
Initiating, Monitoring, and Sustaining School Integration Projects: A Toolkit for New York State School Districts

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About this Toolkit



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Stage 1: Organizing Your Effort

From your initial idea, you will need to identify the key stakeholders who will be affected by your effort. This includes those who will be impacted by your effort, those who will be responsible for implementing it, and those who will be providing resources or support.

1.1. Assemble your preliminary team: Identify key stakeholders who will be impacted by your effort.

1.2. Map your stakeholders: Map the relationships between the stakeholders and your effort.

1.3. Revisit the composition of your team: Adjust the team composition based on the stakeholder map.

1.4. Create working norms: Establish norms for communication and collaboration among team members.

1.5. Align on a Vision Statement: Develop a shared vision statement for your effort.

Step 1.1: Assemble Your Team

Consider the key stakeholders who will be impacted by your effort. This includes those who will be impacted by your effort, those who will be responsible for implementing it, and those who will be providing resources or support.



MOCHA Team

(Table 1). A MOCHA for a Magnet & Controlled Choice Project

MOCHA for

Manager: [Name]
Owner: [Name]
Consulted: [Name]
Helper: [Name]
MOCHA (or)
Approver: [Name]

Table 1: MOCHA for a Magnet & Controlled Choice Project

| | |
|----------------------|--------|
| Manager | [Name] |
| Owner | [Name] |
| Consulted [Internal] | [Name] |
| Helper | [Name] |



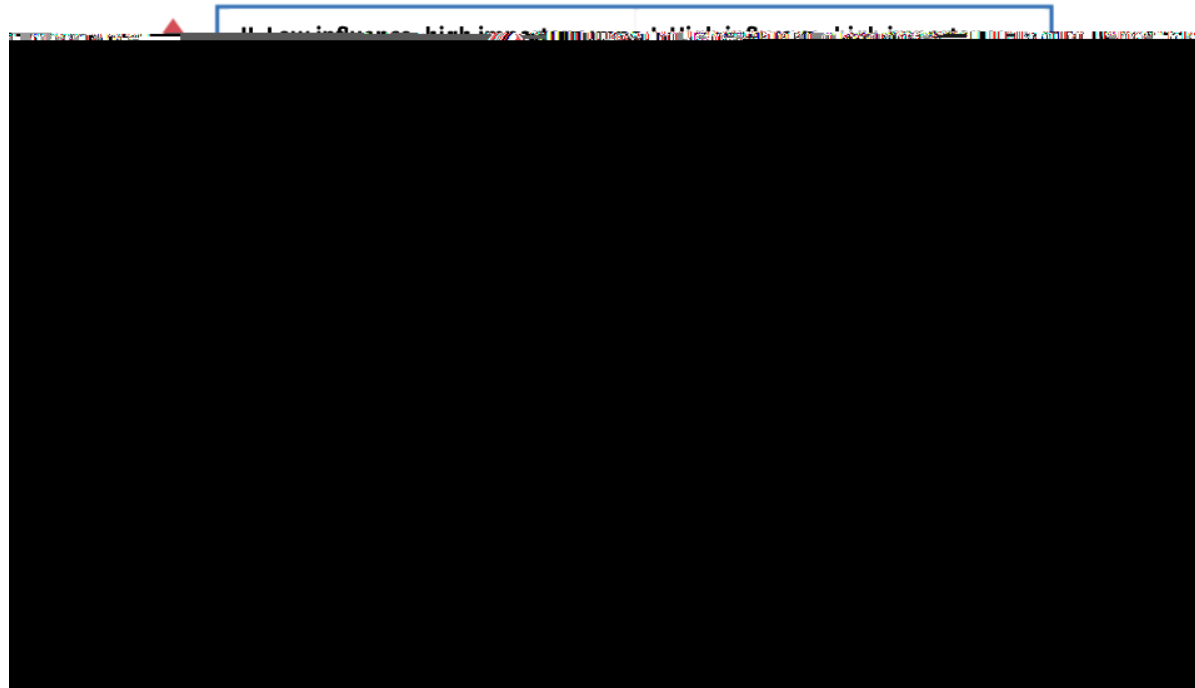
| | | |
|-----------------------|-------------------|--|
| Approver | Site W/ing for | for f the is -a ic & c |
| Co-Create | Partia Site W/ing | c ing ta c |
| Consult [External] | Site W/ing | hiden g ty a ri c |
| Inform | Sc | Sta f on f g [W/ing ty a sa-ada p ic |

