



**DOVER SCHOOL  
DISTRICT**

## **JOINT BUILDING COMMITTEE – DOVER HIGH SCHOOL AND REGIONAL CTC MEETING NOTICE**

|                   |                                                           |
|-------------------|-----------------------------------------------------------|
| Meeting Type:     | <b>Regular Meeting</b>                                    |
| Meeting Location: | <b>Superintendent's Conference Room, McConnell Center</b> |
| Meeting Date:     | <b>Tuesday, March 1, 2016</b>                             |
| Meeting Time:     | <b>4:30 P.M.</b>                                          |

1. Call to order and roll call
2. Citizens' Forum
3. Approval of Meeting Minutes from Feb 16, 2016
4. Financial Report
5. Approve February Status Report and Financial Report to be submitted to the city council and school board
6. Review exterior material samples, final interior perspectives, and Planning Board Submission
7. Discuss moving the bus lane behind the school
8. Discuss XQ Super School Project "Develop" categories and possible work teams
9. Review future meeting schedule
10. Matters of Interest
11. Build next agenda and review action items
12. Adjournment

**Dover High School and Career Technical Center  
Feasibility Study  
Summary of Contract Amounts and Total Costs**

|                          |                                                      | 63.50%                    |                                 | 36.50%                         |                                            |                                                             |                                                 |                                              |
|--------------------------|------------------------------------------------------|---------------------------|---------------------------------|--------------------------------|--------------------------------------------|-------------------------------------------------------------|-------------------------------------------------|----------------------------------------------|
|                          |                                                      | \$571,500.00              |                                 | \$328,500.00                   |                                            | \$328,500.00                                                |                                                 |                                              |
| Vendor                   | Description                                          | (A)<br>Contract<br>Totals | (B)<br>HS Portion @ 76%         | (C)<br>CTE Portion @ 24%       | (D = B+C)<br>Total Expenditures<br>To Date | (E = A-D)<br>HS & CTE<br>Remaining Balance<br>(Obligations) | (F = C x 25%)<br>District Share of CTE<br>@ 25% | (G = C x 75%)<br>State Share of<br>CTE @ 75% |
|                          |                                                      | Account                   | 4015.1.600.46900.<br>4715.07101 | 4015.1.600.46900<br>4725.07108 |                                            |                                                             |                                                 |                                              |
|                          | <b>Budget (Appropriation #1 &amp; State Funding)</b> | <b>\$900,000.00</b>       |                                 |                                |                                            |                                                             |                                                 | <b>\$13,500,000.00</b>                       |
| HMFH                     | Feasability Study                                    | \$485,000.00              | \$368,600.00                    | \$116,400.00                   | \$485,000.00                               | \$0 - Complete                                              | \$29,100.00                                     | \$87,300.00                                  |
| HMFH                     | PSS#1 Frank Locker Visioning Study                   | \$26,500.00               | \$20,140.00                     | \$6,360.00                     | \$26,500.00                                | \$0 - Complete                                              | \$6,360.00                                      | \$0.00                                       |
| HMFH                     | PSS#1 Visioning-Cost to Procure Add'l Svs - 10%      | \$2,650.00                | \$2,014.00                      | \$636.00                       | \$2,650.00                                 | \$0 - Complete                                              | \$636.00                                        | \$0.00                                       |
| HMFH                     | PSS#2 Universal Environmental, (Haz Mat)             | \$5,700.00                | \$4,332.00                      | \$1,368.00                     | \$5,700.00                                 | \$0 - Complete                                              | \$1,368.00                                      | \$0.00                                       |
| HMFH                     | PSS#2 Haz Mat-Cost to Procure Add'l Svs-10%          | \$570.00                  | \$433.20                        | \$136.80                       | \$570.00                                   | \$0 - Complete                                              | \$136.80                                        | \$0.00                                       |
| HMFH                     | PSS#2 McPhail Associates, (GeoTech)                  | \$21,500.00               | \$14,772.88                     | \$4,665.12                     | \$19,438.00                                | \$0 - Complete                                              | \$4,665.12                                      | \$0.00                                       |
| HMFH                     | PSS#2 Geo Tech-Cost to Procure Add'l Svs-10%         | \$2,150.00                | \$1,477.30                      | \$466.51                       | \$1,943.81                                 | \$0 - Complete                                              | \$466.51                                        | \$0.00                                       |
| HMFH                     | PSS#2 Sebago Technics, (Site Survey)                 | \$39,800.00               | \$26,068.00                     | \$8,232.00                     | \$34,300.00                                | \$0 - Complete                                              | \$8,232.00                                      | \$0.00                                       |
| HMFH                     | PSS#2 Site Survey-Cost to Procure Add'l Svs-10%      | \$3,980.00                | \$2,606.80                      | \$823.20                       | \$3,430.00                                 | \$0 - Complete                                              | \$823.20                                        | \$0.00                                       |
| HMFH                     | Add'l Services: Travel, Postage, Printing            | \$10,450.00               | \$5,936.53                      | \$1,874.72                     | \$7,811.25                                 | \$0 - Complete                                              | \$1,874.72                                      | \$0.00                                       |
| Dover School District    | Clerical, Legal and Supply Costs                     | \$25,000.00               | \$11,040.79                     | \$3,486.56                     | \$14,527.35                                | \$0 - Complete                                              | \$3,486.56                                      | \$0.00                                       |
| PC Construction          | Construction Manager Services                        | \$96,000.00               | \$44,840.00                     | \$14,160.00                    | \$59,000.00                                | \$37,000.00                                                 | \$14,160.00                                     | \$0.00                                       |
|                          |                                                      |                           |                                 |                                |                                            |                                                             |                                                 | \$0.00                                       |
|                          |                                                      |                           |                                 |                                |                                            |                                                             |                                                 | \$0.00                                       |
|                          |                                                      |                           |                                 |                                |                                            |                                                             |                                                 | \$0.00                                       |
| <b>TOTALS, 2/29/2016</b> |                                                      | <b>\$719,300.00</b>       | <b>\$502,261.50</b>             | <b>\$158,608.91</b>            | <b>\$660,870.41</b>                        | <b>\$37,000.00</b>                                          | <b>\$71,308.91</b>                              | <b>\$87,300.00</b>                           |
| <b>BUDGET BALANCE</b>    |                                                      | <b>\$180,700.00</b>       | <b>\$69,238.50</b>              | <b>\$169,891.09</b>            | <b>\$239,129.59</b>                        | <b>\$202,129.59</b>                                         | <b>\$257,191.09</b>                             | <b>\$13,412,700.00</b>                       |

