Welcome

Signaling Change and Building Buy-in for Reform

Leading Successful School Turnarounds

Learning from Research and Practice

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Why quick wins?

Early successes build momentum

- By showing that a failing organization can improve

Critical for motivating staff and disempowering naysayers

- Improve results for students, staff and stakeholders immediately
- Serve as a key element of the turnaround "campaign"

Characteristics of Quick Wins

Early

- Occur within the first few weeks and months of the turnaround

Visible

- Lead to observable improvements for students, staff and parents

Achievable

- Possible to attain within a short timeframe

Meaningful

- Relate directly to the school's mission and purpose

Make visible improvements early in the turnaround

Start with a goal that is important, can be achieved quickly, and will provide visible improvement

Develop a strategy for accomplishing the goal that can be implemented quickly

- For example, the school already has authority & resources to implement the strategy

Consider some common goals for quick wins, such as:

- Changing the school's use of time
- Improving discipline and anticipated actions
- Focusing on instructional improvement for specific subject / grade combo

Make visible improvements early in the turnaround

Cross-Sector Examples

Continental launched a massive effort to refurbish airplanes, recarpet terminals & upgrade food service to win back business customers

At NYPD, Bratton cracked down on minor offenders to convince skeptical citizens & officers that police could make a difference

School Examples

A Chicago principal scoured data to identify math as the area most in need of improvement, and increased the instructional time spent on math each day

A Virginia principal sped up bussing and drop-off, cafeteria lines and other procedures to gain learning time in the school day

Examples of Quick Wins

	Immediate	Fall	Winter	End of 1st Year Target
Facilities	Paint classrooms & make needed repairs	Repave parking lot		Improve learning environment
Behavior	Reinforce expectations with staff & students	Track attendance and assign staff to contact families		Reduce disciplinary incidents by 50%; Increase attendance by 10%
Use of Time	Set aside time in schedule for students to meet with counselors	Identify efficiencies to increase time dedicated to reading each week		Increase engaged learning time by 20%
Morale	Provide working computers & email addresses to all teachers	Tighten focus of departmental & grade level meetings	Reduce impact of staff members who cannot contribute to the turnaround	Build staff commitment as shown in behavior and staff surveys
Instruction	Examine data to identify targets for early attention	Increase number of students enrolled in advanced/AP coursework	Use interim reading benchmarks for 9th grade students to guide interventions	Increase reading proficiency rates for 9th grade students by 30 points

Signaling the Need for Change and Early Wins

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