Building Effective Coaches to Expand & Sustain PBIS Implementation

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Karyn Renneberg, Howard County Public Schools, Maryland
How do you change individual behavior in schools?

How do you create school environments that sustain change?

What system-level mechanisms and infrastructure are necessary to sustain and bring to scale interventions that create desired change?
What does NOT WORK

Excellent evidence for what does not work

- Implementation by edict does not work
- Implementation by "following the money" does not work
- Implementation without changing supporting roles and functions does not work

PBS Systems Implementation Logic

Leadership Team

- Funding
- Visibility
- Political Support

Active Coordination

- Training
- Coaching
- Evaluation

Local School Teams/Demonstrations
Frequently Asked Questions

- How do you select coaches?
- Where does the funding come from?
- How many schools per coach?
- How do you train coaches?
- How do you provide ongoing technical assistance for coaches?
Implementation

• An evidence-based program is one thing

• Implementation of an evidence based program is a very different thing

Core Implementation Components

- Staff Selection (organizing a team)
- Staff Training
- Staff Coaching
- Evaluation and Fidelity
Four Main Roles of Coach
Spouse 2001

• Supervision
• Teaching while engaged in practice activities
• Assessment and feedback
• Provision of emotional support
Newly-learned behavior is crude compared to performance by a master practitioner.

Newly-learned behavior is fragile and needs to be supported in the face of reactive consumers and others in the service setting.

Newly-learned behavior is incomplete and will need to be shaped to be most functional in a service setting.
Coaches need training and support

Joyce and Showers (2002)
Leadership, organizational culture, labor relations, interpersonal relationships and engagement in participatory planning all impact the availability and effectiveness of coaching.

In addition, coaches need to be trained and coached to provide specialized coaching functions for teachers and requires more organizational leadership and more resources (Marks&Gerston, 1998)
Coaching starts at the initial training

Showers & Joyce (1996) recommended that coaching relationships should start during the training so parts of the training experience (practice new skills, receive feedback, re-practice) can facilitate the development of the coaching relationship.
Training alone, no matter how well done, does not lead to successful implementation.

<table>
<thead>
<tr>
<th>Training Alone</th>
<th>Coaching Alone</th>
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<tbody>
<tr>
<td>Content/topic focused</td>
<td>Process focused</td>
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<tr>
<td>Efficient dissemination of information</td>
<td>On-going support</td>
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<td>Cost effective</td>
<td>Implementation fidelity</td>
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<tr>
<td>Develop skill foundation</td>
<td>Skill maintenance and generalization (advanced learning)</td>
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<td>Skill acquisition and fluency (initial learning)</td>
<td>Process evaluation</td>
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<td>Formative evaluation</td>
<td>Accountability</td>
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<tr>
<th>Systems Approach (Training – Coaching Combined)</th>
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<tr>
<td>Common foundational skills</td>
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<td>Individualized support</td>
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<tr>
<td>Sustained implementation</td>
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<td>Increased efficiency</td>
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Coaching at ALL Levels

- School (teachers, team)
- Leadership ("Executive Coaching" for building level and district level admin)
- Coaches
- Coordinators
Oh my!

Schools Trained vs. Coaches Trained from FY 99 to FY 07 (Projected):

- **FY 99**: Schools Trained = 140, Coaches Trained = 3430
- **FY 00**: Schools Trained = 3430, Coaches Trained = 64
- **FY 01**: Schools Trained = 61, Coaches Trained = 42
- **FY 02**: Schools Trained = 118, Coaches Trained = 178
- **FY 03**: Schools Trained = 178, Coaches Trained = 81
- **FY 04**: Schools Trained = 263, Coaches Trained = 133
- **FY 05**: Schools Trained = 368, Coaches Trained = 183
- **FY 06**: Schools Trained = 465, Coaches Trained = 283
- **FY 07 (Projected)**: Schools Trained = 590, Coaches Trained = 383

The bar chart illustrates the trend of schools and coaches being trained from FY 99 to FY 07, with a significant increase projected for FY 07.
Behavior Support Coaches

- 383 Behavior Support Coaches
  - Itinerant positions/funded by LSS
- Meet 5 times/year
  - Networking
  - Regional Meetings
  - Workgroups
- Coaches Reception
- Coaches Newsletter/Coaches Calendar
- Coach = Recruiter

8 LSS Coordinators
Roles of Coach

- Sustainability & Accountability
- Hands-on technical assistance
- Guide problem solving
- Local training
- Team start-up & sustainability
- Public relations/communications
- Support local leadership
- Local coordination of resources
- Provide prompts & reinforcers
Behavior Support Coach Activities

- FTE allocated to complete tasks
- Consistently attend team meetings
- Assist team with data-based decision-making, planning, and implementation
- Attend Regional/State Coaches meetings/trainings
- Send information to PBIS State/District Coordinator (e.g., checklists, action plans, etc.)
- Assist with dissemination activities (e.g., presentations, case studies, articles, etc.)

