



## High School Transformation Guidebook

# This Guidebook's chapters explain and codify the eight transformation principles

- 1** **Transitioning a school successfully** using key community and district partners
  - Identify transformation mechanism and submit charter
  - Earn the support of parents and the broader community
  - Develop mutually acceptable agreements with local district
- 2** **Establishing an effective early presence** with students and the community
  - Effectively reach out to teachers, parents and students at the existing school
  - Effectively recruit and enroll incoming students
- 3** **Developing a high-performing team** dedicated to transformation
  - Establish a team of high-performing leaders
  - Establish and maintain a highly effective teaching staff
- 4** **Splitting a large high school into a cluster of small schools**
  - Create a cluster of small schools
  - Effectively utilize facility and assets
  - Coordinate shared decisions
- 5** **Creating a dramatically different new school climate** on day one
  - Establish a culture and climate of success
  - Ensure a safe and secure campus
  - Provide robust student programs and supports
- 6** **Implementing a portfolio of interventions** for high-needs students
  - Effectively use student data to understand and plan for needs
  - Provide tailored academic supports to promote high achievement
  - Ensure targeted interventions for high need students
- 7** **Measuring success holistically** through retention, rigor and results
  - Develop effective metrics and targets
  - Ensure successful measurement and use data effectively
- 8** **Ensuring effective budgeting** preparation and policies
  - Set realistic expectations for high school transformation budget
  - Set policies and oversee budget development to ensure effective budgeting

## 2

# Establishing an effective early presence

*This section covers best practices for establishing an **early presence with students and the community** before the start of the year. It outlines ways to 1) effectively reach out to teachers, parents and students of the existing high school and 2) effectively recruit and enroll incoming students*

### Green Dot Philosophy

- **After Green Dot has been given control of a campus, the focus of outreach centers on students, parents and teachers of the existing school, and incoming students and their parents. This is a time for:**
  - Clarifying the transition timeline and expectations, and dispelling misperceptions the community might have about the process
  - Ensuring maximum enrollment for the coming year
- **Full enrollment is fundamental to program sustainability, and particularly difficult in the first year when Green Dot is new in the community**
  - Initial recruiting is done as a cluster (if the school is broken up into smaller schools) to maximize attendance and preserve student choice
  - Students should have the ultimate choice in which new, small school they attend, which promotes an early connection between students and their schools
  - All staff must own a piece of the recruiting process

### Likely Challenges

- **Recruiting as a cluster requires coordination and frequent communication**
  - Teachers, parents and students may initially feel uneasy or confused about the process
  - Parents may be harder to reach than at an independent charter school, where parents actively enroll their students
  - Recruiting may create a sense of competition between schools, if not well-managed
  - Recruiting for a cluster of small schools across several feeder middle schools requires coordination
- **Many unexpected students may show up on the first day and throughout the fall semester**

# Roles and responsibilities for establishing an effective early presence

## Home office-level

- **Community Engagement** engages students and parents from the existing school and oversees recruiting for incoming 9<sup>th</sup> graders
- **Communications** develops messaging and recruiting collateral
- **Ed team** outlines Summer Bridge standards, processes and requirements
- **Operations** assists in securing funding for Summer Bridge transition program
- **Public Affairs** works with district to secure early access to campus

## Cluster-level

- **Cluster Director** engages teachers of the existing school to clarify the reapplication process and supports principals with Summer Bridge planning and implementation
- **Cluster Business Manager** oversees the Welcome Center, oversees feeder school relationships during recruiting and enrollment, and supports principals with Summer Bridge planning and implementation

## School-level

- **Principals** engage teachers and families, recruit students and plan and implement Summer Bridge
- **Teachers** implement Summer Bridge and diagnostic testing

# Timeline for establishing an effective early presence

	Planning Year (Year 0)			Year 1
	Jan through Feb	Mar through May	June through Aug	Sept & Beyond
<b>Home Office-level</b>	<ul style="list-style-type: none"> <li>• <u>Community Engagement (CE)</u> contacts legacy students on campus and reaches out to parents</li> <li>• <u>CE</u> communicates recruiting timelines and expectations, manages master database of contact information, organizes mailings and feeder events, and trains volunteers</li> <li>• <u>Communications</u> develops recruiting collateral</li> <li>• <u>Public Affairs</u> works with district to establish a physical presence on campus as soon as possible</li> </ul>	<ul style="list-style-type: none"> <li>• <u>CE</u> manages master database of contact information, organizes Open House and Lottery, oversees student school selection and distributes student lists to principals</li> <li>• <u>Operations</u> helps secure funding for Summer Bridge</li> </ul>	<ul style="list-style-type: none"> <li>• <u>CE</u> manages master database of contact information and helps under-enrolled schools with outreach</li> </ul>	<ul style="list-style-type: none"> <li>• <u>CE</u> manages recruiting over the following phases: Sep-Nov planning, Dec-Feb cluster recruiting, Mar-May Open House and Lottery, June-Aug school enrollment</li> <li>• <u>Communications</u> updates recruiting collateral</li> </ul>
<b>Cluster-level</b>	<ul style="list-style-type: none"> <li>• <u>CD</u> and <u>CBM</u> make campus visits to engage teachers and clarify the reapplication process</li> </ul>	<ul style="list-style-type: none"> <li>• <u>CD</u> and <u>CBM</u> support principals in planning of Summer Bridge; communicate recruiting policies to principals</li> </ul>	<ul style="list-style-type: none"> <li>• <u>CD</u> and <u>CBM</u> support in implementation of Summer Bridge; oversee individual school recruiting and ensure no competition</li> </ul>	<ul style="list-style-type: none"> <li>• <u>CD</u> and <u>CBM</u> help with recruiting and Summer Bridge annually</li> <li>• <u>CBM</u> oversees Welcome Center and new incoming enrollments</li> </ul>
<b>School-level</b>	<ul style="list-style-type: none"> <li>• <u>Principals</u> visit the campus to engage teachers and clarify the reapplication process (<u>CE</u> handles if principals are not in place); assist in management of middle school relationships (<u>CE</u> handles if principals are not in place)</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Principals</u> plan Summer Bridge, help staff the phone bank, speak at recruiting events</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Principals</u> and <u>teachers</u> implement Summer Bridge and diagnostic testing</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Principals</u> handle individual school recruiting over the following phases: Sept – Nov planning and preparation, Dec-Feb phone bank availability and speaking events, Mar-May event participation, June–Aug direct outreach to families</li> <li>• <u>Principals</u> and <u>teachers</u> plan and implement Summer Bridge annually</li> </ul>

# Two key steps to establishing an effective early presence

## Green Dot approach:

Effectively reach out to teachers, parents and students of the existing school

Effectively recruit and enroll incoming students

## Key decisions & considerations:

1. Cluster Director and principals visit campus to engage current teachers and students
2. Community Engagement reaches out to parents of existing school students

1. Community Engagement handles recruiting preparation
2. Community Engagement oversees recruiting at the cluster-level to generate as much interest as possible
3. Community Engagement organizes a lottery for students to choose among schools
4. Principals continue to reach out to ensure families complete enrollment packets for their schools
5. Welcome Center handles additional student enrollment
6. Principals hold Summer Bridge