

	Type	Phases (navy), in-person Cohort PD (blue), remote TA/ PM PD (green), system-level whole group meetings (yellow), deliverables, actions (indented)	Responsible	Due Date	Status
1	Phase	Lay the foundation for a strategic planning process 1. Create SteerCo norms 2. Create stakeholder engagement plan 3. Launch the process of collecting evidence for the diagnostic		11/2/2021	
1a	Meeting	Facilitate 1-on-1 kick-off with Superintendent to achieve these aims: 1. Continue to get to know one another 2. Understand pilot goals, process, timeline, and deliverables 3. Answer key questions about project governance and stakeholder engagement 4. Launch the collection of evidence for the diagnostic	Evan	10/6/2021	Complete
	Action	Plan kick-off (e.g., create materials)	Dina	10/1/2021	Complete
	Meeting	Facilitate kick-off	Evan	10/6/2021	Complete
1b	Deliverable	Develop a detailed work plan	Dina	10/7/2021	Complete
	Action	Update google sheet with Steering Committee contact information	System	10/6/2021	Complete
	Action	Schedule weekly project management check-ins	Dina	10/6/2021	Complete
	Action	Schedule Steering Committee meetings	Dina	10/8/2021	Due soon
	Action	Schedule Board meetings (or reserve time on Board agendas)	System	10/12/2021	Not started
3	Meeting	Facilitate Cohort PD #1 for Steering Committee Kick-Off: 1. Understand our goals, process, timeline, and deliverables 2. Draft SteerCo norms 3. Align on an approach to project governance and stakeholder engagement 4. Describe the IRDP framework to defining decision-making rights	Dina	10/7/2021	
	Meeting	Conduct PD Cohort #1	Dina	10/7/2021	Complete
	Action	Administer feedback survey at end of SteerCo meeting	Priya	10/7/2021	Complete
	Action	Ask Supt for specific data requests (student, teacher, and school leadership demographics)	Dina	10/7/2021	Complete
1f	Deliverable	Collect instructional artifacts	Lindsey	10/22/2021	Complete
	Action	Send artifacts request	Dina	10/7/2021	Complete
	Action	Compile and send artifacts in response to data request	System	10/22/2021	Complete
1g	Deliverable	Make a plan for collecting videos	Lindsey	11/1/2021	Complete
	Action	Create and send a request for videos	Lindsey	10/7/2021	Complete
	Action	Record, compile, and send videos in response to request	System	10/22/2021	Complete
1h	Deliverable	Refine SteerCo norms	System	10/22/2021	Complete

	Type	Phases (navy), in-person Cohort PD (blue), remote TA/ PM PD (green), system-level whole group meetings (yellow), deliverables, actions (indented)	Responsible	Due Date	Status
	Action	Share draft norms with SteerCo members offline and ask for feedback	Dina	10/8/2021	Complete
	Action	Share feedback on first draft SteerCo norms	System	10/20/2021	Complete
	Action	Synthesize SteerCo feedback to develop a second draft of norms	Dina	10/20/2021	Complete
1i	Deliverable	Stand up stakeholder engagement/ collect constituents' perspectives	System	11/2/2021	Complete
	Action	Create survey(s) in Survey Monkey	Priya	10/12/2021	Complete
	Action	Launch general survey to all stakeholders, with email as cover note	System	10/20/2021	Complete
	Action	Check response rates and inform project manager of any stakeholder groups with low response rates	Priya	10/22/2021	Complete
	Action	Send reminder 1 to all survey respondents	System	10/22/2021	Complete
	Action	Follow up with stakeholder groups with low response rates	System	10/22/2021	Complete
	Action	Send final reminder for survey completion	System	10/25/2021	Complete
	Action	Close survey	Priya	10/26/2021	Complete
	Action	Intro interviewees to TA and ask them to participate	System	10/20/2021	Complete
	Action	Schedule 1-on-1 interviews with Board/ SteerCo members	Dina	10/19/2021	Complete
	Action	Prepare guides for interviews	Dina	10/20/2021	Complete
	Action	Conduct 1-on-1 interviews	Dina	10/22/2021	Complete
	Action	Identify focus group participants	System	10/20/2021	Complete
	Action	Intro focus group participants to TA and ask them to participate	System	10/21/2021	Complete
	Action	Schedule all three rounds of focus group meetings	Dina	10/25/2021	Complete
	Action	Prepare guides for focus groups	Dina	10/20/2021	Complete
	Action	Facilitate first round of focus groups	Dina	10/29/2021	Complete
		<i>Attuned closed + retreat 10/8-10/14</i>			
		<i>Rapides Fall Break 10/14-10/15</i>			
2	Phase	Complete a diagnostic and make high-level decisions that will inform the strategic plan 1. Diagnose strengths and gaps 2. Articulate the system's aspirations 3. Identify priorities 4. Define the role of the center		12/6/2021	
2a	Deliverable	Collect, analyze, and distribute performance data	Steve	10/19/2021	Complete
	Deliverable	Refine bank of key results	Steve	11/3/2021	Complete

