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Getting Started With 'Response to Intervention': Resource Materials for Schools

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Response-to-Intervention School Readiness Survey

Introduction. The *RTI School Readiness Survey* is an informal measure designed to help schools to identify which elements of RTI that they are already skilled in and which elements that they should continue to develop.

Directions. This survey is divided into the following sections:

1. *RTI: Understand the Model*
2. *RTI: Use Teams to Problem-Solve*
3. *RTI: Select the Right Intervention*
4. *RTI: Monitor Student Progress*
5. *RTI: Graph Data for Visual Analysis*

Complete the items in each section. After you have finished the entire survey, identify any sections in which your school needs to improve its performance.

Next, go to RTI_WIRE, the online directory of free Response-to-Intervention resources, at:

http://www.jimwrightonline.com/php/rti/rti_wire.php

RTI_WIRE is organized into categories matched to those on this survey, so that you can conveniently look up the information that your school needs to successfully put the RTI model into place.

<h2 style="text-align: center;">1. RTI: Understand the Model</h2>	<p style="text-align: center;">0 Lack skills or basic knowledge of this model</p>	<p style="text-align: center;">1 Just starting to learn this model (Beginning Phase)</p>	<p style="text-align: center;">2 Developing an awareness of this model (Intermediate Phase)</p>	<p style="text-align: center;">3 Fully knowledgeable in this model (Advanced Phase)</p>
<p>Staff members of successful RTI schools understand the RTI model and believe that this approach will benefit teachers as well as struggling learners.</p>				
<p>At my school:</p>				
<ul style="list-style-type: none"> ◆ the principal strongly supports Response-to-Intervention as a model for identifying educational disabilities. 				
<ul style="list-style-type: none"> ◆ the staff has received an overview of the RTI model, understands its general features, and knows how RTI differs from the traditional 'test discrepancy' approach 				
<ul style="list-style-type: none"> ◆ the majority of the staff (80 percent or more) appears ready to give the RTI model a try, believing that it may benefit teachers as well as students. 				
<ul style="list-style-type: none"> ◆ all programs or resources that are intended to improve students' academics or behaviors are inventoried and organized into three levels, or Tiers. (Tier I contains programs available to all students, such as classwide tutoring. Tier II addresses the needs of students who show emerging deficits and includes individualized intervention plans designed by the school's Intervention Team. Tier III is the most intensive level of assistance available in a school and includes special education services as well as such supports as Wrap-Around Teams for psychiatrically involved students.) 				
<h2 style="text-align: center;">2. RTI: Use Teams to Problem-Solve</h2>	<p style="text-align: center;">0 Lack skills or basic knowledge of this practice</p>	<p style="text-align: center;">1 Just starting to learn this practice (Beginning Phase)</p>	<p style="text-align: center;">2 Developing skill with this practice (Intermediate Phase)</p>	<p style="text-align: center;">3 Fully competent in this practice (Advanced Phase)</p>
<p>Successful RTI schools support teachers in the RTI process by encouraging them to refer struggling students to an Intervention Team. This Team is multi-disciplinary and follows a structured problem-solving model.</p>				
<p>My school's Intervention Team...</p>				
<ul style="list-style-type: none"> ◆ is multi-disciplinary, and has members who carry a high degree of credibility with other staff in the building. 				
<ul style="list-style-type: none"> ◆ follows a formal problem-solving model during meetings. 				

◆ creates an atmosphere in which the referring teacher feels welcomed and supported.				
◆ collects background information / baseline data on the student to be used at the initial Intervention Team meeting.				
◆ has inventoried school-wide resources that it can use in Team interventions.				
◆ selects academic & behavioral interventions that are 'scientifically based'				
◆ sets clear, objective, measurable goals for student progress				
◆ selects methods of assessment (e.g., Curriculum-Based Measurement, DIBELS) to track student progress at least weekly during the intervention.				
◆ documents the quality of the referring teacher's efforts in implementing the intervention ('intervention integrity').				
◆ holds 'follow-up' meetings with the referring teacher to review student progress and judge whether the intervention was effective.				
3. RTI: Select the Right Intervention	0 Lack skills or basic knowledge of this practice	1 Just starting to learn this practice (Beginning Phase)	2 Developing skill with this practice (Intermediate Phase)	3 Fully competent in this practice (Advanced Phase)
Successful RTI schools select interventions that match the student's underlying deficits or concerns, are scientifically based, and are feasible given the resources available.				
My school...				
◆ has put together a library of effective, research-based intervention ideas for common student referral concerns--such as poor reading fluency and defiant behavior.				
◆ considers the likely 'root causes' of the student's academic or behavioral difficulties (e.g., skill deficit, lack of motivation) and chooses intervention strategies that logically address those root causes.				
◆ tailors intervention ideas as needed to be usable in real-world classrooms while being careful to preserve the 'treatment' qualities that make each intervention effective.				
◆ formats intervention strategies as step-by-step teacher-friendly 'scripts' containing enough detail so that educators can easily understand how to put them into practice.				
◆ follows up with teachers soon after a classroom intervention has been put into place to ensure that the instructor has been able to start the intervention and is implementing it correctly,.				

<h2 style="text-align: center;">4. RTI: Monitor Student Progress</h2>	<p style="text-align: center;">0 Lack skills or basic knowledge of this practice</p>	<p style="text-align: center;">1 Just starting to learn this practice (Beginning Phase)</p>	<p style="text-align: center;">2 Developing skill with this practice (Intermediate Phase)</p>	<p style="text-align: center;">3 Fully competent in this practice (Advanced Phase)</p>
<p>Successful RTI schools have the capacity to collect baseline data, as well as to conduct frequent progress monitoring of students in academic and behavioral areas.</p>				
<p>My school can...</p>				
<ul style="list-style-type: none"> ◆ conduct structured classroom observations of students to determine rates of on-task behavior, academic engagement, work completion, and rates of positive or negative interactions with adults. 				
<ul style="list-style-type: none"> ◆ collect and assess student work products to assess the completeness and accuracy of the work--and to estimate the student time required to produce the work. 				
<ul style="list-style-type: none"> ◆ administer and score curriculum-based measurement (CBM) probes in basic skill areas: phonemic awareness, reading fluency, math computation, and writing. 				
<ul style="list-style-type: none"> ◆ use local or research norms (e.g., CBM), or criterion-based benchmarks (e.g., DIBELS) to judge the magnitude of a student's delays in basic academic skills. 				
<ul style="list-style-type: none"> ◆ create Daily Behavior Report Cards (DBRCs) or other customized rating forms to allow the instructor to evaluate key student academic and general behaviors on a daily basis. 				
<h2 style="text-align: center;">5. RTI: Graph Data for Visual Analysis</h2>	<p style="text-align: center;">0 Lack skills or basic knowledge of this practice</p>	<p style="text-align: center;">1 Just starting to learn this practice (Beginning Phase)</p>	<p style="text-align: center;">2 Developing skill with this practice (Intermediate Phase)</p>	<p style="text-align: center;">3 Fully competent in this practice (Advanced Phase)</p>
<p>Successful RTI schools routinely transform progress-monitoring data into visual displays such as time-series graphs to share with teachers, Intervention Team members, parents, and others. These displays demonstrate whether the student is benefiting from the intervention.</p>				
<p>My school can...</p>				
<ul style="list-style-type: none"> ◆ convert progress-monitoring data into visual displays such as time-series graphs to aid in instructional and behavioral decision-making. 				

RTI Problem-Solving Team: Initial Meeting Minutes Form

Step 1: Assess Teacher Concerns Allotted Time: 5 Minutes

Review concerns listed on the RTI Teacher Referral Form with the referring teacher and team. List primary concerns.

Step 2: Inventory Student Strengths & Talents Allotted Time: 5 Minutes

List student strengths, talents, and/or any preferred activities or incentives that motivate the student:

- _____
- _____
- _____

Step 3: Review Background/Baseline Data Allotted Time: 5 Minutes

Review any background or baseline information collected on the student (e.g., attendance and office disciplinary referral records, student grades, Curriculum-Based Measurement data, Daily Behavior Report Card ratings, direct-observation data, etc.)

Adapted from the School-Based Intervention Team Project Complete Forms & Related Resources, available at: <http://www.interventioncentral.org/htmldocs/interventions/sbit.php>. Used with permission.

Step 4: Select Target Teacher Concerns

Allotted Time: 5-10 Minutes

Define the top 1-2 concerns in **observable terms** (top 1-2 difficulties that most interfere with the student's functioning in the classroom):

Hint: Behavior problems should include relevant information about *frequency*, *duration*, and/or *intensity* of behavior (e.g., using data from Teacher Behavior Report Cards, direct observations). Academic problems should have data regarding student *fluency* and *accuracy* in the area of concern (e.g., curriculum-based assessment), as well as information about *work completion*.

<p>1. _____ _____ _____ _____ _____ _____ _____</p>	<p><i>Reasons/Functions for Behavior</i></p> <table border="0"> <thead> <tr> <th style="text-align: left;">Behavioral</th> <th style="text-align: left;">Academic</th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/> Lacks necessary skills</td> <td><input type="checkbox"/> Lacks necessary skills</td> </tr> <tr> <td><input type="checkbox"/> Has limited motivation</td> <td><input type="checkbox"/> Has limited motivation</td> </tr> <tr> <td><input type="checkbox"/> Seeks att'n from adults</td> <td><input type="checkbox"/> Struggling academically in current instructional placement</td> </tr> <tr> <td><input type="checkbox"/> Seeks att'n from peers</td> <td><input type="checkbox"/> Needs drill & practice</td> </tr> <tr> <td><input type="checkbox"/> Reacting to teasing/bullying</td> <td><input type="checkbox"/> _____</td> </tr> <tr> <td><input type="checkbox"/> Tries to escape from work demands or setting</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Seeks access to privileges, rewards</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Seeks sensory stimulation (e.g., playing with objects)</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> _____</td> <td></td> </tr> </tbody> </table>	Behavioral	Academic	<input type="checkbox"/> Lacks necessary skills	<input type="checkbox"/> Lacks necessary skills	<input type="checkbox"/> Has limited motivation	<input type="checkbox"/> Has limited motivation	<input type="checkbox"/> Seeks att'n from adults	<input type="checkbox"/> Struggling academically in current instructional placement	<input type="checkbox"/> Seeks att'n from peers	<input type="checkbox"/> Needs drill & practice	<input type="checkbox"/> Reacting to teasing/bullying	<input type="checkbox"/> _____	<input type="checkbox"/> Tries to escape from work demands or setting	_____	<input type="checkbox"/> Seeks access to privileges, rewards	_____	<input type="checkbox"/> Seeks sensory stimulation (e.g., playing with objects)	_____	<input type="checkbox"/> _____	
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Step 5: Set Academic and/or Behavioral Outcome Goals and Methods for Progress-Monitoring
Allotted Time: 5 Minutes

Fill out the details for each intervention goal (to a maximum of two) in the table below. At the bottom of the table, you will combine the elements of the goal into a single student 'goal-statement'. NOTE: For help in completing this section, refer to the *RTI Team Companion Guide* in

Intervention Goal 1	Intervention Goal 2
1. Describe in measurable, observable terms the behavior that is to be changed (taken from Step 4): <hr/>	1. Describe in measurable, observable terms the behavior that is to be changed (taken from Step 4): <hr/>
2. What is the target date to achieve this goal? _____/_____/_____	2. What is the target date to achieve this goal? _____/_____/_____
3. Is the goal for the behavior listed in step 2 to be: ____ increased? or ____ decreased?	3. Is the goal for the behavior listed in step 2 to be: ____ increased? or ____ decreased?
4. What are the conditions under which the behavior <i>typically appears</i> (problem behaviors) or <i>should be displayed</i> (desired behaviors)? <hr/>	4. What are the conditions under which the behavior <i>typically appears</i> (problem behaviors) or <i>should be displayed</i> (desired behaviors)? <hr/>
5. What is the goal (level of proficiency) that the student is expected to achieve by the date listed in Step 1? <hr/>	5. What is the goal (level of proficiency) that the student is expected to achieve by the date listed in Step 1? <hr/>
6. What measure(s) will be used to monitor student progress? a. _____ b. _____	6. What measure(s) will be used to monitor student progress? a. _____ b. _____
7. How frequently will this student goal be monitored? (e.g., weekly?, daily?) <hr/>	7. How frequently will this student goal be monitored? (e.g., weekly?, daily?) <hr/>
8. Who is responsible for monitoring this student goal? <hr/>	8. Who is responsible for monitoring this student goal? <hr/>
9. Write a goal statement based on your responses: By the target date of _____ , [Step 2: Target date] when _____, [Step 4: Conditions in which the behavior is likely to appear] the student will increase / decrease the behavior _____ [Step 1: Definition of behavior] to achieve the goal of _____. [Step 5: Proficiency goal]	9. Write a goal statement based on your responses: By the target date of _____ , [Step 2: Target date] when _____, [Step 4: Conditions in which the behavior is likely to appear] the student will increase / decrease the behavior _____ [Step 1: Definition of behavior] to achieve the goal of _____. [Step 5: Proficiency goal]

Intervention Script Builder

Date the intervention will begin: _____

Intervention Check	Intervention Preparation Steps: Describe any preparation (creation or purchase of materials, staff training, etc.) required for this intervention.	Person(s) Responsible
This step took place Y__ N__	1. _____	
This step took place Y__ N__	2. _____	
This step took place Y__ N__	3. _____	

Intervention Check	Intervention Steps: Describe the steps of the intervention. Include enough detail so that the procedures are clear to all who must implement them.	Person(s) Responsible
This step took place Y__ N__	1. _____ _____	
This step took place Y__ N__	2. _____ _____	
This step took place Y__ N__	3. _____ _____	
This step took place Y__ N__	4. _____ _____	
This step took place Y__ N__	5. _____ _____	
This step took place Y__ N__	6. _____ _____	

Research Citation(s) / References: If possible, list the published source(s) that make this a 'scientifically based' intervention.

