



Anatomy Of Change

SYSTEMS PROCESS

**Staff & Administrator Workload
&
Allocation Of Resources
How We Can Better Maximize Student Achievement**



Workload



PROBLEM

- Insufficient Time To Plan At The School District & School Levels
- Workload Exceeding Individual & Organizational Capacities
- No Advanced Planning System At The State Level That:
 - Provides A Common Planning Framework
 - Has A Predictable Long Range Plan (2 Years & Beyond)

PROBLEM

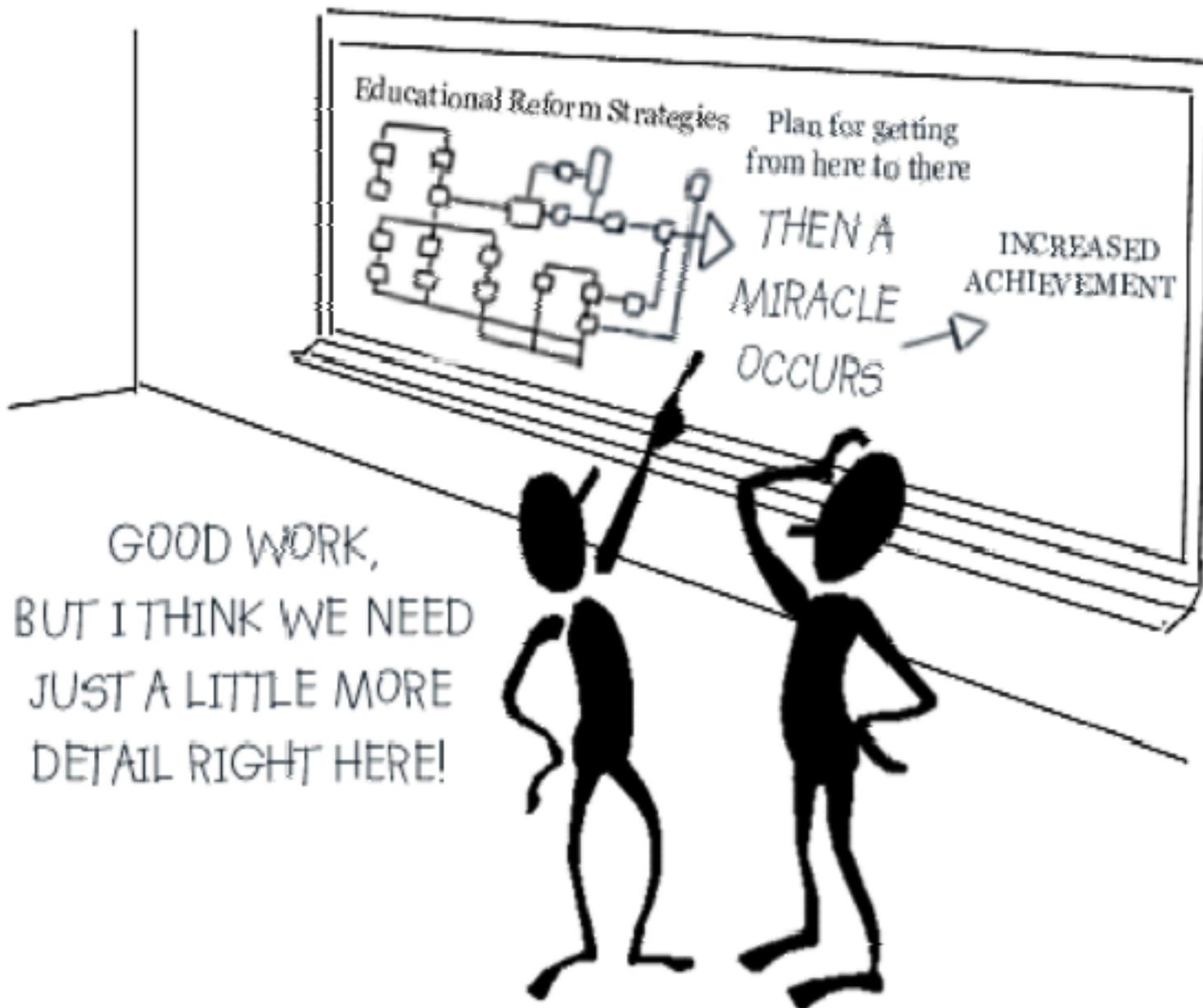
- Resource Timeline And Planning Timeline Are Disconnected
- Multiple Offices At The State Level Responsible For New Initiatives

Why We Must Change

Our Current Education System Isn't Organized Or Resourced To Meet Twenty-First Century Education Requirements

Our Issue: Not Just About, Curricula Content, Adequate Staffing Or Sufficient Dollars.....

