

COLORADO SPRINGS SCHOOL DISTRICT ELEVEN

Mr. Michael Gaal, Superintendent
Phoebe Bailey, Chief of Personnel Support Services

**District Accountability Committee
Full DAC Committee Meeting**

August 17, 2023

Hybrid – In person and WebEx

Tesla, Room 112/113

6:00 – 8:00pm

1. Welcome/Introductions/Updates– Marion Clawson, DAC Chair– 20 minutes
2. Human Resources Update – Toni Schone, Senior Executive Director-HR - 20 minutes
3. Update on District Organizational Charts – Michael Gaal, Superintendent – 45 minutes
4. DAC Charges and Approval of Subcommittee Chairs – Marion Clawson – 5 minutes
5. Membership Update – Lauren Walker, DAC Vice Chair/Membership – 5 minutes
6. Accreditation Subcommittee Update – Marion Clawson, Accreditation Chair – 5 minutes
7. Training & SAC Support Subcommittee Update – Velvet Stepanek, T&SS Chair– 5 minutes
8. Budget Subcommittee Report – Amanda Huber, Budget Chair – 5 minutes
9. Charter School Update – Velvet Stepanek, T&SS Chair – 5 minutes
10. Closing – Marion Clawson – 5 minutes

SAC Training, September 28, November 30, January 25, April 4, In person (Tesla) and via WebEx
DAC meetings, September 21, October 19 (Board Candidate Forum), November 16, January 18, February 15, March 21, April 18, May 16, via in person (Tesla) and WebEx

School Accountability Committee (SAC) Guidelines for Unified Improvement Plan (UIP) Review

During the initial SAC meeting of the year, the SAC needs to review and provide input and feedback on their school's Unified School Improvement Plan (UIP). UIPs are mandated by the Colorado Department of Education (CDE) as part of the state's accountability system. The purpose of these guidelines is to help start the conversation between SAC and School leadership.

Schools are obligated to document the community's involvement in the planning process. By law, School and District Accountability committees (SACs/DAC) must be included in the development of the Unified Improvement Plan (UIP). The school board must adopt UIPs of any schools that have received a rating on the School Performance Framework (SPF) of priority improvement or turnaround. A school that received an SPF rating of turnaround is required to announce and hold a public review of their UIP and their plans must be adopted by the Board of Education.

These guidelines follow the structure of the rubric provided by the CDE
http://www.cde.state.co.us/uip/school_qc

1. Brief description
 - a. Does the summary accurately represent your school and its community, including staff and student composition, and community partnerships?
 - b. Is every change accounted for, whether in leadership, programs, curriculum, facilities or recent occurrences?
 - c. How are different stakeholder groups involved in the plan's development?
 - d. Were all relevant subgroups represented in the SAC review group?
2. Prior year targets
 - a. Was the previous plan assessed?
 - b. Is there an analysis of targets/ goals and the chosen Strategies Major Improvement strategy (MIS) 1, 2 and even 3?
 - c. Does it provide reasoning for success, progress or failure stated?
 - d. Does it detail the implementation process? Missed performance targets may indicate MIS implementation issues or ineffective identification of root causes.
3. Current performance
 - a. Data review: CMAS for elementary & middle school, SAT/PSAT and workforce readiness for high schools.
 - b. Is the data relevant to the planning process and is additional data included to complete understanding?

4. Notable trend
 - a. Are three years of data provided for trend analysis? Why were these specific data points chosen?
 - b. Which content area and student group were emphasized?
 - c. Do these choices make sense?
5. Priority performance challenge PPC
 - a. Is the statement comprehensible and specific?
 - b. Does it focus on students?
 - c. Is there justification for the selection?
 - d. Will it drive the most impactful change and biggest improvement?
6. Root causes
 - a. Identification of the root causes is crucial to the plan's success.
 - b. Do the root causes align to the priority performance challenge?
 - c. Do the root causes explain the issues and addressing the root cause changes the outcome?
 - d. Are they based on systems within the school's control?
 - e. Does it make sense?
7. Major Improvement strategy MIS
 - a. Does the plan encompass evidence-based MIS, supported by research indicating effectiveness?
 - b. Does the plan describe the strategy and its alignment to the priority performance challenges?
 - c. Will this strategy address the root cause?
8. Implementation Benchmarks
 - a. Do the benchmarks provide data to demonstrate the effectiveness of the strategies?
 - b. Do the benchmarks provide a timely data cycle that produces quality results?
 - c. Do they target adult actions or systems?
 - d. Do they identify a task or action, an actor, a date, and a target measurement?
9. Action steps
 - a. Are the action steps specific, including clear action, completion dates, responsible individuals and necessary resources?
 - b. Are they rooted in the chosen Major Improvement strategy?
 - c. Will these steps lead to change in the data?
 - d. Look for measurable adult actions or system changes, focused on outcome and implementation quality beyond

mere completion?

10. Annual targets

- a. Assess if the annual targets are ambitious yet attainable?
- b. Are they aligned with the Priority performance challenge?

11. Interim Measures

- a. Will these measures indicate that the school is progressing in the right direction?
- b. Is the focus on student outcomes?

12. Overall Plan Coherence:

- a. Does the plan have an accurate description of your school?
- b. Does the review on prior year targets and current data lead to the Identification of the challenges, root causes and selection of the Major Improvement Strategy?
- c. Do the strategies guide action steps that will lead to the biggest change?
- d. Are actions and measures of progress appropriately selected?

Every month SACs will receive an update on the action steps completed and any reached implementation benchmarks, interim measures or targets. It is reasonable if the plan's outcomes diverge from expectation. The key lies in the school's response and adaptation. The reflection on the actual plan will be a part of next year's planning process.



Colorado Springs School District 11

HR Recruitment & Hiring Update

2022-2023 SY

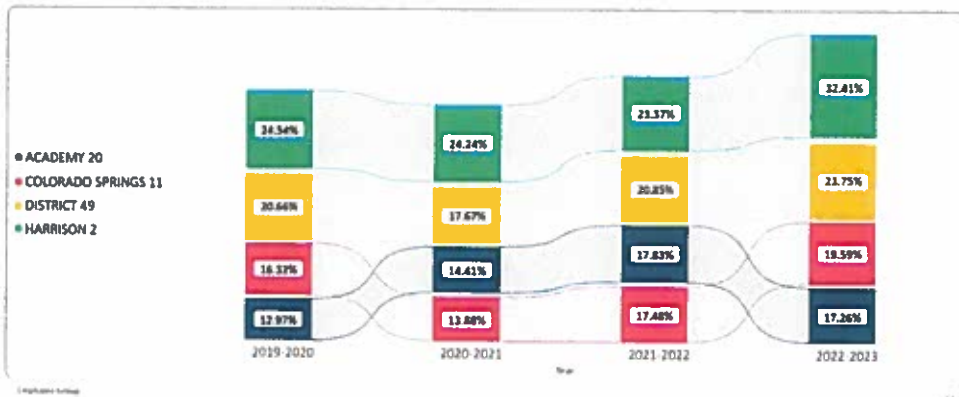
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Colorado Springs School District 11

