



Magnet School Development Framework



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Magnet School Development Framework

**Magnet Schools Assistance Program
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Table of Contents

Introduction	4
Definition and Purpose of Magnet Schools	4
Purpose of Framework	5
The Magnet School Structure	5
Six Elements.	6
Five Core Components.	7
Four Stages	8
Magnet School Development	8
Stage 1: Planning	8
Timeframe	12
Planning Benchmarks	12
Stage 1: Planning Map	13
Stage 2: Early Implementation	14
Timeframe	17
Early Implementation Benchmarks	17
Stage 2: Early Implementation Map.	18
Stage 3: Full Implementation	19
Timeframe	22
Full Implementation Benchmarks	22
Stage 3: Full Implementation Map	23
Stage 4: Optimization	24
Timeframe	27
Optimization Benchmarks	27
Stage 4: Optimization Map.	28
Conclusion	29

Introduction

For decades, magnet schools in the United States have provided unique public school choice options to communities and have remained relevant as parents have demanded more educational choices. Magnet schools also address objectives outlined in the Elementary and Secondary Education Act, as amended by the Every Student Succeeds Act, such as fostering voluntary school desegregation, improving student achievement, and preparing students to succeed in a diverse, competitive, 21st century economy. By offering magnet schools, local education agencies (LEAs) can expand choices for families and provide children with a quality education.



The U.S. Department of Education has supported LEAs in implementing and expanding innovative magnet school choice programs for more than 40 years, in part by providing funding and technical assistance through the Magnet Schools Assistance Program (MSAP). The purpose of MSAP is to bring together students from different ethnic, racial, social, and economic backgrounds to improve student achievement. To meet this purpose, funded schools develop systemic reforms, build capacity through professional development, offer theme-based instruction that helps prepare students for college and career, and ensure equitable access so all students achieve at high levels. Thus, to support LEAs in establishing successful magnet schools, MSAP created this Magnet School Development Framework.

Definition and Purpose of Magnet Schools

The U.S. Department of Education defines a magnet school as “a public elementary school, public secondary school, public elementary education center, or public secondary education center that offers a special curriculum capable of attracting substantial numbers of students of different racial backgrounds.” The term “magnet” refers to how these schools attract students across traditional school boundaries with innovative curricula to desegregate racially isolated schools or to reduce racial isolation in a district or consortia of districts. Magnet programs’ innovative, theme-based curricula may emphasize certain subjects, such as visual and performing arts or science, technology, engineering, and mathematics, or may adopt distinct instructional models, such as dual language or the Montessori or International Baccalaureate programs. Individual states, LEAs, or schools may have other definitions of a magnet school.

Purpose of Framework

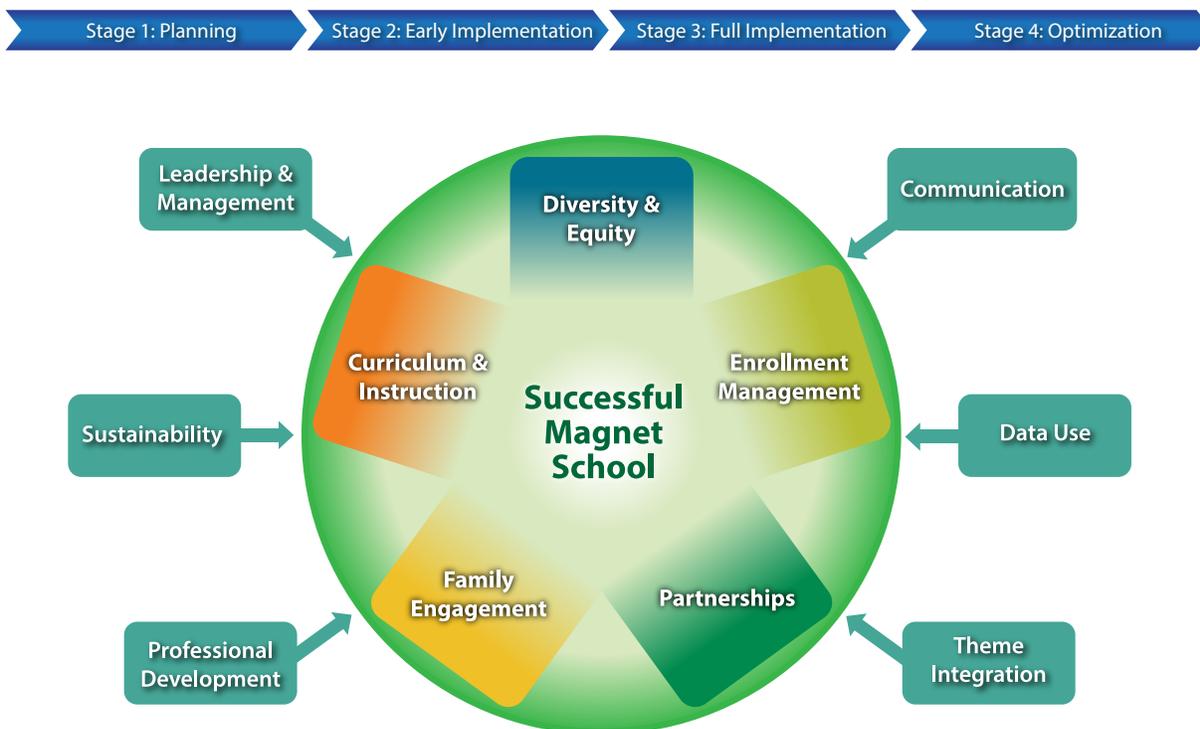
This framework offers a systematic process for magnet school development and can be used by anyone seeking to understand how to establish this school choice option. The Magnet School Development Framework helps LEA and school personnel understand what is involved in designing, planning, and implementing a magnet school and how the school will evolve over time to achieve desired outcomes. LEA and school staff can share this framework with other stakeholders, so these stakeholders can learn that this process is a collaborative community effort that requires shared decisionmaking, planning, and operation.

