The Innovation Agenda

A Design for Excellence
In The Cambridge Public Schools

Educating Students for Their Future
Not Our Past

Implementation Plan

Version 1.2: May 17, 2011

What is the Innovation Agenda?

The Innovation Agenda is an ambitious plan that will propel Cambridge Public Schools into the 21st century, and prepare all our students for life in a world we cannot fully imagine today. The Innovation Agenda is a design for *excellent education* rather than *adequate education*—merging Cambridge Public Schools' twin goals of academic excellence and social justice.

Timeline: The Cambridge School Committee approved the Innovation Agenda by a vote of 6 to 1 on March 15, 2011. A community-wide implementation planning process began at that time and will continue throughout 2011-12. The Innovation Agenda will take effect in the fall of 2012 for the 2012-13 school year.

District Structure: Under the Innovation Agenda, the Cambridge Public Schools will offer:

- Eleven elementary schools serving students in grades JK-5, including a Montessori school enrolling three-year-old students, and one school serving students in grades JK-8
- Three language immersion opportunities: a JK-8 Spanish immersion school, a JK-8 Portuguese immersion program, and a Chinese immersion program that will begin enrolling Kindergarten students in fall 2011
- A Cambridge wraparound zone, modeled on the Harlem Children's Zone, that provides a continuum of integrated student and family support services
- An Upper School Network consisting of four campuses located across the city, providing students in grades 6-8 with a challenging, enriching, and consistent Upper School Program
- One high school with four learning communities, a school of technical arts, and a high school extension program

Innovation Agenda Goals

The Innovation Agenda is designed to accomplish the following six goals, ensuring a quality educational experience for all students in Cambridge.

1) To provide all Cambridge Public School students with a superior academic and social experience in their elementary and middle grades years that raises student achievement, eliminates achievement gaps, and develops 21st century skills
2) To build a grade 6-12 pathway that ensures all Cambridge Public School students are well prepared for academic and social success in high school and post-secondary education
3) To provide all students in special populations, such as special needs students and English language learners, with the same quality school experience provided to other students
4) To expand professional development and collaboration opportunities for Cambridge Public Schools educators, improving educators' experience and quality
5) To ensure that Cambridge Public Schools facilities fully support the expectations and demands of the academic programs
6) To ensure that the Cambridge Public Schools makes the best and most efficient use of resources in providing superior service to students

Innovation Agenda Theory of Action:

Focused on the Instructional Core

If CPS provides Upper School Students with…

➢ **A consistent high-quality upper school curriculum** that is academically rigorous, prepares students for high school success, builds 21st century skills, and is aligned with the national Common Core Standards, and…

➢ **A socially and emotionally enriching upper school experience**, supported by mentoring, electives, and high-quality out-of-school-time opportunities, and…

➢ **The supports to successfully transition to and engage in the upper school program**, as both a community member and scholar, and…

If CPS provides Upper School Faculty with…

➢ **Access to high-performing professional learning communities**, supported by teaming and professional development within grades and across disciplines, and…

If CPS provides Cambridge Public School Families with…

➢ **Meaningful opportunities to participate in and support** Innovation Agenda implementation and the transformation of the schools and district,

Then CPS will achieve…

✓ **Higher levels of academic achievement for Upper School Students**, both in absolute performance and student growth

✓ **Decreased gaps in achievement among Upper School Student groups and across Upper School Campuses**, as equal access to a high-quality Upper School Program supports more consistent achievement for students across the city

Guiding Principles of the Innovation Agenda Planning Process
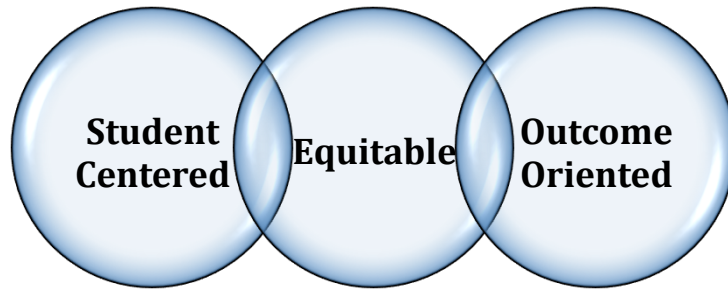
Student Centered

