

Creating A Vision, Unifying a Community and Transforming Learning

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**COSA Conference
January 31, 2014
Salishan**

State of the District

- ▶ **New superintendent 2009-2010**
- ▶ **Spring-Budget cuts 2010**
- ▶ **Fall - Board recall 2011**

Opportunity

- ▶ **Fall New construction bond 2010**
- ▶ **New board members 2011 & 2012**
- ▶ **New strategic plan 2013**

Shared Long-Term Commitment

- ▶ **Resilient Organization**
- ▶ **Transforming Learning**

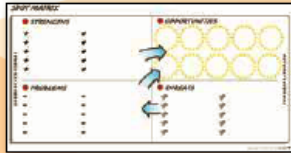
Vision Process

- ▶ **What Is In it For Me Meeting** - January 2012
- ▶ **Leadership Development** - Spring 2012
- ▶ **Vision Created** - June 2012
- ▶ **Board's Role in the Vision** - July 2012
- ▶ **Vision Presented to District** - August 2012
- ▶ **Vision Objectives scored by Admin Team** - June 2013
- ▶ **The Board does the same** - July 2013

Strategic Visioning

STAGE 3: Agreeing on Current Realities

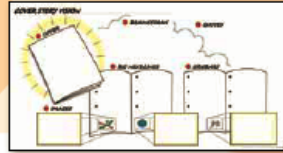
SPOT MATRIX



To make the case for change, we survey the organization's strengths and problems in relation to the major opportunities and threats it faces.

STAGE 4: Opening to a Vision

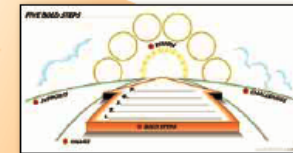
COVER STORY VISION



We help cultivate opportunities by first looking at the past, present and future, and then engaging the group in developing its own vision.

STAGE 5: Creating Strategies

FIVE BOLD STEPS VISION



We focus the vision by clustering the themes found in the Cover Story. Commitment to the vision begins by identifying the key strategies that the group sees as necessary to realize it.

STAGE 2: Exploring and Learning

CONTEXT MAP



Moving into the present, we create a snapshot of the current environment and help a group understand the factors, trends and forces impacting the organization.

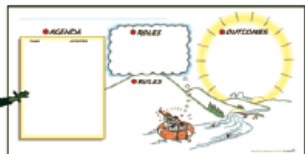
GRAPHIC HISTORY



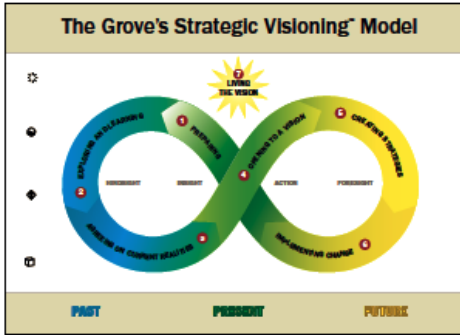
We begin by drawing out a group's past, tracking where the organization has been in order to define where it is headed. It is an excellent way to bring a team together.

STAGE 1: Preparing for the Journey

MEETING STARTUP



Our consultants will help customize a Strategic Visioning Process for your group. The Meeting Startup templates provide the outcomes, agenda, roles and rules for the journey.

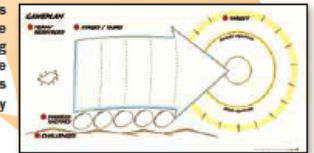


Create a powerful vision and strategy with these basic moves through The Grove's Strategic Visioning Process.

STAGE 6: Implementing Change

GRAPHIC GAMEPLAN

As strategies and goals become more clear, we guide you in developing action plans. This stage helps clarify what needs to be accomplished, by whom and when.



