

# **Family Engagement Strategic Plan: 2021-2024**

## **Strategy 1 -- Support of Schools and Departments**

### **Intentions:**

- Provide professional development opportunities to help schools and departments more effectively support families in increasing student achievement and social/emotional well-being.
- Create a system for schools and departments to develop individualized plans and support structures that will ensure that families, staff, students and community partners work hand in hand to help students become college and career ready.
- Collaborate with schools and departments to create welcoming environments, build trusting and respectful relationships, and develop the leadership capacity of their families.

### **Action Plan:**

**1.1 -- Provide professional development opportunities to help schools and departments more effectively support families in increasing student achievement and social/emotional well-being.**

### **Action Items:**

- 1. Help schools and departments understand the family engagement research and best practices that will give them the highest likelihood of success in improving their students' academic achievement and social/emotional well-being** -- Help develop familiarity with the work of Karen Mapp, James Heckman, the Organization for Economic Cooperation and Development and others as they relate to family engagement and academic success.
  - Assist teachers in discussing student progress and working together with families to improve student achievement.
  - Provide a framework for helping staff work with families to identify and address common barriers which limit academic success.
  - Collaborate with Student Wellness and Support Services and various community partners to support students' social/emotional well-being.
- 2. Provide structures for schools and departments to help their families match their children's efforts to their college and career goals** -- Use student performance data and college/career surveys to help families have their children go above and beyond what their teachers require and increase the likelihood that their children will reach their goals.
  - Collaborate with Elementary Education, Secondary Education, G.A.T.E. and other departments to help families support student learning and development in the home.

### **Action Plan:**

**1.2 -- Create a system for schools and departments to develop individualized plans and support structures that will ensure that families, staff, students, and community partners work hand in hand to help students become college and career ready and social-emotionally well adjusted.**

**Action Items:**

**1. Align structures and programs for maximum success** -- Use and adjust current structures and programs, as needed, to improve college and career readiness, social-emotional adjustment, and the collaboration between schools and families. Effectively incorporate new programs into existing structures and frameworks.

**2. Use local staff development plans** -- Access individualized staff development and support systems to help schools and departments collaborate with all stakeholders to reach their site's or department's goals and objectives while keeping in mind the following focus areas:

- Developing an understanding of the why, the desired outcomes for this work.
- Developing a deep knowledge of the most powerful research-based strategies.
- Helping teachers to collectively focus on family partnerships as a way to prepare students for college and career.
- Understanding how restructuring some of the components of the current system will lead to maximum success in collaborating with families.
- Developing an understanding of how to use the Family Engagement feedback and incentive systems.
- Supporting the Family Engagement Facilitator (FEF) and parent representatives at each school to assist in the implementation of local strategies.

**3. Provide modeling and technical support to schools and departments** -- Provide modeling and support for local planning sessions to help schools and departments design and implement their individualized plans and meet Title I staff development requirements.

**Action Plan:**

**1.3--Collaborate with schools and departments to create welcoming environments, build trusting and respectful relationships, and develop the leadership capacity of their families.**

**Action Items:**

**1. Create welcoming environments** -- Collaborate with the district Customer Service department to help schools improve and/or maintain high levels of customer service; provide ways for sites to gather and analyze customer service data.

**2. Build trusting and respectful relationships** -- Work together with schools, departments and families to identify and remove barriers that may be getting in the way of trust and respect.

- Assist staff in developing opportunities to learn about each family's strengths, cultures, languages and goals for their children.
- Assist schools and departments in engaging in 2-way communication, using Karen Mapp's *Dual-Capacity Framework*.

**3. Develop leadership capacity of families** -- Identify family strengths and interests and then work to create opportunities to use and develop them.

- Support principals and staff in effectively engaging families in advisory groups and decision-making and helping families to understand key policies and programs.

- Help schools and departments work together with families to plan, design, implement and evaluate family engagement activities at school and district levels (district and site parent advisory groups, Family Engagement Steering Committee, etc.).

## Strategy 2 -- Families of Targeted Student Groups

### Intentions:

- Work with the families and students of targeted and underachieving student groups to improve educational outcomes and close the achievement gap.
- Collaborate with the Equity and Targeted Student Achievement department on improving family engagement.
- Support the efforts of existing site, district and community groups dedicated to improving the outcomes of targeted and underachieving students.
- Assist in engaging and training site and district staff to participate in this work.

### Action Plan:

**2.1 -- Blend research-based strategies with input from families and students to create a plan to improve achievement.**

### Action Items:

- 1. Discuss research findings on academic achievement and families' role in promoting it** -- Look at research on what leads to--and does not lead to--high-level academic achievement and how what parents know and do influences it.
- 2. Collaborate with families and students to identify their strengths and barriers related to improving achievement** -- Use Karen Mapp's *Dual-Capacity Framework* to list family and community strengths that could contribute to boosting achievement, closing the achievement gap, and eliminating various barriers.

