

School Redesign Plan  
 District Implementation Timeline and Benchmarks for Level 4 Schools

FC: 511

Pre-implementation: 2009 – Sept 2011  
 Year 1: September 2011 – July 2012  
 Year 2: August 2012 – July 2013  
 Year 3: August 2013 – July 2014

<b>Time Period</b>	<b>District System</b>	<b>Data Source / Identified Need</b>	<b>District Priority Strategy</b>	<b>Action</b>	<b>Essential Condition(s)</b>	<b>Benchmark Supporting Transformation Model</b>	<b>Resultant Change</b>
Summer 2009	Governance	Records review, feedback from stakeholders	Align district function to school improvement	Adopt Theory of Action based on <u>Good to Great</u> .	1, 2	Implement sense-making tool to support district and school transformation	Positive feedback regarding increased systemic coherence from district and school leaders indicating successful implementation of Theory of Action.
Summer 2009	Governance	Superintendent Review of Organizational Structures	Align district function to school improvement	Restructure central office to effectively transform district and school performance	1, 3, 4, 5, 7, 8	Provide sustained support	Feedback from district and schools regarding improved alignment of central office structure and function with school improvement.
Summer 2009	Governance	Lack of District Redesign Team identified by executive leadership team	Distribute leadership to partners through education and engagement	Develop and implement a district redesign team – LEAP (Lead, Educate, Accelerate, and Perform)	1, 5	Provide sustained support	Feedback from school personnel indicate a positive shift in central office to a school improvement service provider

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Summer 2009	Governance	Lack of district strategy for improvement	Align district function to school improvement	LEAP team convenes at ExEL institute at Harvard University for strategic planning and organizational learning	1, 3, 4, 5, 7, 8,	Provide sustained support	The Worcester Public Schools Improvement Framework is developed and deployed throughout the system
Summer 2009	Instruction	Feedback from stakeholders regarding the need for improved communication	Distribute leadership to partners through education and engagement	Implement weekly instructional communication, Leading to Learn	1, 2, 4, 7, 8, 9, 10	Provide sustained support	Positive feedback form district and school instructional leaders regarding improved communication and messaging
Summer 2009	Finance & Operations	Improved alignment of resources with school improvement identified by executive leadership team	Align district function to school improvement	Improved alignment of MOU with Commissioner of Education to district and school priorities leading to improved student results	1, 2, 3, 4, 8	Provide sustained support	MOU resources aligned with key priorities for district and school redesign

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August 2009	Human Resources	Feedback from principals and teachers, 2009	Recruit, screen, select external turnaround support provider	Retained Focus on Results (FOR) supported by MOU with Commissioner of Education	1, 2, 3, 4, 8	Provide ongoing, high-quality job-embedded professional development	FOR support changing attitudes of leadership and staff. Early evidence of improved student performance in grade 3 reading.
Summer 2009	Governance	Improved alignment needed between governance and school improvement	Align district function to school improvement	Restructure School Committee Standing Committees to reflect the organizational shift supporting school improvement	1, 3, 4, 5, 7, 8, 9, 10	Implement comprehensive instructional reform strategies	Standing committees for Governance, Finance and Operations, Teaching / Learning & Student Supports, and Accountability implemented
September 2009	Instruction	Lack of district instructional team identified by Chief Academic Officer	Align district function to school improvement	Develop and implement district instructional team, Delta team	1	Implement comprehensive instructional reform strategies	Delta team implemented to provide structure and process for district-level instructional improvements

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September 2009	Governance	Lack of District Vision focused on student improvement identified by executive leadership team	Align district function to school improvement	Develop and implement the Worcester Compact	1	Link adult actions to student outcomes, align district systems to improve student results	A singular message regarding student outcomes aligns district, school, classroom and community supports for student learning
September 2009	Instruction	Lack of mechanisms to share best practices as identified by district and school leaders	Implement three-tiered instructional model with fidelity	FOR and Quadrant, in collaboration with school leadership develop and implement calendar of school visits	1, 7, 8	Implement comprehensive instructional reform strategies	Documented transfer of best practices among schools Changes in adult behavior and attitudes regarding link between adult action and student results
Fall 2009	Finance & Operations	Lack of resource alignment with outcomes	Align district function to school improvement	Implement a zero-based budget process	1, 11	Implement comprehensive instructional reform strategies	Realigned district assets and resources, reduced budget by \$8 million, and maintained priorities