	Type	Phases (navy), in-person Cohort PD (blue), remote TA/ PM PD (green), system-level whole group meetings (yellow), deliverables, actions (indented)	Responsible	Due Date	Status
2c	Cohort	Plan and facilitate Cohort PD #2 to achieve these aims with systems and TAs: 1. Review feedback on SteerCo norms and make refinements 2. Commit to refined SteerCo norms, and start holding ourselves accountable to them 2. Brainstorm aspirations for our school systems 3. Identify the current role of the center, align on the ideal role of the center, and take a survey re: the center's role, in each of our systems 4.. Use LDOE's Essential Practices to develop hypotheses re: areas of focus for our systems	Dina	10/26/2021	Complete
2d	Deliverable	Analyze constituent perspectives	Priya	11/4/2021	Complete
	Action	Synthesize themes from survey results	Priya	10/29/2021	Complete
	Action	Synthesize themes from constituent perspectives gathered via surveys, focus groups, and interviews	Priya	11/4/2021	Complete
	Meeting	Hold internal meeting (Dina and Priya) to review constituent perspectives headlines	Priya	11/5/2021	Complete
2e	Deliverable	Analyze instructional artifacts	Lindsey	11/8/2021	Complete
	Action	Review curriculum adoption map and identify strengths and weaknesses	Lindsey	10/22/2021	
	Action	Analyze sample ELA and math lesson plans	Lindsey	10/22/2021	
	Action	Analyze sample ELA and math assessments	Lindsey	10/22/2021	
	Action	Evaluate illustrative sample Observation Feedback	Lindsey	10/22/2021	
	Action	Evaluate illustrative sample professional development plans	Lindsey	10/22/2021	
	Action	Evaluate illustrative sample PLC plans/ agendas	Lindsey	10/22/2021	
	Action	Synthesize notes from artifacts to develop headlines	Lindsey	10/22/2021	
2f	Deliverable	Conduct classroom observations	Lindsey	11/8/2021	Complete
	Action	Conduct video observations	Lindsey	10/22/2021	Complete
	Action	Synthesize notes from observations to develop headlines	Lindsey	10/22/2021	Complete
2g	Deliverable	Develop hypotheses re: cross-cutting headlines across instructional artifacts observations, organized by Essential Practice	Lindsey	11/8/2021	Complete
2h	Deliverable	Articulate the school system's aspirations	Dina	11/8/2021	Complete
	Action	Use notes from SteerCo meeting kickoff to write draft aspirations, and circulate with SteerCo offline with request for feedback	Dina	11/5/2021	Complete
	Action	Provide feedback on draft aspirations	System	11/7/2021	Complete
	Action	Synthesize feedback to develop a second draft of aspirations	Dina	11/8/2021	Complete

