



District Level Systems Change Pilot/Early Implementation Phase

2012-2014 Workplan Template: October 30, 2011 (Transformation Academy)

Plan, pilot, or Districts-Wide implementation	Objectives / Milestones	Key Activities or Tasks to Achieve Each Milestone	Start Month/Year	Completed (or fully integrated) Month/Year	Lead Staff/Organization
Plan	A standing (year-round) Transformation Academy for educator learning is shared between districts and develops and delivers high-quality, technology-rich educator learning including credit-bearing opportunities, competitive fellowships, mentoring, classroom visitation, coaching, teacher-designed/peer driven PD, action research	Design a Transformation Academy to collaboratively develop vision, purpose, opportunities and evaluation of learning opportunities. Coordinate with school Tech Integration Teams, Curriculum Directors, ELL Directors, and Study Groups	APR 2012	DEC 2012	Dean of Transformation, Steering Committee and BHS/WHS Principals
Plan		Partner with area college/university to design integrated and embedded credit/degree-bearing pathways for teachers and others participating in the Transformation Academy.	APR 2012	JUN 2012	Dean of Transformation
Districts-Wide Implementation		Launch the Transformation Academy through a multi-week, graduate credit, summer learning and planning institute focused on Effective Teaming, Proficiency and Personalization, and Tech Integration.	JUL 2012	AUG 2012	Dean, Fellows
Districts-Wide Implementation		Deepen and extend learning through a variety of school year and summer institute learning and planning opportunities in years two and three. Incorporate Community-Based, Youth, and Family Partnership strands.	AUG 2012	JUL 2014	Dean, Fellows
Districts-Wide Implementation		Embed ongoing training in all learning opportunities and strands for all teachers in best practices and cultural competence in working with ELL and marginalized students	JUL 2012	DEC 2017 (ongoing)	Dean, BHS/WHS ELL Coordinators
Pilot	Teachers engage in expanded leadership and diversified teacher roles to support school transformation.	Create five fellowships for teacher-leaders, non-profit, community or business leaders of implementation teams - Effective Teaming, Personalized and Proficiency- Based Learning Opportunities, Community-Based Learning Opportunities, Youth	APR 2012	JUL 2012	Dean, Steering Committee, BHS/WHS Principals

		<p>Leadership and Involvement, and Family School Partnership</p> <ul style="list-style-type: none"> • Design and distribute the fellow solicitations • Establish membership requirements to ensure diverse stakeholder representation on teams • Create and implement application process for PAR team members • Design modules in PAR and collaborative inquiry 			
Districts-Wide Implementation		<p>Five Fellowship model continues in subsequent years with focus areas informed by previous fellowship work and project need</p>	APR 2013	JUN 2017	Dean, Steering Committee, Fellows
Districts-Wide Implementation		<p>Link the work of the fellows in a design team structure coordinated by a Dean of Transformation along with key school educators to oversee teacher learning opportunities.</p>	AUG 2012	DEC 2012 (ongoing)	Dean, Fellows, BHS/WHS Principals and Teacher-Leaders
Districts-Wide Implementation		<p>Create additional paths for teacher leadership and administrator preparation through embedded graduate coursework and opportunities to teach modules/courses, coordinate inquiry groups, develop and staff Transformation Academy offerings.</p>	JUL 2013	DEC 2013 (ongoing)	Dean, Fellows, BHS/WHS Principals and Teacher-Leaders



District Level Systems Change Pilot/Early Implementation Phase

2012-2014 Workplan Template: October 30, 2011 (Personalized, Proficiency-Based Learning)