**Total Feasibility Study Funds Remaining (Column B Budget Balance + Column F Budget Balance + Column G Total (-) Column E Total): \$376,729.59 \***

*\*Remaining funds do not include all state funding requests for CTE*

**Dover High School and Career Technical Center  
Design Services, Additional Geotechnical Engineering Services & Construction  
Summary of Contract Amounts and Total Costs**

|        |                                                 |                           | \$55,480,000.00                 | \$17,520,000.00                 |                                            |                                                             | \$4,380,000.00                                  | \$13,412,700.00                              |
|--------|-------------------------------------------------|---------------------------|---------------------------------|---------------------------------|--------------------------------------------|-------------------------------------------------------------|-------------------------------------------------|----------------------------------------------|
| Vendor | Description                                     | (A)<br>Contract<br>Totals | (B)<br>HS Portion @ 76%         | (C)<br>CTE Portion @ 24%        | (D = B+C)<br>Total Expenditures<br>To Date | (E = A-D)<br>HS & CTE<br>Remaining Balance<br>(Obligations) | (F = C x 25%)<br>District Share of CTE<br>@ 25% | (G = C x 75%)<br>State Share of<br>CTE @ 75% |
|        |                                                 | Account                   | 4016.1.600.46900.<br>4725.07101 | 4016.1.600.46900.<br>4725.07108 |                                            |                                                             |                                                 |                                              |
|        | Budget (Appropriation #2)                       | \$23,300,000.00           |                                 |                                 |                                            |                                                             |                                                 |                                              |
|        | Budget (Appropriation #3)                       | \$49,700,000.00           |                                 |                                 |                                            |                                                             |                                                 |                                              |
| HMFH   | PSS#3 Schematic Design (15%)                    | \$1,008,000.00            | \$766,080.00                    | \$241,920.00                    | \$1,008,000.00                             | \$0 - Complete                                              | \$241,920.00                                    | \$0.00                                       |
| HMFH   | PSS#3 /PSS#6 Design Development (20%)           | \$1,316,000.00            | \$375,060.00                    | \$118,440.00                    | \$493,500.00                               | \$822,500.00                                                | \$118,440.00                                    | \$0.00                                       |
| HMFH   | PSS#3 / PSS#6 Construction Documents (25%)      | \$1,633,000.00            |                                 |                                 | \$0.00                                     | \$1,633,000.00                                              |                                                 | \$0.00                                       |
| HMFH   | PSS#3 Bidding (5%)                              | \$336,000.00              |                                 |                                 | \$0.00                                     | \$336,000.00                                                |                                                 | \$0.00                                       |
| HMFH   | PSS#3 Construction Administration-Phase 1 (30%) | \$2,016,000.00            |                                 |                                 | \$0.00                                     | \$2,016,000.00                                              |                                                 | \$0.00                                       |
| HMFH   | PSS#3 Construction Administration-Phase 2 (5%)  | \$336,000.00              |                                 |                                 | \$0.00                                     | \$336,000.00                                                |                                                 | \$0.00                                       |
| HMFH   | Add'l Services: Travel, Postage, Printing       | \$85,000.00               | \$2,563.56                      | \$809.56                        | \$3,373.12                                 | \$81,626.88                                                 | \$809.56                                        | \$0.00                                       |
| HMFH   | PSS#4 McPhail Associates - Geotechnical         | \$37,000.00               | \$20,688.17                     | \$6,533.12                      | \$27,221.29                                | \$9,778.71                                                  | \$6,533.12                                      | \$0.00                                       |
| HMFH   | PSS#4 HMFH Coordination Fee - 10%               | \$3,700.00                | \$2,068.81                      | \$653.32                        | \$2,722.13                                 | \$977.87                                                    | \$653.32                                        | \$0.00                                       |
| HMFH   | PSS#5 Synthetic Turf Field Design               | \$67,500.00               | \$8,360.00                      | \$2,640.00                      | \$11,000.00                                | \$56,500.00                                                 | \$2,640.00                                      | \$0.00                                       |
| HMFH   | PSS#5 GGD-Technology Procurement                | \$32,000.00               |                                 |                                 | \$0.00                                     | \$32,000.00                                                 |                                                 | \$0.00                                       |
| HMFH   | PSS#5 UEC-Add'l HazMat Services                 | \$18,000.00               | \$7,220.00                      | \$2,280.00                      | \$9,500.00                                 | \$8,500.00                                                  | \$2,280.00                                      | \$0.00                                       |
| HMFH   | PSS#5 PLS - Furniture & Equip Procurement       | \$100,000.00              | \$5,700.00                      | \$1,800.00                      | \$7,500.00                                 | \$92,500.00                                                 | \$1,800.00                                      | \$0.00                                       |
| HMFH   | PSS#5 HMFH Coordination Fee                     | \$21,750.00               | \$2,128.00                      | \$672.00                        | \$2,800.00                                 | \$18,950.00                                                 | \$672.00                                        | \$0.00                                       |
|        |                                                 |                           |                                 |                                 |                                            |                                                             |                                                 | \$0.00                                       |
|        | <b>TOTALS, 2/29/2016</b>                        | <b>\$7,009,950.00</b>     | <b>\$1,189,868.54</b>           | <b>\$375,748.00</b>             | <b>\$1,565,616.54</b>                      | <b>\$5,444,333.46</b>                                       | <b>\$375,748.00</b>                             | <b>\$0.00</b>                                |
|        |                                                 |                           |                                 |                                 |                                            |                                                             |                                                 |                                              |
|        | <b>BUDGET BALANCE</b>                           | <b>\$42,690,050.00</b>    | <b>\$54,290,131.46</b>          | <b>\$17,144,252.00</b>          | <b>\$71,434,383.46</b>                     | <b>\$67,555,666.54</b>                                      | <b>\$4,004,252.00</b>                           | <b>\$13,412,700.00</b>                       |