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Winter 2009	Research & Accountability	Lack of accountability system as identified by executive leadership team	Align district function to school improvement	Develop and implement an accountability system focused on results	1, 5, 7, 8	Implement comprehensive instructional reform strategies	District and School Accountability plans implemented in fall of 2010
Winter 2009	Instruction	Lack of access to high quality standards for all students	Implement a three-tiered instructional model with fidelity	Revamped and standardized high school course descriptions and offerings to reflect standards	1, 3	Implement comprehensive instructional reform strategies	Standards-based High school course descriptions implemented at secondary level across the district
January 2010	Instruction	Principals identified communication needs with central office	Align district function to school improvement	Chief Academic Officer implements daily, voluntary morning meetings with principals for problem-solving and discussion	1, 11	Implement comprehensive instructional reform strategies	Feedback and attendance both very positive from school principals. Results included budget modifications in district budget proposal.

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February 2010	Governance	Lack of policy governing system alignment with student results	Align district function to school improvement	Introduced Policy for Learning at Standing Committee for Teaching, Learning, and Student Supports	1, 3, 4, 5, 7, 8, 9, 10	Implement comprehensive instructional reform strategies	Policy being vetted with stakeholders prior to adoption
February 2010	Instruction	Lack of systematic community supported social-emotional supports	Distribute leadership to partners through education & engagement	Partner with Boston-Connects to apply for Innovation (I-3) Grant	1, 9, 10	Implement comprehensive instructional reform strategies	Grant application is not funded.  District learns about Boston-Connects model of service coordination
March 2010	Instruction	Lack of alignment between central office and school improvement identified by Delta Team	Align district function to school improvement	Redesign central office instructional division structure and function to support school improvement (three-tiered instructional model)	1, 3, 4, 5, 7, 8, 9	Implement comprehensive instructional reform strategies	Improved central office support for leadership and instructional capacity development as reported by school leadership

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March 2010	Instruction	Central office instructional job descriptions are misaligned with school improvement	Align district function to school improvement	Re-wrote job descriptions to reflect functions supporting school improvement	1	Implement comprehensive instructional reform strategies	Improved central office support for leadership and instructional capacity development as reported by school leadership
Spring 2010	Instruction	Lack of consistent high-quality teaching and learning identified by LEAP team	Implement a three-tiered instructional model with fidelity	Developed and implemented the Worcester Framework for High-Quality Teaching and Learning and related professional development	1, 4	Implement comprehensive instructional reform strategies  Develop and increase teacher and school leader effectiveness	Documented, shared vision of high quality teaching and learning
Spring 2010 – Fall 2010	Instruction	Lack of baseline for regarding teaching practices	Implement a three-tiered instructional model with fidelity	Conduct an audit for High-Quality Teaching and Learning Framework to establish baseline	1, 4, 7	Develop and increase teacher and school leader effectiveness	Feedback from Leadership and Learning to provide baseline data to district and selected schools

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April – May 2010	Instruction	Stakeholder engagement assessed by executive leadership team	Distribute leadership to partners through education & engagement	Level 4 Stakeholder process developed and implemented	1, 10	Creating community-oriented schools	Positive feedback from stakeholders engaged in Level 4 Local Stakeholder Group meetings
April 2010	Governance	Identification of Level 4 Schools	Link Adult Efficacy to Student Results	School Committee adopts Transformation Model	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	Local Education Authority Implements Federal Intervention Model	Initiate development and increase in teacher and school leader effectiveness, implementation of comprehensive instructional reform strategies, increase in learning time and create community-oriented schools, and operational flexibility and sustained support