➢ *This process/decision will improve the quality of student learning.*

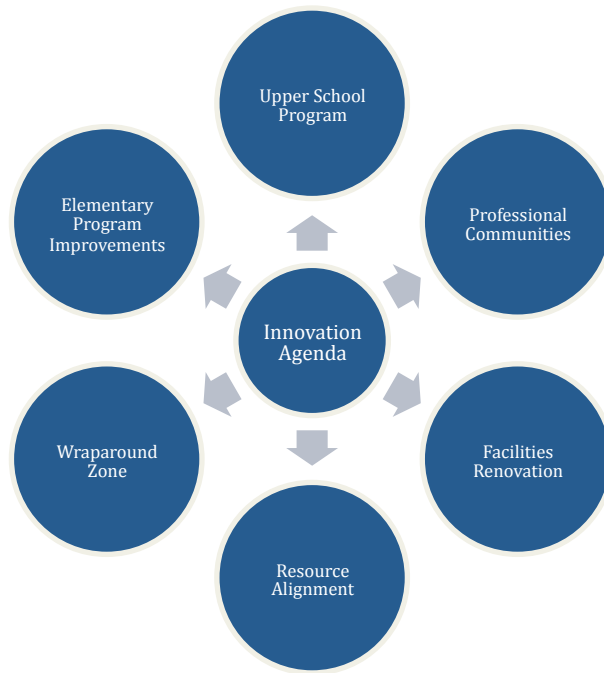➢ *We are holding what's best for children as our highest priority.*

Equitable

➢ *This process/decision is fair and equitable to students.*

➢ *This process/decision is fair and equitable to school communities.*

Outcome Oriented

➢ *We are focused on outcomes for students.*

➢ *Our plans are achievable in the desired timeframe.*

Strategic Objectives

The Innovation Agenda consists of six strategic objectives:

1) **Develop an Upper School Program** that prepares middle grades students for high school success, reduces gaps, and develops 21st century skills. The program will:
   a. Be based on promising practices within and outside of the district
   b. Offer new programming in world languages, STEM, the arts, health and wellness, and in the area of electives
   c. Offer rich out-of-school time activities
   d. Provide students with transitional support
2) **Build high-performing professional learning communities** that provide professional development and collaboration/teaming for middle grades educators
3) **Create a Cambridge wraparound zone,** in collaboration with community partners, that supports families and students, and narrows achievement and opportunity gaps
   a. Modeled on the Harlem Children's Zone and providing a continuum of integrated student and family support services in the Fletcher Maynard Academy neighborhood.
4) **Align district resources** with the academic program, making the best and most efficient use in serving students
5) **Renovate CPS facilities** to support the academic program and district configuration.
   a. Three facilities housing upper school campuses scheduled for major renovation and/or reconstruction.
   b. Facilities to receive necessary short-term renovations.
6) **Improve elementary programs,** with targeted improvements aligned with the Upper School Program and strategies to address socio-economic inequities between schools

Initiatives and Design Teams: To achieve these objectives, we will launch a number of initiatives—many of which rely on design teams composed of CPS staff members, families, and students, as well as Cambridge higher education, business, and out-of-school-time partners. The active participation of individuals across our community is critical to creating quality outcomes for students. CPS Principals, in particular, will play a central role in both the design of the Upper School Program and the creation of the campus network, advising the Superintendent and Cabinet on key issues. See "Innovation Agenda Design Teams" for more information.

All issues and work identified as we move forward with the Innovation Agenda will be assigned to one of these initiatives. These initiatives also include and reflect a number of School Committee orders from March 2011 related to the Innovation Agenda.

Initiative Leadership: In general, district leaders will be responsible for the project management of each initiative. Initiatives and their project leads are identified in the tables that follow. Initiative Project Leads are responsible for:
- Forming and convening design teams
- Defining scope of work, identifying the specific issues that will be addressed
- Creating initiative schedules
- Leading and managing initiative work
- Monitoring progress in relationship to benchmarks
- Identifying risks and planning interventions should initiatives be off track

Tracking Initiative Progress: Benchmarks specifying key process milestones for each initiative are included in the Implementation Benchmarks section of this plan. Implementation benchmarks will continue to be set as planning proceeds, and this section of the plan will be updated as work progresses. For information about project management and oversight of the Innovation Agenda's implementation plan as a whole, see the section "Decision Making and Progress Monitoring."

Strategic Objective 1 *Develop an Upper School Program*	
Strategic Initiatives	**Project Leads**
1. School climate, expectations, community building	Upper School Program Developer/Chief of Staff
2. Curriculum, assessment, electives (all content areas)	Exec Dir Curriculum/Exec Dir Student Achievement
3. Promising practices & interdisciplinary instruction	Deputy Superintendent/Upper School Program Developer
4. STEM program	Superintendent
5. Academic challenge policy/programs	Exec Dir Student Achievement
6. Special Education	Exec. Dir of Special Education
7. English Language Learners	Coordinator for Bilingual Education & Language Acquisition/Exec Dir of Student Achievement
8. ISP evaluation	Deputy Superintendent
9. Out-of-school time	Dir of OST Programs/Deputy Superintendent
10. Student transitions (6th and 9th)	Upper School Program Developer/Principals
11. Program requirements/campus autonomy	Chief of Staff/Upper School Program Developer
12. Program accountability and outcome measures	Exec Dir Student Achievement/Chief of Staff