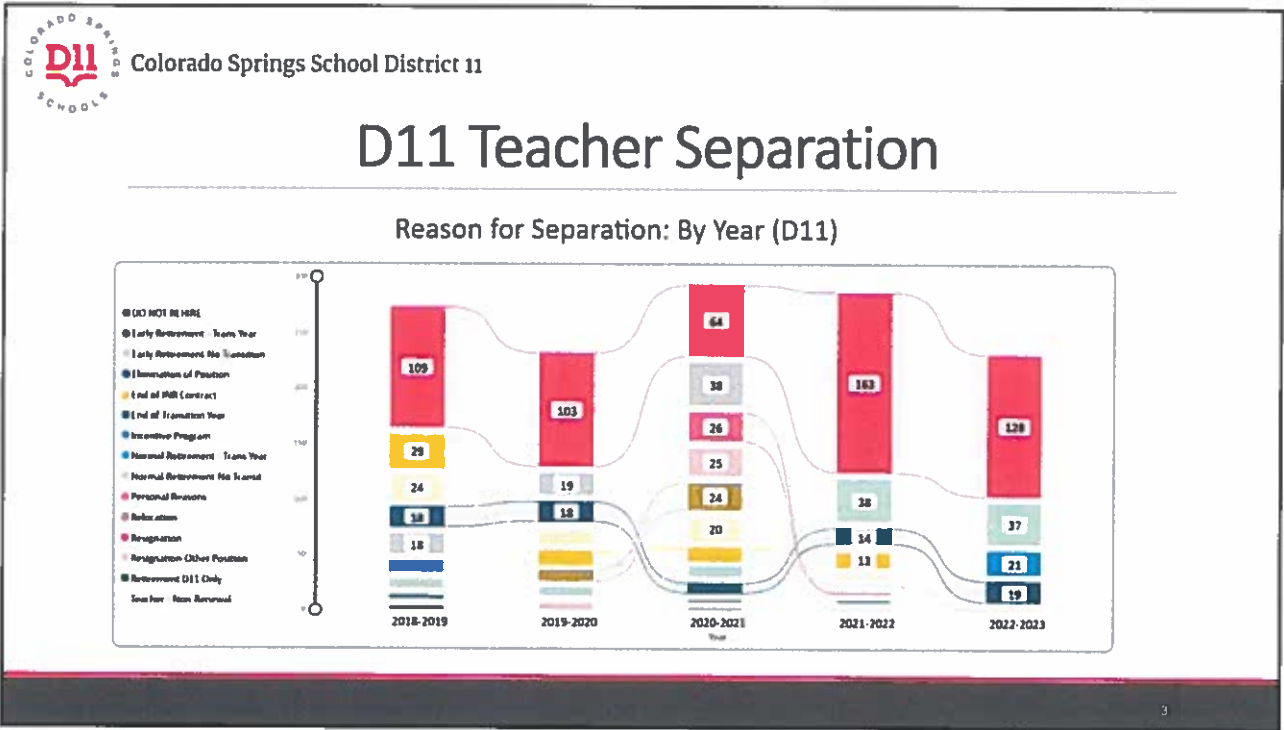
*CDE Teacher Turnover Rates

Turnover Rates: By Year (CDE)



*The CDE Human Resource collection contains all general education staff information as of December 1st

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- ## Job Fairs Attended
- ❖ UCCS Teacher Job Fair (Fall - October 2022)
 - ❖ UNC Teacher Job Fair (Fall – November 2022)
 - ❖ Grand Junction Teacher Job Fair (February 2023)
 - ❖ Colorado Education Recruitment Fair (March 2023)
 - ❖ UCCS Teacher Job Fair (Spring - March 2023)
 - ❖ D11 Teacher Job Fair (April 2023)
 - ❖ UNC Teacher Job Fair (Spring – April 2023)
 - ❖ D11 ESP Job Fair (June 2023)
 - ❖ D11 Priority School Job Fair (June 2023)
 - ❖ D11 Teacher Job Fair (July 2023)

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Colorado Springs School District 11

Student Teacher Partnerships

- ❖ Adam State
- ❖ CC
- ❖ Colorado Christian University
- ❖ CU Boulder
- ❖ CSU
- ❖ DU
- ❖ Eastern New Mexico State
- ❖ Grand Canyon
- ❖ Gaudette University
- ❖ Guidepost Montessori
- ❖ Louisiana State
- ❖ Metropolitan State University
- ❖ Newman
- ❖ New Mexico State
- ❖ Pikes Peak state College
- ❖ University of Iowa
- ❖ UC Boulder
- ❖ UCCS
- ❖ UNC
- ❖ Walden
- ❖ Western Colorado State

Each year the District hires about 40% of our student teachers who complete their placements with D11
 The remaining 60% return to their home state or hired by the District of their choice
 2022-2023 School Year – 67 Student Teachers
 2023-2024 School Year – Currently in hiring process (38 to date and more in process of being hired as Teachers, Paraprofessionals or Substitutes)

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Colorado Springs School District 11

Teacher in Residency (TIR) Partnership

School Year 2023-2024 guarantees the residents a position with school District 11:

- ❖ 4 Resident Teachers in their final year before graduation
- ❖ Placement at Rudy Elementary – residents are able to work as a cohort
- ❖ Residents are able to substitute 8 days a month
- ❖ Residents begin the first day the classroom teacher begins and end the last teacher work day
- ❖ Residents participate in professional development, and all of the meetings that the classroom teacher attends
- ❖ Upon graduation, the Principal at Rudy Elementary will have the opportunity to hire at the current site or recommend residents to other Elementary Schools for hire

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Colorado Springs School District 11

CDE Approved Licensing Pathways

- ❖ Alternative Licensure (Endorsements)
- ❖ TEE – Temporary Educator Eligibility (ELL, SPED, DLI)
- ❖ Intern Authorization (Special Service Providers)
- ❖ Career Technical Education
- ❖ Substitute

- 2022-2023: We hired 110 Alternatively Licensed candidates
- 2023-2024: We have hired 60 Alternatively Licensed candidates and growing

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Colorado Springs School District 11

J1 Visa Partnership

Current Partnership with Colorado Learning:

- ❖ Current placement at Wilson Elementary
- ❖ No cost to District

Additional J1 Partnership in progress:

- ❖ Work beginning in October 2023 estimating 20 J1 Visa candidates, if needed
- ❖ Relocation costs associated (up to \$5000 per candidate)

J1 Partnerships Target:

- ❖ Dual language programs
- ❖ Math, Science, ELL, SSPs, Counseling positions

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Colorado Springs School District 11

Additional Future Partnerships

- ❖ P-Teach
 - Grow your own program that is currently being developed with D11 and UCCS
 - Paraprofessionals seeking to be teachers
 - High School students interested in education pathways

- ❖ Teach for America
 - Bachelors degree required and work towards teaching certification through program
 - 2-year commitment by District once teacher is hired
 - \$3000-\$5000 per candidate




Colorado Springs School District 11

2023-2024 Salary Increases

- ❖ New Teacher Starting Salary of \$50,000 has attracted more teachers during summer hiring
- ❖ New starting salary of \$15.23 and Market Value increases have attracted more ESP new hires

Colorado Springs School District 11 - Teacher's Hired for 2023-2024 (August 10, 2023)

