

# Turning Around the Nation's Worst Schools

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Mass Insight Education & Research Institute

The papers presented at this conference can be found at  
[www.aei.org/event1646](http://www.aei.org/event1646) and [www.massinsight.org](http://www.massinsight.org)

# The Perennial Challenge

- 1960s: new curricula and school designs.
- 1970s and 1980s: “effective schools” efforts.
- 1990s: “best practices” mantra.
- Today:

# Turnaround Programs

- University of Virginia's Darden/Curry School Turnaround Specialist Program
- Chicago International Charter School's ChicagoRise
- Louisiana's School Turnaround Specialist Program
- Rensselaerville Institute's School Turnaround Program

# Remedy Cascade

**Table 1: NCLBA Interventions for Schools Not Meeting Yearly Performance Goals over Time**

<b>Number of years school misses performance goals</b>	<b>School status in the next year</b>	<b>NCLBA interventions for Title I schools</b>
First year missed	N/A	None
Second year missed	Needs Improvement – First Year	Required to offer school choice
Third year missed	Needs Improvement – Second Year	Required to offer school choice and SES <sup>a</sup>
Fourth year missed	Corrective Action <sup>b</sup>	Also required to offer school choice and SES <sup>a</sup>
Fifth year missed	Planning for Restructuring <sup>c</sup>	Also required to offer school choice and SES <sup>a</sup>
Sixth year missed	Implementation of Restructuring	Also required to offer school choice and SES

Source: Government Accountability Office.

# Restructuring

1. Reopen school as charter school.
2. Replace principal and staff.
3. Contract with private management company of demonstrated effectiveness.
4. State takeover.
5. Any other major restructuring of school governance.

# Number of Title I “Needs Improvement” Schools

	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>
Year 1 or Year 2	6,916	6,068	5,362
Corrective Action	1,047	1,223	2,330
Restructuring	1,065	1,683	2,179
<b>TOTAL</b>	<b>9,028</b>	<b>8,974</b>	<b>9,871</b>

Source: U.S. Department of Education

# Private Sector Turnarounds

- Total Quality Management efforts fall short two-thirds of the time.
- Success rate of “corporate reengineering” at Fortune 1000 companies is 20 to 50 percent.
- “Failure to sustain significant change recurs again and again despite substantial resources committed to the change effort... [and] talented and committed people” - Peter Senge, MIT Sloan School of Management.

# Conference Agenda

<b>Panel I</b> 9:40 – 10:55 am	Turnaround of Failing Schools: An Overview
<b>Panel II</b> 11:05 am – 12:30 pm	A Paradigm for School Turnaround
<b>Panel III</b> 1:20 – 2:35 pm	The Challenge of Turnaround Implementation
<b>Panel IV</b> 2:45 – 4:00 pm	Turnarounds and NCLB