Strategic Objective 2	
Build Professional Learning Communities	
Strategic Initiatives	**Project Leads**
1. Teacher assignment & development of campus teams	Exec Dir Human Resources /Deputy Superintendent
2. Professional development & building learning communities	Deputy Superintendent

Strategic Objective 3	
Create a Cambridge Wraparound Zone	
Strategic Initiatives	**Project Leads**
1. Partner commitments & scope of project	Superintendent/Chief of Staff/Principal of FMA
2. Implementation planning	Chief of Staff/Principal of FMA

Strategic Objective 4	
Align District Resources	
Strategic Initiatives	**Project Leads**
1. Upper school staffing & job descriptions	Exec Dir Human Resources
2. Budget	Chief Financial Officer
3. Upper School enrollment & transfer policies	Chief Operating Officer
4. Transportation & food services	Chief Operating Officer

Strategic Objective 5	
Renovate CPS Facilities	
Strategic Initiatives	**Project Leads**
1. Facilities & capital construction plan	Chief Operating Officer
2. Short-term facilities enhancements	Chief Operating Officer

Strategic Objective 6	
Improve Elementary Programs	
Strategic Initiatives	**Project Leads**
1. Curriculum: science, arts, world language	Exec Dir of Curriculum/Exec Dir of Student Achievement
2. Recruitment & SES balance: Morse & KLO	Principals/Chief Operating Officer/Chief of Staff
3. Amigos enrollment & retention/recruitment	Deputy Superintendent
4. Early Childhood and exploration of 4-yr-old entry	Deputy Superintendent

Overall Timeline and Staging of Work

The Innovation Agenda will take effect in September 2012 for the 2012-13 school year. Implementation planning began with the School Committee vote in March 2011, and will continue throughout the 2011-12 school year. The implementation planning period, from March 2011 to July 2012, largely breaks down into three phases of work, described below. These phases frame the overall timeline and stages of work for the Innovation Agenda.

Phase 1: Defining the Planning Process (March-May 2011)
During this stage, we created **the planning framework** and laid the groundwork for Innovation Agenda success. We also convened leadership groups that were critical supports in identifying issues and concerns from a range of stakeholders' perspectives, and in communicating information to and from the district. Each group participated in an Innovation Agenda visioning activity. Groups included:

- The Innovation Agenda Teacher Planning Team
  - Fifteen members representing a variety of schools and disciplines
- The Citywide School Advisory Group
  - Two members from every school's School Council
- The Instructional Council
  - Members include all department heads from curriculum areas
- Out-of-School-Time Partners

The work to define the planning process during this stage also resulted in the following:

- A facilities enhancement plan for short-term renovations required to prepare buildings for upper school campuses
- A capital construction plan, approved by the School Committee, identifying the three school buildings to be substantially renovated/reconstructed over the next decade
- A staffing plan proposal under review within the district
- The Innovation Agenda implementation plan

Phase 2: Designing the Programs (May-December 2011)
During this stage, we will launch and focus on **program design and development**, including the Upper School Program, Wraparound Zone, and STEM program. Design teams will be meeting to prepare recommendations for the Superintendent in areas such as curriculum and assessment, community building and transition, and out-of-school time programming.

Phase 3: Preparing for Implementation (January-July 2012)
During this stage, we will focus on **implementation preparation**, particularly for the upper school campuses. Activities include the hiring of campus leaders, development of teacher teams, creation of daily schedules, identification of campus out-of-school-time partners, and more.

Innovation Agenda Design Teams

In order to achieve Objective 1, Develop an Upper School Program, CPS will rely on the work of 11 design teams. Eight of these design teams will be focused on the development of a coherent academic program, and will be composed of CPS faculty and staff. Three of these design teams—focused on student transitions at the sixth and ninth grades, development of a STEM program, and development of out-of-school-time programs—will include staff, families, and students, as well as higher education, business, and out-of-school-time partners.

Objective 3, Create a Cambridge Wraparound Zone, also relies on the work of an extensive community design team. This team will be composed of parents, school and district leaders, leaders of Cambridge city services, and community partners.

Design Teams will be convened and led by Project Leads, who will spearhead the development of the specific issues list each team will address. The graphics that follow depict the stakeholders who will be invited to participate in each team. Additional design teams may be formed as Project Leads proceed with detailed planning for each initiative. This plan will be updated to reflect such developments.