**Total Design Services, Geotech Svs & Construction Funds Remaining (Column B Budget Balance + Column F Budget Balance + Column G Total (-) Column E Total): \$52,850,050.00 \***

*\*Remaining funds do not include all state funding requests for CTE*

|                       | PROJECT SUMMARY     |                          |                        |                 |
|-----------------------|---------------------|--------------------------|------------------------|-----------------|
|                       | Appropriation<br>#1 | Appropriation<br>#2 & #3 | State of NH<br>Funding | Total           |
| Budget:               | \$900,000.00        | \$73,000,000.00          | \$13,500,000.00        | \$87,400,000.00 |
| Expensed to Date:     | \$660,870.41        | \$1,565,616.54           | \$0.00                 | \$2,226,486.95  |
| Obligations to Date:  | \$37,000.00         | \$5,444,333.46           | \$0.00                 | \$5,481,333.46  |
| % Expensed/Obligated: | 77.54%              | 9.60%                    | 0.00%                  | 16.94%          |
| Budget Availability:  | \$202,129.59        | \$65,990,050.00          | \$13,500,000.00        | \$79,692,179.59 |

**CAPITAL IMPROVEMENTS SUMMARY**  
**Dover High School & Regional Career Technical Center Project**  
As of: February 29, 2016

|                                                    |                         |
|----------------------------------------------------|-------------------------|
| Appropriation #1 (FY14), Issued January 26, 2014:  | \$ 900,000.00           |
| Appropriation #2 (FY15), Issued November 12, 2014: | \$ 23,300,000.00        |
| Appropriation #3 (FY16), Issued July 22, 2015:     | \$ 49,700,000.00        |
| State of NH Funding (FY16):                        | \$ 13,500,000.00        |
| Total Appropriation:                               | <b>\$ 87,400,000.00</b> |