Our Organization, Process & **TIME** Must Be Better Aligned



Should The Office of Superintendent of Public Instruction (OSPI) & Our State Be Concerned About School District.....

Organizational Capacity?

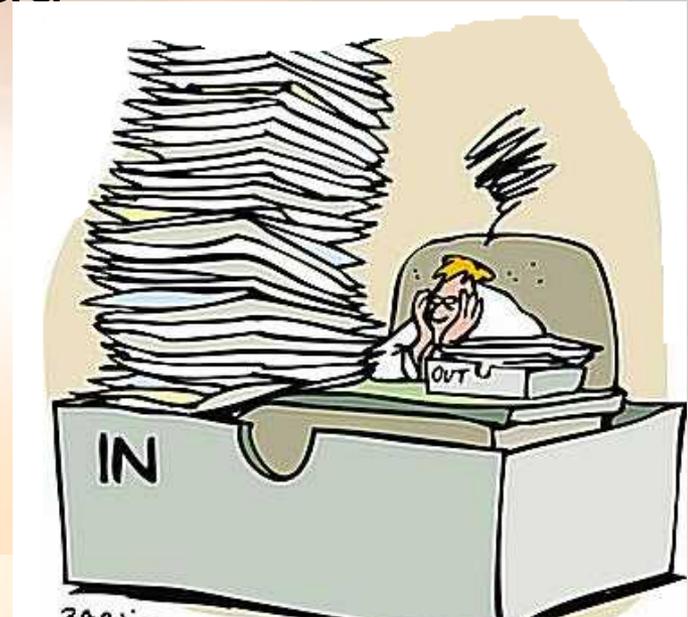
*The Ability To Implement Directives In A **Timely**,
Productive & Purposeful Way?*

If The Answer To The Above Statement is YES.....

?

How Does OSPI & Our State....?

- “Meter” School District Workload
- Know When The Saturation Point Has Neared Or Exceeded Organizational Capacity



If There Isn't A System In Place To Answer These Questions..... How Can The State Legislature & Governor:

*Set Expectations
Target Resources*

?

At The State Level....

State Legislature – SBE - OSPI

There Are Recognized Shortfalls & Plans To Address

What About

- | | |
|---|---|
| ✓ Student Learning & Assessment | ? Time To Plan |
| ✓ Leader & Staff Professional Development | ? Time To Communicate |
| ✓ Funding Shortfalls | ? Time To Synchronize
With All Other
Reform Initiatives |
| ✓ Staffing Levels | |

***The Problem Is More About HOW We Are Changing
Not WHAT We Are Changing***

Workload Defined

- ***General Recognition & Understanding That There Is An Organizational Capacity Threshold Around The Number Of Initiatives That Can Be Planned And Implemented Simultaneously***
- Routine v New Initiative Workload
- Tasks Involved For Each Initiative Are Listed
- Tasks Are Outlined At The State, School District, School, And Classroom Levels
 - A Common Understanding At Every Level About What Is Expected
- Each Task Is Identified With An Expected Number Of Required Days/Weeks/Months
- There Are Two Types Of Tasks In Support Of An Initiative: Specified and Implied

Two Ways To Determine Organizational Capacity.....

1. *Break The Organization* *Or*
2. *Design A System/Process To Predict The Breaking Point Threshold*

What Are The Specified Education Reform Initiatives?



Initiative: A Specific Action That Must Be Accomplished With The Intent Of Improving Student Achievement

What Are The Specified Education Reform Related Tasks?

That Correspond To Each Initiative



What Are The Implied Education Reform Related Tasks?

That Correspond To Each Initiative



Initiative: Math

What Are The Specified Tasks?

Specified Task: Expressly Directed

State: Implement Elementary PEs - Prepare Students for SY 09-10 WASL & Conduct Staff Development

Initiative: Math

What Are Some Of The Implied Tasks?

Implied Task: Necessary To Implement Expressed Task
But Not Specified Or Directed & Most Likely Not Resourced

Superintendent: *Plan, Schedule & Discuss Changes W/Principals*

Principal: *Plan, Schedule & Discuss Changes with Staff*

Staff: *Schedule, Discuss, Learn & Implement New Material/Concepts*

*Most Of The Time....Almost Always.....ALL The Implied Tasks Are Not
Apparent, Accounted For, Or Resourced! Resources Include:*

TIME, Money & People

Organizational Capacity

Initiative + Specified Tasks + Implied Tasks =
Workload For ONE Initiative

ALL Initiatives + ALL Specified Tasks +
ALL Implied Tasks =
The Capacity OR NOT To Change

Simultaneity

How Many Initiatives & Tasks Can The...

