School Board Work Session
June 24th, 2010

Issue Brief

During the School Board Retreat on June 7th, 2010, School Board members and Division leaders identified priority areas for the "next generation" innovations to support our graduates of 2023. Participants engaged in brainstorming and visioning exercises resulting in five key "change challenge" categories as follows:

- *Change Challenge Category 1: 21st Century Teaching and Learning*
- *Change Challenge Category 2: Redefining Learning Spaces*
- *Change Challenge Category 3: Human Capital Management*
- *Change Challenge Category 4: Funding and Resources*
- *Change Challenge Category 5: Continuous Improvement*

At the School Board Work Session on June 24th, students, teachers, staff, and Board members will participate in three breakout sessions aligned with the five change challenge categories identified during the School Board Retreat. Using the provided PDSA Form and guiding questions, participants will examine these change challenges and the related communications challenges in light of three time cycles:

- **Current Change (Study/Act)** – What are the impacts of these change challenges to our *current* priorities and KPIs? These decisions will inform School Improvement Plans (SIPs), Department Improvement Plans (DIPs), and Individual Goals for the 2010-2011 school year. *As such, these decisions should be finalized at the beginning of July 2010 to allow school administrators and department leaders sufficient time to finalize SIPs and DIPs prior to the start of school.*
- **Planned Change (Plan)** – What are the impacts of these change challenges to our *2011 – 2013 working* priorities, those that will be reflected in the next biennial cycle?
- **Envisioned Change (Plan)** – Considering these change challenges, what decisions need to be made and what directions need to be established to support the graduates of 2023?

Breakout Sessions

The three breakout sessions will occur as follows:

Breakout Session 1 (Goal 1 & Goal 2)
Change Challenge Category 1: 21st Century Teaching and Learning
Change Challenge Category 2: Redefining Learning Spaces

As we enter the second decade of the 21st Century, the world is changing rapidly around us…almost daily. The tools of the trade are changing rapidly, as well. SMART technologies, digital content, virtual learning, universal access, untethered learning tools, and social media represent some of the rapidly evolving options we need to begin customizing for today's learners. Small businesses, corporations and higher education all are looking for graduates who are well-rounded learners that demonstrate thinking, content, workplace, and technological knowledge and skills. Parent Focus Groups have strongly indicated that we need to "raise the bar" for their students. Virginia's 20th Century accountability model does not accurately reflect the best of contemporary project and problem-based learning. Our young people can no longer afford to sit in classes where frontal teaching, textbook and worksheet work, and content-only learning dominates. The SOLs represent the floor. We need to define how to remove the ceiling for **all** of our young people, and chart an actionable course to help each learner achieve beyond our wildest dreams. This breakout session will focus on the current, planned, and envisioned improvements needed to achieve Goals 1 and 2 in light of existing conditions and the stated change challenges.

Guiding Questions

- Upon reviewing the 2009-2010 KPIs for Priorities 1.1, 1,2, and 2.0 on the Balanced Scorecard, what suggestions do you have or what items should be considered related to these priorities for the 2010-2011 school year? (Current Change)
- As we plan for the 2011-2013 priorities related to the Division's Strategic Goals 1 & 2, and we consider our 21st Century Teaching and Learning as well as Redefined Learning Spaces change challenges, what needs to be improved upon and what specific outcomes need to occur? (Planned Change)
- What do we expect to see as a result of these improvements? How will they support Goal 1, Goal 2, and our change challenges related to these areas? (Planned Change)
- What research, data, and/or current conditions support the need for these changes? (Planned Change)
- Who will be impacted by these changes, and how? How will we engage stakeholders in the process? **How will we communicate with them throughout the process**? (Planned Change)
- What resources may be needed in order to accomplish and sustain these improvements? (Planned Change)
- What directions do we need to establish in the areas of 21st Century Learning and Redefined Learning Spaces to best support the graduates of 2023? (Envisioned Change)

Breakout Session 2 (Goal 3)
Change Challenge Category 3: Human Capital Management

The quality and capacity of teachers and school leaders is perhaps the most important factor in academic achievement, yet there has been too little attention to the systematic management and development of these essential resources. Rather, human resource management in education historically has focused on a narrow slice of the human capital spectrum related to benefits, payroll, and certifications – for which there is little evidence that these foci, or the management systems that evolved to regulate them, play any role in promoting student learning outcomes and attainment. However, research does indicate that some elements of teacher human capital – content knowledge and instructional expertise that is context specific – are a predictor of student performance improvement (Pil & Leana, 2009). This breakout session focuses on the current, planned, and envisioned improvements needed in identifying, recruiting, developing, placing, rewarding, and retaining practices in order for Albemarle County Public Schools to increase the number of highly effective teachers and administrators.

