

Leadership for School Turnarounds

Ken Futernick
Director, Tipping Point School
Turnaround Center
WestEd

CTC/PACE September 2009

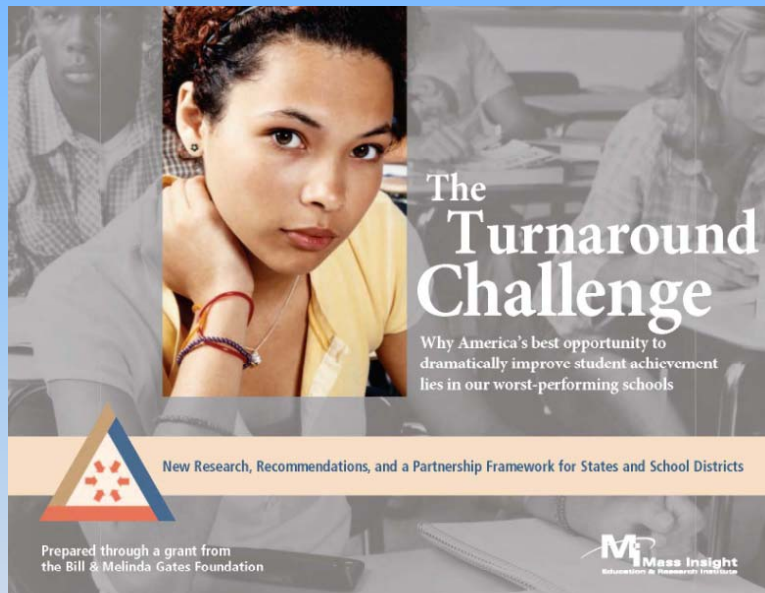
Leadership for School Turnarounds

National Context

The federal Race to the Top program will provide \$3.5 billion in 2009-10 to turnaround failing schools.

School Turnarounds

Theory and Practice



www.massinsight.org

EXCELLENCE LOVES COMPANY:

