

# Is Your District Engaging?

CSBA Annual Education Conference December 1, 2018 San Francisco







### Introduction

 Dr. David Vierra, Superintendent, Antelope Valley UHSD: "An Ounce of Prevention"

 Dr. Joe Kelly, Director of School Improvement, Antelope Valley UHSD: "Engagement Equals Achievement"

Randal Putz, Former Bear Valley USD
Board Member / Partner, Gobo LLC:
"100s of LCAPs later: The Engagement Imperative"

• Q&A



## But First...

- Thank you
- Housekeeping
- Why We Are Here
- Does It Really Matter?









## Engagement

- Setting the Foundation
- Community Composition (broader context)



### Benefits

- Relationships / Trust (deposits / withdrawals)
- Cycle of Continuity

   (structure to ensure continual review / improvement)

#### **Annual Governance Workshop**

January **Board Reorganization** December SET **Evaluation** November **AVUHSD** October

**Annual Vision and Priority Process** 

**Community Forums** 

Stakeholder Input (Continuous)

**Budget** Development

Funding the Vision LCAP "Resource Alignment"

**School Site** Plan Assessment/ **LCAP Revision** 

March

April

Implementation of LCAP

September

Harvest

Celebration

District Showcase

[LCAP Results]

PROVIDE SUPPORT

June

July

Implementation Phase / Site Preparation

(LCAP / Budget Approval)





### Dos & Don'ts

- Authentic / Sincere
- Listen and Provide
   (be proactive and go to them)
- Reflect / Evidence thereof
- DO NOT just give "lip service"





## **School Crisis**

- Active Shooter @ Highland HS
- How engagement helped





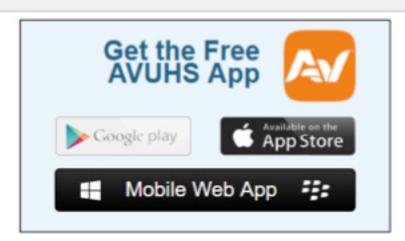




#### **App School Followers Report**

Organization # of Followers ▼

AV High School District 26,902



	Organization	# of Followers ▼	# of Followers
	Quartz Hill High School	5,478	
	Eastside High School	3,297	
	Palmdale High School	3,279	
(3)	Lancaster High School	3,084	
	Highland High School	3,065	
	Littlerock High School	1,832	
W	Antelope Valley High School	1,517	
	Knight High School	1,486	
0	Academy Prep - SOAR Junior High	570	
H	Quartz Hill High School OSC	545	
	S.O.A.R-Students On Academic Rise High School	504	

#### Local Control and Accountability Plan

Antelope Valley UHSD 2017-18 Highlights Page 1 of 2









#### **District Vision**

Graduates will be prepared to pursue college & any career

#### **District Mission:**

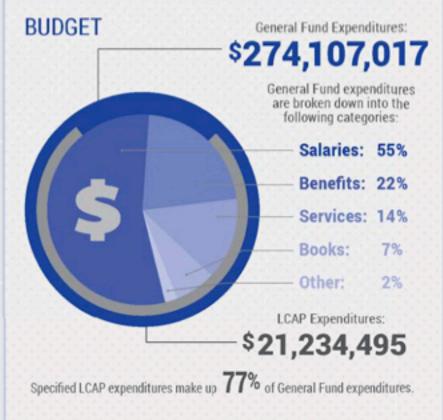
Safe & secure learning environment that promotes rigorous curriculum & enables development of necessary academic, technical, & work-related skills



#### **Career Academies** & Pathways

Focus students' coursework toward a specific field of interest.







DISTINGUISHED

Schools

**SCHOOLS** 

2,156

**EMPLOYEES** 



College & Career Readiness

	MAINTAIN GRADUATION RATE	=/ <b>1</b> 88%
<b>5</b> A	INCREASE EL INDICATOR	66.5%
FA.	INCREASE EL ACHIEVEMENT	•
	INCREASE COLLEGE & CAREER INDICATOR	Set baseline
AP。	INCREASE STUDENTS TAKING AN AP EXAM	<b>=/119</b> %

HIGHLIGHTED OUTCOMES & METRICS

HIGHLIGHTED ACTIONS, EXPENDITURES	& TARGETS	0
1.1 - Student visits to colleges & universities	\$120,000	13
1.2 - Administer PSAT to 9, 10 & 11 graders	\$315,000	Low
1.3 - Shmoop test prep account access	\$80,000	g A
1.4 - Teacher summer AP training to	\$100,000	English
maintain qualified staffing		17
1.5 - Expand after school tutoring &	\$1,125,000	Youth
remediation options		
1.6 - Administer Scholastic Reading	N/C	200
Indicator 2x per year		Student
1.7 - Reduce class sizes to 25:1 ratio for	\$700,000	13
intensive ELA, Algebra, & literacy		(A)
support classes		17
1.8 - Additional staff to administer &	\$227,218	g A
monitor CELDT / ELPAC outcomes		
1.9 - Increase students in higher level courses	N/C	200

