

White River School District "Leading to Collaboration" A Systemic Approach

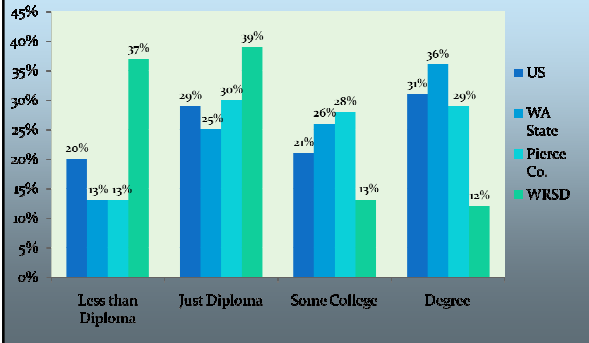
Superintendent and School Board Leadership
& Support

Presenters: Denise Vogel (President), Jean Lacy (director), Susan
McGuire (director), John McArtor (director), Tom Lockyer
(Superintendent)





Education Attainment-2000 US Census



Changes to Data

- 67% of Class of 2009 enrolled in post high school education
- \$400,000.00 dollars in scholarships
- From 62 students taking AP courses in 2005 to 300 + students taking AP courses in 2009-10
- AVID (Advancement via Individual Determination) in middle school and high school
- K-5 data best in the area and at parity between schools

Board Directed Expectations

- Review the District's Fiscal Position
- Bring a Collaborative Approach to Leadership
- Increase Student Learning District-wide
- Change the Educational Culture in the District
 - Move from a focus and convenience of the adult to a focus on the student and learning

Establish a Process through Investigation (2005-06)

- Mountain Meadow Elementary (Island of Excellence)
- Involvement of the Board in the Process
- District Learning Improvement Plan Team (DLIP)
 - Data Driven Decisions
- Focus Areas vs. Strategic Plan
- Marilyn Simpson (OSPI)
- Characteristics of High Performing Districts
- Systemic Approach
 - I don't believe you can change the culture without changing the district system, support, and expectations
- Creating the Support Model (Re-organization)
- Getting the Right People on the Bus and in the right seats (Jim Collins – Good to Great)

Creating the Process (2006-07)

- PLC Institutes & Workshops
- Learning by Doing Approach
- Piloting the PLC Process
- Training and Staff Development
- Creating the roadmap and chronicling the journey
- Plan for Implementation

What Have We Learned From Our Journey

- The Superintendent and School Board must own & lead the work
- Collaboration by invitation will not work
- You must establish the "why"
- Time for collaboration must be provided within the school day
- Change the fundamental questions
- The work of teams must be monitored and must meet collaboratively agreed upon standards of quality
- The quality of principal teams impacts the quality of teacher teams
- Universal happiness is not the goal
- Use data to influence attitudes
- Commitment follows experience, it doesn't precede it
- You will always be monitoring and adjusting (it's a process)
- The work of teams must be recognized and celebrated

Barriers to Implementation

- Sometimes you just have to **get started** **and then get better** or you'll end up here



Implementation (2007-08)

- Loose and Tight Expectations
- Time and Support (who controls the time?)
 - For Teachers
 - For Students
- Communication to Patrons
- BLC's-Building Capacity (Identifying potential leaders)
- Focus on Answering the Four Questions (CASL Model)
- Identifying and Aligning the Power Standards
- Establishing Common Assessments

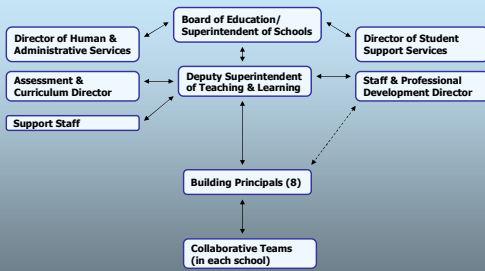
Extra Time & Support Board Commitment & Expectations

- Fidelity of the work
- Accountability of the time
- Evidence
- Data
- Ownership of the data

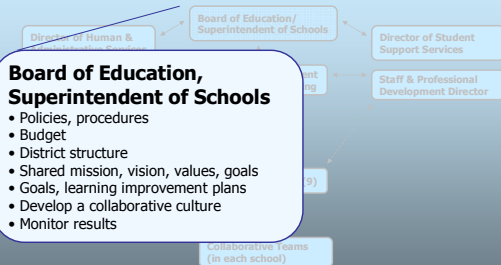
Characteristics of Improved School Districts

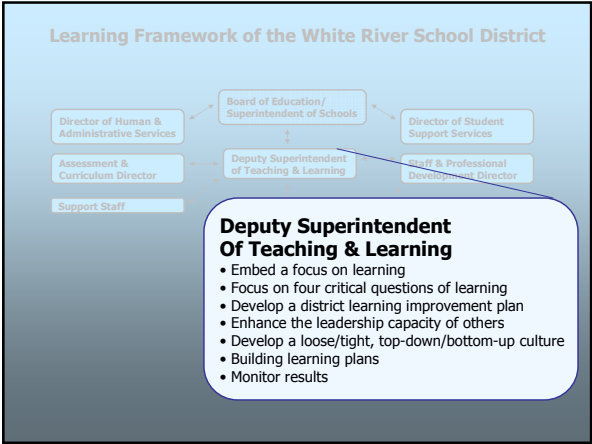
- Effective Leadership (Learning Leaders)
- Quality Teaching and Learning
- Systemic Improvement
- Clear and Collaborative Relationships

