



Operationalizing a Literacy Plan for **ALL** learners:

- **Clarity**
- **Cadence**
- **Community**

Does your school have a literacy plan? It is a vital time in Ohio to start the next school year with an evidence-based language and literacy plan for all learners! Join this session to learn what to teach, how to teach it and more K-12 to include in your plan!

Look through the lens of people, processes, evidence-based practices (EBP's) and experience from the field will provide a systems and instructional perspective with which to operationalize an effective comprehensive plan to meet the needs of our educators and for each of our diverse learners.

Grab great resources, ask questions to literacy leaders that can bridge research and practical experience. Be ready to replicate the lessons learned in Ohio's Literacy grant spaces to support a sustained reading model just in time for next year!

Ohio has a plan to Raise Literacy Achievement!

Why is it important to develop and
implement a local literacy plan?

Leaders Polled said...





Clarity

What does the evidence say about what to teach, how to teach it and the time we need to dedicate in core instruction to enable successful student outcomes? Do you know the hallmarks of literacy instruction at the primary and secondary levels. Let's have clarity around the answers to these multi-tiered system questions. We'll share how to gauge the effectiveness of your system and core.



Cadence

Let's discuss the indicators that let you know you know when literacy has become a **culture** in your buildings? As a leader, what do I need to know to sustain momentum in a multi-year implementation and continue cadence in the efforts of monitoring and sustaining fidelity of adult actions? Experts and resources to address your system and instruction level questions.



Community

Building a community of collaboration with family & community partners, professional and stakeholder learning and a common language around your literacy endeavors can be communicated in many components of your literacy plan. Using Ohio's Plan to Raise Literacy as a model and other "quick glance" graphic representations, you can gain a collective sense of urgency around **equitable** practices for *all students* and *all people* across the educational cascade.



State of Ohio: Literacy Legacy



Literacy Grants and Projects

The Ohio Department of Education is committed to supporting schools, districts and early care and education programs in their literacy improvement efforts and identifying and implementing sustainable practices. More information is available below on past and current literacy grants and projects.

Reaching All Students Through Language and Literacy

The [Reaching All Students Through Language and Literacy](#) project (2022-2024) will create a network of building and district teams to work together to improve their literacy instruction for student groups who experienced high levels of pandemic related learning loss.

Each Child Reads Grant

The [Each Child Reads Grant](#) from Ohio's 2022-2023 biennial budget expands Ohio's Dyslexia Identification Model Demonstration Project by supporting additional pilot sites in preschool through first grade.

Comprehensive Literacy State Development Grant

The [Comprehensive Literacy State Development Grant](#) from the U.S. Department of Education (2019-2024) builds on ongoing work to improve the language and literacy development of our state's children. It allows local districts, community schools and early childhood education programs to improve literacy outcomes for children from birth through grade 12.

Striving Readers Comprehensive Literacy Grant

The \$35 million [Striving Readers Comprehensive Literacy Grant](#) from the U.S. Department of Education (2017-2020) provided schools, districts and early care and education programs with funding and support to improve the language and literacy development of our state's children through a focus on serving the greatest numbers of students living in poverty, students with disabilities, English learners and students identified as having a reading disability.

Collaborators and Grantees in Region 7

Amanda Albert,
Northmor

Emily Ross, Mount
Gilead ECR, PK-1

Mid-Ohio & Jenn
Green's Plymouth-
Shiloh & STEM
CLSD, K-5

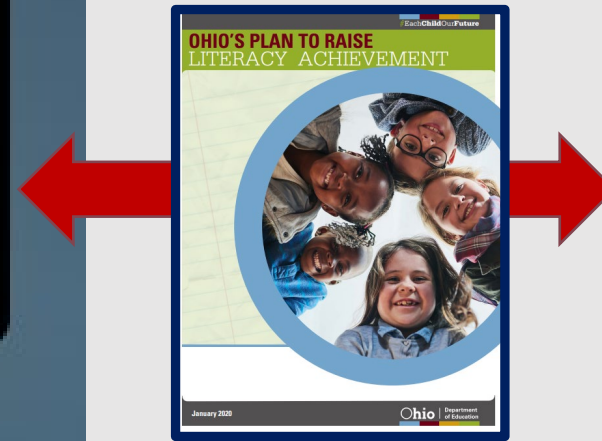
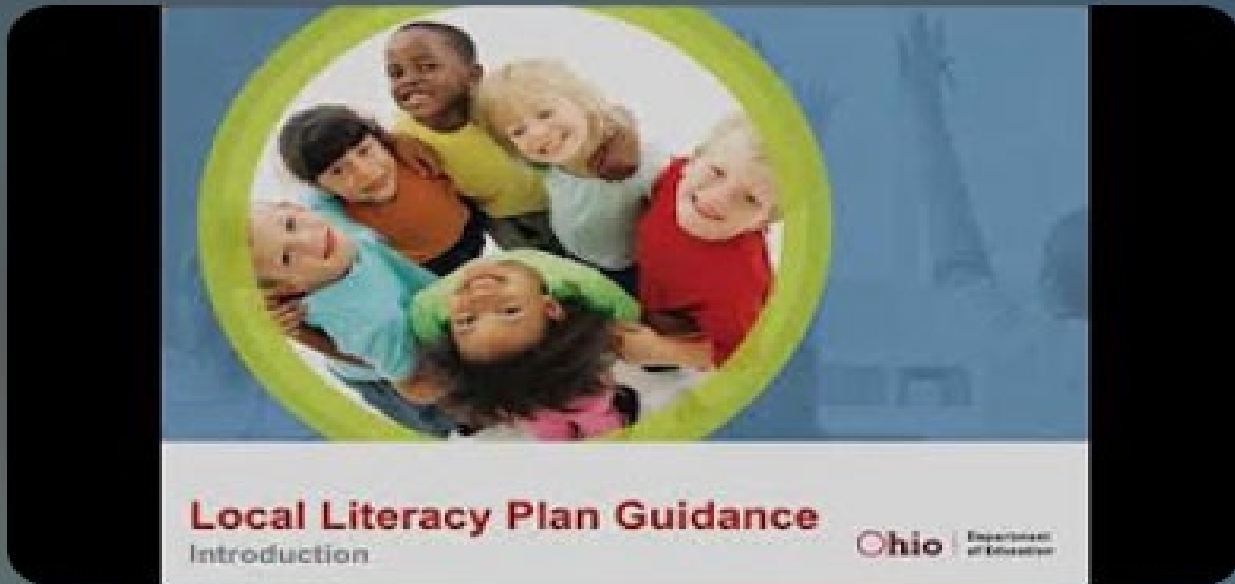
Goal Community
School, RASLL
6-12