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Spring 2010	Governance	Student performance & model requirement	Hire, develop, & retain effective instructional leadership	Recruited, screened, and selected replacement principal	2	Replace school principal	Implement school leadership to support complete and successful school transformation
Spring 2010	Governance	Stakeholder feedback indicating need for aligned partnerships	Distribute leadership to partners through education & engagement	Initiated Partnership and Community Meetings	1, 10	Provide sustained support	Stimulated community and partnership conversation about district and school needs
Spring 2010	Instruction	Essential Conditions identified as DESE standard	Align district function to school improvement	Implement Essential Conditions as a standard for school effectiveness	1	Implement comprehensive instructional reform strategies	Essential conditions used to frame Level 4 Local Stakeholder Group meetings / tasks
Spring 2010	Human Resources	Implement Principal autonomy for staffing	Hire, develop & retain effective instructional leaders	Prior members of school leadership teams reapply for positions	1, 6	Provide operational flexibility	Human resources supports principal autonomy for change to school leadership membership

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Spring 2010	Finance & Operations	Manage and align local resources and assets to support school redesign	Align district function to school improvement	\$2.2 million allocated to support staffing and materials needs for Level 4 schools	1, 6, 11	Implement comprehensive instructional reform strategies	Approximately 42 FTEs allocated to support school redesign  \$18,000 for instructional materials
Spring 2010	Finance & Operations	Manage and align supplemental resources and assets to support school redesign	Align district function to school improvement	\$272,824 allocated to support staffing needs for Level 4 schools	1, 6, 11	Implement comprehensive instructional reform strategies	6 FTEs allocated to support school redesign
July 2010	Finance & Operations	Level 4 School Assessment of facilities	Align district function to school improvement	Configure and implement facilities improvements to support redesign plan	1	Implement comprehensive instructional reform strategies	Repairs completed prior to opening school for 2010-2011 school year

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August 2010	Instruction	Increased alignment and coherence needed in system as identified by district and school leaders	Align district function to school improvement	Central office workshop, The Central Office raison d'être at annual Summer Leadership Institute	1	Implement comprehensive instructional reform strategies	Increased coherence of organizational function aligned to school improvement
Fall 2010	Governance	Lack of policy systematic governing systematic curriculum renewal	Align district function to school improvement	5-phase Curriculum Renewal Cycle adopted by School Committee	1, 3	Implement comprehensive instructional reform strategies	5-phase Curriculum Renewal Cycle implemented by the instructional division
Fall 2010	Research & Accountability	Implement new feedback loop to support effectiveness of accountability plans	Align district function to school improvement	Use cross-functional teams of school and district staff to audit accountability plans and provide feedback for improvement	1, 5, 7	Develop and increase teacher and school leader effectiveness	Audit, in-person feedback conferences, and plan refinements completed by December 2010

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September 2010 – June 2011	Research & Accountability	Fill accountability void for central office divisions	Align district function to school improvement	Implement instructional division's accountability plans (see sample - Quadrant Office Plan - in Appendix)	1, 3, 7	Implement comprehensive instructional reform strategies	Leverage high impact on four district priority targets: student achievement, safe & secure schools, parent and community engagement, and communication
September / October 2010	Governance	Executive leadership team identifies contractual impediments to acceleration of student learning	Align district function to school improvement	Engage in the Joint Resolution Committee process to gain contractual flexibilities supporting acceleration of student performance	1, 6, 8, 9, 10	Implement comprehensive instructional reform strategies	Joint Resolution Committee grants contractual flexibilities that support the full implementation of the transformation model
November 2010	Human Resources	Student results demonstrate need for increased time for learning	Hire, develop & retain effective instructional leaders	Recruit and hire teachers to staff implementation of 90 additional minutes to school day	1, 6	Increase learning time and create community-oriented schools	Staffing completed for December implementation of 90 minutes added learning time

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December 2010	Human Resources	Lack of common planning time identified by district and school staff	Implement a three-tiered instructional model with fidelity	Implement common planning time – 30 minutes per day	1, 7	Implement comprehensive instructional reform strategies	All teachers engage in common planning time for 30 minutes per day
December 2010	Finance & Operations	Student results indicate a need for increase learning opportunities	Align district function to school improvement	Implement 90 additional minutes to school day, adjust transportation as needed	1, 8	Increase learning time and create community-oriented schools	90 minutes added to instructional day to support full implementation of school transformation
Winter 2010	Human Resources	Feedback from schools indicates need to increase alignment of staff resources with student needs	Align district function to school improvement	Initiated weekly meetings between instructional division and human resources division	1, 2, 6	Providing operational flexibility and sustained support	Improved distribution and alignment of human capital with student needs

