KEYSTONE
POLICY CENTER

Access To Opportunity Task Force

Meeting 3: November 10th, 2026



Our Team



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Assistant Project Manager



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Senior Project Director

Welcome Daniela Leibovici, Administrative Coordinator!

Session Goals

- **Validate conditions for success**: Identify the practices, structures, and enabling conditions that contribute to success in schools and districts.
- **Identify barriers**: Establish a foundation for examining barriers to replicating successful practices across Colorado
- **Generate preliminary solutions**: Identify potential strategies for addressing high-priority barriers.
- **Prioritize opportunities**: Establish an initial set of opportunities to inform recommendations during Meeting #4.

Agenda

9:30–10:00	Welcome/ Bridge from Meeting #2
10:00–10:50	Learning from Success: Review findings and **conditions** for success
10:50–11:00	*Break*
11:00–12:15	Identifying Barriers: Small-group **barrier** identification workshop
12:15–12:45	*Lunch*
12:45–1:45	Moving from Barriers to Solutions: Structured **solution** generation
1:45–2:00	*Break*
2:00–2:30	Connecting the Dots: Emerging Findings and Opportunities
2:30–3:00	Looking Ahead: From Findings to Recommendations
3:00–3:15	Reflection & Next Steps: Preparing for Meeting #4

Roles

Keystone Staff:

- Facilitate the conversation - Create space for productive dialogue, different perspectives, and thoughtful discussion.
- Support the Task Force's work- Help organize ideas, identify areas of agreement and tension, and keep the group moving toward its charge and recommendations.

Task Force members:

- Bring your perspective and stay curious - Share your experience and expertise, listen to different perspectives, and help build a shared understanding of educational opportunity across Colorado.
- Help shape the path forward - Identify what appears to be working, surface challenges and tensions, and identify the questions and evidence we need to explore before developing recommendations.

Working Agreements

- ✓ Agree to disagree
- ✓ Expect and accept non-closure
- ✓ Grounding ourselves in data
- ✓ Assume best intentions
- ✓ Listen to understand
- ✓ Avoid interruptions
- ✓ Be present
- ✓ Feedback on the idea, not the person
- ✓ Center kids furthest from opportunity

Where We're At

- **Legislative Charge:** To identify successful schools and practices, understand what drives success, and examine barriers to expanding opportunity.
- **Intended Audience:** Consider how the findings will inform state policymakers, education leaders, and other stakeholders.
- **Required Findings:** Identify effective practices, conditions for success, and policy or structural barriers to replication.
- **Final Recommendations:** Develop actionable, evidence-informed recommendations that expand educational opportunity for Colorado students.

Task Force Roadmap

#1: Build Shared Understanding
September 16

#2: Learn From Success
October 27

#3: Identify Barriers
November 10

#4: Build Recommendations
November 19

#5: Refine & Finalize
December 17

The Task Force's report must be submitted no later than five months after the first meeting.

Election Results

- State Board: 5 democrats, 4 republicans
- Legislature:
  - House: 47 Dem / 15 Rep (3 to call); new Speaker Jennifer Bacon
  - Senate: 24 Dem / 11 Rep
- Governor: Phil Weiser
- Ballot Measures
  - NN: Passed
    - Surplus funds for educational programs, increasing teacher pay, reducing teacher turnover, limiting the number of students in classrooms, and preparing students for the workforce.
  - 87: Passed
    - Allocates revenue to the Colorado Future's Account, which funds K-12 public school education, health care, and early child care programs.

Where We're At

- **Reflect on Persistent Opportunity Gaps:** Summarize key findings from statewide data and previous discussions, including gaps affecting multilingual learners and other student populations.
- **Revisit Schools Demonstrating Success:** Review schools and districts identified as demonstrating sustained success and emerging insights about the conditions supporting their outcomes.

CDE Follow-Up

- Data on multilingual learners, attendance and TLCC

Reorienting Around the Legislation

- 10(c): The study conducted by the track force must consider: The **programs, strategies, practices, and conditions**, including, but not limited to conditions of policy, resource allocation, community involvement, school philosophy, and school climate, of the schools and districts.