	BA	BA-18	BA-22	MA	MA-18	MA-22	MA-25	MA-34	Principal	STEP	Step Total
1	20	2	5	18	1	3	0	0	0	1	63
2	2	1	1	4	1	1	0	0	0	2	10
3	4	2	0	4	0	1	0	0	0	3	8
4	2	0	0	2	0	0	0	0	0	4	8
5	4	0	0	4	1	0	0	0	0	5	9
6	0	0	0	0	5	0	0	0	0	5	9
7	0	1	0	1	0	0	0	0	0	7	2
8	2	1	0	2	0	0	0	0	1	2	6
9	0	0	0	2	1	0	0	0	0	0	3
10	2	0	0	5	0	0	0	1	1	16	12
11	0	0	0	5	0	0	0	0	1	11	6
12	1	0	0	6	0	0	0	0	0	12	7
13	1	2	0	2	0	0	0	0	0	13	9
14 (90)		0	0	3	4	1	2	0	1	14 (90)	13
15 (90)				0	0	0	0	0	0	15 (90)	0
16				0	0	0	0	0	0	16	8
17				0	0	0	0	0	0	17	6
18				0	0	0	0	0	0	18	1
19				0	0	0	0	0	0	19	8
20				0	0	0	0	0	0	20	3
21				0	0	0	0	0	0	21	0
22				0	0	0	0	0	0	22	8
Late Total:	15	7	5	64	6	4	3	0	4		
Overley Total	93									Total Hired:	160



Colorado Springs School District 11

... Three-part promise to elevate the work of teachers...

01

Weekly coaching, observation, and feedback cycle opportunities

(outside of the evaluation process)

02


Professional learning to further develop subject matter expertise

03

Collaborative Planning Sessions that are biweekly (at minimum)

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Colorado Springs School District 11

Hiring for 2023-2024 School Year

(March – August)

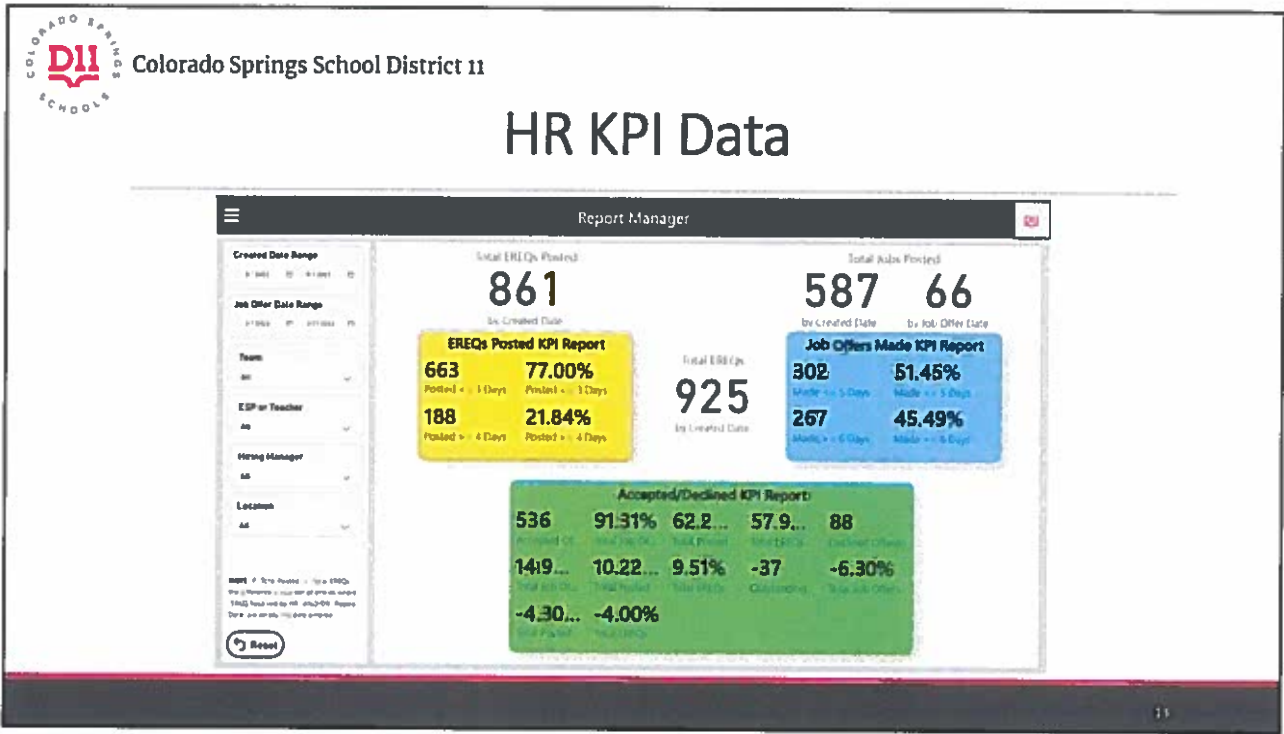
Position	Total
ESP	237
Teacher	410
Executive Professional	49
Total	696

Upcoming work:

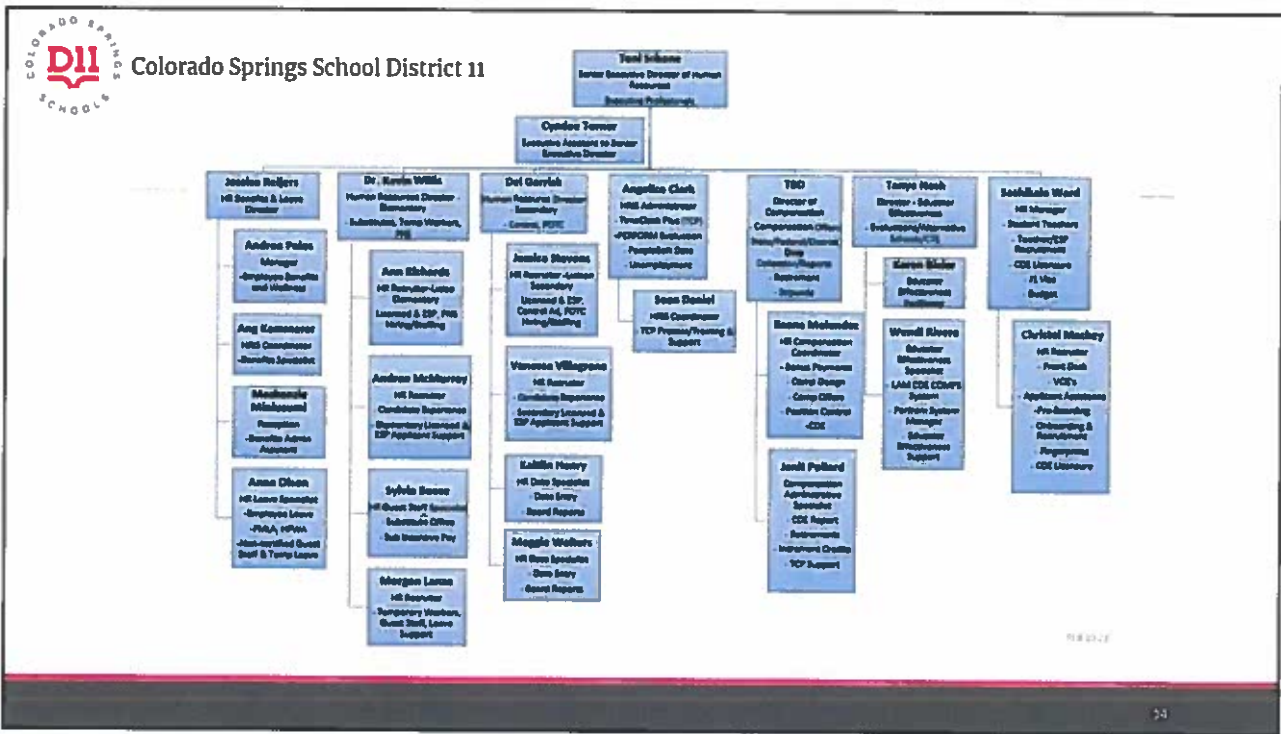
- Refining the process and questions asked in our employee exit surveys to lead to more actionable data
- Goal of less than 10% loss in each employee group