Plan, pilot, or Districts-Wide implementation	Objectives / Milestones	Key Activities or Tasks to Achieve Each Milestone	Start Month/Year	Completed (or fully integrated) Month/Year	Lead Staff/Organization
Plan	All students have the opportunity to learn in an effective team environment that supports their academic and social-emotional growth.	Select teachers for 9 th grade team (BHS) and 9/10 th grade team (WHS). 18 (BHS) and 7 (WHS) core teachers anticipated.	JAN 2012	JUN 2013	BHS/WHS Principals
Pilot		Select Fellow for Effective Teaming to help direct inquiry and action research in teaming, design and coordinate professional development opportunities, and provide support for the new teams for the 2012-13 school year. Select a new Fellow each of the subsequent years to maintain focus, training, and support on teaming for all grades.	APR 2012	DEC 2017	Dean of Transformation, BHS/WHS Principals with input from new Steering Committee
Pilot		Begin professional development in support of teaming for the 25 + identified teachers using school PLC meeting time in the spring, with intense learning and planning opportunities for up to 4 weeks during the summer, followed by classroom and after school training and class visits in 2012-13.	MAR 2012	JUN 2016	Dean of Transformation with BHS/WHS Principals and Teaming Fellow
Districts-Wide Implementation		Launch and support 9 th (BHS) and 9/10 th (WHS) teams for 285 (BHS) and 120 (WHS) students.	AUG 2012	JUN 2014	BHS/WHS Principals, Teaming Fellow
Plan		Identify teachers for 10 th (BHS) teaming for 2013-14. Another 18 (BHS) core teachers anticipated. WHS 9/10 th grade teaming deepens.	OCT 2012	DEC 2012	BHS/WHS Principals
Districts-Wide Implementation		Continue professional development in support of teaming for the 25 + identified 9 th (BHS) and 9/10 th (WHS) plus another 18 + identified 10 th (BHS) teachers using school PLC meeting time in the spring, with intense learning and planning opportunities for 3-4	JAN 2013	JUN 2016	Dean of Transformation with BHS/WHS Principals and Fellows

Districts-Wide Implementation	<p>weeks (potentially less time for the existing 9th and 9/10th teams and more for 10th) during the summer, followed by classroom and after school training and class visits in 2013-14.</p> <p>Continue 9th (BHS) and 9/10th (WHS) teams for 285 (BHS) and 120 (WHS) students, and launch and support 10th (BHS) teaming for 285 students continuing into 10th grade.</p>	AUG 2013	JUN 2015	BHS/WHS Principals, Teaming Fellow
Plan	<p>Identify teachers for 11/12th (BHS and WHS) thematic academies or teams for 2014-15, based on student interest. Another 40 (BHS) and 6 (WHS) core teachers anticipated with another 17 (BHS) and 4 (WHS) elective, guidance, and support teachers fully connected with teams. 12 Burlington Technical Center (BTC) teachers will also be linked through their career academies to the programming.</p>	OCT 2013	DEC 2013	BHS/WHS Principals
Districts-Wide Implementation	<p>Continue professional development in support of teaming for the 40 + teachers teaming in 9th and 10th grades and begin focused learning opportunities for 59 + 11-12th teachers using school PLC meeting time in the spring, with intense learning and planning opportunities for 3-4 weeks (potentially less time for the existing 9th and 10th teachers) during the summer, followed by classroom and after school training and class visits in 2014-15.</p>	JAN 2014	JUN 2016	Dean of Transformation with BHS/WHS Principals and Teaming Fellow
Districts-Wide Implementation	<p>Continue 9th 10th teams for 580 (BHS) and 120 (WHS) students, and launch and support 11/12th grade thematic academies (BHS) for the 285 (BHS) and 60 (WHS) students continuing into 11th grade.</p>	AUG 2014	DEC 2017	BHS/WHS Principals
Districts-Wide Implementation	<p>Expand and deepen 11/12th grade academies and teaming in 2015-16 so that all 1140 BHS and 260 WHS students are participating in integrated and teamed learning. Continue professional development in support of teaming for all 93 teachers (BHS) and 13 teachers (WHS) along with 12 BTC teachers using school PLC meeting time in the spring, with intense learning and planning opportunities for 2-3 weeks during the summer, followed by classroom and after school training and class visits in 2015-16.</p>	JAN 2015	DEC 2017	Dean of Transformation with BHS/WHS Principals and Teaming Fellow