The framework has useful information for planning and starting new magnet schools and revising existing magnet schools. It includes a conceptual model and actions to take across the different stages of magnet school development. Reviewing this guide will enable the user to understand how the elements of successful magnet schools shape the core magnet school components in each stage of development.

The Magnet School Structure

The Magnet School Development Framework organizes magnet school development and implementation, and shows how a magnet school can progress over time to strengthen its impact. Figure 1 models the parts of the Magnet School Development Framework.

Figure 1. Diagram of the Magnet School Development Framework



Six Elements

The six elements of magnet success positioned around the diagram circle are fundamental to magnet school development and the strategies and activities used to plan and implement magnet schools. These elements ultimately become embedded in the magnet school's culture and identity.

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.
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.
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.
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.
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.
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.

Five Core Components

The five core magnet components at the center of figure 1 are essential to successful magnet schools. Interlinking all five components and embedding the elements of success during planning and implementation maximize program services and benefits to students, families, and the community.

<p>Diversity and Equity</p>	<p>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.</p>
<p>Enrollment Management</p>	<p>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.¹ 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.</p>
<p>Curriculum and Instruction</p>	<p>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.</p>
<p>Family Engagement</p>	<p>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.</p>
<p>Partnerships</p>	<p>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.</p>

¹ Systems and processes include family and student characteristics; contextual factors; program goals, objectives, and strategies; desired outcomes; and enduring effects.

Four Stages

The four stages of magnet school development at the top of figure 1 show how a magnet school matures. While magnet schools may not always take a linear path through the development stages, these stages mark where successful magnet schools can expect to be at different points in program implementation. Know that the five core components may be in different stages of implementation at the same time.

Magnet School Development

This section describes each of the four stages of magnet development. Implementation maps highlight what happens in each stage across the core magnet components and provide key actions for establishing the highlighted conditions. Here you will also find benchmarks and timeframes for progressing through each stage to establish successful magnet schools.

Stage 1: Planning

In this foundational stage of development, you decide what is needed to create your magnet school. Planning is a disciplined effort that produces fundamental decisions and actions that shape and guide what the magnet school will be, who it will serve, what it will do, and why it will do it. Effective planning articulates what a magnet school will achieve, the actions and resources needed to make progress, and how the school will know if it is successful.²

Undertake these actions to design and plan your magnet school to achieve the conditions in the map for planning.

Decide if a magnet school is right for your

community. An initial step in the planning process is to determine if a magnet school is the appropriate, reasonable, and desirable solution for the problem and the context of the LEA, school, and community.

- Identify the LEA's or school's situation or problem, who is affected, and how the situation should change. A problem may be revealed after examining years of data on changing student demographics, decreasing student achievement, or declining enrollments. Receiving a consent decree, analyzing community feedback, identifying an industry need, or wanting a magnet theme articulation pathway may also indicate a reason to change.