- **The Central Office**
- **Principal**
- **Teacher**

Simultaneously Plan & Implement?

Positive & Negative Synergy!

Initiative & Task “Calculus”

Central Office

<u>Initiatives</u>		<u>Specified Tasks</u>		<u>Implied Tasks</u>
1 Math	X 2	Math	X 6	Math
Science		Science		Science
Writing		Writing		Writing
Reading		Reading		Reading

Implement New PEs

Plan Staff
Development
Implement New PEs
WASL SY 09-10

Plan Cabinet Discussions
Plan Principal
Discussions
Plan School Board
Discussions
Plan Communications
w/All Stakeholders
Plan Leader & Staff
Development
Analyze Staffing Impacts¹⁷

Initiative & Task “Calculus”

Principal

<u>Initiatives</u>		<u>Specified Tasks</u>		<u>Implied Tasks</u>
1 Math	X 2	Math	X 6	Math
Science		Science		Science
Writing		Writing		Writing
Reading		Reading		Reading

Implement New PEs

Plan Staff
Development
Implement SY 09-10

Plan Staff
Discussions
Plan Communications
w/All Stakeholders
Plan Staff
Development
Analyze Staffing
Impacts

Initiative & Task “Calculus”

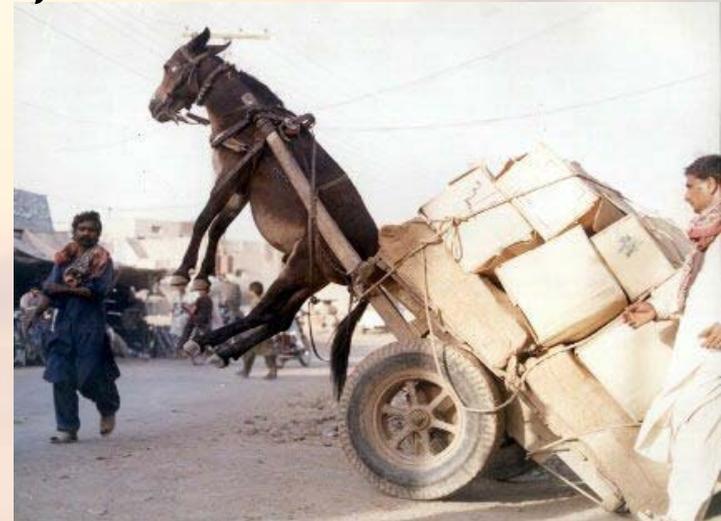
Elementary Teacher

<u>Initiatives</u>		<u>Specified</u> <u>Tasks</u>		<u>Implied</u> <u>Tasks</u>
1 Math	X 2	Math	X 6	Math
1 Science	X 3	Science	X 9	Science
1 Writing	X 2	Writing	X 3	Writing
1 Reading	X 5	Reading	X 5	Reading

***For Every Initiative, Ever Specified Task,
Every Implied Task The Central Office
Must Be Involved With The Details***

So

***How Can The Central Office Better
Organize To Provide The Best
Support Possible For Building
Administrators & Staff***



Who Has The Responsibility To Identify Specified & Implied Tasks?