Districts-Wide Implementation	The increased flexibility of the school day and calendar facilitates a range of learning opportunities before and after school, on weekends, and during the summers – on and off campus.	Incorporate common planning time for 9 th (BHS) and 9/10 th grade teams for 2012-13 and subsequent teams and years thereafter. By the end of the grant, 93 BHS and 13 WHS teachers will have team common planning institutionalized in the school schedule.	JAN 2012	DEC 2017	BHS/WHS Principals
Plan		Provide advisory, seminar, and/or other time within schedule to allow for personalization, PLP mentoring, and supported learning. By the end of the grant, the 1140 BHS and 260 students will have dedicated time in the school schedule for advisory, seminar, and/or other personalized time.	JAN 2012	DEC 2017	BHS/WHS Principals
Districts-Wide Implementation		Change the school year schedule to incorporate a joint Winooski and BHS plan for a Year-End-Studies (YES) Program that personalizes instruction and provides students choice in learning.	JAN 2012	JUN 2013	BHS/WHS Principals
Plan		Design and plan YES program, incorporating student, teacher, and parent input and outreach strategies.	JAN 2012	JUN 2013	Teacher YES Transformation Team, Personal/Prof Fellow
Districts-Wide Implementation		Implement YES Program and continue each year thereafter with all 106 BHS/WHS teachers and 1400 students participating.	JUN 2012	JUN 2013	Teacher YES Transformation Team, Dean, Personal/Prof Fellow
Districts-Wide Implementation		Provide on-line learning opportunities beyond the school day with appropriate supports to ensure student success. Provide 2 teacher courses (BHS) and 1 course (WHS) to the Vermont Virtual Learning Network in exchange for 75 slots.	AUG 2012	JUN 2014	BHS/WHS Principals
		Identify barriers and opportunities for extending instructional time after school, during the weekends, and summers. Review and work collaboratively to address contractual issues for teachers preventing flexible voluntary assignment of teaching time.	JAN 2013	JUN 2015	BSD/WSD Superintendents and School Boards, Steering Committee
Plan		Begin offering instruction by interested teachers at non-traditional times aligned with student interest. Projections include 8 teachers (BHS) and 2 teachers (WHS) for 200 students.	AUG 2015	DEC 2017	BHS/WHS Principals

Plan	Expanded programs and support structures within and outside the school day and calendar focus on accelerating ELL and low-income student learning.	Review all existing BHS/WHS programs and support structures for closing instructional gaps and accelerating ELL and other student learning; research additional models.	JAN 2012	DEC 2012	BHS/WHS Principals; District ELL Coordinators; Personal/Prof Fellow, Community Partner(s)
Pilot		Pilot a new joint BHS/WHS model for summer instruction based on the emerging review and research that expands time for learning both on and off campus for approximately 75 students,	JUN 2012	AUG 2012	District ELL Coordinators, BHS Assistant Principal, WHS/BHS ELL and Support Teachers
Pilot		Pilot additional instructional support programs based on the emerging review and research that provides options for acceleration for students during the school year in school for approximately 150 students.	SEP 2012	JUN 2013	District ELL Coordinators, WHS/BHS ELL and Support Teachers
Pilot		Pilot additional instructional support programs based on the review and research that provides options for acceleration for students during the school year in community settings and in partnership with community organizations for about 60 students.	SEP 2012	JUN 2013	District ELL Coordinators, BHS Assistant Principal, WHS/BHS ELL and Support Teachers, Community-Based Fellow
Plan		Review, refine, enhance, and expand dual enrollment options in area colleges and universities to increase options for college-ready learning for about 100 students.	SEP 2013	JUN 2013	Dean, BHS/WHS Guidance Counselors, ELL Directors and Teachers
Districts-Wide Implementation		Review the results of the summer, school year, and community-based programming; adjust, refine, and expand programming based on the results and additional research on effective models; continue each year of the grant.	SEP 2012	DEC 2017	District ELL Coordinators, BHS Assistant Principal, WHS/BHS ELL and Support Teachers, Community-Based Fellow
Plan	1:1 internet-capable technology encourages every student and teacher to embrace electronic, online, and individualized learning opportunities on a 24/7/52 basis.	Conduct an intensive review of potential 1:1 devices; visit other schools to see similar programs; identify 1:1 specifications.	JAN 2012	MAR 2012	Dean, Community Partner(s), District Tech Directors, BHS/WHS Principals
Plan		Solicit bids for purchase; order all “ready to go” devices for delivery in July.	MAR 2012	JUL 2012	Dean, District Tech Directors
Districts-Wide Implementation		Install all wireless hardware to ensure internet capacity throughout the school.	JUN 2012	JUL 2012	District Tech Support and Facilities Workers

