

# School Turnaround Framework: Four Domains of Rapid Improvement

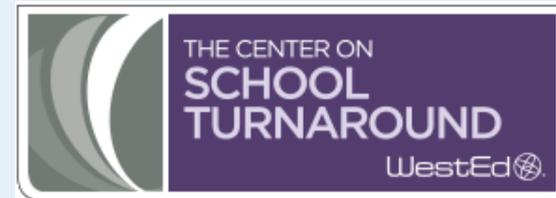
Lenay Dunn and Mary Peterson | Center on School Turnaround

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Center on  
**GREAT TEACHERS & LEADERS**  
at American Institutes for Research ■



NORTHEAST COMPREHENSIVE CENTER



# Session Outline

- 9:30–9:45 a.m. Overview, Lenay Dunn
- 9:45–10:25 a.m. Modified Jigsaw Reading and Discussion
- Step One: Form “Home Groups” (5 minutes)
  - Step Two: Form/Become “Expert Pairs” (10 minutes)
  - Step Three: Share Expertise (20 minutes)
  - Step Four: Reflect (5 minutes)
- 10:25–10:30 a.m. Questions and Answers Discussion

# Change Efforts Fail When They Are...

Not focused on a few high-leverage priorities

Insufficiently rigorous in its expectations

Inadequately rooted in research-based practice

Not focused on implementation fidelity as well as program/intervention fidelity

Not monitored by a core team committed to its success

Too rigid, inflexible, and absent performance management procedures for making necessary changes in course

In complex change, **everybody** is a leader and a learner.

# Framework Assumptions About Turnaround

Influenced by local context and implementation

Requires a systems approach

More than the initial jolt of bold change

Not a linear process with defined steps that guarantee positive results

# Framework Development

## Who

Led by a five-person task force from CST leadership team



## What

Distill what is known about rapid school improvement from both research and practice and examine that knowledge through a systems lens.



## Why

Develop a framework for how dramatic school improvement can be mutually fostered, supported, and extended by those at each level of the education system.

# Framework Sources

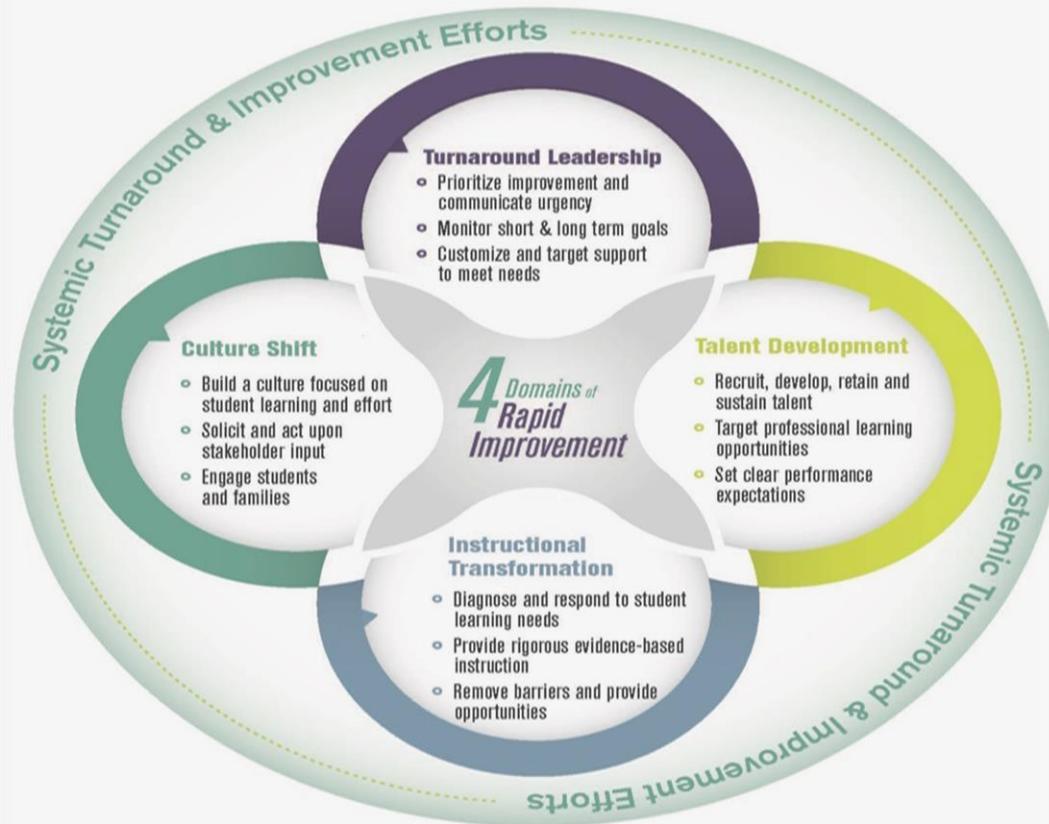
Synthesized  
Research

Practical  
Experience

Input From  
the Field



# The 4 Domains of Rapid School Improvement



Source: The Center on School Turnaround. (2017). Four domains for rapid school improvement: A systems framework [The Center for School Turnaround at WestEd]. San Francisco, CA: WestEd.

# Domains

Buckets of large conceptual areas

Used to group practices into the conditions and functions necessary to support turnaround

Include a set of three interrelated practices

Intended to be considered in tandem



# Practices

Include descriptors of the elements for each practice.

Differentiate the roles of the state, district, and school and call out the role of each entity in turnaround.

Provide examples of how to enact the practice, which are meant to serve as examples, not a recipe, or magic bullet!

# Step One: Form “Home Groups”

1. Find your **spring learning partner**.
2. Group together with three other pairs to form a group of eight.
3. Sit at a table together to form your “Home Group.”
4. Take your materials with you during this activity to regroup with others at a new table.

# Step Two: Form/Become “Expert Pairs”

1. Subdivide your Home Group of eight into four pairs.
2. Identify which pair will read which of the following domains:
  - Domain 1: Turnaround Leadership, pp.4–10
  - Domain 2: Talent Development, pp. 11–17
  - Domain 3: Instructional Transformation, pp.18–24
  - Domain 4: Culture Shift, pp. 25–31
3. Take 8–10 minutes for quiet reading time. Highlight key messages from the reading and identify implications for the T4TLA work.

*NOTE: It is important to maintain a quiet reading space during this part of the jigsaw process. If you finish early and absolutely have the need to talk, please walk out of the room and have a conversation versus talking while others are finishing their reading.*

# Step Three: Share Expertise

1. In pairs in your Home Group (at your table), talk about the section you both read and identify highlights and implications for T4TLA work.
2. Share highlights and implications for Domains 1, 2, 3, and 4 with your Home Group. Allow 5 minutes for each domain sharing.

*NOTE: If you stop short of the 5-minute mark, please remain focused on that domain by asking probing questions, talking about connections to other domains, and so forth.*

# Step Four: Reflect

- Based on your reading and discussion about the turnaround domains, what is the greatest takeaway that you want to share with your team?
- What specific talent development strategies could you implement? What would that look like? How would begin to plan for implementation?

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