Objective 1: Develop an Upper School Program

11 Design Teams in Total

8 Curriculum & Assessment Teams:

4 Core Subject Teams: ELA, Math, Science, Social Studies

4 Specials Teams: World Languages; Arts; Library Media Technology;

PE, Athletics, Health & Wellness
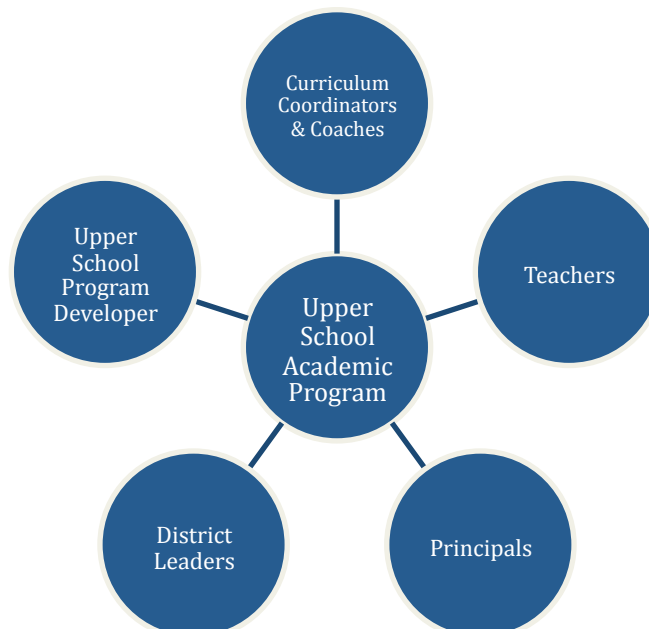
The work of the Curriculum & Assessment Teams will be grounded in the Common Core Curriculum, and CPS alignment with it. These teams will address a number of academic issues including those currently being identified by the Innovation Agenda Teacher Planning Team. Examples include: achievement gap strategies, ability grouping, and performance assessment, to name a few.

STEM Team
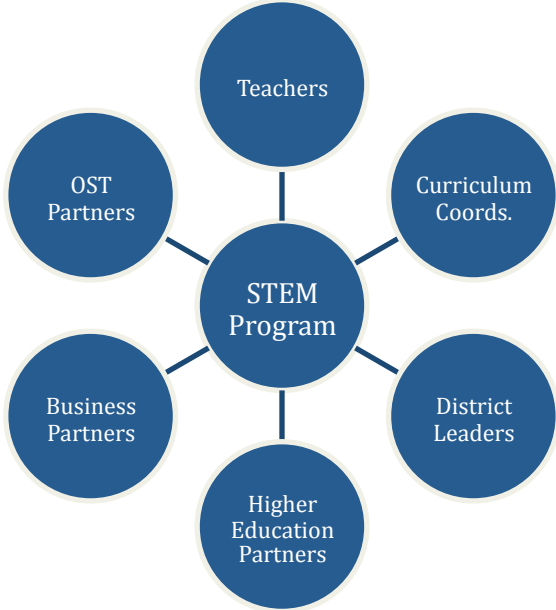
Student Transition (6th & 9th) Team

Out-of-School-Time Team

Principals

District Leaders

Families

OST Partners

Out-of-School-Time Plan

Students

Agenda for Children

District OST Staff

Human Service Programs
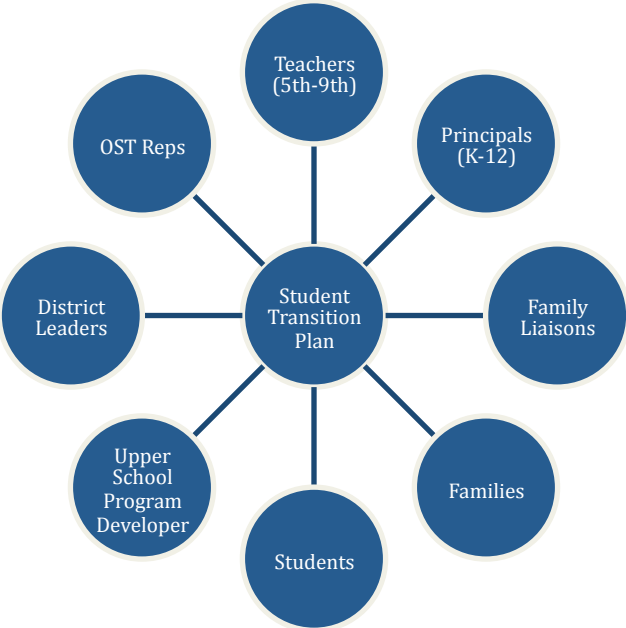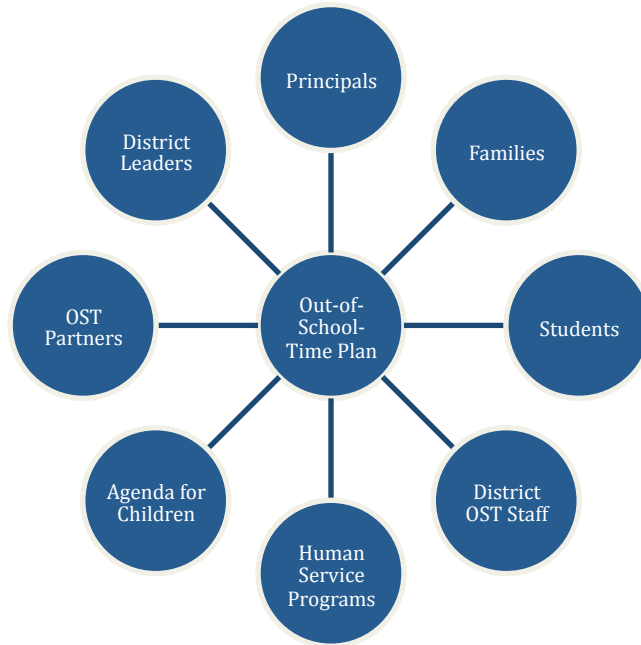
Objective 3: Create a Cambridge Wraparound Zone