² Balanced Scorecard Institute. (n.d.). *Strategic Planning Basics*. Retrieved August 25, 2017, from <http://www.balancedscorecard.org/BSC-Basics/Strategic-Planning-Basics>.

- Establish a planning team of diverse leaders, staff, and other individuals to represent the LEA, school, families, community organizations, and local industry. This team will make decisions about selecting, designing, and planning a solution to address the problem and benefit the community.
- Review a variety of data to assess the situation and to make decisions on evidence-based solutions. Examine existing data to understand the current situation, the people affected by the situation, and how those people are affected. Existing sources of data can include census data, community and student demographic data, student learning and achievement data, and curriculum and instructional audits.³ Scrutinize achievement data, course assignments, special education referrals, and discipline incidents by different student groups to reveal inequities. In addition, collect new data to help bridge existing data gaps and reveal more about the school’s and community’s needs and wants. Needs assessment data can be collected through surveys, focus groups, and individual interviews with school administrators, teachers, families, students, community members, and local organizations.⁴ These data can provide information about the types of education and outcomes families want for their children, current and future needs of businesses, staff expertise, and available resources.



Examine literature on possible evidence-based solutions to understand their purposes, how and for which student groups they work, and evidence of success. For example, review magnet school literature to learn the historical purposes of magnet schools and how they have achieved success. Also, examine how a magnet school can align with your LEA’s mission and what program design might best fit your LEA and school contexts.

³ Southwest Comprehensive Center at WestEd. (2008). *A guide for comprehensive needs assessment*. Retrieved September 5, 2017, from http://www.cde.state.co.us/sites/default/files/documents/fedprograms/dl/consapp_na_guide.pdf; Learning Point Associates (2004). *Guide to using data in school improvement efforts: Compilation of knowledge from data retreats and data use at Learning Point Associates*. Retrieved September 5, 2017, from <http://wvde.state.wv.us/schoolimprovement/documents/guidebook.pdf>.

⁴ Ibid.

Synthesize and consider all the data and information to select the best solution for addressing the situation and community needs and facilitating change to achieve the desired outcomes. If the team decides that a magnet school is the best possible solution, make sure the decision also considers these things:

- Addresses how the magnet school aligns with the LEA or community goals to support solutions to the problem. Consider how the magnet school aligns with the district vision and mission (e.g., providing challenging curricula, empowering students, developing 21st century skills). If alignment between magnet school purposes and the LEA mission is unclear, consider how the goals of the LEA and magnet school can be linked before eliminating magnet as a feasible solution;
- Includes the location of the magnet school. Check if there is flexibility in where the school can be located. If a specific school problem is being addressed, it may not be feasible to change the school's location. However, if a districtwide problem is being addressed, there may be some flexibility in selecting the magnet school site. Consider factors such as transportation access, school feeder patterns, attendance zones, enrollment projections, safety, and community support in the final decision; and
- States the magnet school theme. Based on the goal of the solution and data gathered, tailor the theme to the needs of the school and community and ensure that it can be sustained over time. Your decision should take into account current and future community needs, availability of potential resources and partners, interests and needs of students and parents, expertise and interests of instructional staff, and the theme's ability to raise student achievement and sustain diverse enrollments.



Design and plan your magnet school. Now that your planning team has selected a magnet school—including its theme and location—as an evidence-based solution to the problem, design and plan your magnet school based on the data gathered from the needs assessment.

- Define what the core components will look like in your magnet school and how they will be integrated throughout implementation. This includes developing or reviewing an LEA diversity policy and aligning the magnet school components to that policy. The policy should describe expectations for building an inclusive school culture to serve diverse students, families, and community members; for integrating the magnet theme into culturally relevant and responsive curriculum and instruction; for enhancing culturally competent curriculum and instruction with real-world experiences via organizational partners; and for advancing students’ academic and social-emotional development through school-family partnerships. Align these core components to LEA and school policies and practices to support students’ holistic school experiences from prospective students to school alumni.
- Identify the unique characteristics of the magnet school. Because the magnet program aims to attract students by offering theme-based instruction not available at other schools, identify aspects of the program that are unique and can be leveraged to bring targeted students to the program.
- Create the program theory to help design your magnet school. Program theory includes a theory of change (i.e., a research-based statement of how the program will solve the present problem) and theory of action (i.e., the actions needed to implement the research-based solution and achieve desired outcomes). Present the theory of change in a logic model⁵ or other model, such as a Business Model Canvas⁶ or an Implementation Science template,⁷ to help make logical connections between program components and outcomes. By showing the logical links between the inputs (resources), activities, outputs, and outcomes, you can demonstrate how the outcomes will happen, when they will be met, and how they can be measured.
- Develop a 7-year implementation plan using information from the logic model to make the program operational and achieve its objectives.⁸ The implementation plan includes all action items and their relationships to the program theory, core components, objectives, and expected outcomes. This document will help track implementation over time and should be continuously updated throughout implementation and shared among staff.