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January 2011	Human Resources	Student results demonstrate need for increased capacity of staff	Hire, develop, & retain effective instructional leaders	Recruit and hire Teacher Leaders	1, 2, 6	Developing and increasing teacher and school leader effectiveness	Implement school-based mechanisms to support school-wide improved capacity and distribution of instructional leadership
2011 Year 1	Governance	Improve structures, policies, and systems of central office as supports for school improvement	Align district function to school improvement	Monitor, evaluate, adjust structures, policies and systems to ensure complete implementation of transformation model	1	Implement comprehensive instructional reform strategies	Continuously increase coherence of structures and systems to support accelerated, sustained school effectiveness and high levels of student achievement
2011 Year 1	Governance	Develop partnerships to multiply system capacity for improvement	Distribute leadership to partners through education and engagement	Recruit, develop, and retain partners aligned with district intended student outcomes	1, 7, 9, 10	Implement comprehensive instructional reform strategies	Augmented district capacity to implement and sustain redesign initiative

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Fall 2011 Year 1	Research & Accountability	Feedback from school principals requesting central office data support	Align district function to school improvement	Monitor student formative and summative data and provide consultation and feedback to principals	1, 5, 7, 8	Developing and increasing teacher and school leader effectiveness	Support the use of data to accelerate school and student performance.
Fall 2011 Year 1	Research & Accountability	Improve the coherence of the district's assessment plan	Align district function to school improvement	Develop and implement a comprehensive data assessment system for the district	1, 5, 7	Developing and increasing teacher and school leader effectiveness	Support the use of data to generate improved differentiated instruction resulting in high levels of student achievement
Fall 2011 Year 1	Finance & Operations	Level 4 facilities evaluation results identified by Chief Financial and Operations Officer	Align district function to school improvement	Worcester School Committee commits \$230,000 for school renovations of facilities	1	Sustained support	Improved facilities to support high-quality teaching and learning and create community-oriented schools

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Fall 2011 Year 1	Human Resources	Benchmarking indicates need to improve evaluation system for teachers and principals	Develop and implement a data-informed evaluation system for teachers and administrators instructional leaders	Implement new evaluation system that links adult efficacy to student performance	1, 4, 7	Developing and increasing teacher and school leader effectiveness	Improved teaching and learning
Fall 2011 Year 1	Human Resources	Support new evaluation system with professional development	Develop and implement a data-informed evaluation system for teachers and administrators	Implement professional development to support high quality outcomes	1, 7	Developing and increasing teacher and school leader effectiveness	Distributed leadership throughout organization  Increased capacity of system to deliver results as indicated by student performance
Winter 2011 Year 1	Human Resources	Results of evaluations indicate need for or for PD / changes in staff	Hire, develop, & retain effective instructional leaders	Support or replace staff based on results of evaluation system	1, 2, 6	Developing and increasing teacher and school leader effectiveness	Teacher effectiveness linked to student performance determines professional development and staffing needs



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Winter 2011 Year 1	Governance	Policy development cycle request for information	Align district function to school improvement	Policy revisions considered for adoption by the School Committee	1	Implement comprehensive instructional reform strategies	Adjustments to policy for accelerated school and student performance
Winter 2011 Year 1	Research & Accountability	Comprehensive Accountability System schedule	Align district function to school improvement	Conduct audits of district and school accountability plans. Provide feedback for improvement	1, 3, 7	Implement comprehensive instructional reform strategies	Improvements to generate accelerated performance for system, school, and students
Spring 2011 Year 1	Research & Accountability	Assess effectiveness and alignment of systems with student outcomes	Align district function to school improvement	Communicate effectiveness results and student outcomes to stakeholders	1, 3, 10	Implement comprehensive instructional reform strategies	Generate ownership and investment in redesign

