



MAGNET SCHOOL DEVELOPMENT FRAMEWORK



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AGENDA

- Purpose of Framework
- Framework Overview
- Core Magnet Components
- Elements of Magnet Success
- Stages of Magnet School Development
- Implementation Mapping
- Discussion



MAGNET SCHOOL DEVELOPMENT FRAMEWORK

To provide local education agencies and schools with a systematic approach to magnet school development and guidance on planning and implementing successful magnet schools.



MAGNET SCHOOL DEVELOPMENTAL FRAMEWORK

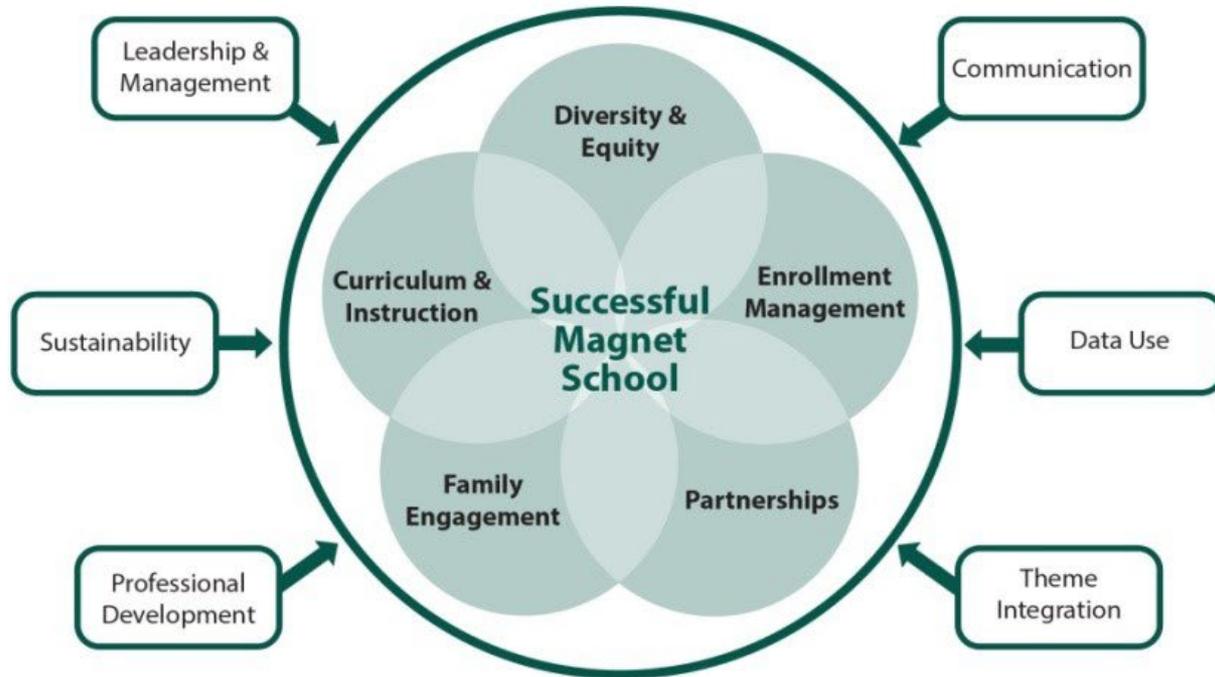
HOW TO USE THE FRAMEWORK

- A guide to help plan the lifecycle of your proposed magnet programs
- A continuous bench-marker for achievements as the programs are implemented
- For magnet team check-ins
- Communication tool for the magnet vision and magnet development
- Common framework for the magnets in your district
 - Common language
 - Common agenda



MAGNET SCHOOL DEVELOPMENTAL FRAMEWORK

OVERVIEW



Stage 1: Planning; Stage 2: Early Implementation; Stage 3: Full Implementation; Stage 4: Optimization. A successful magnet school incorporates diversity and equity, enrollment management, partnerships, family engagement, and curriculum and instruction. The elements of success are communication, data use, theme integration, professional development, sustainability, and leadership and management.