⁵ A logic model, also known as a theory of action, is “a well-specified conceptual framework that identifies key components of the proposed process, product, strategy, or practice (i.e., the active ‘ingredients’ that are hypothesized to be critical to achieving the relevant outcomes) and describes the relationships among the key components and outcomes, theoretically and operationally.” To learn more about logic models, visit the “Using Logic Models to Build Strong Magnet Programs” toolkit at https://msapcenter.com/TA_toolkits.aspx.

⁶ A visual template for developing a business model by describing an infrastructure such as key partners, resources, and activities, and cost structure and revenue streams. Osterwalder, A., & Pigneur, Y. (2013). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. New York: John Wiley and Sons.

⁷ Implementation science is the study of activities that are “designed to put into practice.” National Implementation Research Network (NIRN). Retrieved April 6, 2017, from <https://nirn.fpg.unc.edu/>. The NIRN website features resources such as planning tools.

⁸ Retrieved April 7, 2017, from <http://www.businessdictionary.com/definition/implementation-plan.html>.

Identify and secure resources to implement your magnet school. Using the implementation plan as a guide, secure the resources needed to implement the program over the next 7 years. Consider a performance-based budgeting approach⁹ to match resources with proposed outcomes.

Timeframe

The planning stage of magnet school development is a process and may take up to 2 years. The first year of planning consists of assessing the situation, collecting needs assessment data, evaluating possible solutions, and making a decision. If a magnet school is the chosen solution, the second year will be dedicated to designing and planning the magnet school as well as securing the resources required to set up and operate the school. Your LEA's policies and procedures for approving, supporting, and funding a program like magnet may extend the planning stage, so build in the time required to go through the LEA process. For example, in addition to receiving the superintendent's approval, the planning team may need to receive approval from the school board and/or have public meetings about the proposed school.

Planning Benchmarks

Once the following benchmarks have been achieved, you are ready to move to the early implementation stage of magnet school development.

- ✓ A magnet leadership team that is diverse and representative of all stakeholders is formed, guides the planning process, and uses performance- and evidence-based approaches to design a magnet program that facilitates change to positively address the school or district problem, and improve services for those affected by the problem.
- ✓ A logic model summarizes the magnet program goals, objectives, strategies, and outcomes, and complements the vision, overall goals, and strategic direction of the district and school.
- ✓ A 7-year plan details magnet program strategies and activities that shape, install, and implement the core magnet components across the stages of program development.
- ✓ Program funding is secured to implement and support the magnet school.

Review the “Stage 1: Planning Map” on the next page to understand what happens across the core magnet components in the planning stage of magnet school development. Be sure to apply the elements of magnet school success as you are planning your program.

⁹ Performance-based budgeting is a management tool that can help magnet schools integrate program planning, budgeting, and evaluation. Performance-based budgets help magnet leaders tie budgeting to the program's vision and goals, thus helping them manage resources effectively by linking expenditures and desired outcomes.

Stage 1: 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>

Stage 2: Early Implementation

Early implementation is the start-up stage of magnet school development. It is the process by which the school changes its organizational strategies, operational methods, technologies, and culture to prepare for magnet program delivery and to achieve the desired change. Early implementation involves installing systems, procedures, and new practices that build and improve the school's capacity. In addition, some program activities will need to occur as prerequisites to implementing the complete program, and some incremental activities will be initiated. Conduct continuous monitoring and data reviews to address challenges and to make adjustments as needed.

Take these key actions to achieve the conditions of the early implementation stage.

Set up the magnet school environment. Transform the school building and atmosphere to facilitate and support magnet program implementation. This transformation signals positive change and encourages buy-in from stakeholders.



- Establish implementation teams to lead the change and to develop and install the core components of the magnet school as detailed in the implementation plan. Include members of the planning team to ensure a smooth transition from planning to implementation. Work should occur within and across the designated teams to ensure human and material resources are in place and funding is allocated to initiate magnet school services.
- Develop and install processes, policies, and practices that facilitate and support magnet school implementation and operation, align with the school's mission and goals, and foster the desired magnet school culture. These should include an effective communication system that generates consistent, timely, and accessible messaging to relevant stakeholders and the broader community; a monitoring and reporting system to track progress and ensure accountability; and written policies that foster a cohesive, equitable, and inclusive school culture.

