



BVSD Inventory

Board Worksession

February 19, 2019



District Management Group | Helping Schools and Students Thrive

Agenda

Introductions



















Recap of A-ROI Concepts

Overview of Process and Potential Uses

Next Steps



DMGroup has partnered with hundreds of school districts across the US, helping them address their most pressing needs.

<p>All Sizes of Districts</p>	 <p>Franklin West Supervisory Union</p> <p>1,700 students Rural</p>	 <p>SPRING LAKE PARK SCHOOLS <small>Providing quality education in Spring Lake Park & Friday School Districts, Minnesota</small></p> <p>5,000 Suburban</p>	 <p>School District 622 <small>NORTH ST. PAUL MAPLEWOOD OAKDALE</small></p> <p><i>Ready for tomorrow</i></p> <p>10,600 Gateway</p>	 <p>BOSTON Public Schools Focus on Children</p> <p>55,000 Urban</p>	 <p>SCS <small>Shelby County Schools</small></p> <p>100,000 Urban</p>	 <p>LOS ANGELES UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION</p> <p>650,000 Urban</p>
<p>Nationwide Experience</p>	 <p>TUSD <small>Delivering Excellence in Education Every Day</small></p> <p>Tucson Unified School District</p> <p>Arizona</p>	 <p>MINNEAPOLIS PUBLIC SCHOOLS <small>Urban Education. Global Citizens.</small></p> <p>Minnesota</p>	 <p>Dallas Independent School District</p> <p>Texas</p>	 <p>caddo parish public schools</p> <p>Louisiana</p>	 <p>HOWARD COUNTY PUBLIC SCHOOL SYSTEM</p> <p>Maryland</p>	 <p>ROCKFORD PUBLIC SCHOOLS</p> <p>Illinois</p>
<p>All Types of Districts</p>	 <p>GWINNETT COUNTY PUBLIC SCHOOLS</p>	 <p>WILMETTE Public Schools DISTRICT 39</p>	 <p>FAIRFAX COUNTY PUBLIC SCHOOLS</p>	 <p>HEB <small>HURST • EULESS • BEDFORD</small></p> <p>Independent School District</p>	 <p>Aurora Public Schools</p>	 <p>UI46 ACADEMIC SUCCESS FOR ALL</p>