	Type	Phases (navy), in-person Cohort PD (blue), remote TA/ PM PD (green), system-level whole group meetings (yellow), deliverables, actions (indented)	Responsible	Due Date	Status
2j	Deliverable	Create a diagnostic report that integrates performance data analysis, constituent perspectives, and quality review	Priya	11/16/2021	Complete
	Action	Create a first draft diagnostic report	Priya	11/9/2021	In progress
	Action	Submit final draft diagnostic report + classroom observation notes to LDOE	TA	11/11/2021	Complete
	Meeting	Hold internal meeting to review first draft of diagnostic report (Priya, Dina, Lindsey)	Priya	11/12/2021	Complete
	Action	Update draft diagnostic based on feedback	Priya	11/15/2021	Complete
	Meeting	Hold final internal meeting to review final draft of diagnostic report (Priya, Dina)	Priya	11/15/2021	Complete
	Meeting	Preview the org diagnostic report with Supt.	Dina	11/17/2021	
2l	Meeting	Plan and facilitate SteerCo meeting #1 to achieve these aims: 1. Discuss the org diagnostic 2. Revisit the system's aspirations 3. Align on the role the center should play re: specific programmatic elements 4. Align on 4-6 draft strategic priorities (and the gaps they each address)	Dina	12/2/2021	Complete
2d	Deliverable	Synthesize survey results from Cohort PD #2 to identify programmatic elements for discussion re: the role of center	Priya	11/29/2021	Complete
	Action	Launch decision rights survey to SteerCo members and principals, with email as cover note	System	11/17/2021	Complete
	Action	Send diagnostic read-ahead with questions and notecatcher	Dina	11/17/2021	Complete
	Action	Read read-ahead and answer questions in the notecatcher: 1) the Stockdale paradox, 2) reactions to the diagnostic, and 3) proposed strategic priorities	System	11/29/2021	Complete
	Action	Prepare deck for Steering Committee meeting	Priya	11/19/2021	Complete
	Action	Review SteerCo pre-work and finalize deck	Dina	12/1/2021	Complete
	Meeting	Facilitate SteerCo meeting #1	Dina	12/2/2021	Complete
	Action	Administer feedback survey at end of SteerCo meeting	Dina	12/2/2021	Complete
2m	Meeting	Plan and facilitate Board meeting to achieve these aims: 1. Discuss the org diagnostic 2. Share emerging priorities and get feedback	System	1/5/2022	Complete

Type	Phases (navy), in-person Cohort PD (blue), remote TA/ PM PD (green), system-level whole group meetings (yellow), deliverables, actions (indented)	Responsible	Due Date	Status	
3	Phase	Develop a detailed strategic plan 1. Select mission measures 2. Prioritize decision-making rights for discussion and identify possible decision-makers 3. Develop and sequence initiatives and deliverables			
3b	Deliverable	Synthesize and refine priorities	Dina	12/9/2021	Complete
	Action	Email SteerCo members with a synthesized version of the top priorities and invite feedback	Dina	12/3/2021	Complete
	Action	Share feedback on synthesized top priorities	System	12/6/2021	Complete
	Action	Synthesize SteerCo feedback into refined priorities and submit to LDOE	Dina	12/7/2021	Complete
3c	Deliverable	Prioritize decision-making rights for discussion and identify possible decision-makers	Dina	12/3/2021	Complete
	Action	Synthesize survey results and prioritize the most problematic decisions	Priya	11/29/2021	Complete
	Action	Share survey results back with participants and ask them to identify the roles that should make the decision and recommendation for each of the prioritized decisions	Dina	11/29/2021	Complete
	Action	Follow up with participants to ensure ~100% survey completion	Dina	12/2/2021	Complete
	Action	Take second survey	System	11/29/2021	Complete
	Action	Close second survey	Dina	12/3/2021	Complete
	Action	Collect results from second survey and synthesize	Priya	12/7/2021	Complete
	Action	Submit aspirations and role of the center to LDOE	TA	12/6/2021	Complete
3e	Meeting	Plan and facilitate SteerCo meeting #2 to achieve these aims: 1. Review LDOE's feedback on role of the center and aspirations, and decide whether/ how to refine 2. Refine and stamp strategic priorities 3. Resolve decision-making rights for those decisions that were identified by survey participants as the most problematic	Dina	12/9/2021	Complete
	Action	Prepare deck for Steering Committee meeting	Priya	12/3/2021	Complete
	Meeting	Facilitate SteerCo meeting #2	Dina	12/9/2021	Complete
	Action	Administer feedback survey at end of SteerCo meeting	Dina	12/9/2021	Complete
	Action	Revise strategic priorities in response to SteerCo meeting	Dina	12/13/2021	Complete
	Action	Identify decision-making rights in response to SteerCo discussion	Dina	12/14/2021	Complete

