

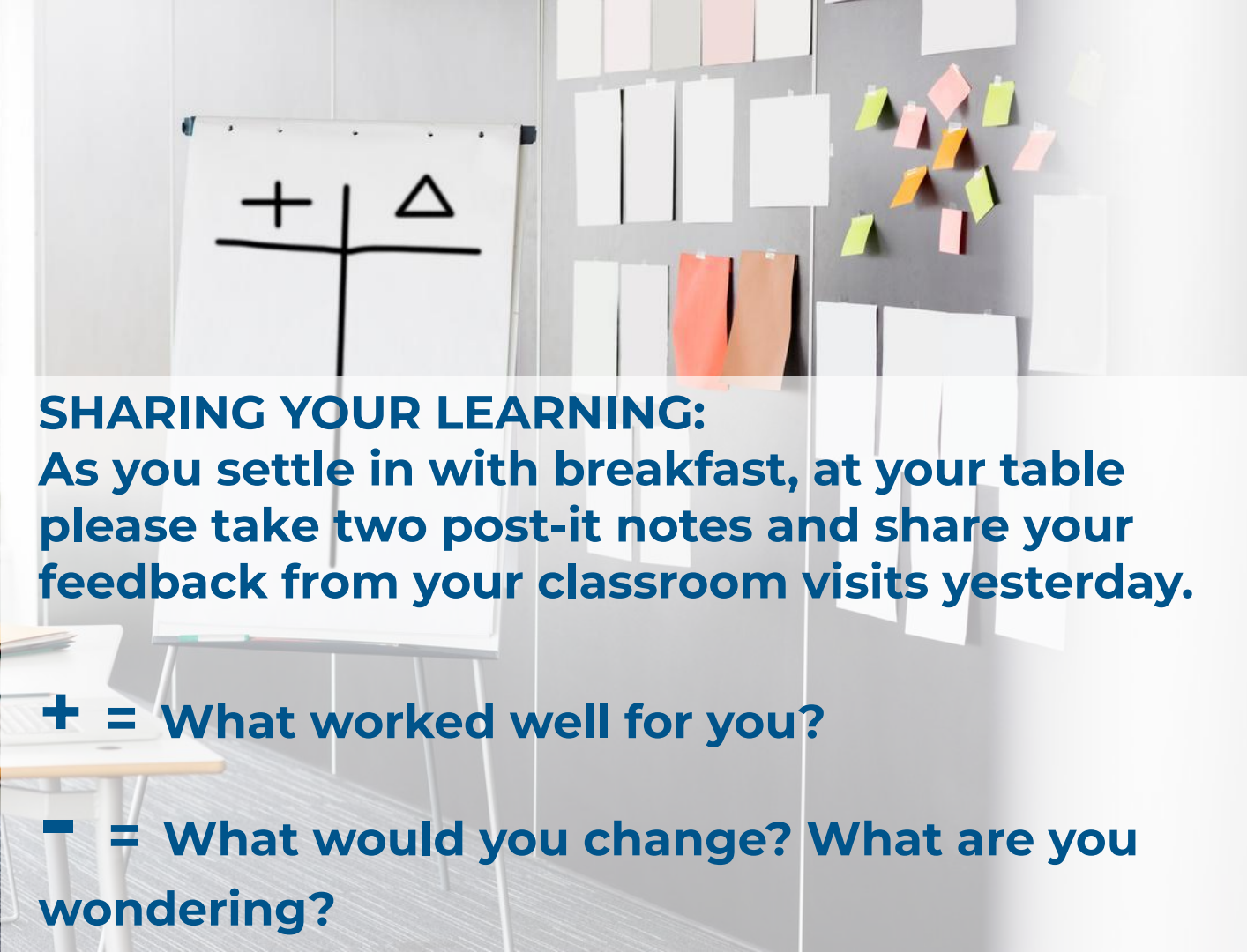
DESTINATION HIGH PERFORMANCE Continuous Improvement Estacada 2024

Leading District Improvement

1

SCHOOL
OBSERVATION
PLUS / DELTA

BRINGING
YESTERDAY
FORWARD



SHARING YOUR LEARNING:
As you settle in with breakfast, at your table please take two post-it notes and share your feedback from your classroom visits yesterday.

+ = What worked well for you?

- = What would you change? What are you wondering?

2

WELCOME

DR. JANET PILCHER,
STUDER EDUCATION

DR. RYAN CARPENTER,
RYAN CARPENTER



Hardwiring Excellence in Education

The Nine Principles[®]
Framework

Dr. Janet Pilcher

Purpose. Worthwhile work. Making a difference.



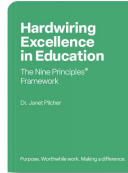
StuderEducation

ESTACADA
—SCHOOLS—



Connect: Janet Pilcher
jpilcher@hcg.com

Author: *Hardwiring Excellence in Education: The Nine Principles Framework*



- **Managing Director, Huron-Studer Education**

Janet is the founder and executive leader of Studer Education, and a managing director for Huron. She has an extensive background advising educational institutions on strategic planning, leadership development, employee engagement and operational improvement. Janet and her team work with education leaders to elevate their organizations into places where people have purpose, do worthwhile work and make a difference.

Connect: Ryan Carpenter
carpenterr@estacada.k12.or.us

- **Superintendent, Estacada School District**

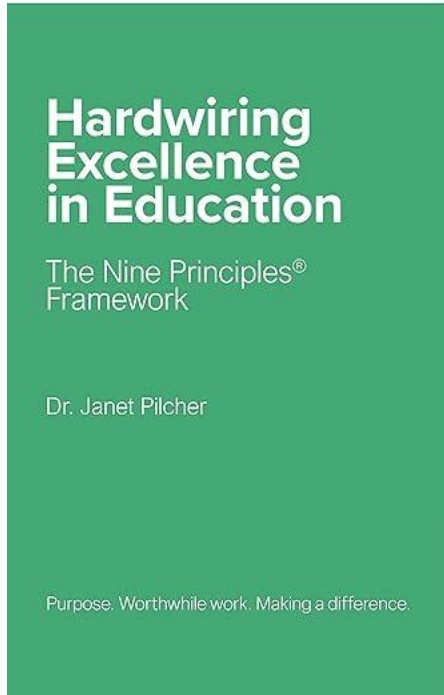
As one of the first millennial superintendents in the country, Dr. Ryan Carpenter brings a fresh approach to tackling complex organizational challenges within public education. Carpenter and his great team in Estacada, Oregon use an Evidence-Based Leadership framework to hardwire aligned behaviors and cultivate a culture of excellence.

OUR WHY

SERVING EACH OTHER
AND BEING OF SERVICE
TO THOSE WE SERVE



What principle resonates with you the most?



-  **PRINCIPLE 1: COMMIT TO EXCELLENCE**
Set high expectations to achieve results while living out mission and values.
-  **PRINCIPLE 2: MEASURE THE IMPORTANT THINGS**
Continuously track progress to achieve results with an improvement mindset.
-  **PRINCIPLE 3: BUILD A CULTURE AROUND SERVICE**
Serve others with great care and concern.
-  **PRINCIPLE 4: DEVELOP LEADERS TO DEVELOP PEOPLE**
Coach people to be their best at work.
-  **PRINCIPLE 5: FOCUS ON EMPLOYEE ENGAGEMENT**
Attend to aspirations and desires in the workplace.
-  **PRINCIPLE 6: BE ACCOUNTABLE**
Commit to individual accountability to achieve organizational goals.
-  **PRINCIPLE 7: ALIGN BEHAVIORS WITH GOALS AND VALUES**
Apply consistent practices to move the organization in a positive direction.
-  **PRINCIPLE 8: COMMUNICATE AT ALL LEVELS**
People know why what they do matters.
-  **PRINCIPLE 9: RECOGNIZE AND REWARD SUCCESS**
Value and appreciate people working together to get results.

Elephant and the Rider and Creative Tension

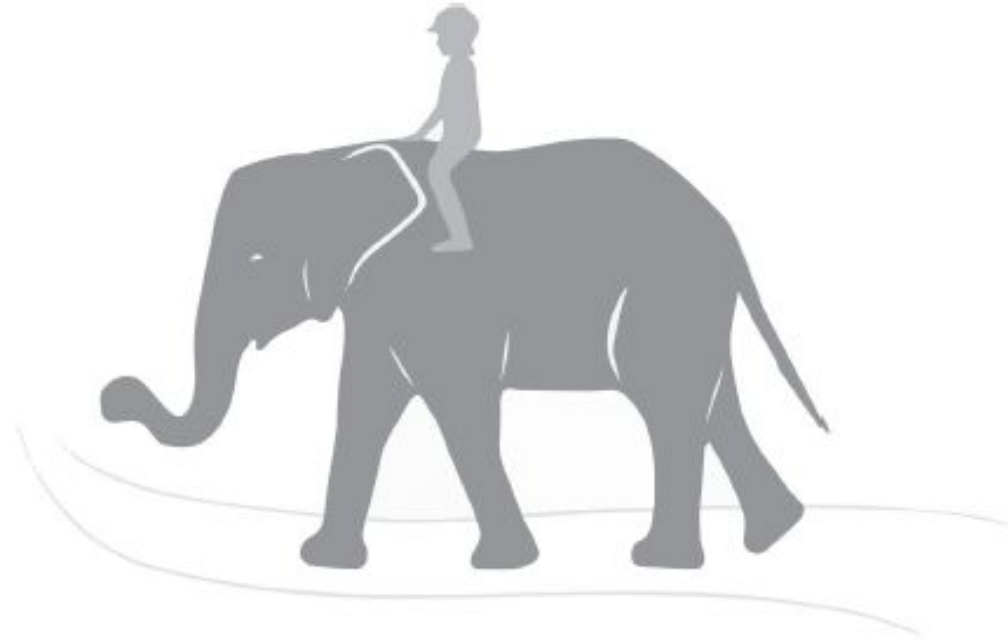
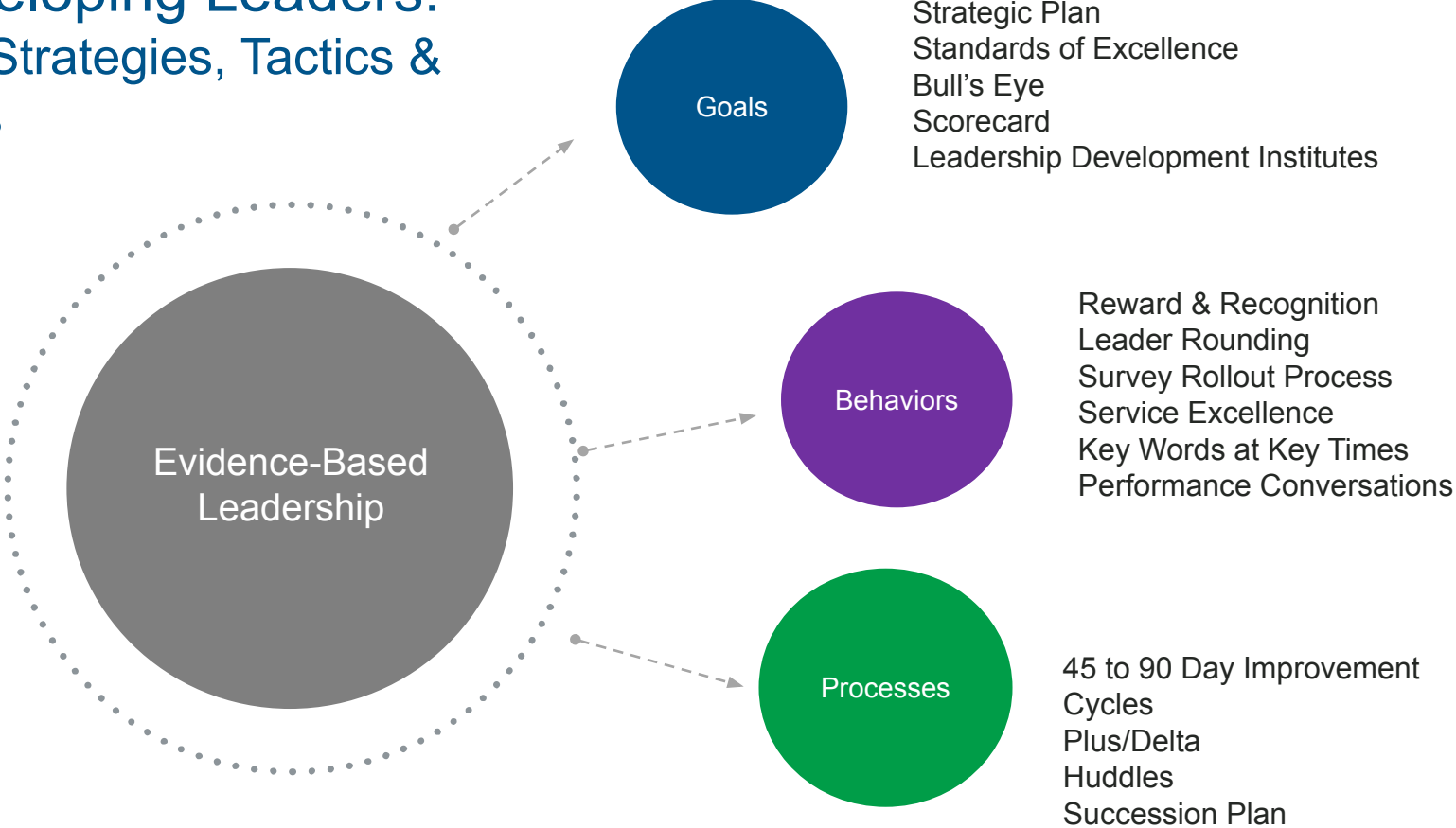


Figure 5. Elephant and the Rider

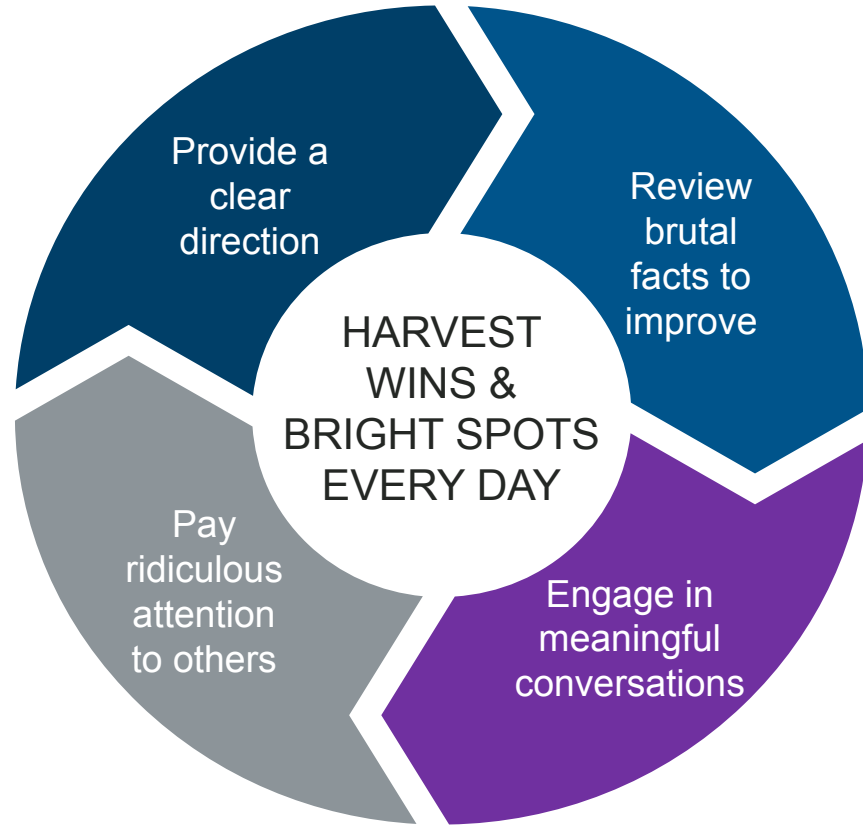
Align Goals, Behaviors, & Processes



Developing Leaders: Key Strategies, Tactics & Tools



5 Keys to Leading this Work



Small
things
make a big
difference.