#### Local Control and Accountability Plan

Antelope Valley UHSD 2017-18 Highlights Page 2 of 2





Rigorous Curriculum

HIGHLIGHTED OUTCOMES & METRICS

INCREASE AP EXAM

PARTICIPATION

INCREASE AP 3+ SCORES

INCREASE CLASSROOM

WALK-THROUGHS

HIGHLIGHTED ACTIONS, EXPENDITURES & TARGETS

2.3 - Increase PD opportunities to continue \$1,215,500

2.1 - Guidance counseling services for

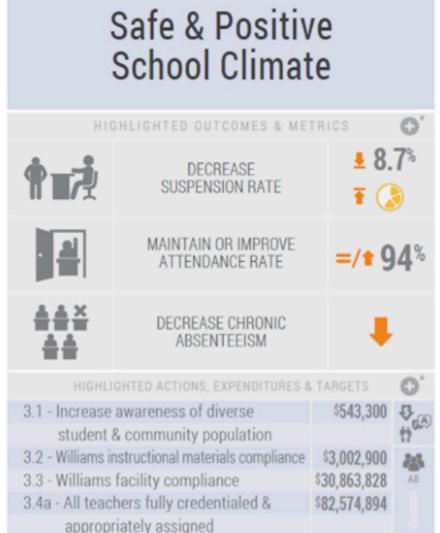
2.2 - Augment Guidance services

personal growth opportunities

CCSS curriculum development

academic, collegiate, professional &









Antelope Valley Union High School District, 44811 North Sierra Hwy., Lancaster, CA 93534; (661) 948-7655; www.avdistrict.org; CDS#: 19642460000000

EA EL

₽ II

+5%

**₹** 6,000

\$4,110,000

\$5,002,785





#### Single Plan for Student Achievement

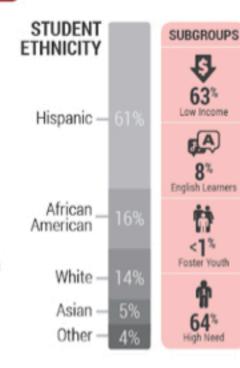


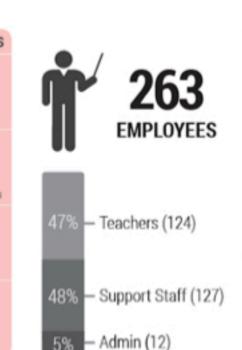
#### **School Profile**

#### 2018-19 SPSA for Highland High School



STUDENTS









Total SPSA Budget: \$1,225,230

#### CALIFORNIA SCHOOL DASHBOARD HIGHLIGHTS



#### Graduation Rate Status: High, Change: Increased



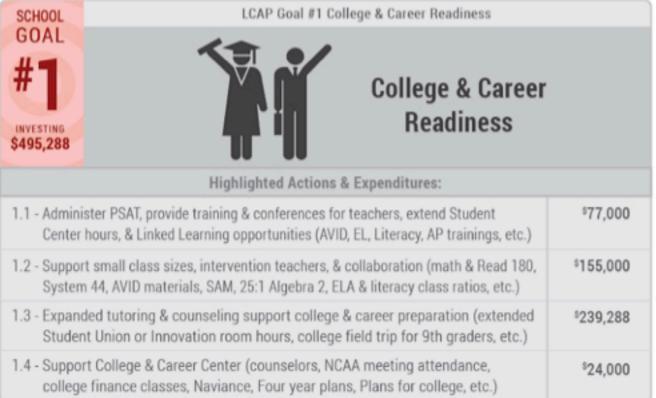
Asian Suspension Rate
Status: Low, Change Declined Significantly

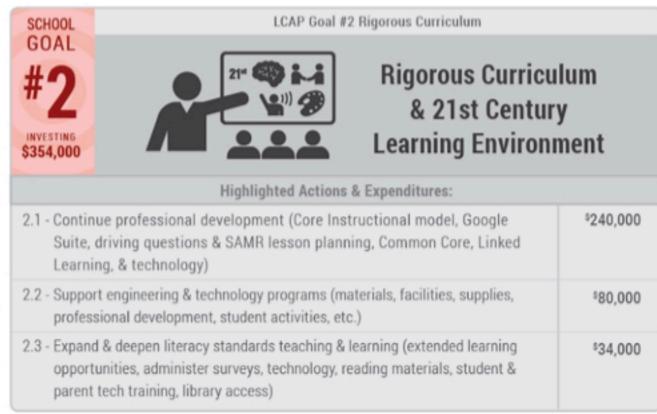






#### **Goals for Student Performance Improvement**

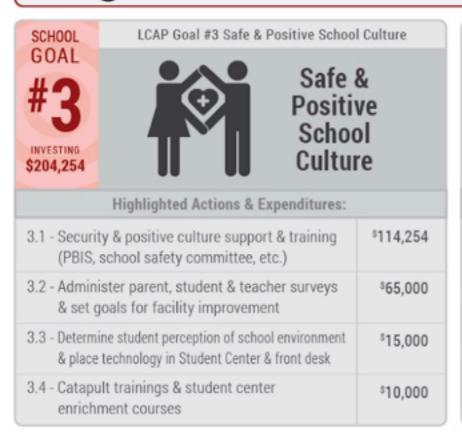


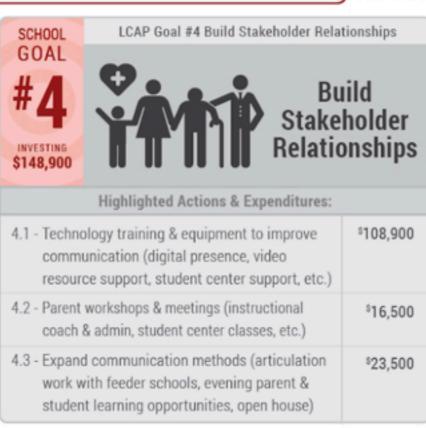


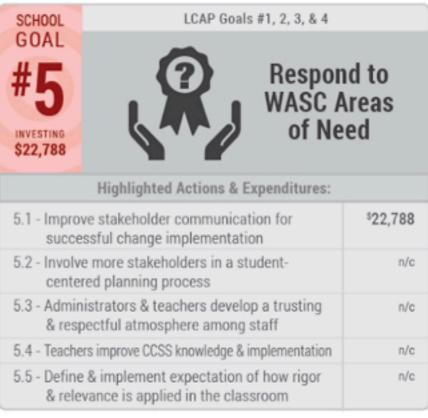
#### Single Plan for Student Achievement