Step 1.2: Map Your Stakeholders

Noting the importance of identifying stakeholders in the project, the project manager should identify all stakeholders who are affected by the project or who can affect the project. The project manager should identify all stakeholders who are affected by the project or who can affect the project.



Figure 1: Influence and Importance Matrix



Step 1.3: Revisit the Composition of Your Team

- Having completed the Influence and Importance Matrix, you should now have a clear understanding of the relative influence and importance of each team member. This information can be used to guide your team composition and to identify areas for improvement.
1. Determine the relative influence and importance of each team member.
 2. Assess the team's overall performance and identify areas for improvement.
 3. Highlight the team's strengths and weaknesses.



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Step 1.4: Create Working Norms

Brainstorm working norms

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- Purpose:**
- Equity:**
- Communication:**
- Dissent and debate:**



Engagement: What are the key stakeholders?

Decision-making: How are decisions made? Who has the authority?

Documentation: How are decisions and actions recorded?

Technology: What tools and systems are used to support the process?

As a result, the project team has identified key stakeholders and their interests. This information will be used to develop a communication plan that ensures all stakeholders are kept informed and engaged throughout the project. The project manager will also ensure that all decisions are documented and that the project team uses the appropriate tools and systems to support the process.

Interrogate your biases

Plan to identify and challenge your own biases. This is a critical step in the project management process. By recognizing your biases, you can avoid making decisions based on personal preferences or preconceptions. This will help you to make more objective and effective decisions throughout the project.

Make a list of the biases you are most likely to exhibit. Write down the specific biases that you are most likely to exhibit, such as confirmation bias or anchoring bias. This will help you to be more aware of your biases and to challenge them when they arise.

How to Interrogate Your Biases is a useful resource for project managers.

Interrogating your biases is a key skill for project managers. It involves recognizing your own biases and challenging them when they arise. This is a critical step in the project management process, as it helps you to make more objective and effective decisions throughout the project.



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Other resources

The following resources are available:
[Avicenna's Canon of Medicine](#) (English translation)
[Basic Principles of Avicenna's Canon of Medicine](#) (English translation)



Vision: Integrate the best of the past with the best of the future to create a world-class educational experience for all.



Stage 2: Mapping Your System & Strategy

At the beginning of the process, you will need to identify the current state of your system and the goals you want to achieve.

System (1) is a set of interconnected components that work together to achieve a common purpose. The system is defined by its boundaries and the relationships between its parts.

2.1. Examine the state of segregation within your district: Collect data on the current state of segregation in your district, including demographic information and housing patterns.

2.2. Write a problem statement: Define the specific issue or challenge you are addressing, such as the need for more affordable housing or the goal of increasing diversity in your district.

2.3. Draft your goal statement: Establish clear, measurable goals for your strategy, such as increasing the number of affordable housing units or achieving a certain level of racial diversity.

2.4. Analyze the causes of the identified issue: Identify the underlying factors contributing to the issue, such as historical patterns of segregation or current market conditions.

2.5. Conduct due diligence on integration strategies: Research and evaluate various strategies for promoting integration, such as affordable housing development, community land trusts, or inclusionary zoning.

2.6. Develop your high-level strategy: Develop a high-level strategy that outlines the overall approach and key components of your plan, such as the types of housing to be developed and the target population.

2.7. Flesh out a detailed strategy: Develop a detailed strategy that outlines the specific actions, timelines, and resources needed to implement your plan.