Cambridge Wraparound Zone Team

FMA Academy & Families

MA Dept. of Education

City Agencies

Wraparound Zone

OST Providers

Higher Education Partners

Community Engagement

The Cambridge Public Schools regards active community engagement in the Innovation Agenda as a requirement of this plan's success. In addition, we hope that through this IA process, the Cambridge community will continue its passionate and constructive discussions about the future of public education in our city, as well as how we will work together today to provide a superior academic and social experience for all children in Cambridge. We hope this planning process will help strengthen a citywide culture of investment in all Cambridge schools.
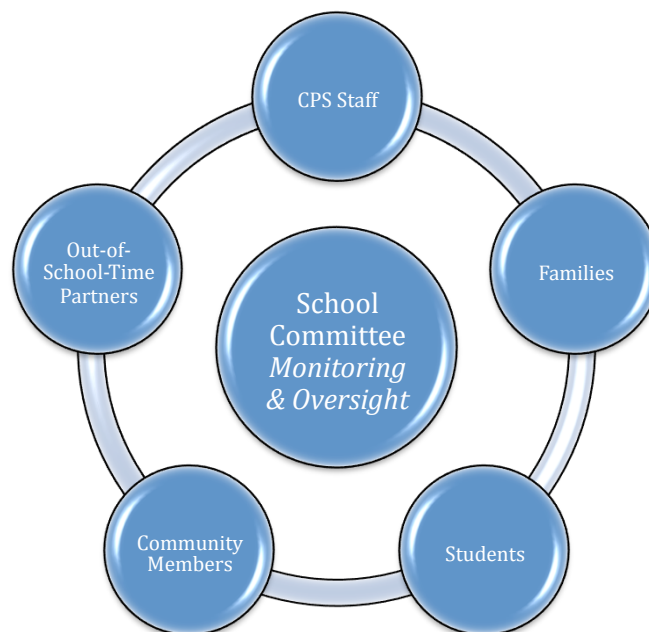
Participation: The Innovation Agenda provides multiple opportunities for all stakeholders—families, students, staff members, community members, out-of-school-time partners, and the Cambridge School Committee—to participate directly in IA planning work. Specific opportunities available to each stakeholder group are depicted in the graphics that follow. Information about specific opportunities will be shared as planning progresses.

Communication: The Innovation Agenda Communication Plan assures that multiple avenues and information sources are available to all stakeholders so they may remain up-to-date about IA planning progress. See the Communication Plan that follows for more information about the multiple ways you may remain informed.
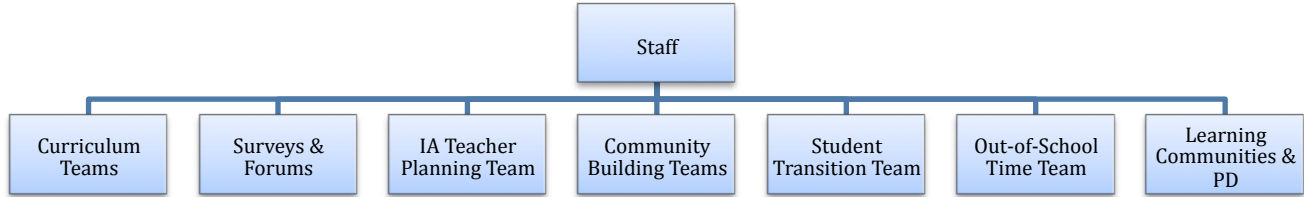
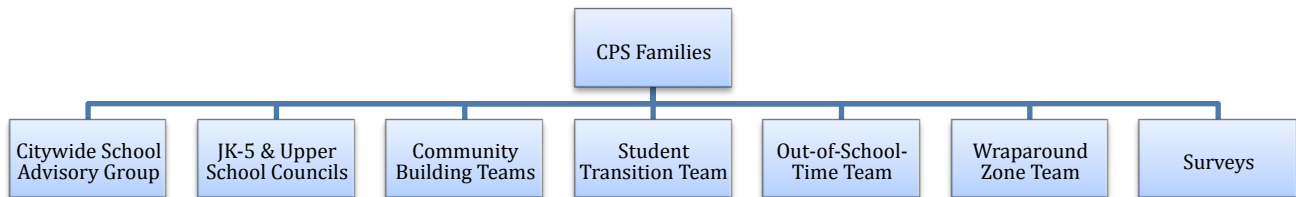## *Innovation Agenda Community Partners*