Haley Bryant,
Ashland Schools
CLSD, 6-8

Mansfield City,
Asst. HS
Principal
Kris Beasley

Mansfield City,
Central Office,
Stephen Rizzo

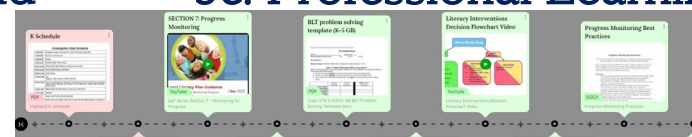




*Ohio's Plan to Raise Literacy Achievement as a Model for **YOUR** plan!*

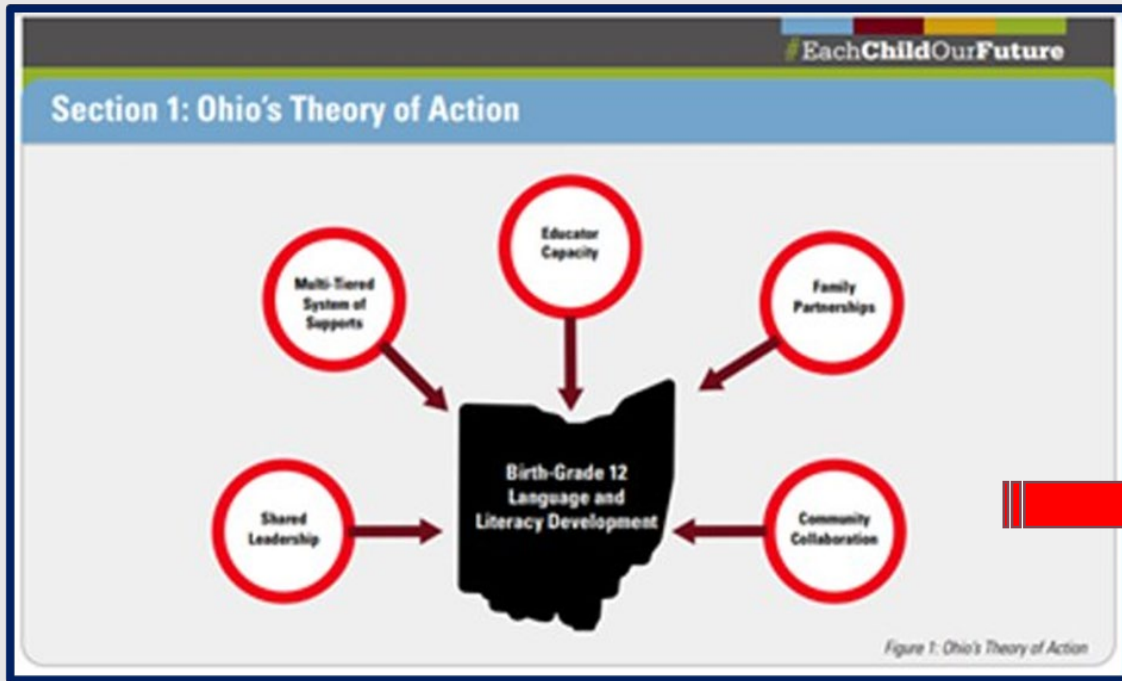
Local Literacy Plan Guidance Key: *Padlet Available to Attendees*

- 1. Leadership
- 2. Alignment
- 3. Needs Assessment
- 4. Mission and Vision
- 5. Goals
- 6. Action Map
- 7. Monitor for Progress
- 8a. Strategies to Support Students
- 8b. Improvement Plans/Effectiveness
- 8c. Professional Learning Plan

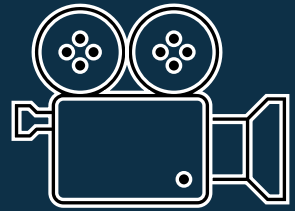


"Step by Step" How To Padlet

How Can Leaders Apply **Ohio's** Theory of Action?



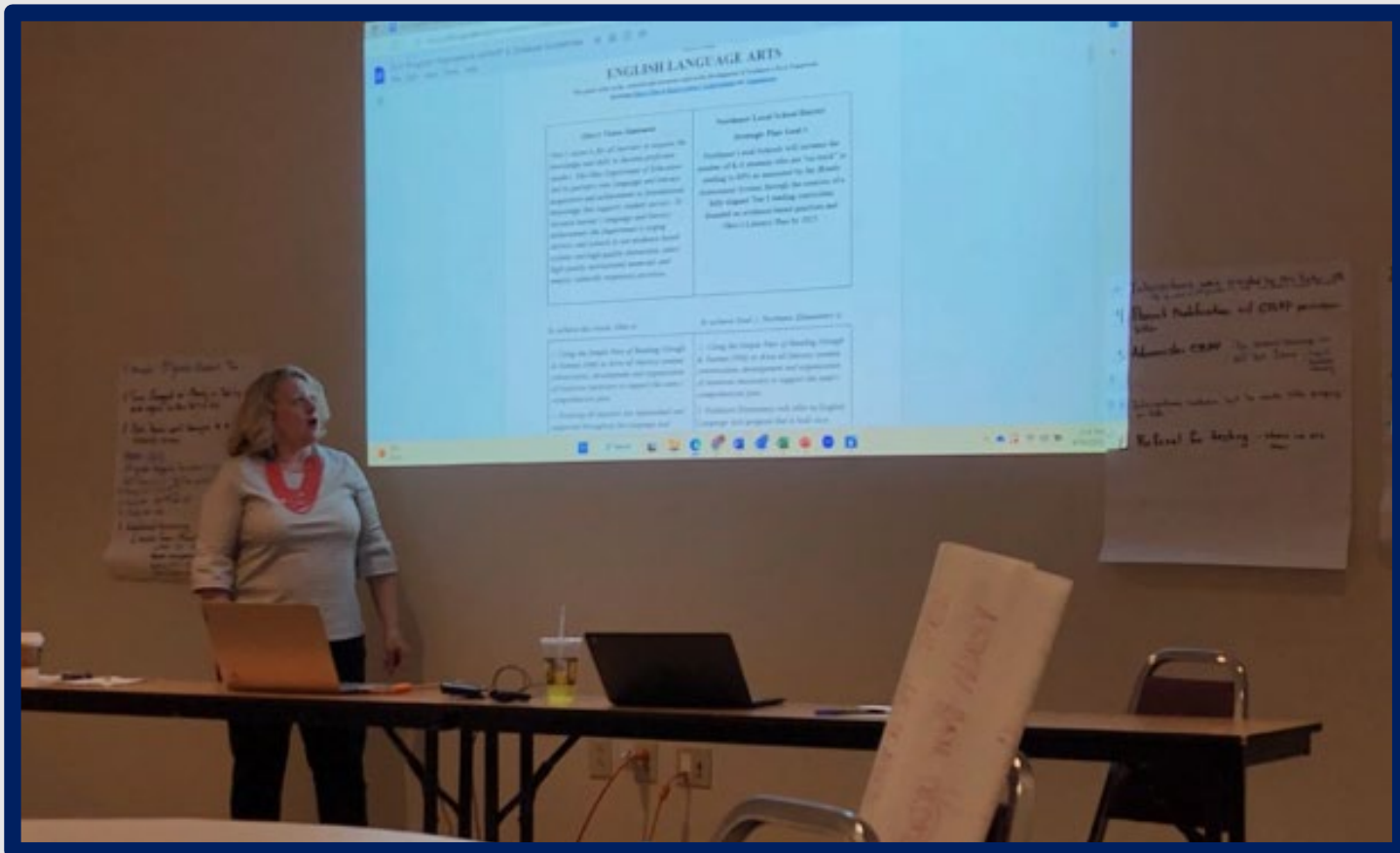
A Theory of Action graphic can **define** what you are **leveraging** to yield your desired outcome



