

# Proposed Redesign: Department of Curriculum and Instruction

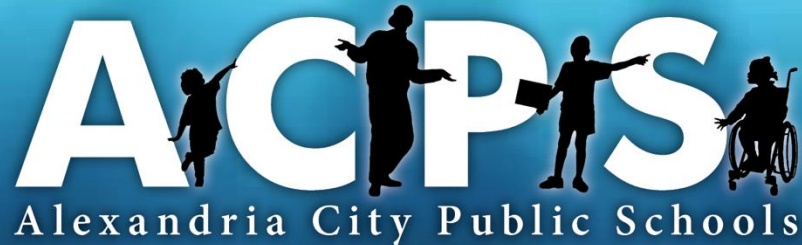


## School Board Meeting

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Department of Curriculum and Instruction

April 26, 2018



*Every Student Succeeds*

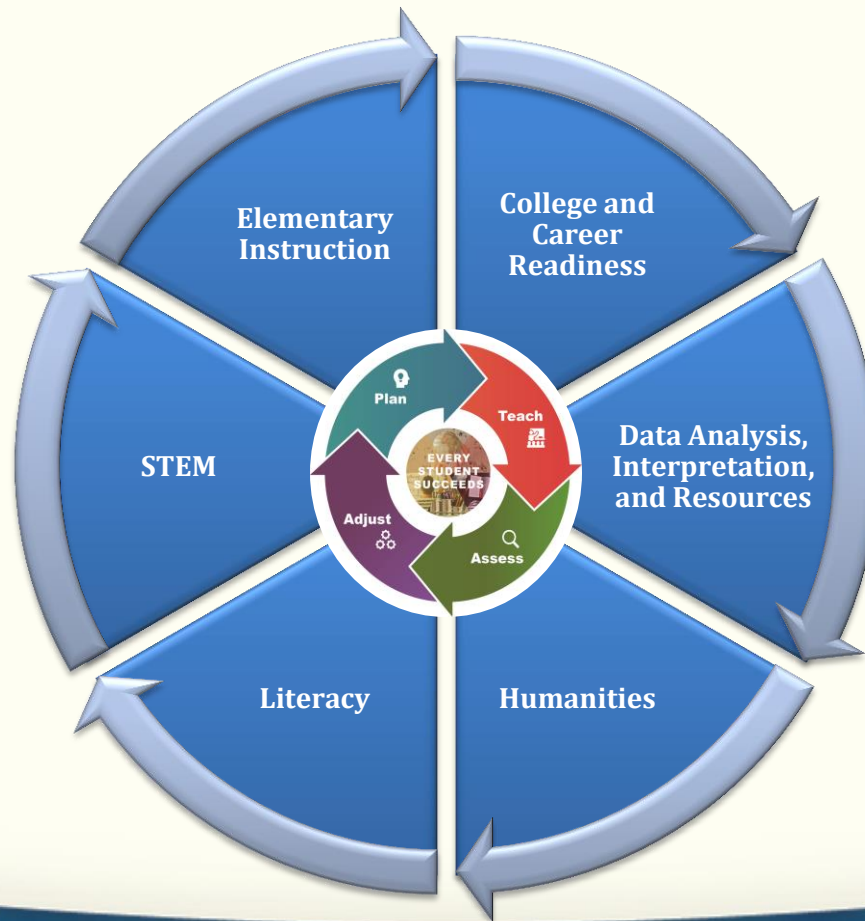
# Essential Questions

1. What is the purpose and rationale for reorganizing areas within the Department of Curriculum and Instruction into **cross-functional teams**?
2. How will expanded emphasis upon **cross-functional teaming** help improve **teaching and learning** for all students?
3. How will **shared ideas and expertise in decision-making** improve communication and outcomes for **all learners**?
4. To what extent will this **new organizational structure** ensure a connection between **school-level** and **ACPS 2020 Strategic Plan** priorities?
5. How will the cross-functional teams **be configured** to ensure **increased articulation and collaboration** ?
6. What will be the **governance oversight structure** to ensure continuous and measurable shared team outcomes?
7. What are the **benefits** associated with the redesign?



