

Dear Readers:

For the past decade, The Wallace Foundation has worked with states, districts, city governments and community organizations around the country to expand learning and enrichment opportunities both in and out of school. From that work, we have accumulated a body of knowledge and field-based lessons that we believe are highly relevant for developing comprehensive approaches to achieving the Race to the Top reform objectives and other federal strategies to improve public education. As recently described in the Federal Register, those submitting plans to address those objectives will be asked to demonstrate a high degree of policy and strategy coordination at all levels of public education.

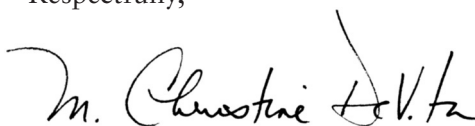
In the following pages, we offer a number of research findings and action steps drawn from policies and practices that have been shown to be critical to the success of educational reforms at the local, district and state levels. Given our particular expertise in the areas of educational leadership, arts education and out-of-school time learning, we have focused specifically on recommendations that address the following topics:

- **Coordinating state, city and district policies**
- **Turning around the lowest-performing schools – the role of district leaders**
- **Turning around the lowest-performing schools – the role of the principal**
- **Preparing and developing effective school leaders**
- **Expanding opportunities for out-of-school learning**

Publications cited in this document can be downloaded for free from Wallace's website at www.wallacefoundation.org. And please feel free to contact me or others on our staff if you'd like more information:

- M. Christine DeVita, President (cdevita@wallacefoundation.org; 212-251-9841)
- Edward Pauly, Director of Research & Evaluation (epauly@wallacefoundation.org; 212-251-9761)
- Richard Laine, Director of Education Programs (rlaine@wallacefoundation.org; 212-251-9811)

Respectfully,



M. Christine DeVita
President, The Wallace Foundation