	Type	Phases (navy), in-person Cohort PD (blue), remote TA/ PM PD (green), system-level whole group meetings (yellow), deliverables, actions (indented)	Responsible	Due Date	Status
3f	Meeting	Plan and facilitate SteerCo meeting #3 -- with a sample of principals and all SteerCo's direct reports invited -- to achieve this aim: 1. Identify role of center and listen and respond to any questions, concerns 2. Share draft decision-making rights with principals, and surface and resolve any disagreements 3. Prepare SteerCo members to generate initiatives	Dina	12/16/2021	Complete
	Action	Prepare deck for Steering Committee meeting	Dina	12/13/2021	Complete
	Meeting	Facilitate SteerCo meeting #3	Dina	12/16/2021	Complete
	Action	Administer feedback survey at end of SteerCo meeting	Dina	12/16/2021	Complete
3h	Deliverable	Define draft mission measures for each aspiration	Steve	12/17/2021	Complete
	Action	Identify measures for each mission-level aspiration outcome	Steve	12/15/2021	Complete
	Action	Create data readiness plans for measures that need them	Steve	12/17/2021	Complete
3i	Deliverable	Brainstorm potential initiatives and create an initial prioritization and sequencing	Dina	1/12/2022	Complete
	Action	Use LDOE Essential Practices to create a bank of initiatives to school system priorities	Dina	12/17/2021	Complete
	Action	Email SteerCo members the revised strategic priorities and ask them to use LDOE's Essential Practices to generate a list of existing and potential future initiatives for each priority	Dina	1/4/2022	Complete
	Action	Follow up with participants to ensure ~100% completion	Dina	1/6/2022	Complete
	Action	Generate lists of initiatives for each priority	System	1/6/2022	Complete
	Action	Synthesize SteerCo input into a consolidated list of potential initiatives for each priority	Dina	1/7/2022	Complete
	Action	Ask Supt which 2-3 members of SteerCo should serve on each of a Curriculum, Instruction, and Assessment ("CIA") working group and a student wellbeing working group	Dina	1/4/2022	Complete
	Action	Send consolidated list of potential initiatives for each priority (with columns for next 5 years) and ask SteerCo members to identify potential initiatives' start dates by year	Dina	1/7/2022	Complete
	Action	Follow up with participants to ensure ~100% completion	Dina	1/10/2022	Complete
	Action	Identify initiatives' start dates by year (no more than 4 per year for 5 years)	System	1/10/2022	Complete
	Action	Synthesize SteerCo input and create color-coded strawperson of what's in vs out, and when they would start	Priya	1/11/2022	Complete

Type	Phases (navy), in-person Cohort PD (blue), remote TA/ PM PD (green), system-level whole group meetings (yellow), deliverables, actions (indented)	Responsible	Due Date	Status
Meeting	Meet with CIA working group to work on the initiatives for CIA-related priorities: clarify their meaning, refine prioritization and sequencing	Dina	1/13/2022	Complete
Meeting	Meet with student wellbeing working group to work on the initiatives for student wellbeing-related priorities: clarify their meaning, refine prioritization and sequencing	Dina	1/12/2022	Complete
<i>Winter Break, 12/22-1/4</i>				
3j Meeting	Plan and facilitate SteerCo meeting #4 to achieve these aims: 1. Play back feedback from LDOE on decision-making rights and decide whether/ how to refine 2. Revise and adopt key results 3. Refine strawperson prioritization and sequencing of initiatives 4. Identify DRIs for each initiative likely to end up in the plan 5. Teach DRIs how to identify deliverables and strategic priority key results measures, and preview 1-on-1 meetings to refine them	Dina	1/21/2021	Complete
Action	Prepare deck for Steering Committee meeting	Priya	1/19/2022	Complete
Action	Preview deck with Supt, and refine with feedback	Dina	1/20/2021	Complete
Meeting	Facilitate Steerco meeting #4	Dina	1/21/2021	Complete
Action	Administer feedback survey at end of SteerCo meeting	Dina	1/21/2021	Complete
Action	Refine prioritization of initiatives and sequencing, in response to feedback	Dina	1/21/2021	Complete
3l Deliverable	Develop draft deliverables and strategic priority measures for initiatives launching in Y1-2	Dina	2/1/2022	Complete
Action	Schedule 1-on-1s with each Lead	Dina	1/24/2022	Complete
Action	Enter priorities and initiatives into the Quickbase template	Priya	1/24/2022	Complete
Action	Enter default list of deliverables for each Y1-2 initiative into Quickbase	Priya	1/24/2022	Complete
Action	Review default list of deliverables and identify possible refinements necessary for the system's context	Dina	1/25/2022	Complete
Action	Propose strategic priority measure for each initiative	Dina	1/24/2022	Complete
Meeting	Hold 1-on-1s with each initiative Lead to talk them through/ revise their deliverables, align on strategic priority measures, co-plan deliverable due dates and Leads, and prep for SteerCo #5	Dina	2/1/2022	Complete