- Use the resources identified to set up the school to reflect the magnet theme. For example, install new exterior and interior school signage, set up on-site and off-site theme-related laboratories, and purchase instructional materials and specialized technology equipment and software. Be sure to establish an accessible, user-friendly website with high-quality magnet school information that can be used to market the school, recruit students, communicate messages, and share successes. Also, include relevant images and text that reflect the diverse types of students and families the magnet school wants to attract. All communication should highlight the unique program offerings and how they meet diverse students' academic needs.



Install core magnet school components. Start to implement some magnet school strategies and activities as detailed and sequenced in the implementation plan. These are typically activities that must happen before magnet services can be delivered, such as developing curriculum and instruction, establishing and/or defining partnerships, marketing the magnet school, and recruiting diverse students.

- Establish family and organization partnerships to build relationships and trust among home, school, and the community; to promote learning; and to achieve positive student outcomes. These relationships help to build families' self-efficacy and social capital as they develop skills that support their children's learning and development at home and at school. Organizational partnerships help families build community connections beyond the school that can support and enrich their children's development. Organizational partners can provide professional development, increased access to technology, real-world learning experiences, and possible local economic development opportunities for students, families, and the community.¹⁰
- Have magnet school staff and organizational partners create theme-based curricular units that address state standards, bridge the experiences of diverse students to foster equitable student outcomes, and can be tailored to the individual learner. Build in multiple opportunities for students to engage in real-world experiences related to the theme, and collaborate with the enrollment management team to ensure the theme-based education addresses the needs of students from prospects to alumni.
- Have school-family-organizational partners work with the enrollment management team to begin marketing the magnet school and recruit diverse students through coordinated outreach activities.

¹⁰ Grobe, T. (1993). *Synthesis of existing knowledge and practice in the field of educational partnerships*. U.S. Department of Education, Office of Educational Research and Improvement. Retrieved August 3, 2017, from <http://files.eric.ed.gov/fulltext/ED325535.pdf>.

Build stakeholder capacity. Hire essential staff (e.g., magnet staff, families, and partners) to establish and operate a successful magnet school. Provide opportunities for families, community members, and partners to be part of the magnet school implementation process. This includes securing their participation and buy-in and providing them with the necessary knowledge, skills, and tools to effectively implement the new magnet school mission, strategies, and activities.

- Communicate the magnet school mission and goals as well as the short-, mid-, and long-term objectives. Clearly state what the magnet program should look like, the change it is expected to achieve, how and when the change will occur, and who will facilitate the change and achieve the goals.
- Build relationships and effective partnerships between the school, families, and partner organizations. Provide opportunities for cross-collaboration among school, family, and community partners, including workshops that will help all partners understand different stakeholders' roles and prepare them to support students' development.
- Provide professional development to build magnet school staff knowledge, skills, and practices to prepare them for magnet program delivery and working with diverse student populations.

Review and update the plan regularly. Adjust programming by considering changes to the school, district, and community contexts to meet the needs of students and staff over time.



Timeframe

The early implementation stage of magnet school development can take about 2 years; however, many of the activities can be set up simultaneously. Generally, the magnet school environment can be set up within a year provided that needed materials and equipment are accessible. In addition, establishing and finalizing partnerships, developing materials, and building capacity (e.g., training, mentorship, collaborative learning between staff and stakeholders) can also happen in the first year of this stage. The policies and procedures needed to establish the school culture should be in place in the first year; however, formal written policy and procedure documents may not be completed until the second year, and fully transforming the school culture may take several years. The initial curricular units will likely not be completed until the second year; it may take several years to establish units for all grades and subjects. Magnet activities, including curricular units, should be regularly reviewed for relevance amidst contextual changes.

Early Implementation Benchmarks

Reaching these benchmarks in the early implementation stage of magnet school development positions the school to achieve success and prepare for the next stage of development.

- ✓ Systems and written policies and procedures have been installed that transform the school environment to reflect and support the magnet school organizational structure and operation.
- ✓ All people involved understand the magnet vision and goals and are prepared and ready to implement the school's new magnet services.
- ✓ Some school activities are being implemented as detailed and sequenced in the implementation plan, such as developing curriculum and instruction and marketing and recruiting diverse students.
- ✓ The magnet school is ready to provide services to students based on criteria established in the planning stage.