DMGroup brings best practices from across the country



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Recap of A-ROI Concepts

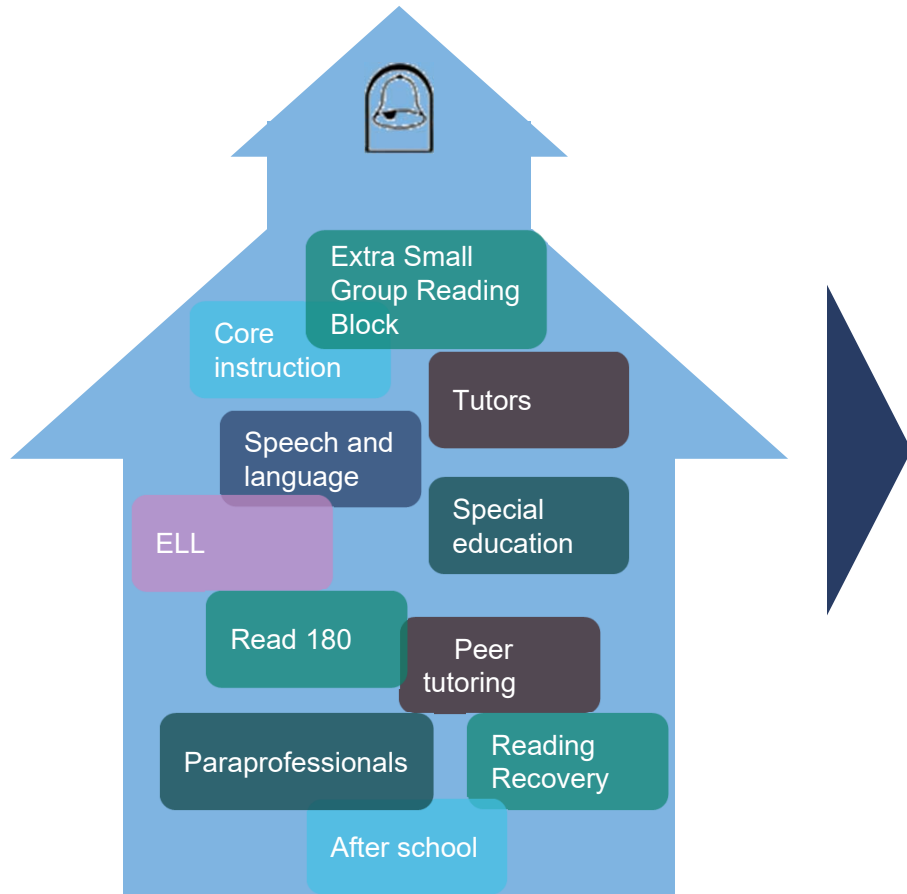
Overview of Process and Potential Uses

Next Steps



Not knowing with certainty which programs work for students means that only professional judgment informs the decision to continue a program.

Current Status many Districts' Programming



Which programs drive student achievement?

Which programs should be expanded to serve more students?

Which programs are opportunities for reinvestment?

Do some programs work for some student segments and not for others?

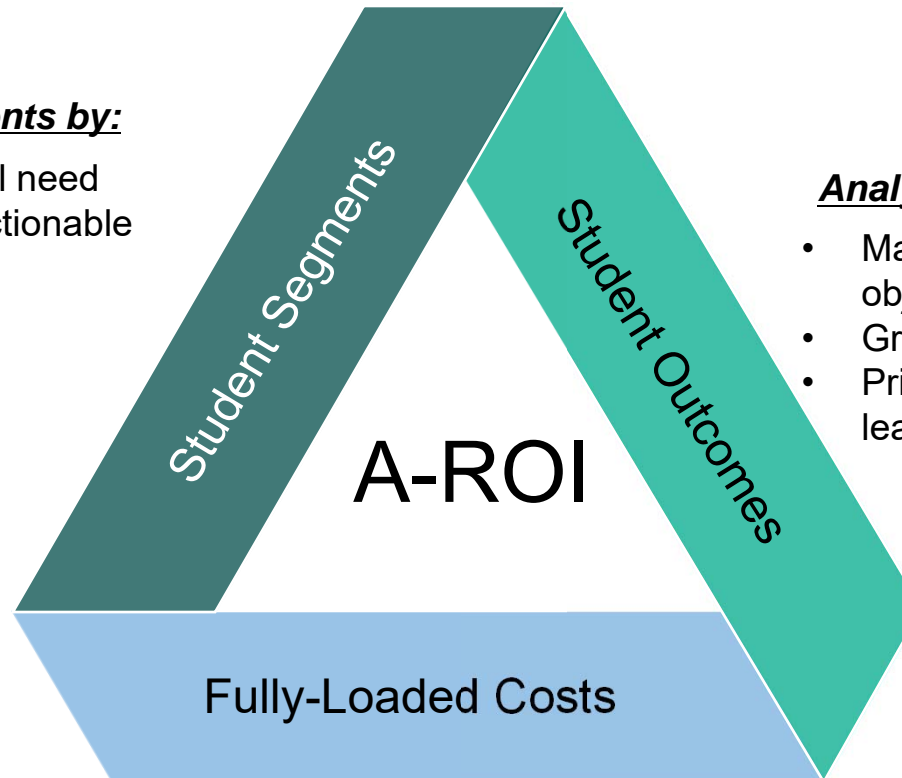


A-ROI analysis involves the interplay of three components: student segments, student outcomes, and fully-loaded costs.

DMGroup Academic Return on Investment (A-ROI) Framework

Analyze students by:

- Educational need
- Specific, actionable grouping



Analyze achievement by:

- Mastery of learning objectives
- Growth over time
- Principal and school leader feedback

Analyze costs by:

- Direct and indirect costs
- Cash and time



Districts with A-ROI capabilities are able to make more strategic, tailored decisions based on deeper information.

