

Name of the Organization	Mass Insight Education
Website	<a href="http://www.massinsight.org/">http://www.massinsight.org/</a>
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About the Organization	<p>Mass Insight Education (MIE) is a Boston-based non-profit governed and led by a board of directors and staff tasked with overseeing and implementing the vision of our system improvement and academic support organizations.</p> <p>Their mission is to provide leadership in closing the achievement and opportunity gaps for underserved students by focusing on system transformation and student academic success. MIE published the Turnaround Challenge (2007), also known as the “bible” of school turnaround, which contributed significantly to the national debate that shaped the current emphasis on transformational change, significant investment, and a portfolio of management approaches, including the development and need for transformation zones.</p>
Approach to Designing Transformation Zones	<p>MIE partners with schools, districts, and state education agencies to improve schools and increase academic outcomes for all students. Since presenting the case for zones in the Turnaround Challenge (2007), MIE has worked with districts on the development and implementation of transformation zones across the country. The model accomplishes two goals; achieve sustainable and dramatic improvement in a cluster of persistently low performing schools and simultaneously establish a model for broader district and system transformation.</p> <p>Their approach is in five phases. The first phase includes assessing the performance, needs and leadership of potential zone schools to identify an intentional grouping of schools. Phase two includes establishing an internal or external zone management structure with the capacity and authority needed to manage and support zone schools. The third phase focuses on defining and formalizing the conditions (in the areas of people, time, budget and program) needed to address the causes of low performance in each school. Phase four includes ongoing work with the zone leaders and school principals to develop a community engagement strategy. Lastly, phase five includes preparation for zone implementation, including supporting zone and school level hiring and establishing a process, timeline, and expectations for the creation of the school improvement plans for year 1.</p>
Transformation Zone Experience(s)	<p><i>Evansville, Indiana:</i> MIE collaborated with the district to identify a cluster of low performing schools to form a turnaround zone and secure the necessary autonomies to affect a rapid turnaround. They created the Office of Transformational Support, which manages and supports schools in the zone. The zone informed larger changes for</p>

the district's overall school management and support strategy. MIE also supported the execution of a district diagnostic and central office reorganization.

*Aurora Public Schools, Colorado:* MIE facilitated stakeholder driven process to design, implement, and sustain an APS International Leadership ACTION zone, which consisted of five of the district's lowest performing schools. They built and implemented a community engagement, zone design and school redesign support strategy. MIE's design-based and school-centered approach helped schools first understand key strengths and priority challenges to develop solutions to address the highest-priority challenges and to secure the necessary conditions and flexibilities from existing policies to effectively implement solutions.