2018-19 SPSA Highland High School

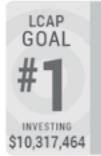








#### Antelope Valley UHSD LCAP Goals for Student Improvement





College & Career Readiness





Rigorous Curriculum

LCAP GOAL INVESTING \$184,435,416

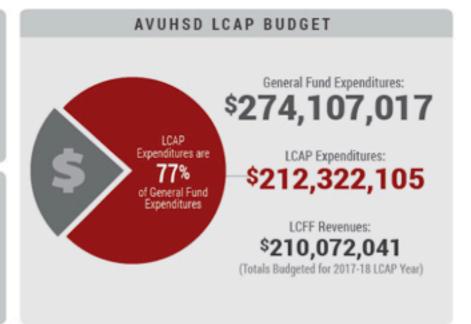


Safe & Positive School Climate





Build Stakeholder Relationships





Highland High's School Site Council (consisting of 1 Principal, 4 Classroom Teachers, 1 Other School Staff, 3 Parent/Community Members, & 3 Students) has reviewed & recommends this School Plan with proposed expenditures to the District Governing Board for approval. Attested by Principal Chris Grado & Chairperson Carlos Davis on May 30, 2018.



#### Stakeholder Involvement 2017-2018

Schools	Students	Staff	Parents	Community	TOTALS
AVHS	2196			2	2625
EHS	2590	448	244	7	3289
HHS	3721	504	264	29	4518
KHS	3136	360	239	5	3740
LnHS	2204	370	185	2	2761
LHS	1422	255	208	7	1892
PHS	3035	309	215	4	3563
QHHS	3047	400	138	4	3589
SOAR	581	48	196	1	826
Alt. Sites	1261	162	52	0	1475
AAV	355	73	53	3	484
Totals	23193	3433	1849	64	28539







#### Antelope Valley Union High - Los Angeles County

List of all schools in this district

Enrollment: 21,543 Socioeconomically Disadvantaged: 71% English Learners: 10.2% Foster Youth: 2% Dashboard Release:

Grade Span: 7-Adult

Charter School: No

Fall 2017

Equity Report

Status and Change Report

Detailed Report

Student Group Report

The Equity Report shows the performance levels for all students on the state indicators. It also shows the total number of student groups that received a performance level for each indicator and how many of those student groups are in the two lowest performance levels (Red/Orange). The total number of student groups may vary due to the number of grade levels included within each indicator. Select any of the underlined indicators for more detailed information.

State Indicators	All Students Performance	<b>Total Student Groups</b>	Student Groups in Red/Orange
Chronic Absenteeism	N/A	N/A	N/A
Suspension Rate (K-12)	•	13	10
English Learner Progress (1-12)		1	0
Graduation Rate (9-12)		11	2
College/Career (9-12) Select for one year of available data	N/A	N/A	N/A

Select any of the underlined local indicators to see the local data for those with a met rating.

Local Indicators	Ratings
Basics (Teachers, Instructional Materials, Facilities)	Met
Implementation of Academic Standards	Met
Parent Engagement	Met
Local Climate Survey	Met

#### Performance Levels:











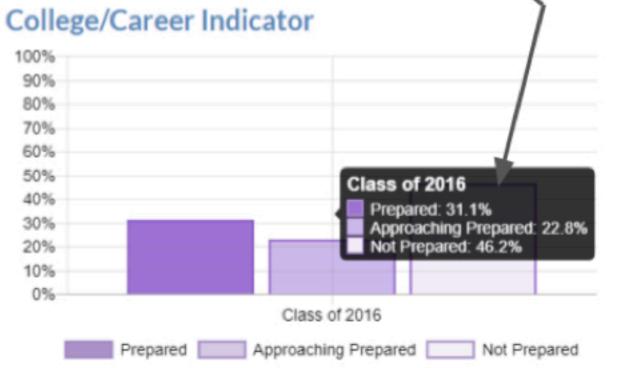


The College/Career Indicator (CCI) contains both college and career measures which recognizes that students pursue various options to prepare for postsecondary and allows for fair comparisons across all LEAs and schools.

Total Number of 2013-14 Cohort Students	College/Career Level	Number of Cohort Students at Each Level	Percent of Cohort Students at Each Level
	Prepared	831	18.5%
4503	Approaching Prepared	906	20.1%
	Not Prepared	2766	61.4%

More detailed information regarding the criteria for the three CCI performance levels can be obtained at the California Department of Education Web page at http://www.cde.ca.gov/a/ac/cm/cci.asp.