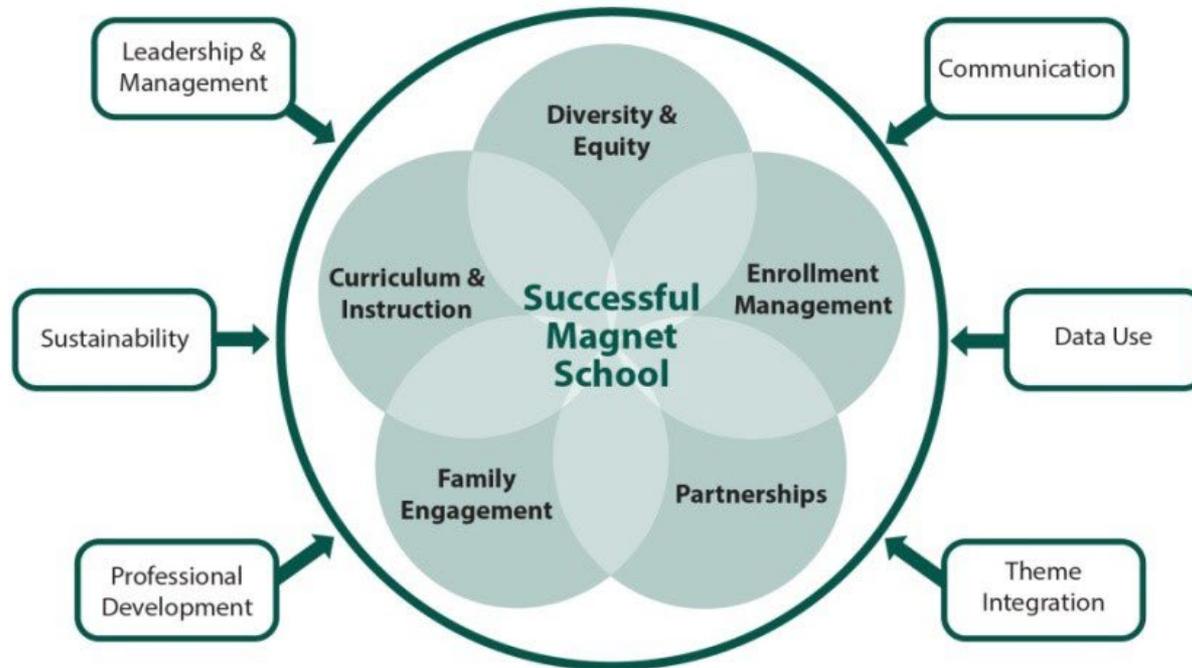
MAGNET COMPONENTS

Stage 1: Planning

Stage 2: Early Implementation

Stage 3: Full Implementation

Stage 4: Optimization



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CORE MAGNET COMPONENTS

Diversity and Equity

Diversity results from including a range of race, ethnicity, socioeconomic status, gender, sexual orientation, language, culture, religion, and mental and physical ability into all aspects of the magnet school program. Magnet schools are designed to attract students from different backgrounds and offer learning environments that promote understanding of different cultures and produce academic excellence. Equity denotes fairness in the implementation of policies and the allocation of resources. Embedding processes that value diversity and promote equity builds an inclusive school culture that improves outcomes for all students. Diversity and equity strategies should be intentional and integral to the magnet school.

- Both/and thinking not either/or
- Access and inclusion to all aspects of the magnet school
- Messaging and practicing equity and equitable policies and implementation
- Believing, celebrating, and spreading the vision



CORE MAGNET COMPONENTS

Enrollment Management

Strategic enrollment management (SEM) helps to achieve and sustain diverse student enrollments; this holistic, strategic approach encompasses all aspects of magnet school work to achieve desired student enrollments. SEM focuses less on “selling” the magnet school and more on responding to student and family needs from the time they inquire about the magnet school until graduation. SEM examines school, family, and community data and contexts as well as the interrelationships among dynamic systems and processes. The SEM development and implementation process embraces the six elements of magnet school success to reinforce the school’s identity and build interest, trust, and loyalty between the school and its stakeholders.