Intervention Quality Check: How will data be collected to verify that this intervention is put into practice as it was designed? (Select at least one option.)

- Classroom Observation: Number of observations planned? _____
Person responsible for observations?: _____
- Teacher Intervention Rating Log: How frequently will the teacher rate intervention follow-through?
Daily___ Weekly ___
- Teacher Verbal Report: Who will check in with the teacher for a verbal report of how the intervention is progressing? _____
Approximately when during the intervention period will this verbal 'check in' occur? _____
- Rating Intervention Follow-Through: Select either the classroom teacher/teaching team or an outside observer to rate the quality of the intervention and check the appropriate set of directions below.

___ *Teacher/Teaching Team Directions:* Make copies of this intervention script. Once per week, review the steps in the intervention script and note (Y/N) whether each step was *typically* followed. Then write any additional notes about the intervention in the blank below

___ *Independent Observer Directions:* Make copies of this intervention script. At several points during the intervention, make an appointment to observe the intervention in action. While observing the intervention, go through the steps in the intervention script and note (Y/N) whether each step was typically followed. Then write any additional notes about the intervention in the space below

Intervention Observation Notes: _____

Step 7: Plan to Contact Parents Allotted Time: 5 Minutes

Who will share meeting information with the student's parent(s) and when?

Step 8: Review the Intervention & Monitoring Plans Allotted Time: 5 Minutes

At the close of the meeting:

- ❑ The recorder reviews the main points of the intervention & monitoring plans with the team.
- ❑ The team selects a date and time for the follow-up RTI Team meeting on this student.
(NOTE: Generally, follow-up meetings are scheduled 6-8 instructional weeks from the start date of the intervention (Step 6).

Next meeting date & time: _____

- ❑ The case manager reviews the agreed-upon time within the next school week to meet with the referring teacher(s):

Date and time for case manager to meet with the referring teacher(s): _____

- ❑ The team completes the RTI Team Debriefing Form.

RTI Team Meeting Debriefing Form

Directions: As a Team, rate your group’s performance at today’s initial SBIT meeting on the items below. If your group rates any of the items as “No” or “Partly”, take a moment to discuss what factors led to this rating.

	YES	PARTLY	NO
1. Does the Team feel that overall it closely followed the steps of the initial meeting format?	1	2	3
2. Is the meeting minutes form filled out completely?	1	2	3
3. Were all the team members given an opportunity to participate?	1	2	3
4. Was the referring teacher supportive about the intervention plan?	1	2	3
5. Did the team use the meeting time efficiently?	1	2	3
6. Was Baseline Data on the student:			
• reviewed at the meeting?	1	2	3
• used to make decisions?	1	2	3
7. Were the target behavioral and/or academic concern(s) clearly defined in observable terms?	1	2	3
8. Were the intervention plans clearly and specifically defined?	1	2	3
9. Did the team determine how the intervention integrity would be monitored?	1	2	3

(Optional) What are some additional ideas that the group has for helping this particular teacher to successfully carry out the intervention plan?

RTI Problem-Solving Team: Initial Meeting 'Companion Guide'

Step 1: Assess Teacher Concerns	Allotted Time: 5 Minutes
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GOALS:

- The case manager or facilitator reviews information from the referral form
- The referring teacher is encouraged to discuss his or her major referral concerns.

SAMPLE QUESTIONS:

- *Given the information that you wrote down on the referral form, what are the specific difficulties that you would like to have us address today?*
- *How is this student problem interfering with the student's school performance?*
- *What concern(s) led you to refer the student to this team?*

The RTI Team is ready to move on to the next meeting step when...

- Team members have a good knowledge of teacher concerns.

TIP:

To save time, the case manager or meeting facilitator can:

- open with a short script about how the meeting will be conducted
- review information from the *RTI Team Teacher Referral Form*
- ask the teacher if he or she has any additional concerns or questions not documented on the *Referral Form*.

Step 2: Inventory Student Strengths & Talents	Allotted Time: 5 Minutes
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GOALS:

- Discuss and record the student's strengths and talents, as well as those incentives that motivate the student. This information can be valuable during intervention planning to identify strategies that will motivate the student to participate.

SAMPLE QUESTIONS:

- *Please tell us a few of the student's strengths, talents, or positive qualities that might be useful in designing interventions for him or her.*
- *What rewards or incentives have you noted in school that this child seems to look forward to?*
- *What are classroom activities that the student does well or seems to enjoy?*
- *What are hobbies or topics that interest this student?*

The RTI Team is ready to move on to the next meeting step when...

- The team has identified personal strengths, talents, and/or rewards that are likely to motivate the student if integrated into an intervention plan.

TIP:

- The referring teacher may want to meet with the child *prior* to the RTI Team meeting to collect information about those incentives or activities that the student finds motivating.

Step 3: Review Background/Baseline Data	Allotted Time: 5 Minutes
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GOALS:

- Review background or baseline data to better understand the student's abilities and potential deficits.
- Determine the student's current level(s) of performance in areas of academic or behavioral concern.

SAMPLE QUESTIONS:

- *What information has been collected to document the student's current level of functioning in the academic or behavioral area of concern?*
- *What is student's frequency of absences and tardies this year?*
- *What number and type of disciplinary office referrals has the student received this year?*
- *What information from the student's cumulative folder (e.g., test results, teacher comments, past report card grades) might give insight into the student's academic or behavioral difficulties?*

The RTI Team is ready to move on to the next meeting step when...

- The team has reviewed and discussed all pertinent background and baseline data.

TIP:

The student's classroom teacher knows that student best. Set the expectation that the referring teacher be responsible for pulling together essential archival information about the student for the initial meeting (for example, attendance and office disciplinary data, key highlights from the student's cumulative folder).

Step 4: Select Target Teacher Concerns	Allotted Time: 5-10 Minutes
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GOALS:

- Define the top 1-2 teacher concerns in easily observable, measurable terms.
- For behavioral concerns, understand the dimensions of the problem (e.g., the frequency, duration, and/or intensity of the challenging behavior).
- For academic concerns, identify any underlying skill deficits, note whether the student is appropriately matched to the level of difficulty of classroom instruction, and estimate the current rate of student work completion.
- For each teacher concern, decide what underlying reasons, or functions, best explain the student's difficulties.

SAMPLE QUESTIONS:

- *From the list of concerns that you have shared with our team, what are the top ONE or TWO problems that you would like us to concentrate on today?*
- *(Academic) What can you tell us about the student's current skill levels, rate of homework and classwork completion, attention to task, general level of motivation?*
- *(Behavioral) How long does each behavioral outburst last? About how frequently do episodes occur?*

- *(Behavioral) What kinds of events happen in the room just before the student has an outburst or displays problem behavior? How do adults react to the student's problem behavior? How do classmates react to the problem behavior? What is the outcome or consequence for the student after he or she engages in the problem behavior?*
- *What do you think is a reason that the student shows the behavior(s) of concern? How does this behavior help the student to get his or her needs met?*

The RTI Team is ready to move on to the next meeting step when...

- The team has selected one or two primary teacher concerns.
- Everyone on the team can visualize the target concerns because they are stated in specific, observable, measurable terms.
- The referring teacher and team agree on possible underlying reasons ('functions') for the student's academic or behavioral concerns.

TIP:

- The team can save time and run a more efficient meeting if team members list all teacher concerns at the start of the meeting but postpone engaging in an extended discussion about any particular concern until the teacher selects that problem as a TOP concern.

Step 5: Set Academic and/or Behavioral Outcome Goals and Methods for Progress-Monitoring
Allotted Time: 5 Minutes

GOALS:

- For each of the academic or behavioral referral concerns, set ambitious but realistic goals for improvement that are likely to be attained within 6-8 instructional weeks. Select methods to monitor student progress during the intervention.

SAMPLE QUESTIONS:

- *Given the student's current functioning, what gains do you expect that the student will make in 6-8 weeks if the intervention that we design for him or her is successful?*
- *What is a realistic rate of progress for this student in oral reading fluency?*
- *Have we picked monitoring methods that are most efficient for monitoring the student's goal? Does the research support using these monitoring methods for tracking progress toward this particular goal?*
- *How frequently should data be collected using this progress-monitoring method?*
- *Is the monitoring method selected sufficiently sensitive to short-term student growth?*
- *Are there simple, already-existing sources of data to monitor progress toward this goal (e.g., using student homework grades to monitor completion and accuracy of homework assignments, collecting completed student work products as a means of tracking completion and accuracy of in-class assignments)?*

In the Goal-Setting section, the recorder fills out a table with the key information about the goal that will be monitored and the assessment methods to be used in tracking student progress. Here are the specific questions asked in this section, with advice on how to respond:

1. *Describe in measurable, observable terms the behavior that is to be changed (taken from Step 4).*

Refer to the definition that you used in Step 4 to define the target behavior. Also, check out the section, *Common Methods for Monitoring Student Progress Toward Behavioral and Academic Goals* that appears at the end of this *Companion Guide*. You may find the column 'Suggested Behavior Goals' in this section to be helpful!

2. *What is the target date to achieve this goal?*
Generally, RTI Teams allow 6-8 instructional weeks for interventions to take effect. Your team can choose a shorter or longer time period however.
3. *Is the goal for the behavior listed in step 2 to be: ___ increased? or ___ decreased?*
If your target behavior is a **problem** behavior (e.g., hitting), your team will want to decrease it. If the target behavior is **desired** (e.g., reading fluency), your team will want to increase it.
4. *What are the conditions under which the behavior typically appears (problem behaviors) or should be displayed (desired behaviors)?*
Here are examples of 'condition' statements that give information about where, when, and under what circumstances the student's target behavior will be monitored: "When given a book at the fourth grade level", "when given a directive by the teacher", "when moving through the hallway", "during math instruction".
5. *What is the goal (level of proficiency) that the student is expected to achieve by the date listed in Step 1?*
Levels of proficiency should be described in measurable, quantifiable terms. Examples of proficiency levels include 'on-task 80% or more', 'turning in homework at least 4 days per week', '85 correctly read words per minute'.
6. *What measure(s) will be used to monitor student progress?*
Refer to the section, *Common Methods for Monitoring Student Progress Toward Behavioral and Academic Goals* in this *Companion Guide* for widely used student monitoring methods.
7. *How frequently will this student goal be monitored? (e.g., weekly?, daily?)*
It is recommended that interventions be monitored at least weekly if possible—to provide sufficient information for the RTI Team to decide within 60=8 weeks whether the intervention plan is effective.
8. *Who is responsible for monitoring this student goal?*
Often RTI Team members or other school staff assist the referring teacher to monitor student progress. Be sure to list the names of ALL personnel who take part in the monitoring effort.

The RTI Team is ready to move on to the next meeting step when...

- The team has selected ambitious but realistic goals for improvement in the target academic or behavioral area.
- The referring teacher agrees that the outcome goals are appropriate for this student case.
- Each student goal is matched with at least two appropriate methods of progress-monitoring.

TIPS:

- Review the teacher's prioritized concerns to ensure that they are stated in specific, observable, measurable terms. It is much easier to set goals when concerns are clearly defined rather than vaguely worded.
- At the end of this Companion Guide is a section, *Common Methods for Monitoring Student Progress Toward Behavioral and Academic Goals*. This section lists suitable instruments or methods for assessing student academics and general behaviors. Refer to this document when writing student goal statements.
- Review additional information about assessment methods in Chapter 5 of this manual.
- Creative RTI Teams can often save time and effort by making full use of simple, already-existing sources of data to monitor progress toward student goals (e.g., using student homework grades to monitor completion and accuracy of homework assignments, collecting completed student work products as a means of tracking completion and accuracy of in-class assignments).

Step 6: Design an Intervention Plan	15-20 Minutes
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GOALS:

- Select at least one intervention that addresses each of the selected referral concerns.
- Spell out the details of the intervention as a series of specific STEPS so that the teacher or other person(s) designated to implement it can do so correctly and efficiently.
- Note any important additional information about the intervention, including:
 - When and where the intervention will take place
 - Whether specialized materials or training are required to implement the intervention
 - Names of individuals responsible for carrying out the intervention
- Review the intervention plan with the teacher to ensure that she or he finds the plan acceptable and feasible.
- Select a method to check up on how well the intervention is carried out ('intervention follow-through').

SAMPLE QUESTIONS:

- *Given the underlying reasons for this student's academic or behavioral problems, what research-based intervention ideas are most likely to address the student's needs?*
- *What aspect of this particular intervention idea is likely to improve the student's academic or behavioral functioning in the area(s) specified?*
- *Are there specialized materials or training needed to implement this intervention successfully?*
- *How can our team assist you the referring teacher with the intervention?*
- *How can we work the student's strengths, talents, or interests into the intervention to make it more effective or motivating?*
- *What is a simple method that our team can use to track how successfully the intervention was put into practice (e.g., creation of a checklist of key steps to be implemented)?*

The RTI Team is ready to move on to the next meeting step when...

- The referring teacher and team members agree that the intervention:
 - Directly addresses the identified concern(s)
 - Is judged by the referring teacher to be acceptable, sensible, and achievable

- Is realistic, given the resources available
- Appears likely to achieve the desired goal for student improvement within the timeline selected
- The team has selected a method for evaluating whether the intervention has been carried out as designed ('treatment integrity')

TIP:

Consider inviting staff members with expertise in a particular type of referral problem to attend your RTI Team meeting as 'intervention consultants' whenever you have students that present specialized concerns. For example, your team might invite a speech/language pathologist to a meeting for a student who appears to have difficulty acquiring language concepts.

Step 7: Plan to Contact Parents Allotted Time: 5 Minutes
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GOALS:

- If the parent(s) cannot attend the RTI Team meeting, the team selects an individual to contact the parent(s) after the meeting to review the main points of the student's intervention plan.