| <u>Date</u>                                                                                                                                                               | <u>CIPM#</u> | <u>Expenditures to Date:</u>                                                                                    | <u>Amount:</u>         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------|------------------------|
| 2/26/2015                                                                                                                                                                 | 001          | HMFH Architects, Inc.: Feasibility Study - for services rendered through 12/31/2014                             | \$ 24,250.00           |
| 2/26/2015                                                                                                                                                                 | 001          | HMFH Architects, Inc.: Feasibility Study & Visioning /Educ Plan Proc. - for services rendered through 1/31/2015 | \$ 106,100.00          |
| 3/12/2015                                                                                                                                                                 | 002          | HMFH Architects, Inc.: Travel Expense - for services rendered through 12/31/2014                                | \$ 347.94              |
| 3/12/2015                                                                                                                                                                 | 002          | HMFH Architects, Inc.: Travel Expense - for services rendered through 1/31/2015                                 | \$ 238.23              |
| 3/26/2015                                                                                                                                                                 | 003          | HMFH Architects, Inc.: Feasibility Study - for services rendered through 2/28/2015                              | \$ 82,450.00           |
| 3/26/2015                                                                                                                                                                 | 003          | HMFH Architects, Inc.: HazMat - for services rendered through 2/28/2015                                         | \$ 6,270.00            |
| 3/26/2015                                                                                                                                                                 | 003          | HMFH Architects, Inc. - Travel Expense - for services rendered through 2/28/2015                                | \$ 548.74              |
| 4/30/2015                                                                                                                                                                 | 004          | HMFH Architects, Inc.: Feasibility Study & Visioning /Educ Plan Proc. - for services rendered through 3/31/2015 | \$ 87,950.00           |
| 4/30/2015                                                                                                                                                                 | 004          | HMFH Architects, Inc.: Survey - for services rendered through 3/31/2015                                         | \$ 37,730.00           |
| 4/30/2015                                                                                                                                                                 | 004          | HMFH Architects, Inc.: Printing & Travel Expense - for services rendered through 3/31/2015                      | \$ 5,204.68            |
| 6/18/2015                                                                                                                                                                 | 005          | HMFH Architects, Inc.: Feasibility Study - for services rendered through 4/30/2015                              | \$ 82,450.00           |
| 6/18/2015                                                                                                                                                                 | 005          | HMFH Architects, Inc.: GeoTech/GeoEnv - for services rendered through 4/30/2015                                 | \$ 4,001.75            |
| 6/18/2015                                                                                                                                                                 | 005          | HMFH Architects, Inc.: Travel Expense - for services rendered through 4/30/2015                                 | \$ 279.66              |
| 6/30/2015                                                                                                                                                                 | 006          | HMFH Architects, Inc.: Feasibility Study - for services rendered through 5/31/2015                              | \$ 82,450.00           |
| 6/30/2015                                                                                                                                                                 | 006          | HMFH Architects, Inc.: GeoTech/GeoEnv - for services rendered through 5/31/2015                                 | \$ 2,184.93            |
| 6/30/2015                                                                                                                                                                 | 006          | HMFH Architects, Inc.: Travel Expense - for services rendered through 5/31/2015                                 | \$ 71.23               |
| 6/30/2015                                                                                                                                                                 | 006          | HMFH Architects, Inc.: Feasibility Study - for services rendered through 6/30/2015                              | \$ 24,250.00           |
| 6/30/2015                                                                                                                                                                 | 006          | HMFH Architects, Inc.: GeoTech/GeoEnv - for services rendered through 6/30/2015                                 | \$ 15,195.13           |
| 6/30/2015                                                                                                                                                                 | 006          | HMFH Architects, Inc.: Travel Expense - for services rendered through 6/30/2015                                 | \$ 938.83              |
| 6/30/2015                                                                                                                                                                 | 008          | Journal entry to re-class JBC expenses from GF (managed under existing POs & Payroll within GF)                 | \$ 14,527.35           |
| 9/3/2015                                                                                                                                                                  | 007          | HMFH Architects, Inc.: Feasibility Study - for services rendered through 7/31/2015                              | \$ 24,250.00           |
| 9/3/2015                                                                                                                                                                  | 007          | HMFH Architects, Inc.: Travel Expense - for services rendered through 7/31/2015                                 | \$ 181.94              |
| 10/15/2015                                                                                                                                                                | 010          | HMFH Architects, Inc.: Schematic Design - for services rendered through 8/31/2015                               | \$ 151,200.00          |