- Data-based strategies
- Retaining families
- Understanding the context of all stakeholders
- Understanding the context of community growth
 - Economic development
 - Newcomers
 - Zoning



CORE MAGNET COMPONENTS

Curriculum and Instruction

While curriculum and instruction are separate concepts, they are interdependent and often developed in tandem. In magnet schools, curricular and instructional approaches should be theme- and evidence-based; interdisciplinary and dynamic; rigorous and relevant; and tailored to the needs, interests, and talents of the individual learners to ensure equitable academic success for all students. Taking a collaborative approach to curriculum and instruction helps to transform magnet teaching and learning into an organic process that happens anywhere at any time.

- Interdependence of the learning aspects of each school
- Connection to district-level work
 - Crosswalks at the school level
- State and national standards apply
- Development of magnet or theme standards
- Instructional delivery practices
- Consistency



CORE MAGNET COMPONENTS

Partnerships

School-organization partnerships are cooperative relationships that can mutually benefit the magnet school and the partner organizations. Partnerships bring diverse perspectives, innovative ideas, knowledge, and skills that enhance magnet school implementation and effectiveness. In addition, partners can provide needed resources, such as material and human resources, and unique learning experiences for students and staff.

- Less is/can be more
- Goal focused
- Different levels of partnerships
- Memoranda of understanding
- Nurturing and deepening partnerships over time



