

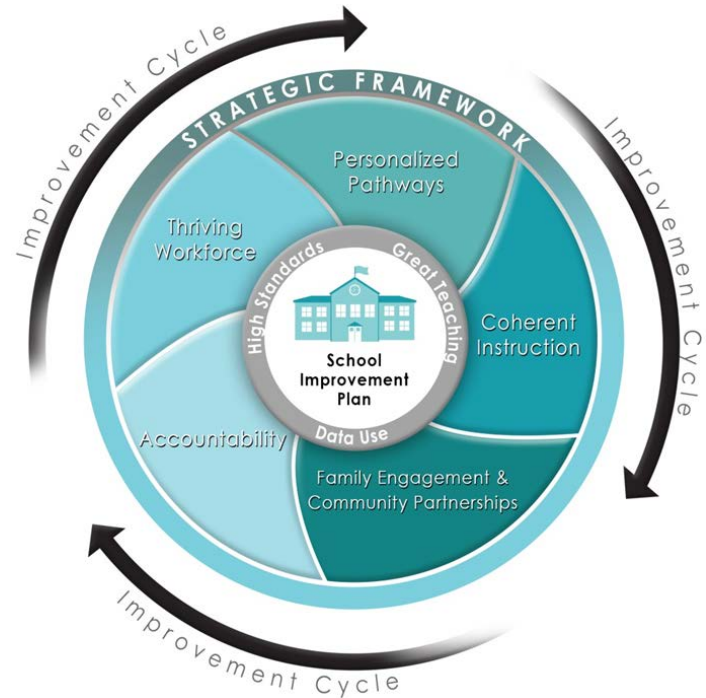


Spring Quarterly Board Retreat

March 15, 2014

Strategic Framework Progress

Execution of the Strategic Framework requires relentless consistency!





Quarter Highlights

- ✓ New Talent & Gifted Policy
- ✓ Behavior Education Plan drafted
- ✓ High School Reform Collaborative launched
- ✓ Family & Community Engagement Standards drafted
- ✓ Nuestro Mundo Charter renewal complete
- ✓ Hiring, recruitment and induction recommendations complete
- ✓ Zero-based budgeting launched
- ✓ SBLT Toolkit finalized
- ✓ New 5 year Technology Plan approved

Cultural Shifts

- From compliance to performance
- From mandates to parameters with flexibility
- From an adversarial relationship to partnership

ALL in service of student learning!



Change Process: The Concerns-Based Adoption Model

Stage of Concern	Expression of Concern
6. Refocusing	I have some ideas about what would work even better.
5. Collaboration	How can I relate what I am doing to what others are doing?
4. Consequence	How is my use affecting learners? How can I refine it to get more impact?
3. Management	I seem to be spending all of my time getting materials ready.
2. Personal	How will using it affect me?
1. Informational	I would like to know more about it.
0. Awareness	I am not concerned about it.

Change Process: The Concerns-Based Adoption Model

Levels of Use	Behavioral Indicators of Level
6. Renewal	The user is seeking more effective alternatives to the established use of the innovation.
5. Integration	The user is making deliberate efforts to coordinate with others using the innovation.
4. Refinement/Routine	The user is making changes to increase outcomes/ The user is making few or no changes and has an established pattern of use.
3. Mechanical	The user is making changes to better organize use of the innovation.
2. Preparation	The user has definite plans to begin using the innovation.
1. Orientation	The user is taking the initiative to learn more about the innovation.
0. Non-Use	The user has no interest; is taking no action

Meeting Objectives

- Update the Board on overall District progress
- Determine short-term planning direction for facilities
- Discuss next steps on long-term facilities planning

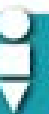
AGENDA

- 8:00 Superintendent Opening Remarks
- 8:15 District Progress Update: Strategic Framework
- 9:30 Break**
- 9:45 Facility Planning
- 11:45 Lunch**
- 12:00 Closed Session: Superintendent Evaluation
- 1:00 Open Session: Board Reflection