Options for Taking Action

Most districts today

Keep
Nearly every program is kept as is.

Eliminate
Rare, usually due to departure of key program advocates.

Districts with A-ROI capabilities

Expand: Highly cost-effective programs that increase student learning should be expanded.

Keep: Cost-effective and successful programs in their current scope should be kept as is.

Segment and Target: Programs that are successful only for some segments of the student population.

Reduce: Expensive programs with some successes should be reduced to keep only the crucial portions.

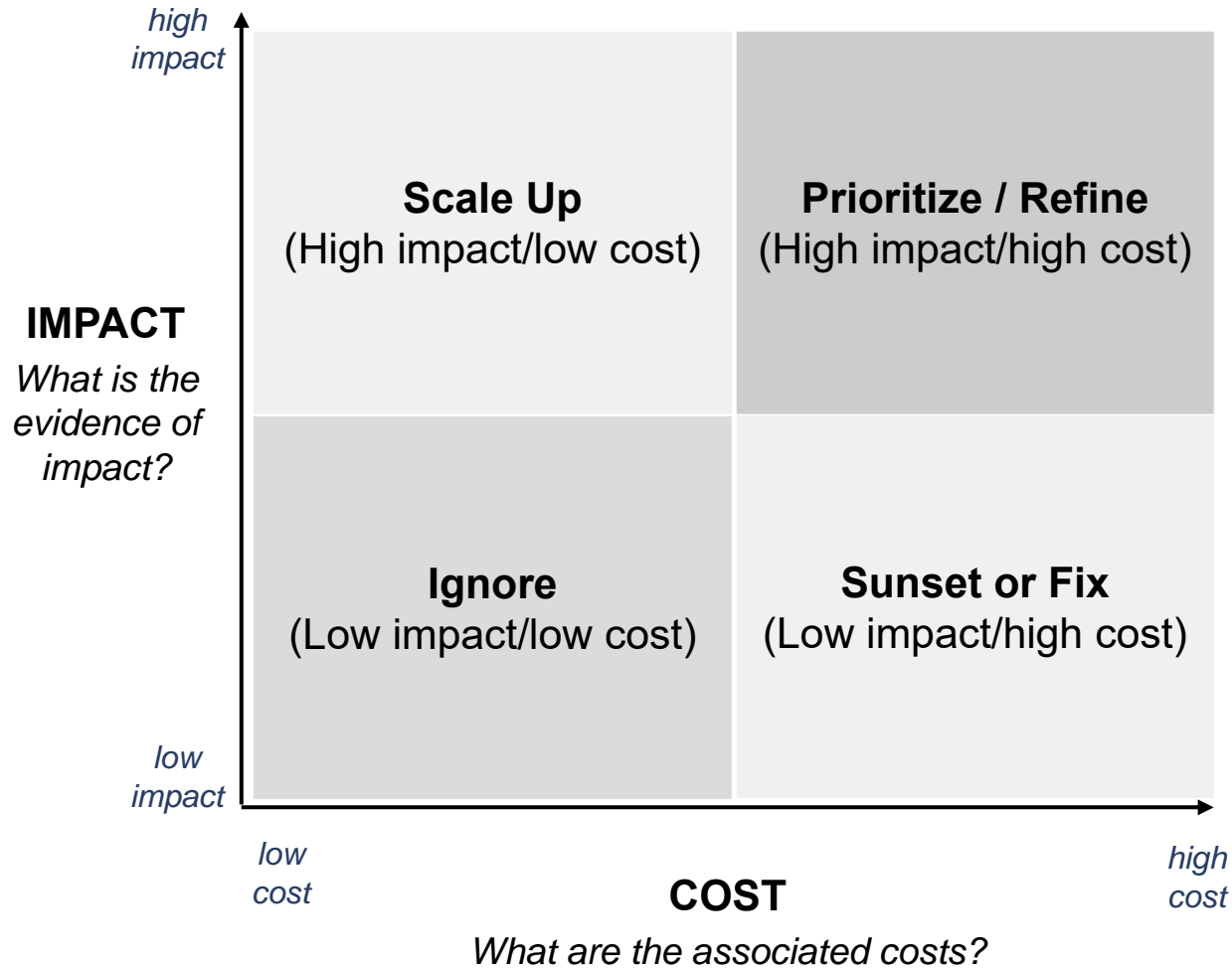
Fix: Programs with limited success that could increase success if structural or systemic problems were fixed.

