

About the Transformation Fellowship

Over the next five years, the School Design Lab seeks to partner with existing high potential but not yet high performing schools. For the 17-18 academic year, we are looking to onboard a cohort of up to 3 new school teams (6 fellows).

Together, through both support and funding, we will redesign existing schools, helping them to move from “good to great” through an extensive and rigorous transformation process.

Applicant Criteria

Transformation Fellowships will be offered to currently operating Oakland district and charter schools that are:

- Led by high capacity, transformational¹ leaders² and teams
- Not yet achieving exceptional results³ according to multiple measures, but have some areas of growth⁴ and strength that will enable them to move from “good to great” within a five-year transformation period
- Committed to an intensive, multi-year redesign or capacity building process that, in the first two years of execution, will require design team leaders/fellows to spend a minimum of 1 full day/week⁵ focused on redesign efforts
- Relentless committed to engaging in a redesign process that prioritizes and will result in a rigorous academic program and joyful climate that achieves transformational outcomes for our city’s and the school’s historically underserved and/or most vulnerable students
- Driven to innovate on behalf of students in Oakland who do not yet have schools that are designed to meet their unique assets and needs as learners, and who believe in high quality education programs that are consistent with the Educate78 Transformational Schools Framework’s⁶ criteria for a high-quality education program

¹ See Educate78’s [Transformational Leadership Framework](#)

² All schools must be led by two co-fellows. One of these fellows must be the school leader. The second fellow may be a second leader (assistant or co-principal, instructional coach, teacher on special assignment, leader-leader) from the school site or another high capacity individual proposed by the school site.

³ For OUSD managed schools, we will consider applicants from schools with an overall SFP high orange to yellow ranking. Preference will be given to schools with strong results for school climate and culture and one or more areas of academic growth. For charters, we will consider applicants from schools/organizations with a 2.3 to 3.9 quality ranking according to Educate78’s internal quality index. Preference will be given to local CMOs, especially Aspire and EFC.

⁴ We are particularly interested in schools that are starting to show strong growth and results with historically underserved and/or our city’s most vulnerable subgroups

⁵ OUSD Schools must agree to spend a portion of their grant funding on capacity building supports in the form of a consistent, designated *weekly* substitute principal and/or teachers (or equivalent strategy) that will enable the design team leaders (fellows) to focus on redesign efforts one full day per week

⁶ See Educate78’s [Transformations Schools Framework](#)

(draft) of broad⁷, deep⁸, challenging⁹, relevant¹⁰, holistic¹¹, mastery-based¹², and personalized¹³.

- Invested in transforming not only their own school sites, but also their local communities and local education system, to meet the challenges, demands, and opportunities of the 21st century
- Supported to engage in this process by their school community and organization

The Transformation Fellowship: Pre-Authorization Program & Funding

Schools/organizations that meet the criteria above and are accepted into the School Design Lab Transformation Fellowship will receive:

- A total of \$60k in pre-authorization funding (\$30k/year/school team)
 - Funding will be dispersed at the end of each quarter (\$7,500/quarter), based on execution of key deliverables within each design module and participation in the community of practice and/or other programming (e.g. retreats, study trips)
- Fellows must commit to participating in and completing the following programming throughout the two-year pre-authorization fellowship period:
 - Two cohort-based retreats per year (August/September and June)
 - Up to three quarterly cohort-based redesign modules¹⁴
 - Up to two quarterly individually based/personalized redesign modules over the course of a two-year period
 - Participation in the Educate78 UnboundEd Community of Practice¹⁵
 - Personalized leadership coaching for up to two redesign fellows per school

⁷ A well-rounded curriculum that, over the school's grade span, intentionally and coherently builds cumulative knowledge and vocabulary in science, history, geography, civics, arts, and music

⁸ Applying subject-specific skills and knowledge base with critical thinking and creativity to understand, explore and solve increasingly complex problems

⁹ High expectations reflected in tasks and assignments (in both design and resulting student work) that are equivalent to those used at that grade level in high-performing schools with affluent students

¹⁰ Relevant to students' personal lives and aspirations, with meaningful and robust opportunities for students to engage in topics they are passionate about

¹¹ Goes beyond the cognitive and addresses students' physical, social and emotional needs

¹² Focus on mastery of skills and content over coverage, provides students multiple opportunities to revise, reflect on, and learn from their work, practices key aspects of a growth mindset

¹³ Provides opportunities for students to develop agency and self-direction through providing options around place, pace, and pathways for learning

¹⁴ Modules will span anywhere from 3 to 8 weeks long. Cohort-based activities will take place every other week, with site-based design, observation, and/or engagement work required between sessions. Modules will be aligned to the Ed78 Transformational Schools Framework and the SDL Outcomes.

¹⁵ All Transformation Fellows will participate in the UnboundEd Community of Practice throughout the 17-18 academic year. This will include 6 full day sessions. Each session will include instructional rounds, as well as full day workshops focused on supporting deep understanding of content and change management necessary to support the instructional shifts mandated by the Common Core Standards. The Community of Practice will also allow for one fellow/team to attend a full week long Standard's Institute in June 2017 or February 2018.

- Personalized design coaching for the designated design team
- Up to three study trips per year
- Transformation Plan support (writing and authorization)

- In the first year of the program (Engage and Explore Phase), fellows will:
 - Reflect on and understand themselves as Transformational Leaders
 - Complete an in-depth analysis of the current state of their school and identify the problem(s) they hope to solve through a redesign process, including engaging in the identification of a rigorous set of student outcomes that the school will seek to address through this work
 - Build and on-board a design team
 - Engage their community around the redesign process
 - Revisit, revise, renew, and/or create a powerful mission, vision, and graduate profile for their school
 - Explore various education program and/or operation models that may address the problem the school seeks to solve
 - Prototype an education and/or operation model for the school and deeply explore each aspect of this proposed model through study trips, conferences, and research
 - Design and execute 2 hacks, small scale prototypes, or pop-ups that test key aspect of the school's education and/or operations prototype
 - Evaluate, reflect on, and communicate key lessons learned from the initial prototypes and refine the model based on key findings

- In the second year of the program (Prototype and Design Phase), fellows will:
 - Reflect on and understand themselves as Transformational Leaders
 - Update their in-depth analysis of the current state of their school and updating the problem(s) they hope to solve through a redesign process, including engaging in the revision of a rigorous set of student outcomes that the school will seek to address through this work and the proposed education or operational program model
 - Design and execute a small to medium scale prototype/pop-up or pilot that will further test a key aspect of the school's education and/or operations prototype
 - Engage in grassroots and grasstops advocacy related to the authorization of the school's transformation plan
 - Draft, refine, and submit a high-quality transformation proposal
 - (Optional) Apply for a Transformation Launch Grant through Educate78

The Transformation Fellowship: Post-Authorization Program & Funding

Upon authorization of the School's Transformation Plan¹⁶, organization/schools will be eligible to apply for start-up funding in the amount of up to \$500/student¹⁷ based on the full enrollment of the school. This funding may be provided over the course of the transformation period and based on defined milestones.

Funded schools that participate in the Transformation Fellowship will also receive three years of implementation coaching for a period of three years (a total value of approximately \$30K).

¹⁶ Authorization for OUSD-managed schools must include clearly contracted autonomies and accountability monitoring for well-defined measurable pupil outcomes. Authorization for charter-managed schools shall be determined by the Educate78 diligence process.

¹⁷ This amount minus grant funding from the pre-authorization phase