*One pebble in
the pond at a
time.*



HOW TO BECOME A BETTER STRATEGIC THINKER



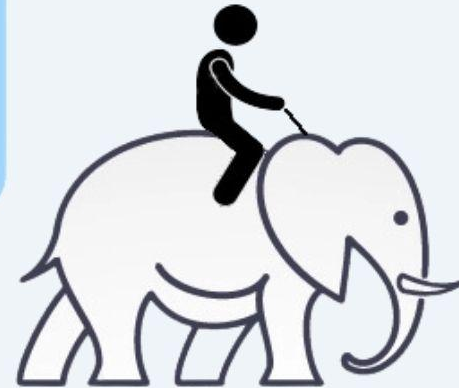
DR. RYAN CARPENTER
ESTACADA SCHOOLS
SUPERINTENDENT

503-260-3913

THE RIDER

Logical
Acts on thought
Acts on analysis

Requires Direction
Clarity is key
Gets stuff done
Weak



THE ELEPHANT

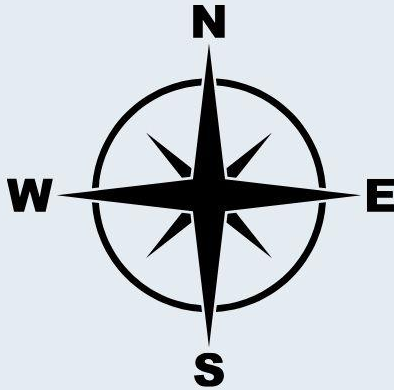
Emotional
Acts on Passion
Acts on impulse

Requires moral purpose
Stories are key
Over thinker
Strong

STRATEGY V. TACTICS = “THE HOW”

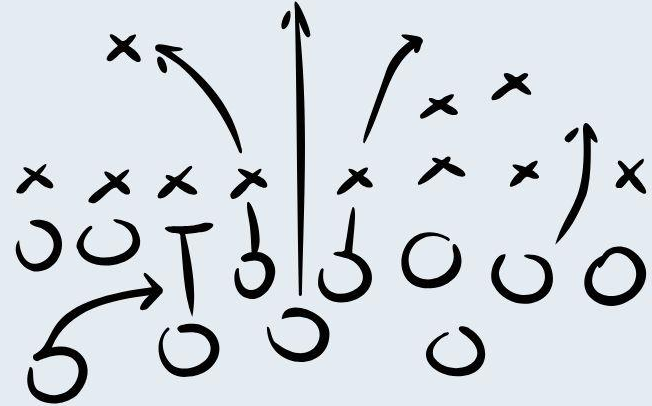
STRATEGY

From where we are today to where we want to go



TACTICS

These are the specific orders on the battlefield



The #1 most valued skill in leadership today is a **Strategic Thinker**

Harvard Business Review

23% OF U.S. EXECUTIVES CLAIM THEY ARE SKILLED IN STRATEGIC THINKING

Forbes Magazine



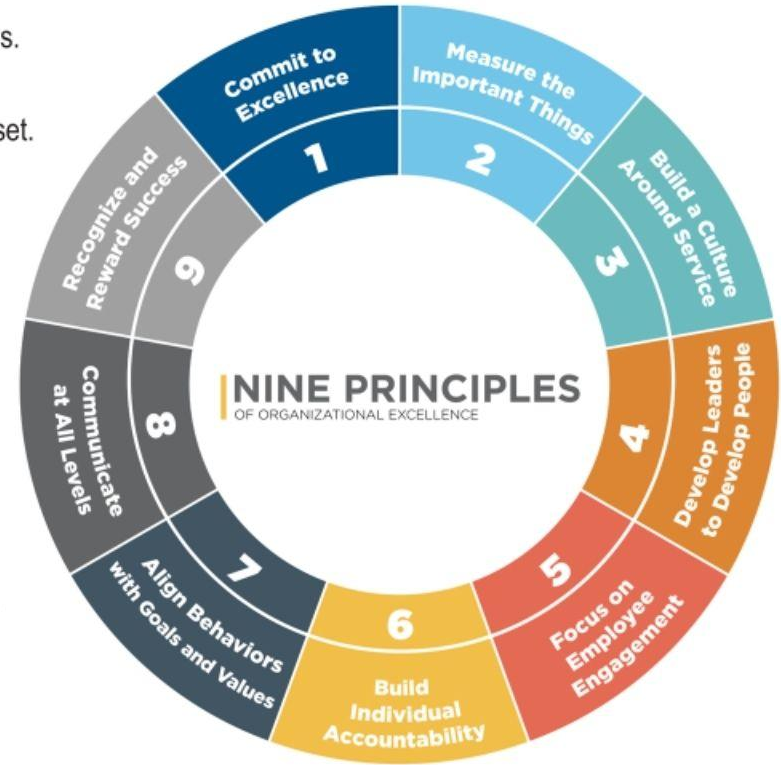
“TRY THIS STUDER THING”



EVIDENCE BASED LEADERSHIP IS A FRAMEWORK
STUDER EDUCATION IS A COMPANY THAT HELP YOU EXECUTE THE FRAMEWORK

Organizational Excellence Foundational Principles

- Principle 1: Commit to Excellence**
Set high expectations to achieve results while living out mission and values.
- Principle 2: Measure the Important Things**
Continuously track progress to achieve results with an improvement mindset.
- Principle 3: Build a Culture Around Service**
Serve others with great care and concern.
- Principle 4: Develop Leaders to Develop People**
Coach people to be their best at work.
- Principle 5: Focus on Employee Engagement**
Attend to aspirations and desires in the workplace.
- Principle 6: Be Accountable**
Commit individual accountability to achieve organizational goals.
- Principle 7: Align Behaviors with Goals and Values**
Apply consistent practices to move the organization in a positive direction.
- Principle 8: Communicate at All Levels**
Build connections so that people know why what they do matters.
- Principle 9: Recognize and Reward Success**
Value and appreciate people working together to get results.



TOOLS & STRATEGIES



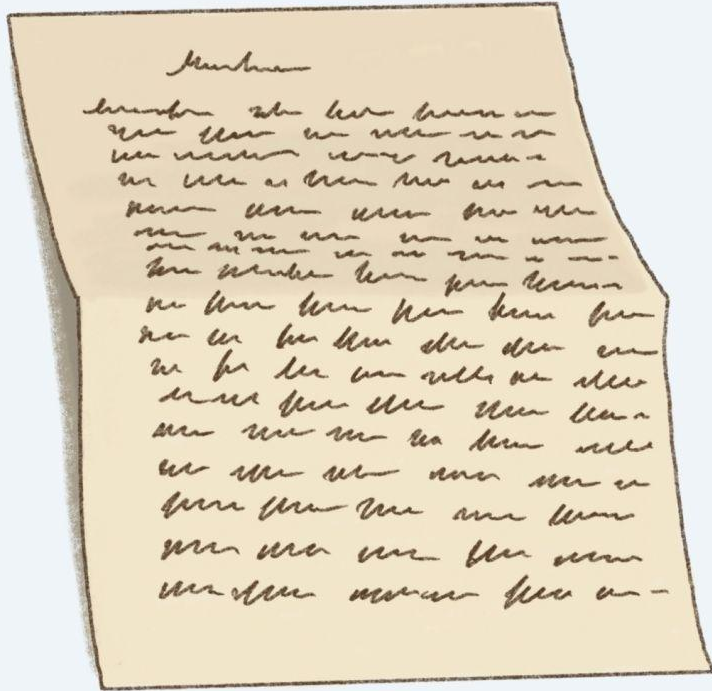


**SHIFTING MINDSETS AND
BEHAVIORS IS THE CORE OF
ANY CONTINUOUS
IMPROVEMENT JOURNEY.**

JOAKIM AHLSTROM, 2015



LETTER FROM YOUR STRATGIC PLAN



ENVISION ESTACADA
SCHOOLS 2030

A NEW CHAPTER OF SUCCESS

BECOMING A STRATEGIC THINKER

3 A's of a Strategic Thinker

- Acumen
- Allocation
- Action

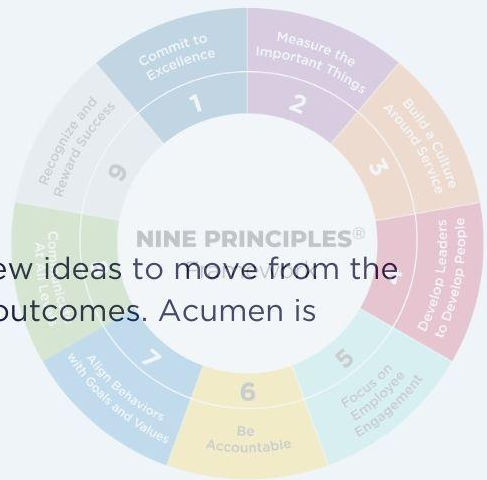
LACK OF STRATEGY IS THE #1 CAUSE OF BUSINESS FAILURE

Rich Horwath - Harvard Business Review



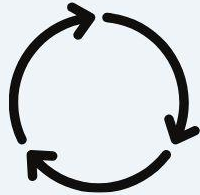
ACUMEN

Acumen is about how you think: Your ability to understand a situation, generate new ideas to move from the current state to the desired future state, and solve challenges to create improved outcomes. Acumen is comprised of 3 things:



Context Awareness

Informs your vision of the big picture



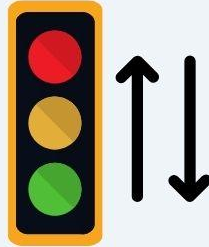
- Wins
- Champions
- Barriers
- Resources

ROUNDING FOR OUTCOMES

#7 Align behaviors w/ Goals and Values

Insight

Generate Learnings from your Context Awareness

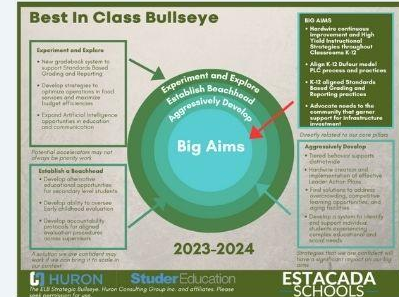


Stoplight Report

#6 Be Accountable

Innovation

Is when you channel your context awareness and insights to create new value



Best in Class Bullseye

#1 Commit To Excellence





WATERFALL ACTIVITY

- Do I regularly assess my schools' current situation, both from the internal and external perspective?
- Do I share valuable insights with my team?
- When problem solving, do I stick with the tried and the true, or do I look for new approaches?

ALLOCATION

Allocation is about how you plan. Strategic Thinkers set goals, distribute resources, recognize the risk and tradeoffs when making decisions and create an advantage by offering “best in class” value to employees, students, and parents.



Focus Resources

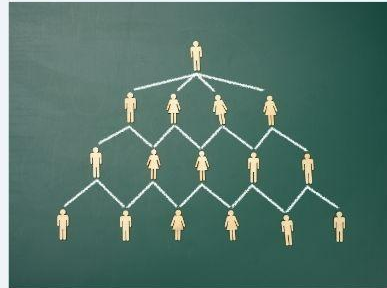
Ensuring that your resources are aligned with your strategic plan

ESTACADA SCHOOLS A-ROI Dashboard					
Negative ROI		Potential ROI		Positive ROI	
Effect Size Below 0		Effect Size Greater than or Equal to 0.1		Effect Size Greater than or Equal to 0.1	
Change in Student Learning X Total Number of Students Impacted = A-ROI					
Total Cost (\$ Spent)					
Activity	Date Point - Change in Student Learning	Date Point - Total Number of Students Impacted	Date Point - Total Cost	A-ROI Effect Size	
Increase Cook Hours (EHS)	46.77	528	\$12,500	1.9943	
Recruit Member	0.94	906	\$18,200	0.1117	
Social Worker (2021-2022)	7.26	308	\$8,162	0.0356	
Social Worker (2021-Present)	9.51	308	\$25,088	0.0156	
Social Worker (2022-2023)	3.83	203	\$9,307	0.0066	
BMF Pre K Program (Last ROI)	33.9	27	\$80,000	0.0022	
Additional IT Tech	No data	1,925	\$27,520	0.0000	
BMF Pre K Program (Grades K-3)	-2.61	90	\$176,471	-0.0019	
Social Worker (2023-2024)	-1.68	121	\$9,529	-0.0021	
Additional Hours Filled	-4.34	293	\$15,832	-0.0009	

Academic Return on Investment
#2 Measure what matters

Decision Making

Strategic thinkers build ownership and communicate the “Why” of key decisions



Cascade Key Words @ Key Times
#8 Communicate at all levels

Competitive Advantage

Once advantage is attained, strategic thinkers continue to diligently evolve it in order to keep hardwiring aligned behaviors

ESTACADA SCHOOLS		2024 District Scorecard			
		IN ALIGNMENT WITH THE STRATEGIC PLAN			
STRATEGIC PLAN PILLAR FOUNDATION	Aligned MEASURE	2024 STRATEGIC GOALS	2023 BASELINE SCORE	2024 RESULTS	
SUCCESSFUL STUDENTS	Financial Indicator: "Classroom?"	2023 of students will enroll in an institution in the workforce	79%		
	Student Experience Survey	Estacada Schools will improve its "Student Engagement" mean score to 3.85	3.86	3.79	
PEOPLE & CULTURE	Employee Engagement Survey	Estacada Schools will improve its Employee Experience mean score to 3.08	4.04	4.08	
	Parent Satisfaction Survey	Estacada Schools will improve its "Parent Satisfaction" mean score to 3.82	3.87	4.11	
SAFETY & OPERATIONS	Driver Service Survey	Estacada Schools will maintain its Employee Experience mean score to 3.85 or better	4.60	4.40	
	Employee Engagement Survey	Estacada Schools will improve its Employee Experience mean score to 3.85 on the survey questions "The first organizational-level resources are allocated in response when needed across the organization?"	3.75	3.85	

Organization Scorecard
#4 Develop leaders to develop people



WATERFALL ACTIVITY

- Do I proactively move resources from underperforming areas towards ones with greater potential?
- Am I spending time on activities aligned with my goals?
- How do I measure myself against my competition?

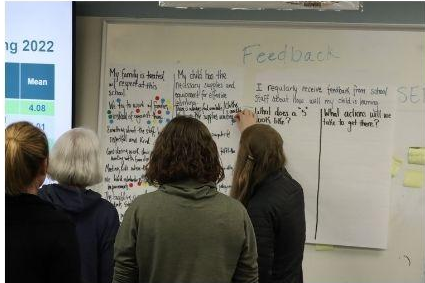
ACTION

Action is what you do. Preparing a strategy is only one step; how you implement the strategy determines your success. This requires the ability to collaborate with others, execute strategies to achieve goals, and optimize your personal performance



Collaboration

is your ability to work with others, exchange data and ideas to help further your progress.

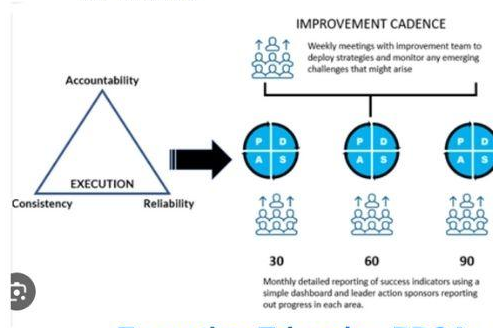


Results Rollout | Gratitude

- #5 Focus on employee engagement
- #9 Recognize Success

Execution

Required focused discipline to combat the continuous streams of interruptions, noise & shiny objects that can lead you to veer off course



Execution Triangle - PDSAs

#6 Be accountable

Personal Performance

is the stewardship of your own time, energy, and mindset in pursuit of your desired outcomes?

ESTACADA SCHOOLS 2024 District Scorecard

STRATEGIC PLAN & PLAN EXECUTION	Aligned Initiatives	2024 STRATEGIC GOALS	2023 BASELINE SCORE	2024 10/31/24
SUCCESSFUL STUDENTS	Readiness Indicator Dashboard	100% of students will demonstrate proficiency in the readiness standards*	79%	79%
SUCCESSFUL STUDENTS	Student Experience Survey	Estacada Schools will improve its "Student Engagement" mean score to 3.85	3.86	3.79
PEOPLE & CULTURE	Employee Engagement Survey	Estacada Schools will improve its "Employee Engagement" mean score to 4.05	4.04	4.08
ENGAGE FAMILIES	Parent Satisfaction Survey	Estacada Schools will improve its "Parent Satisfaction" mean score to 4.32	3.87	4.11
SAFETY & OPERATIONS	Director Service Survey	Estacada Schools will maintain its "Employee Experience" mean score to 4.22 or better	4.60	4.40
FINANCIAL ACCOUNTABILITY	Employee Engagement Survey	Estacada Schools will improve its "Employee Experience" mean score to 3.85 on the survey questions "I feel that engagement-level resources are allocated to maximize effectiveness across the organization."	3.75	3.85

*The Estacada School District uses the University of Chicago's "Readiness for AP" indicators as its measure of student success.
 ** 80% or above = Green | 65% to 79% = Yellow | Below 65% = Red

Leader Scorecard

- #4 Develop Leaders to Develop People
- #3 Build a culture around service



WATERFALL ACTIVITY

- What is one EBL framework action that you can make a tight immediately when you get home?
- How will you cascade the “Why” of this tight throughout the organization?
- How will you measure if the Tight is being executed throughout the organization?

A LETTER TO YOUR EMPLOYEES

Dear Team,

I am bursting with excitement to share the electrifying energy and groundbreaking insights I encountered at the recent conference—a transformative experience that has left an indelible mark on my perspective! From innovative strategies to revolutionary concepts, I am brimming with ideas to propel our organization to new heights. With unparalleled enthusiasm and a fervent desire for progress, I am thrilled to embark on this journey of immediate change alongside each and every one of you. Let's harness this momentum, ignite our creativity, and chart a course towards unprecedented success together. The possibilities are limitless, and our potential, boundless!



Starting Now - Everything

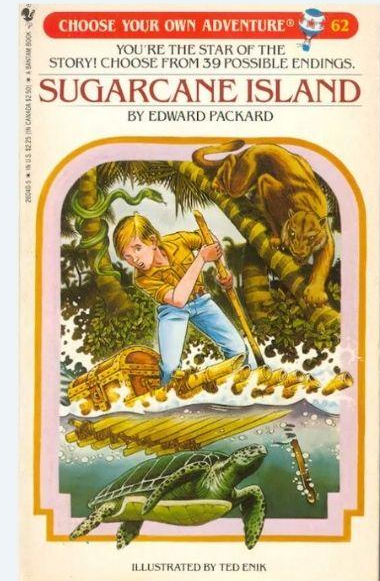
- Strategic Plan
- Surveys
- Leader Action Plans
- Rounding & Huddles
- Thank You Cards
- 30-60-90 cycles
- PDSAs in classrooms
- data trackers
- Plus/deltas
- Scorecards
- H/M/L performer conv.