SAMPLE QUESTIONS:

- *Who will contact parents after this meeting to share the main points of our intervention plan?*
- *What specific details about the intervention plan would the parent(s) be most interested in hearing about?*

The RTI Team is ready to move on to the next meeting step when...

- At least one team member (often the referring teacher) has taken responsibility to contact the parent to share information about the student's intervention plan.

TIP:

It is important for a representative from the RTI Team (usually the referring teacher) to contact parents prior to the initial RTI Team meeting to explain the purpose of the meeting and to extend an invitation to attend. This proactive outreach to parents establishes a tone of trust and open communication between school and home.

Step 8: Review the Intervention & Monitoring Plans Allotted Time: 5 Minutes

GOALS:

- Review the main points of the intervention and monitoring plans with the referring teacher and other team members
- (Case Manager) Schedule a time within a week of the initial meeting to meet with the referring teacher to:
 - review the intervention plan
 - offer any needed assistance in carrying out the intervention
 - ensure that the intervention plan is being put into practice as planned
- Schedule a follow-up RTI Team meeting (usually within 6-8 weeks of the initial problem-solving meeting)

- As a team, take a moment to complete the *RTI Team Meeting Debriefing Form* (once the referring teacher has left the RTI Team meeting).

SAMPLE QUESTIONS:

- *Do the referring teacher and other members of our team all know what their responsibilities are in carrying out the intervention and monitoring plans for this student?*
- *(Meeting debriefing) Was our team able to support the referring teacher in identifying the most important referral concern(s)?*
- *(Meeting debriefing) Did our team help the teacher to put together a good intervention plan that is feasible and can be carried out with currently available resources?*

Adapted from the School-Based RTI Team Project Complete Forms & Related Resources, available at: <http://www.interventioncentral.org/htmldocs/interventions/sbit.php>. Used with permission.

Common Methods for Monitoring Student Progress Toward Behavioral and Academic Goals

Directions: The selected measures listed below can be used to monitor student academic and behavioral goals. Select those measures that your RTI Team will use to monitor a particular student. Write the monitoring procedures you have chosen into Step 5 ('Goal-Setting') on the *RTI Team Meeting Minutes Form*.

ACADEMIC PROBLEMS

DIBELS: Dynamic Indicators of Basic Early Literacy Skills		
	Description of Measure	Suggested Behavior Goals
<input type="checkbox"/>	Initial Sound Fluency (ISF)	Increase ISFs Correctly Per Minute to ____
<input type="checkbox"/>	Letter Naming Fluency (LNF)	Increase LNFs Correctly Per Minute to ____
<input type="checkbox"/>	Phonemic Segmentation Fluency (PSF)	Increase CSFs Correctly Per Minute to ____
<input type="checkbox"/>	Nonsense Word Fluency (NWF)	Increase NWFs Correctly Per Minute to ____
<input type="checkbox"/>	Oral Reading Fluency (ORF): Specify Reading/Monitoring Level	Increase Words Correctly Per Minute to ____

CBM: Curriculum-Based Measurement		
	Description of Measure	Suggested Behavior Goals
<input type="checkbox"/>	Oral Reading Fluency	Increase __ Correct Read Words Per Minute to ____
<input type="checkbox"/>	Maze Passages (Reading Comprehension)	Increase __ Correct Maze Responses in 3 Minutes to ____
<input type="checkbox"/>	Math Computation: Specify Computation Problem Type(s)	Increase __ Correct Digits Per 2 Minutes to ____
<input type="checkbox"/>	Writing: Total Words	Increase __ Total Words in 3 Minutes to ____
<input type="checkbox"/>	Writing: Correctly Spelled Words	Increase __ Words Spelled Correctly in 3 Minutes to ____
<input type="checkbox"/>	Writing: Correct Writing Sequences	Increase __ Correct Writing Sequences in 3 Minutes to ____

Permanent Work Products (Classroom Assignments)		
	Description of Measure	Suggested Behavior Goals
<input type="checkbox"/>	Amount of Work Completed	Increase the Average Percentage of Work Completed to __%
<input type="checkbox"/>	Accuracy of Work Completed	Increase the Average Percentage of Work Done Correctly to __%
<input type="checkbox"/>	Quality of Work Completed	<ul style="list-style-type: none"> • Increase the Average Grade in [Subject Area] to ____ • Increase Teacher Ratings on a [Subject Area] Rubric to ____

Homework Assignments		
	Description of Measure	Suggested Behavior Goals
<input type="checkbox"/>	Work turned in	Increase the Average Number of Times per Week When Homework is Turned in to ____
<input type="checkbox"/>	Amount of Work Completed	Increase the Average Amount of Homework Completed Correctly to ____
<input type="checkbox"/>	Accuracy of Work Completed	Increase the Average Percentage of Homework Completely Correctly to ____
<input type="checkbox"/>	Quality of Work Completed	Increase the Average Student Grade on Homework to ____ Increase Teacher Ratings of the Quality of Student Work Using an Evaluation Rubric to ____

BEHAVIORAL PROBLEMS

Behavior Observations of Students in Schools (BOSS) Shapiro, 1996		
	Description of Measure	Suggested Behavior Goals
<input type="checkbox"/>	Active Engaged Time (AET)	Increase the Average Percentage of Student AET to ___%
<input type="checkbox"/>	Passive Engaged Time (PET)	[Increase/Decrease] the Average Percentage of Student PET to ___%
<input type="checkbox"/>	Off-Task Motor (OFT-M)	Decrease the Average Percentage of Student OFT-M to ___%
<input type="checkbox"/>	Off-Task Verbal (OFT-V)	Decrease the Average Percentage of Student OFT-V to ___%
<input type="checkbox"/>	Off-Task Passive (OFT-P)	Decrease the Average Percentage of Student OFT-P to ___%
<input type="checkbox"/>	Teacher-Directed Instruction (TDI)	Decrease the Average Percentage of TDI to ___%

Classroom Behaviors Observation Form (C-BOF) Adapted from Wright, 1995 (See Exhibit 5-I in Chapter 5 of this manual to learn more about the C-BOF)		
	Description of Measure	Suggested Behavior Goals
<input type="checkbox"/>	Schoolwork (SW)	Increase the Average Percentage of Student SW to ___%
<input type="checkbox"/>	Out of Seat (OS)	Decrease the Average Percentage of Student OS to ___%
<input type="checkbox"/>	Playing With Objects/Motor Activity (PLO/MO)	Decrease the Average Percentage of Student PLO/MO to ___%
<input type="checkbox"/>	Calling Out (CO)	Decrease the Average Percentage of Student CO to ___%
<input type="checkbox"/>	Peer Interaction (PI)	[Increase/Decrease] the Average Percentage of Student PI to ___%
<input type="checkbox"/>	Teacher Interaction: Positive (TI+)	Increase the Average Percentage of TI+ to ___% to ___%
<input type="checkbox"/>	Teacher Interaction: Negative (TI-)	Decrease the Average Percentage of TI-

Daily Behavior Report Card (DBRCs)		
	Description of Measure	Suggested Behavior Goal
<input type="checkbox"/>	[Each DBRC rating item is customized to match the student's presenting concern(s)]	<ul style="list-style-type: none"> • Increase the Average Teacher Ratings of 'Satisfactory' or Better on the DBRC Item <i>[Insert Item]</i> to ___ • Increase the Frequency of Teacher Ratings of 'Satisfactory' or Better on the DBRC Item <i>[Insert Item]</i> to ___ Times Per Week.

Attendance/Tardiness		
	Description of Measure	Suggested Behavior Goal
<input type="checkbox"/>	Student Attendance	<ul style="list-style-type: none"> • Reduce the Percentage of Days Absent During the Next <i>[Insert Weeks]</i> Weeks to ___% • Reduce the Number of Days Absent During the Next <i>[Insert Weeks]</i> Weeks to No More Than ___
<input type="checkbox"/>	Student Tardiness	<ul style="list-style-type: none"> • Reduce the Percentage of Days Tardy During the Next <i>[Insert Weeks]</i> Weeks to ___% • Reduce the Number of Days Tardy During the Next <i>[Insert Weeks]</i> Weeks to No More Than ___

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School-Wide Strategies for Managing...

READING

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The ability to read allows individuals access to the full range of a culture's artistic and scientific knowledge. Reading is a complex act. Good readers are able fluently to decode the words on a page, to organize and recall important facts in a text, to distill from a reading the author's opinions and attitudes, and to relate the content of an individual text to a web of other texts previously read. The foundation that reading rests upon is the ability to decode. Emergent readers require the support of more accomplished readers to teach them basic vocabulary, demonstrate word attack strategies, model fluent reading, and provide corrective feedback and encouragement. Newly established readers must build fluency and be pushed to exercise their reading skills across the widest possible range of settings and situations. As the act of decoding becomes more effortless and automatic, the developing reader is able to devote a greater portion of cognitive energy to understanding the meaning of the text. Reading comprehension is not a single skill but consists of a cluster of competencies that range from elementary strategies for identifying and recalling factual content to highly sophisticated techniques for inferring an author's opinions and attitudes. As researcher Michael Pressley points out, reading comprehension skills can be thought of as unfolding along a timeline. Before beginning to read a particular selection, the skilled student reader must engage prior knowledge, predict what the author will say about the topic, and set specific reading goals. While reading, the good reader self-monitors his or her understanding of the text, rereads sentences and longer passages that are unclear, and updates predictions about the text based on what he or she has just read. After completing a text, the good reader summarizes its main points (perhaps writing them down), looks back in the text to clarify any points that are unclear, and continues to think about the text and its implications for a period of time. Reading comprehension can also be thought of as a bundle of interdependent skills that range from basic to more advanced. Teachers should ensure that students understand and appropriately use simple comprehension strategies (such as looking back in a text to clarify factual information) before teaching them advanced comprehension strategies such as SQ3R ('Survey, Question, Read, Recite, Review'). Ultimately, reading is a competency that is continually honed and improved over a lifetime. The teacher's goal is to build students into independent readers whose skills improve with self-guided practice. Below are a number of instructional strategies to promote word decoding, reading decoding, and reading comprehension.

Independent Practice: Set Up Reading Centers (*Florida Center for Reading Research, 2005*). When students have mastered a reading skill, they can work independently at reading centers to practice and become more fluent in that skill under the watchful eye of the teacher. The reading center is set up with fun and engaging activities designed to extend and reinforce literacy content presented by the teacher. Students work on independent reading-related activities individually or in pairs or groups. As examples of reading center choices, students may listen to taped books, read alone or to each other, use magnetic letters to spell a specified list of words, or create storyboards or comic strips that incorporate pictures and words. Each reading center activity is tied to specific student literacy goals. The activities in reading centers may change often to give children a chance to practice new skills and to keep the content of these centers fresh and engaging.

Reading Comprehension: Activating Prior Knowledge (*Hansen, & Pearson, 1983*). The instructor demonstrates to students how they can access their prior knowledge about a topic to improve comprehension of an article or story. The instructor first explains the benefit of using prior knowledge. The instructor tells students that recalling their prior experiences ("their own life") can help them to understand the content of their reading--because new facts make sense only when we connect them to what we already know. Next, the instructor demonstrates the text prediction strategy to the class by selecting a sample passage (displayed as an overhead) and using a "think-aloud" approach to illustrate the strategy steps: STEP 1: THINK ABOUT WHAT AND WHY:

The teacher connects the article to be read with the instructor's own prior knowledge about the topic. The teacher might say, for example, "I am about to read a short article about [topic]. Before I read the article, though, I should think about my life experiences and what they might tell me about [topic]. By thinking about my own life, I will better understand the article." STEP 2: SELECT MAIN IDEAS FROM THE ARTICLE TO POSE PRIOR-KNOWLEDGE AND PREDICTION QUESTIONS. The teacher chooses up to 3 main ideas that appear in the article or story. For each key idea, the instructor poses one question requiring that readers tap their own prior knowledge of the idea (e.g., "What are your own attitudes and experiences about [idea]?") and another that prompts them to predict how the article or story might deal with the idea (e.g., "What do you think the article will say about [idea]?"). STEP 3: HAVE STUDENTS READ THE ARTICLE INDEPENDENTLY. Once the teacher has primed students' prior knowledge by having them respond to the series of prior-knowledge and prediction questions, students read the selection independently.

Reading Comprehension: Anticipation Reading Guide (*Duffelmeyer, 1994; Merkley, 1996*). To activate their prior knowledge of a topic, students complete a brief questionnaire on which they must express agreement or disagreement with 'opinion' questions tied to the selection to be read; students then engage in a class discussion of their responses. The instructor first constructs the questionnaire. Each item on the questionnaire is linked to the content of the article or story that the students will read. All questionnaire items use a 'forced-choice' format in which the student must simply agree or disagree with the item. After students have completed the questionnaire, the teacher reviews responses with the class, allowing students an opportunity to explain their rationale for their answers. Then students read the article or story.

Reading Comprehension: Building Comprehension of Textbook Readings Through SQ3R (*Robinson, 1946*). Students grasp a greater amount of content from their textbook readings when they use the highly structured SQ3R ('Survey, Question, Read, Recite, Review') process. (1) SURVEY: Prior to reading a section of the textbook, the reader surveys the selection by examining charts, tables, or pictures, looking over chapter headings and subheadings, and reading any individual words or blocks of text highlighted by the publisher. (2) QUESTION: In preparation for reading, the reader next generates and writes down a series of key 'questions' about the content based on the material that he or she has surveyed. (3) READ: As the reader reads through the selection, he or she seeks answers to the questions posed. (4) RECITE: After finishing the selection, the reader attempts to recite from memory the answers to the questions posed. If stuck on a question, the reader scans the text to find the answer. (5) REVIEW: At the end of a study session, the reader reviews the list of key questions and again recites the answers. If the reader is unable to recall an answer, he or she goes back to the text to find it.