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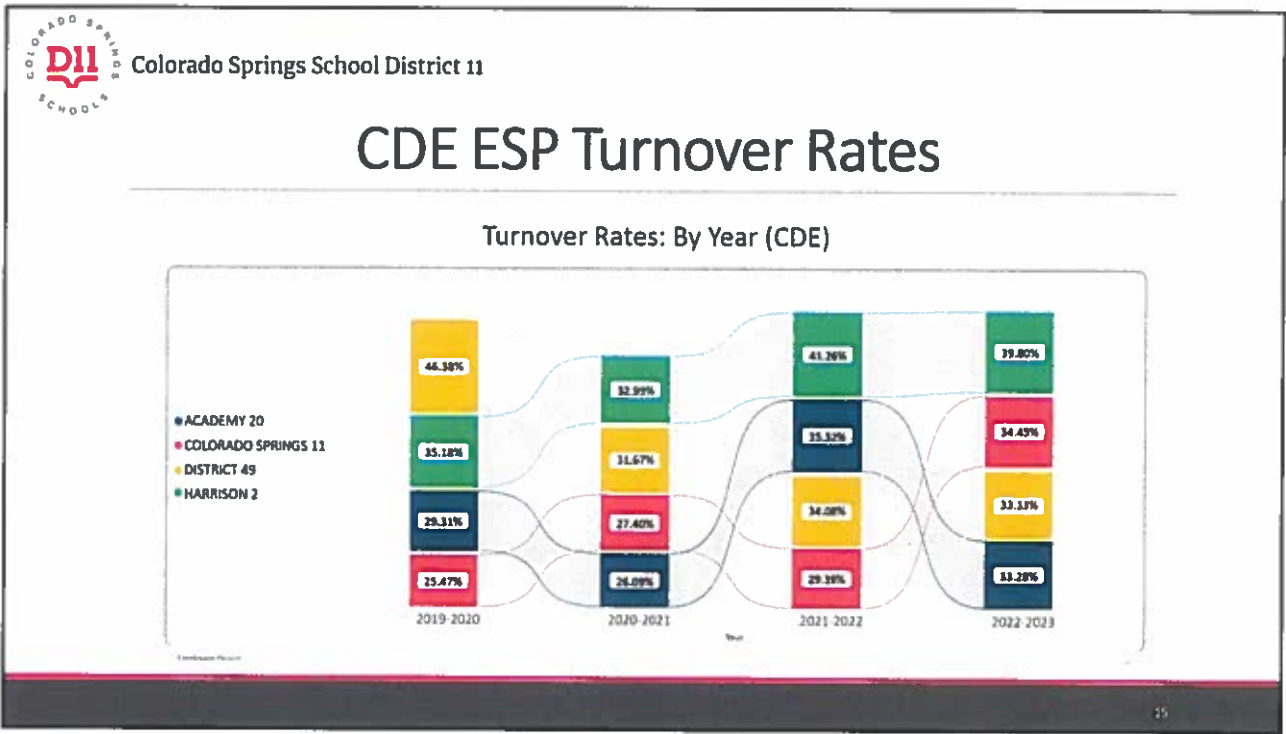
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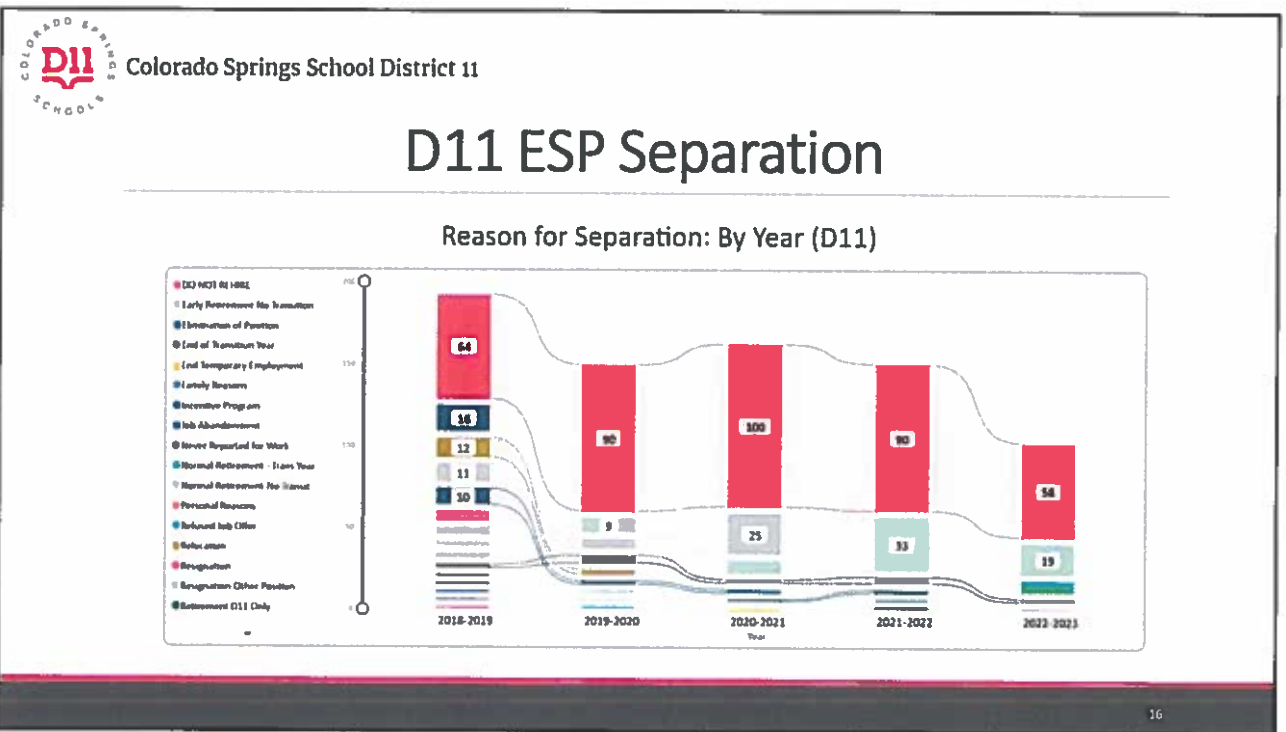
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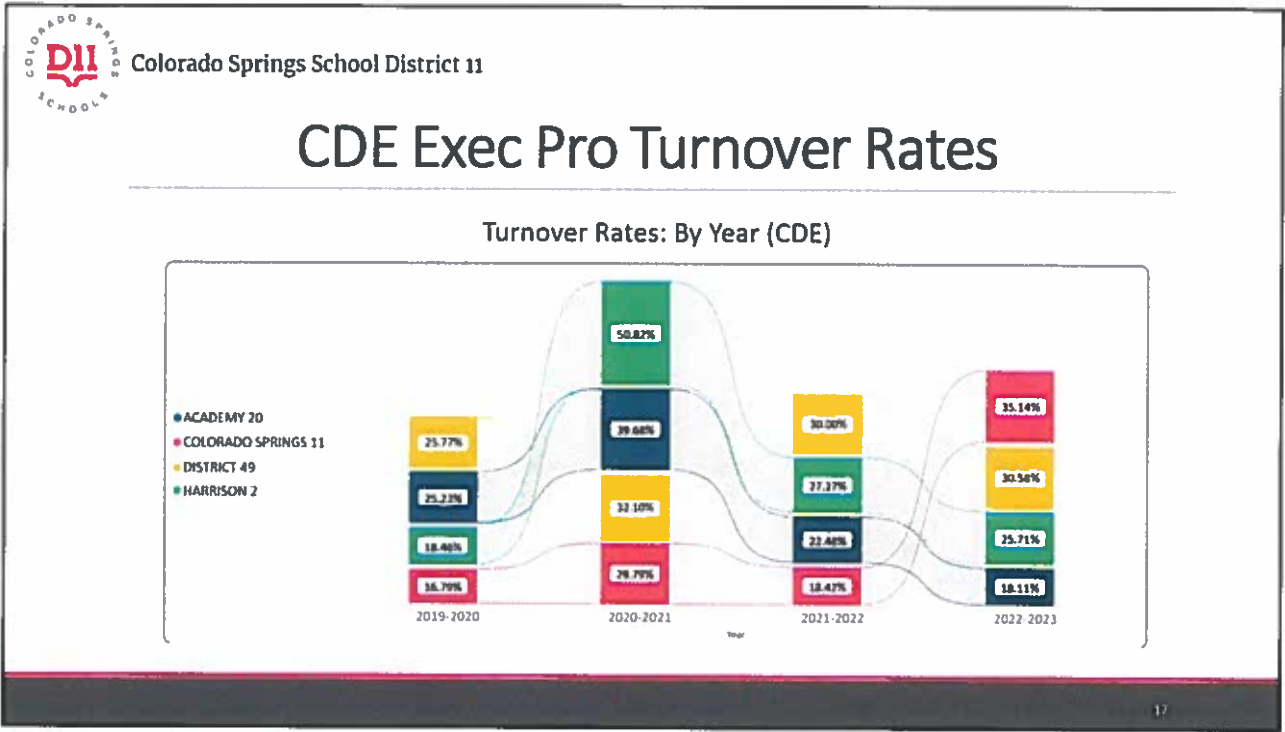
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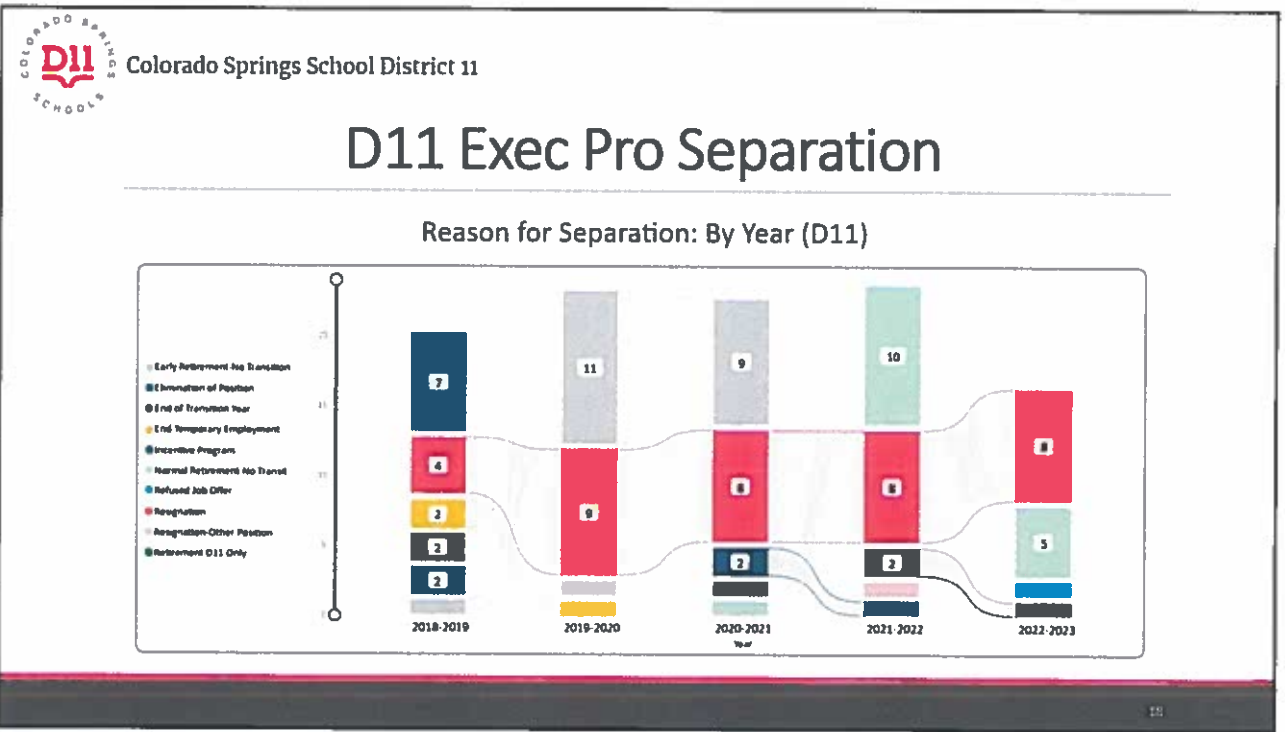
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DAC UPDATE - August 2023