Starting Now - Pilot

- One Dept.
- One Survey Question
- One Try
- Don't tell anyone
- SHHHHH
- One Cycle
- One Fail
- Not Too Fast

Starting Now - Blame this "Thing"

- This Thing reminds me of AVID... its like that
- This Studer Thing Didn't work, I tried
- Adopt this idea and rename your status quo. "I kind of already to this"



START WHERE YOU STAND



MAKE A COMMITMENT

PEOPLE | CULTURE | SERVICE



RICK DUFOUR'S TIGHT AND LOOSE

When You Come home,... How are you going to develop non-negotiables?

Pillar Leaders (C-Suite)

- Who in your organization oversees and leads each pillar in your strategic plan?
- What are the non-negotiable expectations for them?
- What **ALIGNED MEASURES** are in place to “measure what matters?”
- How do you develop people to develop leaders

-
- **Scorecards**
 - **Improvement Labs**
 - **90 Day Rollouts**

Middle Management (Principals/Directors)

- Who provides your leaders with information about critical decisions and rationale?
- How do you measure the execution of their improvement strategies?
- How does communication cascade up and down from these leaders?
- How aligned are your school buildings to the strategic plan?
- Can each leader recite the mission statement from your strategic plan?

-
- **Key Words @ Key Times**
 - **Leader Action Plans**
 - **Surveys**
 - **Huddles**

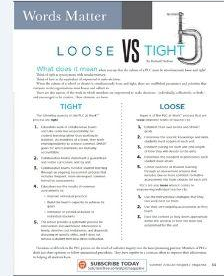
Teachers in the Classroom

- Do your teachers know the non-negotiables in the classroom?
- How do you know ALL your teachers are executing the plan?
- What tools exist for teachers to track learning data and make adjustments readily?

-
- **Mission Statements**
 - **Current Data**
 - **PDSA**

Improvement Coaches

- Do your coaches have an aligned rubric to anchor themselves to the classroom improvement expectations?
- Do your coaches have an aligned non-negotiable of best practice instructional strategies?
- Do your coaches support your MVV?



What happens when people fall short - Personal Accountability

CELEBRATED V. REGRETABLE TURNOVER

SINCE 2019, ESTACADA SCHOOLS HAS HAD 164 PEOPLE DEPART = 63%

Retirement, Termination, Self-Eject, Poaching

HIGH/MIDDLE/LOW PERFORMERS

- Re-Recruit High Performers
- Grow Solid Performers
- Evaluate out Low Performers

INTENTIONALLY TRACK REGRETABLE TURNOVER

- Who is regretable loss?
- Who is celebrated loss?
- New Hire Rounding.

SUCCESSION PLANNING

- People Leave
- Build a deeper bench.
- Write down essential functions

**HR ALIGNMENT IS
CRITICAL**

CHANGE IS HARD

70% of all
change
efforts fail



2019



START

Beginning the Journey

- Hiring Studer Education
- Communicate "the why"
- Starting with admin
- Taking risks



Introductory workshop with leadership.

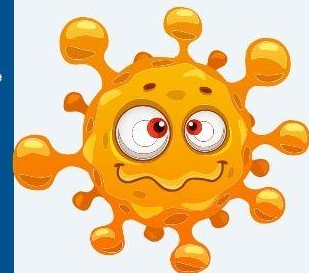


Executing our Strategic Plan

Improvement Science is being utilized to execute our previously created strategic plan.

Hardwire Step By Step

District Level



2020

TOP WORK PLACES 2020

Keys To Success

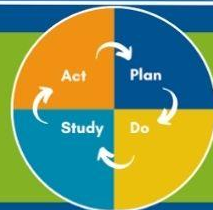
- Thank You cards and acknowledgements
- Eliminating "We-They" statements
- Collective accountability to common goals
- Regular rounding
- Leadership huddles



90-day huddle ensures that all stakeholders are involved.

Rollouts

- Announce survey results
- Co-create action plans
- Ensure cascading communication occurs



Leaders



2021

TOP WORK PLACES 2021

District Introduces Standards of Excellence



School leadership involves staff with a results rollout.



	Simple	Complex
The solution is known	JUST DO IT All employees are empowered to make improvements.	Project Management Key leaders will be trained to project management and empowered to lead these improvements with the support of project sponsors.
The solution is unknown	PDSA All employees will be trained to work in the PDSA framework and make these improvements.	DMAIC Key leaders that have completed full training with oversight of a project or initiative will be empowered to work in this framework.

Improvement Tools

Staff and leaders have a variety of different tools and process solutions to fit the needs of the challenge that is being addressed.

Staff

2022

TOP WORK PLACES 2022

The district hosted a large education conference in 2023.



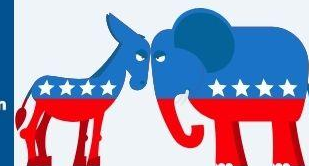
Employee Exp. Score	Parent Exp. Score	Student Exp. Score
Fall '19 4.20	Spring '20 3.85	Spring '20 3.76
Spring '20 4.40	Fall '20 3.78	Fall '20 3.76
Fall '20 4.07	Spring '21 3.97	Spring '21 4.02
Spring '21 4.18	Fall '21 3.98	Fall '21 3.94
Fall '21 4.23	Spring '22 3.94	Spring '22 3.85
Spring '22 4.16	Fall '22 3.95	Fall '22 3.98
Fall '22 4.10	Spring '23 4.02	Spring '23 3.95
Spring '23 4.18		



Our strategic plan is in its final year and a new plan is being created.



Classroom





**BREAK
TIME!!!**

We will start back up at 10:00am.

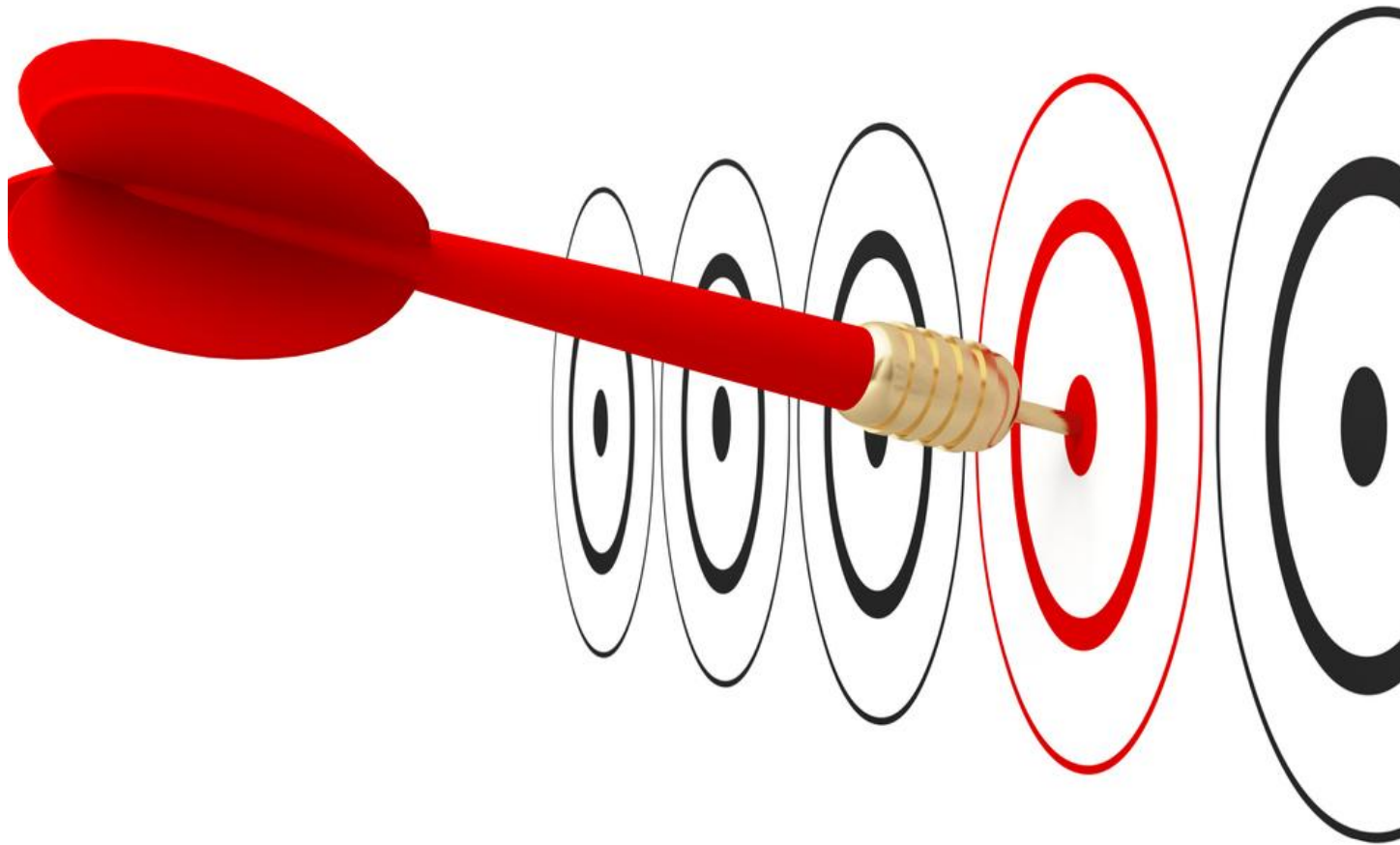
3

LEADING
IMPROVEMENT:

SETTING A
STRATEGIC
DIRECTION

KATHY OROPALLO

KATHY MYLES





Studer Education



Dr. Kathy Oropallo, Director Leader Coach

Connect:

koropallo@hcg.com

- 40 years in PreK-12 and Higher Education
- *Director of Reading First Professional Development*, Florida Department of Education Served 67 counties, developing and delivering K-3 Literacy support
- 15+ years as a job-embedded leadership and school transformation coach and Sr. Consultant in large and small districts

Kathy Myles, Director Leader Coach

Connect:

kmyles@hcg.com

- 35 years in PreK-12 and Higher Education
- WI Response to Intervention Center Statewide Coaching Coordinator, Director of Teaching, Learning and Assessment, NESLI Women's ALP Facilitator
- Provided technical direction, mentoring and training for WI Equity Model to Inform Culturally Responsive Practices and the WI Coaching Competency Practice Profile

THEMES & REFLECTIONS FROM YESTERDAY

+

Plus

What went well during day 1?

△

Delta

Is there an opportunity to improve day 1?

HANDOUTS

STUDENT PATHWAYS—

OUR COLLECTIVE WHY?

- Workforce
- Continue Education
- Military Service
- Unemployment
- Incarceration
- Death

There are many factors that contribute to the fortunate or unfortunate turns in our students' journey.

A photograph of a long, straight road stretching into the distance, flanked by trees and a rainbow in the sky. The road is paved and has a yellow center line. The sky is blue with a rainbow visible in the distance. The trees are green and brown, suggesting a forest or wooded area.

***WE are one of the ones
that can matter most!***

RELENTLESS FOCUS ON WHAT MATTERS MOST

CULTURE

- RECOGNITION
- ROUNDING & FEEDBACK LOOPS
- LEANING INTO VALUES; STANDARDS OF PRACTICE (VALUES)
- BUILDING COLLECTIVE EFFICACY



PEOPLE FIRST

- SEEKING INPUT
- ENGAGING VOICES
- CELEBRATING WINS
- GRATITUDE



IMPACT

- IMPROVED STAFF ENGAGEMENT & EXPERIENCE
- PROGRESS TOWARDS GOALS
- INCREASED COLLECTIVE EFFICACY & SHARED RESPONSIBILITY
- HARDWIRING SYSTEMS AROUND IMPROVEMENT

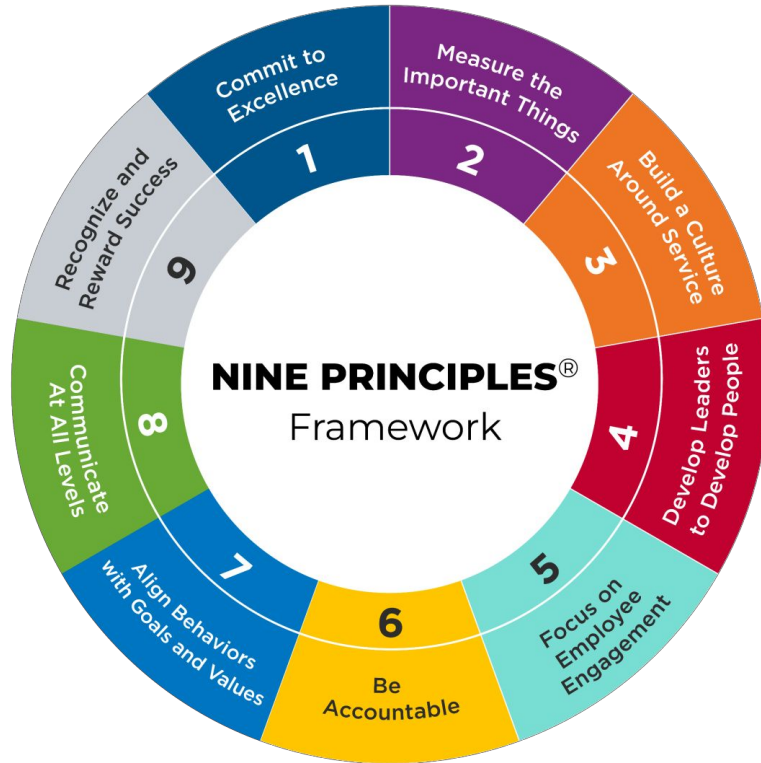


STRATEGY

- SCORECARDS
- BULLSEYE
- MAKING DATA VISIBLE
- THE EXECUTION TRIANGLE
- STOPLIGHT REPORTS
- SHORT CYCLE MONITORING 30-60-90



FOUNDATIONAL: NINE PRINCIPLES FRAMEWORK



PRINCIPLE 1: COMMIT TO EXCELLENCE

Set high expectations to achieve results while living out mission and values.



PRINCIPLE 2: MEASURE THE IMPORTANT THINGS

Continuously track progress to achieve results with an improvement mindset.



PRINCIPLE 3: BUILD A CULTURE AROUND SERVICE

Serve others with great care and concern.



PRINCIPLE 4: DEVELOP LEADERS TO DEVELOP PEOPLE

Coach people to be their best at work.



PRINCIPLE 5: FOCUS ON EMPLOYEE ENGAGEMENT

Attend to aspirations and desires in the workplace.



PRINCIPLE 6: BE ACCOUNTABLE

Commit to individual accountability to achieve organizational goals.



PRINCIPLE 7: ALIGN BEHAVIORS WITH GOALS AND VALUES

Apply consistent practices to move the organization in a positive direction.



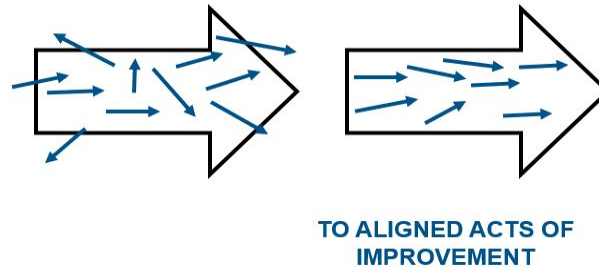
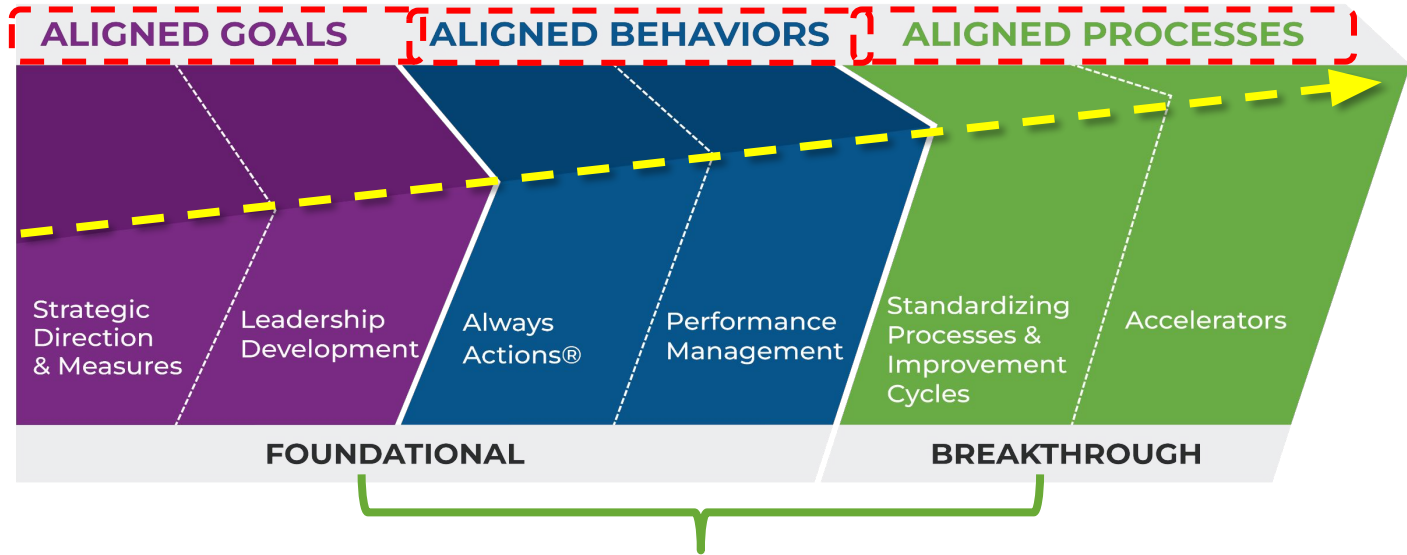
PRINCIPLE 8: COMMUNICATE AT ALL LEVELS

People know why what they do matters.



