### District Accountability Committee - Agenda October 17, 2023, 5:30-8:30

Jeffco Public Schools Ed. Center, Board Room (take elevators to the 5th floor)
1829 Denver West Drive, Bldg. 27, Golden, CO 80401

Information/	Welcome and Approval of Agenda and Minutes (5:30-5:35)	5	Therese Rednor, DAC chair
Action	Rednor will welcome members, guests and determining quorum.  **A quorum of at least half of the current membership and at least one DAC officer must be present in order to conduct DAC business that requires a vote. **  Members will approve the agenda for the evening and the September meeting minutes.	min	
	Materials: Agenda and September minutes		
Information	High School Reimagined Update (5:35-6:20) What is happening/how is it happening/what is the timeline for High School Reimagined. Materials:	45 min	<b>Dr. Kym LeBlanc-Esparza</b> , Deputy Superintendent, Jeffco Public Schools
	BREAK (10 minutes)		
Information	Subcommittee Updates (6:30-6:55)  Subcommittee Chairs give a brief update	25 min	Orin Levy, Budget subcommittee chair, Evie Hudak, FSCP subcommittee chair, Jeff Baucum, Charter subcommittee chair,
	Materials:		Maegen Tracy, DUIP subcommittee chair
Information	Update from FSCP: Artic Area meetings & DAC Open Houses (6:55-7:05) Materials:	10 min	Evie Hudak, FSCP subcommittee chair
Information / Action	Open Discussion & Adjournment (7:05-7:15)  Board member comments (if present)  Submit your questions here (or scan this QR Code)  Remember you always have a resource through the DAC website.	10 min	Therese Rednor, DAC chair
	Meeting of AARs with FSCP Subcommittee (7:15-8:00)	45	Carsten Engebretsen, AAR
		min	Chair, Evie Hudak, FSCP
	Materials:		subcommittee chair

# JEFFCO PUBLIC SCHOOLS DISTRICT ACCOUNTABILITY COMMITTEE SEPTEMBER 19, 2023, MEETING MINUTES

#### Attendees:

**Strikethrough** indicates committee member NOT in attendance

Emily Adams	Jessica Gregg	Crystal Marine
Greg Aigner	Quentin Griffin	Jennifer Miller
Andrea Aikin	Michelle Grove	Carrie Mumma
David Alex	Corky Guy	Keri Murphy
Denise Alleman	Harry Tosha	Victoria Myles King
Rob Applegate	Evie Hudak	Therese Rednor
Elizabeth Armstrong	Heather Hyland	Diego Rodriguez
Skyler Artes	Richard Kalasky	Shalese Sanchez
Jeanine Baird	Elizabeth Kantner	Cheryl Secorski
Jeff Baucum	Erin Kenworthy	Michelle Squier
Kim Bierbrauer	Michelle Kuenzler	Karen Sweeney
Parker Brown	Valerie Leal	Maegen Tracy
Leslie Dennis	Orin Levy	Kaylie Weese
Carsten Engebretsen	Anita Lewis	Sari Weichbrodt
Caitlin Fitzpatrick	Austin Long	Caroline Zimmerman
Dawn Fritz	Emily Lubkert	
Staff Liaisons		
*Dave Weiss		
*Tara Pena		

#### Guests:

Michael Zweifel, Strategic Initiatives Partner
Nathan Cabrera, Assistant Director Family and Community Partnerships
Greece Butte, Executive Assistant to Tara Peña, Chief of Family & Community
Partnerships
Denise Mund, Jeffco Charters

### Agenda:

- Welcome and Approval of Agenda and Minutes
- Budget Discussion
- ROFTS Update
- FRST Team Kickoff Debrief
- SAC Kickoff Information
- Closure discussion
- Adjournment

### Actions:

Action	Approval of Agenda and Minutes
	Tonight's agenda was approved by unanimous consent. Minutes from the August
	22, 2023 meeting were approved by unanimous consent.
Action	Adjournment
	DAC adjourned by unanimous consent at 8:22 p.m.