MATH

SPECIFIED TASKS
SPECIFIED TASKS
SPECIFIED TASKS
SPECIFIED TASKS
SPECIFIED TASKS

Legislature

State Board

OSPI

School District

School

IMPLIED TASKS

IMPLIED TASKS

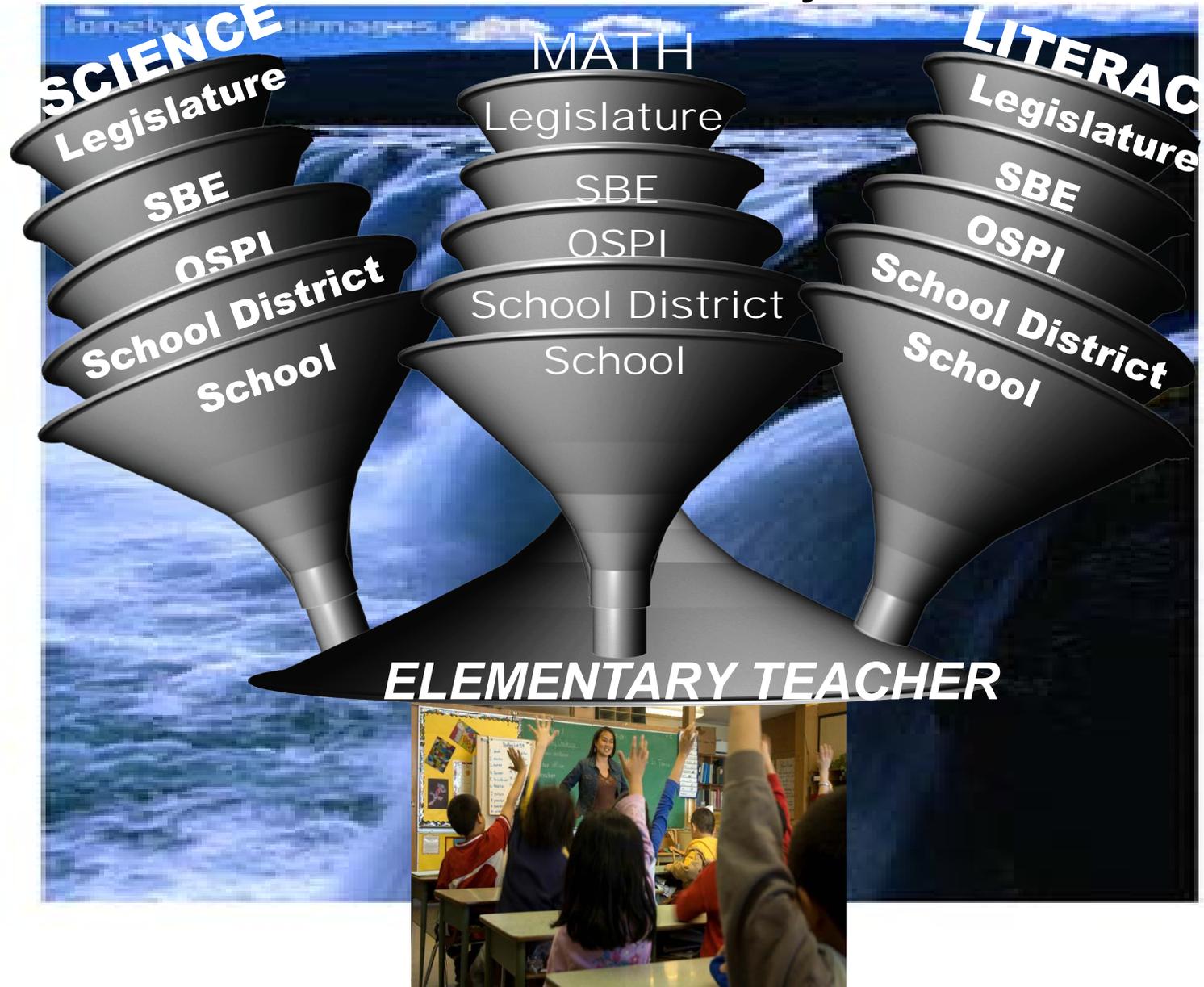
IMPLIED TASKS

IMPLIED TASKS

IMPLIED TASKS



Simultaneity