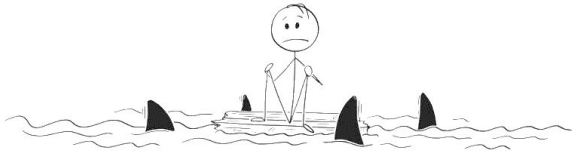
PRINCIPLE 9: RECOGNIZE AND REWARD SUCCESS

Value and appreciate people working together to get results.



DEFINING IMPROVEMENT

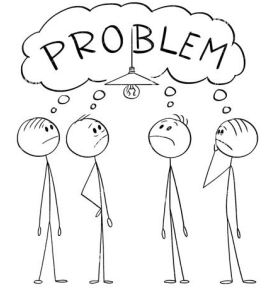
How do we know we created an improvement?



**Unnecessary hassle
is eliminated.**



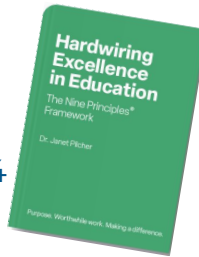
**Outcomes are
improved.**



**Problems are
solved.**

“ The strategic direction serves as the north star for designing organizational “pillars” of excellence, which represents descriptive and measurable themes that define organizational priorities.”

JANET PILCHER (2023). HARDWIRING EXCELLENCE: PAGE 34

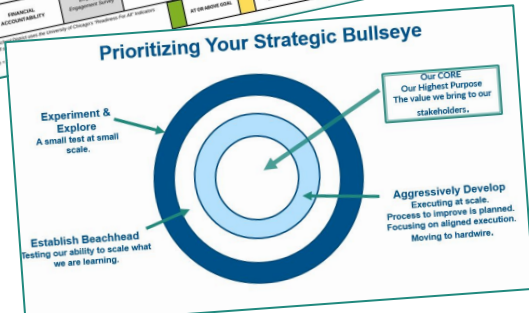
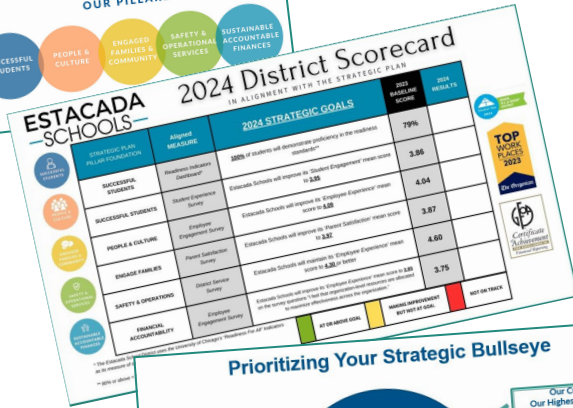


3 Aligned Tools to Help Set a Strategic Direction



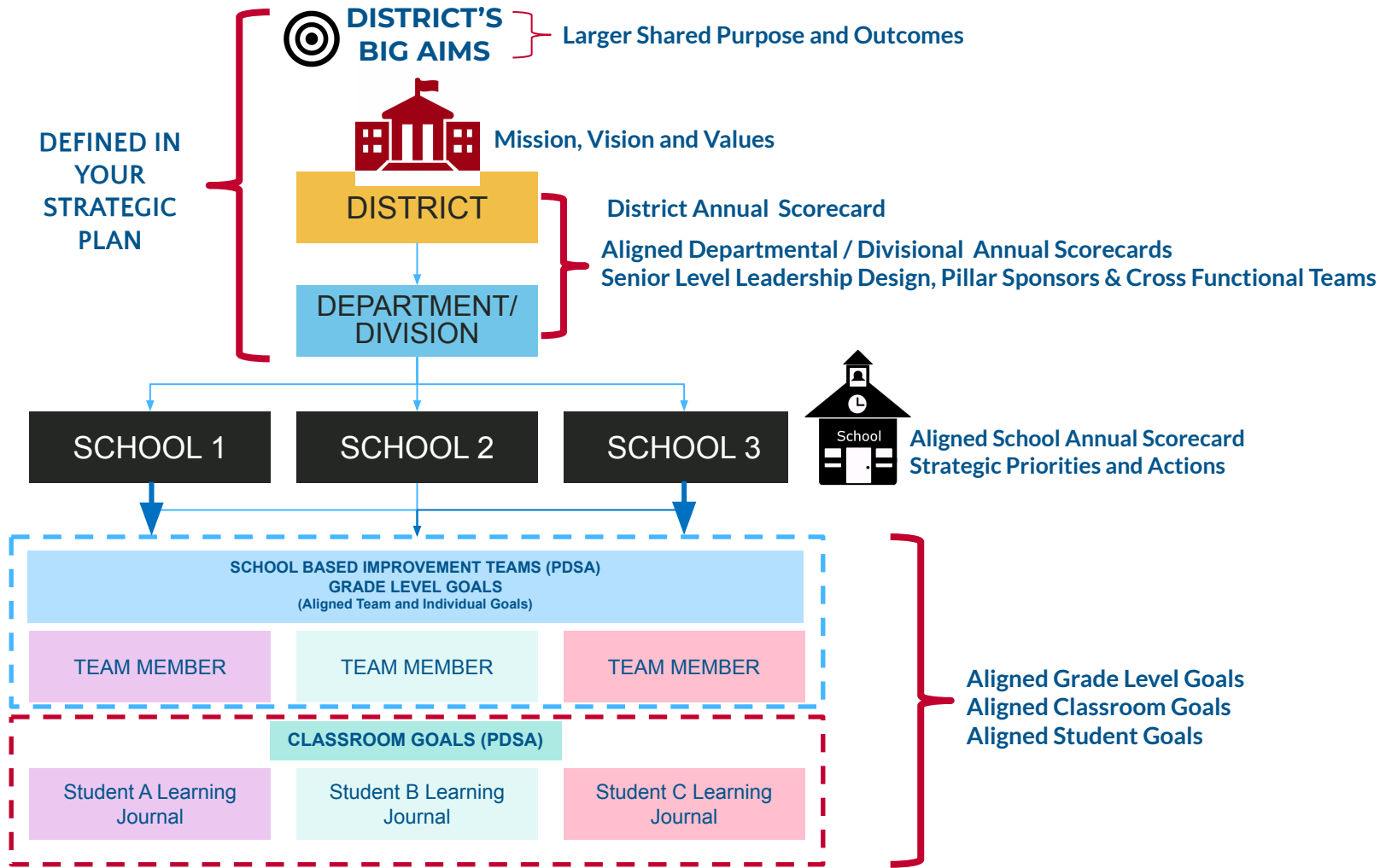
1. **A STRATEGIC PLAN:** Your strategic plan defines your mission, vision, and core values. **It sets both your purpose and your vision for how to get there.**

2. **A SCORECARD:** Your roadmap to achieving your vision, mission and strategic priorities. Communicates your annual goals, measures, actions, and progress that operationalizes your strategic plan. **The scorecard helps you drive execution.**



3. **The Bullseye:** Communicates where you will spend your time and energy, where you are in the process, what you will be doing and hardwiring across your system, what ideas you will test during this annual period, and how you will consider new ideas and innovation. **The bullseye helps us define the commitment the district is making towards our core (our purpose).**

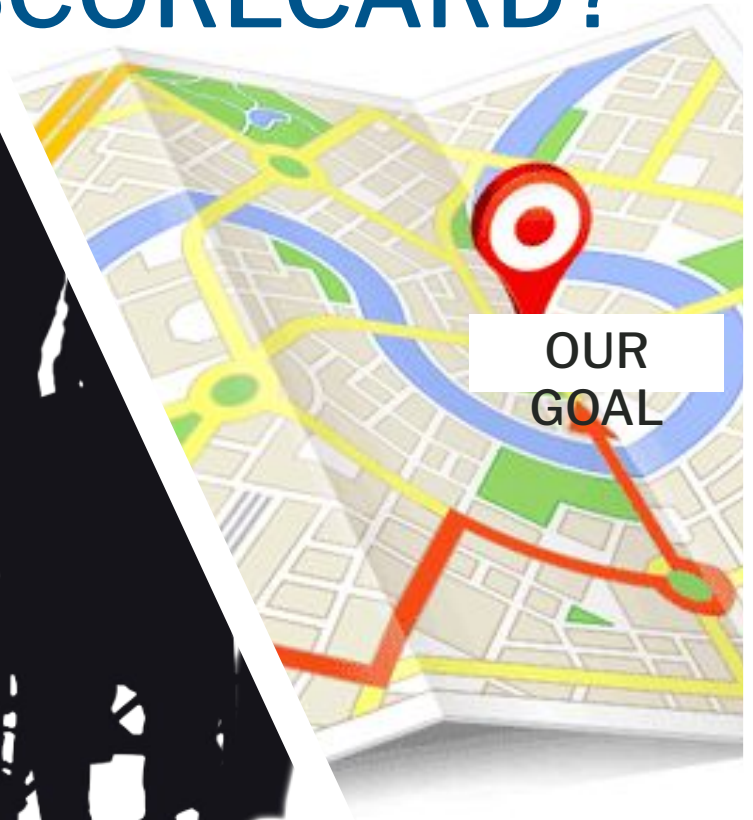
ALIGNING & CASCADING





WHY DO WE USE A SCORECARD?

A scorecard provides the destination.

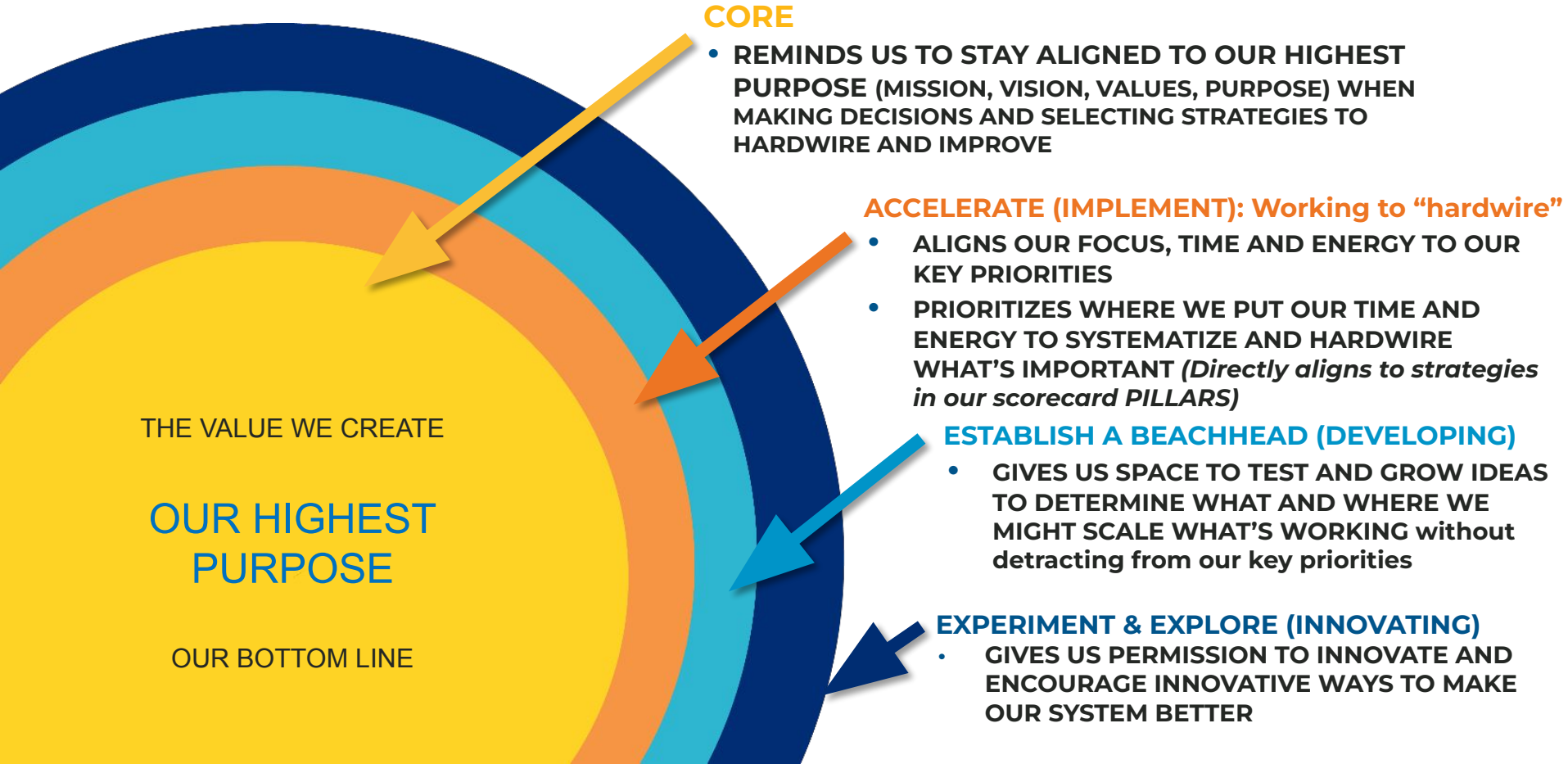
A system for improvement aligns our actions to our goals



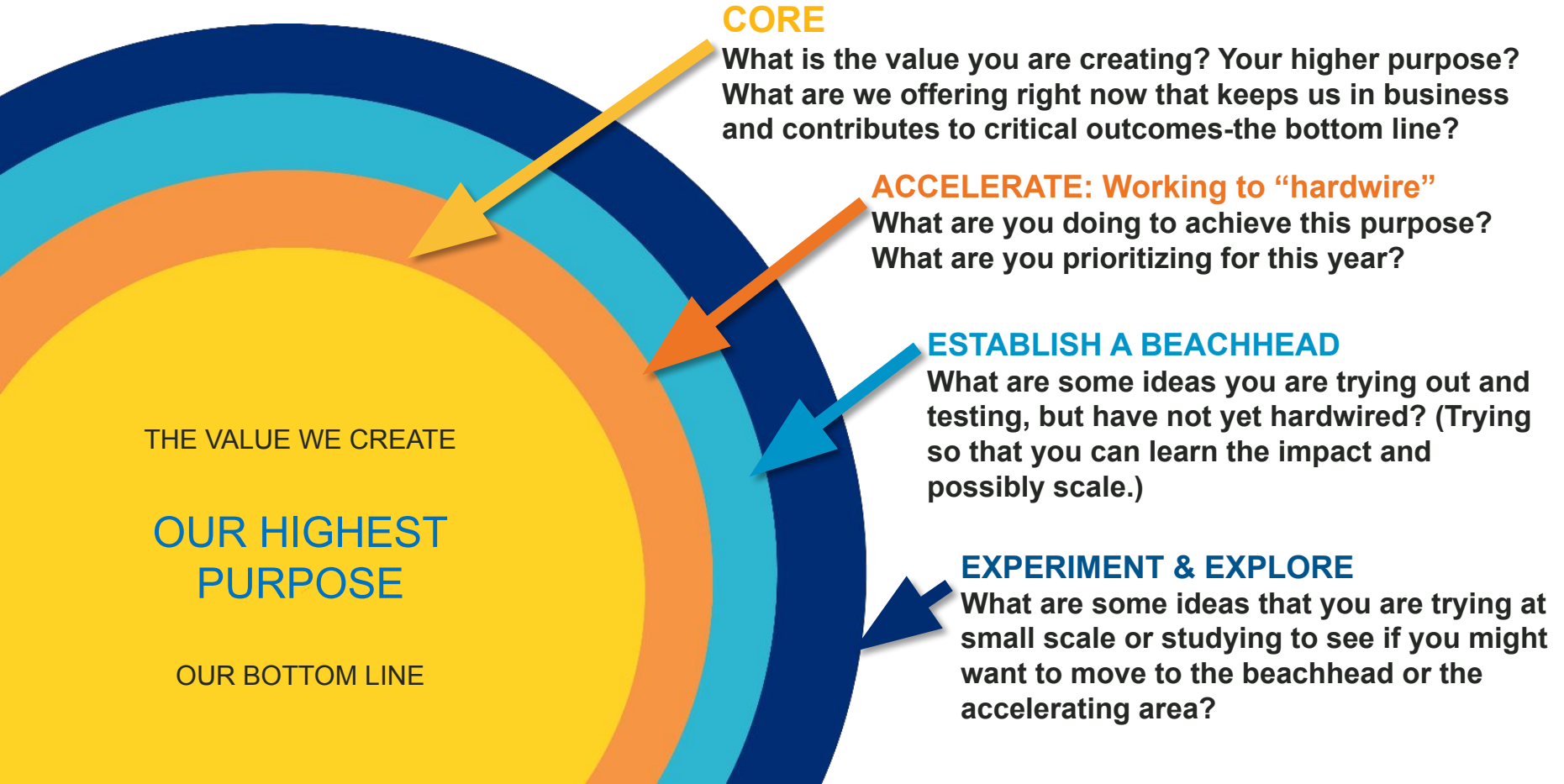
THE SCORE CARD & ALIGNMENT

Area of Focus Description / Definition	Annual Goal (SMART)	Annual Aligned Measures	Strategic Actions: How will we accomplish our goal?	Progress Measures Leading
STUDENT SUCCESS			<p>The How? Aligned actions that move the system towards the annual goal.</p> 	<p>Evidence of Improvement How do you know strategic actions created an improvement? <i>What aligned “leading measures” help us know?</i></p>
PEOPLE (WORKFORCE)				
SERVICE				
FINANCE				
OPERATIONS				
OTHER...				

