

TURNAROUND PLAN TEMPLATE AT A GLANCE

<p>SECTION I: Executive Summary</p>	<p>The Executive Summary offers a concise description of the turnaround plan that: provides a snapshot of the school, articulates its vision, outlines key improvement strategies and goals, indicates how success will be measured, and highlights what makes this approach to improvement bold and new. Someone should be able to read the Executive Summary and understand the essence of the turnaround plan without having to read the whole plan.</p>
<p>SECTION II: Stakeholder Engagement</p>	<p>Stakeholders serve a key advisory role in the turnaround process by offering their perspectives, feedback, and broad recommendations on how to address the school’s challenges. The turnaround plan should describe the composition of the stakeholder group; the process used to gather meaningful input; recommendations made by stakeholders and where they are reflected in the turnaround plan; and the school’s plans for ensuring regular, ongoing engagement with the stakeholder group.</p>
<p>SECTION III: Envision the Future</p>	<p>Envisioning the future is a powerful and effective early step in the planning process. Inviting participation in the visioning process will build ownership and advocacy for the resulting plan among both educators and the stakeholder community. The turnaround plan should articulate what the school’s long-term vision of success will look like, sound like, and feel like when the school successfully reaches its goals.</p>
<p>SECTION IV: Assessment of Assets and Challenges</p>	<p>Before identifying strategies and approaches to implement, the school needs to ground itself in a thorough analysis of data to take stock of the school’s strengths and challenges and develop a common understanding of what needs to change in order to achieve the school’s vision for success. The turnaround plan should describe 2-5 key assets and challenges the school will address, along with a summary of the data analyzed and processes and procedures used to identify them as being the most critical.</p>
<p>SECTION V: Strategic Objectives and Initiatives Aligned to Turnaround Practices</p>	<p>The strategic objectives and initiatives reflected in the turnaround plan are the coherent set of key approaches and levers for change aligned to the Massachusetts Turnaround Practices that address the key challenges and strengths of the school identified in Section IV. This integrated set of strategies is one that the school expects will lead to rapid improvement. The strategies should outline a multi-year roadmap that will guide the work of the school for at least the next three years.</p>
<p>SECTION VI: District Systems</p>	<p>Districts play a critical role in supporting and facilitating school turnaround and ensuring conditions are in place for schools to improve and sustain that improvement. The turnaround plan should describe the actions that the district will take to support the school’s plan.</p>
<p>SECTION VII: Goals, Benchmarks, and Progress Monitoring</p>	<p>While a strong, well-conceived turnaround plan is an important blueprint for change, improvements in teaching and learning will only happen if regular monitoring and assessment demonstrate that the plan is being well implemented and the strategies are leading to the desired outcomes. The turnaround plan should identify the measurable annual goals and benchmarks the school will use to monitor each of the strategies in the turnaround plan. It should also clearly describe the process the school and district will take to regularly monitor and assess plan implementation and outcomes and make any necessary mid-course adjustments to the plan.</p>