Eliminate: Programs that prove to be either ineffective or cost-ineffective should be eliminated to release funds.



District teams can review data and make program recommendations using an A-ROI decision matrix.

Identifying Initiatives



Decision matrix brings together quantitative data and management perspective



The Inventory data collected provides BVSD with baseline data to help leadership continue to make stronger data-driven decisions.

DMGroup Approach to Initiative Inventory

Inputs

Initiative	Objective	Impact	Outcome	Estimated Program Cost
1. Implementation of District Curriculum	2015-16 implementation of new curriculum that aligns with state standards and is a comprehensive, research-based curriculum that includes content and delivery in a variety of settings. The curriculum is aligned with California's Professional Learning Standards and the District's Strategic Plan goals and objectives.	Increased student learning and achievement. Improved student attendance and behavior. Increased student engagement and motivation. Improved student self-efficacy and confidence.	2015-16 implementation of new curriculum that aligns with state standards and is a comprehensive, research-based curriculum that includes content and delivery in a variety of settings. The curriculum is aligned with California's Professional Learning Standards and the District's Strategic Plan goals and objectives.	\$1.2 million
2. Implementation of Dual Enrollment Program	Early Education Center, DSP and other programs will provide dual enrollment opportunities for students. The DSP program will provide dual enrollment opportunities for students. The DSP program will provide dual enrollment opportunities for students.	Increased student learning and achievement. Improved student attendance and behavior. Increased student engagement and motivation. Improved student self-efficacy and confidence.	2015-16 implementation of new curriculum that aligns with state standards and is a comprehensive, research-based curriculum that includes content and delivery in a variety of settings. The curriculum is aligned with California's Professional Learning Standards and the District's Strategic Plan goals and objectives.	\$1.2 million
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Initiative Inventory
Focus of this Phase

Process

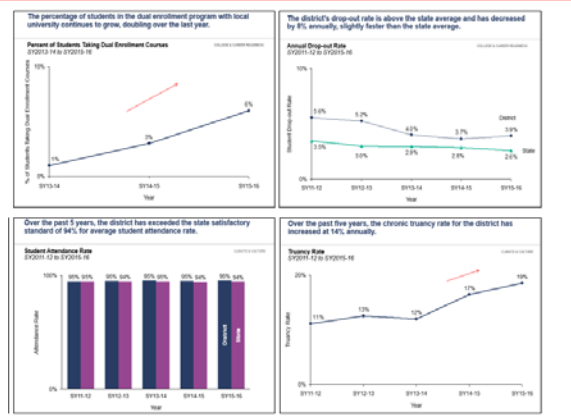
Cost-Impact A-ROI Matrix

IMPACT
What is the evidence of impact?

COST
What are the associated costs?

Result

Decisions / Recommendations



Team maps each initiative onto the cost-impact A-ROI matrix, then uses the needs assessment to determine which initiatives are the best use of resources

A-ROI concept is consistently applied throughout district, from individual teams through final decision makers

Incorporated into annual budget process and aligned with priorities

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Recap of A-ROI Concepts

Overview of Process and Potential Uses

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DMGroup worked in partnership with individuals throughout BVSD to complete Inventory data collection.

Process Overview

May – Nov 2018

Building the Initiative Inventory

1. Build prototype for organization of initiative inventory
2. Gather list of Central Office initiatives
3. Survey Principals
4. Finalize initiative inventory with leadership

Co-Champions: Sam Messier, Bill Sutter

Steering Committee: Sam Messier, Bill Sutter, Margaret Crespo, Robbyn Fernandez, Leslie Stafford, Jonathan Dings, Michele Deberry, Nativity Miller

Principal Support: James Hill, Tracy Stegall, Chris Meyer, Stephanie Jackman, Sarah Oswick



Initiative Inventory template allowed us to gather the required data though a Central Office lens.