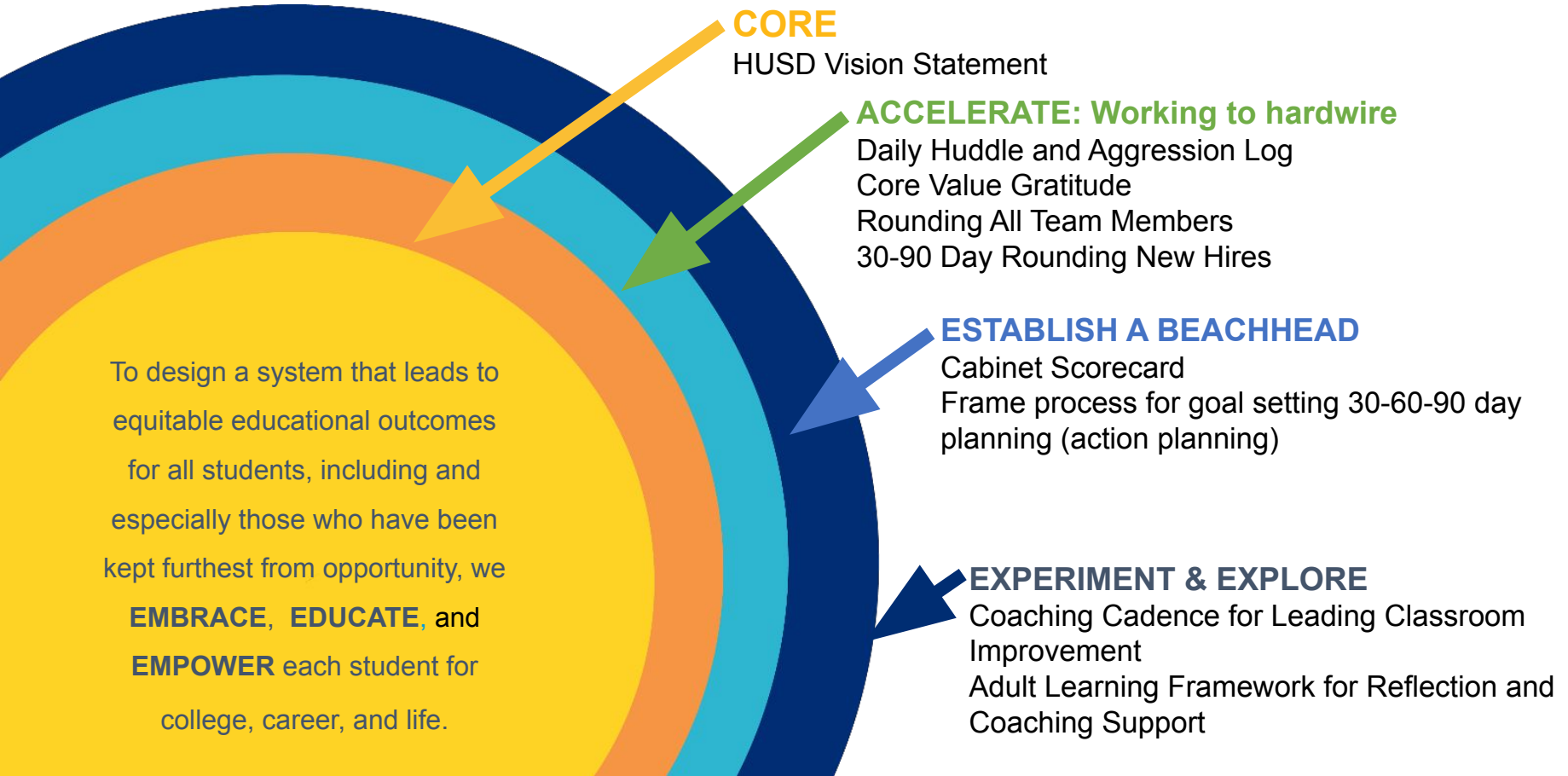
WHY? STRATEGIC BULLSEYE



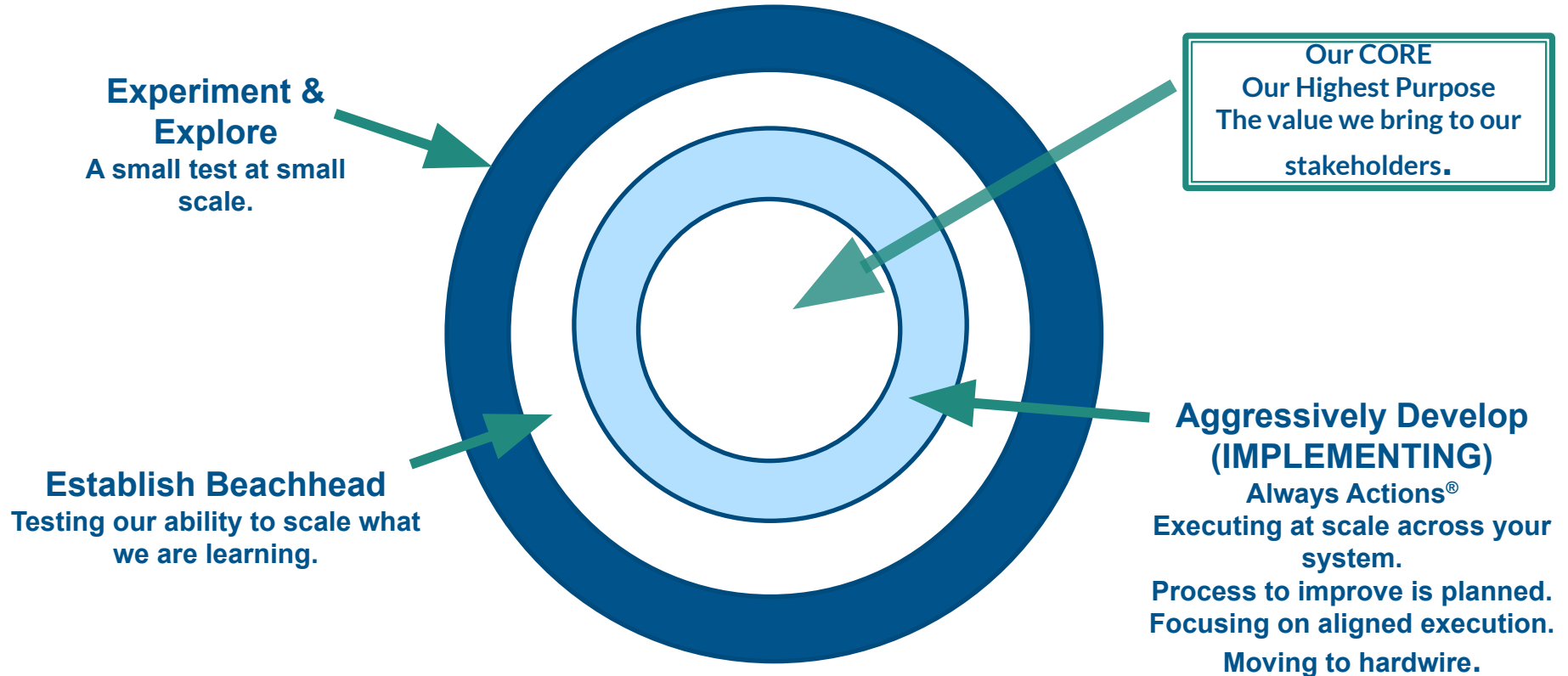
What? Strategic Bullseye for Growth & Impact



Strategic Bullseye for Impact



How? Prioritizing Your Strategic Bullseye



MISSION, VISION, & VALUES

OUR MISSION

OUR MISSION IS TO EQUIP ALL STUDENTS WITH THE KNOWLEDGE AND SKILLS NECESSARY TO BE RESOURCEFUL AND SUCCESSFUL.



OUR VISION

THROUGH CONTINUOUS IMPROVEMENT, OUR VISION IS TO EMPOWER TOMORROW'S LEADER TODAY.

OUR VALUES



INSPIRE



ENGAGE



ACHIEVE

OUR PILLARS

SUCCESSFUL STUDENTS

PEOPLE & CULTURE

ENGAGED FAMILIES & COMMUNITY

SAFETY & OPERATIONAL SERVICES

SUSTAINABLE ACCOUNTABLE FINANCES

ESTACADA SCHOOLS

2024 District Scorecard

IN ALIGNMENT WITH THE STRATEGIC PLAN

	STRATEGIC PLAN PILLAR FOUNDATION	Aligned MEASURE	2024 STRATEGIC GOALS	2023 BASELINE SCORE	2024 RESULTS
	SUCCESSFUL STUDENTS	Readiness Indicators Dashboard*	100% of students will demonstrate proficiency in the readiness standards**	79%	
	SUCCESSFUL STUDENTS	Student Experience Survey	Estacada Schools will improve its 'Student Engagement' mean score to 3.95	3.86	
	PEOPLE & CULTURE	Employee Engagement Survey	Estacada Schools will improve its 'Employee Experience' mean score to 4.09	4.04	
	ENGAGE FAMILIES	Parent Satisfaction Survey	Estacada Schools will improve its 'Parent Satisfaction' mean score to 3.97	3.87	
	SAFETY & OPERATIONS	District Service Survey	Estacada Schools will maintain its 'Employee Experience' mean score to 4.30 or better	4.60	
	FINANCIAL ACCOUNTABILITY	Employee Engagement Survey	Estacada Schools will improve its 'Employee Experience' mean score to 3.85 on the survey questions "I feel that organization-level resources are allocated to maximize effectiveness across the organization."	3.75	



* The Estacada School District uses the University of Chicago's "Readiness For All" Indicators as its measure of student success

** 80% or above = Green | 65% to 79% = Yellow | Below 65% = Red

AT OR ABOVE GOAL	MAKING IMPROVEMENT BUT NOT AT GOAL	NOT ON TRACK
------------------	------------------------------------	--------------



SUCCESSFUL
STUDENTS



PEOPLE &
CULTURE



ENGAGED
FAMILIES &
COMMUNITY



SAFETY &
OPERATIONAL
SERVICES



SUSTAINABLE
ACCOUNTABLE
FINANCES

STRATEGIC PLAN PILLAR FOUNDATION	Aligned MEASURE	<u>2024 STRATEGIC GOALS</u>	2023 BASELINE SCORE	2024 RESULTS
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	AT OR ABOVE GOAL		MAKING IMPROVEMENT BUT NOT AT GOAL		NOT ON TRACK
--	------------------	--	------------------------------------	--	--------------



Best In Class Bullseye

Experiment and Explore

- New gradebook system to support Standards Based Grading and Reporting
- Develop strategies to optimize operations in food services and maximize budget efficiencies
- Expand Artificial Intelligence opportunities in education, and communication

Potential accelerators may not always be priority work

Establish a Beachhead

- Develop alternative educational opportunities for secondary level students
- Develop ability to oversee Early childhood evaluation
- Develop accountability protocols for aligned evaluation procedures across supervisors

A solution we are confident may work if we can bring it to scale in our context

Experiment and Explore
Establish Beachhead
Aggressively Develop

Big Aims

2023-2024

BIG AIMS

- Hardwire continuous improvement and High Yield Instructional Strategies throughout Classrooms K-12
- Align K-12 Dufour model PLC process and practices
- K-12 aligned Standards Based Grading and Reporting practices
- Advocate needs to the community that garner support for infrastructure investment

Directly related to our core pillars

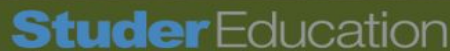
Aggressively Develop

- Tiered behavior supports districtwide
- Hardwire creation and implementation of effective Leader Action Plans
- Find solutions to address overcrowding, competitive learning opportunities, and aging facilities
- Develop a system to identify and support individual students experiencing complex educational and social needs

Strategies that we are confident will have a significant impact on our big aims



The ELB Strategic Bullseye. Huron Consulting Group Inc. and affiliates. Please seek permission for use.



Superintendent of Schools

Exploring

- Formal Communication Plan (C, ET, GDP)
- Data Hardwire & System Development (SA, ET)

Strategic Target

Pursuing Excellence

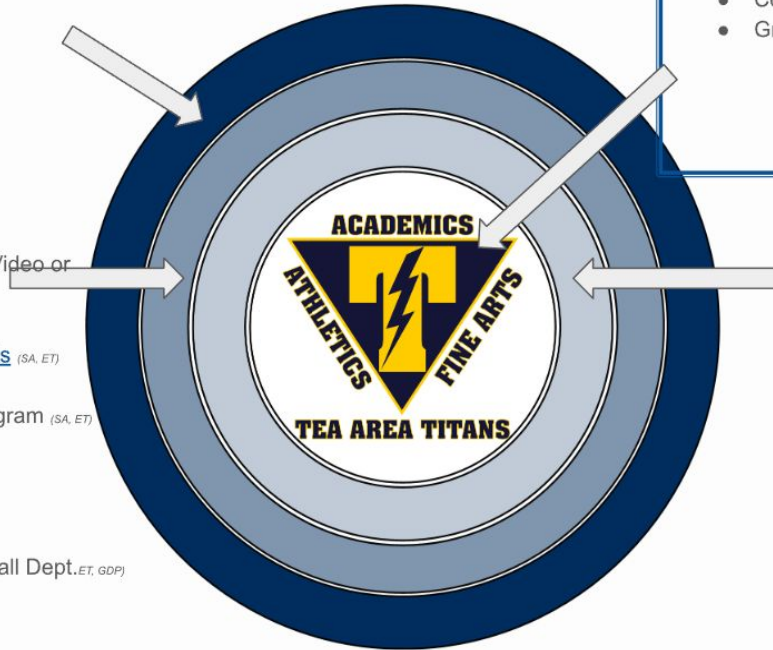
District Goal Alignment



- Student Achievement (SA)
- Engaged Titans (ET)
- Community (C)
- Growth & Development Planning (GDP)

Developing

- 20 Year Birthday Celebration, Video or Memory book, Podcast (C, ET)
- AA Transition (SA, ET, C, GDP)
- [Classroom Purpose Statements](#) (SA, ET)
- [Classroom PDSA Cycles](#) (SA, ET)
- Updated Mentor/Induction Program (SA, ET)
- Strategic Targets (SA, ET, C, GDP)
- Score Cards (SA, ET, C, GDP)
- Staff Services Survey (ET, C)
- CTE Pathways 6-12 (SA, ET, C, GDP)
- Improvement Capacity across all Dept. (ET, GDP)



Implementing

- [District Engagement Survey - Action Plans](#) (ET, C)
- [Standards of Excellence](#) (ET, SA, C)
- [Employee Recognition](#) (ET)
- [Leader Rounding](#) (ET, SA)
- [Student Enrollment Projections w/Development Overview](#) (C, GDP)
- [CO 5 Year Plan](#) (C, GDP)
- [GF 5 Year Plan](#) (SA, C, GDP)
- [Improvement Coaches](#) (SA, ET)
- SPED Curriculum implementation (SA)
- Hall of Fame (C, ET)
- [Strategic Plan](#) (SA, ET, C, GDP)
- [Tea Area HS 2024](#) (SA, C, GDP)

Legacy Elementary

Exploring

- Legacy Team Building (ET)
- Fact Fluency (SA)
- Enrichment and Critical Thinking Opportunities (SA)
- Parent/ Guardian Academic Engagement Opportunities (SA, ET)

Developing

- Balanced Counseling (ET, SA)
 - Check In-Check Out
 - GOLD Social Skills
- Civic and Community Engagement (ET, CC)
- Student Academic Recognition (SA)
- Student Council (ET, CC)
- Teacher Leadership Teams (ET)
- Systematic Reading Instruction (SA)
 - Book Clubs (3-5)
 - Power Words (K-1)

Strategic Target

Pursuing Excellence



District Goal Alignment



Academic Leaders (SA)

GOLD Titans (ET)