Strategic Framework Accomplishments: School Improvement Plans

**SY 13/14 School Improvement Plans are in process
and are actively being monitored**

**SY 14/15 School Improvement Planning is well
underway**



SY 14/15 SIP Overview

Key changes to the SY 14/15 SIP:

- Revised the Family and Community Engagement focus area to reflect new FACE standards
- Climate focus area will be informed by new Behavior Education Plan (BEP)
- Added “Well-Rounded Curriculum” focus area
- Added Assessment Plans
- Enhancements to usability

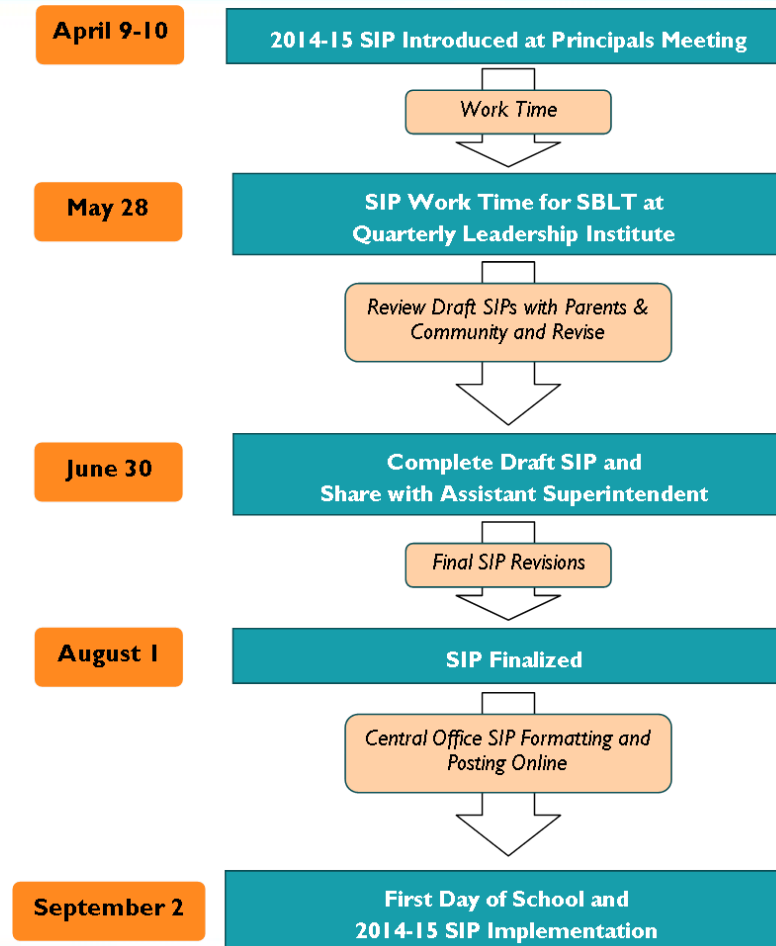
SY 14/15 SIP

Well-Rounded Curriculum Focus Area

New Well-Rounded Curriculum focus area:

- Schools will choose a focus area for well-roundedness
- Schools will identify strategies, end of year targets, and implementation steps to make progress in this focus area
- No quantitative goals set, but schools will outline plans to track their own implementation and outcome data