Overview of Initiative Inventory Fields

Section	Data Collected
Summary	<ul style="list-style-type: none">• Name, Description, Objective
Detailed Targeting and Outcome Data	<ul style="list-style-type: none">• Specific schools / campuses / student population• Outcomes or successes aligned to Objective• Data source / methodology
Detailed Cost Data	<ul style="list-style-type: none">• Startup project costs• Ongoing non-personnel projects costs• Central office, school FTE / time allocation; full cost• Funding source
Timing / Connection to Other Efforts	<ul style="list-style-type: none">• Start and end date (or ongoing)• End date or ongoing• Other linked / similar efforts
Other	<ul style="list-style-type: none">• Notes / questions



DMGroup used amount of time spent by specific positions and fully loaded cost to calculate the overall ongoing personnel costs.

Calculating Personnel Costs

For each position involved with the initiative, we calculated the cost of their time on the initiative per year using the below formula...



Gathered through Budget team feedback

Gathered, by individual position, from Central Office Leadership



Principal Survey measured implementation, gathered feedback, and identified school-initiated efforts.

Principal Survey Summary

1. **Is this effort happening in your school? (Yes / No, drop down feedback, open ended qualitative feedback)**

If yes....

Option

It's important and works well as is

It's important but needs some improvement

It's important but needs significant improvement

It is not or should not be a priority

I'm not sure

If no...

Option

It would be valuable to add

It would not be valuable to add

I'm not sure

2. **Any other central office owned efforts, description, and feedback (same options as "if yes" above)?**
3. **Any school-initiated efforts? If so, description and target population?**
4. **Other comments, questions, or feedback?**



Principal surveys were differentiated by school level, with a unique survey for each level, and initiatives were coded in 12 categories.

Principal Survey - Initiative Mapping to Categories

Number of initiatives included in Survey

Category	Elementary Survey	Middle School Survey	High School Survey	K- 8 Survey
SEL/ Wraparound	13	15	12	19
Pre-K	6	0	0	6
Language Arts & Literacy	18	12	9	22
Mathematics	5	4	2	4
Science	3	4	5	6
Other subjects	12	18	16	20
Emerging Bilinguals	12	10	9	13
SPED / GT	8	8	8	8
Parent and Family Partnership / Community Engagement	4	4	4	4
Innovation	12	13	12	12
Technology Tools	7	7	7	7
All Other	6	6	8	6
Total	106	101	92	127



BVSD now has multiple data sources to utilize, as appropriate, in planning and decision making.

Data Overview

Together, we collected data for 251 initiatives from 28 teams across 9 departments

These efforts total ~\$46.4M in known ongoing costs (~15% of the total BVSD general operating costs)

BVSD is receiving detailed, comprehensive, organized data that can be updated and maintained to incorporate into planning and decision making going forward



We collected data on 251 initiatives from 28 teams across 9 departments, totaling over \$46M in known ongoing costs.

Department	Number of Teams	Number of Initiatives
Operations	6	46
Instructional Leadership & Equity	10	132
Secondary School Leadership (eg, Student Support)	4	22
Informational Technology	2	23
Elementary School Leadership (eg, Early Learning)	2	12
Communications	1	4
Special Education	1	6
Student Assessment	1	1
Human Resources	1	5
Total	28	251