Districts-Wide Implementation		Hire tech support and integration specialist who devise and implement rollout program to 285 9 th (BHS) and 120 9/10 th (WHS) grade students.	JUN 2012	AUG 2012	Dean, Community Partner(s), District Tech Directors, BHS/WHS Principals
Districts-Wide Implementation		Embed PLP and technology training and the rollout of devices to 25 + 9 th (BHS) and 9/10 th (WHS) teams as part of summer professional development. Pilot PLPs for all 9 th graders in 2012-13. Ensure a continuum of off-line and on-line integrated and project-based learning opportunities in all teaming and other Transformation Academy learning occurs throughout the school year.	JUL 2012	JUN 2013	Dean, Person/Prof Fellow, Tech Integrationists
Districts-Wide Implementation		Continue phased roll-outs of devices so that by 8/15 every BHS (1140) and WHS (260) student has access to a 1:1 device, is keeping a PLP documenting growth in learning, and uses the devices to access anytime-anywhere learning . Ensure steady flow of teacher training throughout the grant.	JUL 2013	AUG 2016	Dean, Person/Prof Fellow, Tech Integrationists
Districts-Wide Implementation	All students have the opportunity to participate in relevant and applied community and workplace-based learning opportunities.	Select Fellow for Community-Based Learning to help direct inquiry and action research in community-based learning. Identify or renew Fellow as appropriate for each of the subsequent years of the grant.	APR 2012	DEC 2017	Dean of Transformation, Steering Committee
Plan		Work with 9 th (BHS) and 9/10 th (WHS) grade teachers to convert BHS/WHS community service learning requirements into at least one service learning project embedded into 9 th grade teaming and curriculum. Work with subsequent teams to do the same so each year all 1140 BHS and 260 WHS students engage in service learning.	JUL 2012	JUN 2014	Community-Based Fellow, Community Partner(s)
Districts-Wide Implementation		Increase college counseling services for ELL, low-income, first generation students, in order to provide more personalized support for students and families not only applying for college but also into the first year of attending college.	JUL 2011	DEC 2017	Person/Prof, Teaming, and Community-Based Fellows, Community Partner(s), BHS Careers Teachers
Plan		Use the BHS Careers Explorations class for all 285 BHS 10 th graders to anchor PLP work, link job shadows and research into career options to 11/12 th learning academy options, and prepare a student exhibition of proficiency progress. Work with WHS to adopt a	JUL 2013	JUN 2017	Dean, Steering Committee

Pilot		similar program in their 9/10 th grade teaming work.	JAN 2014	JUN 2017	College Counselor, Community-Based Fellow, Community Partner(s)
Plan		Develop a course or seminar workshops for 11 th graders, integrated into the thematic academies, on related career requirements, college readiness and applications, and transition planning to assure all students can access post-secondary education.	JUL 2012	JUN 2013	Fellow, Community Partner(s)
Districts-Wide Implementation		Review existing community-based learning career and college opportunities; review programs in other school districts. Create and administer interest survey of local businesses, partners, artisans, and others to broaden scope of learning opportunities.	JUL 2014	DEC 2017	Fellow, Community Partner(s), BHS/WHS Guidance Directors, BHS Assistant Principal
Plan		Create other community-based learning options based on this review and research potentially including: internships and job training; credit recovery options; and specialized learning programs.	JUL 2014	JUN 2017	BHS/WHS Principals and Guidance Directors