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Spring 2011 Year 1	Finance & Operations	Manage and align local resources and assets to support school redesign	Align district function to school improvement	\$4.2 million allocated to support staffing and materials needs for Level 4 schools	1, 6, 8, 9	Implement comprehensive instructional reform strategies	Approximately 80 FTEs allocated to support school redesign  \$36,000 for instructional materials
Spring 2011 Year 1	Finance & Operations	Manage and align supplemental resources and assets to support school redesign	Align district function to school improvement	\$682,060 allocated to support staffing needs for Level 4 schools	1, 6, 8	Implement comprehensive instructional reform strategies	14 FTEs allocated to support school redesign

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Spring 2011 Year 1	Finance & Operations	Manage and align Redesign Grant resources to support school redesign	Align district function to school improvement	\$1,580,701 allocated to support staffing and materials needs for Level 4 schools	1, 6, 8	Implement comprehensive instructional reform strategies	Approximately 6 FTEs allocated to support school redesign  \$429,300 to expand learning opportunities  145,485 – 30 minutes of common planning time per day  \$143,100 – 90 hours staff development / school  \$84,000 for instructional materials
Year 1	Finance & Operations	Manage and align local in-kind support for school redesign	Align district function to school improvement	\$135, 000 of contributions to support interventions at Level-4 schools	1, 6, 8, 9, 10, 11	Implement comprehensive instructional reform strategies	\$75,000 – Higher Education  \$60,000 – Community Wrap-around Services

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Spring 2011 Year 1	Human Resources	Student results (MCAS) trigger distribution of incentives	Hire, develop, & retain effective instructional leaders	Distribute financial incentives based upon student results (MCAS)	1, 2	Developing and increasing teacher and school leader effectiveness	Financial incentives linked to student results distributed to schools – refer to Joint Resolution Committee in Appendix.
Year 1	Instruction	Student results indicate need for improved leadership, teaching and learning	Implement a three-tiered instructional model with fidelity	Support the implementation of core, supplemental, and intensive level instruction, instructional tools, and assessments at schools	1, 3, 4, 5, 7, 8, , 9	Implement comprehensive instructional reform strategies	Student results demonstrating the effect of effective, systematic instruction
Year 1	Instruction	Student results indicate need for improved leadership, teaching, and learning	Implement a three-tiered instructional model with fidelity	The central office instructional team (Delta) will monitor adult impact and student outcomes every two months and make needed adjustments	1. 3. 4, 5, 7, 8, 9	Implement comprehensive instructional reform strategies	Adult actions linked to student outcomes

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Year 2	Governance	Improve structures, policies, and systems of central office as supports for school improvement	Align district function to school improvement	Monitor, evaluate, adjust structures, policies and systems to ensure complete implementation of transformation model	1	Implement comprehensive instructional reform strategies	Continuously increase coherence of structures and systems to support accelerated, sustained school effectiveness and high levels of student achievement
Year 2	Governance	Develop partnerships to multiply system capacity for improvement	Distribute leadership to partners through education and engagement	Recruit, develop, and retain partners aligned with district intended student outcomes	1, 7, 9, 10	Implement comprehensive instructional reform strategies	Augmented district capacity to implement and sustain redesign initiative
Year 2	Research & Accountability	Improve the coherence of the district's assessment plan	Align district function to school improvement	Develop and implement a comprehensive data assessment system for the district	1, 5, 7	Developing and increasing teacher and school leader effectiveness	Support the use of data to generate improved differentiated instruction resulting in high levels of student achievement

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Year 2	Research & Accountability	Comprehensive Accountability System schedule	Align district function to school improvement	Conduct audits of district and school accountability plans. Provide feedback for improvement.	1, 3, 7	Implement comprehensive instructional reform strategies	Improvements to generate accelerated performance for system, school, and students
Year 2	Research & Accountability	Assess effectiveness and alignment of systems with student outcomes	Align district function to school improvement	Communicate effectiveness results and student outcomes to stakeholders	1, 3, 10	Implement comprehensive instructional reform strategies	Generate ownership and investment in redesign
Year 2	Finance & Operations	Manage and align local resources and assets to support school redesign	Align district function to school improvement	\$4.3 million allocated to support staffing and materials needs for Level 4 schools	1, 6, 11	Implement comprehensive instructional reform strategies	Approximately 80 FTEs allocated to support school redesign  \$40,000 for instructional materials

School Redesign Plan  
 District Implementation Timeline and Benchmarks for Level 4 Schools

