



School Improvement Grant Fiscal Issues: Sustainability

Presented by:
Lori Marshall and Ian Guidera

California Comprehensive Center
at **WestEd** 

Discussion of Scavenger Hunt Homework



- Did you do the follow-up homework to Webinar Two?



Quick Writes



- What were some of the challenges you experienced while on the Scavenger Hunt?

Quick Poll

- Did you discovery any useful information?



Today's Focus



- Examine key elements of sustainability and develop a clear understanding of what it takes to initiate and sustain school improvement.
- Identify research-based strategies, lessons, and promising practices for initiating and sustaining school improvement.

Which of these would you like to know most about? Please share in the chat.



Rapid, Dramatic, and Significant School Improvement



School Improvement Grant

- Four rigorous intervention models

Elements of Reform

- Effective leaders and teachers
- Increased time for teaching and collaboration
- Capacity building and operational flexibility
- Strong, aligned, and responsive instruction
- Family and community engagement
- Supportive and safe learning environments

Resources

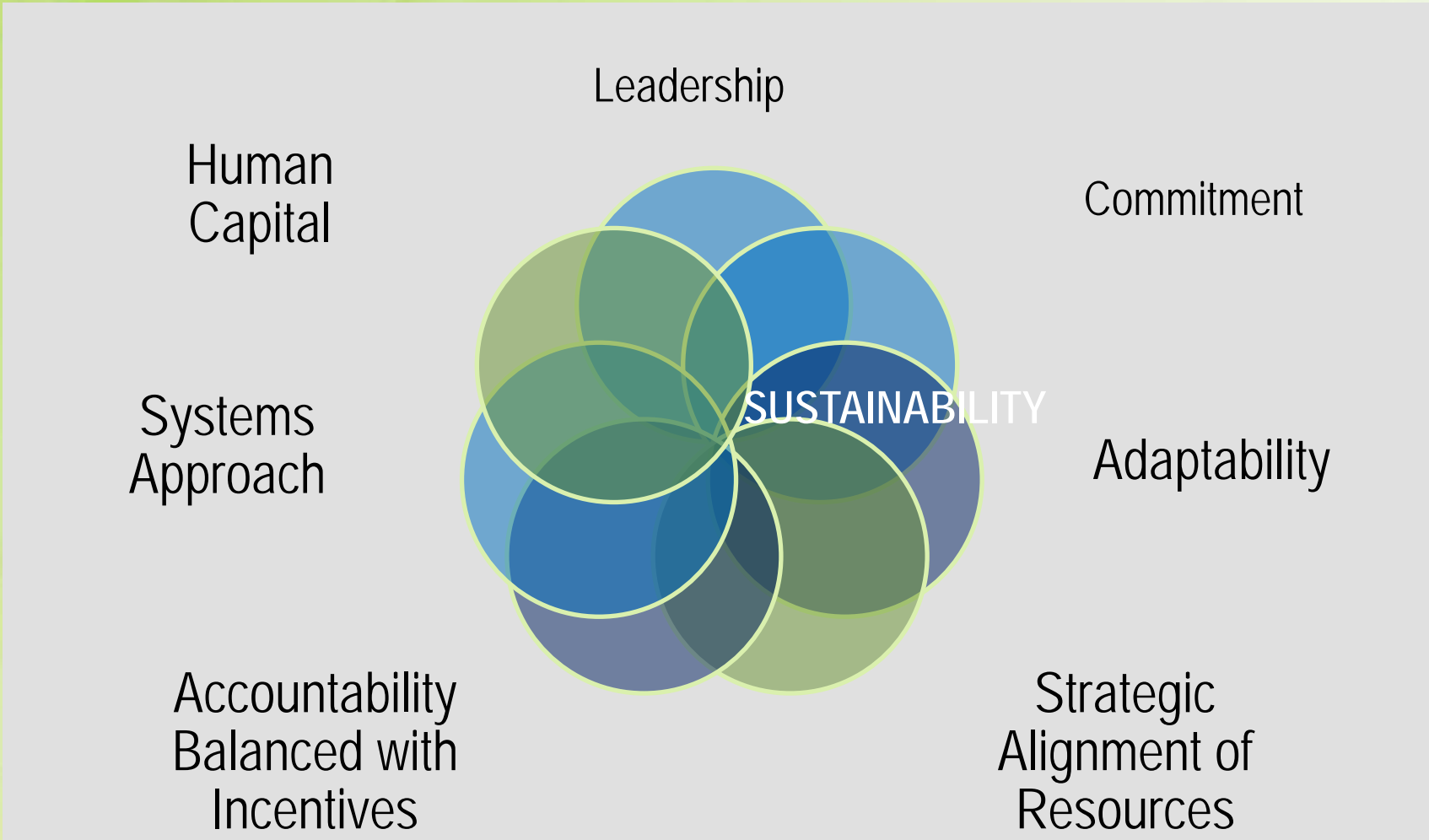
- Historical investment—over \$4.5 billion since 2009
- Up to \$2 million per school, per year over three years