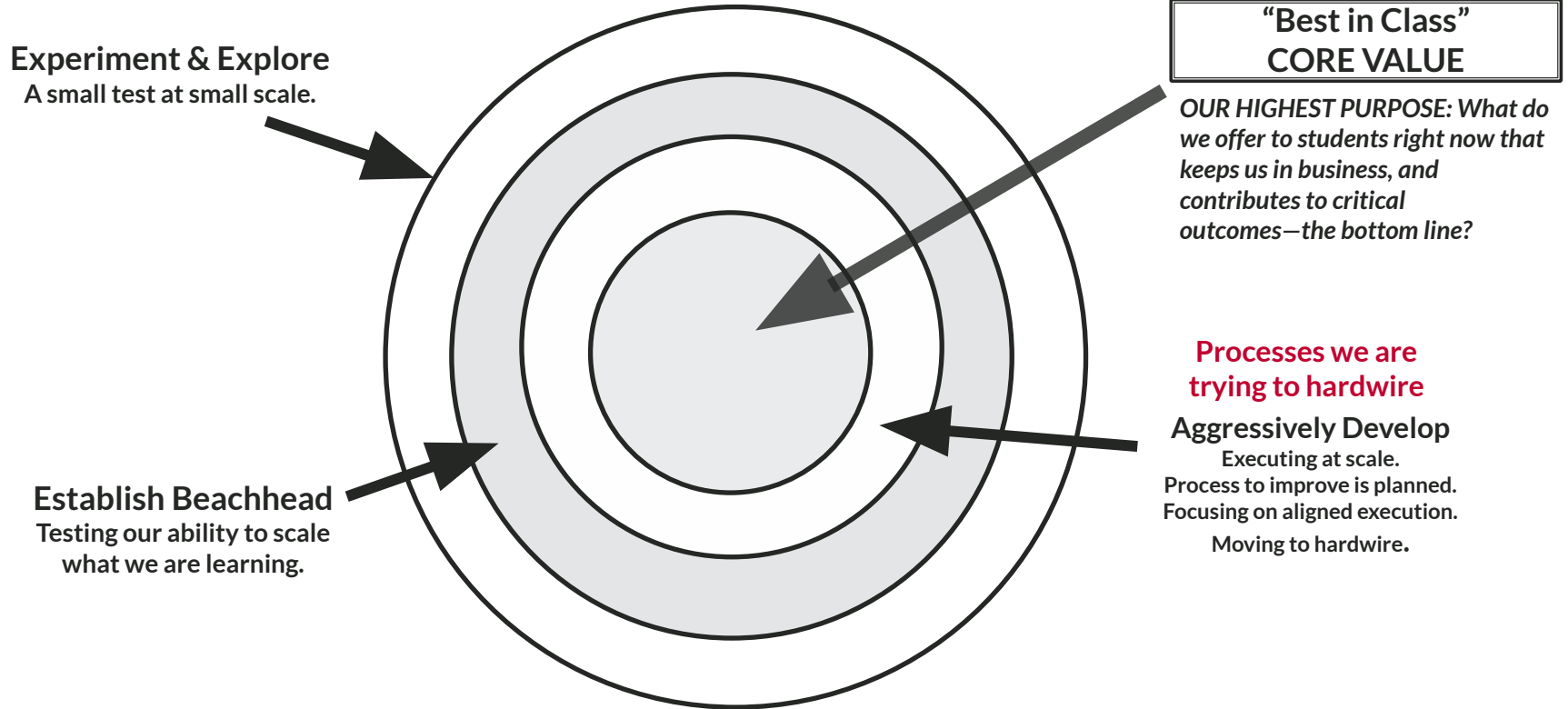
Connected Learning Community (ET, SA)

Implementing

- [Legacy School-wide Calendar](#) (ET)
- [Communication Hub](#) (ET)
- [Employee Recognition](#) (ET)
- Leader Rounding (ET, SA)
- Teacher-led PLCs (ET, SA)
- Systematic Reading Instruction (SA)
 - Whole Group Phonics JK-3
 - Reading Intervention
- Reading Interventions (SA)
- PLTW/ STEM (SA)
- [Goal Setting](#) (ET, SA, CC)
- PDSA Math Accountability (SA, ET)

ALIGNING TO GOALS & PRIORITIES USING THE STRATEGIC BULL'S EYE

ACTIVITY: WHAT WOULD GO INSIDE YOUR BULL'S EYE?



Rounding Log

Name	Date	What is working well?	What barriers do you have?	What resources do you need, in order to be successful?	Who would you like me to thank, that has been helpful to you or your team?	THANK YOU CARD SENT
Rhonda	11/1/2023	JN (2nd) has made so much progress. Started small and grew it. Structure paras are giving with schedules and tools are going well.	Would like to see kids start small and then go into classrooms as opposed to being reactive.	With Lexie out on leave, R will need support covering the gaps, possibly a sub could support. Make a plan for her leave.	Abby - thanks for collaborating to support students in i-team. Becca - always helpful. I can ask her and she will be right on it to help me or give feedback.	Yes-11/2/23



Rounding 3-2-1 Summary

Theme: Inclusive Practices- Changes to our learning specialist and para schedules and supports.

3	<ul style="list-style-type: none"> • Changes in Schedules is making supports better • People are less stressed with Behavior Support • Students are getting the supports they need faster
2	<ul style="list-style-type: none"> • Keep adjusting schedules as needed • Ensure all are following the new plan
1	<ul style="list-style-type: none"> • Check in on training needed for Paras.



2023-2024

support for infrastructure investment

Directly related to our core pillars

- Aggressively Develop**
- Tiered behavior supports districtwide
 - Hardwire creation and implementation of effective Leader Action Plans
 - Find solutions to address overcrowding, competitive learning opportunities, and aging facilities
 - Develop a system to identify and support individual students experiencing complex educational and social needs

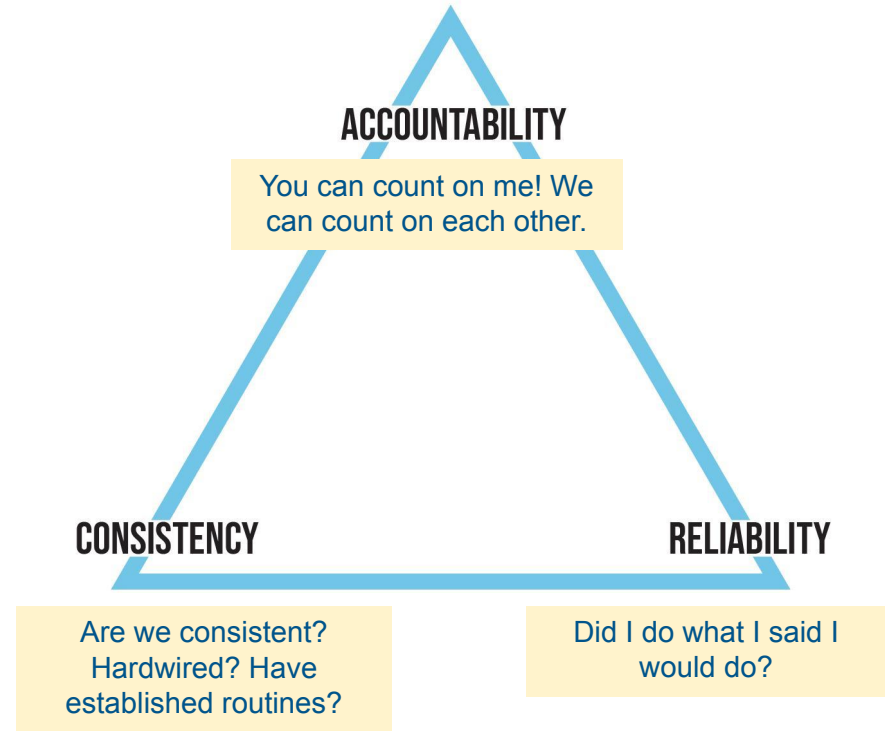
Strategies that we are confident will have a significant impact on our big aims

THE EXECUTION TRIANGLE

When execution fails, ask:

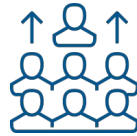
- Could you count on me / us? Did we do what we said we would do? (Accountability & Reliability)
- Did we do it consistently over time? (Reliability & Consistency)
- What part of the triangle can help us execute better?
- What will be our next move?

EXECUTION



Consistency:

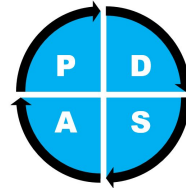
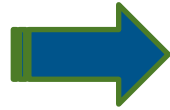
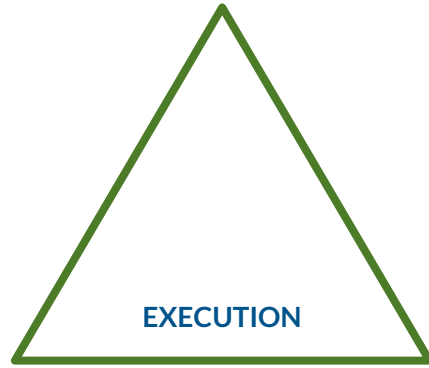
School Leadership Team



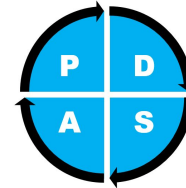
IMPROVEMENT CADENCE LEADERSHIP

Weekly meetings with improvement team to deploy strategies and monitor any emerging challenges that might arise.

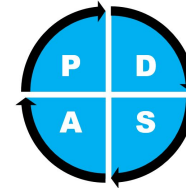
Accountability



30



60



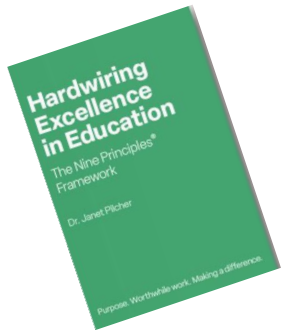
90

Monthly detailed reporting of success indicators stoplighting leadership team actions reporting out progress in each area and **cascading the results across the school**, identifying any adjustments and predicting success. Then, using the collective expertise of the teaching staff to help remove barriers to student success.

“

Our ability to execute through an improvement approach creates a path toward organizational excellence. Here's the good news. ***When we hardwire an execution and improvement approach in our organizations, we improve regardless of difficulties and uncertainties that appear...***

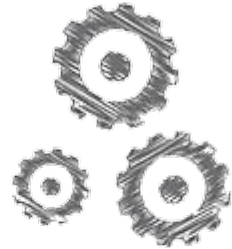
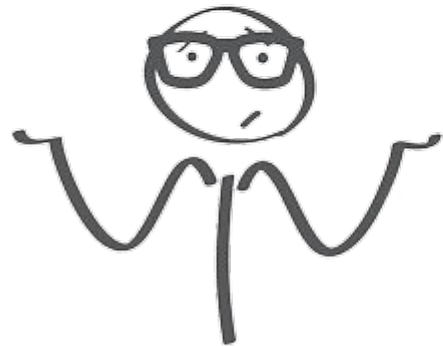
We shift the difficulties to opportunities and hardwire improvement practices that make us better at getting better, never being satisfied and always striving for excellence.”



HARDWIING EXCELLENCE IN EDUCATION: THE NINE PRINCIPLES FRAMEWORK
DR. JANET PILCHER,

REFLECTING ON OUR LEARNING...

WHAT?



SO WHAT?

NOW WHAT?



4

ALIGNING BEHAVIORS STANDARDS OF EXCELLENCE

ALIGNING BEHAVIORS TO OUR VALUES [SOE Highlight Reel](#)
BUILDING A CULTURE OF EXCELLENCE

 <p><i>Collaboration</i> working together to achieve common goals</p> <p>inspire - engage - achieve</p>	 <p><i>Consistent</i> staying true to our core values to provide structure in an ever-changing organization</p> <p>inspire - engage - achieve</p>	 <p><i>Empathy</i> understand different perspectives and care about the well-being of each other and those that we serve</p> <p>inspire - engage - achieve</p>
 <p><i>Perseverance</i> doing our best through hard work, dedication, patience, and persistence</p> <p>inspire - engage - achieve</p>	 <p><i>Innovative</i> encourage one another to be creative and find ways to work together to fulfill our purpose</p> <p>inspire - engage - achieve</p>	 <p><i>Respect</i> respect in our relationships builds and sustains feelings of safety, trust, and well-being in self, others, and our systems</p> <p>inspire - engage - achieve</p>

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ESTACADA —SCHOOLS—



Jennifer Behrman
Executive Director of Teaching and
Learning

- 20 Year in education
- 7 Years as a Building Principal
- 6 Years of Continuous Improvement Implementation work.



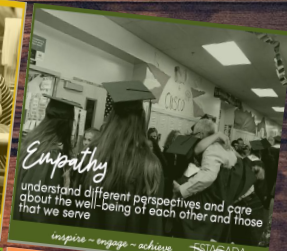
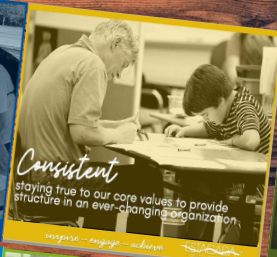
James Wolfe
Vice Principal
Clackamas River
Elementary School

- 18 Years in education
- 15 Years as a Special Education Teacher
- 3 Years as a Vice Principal
- 1 Year of leading Standards of Excellence

ESTACADA SCHOOLS

Standards Of Excellence

Living Our Values



MISSION, VISION, & VALUES

OUR MISSION

OUR MISSION IS TO EQUIP ALL STUDENTS WITH THE KNOWLEDGE AND SKILLS NECESSARY TO BE RESOURCEFUL AND SUCCESSFUL.



OUR VISION

THROUGH CONTINUOUS IMPROVEMENT, OUR VISION IS TO EMPOWER TOMORROW'S LEADER TODAY.

OUR VALUES



INSPIRE



ENGAGE



ACHIEVE

OUR PILLARS

SUCCESSFUL STUDENTS

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ENGAGE



ACHIEVE

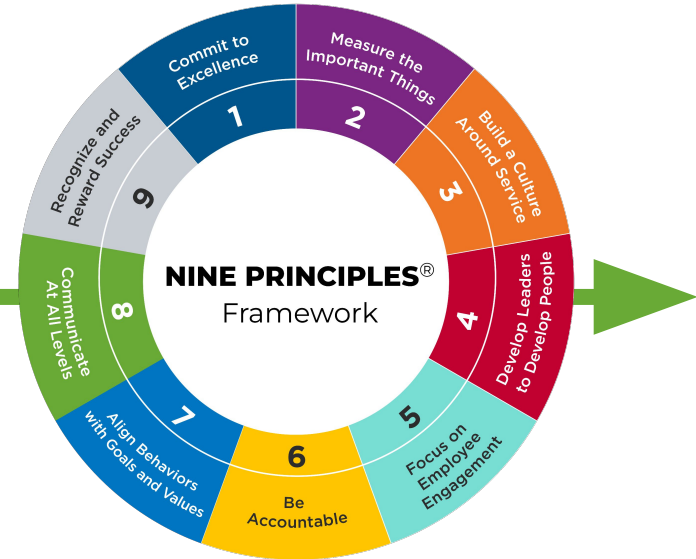
OUR WHY? Values, Purpose, and Principles



**VALUES =
WHO WE ARE**



**PURPOSE =
INSPIRING WORKPLACE**



**NINE PRINCIPLES =
HOW WE LEAD OUR SYSTEM**

THE WHY: ALIGNING BEHAVIORS TO OUR VALUES

BUILDING A CULTURE OF EXCELLENCE: WE HAVE CONTROL OVER!



Collaboration

working together to achieve common goals

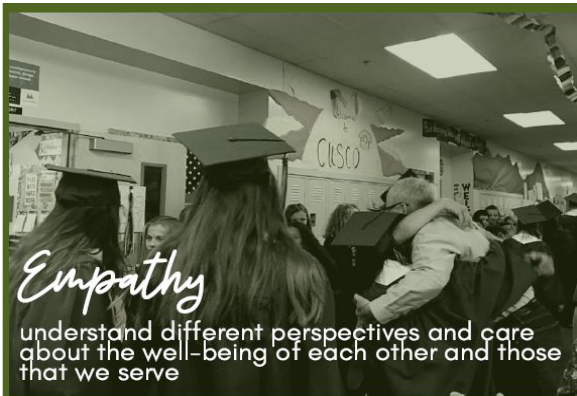
inspire ~ engage ~ achieve



Consistent

staying true to our core values to provide structure in an ever-changing organization

inspire ~ engage ~ achieve



Empathy

understand different perspectives and care about the well-being of each other and those that we serve

inspire ~ engage ~ achieve



Perseverance

doing our best through hard work, dedication, patience, and persistence

inspire ~ engage ~ achieve



Innovative

encourage one another to be creative thinkers in order to accomplish our purpose

inspire ~ engage ~ achieve



Respect

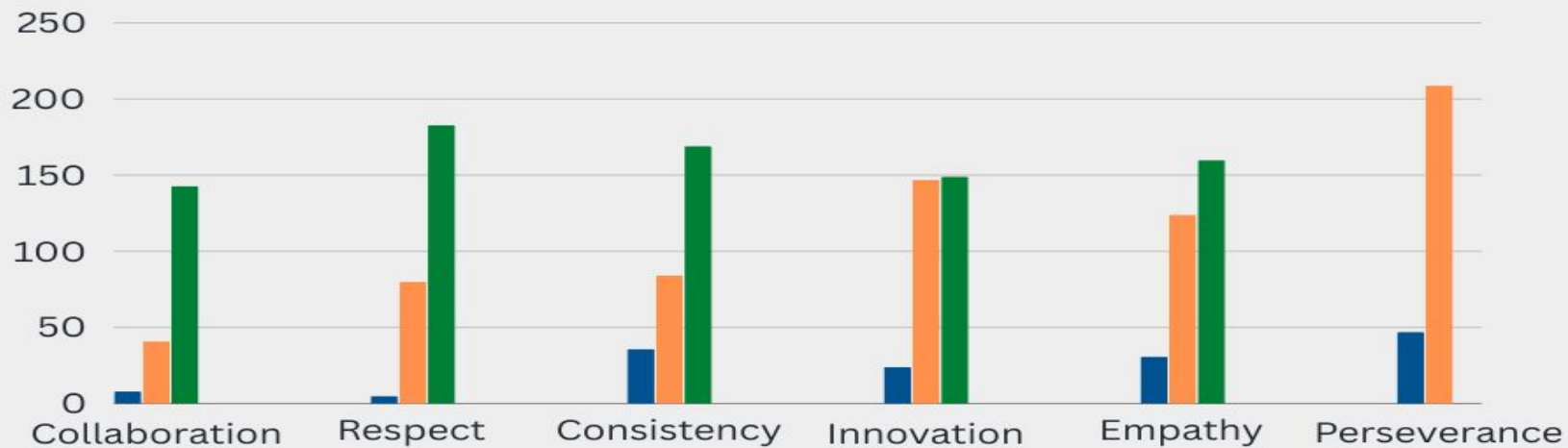
respect in our relationships builds and sustains feelings of safety, trust, and well-being in self, others, and our systems

inspire ~ engage ~ achieve



STANDARDS OF EXCELLENCE

NOMINATIONS THROUGH THE YEARS



x x x



2021-22



2022-23



2023-24



SOE Data Over The Years

SOE/Year	<u>2021/2022</u>	<u>2022/2023</u>	<u>2023/2024</u>
<u>Collaboration</u>	8	41	143
<u>Respect</u>	5	80	183
<u>Consistency</u>	36	84	169
<u>Innovation</u>	24	147	149
<u>Empathy</u>	31	124	146
<u>Perseverance</u>	41	209	<u>66</u>
<u>Total</u>	<u>145</u>	<u>685</u>	<u>856</u>

Recognition/Appreciation:



★ 89% EMPLOYEE RETENTION RATE (240/269)

- Certified = 86% (107/124)
- Classified = 92% (110/120)
- MAC = 92% (23/25)

'EMPLOYEE ENGAGEMENT SURVEY'

District - 4.18 (+.08)

EHS - 4.09 (-.06)

EMS - 4.05 (+.04)

CRE - 4.07 (+.30)

RME - 4.12 (+.03)

Nutrition - 4.10 (+.11)

Transport. - 4.38 (+.04)

Cust./Maint - 4.04 (+.00)

Superint. - 4.57 (+.13)



2020-2021

2021-2022

2022-2023



THESE STANDARDS TELL US WHAT "RIGHT" LOOKS LIKE IN OUR ORGANIZATION, WHAT WE HOLD EACH OTHER ACCOUNTABLE TO, WHICH LINKS US TO OUR MISSION, VISION, AND VALUES IN THE ESTACADA SCHOOL DISTRICT.