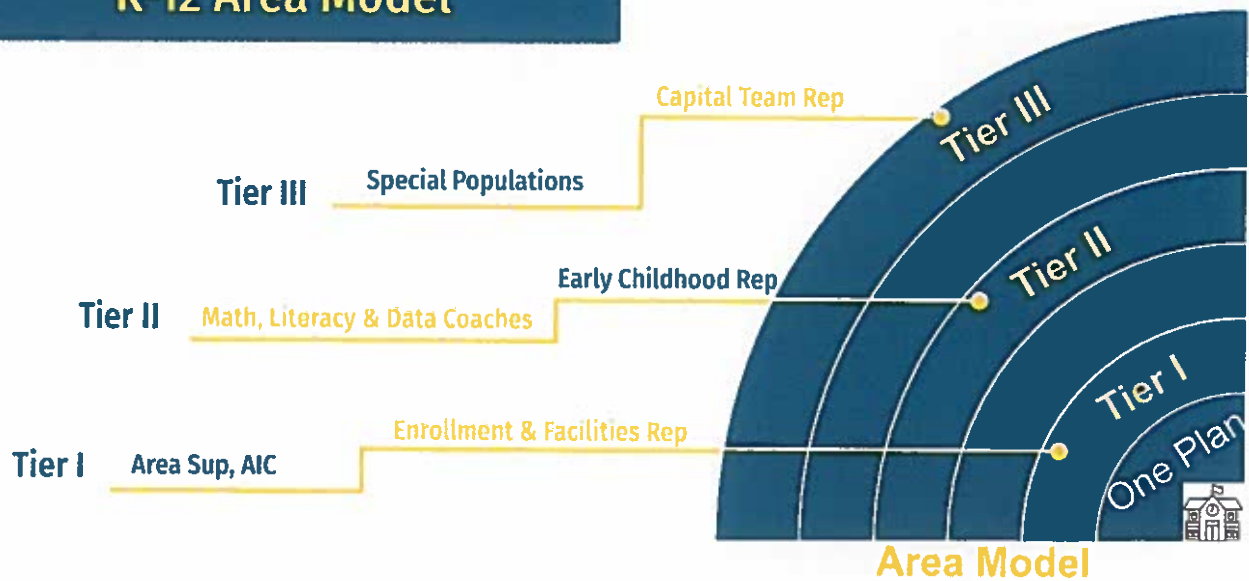
Premise

In support of delivering on the **strategic vision and priorities for D11** and in alignment with BOE priorities and needs (increased achievement, enrollment and engagement), the restructure **repositions resources and human capital** in the system to improve **efficacy and direct supports to schools.**