	Type	Phases (navy), in-person Cohort PD (blue), remote TA/ PM PD (green), system-level whole group meetings (yellow), deliverables, actions (indented)	Responsible	Due Date	Status
3m	Meeting	Plan and facilitate SteerCo meeting #5 to achieve these aims: 1. Review LDOE feedback on mission measures and decide whether/ how to refine them [15 min] 2. Review and confirm deliverables [1 hour 30 min] 3. Set up initiative Leads to identify resource needs (PD, staffing/ TA, etc.) [45 min]	Dina	2/4/2022	Complete
	Action	Prepare deck for Steering Committee meeting	Priya	2/2/2022	Complete
	Action	Facilitate SteerCo meeting #5	Dina	2/4/2022	Complete
	Action	Administer feedback survey at end of SteerCo meeting	Dina	2/4/2022	Complete
4	Phase	Plan for implementation 1. Identify resources (capacity/ expertise, \$, PD) required by strategic plan 2. Set targets for mission measures 3. Create an implementation plan 4. Communicate the strategic plan with stakeholders			
4c	Deliverable	Draft a list of possible programs to stop doing in order to save time and money	Dina	2/4/2022	Complete
	Action	Schedule 45 min with the CAO and 1-2 members of the SteerCo	Dina	1/28/2022	Complete
	Action	Synthesize a list of current programs from 1-on-1 interviews conducted during diagnostic phase	Dina	1/31/2022	Complete
	Meeting	Meet with small group (incl. CAO) to react to the list of current programs and identify those that they'd suggest discontinuing	Dina	2/4/2022	Complete
4d	Deliverable	Use target-setting tool to set targets for mission measures	Steve	2/15/2022	Complete
4e	Deliverable	Identify resources needed for implementation	Dina	2/16/2022	Complete
	Action	Schedule time with Supt and CFO/ COO to review resource requests	Dina	1/31/2022	Complete
	Action	Send reminder for leads to complete resource requests	Dina	2/7/2022	Complete
	Action	Leads complete requests for PD, staffing/ TA, and other financial support	System	2/7/2022	Complete
	Meeting	Meet with Superintendent and CFO/ COO to review all resource requests, and approve or modify them	Dina	2/9/2022	Complete
	Action	Share approval or modification of resource requests with Leads	Dina	2/9/2022	Complete
	Action	Leads revise requests in response to Supt/ CFO/ COO feedback	System	2/10/2022	Complete
	Action	CFO identifies implications of resource requests for Super App	System	2/16/2022	