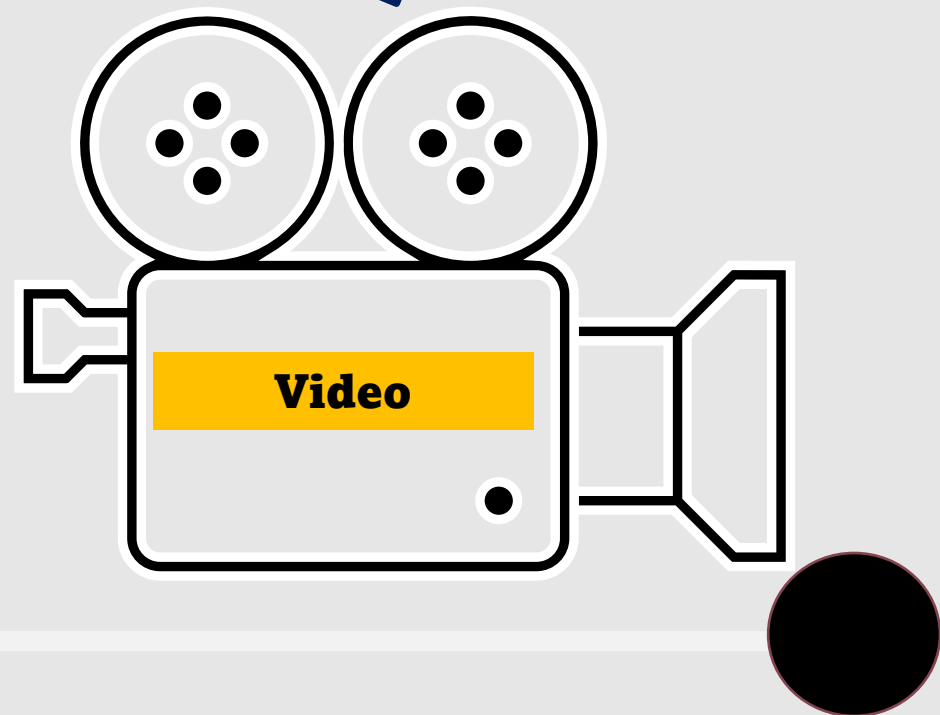
Ohio's Plan as a Model: Northmor Schools, Academic Director, Amanda Albert

Northmor Schools:

1. Demographics
2. Benefits of Committing to a Plan
3. Journey
4. Template to share



This collage includes several documents related to Ohio's English Language Arts standards and the Multi-Tiered System of Supports (MTSS). The top document is titled "ENGLISH LANGUAGE ARTS" and includes the Ohio Department of Education's vision statement. Below it is a document titled "Ohio's Multi-Tiered System of Supports" which describes the framework for supporting learners based on their unique needs. To the right is a diagram of the MTSS model, showing three tiers of support: Tier 1 (Universal Instruction, 80-90% of students), Tier 2 (Targeted Group Interventions, 5-10% of students), and Tier 3 (Intensive, Individualized Interventions, 1-5% of students). The diagram also lists characteristics for each tier, such as "All students" for Tier 1 and "High intensity" for Tier 3.

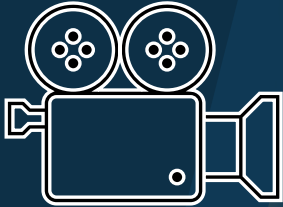




R-TFI Systems Check

Begin with a Systems Check: GOAL Community School (Hybrid Model), R-TFI

Reaching All Kids



R-TFI Item	2 Points	Suggested Data Sources	1 and 0 Points
<p>1.9 Teachers determine ways to enhance students' understanding of written text.</p>	<p>Teachers determine ways to incorporate quality text that imparts discipline-specific information into daily lessons to increase students' opportunities to read and understand core subjects.</p> <p>AND: Students' understanding of written text is enhanced by designing lessons that include the following:</p> <ol style="list-style-type: none"> Before students read text, teachers design instruction to activate students' topical prior knowledge and increase the accessibility of the text for all students by previewing portions of text, orienting students to the text structure, pre-teaching critical vocabulary, decoding difficult multi-syllable words, and providing a clear purpose for reading. While students are reading text, teachers design instruction so students can focus on critical content; use questioning, note-taking, and graphic organizers to expand understanding of information beyond what is stated in the text; engage in peer discussions about the text; write about the text; and engage in discipline-specific discourse. After students have read text, teachers design instruction for students to organize and summarize information learned from reading, as well as apply, analyze, and synthesize new knowledge and understanding. 	<p>Sampling of disciplinary text</p> <p>Sampling of teacher lessons</p> <p>Student products developed after reading text</p>	<p>1 point: At least 2 of the criteria from the 2-point response are in place.</p> <p>0 points: The criteria from the 2-point or 1-point response are not in place.</p>