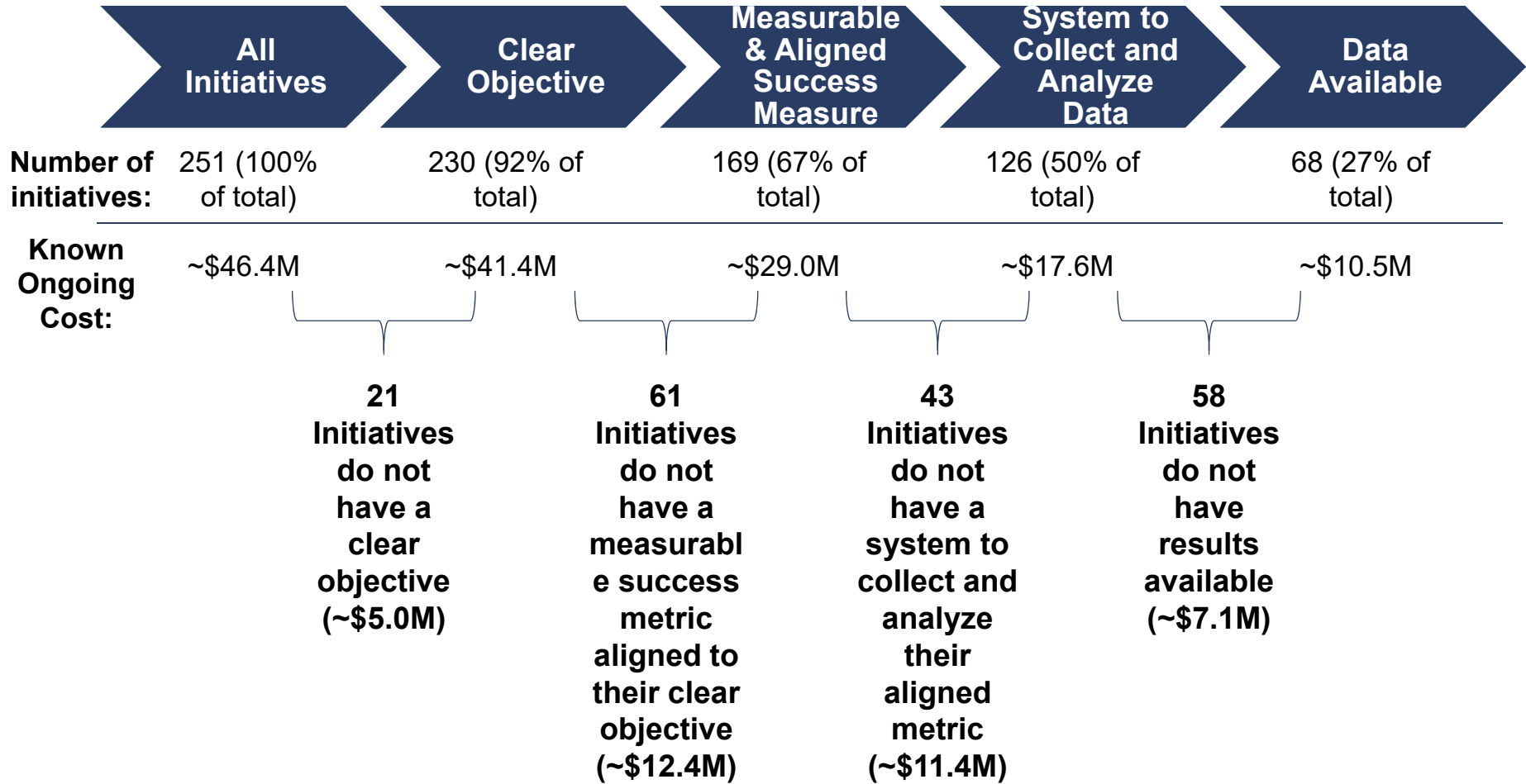
***Represents
~\$46.4M in
ongoing
cost***

Source: BVSD Inventory Data; Note: 10 initiatives have incomplete cost data



BVSD has an opportunity to strategically build data systems and incorporate “return” metrics into planning and decision making.

Return Metric Status



Source: BVSD Inventory data



BVSD can map efforts underway to current or future priorities to identify where to streamline or consider need for additional investments.