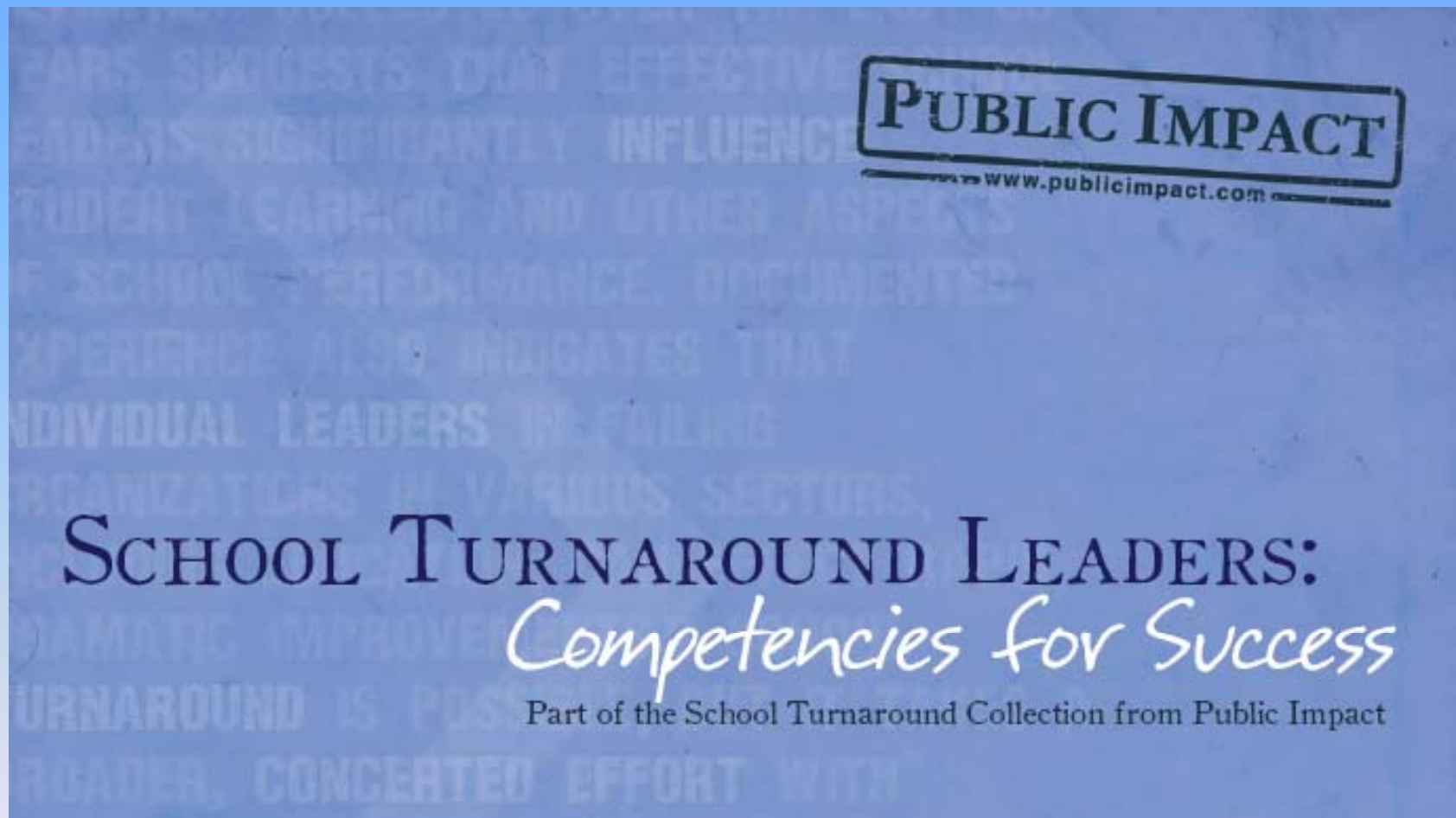
A Tipping Point Turnaround Strategy

January 2007
Ken Futernick, Ph.D.
WestEd
ken_futernick@csus.edu
© Copyright 2005 - 2007

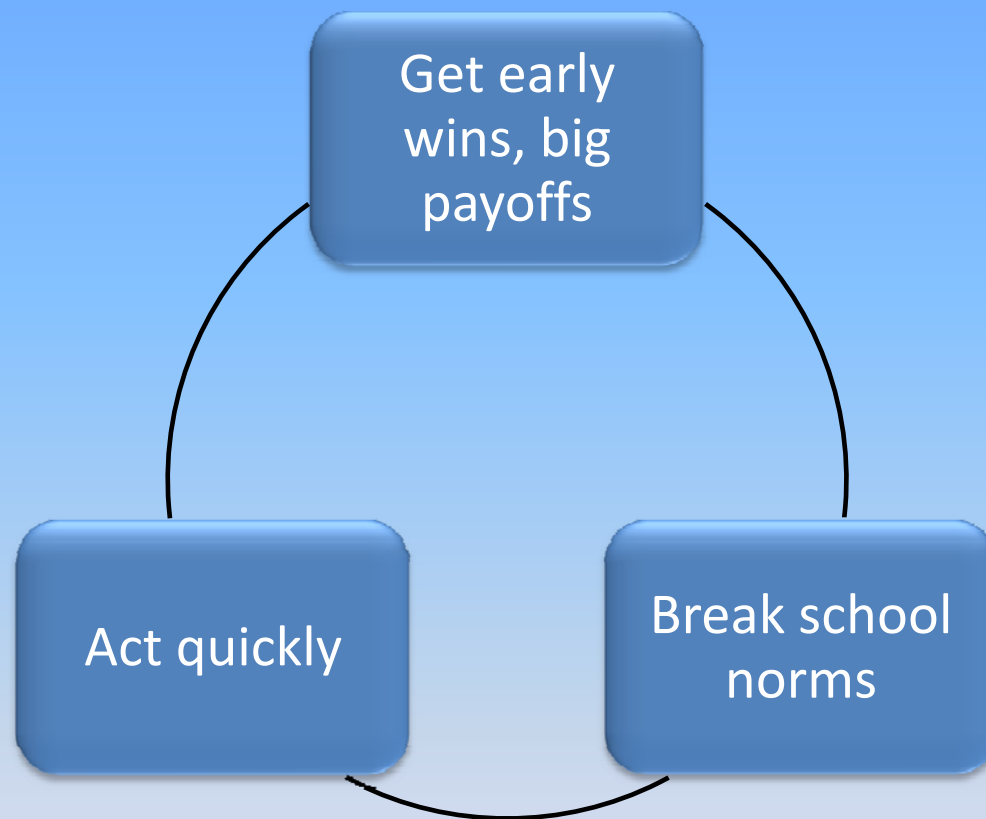
www.wested.org/tippingpoint

Leadership is one essential part of a comprehensive turnaround strategy.

Turnaround Leaders



What Turnaround Leaders Do



www.publicimpact.org

Turnaround Lessons from Manual Arts High School (LAUSD)



Manual Arts High School (LAUSD)	
Enrollment	3,600
Latino	82%
African-American	17%
English Learners	36%
API	1
PI	5+++++
% Proficient ELA	13%
% Proficient Math	2%
Graduation rate 5 yrs	40%

Turnaround Lessons from Manual Arts H. S.