CORE MAGNET COMPONENTS

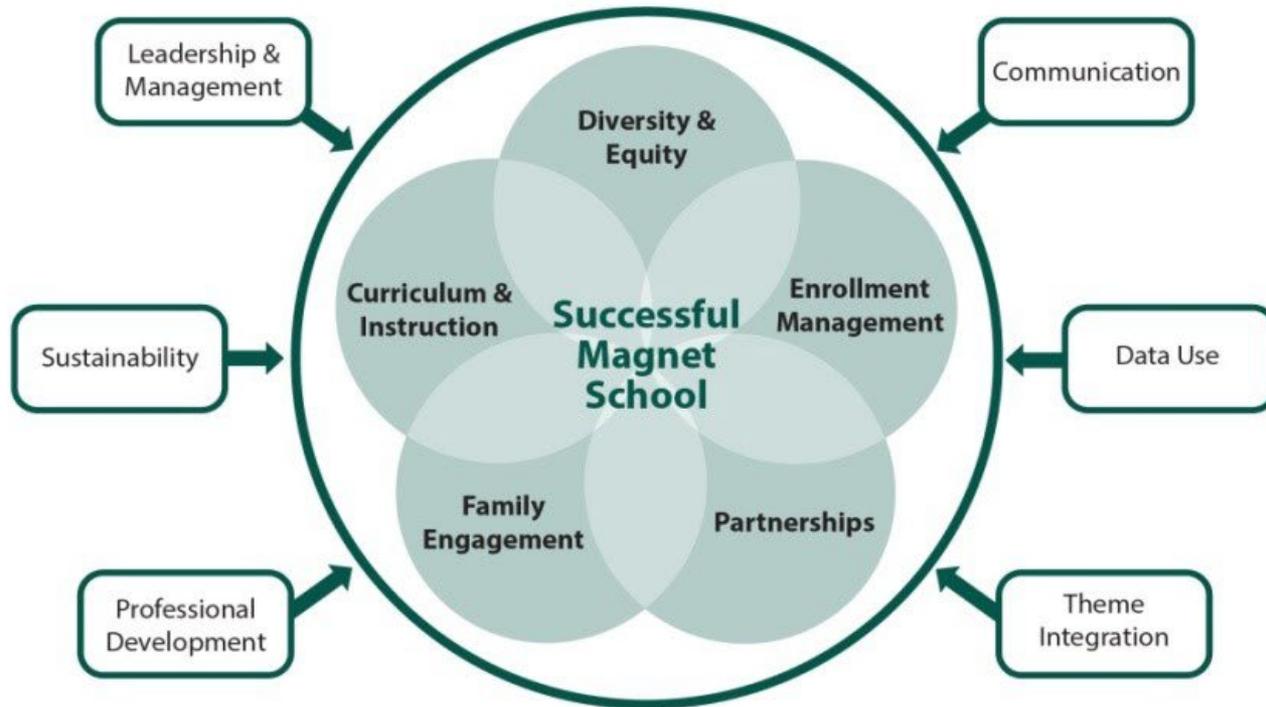
Family Engagement

Building school-family relationships on understanding, respect, and trust will enhance student learning and academic and social-emotional development to create positive impacts on student attitudes and motivation. Family engagement should be systematically linked to the magnet school's goals and students' needs; a shared responsibility among LEAs, schools, and families; continuous across grade levels; and reinforced across multiple settings. Families and school staff should see each other as equal partners in students' education.

- Authentic
- Intentional
- Equity based
- Learner-centered focus



ELEMENTS OF SUCCESS



Stage 1: Planning; Stage 2: Early Implementation; Stage 3: Full Implementation; Stage 4: Optimization. A successful magnet school incorporates diversity and equity, enrollment management, partnerships, family engagement, and curriculum and instruction. The elements of success are communication, data use, theme integration, professional development, sustainability, and leadership and management.



ELEMENTS OF SUCCESS

Leadership and Management

Effective leadership and management are pivotal for transforming an organization and driving its change, shaping the magnet school culture, and ensuring optimum use of resources to achieve magnet objectives and student outcomes. Magnet leadership is a collaborative effort by district, school, and community stakeholders.

- Vision based
- Mission based
- Collaborative
- Inclusive and collective
- Shared
 - Agenda
 - Measurement
 - Reinforcing activities



ELEMENTS OF SUCCESS

Communication

Effective communication promotes the magnet vision and mission, establishes stakeholder buy-in, garners active participation by stakeholders, and fosters successful magnet school implementation. Communication should be planned, coordinated, and continuous; address concerns swiftly; ensure smooth magnet school operation; and facilitate stakeholder harmony.

- Strategic and tactical
- Clear inclusive messaging
- Continuous
- Vision- and mission-focused



ELEMENTS OF SUCCESS

Data Use

Successful magnet schools collect high-quality data, have systems to support data application, and train staff to use data for decisionmaking. Data are analyzed in meaningful ways and are used to improve program implementation and increase efficiencies by monitoring progress and performance outcomes.

- Learner centered
- Equity focus
- Professional learning
 - Consistent process
 - School, grade, class, cohort
 - Analysis
 - Student work, student achievement, benchmarked
 - Deep learning



ELEMENTS OF SUCCESS

Theme Integration

Theme-based education enables students to apply their cognitive skills to real-life situations coherently and holistically using exploration to improve reasoning, problem solving, creative thinking, and communication skills. A successful magnet school clearly defines its theme and plans how it will be embedded in all aspects of the magnet program. The theme should be integrated into the school building esthetics, school culture, core magnet components, and all decisionmaking.

- Shared vision and expectations for consistent growth and implementation
- Incremental development
 - Continuous reflection
 - Vulnerability to learn new theme-based standards and content
- Think about the learning experience for the learner



ELEMENTS OF SUCCESS

Professional Development

Professional development improves stakeholder knowledge, skills, and practices to meet the demands of serving diverse magnet school students, to improve academic achievement, and to accomplish overall magnet school goals.

- Strategy for
 - Capacity
 - Sustainability
- Strengths based
- Balance research and innovation
- Linked to your school/student data
- Linked to theme



ELEMENTS OF SUCCESS

Sustainability

Sustainability is a program's ability to continuously achieve the desired impact to increase and maintain school diversity, to improve academic achievement, to create and leverage resources, and to adjust to changing circumstances and temporary setbacks. Creating and implementing a successful sustainability plan protects the investment in the magnet program, enhances the program's effectiveness, and leads to long-term success.