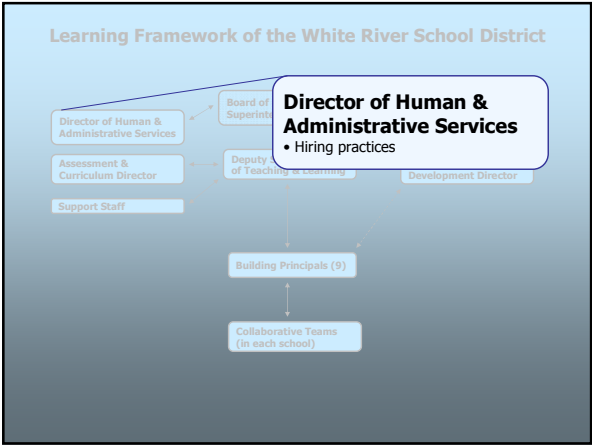
Learning Framework of the White River School District

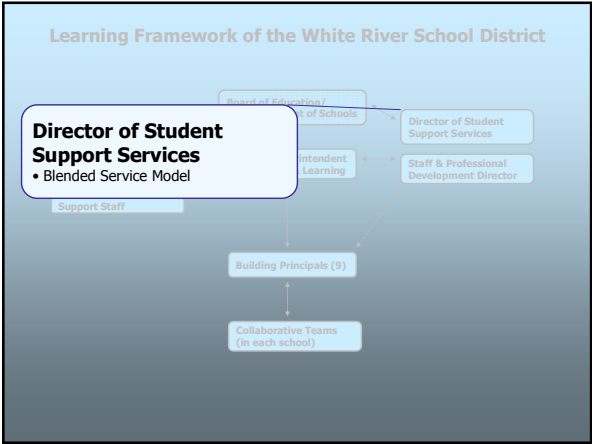


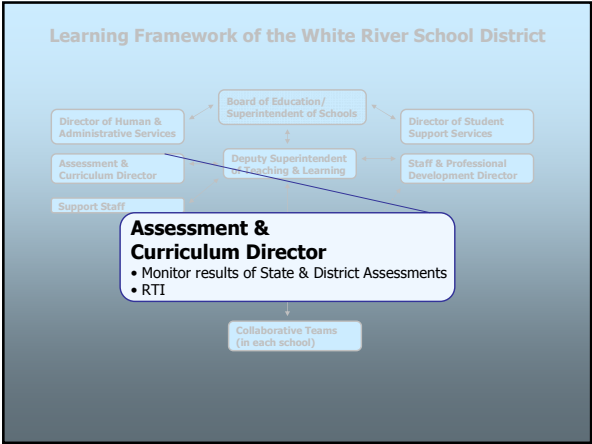
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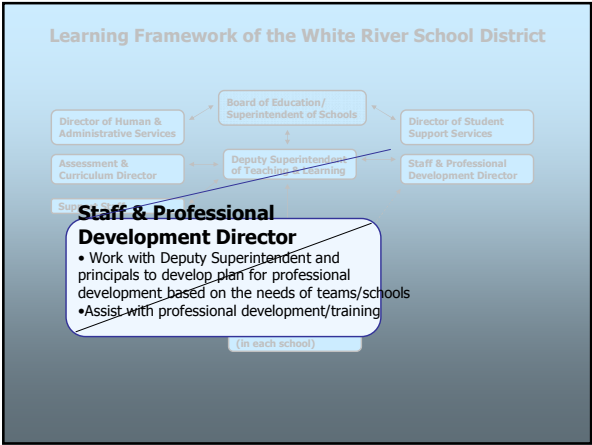