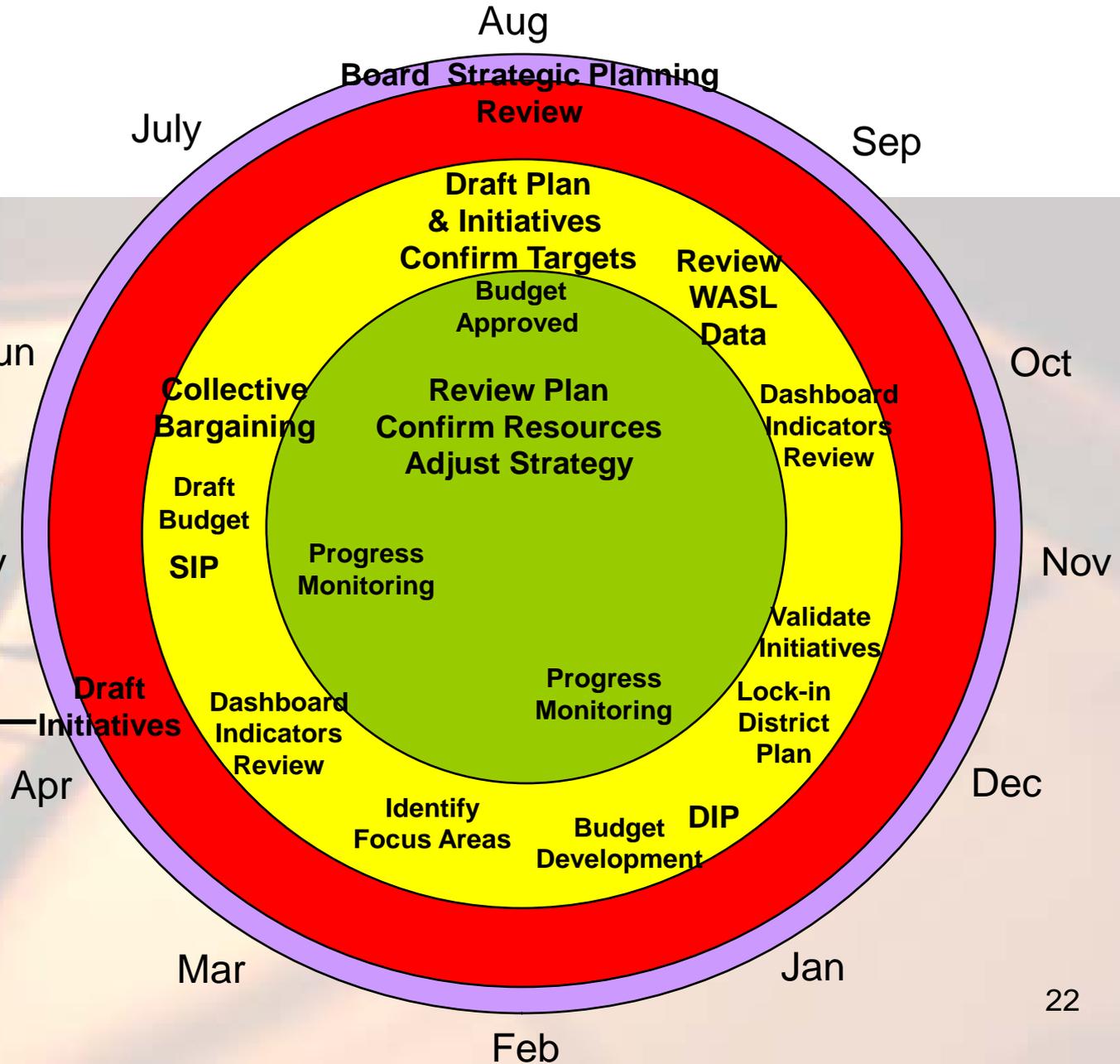
Advanced Planning Template

Critical Events
State & OSPI

New Initiatives

\$ Allocation

Sine Die



Advance Planning Years

- 12-14** 3-5 Long Range
- 10-12** 2 Long Range
- 9-10** 1 Short Range
- 8-9** Current July - Jun