| 10/15/2015                                                                                                                                                                | 010          | HMFH Architects, Inc.: Printing & Travel Expense - for services rendered through 8/31/2015                      | \$ 1,895.89            |
| 10/23/2015                                                                                                                                                                | 012          | PC Construction Co.: Precon Ph I - Initial 3 conceptual design option estimates & recon with HMFH Estimator     | \$ 59,000.00           |
| 11/5/2015                                                                                                                                                                 | 011          | HMFH Architects, Inc.: Schematic Design - for services rendered through 9/30/2015                               | \$ 352,800.00          |
| 12/3/2015                                                                                                                                                                 | 013          | HMFH Architects, Inc.: Schematic Design - for services rendered through 10/31/2015                              | \$ 302,400.00          |
| 12/3/2015                                                                                                                                                                 | 014          | HMFH Architects, Inc.: Printing & Travel Expense - for services rendered through 10/31/2015                     | \$ 933.06              |
| 12/3/2015                                                                                                                                                                 | 015          | HMFH Architects, Inc.: GeoTech Services - for services rendered through 10/31/2015                              | \$ 20,015.33           |
| 12/3/2015                                                                                                                                                                 | 015          | HMFH Architects, Inc.: Furniture & Equipment Procurement - for services rendered through 10/31/2015             | \$ 5,500.00            |
| 12/31/2015                                                                                                                                                                | 016          | HMFH Architects, Inc.: Schematic Design - for services through 11/30/2015                                       | \$ 201,600.00          |
| 12/31/2015                                                                                                                                                                | 016          | HMFH Architects, Inc.: Design Development - for services through 11/30/2015                                     | \$ 164,500.00          |
| 12/31/2015                                                                                                                                                                | 016          | HMFH Architects, Inc.: GeoTech Services - for services through 11/30/2015                                       | \$ 9,740.56            |
| 12/31/2015                                                                                                                                                                | 016          | HMFH Architects, Inc.: Turf Field Design - for services through 11/30/2015                                      | \$ 12,100.00           |
| 12/31/2015                                                                                                                                                                | 016          | HMFH Architects, Inc.: HazMat - for services through 11/30/2015                                                 | \$ 10,450.00           |
| 12/31/2015                                                                                                                                                                | 016          | HMFH Architects, Inc.: Travel Expenses - for services through 11/30/2015                                        | \$ 108.07              |
| 2/11/2016                                                                                                                                                                 | 017          | HMFH Architects, Inc.: Design Development - for services through 12/31/2015                                     | \$ 329,000.00          |
| 2/11/2016                                                                                                                                                                 | 017          | HMFH Architects, Inc.: GeoTech Services - for services through 12/31/2015                                       | \$ 187.53              |
| 2/11/2016                                                                                                                                                                 | 017          | HMFH Architects, Inc.: Furniture & Equipment Procurement - for services rendered through 12/31/2015             | \$ 2,750.00            |
| 2/11/2016                                                                                                                                                                 | 017          | HMFH Architects, Inc.: Travel Expenses - for services through 12/31/2015                                        | \$ 436.10              |
| <b>Total:</b>                                                                                                                                                             |              |                                                                                                                 | <b>\$ 2,226,486.95</b> |
| <b>Obligations:</b>                                                                                                                                                       |              |                                                                                                                 |                        |
| PC Construction Co.: Preconstruction Phase for DHS/CTC renovation                                                                                                         |              |                                                                                                                 | \$ 37,000.00           |
| HMFH Architects, Inc.: Supplement #3, #6 Services Fee authorized 9/15/2015                                                                                                |              |                                                                                                                 | \$ 5,143,500.00        |
| HMFH Architects, Inc.: Supplement #4 Additional Geotechnical Engineering Services-Borings, Geotechnical Report & Design                                                   |              |                                                                                                                 | \$ 10,756.58           |
| HMFH Architects, Inc.: Supplement #5 Synthetic Turf Field Design, Technology Procurement, Add'l HazMat Services, Furniture & Equipment Procurement, HMFH Coordination Fee |              |                                                                                                                 | \$ 208,450.00          |
| HMFH Architects, Inc.: Printing & Travel Expenses                                                                                                                         |              |                                                                                                                 | \$ 81,626.88           |
|                                                                                                                                                                           |              |                                                                                                                 | <b>\$ 5,481,333.46</b> |