Guiding Questions

- Upon reviewing the 2009-2010 KPIs for Priority 3 on the Balanced Scorecard, what suggestions do you have or what items should be considered related to this priority for the 2010-2011 school year? (Current Change)
- As we plan for the 2011-2013 priorities related to the Division's Strategic Goal 3 and consider our Human Capital Management change challenges, what needs to be improved upon and what specific outcomes need to occur? (Planned Change)
- What do we expect to see as a result of this improvement? How will it support Goal 3 and address Human Capital Management change challenges? (Planned Change)
- What research, data, and/or current conditions support the need for this change? (Planned Change)
- Who will be impacted by this change, and how? How will we engage stakeholders in the process? **How will we communicate with them throughout the process**? (Planned Change)
- What resources may be needed in order to accomplish and sustain the improvements? (Planned Change)
- What directions do we need to establish in the area of Human Capital Management to best support the graduates of 2023? (Envisioned Change)

Breakout Session 3 (Goal 4 & Goal 5)

Change Challenge Category 4: Funding and Resources
Change Challenge Category 5: Continuous Improvement

In light of the Division's continuous improvement efforts and planning for the future, a key strategic and operational challenge is the ability to sustain high-quality programs and services throughout the entire academic experience of each and every student amidst a fluctuating economy. Students who enter the Division in kindergarten and graduate on-time will be with the organization for 13 years at the current average cost per student of approximately $11,800 each year. High-quality education requires the ability to hire and retain quality teachers in a competitive job market and to offer a wide variety of programs and services designed to meet the diverse needs of the student population. Assuring that all capital, operational, financial and human resources are available and used to meet strategic goals will be a continuing challenge to the school system for the foreseeable future. For example, decline in local revenue has significantly reduced availability of funds to support capital improvements, including facility maintenance and renovation projects. Insufficient funds are available to support regular replacement of deployed technologies assigned to schools, students, teachers, and administrators as outlined in the ACPS Technology Plan.   This breakout session focuses on the current, planned, and envisioned innovative and operational changes associated with Funding, Resources, and Continuous Improvement.

Guiding Questions

- Upon reviewing the 2009-2010 KPIs for Priorities 4.1, 4.2, and 5.0 on the Balanced Scorecard, what suggestions do you have or what items should be considered related to these priorities for the 2010-2011 school year? (Current Change)
- As we plan for the 2011-2013 priorities related to the Division's Strategic Goals 4 & 5, and we consider our Funding & Resources as well as Continuous Improvement change challenges, what needs to be modified and what specific outcomes need to occur? (Planned Change)
- What do we expect to see as a result of these improvements? How will they support Goal 4, Goal 5, and our change challenges related to these areas? (Planned Change)
- What research, data, and/or current conditions support the need for these changes? (Planned Change)
- Who will be impacted by these changes, and how? How will we engage stakeholders in the process? **How will we communicate with them throughout the process**? (Planned Change)
- What resources may be needed in order to accomplish and sustain these improvements? (Planned Change)
- What directions do we need to establish in the areas of Funding & Resources and Continuous Improvement to best support the graduates of 2023? (Envisioned Change)

Board Report Following Work Sessions

Individual Board members will report out the key considerations and feedback from each of the three breakout sessions. Considerations and feedback should reflect **Current**, **Planned**, and **Envisioned** change cycles.   **As a group, Board members will also address key communication and resources challenges as they relate to each of these areas**. By the end of the work session, the Board will address any anticipated changes to the 2009-2011 priorities and related KPIs. This information from the Board will be shared with the Leadership Team on Friday, June 25th, in order to align the SIP and DIP processes.