Reading Comprehension: Conversing With the Writer Through Text Annotation (*Harris, 1990; Sarkisian, Toscano, Tomkins-Tinch, & Casey, 2003*). Students are likely to increase their retention of information when they interact actively with their reading by jotting comments in the margin of the text. Students are taught to engage in an ongoing 'conversation' with the writer by recording a running series of brief comments in the margins of the text. Students may write annotations to record their opinions of points raised by the writer, questions triggered by the reading, or vocabulary words that the reader does not know and must look up. NOTE: Because this strategy requires that students write in the margins of a book or periodical, text annotation is suitable for courses in which students have either purchased the textbook or have photocopies of the reading available on which to write.

Reading Comprehension: Mining Information from the Text Book (*Garner, Hare, Alexander, Haynes, & Vinograd, 1984*). With 'text lookback' the student increases recall of information by skimming previously read material in the text in a structured manner to look that information up. First, define for the student the difference between 'lookback' and 'think' questions. 'Lookback' questions are those that tell us that the answer can be found right in the article, while 'think' questions are those that ask you to give your own opinion, belief, or ideas. When faced with a lookback question,

readers may need to look back in the article to find the information that they need. But readers can save time by first skimming the article to get to the general section where the answer to the question is probably located. To skim efficiently, the student should (1) read the text-lookback question carefully and highlight the section that tells the reader what to look for (e.g., "What does the article say are the FIVE MOST ENDANGERED SPECIES of whales today?"), (2) look for titles, headings, or illustrations in the article that might tell the reader where the information that he or she is looking for is probably located, (3) read the beginning and end sentences in individual paragraphs to see if that paragraph might contain the desired information.

Reading Comprehension: Previewing the Chapter (Gleason, Archer, & Colvin, 2002). The student who systematically previews the contents of a chapter before reading it increases comprehension--by creating a mental map of its contents, activating prior knowledge about the topic, and actively forming predictions about what he or she is about to read. In the previewing technique, the student browses the chapter headings and subheadings. The reader also studies any important graphics and looks over review questions at the conclusion of the chapter. Only then does the student begin reading the selection.

Reading Comprehension: Question-Answer Relationships (QAR) (Raphael, 1982; Raphael, 1986). Students are taught to identify 'question-answer relationships', matching the appropriate strategy to comprehension questions based on whether a question is based on fact, requires inferential thinking, or draws upon the reader's own experience. Students learn that answers to RIGHT THERE questions are fact-based and can be found in a single sentence, often accompanied by 'clue' words that also appear in the question. Students are informed that they will also find answers to THINK AND SEARCH questions in the text--but must piece those answers together by scanning the text and making connections between different pieces of factual information. AUTHOR AND YOU questions require that students take information or opinions that appear in the text and combine them with the reader's own experiences or opinions to formulate an answer. ON MY OWN questions are based on the students' own experiences and do not require knowledge of the text to answer. Students are taught to identify question-answer relationships in class discussion and demonstration. They are then given specific questions and directed to identify the question type and to use the appropriate strategy to answer.

Reading Comprehension: Reading Actively (Gleason, Archer, & Colvin, 2002). By reading, recalling, and reviewing the contents of every paragraph, the student improves comprehension of the longer passage. The instructor teaches students to first read through the paragraph, paying particular attention to the topic and important details and facts. The instructor then directs students to cover the paragraph and state (or silently recall) the key details of the passage from memory. Finally, the instructor prompts students to uncover the passage and read it again to see how much of the information in the paragraph the student had been able to accurately recall. This process is repeated with all paragraphs in the passage.

Reading Fluency: Listening, Reading, And Receiving Corrective Feedback (Rose & Sherry, 1984; Van Bon, Bokseveld, Font Freide, & Van den Hurk, J.M., 1991). The student 'rehearses' a text by first following along silently as a more accomplished reader (tutor) reads a passage aloud; then the student reads the same passage aloud while receiving corrective feedback as needed. The student and tutor sit side-by-side at a table with a book between them. The tutor begins by reading aloud from the book for about 2 minutes while the student reads silently. If necessary, the tutor tracks his or her progress across the page with an index finger to help the student to keep up. At the end of the 2 minutes, the tutor stops reading and asks the student to read aloud. If the student commits a reading error or hesitates for longer than 3-5 seconds, the tutor tells the student the correct word and has the student continue reading. For each new passage, the tutor first reads the passage aloud before having the student read aloud.

Reading Fluency: Paired Reading (Topping, 1987). The student builds fluency and confidence as a reader by first reading aloud in unison with an accomplished reader, then signaling that he or she

is ready to read on alone with corrective feedback. The more accomplished reader (tutor) and student sit in a quiet location with a book positioned between them. The tutor says to the student, "Now we are going to read aloud together for a little while. Whenever you want to read alone, just tap the back of my hand like this [demonstrate] and I will stop reading. If you come to a word you don't know, I will tell you the word and begin reading with you again." Tutor and student begin reading aloud together. If the student misreads a word, the tutor points to the word and pronounces it. Then the student repeats the word. When the student reads the word correctly, tutor and student resume reading through the passage. When the child delivers the appropriate signal (a hand tap) to read independently, the tutor stops reading aloud and instead follows along silently as the student continues with oral reading. The tutor occasionally praises the student in specific terms for good reading (e.g., "That was a hard word. You did a nice job sounding it out!"). If, while reading alone, the child either commits a reading error or hesitates for longer than 5 seconds, the tutor points to the error-word and pronounces it. Then the tutor tells the student to say the word. When the student pronounces the error-word correctly, tutor and student resume reading aloud in unison. This tandem reading continues until the student again signals to read alone.

Reading Fluency: Repeated Reading (*Herman, 1985; Rashotte & Torgesen, 1985; Rasinski, 1990*). The student increases fluency in decoding by repeatedly reading the same passage while receiving help with reading errors. A more accomplished reader (tutor) sits with the student in a quiet location with a book positioned between them. The tutor selects a passage in the book of about 100 to 200 words in length. The tutor directs the student to read the passage aloud. If the student misreads a word or hesitates for longer than 5 seconds, the tutor reads the word aloud and has the student repeat the word correctly before continuing through the passage. If the student asks for help with any word, the tutor reads the word aloud. If the student requests a word definition, the tutor gives the definition. When the student has completed the passage, the tutor directs the student to read the passage again. The tutor directs the student to continue rereading the same passage until either the student has read the passage a total of 4 times or the student reads the passage at the rate of at least 85 to 100 words per minute. Then tutor and student select a new passage and repeat the process.

Word Decoding: Drilling Error Words (*Jenkins & Larson, 1979*). When students practice, drill, and receive corrective feedback on words that they misread, they can rapidly improve their vocabulary and achieve gains in reading fluency. Here are steps that the teacher or tutor will follow in the Error Word Drill: (1) When the student misreads a word during a reading session, write down the error word and date in a separate "Error Word Log". (2) At the end of the reading session, write out all error words from the reading session onto index cards. (If the student has misread more than 20 different words during the session, use just the first 20 words from your error-word list. If the student has misread fewer than 20 words, consult your "Error Word Log" and select enough additional error words from past sessions to build the review list to 20 words.) (3) Review the index cards with the student. Whenever the student pronounces a word correctly, remove that card from the deck and set it aside. (A word is considered correct if it is read correctly within 5 seconds. Self-corrected words are counted as correct if they are made within the 5-second period. Words read correctly after the 5-second period expires are counted as incorrect.) (4) When the student misses a word, pronounce the word for the student and have the student repeat the word. Then say, "What word?" and direct the student to repeat the word once more. Place the card with the missed word at the bottom of the deck. (5) Error words in deck are presented until all have been read correctly. All word cards are then gathered together, reshuffled, and presented again to the student. The drill continues until either time runs out or the student has progressed through the deck without an error on two consecutive cards.

Word Decoding: Tackling Multi-Syllabic Words (*Gleason, Archer, & Colvin, 2002*). The student uses affixes (suffixes and prefixes) and decodable 'chunks' to decode multi-syllabic words. The instructor teaches students to identify the most common prefixes and suffixes present in multi-syllable words, and trains students to readily locate and circle these affixes. The instructor also

trains students to segment the remainder of unknown words into chunks, stressing that readers do not need to divide these words into dictionary-perfect syllables. Rather, readers informally break up the word into graphemes (any grouping of letters including one or more vowels that represents a basic sound unit—or grapheme--in English). Readers then decode the mystery word by reading all affixes and graphemes in the order that they appear in that word.

Word Decoding: Teach a Hierarchy of Strategies (Haring, Lovitt, Eaton & Hansen, 1978). The student has a much greater chance of successfully decoding a difficult word when he or she uses a 'Word Attack Hierarchy'--a coordinated set of strategies that move from simple to more complex. The student uses successive strategies until solving the word. (1) When the student realizes that he or she has misread a word, the student first attempts to decode the word again. (2) Next, the student reads the entire sentence, using the context of that sentence to try to figure out the word's meaning--and pronunciation. (3) The student breaks the word into parts, pronouncing each one. (4) If still unsuccessful, the student uses an index card to cover sections of the word, each time pronouncing only the part that is visible. The student asks 'What sound does ___ make?', using phonics information to sound out the word. (5) If still unsuccessful, the student asks a more accomplished reader to read the word.

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School-Wide Strategies for Managing... **STUDY SKILLS / ORGANIZATION**

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As students transition to middle and high school, they are expected to depend less on the teacher to manage their instruction and to put increasing energy into becoming self-managing learners. But students must master essential study and organizational skills before they can function as independent learners. Individuals with strong study and organization skills are able to break class and homework assignments into subtasks and use time efficiently to complete those assignments, save and store graded papers and handouts for later retrieval, regularly review class notes and course readings, and practice effective study techniques. Instructors can accelerate the development of students into self-managing learners by explicitly teaching and evaluating study and organization skills and by delivering structured lessons that students can easily follow and capture in notes. Here are a range of ideas that can assist students to study more effectively and become more organized:

Independent Work. Create Customized 'Common Mistakes' Checklists (*U.S. Department of Education, 2004*). Students can develop an individualized checklist of the kinds of errors that they commonly commit on independent assignments and use this checklist to reduce or eliminate mistakes before turning in those assignments. As a class exercise, give several examples to your students of common mistakes that you find on their assignments (e.g., failure to show all work on math problems; incomplete entries on term-paper outlines). Next, have the class brainstorm a list of mistakes that they are most likely to make. Then direct each student to review the class list and create a customized checklist by selecting the 4-5 mistakes that he or she is most likely to commit. Direct students to keep their customized error checklists and use them to review their assignments before turning in.

Independent Work: Assign an Adult Advisor (*U.S. Department of Education, 2004*). Struggling students will do a better job of managing their many academic work and study requirements when they can have informal weekly meetings with an adult advisor. The advisor can be any school staff member who has a good relationship with the student. The role of the advisor is to communicate with other members of the student's team to ensure that the student is caught up with all homework and classwork assignments and is doing a satisfactory job of preparing for tests and quizzes. The advisor should plan to meet with the student at a fixed time at the start of each week for a brief meeting (1) to review academic progress, (2) help the student to get organized for upcoming assignments and prepare for tests, and (3) provide the student with encouragement and 'mini-skills' lessons in organization and study skills as needed.

Independent Work: Have Students Break Larger Tasks into Smaller Sub-Tasks (U.S. Department of Education, 2004). Students who easily become overwhelmed when given a large assignment to do independently can boost their confidence when taught first to break that assignment down into smaller, more manageable sub-tasks. Select an upcoming assignment that students are expected to complete on their own (e.g., term paper, homework assignment with multiple math problems). Demonstrate for the class or to the individual student how to partition the larger assignment into smaller steps or 'chunks'. Have the student(s) complete the assignment independently, one sub-task at a time, using your work plan. On the next assignment, have the student(s) subdivide the task into chunks to create their own work plan while you observe and provide feedback.

Independent Work: Teach Students to Adapt Worksheets (U.S. Department of Education, 2004). If students seem to struggle with the format of complex worksheets, teach them tricks to reduce the complexity or 'busyness' of the sheet. If students appear to become anxious or to lose their place when given a worksheet with a large number of math problems, for example, suggest that they fold the page or use a blank piece of paper to hide all problems except the one on which they are currently working. Or if a double-sided worksheet has a complex informational graphic (e.g., a map) on one side of the page and questions to be answered on the flip side of the worksheet, give the student an extra copy of that worksheet so that the student can look at the questions and the graphic at the same time.

Instruction: Preview & Review Lesson Objectives (Beyda, Zentall, & Ferko, 2002; U.S. Department of Education, 2004). Teachers can help students to retain the key points of a lesson by previewing the important learning objectives, labeling important points during the lesson, and reviewing those points at the close of the instructional session. Open the lesson by telling students what they will be learning that day and the materials that they will need to accomplish the lesson. During the lesson, emphasize important information that students should write into their class notes. At the end of the lesson, briefly review the central points again to improve student retention.

Instruction: Signal Key Words or Concepts That Will Be on the Test (Sprick, Borgmeier, & Nolet, 2002). Teachers can improve students' motivation and boost their performance on tests by writing the examinations first and then structuring course content and review activities to help students to successfully pass these tests. The instructor constructs the test in advance so that it contains the essential elements of course content that students must master. During instruction, whenever the teacher presents to the class any concept, fact, or operation that will appear on the test, the instructor announces that 'this will be on the test' as a cue to alert students to attend closely to the information. The teacher also selects review activities that allow students to practice and master course material before they are tested on that material.

Study Skills: Effective Studying Requires Preparation & Follow-Through (University of North Dakota Learning Center, n.d.). Effective study habits require that the student prepare before class to more fully understand the instructional content, attend carefully during class for clues about what facts or concepts the teacher views as most important, and quickly review notes after class to fill in any missing information and to cement understanding. In preparation for the class period, the student completes any assigned reading, and looks over notes and quickly skims the reading from the previous class session. During class, the student focuses on the instructor, listening carefully to how the instructor 'cues' the class that information is important (e.g., tone of voice, repetition, notes written on the board). If the teacher announces that a particular fact, concept, or idea will appear on a future test, the student records this information in his or her notes. Within 24 hours after class, the student reviews the class notes to help him or her to capture this course information in long-term memory. The student also uses this review opportunity to add any additional details, to reword notes to clarify their meaning, or to check with other students or the teacher to fill in any gaps in the notes.