Districts-Wide Implementation	Proficiency-based course and graduation requirements, aligned with 21st century learning expectations, define what students should know and be able to do beginning with the Class of 2016.	Select Transformation Academy “Personalized and Proficiency-Based Learning Opportunities” fellow.	APR 2012	DEC 2016	Dean of Transformation and Steering Committee
Pilot		Develop action research team, with wide stakeholder involvement (including students, parents, teachers and community and business leaders).	APR 2012	JUN 2012	Fellow with support from Dean
Plan		Conduct research on existing proficiency-based systems and: <ul style="list-style-type: none"> Identify common proficiency-based graduation requirements in both districts. Identify the progression of course content standards and core units of study that define mastery of graduation proficiencies, embed national common core standards, and map and align K-12 with connections to post-secondary learning expectations. Identify necessary scaffolding and continuum of supports for multiple learner groups including ELL and low SES students to reach standards and proficiencies. Create multiple opportunities for communicating and gaining input from all stakeholders about standards and the proficiency system. 	JUL 2012	JUN 2013	Fellow and Implementation Team,
Districts-Wide Implementation		Implement proficiency-based graduations requirements at BHS/WHS beginning with incoming Class of 2016	AUG 2013	JUN 2016	
Districts-Wide Implementation		Select a new Fellow each of the subsequent years to maintain focus, training, and support on “Personalized and Proficiency-Based Learning Opportunities”	APR 2013	JUN 2016	
Districts-Wide Implementation	Assessments and rubrics measure and chart student progress in meeting standards at proficient levels towards graduation	Create a system of assessments and rubrics through which students demonstrate proficiency of newly identified graduation requirements	JUL 2013	JUN 2014	BHS/WHS Teachers with support from principals, students, parents and Dean of Transformation
Districts-Wide Implementation		Embed assessments and a process for tracking mastery of proficiencies into PLPs with all students	AUG 2013	AUG 2015	BHS/WHS Teachers

District: Burlington/Winooski – Personalized, Proficiency-Based Learning

Plan		beginning with the Class of 2016			
		Research proficiency-based grading, reporting, and transcripts to include input and feedback from college admissions counselors from UVM, Dartmouth, Castleton	JUL 2013	AUG 2014	Dean of Transformation with possible Fellowship support
Districts-Wide Implementation		Implement new grading, reporting and transcription system with Class of 2016	AUG 2014	AUG 2016	BHS/WHS Principals
Districts-Wide Implementation		Communicate and gain wide stakeholder input to revise and ensure understanding of reporting systems beginning during the research phase and continuing through full implementation	JUL 2013	AUG 2016	Dean of Transformation with BHS/WHS Principals and Family-School Partnerships
Districts-Wide Implementation		Investigate and implement an integrated learning data system to monitor proficiency-based learning, PLPs, mandated performance data, and school/state required data collection; include student-centered learning measures such as community-based learning and post-secondary success	AUG 2013	Ongoing	BSD/WSD Data and IT Directors, BHS/WHS Tech Integration Specialists



District Level Systems Change Pilot/Early Implementation Phase

2012-2014 Workplan Template: October 30, 2011 (Youth Leadership and Involvement)

Plan, pilot, or Districts-Wide implementation	Objectives / Milestones	Key Activities or Tasks to Achieve Each Milestone	Start Month/Year	Completed (or fully integrated) Month/Year	Lead Staff/Organization
Districts-Wide Implementation	Youth leadership opportunities and programs increase student voice, choice, and responsibility in learning	Transformation Academy Youth Leadership and Involvement fellow is selected.	APR 2012	JUN 2016 (ongoing)	Dean of Transformation and Steering Committee
Pilot		Fellow develops action research team, with wide stakeholder involvement including students, parents, teachers and community and business leaders.	APR 2012	JUN 2012	Fellow with support from Dean
Plan		Fellow and team conduct research to: <ul style="list-style-type: none"> Identify methods for authentic student leadership and voice. Design structures to expand existing capacity so that all youth have an authentic role in participating in transformation discussions and decisions. Develop a shared peer learning and leadership infrastructure between districts so that students are learning from and working with each other Allow student participants to receive school credit 	JUL 2012	JUN 2013	Fellow and Implementation Team
Districts-Wide Implementation		Implement cross-district peer learning and leadership teams with regularly scheduled meetings	AUG 2012	AUG 2013	BHS/WHS Principals, teachers and student leaders
Districts-Wide Implementation		Student membership exists on all Implementation Teams	MAR 2012	JUN 2012	Dean and all fellows
Districts-Wide Implementation		Youth leaders in BHS YATST programs continue, and at WHS begin, to: <ul style="list-style-type: none"> Attend YATST facilitator, school change, data 	JAN 2012	DEC 2017 (ongoing)	YATST groups at BHS/WHS