### Action Plan:

**2.2 -- Collaborate with the Equity and Targeted Student Achievement department on improving family engagement.**

### Action Items:

- 1. Align mission and vision to produce a cohesive and coordinated effort for engaging families** -- Look at department plans and recommendations and discuss areas of alignment.
  - Focus on understanding why we want to and need to engage families.
  - Set parent meeting goals that intentionally seek input from a variety of families, especially those who are removed from or dissatisfied with the current system.
  - Seek to build trusting relationships, especially using more personal forms of communication, such as face-to-face conversations and phone calls.
  - Actively learn about parent and family context by learning about their lives and becoming involved in the community.
  - Leverage resources to meet family-identified needs.
  - Develop and use AAPAC to empower parents and families.

### Action Plan:

**2.3 -- Collaborate with families, schools, departments and community stakeholders to build a team dedicated to serving targeted students and their families.**

### Action Items:

- 1. Identify groups who are already dedicated to working with targeted students and families** -- Seek individuals and organizations who may not be currently collaborating on site and district efforts.

**Action Plan:**

**2.4 -- Assist in engaging and training site and district staff to participate in working with and empowering families.**

**Action Items:**

**1. Seek opportunities to support efforts to develop staff capacity** -- Develop productive relationships with Equity and Targeted Student Achievement, English Learners and other departments who work on developing cultural proficiency.

## Strategy 3 -- Family Engagement Evaluation System

### **Intentions:**

- Assist sites and departments in analyzing and using Panorama Family Survey data to improve programs and support of families.

### **Action Plan:**

**3.1 -- Help sites to link their site Family Survey results to the Family Engagement Incentive System and provide direct and indirect support in improving their scores.**

### **Action Items:**

- 1. Use the SPSA process to identify site strengths and weaknesses --** Provide opportunities for sites to analyze Family Survey data.
- 2. Identify district-wide focus areas and help sites to improve their scores in these areas --** Analyze Family Survey data for patterns and trends and provide training and support to help sites improve their scores.

## Strategy 4 -- Family Engagement Centers

### Intentions:

- Build capacity of the Family Engagement Department team.
- Ensure that centers provide a welcoming environment and engage and serve families from all student groups.
- Seek to offer sufficient numbers of classes to meet family and site requests.
- Train school staff and parent site representatives on Family University programs.
- Collaborate with site staff to connect families to resources and to support each school's Family Engagement Plan.
- Spread the centers' programs to cluster schools.
- Continually evaluate centers' structure and effectiveness.
- Provide sufficient staffing to accomplish center, department and district goals.
- Work with site staff to help them identify and remove family barriers to engagement and barriers to increasing student academic achievement.

### Action Plan:

**4.1 -- Build capacity of the department's Family Engagement team to better serve families, sites and departments.**

### Action Items:

- 1. Provide technology training on key software programs and platforms (AERIES, MyON, etc.).**
- 2. Train team on the goals and organization of various departments to increase opportunities for collaboration.**

### Action Plan:

**4.2 -- Provide a welcoming environment at each of the six Family Engagement Centers.**

### Action Items:

- 1. Create relationships with front office staff and custodians to provide parents with a welcoming environment.**
- 2. Provide excellent customer service -- Use formal and informal evaluations to measure quality.**
- 3. Equip centers to meet the needs of families -- Technology, informational resources, etc.**
- 4. Collaborate with district and site parent advisory groups to ensure their families are using the centers -- DELAC, DAAAC, DAC, CAC (Special Education), etc.**
- 5. Reach out to churches, clubs and other community groups to bring awareness of the centers and center resources.**
- 6. Collaborate with key departments to engage and support families -- Work with Youth Services and other departments to make referrals to Family Engagement Center resources. (cf. Strategy 1).**

**Action Plan:**

**4.3 -- Seek to offer sufficient numbers of classes to meet family and site requests.**

**Action Items:**

- 1. Use family and site requests, survey responses and class attendance data to determine the type and number of classes offered at centers --** Use Panorama Family Survey data and class/workshop satisfaction surveys to gather feedback.

**Action Plan:**

**4.4 -- Train school staff and parent advisory representatives (DAC, CAC, DAAAC, and DELAC) from each site on Family University programs to in turn train parents at their sites (trainer of trainer). (cf. Strategy 5).**

**Action Items:**

- 1. Determine local needs --** Continually survey families and schools to determine the local need for Family University classes.
- 2. Communicate trainer of trainer opportunities to cluster schools --** Let school sites know about training opportunities (Principals leading FLIs, etc.).
- 3. Establish a yearly calendar --** Set up a class schedule for the upcoming year, scheduling classes as early as possible
- 4. Provide materials to support sites --** Agendas, handouts, surveys, and other class resources.

