



Opportunity Culture Consultant Candidates Design and Implementation Consulting Assignment

You are about to meet with the superintendent of a district with 150 schools. The district is geographically dispersed, including an urban center and significant suburban sprawl. The district is racially and economically diverse, and combines concentrations of poverty, wealth, and middle-class neighborhoods with a center city that includes both low-income and very wealthy families. The administration is very committed to economic integration and assigns pupils accordingly as best it can. However, housing segregation and the need to keep bus ride times reasonable for students prevent perfectly even distribution of students.

Despite many, many efforts to counter the trend, the district has found that 20 of its schools are high-poverty (more than 50 percent of students at these schools are registered for free or reduced-price lunch). Most of these schools have had low student growth and achievement levels for decades. In the district's more diverse schools, Black/African-American and Latinx students, as well as low-income students of all races, make learning progress that is lower than their Asian, white, and non-poor peers. Efforts to boost professional development, add coaching specialists, introduce standardized curriculum and instructional packages, and boost parent participation have not improved student outcomes in prior years.

You must meet with the superintendent at 4 p.m. tomorrow to help him/her solve the problem.

Your boss is speaking to a teachers' convention tomorrow. All of your colleagues are climbing Mount Everest this week. You must prepare for and attend this meeting alone. [Using opportunityculture.org as your main source](https://www.opportunityculture.org), respond to the following scenarios. You may not receive help on this assignment from others.

- 1) What questions will you ask the superintendent during your meeting tomorrow? Use no more than half a page to respond.
- 2) After the meeting, the superintendent asks you for your recommendations. Write a memo to the superintendent briefly explaining the **most important strategies** that you think could improve student learning, including the major pros and cons of each. After explaining the options, **recommend a strategy** or combination of strategies. Your goal is to get the superintendent to choose and lead implementation of a strategy that will create dramatic improvements for struggling students without harming others. Use no more than 2 pages to write this memo.
- 3) The superintendent emails you right away, saying, "Let's do this plan! What are the next steps?" List your next steps in no more than half a page.
- 4) List 2–3 challenges that you anticipate while helping this superintendent implement your plan. In one or two sentences each, how might you address each challenge?

Begin your response on the next page. Use no more than 4 pages total (*in addition* to this one) for your response.