- Nurturing continued magnet school innovation beyond any initial funding
- Continued investments by all stakeholders
- Relevance to the greater community
- Requires an adaptable context-based plan



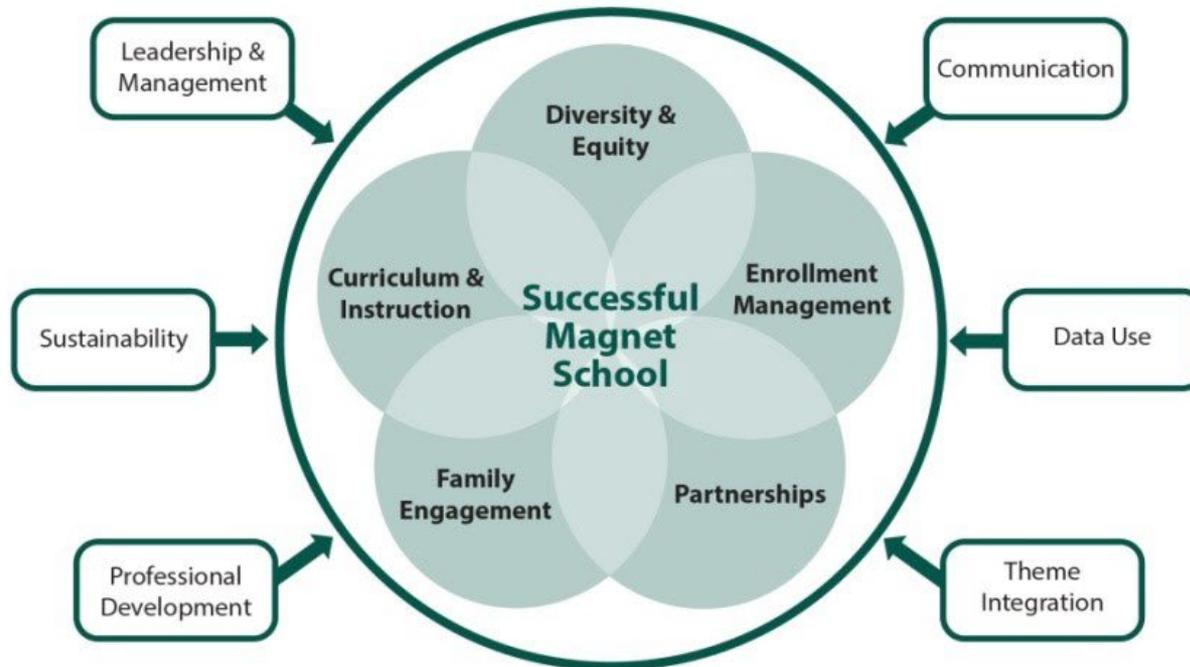
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STAGES OF MAGNET SCHOOL DEVELOPMENT

Stage 1: Planning

■ Characteristics

- A diverse and representative group of stakeholders form a magnet leadership team to guide the planning process. The team uses performance- and evidence-based approaches to design a magnet program that facilitates change to positively address the school or district problem, to improve services for those affected by the problem, and to meet the priorities of the Magnet Schools Assistance Program.
- A theory of change and a theory of action for the magnet program's overall design are outlined in a logic model that represents the major elements of the theory of action (i.e., inputs, activities, outputs, and outcomes).
- A 5-year implementation plan details activities, resources (i.e., human and material), schedules, sequencing, benchmarks, and expected outputs/outcomes that are required to make the program operational, achieve its objectives, and track program implementation.



STAGES OF MAGNET SCHOOL DEVELOPMENT

Stage 2: Early Implementation

■ Characteristics

- An infrastructure that supports magnet program implementation is installed. This includes establishing a communication system; purchasing materials and equipment; hiring and training staff; defining partnerships; creating policies and procedures; creating reporting and monitoring systems; developing materials and products; and forming implementation teams.
- Magnet components and interventions (e.g., enrollment management and theme-based curriculum development) are implemented as sequenced in the implementation plan. Implementation of theme-based instruction may start in a single grade level or subject.
- Data are used to adjust program systems, strategies, and activities.