**Action Plan:**

**4.5 -- Family Engagement team works closely with program facilitators and staff at cluster sites to communicate resources and to support each school's Family Engagement Plan.**

**Action Items:**

- 1. Family Engagement Director and Program Specialist --** Work closely with administrators, teachers, counselors and other staff to communicate the centers' resources and to support the work of Community Relations Workers.
- 2. Develop awareness of Family Engagement resources, classes and initiatives --** Send out Family Engagement monthly calendars as well as promotional items to district and site staff, as well as parent advisory and community groups, so they can promote classes and events.
- 3. Develop effective relationships with school administration and staff --** Attend school staff meetings and develop relationships with key staff to be informed of school activities and to disseminate information about upcoming classes, training and Family Engagement initiatives.
- 4. Establish email communication --** Email program facilitators, family engagement facilitators, counselors and other key staff regarding cluster opportunities.

**Action Plan:**

**4.6 -- Conduct Family University classes at cluster schools.**

**Action Items:**

- 1. Expand class locations beyond the centers** -- Collaborate with schools and partners to set up the dates and times of presentations; train site staff to teach Family University classes (Using I teach/We teach/You teach model).
- 2. Use a monthly calendar for outreach** -- Make a monthly schedule for when each of the centers will teach classes and do presentations at cluster schools.
- 3. Work on coordinating site and center family engagement calendars** -- Collaborate with cluster schools to cross-link calendars.

**Action Plan:**

**4.7 -- Continually evaluate centers' structure and effectiveness.**

**Action Items:**

- 1. Look for ways to maximize service to the largest number of sites and families as possible** -- Balance configuration of facilities and staff to ensure maximum benefits and quality of service.
- 2. Use Panorama Family Survey, center usage data and other forms of feedback to evaluate effective use of resources.**

**Action Plan:**

**4.8 -- Provide sufficient staffing to meet center, department and district goals.**

**Action Items:**

1. Adjust staffing levels to fulfill the requirements of the strategic plan and accomplish other site, department and district family engagement goals.

**Action Plan:**

**4.9 -- Work with site staff to help them identify and remove family barriers to engagement and barriers to increasing student academic achievement.**

**Action Items:**

- 1. Collaborate with families and site staff in identifying and removing the follow kinds of barriers:**
  - Informational
  - Ideological (Beliefs/Values)
  - Social-emotional
  - Physical
  - Environmental
  - Technological

## Strategy 5 -- SBCUSD Family University Expansion

### Intentions:

- Support cluster sites in moving through the family engagement levels (I, II and III).
- Increase the number of families taking advantage of the classes and resources offered through the SBCUSD Family University (Level I and II).
- Make SBCUSD Family University program materials simple to use and easily accessible for families/community partners.
- Partner with clusters to expand Family University at sites, using trainer- of-trainer model (Levels II and III).
- Create an SBCUSD Family University yearly evaluation program.

### Action Plan:

#### **5.1 -- Support cluster sites in moving through the family engagement levels (I, II and III).**

### Action Items:

- 1. Define family engagement levels** -- Help sites and departments to understand the difference between Level 1 (Family Engagement-provided classes), Level 2 (site-provided classes) and Level 3 (family engagement best practices fully integrated across the site).
- 2. Support sites in moving from level to level** -- Family Engagement department assists sites in understanding and implementing Family University classes and family engagement best practices.

### Action Plan:

#### **5.2 -- Encourage schools and departments to welcome and support Family Engagement to increase families taking advantage of classes and resources.**

### Action Items:

- 1. Family Engagement Director** -- Inform principals and directors of Family Engagement goals and initiatives. Program facilitators, family engagement facilitators and/or other staff support community relations workers in the work with school sites, including cluster schools.
- 2. Academic achievement** -- Site and Family Engagement staff collaborate to improve academic outcomes and college and career readiness through district and Family Engagement programs (PSAT awareness, Who's First?, NMS100, etc.).
- 3. Use Family University Catalog as a guide** to promote Family Engagement programs to continue the work with cluster sites to support student academic achievement and college and career readiness.

Family Engagement strategies outreach work:

- Ensure that staff use all forums to recommend classes to families.
- Ensure that staff emphasize the current and future benefits of classes to support student academic achievement.
- Continue collaboration with SBCUSD departments to develop new Family University workshops.

**Action Plan:**

**5.3 -- Make the Family University materials user-friendly.**

**Action Items:**

1. **Develop SBCUSD Family University class outlines and other materials** -- Develop easy-to-follow class outlines and other materials for the Family University classes and post them online for others to easily download and use. (See Action Item 5.3.)