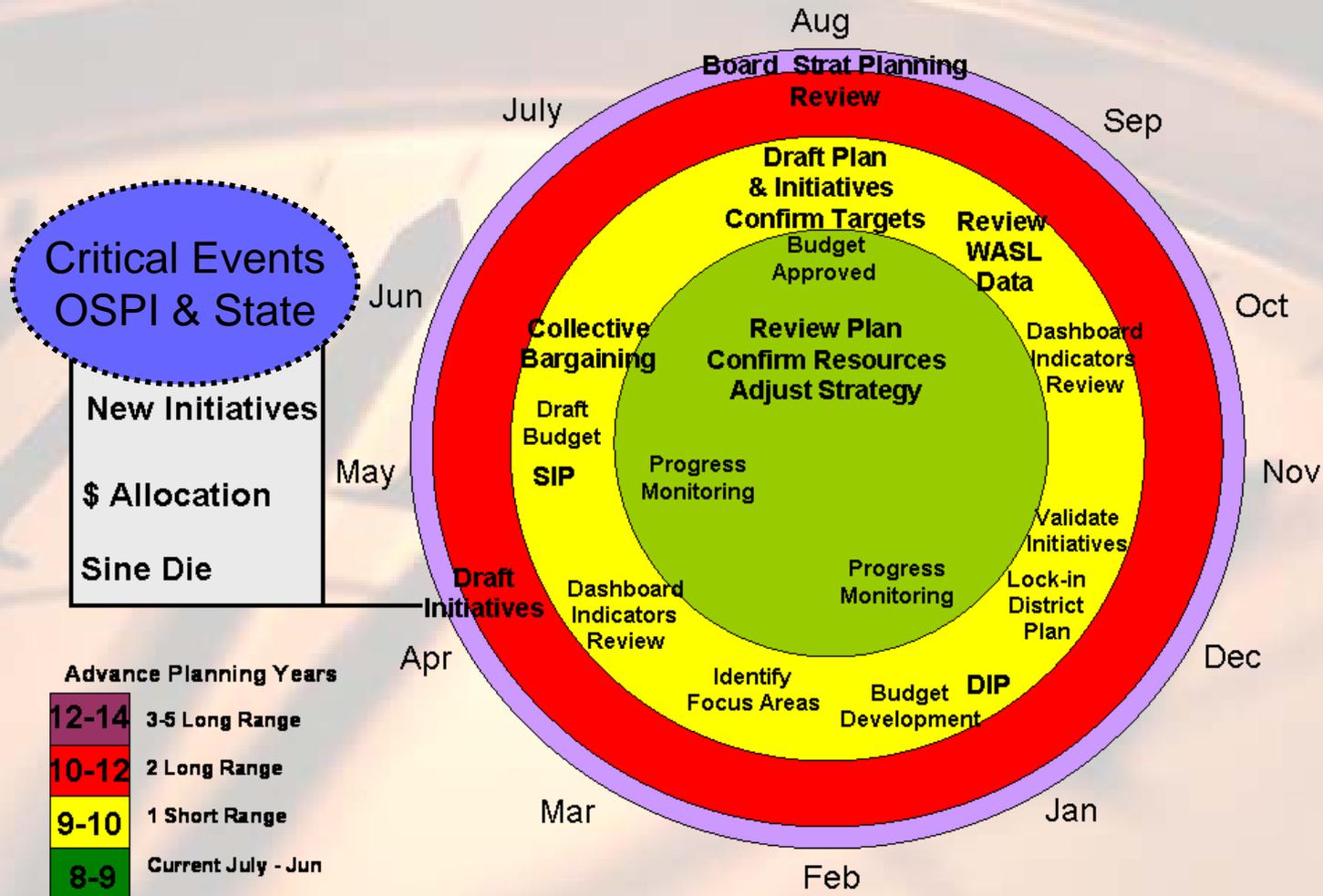
State To School District Planning Timeline

- Spring - Legislative Directive
- Spring - OSPI Guidance
- Summer – School District
Implementation

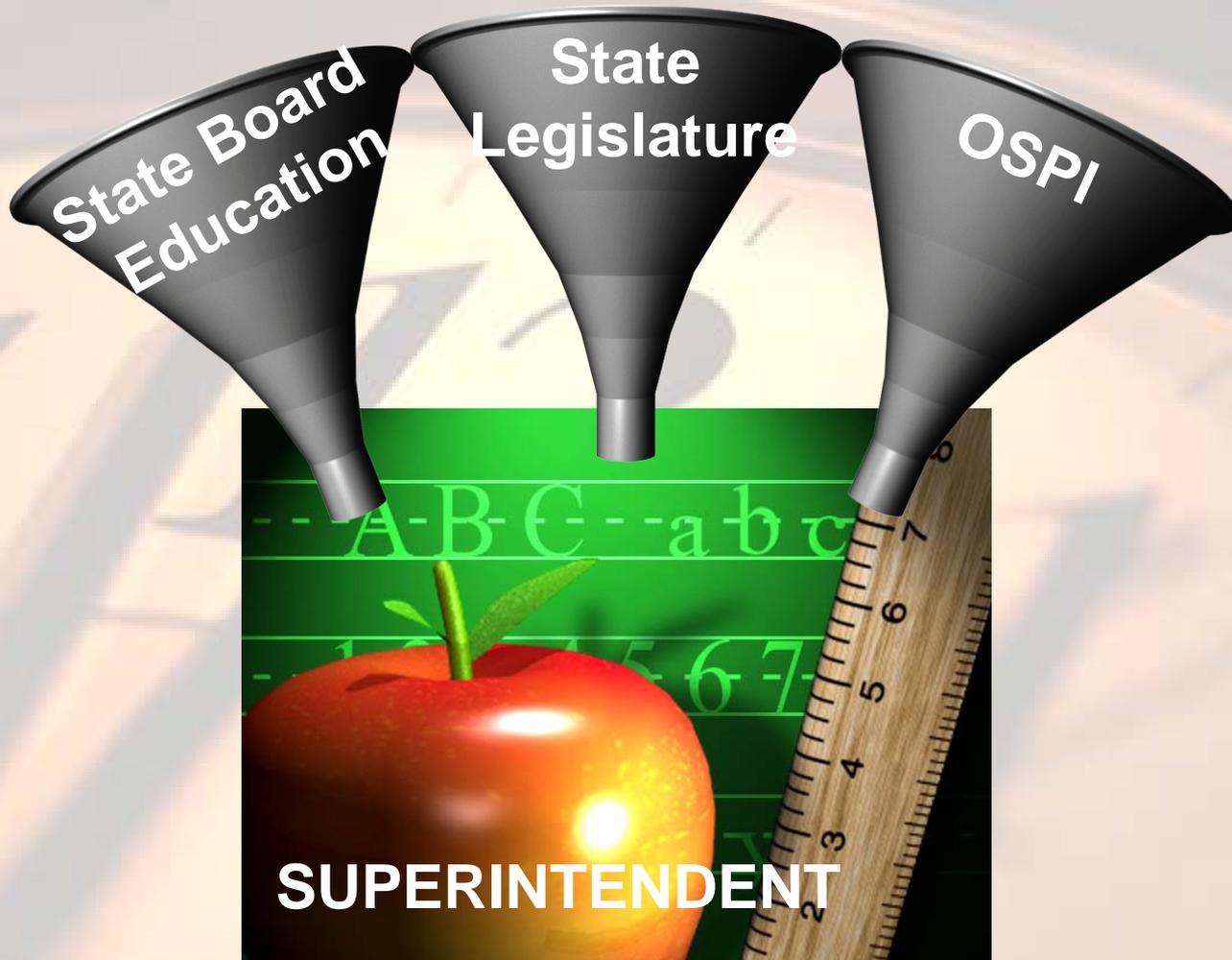
≤ 120 Days?