Study Skills: Study Actively (*University of North Dakota Learning Center, n.d.; Wright, 2002*). Students get much more out of study sessions when they use strategies to actively review the material--such as summarizing main ideas from passages, formulating possible test questions from class notes, reciting information aloud, and studying with others. When reviewing readings from the course, the student should pause after important passages to attempt to summarize the main idea, or 'gist sentence' of each passage. While reviewing class notes, the student should attempt to identify concepts or facts from the notes that are likely to appear on an upcoming quiz or test. The student then formulates a possible test question that would be answered by the selection from his or her notes. Some students also find that they retain information more effectively during review when they occasionally read aloud sections from their course readings or class notes. Studying with others is another good method for reviewing course material, as students can motivate and encourage one another during the study session.

Study Skills: Teach a Structured Note-Taking Process (*Pauk, 1989*). Students benefit in two ways when using a highly structured note-taking process such as the Cornell System: Not only do they recall more information from lectures because they made the effort to capture it in the form of notes, but students also have a more complete set of notes to which they can refer when studying for quizzes and tests. The Cornell Notetaking System is organized into the following steps: (1) The student draws a vertical line on blank lined note paper. The line separates the page into a left-margin section that is 2.5 inches in width and another on the right that is 6 inches in width. (2) During reading or lectures, the student jots all notes in the 6-inch section of the page. (3) After leaving class or finishing the reading, the student reduces the notes into key words or key phrases. These condensed words or phrases are jotted into the 2.5-inch left margin of the page. (4) When reviewing course material, the student looks over his or her notes and jots down possible questions from the content that might appear on a test. The student then covers the notes (6-inch section of the page) and attempts to recite answers to the questions that he or she has created--using the key words or phrases in the left margin as prompts. (5) The student reviews notes periodically (e.g., 2-3 times per week), repeating the procedure outlined in step 4.

Study Skills: Use Student Study Schedule (*Wright, 2002*). A daily study schedule can ensure that the student makes the most efficient use of study time. Each day, the student makes a written schedule for homework and study. The study schedule should also include time for leisure activities—and the student should be sure to limit leisure activities to the time allotted. A study schedule has greater weight if the student's parent(s) monitor the student's adherence to the daily schedule.

Work Materials: Organize the Backlog of Old Papers (*Sirotowitz, Davis, & Parker, 2003*). Students are much better organized when they can identify old papers that should be saved for later review, have a system for labeling and filing these archived papers, and stay caught up by filing papers promptly. The teacher or parent (helping adult) first assists the student in carrying out a 'paper search', rummaging through the student's backpack, school locker, bedroom, notebook, or any other location where old papers may have collected. Next, student and helping adult sort through the pile of amassed papers, deciding which should be tossed in the trash and which should be saved. (Candidate papers to save include old tests, teacher handouts, and graded homework.) Then student and adult write at the top of each saved page the subject, the approximate date that the paper was created or handed out, and any other important identifying information (e.g., the textbook chapter or page that a series of handwritten notes were drawn from or are linked to). For each subject, label a manila folder. File all old papers for that subject in the folder, organized by date or by chapter/page number (depending on which scheme seems a more useful way to group the material). Put all folders of sorted papers into a single file cabinet drawer, crate, or other easily accessible location. Then encourage the student to sort through old papers each day and file those that are to be saved away in the appropriate folder. Also, remind the student to review the contents of folders when studying for quizzes and tests.

Work Materials: Schedule Regular ‘Clean Outs’ (Gleason, Colvin, & Archer, 1991; U.S. Department of Education, 2004). Students are most productive when they are periodically given time and guidance to organize their work- and storage spaces to better manage the ‘paperflow’ of school work. Prepare a class mini-lesson to present suggestions on how your students should organize their desk or other class workspace, backpack, and/or locker. Work with your class to develop organizational tips (e.g., what does belong in a locker and what does not) and a rubric to judge the degree to which each student’s work- and storage spaces are appropriately organized. Schedule time periodically for the entire class or selected students to organize their work and storage spaces under your supervision. Have students refer to the class rubric and provide teacher feedback as they organize their spaces.

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School-Wide Strategies for Managing...

OFF-TASK / INATTENTION

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Students who have chronic difficulties paying attention in class face the risk of poor grades and even school failure. Inattention may be a symptom of an underlying condition such as Attention Deficit Hyperactivity Disorder. However, teachers should not overlook other possible explanations for student off-task behavior. It may be, for example, that a student who does not seem to be paying attention is actually mismatched to instruction (the work is too hard or too easy) or preoccupied by anxious thoughts. Or the student may be off-task because the teacher's lesson was poorly planned or presented in a disorganized manner. It is also important to remember that even children with ADHD are influenced by factors in their classroom setting and that these students' level of attention is at least partly determined by the learning environment. Teachers who focus on making their instruction orderly, predictable, and highly motivating find that they can generally hold the attention of most of their students most of the time. Here are some ideas to consider to boost rates of student attending and on-task behavior:

Capture Students' Attention Before Giving Directions (Ford, Olmi, Edwards, & Tingstrom, 2001; Martens & Kelly, 1993). Gain the student's attention before giving directions and use other strategies to ensure the student's full understanding of them. When giving directions to an individual student, call the student by name and establish eye contact before providing the directions. When giving directions to the whole class, use group alerting cues such as 'Eyes and ears on me!' to gain the class's attention. Wait until all students are looking at you and ready to listen before giving directions. When you have finished giving directions to the entire class, privately approach any students who appear to need assistance. Quietly restate the directions to them and have them repeat the directions back to you as a check for understanding.

Class Participation: Keep Students Guessing (Heward, 1994). Students attend better during large-group presentations if they cannot predict when they will be required to actively participate. Randomly call on students, occasionally selecting the same student twice in a row or within a short time span. Or pose a question to the class, give students 'wait time' to formulate an answer, and then randomly call on a student.

Employ Proximity Control (Ford, Olmi, Edwards, & Tingstrom, 2001; Gettinger & Seibert, 2002; U.S. Department of Education, 2004). Students typically increase their attention to task and show improved compliance when the teacher is in close physical proximity. During whole-group activities, circulate around the room to keep students focused. To hold an individual student's attention, stand or sit near the student before giving directions or engaging in discussion.

Give Clear Directions (Gettinger & Seibert, 2002; Gettinger, 1988). Students will better understand directions when those directions are delivered in a clear manner, expressed in language the student understands, given at a pace that does not overwhelm the student, and posted for later review. When giving multi-step directions orally, write those directions on the board or give to students as a handout to consult as needed. State multi-step directions one direction at a time and confirm that the student is able to comply with each step before giving the next direction.

Give Opportunities for Choice (Martens & Kelly, 1993; Powell & Nelson, 1997). Allowing students to exercise some degree of choice in their instructional activities can boost attention span and increase academic engagement. Make a list of 'choice' options that you are comfortable offering students during typical learning activities. During independent seatwork, for example, you might routinely let students choose where they sit, allow them to work alone or in small groups, or give them 2 or 3 different choices of assignment selected to be roughly equivalent in difficulty and learning objectives.

Instruct at a Brisk Pace (Carnine, 1976; Gettinger & Seibert, 2002). When students are appropriately matched to instruction, they are likely to show improved on-task behavior when they are taught at a brisk pace rather than a slow one. To achieve a brisk pace of instruction, make sure that you are fully prepared prior to the lesson and that you minimize the time spent on housekeeping items such as collecting homework or on transitions from one learning activity to another.

Make the Activity Stimulating (U.S. Department of Education, 2004). Students require less conscious effort to remain on-task when they are engaged in high-interest activities. Make instruction more interesting by choosing a specific lesson topic that you know will appeal to students (e.g., sports, fashion). Or help students to see a valuable 'real-world' pay-off for learning the material being taught. Another tactic is to make your method of instruction more stimulating. Students who don't learn well in traditional lecture format may show higher rates of engagement when interacting with peers (cooperative learning) or when allowed the autonomy and self-pacing of computer-delivered instruction.

Pay Attention to the On-Task Student (DuPaul & Ervin, 1996; Martens & Meller, 1990). Teachers who selectively give students praise and attention only when those students are on-task are likely to

find that these students show improved attention in class as a result. When you have a student who is often off-task, make an effort to identify those infrequent times when the student is appropriately focused on the lesson and immediately give the student positive attention. Examples of teacher attention that students will probably find positive include verbal praise and encouragement, approaching the student to check on how he or she is doing on the assignment, and friendly eye contact.

Provide a Quiet Work Area (*U.S. Department of Education, 2004*). Distractible students benefit from a quiet place in the classroom where they can go when they have more difficult assignments to complete. A desk or study carrel in the corner of the room can serve as an appropriate workspace. When introducing these workspaces to students, stress that the quiet locations are intended to help students to concentrate. Never use areas designated for quiet work as punitive 'time-out' spaces, as students will then tend to avoid them.

Provide Attention Breaks (*DuPaul & Ervin, 1996; Martens & Meller, 1990*). If students find it challenging to stay focused on independent work for long periods, allow them brief 'attention breaks'. Contract with students to give them short breaks to engage in a preferred activity each time that they have finished a certain amount of work. For example, a student may be allowed to look at a favorite comic book for 2 minutes each time that he has completed five problems on a math worksheet and checked his answers. Attention breaks can refresh the student –and also make the learning task more reinforcing.

Reduce Length of Assignments (*DuPaul & Ervin, 1996; U.S. Department of Education, 2004*). Students' attention may drift when completing overly long assignments. For new material, trim assignments to the minimum length that you judge will ensure student understanding. When having students practice skills or review previously taught material, break that review into a series of short assignments rather than one long assignment to help to sustain interest and engagement.

Schedule Challenging Tasks for Peak Attention Times (*Brock, 1998*). Many students with limited attention can focus better in the morning, when they are fresh. Schedule those subjects or tasks that the student finds most difficult early in the day. Save easier subjects or tasks for later in the day, when the student's attention may start to wane.

Select Activities That Require Active Student Responding (*Gettinger & Seibert, 2002; Heward, 1994*). When students are actively engaged in an activity, they are more likely to be on-task. Avoid long stretches of instructional time in which students sit passively listening to a speaker. Instead, program your instructional activities so that students must frequently 'show what they know' through some kind of active [visible] response. For example, you might first demonstrate a learning strategy to students and then divide the class into pairs and have students demonstrate the strategy to each other while you observe and evaluate.

Transition Quickly (*Gettinger & Seibert, 2002; Gettinger, 1988*). When students transition quickly between educational activities and avoid instructional 'dead time', their attention is less likely to wander. Train students to transition appropriately by demonstrating how they should prepare for common academic activities, such as group lecture and independent seatwork. Have them practice these transitions, praising the group for timely and correct performance. Provide additional 'coaching' to individual students as needed. During daily instruction, verbally alert students several minutes before a transition to another activity is to occur.

Use Advance Organizers (*U.S. Department of Education, 2004*). One strategy to improve on-task behavior is to give students a quick overview of the activities planned for the instructional period or day. This 'advance organizer' provides students with a mental schedule of the learning activities, how those activities interrelate, important materials needed for specific activities, and the amount of time set aside for each activity. All students benefit when the teacher uses advance

organizers. However inattentive students especially benefit from this overview of learning activities, as the advance organizer can prompt, mentally prepare, and focus these students on learning right when they most need it.

Use Preferential Seating (*U.S. Department of Education, 2004*). Seating the student near the teacher is one tried-and-true method to increase on-task behavior. Preferential seating simply means that you seat the student in a location where he or she is most likely to stay focused on what you are teaching. Remember that all teachers have an 'action zone', a part of the room where they tend to focus most of their instruction. Once you have analyzed your 'action zone' as a teacher, place the student's seat somewhere within that zone. Of course, the ideal seating location for any particular student will vary, depending on the unique qualities of the target student and of your classroom. When selecting preferential seating, consider whether the student might be self-conscious about sitting right next to the teacher. Also, try to select a seat location that avoids other distractions. For example, you may want to avoid seating the student by a window or next to a talkative classmate.

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School-Wide Strategies for Managing... HYPERACTIVITY

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Hyperactive students tend to have a very high energy level, act impulsively and can be behaviorally distracting. They may fidget, play with objects, tap pencils so loudly against their desk that kids from across the room look over at them, or blurt out answers to teacher questions before the instructor is even finished asking them. When working with students who are hyperactive or impulsive, teachers should keep in mind that these students are very often completely unaware that others view their behavior as distracting or annoying. Teachers working with such children can greatly increase their own effectiveness by clearly communicating behavioral expectations to students, by encouraging and rewarding students who behave appropriately, and by being consistent and fair when responding to problem student behaviors. Here are teacher ideas for managing impulsive or hyperactive students who display problem motor or verbal behaviors:

Adopt a 'Silent Signal' (*U.S. Department of Education, 2004*). You can redirect overactive students in a low-key manner by using a silent signal. Meet privately with the student and identify for the student those motor or verbal behaviors that appear to be most distracting. With the student's help, select a silent signal that you can use to alert the student that his or her behavior has crossed the threshold and now is distracting others. Role-play several scenarios with the student in which you use the silent signal and the student then controls the problem behavior. When you are able to successfully use the 'silent signal' during instruction, be sure to praise the student privately for responding appropriately and promptly to your signal.

Allow Discretionary Motor Breaks (*U.S. Department of Education, 2004*). When given brief 'movement' breaks, highly active students often show improvements in their behaviors. Permit the student to leave his or her seat and quietly walk around the classroom whenever the student feels particularly fidgety. Or, if you judge that motor breaks within the classroom would be too distracting, consider giving the student a discretionary pass that allows him or her to leave the classroom briefly to get a drink of water or walk up and down the hall.

