

Guidance for Restructuring—Broad Strokes

Area II RESPRO

Updated: August 29, 2008
ISBE

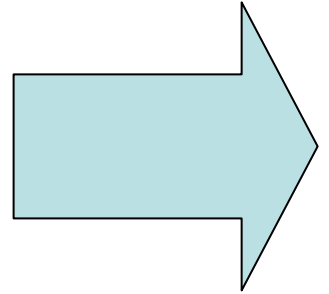
Rick Prestley

KIDS 815-636-3040

Broad Strokes

for Restructuring Plan...
process,
content
and submission

Path to Restructuring

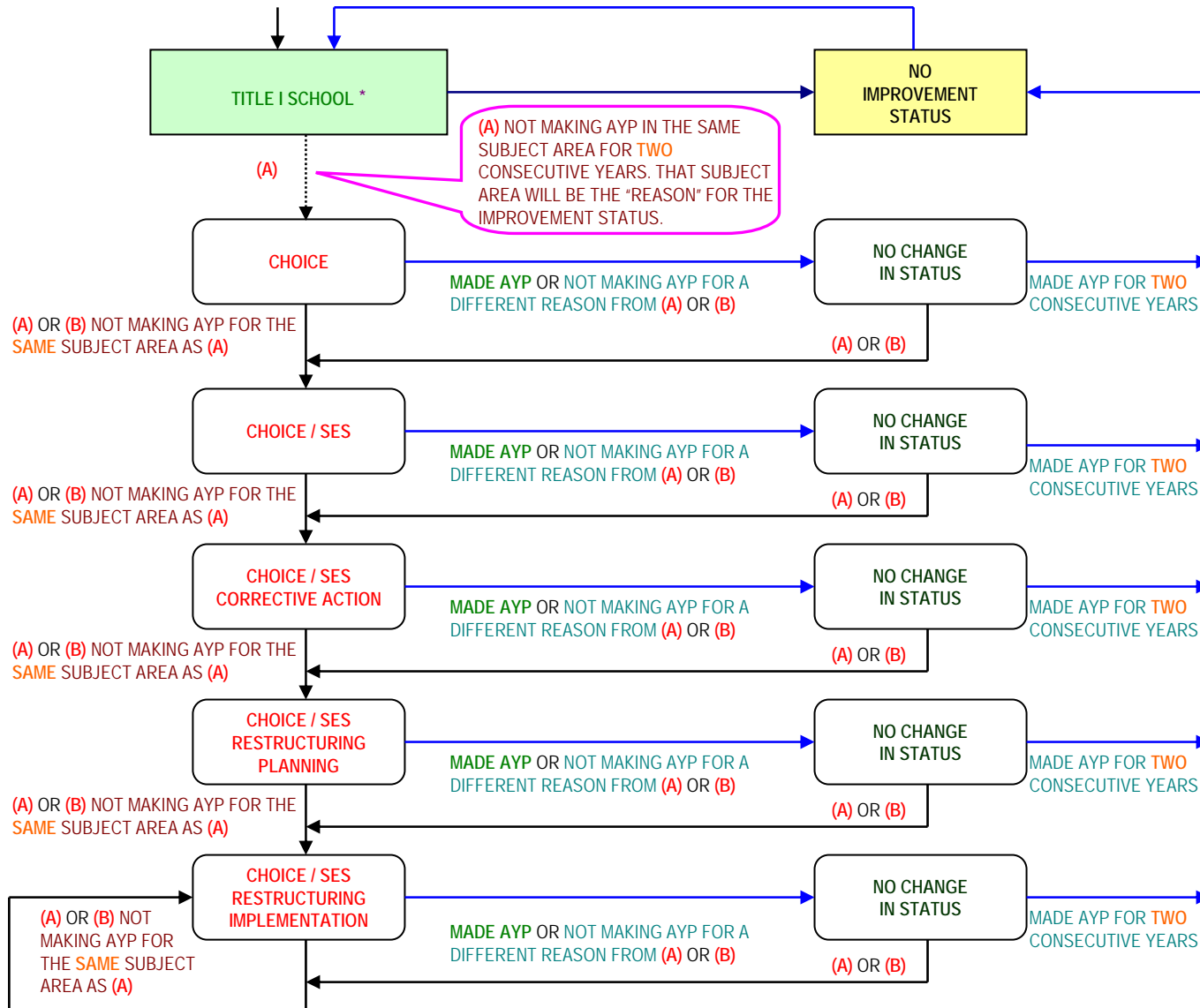


For schools in federal
and state status...