**E
C
R**



PK-1 Mid-Course
Corrections & SVR:
Mount Gilead,
Curriculum Director,
Emily Ross

Mt. Gilead's Journey on Ohio's Plan

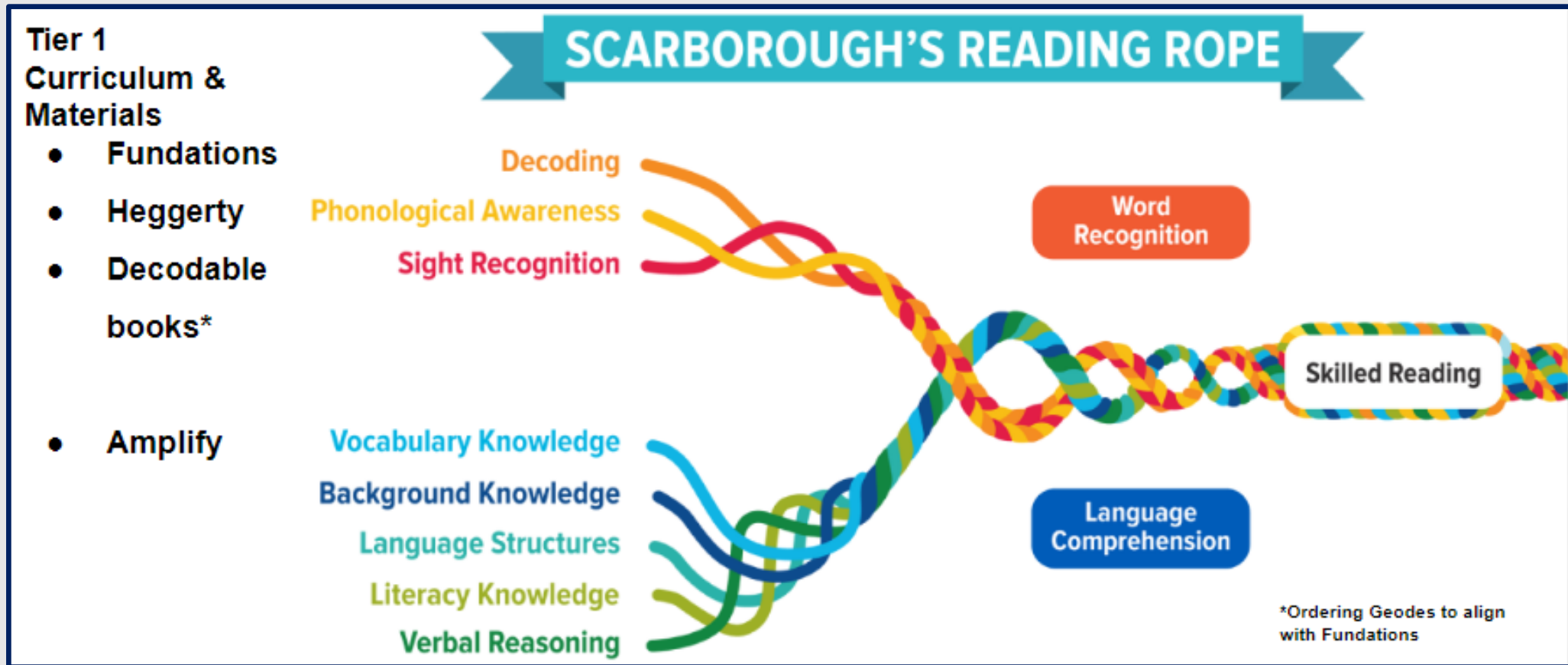
Has not been linear:

- First LLP was a compliance measure from too many RIMP's
- Applied for CLSD grant, not awarded
- COVID

But through all these challenges we kept at it and were fortunate to be awarded an Each Child Reads Grant



Mt. Gilead's Journey on Ohio's Plan



*Conversations with each grade level around literacy assessment tool helped to ground the common language and answer **the why, the what and the how!***



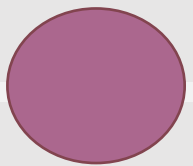
Mt. Gilead's Journey on Ohio's Plan

Changing Emphasis of the Subskills of the Five Components of Reading
 (Adapted from Michigan's Integrated Behavior and Learning Support Initiative, 2017)

Tier 1 Instruction should meet 80% of students' needs

Component	K	1st	2nd	3rd	4th	5th and Beyond
Phonemic Awareness	Blend & Segment	Phoneme Analysis: Addition, Deletion & Substitution; Spelling Dictation				
Phonics	Sounds/Basic Phonics	Advanced Phonics & Multisyllabic			Multisyllabic & Word Study	
Fluency	Sounds and Words	Words & Connected Text			Connected Text	
Vocabulary	Speaking & Listening		Listening, Reading & Writing		Reading & Writing	
Comprehension	Speaking & Listening		Listening, Reading & Writing		Reading & Writing	

Grade	Heggerty	Fundations	Amplify
K	Daily	Daily	Use in Sci & SS time
1	Daily	Daily	Use in Sci & SS time
2	Tier 2/3	Daily	Supplement to target Lang. Comp strands
3	Tier 2/3	Daily	Supplement to target Lang. Comp strands
4	Tier 2/3	Tier 2/3	Daily to hit vocab & comprehension
5	Tier 2/3	Tier 2/3	Daily to hit vocab & comprehension



Mt. Gilead's Journey on Ohio's Plan

Invest in Tier 2:

- OG training, 12 teachers on staff certified
- Peer Coaching model for Literacy Coaches
- 4 teachers provide reading intervention (Title funding)
- Purchasing Just Words for upper grades, builds on Foundations
- Amplify mClass to ID student groups based on skills
- K teachers swap students for intervention time



Let's talk about CORE instruction for ALL

Tier I (Core) (all students)

Foundational Reading Skills
(Phonemic Awareness, Phonics,
Fluency, Vocabulary,
Comprehension)

Tier II (Intervention) (students who demonstrate risk)

Intensive, systematic
instruction focused on
Foundational Reading Skills
to *accelerate learning*

Tier III (Intensifying Intervention) (students who show minimal progress after Tier II instruction)

Intensive, systematic instruction
focused on Foundational Reading
Skills with Strategic Integration,
Integrated Cognitive Processing and
Mastery Monitoring to meet student
needs.

Source: Lead For Literacy

Tier I Differentiated Small Group Instruction

(instructional content based on student formative data)

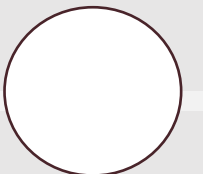
Advanced

Grade
Level

Some
Risk

High
Risk

What are we
going to
START,
STOP and
CONTINUE?









MTSS Infrastructure and Support Mechanisms

Implementation of a multi-tiered system of supports (MTSS) requires appropriate **school infrastructure and support mechanisms**. By ensuring the proper infrastructure and supports, schools can make sure they have the knowledge, resources, and organizational structures to

- begin MTSS implementation,
- implement MTSS with fidelity, and
- sustain MTSS implementation.



What Should You Look For?