Outcomes

Increased Student Achievement and Graduation Rates
An Overview of School Turnaround (2011), U.S. Department of Education



What It Takes: Seven Key Elements of Sustainability



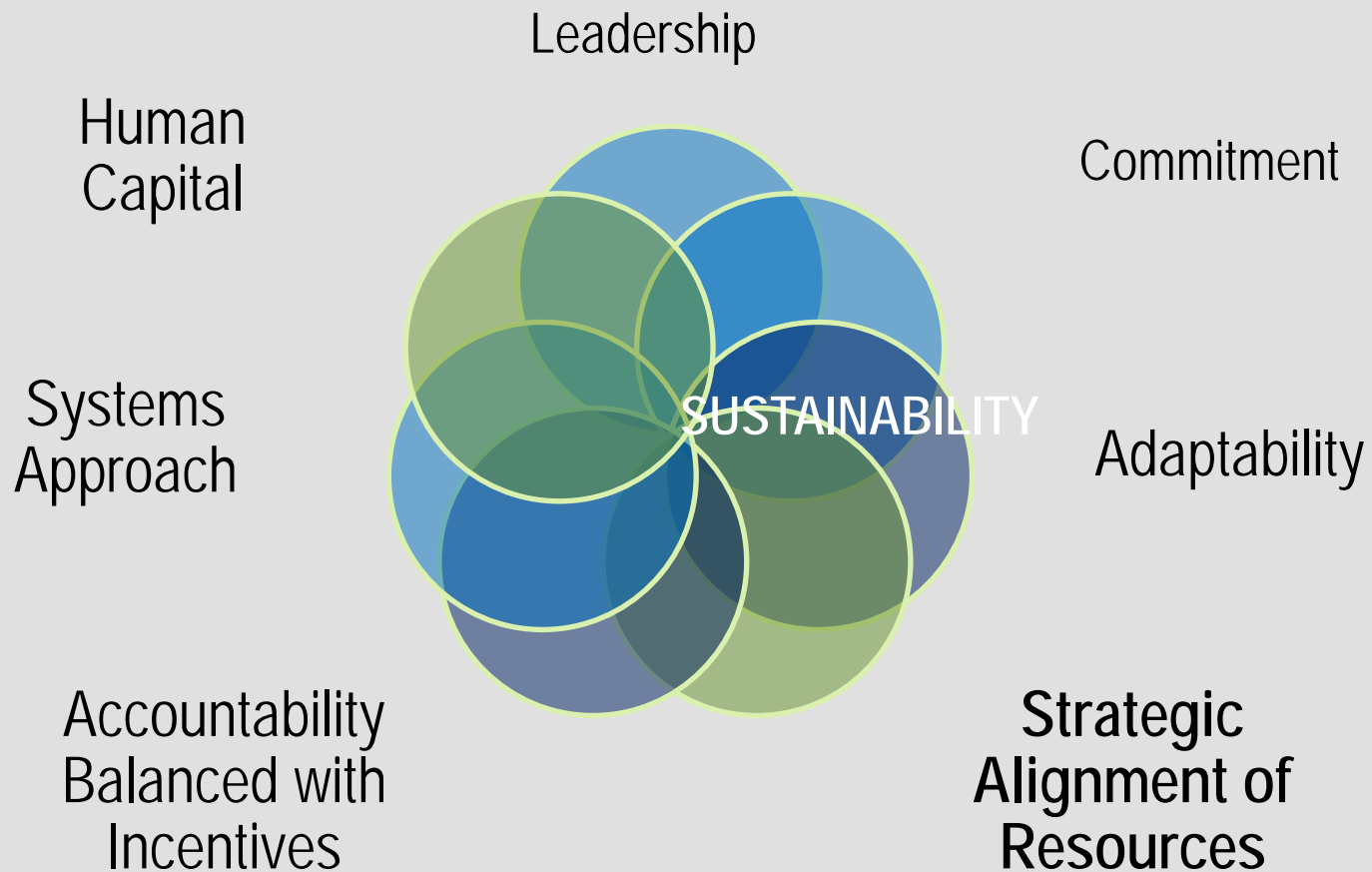
Working Toward a Common Understanding of Sustainability



