

# Building a Culture of Innovation in Government: An Example from New York City Public Schools

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# What is the iZone?

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- The Innovation Zone (iZone) is a community of innovative New York City schools committed to personalizing learning.
- By doing so, iZone students will be better prepared for success in K-12, college, and career.
- Across the iZone, schools are achieving personalization in a variety of ways based on the needs of their particular school community.

# Innovation Zone Mission and Strategies

## Moving Forward

### iZone

Build schools around the needs, strengths, and motivations of individual students

#### iZone360

New school models that organize all resources (budgets, staff, space, time, instruction, technology) around needs, strengths, and motivations of individual students

- Beginning in SY 11-12
- 26 schools

#### iLearnNYC

Flexibly meeting the needs of individual students through online and blended learning

- 41 schools in SY 10-11
- 125 schools in SY 11-12

#### InnovateNYC

Piloting, evaluating, and scaling promising innovations that leverage technology to accelerate student learning

- Approx. 40 Time and Staffing, School of One and Personalized Learning Systems schools in SY 10-11 and SY 11-12

# Supports and Resources

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iZone pledges ongoing supports and resources to better personalize learning.

## **School Level**

- Personalized learning plans via adaptive learning software and other tools that provide real-time data on student progress
- Anywhere/anytime learning through online learning, all guided by a NYC teacher
- Hardware to support tech tools and infrastructure improvements to effectively use it
- Teacher training on tools and strategies that enable greater personalization
- Technical and programmatic support from iZone staff and expert, external partners

## **Network Level**

- Building leadership and support capacity
- Structured collaboration among schools for shared problem solving
- New FTEs: Innovation coach/Implementation managers

## **Policy Reforms**

- Successfully advocated for NYSTL revisions freeing textbook funds for instructional technology
- Successfully advocated for credit accumulation based on online coursework
- Submitted waiver with Big 5 to allow credit accumulation irrespective of seat time

# iZone in Action

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- An AP US History teacher teaches students in-person at their own school and virtually at another school that lacks a qualified AP US History teacher
- High school extending the school year to 200 days within the UFT contract by staggering teacher vacations
- Students stick with lessons, units, or assignments until they have demonstrated mastery
- Elementary school teachers use adaptive learning software to differentiate each day's lesson to each student's needs
- Using assessment data, teachers learn which units they are most effective at teaching, and then they teach those units several times a year to different groups of students

# iZone Evaluation

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Evaluation by internal and external teams helps the DOE understand the impact of current innovations as well as inform design and implementation decisions.

## **STUDENT OUTCOMES: ACHIEVEMENT AND ATTITUDES/ ENGAGEMENT**

- Do iZone students show greater achievement gains than their peers than non-iZone schools?
- Do iZone students demonstrate greater gains in the habits of mind (for example, student engagement, self-directed learning, cognitive strategies) than their peers?

## **TEACHERS ATTITUDES AND BEHAVIORS**

- Do teachers show greater change in practice and attitude (e.g., about teacher roles, teacher efficacy, technology utilization) than their peers?

## **IMPLEMENTATION**

- What is the scale and scope of innovation in schools (which components are implemented, how, who is involved, what students are served)?
- What PD, if any, was offered (e.g., frequency, operation, participation, efficacy)?
- What were the successes and challenges of program implementation?
- How do teachers respond to innovations?

# Making a System-wide Impact

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In Fall 2010, Mayor Bloomberg committed to supporting 400 iZone schools over the next three years.

2010-2011

2011-2012

2012-2013

2013-2014