**Action Plan:**

**5.4 -- Expand SBCUSD Family University course offerings.**

**Action Items:**

1. **Gather feedback** -- Gather feedback from SBCUSD community and Family University participants to expand Family Engagement services.
2. **Outline new topics** -- Use feedback from the community and school sites to plan additions to the Family University curriculum.
3. **Reach out to departments and community partners** to support the designated work.

**Action Plan:**

**5.5 -- Create a SBCUSD Family University yearly evaluation program.**

**Action Items:**

1. **Use existing family engagement feedback forms to evaluate classes, modifying as needed.**
2. **Conduct a yearly review of Family University class effectiveness.**

## Strategy 6 – Developing Family Leadership Capacity

### Intentions:

- The Family Engagement Department will work directly with site administration and parent representatives from the four advisory groups (DAC, DAAAC, DELAC, and CAC).
- Help site representatives to better understand family engagement research and best practices.
- Build knowledge of district and department programs, initiatives and philosophy.
- Build knowledge of K-16+ educational system, compared to other countries' systems, and how to effectively navigate it.
- Develop families' capacity to share information and support other families.
- Emphasize the importance of effective communication and help families to develop productive interpersonal relationships.

### Action Plan:

**6.1 -- FEC will work directly with site administration and parent representatives from the 4 advisory groups (DAC, DAAAC, DELAC, and CAC) to plan and implement family engagement at their sites.**

### Action Items:

1. **Work with site administrators and departments to identify and train parent representatives** -- Use parent strengths and interests to develop capacity to meet site and district needs.

### Action Plan:

**6.2 -- Work with DAC, CAC, DAAAC, and DELAC to help site representatives better understand family engagement research and best practices.**

### Action Items:

1. **Build knowledge of foundational research by connecting it to existing and future classes, initiatives and programs** -- For example, discussing Carol Dweck's work when talking about Grit on the Family Engagement Pyramid.
2. **Assist site advisory representatives in using research to help their sites evaluate their family engagement programs and practices** -- Offer training and practice opportunities in using the research to evaluate real-life examples.

### Action Plan:

**6.3 -- Build knowledge of district and department programs, initiatives and philosophy.**

### Action Items:

1. **Use district and department staff to build parent capacity and understanding** -- Pair families with district and department staff, based on parent strengths and interests.

### Action Plan:

**6.4 -- Build knowledge of K-16+ educational system and how to effectively navigate it.**

### Action Items:

1. **Build family understanding of how academic coursework and student initiative relates to college and career entrance requirements** -- Help parents to understand how to increase students' chances to get into the colleges and careers of their choice.

**2. Build understanding of family and student legal rights** -- Assist families in advocating for their own students and all students.

**Action Plan:**

**6.5 -- Develop families' capacity to share information and support other families.**

**Action Items:**

**1. Provide materials and support so that families can easily share what they learn with others** -- Develop mentorship and practice opportunities so that parents feel comfortable talking to and supporting others.

**Action Plan:**

**6.6 -- Emphasize the importance of effective communication and help parents to develop productive interpersonal relationships and communication skills.**

**Action Items:**

**1. Provide coaching, as needed, so that parents have the greatest chance of being heard and respected by diverse audiences** -- Collaborate with district departments (Multilingual, Equity & Targeted Student Achievement, Student Wellness & Support Services, etc.).

## Strategy 7 – Strategic Contracting Process and Accountability System

### Intentions:

- Develop a systematic way to request and evaluate proposals for contracted work.
- Accelerate the implementation of the key SBCUSD Family Engagement Strategic Plan strategies by contracting with partners.
- Ensure that contracts produce accelerated implementation in the targeted areas.

### Action Plan:

**7.1 -- Create a system for the SBCUSD Family Engagement Office to collaboratively and systematically request and measure contracted work that is meant to accelerate the implementation of key family engagement strategies.**

### Action Items:

- 1. Establish key areas for contracting using the Family Engagement Strategic Plan as a guide**
- 2. Meet with the Family Engagement Director to ensure proposal is in alignment with the strategic plan and department goals**
- 3. Submit contract proposal to Family Engagement secretary and director via email**
- 4. Family Engagement Office will submit contract for board approval via BoardDocs once all documentation is received**
- 5. Services begin once the Board officially approves the contract --** Specific sites will be assigned. Vendor will meet with principal to align services to site family engagement needs.
- 6. Measure impact of program --** Family Engagement Office will conduct yearly evaluations of performance using the following measures:
  - Participant feedback/ survey information.
  - Performance data (Panorama Family Survey, CAASPP).
    - Aligned to students/ families that vendor is supporting.