Colorado’s Coach Job Description
How do you select coaches

- District Discretion
- Job Description
- Commitment Agreement

Pre-requisites:
- PBIS team member
- WIIFM
- On-going training
Where does the funding come from

- Education Fund..# 1 (make it permanent)
- Short Term Grants: Safe and Drug Free Schools, Character Counts, Violence Prevention, Safe Schools Healthy Children
- Re-allocation of local dollars – Key!
- State and Federal Title Grants:
  - School improvement
  - Staff development
  - Safe and Drug Free Schools
  - Innovative initiatives
  - IDEA prevention %
How many schools per coach

Good Question!!!

- It depends…. 😊
- 1.0 for 10-15 schools/districts??
- Universal verses Secondary and Tertiary Support
- Large Urban District or Small Rural
- What is your capacity?
- In Illinois, most Coordinators have 60 buildings 10-15 Districts
How do you train coaches

- Previous experience
- Train with team
- On-going network meetings
- On-going technical assistance
- Initial training series
- Advanced training series
- Continuous regeneration (Rob Horner)
How do you provide ongoing technical assistance for coaches

- Put on data base for all information that comes out statewide

- Specific Coaches Training
  - See Coaches Series Descriptions
  - Have recognized need for internal and external coaches training – taking training up a step in 2008
Practical Application

- Internal Coach Job Description
- External Coach Job Description
- Coaches Self-Assessment
- Data Based Decision Making
  - Phases and SWIS Data Activity
Coaching Towards Full District Implementation

Howard County Public Schools
Ellicott City, Maryland
Suburban Community
Baltimore-Washington Corridor

71 Schools
- 38 Elementary
- 1 Pre-K to 8
- 18 Middle
- 12 High
- 2 Special Schools

48,221 Students
The PBIS Voyage

Joined PBIS Training in 2000

3 Elementary Schools
- Dasher Green
- Elkridge
- Phelps Luck

HCPSS Coaches Not Determined
Sophisticated Coaching System
2002-03

Dasher Green Elementary

Owen Brown Middle

Wilde Lake High
2003-04

Cradlerock (Dasher Green/Owen Brown)

Laurel Woods Elementary

Wilde Lake High
3 Is Not A Crowd!

NEEDED TO GET THE MESSAGE OUT THERE..........

From GRASS ROOTS To..........

Grand Scheme!
Triangle Team

Director of Student Services

Behavior Specialist  Facilitator for School Psychologists
**Director Of Student Services**
- Point Of Contact/Connection To School Administration
- Community Agencies
- Chairs The HCPSS PBIS Leadership Team

**Behavior Specialist**
- Support/Training For Coaches
- Provided TA For Yellow/Red Zone Strategies
- SWIS Facilitator
- Attend State Leadership Meetings

**Facilitator For School Psychologists**
- Writes And Develops Grants To Fund Training
- Develops Budget
- Data Review, Focus On Disproportionality Issues
- Attend State Leadership Meetings
HCPSS PBIS Leadership Team

Consists Of:

Triangle Team
- PBIS Principals, Coaches
- County Administrators
- County Data Specialist
- Community Agencies (Mental Health, Juvenile Justice)
Goal 2
Safe and Nurturing Environments
Valuing Diversity and Commonality

Academic Achievement for All Students

Safe & Nurturing Environments

Pillar I: Culturally Proficient
Pillar II: Positive Behavioral Supports
Pillar III: Effective Problem Solving Teams
Pillar IV: School, Family & Community Partnerships

SHARED VISION AND VALUES
Spreading The Word

2004
- Student, Family and Community Services
- Office Of Special Education

2005
- Principals/AP Meeting
- HCPSS Administrators Summer Institute
- Student Services

2006
- Principals/AP Meeting
- Department Of Student Services
- Board Of Education
- Board Member Attends Spring Forum