“Sustainability is the ability of a program (SIG) to **maintain** its core beliefs and values (Elements of Reform) and use them to **guide** program adaptations to changes and pressures over time.”

Adapted from Making Good Choices: Sustainable School Improvement

What It Takes: Seven Key Elements of Sustainability



Maintaining Programs that Do Not Measurably Contribute to School Goals Undermines the School's Drive for Sustainable School Improvement — Learning Point Associates



● Key Element

- Strategically align your resources to proven outcomes

● Strategies

- **Assess** all expenditures and activities to **determine** how well they are furthering your school improvement goals
- **Focus** on improvement measures and **prioritize** expenditures to ensure they follow these goals
- **Downsize** the original effort

Is your school site doing any of these?



What Are We Trying to Sustain?



- Assess all expenditures and activities to determine how well they are furthering your school improvement goals.
- Take Action: Conduct an evaluation of your SIG program to identify its impact on the reform's contributions and activities.
- Ask: What is working and why? What needs to be developed and how do we know? What questions should we be asking? What are the desired outcomes from our resource allocations?

What Are We Trying to Sustain? (Cont.)



- Focus on improvement outcomes and prioritize spending to ensure it follows these proven measures.
- Take Action: Spend money on activities that have a proven and positive impact on teaching and learning.
- Ask: What are our prioritized needs? Do we want the improvement measure or the money? Why do we pursue funds? How are our budgets and spending behaviors aligned with our prioritized needs? What are our critical inputs? Can we prove the impact?

Adapted from Making Good Choices: Sustainable School Improvement

What Are We Trying to Sustain? (Cont.)



- Downsize the original effort.
- Take Action: Make a commitment to leverage every dollar for its maximum impact on teaching and learning
- Ask: Do we understand which components of our reform efforts are critical to the success of our improvement? Are we spending money on programs, materials, and/or activities that do not include our critical inputs? Where do we have overlap and can we streamline services?

Is this something you can see your site doing?



Adapted from Making Good Choices: Sustainable School Improvement

How Well is Your District or School Positioned to Sustain Your School Improvement Efforts?



Do you have "Tool 9" (the SIG Webinar 3 Reflection Questions) in front of you?



Read through the questions and circle the number that most accurately reflects your personal opinion on each statement.

Think: How do I know?

On what basis am I answering this question?



Click the check or X when you are finished.

How Well is Your District or School Positioned to Sustain Your School Improvement Efforts?



Add your circled numbers together and divide to get your average score.

Total score : _____ (from Step 1)

Divide by 10: _____ (average score)

How Well is Your District or School Positioned to Sustain Your School Improvement Efforts?



Determine how you believe your school or LEA is positioned to align resources and sustain your school improvement efforts.