Federal status "trumps"
state sanctions.

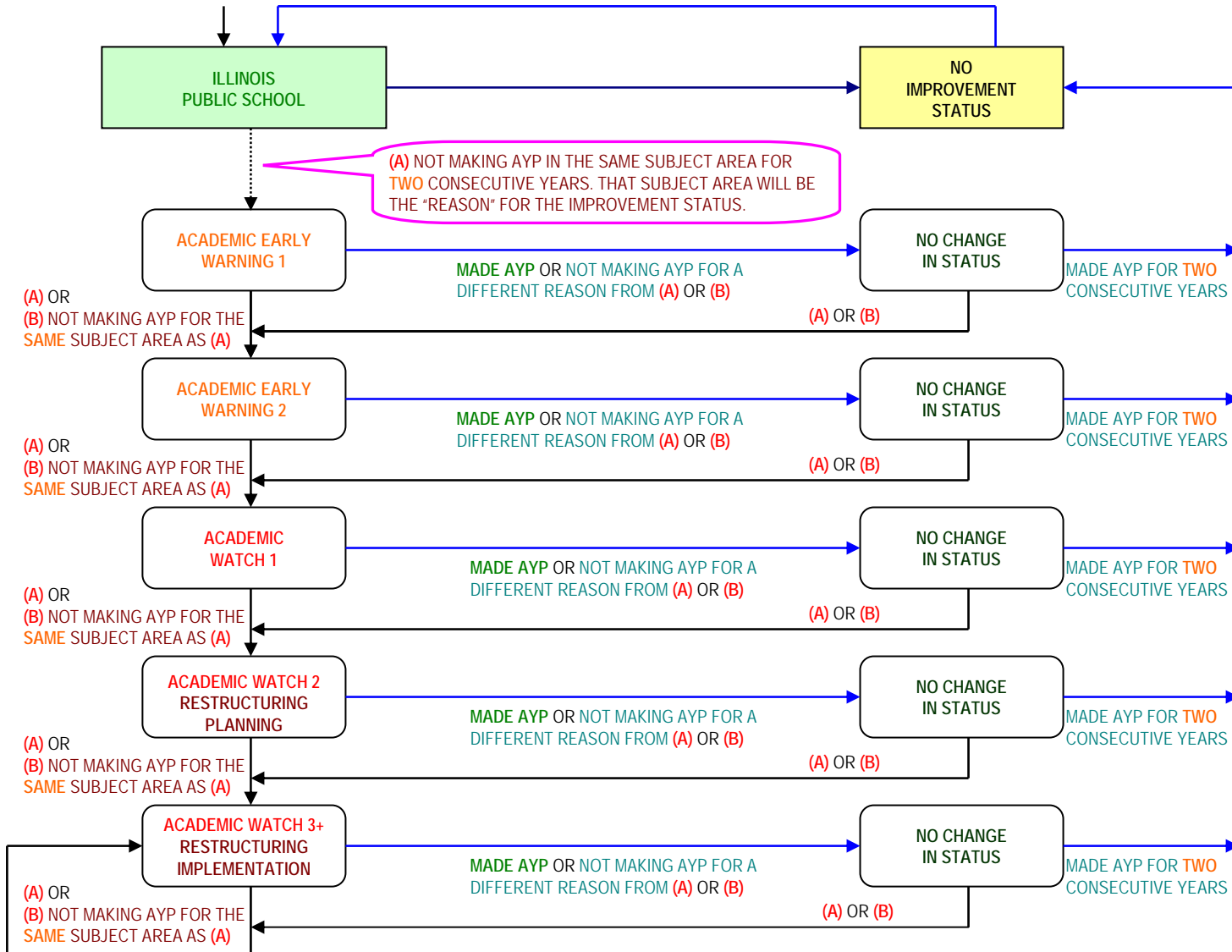
SCHOOL IMPROVEMENT STATUS ACCORDING TO FEDERAL LAW

No Child Left Behind: Section 1111 (b)



SCHOOL IMPROVEMENT STATUS ACCORDING TO ILLINOIS LAW

The School Code of Illinois – 105 ILCS 5/2-3.25d



As a school planning for restructuring, is a revised school improvement plan required this year?