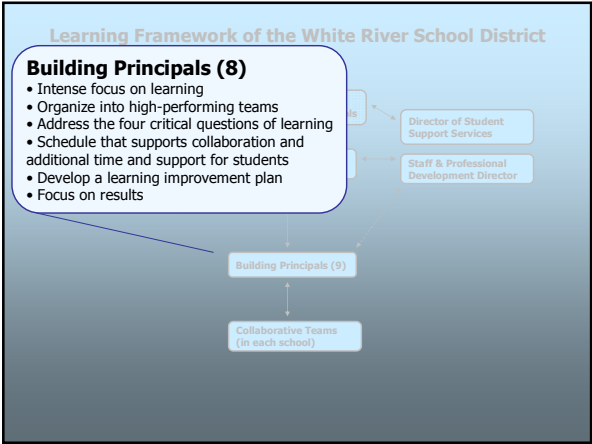


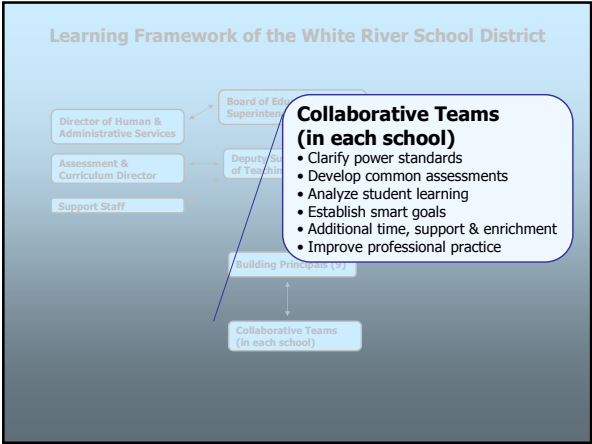


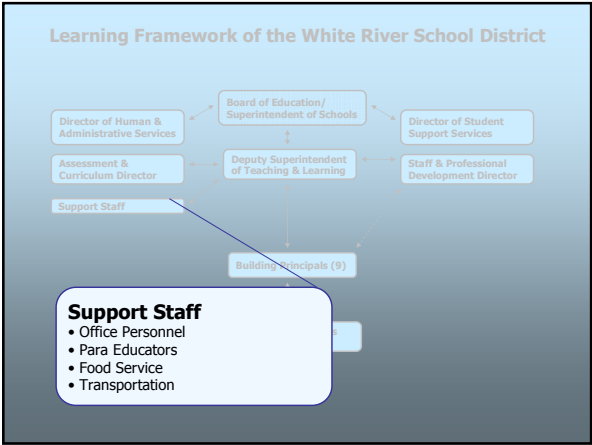












- Leadership in the White River School District**
- ✓ A clear and compelling purpose – an intense focus on high levels of learning for all
 - ✓ A collaborative culture utilizing high-performing teams
 - ✓ A simultaneous loose/tight, top-down/bottom-up culture
 - ✓ Dispersed leadership
 - ✓ Reciprocal accountability
 - ✓ A conceptual framework that aligns the effort of all areas of the district
 - ✓ Utilize the Board leadership and support capabilities
 - ✓ Constant monitoring, adjusting and a focus on results

Quality Teaching and Learning

- High expectations and accountability for adults
- Guaranteed and viable curriculum and instruction for students
- Focus on Learning
 - Teaching without learning isn't teaching at all. It's just presenting
- Answering the Four Questions
 - What do we want students to learn
 - How will we know they have learned it
 - What do we do when they don't (RTI)
 - What do we do when they already know it (Enrich)
- Taking ownership for results and data

Systemic Improvement

- Guaranteed and viable curriculum and instruction for all students across the district
- Commitment to Staff Training and Development District-wide
- Change the Culture of District and Building Meetings
- Focus on results and taking collective accountability for them
- Timely use of data

Clear & Collaborative Relationships

- Embedding the PLC Culture District-wide
- Organize staff into Teams to Promote a Focus on Learning
- Providing Time & Support
- Creating a systemic process
 - Educators working interdependently to analyze and to impact their professional practice in order to achieve better results for their students, their team, and their school

You Have to be Creative



Creativity, Commitment & Persistence

- Creativity will be a must
- Commitment to changing the culture
- Restructuring meetings & purpose
- Sequencing the plan around budget capacity
- Maintaining a focus (What to keep & What to give up)
- Barriers (ie. Yeah buts, grades, favorite lessons, etc.)
- Culture, Mission, Vision
- Celebrate
- Annual evaluation & survey of process
- Overcoming the barriers & be persistent

You've got to be Persistent

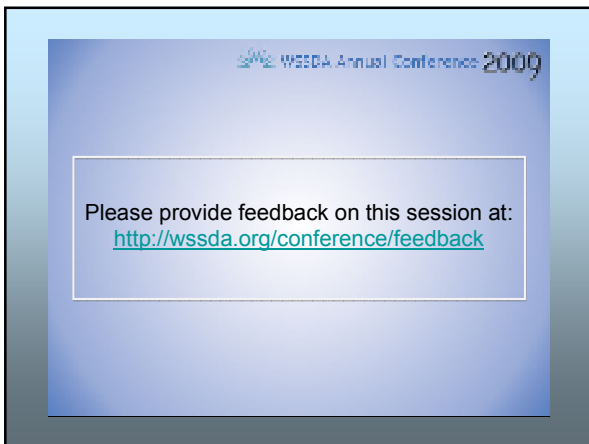


Evidence of Cultural Shift

- Prescriptive work during Monday late starts
- Math Adoption (Taking a risk w/Bridges)
- Staffing & Recruitment
- Early Assessment Results
- Rigor at WRHS (AP Courses & AVID)
- Collegial Relationships (Bob Eaker, Solution Tree, & Janice Heigl)
- Math Team to Columbia and around the State
- Requests for Visits & Staff Training (over 100 visitors a year)
- Hosting a Summer Academy (You're invited June 21st & 22nd)
- Testimonials
- PLC Teams (video)

Your Journey is Next

- You'll need to put your own DNA on it
- It's your time to get started on your journey and get better



WSSDA Annual Conference 2009

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