Examine the “Stage 2: Early Implementation Map” on the next page to understand what happens across the core magnet components in the early implementation stage of magnet school development. Be sure to apply the elements of magnet school success as you begin implementing your program.

Stage 2: 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 students 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 concepts, and learner-centered 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 the 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>

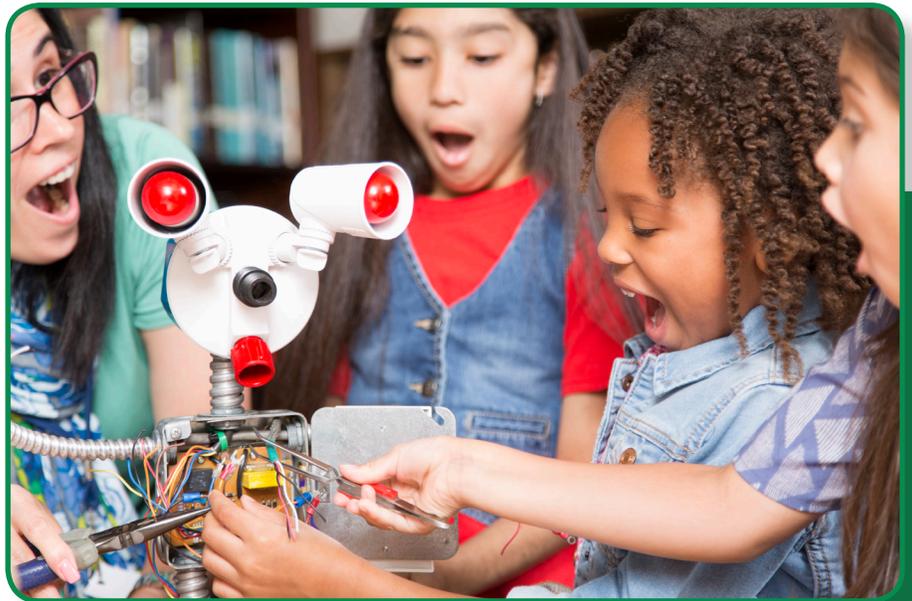
Stage 3: Full Implementation

Full implementation is the operational stage of magnet school development. This is when the infrastructure, personnel, and school culture function well as a whole to support magnet program delivery. During the full implementation stage, the new theme-based magnet strategies, activities, and practices become completely integrated into the school's organizational structures and services. In addition, evaluation data are collected and examined regularly to determine fidelity of implementation, program effectiveness, and areas that need improvement and that should be sustained. During full implementation, data show how well the program is achieving its goals and objectives.

Achieve full magnet school operation by taking these key actions.

Ensure the school is operating as intended. The magnet school is fully operational and providing services to students and the community as planned.

- Refer to the planning documents to make sure the systems, policies and procedures, and core components are fully operational to support and facilitate magnet school delivery to diverse students, families, and the community.
- Make sure school and partner personnel understand how they can best support the school, and that they are performing as expected and adhering to agreed-upon accountability and reporting processes.
- Measure fidelity of implementation to determine how well the magnet school is being implemented. Examine these factors: the unique characteristics of each core component; whether school services are delivered as designed, equitably and with quality; whether students receive the planned amount of program exposure; and the students' level of responsiveness to and engagement with school services. Also, determine if sufficient systems and conditions such as funding, personnel allocations, teaming practices, and data collection are in place and functioning as planned.



Evaluate magnet school effectiveness. Conduct program evaluations to obtain impartial information about program performance—how well the program is achieving its goals and objectives. Evaluations provide evidence that a program demonstrates positive outcomes and information on how a program can improve its effectiveness.

- Select a qualified evaluator experienced in evaluating similar programs. This person must be able to balance the different program stakeholder needs with concerns of evaluation objectivity and be able to communicate with the different stakeholders who have an interest in the evaluation results.
- Work with the evaluator to decide, based on the planning documents, what evaluation questions will be asked; how the evaluation will be designed; what data will be collected; when, how, and by whom data will be collected; and what final products will be produced.
- Determine how the evaluation results will be communicated and disseminated. While evaluation findings must be reported objectively, interpreting those findings and reaching conclusions can be a challenging process. The evaluator should include key stakeholders in this process by reviewing findings and preliminary conclusions with them prior to writing a formal report. Discussing a draft report with staff and other stakeholders is a means for obtaining valuable feedback and new perspectives on the meaning and interpretation of the findings, which can be included in the final report.
- Use favorable evaluation results to promote the magnet school and get additional funding. Use less favorable results to make improvements.