Stage 1: Planning
incorporate
elements of success
management



STAGES OF MAGNET SCHOOL DEVELOPMENT

Stage 3: Full Implementation

■ Characteristics

- The magnet program is fully functioning and integrated into the school's organizational structure, policies, procedures, and practices.
- The magnet program effectively improves student achievement and opportunities.
- Implementation teams regularly use performance and evaluation data to assess the program, inform decisionmaking, refine strategies, and sustain magnet components.
- Implementation teams ensure sustainability of effective magnet structures and practices.

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STAGES OF MAGNET SCHOOL DEVELOPMENT

Stage 4: Optimization

■ Characteristics

- The magnet program infrastructure is resilient and flexible, leverages external opportunities for sustainability and advancement, expands funding, and averts potential threats.
- The magnet program continually deepens and sustains its effect on students and the community.
- A continuous data-driven improvement process functions and ensures the magnet program meets student and community needs as outcomes improve and circumstances change.

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IMPLEMENTATION MAPPING

- Change process
- Communication tool
- Vision schematic
- Project management tool



IMPLEMENTATION MAPPING

- Implementation mapping highlights how a magnet program progresses through its lifecycle, maturing through the four stages of development by refining systems, enhancing services, and improving student outcomes.
- Implementation maps are presented on the next slides that detail the conditions magnet programs should aspire to for each magnet component and in each stage to achieve success.
- Implementation of each of the five magnet components may not reach each stage at the same time.
- No matter the stage of implementation, all the elements of success should be applied to each core magnet component to create the desired conditions.



PLANNING MAP

Diversity and Equity	Enrollment Management	Curriculum and Instruction	Family Engagement	Partnerships
<p>The leadership team develops the magnet school's mission and goals to reflect its vision of creating a culturally responsive environment that values diverse cultures, beliefs, and experiences to improve teaching and learning.</p> <p>A logic model presents the magnet school's diversity and equity goals.</p> <p>Strategies and objectives in a 7-year plan detail how the school will meet the wide range of staff and student needs to establish an inclusive and effective educational environment.</p>	<p>The leadership team identifies strategic enrollment management solutions that attract, assign, retain, and graduate targeted student groups and that achieve student enrollment goals.</p> <p>A logic model outlines the strategic enrollment management goals, objectives, strategies, and outcomes that complement the mission, overall goals, and strategic direction of the magnet school.</p> <p>A 7-year plan details strategic enrollment management activities that result in the desired student enrollment and that shape the other core magnet components affecting student and family decisions to enroll, persist, graduate, and support the school as alumni.</p>	<p>The leadership team identifies evidence-based solutions for creating academically rigorous, theme-based curriculum and instruction that integrate students' backgrounds and experiences and promote the magnet school goals, equitable student outcomes, and learner-centered instruction.</p> <p>Theme-based curricular and instructional goals, objectives, and solutions are described in a logic model.</p> <p>A 7-year plan details curricular and instructional content, development, and implementation activities.</p>	<p>The leadership team establishes goals that will engage families in enhancing students' learning and social-emotional development by identifying families' strengths and challenges, and proposing solutions that build trust and respect between home and school.</p> <p>Effective strategies and objectives that leverage parents to advance magnet and district goals and that improve student achievement are described in a logic model.</p> <p>Strategies and objectives in a 7-year plan detail how the school will partner with and support families to achieve the magnet goals.</p>	<p>Vetted partner organizations agree to join the leadership team because they understand the magnet program theory of change and their role in supporting magnet program implementation.</p> <p>Effective strategies and objectives that leverage partner organizations to advance magnet school goals and improve student achievement are outlined in a logic model.</p> <p>Strategies and objectives in a 7-year plan detail how the school will partner with organizations to achieve the magnet goals.</p>