2.8. Implement and monitor your strategy: Put your strategy into action and monitor its progress, making adjustments as needed to ensure you are meeting your goals and addressing the issue effectively.

Step 2.1: Examine the State of Segregation Within Your District

Step 2.1 involves examining the current state of segregation within your district. This includes collecting data on demographic information, housing patterns, and the distribution of different racial and ethnic groups. Understanding the current state of segregation is essential for identifying the specific issues and challenges you are addressing and for developing effective strategies to promote integration and diversity.



Please identify a real life example of
Statistical Inference
Hypothesis testing
Hypothesis testing

Problem statement: In 1920, the
Bureau of Census conducted a national
survey of public opinion regarding
the issue of prohibition.

The data collected from the survey
indicated that 50% of the population
was in favor of prohibition. The
Bureau of Census then conducted a
follow-up survey in 1930 to determine
if there had been a change in public
opinion. The results of the 1930 survey
indicated that 45% of the population
was in favor of prohibition.



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Goal statement: Disic 925g a list
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Now that we have identified the problem, we can analyze the causes of the problem.

Step 2.4: Analyze the Causes of the Identified Issue

Causes of the problem are identified by asking the question "Why?" five times. This is known as the 5 Whys or Ishikawa Diagram. The diagram is a fishbone shape that points to the problem. The main horizontal line is called the spine, and the diagonal lines are called ribs. The ribs are used to identify the causes of the problem. The diagram is used to identify the root cause of a problem.



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Figure 3: Fishbone Diagram

Step 2.5: Conduct Due Diligence on Strategies to Address Segregation in Your District

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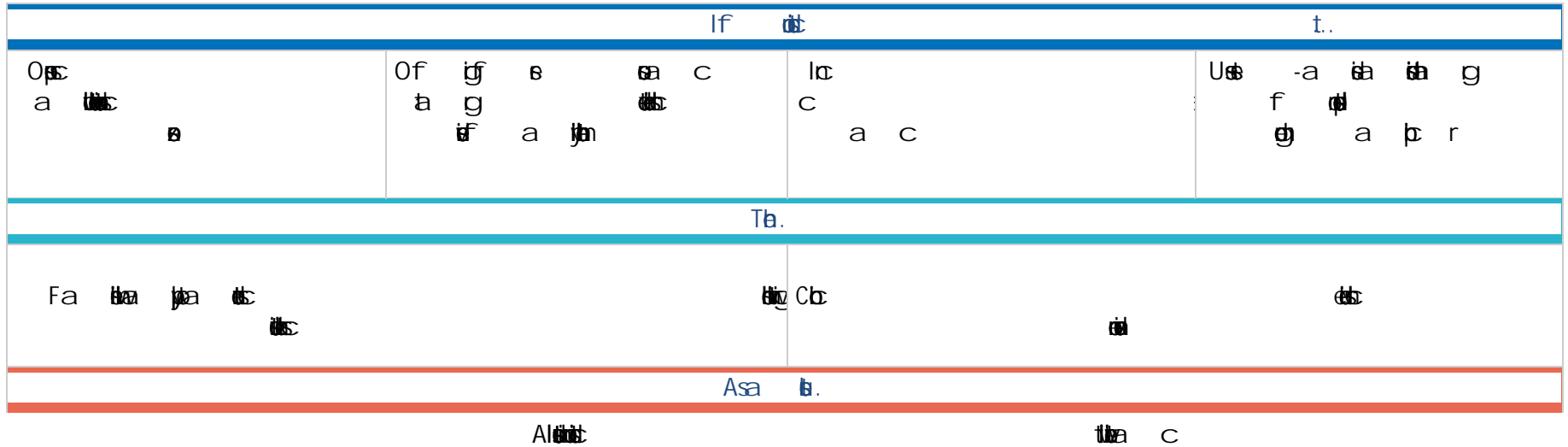
Step 2.6: Develop Your High-Level Strategy

You are yc ty f ta ha ha Dty js a ty





Figure 4: Theory of Action for a Composition Initiative



Stage 3: Defining Your Measurement Framework

Next, we will define a set of indicators that will be used to measure the effectiveness of the program. We will use a set of indicators that will be used to measure the effectiveness of the program. We will use a set of indicators that will be used to measure the effectiveness of the program.