School Improvement Plan (SIP) Timeline 2014-15

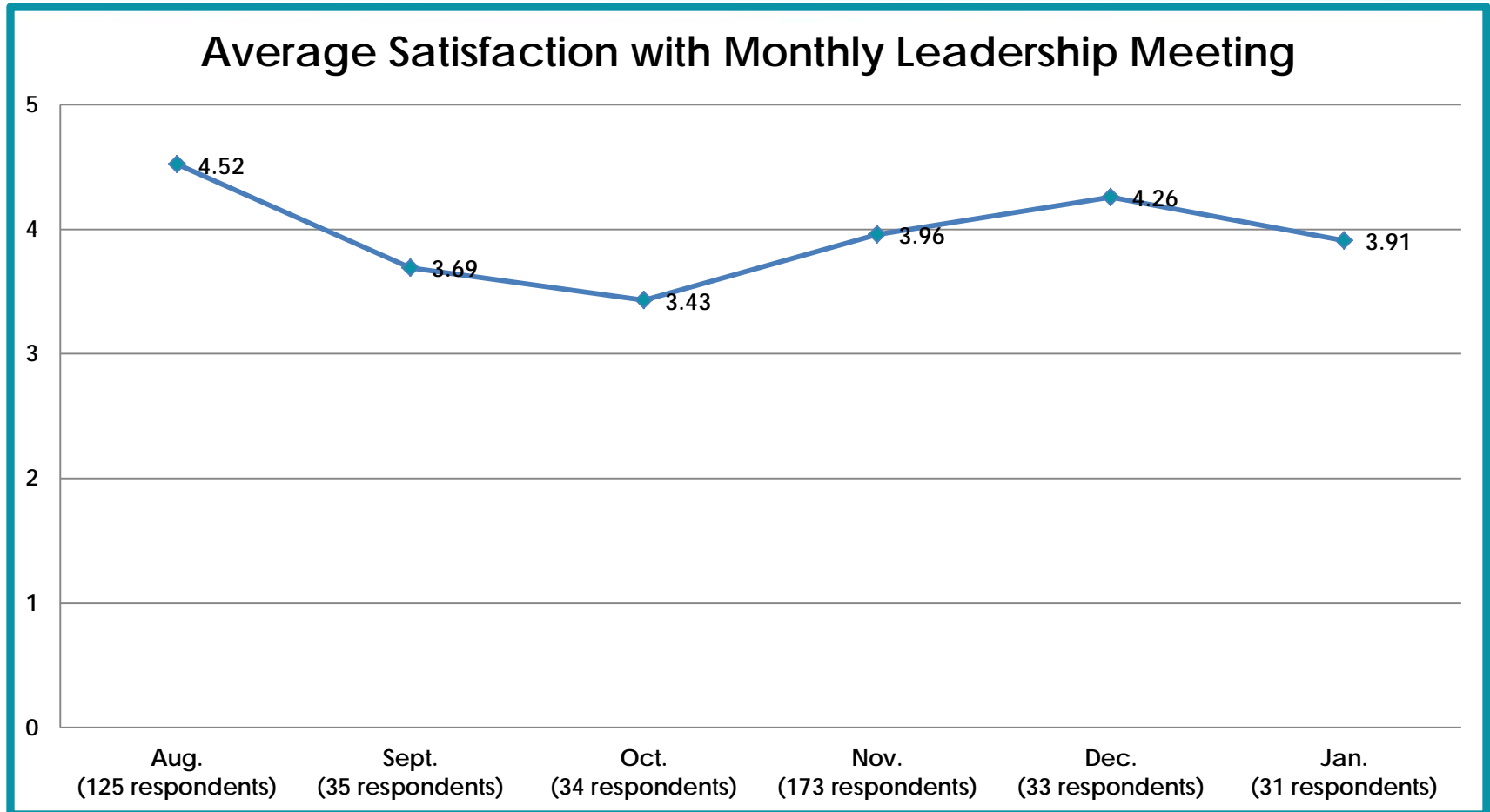


Strategic Framework Accomplishments: Common Learning

**Common Learning plans have been implemented
across the district**



Accomplishments: Common Learning





Strategic Framework Accomplishments: 5 Priority Areas

Central Office has been hard at work implementing the 5 priorities of the Strategic Framework one step at a time.

The Strategic Framework provides the following for each priority area:

- **High-leverage Actions** are designed to be completed over the next few years
- **Launch Steps** are designed to be completed within year one