Review Conditions for Success

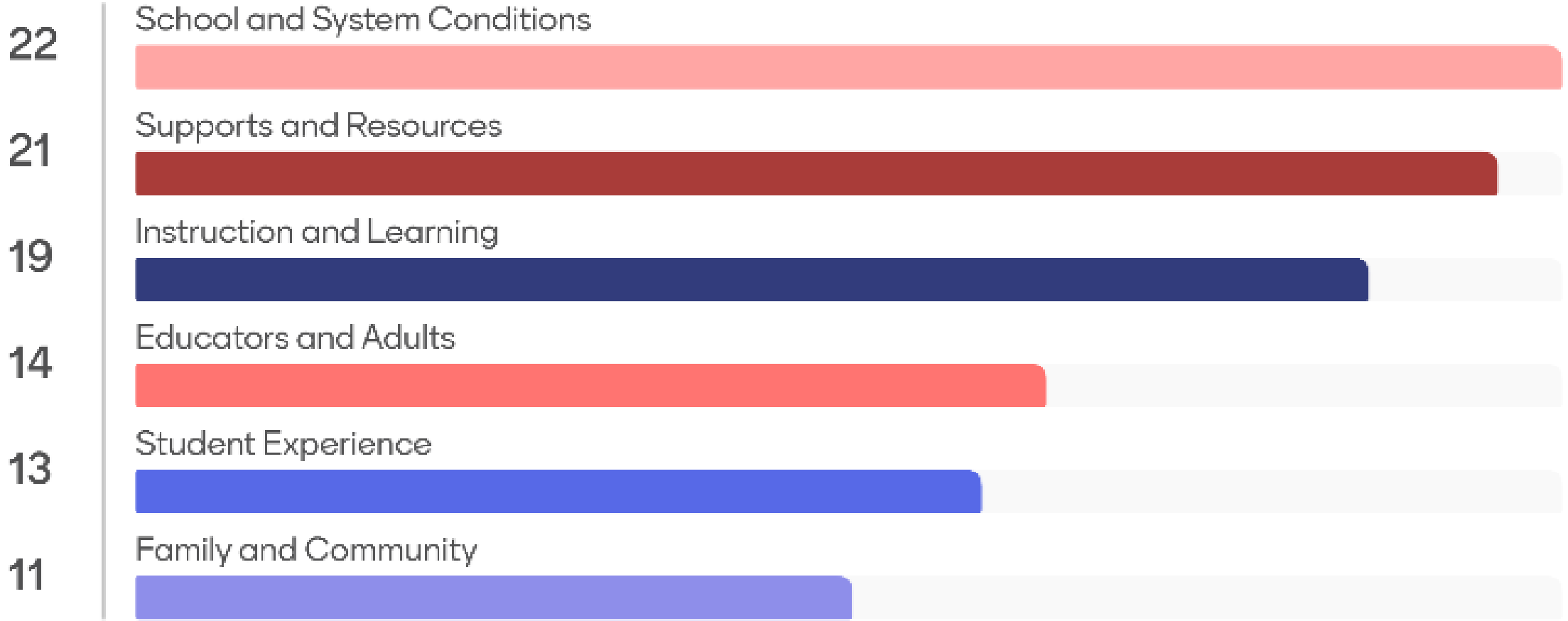
Condition	Emerging Elements from Meeting #1
Student Experience	Belonging, safety, high expectations, agency, meaningful learning, and exposure to real-world experiences
Educators & Adults	High-quality educators, stable staffing, strong student-adult relationships, professional learning, time, and support
Instruction & Learning	Rigorous instruction, quality learning experiences, personalized supports, productive struggle, and effective use of data
Family & Community	Family partnership, clear communication, community connections, shared goals, and supports beyond the classroom
Supports & Resources	Academic and social supports, basic needs, equitable access to resources, specialized services, and access to opportunities
School & System Conditions	Leadership, intentional school design, staffing, flexibility, funding, time, accountability, resource allocation, and implementation capacity

A Vision for Quality Schools (*link*)



Colorado Examples

- Minnequa E.S. – Instructional leadership and high expectations
- Central E.S. – Shared leadership and community ownership
- Dillon Valley E.S. – Innovation and long-term measures of success
- DSST Public Schools – Data-informed accountability and support
- Harrison School District 2 – Belonging and systemwide culture


22
School and System Conditions
21
Supports and Resources
19
Instruction and Learning
14
Educators and Adults
13
Student Experience
11
Family and Community

Proposed Condition Categories

- Foundational: Conditions that must be in place first.
- Supporting: Inputs that complement the foundational conditions leading to outcomes.
- Outcomes: The results of enabling conditions.