2007
- Board Of Education
- Board Members Attend New Team Training
<table>
<thead>
<tr>
<th>Year</th>
<th>Dasher Green ES</th>
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<th>Dasher Green ES</th>
<th>OBMS (Cradlerock)</th>
<th>Murray Hill MS</th>
<th>Rockburn ES</th>
<th>Stevens Forest ES</th>
<th>Cedar Lane (inactive)</th>
<th>Homewood (inactive)</th>
<th>Howard HS</th>
<th>Elkhridge Landing MS</th>
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<td>Phelps Luck ES</td>
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New additions for 2007:
- Dayton Oaks ES
- Forest Ridge ES
- Swansfield ES
- Talbott Springs ES
- Tunis ES
- Triadelphia Ridge ES
- Veteran's ES
- Waterloo ES
- Bonnie Branch MS
- Harpers Choice MS
- Homewood Center
School Level Percentages

- Elementary: 53%
- Middle: 23%
- High: 13%
- Other: 6%

47 Schools
64% of All HCPSS
Considering Internal/External Coaching System

**INTERNAL COACH**
- Use Skilled Staff Within The Building
- Time
- Knowledge Of Staffing/Operation
- Staff Relationships
- Coordination Of Problem Solving Teams

**EXTERNAL COACH**
- Independent Relationship With Staff
- Outside Perspective
- Multiple School Access
- Flexible Schedule
- Behavioral Expertise For Red/Yellow Zones
52 coaches

- School psychologist: 42%
- School counselors: 21%
- Alternative education: 15%
- Teachers: 9%
- Special education staff: 6%
- Administrators: 6%
What Do Coaches Do?

INTERNAL COACH
- Analyze School Data
- Set Up Team Meetings
- Delegate/Share or Burn Out
- Set Goals With Team
- Assist With Coordination of Events
- Share Data With Staff

EXTERNAL COACH
- Technical Assistance To Teams/Coaches
- Serve on Local And State Leadership Team
- Coordinate SWIS, SET’s And Staff Development
Help The Schools To Organize

2 Notebooks

Coaching Information
- Meetings
- Articles
- Outside Examples
- Conference Information

School Information: Based On SET-
- Expectations
- Teaching
- Rewards
- Behavior Violations
- Decision Making
- Management
- District Support
HCPSS Coaches Training

**Howard County**
- Coaches Meetings
- SWIS
- Staff Development
- Returning Team Summer Institute

**Statewide**
- Coaches Meetings
- School Visits (level)
- New Team Summer Institute
- SET
2006-07 Staff Development

Dr. Reinke - Johns Hopkins University

The Classroom Checkup: An Assessment/Intervention Tool For Improving Classroom Management

Susan Barrett/Elsa Velez - Maryland PBIS

BEP: Behavior Education Program

103 Participants
Returning Team Training
Central Region 2
First Year for Counties Conducting Own Summer Institute

Central Region - 4 Counties
700 Participants From 4 Counties
170 Howard County Team Members
20 Breakout Sessions: School-wide
   Classroom
   Individual
Celebrations

16 Schools Met Criteria For Maryland PBIS Recognition Awards!!

8 Exemplar

7 Banner

1 Green Ribbon
Data Celebrations

The first and second year of PBIS implementation results in a **15-20% reduction in office discipline referrals** each year.

During the same two years the “**Green Zone**” for PBIS schools ranged from 75-90% of the school population (this parallels national data trends).

In turn, there is a **significant cost benefit** of time gained for both instructional time and administrative leadership in each school.
Coaching Celebration

End Of Year Showcase/Celebration
Breakfast For All Coaches
Raffle For Gift Cards Based on “Tickets”
Tickets

Attended 2 Statewide Coaches Training
Attended the Feb. 23rd Professional Dev.
Data In On Time Each Month
Submitted School for Recognition Award
Became A SET Trainer
Completed More Than One SET
Your School Obtained a SET of 90%
Assisted With Board of Ed Presentation
Your School Already Registered for Summer Institute!!
Challenges

- Giving The “Right” Amount Of Support
- Time
- Money
- High Schools
- Sustaining The Energy And Support
- Ongoing Training
Favorite Tools for Coaches

- www.pbssurveys.org
- BOQ (Florida)
- Coaches Self Assessment
- Implementation Phase Inventory
- www.pbismaryland.org
  - Coach tab, click coaches resources
- Checklist for Returning Team Training
- Coaches Meeting Agenda
- Coaches Calendar (Colorado, New Hampshire)
For Future Reference

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