High Leverage Action

Priority 1: Coherent Instruction

Task	Status	Status Detail
Develop and implement a common curriculum and assessment system in all content areas starting with literacy and mathematics that is aligned to the CCSS.		On track to completion CCSS Cross Functional Teams and Lead Teacher teams underway. Comprehensive Assessment System developed. Presentation to Board on March 3 rd .
Define and build teachers' capacity to utilize a set of research-based and culturally and linguistically responsive essential instructional practices district-wide		On track to completion Ongoing learning of Gradual Release and Close Reading. Content teams and CLR staff supporting teams and teachers through modeling and coaching. Development of a definition of "Great Teaching" to include a core set of research-based Culturally and Linguistically Responsive Practices .
Provide tools and resources for teachers to develop students' social/emotional skills, as well as other essential skills		On track to completion Identified SEL models and tools; drafted materials to be shared with schools.
Improve quality and access to a continuum of high-quality services and programs for English Language Learners, Students with Disabilities, and students receiving Talented and Gifted Services		On track to completion TAG policy approved by Board on Feb 24 th . TAG Handbooks being developed. DLI feasibility study and Special Education Audit underway.
Increase access to fine arts and world language programs at all grade levels		On track to completion World Language and Fine Arts data compiled. "Any Given Child" initiative underway.
Define a multi-tiered system of support that is focused on a data-based problem-solving process for students who are struggling with behavior and/or academics		On track to completion MTSS Toolkit developed, TAG embedded in MTTSS Framework. Data Protocols identified. Summer School program underway,.

High Leverage Action

Priority 2: Personalized Pathways

Task	Status	Status Detail
Develop multiple, clear and rigorous pathways to graduation		<p>Caution High School Coursework Audit is on track; Alternative Program review is underway; High School Reform Collaborative is further refining vision for reform efforts; Cross-functional team finalized. Virtual Learning study and best practice/model site visits are behind schedule by one month.</p>
Implement AVID Grades 6 – 12		<p>On track to completion AVID website is now in full function. Implementing revised 13-14 PD plan and planning for 14-15 PD plan; District wide AVID scope and sequence has been revised and in final stage of publication; Student selection and retention process is in final feedback stage. AVID tutor hiring and training processes have been refined for 2nd semester and in process for 2014-15. 1st and 2nd semester Tutor training has been completed. 95% of tutor positions have been filled for 2nd semester.</p>
Establish an Individualized Learning Plan (ILP) for every incoming high school student		<p>On track to completion Completing Year 1 of Comprehensive School Counseling Model implementation and finalizing plan for Years 2-3; Refining outcomes for 8th grade ILP foundational modules w/ curriculum development to follow; Defining recommendations for 9-12th grade ILP program structures to support schools with initial stage of implementation planning.</p>

High Leverage Action

Priority 3: Family Engagement & Community Partnerships

Task	Status	Status Detail
Adopt family and community engagement standards and a differentiated model of services to ensure two-way communication and authentic engagement with families and community partners	Yellow	<p>Caution Standards are behind one month. Parent and community focus group meetings have been completed. FACE Standards and FACE Toolkit are in draft, will be presented to Principals on March 12.</p>
Create and implement professional development in family and engagement for all employees, to include emphases on anti-bias and customer service	Yellow	<p>Caution Training is dependent on the Standards being finalized. PD will start in March with Principals on the new standards and suggested strategies. Secretary training on customer service is in process.</p>
Align community partners to district goals and priorities with a focus on our areas of highest need	Green	<p>On track to completion Completed 11 high and medium partnership agreements in line with strategic priority areas; Completed data collection process for inventorying all existing partnerships.</p>



High Leverage Action

Priority 4: Thriving Workforce

Task	Status	Status Detail
Overhaul the recruitment, hiring, and induction processes for all roles and at all levels of the system	On track to completion	<p>On track to completion Needs assessment completed. Recommendations provided from external review to Board on Feb 24th; new principal screening and selection process launched</p>
Develop a professional learning approach that defines high-quality professional development	On track to completion	<p>On track to completion Quality control process developed. Coaching approach under development.</p>
Successfully implement new evaluation systems for teachers, principals, and central office staff	On track to completion	<p>On track to completion Introduction to EE planned for April and May. Summer Institute planned for principals in June. Professional development plan established for 2014-15. Evaluator training is in progress.</p>
Institute a process for building-based problem solving to respond to school-level issues	On track to completion	<p>On track to completion A framework to guide building based reps and principals in building-based problem solving was submitted to MTI in early February.</p>

High Leverage Action

Priority 5: Accountability

Task	Status	Status Detail
Refine the school improvement process (SIP) for 2014-15		<p>On track to completion Timeline and known changes presented to principals in March. Updated SIP Toolkit and tools available in April.</p>
Continue defining and enhancing the function of school-based leadership teams (SBLTs)		<p>On track to completion SBLT toolkit and three new tools introduced during February leadership institute.</p>
Identify performance measures and establish plans for central office departments		<p>On track to completion Central Office Measures of Performance (COMP) collected from all Departments and posted internally. Edits and implementation plans to be developed as informed by the 2014-15 budget.</p>

Strategic Framework: Implementation Plan

Questions?