Districts-Wide Implementation		<p>analysis and leadership trainings</p> <ul style="list-style-type: none"> • Analyze teacher-student survey data, • Identify key student engagement and student-centered learning priorities • Conduct "teach-ins" and dialogues for students and teachers on transformation priorities <p>Youth Leader Participate In Nellie Mae Youth Engagement strand</p>	JAN 2012	DEC 2017 (ongoing)	Fellow , Implementation Team and student leaders
-------------------------------	--	---	----------	--------------------	--



District Level Systems Change Pilot/Early Implementation Phase

2012-2014 Workplan Template: October 30, 2011 (Family-School Partnerships)

Plan, pilot, or school-wide implementation	Objectives / Milestones	Key Activities or Tasks to Achieve Each Milestone	Start Month/Year	Completed (or fully integrated) Month/Year	Lead Staff/Organization
Districts-Wide implementation	Families are active partners in shaping school transformation and personalized learning	Principals work with Family-School Partnership team members, PIRC-VT, new Steering Committee and lead community partner to identify gaps in membership and participation, establish meeting times that work for families (time, location, duration, frequency, childcare), re-define team size, composition of team members, role and decision-making responsibility.	NOV 2011	JUN 2012	BHS Principal, WHS Principal
Districts-Wide Implementation		Principals, family-school partnership team members and partnership developers recruit to expand membership of family-school partnership teams to ensure representation of 3-5 family leaders from marginalized backgrounds, with support from lead community partner/community organizers.	JAN 2012	DEC 2012	BHS/WHS Principals BHS/WHS Family-School Partnership Developers
Plan		Transformation Academy “Family School Partnership” fellow is selected and develops FSP action research team, inclusive of members from BHS/WHS Family-School Partnership Teams. Fellow and team conduct research on effective communications: <ul style="list-style-type: none"> Evaluating effectiveness of current communication system Developing communication standards for reaching all families and ensuring accessible communication for all families Recommendations for communication training for staff & families 	APR 2012	JUN 2013	Steering Committee, FSP Fellow
Pilot		Transformation Academy Fellow and FSP Action Research Team design and implement an RFP process	JUN 2012	DEC 2012	FSP Fellow & FSP Action Research Team

Districts-Wide Implementation		<p>for local community partners to address previously identified needs from planning year public engagement (which may include parent literacy to ensure student success, understanding college pathways/college-readiness)</p> <p>BHS/WHS Principals, Family-School Partnership Developer and Team Members work with Superintendents and other appropriate Central Office staff to implement new communication standards.</p>	JAN 2013	JUN 2013	<p>BHS/WHS Principals BHS/WHS Partnership Developers BHS/WHS FSP Teams</p>
Plan		<p>Transformation Academy Fellow and FSP Action Research Team (coordinated with LCP organizing efforts) designs and conducts additional participatory action research about effectiveness of current family partnership activities, unmet family partnership needs and research to inform family involvement in personalized learning plans, understanding student progress/proficiencies, youth engagement and community-based learning.</p>	SEP 2012	JUN 2013	<p>FSP Fellow & FSP Action Research Team</p>
Districts-Wide Implementation		<p>BHS/WHS Family-School Partnership Teams and Family School Partnership Developers identify, implement and evaluate school-based partnership activities that create more welcoming, inclusive and culturally responsive schools and provide shared learning opportunities that inform parents (beginning in middle-schools) about plans and changes, and gather their feedback, about youth engagement, proficiency and personalization, community-based learning, tech integration, effective teaming.</p>	JAN 2012	DEC 2014	<p>BHS/WHS Principals BHS/WHS Partnership Developers BHS/WHS FSP Teams Middle School Principals Middle School FSP Teams</p>
Districts-Wide Implementation		<p>Select a new Fellow each of the subsequent years to maintain focus, training, and support on FSP</p>	APR 2013	JUN 2016	<p>Dean, Steering Committee, Fellows</p>