FC: 511

Pre-implementation: 2009 – Sept 2011

Year 1: September 2011 – July 2012

Year 2: August 2012 – July 2013

Year 3: August 2013 – July 2014

Time Period	District System	Data Source / Identified Need	District Priority Strategy	Action	Essential Condition(s)	Benchmark Supporting Transformation Model	Resultant Change
Year 2	Finance & Operations	Manage and align supplemental resources and City Capital Funds to support school redesign	Align district function to school improvement	\$815,291 allocated to support staffing and materials needs for Level-4 schools	1, 6, 11	Implement comprehensive instructional reform strategies	14 FTEs allocated to support school redesign \$40,000 for professional development \$50,000 technology infusion

School Redesign Plan  
 District Implementation Timeline and Benchmarks for Level 4 Schools

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<b>Time Period</b>	<b>District System</b>	<b>Data Source / Identified Need</b>	<b>District Priority Strategy</b>	<b>Action</b>	<b>Essential Condition(s)</b>	<b>Benchmark Supporting Transformation Model</b>	<b>Resultant Change</b>
Year 2	Finance & Operations	Manage and align Redesign Grant resources to support school redesign	Align district function to school improvement	\$1,580,701 allocated to support staffing and materials needs for Level 4 schools	1, 6, 11	Implement comprehensive instructional reform strategies	Approximately 6 FTEs allocated to support school redesign  \$429,300 – Expanded learning time  \$145,485 – 30 minutes of common planning time per day  \$143,100 – 90 hours of professional development  \$84,000 for instructional materials
Year 2	Finance & Operations	Manage and align local in-kind support for school redesign	Align district function to school improvement	\$135,000 of contributions to support interventions at Level-4 schools	1, 6, 8, 9, 10, 11	Implement comprehensive instructional reform strategies	\$75,000 – Higher Education  \$60,000 – Community Wrap-around Services



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<b>Time Period</b>	<b>District System</b>	<b>Data Source / Identified Need</b>	<b>District Priority Strategy</b>	<b>Action</b>	<b>Essential Condition(s)</b>	<b>Benchmark Supporting Transformation Model</b>	<b>Resultant Change</b>
Year 2	Human Resources	Use implementation data to refine evaluation system	Develop and implement a data-informed evaluation system for teachers and administrators	Engage stakeholders in data-informed evaluation process for potential refinements to improve teaching and learning	1, 2, 6	Developing and increasing teacher and school leader effectiveness	Adjustments completed for implementation in 2013-2014 academic year  Adjust professional development plan
Year 2	Human Resources	Use data-informed decisions to recruit, develop, and retain instructional leaders	Hire, develop, & retain effective instructional leaders	Implement Human Resources Comprehensive Accountability Plan with a focus on improving capacity of human capital	1, 2, 6	Developing and increasing teacher and school leader effectiveness	Gather and use data to make decisions regarding professional development and staffing decisions for upcoming year
Year 2	Instruction	Student results indicate need for improved leadership, teaching and learning	Implement a three-tiered instructional model with fidelity	Support the implementation of core, supplemental, and intensive level instruction, tools, and assessments at schools	1, 3, 4, 5, 7, 8, , 9	Implement comprehensive instructional reform strategies	Student results demonstrating the effect of effective, systematic instruction

School Redesign Plan  
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<b>Time Period</b>	<b>District System</b>	<b>Data Source / Identified Need</b>	<b>District Priority Strategy</b>	<b>Action</b>	<b>Essential Condition(s)</b>	<b>Benchmark Supporting Transformation Model</b>	<b>Resultant Change</b>
Year 2	Instruction	Student results indicate need for improved leadership, teaching, and learning	Implement a three-tiered instructional model with fidelity	The central office instructional team (Delta) will monitor adult impact and student outcomes every two months and make needed adjustments	1, 3, 4, 5, 7, 8, 9	Implement comprehensive instructional reform strategies	Adult actions linked to student outcomes
Year 3	Governance	Develop partnerships to multiply system capacity for improvement	Distribute leadership to partners through education and engagement	Recruit, develop, and retain partners aligned with district intended student outcomes	1, 7, 9, 10	Implement comprehensive instructional reform strategies	Augmented district capacity to implement and sustain redesign initiative
Year 3	Research & Accountability	Improve the coherence of the district's assessment plan	Align district function to school improvement	Develop and implement a comprehensive data assessment system for the district	1, 5, 7	Developing and increasing teacher and school leader effectiveness	Support the use of data to generate improved differentiated instruction resulting in high levels of student achievement

