



Integrate Initiatives

Site leaders, teachers, and even students can easily become overwhelmed by the large number of projects, programs, and initiatives taken up by districts every year. Each of these important directives comes with a set of goals, funding guidelines, timelines, and action items which can be very difficult to navigate. Initiative overload and fatigue can hinder a promising practice. It is then up to the site leaders to find a way to reduce teacher overload by creating a cross-initiative Venn diagram, looking for the points of connection and alignment to reduce action items, streamline work, consolidate conversations and funding, and increase clarity and engagement. Integrating initiatives strives to make the work easier to manage and easier to undertake because it helps make it possible to do it in conjunction with other expectations in a way that advances multiple items at once.

Reflect on Your Practice

- What experiences have individuals on the site leadership team had with surfacing connections and reducing points of conflict or tension between programs in the past?
- What experiences has the site leadership team had managing a program that was collaboratively implemented across departments or teams?
- What kinds of information and communication support might be necessary to promote goal alignment across initiatives?
- How can the intersections or connecting points of multiple initiatives be made visible to others? What practices and processes can help surface overlapping goals across initiatives?

Foundational Steps

- Identifying all of the initiatives the site is expected to implement along with the goals the site is expected to achieve this year.
- Developing a process for tracking, monitoring, and influencing multiple projects, programs, and initiatives on campus.

SL5. Integrate Initiatives

1 Emerging	2 Developing	3 Advancing	4 Transforming
SL5.1 Program Coherence			
<p>Site leaders:</p> <ul style="list-style-type: none"> Collaborate with district leaders to draft a statement that conveys why and how college and career readiness is the school and district’s overarching approach to transformation by using clear, consistent terminology and customized visuals. Partner with the site leadership team to annually review pathway implementation plans. Ensure all pathways go through a review process and seek quality certification. 	<p>In addition, site leaders:</p> <ul style="list-style-type: none"> Collectively work to implement college and career readiness as the school’s overarching approach to transformation. Regularly review the action items in pathway implementation plans to see which steps have been completed and which remain. Ensure pathways are given data and artifact collection support as well as feedback in preparation for pathway certification. 	<p>In addition, site leaders:</p> <ul style="list-style-type: none"> Commit to aligning all school initiatives with the vision and identify how the college and career readiness goals can advance the work of multiple initiatives. Collaborate with the site leadership team to problem solve and address any barriers blocking pathway teams’ ability to implement their plans and programs of study as designed. Recognize and celebrate pathways for completing a certification process and achieving quality standards. 	<p>In addition to achieving the Advancing criteria, site leaders:</p> <ul style="list-style-type: none"> Ensure that stakeholders are able to paint a unified picture of how the school’s initiatives and programs fit with and support college and career readiness. Sharing annual college and career readiness program data such as the number of students accepted into college, earning industry certifications, or participating in high quality internships.
SL5.2 Aligned Systems			
<p>Site leaders:</p> <ul style="list-style-type: none"> Review the school’s existing structures, strategies, supports, and accountability measures to determine how they can support the school’s college and career readiness work. Reduce overload by prioritizing initiative goals based on student need, which aspects of the work are foundational to others requiring a developmental sequence, and which aspects are the most feasible with existing resources. Review all pathway programs of study to better understand master schedule support needs. 	<p>In addition, site leaders:</p> <ul style="list-style-type: none"> Ensure structures, strategies, supports, and systems that detract from college and career readiness implementation are being phased out. Analyze all prioritized initiatives, projects, work plans, and resources to determine the points of connection as well as the points of conflict and divergence. Work to strengthen connections and reconcile conflicts. Devise a master schedule that supports pathway program of study needs including extended blocks of time for pathway projects. 	<p>In addition, site leaders:</p> <ul style="list-style-type: none"> Identify unified processes in terms of data collection, funding, and reporting for projects and initiatives with aligned goals to consolidate the work and increase efficiency and effectiveness. Ensure new opportunities and initiatives are reviewed with college and career readiness priorities in mind; if they do not support the work, they are either modified or not adopted. Engage in an annual review of the master schedule. Collect feedback and input from pathways on benefits and challenges and make any refinements possible. 	<p>In addition to achieving the Advancing criteria, site leaders:</p> <ul style="list-style-type: none"> Ensure the school uses a single, unified, improvement plan that merges and aligns state and district mandates, accreditation action steps, grant deliverables, and other work streams. Recognize practices that are improving student performance and work with district leaders to integrate the practices and related measures into core district processes. Clarify the parameters and outcomes of initiatives and work to buffer, bridge, broker, or block mandates in order to align the work with district policies that support program effectiveness, maintain stream-lined goals and processes, and minimize potential teacher and staff overwhelm.

1 Emerging**2 Developing****3 Advancing****4 Transforming****SL5.3 Network Engagement**

Site leaders:

- Build a schoolwide culture that values innovation, research, collective problem-solving, and collaborative sharing of best-practices.
- Spearhead cross-school collaboration and partner with another college and career readiness schools in the district to share learning and resources.

In addition, site leaders:

- Recognize, praise, and support the growth of conditions that can lead to widespread success such as communities of practice.
- Work with the district to provide and participate in districtwide, college and career readiness Community of Practice opportunities.

In addition, site leaders:

- Foster collective capacity by regularly positioning teachers to share best practices and lead problem solving protocols with colleagues.
- Work with the district to provide and participate in regional or cross-district, college and career readiness Community of Practice opportunities.

In addition to achieving the Advancing criteria, site leaders:

- Showcase the school's support processes and instructional best practices by hosting cross-campus, district wide, or cross-district experiential site visits.
- Partner with the district to convene pathways by industry theme districtwide to encourage industry focused best-practice sharing, problem solving, and coherence building.