

PLANNING AND PRE-IMPLEMENTATION

Houghton Mifflin Harcourt (HMH) begins with a data-driven assessment of needs in Phase 1 to discern instructional gaps, develop a firm understanding of priorities, and define a path to accomplish the implementation of the critical objectives of the school or district.

Taken together, HMH analyzes data trends, survey results, classroom observations, and interview input to identify strengths, gaps, and opportunities through deploying proprietary tools that examine instructional programs for the research basis, rigor, relevance, and alignment, including the *WE™ Surveys* to evaluate how the instruction, learning environment, and engagement are perceived, and the Data Analysis Report to provide an in-depth review of performance measures. This will initiate a long-range strategic planning process that fulfills the district's/school's mission with optimal efficiency and impact.

In Phase 2, HMH identifies concrete action steps aligned to priority areas of need. HMH measures progress toward the objectives with clear performance indicators against which progress is monitored. To move the collaborative strategic planning process toward effective implementation, HMH reviews results of the data to identify gaps in assessments, curriculum, and instruction, as well as the overall climate and culture of the school; develops an implementation plan detailing key project goals, activities/deliverables, responsibilities, and a project timeline; and determines results metrics, data collection, and reporting/communication timelines to track progress toward goals of the initiative.

Evidence of Effectiveness: In Pennsylvania, HFM coaches worked with the principals and leadership teams in each of Central Dauphin's School District's 19 schools to develop school strategic plans, laying out successful strategic action steps that each school took to support the rigor, relevance, and relationships initiative in their building.