STAGE 7: Living Your Vision In Action

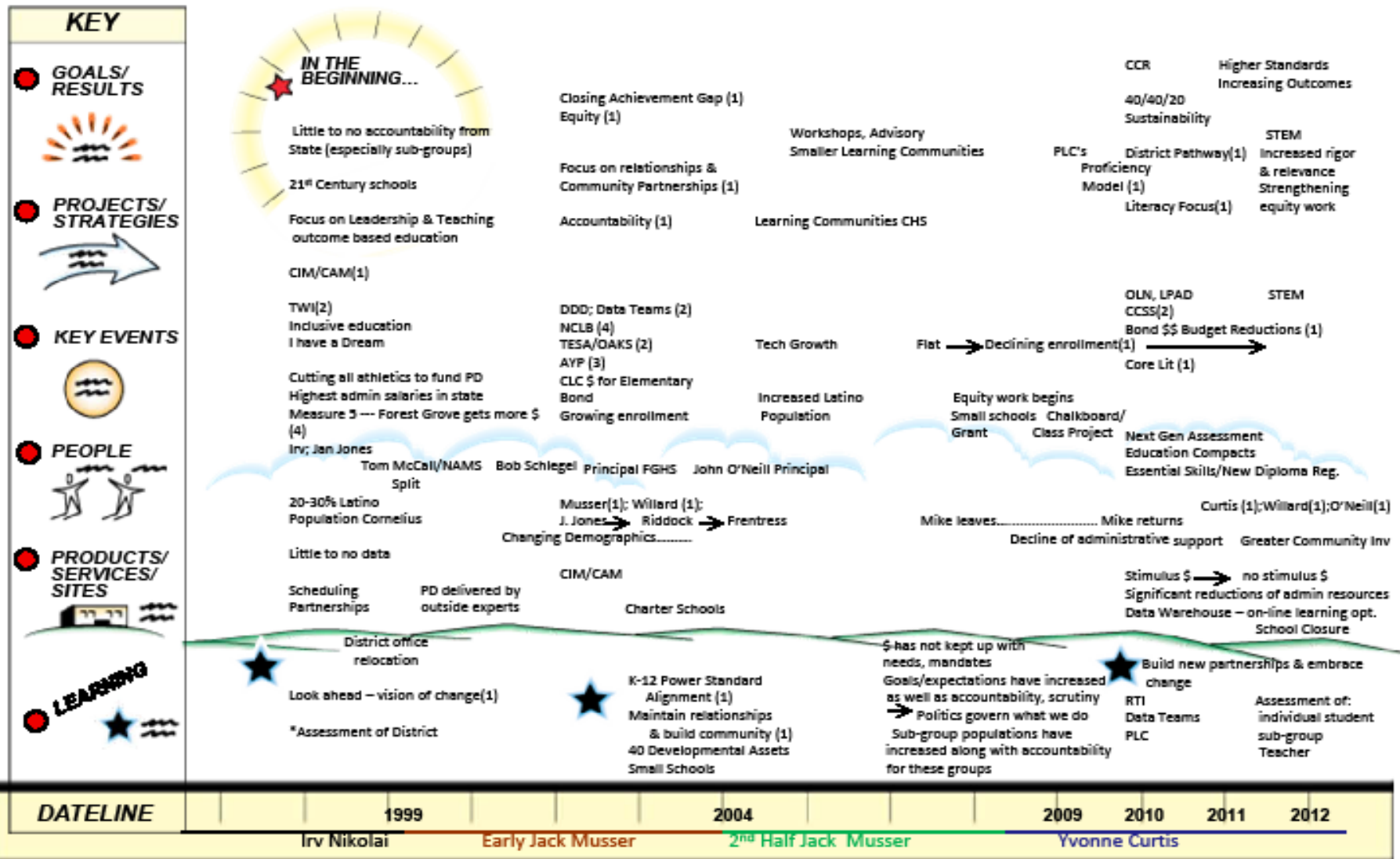
GROVE STORYMAP

Synthesize your visioning and strategy work into a Grove Storymap. These "big-picture" maps get your employees and other stakeholders on the same page and mobilized for action. For more information about Grove Storymaps, visit our website, www.grove.com, and look through our case studies.



History

HISTORY OF Forest Grove School District



Context Map

CONTEXT MAP

TRENDS

- CESS ✓
- POOR PERCEPTION OF PUBLIC EDUCATION
- Global Learning
- Focus on EVIDENCE BASED PRACTICES
- High Stakes testing/narrowing to basics
- HIGHER EXPECTATIONS
- Accountability for st. achievement
- AS OPPOSED TO DEPTH
- USE OF ASSESSMENTS (Formative/summative) ✓
- Ever-increasing expectations regarding rigor/relevance
- MORE STATE/FED GOVT INVOLVEMENT
- Equity (w/ or) education of ELL's
- 5% of STS ARE MINORITIES
- MORE COLLABORATION - TEAMS/PLCS