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4f	Meeting	Plan and facilitate SteerCo meeting #6 to achieve these aims: 1. Review LDOE feedback on initiatives and deliverables and decide whether/how to refine them [15 min] 2. Revisit sequencing of initiatives, given analysis of Y1 resource needs [15 min] 3. Set targets for mission measures [60 min] 4. Prioritize options for what to stop doing in order to save time and money [45 min] 5. Set up initiative Leads to create action steps for every initiative [25 min]	Dina	2/22/2022	
	Action	Review plan in Quickbase to confirm accuracy/ visibility to users	Dina	2/14/2022	
	Action	Prepare deck for Steering Committee meeting	Priya	2/18/2022	Complete
	Meeting	Facilitate SteerCo meeting #5	Dina	2/18/2022	Complete
	Action	Administer feedback survey at end of SteerCo meeting	Dina	2/18/2022	Complete
4g	Deliverable	Prepare a draft communication plan	Priya	2/21/2022	Complete
	Meeting	Share template with Superintendent and get her/ his high-level thoughts on how to communicate the contents of the strategic plan to stakeholders	Dina	2/11/2022	Complete
	Action	Define aims for each stakeholder group	Dina	2/16/2022	Complete
	Action	Decide specifics of outreach to each stakeholder group (# of presentations, venue(s), etc.	System	2/16/2022	Complete
	Action	Create a plan assigning dates and owners for each presentation	Dina	2/17/2022	Complete
	Action	Develop a standing PPT deck for Town Halls (to be modified for each group)	Priya	2/21/2022	Complete
4h	Deliverable	Confirm availability of funding for incremental cost of implementing the strategic plan in Y1	System	2/24/2022	Complete
	Action	Sum financial costs of resource needs, by source of funding	Dina	2/14/2022	
	Action	CFO confirms availability of funds for resource needs, by source of funding	System	2/24/2022	
4i	Meeting	Plan and facilitate focus groups to achieve these aims: 1. Review org diagnostic 2. Gather feedback on aspirations, priorities, mission measures and targets, and sequence of initiatives	System	2/23/2022	
	Action	Confirm scheduling with focus group participants	Dina	2/11/2022	
	Action	Prepare for focus groups	Dina	2/22/2022	Complete
	Action	Hold focus groups	Dina	2/23/2022	Complete
	Action	Administer feedback survey at the end of each focus group	Dina	2/23/2022	Complete
	Action	Synthesize focus group feedback	Dina	2/25/2022	Complete

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4j	Deliverable	Create a draft implementation plan	Dina	2/24/2022	Complete
	Action	Schedule 1-on-1s with initiative Leads	Dina	2/16/2022	Complete
	Action	Develop action steps and assign due dates, DRIs for Y1 deliverables	System		Complete
	Meeting	Meet 1-on-1 with initiative Leads to review and refine action steps, their due dates, and their Leads for Y1 deliverables	Dina	2/21/2022	Complete
4m	Deliverable	Create a draft set of enabling initiatives and deliverables to implement the "stop doing" ideas	Dina	2/25/2022	Complete
	Action	Create initiatives and deliverables -- to stop doing/ do more efficiently the work identified by the SteerCo	Dina	2/22/2022	Complete
	Action	Allocate initiatives to existing strategic priorities as possible, or to a new strategic priority if necessary	Dina	2/22/2022	Complete
	Meeting	Share enabling initiatives and deliverables with Superintendent and Project Manager for feedback; assign Leads	Dina	2/25/2022	In progress
4k	Meeting	Plan and facilitate SteerCo meeting #7 to achieve these aims: 1. Play back feedback from focus groups (aspirations, priorities, mission measures and targets, sequence of initiatives) and LDOE (resource analysis, implementation plan) and decide whether/ how to refine any of these deliverables 2. Share survey results from focus groups and stamp lessons learned re: stakeholder engagement 3. Review and improve the communication plan and materials 4. Review and refine enabling initiatives and deliverables	Dina	3/3/2022	Complete
	Action	Prepare deck for Steering Committee meeting	Priya	3/1/2021	Complete
	Meeting	Facilitate SteerCo meeting #7	Dina	3/3/22	Complete
	Action	Administer feedback survey at end of SteerCo meeting	Dina	3/3/2022	Complete
	Action	Submit refined targets, communication plan, and enabling initiatives to LDOE	TA	3/7/2022	Complete
	Action	Review summary feedback on facilitation of all SteerCo meetings and rate; communicate ratings to TAs and PMs	Attuned	3/8/2022	Complete
	Action	Re-submit any revised work product (e.g., implementation plan) to LDOE [optional]	TA	3/9/2022	Complete
	Action	Re-rate resubmitted work product and share feedback to TAs and Project Managers [if applicable]	Attuned	3/14/2022	Complete

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4n	Meeting	Plan and facilitate Board meeting to achieve these aims: 1. Approve resource requests 2. Approve mission measures and targets	System	4/18/2022	
	Action	Prepare deck for Board meeting	Dina	3/12/2021	Complete