District Level Systems Change Pilot/Early Implementation Phase

2012-2014 Workplan Template: October 30, 2011 (Initiative Management)

Plan, pilot, or school-wide implementation	Objectives / Milestones	Key Activities or Tasks to Achieve Each Milestone	Start Month/Year	Completed (or fully integrated) Month/Year	Lead Staff/Organization
Plan	A new Steering Committee structure with demographically balanced representation of community members, students, parents, teachers and education leaders, provides oversight of transformation initiative.	Using NM neutral facilitator, existing Steering Committee identifies process for transitioning to a new structure during the last quarter of planning year (calendar year 2011), with particular attention to balancing demographics and including students, community members, parents and teachers as well as education leaders. This will model Participatory Action Research (PAR), as reflected in the Implementation Teams. United Way of Chittenden County (among other community partners) has volunteered to participate as a neutral convenor for the initiative. Upon receipt of grant approval, invitations will be issued for an open community meeting (as we did in early October) to celebrate the new grant and to begin the process of creating a new Structure to support district level transformation.	NOV 2011	JAN 2012	WSD/BSD Partnership
Districts-Wide Implementation		Ongoing training is provided to assist the Steering Committee in functioning effectively.	JAN 2012	DEC 2017 (ongoing)	
Plan	Hiring and RFP process created	The new Steering Committee designs the process for hiring the Dean of Transformation, and the RFP process for the awarding of fellowships, modeling the PAR expected of the Implementation Teams. All positions work cross districts.	JAN 2012	APR 2012 (Dean hired)	New WSD/BSD Partnership

Pilot	Dean hired and Fellows named	The new Steering Committee advertises, interviews and hires the Dean of Transformation. The new Steering Committee will assist the Dean as needed in the selection of the first five Fellows to lead the Implementation Teams.	APR 2012	JUL 2012 (Fellows begin)	Dean of Transformation
Districts-wide Implementation	Implementation Teams created	Five Implementation Teams, cross-district, will be developed to oversee five areas of transformation	JUL 2012	DEC 2012 (Implementation Teams in place)	Fellows in the Academy
Districts-wide Implementation	Implementation Teams create, explore, develop and execute strategies to implement Transformation	Regular meetings, eager participation, site visits, a palpable sense of excitement...	SEP 2012	DEC 2017 (ongoing)	Fellows
Districts-wide Implementation	A robust communication and coordination system between WSD and BSD supports school transformation efforts.	The Dean of Transformation will advertise, interview and hire the Communications and Logistics specialist, who will be responsible for ongoing communication between districts and with the public, and will support the new Dean and Steering Committee. All positions and the Steering Committee are cross-district.	APR 2012	JUL 2012 (hired)	Communications and Logistics Specialist
Districts-wide Implementation	School Boards will be updated and supportive of transformation efforts	The Dean of Transformation will meet with the relevant committee of each School Board, and/or present to the School Boards as a whole, on a regular basis	SEP 2012	DEC 2017 (ongoing)	Dean of Transformation
Plan	Strategies that involve teachers, local unions, school boards and other key stakeholders in developing master agreements support teacher learning, leadership	Identify expert consultant who generates a high degree of trust from labor and management to assist in moving towards contract negotiations based on mutual respect that supports student centered learning.	OCT 2011 (Dr. Adam Urbanski)	JAN 2017	Grants Director, BSD until new system is in place

Pilot	and emerging roles in the new student-centered educational system.	Schedule site visits.	NOV/DEC 2011	JUN 2014	Grants Director, BSD until new system in place
Districts-Wide Implementation		Include union representation in Implementation Teams and on Steering Committee	MAR 2011	DEC 2017 (ongoing)	Steering Committee, Dean and Fellows