STANDARDS=EVERYONE

EXCELLENCE=STRIVING FOR OUR BEST

SERVICE=HOW WHAT WE DO MAKES US ALL BETTER

PRIDE=WHAT WE WANT TO BE KNOWN FOR

2023-2024!

TURNING VALUES INTO STANDARDS

RESPECT:

CORE VALUE

VALUE STATEMENT

RESPECT IN OUR RELATIONSHIPS BUILD AND SUSTAIN FEELINGS OF SAFETY, TRUST, AND WELL-BEING IN SELF, OTHER, AND OUR SYSTEMS

- ACT WITH EMPATHY, INTEGRITY, AND TRANSPARENCY.
- VALUE EVERYONE BY LISTENING TO UNDERSTAND AND RESPOND IN CONSTRUCTIVE POSITIVE WAYS.
- HONOR ALL OF THE FACES OF DIVERSITY.
- KNOW AND SET ASIDE BIAS WHEN COLLABORATING TO MAINTAIN PROFESSIONALISM.
- LEAN FORWARD AS AN EQUITABLE EDUCATOR, HEALING POTENTIAL HARM, CREATING A BRAVE SPACE FOR STUDENTS AND STAFF.

STANDARDS OF PRACTICE: BEHAVIORS;
WHAT THAT VALUE LOOKS LIKE IN ACTION.

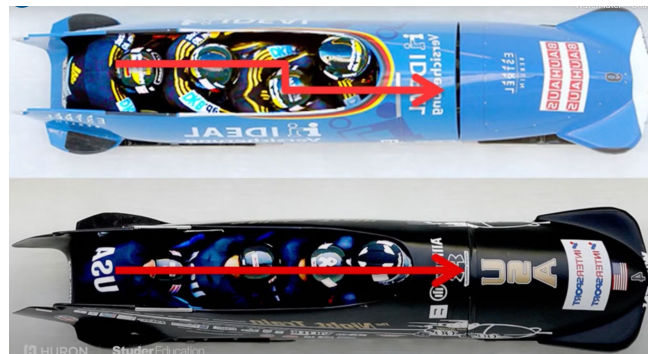
ESTACADA —SCHOOLS—

Alignment:

Misalignment

- KEY DRIVER OF REACHING OUT RESULTS
- WHAT MATTERS IS THE ENGAGEMENT OF THE WORKFORCE AND BY IN OF THE LEADER.
- WHAT IS MY ROLE AND DO I UNDERSTAND WHAT IS EXPECTED.
- YOU CAN COUNT ON ME.
- DO WE HAVE THE SKILL SETS

- COSTLY IMPACT FROM REACHING OUR GOALS
- CAN BE SUBTLE AND HARD TO SPOT AT TIMES.
- BOBSLED EXAMPLE



TURN AND TALK: WHAT DOES ALIGNMENT LOOK LIKE IN YOUR DISTRICT OR SCHOOL? HAS IT BEEN CLEARLY COMMUNICATED?

WHAT ARE YOU DOING ABOUT MISALIGNMENT?

ESTACADA —SCHOOLS—

LIVING ON THE WALLS AND WALKING THE HALLS!

HOW DO WE MAKE SURE OUR SOE IS LIVING IN OUR BUILDINGS?

IDEAS ON HOW WE HARDWIRE THIS PROCESS FOR US AND OUR STAFF?

RESISTANCE:

- WE NEED GREAT COMMUNITY MEMBERS NOT JUST GREAT TEACHERS.
- IF YOU SEE SOMETHING WE HAVE TO CALL IT OUT AND SAY SOMETHING.
- EMPOWER OUR STAFF TO HAVE DIFFICULT CONVERSATIONS: ACCOUNTABILITY. ALIGNED TO OUR MISSION, VISION, AND VALUES.



CULTURE EATS STRATEGY FOR BREAKFAST

systems

WHAT GETS RECOGNIZED GETS REPEATED

CULTURE OF

- TRUST
- COMMUNICATION
- BELONGING
- RECOGNITION
- FAIRNESS
- AUTONOMY
- WELL-BEING
- PEER/COWORKERS/HEALTHY TEAMS
- LEADERSHIP DEVELOPMENT
- CHANGE/MANAGEMENT



FACTORS THAT PREDICT TURNOVER:

- TOXIC CULTURE
- FAILURE TO RECOGNIZE
- JOB INSECURITY
- POOR RESPONSE TO SITUATIONS.

LEADERS GO FIRST! BEING INNOVATIVE

Hardwiring
Excellence
in Education

The Nine Principles®
Framework

Dr. Janel Picheur

Purpose. Worthwhile work. Making a difference.

THE
HUMAN
MARGIN



Building the
Foundations of Trust

Katharine Mease, PhD | Quinn Stauder, MSc

Reward and Recognize:

Value and appreciate people; working together gets results.

Be specific and genuine with recognition. -aligned to the mission, vision, and values of the organization and the work of your strategic plan.




Harvest the Wins Everyday-Continuous Improvement

Everyone in the organization is involved in recognizing others! -Continuous Improvement:

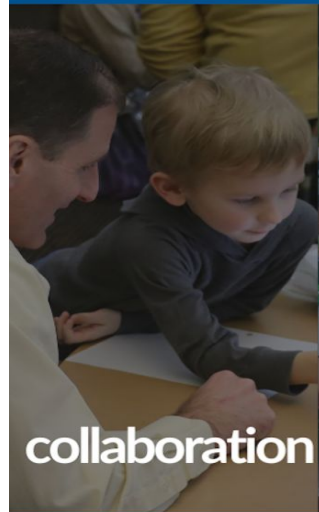
We have control over the ways we reward and recognize.



WHAT IS YOUR COMMITMENT TO THE STANDARD OF EXCELLENCE:

 KEEP DOING	 STOP DOING	 START DOING
<p>What are you already doing that you want to <u>keep doing</u>?</p>	<p>What do you want to <u>stop doing</u>?</p>	<p>What do you want to <u>start doing</u>?</p>

THANK YOU!



collaboration



respect



consistency



innovation



empathy



perseverance

ESTACADA —SCHOOLS—

We will start back up at 12:30pm. See you in a few!

TIME FOR
LUNCH



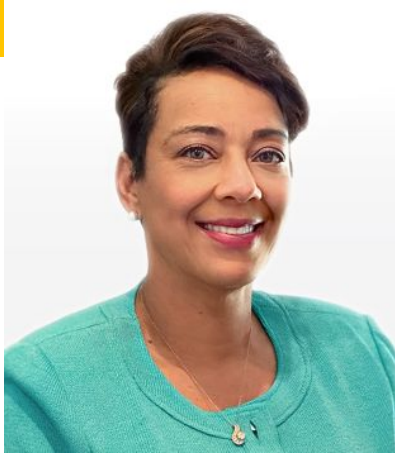
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ALIGNING OUR PRACTICES AROUND OUR PRIORITIES

FEEDBACK LOOPS:

- Rounding
- 3-2-1 Summary Tool
- Leader Action Plans & Stoplight Report
- 30 – 90 Day New Hire Interviews





**Dr. Bonita Coleman, Director
Leader Coach**
Connect: bcoleman@hcg.com

28 years of service in public education that includes the roles of teacher, central office and state department of education administration and district superintendent (Studer Partner) for over ten years.



**Dr. Charlotte Boling
Leader Coach**
Connect: cboling@hcg.com

- Leader, Teacher, and Instructional Designer
- K12, Higher Education, and state department of education systems including DODEA



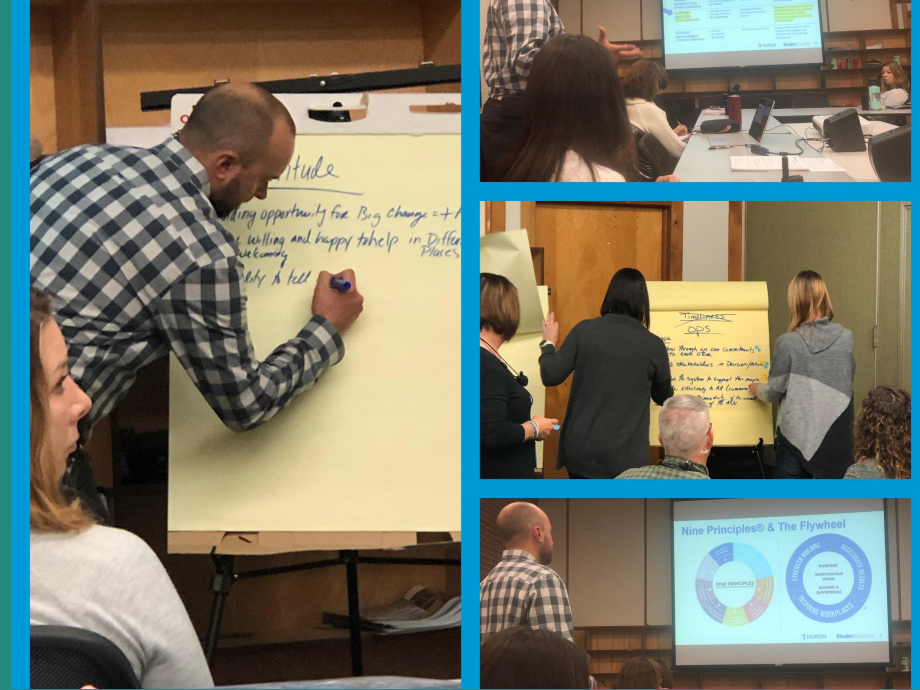
Brent Brummet
Connect: bbrummet@hcg.com

- 19 years serving as the principal of a diverse group of secondary schools, which range from rural to inner city.
- Served as president of the Florida Association of Secondary Principals, president of the Florida Association of School Administrators.

Always Actions

Aligning and Hardwiring Behaviors

- Always Actions are actions we routinely use to get better at getting better.
- Always Actions help us avoid, “Never Events.”
- Always Actions increase reliability by “doing” what we said we would do.



LEADERS GO FIRST!

FEEDBACK TO FEEDFORWARD



FEEDBACK LOOPS

The process of using feedback (around specific organizational goals, processes, or behaviors), to create a better product or workplace.

TOOLS & TACTICS:

- Leader rounding
- 30-90 Interview
- 3-2-1 Summary Tool
- Leader Action plan
- Connection to Gratitude

“Getting better at getting better.”

WHY?

ROUNDING FOR OUTCOMES



RELATIONSHIPS



APPROACHABILITY



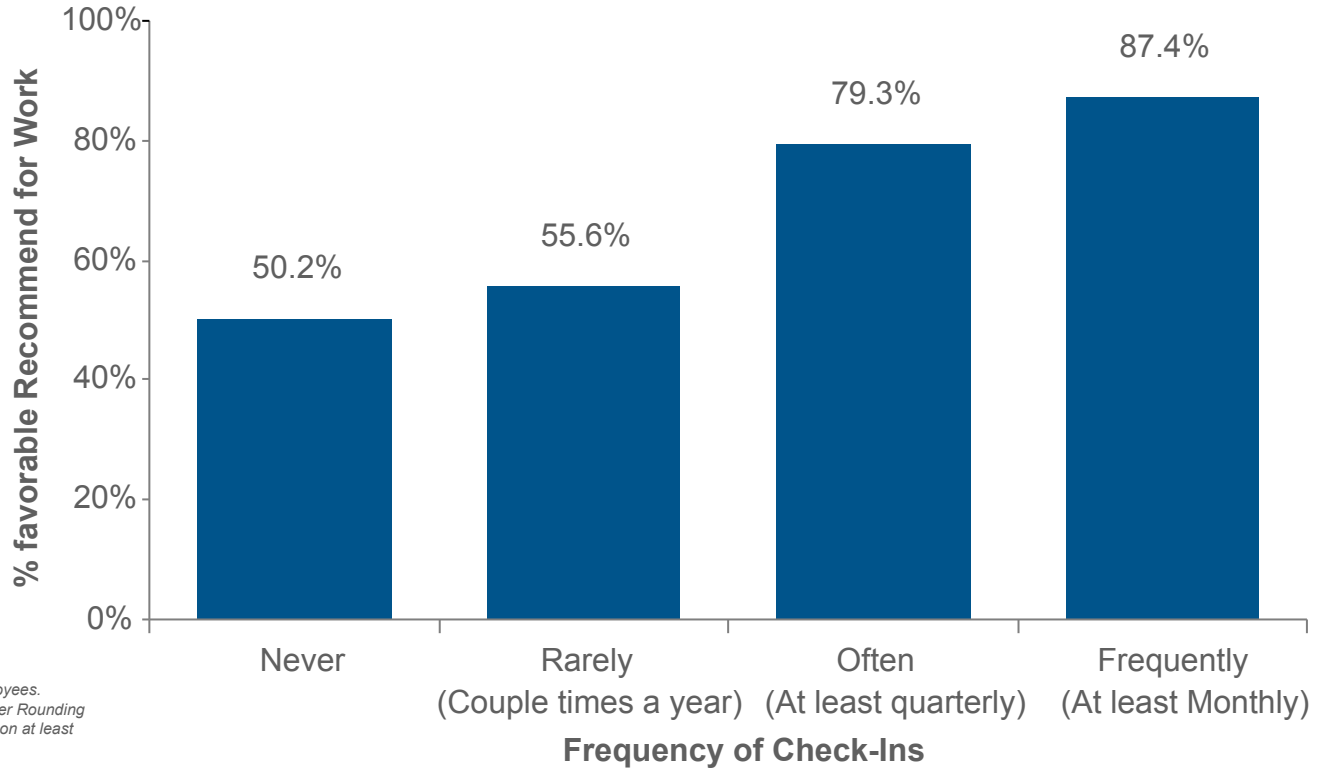
WILLINGNESS TO
WORK
SIDE-BY-SIDE



EFFICIENT
SYSTEMS

WHY? Rounding increases the employee experience

Tactic Implemented:
Leader Check-Ins
with Employees



*Source: Oregon Integrated Health System; 8700 employees.
Results are one year following implementation of Leader Rounding
on Staff and Physicians; Staff and physicians rounded on at least
monthly had the highest satisfaction levels.*

How do you round?



SCHEDULE A CONVERSATION, MAKE A CONNECTION,
ASK 4 QUESTIONS

Start with genuine care and a personal connection.

Standard Rounding Questions

What is working well?

Do you have the resources you need to do your job?

Is there anyone who has been especially helpful to you lately? (Anyone you would like to recognize?)

What ideas do you have for improvement?

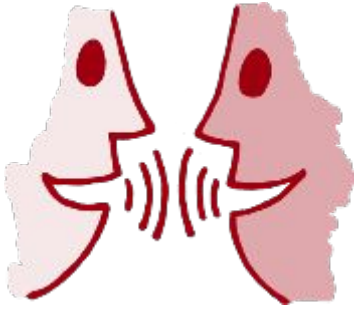
Rounding on a Specific Outcome or Goal
(New online communications newsletter)

What is working well with our new online communications newsletter?

Are you able to access the newsletter regularly to receive our most current information?

Is there anyone who has been especially helpful in showing others how to access the newsletter at your school that you would like to recognize?

Do you have an ideas for how we might improve our newsletter?



ROUNDING ON AN OUTCOME

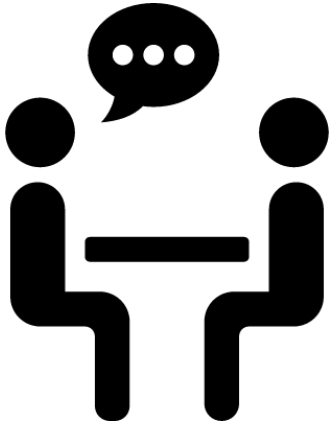
- Find a shoulder partner.
- Decide who will round and who will answer the rounding questions.
- Using the rounding protocol, practice rounding.
- Switch roles and repeat.