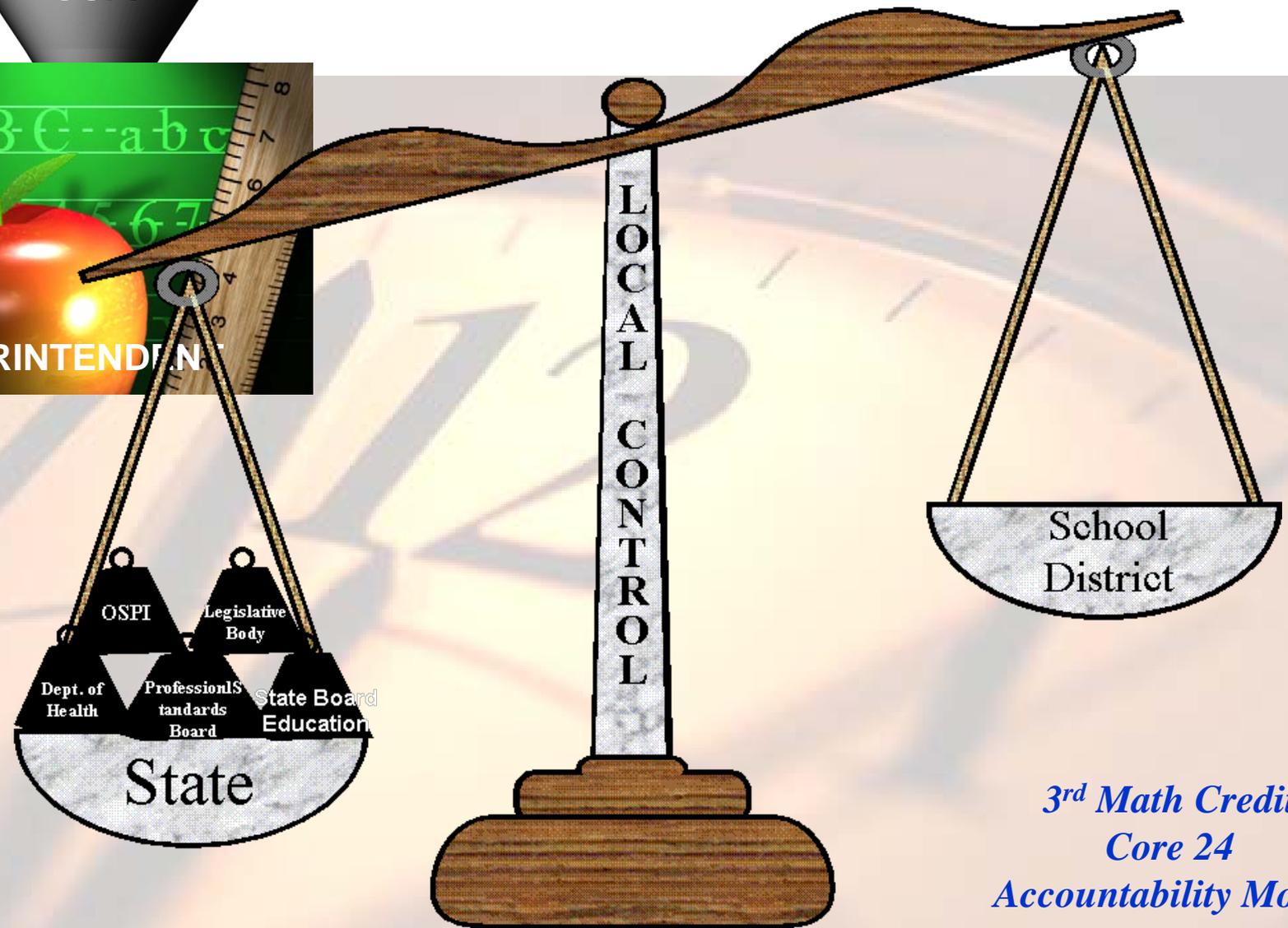
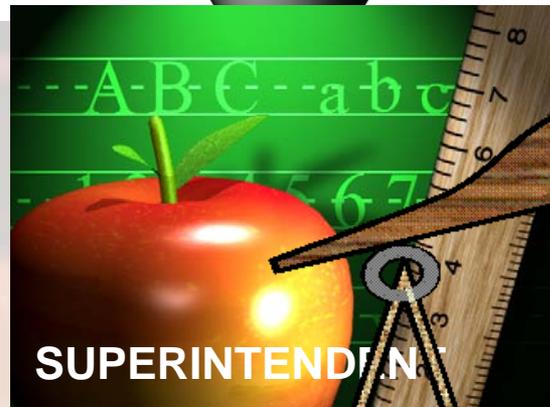
Inside Or Outside Decision Cycle?