- No, IF you have a SIP approved for 2008-2009 school year posted to IIRC.
- Yes, IF your SIP expired at the end of last school year (2007-2008). You'll revise your SIP and submit as you have been doing since being in status.

How does my SIP relate to my Restructuring Plan?

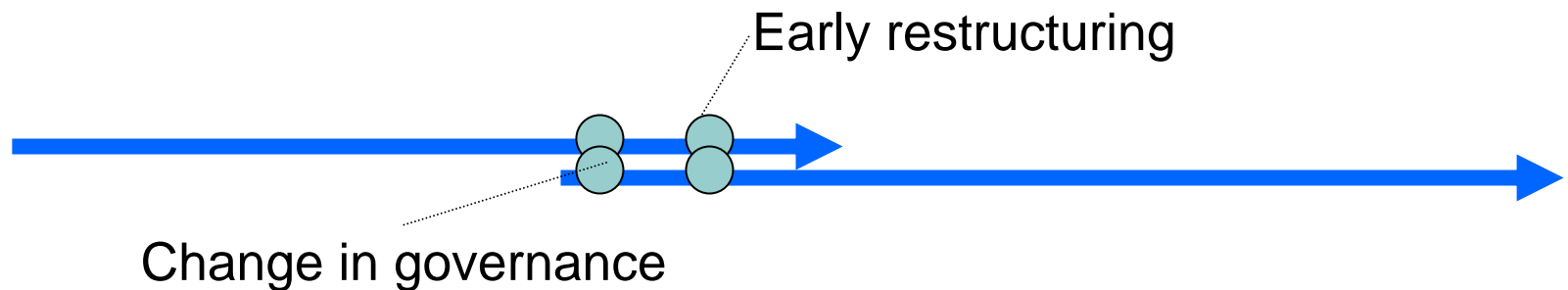
- SIPs for schools ***implementing restructuring*** should detail how the restructuring options are being worked out at the school.
- The district's responsibility should be outlined in the plan's implementation and monitoring
- The roles and responsibilities for plan users should be clear and aligned to the restructuring options selected for the school.

DISTRICT RESPONSIBILITY

- Develop the plans according to the law as prompted by e-Plans with appropriate articulation with school and community.
- Ensure that plans are informed by data analysis and address areas of substantive deficiency while sustaining areas of strength.
- Maintain standards of SBR and good practice in development and implementation.
- Provide appropriate resources for plan implementation (time, people, materials)

Continuum for Corrective Actions and Restructuring

Corrective Actions



Restructuring

From lesser to more severe actions

www.isbe.net/nclb/htmls/restructuring_guidance.htm

Restructuring

- Planning year (typically AW2 or Restructuring Planning Status)
- Implementation years (typically AW3+)

Restructuring options, broadly described

- Reopen as a charter school
- Replace all or most of the staff
- Enter into a contract with an entity
- Implement any other major restructuring of the school's governance
- *State intervention*

How much change is “sufficient” in extent and in scope?

- To promote increased achievement for all students
- Substantial promise of enabling the school to make AYP

Discuss in relation to your own knowledge and experience.

3 Lessons for Change

- **Large fast improvement is achieved by different methods from incremental change over time.**
- **Eradicating chronically low performance is not a one time project, it is a commitment that is a core part of school and district work.**
- **District and school leaders must possess a steely will and compass set firmly on children's learning to eliminate low-performing schools from a district**

Hassel, Hassel, Rhim (2007) *Overview of Restructuring*

Option 1: Reopen as a charter school

- **Examples:**

- Partnership/assistance with an existing charter school
- New charter school

A Federal Charter School Program (CSP) Grant has recently been awarded to ISBE for the creation of new charter schools especially for districts in academic status outside of Chicago 299.

