

## Affiliate School Change Process -- Five Dimensions

Creating cost effective, efficient and accountable school plans, innovating around talent, time, technology and space.

Dimension	Types of questions asked and answered	Type of work Involved	Evidence of success	Perspectives
<b>Understand</b> Goals & priorities Needs & challenges People impacted <i>(1-2 weeks)</i>	<ul style="list-style-type: none"> <li>Is there a shared mission?</li> <li>Who are the students and families? How are they engaged?</li> <li>Who makes up the staff? How did they come to the school?</li> <li>What are the logistical or space challenges?</li> <li>What's been practiced previously?</li> <li>What barriers or concerns that might exist?</li> <li>What have they tried in the past? How'd it work?</li> <li>Are there shared goals/priorities? Are there personalized learning opportunities for students? Outcomes/mastery-based learning?</li> </ul>	<ul style="list-style-type: none"> <li>Surveys</li> <li>Interviews</li> <li>Conversations</li> <li>School Observations</li> <li>Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Surveys results</li> <li>Notes</li> <li>Scope of work defined</li> <li>Shared goals articulated</li> </ul>	This type of transformation impact everyone within the school organization.  While the principals will be the primary contact, understanding the perspectives of many constituencies is key to long-term success.  Listed Alphabetically <ul style="list-style-type: none"> <li>Asst. Principal</li> <li>Cafeteria staff</li> <li>CBO Partners</li> <li>CFN Network</li> <li>Community</li> <li>Counselors</li> <li>Families</li> <li>IZone</li> <li>Maintenance</li> <li>Nonprofit partners</li> <li>Principal</li> <li>Programmers</li> <li>School Security</li> <li>School staff</li> <li>Social Work Team</li> <li>SPED/ELL</li> <li>Students</li> <li>Teachers</li> <li>Tweed</li> <li>Union(s)</li> </ul>
<b>Develop</b> A Great Plan Strong Relationships Data Collection Plan <i>(3-6 weeks)</i>	<ul style="list-style-type: none"> <li>How can we maximize the personalized mastery instruction?</li> <li>What will ensure a globally competitive instructional program?</li> <li>How can we build on school's strengths while addressing goals?</li> <li>What unintentional implications might an idea or strategy create?</li> <li>Who's job would change and how?</li> <li>How would students respond?</li> <li>How is time measures (Bell systems, broadcast,) Transportation</li> <li>Is the plan sustainable with anticipated resources?</li> </ul>	<ul style="list-style-type: none"> <li>Meetings and conversations</li> <li>Research</li> <li>Assess technology</li> <li>Multiple Iterations developed</li> <li>multiple perspective sought</li> <li>Compliance evaluated</li> </ul>	<ul style="list-style-type: none"> <li>Options drafted and shared</li> <li>Primary option selected by school leadership team</li> <li>Space plan</li> </ul>	
<b>Prepare</b> People Impacted Tools & Systems Space & Technology <i>(4-8 Weeks)</i>	<ul style="list-style-type: none"> <li>Who might be nervous about the changes?</li> <li>How do we make the best first impression?</li> <li>What training programs are needed to prepare?</li> <li>What materials/resources will be needed?</li> <li>Who is responsible for managing bell schedules?</li> <li>How will other schools in a shared campus be affected?</li> <li>How will families will families be engaged? Notified?</li> </ul>	<ul style="list-style-type: none"> <li>Training sessions</li> <li>Compliance checks</li> <li>Systems tools built</li> <li>Documents created (e.g. individual schedules)</li> <li>Communication tools (Bell schedules or alternatives)</li> <li>Campus-wide space plans</li> </ul>	<ul style="list-style-type: none"> <li>System tools tested</li> <li>Manuals/resources created</li> <li>Trainings held</li> <li>SBO completed</li> <li>Side agreement secured</li> <li>HSST/ARIS/BEDS plan built</li> <li>Marketing materials</li> <li>Protocols developed</li> </ul>	
<b>Execute</b> Plan Protocols Data Collection <i>(4-8 Weeks)</i>	<ul style="list-style-type: none"> <li>What extra short-term supports are needed?</li> <li>How smoothly is the implementation plan working?</li> <li>Has anyone found the protocols useful? Necessary?</li> <li>Is the data being captured adequately?</li> </ul>	<ul style="list-style-type: none"> <li>Strong presence</li> <li>Responsive Tech. Assistance</li> <li>Protocols practiced</li> <li>Feedback tools established</li> </ul>	<ul style="list-style-type: none"> <li>Smooth implementation</li> <li>Feedback evaluated</li> </ul>	
<b>Refine</b> Protocols Accountability <i>(4-8 Weeks)</i>	<ul style="list-style-type: none"> <li>What worked well?</li> <li>What did not work well? What were the causes? How do we respond?</li> <li>What unanticipated events/consequences?</li> <li>Is the strategy sustainable?</li> <li>Was the support plan adequate?</li> </ul>	<ul style="list-style-type: none"> <li>Measure impact</li> <li>Survey</li> <li>Video/photograph</li> <li>Evaluate cost/benefits</li> <li>Ongoing technical assistance</li> <li>Retainer services</li> </ul>	<ul style="list-style-type: none"> <li>Testimonials</li> <li>Student Data reports</li> <li>School report cards/Quality Review</li> <li>Modified response plans</li> </ul>	