Alignment to *Current* Strategic Priorities

Strategic Priority	Number of Initiatives Aligned	Total Ongoing Cost of Initiatives	Average Cost Per Initiative
Support innovative teaching and/or multiple pathways that foster successful, curious, lifelong learners	63	\$8.4M	\$133K
Develop and deliver strong employee evaluation systems and PD programs	51	\$6.7M	\$131K
Create clear processes for instruction and layered intervention that meet students where they are	46	\$7.2M	\$157K
Improve PK-12 literacy achievement through: common high quality materials, assessments, best practices, data-driven decision making, and PD	37	\$5.4M	\$146K
Promote culturally responsive, two-way communication, including creating a welcoming school culture and building collaborative relationships between schools, families and students.	37	\$2.7M	\$73K
Build a strong foundation of safe and inclusive learning environments	31	\$6.2M	\$200K
Implement strong assessment practices	12	\$0.8M	\$67K
Employ a diverse group of educators who reflect our student population	3	\$0.2M	\$67K
Evaluate current recruiting, hiring, and retention practices, including identifying key attributes of successful candidates, developing a comprehensive national marketing plan, and creating dynamic systems for induction and retention	1	\$0.1M	\$100K

Source: BVSD Inventory Data; Note 1: Materials Adoption, as a rotating initiative from department to department is not included in this table. Note 2: Initiatives were aligned with 0, 1, or 2 priorities depending on the description, so some appear twice within this data



There is also the opportunity to map efforts against specific populations and programs to learn more about how funds are directed.

Initiatives & Investments by Target Student Population / Program

Target Student Population	Number of Initiatives	Total Ongoing Cost of Initiatives	Percent of Total Costs
No Specific Target (e.g. for all students)	175	~\$33.0M	72%
Low Income Students (Summer Learning, CPP Transportation)	2	\$4.7M	10%
Low Income Students (Other Initiatives)	11	\$3.3M	7%
Struggling Students	11	\$1.0M	2%
Pre-K Students	9	\$0.6M	1%
Special Education Students	8	\$0.7M	2%
Emerging Bilinguals	9	\$0.8M	2%
Dual Language Learners	7	\$0.4M	1%
Advanced Learners / Gifted & Talented	6	\$0.3M	1%
Tailored Support (chronic absenteeism, childcare, mental health, AVID)	5	\$0.9M	2%
Students of Color	4	\$0.4M	1%
CTE Students	3	\$0.2M	<1%
Transgender and Gender Nonconforming Youth	1	\$0.01M	<1%

Turn and Talk: what does this data say about how funds tend to be used?

Source: BVSD Inventory data;



Principal Survey summary results will allow BVSD to conduct even deeper analysis as it continues to incorporate A-ROI.

Principal Survey Summary

On average, what were the answers to “Is this effort happening in your school?”

Yes	No	Did not respond
55.9%	41.3%	2.9%

↓ If yes....

Option	Percent
It's important and works well as is	42.1%
It's important but needs some improvement	32.5%
It's important but needs significant improvement	10.3%
I'm not sure	8.4%
It is not or should not be a priority	3.6%
Did not respond	3.1%

↓ If no...

Option	Percent
I'm not sure	39.3%
It would be valuable to add	28.0%
It would not be valuable to add	15.5%
Did not respond	17.2%

