

Before contracting with CEL, the district tried valiantly to address the challenge on its own, putting in place instructional coaches, English-

language learning programs, new curricula, and a highly popular dual-language immersion program. But the district was still underperforming. "Our initiatives were not having the change effect," says Superintendent Pamela Shea. "We had an achievement gap that was continuing to grow and test scores that were stagnant. We knew we needed to take a look at the whole system, and not take a piecemeal approach to fixing things."

With generous resources from state funds and federal grants, the district signed with CEL for a full comprehensive partnership focused on literacy improvement and aimed at systemwide change. "Our achievement gap was one reason we qualified for the grants, but it was also our readiness and ability to take on the transformation work. Not every district is willing to do that," says district Special Projects Director

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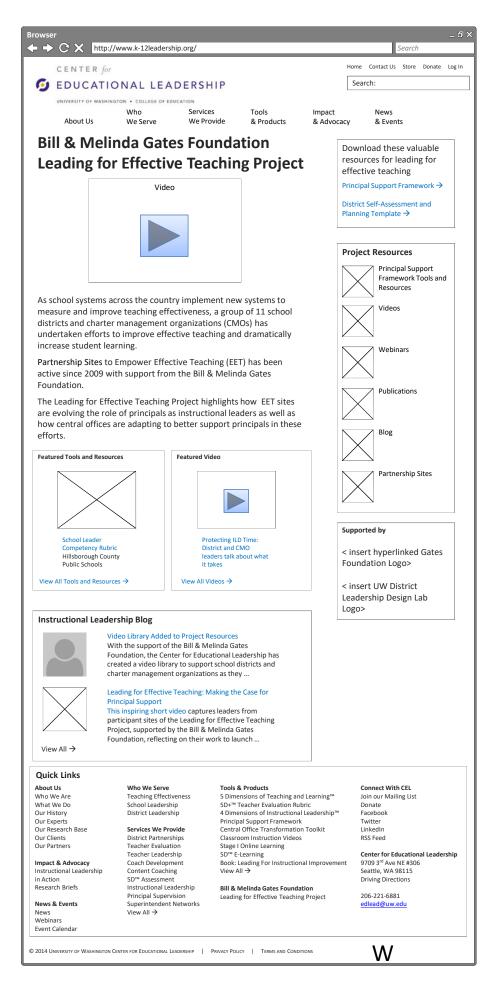
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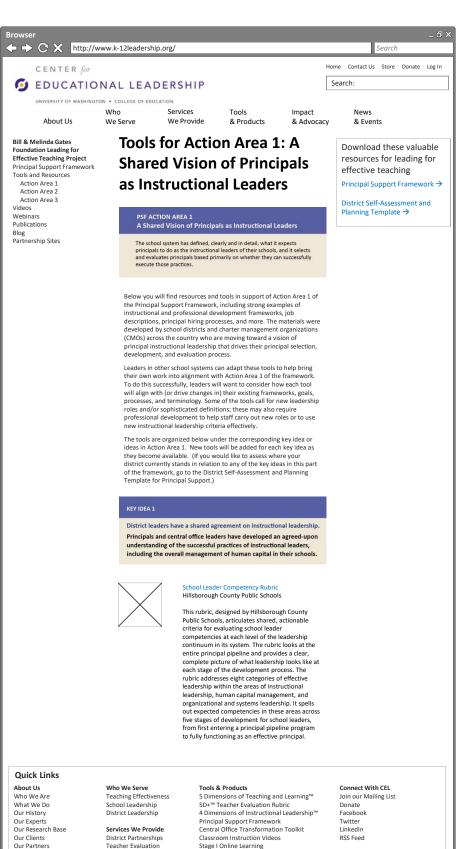
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