POLITICAL FACTORS

- Polarization of 2 party system
- Funding tied to this impacts LEGISLATIVE decisions & best practice. / CONTROL
- UNIONS/CONTRACTS
- LOCAL FACTIONS/INTERESTS
- Evolving accountability models
- Immigration
- TAX DEBATES
- GOVT Regulations (too much)
- Election Year

ECONOMIC CLIMATE

- SES influences trends & priorities ✓
- Stress & morale of staff & students affected by the decline.
- outlook - not good!
- UNEMPLOYMENT/ HOUSING MARKET
- GLOBAL MARKET INSTABILITY
- OUTSOURCING
- More student mobility
- LOSS OF CONTROL/INVEST
- LOSS OF LOCAL BUSINESSES/MANUFACT
- INCREASES IN COLA (US, ETC.)
- LESS LOCAL JOBS

TRENDS

- Parent voice - Lack of Community Trust in decision making
- Greater solicitation of and participation from parents/community
- STEM → JOBS
- Change in leadership - focus on leader vs manager
- "Narrowing" curriculum
- Always "Proactive" vs reactive

CUSTOMER NEEDS

- Whole child: academics/social emotional/physical ✓
- OWNERSHIP IN LEARNING (LIFE LONG LEARNER) ✓
- TECHNOLOGICALLY LITERATE ✓
- + access to tech.
- VOICE ✓ (PARTNERSHIP)
- EXCELLENCE/RIGOR/High expectations ✓
- Strong instruction
- Content tech + chance to use it in classroom
- Positive experience
- PREPARING FOR WHAT IS NEXT
- RESPONSIVE TO INDIVIDUAL NEEDS

TECHNOLOGY FACTORS

- On-line assessment
- KIDS - DIGITAL NATIVE
- RESOURCE EQUITY/ACCESS ✓
- FLIP CLASSROOM
- Helping teachers gain confidence with tech a safe
- Allow students to use personal devices
- Mandate use of tech in instruction
- Tech used in testing
- Hand-held devices
- Due to resources, can't keep up w/ rapid change
- INTERDISCIPLINARY TO KEEP UP WITH RAPID CHANGES

UNCERTAINTIES

- Funding ✓
- Growth (enrollment) ✓
- Leadership ✓
- ENVIRONMENTAL FACTORS
- POLITICAL ELECTIONS
- WAINER/ACLB/OETB ✓
- Economy Jobs
- Accountability
- Keeping pace with changes in what students need to learn
- NCLB/APP
- Election results
- Community support
- Policy level



Cover Story Vision

FOREST GROVE SCHOOL DISTRICT VISION

COVER



BRAINSTORMS

- High Expectations, High Achievement
- Fully Engaged Parents
- Culturally Proficient Practices in the District
- Paid Apprenticeships— Intel, Tuality, Nike; Apple; Microsoft
- Strong Interventions – Eliminate Workshops
- Technology Literate Graduates

QUOTES

- “Go confidently in the direction of your dreams. Life the life you’ve imagined.”
-Henry David Thoreau
- “Students and staff see Forest Grove as the place to be
- “My son will be transferring to Forest Grove .”
- Jesuit Parent

BIG HEADLINES

FIRST DISTRICT IN THE NATION RECOGNIZED AS MODEL DISTRICT by ICLE

DISTRICT LEADERS EMPOWER EFFECTIVE TEACHERS 40-40-20

STRINGS STUDENTS PLAY AT INAGURAL ADDRESS

PROJECT BASED LEARNING

WELLNESS PLAN STOMPS OUT OBISITY...

WHOLE-CHILD PROGRAMS / ACTIVITIES ENGAGE

CLOSING THE ACHIEVEMENT GAP AT EVERY LEVEL

SALES TAX BECOMES REALITY

MENTOR PROGRAM GROWS LEADERSHIP FROM WITHIN

SIDEBARS

Success Brings More Students

STEM Program Sets Pathway to Jobs & Internships

100% Student Participation In “The Big Help-Students Give Back”

Pushing Back on State and Federal Regulations Pays Off

District’s Pathway Guides Student Success

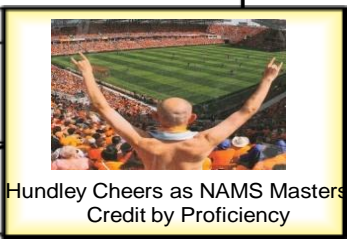
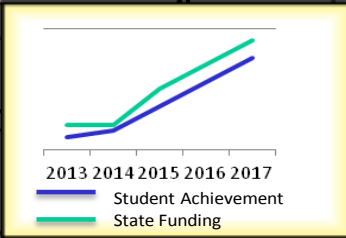
TwI Program National Model For Student Success