Area Model - Expansion of Aligned Supports & Resources

K-12 Area Model

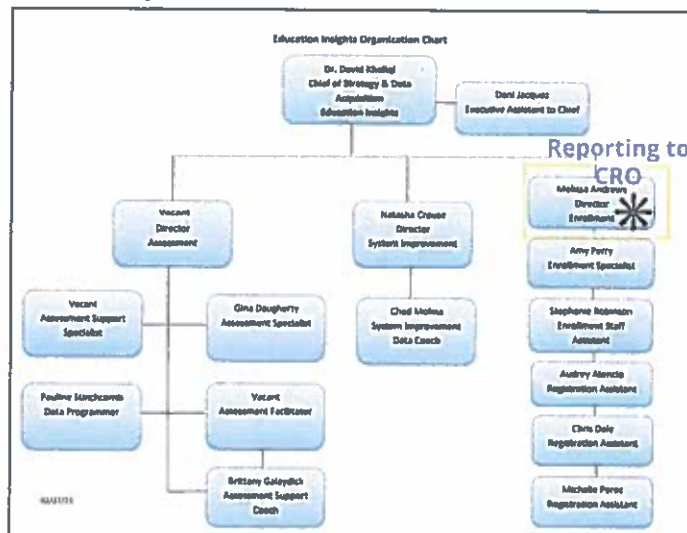


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Enrollment to Chief Resource Officer

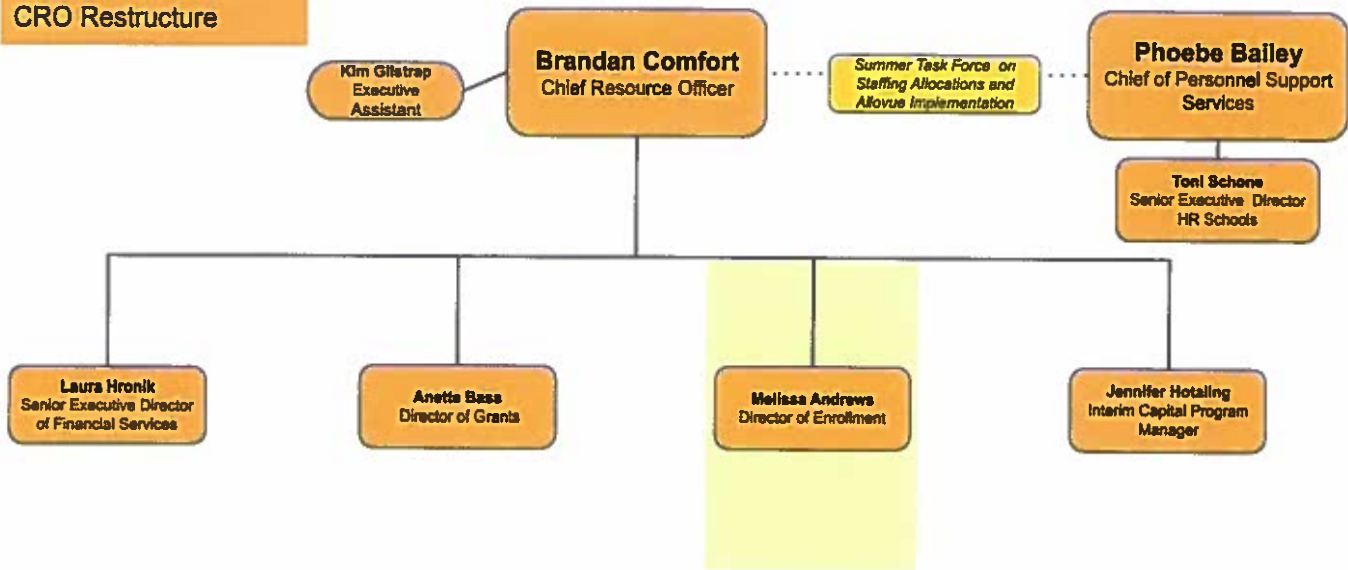
Director of Enrollment Reports to Chief Resource Officer

- Aligns enrollment to resource department as enrollment has a direct impact on funding
- Capital projects and associated actions from demographers study aligned to enrollment data
- Student based budgeting directly connected to enrollment
- Staffing allocations derived from enrollment



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CRO Restructure



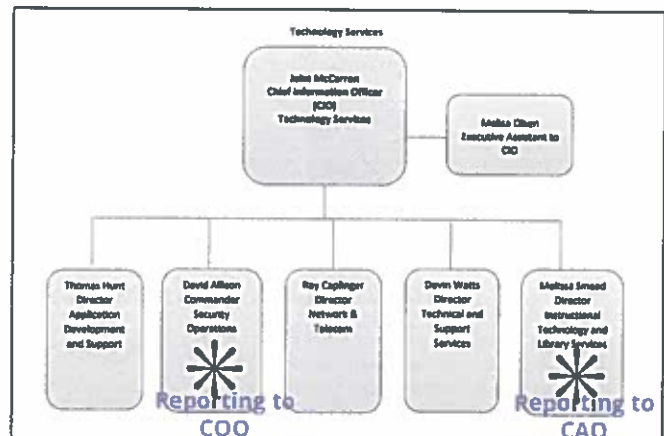
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Director of Security Operations to COO Update