# Purpose of Redesign

Implement **cross-functional teams** in Curriculum and Instruction to **deliver aligned and coordinated services** to improve student achievement.



# Rationale for Redesign: *Our Theory of Change*

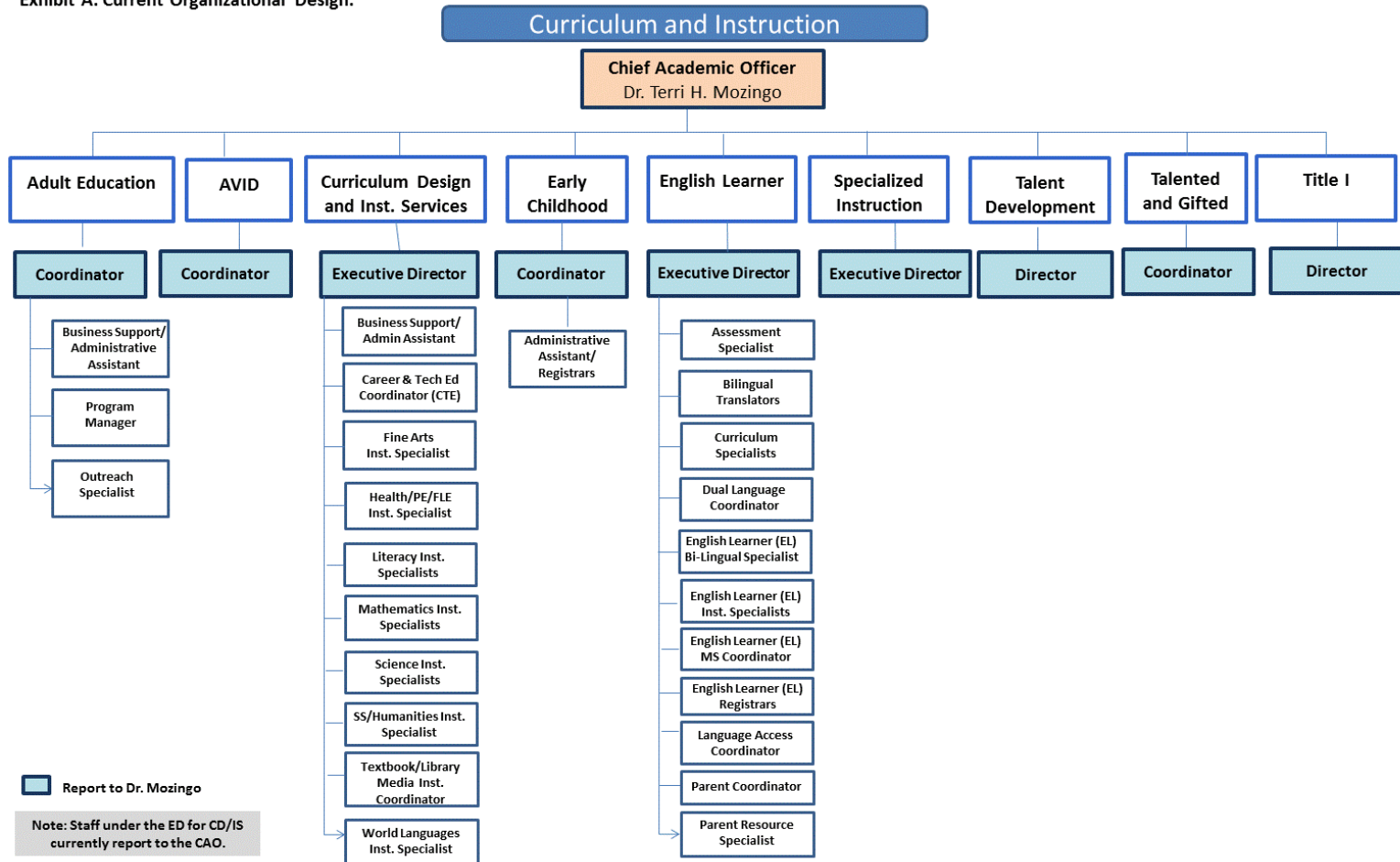
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## We want to:

1. **Optimize** the workflow of Curriculum and Instruction staff to **ensure alignment with school-based performance targets and priorities.**
2. **Maximize communication, collaboration, and coordination** of services to streamline service delivery and school support structures that improve student achievement.
3. **Increase** the level of **collaborative data analysis and interpretation** to ensure that school-based performance targets are achieved.
4. **Eliminate** silos and reduce **duplication** and/or **redundancy** to ensure a **coherent, continuous, and sustained system of school-based service delivery.**
5. **Ensure** that all performance targets in the ***ACPS 2020 Strategic Plan: Academic Excellence and Educational Equity*** are met in a timely manner.

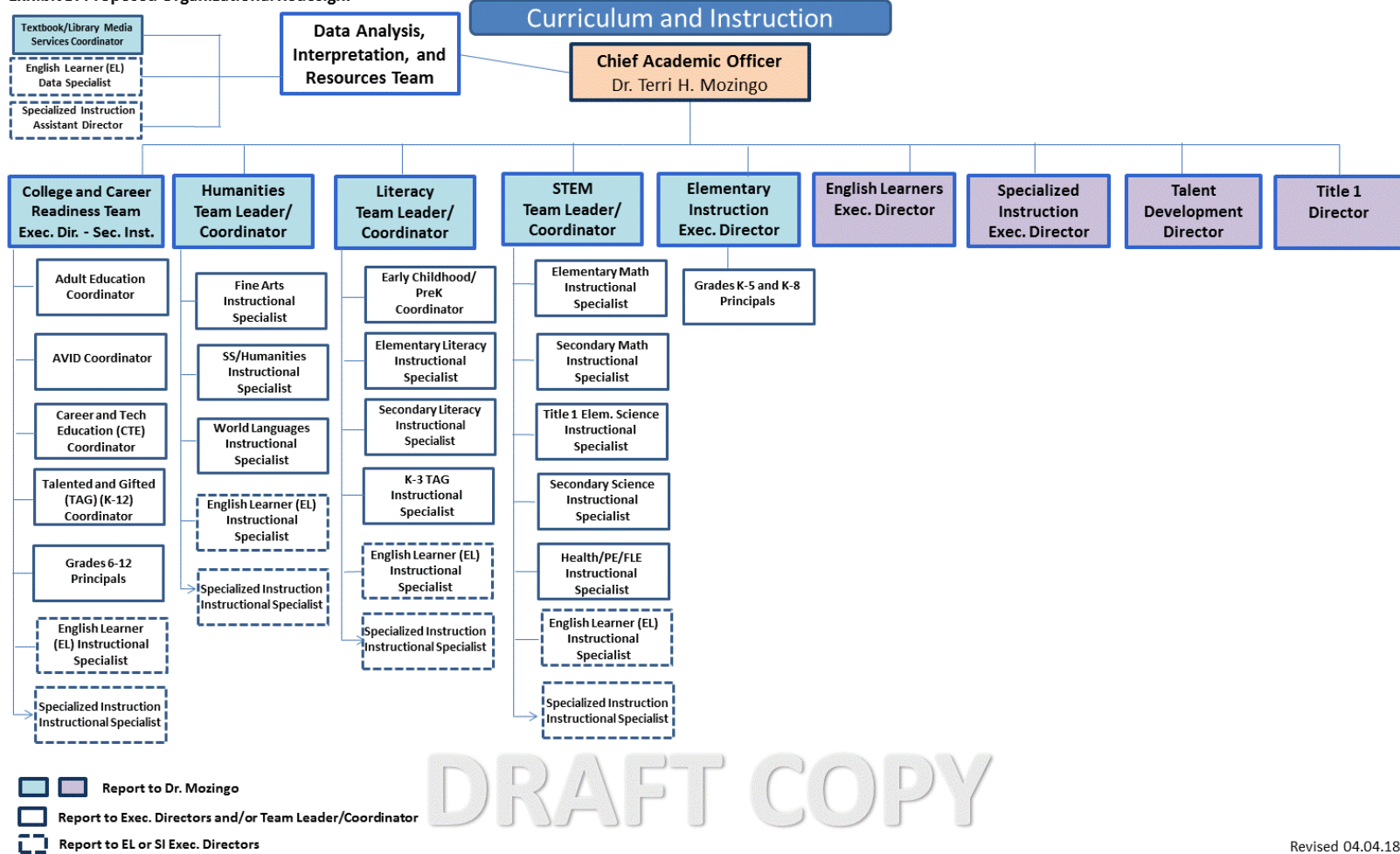
# Current Organizational Chart

Exhibit A. Current Organizational Design.



# Proposed Organizational Redesign

Exhibit B. Proposed Organizational Redesign.



Revised 04.04.18

# Successful Implementation Requirements

1. **Form** teams from **across the department** tasked with working on a **project** or finding a **solution to specific student achievement problems**
2. **Provide dedicated time and resources** on a weekly basis for team leaders and teams to meet
3. **Build trust within and across teams** by aligning goals that are division-wide, rather than specific to a single program or content area
4. **Hold** team members accountable for **cross-functional, big-picture efforts** in addition to their primary roles
5. **Ensure** that team leaders and team members work collaboratively, **ensuring** that **responsibilities and actions** are **distributed equitably** and **effectively**
6. **Expand** communication within and across teams via a **cohesive system of governance, oversight, and shared outcomes**
7. Ensure that team efforts are **acknowledged and recognized** while **ensuring that team work is successful and achieves measurable outcomes**