 <p>Prevention Focus All staff understand that MTSS is a framework to prevent all students, including students with disabilities, from experiencing poor learning outcomes.</p>	 <p>Leadership Personnel Decisions by school and district leaders support the components of MTSS at the school and help make it more effective. Support for implementation is a high priority.</p>
 <p>School-Based Professional Development School-based professional development is structured so that all teachers examine, reflect on, and improve instructional practice, data-based decision making, and the delivery of interventions and supports.</p>	 <p>Cultural and Linguistic Responsiveness Staff can articulate information and factors that they consider when adopting culturally and linguistically relevant instructional practices, assessments, and intervention programs.</p>
 <p>Resources Resources (e.g., funds, programs, staffing) are adequately allocated to support MTSS implementation.</p>	 <p>Schedules Schoolwide schedules support multiple levels of intervention. Adequate additional time is built in for core programming, interventions, and teaming.</p>



What to Teach K-3

Foundational Skills to Support Reading for Understanding in Kindergarten Through 3rd Grade Practice Guide Summary

Recommendations in this practice guide:

1. Teach students academic language skills, including the use of inferential and narrative language, and vocabulary knowledge.
2. Develop awareness of the segments of sound in speech and how they link to letters.
3. Teach students to decode words, analyze word parts, and write and recognize words.
4. Ensure that each student reads connected text every day to support reading accuracy, fluency, and comprehension.

Timeline across grades K-3

Grade K	Grade 1	Grade 2	Grade 3
Recommendation 1			
Recommendation 2			
Recommendation 3			
Recommendation 4			



IES WWC What Works Clearinghouse MENU Search Go

Teaching Elementary School Students to Be Effective Writers

Released: June 2012 (Revised October 2018)
[Summary document \(1029 KB\)](#)
[Full Guide \(5.2 MB\)](#)

Recommendations Details Panel Related Resources

This practice guide provides four recommendations for improving elementary students' writing. Each recommendation includes implementation steps and solutions for common roadblocks. The recommendations also summarize and rate supporting evidence. This guide is geared toward teachers, literacy coaches, and other educators who want to improve the writing of their elementary students.

1 Provide daily time for students to write. ▼ Show More	MINIMAL EVIDENCE	TIER 4 HAS RATIONALE
2 Teach students to use the writing process for a variety of purposes. ▼ Show More	STRONG EVIDENCE	TIER 1 STRONG
3 Teach students to become fluent with handwriting, spelling, sentence construction, typing, and word processing. ▼ Show More	MODERATE EVIDENCE	TIER 2 MODERATE
4 Create an engaged community of writers. ▼ Show More	MINIMAL EVIDENCE	TIER 4 HAS RATIONALE

Implementation Guides for K-5 and 6-12



EASY

**Let's
Explore K-5**

- Shared Leadership,
- Effective Literacy Instruction,
- Collaborative Problem-Solving
- Tiered Systems of Instructional Support,

C
L
S
D



Leadership :
Mansfield City
Schools, Director of
Operations, Stephen
Rizzo





"With love and expertise, Mansfield City Schools prepares diverse leaders and builds positive relationships with students, staff, and educational allies."



Demographics

Central Office
Leadership

Literacy
Improvement
Pathway
Collaborative
AL and MOESC

Data & Next
Steps

Leading the
Journey



C

L



S **Striving Readers**

D

PD from Leadership,
Systems and
Stakeholders:

Plymouth-Shiloh
Leadership, Jenn
Green & Mid-Ohio



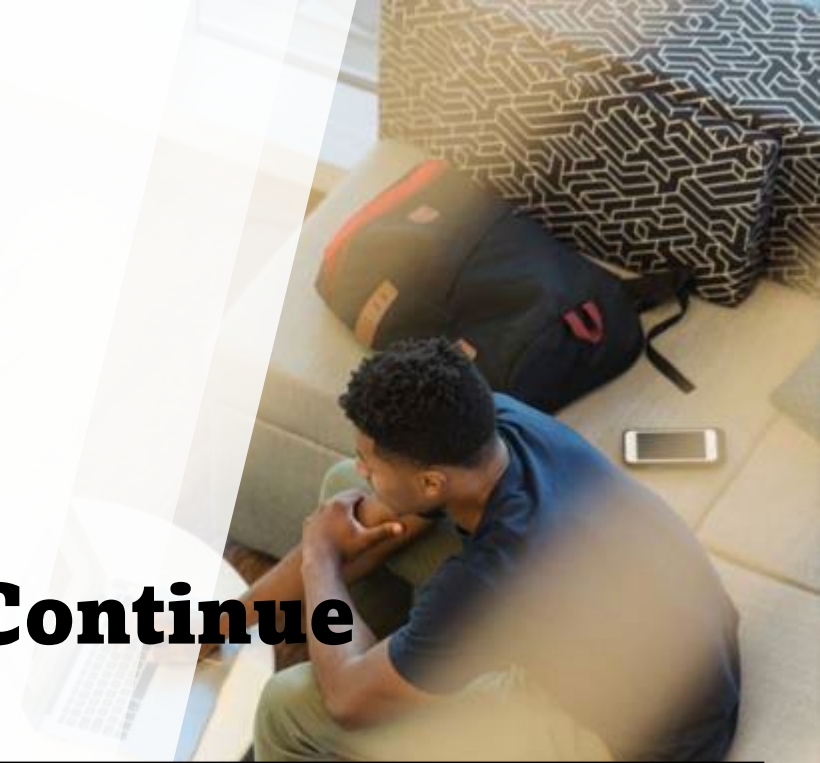
Educator Journey



Space and Grace



Start, Stop & Continue



The Simple View of Reading

Word Recognition

The ability to transform
print into spoken language

X

Language Comprehension

The ability to understand
spoken language

=

Reading Comprehension

Instructional Core- Must Do!



