

DISCUSSION QUESTIONS FOR  
CCSSO'S 2004 ANNUAL POLICY FORUM BREAKOUT SESSION

*"SEEING IT THROUGH: HIGH SCHOOL REFORM"*

SATURDAY, NOVEMBER 20, 2004, 10:15-11:45

DISCUSSION QUESTIONS

**A. State Actions To Support High Schools**

**1. What are you doing in your state around high school reform?**

- i. How are you defining your vision for high schools?
- ii. What state level actions do you think can have the greatest impact in terms of driving improvement in high school education and student performance?
- iii. What makes you believe your approach is likely to have an impact?
- iv. How does what LEAs and schools are doing (or need to be doing) help you to think about what your SEA must do around high school renewal?

**2. Adolescent Literacy**

- i. Do you have a program around adolescent literacy?
- ii. What are the challenges and opportunities you are facing?

**3. Data for Decision Making**

- i. How will you know when you're doing well? What really good data do you have around the performance of high schools?
- ii. What are you doing to make the best decisions you can with the information you do have?
- iii. What additional data do you need?

4. **What else do you want or need to do around high schools?**
5. **What partnerships are you developing to meet the needs of your high schools and high school students?**

## **B. SEA capacity building**

1. **Hedgehog:** If you were to choose high school reform as your priority/hedgehog issue, what would this mean about your agency and its ability to turn around student performance?
  - i. Can you best at in the world at driving high school reform?
  - ii. Are you passionate about this work? Can you instill passion within your SEA for the work?
  - iii. Can you make a compelling case for public investment in this work?
  - iv. If this isn't the *right* hedgehog issue, what is another way to define your hedgehog that encompasses high school reform?
2. **Organizational Design:** What are the kinds of roles/functions your SEA staff will need to fill in order to effectively provide supports to high schools? What is your capacity to deliver these roles/functions?
  - i. How many of your current staff are now available to do *this* work? . . . to lead and develop the kinds of partnerships you may want to do this? How many of your staff currently have the capacity to do this work?
  - ii. What are alternate ways of getting the work done? What capacities would you need in these scenarios?
  - iii. How will you prioritize those you serve?
  - iv. What needs to be done in your SEA to align the mission, vision, goals, and how you are functionally organized (organizational chart) to better meet the needs of your internal and external customers?

3. **Organizational Development:** How are you developing your staff (individually and collectively) around these core functions and the knowledge and skills they need to deliver them?
  
4. **Organizational Leadership:** How is your state education agency defining the education agenda in your state? What are your personal needs in terms of leadership development as you help your SEA through this work?
  
5. **Organizational Needs:** What supports, information, and capacity do you need?