Culturally Proficient District Ensures Success For All Demographics

IMAGES



IMAGES



IMAGES THE GROVE

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Five Bold Steps

STRATEGIC PLAN FIVE BOLD STEPS

- Art
- Wellness
- Athletics
- Cultural Identity
- Global Citizen

- TWI
- Spanish Literacy
- SLD
- Language (high school & middle school)



- While Raising Overall Achievement
- District Pathway

SUPPORTS

CHALLENGES

VALUES

BOLD STEPS

Instructional Strategies Aligned with Application Based Learning

STEM Implementation (JG & NAMS)

Staff Effectiveness

Implementing Cultural Proficient Practices

Academic Achievement (District Pathway)

Game Plans

GAMEPLAN Academic Achievement (District Pathway)

TEAM/ RESOURCES

Sponsor:

Leader:
John O'Neill

Members:
Perla Rodriguez
Chandra Cooper
Brigetta Martell
Angella Graves



Resources:

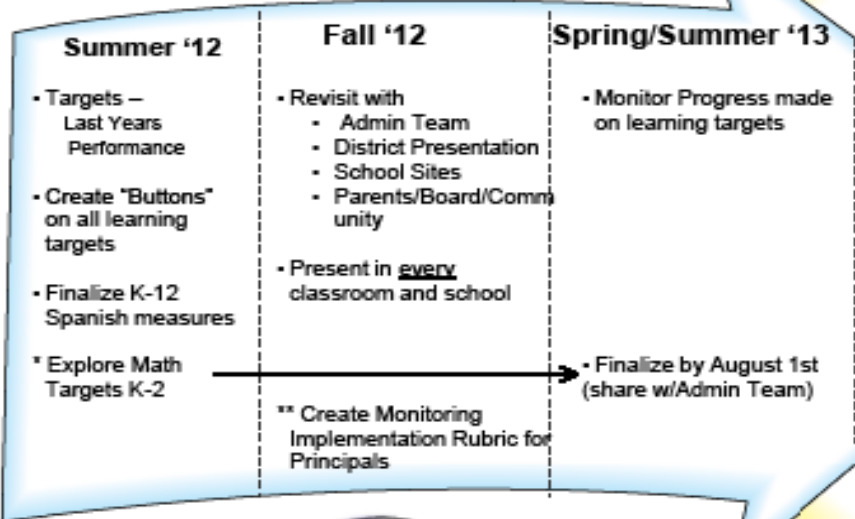
SUCCESS FACTORS



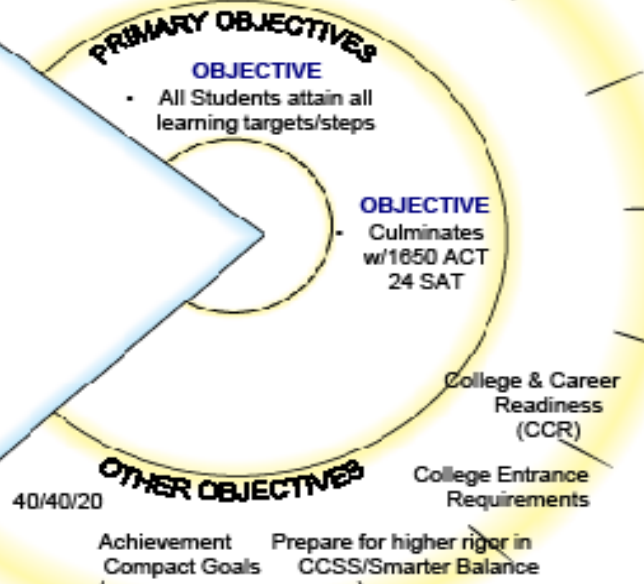
CHALLENGES

- Funding
- Limited Resources
- Different Needs/Student Population Building to building
- Don't have math K-2 Assessment
- Teacher Effectiveness
- How to support development of best practice
- Effective formative assessment strategies to support Data Team/PLC process