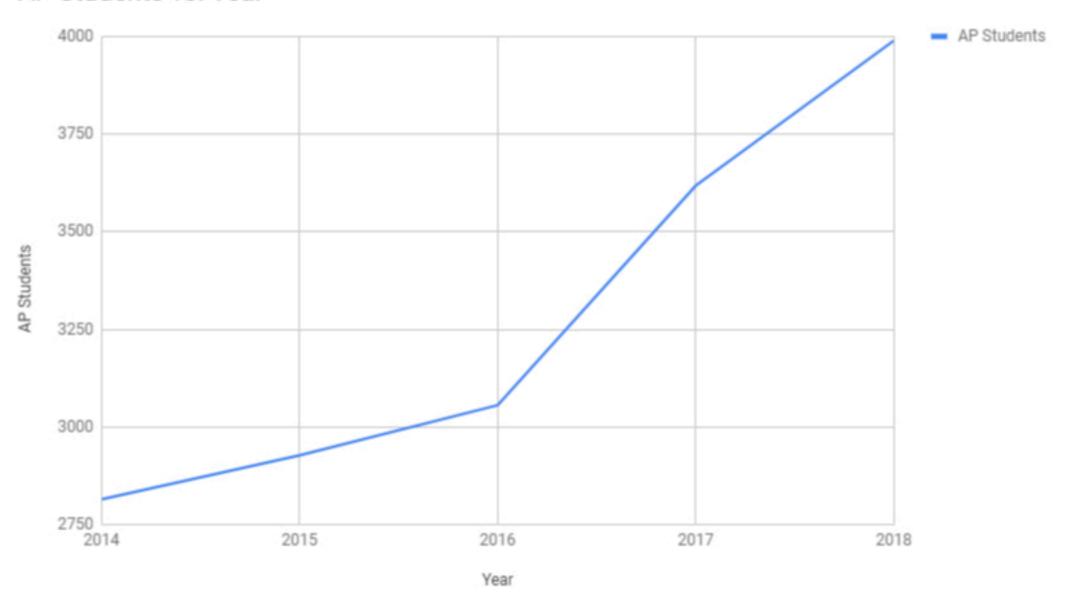




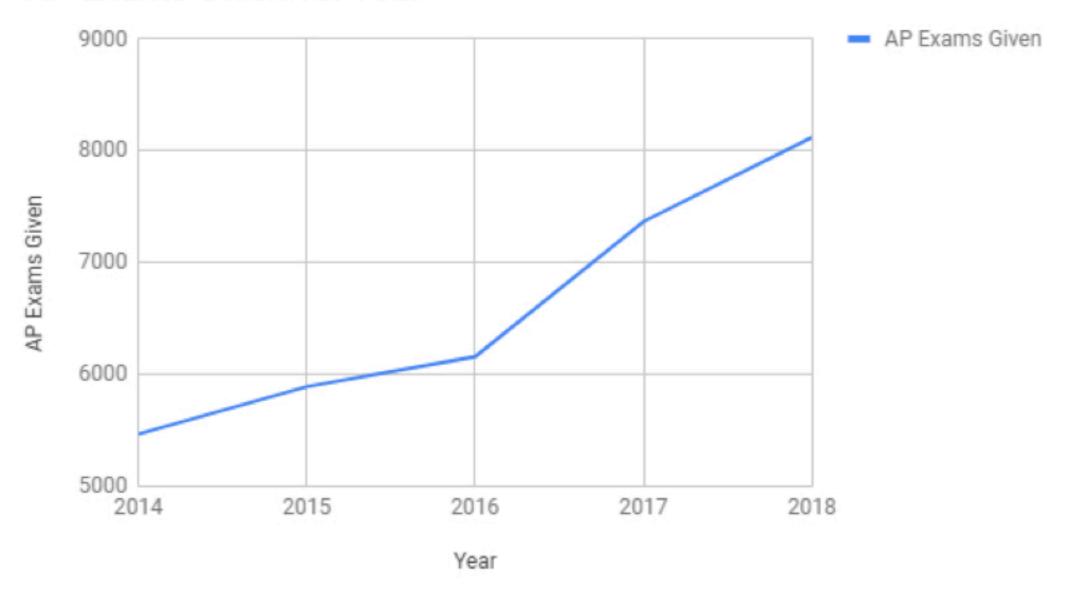
For the Fall 2017 Dashboard, the College/Career Indicator (CCI) is reported as Status only.

Because it only contains one-year of data, both Change and a performance level (color) will not be calculated or reported. For more information about the CCI, please visit the California Department of Education Web resource page at http://www.cde.ca.gov/ta/ac/cm/.

