

# Supporting Schools to Transform Teaching and Learning

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AN IN-DEPTH REPORT ON THE SERVICE PROVIDERS SUPPORTING SCHOOLS AND DISTRICTS THROUGH SCHOOL MODEL REDESIGN

ABBREVIATED VERSION

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## Table of Contents

### Framework

|                              |          |
|------------------------------|----------|
| Description . . . . .        | <b>3</b> |
| Image . . . . .              | <b>4</b> |
| Definitions . . . . .        | <b>5</b> |
| Essential Questions. . . . . | <b>6</b> |

### Market Maps

|                        |           |
|------------------------|-----------|
| Description . . . . .  | <b>7</b>  |
| Market Map 1 . . . . . | <b>8</b>  |
| Market Map 2 . . . . . | <b>9</b>  |
| Market Map 3 . . . . . | <b>10</b> |

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## Framework

In March 2016, EdSurge began investigating the industry of technical assistance providers (often referred to as service providers, consultants or school partners). These experts perform a diverse range of work supporting schools, districts and sometimes even states through transformation. We began by interviewing educators, school redesign catalyst organizations and funders to better understand the process of redesign and the ways in which service providers were best positioned to assist schools.

As we got deeper into our research and began speaking with the service providers themselves, we realized that just as schools struggle to understand who they can turn to for help with their redesign, service providers also struggled to find ways to better define the assistance they offer. Part of the challenge is rooted in the need for a common language describing the types of support schools need as they go through redesign.

As a first step, we built a framework to categorize the elements of a school model that educators, administrators and district leaders consider when going through a redesign. The framework consists of 19 categories: vision; assessing readiness; school culture; pedagogy & curriculum; student & teacher experience; learning environment; scheduling & timing; infrastructure; edtech selection; budget & financial planning; human capital; policy; professional learning; communications; implementation support; change management; reflection & iteration; and sharing to grow a community of practice.

The categories in the framework support specific questions that practitioners are asking. To clarify how the categories relate, and to build a language that speaks to both service providers and practitioners, we created a series of essential questions.

- **Why do we want to change teaching and learning?**
- **What would these changes look like in practice?**
- **What resources do we need to make this happen?**
- **How do we prepare and involve our school community (staff, students and families) in the redesign?**
- **How do we implement these changes?**
- **How do we scale and improve?**

















At the heart of school transformation on any scale is determining why a change is necessary. Each school has a unique community, culture and context. We have found that it is critical to drive change from a place that is deeply connected to the individual community.

Framework — (cont)



