

The New Process

Big Picture

I. Initiate a Systemic Change Effort

4 months

1. Facilitators assess and enhance their own readiness for the process and form a Support Team. (Old 1 & New)	4 weeks <i>Aug.</i>
2. Facilitators establish or redefine a relationship with a school district and discuss per diem payment for Event 3. (Old 2)	4 weeks <i>Sep.</i>
3. Facilitators assess and enhance district readiness for change (Old 3.1)	5 weeks
4. Negotiate and sign a contract/agreement with the superintendent and board for Phase II (Old 3.2)	3 weeks <i>Nov.</i>

II. Develop Starter Team

5 months

5. Facilitators and superintendent form the Starter Team (Old 5) ¹	2 weeks
6. Hold a retreat to develop the Starter Team dynamic (Old 6)	3 weeks
7. Develop Starter Team understanding of systems, design, mental models, the systemic change process, dialogue, and small-group facilitation (Hold 2-4 one-day retreats) (Old 7, 17) (Do throughout 8-9)	3 weeks →
8. Assess and enhance district and community capacity for change (Identify assets and barriers, and use community forums if needed) (Begin by redesigning the event) (Old 4)	3 weeks →
9. Develop an agreement/contract with the Starter Team and School Board for Phase III, scope out resource needs, and plan a budget for internal funding and a proposal for external funding (New)	5 weeks <i>April - May</i>

III. Develop the District-Wide Framework and Capacity for Change

10 months

10. Starter Team expands into the Leadership Team, Starter Team becomes facilitators, facilitator becomes an advisor and “critical friend” (Old 13) (Begin by redesigning the event)	4 weeks <i>Oct.</i>
11. Hold a one-day retreat to develop the Leadership Team dynamic (Old 13) (Begin by redesigning the event)	3 weeks <i>Nov.</i>
12. Facilitators develop Leadership Team understanding of systems, design, mental models, the systemic change process, dialogue, and small-group facilitation (Address throughout Events 13-17, and hold several one-day retreats) (Old 13)	Continuous
13. Leadership Team develops a district-wide framework with broad stakeholder participation (community forums). This includes identifying changes in the community’s educational needs, and using them to develop a mission, vision, and core values for an ideal school system. It takes this opportunity to assess and enhance district and community interest in, and culture for, systemic change. Develop pyramid groups for broad stakeholder involvement. (Involve Leadership Team to some extent in redesigning the event) (Old 10, 11, 17 & 18)	16 weeks <i>Jan. - Apr.</i>
14. Leadership Team identifies current and recent change efforts and decides what relation those should have with this effort (decides how to integrate them) (Begin by redesigning the event) (Old 9)	8 weeks <i>May - June</i>
15. Leadership Team develops a change process strategy, including capacity building and funding. Advisor’s role is defined and funded for Phase IV. (Begin by redesigning the event) (New)	4 weeks <i>July</i>

¹ Include a logistical coordinator from the central office.

IV. Create Ideal Designs for a New Educational System**9 months**

16. Leadership Team forms and capacitates building-level Design Teams and conducts a workshop on the framework. (Begin by redesigning the event.) (Old 19)	6 weeks <i>Sep. - Oct.</i>
17. Design Teams create building-level designs and systems for evaluating those designs with broad stakeholder involvement. Leadership Team supports and monitors the Design Teams. (Old 18, 20, 21, 22, and 23)	17 weeks <i>Nov. - Mar.</i>
18. Leadership Team forms and capacitates a district-level Design Team (Begin by redesigning the event) (New)	2 weeks <i>Mar.</i>
19. Design Team creates a design for ideal district administrative and governance systems, and systems for evaluating that design, with broad stakeholder involvement. Leadership Team supports and monitors this Design Team. (Old 24)	8 weeks <i>Apr. - May</i>

V. Implementation Phase**3 months →**

20. Design teams create building-level processes for evolving as close as possible to their ideal designs. Leadership Team supports and monitors the design teams. (Old 18, 20, 21, 22, and 23)	8 weeks <i>Summer</i>
21. Carry out implementation plans, formative evaluations, and revisions of the evolving designs and the implementation processes. (Old 26)	Continuous <i>School year</i>
22. Periodically evolve the ideal designs (building-level and district-level). (Old 26)	Continuous