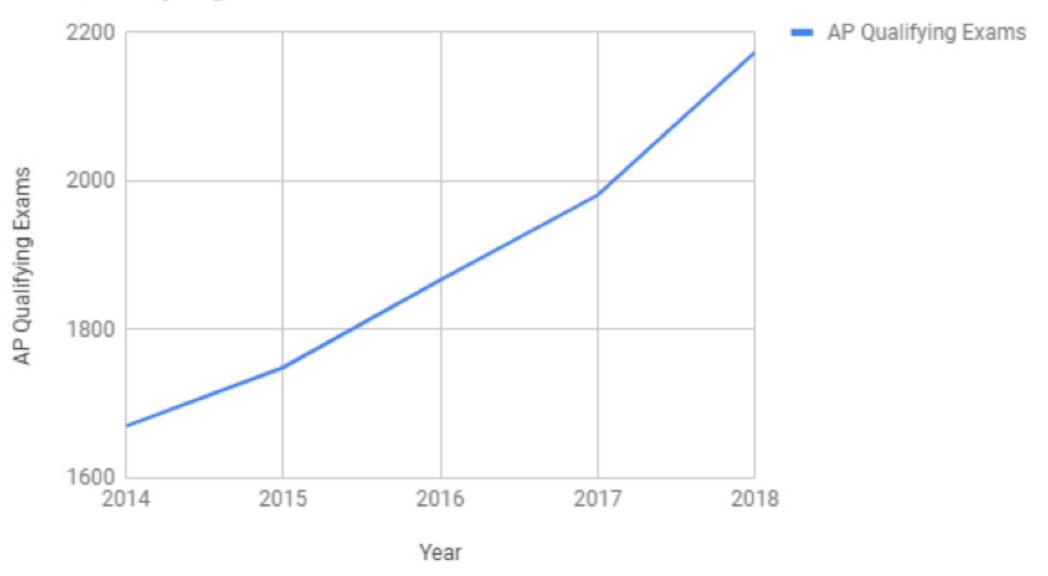
#### AP Students vs. Year



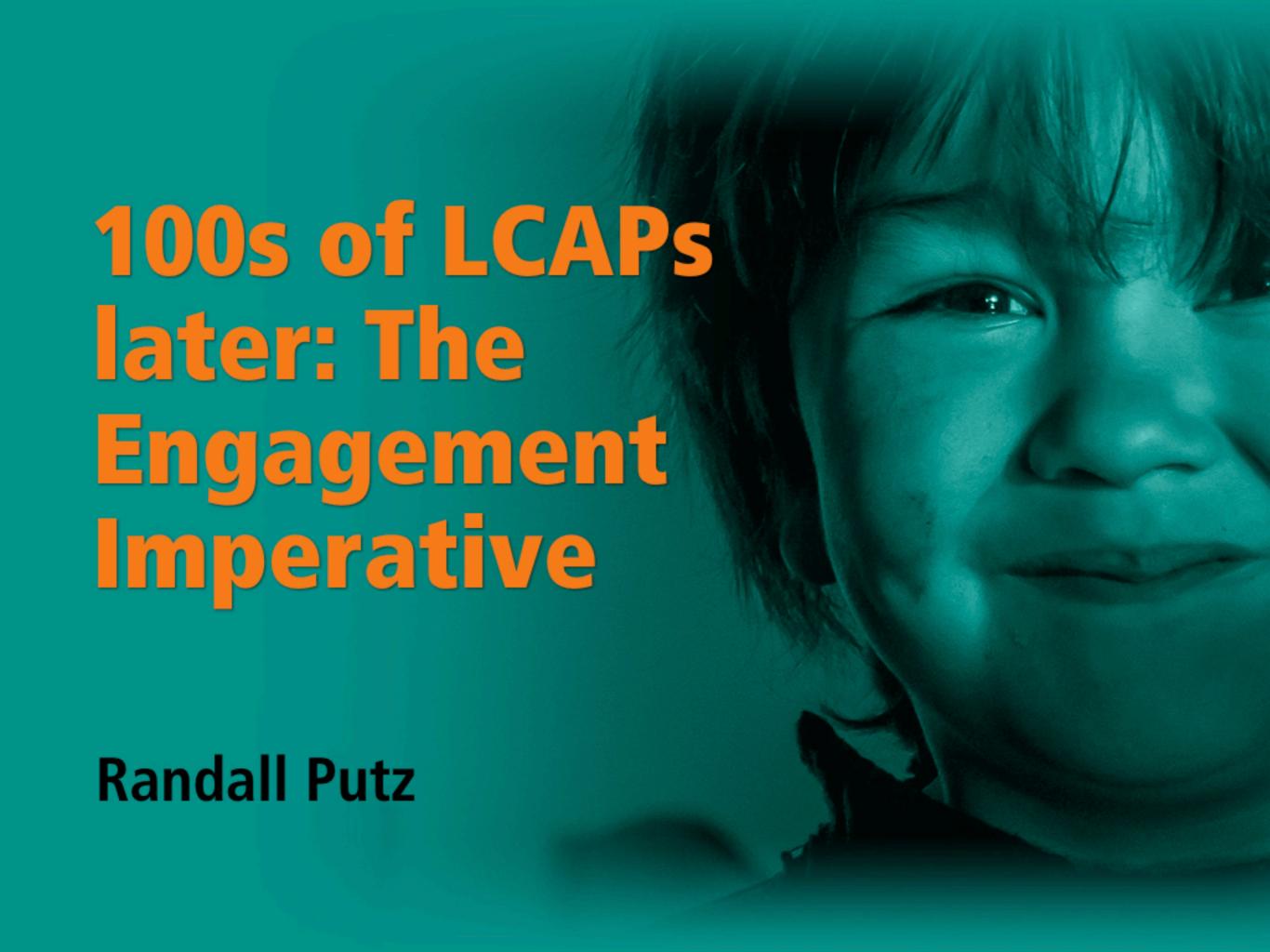
#### AP Exams Given vs. Year



#### AP Qualifying Exams vs. Year









## A Personal Perspective

- I Didn't Want to Read It
- 100s of LCAPs
- Unique perspective, geographic & size diversity





## Historical Perspective

- Grumbling about Categoricals in 2008
- Promise of LCFF & LCAP in 2013
- Swinging Pendulum in 2018