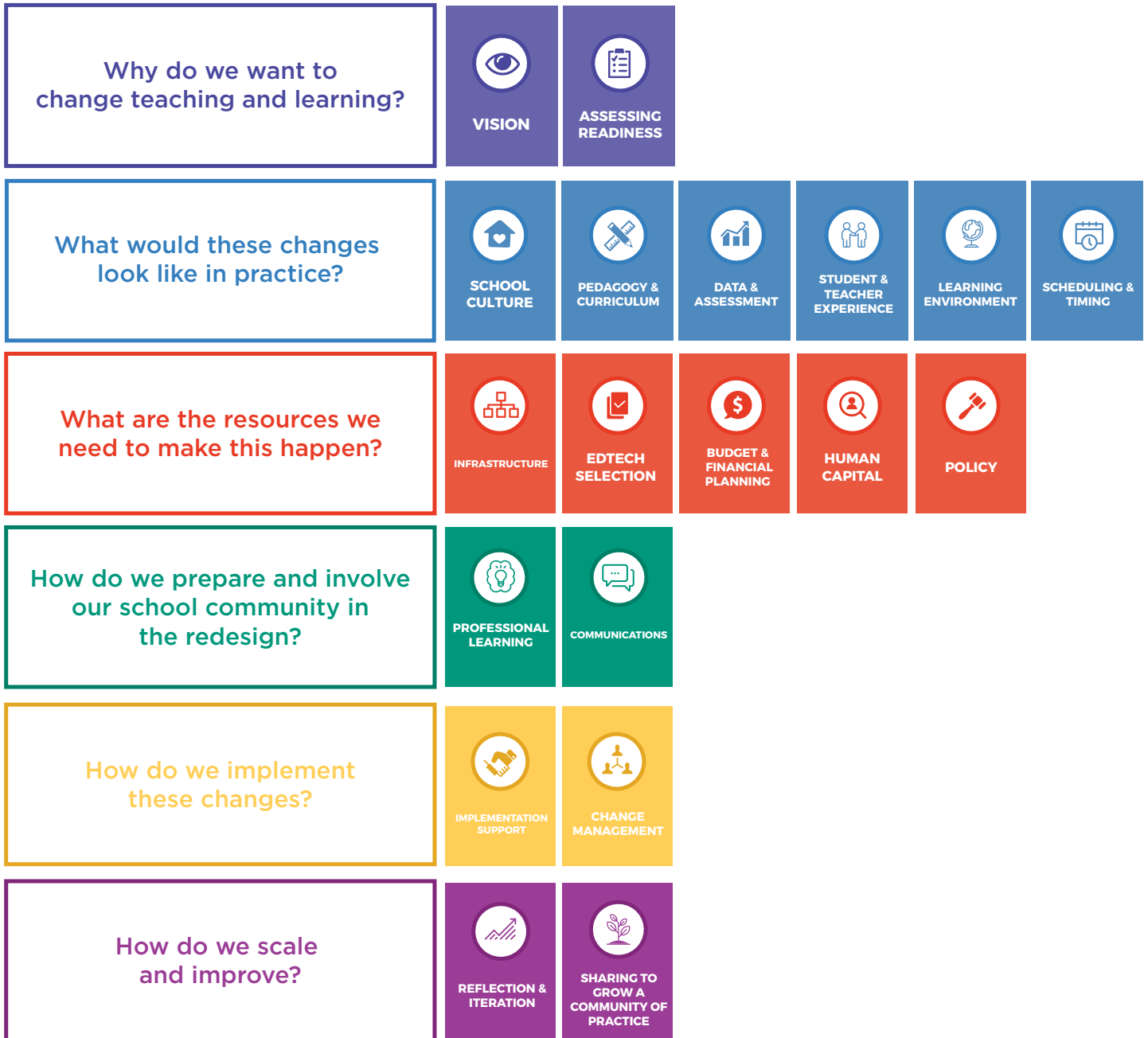
# Framework – (cont)

## DEFINITIONS

|   |   |   |   |
|---|---|---|---|
|  <p><b>VISION</b></p>                                    | <p>Mapping out the work through design thinking and implementation.</p>   |  <p><b>BUDGET &amp; FINANCIAL PLANNING</b></p> | <p>Figuring out how schools and districts can pay for everything related to the redesign such as infrastructure, devices, and human capital. This also supports the procurement process and purchasing.</p>   |
|  <p><b>ASSESSING READINESS</b></p>                       | <p>Assessing leader and teacher readiness, and assessing the current state of human capital, infrastructure and edtech tools in a school or district.</p> |  <p><b>HUMAN CAPITAL</b></p>                   | <p>Identifying who the school or district already has on hand that can contribute to the redesign, and who they need to bring onboard.</p>  |
|  <p><b>SCHOOL CULTURE</b></p>                            | <p>Supporting a school or district in establishing a strong school culture including values, beliefs, relationships and priorities.</p>                   |  <p><b>POLICY</b></p>                          | <p>Identifying and creating a plan to influence state or district policies that must be shifted to support, scale and sustain new models.</p>   |
|  <p><b>PEDAGOGY &amp; CURRICULUM</b></p>                 | <p>Defining the instructional method and practice for teaching and supporting the development of curricular assets that complement that method.</p>       |  <p><b>PROFESSIONAL LEARNING</b></p>           | <p>Providing professional learning opportunities related to school redesign for school leaders and teachers. This can be coaching, training in edtech, or professional development around specific areas the support the redesign.</p>                |
|  <p><b>DATA &amp; ASSESSMENT</b></p>                    | <p>Assisting a school or district in designing, managing and analyzing assessment in a way that helps inform instruction.</p>                             |  <p><b>COMMUNICATIONS</b></p>                | <p>Communicating ideas and plans for the redesign with stakeholders such as staff, students and families.</p>   |
|  <p><b>STUDENT &amp; TEACHER EXPERIENCE</b></p>        | <p>Designing the interactions between students and the learning experience, and planning the processes for teachers to support that experience.</p>       |  <p><b>IMPLEMENTATION SUPPORT</b></p>        | <p>Offering hand-in-hand support during the implementation of the change.</p>   |
|  <p><b>LEARNING ENVIRONMENT</b></p>                    | <p>Helping schools and districts think outside the box when approaching space (where the learning happens, what the learning space looks like).</p>       |  <p><b>CHANGE MANAGEMENT</b></p>             | <p>Coming up with a vision and working on a plan to smoothly implement, scale, and sustain the changes that will be made.</p>   |
|  <p><b>SCHEDULING &amp; TIMING</b></p>                 | <p>Helping schools and districts think outside the box when approaching flexibility of time, scheduling and figuring out when learning happens.</p>       |  <p><b>INFRASTRUCTURE</b></p>                | <p>Providing support for hardware selection and management and/or assistance with improving connectivity &amp; long-term planning for bandwidth capacity.</p>   |
|  <p><b>EDTECH SELECTION</b></p>                        | <p>Offering assistance in selecting software and digital content. This can include support for technology pilots.</p>                                     |  <p><b>REFLECTION &amp; ITERATION</b></p>    | <p>Reflecting on all of the work that has taken place (including planning and implementation, PD, and the resources used throughout the redesign) and iterating along the way to make sure that the school or district is changing and improving.</p> |
|  <p><b>SHARING TO GROW A COMMUNITY OF PRACTICE</b></p> | <p>Telling stories about what works and what doesn't work so that other schools and districts don't need to reinvent the wheel.</p>                       |   |   |

