

A green rectangular sign with rounded corners and a white border is mounted on a metal post. The sign features white text that reads "WELCOME TO NEW YORK THE EMPIRE STATE". The sign is positioned in front of a large steel bridge structure, with thick cables and lattice beams visible in the background. The sky is a pale, overcast grey.

WELCOME
TO
NEW YORK
THE EMPIRE
STATE

New York City

Department of Education



1.1 Million
Students



75,000
Teachers



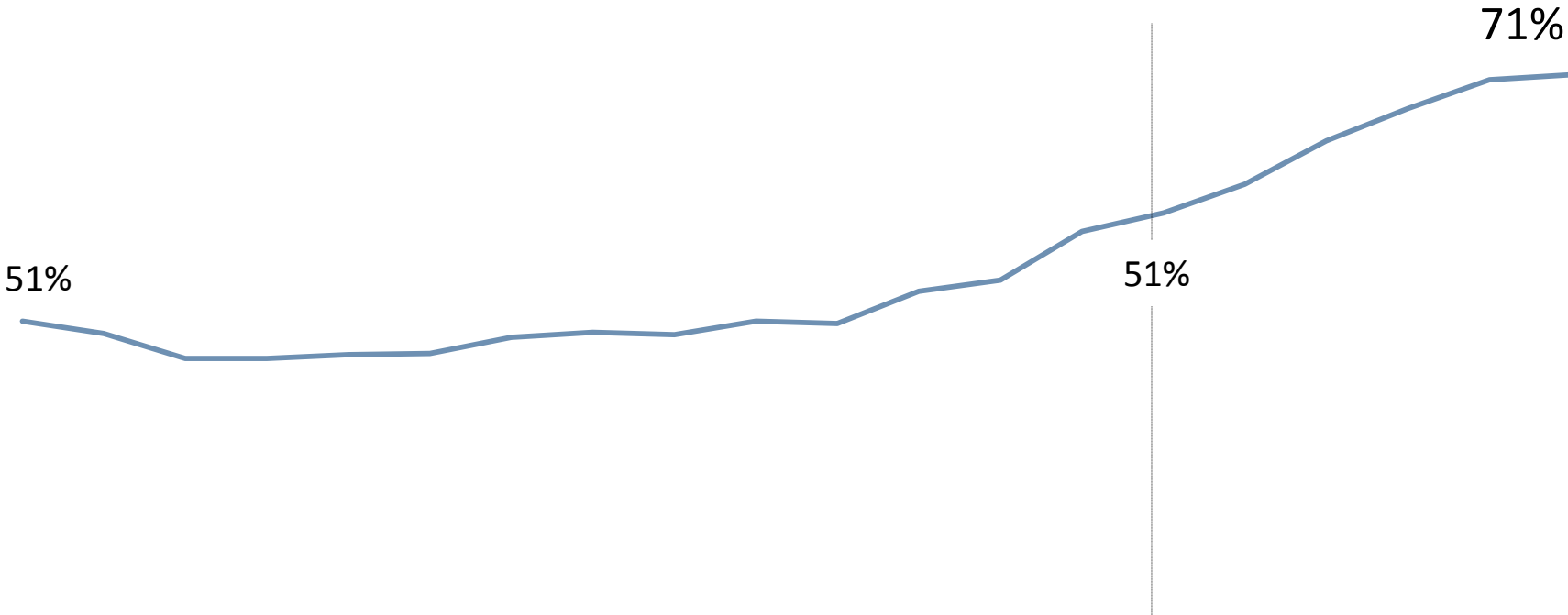
1,700
Schools



140+
Languages



New York City Graduation Rates



1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011



iZone is a catalyst for 21st Century learning across New York City

We work with schools, the edtech marketplace and policy makers to design and scale promising learning models that prepare all students for college and careers.



EDUCATORS

iZone empowers educators with tools, know-how, and a community of like-minded colleagues to build sustainable solutions to challenges in their schools.

STARTUPS & DEVELOPERS

iZone helps startups and developers refine education technology solutions to get better software in the hands of teachers and students.

Overall Framework

The iZone activities fall into three basic categories – eROI has different applications and implications for each



Description	<ul style="list-style-type: none"> • Lower total cost for schools to innovate – including financial costs, obstructing policies, and ease of implementation • Typically systemic investments 	<ul style="list-style-type: none"> • “Fail early, fail often” – these investments are likely low cost, early stage, high risk / high reward, with a high expected standard deviation of results • Akin to a venture capitalist setting a “hurdle rate” for early stage in a large portfolio of investments, many of which are expected to fail 	<ul style="list-style-type: none"> • “Big bets” – these investments aim to diffuse and/or scale the most promising innovations which emerge from early stage, decentralized innovation • These investments are akin to the growth capital provided to growing companies
Applying eROI	<ul style="list-style-type: none"> • Primary focus on identifying the most efficient ways to lower costs • Secondary focus on links to student outcomes 	<ul style="list-style-type: none"> • Inform iZone internal planning and set clear <u>targets</u> for results, including both cost and outcomes 	<ul style="list-style-type: none"> • Evaluation, both early stage and ongoing
Examples	<ul style="list-style-type: none"> • iLearn • BLI • Procurement reform • Policy changes 	<ul style="list-style-type: none"> • iZone 360 challenges for schools • Challenges for the Ed Tech marketplace (e.g. the Gap App challenge) • Hackathons 	<ul style="list-style-type: none"> • Asynchronous pilot • New school designs



iZone Problems of Practice

1. How do you manage innovation in risk-averse environments?
2. How do you foster innovation in schools that lack either vision at the leadership level or a school culture that supports change?
3. Conversely, how does a leader with a strong vision ensure it's effectively implemented at the school or classroom level?