The Cambridge School Committee is at the center of the stakeholder network. The primary role of the School Committee is to oversee and monitor Innovation Agenda progress in relation to the Implementation Benchmarks.
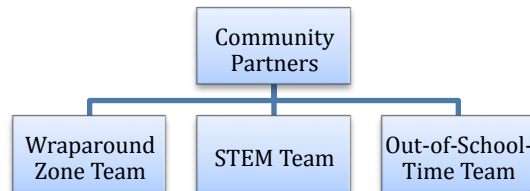
Stakeholder Participation Opportunities

CPS Staff Participation

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                              │  Staff   │
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│Curriculum││Surveys &││IA Teacher││Community││Student  ││Out-of- ││Learning │
│Teams   ││Forums   ││Planning  ││Building ││Transition││School  ││Communities &│
│        ││         ││Team      ││Teams    ││Team     ││Time Team││PD       │
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CPS Family Participation

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                              │ CPS Families │
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│Citywide ││JK-5 &   ││Community││Student  ││Out-of-  ││Wraparound││Surveys │
│School   ││Upper    ││Building ││Transition││School-  ││Zone Team ││        │
│Advisory ││School   ││Teams    ││Team     ││Time Team││         ││        │
│Group    ││Councils ││         ││         ││         ││         ││        │
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Cambridge Community Member &
Out-of-School Time Partner Participation

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              │  Community   │
              │  Partners    │
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│Wraparound│  │STEM Team │  │Out-of-   │
│Zone Team │  │          │  │School-   │
│          │  │          │  │Time Team │
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CPS Student Participation

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              │  Students    │
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│Community │  │Student   │  │Out-of-   │
│Building  │  │Transition│  │School-   │
│Teams     │  │Team      │  │Time Team │
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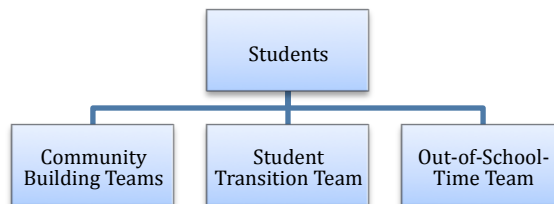
Communication Plan

Stakeholder	Communication Methods	Communication Leader
School Committee	IA Progress Reports presented to School Committee by Superintendent every other month	Superintendent/CO Staff
	Monthly IA updates published to IA website	IA Project Leads/CO Staff
Parents	IA Progress Reports presented to School Committee by Superintendent every other month	Superintendent/CO Staff
	Monthly IA updates published to IA website	CO Staff/IA Project Leaders
	Updates from Citywide School Advisory Group	Citywide School Advisory Group reps & School Councils
	IA Planning Team Updates (district and school based)	Team Representatives
	Individual school updates	Principals & staff; School Councils
Principals	IA Progress Reports presented to School Committee by Superintendent every other month	Superintendent/CO Staff
	Monthly IA updates published to IA website	CO Staff/IA Project Leads
	Updates at Principal Meetings	Superintendent/Deputy Superintendent
CPS Teachers & Staff	IA Progress Reports presented to School Committee by Superintendent every other month	Superintendent/CO Staff
	Monthly IA updates published to IA website	CO Staff/IA Project Leads
	IA Planning Team Updates (IA Teacher Team, curriculum teams, etc)	Team Representatives
	Individual school updates	Principals
	CTA updates	CTA President
Community Partners	IA Progress Reports presented to School Committee by Superintendent every other month	Superintendent/CO Staff
	Monthly IA updates published to IA website	CO Staff/IA Project Leads
	Updates from Out-of-School-Time Design Team	Dir of OST Partnerships

Note: The CPS website will provide readers with access to online translation tools for Innovation Agenda updates.

Decision Making & Progress Monitoring

Decision Making: The Innovation Agenda planning process is designed to be an inclusive and collaborative one, with multiple design teams and a variety of opportunities for stakeholders across the Cambridge community to participate in meaningful ways. The work of these design teams will result in recommendations to the Superintendent. The Superintendent may choose to review these recommendations with his Cabinet prior to his decision making.