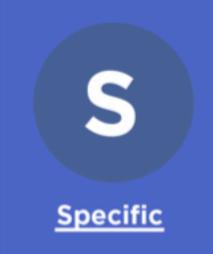




## Districts Struggle

- Creating good plans
- Setting goals





- State what you'll do
- Use action words



- Provide a way to
- Use metrics or data targets



#### **Achievable**

- Within your scope
- Possible to accomplish, attainable



#### Relevant

- Makes sense within your job function
- Improves the business in some way

Time-bound

- State when you'll get it done
- Be specific on date or timeframe



## Districts Struggle

- Creating good plans
- Setting goals
- Achieving goals

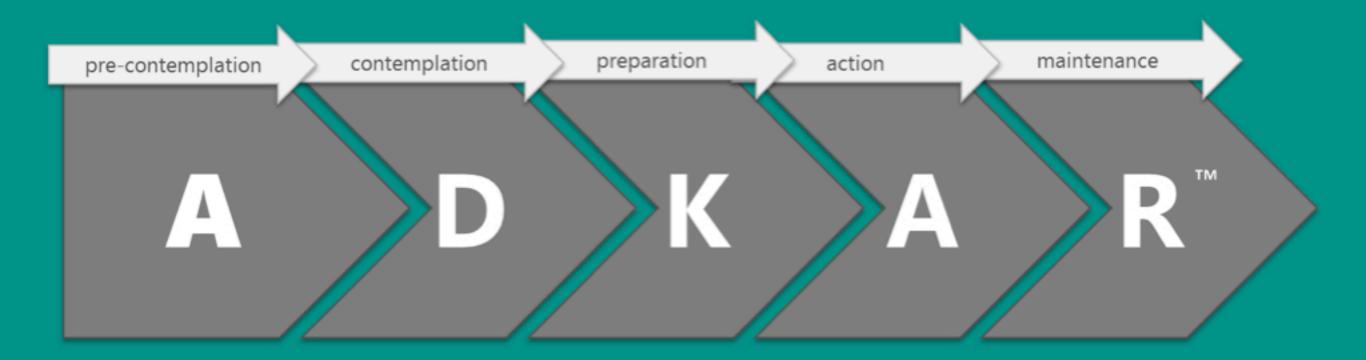




## Why? Change Management

- Change is hard
- Change is necessary
- Requires people be brought along (ADKAR)





## Awareness

- What is and isn't working in my organisation
- What are my options
- Communicate that there is a problem
- Focus attention on the most important reasons to change

## Desire

- Communicate benefits for adoption of Scrum
- Identify risks involved
- . Build momentum
- Address fears

# Knowledge

- Learn new technical skills
- Learn to think as a team
- Learn how to timehox
- Share information
- Set reasonable targets

# Action

- Employ a suitable governance framework
- Training the basics
- Start smal
- Don't do it by stealth
- Adjust processes that touch the Scrum team

## Reinforcement

- Engage a Scrum Coach
- Identify champion
- Share Scrum experiences
- Learn from early mistakes

enablement zone

engagement zone



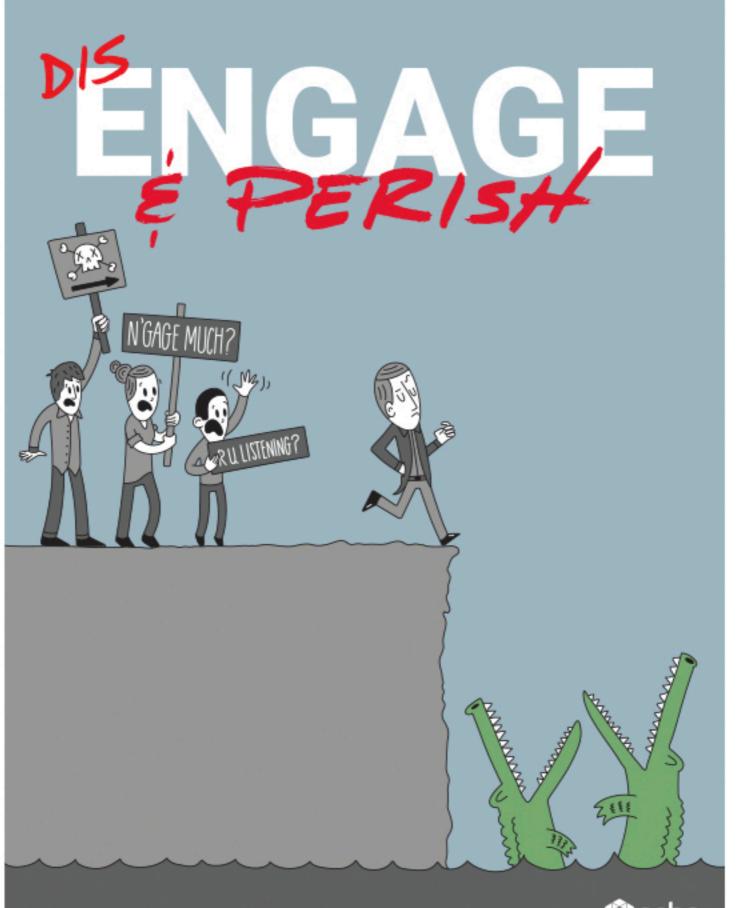
# Why? Change Management

- Change is hard
- Change is necessary
- Requires people be brought along (ADKAR)
- Core of which requires engagement











# E PROSPER











# Some tools that may help

- California Family Engagement Framework
- Engage & Prosper with LCAP Engagement Tools Infographic
- LCFF & LCAP Easily Explained Infographic
- Really Listening OMSD's Student Stakeholder Engagement
- LCAP & SPSA Infographics & Videos



# Family Engagement Framework

A TOOL FOR CALIFORNIA SCHOOL DISTRICTS



California Department of Education SACRAMENTO 2014

# Required District Activities and Implementation Rubrics

#### Build Capacity

This set of rubrics describes program implementation addressing Program Dimension I: Involve Staffing and Professional Development, and Program Dimension VII: Teaching and Learning.

#### 1.01 Ensure all principals understand and implement requ parental involvement practices at their schools.

#### Federal and State Activities **Basic Implementation** Provide coordination, technical Provide to principals assistance, and other support to · technical assistance materials for school staff for including families training advisory committees in as participants in local educational their roles and responsibilities; agency (LEA) and school gover-· information, support, and nance and decision making [20] professional development United States Code (USC) 6318(a) opportunities addressing the role of families as participants in LEA and school governance and decision making; Establish parent/community advisory committees [5 California information and models for Code of Regulations (CCR) 18275]. required school-level plans for

- Ensure that plans for parent involvement and education include
- Parent conferences
  - o At least two per year [5 CCR 18275].
- parent involvement;
- information and guidance on involving families in the development of required parent involvement and education
- support to establish and hold regular, calendared meetings of required parent community advisory committees;

Support school sites to conduct at least two parent-teacher conferences per year.