**Budget Availability: \$79,692,179.59**

# DEVELOP PHASE

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## PLANNING YOUR IMPLEMENTATION



### TALENT & TRAINING

Staffing your school is one of the most important steps in ensuring that your mission for learning is delivered upon. Recruiting a capable staff, coordinating their roles, and planning for their ongoing learning are all critical.

[GET STARTED >](#)



### PERFORMANCE MANAGEMENT & EVALUATION

Good schools build a culture of performance, in which everyone is accountable for student success and uses information to assess progress, flag problem areas, and identify opportunities and solutions. [GET STARTED >](#)



### TIME, SPACE, & TECHNOLOGY

Creative use of time, technology integration, and purposeful design of your facilities are all crucial elements in developing the right type of learning environment. [GET STARTED >](#)



### FINANCIAL MODEL & SUSTAINABILITY

A good financial model is essential for a school's sustainability. A fiscally responsible budget makes the most of available resources and keeps the focus of everything you do squarely on students. [GET STARTED >](#)



### GOVERNANCE

Good governance provides financial and legal stewardship for your school, helps you stay true to your mission, and offers opportunities for participation and voice by members of the school's community. [GET STARTED >](#)



### IMPLEMENTATION CAPACITY

Planning and managing an effective school requires leadership, an ability to recognize and address barriers, and people who have the skills and commitment to get things done in service of a mission. [GET STARTED >](#)

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# TALENT & TRAINING

The materials in these modules have been provided as a preview of the final phase in the creation of your school.