- A 1.0 to 2.74 - Currently not seeking or using
- B 2.75 to 3.74 - Mediocre effort or making progress
- C 3.75 to 5.0- Fairly strong and using

Quick Write:

Which category most aligns with your current efforts or situation: A, B or C?



How Well is Your District or School Positioned to Sustain Your School Improvement Efforts?



Think: What are your strengths?

In which area/s/ do you need to focus your work?

Quick Write

List preliminary action steps you will take to address your area for action.



Sustainability is Not a Project or Destination, It's a Long-Term Commitment



- Factors expected to affect sustainability do so in unexpected ways
- Sustainability isn't just maintenance of a program
- Programs go through stages as they move toward sustainability
- Contextual conditions influence the sustainability of programs

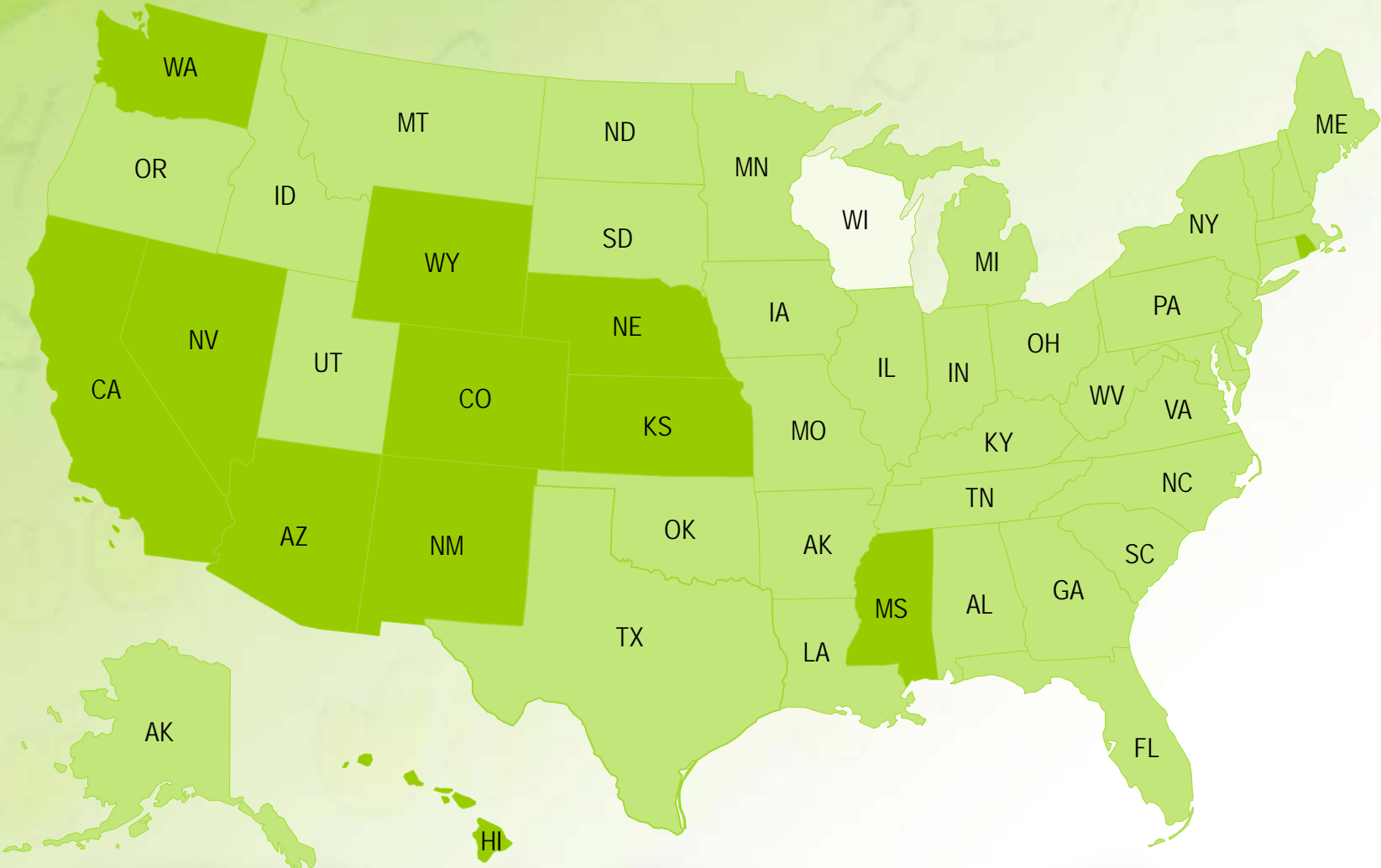
Pause to Review and Reflect



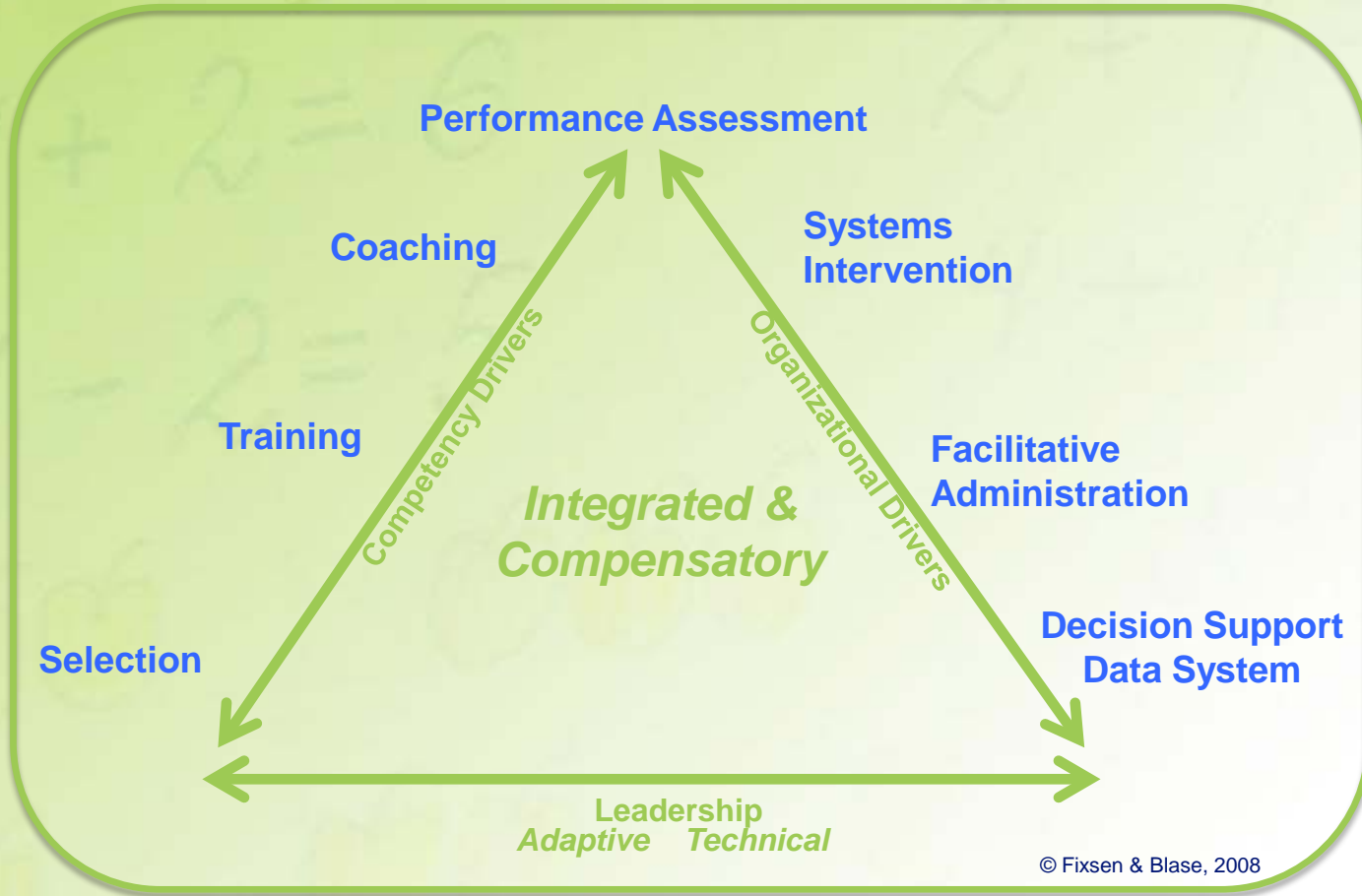
- Quick review of the chat area
- Questions and answers