#### Progressive Implement

In addition to basic training or role of families in governanc decision making, provide pri pals with training and resour

- engaging with family men individually or as member of advisory groups to solv problems, draft policy, and
- linking school-level plans school-parent compacts to student learning; and/or
- focusing advisory group at council activities to suppo student achievement:

Encourage principals to incr opportunities for parent-tea conferences, in addition to ti required two.

ing volunteers;

certificates of recognition

#### 1.02 Establish family-friendly volunteer policies to recrui parent help and support.

#### Federal and State Activities **Basic Implementation** Progressive Implement Facilitate supervision of family Provide teachers with written In addition to basic information information and guidance on guidance, develop and dissen members volunteering time and resources to improve school supervising parent volunteers who volunteer management resor facilities and programs [28 EC are assisting in classrooms. and provide teachers with tra 51101(a)(3)]. on their use, including: · handbook: volunteer forms; guidelines for recruiting, screening, training, and re

# THE STAKEHOLDER **ENGAGEMENT IMPERATIVE**

**ENGAGE & PROSPER!** 

#### 1. STRUGGLING

#### Under-resourced, overburdened, disconnected.

Educators know this well: Too much to do, not enough resources, and unrealistic expectations, resulting in frustration, discouragement, and maybe even apathy. Parents, teachers, administrators, the community - they all care, but they don't know how to help.



## 3. ACCELERATING

### Stronger schools, stronger students, stronger society.

Quality stakeholder engagement results in: improved student performance, better behavior, more volunteer and community support, increased teacher performance and satisfaction, and strengthened collaboration and trust. A well-engaged educational community is the foundation upon which a strong society stands.

#### 2. COOPERATING

#### Informed, understood, and helping.

Engaged stakeholders focused on clear goals will enhance school and student achievement, and is foundational to LCFF and the LCAP. Remember, "Many hands make light work." Cultivate participation in its various forms, and take advantage of the Best Practices below to make it easier.







# – Where are you on the ——— **NGAGEMENT SPECTRUM**



Use the measurement criteria below, checking all boxes that apply to your agency, to see how you are doing and what better might look like:

	SPECIFIC LCAP ENGAGEMENT FUNCTION	MINIMAL ———	AVERAGE	EXCEPTIONAL ———
≥	LCAP Distribution	☐ @ Meetings	+ Website	+ School Sites, Emailed, Flyers
QUANTITY	LCAP Meeting Frequency	□ 2x / year 🦡 · · · · · · · ·	□ 3 x / year	□ 12 x / year · · · · · · · · · · · · · · · · · · ·
ਰ	Meeting Location	☐ District Office	+ Some School Sites	+ All School Sites, In Community
	Interaction Type	☐ One way communication · · ·	+ 2 way, with Q&A	+ Inclusionary, Probing Needs Analysis
QUALITY	Stakeholder Interest Level	Passive, Non-responsive	☐ Mildly Responsive	☐ Active Understanding, Enthusiastic
	Methods of Communication	☐ Lengthy Text Document 🦡	+ Presentations	+ Concise Infographics, Videos
	Language Translations	□ None	+ LCAP Documents	+ Translators @ Meetings
	Meeting Attendance Incentives	□ None	+ Free Food	+ Childcare
& SE	Active Stakeholder Groups	LEA staff, Governing Board, Bargaining Units, Parents, PAC,	+ SSC, Student Advisory Groups, Advocacy Groups	+ Community Partners, Local Business Leaders, General Public
REACH & RESPONSE	Stakeholder Response to Agency	Bargaining Units, Parents, PAC, Students, ELAC* & DELAC*	< less than 25% Response Rate	> more than 25% Response Rate, Detailed & Prioritized
	Agency Response to Stakeholders	Superintendent response to PAC	+ Feedback Acknowledgement	+ Communicated Implementation & Progress

Indicates California Mandated requirement, \* Required if 15% of enrollment speak a single primary language other than English.

# Selected BEST PRACTICES for Exceptional Engagement -

Effective techniques from across the State:



# QUICK TIPS

Be sure to reach all demographics to ensure everyone is represented

Make your LCAP events prominent on your website

Keep meetings short & efficient, include opportunities for everyone to speak

Reduce stakeholder fatigue by engaging different stakeholders in different ways

List a staff member for stakeholders to contact with questions

Provide context and personal relevance, i.e. how LCFF directly impacts local children

Tell stakeholders you heard them by acknowledging their input, explaining how you implemented it, or why you couldn't

Thank stakeholders for partnering with you















The power of visualization:

No one wants to read your LCAP book.

Tools like executive summaries and infographics help better communicate LEA intention and avoid disengagement caused by text-heavy 100-page LCAPs. Highly visual documents in easy-to-understand language are more accessible to everyone, especially English Learners.

 Bear Valley USD's LCAP Infographic from goboinfo.com



#### The wisdom of children, and pizza:

## Engage your most important stakeholders - your students.

Student LCAP discussion stimulates conversation about achieving goals and measuring progress, incorporates important planning concepts into classroom curriculum, and provides valuable LCAP feedback from the stakeholders that matter most. Fairfield-Suisun USD elementary students participate in the LCAP Pizza Palooza, where they provide input on current activities at their sites under each of the LCAP goals and provide recommendations for additional actions.