Should any Innovation Agenda implementation work result in implications for district policies, the Superintendent will forward his policy recommendations to the School Committee for their consideration and decision making.

Progress Monitoring: The Innovation Agenda's Implementation Benchmarks are the primary tool by which the Superintendent, School Committee, and public will monitor progress of the planning and implementation work. The Superintendent will report to the School Committee every other month on the district's progress in relation to these benchmarks.

The Superintendent's Cabinet, meeting weekly, will serve as an advisory and leadership group in implementing the Innovation Agenda. The Cabinet is responsible for:

- Reporting on and reviewing progress of all initiatives
- Problem solving and brainstorming
- Identifying risks
- Advising the Superintendent in decision making

The overall project management for the Innovation Agenda implementation plan will be the responsibility of the Chief of Staff, reporting to the Superintendent. The Chief of Staff and Upper School Program Developer will monitor the cohesiveness of the developing Upper School Program. The Chief of Staff will also be responsible for:

- Overall project management and community engagement
- Working with Project Leads and overseeing the progress of individual initiatives
- Identifying blocking issues within and across initiatives
- Planning interventions and revisions to the overall plan

Implementation Benchmarks: May 17, 2011

Strategic Objective 1

Develop an Upper School Program

Implementation Benchmark	SYs 2010-12	SY 2012-13
1. School climate, expectations, community building		
School surveys, gathering feedback from faculty and School Councils about promising practices in community building, administered by Chief of Staff	Jun-11	
Work plan created by Upper School Program Developer	Sep-11	
Citywide School Advisory Group develops strategies for community building	May-Sept-11	
2. Curriculum, assessment, electives		
IA Teacher Team identifies Upper School issues list	Jun-11	
Team (including IA Teacher Team members, Curriculum Coordinators, district leaders) convened by Supt. to identify issues & evaluate Humanities and mixed grades models	May-11	
Team findings reviewed by Superintendent and Cabinet; decisions made re Humanities and mixed grades	Jun-11	
Existing curriculum teams align existing curricula with Common Core	Aug-11	
Create communication plan to ensure communications among all curriculum teams, district and school leaders, and Deans and teachers at upper school campuses	Sep-11	
IA Curriculum teams formed and launched by Curriculum Coordinators	Sep-11	
Curriculum teams present Upper School recommendations to Supt	Nov-11	
3. Promising practices & interdisciplinary instruction		
IA Teacher Team identifies current middle grades promising practices	May-11	
School surveys, gathering feedback from faculty and School Councils about promising instructional practices, administered by Chief of Staff	Jun-11	
OSE Director meets w/ public & private school administrators to identify best practices and new programming	Jul-Aug-11	
OSE staff site visits for observations of best practice	Sept-Nov-11	
4. STEM program		
STEM design team members identified by Superintendent and team launched	Sep-11	
5. Academic challenge policy/programs		
ED of Student Achieve reviews CPS policy and researches other district policies	Jul-11	
ED of Student Achieve shares research results with all curriculum teams	Sept-11	
Curriculum teams submit findings of best practice research for providing academic challenge and recommendations for offering academic challenge in their content areas to Supt	Nov-11	
Policy recommendation from Supt to School Committee	Jan-12	

6. Special Education		
IA Special Education staffing plan	Nov-11	
Assignment of OSE staff	Oct-11-Apr-12	
OSE staff to visit and observe other services and programs in other public and private schools. Identification of new programming and services.	Oct-Nov-11	
Professional development for teachers that may be implementing new services or programming	Jan-Aug-12	
Letter to parents about child's program relocation (substantially separate classes)	Mar-12	
Meeting with parents to clarify issues related to relocation of substantially separate classes	Apr-May-12	
7. English Language Learners		
IA ELL staffing plan	Oct-Nov-11	
Assignment of ELL staff	Oct-11-Apr-12	
Recommendations about ELL Upper School programming to Supt	Nov-11	
8. ISP evaluation		
Evaluator selected by Deputy Supt. and project launched	May-11	
Evaluation completed and submitted to Superintendent	Nov-11	
Decision about continuation of ISP made by Superintendent	Dec-11	
9. Out-of-school time		
OST partner meeting, introducing planning process, held by Supt	May-11	
OST design team members recruited and team launched	Sep-11	
Upper school network opportunities identified for providers and district	Nov-11	
10. Student transitions (6th and 9th)		
Work plan created by Upper School Program Developer	Oct-11	
Student transition design team members identified and team launched	Nov-11	
11. Program requirements/campus autonomy		
Guidelines clarifying role of the district and role of schools during initial planning issued by the Supt	Jun-11	
Instructional minutes for each subject required by the Upper School Program decided	Oct-11	
Start/end times for the Upper School school day established	Oct-11	
Guidelines clarifying role of the district and role of campuses during implementation phase issued by the Supt	Jan-12	
Upper School School Councils established, with district support		Oct-12
12. Program accountability and outcome measures		
Supt reports to School Committee on March IA orders	Jun-11	
Accountability request to consider upper school campuses as separate schools for accountability purposes (MCAS) submitted to the MA Dept of Elementary & Secondary Ed	Jun-11	
Outcome measures developed by Cabinet	Jan-12	