TC Sustainability Insights



Implementation Science



Have you heard of implementation science?



Stages of Implementation

WestEd

School Turnaround
CENTER



2 to 4 Year
Non-Linear

Exploration

Installation

Initial
Implementation

Full
Implementation

Innovation

Sustainability

Drivers in Action



● *Builds Sustainability*

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

● *Temporary (or not a) Solution*

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Drivers of Sustainability



Building Capacity = Sustainable

Being done for you = Temporary (or not a) Solution



Drivers of Sustainability



Programs, Things, Consultants, Time, Trainings = Temporary Solutions



Drivers in Action: Competency Drivers



● Builds Sustainability

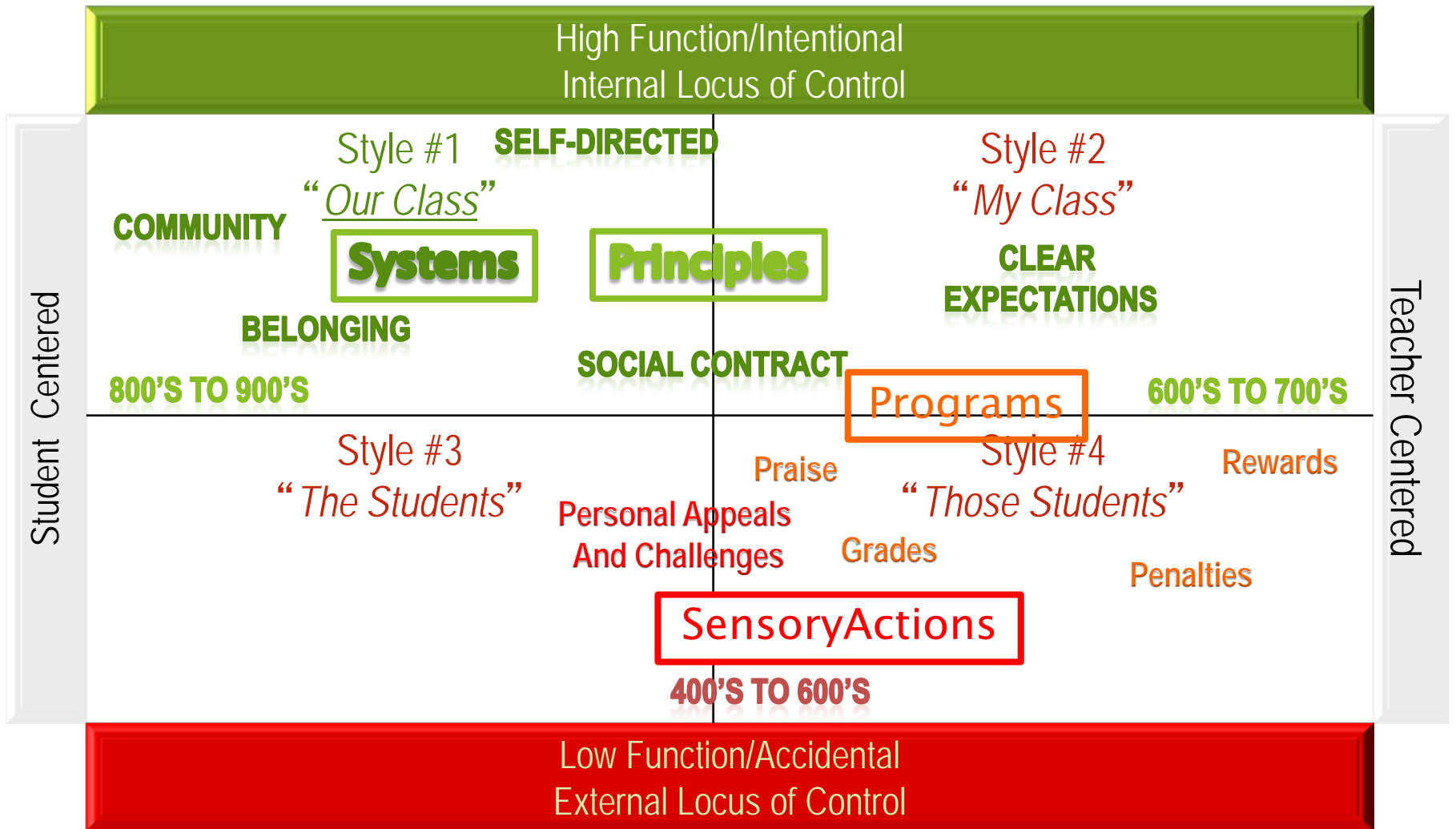
1. Build Systems for Training Interacting with Coaching
2. Embed Principles in Culture
3. Instill Habits and Norms
4. Full Implementation First (Fidelity)
5. Building Coaching Capacity
6. Knowledge Capture/Documentation for New Staff On-boarding