Foundational

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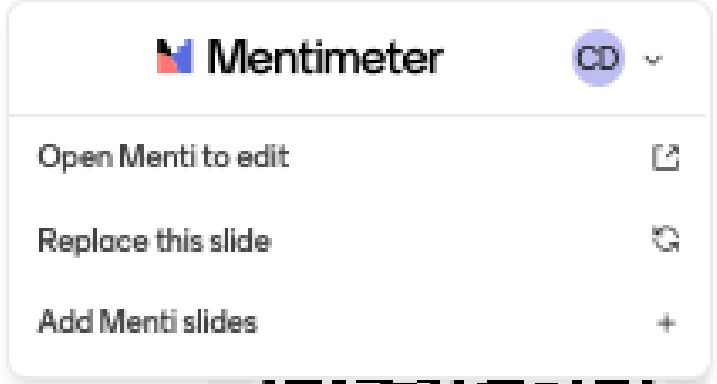


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Supporting


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Outcomes

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Review Conditions for Success

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Identifying Barriers: Small-Group Workshop

Reorienting Around the Legislation

- 10(d) the nonfinancial **barriers** that prevent effective schools and practices from being replicated and expanded across Colorado and what policy changes are necessary to remove those barriers within existing resources?

Technical and Adaptive Challenges

Technical

- Problems where the solution is generally known and can be addressed through expertise, resources, policies, processes, or structures.
- Examples: Policies, funding, staffing, data, organizational structure

Adaptive

- Problems that require people or organizations to change behaviors, beliefs, relationships, priorities, or ways of working.
- Examples: Beliefs, expectations, behaviors, relationships, trust, competing priorities

Small-Group Discussion

- What limits the replication of successful practices?
- *Consider the technical and adaptive dimensions*

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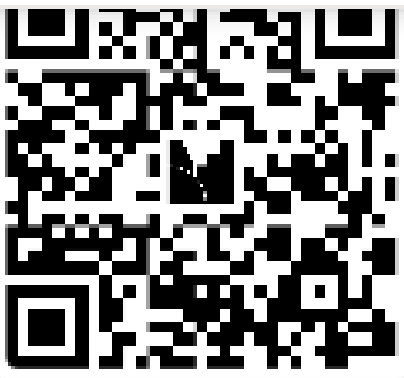
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What are barriers within foundational conditions?

Responses can be up to 200 characters and will appear here.

You can group responses if you get more than 10.