Establish a process for continuous improvement. The continuous improvement process requires a common understanding that getting better is important. Improvement can be attained through incremental changes that can be easily processed by staff and can become part of their daily routine.

- Use data captured from different types of evaluations to identify and prioritize areas that need improvement; data can help to determine areas that can be addressed immediately and those that require longer-term solutions.
- Identify feasible improvements from evidence-based solutions and stakeholder input. Improvements may need to be organized into discrete steps so as not to overwhelm staff. For example, if it is determined that students are receiving 5 hours of magnet instruction per week when they should be receiving 10, create a plan to have instructional staff implement additional hours each quarter or semester until the goal is reached, and provide training and supports to help staff reach that goal.

Establish long-term supports. Although sustainability has been embedded in the magnet school components from the beginning, take time now that the school is fully operational to plan and create supports for magnet school sustainability. This will ensure the school is resilient, creates and leverages resources, and surmounts challenges and temporary setbacks to effectively achieve the desired impact.

- Determine the primary reasons for wanting to sustain the program; use evaluation data that show how the program is improving outcomes for students, families, and communities to justify the need to sustain services. Establish clear priorities for what you want to sustain, reasonable goals and objectives, and specific actions and timelines for working toward sustainability.
- Create a strategic financing approach with the district business office that clearly identifies what the magnet school needs to sustain the work, and systematically analyze the appropriateness and feasibility of a range of public and private financing options. Continue to apply performance-based budgeting and consider a diverse portfolio of public and private sector funding aligned with specific purposes. Work with partners to secure in-kind resources as well.
- Establish the broad-based community support that is vital to long-term sustainability. This requires working with existing and new community stakeholders who can garner critical support for the continued magnet school development.
- Use all of the previous information to create a sustainability plan. Monitor sustainability efforts to help keep the process moving forward. Be aware that sustainability planning evolves and changes as activities are implemented and new challenges arise. Use relevant data to adjust plans as needed to sustain the program's continued success.

Review and update the plan regularly. Adjust programming by considering changes to the school, district, and community contexts to meet the needs of students and staff over time.

Timeframe

The full implementation stage of magnet school development can take 5 years or more depending on how the school is being implemented. For example, if a school is implementing its services incrementally by grade level or subject, it can take years before the school achieves full operation. Also, this stage establishes a continuous improvement process that requires examining what is working well, what is not working, and what can work better. Therefore, it can take time to establish and integrate the right mix of systems, people, and practices to create an effective magnet school. If full implementation continues beyond the scope of your initial 7-year plan, continue to update your detailed implementation plan, so you can implement and evaluate magnet school activities.

Full Implementation Benchmarks

Attaining these benchmarks in the full implementation stage of magnet school development creates an effective magnet school and prepares the school for the next stage of development.

- ✓ Full integration and implementation of the magnet core components show that the magnet school is operational and functioning as intended. Rigorous evaluation evidence shows the magnet school has increased student achievement and attained other desired outcomes.
- ✓ A process for continuous program improvement is in place and in use by the staff and other stakeholders.
- ✓ The magnet school's sustainability plan is being executed.

Look at the “Stage 3: Full Implementation Map” on the next page to understand what happens across the core magnet components in the full implementation stage of magnet school development before moving to the next stage. Be sure to apply the elements of magnet school success as you implement your full magnet program.



Stage 3: 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 strategies and 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>

Stage 4: Optimization

Optimization is the advancement stage of magnet school development. It is the process of ensuring the magnet program systems, procedures, and practices are effective, innovative, and sustainable to maximize the program's capabilities.¹¹ Optimization involves adapting to internal and external changes by refining educational supports and practices established during full implementation to enhance the magnet school components and environment. In addition, by expanding magnet program services and strategically leveraging resources, the magnet program deepens its impact on students, families, and the community and increases benefits over time.

Sustain and advance your magnet program by taking these key actions.

Elevate magnet school processes

and practices. Now that your magnet school has been operating successfully for some time, enhance processes, components, and practices that incorporate innovations to advance magnet services.