STAGES/TASKS



TARGET



New Approach

- ▶ **Past - Developed by a multi-stakeholder community team**
- ▶ **Now - Developed by the Leadership Team**
 - **School Board**
 - **Superintendent and Cabinet**
 - **Administration Team**

Board's View of the Process

- ▶ Understand and promote the plan
- ▶ Get to know the administration team
- ▶ Learn about cutting edge education research
- ▶ Become invigorated by the process

Strategic Plan

OUR VISION

Transform Learning

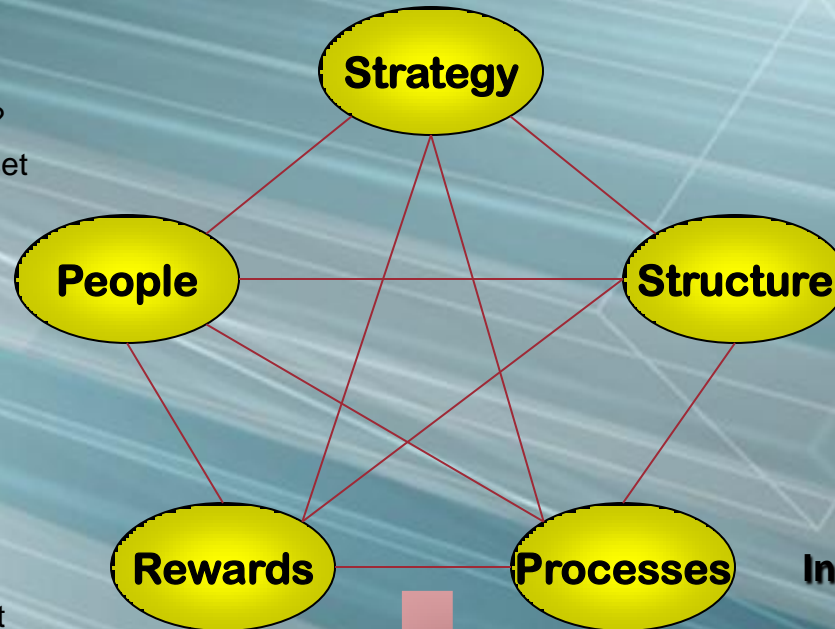
OUR MISSION

***Inspire excellence while
preparing all students for
college, career and citizenship***

Coaching

Determines direction & formula for winning:

- What is the vision and mission?
- How do you win?
- Has it changed? Why?
- How is it reinforced?
- Do all levels of the org see a connection to it?



Location of power & authority:

- Where is power in the organization?
- What are the key forums? Why?
- Where are the bottlenecks?
- Are teams working toward common goals?

Information flow, how work gets done:

- How are decisions made? When?
- How is information passed between stakeholders?
- How are decisions deliberated?
- What systems are needed?

Skills and mindsets:

- Do we have the right skill sets?
- Does our team have the mindset to accomplish the mission?
- Do we have closed loop talent management?
- Who are the informal leaders?

Reinforce performance:

- What are the key successes that are required? That are rewarded?
- What tools are used for reinforcement? Just focal?
- What motivates people? Who knows?

Designed Org Development

Culture of Sustained Results!!

GOAL 1 – JOB 1

By 2017, **all students will attain all steps/learning targets** on the District Pathway, as measured by the 8 Steps to College and Career Readiness.

GOAL 2

We will **implement a plan for technology integration** for all students, application-based learning opportunities, and Science-Technology-Engineering-Applied Arts-Math (STEAM) education in all schools.

GOAL 3

We will provide a system for **effective educator development** that leads to transformational learning.

GOAL 4

We will **inform, engage and educate stakeholders** about the District Pathway and STEAM.

GOAL 5

We will **create a resilient organization** that can adapt to change and stay focused on the district's mission.

Learning the Model

- ▶ **Bold Steps to Star Points**
- ▶ **Rewards and Recognition**
- ▶ **Director for each Point**

Monitoring, Scoring and Adjusting- Deeper Dive

- ▶ **Goal**
- ▶ **Strategy**
- ▶ **Deliverable**
- ▶ **Changes over the quarters**
- ▶ **Scoring led to the conversations that enabled and required us to adjust the plan**

System Accountability

- ▶ **Quarterly System**
 - **Scoring – 0, .5 or 1.0**
 - **Adjusting**
 - **Defining - deliverables for next quarter**
 - **Reporting**