- **Director of Security Operations Reports to Chief Operations Officer**

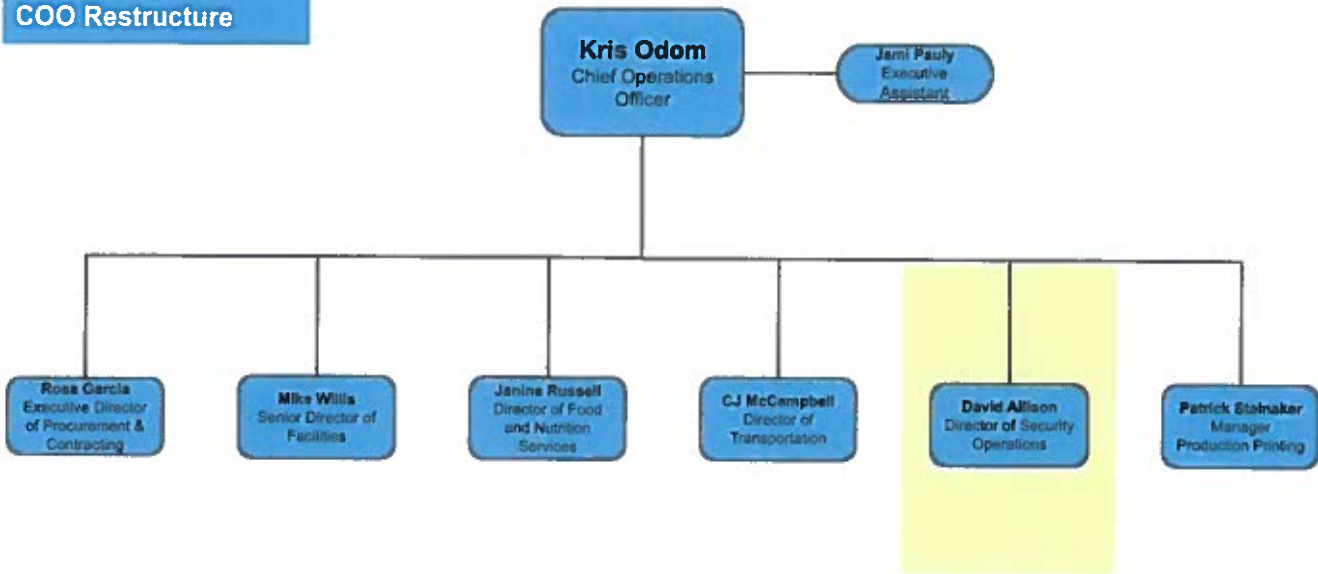
Reimagines Reporting Structure:

- **COO oversees Director of Security Operations**
 - *Aligns role within operations to ensure connectivity within and between departments*
 - *Empowers greater connectivity for security within operations*
 - *Established relationship between security and IT still exists for technology needs*



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COO Restructure



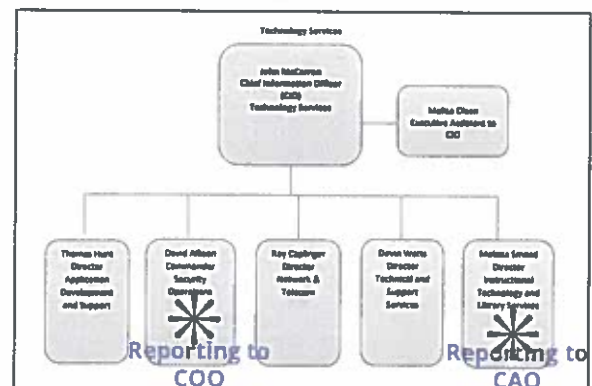
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Director of Instructional Technology and Library Services to CAO Update

- Director of Instructional Technology and Library Services reports to Chief Academic Officer

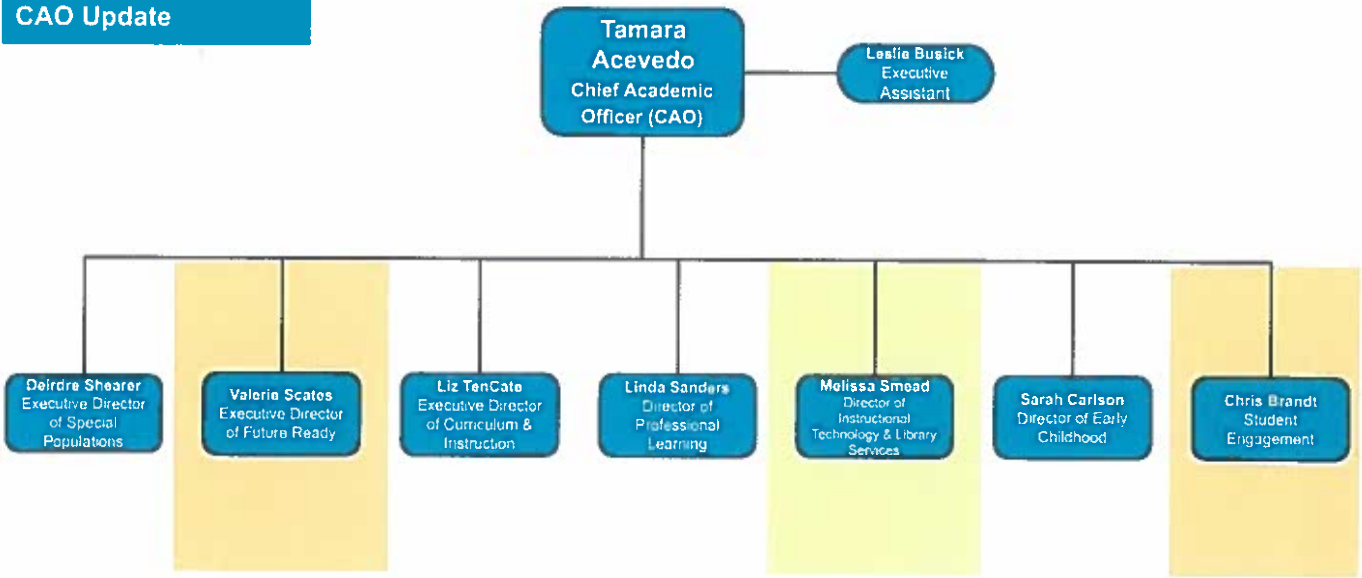
Reimagines Reporting Structure:

- CAO oversees Director of Instructional Technology & Library Services
 - Aligns role within instruction as technology is embedded in learning
 - Coherence and alignment for every certified staff member in the building (LTE- certified instructional staff)
 - Empowers greater connectivity for LTE support with C&I for BFI
 - LTE roles funded through 2000 MLO PIP 9B

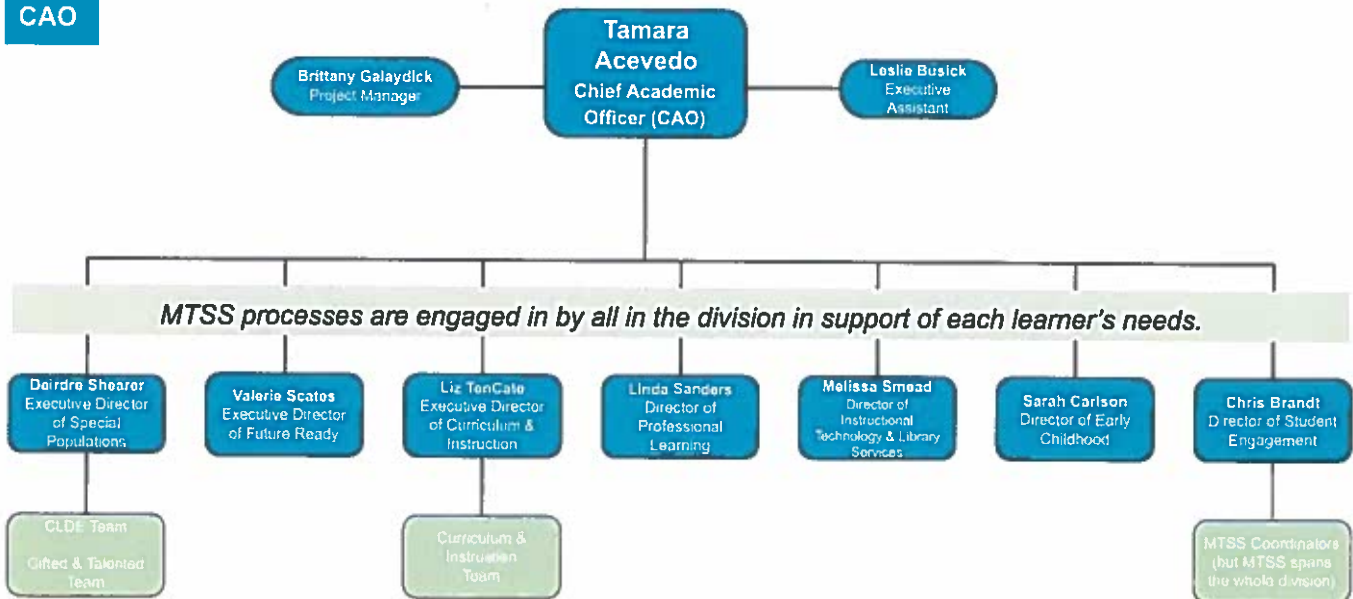


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CAO Update



CAO



Proposed Full DAC 2023 – 24 Charges:

