

## Stages of New Start School Development

Stage	Studying (3-9 months)	Staging (3-6 months)	Designing (6-9 months)	Building (6-9 months)	Launching (12 months)	Sustaining (ongoing)
<b>What it is</b>	Initial phase where individuals decide to create a new school and conduct preliminary research	Phase where design team lays the foundation for the new school by creating a clear vision and focus	Phase where design team articulates the school's policies, structures and instructional strategies	Phase where school infrastructure is built and school is populated with staff and students	Phase where school is opened and begins to develop student and staff culture	Ongoing phase where school is supported to continuously improve and help students succeed
<b>Key tasks</b>	<ul style="list-style-type: none"> <li>▪ Identify and convene a team of people to lead the work</li> <li>▪ Build a shared understanding of effective small school practices through research and site visits</li> <li>▪ Study student achievement data and develop a clear sense of purpose and need for the new small school</li> <li>▪ Identify and engage community in dialogue about the new small school</li> <li>▪ Seek resources and assistance for school development work</li> </ul>	<ul style="list-style-type: none"> <li>▪ Craft school development action plans, timelines, and budgets</li> <li>▪ Articulate school mission, vision, values, and curricular focus</li> <li>▪ Determine exit outcomes</li> <li>▪ Continue to engage community and build support for the new school</li> <li>▪ Begin to develop meaningful partnerships with local educators, employers and institutions of higher education</li> <li>▪ Articulate school operational support and facility needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Design key school policies and practices for:                             <ul style="list-style-type: none"> <li>✓ Exit outcomes</li> <li>✓ Graduation requirements</li> <li>✓ Student assessment</li> <li>✓ Student promotion</li> <li>✓ Governance</li> <li>✓ Recording and reporting student progress and achievement</li> </ul> </li> <li>▪ Develop an engaging curriculum that aligns with exit outcomes and school focus</li> <li>▪ Develop detailed plans to ensure the operational support and fiscal viability of the school</li> </ul>	<ul style="list-style-type: none"> <li>▪ Build all operational aspects of school, including plans for:                             <ul style="list-style-type: none"> <li>✓ Hiring and evaluation of staff</li> <li>✓ Daily/yearly schedule</li> <li>✓ Budgets</li> <li>✓ Facilities</li> <li>✓ Support services</li> <li>✓ Special Ed/ELL services</li> <li>✓ Transportation</li> </ul> </li> <li>▪ Formalize agreements with local districts</li> <li>▪ Apply for state charter (if necessary)</li> <li>▪ Recruit and enroll students into the school</li> <li>▪ Recruit and hire staff</li> <li>▪ Create communications plan to guide interactions with stakeholders</li> <li>▪ Review and assess school development plans, dates, and budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Formally celebrate and open the school</li> <li>▪ Manage start-up issues</li> <li>▪ Intentionally build school culture</li> <li>▪ Build a professional culture among all staff</li> <li>▪ Create a professional development plan for staff training</li> <li>▪ Inform and engage community stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support teachers to design and implement engaging curriculum</li> <li>▪ Create a scale-up plan for growth of school in years 2-4</li> <li>▪ Sustain key principles of school operation</li> <li>▪ Provide ongoing professional development to improve teaching and learning</li> <li>▪ Monitor and evaluate budget, curriculum, student recruitment, etc.</li> </ul>
<b>Tools &amp; strategies</b>	<ul style="list-style-type: none"> <li>▪ School Change Rubric</li> <li>▪ Key articles and research on small schools</li> <li>▪ Analysis of student performance data</li> <li>▪ Site visits to effective small schools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mission/vision/values tools</li> <li>▪ Asset mapping protocol</li> <li>▪ Communications Resource Guide</li> <li>▪ Individual meeting relationship tool</li> <li>▪ Operations Assessment</li> </ul>	<ul style="list-style-type: none"> <li>▪ School Change Rubric</li> <li>▪ Case study readings on small school models</li> <li>▪ Communications Resource Guide</li> <li>▪ Site visits and design studios</li> <li>▪ Policy exemplars</li> </ul>	<ul style="list-style-type: none"> <li>▪ School Change Rubric</li> <li>▪ Tools and examples related to scheduling, calendars, staffing models, budgets, etc.</li> <li>▪ Sample student recruitment materials</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sample classroom community-building activities</li> <li>▪ Public relations toolkit for press releases</li> </ul>	<ul style="list-style-type: none"> <li>▪ School Change Rubric</li> <li>▪ Project-based learning training and tools</li> <li>▪ Gap Analysis tool</li> <li>▪ Teaching for equity strategies</li> <li>▪ Continuous improvement strategies</li> </ul>