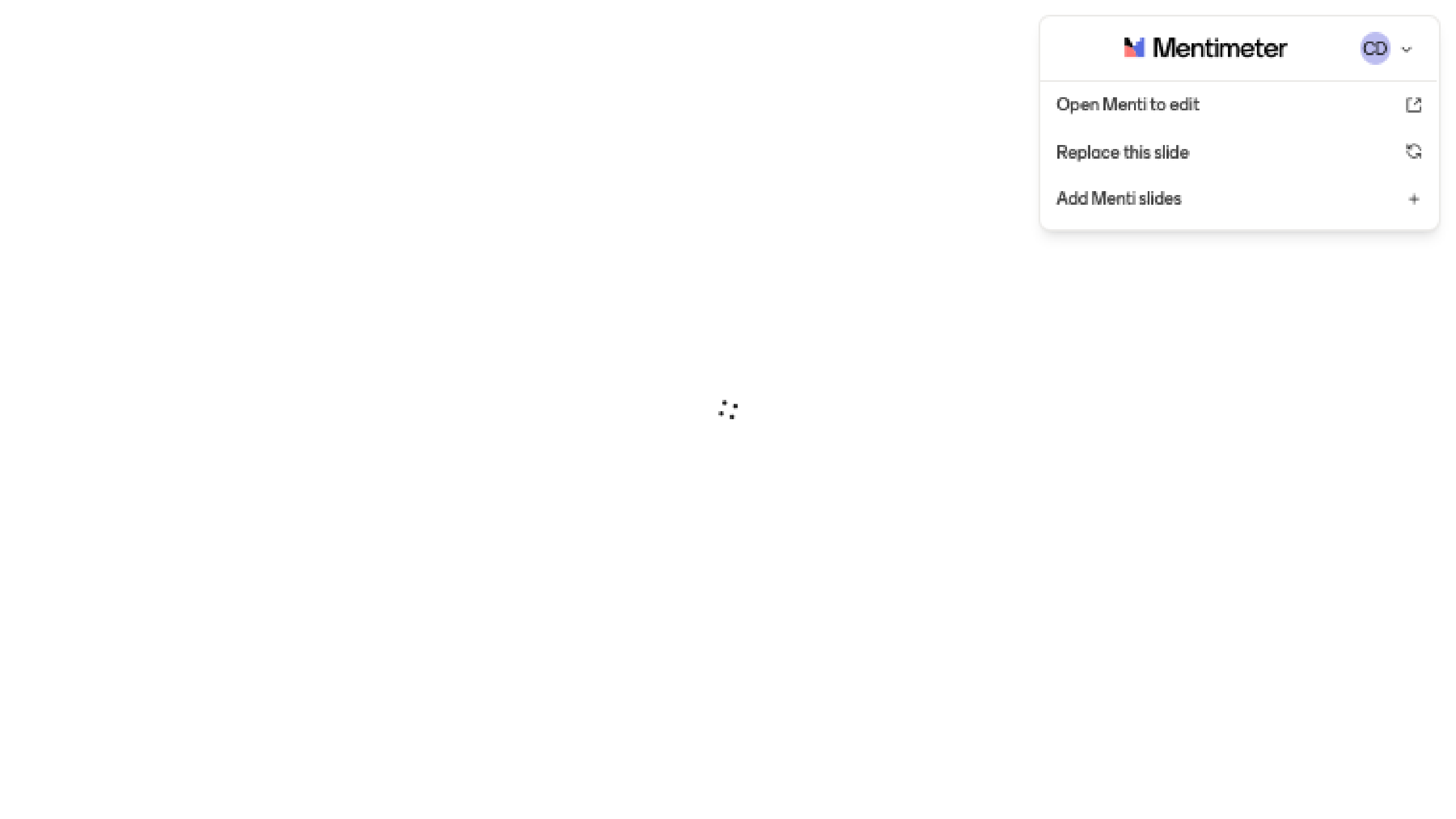
Turn on voting so people can flag their favorite responses.



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What are technical and adaptive barriers within supporting conditions?

Responses can be up to 200 characters and will appear here.

You can group responses if you get more than 10.

Turn on voting so people can flag their favorite responses.



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Whole-Group Discussion

- Identify:
  - Common themes
  - Emerging areas of agreement

30-Minute Lunch

Moving from Barriers to Solutions: Structured Solution Generation

Reorienting Around the Legislation

- 10(f): How Colorado can redesign its education system to better support innovation, continuous improvement, and future-ready learning models while maintaining accountability for academic outcomes.

Process

- Assign groups to 1 of 3 categories
- Review barriers from polls
  - Select **two barriers** and brainstorm solutions, answering the question: **What can the state do to address this barrier?**
- Each group reports out
- Whole group discussion:
  - **What resonates?**
  - **What's still missing?**

Break

Connecting the Dots: Emerging Findings and Opportunities

- What themes are emerging across today's discussions?
- What ideas deserve further exploration?
- What surprised you or challenged your thinking today?

Looking Ahead: From Findings to Recommendations

- What makes a strong recommendation?
  - Impact on student outcomes
  - Feasibility
  - Potential for statewide implementation
  - Targeted, focused on equity
- What do we still need to know?
  - Engaging stakeholders (empathy interviews – screen share)

Engaging stakeholders

Purpose: These conversations are intended to deepen our understanding of what supports student success, the barriers that limit opportunity, and the practical considerations that should inform our recommendations.

- Conduct 2–3 conversations with stakeholders who can offer perspectives on educational opportunities in Colorado.
- Consider speaking with students, families, educators, school leaders, or community partners.
- Plan for approximately 15–20 minutes per conversation.
- Use the six guiding questions provided via Google Form
- Listen with curiosity. Ask follow-up questions to better understand experiences rather than debating or defending positions.
- Capture key themes and examples without identifying individuals unless they have given permission.

Reflections and Next Steps: Preparing for Meeting #4

- What is one important insight you're taking away from today's discussion?
- What is one question we need to answer before developing our final recommendations?

Thank You!

Next Meeting:
November 19th – Virtual
(9:00 a.m. – noon)