Encourage Acceptable Outlets for Motor Behavior (*U.S. Department of Education, 2004*). If the student distracts other students by playing with objects, substitute an alternative motor behavior that will not distract others. Give the student a soft 'stress ball' and encourage the student to squeeze it whenever he or she feels the need for motor movement. Or if the setting is appropriate, allow the student to chew gum as a replacement motor behavior.

Have the Student Monitor Motor Behaviors and Call-Outs (*DuPaul & Stoner, 2002*). Students can often change problem behaviors when they pay attention to those behaviors. Have the student monitor his or her motor behaviors or call-outs. First, choose a class period or part of the day when you want the student to monitor distracting behaviors. Next, meet privately with the student to discuss which of that student's behaviors are distracting. Then, together with the student, design a simple distractible behavior-rating form with no more than 3 items (For a student who calls out frequently, for example, a useful rating item might be "How well did I observe the rule today of raising my hand and being called on before giving an answer? Poor – Fair – Good".) Have the student rate his or her behaviors at the end of each class period. Make an effort to praise the student (a) for being accurate in rating behaviors, and (b) for any improvements that you see in the student's behaviors over time.

Ignore Low-Level Motor Behaviors (*Sprick, Borgmeier & Nolet, 2002; U.S. Department of Education, 2004*). Selective ignoring can be an effective teacher response to minor fidgeting or other motor behaviors. If the student's 'fidgety' behaviors are relatively minor and do not seriously derail classroom instruction, the teacher should simply not pay attention to them.

Remove Unnecessary Items From the Student's Work Area (*U.S. Department of Education, 2004*). Students who tend to distract themselves and others by playing with objects behave better when their work area is uncluttered. Take away (or direct the student to put away) any items that the

student does not need for the work assignment but might be tempted to play with (e.g., extra pens, paper clips).

Schedule Group 'Stretch Breaks' (Brock, 1998). You can increase the focus of your entire class and appropriately channel the motor behaviors of fidgety students by scheduling brief 'stretch breaks.' At their simplest, stretch breaks consist of having students stand next to their desks, stretch their arms, take a deep breath, and exhale slowly before resuming their seats. Or you can be creative, having students take part in different movements during each break (e.g., "OK class. It's time for a stretch break. Stand by your desk, arms over your head. Then take 3 steps back and 3 steps forward..."). NOTE: When using stretch breaks, be sure that you select movements that all of your students are physically able to accomplish without difficulty.

Seat the Student Next to Distraction-Resistant Peers (Kerr & Nelson, 1998). One useful strategy for managing low-level motor behaviors is to seat the student next to peers who can generally ignore those behaviors. Rearrange seating in the classroom so that the student is sitting near peers who are good behavior models and are not readily distracted by that student's minor fidgety movements or playing with objects.

Select a 'Supportive Peer' (DuPaul & Stoner, 2002). Handpick a classmate who has a good relationship with the student but is not easily drawn off-task and appoint that student as a 'helper peer'. Meet privately with the student and the helper peer. Tell the peer that whenever he or she notices that the student's verbal or motor behavior has risen to the level of distracting others, the peer should give the student a brief, quiet, non-judgmental signal (e.g., a light tap on the shoulder) to control the behavior. Role-play several scenarios so that the peer knows when he or she can ignore the student's low-level motor behaviors and when the peer should use a signal to alert the student to more distracting behaviors.

Structure Instructional Activities to Allow Interaction and Movement (DuPaul & Stoner, 2002; Sprick, Borgmeier & Nolet, 2002; U.S. Department of Education, 2004). Students with high energy levels may be more likely to engage in distracting behavior when they are forced to sit through long periods of lecture or independent seatwork. Instead, offer students frequent opportunities for more movement by designing instruction to actively engage them as learners (e.g., cooperative learning). An additional advantage of less formal, more spontaneous learning activities is that when the overactive child does happen to display motor behaviors in this relaxed setting, those behaviors are less likely to distract peers.

Use 'Response Cost' (DuPaul & Stoner, 2002; Martens & Meller, 1990). A strategy to reduce distracting verbal or motor behaviors is to use 'response cost': first awarding points or tokens and then deducting those points or tokens whenever the behavior distracts other students. Here is a simple version that you can use in your classroom: Award the student a certain number of 'behavior points' (e.g., 5) at the start of each class period and write a series of tally marks on the blackboard that corresponds to this number. Privately inform the student that each time that he or she engages in verbal or motor behaviors that obviously distract other students (e.g., cause them to comment on the behavior), you will silently go to the board and erase one point from the student's total. At the end of each class period, the student is allowed to keep any 'behavior points' that remain. Let the student know that he or she can collect points across multiple days and eventually redeem a certain number of collected 'behavior points' for prizes or privileges (e.g., extra free time).

Use Brief Reminders About Appropriate Behavior and Conduct (DuPaul & Stoner, 2002; Sprick, Borgmeier & Nolet, 2002). Provide students with brief reminders of expected behaviors at the 'point of performance', when they will most benefit from it. Consider using structured prompts such as the following for students who tend to blurt out answers: "When I ask this question, I will give the class 10 seconds to think of your best answer. Then I will call on one student." Or you can remind

students who have difficulty moving through hallways as part of a group, "Remember to keep hands to self and to walk quietly on the right as we walk to art class."

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School-Wide Strategies for Managing... **DEFIANCE / NON-COMPLIANCE**

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Students who are defiant or non-compliant can be among the most challenging to teach. They can frequently interrupt instruction, often do poorly academically, and may show little motivation to learn. There are no magic strategies for managing the behaviors of defiant students. However, research shows that certain techniques tend to work best with these children and youth: (1) Give the student positive teacher recognition. Even actions as simple as greeting the student daily at the classroom door or stopping by the student's desk to ask 'How are you doing?' can over time turn strained relationships into positive ones. (2) Monitor the classroom frequently and intervene proactively to redirect off-task students before their mild misbehaviors escalate into more serious problems. (3) Avoid saying or doing things that are likely to anger or set off a student. Speak calmly and respectfully, for example, rather than raising your voice or using sarcasm. (4) When you must intervene with a misbehaving student, convey the message to the student that you will not tolerate the problem behavior—but that you continue to value and accept the student. (5) Remember that the ultimate goal of any disciplinary measure is to teach the student more positive ways of behaving. Punishment generally does not improve student behaviors over the long term and can have significant and lasting negative effects on school performance and motivation. (6) Develop a classroom 'crisis response plan' to be implemented in the event that one or more students display aggressive behaviors that threaten their own safety or the safety of others. Be sure that your administrator approves this classroom crisis plan and that everyone who has a part in the plan knows his or her role. One final thought: While you can never predict what behaviors your students might bring into your classroom, you will usually achieve the best outcomes by remaining calm, following pre-planned intervention strategies for misbehavior, and acting with

consistency and fairness when intervening with or disciplining students. Here are other ideas for managing defiant or non-compliant students:

Allow the Student a 'Cool-Down' Break (*Long, Morse, & Newman, 1980*). Select a corner of the room (or area outside the classroom with adult supervision) where the target student can take a brief 'respite break' whenever he or she feels angry or upset. Be sure to make cool-down breaks available to all students in the classroom, to avoid singling out only those children with anger-control issues. Whenever a student becomes upset and defiant, offer to talk the situation over with that student once he or she has calmed down and then direct the student to the cool-down corner. (E.g., "Thomas, I want to talk with you about what is upsetting you, but first you need to calm down. Take five minutes in the cool-down corner and then come over to my desk so we can talk.")

Ask Open-Ended Questions (*Lanceley, 2001*). If a teacher who is faced with a confrontational student does not know what triggered that student's defiant response, the instructor can ask neutral, open-ended questions to collect more information before responding. You can pose 'who', 'what', 'where', 'when', and 'how' questions to more fully understand the problem situation and identify possible solutions. Some sample questions are "What do you think made you angry when you were talking with Billy?" and "Where were you when you realized that you had misplaced your science book?" One caution: Avoid asking 'why' questions (e.g., "Why did you get into that fight with Jerry?") because they can imply that you are blaming the student.

Assign a Reflective 'Processing' Essay After Misbehavior (*Boynton & Boynton, 2005; Mayer & Ybarra, 2004; Walker, Colvin, & Ramsey, 1995*). The student who gets into a conflict must write and submit to the teacher a brief 'process' plan outlining how they will improve their behavior. At minimum, the plan would state: (1) the role the student played in the conflict, (2) the part that other participants may have taken in the incident, (3) the student's suggestions for finding the best resolution to the problem, and (4) how the student can act in the future to prevent the conflict from recurring. NOTE: Some teachers use a pre-printed structured questionnaire containing these 4 items for the student to complete.

Do Not Get Entangled in Arguments (*Walker & Walker, 1991*). The careful teacher avoids being dragged into arguments or unnecessary discussion when disciplining students. When you must deliver a command to, confront, or discipline a student who is defiant or confrontational, be careful not to get 'hooked' into a discussion or argument with that student. If you find yourself being drawn into an exchange with the student (e.g., raising your voice, reprimanding the student), immediately use strategies to disengage yourself (e.g., by moving away from the student, repeating your request in a business-like tone of voice, imposing a pre-determined consequence for noncompliance).

Emphasize the Positive in Teacher Requests (*Braithwaite, 2001*). When an instructor's request has a positive 'spin', that teacher is less likely to trigger a power struggle and more likely to gain student compliance. Whenever possible, avoid using negative phrasing (e.g., "If you don't return to your seat, I can't help you with your assignment"). Instead, restate requests in positive terms (e.g., "I will be over to help you on the assignment just as soon as you return to your seat").

Expand the Range of Classroom Behavior Interventions (*Sprick, Borgmeier, & Nolet, 2002*). The teacher who has developed an array of in-class consequences for minor misbehaviors can prevent students from being sent to the principal's office or to in-school detention. First, list those common misbehaviors that you believe should typically be handled in the classroom (e.g. being late to class, talking out). When finished, categorize your list of misbehaviors into 3 groups: 'Level 1' (mild) misbehaviors, 'Level 2' (medium) misbehaviors, and 'Level 3' (more serious) misbehaviors. Then, list next to each level of problem behaviors a range of in-class consequences that you feel appropriately match those types of misbehavior. For example, you may decide that a 'soft' reprimand would be a choice to address Level 1 misbehaviors, while a

phone call to the parent would be a choice for Level 3 misbehaviors. NOTE: In-class consequences are intended for minor misbehaviors. You should notify an administrator whenever students display behaviors that seriously disrupt learning or pose a risk to the safety of that student or to others.

Give Praise That is Specific and Does Not Embarrass the Student (*Sprick, Borgmeier, & Nolet, 2002*). Defiant students can respond well to adult praise but only when it is sincere and specific, and is not embarrassing. Ideally, the teacher should deliver praise as soon as possible after the positive behavior. Praise should be specific and descriptive—because vague, general praise can sound fake and does not give the student any useful information about how their behavior meets or exceeds the teacher's expectations. For older students who tend to dislike being praised in a highly public manner, the teacher can use a more indirect or low-key approach (e.g., writing a note of praise on the student's graded assignment, praising the student in a private conversation, calling the student's parent to praise the student).

Give Problem Students Frequent Positive Attention (*Sprick, Borgmeier, & Nolet, 2002*). Teachers should make an effort to give positive attention or praise to problem students at least three times more frequently than they reprimand them. The teacher gives the student the attention or praise during moments when that student is acting appropriately--and keeps track of how frequently they give positive attention and reprimands to the student. This heavy dosing of positive attention and praise can greatly improve the teacher's relationship with problem students.

Have the Student Participate in Creating a Behavior Plan (*Walker, Colvin, & Ramsey, 1995*). Students can feel a greater sense of ownership when they are invited to contribute to their behavior management plan. Students also tend to know better than anyone else what triggers will set off their problem behaviors and what strategies they find most effective in calming themselves and avoiding conflicts or other behavioral problems.

Increase 'Reinforcement' Quality of the Classroom (*Dunlap & Kern, 1996; Mayer & Ybarra, 2004*). If a student appears to be defiant or non-compliant in an effort to escape the classroom, the logical solution is to make the classroom environment and activities more attractive and reinforcing for that student. Unfortunately, the student who fails repeatedly at academics can quickly come to view school as punishment. Some ideas to increase motivation to remain in the classroom are to structure lessons or assignments around topics of high interest to the target student, to increase opportunities for cooperative learning (which many students find reinforcing), and to adjust the target student's instruction so that he or she experiences a high rate of success on classwork and homework.

Keep Responses Calm, Brief, and Businesslike (*Mayer, 2000; Sprick, Borgmeier, & Nolet, 2002*). Because teacher sarcasm or lengthy negative reprimands can trigger defiant student behavior, instructors should respond to the student in a 'neutral', business-like, calm voice. Also, keep responses brief when addressing the non-compliant student. Short teacher responses give the defiant student less control over the interaction and can also prevent instructors from inadvertently 'rewarding' misbehaving students with lots of negative adult attention.

Listen Actively (*Lanceley, 1999; Long, Morse, & Newman, 1980*). The teacher demonstrates a sincere desire to understand a student's concerns when he or she actively listens to and then summarizes those concerns. Many students lack effective negotiation skills in dealing with adults. As a result, these students may become angry and defensive when they try to express a complaint to the teacher—even when that complaint is well founded. The instructor can show that he or she wants to understand the student's concern by summing up the crucial points of that concern (paraphrasing) in his or her own words. Examples of paraphrase comments include 'Let me be sure that I understand you correctly...', 'Are you telling me that...?', 'It sounds to me like these are your concerns:...' When teachers engage in 'active listening' by using paraphrasing,

they demonstrate a respect for the student's point of view and can also improve their own understanding of the student's problem.

