

School Systems Durable Change

Readiness Rubric

Lever	Description	Indicators
Theory of Action	System leaders have clarity about the problem to be solved and a compelling theory for how to do it	There is a clearly articulated theory of action connecting the bold idea with a defined problem, interim outcomes, and student outcomes
		A broader vision for student learning informs the theory of action and connects it to other priority initiatives
Leadership Support	The bold idea is a high priority of the superintendent, board and cabinet-level staff, and a high priority throughout the central office	Leadership endorsement of the bold idea
		Leadership longevity and succession plan
		System maintains tight links across units at the senior executive level through an integrated senior team
		There is a designated leader to oversee bold idea structured into an “ambidextrous” leadership position
Stakeholder Support and Communication	There is a powerful coalition of supporters whose voices have shaped the bold idea, are invested in its success, and can provide cover and momentum to overcome likely sources of resistance	Ongoing stakeholder and external partner participation in developing the theory of action and bold idea
		Stakeholder buy-in and investment into the bold idea
		Regular, public communication about the bold idea and response to feedback
		Strategic relationships in place with essential stakeholders and external partners
Implementation	The bold idea includes a clear plan and supporting team to implement part or all of a theory of action in an organized manner	Pilots planned or underway, with adequate autonomy and coordination to iterate on the bold idea
		Implementation team and plan in place
		Plan in place to meaningfully evaluate implementation and adjust course as necessary
Sustainability	There is a plan for accessing long-term funding, external partnerships, and human resource strategies that align with and can sustain the bold idea	There is a funding plan in place that can sustain the bold idea on reoccurring resources and provides evidence to avoid any potential fiscal cliffs or enrollment declines
		There is a human capital plan in place that strategically aligns district and school level resources with the bold idea’s needs and/or theory of action