Strategic Objective 2

Build Professional Learning Communities

Implementation Benchmark	SYs 2010-12	SY 2012-13
1. Teacher assignment & development of campus teams		
Upper School staffing plan developed	Jun-11	
2. Professional Development & establishing learning communities		
Summer PD for middle grades teachers planned and announced	May-Jun-11	
Middle grades teachers meet as upper school teams, for PD and launching of campus teams	Jun-Aug-11	
School surveys, gathering feedback from faculty about promising practices in building high performing PLCs, administered by Chief of Staff	Jun-11	
Professional development for teacher teams: upper school curriculum	Dec-11-May-12	
Professional development for teacher teams: developing professional learning communities	Jun-12	

Strategic Objective 3

Create a Cambridge Wraparound Zone

Implementation Benchmark	SYs 2010-12	SY 2012-13
1. Partner commitments/scope of project		
FMA and district leaders create plan for gathering FMA family feedback and guidance about wraparound zone project (purpose, scope, etc)	Jun-11	
FMA family members identified for Wraparound zone design team	Sep-11	
Wraparound zone design team launched	Sept-11	
2. Implementation planning		
Initial wraparound zone design completed by team	Nov-12	

Strategic Objective 4

Align District Resources

Implementation Benchmark	SYs 2010-12	SY 2012-13
1. Upper School staffing & job descriptions		
Job descriptions drafted by ED of HR for review by Cabinet and principals	May-11	
Staffing plan drafted by ED of HR for review by Cabinet and impact bargaining	May-Jun-11	
Upper School Program Developer identified and hired	May-11	
Preliminary core content teacher assignments	Jun-11	
Specialist teachers and other staffing assignments	Oct-11-Apr-12	
Upper School Dean and guidance counselor positions posted	Dec-11	
Upper School Deans hired	Apr-12	
Guidance counselors hired	May-12	
Upper School Deans and Guidance Counselors begin work	Jul-12	
2. Budget		
School Committee budget guidelines for FY13 developed	Oct-11	
Staffing projections with FY13 implications completed	Nov-11	
Budget roundtable with School Committee	Nov-11	
Enrollment projections for SY12-13 completed	Dec-11	
Preliminary projection for FY13 presented to School Committee	Dec-11-11	
Upper School materials/supplies decisions made	Jan-12	
FY13 budget presented to School Committee	Mar-12	
3. Upper school enrollment and transfer policies		
Protocols presented to School Committee	Oct-11	
4. Transportation & food services		
Routing schedule and budget implications (with any possible policy recommendations) to Superintendent	Oct-11	

Strategic Objective 5

Renovate CPS Facilities

Implementation Benchmark	SYs 2010-12	SY 2012-13
1. Facilities and capital construction plan		
Architect selection for Putnam Ave	Jul-11	
Architect feasibility study	Nov-11	
Design phase starts	Jan-12	
See long-term schedule in facilities plan		

2. Short-term enhancements		
Amigos facility improvements completed	Aug-12	
High school extension move and facility updates completed	Aug-12	
Rindge Ave campus building improvements completed	Aug-12	
Vassal Lane campus building improvements completed	Aug-12	
Cambridge Street campus building improvements completed	Aug-12	
Putnam Ave campus building improvements completed	Aug-12	

Strategic Objective 6

Improve Elementary Programs

Implementation Benchmark	SYs 2010-12	SY 2012-13
1. Curriculum: science, arts, world language		
Planning for JK-5 program improvements begins		Oct-12
2. Recruitment and SES balance: Morse & Kennedy Longfellow		
Principals and district leaders meet to launch work	Oct-11	
3. Amigos enrollment and retention/recruitment		
Gather/review five-year enrollment, retention, and internal transfer trends	Sep-11	
Identify five-year enrollment and retention targets	Oct-11	
Plan/design school's recruitment and retention outreach strategies	Nov-11	
Monitoring and reporting schedule created by Deputy Supt	Jan-12	
4. Early Childhood and exploration of 4-year-old entry		
Continue work of Blue Ribbon Commission on Early Childhood, collaborating with city officials to determine feasibility of commission goals		Oct-12
Meet with city stakeholders currently involved with providing early childhood education opportunities		Oct-12