Strategic Framework: Goals for Next Quarter

Priority 1: Coherent Instruction

- Approve new Behavior Education Plan
- Complete Special Education and Alternative Audit study
- Complete DLI Feasibility Study

Priority 2: Personalized Pathways

- Complete High School Reform Audit
- Complete virtual learning feasibility study

Priority 3: Family Engagement and Community Partnerships

- Finalize Family & Community Engagement Standards and Toolkit
- Launch UW Partnership with finalized MOA

Priority 4: Thriving Workforce

- Complete new Principal hiring process
- Launch Educator Effectiveness PD with schools in preparation for next year

Priority 5: Accountability

- Complete SY 13/14 Zero-based Budgeting review
- Draft SY 14/15 School Improvement Plans completed



Next Steps: Strategic Framework Annual Review

May 28	Leadership institute
May 30	Central Office review of progress
June 6	Reconvene the Strategic Framework Planning Committee
June 28	Board retreat, review of progress
July 1-20	Write annual report, revise framework, as needed
July 28	Present report, updated framework at regular board meeting
August	Leadership Institute

BREAK – 15 minutes



School Facilities Report

Board of Education Retreat

March 2014

Deep Dive Objectives

- Understand the current state of the facilities highest in need
- Evaluate the short-term options for the facilities highest in need
- Discuss options for moving forward in long-term facility planning

Facility Planning Recommendations



Facility Planning Recommendations

- Provide ADA accessibility in seven of MMSD's school sites which currently lack a barrier-free environment
- Improve conditions for teaching and learning in “at-capacity” schools
- Renovate three MMSD schools which have poor Facility Condition Index (FCI) scores & upgrade the 5 ‘Combo Sites’ with air conditioning for summer programs

Facility Planning Recommendations (continued)

- Demonstrate responsiveness to community requests for facility improvements in areas, such as: arts, athletics, school forest, and planetarium
- Encourage creation of a long-term facilities master plan to guide strategic decisions for the next decade

Facility Planning Sources

- Recommendations developed based on:
 - MMSD Annual Enrollment and Capacity Reports (2012-13 and 2013-14)
 - MMSD Strategic Framework (2013)
 - MMSD Facility Reinvestment Committee Report (2012)
 - Durant Engineering Facility Evaluation Report (2010)
 - Barton Mallow Architects – MMSD Facility Report (1996)