1. Provide value and support to School Accountability Committee (SACs) by providing highly effective communications, input and training opportunities, with a focus on student achievement, mental health, and an emphasis on family, community, and school partnerships.
2. Refine and implement more effective methods and structures for supporting the District 11 SACs by providing effective two-way communications, delivering relevant training sessions, and identifying, reaching out to and assisting those not having active SACs or gaps in current SAC functions.
3. Support the District's efforts on determining the why, how and what of assessment.
4. Support the District's efforts on Family, School, and Community Partnerships.
5. Support the District's efforts on communication with all families.
6. Actively participate in the implementation and monitoring of D11's Strategic Plan, Academic Master Plan, and related initiatives. E.g., Quality Neighborhood Schools, Pathways schools, and the Facilities Master Plan (Academic support Plan).
7. Participate in at least two joint work sessions with the Board of Education (BOE) and Superintendent for the purpose of two-way communication in refining charges, sharing feedback and maximizing the value of the DAC and its subcommittees to the BOE, the District and its students.


DAC Subcommittee Chairs

- DAC Accreditation Subcommittee Chair – Marion Clawson
- DAC Budget Subcommittee Chair – Amanda Huber
- Training & SAC Subcommittee Chair – Velvet Stepanek

DAC Committee Members 2023-2024 School Year

Date: _____

Category	Name	Phone #	Email	Affiliation/Location	Sign in
Chair	1) Marion Clawson	210-2099	clawson.marion@gmail.com ;	Chair/Parent	<input checked="" type="checkbox"/>
Vice Chair (Membership Committee)	1) Lauren Walker	206-384-6931	loryash@gmail.com ;	Vice Chair/Community Member	
4 parents with students in District regular elementary schools	1) Alysa Webb 2) Amanda Duncan 3) Jennifer Williamson 4) Cory Lemay	475-7465	opuswebb@gmail.com ; duncan710@gmail.com ; jssw220@gmail.com ; Fit55@gmail.com ;	Parent/Twain ES Parent/Rogers ES Parent/Audubon ES Parent/McAuliffe ES	
1 parent with a student identified as GT	1) Nila Rickard	217-9409	nilarickard@yahoo.com ;	Parent/Palmer/Odyssey	
1 parent with a student identified as Special Needs	1) Karyn Lee		wynnekd@msn.com ;		
1 parent with a student identified as ELL	1) Vacant			Parent/	
2 parents with students in District regular middle schools	1) Vicky McLaughlin 2) Vacant	661-3339	Vmclaughlin1013@gmail.com ;	Parent/North MS	
2 parents with students in District regular high schools	1) Thom Moore 2) Jen Stevens	322-4751	Thomas.e.moore@outlook.com ; jen@stevens-writing.com ;	Parent/Doherty HS Parent/Palmer HS	

Category	Name	Phone #	Email	Affiliation/Location	Sign in
1 parent with a student in a District alternative school	1) Michel Racine	233-0210	michelracineco@yahoo.com ;	Parent/Odyssey ECCO	
1 parent with a student in a District charter school	1) Vacant			Parent/	
3 teachers (one elementary, one middle and one secondary)	1) LynDel Randash	637-0311	lrandash@rca-csprings.org ;	Teacher/Roosevelt	
	2) Emily Owens	228-0953	Emily.Owen@d11.org ;	Teacher/McAuliffe ES	
	3) Amanda Hawkins		Amanda.Hawkins@d11.org ;	Teacher/Mann MS	
	4) Kristi Real		Kristi.Real@d11.org ;	Teacher/Doherty HS	
3 school administrators (one elementary, one middle and one secondary)	1) Toby Lefere		Toby.Lefere@d11.org ;	Principal/Howbert ES	
	2) Alexandra Madsen		Alexandra.Madsen@d11.org ;	Dean/Odyssey ECCO	
	3) Vacant				
1 ESP representative	1) Cynthe Winebrenner	328-6666	Cynthe.Winebrenner@d11.org ;	ESP Rep/North MS	
4 community members living in the District without students in District schools	1) Lyman Kaiser	260-6187	Lyman.kaiser@comcast.net ;	Community	
	2) Jan Rennie	460-1523	Janice.Rennie@d11.org ;	Community	
	3) Carl Schueler	385-5391	cschueler@springgov.com ;	Community	
	4) Sherry Butcher		sherry_butcher@pcisys.net ;	Community	
	5) Rebecca Acevedo Kenderdine		becaken@gmail.com ;	Community ELL	

Category	Name	Phone #	Email	Affiliation/Location	Sign in
1 person involved in business or industry within the District's boundaries	John Gustafson		Johnpepegus3@gmail.com ;	Business	<input checked="" type="checkbox"/>
1 person associated with the military community at Peterson AFB	Victoria Henderson	556-6141 556-7832	Victoria.Henderson.1@us.af.mil ; Carnation011476@yahoo.com ;	Military Liaison	
1 person associated with Higher Education	Vacant		Chauncey.johnson7@gmail.com ;	Student at UCCS	
Chair of the DAC Budget Committee	Amanda Huber		Huber.amanda1117@gmail.com ;	Chair	
Chair of the DAC Accreditation/Achievement Committee	Marion Clawson	210-2099	clawson.marion@gmail.com ;	Chair/Parent	
Administrative Liaison (Appointed by the Superintendent) ex-officio, non-voting member	Phoebe Bailey	520-2017	Phoebe.Bailey@d11.org ;	Assistant Superintendent – Personnel Support Services	
Administrative Support (ex-officio, non-voting member)	Trudy Tool	520-2016 287-4104	toolte@d11.org ;	Personnel Support Services	

Category	Name	Phone #	Email	Affiliation/Location	Sign in
Non-voting participant	Jessica Wise		Jessica.Wise@d11.org ;	D11 Engage	<input checked="" type="checkbox"/>
Non-voting participant – add to distribution list	Amy Jones		Amy.Jones2@d11.org ;	Assistant Principal-Twain	
Non-voting participant – add to distribution list	Sheryl Saylor	719-229-6369	Expectmiracle49@protonmail.com ;	Community Member	
Non-voting participant – add to distribution list	Rhonda Heschel		Rhonda.heschel@gmail.com ;	Parent	
Non-voting participant – add to distribution list	Samantha Wild		Summer892010@gmail.com ;		
Non-voting participant – add to distribution list	Dayna Webb		Dayna_webb@yahoo.com ;		