System Alignment

- ▶ **Strategic Plan**
 - **School Board Goals**
 - **Superintendent Goals**
 - **Administrators Goal**
 - **Teachers Goals**

Superintendent Goals

- ▶ **Develop and implement a strategic plan to focus the district on ensuring that all students graduate with the knowledge and skills necessary for success in college, career and citizenship. This strategic plan will provide direction for instruction, curriculum, budgeting, staffing and partnerships necessary to transform learning.**
- ▶ **Develop district leadership skills and capacity to lead the changes necessary to implement the district strategic plan.**
- ▶ **Contribute to the transformation of Oregon's P-20 Public Education System**

Culture Change

▶ Leaders:

- Define the vision and strategy
- Utilize a specific process for implementing change
- Implement a specific process for monitoring and adjusting
- Utilize the process when we need more clarity

Technology Vision

TECHNOLOGY VISION

February 7, 2013



● BRAINSTORMS

- Technology Specialists and Support in Buildings
- Differentiated Activities for ALL Students
- Electronic submission for student work (more time for teacher planning & prep)

● QUOTES

- "Forest Grove Graduates 100% of Seniors."
- "I was ready to drop out. Instead I logged in"
- "FGSD Prepares Students for Their Future, Not Our Past."
- "Equity ≠ Equal. equity is everyone having access to what they need to be successful"

● BIG HEADLINES

- **100% College & Career Ready**
- Community Partners Making it Happen
- **Students collaborate, execute and succeed!**
- "Students flocking to Forest Grove to seek the benefits of 1-1"
- Families moving to Forest Grove to attend high achieving schools
- **FG students are excellent problem solvers**
- **Budget constraints are not holding progress in Forest Grove**

● SIDEBARS

- Intel partners w/FGSD utilizing 1 on 1 with teachers.
- **Students offered a career pathway to future jobs**
- Second Language Learners out perform rest of the nation
- **All kids 24/7**
- Students earn AA degrees alongside high school diploma
- **CFO makes it happen**
- Parent academy is excited for kids teaching them and other adults

IMAGES



Equity Vision

EQUITY VISION



● BRAINSTORMS

- Students are empowered
- Culturally responsive teaching and learning



● QUOTES

- "I'm sorry I waited so long."
- "Students say Being Proud is Strong."
- "Forest Grove taught me to be proud of who I am and where I come from."
- "I moved this this district for its exceptional TWI program.. My child speaks Spanish, English and Chinese."
- "I moved this this district for We can only take others as far as we are."
- "I eat equity for breakfast every day."

● BIG HEADLINES

- First state representative is Latina
- First generation college graduates mentor elementary kids
- Families of all backgrounds flock to Forest Grove for Exceptional culturally competent education

● SIDEBARS

- Social Justice & Ethnic Studies Required to Graduate
- 2 Years of 2nd Language Required to Graduate
- Youth Organization Seeks to Develop Future Leaders
- Act Now the World Saw it Coming, But Did Little.

- Don't Be Afraid of Race
- Tomorrow Begins Today
- Exceptional Down to the Bone
- Continuing the **R**evolution

- Step up to the plate
- New employees required Equity Training
- Ongoing P.D. Equity & Social Justice is than a workshop
- Heroes Among Us



Resilient Organization

- ▶ **Waves of Change**
 - **New Board members**
 - **New Administrators**
 - **New Staff Members**
 - **New Evaluation Process**
 - **New Standards**
 - **New Assessments**
 - **New State Mandates**

Annual Cycle

- ▶ **June Leadership Retreat – annual scoring and adjusting**
- ▶ **July School Board Retreat – align goals**
- ▶ **August Leadership Retreat – refined strategies, defined deliverables and elevator speeches**
- ▶ **September Welcome Back – Where do you see yourself in this vision?**
- ▶ **Convergence of strategies**

Questions

The background of the slide is an abstract composition of various shades of blue and white. It features a series of thin, parallel white lines that create a sense of depth and movement, resembling a perspective view of a grid or a series of planes. Overlaid on these lines are several white-outlined geometric shapes, including rectangles and trapezoids, some of which are slightly offset from each other, giving the impression of a 3D wireframe structure. The overall effect is clean, modern, and technical.

How are you doing on:

- ▶ **Articulating your Vision**
- ▶ **Implementing your Vision**
- ▶ **Accomplishing the desired change in your culture**
- ▶ **Transforming Learning**

Contact Information

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