ISBE contact for the grant: rloman@isbe.net

For more information see:

http://www.isbe.net/charter/pdf/charter_rfp.pdf

Option 2: Replace all or most of the staff

● Examples

- Reassign National Board Professional Teachers to the site
- Institute quality mentoring and induction
- Implement earlier corrective actions regarding school personnel
- Be purposely proactive placing teachers in the building based on identified needs

Option 3: Enter into a contract with an entity (proven)

● Examples

- Partner with private school management companies
- Establish an affiliation with an area or in-state college or university
- Hire one or more designated persons under contract and with sufficient authority to make significant change necessary to improve student performance

Option 4: Implement any other major restructuring of the school's governance*

● **Examples:**

- Restructure school in terms of grade configuration or programs (magnet school/academy)
- Change from site-based to centralized administration or vice versa
- Fully implement a research-based school improvement model sufficient to impact change
- Contract for independent research for strategic planning; implement the plan with fidelity
- School consolidation

Option 4 continued: Implement any other major restructuring of the school's governance

● Examples

- District reorganization/consolidation
- Revise the use of school days and years
- Reconfigure the existing work place to effect **fundamental** changes in teaching and learning
- Enact an agreement between dual districts on transition and articulation of students
- Use a school-within-a-school or a smaller learning community model
- Move locus of financial decision-making

*What does a change in governance mean in Illinois?

- Authority for critical decisions is shifted
- An upset in the status quo
- Rooted in the context of the school and district

Think Second Order Change...

Second order change is anything but incremental. It involves dramatic departures from the expected, both in defining a given problem and in finding a solution.

School Leadership that Works
(Marzano, Waters, McNulty, 2005)

When developing a plan, consider...

- The context of the school and district
 - Actions to date
 - Reasonable steps to move improvement to the ***next level***
- The documented needs of the students
- SBR practices that are
 - appropriate for the school and
 - can be supported by the district

Keep in mind...

You may need a combination of options for your context. You may need to implement a variety of activities similar to those provided in the examples within each option.

The big problems of the day are complex, rife with paradoxes and dilemmas. For these problems, there are no once-and-for-all answers.

Fullan, 2001

ISBE-RESPRO-DISTRICT PARTNERSHIP

LOCAL BOARD
APPROVAL

RESPRO SERVICE
AND FEEDBACK

ISBE CONSULTATION
AND
MONITORING PROMPT

Development of the Restructuring Plan Illinois e-Plans

- Template available at the District Main Menu at the Interactive Illinois Report Card website <http://iirc.niu.edu/>

Resources:

- \$\$\$ (Federal, State, Local, Grants, etc)
- Documents and tools
 - ISBE Resource Manual
 - ISBE Guidance Document for School Restructuring (2006)
 - Handbook on Restructuring and Substantial School Improvement (<http://www.centerii.org>)
 - School Restructuring Under NCLB: What Works When <http://www.centerforcsri.org/files/RestructuringGuide.pdf>
- RESPRO services
- ISBE

Thinking about restructuring...

- Review the list of restructuring option examples listed for Option 4 on slides 15 and 16.
- Based on your current perspective, choose 2-4 that seem as if they could result in the highest level of improvement in teaching and learning for your restructuring school.
- For each of these, answer the following questions:
 - Why would this be an appropriate choice?
 - What would this look like in its most effective form?
 - What issues, both positive and negative, might be significant in planning and implementation?
 - What resources would need to be brought to bear and how/where might they be accessed?
 - Human
 - Financial
 - Information
 - Time
 - Materials
- Organize your thinking on chart paper and be ready to share with group.

Approval Process

- Electronic submission
 - District submission on behalf of the school
- ISBE staff will review the plans
 - According to the Guide
 - Electronic feedback and re-submission

Important Dates for Schools

- 6 months after official notification of status –plan must be submitted for local board approval and submitted via Illinois e-Plans
- **February 13, 2009** (latest submission date for plans for 2008)
- Plan implemented in the fall of 2009 if the school does not make AYP in the spring of 2009.

Websites and Contact Info

Interactive Illinois Report Card <http://iirc.niu.edu/>

ISBE <http://www.isbe.net/>

Non-Regulatory Guidance on School Improvement

<http://www.ed.gov/policy/elsec/guid/schoolimprovementguid.pdf>

Your Local RESPRO/ROE Consultant

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Evaluations/Questions