EARLY IMPLEMENTATION MAP

Diversity and Equity	Enrollment Management	Curriculum and Instruction	Family Engagement	Partnerships
<p>Installed systems and processes facilitate inclusion and intentionally bring equity into all magnet school components.</p> <p>Professional development helps staff and partners understand students' cultural backgrounds and experiences to enhance instruction.</p> <p>Magnet staff incorporate diversity across the core components and aspects of students' learning.</p> <p>Data inform culturally relevant practices and processes to ensure equitable outcomes for students and help to address barriers in program services.</p>	<p>Installed systems and processes facilitate the sharing and integration of the strategic enrollment management vision and agenda and a holistic approach to the work.</p> <p>Enrollment management workshops educate staff and partners about strategic enrollment management concepts and strategies and the importance of providing excellent services to meet enrollment goals.</p> <p>Magnet staff employ marketing, recruitment, student assignment, enrollment, persistence, and learning strategies as sequenced in the 7-year plan to generate student and family interest and matriculation in the magnet school.</p> <p>Data help to strengthen and enhance equitable access and enrollment opportunities.</p>	<p>Installed systems and processes facilitate the development and implementation of magnet curriculum and culturally relevant, learner-centered instruction.</p> <p>Professional development builds teachers' knowledge of thematic content, culturally competent instructional approaches to rethink teaching and learning practices.</p> <p>Magnet staff create rigorous, culturally relevant, theme-based curricula and classroom environments that encourage student voice and choice.</p> <p>Early magnet adopters implement curriculum and instruction as sequenced in the 7-year plan, and use data to refine curricular content and instruction to help students meet learning objectives.</p>	<p>Installed systems and processes facilitate family engagement and regular communication about the magnet school and students' development.</p> <p>Trained parent liaisons, cultural brokers, and other staff engage with diverse families to ensure equitable access.</p> <p>Joint workshops build parent-staff partnerships between home and school.</p> <p>Workshops build parent skills and knowledge to monitor their children's theme-based learning activities and social-emotional development.</p> <p>Family members engage in their various magnet roles as monitors, organizers, and classroom supporters as outlined in the 7-year plan.</p> <p>Data help to refine family-school partnership activities that engage parents in improving their child's education.</p>	<p>Memoranda of understanding and performance-based agreements define partner organization roles, activities, and contributions to the magnet school.</p> <p>Installed structures and accountability systems foster regular communication between partners and school, facilitate partner activities, and manage partnership performance.</p> <p>Joint development activities build organization-school relationships and personnel capacity to effectively perform magnet roles.</p> <p>Partners and magnet implementation teams cooperate and coordinate to install program activities as sequenced in the 7-year plan.</p> <p>Data help to refine partnership roles and activities to foster competence and improve staff and student learning opportunities.</p>



FULL IMPLEMENTATION MAP

Diversity and Equity	Enrollment Management	Curriculum and Instruction	Family Engagement	Partnerships
<p>Diverse and equitable processes and practices are entrenched in magnet organizational and educational structures and reinforced across multiple settings.</p> <p>Students from different social, economic, educational, racial and cultural backgrounds are celebrated, involved in, and benefit from the inclusive magnet school environment.</p> <p>Ongoing professional development increases the instructional capacity for teaching a diverse student population at high academic levels.</p> <p>Facilitated conversations among staff, families, and partners foster learning and a shared vision of the magnet school's diverse and inclusive culture.</p> <p>Staff regularly examine and act on data to ensure all students are served equitably.</p>	<p>The strategic enrollment management infrastructure integrates the other core magnet components.</p> <p>All prospective, matriculating, and graduating students and families receive equitable, supportive services.</p> <p>Ongoing strategic enrollment management trainings continue to increase staff and partners' capacity to attract, retain, and graduate students.</p> <p>Retention and other services increase student success and satisfaction, enhance students' experiences, and facilitate magnet sustainability and growth.</p> <p>Alumni services cultivate and support ongoing relationships with graduates.</p> <p>Data continually refine and advance the strategic enrollment management process.</p>	<p>Magnet curriculum and instruction are fully integrated across all grade levels and subjects.</p> <p>Ongoing professional development and coaching continue to build staff capacity to sustain an equitable, rigorous, learner-centered school environment.</p> <p>Each student works with his or her teachers to co-design learning plans that are personalized, paced, and sequenced to meet the needs and interests of the individual student.</p> <p>Learner-centered, interdisciplinary practices are intrinsic, produce content and skill mastery, and lead to positive, equitable student outcomes.</p> <p>Staff regularly share and assess data to refine and advance curricular and instructional activities.</p>	<p>The family-school partnership is embedded in magnet organizational and educational structures and processes and is reinforced across multiple settings.</p> <p>Parents and staff encourage a positive self-image and an achievement identity that support their students' learning and social-emotional development.</p> <p>The family-school partnership is effective in producing positive and equitable student outcomes.</p> <p>Joint workshops continue to build parent and staff capacity for leadership and sustainability.</p> <p>Parent-staff teams regularly share and assess data to refine and advance educational strategies and activities.</p>	<p>Mutual partnering benefits lead to a shared vision and collaborative, diverse partnerships that are entrenched in the magnet organizational and academic structures and processes.</p> <p>Ongoing joint development activities deepen learning and skill mastery for partner and school staff, students, families, and community members.</p> <p>Organization-school partnerships produce positive and equitable learning opportunities and outcomes for students.</p> <p>Organization-school partnership teams regularly share and assess data to refine and advance educational strategies and activities.</p>