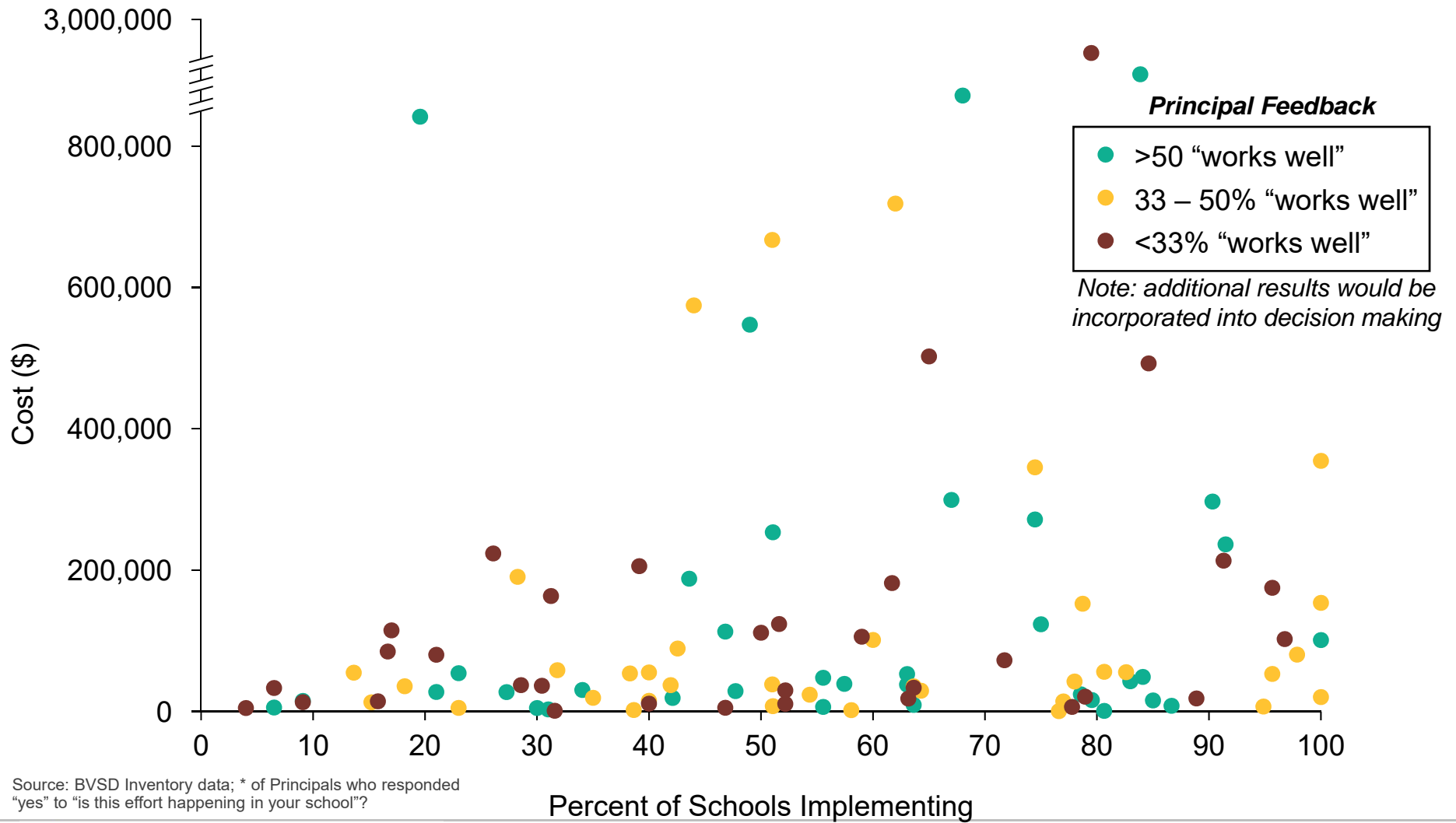
Note: represents Principals' perspectives, not full program effectiveness / evaluation

Source: BVSD Inventory data



Overall, BVSD can bring together multiple data points (outcomes, cost, target population, feedback) to better understand current state.

Cost of Initiatives, # of Schools Implementing, and Feedback



Source: BVSD Inventory data; * of Principals who responded "yes" to "is this effort happening in your school"?



Illustration: Identify areas of need with potential promising practices to scale, depending on further evaluation.

Illustrative Analyses

	% of schools where effort is happening	Important and works well as is	Important and some improvement needed	Important and significant improvement needed	Not happening but would be valuable to add
<i>BVSD Average</i>	55.9%	42.1%	32.5%	10.3%	28.0%
Behavioral Health Advocates	90.3%	60.7%	32.1%	0.0%	100%
Mental Health Partners	48.9%	52.2%	30.4%	8.7%	54.6%

Two SEL / wraparound focused efforts that may be opportunities to expand to more schools given above average feedback from schools where they are happening and demand from schools where they are not (note: would incorporate deeper A-ROI analysis based on Objectives / Results to determine if scaling existing or developing new is the right approach)

Source: BVSD Inventory data



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