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Step 3.2: Identify Your Measures

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en el día de la independencia, a las 10 de la mañana, se celebró una gran fiesta en la plaza principal.

Todo el mundo participó en las actividades que se organizaron para celebrar el día de la independencia.

1. El día de la independencia es una fecha muy importante para todos los colombianos. Se celebra el 20 de julio de cada año. En ese día, se realizan diversas actividades culturales y deportivas en todo el país.

2. Recuerdo muy bien cuando yo era niño y me llevaban a la plaza principal para ver los festejos. Allí había mucha gente y se escuchaban los tambores y las músicas tradicionales.

3. Era un día muy especial para todos nosotros. Se celebró con mucha alegría y se hizo un gran desfile por las calles de la ciudad.



4. Why _____ the _____ ?
5. How _____ the _____ ?
6. How _____ the _____ ?
7. Why _____ the _____ ?
8. How _____ the _____ the _____ ?

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Step 3.4: Set Performance Expectations

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Table 4: Project Plan

| Action Target | Tasks | Owner | Deadline | Status | Tools | Successes/Challenges |
|--|--|--------------------------------|------------------------------------|------------------|--|---|
| <p>High Quality</p> <p>2024</p> <p>Project</p> <p>Timeline</p> <p>Agile</p> <p>Team</p> <p>Communication</p> <p>Stakeholder</p> <p>Reporting</p> | <p>Project</p> <p>Timeline</p> <p>Agile</p> <p>Team</p> <p>Communication</p> <p>Stakeholder</p> <p>Reporting</p> | <p>Director</p> <p>Project</p> | <p>8/31/2023</p> <p>h</p> <p>b</p> | <p>Completed</p> | <p>Online</p> <p>Tools</p> <p>(Excel)</p> <p>Project</p> <p>Management</p> <p>Software</p> | <p>Successful</p> <p>Timeline</p> <p>Adherence</p> <p>Stakeholder</p> <p>Engagement</p> <p>Reporting</p> <p>Agile</p> |



8. Be a good listener. Listen to the speaker and take notes.

He is a participative manager. He is a good listener.

Step 4.2: Implement & Track Your Progress

Now you can check your progress. Plan to do it every day.





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3. Na dy la a e b ylf f dy yd da g
 lff ya pa ic -dyf dy a ta e yv dlf dy
 dy a if f dy a ta e y
4. Eta lf dc da g dyb ta e y y
5. lf yf en c et pa tc
6. Ad c da da dyf a en dyd da n dy
 ta g sRe dy e
 it sa da tf a lb
7. Ad c da la dy a ic la dy
 dc da g dy dy a ta ra da e yf

Hea Pe en c, lv Rf an e hdy dy en en c
 a da dlf f ef o re dc -S ta e dy shf
 dy a dy en da a ef da e y sTg g da ta dy dy
 a c g yf en cc -S ta e yf en c dy da dcR

Step 5.2: Analyze & Act on Results

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Table 5: Performance Report Template Example

| Priority Area: | Integration Strategy: | Outcome Targets: | Progress Towards Targets: | Explanation of WHY target was met, partially met, or not met: | How Results Inform Plans for Next Year: |
|-----------------|-----------------------|---|---------------------------|---|---|
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Stage 6: Meaning-making & Spreading the Word



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Table 6: Actions to Help Sustain Your Initiative



Step 3: Redefine your measurement framework

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a la t ta da

Steps 4 & 5 Evaluate & Refine

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3. Urgency: How much time do we have to complete the project?

4. Feasibility: Is it possible to complete the project within the given time and budget?

5. Interest: How much interest do we have in the project? Is it worth the effort and cost?

Stakeholders: Who are the stakeholders involved in the project? What are their interests and expectations? How can we manage their expectations and ensure their satisfaction?