OPTIMIZATION MAP

Diversity and Equity	Enrollment Management	Curriculum and Instruction	Family Engagement	Partnerships
<p>The school culture provides a safe, positive, inclusive environment for students, families, partners, and community members from different social, economic, educational, racial, and cultural backgrounds.</p> <p>Diversity and equity are integrated in the core components to ensure all students access, participate in, and benefit from magnet opportunities.</p> <p>Culture and equity are at the forefront and promote respect and understanding.</p> <p>Diversity is seen as an advantage and is leveraged to improve academic outcomes for students.</p> <p>Continuous review of data ensures the magnet school remains intentional about being diverse and producing equitable outcomes.</p> <p>A new 7-year plan maps inclusive strategies that continue to meet student and staff needs.</p>	<p>Strategic enrollment management enhances the magnet school's identity and public image and builds trust and loyalty among students, families, partners, and the community.</p> <p>Strategic enrollment management ensures a competitive advantage for the school and graduating students.</p> <p>Magnet school strategic enrollment management is learner-centered and academic-, administrative-, and market-focused.</p> <p>Data ensure strategic enrollment management maintains focus, relevance, and equity in achieving optimal magnet enrollments.</p> <p>A new 7-year plan maps enrollment management activities to sustain the optimal enrollment.</p>	<p>Effective and equitable theme-based curricular and instructional practices are integral parts of the magnet school culture and public image, and are celebrated in the community.</p> <p>Curriculum and instruction are innovative, visionary, and evolving to meet the diverse needs of the students and community.</p> <p>Learning is collaborative, dynamic, and transformative, occurring organically anywhere at any time among students, staff, partners, families, and the community.</p> <p>Continuous review of data ensures curriculum and instruction remain relevant and effective to advance learning and produce positive and equitable outcomes.</p> <p>A new 7-year plan details curricular and instructional activities that are relevant to the community and inventive.</p>	<p>Families are an integral part of the school governance and culture, collaborating with magnet staff and community members on their children's educational options and on school advancement.</p> <p>Families are advocates/activists for their children and help the magnet program improve equitable learning opportunities that lead to continual advancement.</p> <p>The family-school partnership models lifelong learning for students that sustains their enthusiasm for education.</p> <p>Continuous review data ensures family-school partnerships contribute to magnet school success.</p> <p>Strategies and objectives in a new 7-year plan detail how the school will continue to support families to advance magnet goals.</p>	<p>The organization-school partnership is an integral part of the school governance and culture, creating a collective school identity.</p> <p>The partner organizations have a vested interest in the magnet program, advocating for the school and students in order to foster equitable and lifelong learning and career opportunities.</p> <p>Organization-school partnerships evolve into transformative leadership roles that steer the school and community to continuous advancement.</p> <p>Continuous examination of data ensures organization-school partnerships remain effective in advancing the magnet school.</p> <p>Strategies and objectives in a new 7-year plan detail how the school will continue to partner with organizations to advance magnet goals.</p>



THANK YOU

Direct questions about the grant application to the MSAP Team at the U.S. Department of Education at msap.team@ed.gov.