Offer the Student a Face-Saving Out (*Thompson & Jenkins, 1993*). Students sometimes blunder into potential confrontations with their teachers; when this happens, the teacher helps the student to avoid a full-blown conflict in a manner that allows the student to save face. Try this face-saving de-escalation tactic: Ask the defiant student, "Is there anything that we can work out together so that you can stay in the classroom and be successful?" Such a statement treats the student with dignity, models negotiation as a positive means for resolving conflict, and demonstrates that the instructor wants to keep the student in the classroom. It also provides the student with a final chance to resolve the conflict with the teacher and avoid other, more serious disciplinary consequences. Be prepared for the possibility that the student will initially give a sarcastic or unrealistic response (e.g., "Yeah, you can leave me alone and stop trying to get me to do classwork!"). Ignore such attempts to hook you into a power struggle and simply ask again whether there is any reasonable way to engage the student's cooperation. When asked a second time, students will often come up with workable ideas for resolving the problem. If the student continues to be non-compliant, however, simply impose the appropriate consequences for that misbehavior.

Proactively Interrupt the Student's Anger Early in the Escalation Cycle (*Long, Morse, & Newman, 1980; Walker, Colvin, & Ramsey, 1995*). The teacher may be able to 'interrupt' a student's escalating behaviors by redirecting that student's attention or temporarily removing the student from the setting. If the student is showing only low-level defiant or non-compliant behavior, you might try engaging the student in a high-interest activity such as playing an educational computer game or acting as a classroom helper. Or you may want to briefly remove the student from the room ('antiseptic bounce') to prevent the student's behavior from escalating into a full-fledged confrontation. For example, you might send the student to the main office on an errand, with the expectation that-by the time the child returns to the classroom-he or she will have calmed down.

Project Calmness When Approaching an Escalating Student (*Long, Morse, & Newman, 1980; Mayer, 2000; Walker, Colvin, & Ramsey, 1995*). A teacher's chances of defusing a potential confrontation with an angry or defiant student increase greatly if the instructor carefully controls his or her behavior when first approaching the student. Here are important tips: Move toward the student at a slow, deliberate pace, and respect the student's private space by maintaining a reasonable distance. If possible, speak privately to the student, using a calm and respectful voice. Avoid body language that might provoke the student, such as staring, hands on hips, or finger pointing. Keep your comments brief. If the student's negative behaviors escalate despite your best efforts, move away from the student and seek additional adult assistance or initiate a crisis-response plan.

Relax Before Responding (*Braithwaite, 2001*). Educators can maintain self-control during a tense classroom situation by using a brief, simple stress-reduction technique before responding to a student's provocative remark or behavior. When provoked, for example, take a deeper-than-normal breath and release it slowly, or mentally count to 10. As an added benefit, this strategy of conscious relaxation allows the educator an additional moment to think through an appropriate response--rather than simply reacting to the student's behavior.

Reward Alternative (Positive) Behaviors (*Mayer & Ybarra, 2004; Walker, Colvin, & Ramsey, 1995*). The instructor can shape positive behaviors by selectively calling on the student or providing other positive attention or incentives only when the student is showing appropriate social and academic behaviors. The teacher withholds positive attention or incentives when the student misbehaves or does not engage in academics.

State Teacher Directives as Two-Part Choice Statements (*Walker, 1997*). When a student's confrontational behavior seems driven by a need for control, the teacher can structure verbal requests to both acknowledge the student's freedom to choose whether to comply and present

the logical consequences for non-compliance (e.g., poor grades, office disciplinary referral, etc.). Frame requests to uncooperative students as a two-part statement. First, present the negative, or non-compliant, choice and its consequences (e.g., if a seatwork assignment is not completed in class, the student must stay after school). Then state the positive behavioral choice that you would like the student to select (e.g., the student can complete the seatwork assignment within the allotted work time and not stay after school). Here is a sample 2-part choice statement, 'John, you can stay after school to finish the class assignment or you can finish the assignment now and not have to stay after class. It is your choice.'

Use a 'Buddy Teacher' for Brief Student Breaks (Boynton & Boynton, 2005). Sending a mildly non-compliant student on a short visit to a neighboring classroom can give both the teacher and student a needed break. Arrange with an instructor in a nearby room for either of you to send a student to the other's room whenever you need a short respite from the student. Set aside a seating area in each classroom for student visitors. NOTE: These timeouts should be used only sparingly and should NOT be used if the student appears to find the breaks rewarding or to seek them as a way to avoid work.

Use Non-Verbal and Para-Verbal Behaviors to Defuse Potential Confrontations (Braithwaite, 2001; Long, Morse, & Newman, 1980; Walker, Colvin, & Ramsey, 1995). When interacting with defiant or confrontational students, teachers can use non-verbal and para-verbal techniques such as non-threatening body language, soft tone of voice, or strategic pauses during speech, to reduce tensions. For example, if a student is visibly agitated, you may decide to sit down next to the student at eye level (a less threatening posture) rather than standing over that student. Or you might insert a very brief 'wait time' before each response to the student, as these micro-pauses tend to signal calmness, slow a conversation down and help to prevent it from escalating into an argument.

Use 'Soft' Reprimands (Sprick, Borgmeier, & Nolet, 2002). The teacher gives a brief, gentle signal to direct back to task any students who is just beginning to show signs of misbehavior or non-compliance. These 'soft' reprimands can be verbal (a quiet word to the student) or non-verbal (a significant look). If a soft reprimand is not sufficient to curb the student's behaviors, the teacher may pull the student aside for a private problem-solving conversation or implement appropriate disciplinary consequences.

Validate the Student's Emotion by Acknowledging It (Lanceley, 1999). When the teacher observes that a student seems angry or upset, the instructor labels the emotion that seems to be driving that student's behavior. 'Emotion labeling' can be a helpful tactic in deescalating classroom confrontations because it prompts the student to acknowledge his or her current feeling-state directly rather than continuing to communicate it indirectly through acting-out behavior. A teacher, for example, who observes a student slamming her books down on her desk and muttering to herself after returning from gym class might say to the student, "You seem angry. Could you tell me what is wrong?" Once a powerful emotion such as anger is labeled, the teacher and student can then talk about it, figure out what may have triggered it, and jointly find solutions that will mitigate it. Emotion labeling should generally be done in a tentative manner ("John, you sound nervous...", "Alice, you appear frustrated..."), since one can never know with complete certainty what feelings another person is experiencing.

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School-Wide Strategies for Managing... **BUS CONDUCT**

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Traveling by school bus is one of the safest methods of transportation. In fact, according to the School Bus Information Council, children have a much lower risk of serious injury when riding the school bus than when traveling via passenger car, train, or airline. Bus drivers deserve a great deal of credit for maintaining such a strong safety record, especially when one considers the extreme challenges of supervising a school bus full of young riders. The driver must focus attention on the highly complex task of maneuvering the bus down a busy roadway at high speeds while at the same time monitoring and managing the behaviors of an often-unruly bunch of 40 or more students who are visible only through a rear-view mirror! There are two important principles to keep in mind when setting up behavioral interventions for buses. First, the bus should be considered an extension of the school environment. That is, the bus driver should be regarded as having the same authority as a teacher or other school staff member. And behavior on the bus should earn the student the same incentives or disciplinary consequences that such conduct would bring if displayed in a school setting. Second, bus interventions should emphasize the establishment of positive relationships between driver and riders and focus on teaching appropriate student behaviors instead of relying too heavily on the use of punishment. Drivers who know the names of their riders, greet all children as they enter the bus, and build a strong bond with their daily passengers will see reduced behavior problems and discover that even those challenging behaviors that occasionally do emerge can usually be dealt with quickly and easily. The remainder of this article draws from effective behavior-management principles for ideas on handling students' bus behavior.

Appoint Peer Bus Helpers (*Carnes, 1996*). Older students can practice valuable service-industry career skills and provide useful assistance to drivers by serving as bus helpers to younger students. Older students can develop valuable service-industry career skills and provide useful assistance to drivers by serving as bus helpers to younger students. Create a 'service career' course or extracurricular program for middle or high school students that trains them in customer service skills. Recruit students from this course to serve on their bus as peer helpers. In the peer helper role, these students practice polite interactions with others by helping riders on the bus as needed (e.g., reminding an exiting student that she forgot her bookbag), mediating student disagreements, and assisting the bus driver during bus drills or as needed. The school should provide regular feedback to peer helpers about their 'job performance'-and also assist these students to document their helper duties in a work resume and write letters of recommendation on their behalf to employers, colleges, or work training programs.

Assign Seating for Misbehaving Students (*Hopkins, 2003*). When students misbehave, assign them for several days to a 'time-out' seat near the driver where they can be kept under close supervision. Let all riders know that sitting where they choose on the bus is a privilege to be earned. If a student continues to misbehave despite reminders or warnings, the student is moved to the front seat near the driver. The student is informed that he or she will remain in this assigned seat until the student shows appropriate behavior for a predetermined number of days (e.g., 3).

Assign Seating for the Entire Bus (*Gettinger, 1988; Martens & Kelly, 1993*). Assigning seats for all riders can help the driver to learn student names more rapidly, set a tone of behavioral control, and turn student seating into a familiar routine rather than a daily free-for-all. At the start of the year, create a seating chart for the bus. Next to each student's name on the chart, list that student's teacher or homeroom, to make it easier to communicate with the school about student behavioral concerns. If, after the first couple of weeks of school, students generally show positive bus behaviors, the driver may allow riders to sit where they choose—while reminding them that assigned seating will resume if behavioral problems emerge.

Invite School Authority Figures for Bus Visits (*Gaustad, 1992*). When various adults who maintain effective discipline in school make periodic surprise visits to the bus, they can extend some of their behavioral influence to the bus environment. The school principal, classroom teachers, and school resource [police] officers are all good choices to make brief guest appearances on the bus as it stops at the school to load or unload passengers. Visiting adults should remind students of appropriate bus behaviors, praise them if their bus general bus conduct has been good, and convey the message that the bus driver possesses the same authority and should be obeyed as readily as any other adult in the school setting.

Link Bus Behavior to a School Reward System (*Sugai & Horner, 2002*). Students' behavior on the bus will improve if they know that they can earn or lose school incentives as a result of their bus conduct. First, establish a classroom or school-wide system in which students are acknowledged and rewarded for good behavior (e.g., earning points toward prizes or coupons to be redeemed at the school store) and receive negative consequences (e.g., deduction of prize points, loss of privileges) for misbehavior. Then explain to students how bus behaviors are tied into this system. For example, your school may decide that a bus disciplinary referral carries the same negative weight as a teacher office referral while a good behavior report from the bus driver is regarded as equivalent to a teacher praise-note.

Match Interventions to Severity of Bus Misbehavior (*Hopkins, 2003; Mayer & Ybarra, 2003; New Zealand Ministry of Education, 2003*). Interventions to address bus misbehavior can be administered more consistently and fairly when those interventions are systematically matched to the seriousness of that misbehavior. In a hypothetical 3-tier system, for example, low-level (Tier I) misbehaviors could include spitting or using abusive language and might result in the student's meeting with the classroom teacher or principal and perhaps being assigned to bus safety class. Medium-level

(Tier II) misbehaviors could include a rider hanging his or her arm out of the window or bullying another student and might require a meeting between the student, parent, and principal; bus safety class—and possibly the temporary suspension of the student from extracurricular activities. A high-level (Tier III) misbehavior could include physical fights or defacing the bus with graffiti and might result in the student's assignment to bus safety class, the temporary suspension of the student from extracurricular activities, and the requirement that the student make amends to the injured party or pay restitution for damaged property. Schools may want to notify parents of even minor incidents of bus misbehavior, though, and encourage them to intervene early by communicating to their child the importance of safe and civil behavior when riding the bus. Also, students who continue to engage in chronic low-level (Tier I) bus misbehavior despite intervention efforts will probably require stronger (TIER II or Tier III) interventions.

Promote a Positive Bus Environment (Bear 1990; Mayer & Sulzer-Azaroff, 2002; Mayer & Ybarra, 2003).

Drivers who have frequent positive interactions with students generally experience significantly better bus behaviors than drivers who primarily emphasize reprimands and punishments. When interacting with students, the bus driver should make an effort to maintain a ratio of at least 3 positive interactions for every reprimand or other disciplinary consequence. Examples of positive interactions include greeting each rider by name as the student enters the bus, giving a student a non-verbal signal such as a thumbs-up sign, and praising a student's bus behavior in front of a waiting parent as the student disembarks.

Pull Over to Collect 'Time Owed' for Misbehavior (Sprick, Borgmeier & Nolet, 2002). If group behaviors on the bus become unsafe, the driver should pull over and wait until those behaviors are brought back under control (a version of 'time owed' for misbehavior). At the start of the school year, the school should inform parents and students that bus drivers are required to pull over whenever the behavior of riders presents a safety risk (e.g., the noise level is too great; riders are moving from seat to seat while the bus is moving, etc.). Determine a minimum amount of time that the bus will remain pulled over (e.g., 5 minutes). When, in the driver's judgment, the behaviors on the bus have become unsafe, the driver delivers one warning. If the behaviors do not improve significantly, the driver then pulls over and waits quietly for the minimum 'time-out' period. If bus behaviors are under control by the end of the wait-time, the driver resumes the route. If those behaviors are not yet under control, the driver continues to wait until he or she judges that it is safe to return to the road. Drivers should report to school administration if they are forced to use the pull-over technique often, as this is a likely sign that the driver needs outside assistance in managing riders' behaviors.

Send Misbehaving Students to Bus Safety Class (Gaustad, 1992; Srednicki, 1997; Sugai & Horner, 2002).