Rounding On An Outcome Protocol with an Example

Questions:

- ✓ I am working on making our meetings more effective. **What is working well?**
- ✓ When we are not being effective with our meetings **what's not working?**
- ✓ Is there anything we did in the last meeting that was **especially helpful to you that you would like me to keep doing?**
- ✓ **Has there been anyone especially helpful to you** as we work on designing and leading effective meetings?
- ✓ Thank you for meeting with me.

- How do we compare with what we said?
- What's working well?
- Have there been individuals who have been helpful to you?
- Based on your prior work, what ideas for improvement do you have?
- Is there any reason that you feel this is not the right place for you?



30 DAY



30 – 90 DAY NEW HIRE INTERVIEWS

90 DAY



- How do we compare with what we said?
- What's working well?
- Have there been individuals who have been helpful to you?
- Based on your prior work, what ideas for improvement do you have?
- Is there anyone you know that might be a good fit here?
- As your supervisor, how can I be helpful to you?

Rounding on Employees-Calendar of Questions

January Employee Engagement:	February Goal Alignment:	March Parent/Student Engagement:	April Standards/Values:
<ul style="list-style-type: none"> What item on our action plan are you most excited about to make this a great place to work? 	<ul style="list-style-type: none"> Do you have a clear understanding of our goals this year? How can you personally contribute to help meet these goals? 	<ul style="list-style-type: none"> What do you think we have done well on our action steps to improve parent satisfaction/student engagement? How might we adjust our actions? 	<ul style="list-style-type: none"> What progress do you think we are making in living our standards/values? What ideas do you have to increase our alignment to our standards/values?
May Employee Engagement:	June Service Excellence	July Teamwork:	August Managing up:
<ul style="list-style-type: none"> How are we progressing with our employee engagement action plan? What else needs to happen for us to successfully complete our plan? 	<ul style="list-style-type: none"> What percentage of the time do you think we are doing 5/10, AIDET®, AIAE? What are some examples you've seen lately of service excellence here? 	<ul style="list-style-type: none"> Who would you like to recognize from our school/department or from another school/department that has been helpful to you and why? How do you contribute as a team member? 	<ul style="list-style-type: none"> Give me an example of how you've managed up a coworker or another school/department to a parent or community member? Why is managing up important?
September Culture of Safety:	October Employee Engagement:	November Resources:	December Mission, Vision , Values and Strategic Plan:
<ul style="list-style-type: none"> Have you noticed anything that could be a safety concern for our students, parents, coworkers, visitors, or employees? What should we do when we notice something that may be a safety concern? 	<ul style="list-style-type: none"> How did you feel about the results of our employee engagement survey? What do you think should be our next steps to create or sustain a great work environment? 	<ul style="list-style-type: none"> Why is it important for us to manage our resources effectively (supplies, funding, staffing)? Do you have any ideas of how this organization can be more efficient or save dollars to better prepare it for the future? 	<ul style="list-style-type: none"> Do you know the Strategic Plan, mission, vision and values of our organization? Do you have any questions about the direction of our organization?

Rounding 3-2-1 Summary

3

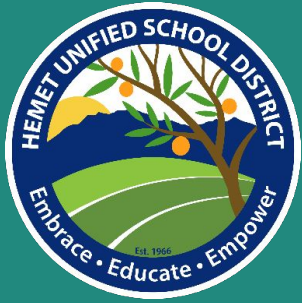
- THEME
- THEME
- THEME

2

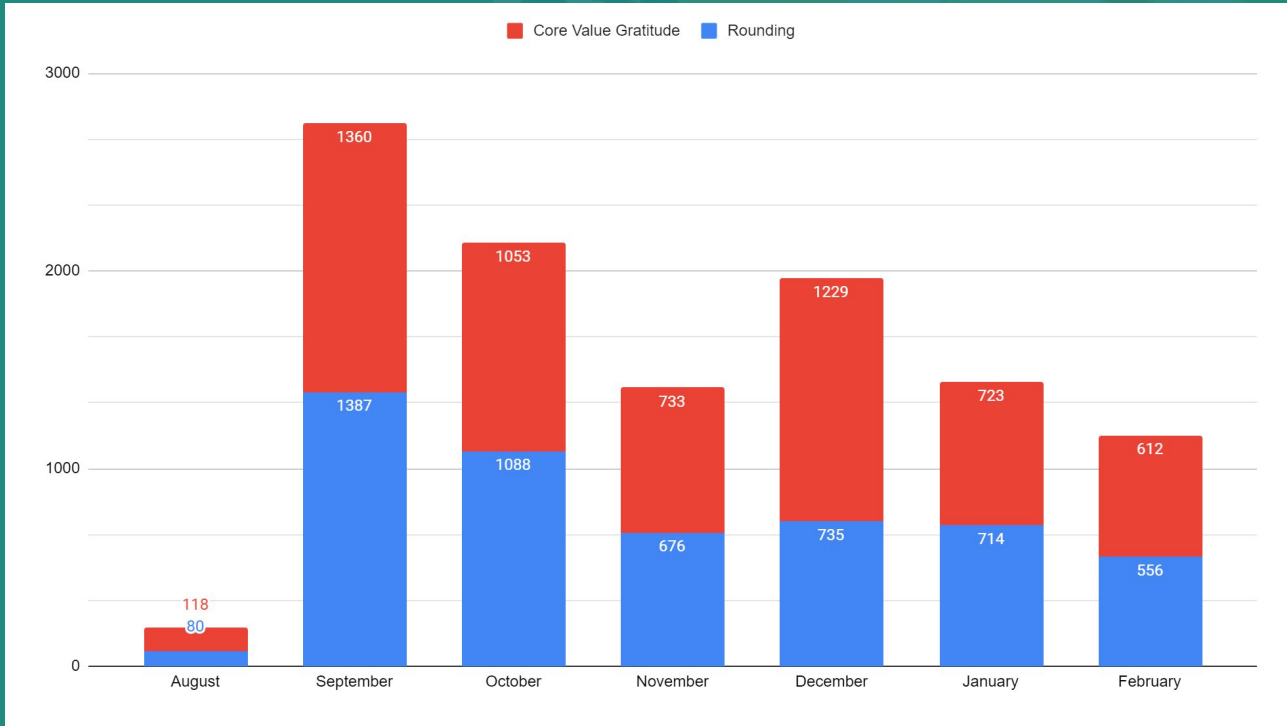
- **OPPORTUNITY TO CHANGE, GROW, OR IMPROVE**
- **OPPORTUNITY TO CHANGE, GROW, OR IMPROVE**

1

- **ACTION STEP TO TAKE FROM THIS FEEDBACK**



2023-2024 Acts of Rounding and Gratitude





What is Rounding telling us?

ALL EMPLOYEES

5,236

Acts of Rounding
Logged Aug.-Feb.

NEW EMPLOYEES

Teamwork and Collaboration

- Positive sentiments about teamwork, collaboration, and the cohesive functioning of teams.
- Expressions of satisfaction with team dynamics and successful streamlining of processes.
- Concerns about the volume of work and challenges in keeping up with the workload.

Supportive Work Environment

- Consistent mentions of feeling supported, welcomed, and appreciated in the workplace.
- Positive feedback about team collaboration and support from fellow team members and administrators.
- Expressions of gratitude for being hired in the district and appreciation for the overall support received.

Support and Communication

- Appreciation for support received, especially from administration, and feeling heard and valued.
- Emphasis on the importance of communication between departments, accountability among team members, and the provision of timely information.
- Concerns about attendance, disciplinary issues, and the need for clear next steps.

Job Satisfaction and Confidence in Roles

- High levels of job satisfaction, with staff expressing comfort, confidence, and feeling stronger in their roles as teachers.
- Desire to build capacity and seek ways to enhance skills, indicating a positive attitude toward professional growth.
- Feedback on the clarity of expectations, feeling comfortable with processes, and overall positive feelings about their roles.

Training and Support for Staff

- Recognition of the need for training, particularly for new staff, in areas such as IEP writing, compliance, and dealing with unscheduled events.
- Requests for additional support and clarification of expectations, especially for new teachers.
- Varied concerns about caseloads, scheduling services, and challenges in balancing push-in/pull-out services.

Training and Professional Development Support

- Recognition of support during training, with specific mentions of support during behind-the-wheel training for new employees.
- Requests for help with specific areas, such as classroom management, lesson transitions, and backwards mapping.
- New staff seeking support for balancing work duties and responsibilities, indicating a focus on ongoing professional development.

HEMET USD – RECOGNITION SNAPSHOT – JANUARY 2024

██████████ shared that you have been especially helpful to Him. Thanks for all you do!" [Cawston Elementary]

██████████ is always ready to answer my questions. She has been very helpful!" [Health Services]

██████████ Thank you so much for all the support you give to our Kinder and TK kids. Thank you for including our little ones in music. - ██████████" [Cottonwood School]

"For Lees rounding on app, ██████████ has been especially helpful. She has continued to pursue unresolved issues to help find a resolution. Also, thank you to ██████████ He has helped to pursue and resolve our issues." [Print Shop]

"Barbara has been helpful to me by covering for me when I'm not here. She helps with credit card checkout and receiving documents in Purchasing." [Purchasing Dept]

"██████████ Thank you so much for all of your support in my classroom, especially in math. My practice has improved so much because of you. - ██████████" [Cottonwood School]

██████████ thank you for being so helpful to ██████████ in cross training her in cafeteria manager duties!" [McSweeny Elementary]

"██████████ would like to recognize ██████████ from Print Shop, sharing that she is always quick to respond; her follow-through is great; and she has taken on last-minute projects for ██████████ and Cabinet without question. Thank you, ██████████" [Continuous Improvement & Data Analytics]



"Hi ██████████ I met with ██████████ today and he mentioned how appreciative he is of the ongoing and timely support that you offer him and our security team. Specifically, he mentioned that on a daily basis, you are ahead of the game in knowing where our absences are and have already begun to craft a plan to mitigate prior to meeting with him. I greatly appreciate your dedication and the way you care for our team. Take care, ██████████" [Security]

██████████ is grateful for the support and leadership ██████████ and ██████████ have provided her with." [Student Services]

"Dear ██████████ shared you have been especially helpful to him and his work. He shared how much he appreciates you because you are proficient, consciences, often predicts his needs, and such a life saver to him and the work!" [Technology]

██████████ has been especially helpful and responsive with our launch of the new system Allocadence." [Warehouse]

"Thank you, ██████████ for being so helpful to ██████████ Recently, she expressed how much she appreciates the support you have provided her in her role as a LIA." [Whittier Elementary]

██████████ and staff, thank you all for of your efforts to help train ██████████ and your other new staff." [Tahquitz High]

██████████ recognized ██████████. ██████████ has oriented her to some of the parent engagement activities she and the previous parent liaison were working on and has been instrumental in helping her acclimate to her role." [Wellness and Community Outreach Center]

TRANSFORMING FEEDBACK INTO ACTION

CREATING A STOPLIGHT ACTION PLAN

A TOOL TO MONITOR PROGRESS ON KEY GOALS, STRATEGIC ACTIONS, PROCESSES



GOAL	What will you do? Strategic Action	Who?	Result	Status
				Red
				Yellow
				Green
				Orange

IT'S ALL ABOUT EXECUTION!

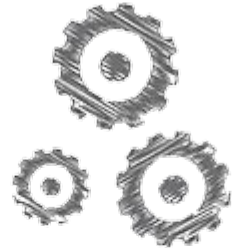
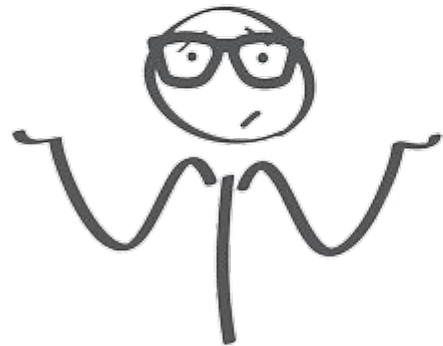
Rounding for outcomes is a skill set that engages staff and customers. It achieves multiple results. It increases staff retention, improves operational efficiency, and gets quicker action on performance issues. ***It enables a leader to play offense, not defense.***”



QUINT STUDER, BOOK: *RESULTS THAT LAST*

REFLECTING ON OUR LEARNING...

WHAT?



SO WHAT?

NOW WHAT?



6

HUDDLING AROUND
IMPROVEMENT

SHORT CYCLE
MONITORING &
SCORECARD PILLAR
REPORT OUTS

*ESTACADA PILLAR
CHAMPIONS*

PREVENTATIVE MAINTENANCE



WORK ORDER COMPLETION



SCHOOL IMPROVEMENT TEAM: HUDDLING AROUND IMPROVEMENT

4 Key Elements to the Report Out Protocol

WINS

WINS: What wins or successes can we recognize and share? Briefly share what you have learned from these wins. Highlight data that identifies successes to confirm and validate your wins.

Current Status: Did we do what we said we would do? Action plan stoplight report: Green, Yellow, Red.

What is the current progress data for our goals/actions? Highlight growth as well as data that identifies barriers, challenges, or where we are stuck.

STATUS & EVIDENCE

BARRIERS

Where are we stuck? What barriers, challenges OR opportunities are we facing? Are we treating the root cause or the symptom? *Improve an outcome, eliminate a hassle, or solve a problem?* Share your thoughts and wonderings about any barriers? **[This is just a report out, problem solving will occur later.]**

FEEDFORWARD: Where are we going next? What is our next best move?
PREDICT: How will our NEXT MOVES help us achieve our desired result?

FORECAST (NEXT BEST MOVES)

THE IMPROVEMENT TEAM HUDDLE

CELEBRATING WINS & SOLVING PROBLEMS



The Improvement Huddle

- The purpose of this protocol is to quickly check in on the goals and actions.
- Using data around key leading measures, team members report out and celebrate wins, monitor progress, identify problems, and make timely adjustments that lead to student success..

STUDENTS: ING STANDARDS

POSTER SESSION DISCUSSION

POSTER SESSION DIRECTIONS:

STEP 1: Find the two roundtable numbers on your table name plate.

STEP 2: You will have one minute to quickly move to the easel with your first number. Once there, we will begin time. Each poster session is a total of 15 mins.

STEP 3: When you hear the signal, move to your next roundtable.

You will return to your original table after the second roundtable is concluded. Please wait to move back to your table until you hear the signal.



7

A SUPERINTENDENT PANEL

Facilitator:
Bonita Coleman



GUEST PANELISTS

Shay James Superintendent
North Clackamas SD
Oregon



Ivonne Dibblee Asst. Superintendent
North Clackamas SD
Oregon



Dorie Vickery
Superintendent
Sheridan SD
Oregon



Bradley Roberson
Superintendent
Oxford SD
Mississippi



Moderator:
Bonita Coleman
Leader Coach Director
Studer Education



Host Superintendent:
Ryan Carpenter
Estacada School District



Q1: PANEL

What is one piece of practical advice you would give to a team starting out?



Q2: PANEL

What do you know now that you didn't at the beginning of your district's Continuous Improvement journey and how would you apply this knowledge in retrospective?



Q3: PANEL

What specific tactics or strategies have helped you and your team the most in your improvement journey thus far?



Q4: PANEL

How has your definition of continuous improvement been informed as a result of partnering with Studer Education?



Q5: PANEL

What is the difference between implementing isolated strategies and driving changes in your system by aligning goals, strategies, behaviors, and processes to achieve your desired results?



GUEST PANELISTS

Shay James Superintendent
North Clackamas SD
Oregon



Ivonne Dibblee Asst. Superintendent
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Sheridan SD
Oregon



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Oxford SD
Mississippi

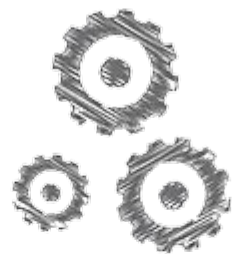


Thank
you!

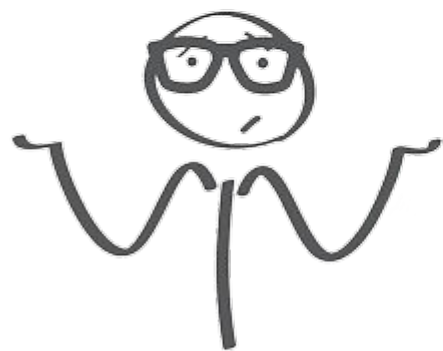


**REFLECTING ON OUR DAY OF LEARNING...
AND DON'T FORGET, TURN LEARNING INTO ACTION!**

WHAT?



NOW WHAT?



SO WHAT?

ripples.

when you create a difference
in someone's life,
you not only impact their life,
you impact everyone influenced by them
throughout their entire lifetime.

no act is ever too small.

one by one,
this is how to make an ocean rise.

— UNKNOWN |



*Thank
you!*

Continue to Learn With Us



October 22-24, 2024 · Westminster, CO

Hardwiring Excellence in Education: Culture, Strategy, and Leadership

The largest education leadership conference focused on strengthening leadership practices to achieve outcomes. Education leaders across the country gather to showcase the impressive achievements in their schools that began by leading people instead of initiatives.



Continuous Improvement Tours

Embark on a transformative journey toward educational excellence. In the Estacada School District, we believe in sharing our knowledge and expertise through our Improvement Science Walk Through Workshops, designed to empower school districts with the tools, strategies, and insights needed to drive continuous improvement.



Connect with the Team

Jennifer Behrman

Director of Teaching & Learning
Estacada School District
behrmanj@estacada.k12.or.us