

# 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 1 <sup>st</sup> Year Target
<b>Facilities</b>	Paint classrooms & make needed repairs	Repave parking lot		Improve learning environment
<b>Behavior</b>	Reinforce expectations with staff & students	Track attendance and assign staff to contact families		Reduce disciplinary incidents by 50%; Increase attendance by 10%
<b>Use of Time</b>	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%
<b>Morale</b>	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
<b>Instruction</b>	Examine data to identify targets for early attention	Increase number of students enrolled in advanced/AP coursework	Use interim reading benchmarks for 9 <sup>th</sup> grade students to guide interventions	Increase reading proficiency rates for 9 <sup>th</sup> grade students by 30 points

# Signaling the Need for Change and Early Wins

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