated)	Expertise Area	Expert Providers (Field-Validated)
ELA Rigor and Instruction	Attuned Education Partners Lit *(Exceptional)* Teaching Lab *(Exceptional)*	**Special Education Models and Effective Service Design**	Onward Education Consulting Relay Graduate School of Education
English Learner (EL)/Multilingual Learner (ML) Models	Ed Direction	**Strategies for Closing Opportunity Gaps**	Accelerate Institute Center for High School Success Empower Schools Talent Development Secondary at The Tides Center The Impact Team University of Denver, Design Improvement Program
High School Design and Evidence-Based Improvement Strategies	Colorado Education Initiative Momentum Strategy & Research Talent Development Secondary at The Tides Center *(Exceptional)*	**Strategies for Improving Quality and Rigor of Instruction**	2Partner Mathematics Consulting AVID Center Cognia, Inc. McREL International National Institute for Excellence in Teaching (NIET) New Teacher Center Relay Graduate School of Education Teaching Lab The Impact Team
Math Instruction	2Partner Mathematics Consulting *(Exceptional)* Achievement Network *(Exceptional)* New Teacher Center Teaching Lab	**Talent Management and Strategic Staffing Structures**	No providers at this time
Rural School Improvement	Colorado Education Initiative Empower Schools Onward Education Consulting Transcend, Inc. *(Exceptional)* Waterfall Learning	**Whole School Redesign**	Transcend, Inc.
SEL, School Culture and Climate, and Behavioral Supports	Colorado Education Initiative Onward Education Consulting Transcend, Inc.	*Note: Participation in the field-validated expertise area process was optional for providers. This information serves only as supplemental information to the RFI process and should not be treated as a comprehensive list of the expertises of approved providers.*	