## Framework – (cont)

### ESSENTIAL QUESTIONS



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## Maps

As we were building the framework, we simultaneously created a survey and sent it to a list of 26 service providers to gain insight into their work. To share how these providers align with our framework categories, we have compiled the data into three market maps. The first market map includes all of the data and shares how each organization fits into the framework. The second market map illustrates each organization's specialty content area, including: blended learning; project-based learning; competency-based learning; maker education; STEAM; ELA; and math. The final market map features the level at which each organization works: individual school, charter management organization, districts, regional educational service agencies and state level agencies.

# Maps — (cont)

## MARKET MAP 1

|                               | WHY    |                     | WHAT           |                       |                   |                              |                      |                     | WHAT           |                  |                             |               |        | HOW                   |                | HOW                    |                   | HOW                    |   |
|-------------------------------|--------|---------------------|----------------|-----------------------|-------------------|------------------------------|----------------------|---------------------|----------------|------------------|-----------------------------|---------------|--------|-----------------------|----------------|------------------------|-------------------|------------------------|---|
|                               | Vision | Assessing Readiness | School Culture | Pedagogy & Curriculum | Data & Assessment | Student & Teacher Experience | Learning Environment | Scheduling & Timing | Infrastructure | Edtech Selection | Budget & Financial Planning | Human Capital | Policy | Professional Learning | Communications | Implementation Support | Change Management | Reflection & Iteration | Sharing to Grow a Community of Practice |
| 2 Revolutions                 |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Afton Partners                |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| ARC Impact Solutions          |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| CA Group                      |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Center for Collaborative Edu. |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Cross & Joftus                |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Dellicker Strategies          |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| DLR Group                     |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| DMC District Mgmt. Council    |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Education Elements            |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Education First               |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| ExpandEDSchools               |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Generation Schools Network    |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| The Great Schools Partnership |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Highlander Institute          |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Ideo                          |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| KnowledgeWorks                |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Learning Forward              |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Mastery Design Collaborative  |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| McRel International           |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Parthenon Group               |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| PowerMyLearning               |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Public Impact                 |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Ready to Blend                |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Springpoint                   |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Teachers 21                   |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| Teton Science Schools         |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| TNTP                          |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |
| UPD Consulting                |        |                     |                |                       |                   |                              |                      |                     |                |                  |                             |               |        |                       |                |                        |                   |                        |   |