- Fairfield-Suisun USD

#### Leverage the "4-1" Framework:

### Inform, Inquire, Involve & Inspire.

First, INFORM key audiences about your work, your expectations, and any changes. INQUIRE about the unique needs of stakeholders, listening to feedback closely and responding to guestions. Actively INVOLVE key audiences in the work as co-creators of policies and programs. Finally, INSPIRE others to act and lead

RSN's From Inform to Inspire, A Framework for Communications and Engagement

#### A continuing climate of collaboration:

## Create engagement infrastructure.

LEAs demonstrate their commitment to stakeholder engagement when they build capacity and create infrastructures for implementation. These structures include policy and plan statements committing to engagement, staffing, and advisory groups that prepare community members for engagement advocacy. Anaheim Union HSD invests in Family and Community Engagement Specialists, and uses a variety of programs, including a Parent Leadership Academy and Parent Learning Walks, to help further cultivate engagement.

Anaheim Union HSD



It's the law - you MUST engage. LEAs must "consult with teachers, principals, administrators, other school personnel, local bargaining units of the school district, parents, and pupils" in developing the LCAP, with specific requirements for particular groups of stakeholders, including the general public. LEAs must also document the steps they took to engage stakeholders and how this engagement contributed to developing the LCAP. - California Education Code § 52060(g)



# LCAP ENGAGEMENT CALENDAR



	FALL Educate		WINTER Review		SPRING Develop		SUMMER Reflect					
LCAP Activity*	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Write Draft												
COE Pre-Approval												
Board Approval												
COE Approval	į											
Data Updates					1							
Share	3											
Gather Feedback												
Analyze Feedback	1											
Incorporate Feedback					1			1				
Review Plan												
Public Hearing												
Approve & Publish												

<sup>\*</sup>These are general guidelines and may vary depending on local or COE requirements. LEGEND: Blue Square = LCAP Creation Green Square = LCAP Engagement





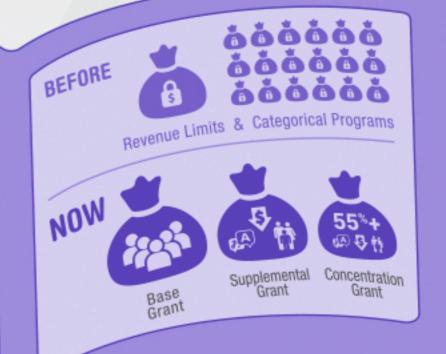
# THE LOCAL CONTROL FUNDING FORMULA

An Introductory Overview





California's education system has undergone a massive shift in school funding & monitoring. Enacted in 2013, the Local Control Funding Formula (LCFF) replaced the previous model of revenue limits & categorical programs, that had been in effect for 40 years, with a simplified system of grants:



Removing the old system's restrictions & red tape, LCFF encourages creative, innovative, and resourceful solutions at the local level:



## EQUITY

High need LEAs\* get the funds needed to close achievement gaps, moving from equality towards equity.



## LOCAL CONTROL

Adopt

Decisions are made locally to meet local needs, moving from top-down orders to ground-level solutions.

Input



## CONTINUOUS IMPROVEMENT

3 Pillars of LCFF

Every year will get better, moving from compliance towards incremental improvement, and leading the way to increased equity and accountability.

# **Local Control & Accountability Plans**

A key part of LCFF legislation requires each LEA to create an annual LCAP that:

Lists the **ogoals** they are working to achieve,

defines defines they plan to reach,

details actions they will take,



By transparently presenting their plan, LEAs are held accountable by teachers, parents, and advocacy groups that are engaged in the LCAP creation & annual review process.



Consult



necessary changes) Review (revise & draft new LCAP)

· Consult (review last year's plan

with stakeholders to evaluate

improvement, LEAs are required to complete the LCAP planning cycle

· Input (publicly available for comment before board approval)

· Adopt (Board approval, followed by County approval) Page 1 of 2

To support continuous

each year:

# State **Priorities** & Metrics

LEAs may report student progress as they see appropriate, but must address at a minimum the 8 priorities & 26 metrics specified by the State in the LCAP instructional addendum.

# **Conditions of Learning**



1. Basic Services



2. Academic Standards



7. Course Access

# Engagement



3. Parent Involvement



5. Student Engagement



6. School Climate

### **B. Pupil Outcomes**



4. Student Achievement



8. Other Outcomes

#### Examples of the 26 metrics include:



1. Appropriately assigned / credentialed teachers



4. Implement adopted content & standards 6. Parent input on decision



making



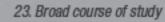
9. Statewide assessments



15. School attendance rates 20. Pupil suspension rates



22. Other local measures





# California School Dashboard



Launched in 2017, the Dashboard reports school & LEA performance for accountability & intervention. Under-performing LEAs receive collaborative intervention & support from the CCEE & their County Office of Education.

#### State Indicators



#### State Performance Levels



















#### Local Performance Levels

**Local Indicators** 







# California Collaborative for **Educational Excellence**

The CCEE helps ensure LCAP efforts are adequately supported by advising & assisting districts, charters, & county superintendents.

# **Fulfilling** the Promise

Through stakeholder engagement, a commitment to transparency, and accountability, we fulfill the promise of the LCFF, improve our children's education, & make California's future better.

#### Teachers & Community How Everyone Benefits: Parents Students **Employers** Members Admin istrators Know what your children Know what resources are Know what resources & Know how your tax dollars Know how well your future Transparency learn and how they planned for your options are available to employee's are prepared are invested in your perform school(s) community's children for the workplace Ensures that your school Ensures that your Ensures that your Ensures that the Ensures that future gets the resources necessary to best serve Accountability children are sufficiently school(s) receive education provided is the employee's have necessary skills & training prepared for their future best use of resources necessary services Participate in improving Participate in how your Participate in determining Participate in setting Participate in improving Engagement the quality of your children's education. community is educated & the preparedness of education expectations your school & future tax dollars are spent future employees