## THINGS TO THINK ABOUT

- 1 What roles will teachers, leaders, and other adults play in your school? What specialized knowledge and skills will they need?
- 2 What are your plans for staff recruitment? What sources will you explore?
- 3 How will you enlist nontraditional educators to optimize your school design?
- 4 How will you foster a strong professional learning community and promote continuous learning and improvement?
- 5 What barriers do you anticipate, and how will you overcome them?

## PARTIAL LIST OF RESOURCES

- **10 Things HR Should Do**
- **An Educator-Designer Duo**
- **Blow Minds, Teach STEM**
- **Communities of Practice**
- **Deloitte on Making Work Irresistible**
- **Good Teachers are Made**
- **How a High School Teaches Teachers**
- **Ideas in Action: Networked Improvement Communities**
- **Inducting Educators**
- **Inside Mathematics**
- **Inspiration from Finland**
- **Interview with Arthur Levine**
- **Masters of Complexity**
- **PBS' Teacherline**
- **Preparing Teachers for Deeper Learning**
- **Reinventing the Definition of a Teacher**
- **Storytelling to Engage Toolkit**
- **Talent Development Toolkit**
- **The Teaching Channel**
- **The Widget Effect**

# PERFORMANCE MANAGEMENT & EVALUATION

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**Good schools build a culture of performance, in which everyone is accountable for student success and uses information to assess progress, flag problem areas, and identify opportunities and solutions.**

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The materials in these modules have been provided as a preview of the final phase in the creation of your school.

## THINGS TO THINK ABOUT

- 1** How will you measure growth in every student's learning? How will you identify problems, challenges, and opportunities? What tools and procedures will you use to gather this information, and how often?
  - 2** How will you collect feedback on your instructional program, the overall experience of students, and the effectiveness of school leadership? How will you understand and improve performance based on this feedback?
  - 3** How can you use standard data sources differently to rethink student assessment from the bottom up? What data aren't being collected through existing systems?
  - 4** What do you need to know about your students' academic competencies, social-emotional development, and real-world interests in order to guide their journeys to adulthood?
- 

## PARTIAL LIST OF RESOURCES

- **Assessment System Principles**
- **Buck Institute's Assessment Rubric**
- **Framework for Teacher Assessment**
- **Inspiration from Good Shepherd Services**
- **Measuring Success at Independent Schools**
- **SCALE at Stanford**
- **Student Data**
- **The Policy and Practice of Student Assessment**
- **Visualizing the Path to Graduation**
- **Weikart Center Youth Program Quality Assessment**

# TIME, SPACE, & TECHNOLOGY

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## THINGS TO THINK ABOUT

- 1** How can your school use time, space, and technology in innovative ways that enhance opportunities for students to learn and grow and for teachers to thrive and succeed?
  - 2** How will your students spend their time during the day and throughout the school year?
  - 3** How might you use spaces inside and beyond your school to enhance learning? How will you develop or get access to those spaces?
  - 4** What technologies will help you create the best possible learning experiences for your students?
- 

## PARTIAL LIST OF RESOURCES

- **Community-Centered Design**
- **Digital Learning Report Card**
- **Digital Tools for College Readiness**
- **Expanded Learning Models**
- **Expeditionary Schools in Action**
- **Gamifying Student Engagement**
- **Green Schools in Canada**
- **Healthy School Design**
- **How Offices are Designed for Productivity**
- **How States Fund School Facilities**
- **Inspiration from a Japanese Kindergarten**
- **IT for Competency-Based Education**
- **Kurani Urban Design Firm**
- **Makerspaces**
- **Makerspaces in Action**
- **PowerMyLearning**
- **Re-imagined School Schedules**
- **The Case for Time**
- **The Science of Teenage Sleep**
- **The Yellow Bus**
- **Time for Deeper Learning**
- **Trends to Reform the School Calendar**
- **Why Redesign Time**