WORK
WITH A
VARIETY
OF TEXTS



TALK/DISCU
SS TO BUILD
LANGUAGE
AND
KNOWLEDG
E
WORD & WORLD



USE
EXTENDED
WRITING TO
BUILD
LANGUAGE
AND
KNOWLEDGE

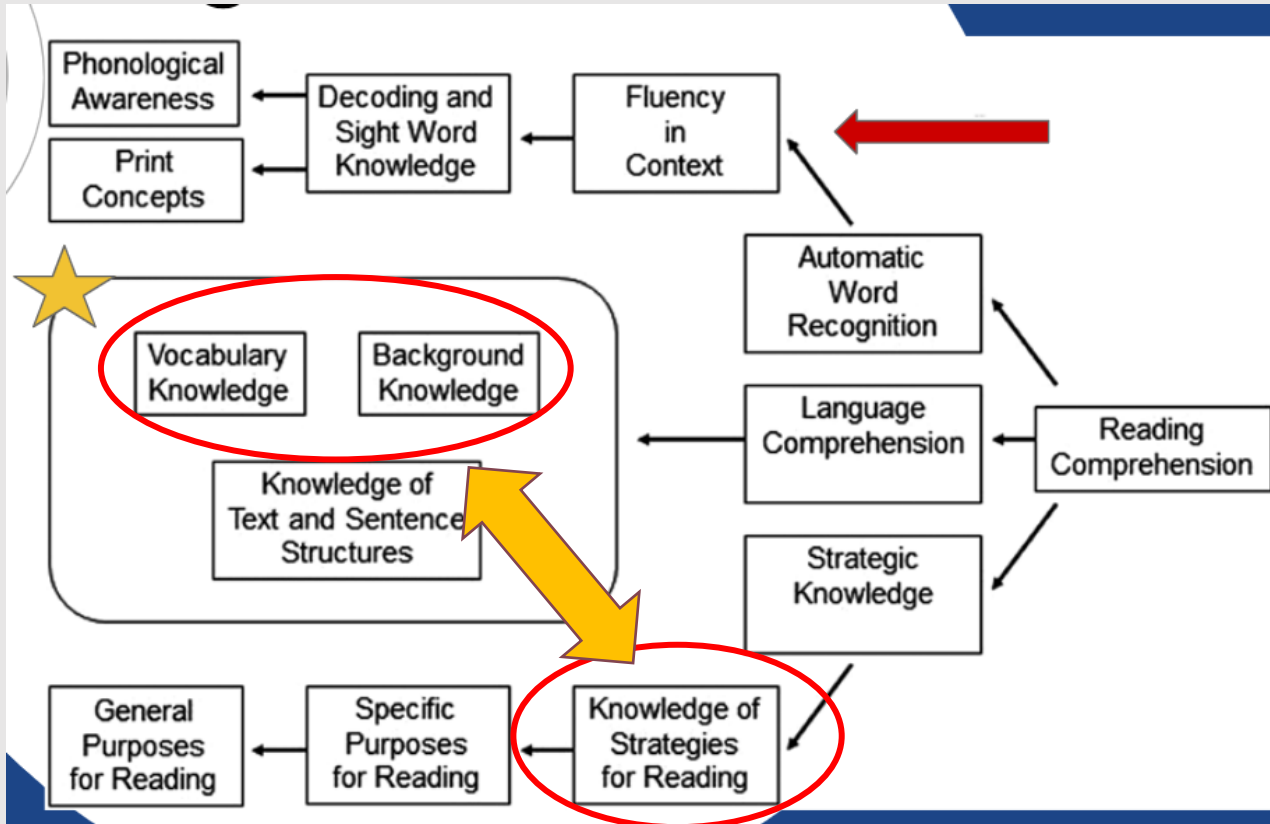


STUDY A SMALL
SET OF HIGH-
UTILITY
VOCABULARY
WORDS
NEEDED TO
MASTER
CONTENT



USE SCHOOL-
WIDE
PROTOCOLS
TO SUPPORT
READING,
WRITING,
SPEAKING,
AND
LISTENING



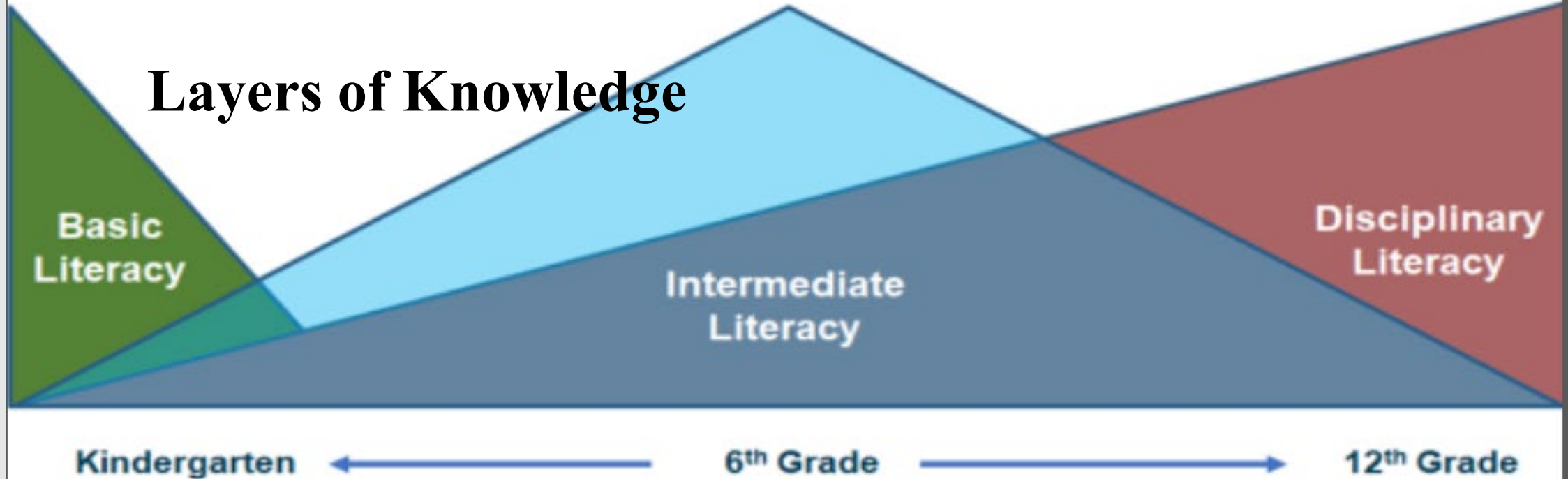


...reading comprehension is not a single entity that can be explained by a unified cognitive model. Instead, it is the orchestrated product of a set of linguistic and cognitive processes operating on text and interacting with background knowledge, features of the text, and the purpose and goals of the reading situation.

Castles, A., Rastle, K., & Nation, K., 2018

Cognitive Model: (Makenna & Stahl) **Word & World** Knowledge

Layers of Knowledge



Ippolito, Jacy, and Christina L. Dobbs, and Megin Charner-Laird. *Disciplinary Literacy Inquiry and Instruction*. West Palm Beach:

Importance of Complex Texts

KEY:

Tier 3:
Domain-specific
academic vocabulary

Tier 2: High-utility
academic vocabulary
found across
subjects

Tier 1: Words that
are commonly used
spoken language

On Level Reader (820L)

Raptor
Undomesticated
Nonprofit
Rehabilitate
Iconic
Mocking
bedraggled
Metaphor
Stowaway
Possibilities
Chaos
Relieved
Refuge
Fractures
strive
honored

Below Level Reader (620L)

Raptor
Surprised
Rescued
Sagging
Unwrapping
Prey
Needles
Creature
Squished
Surprised
Impressed
preparing

Well Below Level Reader (500L)

Raptor
Rescue
Spotted
Base
Hunting
Tucked
Carrier

Have we loved our
kids a level down?
Two levels?
Three or more levels?