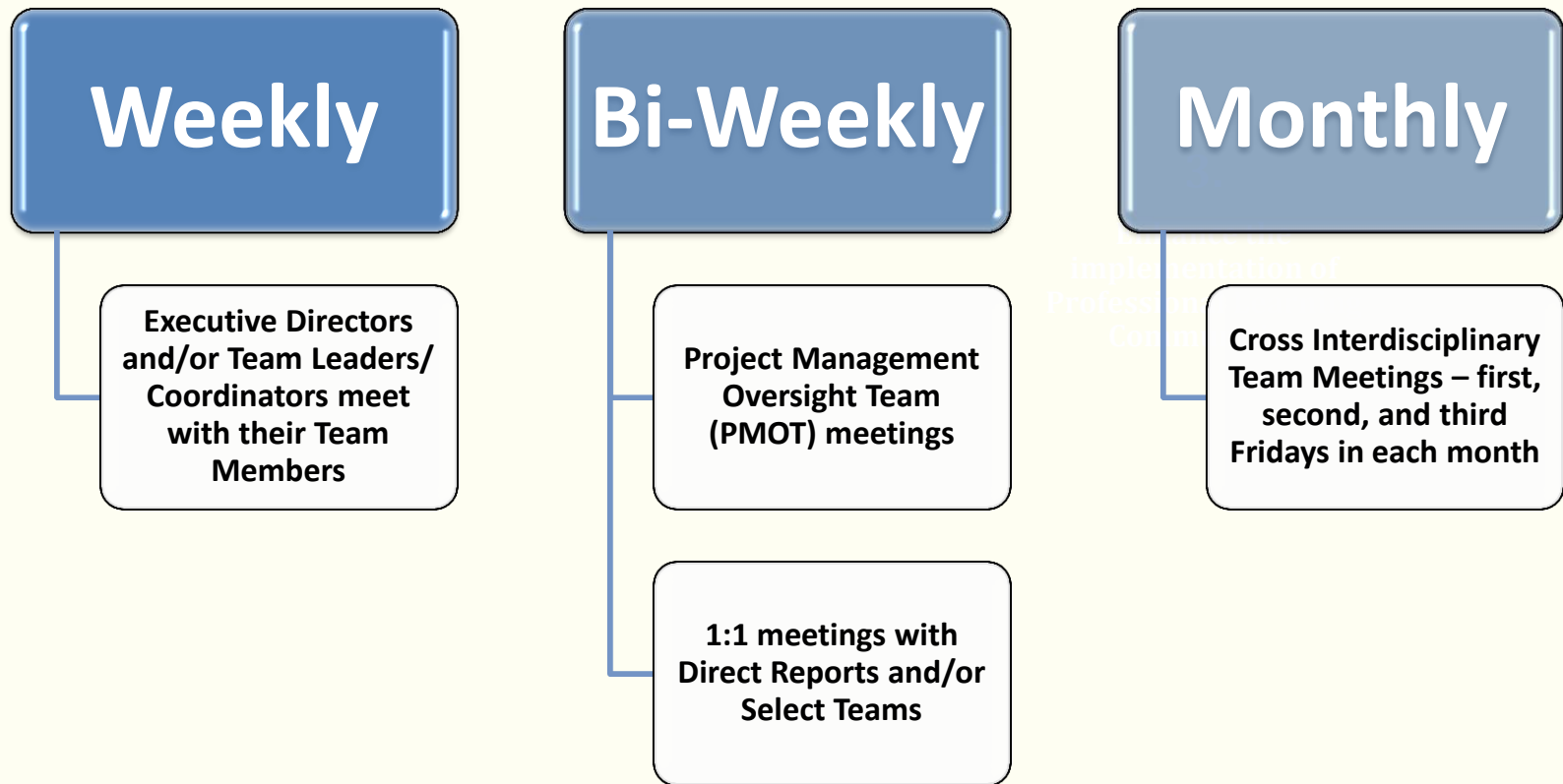
# Governance Structure

1. **Continue** the current *Project Management Oversight Team\** (PMOT) to ensure the articulation and coordination of cross-functional teams
2. **Agree upon norms** that hold each other responsible for outcomes and commit to clear expectations for how the cross-functional team meetings are conducted
3. **Ensure** that team leaders and team members participate in team-based training, and commit to high levels of engagement and problem-solving
4. **Meet** bi-weekly with the CAO to discuss relevant data, review status of ongoing deliverables, and identify schools that might require specific assistance
5. **Support** the development and implementation of the department and project plans, and celebrate accomplishments
6. **Oversee the** work that supports the *ACPS 2020 Strategic Plan*, School Education Plans (SEPs), Curriculum and Instruction Department Plan, and Project Plans

**\*Note: 10 Direct Reports for Dr. Mozingo comprise PMOT.**



# Meeting Structure



Note: A specific schedule will be developed with input from staff along with a meeting agenda, time, and location.

# Benefits of the Redesign

1. **Accelerating student achievement** through diverse teams (experience, ability, skills, program and instructional expertise)
2. **Increasing** teamwork leading to **greater levels of commitment** between diverse roles, responsibilities, and teams
3. **Increasing coordination and collaboration** between instructional services, reducing **isolation and/or redundancy**
4. **Creating a systemic culture of continuous improvement** in which department staff work together to **achieve common goals** and **address problems of practice**
5. **Delivering** innovative solutions and **increasing the momentum of change** through multiple perspectives focused on improving schools and classrooms
6. **Helping everyone understand** how their work contributes to the division and articulated priorities for student success
7. **Creating** an environment where **fresh perspectives** can replace traditional approaches to improving teaching and learning
8. **No additional positions** are included in this reorganization as the **Team Leader/Coordinator** will be **hired from within** the team

# Discussion and Questions