Riders who show a pattern of significant negative conduct on the bus may require reteaching of appropriate bus-riding skills and should be required to attend a bus safety class. Create a safety class of 30 minutes to an hour. Design a simple curriculum that teaches acceptable bus behaviors through demonstration, adult modeling, and student role-play. Decide on the threshold of misbehavior that will trigger a student's referral to bus safety class. For example, students might be referred to the safety class if they are issued two bus referrals within the same month or for any behavioral incident that presents a serious safety risk. After a student completes the class, send his or her parents a letter that lists appropriate bus behaviors and encourages them to talk with the student about the importance of following bus rules. [Optional but recommended] Schedule the safety class at a time when the student will miss preferred activities (e.g., after school, during sports practice, during optional classroom free time) so that the student experiences 'natural consequences' for his or her problem bus behaviors.

Separate Older and Younger Students to Prevent Bullying (Olweus, 1993). Seating older students apart from younger children will reduce the probability that bullying will take place on the bus. It is not uncommon for older students to victimize younger riders on the bus—just as they do in school. You can bring this problem under control by separating the riders by grade, requiring

that younger students sit in seats reserved at the front and older students sit in the back of the vehicle.

Sign a Bus Behavior Contract (Hopkins, 2003; Kazdin, 2001; New Zealand Ministry of Education, 2003).

Requiring that every student sign a bus behavior contract is an effective technique to teach and review positive bus behaviors while instilling a sense of responsibility in riders. This bus contract should list no more than 4-6 rules. Rules should be stated in simple language and describe the positive behavior that students are expected to display (e.g., "I will stay in my seat whenever the bus is moving.") To have added impact, the contract should state that being transported by bus is a student privilege, not a right, and that students who violate the rules may be prevented from riding the bus for a period of time. Introduce the bus rules to all students in a behavioral assembly or in their classrooms and then distribute the behavior contract. Require that students review the contract with their parents and that both students and parents sign to indicate their understanding of the bus rules and willingness to abide by them.

Teach Appropriate Bus Behaviors (Bear, 1990). Bus riders are most likely to engage in appropriate bus behaviors if they have been explicitly taught those behaviors. At the start of every year, students should have each bus behavior rule explained and demonstrated. If one bus rule is "Remain in your seat while the bus is moving", for example, the presenter should demonstrate examples of acceptable sitting behavior (e.g., student seated and facing forward) and unacceptable sitting behavior (student standing or hanging from seat into the bus aisle). For efficiency, consider first presenting appropriate bus behaviors to all students in a school assembly and then having drivers briefly reteach and review those behaviors on the bus. Another idea is to train older, responsible students on each bus to demonstrate positive bus behaviors to other riders.

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Selected Research-Based Norms for Academic Skills and Related Behaviors

The research norms below are drawn from a range of published sources. RTI Teams consulting these norms should consider the source and quality of the data when using them to calculate 'typical' rates of student performance.

Curriculum-Based Measurement: Oral Reading Fluency (Tindal, Hasbrouck, & Jones, 2005)			
Comments: These multi-state norms are based on a large sample size and are among the best research norms available for oral reading fluency.			
	Correctly Read Words Per Minute		
Grade	<i>Fall</i>	<i>Winter</i>	<i>Spring</i>
1	NA	23	53
2	51	72	89
3	71	92	107
4	94	112	123
5	110	127	139
6	127	140	150
7	128	136	150
8	133	146	151
Comments: These multi-state norms are based on a large sample size and are among the best research norms available for oral reading fluency.			

Curriculum-Based Measurement: Math Computation (Adapted from Deno & Mirkin, 1977)		
Grade	Digits Correct in 2 Minutes	Digits Incorrect in 2 Minutes
1-3	20-38	6-14
4 & Up	40-78	6-14
Comments: These math computation norms are still widely referenced. However, the norms were collected nearly 30 years ago and may not be widely representative because they were drawn from a relatively small sample of students. Additionally, the norms make no distinction between easy and more challenging math computation problem types. Because of these limitations, these norms are best regarded as a rough indicator of 'typical' student math computation skills.		

Curriculum-Based Measurement: Writing (Mirkin, Deno, Fuchs, Wesson, Tindal, Marston, & Kuehnle, 1981)	
Grade	Total Words Written in 3 Minutes
1	15
2	28
3	37
4	41
5	49
6	53
Comments: These research norms in writing are still among the few that have been published. While they can be useful as a general starting point for estimating 'typical' writing skills, these norms also have limitations: they are somewhat dated, were based on a relatively small sample size, and apply only to one area of CBM writing-- 'total words written'.	

School Attendance: Rates of Absenteeism (National Center for Educational Statistics, 2005)	
Grade	Days of School Missed Per Month
All Grades (K-12)	80% of students in a large national sample missed <i>no more than 2</i> days of school per month.
Comments: These attendance norms were compiled from a large data set. They are a reliable yardstick for estimating 'typical' rates of student attendance.	

Time on Task (Anderson, 1976; Gettinger, 1985)	
Grade	Time on Task
All Grades (K-12)	80% or more [estimated]
Comments: There are few reliable norms for the amount of 'on-task' behavior a student must show in the classroom to have an optimal chance for success. The issue is further complicated because existing studies of typical rates of 'time on task' often fail to distinguish between passive academic engagement (student simply looking at the teacher) and student active academic engagement (student actively showing what they have learned through involvement in observable activities). There is little disagreement, though, that students need to attend to instruction in order to learn. Therefore, RTI Teams are encouraged to set a goal of at least 80% on task (counting both passive and active student engagement).	

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Common Types of Student Assessment & Progress-Monitoring Data		
Archival/ Background	Baseline/ Progress- Monitoring	Data Sources
✓		<i>Grade Report Cards.</i> Grades provide evidence of student performance in previous years. Teacher comments describe student academic performance and general behaviors.
✓		<i>Test / Screening Data.</i> Test records from the student's cumulative folder illustrate academic strengths and weaknesses. Results from group tests and universal screenings given during the current school year give a useful comparison to peer performance.
✓		<i>Student Interview or Self-Completed Interest Survey.</i> The student can inform adults about perceived academic or behavioral strengths or weaknesses, preferred methods of learning and review, interests or hobbies, and favorite rewards or reinforcers.
✓		<i>Teacher Interview.</i> The classroom teacher is interviewed about the student. The instructor answers questions about the student's academic skill level and performance, work habits, interactions with peers, and general behaviors.
✓	✓	<i>Class and Homework Grades.</i> Grades from the current year provide a comparison of the student to average class or grade performance. Trends or variations in the target student's grades can also provide insight into underlying academic problems.
✓	✓	<i>Attendance/Tardiness Records.</i> Patterns of absences and tardy arrivals from the current year may suggest evidence of victimization by bullies, work avoidance, school phobia, or other causes. Attendance data across school years may confirm the chronic nature of the problem.
✓	✓	<i>Office Disciplinary Referrals.</i> Current disciplinary records show rate, intensity, and circumstances of behavioral problems as well as patterns of misbehavior. Past years' records may demonstrate a long history of problem behaviors.
	✓	<i>Permanent ('Work') Products.</i> The student is observed completing independent seatwork. The work is then collected and examined. This assessment yields information about the student's independent work habits, ability to use correct problem-solving strategies, and degree of on-task behavior.
	✓	<i>Curriculum-Based Measurement (CBM).</i> Short CBM probes have been developed in reading fluency, math computation, writing, spelling, and phonemic awareness skills. CBM data can be used to compare the target student to peers and to monitor the student's response to individually tailored interventions.
	✓	<i>Daily Behavior Report Cards (DBRCs).</i> These rating forms can be customized to evaluate specific student behaviors. The teacher uses the DBRC to rate the student on a daily basis, comparing the student's behavior to that of 'typical' peers or to the teacher's behavioral expectations.
	✓	<i>Structured Behavioral Observations.</i> Direct observations of student behaviors using a structured recording format provides an estimate of the rate at which problem behaviors occur, such as out of seat, call-

		outs, and inattention. The behaviors of 'typical' classmates can also be measured to provide a peer comparison.
	✓	<i>Behavior Logs.</i> Whenever a behavioral episode occurs, the teacher writes brief notes describing the student's behavior and related information, such as possible triggers and the duration, intensity, and outcome of the episode. This method of behavioral recording is most useful for significant problem behaviors (e.g., biting an adult) that occur infrequently.

Figure 1: Steps in Computing a Student Academic or Behavioral Goal

1. What behavior are you monitoring? (NOTE: The behavior should be stated in terms of desired outcomes. For example, the behavioral target for a student who is frequently off-task would be 'on-task' or 'work completion', as these are desired classroom behaviors. Also, describe the behavior target in observable, measurable terms.)

2. What is the unit of time during which you are measuring the behavior (behavioral rate)? Behaviors ___ per min ___ per hour ___ per day ___ per week
3. What is the student's *baseline* rate of this behavior? _____ (Note: Baseline rate should be the median value of at least 3 to 5 observations of the student)
4. When is the *start date* to begin monitoring the student's intervention?
____ / ____ / ____
5. When is the *end date* to stop monitoring the student's intervention? (NOTE: This is typically the date when the Intervention Team has scheduled its follow-up meeting to review the success of the student intervention.)
____ / ____ / ____
6. How many instructional weeks are there between the start and end dates? (Round to the nearest week if necessary):
_____ Instructional Weeks
7. What do you *predict* will be the student's average increase in desirable behaviors during **each instructional week** of the intervention phase?
_____ Increase for each instructional week of the intervention phase
8. What will the student's predicted increase in the desired behavior be at the end of monitoring?
(Multiply Item 5 by Item 6): _____ Increase by the end of the progress-monitoring period
9. What will the student's predicted *rate of the desired behavior* be at the end of the monitoring period? (Add Items 2 & 7): _____ ___ per min ___ per hour ___ per day ___ per week

Response to Intervention 2.0: Selected Internet Resources

(adapted from Wright (n.d.))

These Internet sites are examples of cutting-edge information and resources that can help schools to improve their current RTI model to transform it into 'RTI 2.0':

1. Understanding the RTI Model

NRCLD Responsiveness-to-Intervention Symposium. The National Research Center on Learning Disabilities held a symposium on RTI in December 2003. This web page contains papers, PowerPoint presentations, and brief video clips of nationally prominent RTI researchers. Speakers at the conference considered such issues as the basic feasibility of RTI in schools, operationalizing the concept of 'response to intervention', the number of 'Tiers' or levels of intervention that should be in place in the RTI model to identify and program for children at risk, and what other methods than RTI might be considered for identifying Learning Disabilities in children. Still the best collection of RTI 'concept' articles on the Internet!

- Web address: <http://www.nrcl.org/symposium2003/index.html>

2. Creating an RTI Intervention Team

School-Based Intervention Teams. The School-Based Intervention Team (SBIT) project was successfully piloted in Syracuse, NY, and has been adopted by a number of other districts around the country. This page contains all of the team meeting forms and other helpful problem-solving resources.

- Web address: <http://www.interventioncentral.org/htmldocs/interventions/sbit.php>

STEEP (System to Enhance Educational Performance). Dr. Joe Witt of Louisiana State University created the STEEP problem-solving process, which is now used in schools across the nation. Districts that sign up for STEEP training can access training, intervention, and assessment tools on the Internet.

- Web address: <http://www.isteep.com>

3. Selecting the Right RTI Intervention

Dr. Mac's Amazing Behavior Management Advice Site. Students with academic delays may also show behavioral problems. This site serves up research-based behavior management strategies with a healthy dose of humor. But the site's creator, Dr. Tom McIntyre, knows what he is talking about! He is a professor of special education at Hunter College of the City University of New York and a former public-school teacher.

- Web address: <http://www.behavioradvisor.com/>

Intervention Central. Go to this site to browse through many classroom management and instructional ideas that are drawn from current research on effective interventions.

- Web address: <http://www.interventioncentral.org/>

What Works. The U.S. Department of Education 'What Works Clearinghouse' is an impartial site that rates the effectiveness of intervention packages in such areas as Beginning Reading, Early Childhood Education, Elementary School Math, Middle School Math Curricula, and Dropout Prevention. The site is periodically updated with information on new intervention topics.

- Web address: <http://www.whatworks.ed.gov/>

4. Monitoring Student Progress Under RTI

AIMSweb. This is the most comprehensive site for Curriculum-Based Measurement (CBM) resources on the Internet. It contains student progress-monitoring probes in oral reading fluency (English and Spanish), spelling, written expression, math computation, early literacy, early numeracy, and more. The site also contains CBM training materials and performance norms. Schools that subscribe to AIMSweb can upload and store their CBM data—as well as create charts to track the student's progress, compare the student to school norms, etc.

- Web address: <http://www.aimsweb.com/measures/>

CBM Warehouse. Curriculum-Based Measurement (CBM) is the gold standard for measuring academic progress through RTI. This webpage is a directory of CBM resources available on the Internet. CBM Warehouse has links to CBM training materials, manuals that explain the administration, scoring, and interpretation of CBM probes, progress-monitoring materials, and more.

- Web address: <http://www.interventioncentral.org/htmldocs/interventions/cbmwarehouse.php>

Daily Behavior Report Cards. The Behavior Reporter is a free online application that allows educators to create and print customized Daily Behavior Report Cards within minutes. The site contains a library of common behavior goals organized by type of presenting problem (e.g., Inattention, Aggressive Behaviors, Work Completion) that users can edit to meet their needs.

- Web address: <http://www.jimwrightonline.com/php/tbrc/tbrc.php>

DIBELS. The DIBELS (Dynamic Indicators of Basic Early Literacy Skills) site has early reading and oral reading probes. The site also allows districts to upload and store progress-monitoring data and has a number of options for creating student charts and graphs. The DIBELS performance benchmarks have become something of a 'gold standard' for RTI Teams to measure student reading-fluency and foundation literacy skills.

- Web address: <http://dibels.uoregon.edu/>

5. Graphing RTI Data for Visual Analysis

ChartDog. An online charting solution is ChartDog, an Internet application that allows RTI Teams to enter data into a web form, then transform that data into a fully formatted, printable time-series chart with a single click of a button. The application is free, can plot trendlines, and has other data analysis tools as well.

- Web address: http://www.jimwrightonline.com/php/chartdog_2_0/chartdog.php

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