

STEP #	STEP	ANALYSIS
1	Establishing a Sense of Urgency	- Higginson/Lewis raises the problem of not having enough money to handle the merger - Orchard Gardens raises the problem of the student body and staff
2	Forming a Powerful Guiding Coalition	- Higginson/Lewis got the support of Lena Reddick, a Blue Cross Blue Shield administrator and Jason Wise, a substitute teacher at Lewis school. - Orchard Gardens got the support of government, by being given federal money for being a turnaround school
3	Creating a Vision	- Jason Wise wanted to motivate the students and parents in Higginson/Lewis school to be better; Lenna Reddick had the vision of building beneficial partnerships for the school - The principal of Orchard Gardens, Andrew Bott, had a vision regarding the improvement of the staff
4	Communicating a Vision	- Andrew Bott recruited veteran BPS teachers and young and energetic ones from other schools - Jason Wise created the production of "The Wiz"
5	Empowering colleagues to act on the Vision	- There have been created collaborations with arts and math teachers - David Brown, the assistant principal of Higginson/Lewis school, leads a monthly professional-development session to build a common set of expectations
6	Planning for and creating short-term Wins	- Replacing the school's security personnel by Andrew Bott in Orchard Gardens - Plan to reopen Higginson as an "inclusive" school from preschool to the second grade and Lewis to become an inclusive 3-8 grade
7	Consolidating improvements & Producing still more Change	- Creating meetings in Orchard Gardens for talking about the struggling students - Improving the Higginson/Lewis's look, accessibility and use of classroom space; Greeting kids as they came in door
8	Institutionalizing New Approaches	- After school programs were added to both schools - Eye-care, dental care, dance classes were brought to Higginson/Lewis; connection with a taekwondo teacher; building an online algebra class