School Redesign Plan  
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Year 3: August 2013 – July 2014

<b>Time Period</b>	<b>District System</b>	<b>Data Source / Identified Need</b>	<b>District Priority Strategy</b>	<b>Action</b>	<b>Essential Condition(s)</b>	<b>Benchmark Supporting Transformation Model</b>	<b>Resultant Change</b>
Year 3	Research & Accountability	Comprehensive Accountability System schedule	Align district function to school improvement	Conduct audits of district and school accountability plans. Provide feedback for improvement.	1, 3, 7	Implement comprehensive instructional reform strategies	Improvements to generate accelerated performance for system, school, and students
Year 3	Research & Accountability	Assess effectiveness and alignment of systems with student outcomes	Align district function to school improvement	Communicate effectiveness results and student outcomes to stakeholders	1, 3, 10	Implement comprehensive instructional reform strategies	Generate ownership and investment in redesign
Year 3	Finance & Operations	Manage and align local resources and assets to support school redesign	Align district function to school improvement	\$2.26 million allocated to support staffing and materials needs for Level-4 schools	1, 6, 11	Implement comprehensive instructional reform strategies	Approximately 80 FTEs allocated to support school redesign  \$40,000 for instructional materials

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Time Period	District System	Data Source / Identified Need	District Priority Strategy	Action	Essential Condition(s)	Benchmark Supporting Transformation Model	Resultant Change
Year 3	Finance & Operations	Manage and align supplemental resources and City Capital Funds to support school redesign	Align district function to school improvement	\$825,625 allocated to support staffing and materials needs for Level-4 schools	1, 6, 11	Implement comprehensive instructional reform strategies	14 FTEs allocated to support school redesign \$40,000 for professional development \$50,000 technology infusion

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<b>Time Period</b>	<b>District System</b>	<b>Data Source / Identified Need</b>	<b>District Priority Strategy</b>	<b>Action</b>	<b>Essential Condition(s)</b>	<b>Benchmark Supporting Transformation Model</b>	<b>Resultant Change</b>
Year 3	Finance & Operations	Manage and align Redesign Grant resources to support school redesign	Align district function to school improvement	\$1,580,701 allocated to support staffing and materials needs for Level 4 schools	1, 6, 11	Implement comprehensive instructional reform strategies	Approximately 6 FTEs allocated to support school redesign  \$429,300 – Expanded learning time  \$143,100 – 90 hours of professional development  \$145,485 – 30 minutes of common planning time per day  \$84,000 for instructional materials
Year 3	Finance & Operations	Manage and align local in-kind support for school redesign	Align district function to school improvement	\$135,000 of contributions to support interventions at Level-4 schools	1, 6, 8, 9, 10, 11	Implement comprehensive instructional reform strategies	\$75,000 – Higher Education  \$60,000 – Community Wrap-around Services

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<b>Time Period</b>	<b>District System</b>	<b>Data Source / Identified Need</b>	<b>District Priority Strategy</b>	<b>Action</b>	<b>Essential Condition(s)</b>	<b>Benchmark Supporting Transformation Model</b>	<b>Resultant Change</b>
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Year 3	Instruction	Student results indicate need for improved leadership, teaching and learning	Implement a three-tiered instructional model with fidelity	Support the implementation of core, supplemental, and intensive level instruction, instructional tools, and assessments at schools	1, 3, 4, 5, 7, 8, , 9	Implement comprehensive instructional reform strategies	Student results demonstrating the effect of effective, systematic instruction
Year 3	Instruction	Student results indicate need for improved leadership, teaching, and learning	Implement a three-tiered instructional model with fidelity	The central office instructional team (Delta) will monitor adult impact and student outcomes every two months and make needed adjustments	1. 3. 4, 5, 7, 8, 9	Implement comprehensive instructional reform strategies	Adult actions linked to student outcomes