

A deliverable represents a major component of an initiative, and can be broken down into action steps

Initiative	Deliverables (illustrative, not exhaustive)	Action steps
Establish and roll out a shared vision of excellence for classroom culture	Define Vision of Excellence (VOE) for classroom culture	(not listed here)
	Diagnose teachers and school leaders' learning needs (both mindsets and skills)	<ul style="list-style-type: none"> ● Identify members of observation team ● Train observation team on rubric ● Identify classrooms to observe ● Schedule observations ● Conduct observations ● Synthesize observation notes into trends ● Develop diagnostic surveys and focus group guides ● Etc.
	Develop a scope and sequence of PD to communicate and invest teachers and leaders in the VOE, and build mindsets and skills	(not listed here)
	Plan and facilitate PD sessions	(not listed here)



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Defining deliverables allows a district team to describe and monitor execution of efforts at a level in between initiatives and action steps

An example of how we might break an initiative into deliverables

Initiative	Deliverables
<p>Central office leaders re-design the recruitment and selection process and implement changes to increase the quality and/ or racial diversity of new hires at schools</p>	<ol style="list-style-type: none">1. Create a working group to lead the work of redesigning the recruitment and selection process.2. Diagnose current strengths and weaknesses in recruitment and selection.3. Conduct external research to identify best practices in recruitment and selection.4. Revise/ clarify the Vision of Excellence (VOE) for the recruitment and selection process.5. Create/ refine specific tools and systems aligned with the VOE (e.g., interview guide, rubric).6. Set Y1 goals for teacher recruitment and selection and create an aligned monitoring plan.7. Create a training plan for school leaders and relevant central office staff to invest them in the VOE and develop their ability to recruit and select according to it.8. Facilitate training.9. Execute monitoring against goals.10. Respond to assessment by refining the VOE, systems, etc. for Y2.



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Chat: What about the way these deliverables are defined and written will help a team 1) share an understanding of the work and 2) monitor execution?

Guidance for creating deliverables

Criteria for Success

1. **Clear** – deliverables are written so that someone outside the system could read them and understand what work is intended
2. **Observable** -- we should be able to answer “Yes” or “No” to the question, “was this done?”
3. **Mutually Exclusive Collectively Exhaustive**
 - a. No overlap between the work described by two given deliverables
 - b. Represent all of the work to be done for a given initiative in Y1

Common types of deliverables

- Create a working group
- Diagnose/ analyze current practices
- Research best practices
- Define a vision
- Create tools to support implementation
- Communicate the plan/ invest stakeholders in it
- Design a pilot
- Pilot
- Develop a plan for training staff and school leaders
- Deliver training
- Assess effectiveness of implementation

To keep work in a given year manageable, consider focusing on select content areas/ grade level bands