**(Slide Content from Michelle Elia, Regional
training, 2021)**

FIND THE MAIN IDEA

Much depended on the two overnight batsmen. But this duo perished either side of lunch—the latter a little unfortunate to be adjudged leg-before—and with Andrew Symonds, too, being shown the dreaded finger off an inside edge, the inevitable beckoned, bar the pyrotechnics of Michael Clarke and the ninth wicket.

Why “world” knowledge is so important

- “Knowledge erased the comprehension gap. Thus, **knowledge building may be key** to assisting adolescents in understanding **rigorous** texts.”

**C
L
S
D**



Explicit Vocabulary
Instruction & Data
informed fidelity:
Ashland City Schools,
Middle School
Literacy Coach,
Haley Bryant



Goals that Drive the Evidence Based Practices & Monitoring Action Steps

Step One: Local Literacy Plan

A few of Ashland's literacy leaders (deputy superintendent, data administrator, three literacy coaches) got together and dreamed and discussed a plan surrounding literacy for our district's teachers. We decided to break the LLP up into pieces to concentrate on.

SECTION 5: MEASURABLE LEARNER PERFORMANCE GOALS

District Goal #1: By the end of 2024, we will increase literacy proficiency on the Ohio State Test (OST) resulting in an 80% or higher passage.

Grades K-3:: By May 2022, 80% of K- 3 Students will meet their expected growth as measured by the Acadience benchmark.

Grades 4-5:: By May 2022, 4th-5th Grade Students will increase proficiency to 80% or higher on the Ohio State test.

Grades 6-8:: By May 2022, 6-8 Graders will increase proficiency to 80% or higher on the Ohio State test.

Grades 9-12: By May 2022, 9-12th Graders will increase proficiency to 80% or higher on the Ohio State test.

Sub-goal #6

Goal Statement: 6th-8th Grade - Increase proficiency to 80% or higher on the Ohio State test.

Evidence-Based Practice: Adolescent language and literacy begins to build on conventional language and literacy around grade 4 and continues through High School. Academic language and disciplinary texts become increasingly complex and learners need to read, write, understand, interpret and discuss multiple texts across contexts (IRA, 2012). Teach students explicit vocabulary instruction, reading comprehension strategies of complex text, how to extend discussion of text meaning and interpretation while providing literacy instruction and support that is discipline-specific that will be a shared responsibility of all educators and specialists who support all learners across the grade range. The essential components must be integrated into all content areas and become the shared responsibility of all educators and specialists who support learners across the grade range. (Ohio Plan to Raise Literacy Achievement) Students will become increasingly strategic readers in all content areas even as some learners may still be developing foundational literacy skills. Also, teaching students how building background knowledge through texts and writing about their reading will deepen their learning. District wide process of monitoring student data will inform instruction and track progress toward goals. Family and community involvement will help bolster support of literacy initiatives and motivation for students.

	Action Step 1	Action Step 2	Action Step 3	Action Step 4
--	---------------	---------------	---------------	---------------

Components	Curricular Audit/Alignment /Data Collection	Curriculum Professional Development	Student Support through Intervention/After School	Family/Community Involvement
Timeline	9/20-6/24	9/20-6/24	9/20-6/24	9/20-6/24
Lead Person(s)	Deputy Superintendent	Deputy Superintendent, Principal Instructional Coaches	Deputy Superintendent instructional Coaches Tri-County ESC Curriculum Consultants	Principal Instructional Coaches Guidance Counselors Educators
		Tri-County ESC Curriculum Consultants	SST9 Literacy Consultants	



Academic Goal Plan

Building Goal 1

Improvement Strategies and Indicators

Action Steps

A minimum of 80% of students will reach proficiency on all Ohio State Tests and district assessments through the implementation of evidence-based practices.

Strategy 1A
Implement vocabulary in all content areas using evidence based strategies to improve student performance on district/state assessments.

Adult Implementation Indicator
100% of teachers will implement a minimum of one evidence based vocabulary strategy each grading period.

Student Implementation Indicator
100% of students will engage in evidence based vocabulary strategies across all content areas each grading period.

1.A.1- Attend district/building vocabulary professional development.

1.A.2 - Choose & implement at least one evidence based vocabulary strategy per grading period.

1.A.3 - Evaluate Type 2 and other written responses with an expectation of students using content area vocabulary within their response.

1.A.4- Teachers will utilize the coaching cycle (train, model, observe, support, receive feedback) in the area of vocabulary a minimum of twice per quarter.

Strategy 1B
Align curriculum to state academic standards within and between grade levels

Adult Implementation Indicator
100% of teachers within each grade level will use curriculum maps that align within and between grade levels.

Student Implementation Indicator
A minimum of 80% of all students will be proficient on state and district level assessments.

1.B.1- Each department will meet vertically at least once a month to align curriculum.

1.B.2- Grade level departments and TBTs will meet at least once a week to drive instructional practices.

1.B.3 - A grade level Bowman will meet with Archers weekly to share grade level matters.

1.B.4 - Use the 5 step process to analyze assessment data and to modify instructional practices.

Strategy 1C Implement small group intentional reteaching of key essential concepts working towards master of content standards and/or intentional teaching of higher depth of knowledge (DOK) to stretch

Adult Implementation Indicator
100% of teachers will analyze data to determine and implement intervention/enrichment strategies to meet the needs of all students.

Student Implementation Indicator
100% of students will participate at least weekly in intervention/enrichment to meet

1.C.1- Provide Coaching/PD to staff in the areas of DOK, HQD, intervention/enrichment strategies during team time or after school monthly.

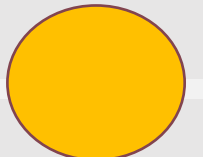
1.C.2- Utilize assessment data continuously to determine student needs, monitor their progress, and assess outcomes from intervention/enrichment and meet vertically once a month with administration.

1.C.3- Implement systems of intervention that provide focused supplemental support as evidenced by reassessment data in all content areas

1.C.4- Implement systems of enrichment that

Step Two: Building

Level We took the LLP to the building level. We wanted to see how to align the district's LLP with our building goals with the building leadership team. The biggest impact was when an 8th grade math teacher suggested action step 1.A.4.-"Teachers will utilize the coaching cycle (train, model, observe, support and receive feedback) in the area of vocabulary a minimum of twice a quarter.



Step Three: Weekly/Monthly Plan- Put action plan into motion! Created a cycle of literacy PD and visits along with other building systems.