# FINANCIAL MODEL & SUSTAINABILITY

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**A good financial model is essential for a school's sustainability. A fiscally responsible budget makes the most of available resources and keeps the focus of everything you do squarely on students.**

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The materials in these modules have been provided as a preview of the final phase in the creation of your school.

## THINGS TO THINK ABOUT

- 1** What is the current school finance situation in the community you wish to serve? What funding streams for youth and education are available to you? How flexible are they, and are there any rules and constraints for these funds?
  - 2** What is the total cost of implementing your school model? How will you use resources creatively to fulfill your mission?
  - 3** How do you expect to use money strategically during the development year prior to opening your school? How about for the first five years of operations?
  - 4** How will you ensure that your school is financially sustainable? What funds—beyond per-pupil allocations—do you anticipate needing over the long term? How will you secure them?
  - 5** Who has the financial expertise to make your innovations real? Are they willing to help or be a part of your team?
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## PARTIAL LIST OF RESOURCES

- **8-Point Guide to Financial Leadership**
- **A Framework for Charter School Operations**
- **Budgeting for Teacher Effectiveness**
- **Nonprofit Guide to Financial Leadership**
- **Nonprofit Sustainability**
- **Seeing Your Business Model**

# GOVERNANCE

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**Good governance provides financial and legal stewardship for your school, helps you stay true to your mission, and offers opportunities for participation and voice by members of the school's community.**

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The materials in these modules have been provided as a preview of the final phase in the creation of your school.

## THINGS TO THINK ABOUT

- 1** Will your school be an independent charter school, a school within a charter network, or a school within a district? What are the pros and cons of each?
  - 2** How will you ensure fair and effective policies regarding student enrollment, calendar, hiring, procurement and purchasing, curriculum, and other matters? How much discretion will you need in these matters to enact your innovation?
  - 3** Which champions will you need to provide your school with guidance and support, and to ensure accountability for legal requirements, sound fiscal practices, and high expectations for student learning?
  - 4** How will students influence the ongoing governance of your school? What opportunities for leadership can you give them?
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## PARTIAL LIST OF RESOURCES

- **33 Principles for Good Governance**
- **A Framework for Governance**
- **Board on Track**
- **National School Boards Association**
- **What to do About Problematic Board Members**

# IMPLEMENTATION CAPACITY

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**Planning and managing an effective school requires leadership, an ability to recognize and address barriers, and people who have the skills and commitment to get things done in service of a mission.**

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The materials in these modules have been provided as a preview of the final phase in the creation of your school.

## THINGS TO THINK ABOUT

- 1** What do you need to do in order to evolve from concept to implementation? Who needs to be involved, at what level of commitment, and in what roles?
  - 2** Organizations develop habits very early in their operations. What mission critical practices can you build in from the beginning?
  - 3** What gaps, barriers, and threats could hamper your ability to fully implement your design? How will you address them?
  - 4** How will you stay flexible to differences in the way your team members view processes and priorities? How will you adapt when your expectations don't match reality?
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## PARTIAL LIST OF RESOURCES

- **Build Your Own Racial Equity Guide**
- **How Google Stays Innovative**
- **How the Circus Thinks About Diverse Teams**
- **Managing Human Capital**
- **Marguerite Casey Capacity Assessment Tool**
- **Preparing High-Performing School Leaders**
- **Stanley McChrystal on Military Teams**
- **Taking Successful Change Initiatives Beyond Capacity**
- **Talent Matters**
- **The Capacity Framework**
- **The Power of Diverse Leadership**
- **DIY Theory of Change**
- **The World of Adaptive Leadership**
- **Theory of Change in Action**
- **What Makes a Leader**
- **When to Invest in Capacity Building**