Lesson 1: A role for ALL school leaders

- Superintendent
- District leaders
- School board
- External support providers
- Teacher leaders
- **Principal**



Autonomy
Patience
Support
“All in”

Turnaround Lessons from Manual Arts H. S.

Lesson 2: Get the right drivers on the bus

- **Build a strong pool of leadership candidates**
- **Powerful message to attract candidates**
 - Local autonomy/lack of bureaucratic interference
 - Critical mass of teachers who will embrace change
 - External support
 - Control over staff
- **Select carefully** (“Behavior Event Interviews” – from Public Impact selection toolkit)

Turnaround Lessons from Manual Arts H. S.

Lesson 3: Recognize strengths

- Acknowledge what's working
- Leverage the school's assets

Turnaround Lessons from Manual Arts H. S.

Lesson 4: Accountability (that works)

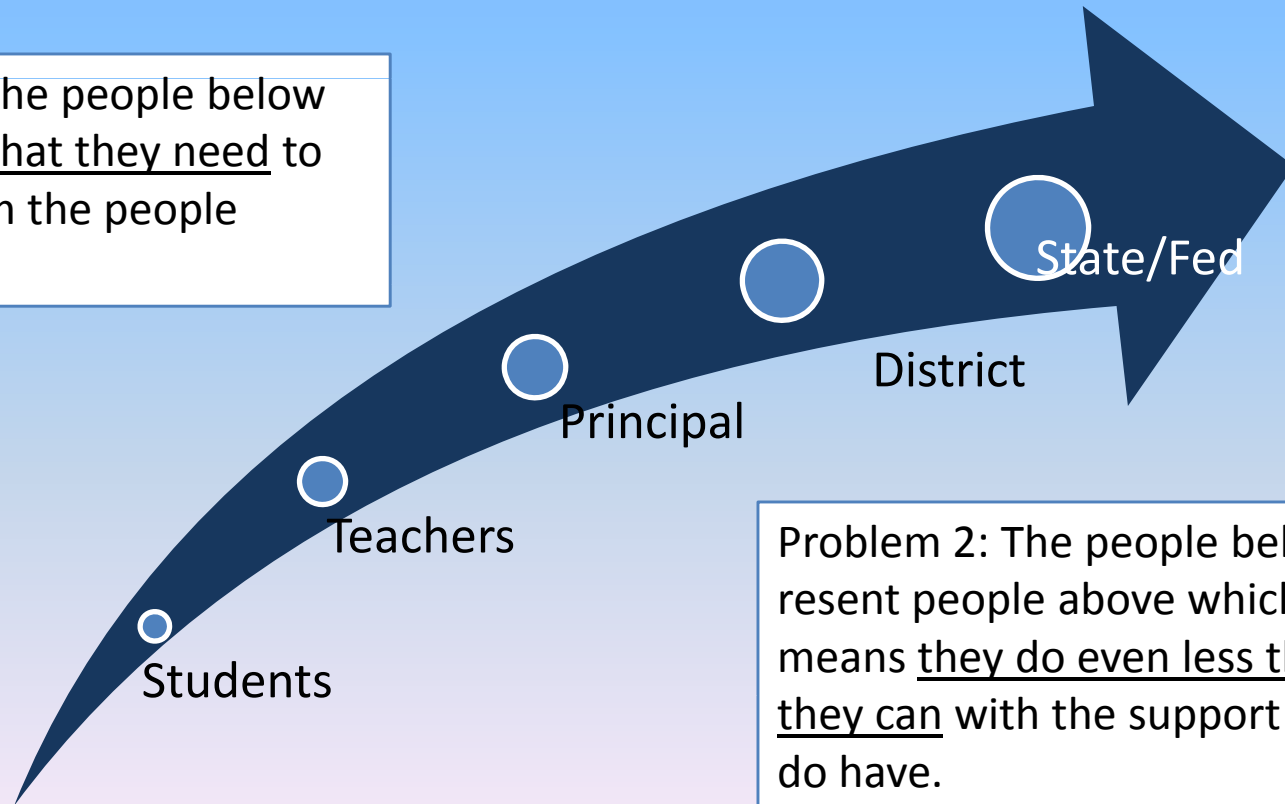
Counter example: 5,000 schools nationwide in Program
Improvement (NCLB)

Accountability (that works)

Traditional Accountability

People below accountable to people above

Problem 1: The people below do not get what they need to succeed from the people above.