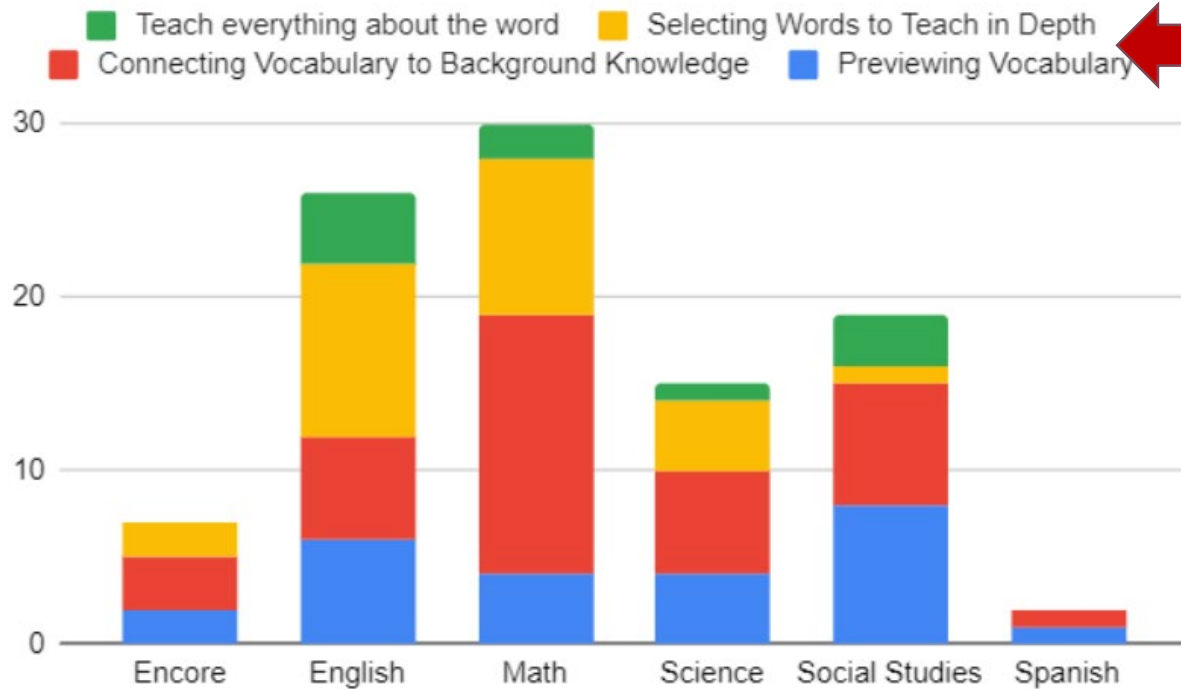
SUN	MON	TUE	WED	THU	FRI	SAT
		Building Leadership (BLT) after school 1x/moth. First Wednesday of every month.		2	3	4
Each discipline meets vertically 1x a month after school. Department head chooses date after BLT.	6	7	8	9	10	PBIS Team, Family Engagement, Peer Coaches Committees meet 1x month after school
		Literacy PD w/ SS/ELA		Literacy PD w/ Science/Math		
	13	14	15	16	17	
		Literacy Visits with coach for every teacher				
19	20	21	22	23	24	25
		Literacy PD w/ SS/ELA		Literacy PD w/ Science/Math		
26	27	28	29	30	31	
		Literacy Visits with coach for every teacher				

Data Collection Schedule
...Leveraging Quantity to improve Quality and Analysis of Fidelity

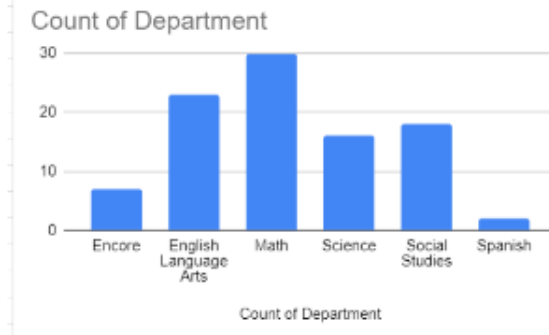
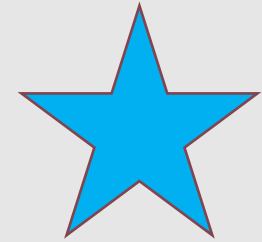


Step Four: Data Collection Use coaching cycle to collect literacy data. The [KTL Data Snapshot](#) helped building leadership to make decisions on how to support staff and students.

Previewing Vocabulary, Connecting Vocabulary to Background Knowledge, Selecting Words to Teach i...

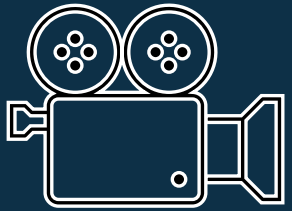


Monitoring one step of the process at a time-Focused Implementation



6th Grade	25
7th Grade	30
8th Grade	32
Encore	9





Adolescent Network Using a Peer Coaching Model: Mansfield High School Asst. Principal, Kris Beasley

Look Fors – Every Class, Everyday

Complex Texts

Reading

Writing

Discussion

(Schmoker, 2011)

How can you support a **CULTURE** around this work?













Grades 4-9 Intervention: Evidence Based Practices

Enter here



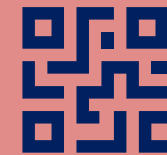
<p>1 Build students' decoding skills so they can read complex multisyllabic words</p> <p>▼ Show More</p>	 STRONG EVIDENCE	 TIER 1 STRONG
<p>2 Provide purposeful fluency-building activities to help students read effortlessly</p> <p>▼ Show More</p>	 STRONG EVIDENCE	 TIER 1 STRONG
<p>3 Routinely use a set of comprehension-building practices to help students make sense of the text</p> <p>Part 3A. Build students' world and word knowledge so they can make sense of the text</p> <p>Part 3B. Consistently provide students with opportunities to ask and answer questions to better understand the text they read</p> <p>Part 3C. Teach students a routine for determining the gist of a short section of text</p> <p>Part 3D. Teach students to monitor their comprehension as they read</p> <p>▼ Show More</p>	 STRONG EVIDENCE	 TIER 1 STRONG
<p>4 Provide students with opportunities to practice making sense of stretch text (i.e., challenging text) that will expose them to complex ideas and information</p> <p>▼ Show More</p>	 MODERATE EVIDENCE	 TIER 2 MODERATE



Stop and Jot:

What is your individual or collective role in ensuring the students in your district, school or classroom have access to a rigorous education?

**Thank you
for learning
with us
today!**



Use code for survey & resources