Decision Cycle: The Amount Of Time & Process It Takes To Complete One Or A Number Of Initiatives



Superintendent's Perspective





*3rd Math Credit
Core 24
Accountability Model*

Strategic Leadership

How We Set Organizational Direction



Initiative Task Development

Sources:

Federal Directives

State Legislative Directives

OSPI Directives & Long Range Plan

Board Guidance & Strategic Plan

Superintendent Focus & Direction

District Improvement Plan

District Long Range Plan

Cabinet Planning Calendar

Master Planning Calendar

The Argument

If We Don't Change At A Rapid Pace Children Will Be Left Behind And Not Be Prepared For The Future

And

If We Continue At The Same Pace We Will Deplete The Leaders And Staff Who We Depend Upon To Teach Our Children

Everyone Will be Left Behind

Key Points

- Education Reform Related Tasks
- Organizational Capacity
- Workload
- Systems-Wide Change
- Advanced Planning

What We Need At The State Level

An Advanced Planning Process

One Office Responsible To: Synchronize,
Coordinate, Plan & Implement **ALL**
Education Reform Initiatives

Recommendations

- Designate one state agency/office responsible for planning and integrating ALL state and federal K-12 education reform related initiatives
- Appropriately resource the designated agency with the individual expertise to plan, coordinate, implement and synchronize all initiatives generated by every state level agency that ultimately impact schools
- Create a K-12 education planning system that covers short and long range initiatives that will directly impact school districts
 - Short Range 2009 - 2011
 - Mid Range 2011 - 2013
 - Long Range 2013 - 2015

Recommendations

- Prohibit the expected implementation of any state level initiatives less than 24 months from the time school districts receive a directive to do so
- Prohibit any decision by the Legislature to provide funding for any new initiatives without proof that the new initiative can be implemented by school districts within the context of ongoing and future initiatives
- After a state-level planning system is designed, include the system details as part of the required teaching at the State's K-12 Leadership Academy

Anatomy of Change

Schedule of Presentations

- | | |
|-----------------------------|---------------------------------|
| •September 26, 2008 | Olympic ESD 114 Superintendents |
| •October 14, 2008 | OSPI, Dr. Terry Bergeson |
| •October 23, 2008 | Full Funding Coalition |
| •December 15, 2008 | Representative Kathy Haigh |
| •December 15, 2008 | Representative Christine Rolfes |
| •December 23, 2009 | Senator Phil Rockefeller |
| •January 6, 2009 | OSPI, Randy Dorn |
| •January 23, 2009 | WSSDA Board |
| •February 26, 2009 | State Business Roundtable |
| •March 23, 2009 (tentative) | Representative Sherry Appleton |
| •March 13, 2009 | State Board of Education |