## Maps — (cont)

### MARKET MAP 2

|                               | SPECIALTY CONTENT AREAS |                        |                           |                 |       |     |      |
|-------------------------------|-------------------------|------------------------|---------------------------|-----------------|-------|-----|------|
|                               | Blended Learning        | Project Based Learning | Competency Based Learning | Maker Education | STEAM | ELA | Math |
| 2 Revolutions                 |                         |                        |                           |                 |       |     |      |
| Afton Partners                |                         |                        |                           |                 |       |     |      |
| ARC Impact Solutions          |                         |                        |                           |                 |       |     |      |
| CA Group                      |                         |                        |                           |                 |       |     |      |
| Center for Collaborative Edu. |                         |                        |                           |                 |       |     |      |
| Cross & Jofus                 |                         |                        |                           |                 |       |     |      |
| Dellicker Strategies          |                         |                        |                           |                 |       |     |      |
| DLR Group                     |                         |                        |                           |                 |       |     |      |
| DMC District Mgmt. Council    |                         |                        |                           |                 |       |     |      |
| Education Elements            |                         |                        |                           |                 |       |     |      |
| Education First               |                         |                        |                           |                 |       |     |      |
| ExpandEDSchools               |                         |                        |                           |                 |       |     |      |
| Generation Schools Network    |                         |                        |                           |                 |       |     |      |
| The Great Schools Partnership |                         |                        |                           |                 |       |     |      |
| Highlander Institute          |                         |                        |                           |                 |       |     |      |
| Ideo                          |                         |                        |                           |                 |       |     |      |
| KnowledgeWorks                |                         |                        |                           |                 |       |     |      |
| Learning Forward              |                         |                        |                           |                 |       |     |      |
| Mastery Design Collaborative  |                         |                        |                           |                 |       |     |      |
| McRel International           |                         |                        |                           |                 |       |     |      |
| Parthenon Group               |                         |                        |                           |                 |       |     |      |
| PowerMyLearning               |                         |                        |                           |                 |       |     |      |
| Public Impact                 |                         |                        |                           |                 |       |     |      |
| Ready to Blend                |                         |                        |                           |                 |       |     |      |
| Springpoint                   |                         |                        |                           |                 |       |     |      |
| Teachers 21                   |                         |                        |                           |                 |       |     |      |
| Teton Science Schools         |                         |                        |                           |                 |       |     |      |
| TNTP                          |                         |                        |                           |                 |       |     |      |
| UPD Consulting                |                         |                        |                           |                 |       |     |      |

## Maps — (cont)

### MARKET MAP 3

|                               | LEVELS             |           |                                  |                                     |                      |
|-------------------------------|--------------------|-----------|----------------------------------|-------------------------------------|----------------------|
|                               | Individual Schools | Districts | Charter Management Organizations | Regional Education Service Agencies | State Level Agencies |
| 2 Revolutions                 |                    |           |                                  |                                     |                      |
| Afton Partners                |                    |           |                                  |                                     |                      |
| ARC Impact Solutions          |                    |           |                                  |                                     |                      |
| CA Group                      |                    |           |                                  |                                     |                      |
| Center for Collaborative Edu. |                    |           |                                  |                                     |                      |
| Cross & Joftus                |                    |           |                                  |                                     |                      |
| Dellicker Strategies          |                    |           |                                  |                                     |                      |
| DLR Group                     |                    |           |                                  |                                     |                      |
| DMC District Mgmt. Council    |                    |           |                                  |                                     |                      |
| Education Elements            |                    |           |                                  |                                     |                      |
| Education First               |                    |           |                                  |                                     |                      |
| ExpandEDSchools               |                    |           |                                  |                                     |                      |
| Generation Schools Network    |                    |           |                                  |                                     |                      |
| The Great Schools Partnership |                    |           |                                  |                                     |                      |
| Highlander Institute          |                    |           |                                  |                                     |                      |
| Ideo                          |                    |           |                                  |                                     |                      |
| KnowledgeWorks                |                    |           |                                  |                                     |                      |
| Learning Forward              |                    |           |                                  |                                     |                      |
| Mastery Design Collaborative  |                    |           |                                  |                                     |                      |
| McRel International           |                    |           |                                  |                                     |                      |
| Parthenon Group               |                    |           |                                  |                                     |                      |
| PowerMyLearning               |                    |           |                                  |                                     |                      |
| Public Impact                 |                    |           |                                  |                                     |                      |
| Ready to Blend                |                    |           |                                  |                                     |                      |
| Springpoint                   |                    |           |                                  |                                     |                      |
| Teachers 21                   |                    |           |                                  |                                     |                      |
| Teton Science Schools         |                    |           |                                  |                                     |                      |
| TNTP                          |                    |           |                                  |                                     |                      |
| UPD Consulting                |                    |           |                                  |                                     |                      |

