

Listening and Learning Campaign 60 Day Plan Report Out

IUSD Board Meeting

January 13, 2016

District Mission

The mission of the Inglewood Unified School District (IUSD) is to ensure that all of our students are taught rigorous standards based curriculum supported by highly qualified staff in an exemplary educational system characterized by high student achievement, social development, safe schools and effective partnerships with all segments of the community.

Entry Plan Goals

- To ensure a smooth and orderly transition of leadership and to carefully structure this transition to best support and facilitate clear understanding of the districts' current state of instructional improvement and increases in student achievement
- To develop a clear, trusting, productive, collaborative relationship with the IUSD Advisory Board of Trustees
- To create opportunities for the new state administrator to listen broadly and deeply to a multitude of stakeholders and gain a comprehensive understanding of IUSD
- To proactively ensure that all voices, not just those who traditionally avail themselves to collaboration with the school system, are heard and engaged in the process of continuous improvement
- To build enthusiasm for IUSD's mission, while also establishing the commitment to engage in needed change to ensure a system of continuous improvement

Outcomes and Deliverables

Expected results

- State Administrator's visitation to every school in the district
- A 60 day report on observations, findings, a recovery plan and a proposed vision for the future

Structure of the Entry Plan

The State Administrator engaged in a purposeful effort to listen, learn, discern and begin to develop plans for the future, in collaboration with the Board and the Inglewood community. The following activities were the core components of the entry plan:

1. Developed working relationship with the Advisory Board of Education
 2. Assessed the organizational capacity and alignment
 3. Analyzed Data and Reviewed Documents
 4. Engaged and Interviewed Parents and Community Leaders
 5. Sought understanding of the current, strengths, strategies, and opportunities for improvement in light of current budget and other challenges
- 60 Day Plan Report Out

Who was interviewed?

- All IUSD Advisory Board members
- State Administrator's Cabinet Members
- District Directors
- District Managers
- Principals in 1 on 1 meetings
- CalPro President and Leadership
- ITA Leadership
- IMA President
- Principals
- Surrounding District Superintendent's
- City Council members
- Civic Leaders
- Charter School Leaders
- Parent Leaders
- Key elected officials
- Area legislators – state and national
- Chamber of Commerce officials
- Parent organizations and local PTAs
- Key business and Civic leaders and advocates
- Non-profit groups
- Faith-based leaders
- Faculty and staff
- Teachers, Parents and Community members at Community meetings

1. Governance Team: IUSD Advisory Board of Trustees – Impressions and Observations

Initial Impressions and Observations

- The IUSD Board is focused and places the well being of students as a first priority.
- The IUSD Board works well as a unit.
- The community perspective is that board is committed to student achievement and eliminating achievement gaps.
- The board is committed to improving and gaining increasing skills to ensure that they function well in their roles
- Policies exist for the establishment of school site councils (SSC) and the SSC develops the single plan for student achievement at each school
- Board members are receiving training to better fulfill their roles
- The advisory board is meeting consistently and is more actively involved

1. Governance Team: IUSD Advisory Board of Trustees – Recommendations

Recommendations

- Continue training for Board members to fulfill their roles
- Post FCMAT and district capacity progress on district website
- Continue authentic community engagement into LCAP plans
- Over the next few years develop district wide strategic plan with community input

2. Organizational Capacity and Alignment - Impressions and Observations

Initial Observations and Impressions

- Since research and best practices stress that achievement gaps are closed through effective instruction it is important to acknowledge that division of Curriculum and Instruction has a focus on accelerating achievement for every child through the lens of powerful instruction.
- There is a continuing need for comprehensive evaluation of programs, including needs assessment for professional development planning, root cause analysis of student performance deficiencies, reviews of summer school and after-school activities. Likewise, there is a lack of a coherent analysis of the effectiveness of existing STEM (Science, Technology, Engineering and Mathematics) High School, vocational education programs and alternative education program.
- The efforts of the entire extended cabinet are reflective of the improvements in FCMAT scores

2. Organizational Capacity and Alignment - Recommendations

Recommendations

- Continue implementing a systemic approach to program analysis and evaluation. Complete an analysis and evaluation of the use of district's technology, the alternative education program, the career and technical education program, and supplemental programming. Develop plans, including the Local Control Accountability Plan (LCAP) responsive to the findings, to improve the programs and increase student achievement.
- Continue providing the teaching and administrative staff with research based training in the New State Standards and using data to improve instruction.
- Internal and external communications need to be greatly improved
- A communications plan needs to be developed and fully implemented
- Increase steps to retain district leadership

3. Data Analysis and Document Review – Impressions and Observations

Initial Impressions and Observations

- The district has established a subset of expected data that the community can expect to see.
- The district has access to a deep and rich source of data.
- Principals and site staffs have come to expect a certain data set at the beginning of each year
- Data currently indicates that our district student scores are low as compared to other districts in the County of Los Angeles as measured by student results on the CAASPP. More than 60 percent of our students have not met standards in every grade level in reading and mathematics in spring 2015.
- It is not consistent from site to site how data is used to inform instruction or change practice at sites

3. Data Analysis and Document Review - Recommendations

Recommendations

- The District need to establish a very clear picture of what data the community can always expect to see from the district every year.
- By September 1, 2016, develop a comprehensive plan to establish a data accountability system for support staff, administrators and non-teaching professional staff. Ensure all appropriate staff members are trained in the use of the system, including a) tools and processes associated with the evaluation; and b) interventions, assistance and professional development to improve performance

4. Community Engagement and District Communications – Impressions and Observations

Initial Impressions and Observations

- The repeated strengths from the community meetings:
 - The district needs to continue it's recent progress toward more accurate and transparent data.
 - The district should continue its implementation of the fiscal recovery plan.
 - Some site academic programs are strong (AVID, AP courses, etc.)
 - The community has a strong desire to see improvements in the school system
 - Their have been improvement in parent outreach

4. Community Engagement and District Communication - Recommendations

Recommendations

- The repeated areas for growth from the community meetings:
 - Classroom rigor should be a main focus of the district's academic plan.
 - There should be a higher priority district focus on clean, safe and improved facilities
 - The district should continue its implementation of the fiscal recovery plan.
 - An internal and external communication plan needs to be developed and fully implemented.

5. Operations and Finance – Impressions and Observations

Initial Impressions and Observations

- In response to the deficit spending projected in the 2014-15 and possibly in subsequent fiscal years, the District has planned for reductions in services, while minimizing the impact on the educational programs and direct instruction of students.
- The District is reviewing all areas for cost savings, particularly areas of staffing, employee benefits and workers' compensation.
- We have increased costs on the horizon (salary, STRS, e.g.) which will have an impact on the budget
- The District has developed an initial five phase Fiscal Recovery Plan to address the deficit spending and make progress towards fiscal recovery.

5. Operations and Finance - Recommendations

Recommendations

- Update the fiscal recovery plan annually
- Continue implementation of the fiscal recovery plan
- Continuing recent progress toward more accurate and transparent financial data;
- Increase reserves to prepare for declining enrollment and economic uncertainty;
- Improvement in internal controls and elimination of existing multi-year audit exceptions;
- Increase the capacity of staff to implement industry standard practices;
- Explore expediting the repayment of debt;
- Hiring a chief business officer to assure continued financial progress and transparency.