Facility Planning Report

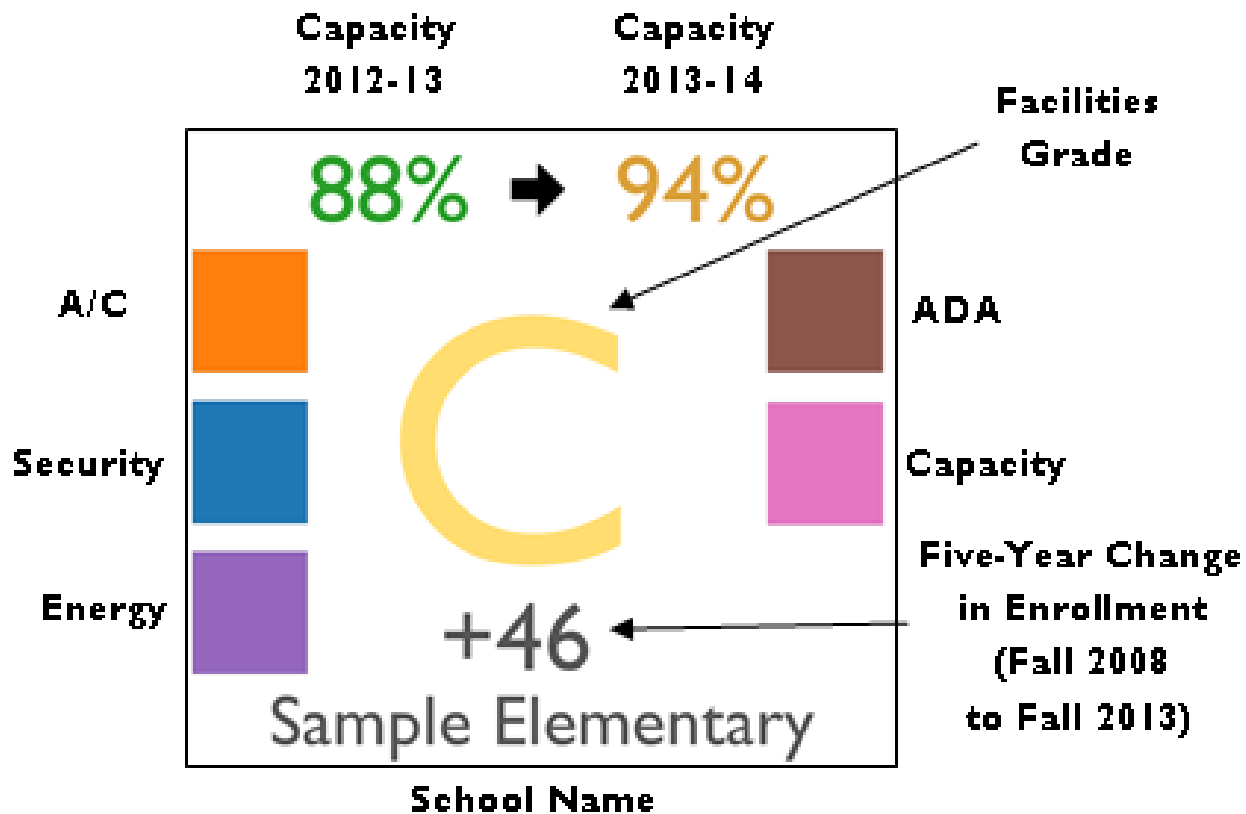
Major Project Categories:

{ ADA Accessibility Retrofits
School Additions to Address Capacity Shortages
Major Maintenance Projects

{ Community Partnership Projects

{ Long-range Facilities Master Planning

Table Orientation



ADA Accessibility Retrofits

- Remove access barriers in multi-level schools
- Ten buildings current do not have an elevator
- Plan addresses seven of ten:



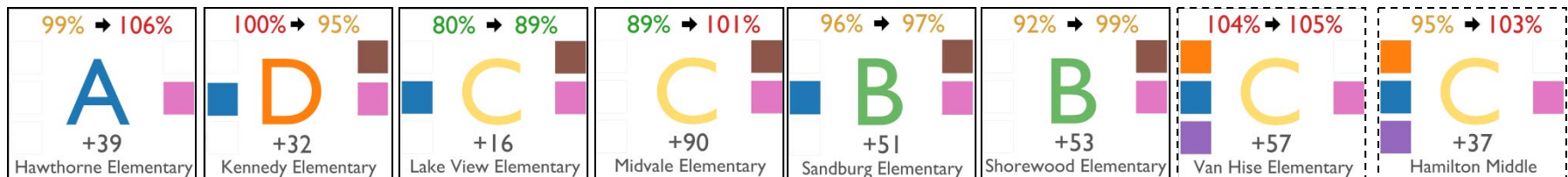
Note:

Three of ten (Randall, Lowell, Allis) are among MMSD's oldest schools. These schools present difficult engineering challenges and require special engineering work and city approvals