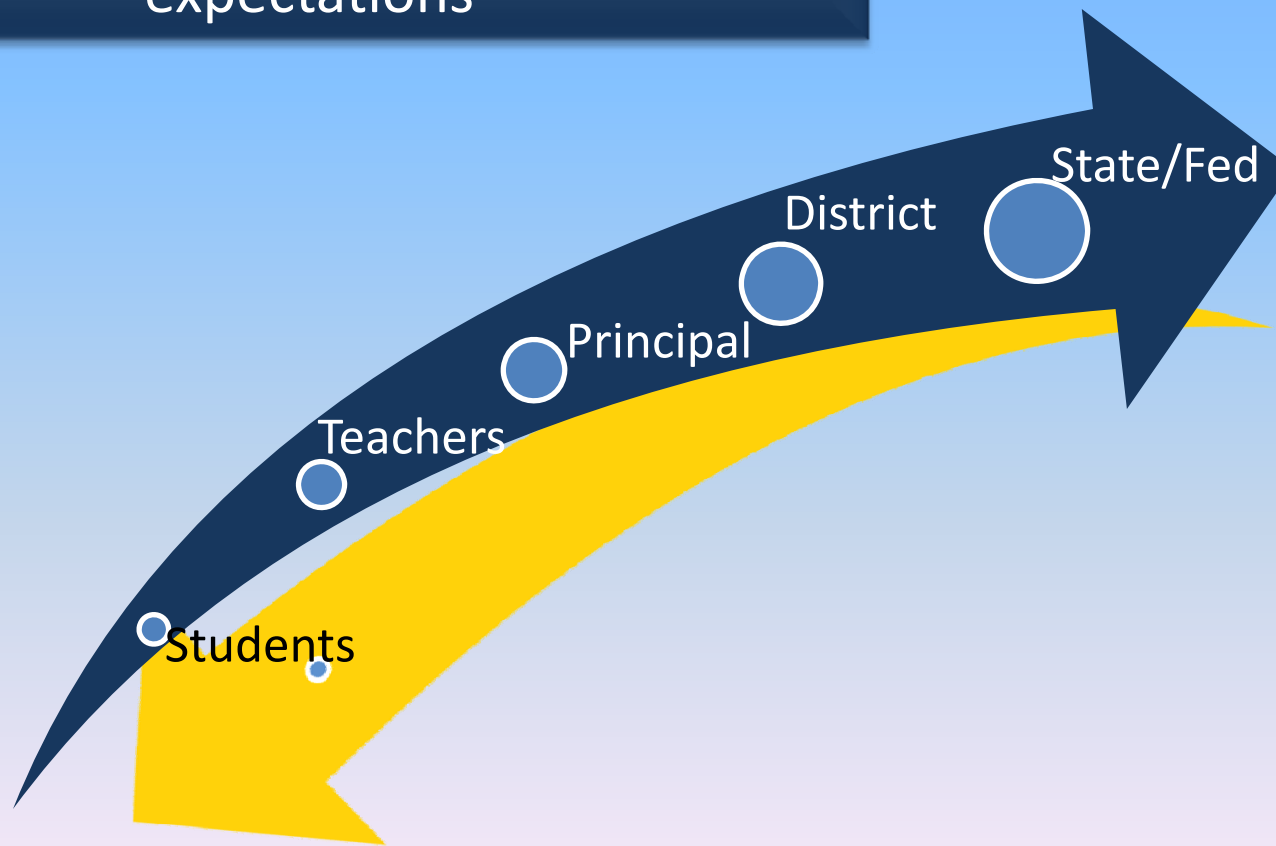


Problem 2: The people below resent people above which means they do even less than they can with the support they do have.

Accountability (that works)

Reciprocal Accountability

All parties accountable to clearly defined expectations



School Turnaround Leaders

Lesson 5: Evaluation (that works)

- Clear expectations for all stakeholders
- All stakeholders evaluated (360 degree review)
- Teacher evaluations:
 - Formative and summative
 - Credible, well-prepared, well-supported evaluators
 - Focus on student work and feedback, curriculum, assessment, instruction
 - Differentiated support (PD, peer-assistance, coaching)

School Turnaround Leaders

What difference is it making?

- Suspension rates cut in half
- 98% participation rate on CST
- Matriculation rates boosted
- Dramatically improved climate
- Greater personalization (adults and students)
- Quality assessments of student learning now being done, common course outlines tied to standards
- API up 32 points

Leading Schools to a Tipping Point

“We are all, at heart, gradualists, our expectations set by the steady passage of time. The world of the Tipping Point is a place where the unexpected becomes expected, where radical change is more than possibility. It is—contrary to all our expectations—a certainty.” The Tipping Point