- Adapt state-of-the-art instructional and curricular approaches as needed to expand services and outcomes for students. Enrich collaborative and learner-centered instructional approaches that enable students to learn any time across multiple environments. Make the theme-based curriculum dynamic, transformative, and relevant to diverse groups of students.
- Maximize technologies to examine real-time student data to augment instruction and select content to meet the personal needs of the student.
- Monitor enrollment management to ensure a competitive advantage for the school and graduating students and to enhance the magnet school's image and commitment to student, families, and the community's needs. Enhance strategies tailored to alumni to further develop relationships and provide support to the school.
- Enhance diversity and equity efforts to ensure they are embedded across the other four core components.



¹¹ *Creating an optimized organization.* (2012). Retrieved September 1, 2017, from https://www.kpmg.de/docs/India_OptimizedOrganisation.pdf.

Encourage all stakeholders to operate at high capacity. Encourage staff and stakeholders to operate at higher capacities by enhancing and supporting current relationships and new collaborations among leadership, magnet staff, families, and community partners to sustain an engaged school culture.

- Create lifelong champions who share a collective identity as part of the magnet school. Work closely with parents, teachers, and partners and build on previous engagement efforts to ensure all stakeholders have a vested interest in the magnet program and that all parties continue to benefit from the work.
- Facilitate partnerships that steer the school to continuous advancement. Co-create learning and career opportunities with partner organizations and continue to develop new partnerships as the needs of the magnet school change.
- Encourage family members to be active in school governance and to advocate for their children's education.
- Expand and share knowledge, so everyone's expertise is used to innovate and enhance program services. Consider learning from external experts who have higher levels of expertise and experience in specific areas. With broader experience, the experts can bring different perspectives, offer best practices, and share insights learned from other clients about potential changes and possible solutions.



Leverage resources strategically. Acquire new resources that will help sustain and broaden the magnet school impact and strategically leverage existing ones to maximize program benefits.¹²

- Review program resources (i.e., human and material resources, including those at the school and at partner organizations) and funding and compare them to the evolving needs of the program. Identify what is currently available and determine gaps that need to be filled to advance the school. Identify possible new partners, funders, or additional sources for resources.
- Analyze data to identify magnet areas that yield the strongest outcomes and allocate resources to those areas to continue and advance those positive outcomes.

Plan the next iteration of the magnet school. Using data that show which program areas are effective and should be expanded, plan for the magnet program's future.

- Review the program theory created during the planning stage and determine if changes are needed based on the school's changing conditions or goals, stakeholder needs, and performance data.
- Create a new 7-year implementation plan based on the revised program theory that details future action items and their relationships to the program theory, core components, objectives, and expected outcomes.



Review and update the plan regularly. Adjust programming by taking into account changes to the school, district, and community contexts so the school continues to meet the needs of students and staff over time.

¹² *Partnerships for Environmental Public Health: Evaluation Metrics Manual* (n.d.). Retrieved September 7, 2017, from https://www.niehs.nih.gov/research/supported/assets/docs/j_q/peph_evaluation_metrics_manual_chapter_3_508.pdf.

Timeframe

The optimization stage of development focuses on continuous magnet school improvement and is heavily based on performance. Ideally, the optimization stage is continuous. However, data and changing conditions may require modifications to the magnet school. Modifications can take the school back to some aspects of planning, early implementation, and full implementation before returning to optimization. Regardless, stay focused on keeping the magnet program operating effectively.

Optimization Benchmarks

Attaining these benchmarks in the full implementation stage of magnet school development creates an effective, sustainable, culturally competent magnet school.

- ✓ Curriculum and the school environment consistently reflect the culture of the school population.
- ✓ The magnet school regularly meets its identified outcomes and continues to advance services to students, families, and the community.
- ✓ Stakeholders continue to champion the school's success and provide support and resources for sustainability.
- ✓ A process is in place to maximize program benefits and acquire new resources to sustain and expand the school's impact.
- ✓ Data are used to expand and improve magnet school services and operations and efficiently and equitably allocate resources.
- ✓ A new plan is created that details future implementation activities and how magnet services will be expanded and sustained.

See the “Stage 4: Optimization Map” on the next page to understand what happens across the core magnet components in the optimization stage of magnet school development. Be sure to apply the elements of magnet school success as you sustain and advance magnet school services.

Stage 4: 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 of 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>

Conclusion

The Magnet Schools Assistance Program Development Framework was designed to help LEA and school personnel understand the process of planning and implementing a magnet school. Applying the elements of magnet success to the core magnet school components in each stage of development can help this school choice option mature over time to achieve desired outcomes.





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