School Additions to Address Capacity Shortages

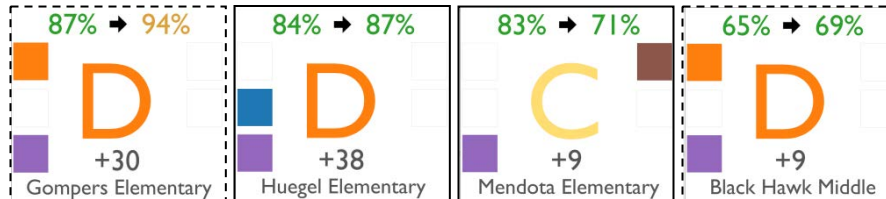
- Expand capacity of buildings with enrollment regularly above 90% of capacity to relieve space shortages and provide margin for future enrollment
- Plan addresses seven buildings (eight schools):



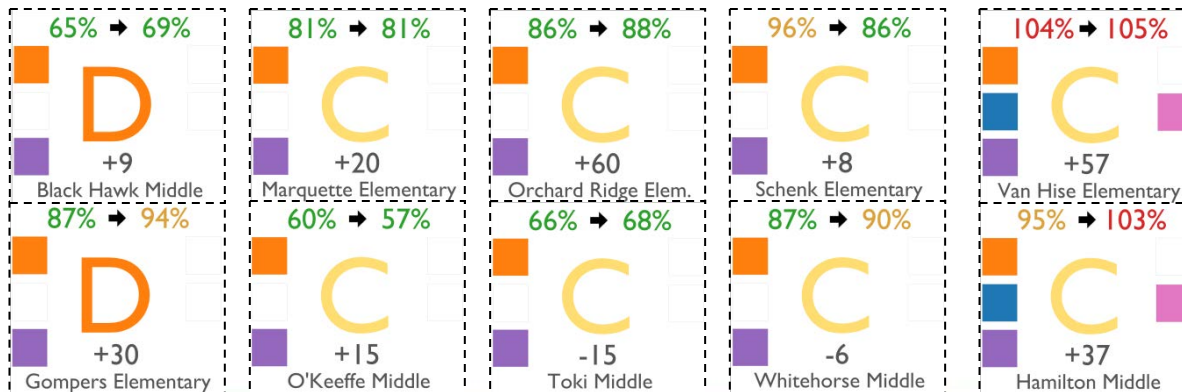
- 27 total classrooms gained across eight schools

Major Maintenance Projects

- Continue FCI projects: new energy plant, ceilings, lights, for three buildings (four schools):



- Air Conditioning upgrades to all five combo elementary/middle school sites will add much needed flexibility for summer programming



Community Partnership Projects

- Public-private funding component, recommended for non-referendum funding
- Demonstrate responsiveness by providing solutions to long requested improvements
- Recommend specific private fund-raising targets for possible partnership projects, that could include:
 - East High School Theater Renovation
 - Lussier and Mansfield Improvements
 - School Forest Acquisition of Adjoining Parcel

District-Wide Facilities Master Plan

- Provides a flexible framework to manage growth and development of district's facilities over next ten years
- Typically updated every two years to remain relevant and guide future decision-making
- Issues impacting facilities master plan - examples
 - *Class size guidelines, future 4K locations, MMSD alternative sites plan, attendance boundaries, over- and under-utilized schools, MMSD rented sites (e.g. Maywood), open enrollment losses, instructional program changes (hybrids, online), community growth trends*
- Specific Facility Implications for MMSD:
 - *East side strategy*
 - *South side strategy*
 - *Long-term viability and needs of four major high schools,*
 - *Allied Drive area*

Recommendations

1. November 2014 Referendum
 - Project Estimate: \$39,500,000
 - ADA Accessibility Retrofits
 - School Additions to Address Capacity Shortages
 - Major Maintenance Projects
2. School Partnership Projects – Non-referendum Funding
 - Project Estimate: \$5,000,000 – MMSD Share TBD
 - East Theater Renovation
 - Lussier and Mansfield Upgrades
 - School Forest Acquisition
3. Organize a Facilities Master Planning Effort
 - Project Estimate: \$250,000
 - Hire K-12 Architect to Lead the Effort
 - Appoint Representatives for Instructional Vision & Community Input
 - Fund the Planning Effort in the 2014-15 and 2015-16 Operating Budgets



Superintendent Closing Remarks