● Temporary Solution

1. Buy, Install and Train on Programs and New Tools
2. Train Staff
3. Following Product Guides
4. Loose Implementation (Innovation early)
5. Outside Coaches Only
6. Train Staff Only During Installation Period

Are any of these temporary solutions familiar to you?





Drivers in Action: Organizational Drivers



● Builds Sustainability

1. Reciprocal Accountability
2. SMART Goals that can be incrementally evaluated
3. Collect Data on Program Implementation
4. Implementation Teams Review Implementation Data ~Bi-weekly
5. Instant Intervention

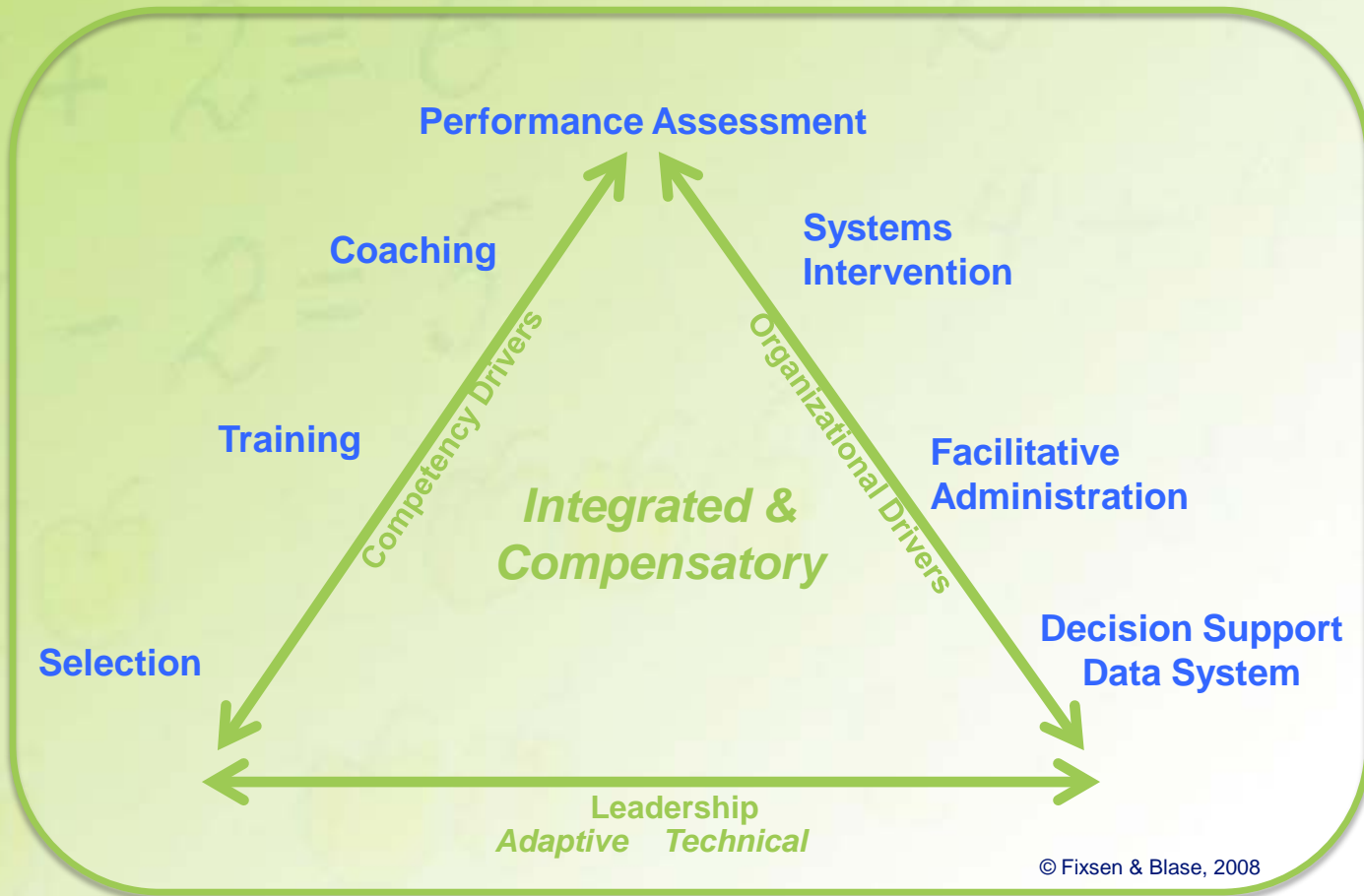
● Temporary (or Not a) Solution

1. Top Down Accountability
2. Year Long – STAR/CST/API/AYP Goals
3. Look at Long Term Data (MAP/CST/AP/ACT-SAT)
4. Principal or Admin Team Work from Assumptions/Observations
5. Lethargy/Blindness/Ignoring

Are any of these temporary solutions familiar to you?



Implementation Science



Drivers in Action: Leadership



● Builds Sustainability

1. Technical
2. Adaptive

● Temporary (or Not a) Solution

1. Training is for teachers only
2. Rigid/Short-sighted/Unable

Have you had your teachers trained on something that you have not attended?



Go catch some fish, sustainably



Final Questions and Comments



Please type any final questions, comments or reflections you have into the chat area.



Next Steps:



- Survey Feedback

<http://www.surveymonkey.com/s/SIG2013Sustainability>

- Webinar Archive & Resources:

CA CC School and District Improvement website:

http://www.cacompcenter.org/cs/cacc/print/htdocs/cacc/school_district_improvement.htm

CDE will send the link to the webinar archive to the SIG Grantee mailing list.

Sources and Information



- **The Center for Comprehensive School Reform and Improvement (CCSRI)**

<http://www.centerforcsri.org/>

- Century, J., & Levy, A. (2002). *Sustaining Your Reform: Five Lessons from Research*.
- Miles, K. (1997). *Freeing School Resources for Learning: The “Missing Piece” in Making Accountability Meaningful*.

- **Center on Innovation and Improvement (CII)** <http://www.centerii.org/>

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- **North Central Regional Educational Laboratory (NCREL)** <http://www.air.org>

- Walter, K. (2004). *Making Good Choices: Sustainable School Improvement*. Learning Point Associates.