### Notes:

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Information	Welcome and Introductions Therese Rednor, DAC Chair welcomed members to the meeting and introduced guests. A quorum was established.
Action	Approval of Agenda and Minutes
/ totion	The agenda was approved by unanimous consent. Minutes from
	the August 22, 2023 meeting were approved by unanimous
	consent.
lf	
Information	Budget Discussion: By Orin Levy and Dave Weiss
	Overview of the budget outcomes of ROFTS. Important
	consideration: while Jeffco has fewer staff due to ROFTS, that
	was achieved through attrition, not layoffs. Typical attrition is
	250/300 FTE annually. Prior to ROFTS the district was facing a
	\$30 million deficit. ROFTS resulted in a \$15 million annual
	savings. Questions: how was the remaining \$30 million deficit
	made up? Answer: Approximate \$10 million each from three
	sources, ROFTS, Central Office, not rehiring previous FTEs.
	Question: What consideration given to using the ROFTS savings
	for staff raises? Answer: only savings, not new revenue resulted
	from ROFTS. The \$30 million deficit was driven in part by
	contracted compensation increases. Q: Has there been
	consideration of going to a non-SBB process? A: That question
	was presented and soundly rejected last year. SBB is being
	redesigned instead. Q: How long will it take to breakeven on the
	costs to retrofit receiving schools? A: Dave Weiss the retrofit was
	estimated to cost \$14m but he will follow up on actual retrofit
	costs, and breakeven timeline.
	,
Information	Materials: Budget discussion presentation
IIIIOIIIIauoii	ROFTS by Michael Zweifel
	Update on ROFTS Phase 1 implementation, and an overview of
	Phase 2. 63% of receiving schools were within the predicted
	enrollment ranges for Phase 1. 850 moves were completed to
	accomplish consolidations. Remaining challenges include traffic
	and start & end times. Phase 2 recommendations include phased
	closure of Coal Creek Canyon K-8, and closure of Arvada K-8. If
	there is sufficient interest in opening a charter school at the CCC
	K-8 building, there is a possibility that CCC K-8 will remain open
	for a gap year to allow for charter organization.
	Q: Three Creeks is already overenrolled, is there a plan to
	accommodate more students from CCC K-8? A: Yes, there are a
	relatively small number of students that would come from CCC K-
	8 and they are pretty evenly distributed between grades.
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	Q: Is the school district aware that the local recreation center
	claims a long-term lease on the CCC K-8 school property? A:
	Dave Weiss to follow up.
	Q: Has any thought been given to a lease term for the potential
	charter? A: Dave Weiss, it's too early in the process for that
	consideration. Q: Were either Arvada K-8 or CCC K-8 on the
	accountability clock when the recommendation was made for
	closure? A: No.
	Q: Do we understand why 37% of schools were over or under
	enrolled as compared to the prediction? A: That is being
	researched.
Information	Materials: ROFTS Update presentation
information	FRST Team Introduction by Tara Pena and Nathan Cabrera
	Nathan Cabrera presented on the Family Response Service
	Teams in support of student outcomes. The team started on 7/10
	and took their first call the first week of school. The team is made
	up of 2 assistant directors and 4 case managers of various
	backgrounds. The team can be reached at
	FRST@jeffco.k12.co.us or 303-982-FRST with an online help
	ticket option coming soon.
	Escalation steps include:
	1. Have you spoken to your school?
	2. Connect the initiator with their school via warm handoff
	3. If unresolved, elevate to AD for a mediated conversation
	4. Still unresolved, initiate compliant process and coordinate
	with Community Superintendent.
	5. Close ticket followed by satisfaction survey
	The bulk of the calls so far have involved registration and
	enrollment, transportation issues, and start times.
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	Q: Can we get materials for DAC members to take to SAC
	meetings? A: Yes. Outreach is ongoing in departments and at
	schools.
	Q: How are charters handled? A: In coordination with their board.
	Q: How does this team differ from family engagement liaison? A:
	FEAs are part of a federally funded department, and present in
	34 Title I schools in the district. The family engagement
	coordinator liaises with the FRST team in Title I schools.
	Materials: FRST Team Presentation
Information	SAC Kickoff Debrief: Evie Hudak
	Following review of SAC Kickoff and data received via the
	associated survey, feedback was solicited from the group.
	Suggestions included:
	Request that questions be submitted in advance
	Have ready answers for anticipated questions like
	increasing diversity on SACs
	Update school websites with SAC meeting information
	Tara Pena noted that district wide school website format is
	in work
	4. Have translation or interpretation services available at
	·
	SAC meetings. – Tara Pena noted that her department
	has many resources to assist and CC is readily available
	in many languages via Zoom

	<ol> <li>Provide more templates, like sample SAC procedures &amp; meeting formats</li> <li>Create a video to be sent to new principals and SAC chairs reviewing SAC manual instead of repeating during kickoff</li> <li>Concerns heard during AA breakouts included: DAC review of Charter renewals, school start times, before and after care, and bussing.</li> <li>Materials: SAC Kickoff Debrief presentation</li> </ol>
Information & Action	Closure Discussion & Adjournment. This DAC meeting was adjourned at 8:22PM.



# **High School Reimagined**

Dr. Kym, Deputy Superintendent



Every Jeffco student will lead in their community, school and future workforce.





# Why focus on high school? High schools shape daily life, help turn students' biggest dreams into reality, and create the foundation for bright and successful futures.

Change the American high school, and you'll see the evolution of grades K-8 to better prepare students for the powerful high school experiences that will follow.

Team XQ

# OUR LEARNERS: OUR FUTURE

All Jeffco students experience a **culture of instructional excellence**.

All Jeffco students have extraordinary student experiences that recognize their strengths, challenge them to improve, and support them to succeed.

# We have already made great strides...



CONCURRENT ENROLLMENT

3,222 enrolled students collectively earned ~**\$3.8** million in tuition savings in 2022

WORK-BASED LEARNING

**4,491 students** engaged in Work-Based Learning activities in 2022

INDUSTRY
CERTIFICATES,
CTE ENROLLMENT

**70% increase** in the number of students earning industry certifications, totaling 798 in 2021 - 2022.

### ...and there is still more student demand to fill.

Across all Warren Tech programs, there are ~1500 more applications than available spots



Auto Tech

167 apps 29 spots



Emergency Medical 82 apps 26 spots



Culinary

145 apps 50 spots "If we're going to rethink the system, and design a new architecture, we need new building blocks. This starts with identifying the knowledge, skills, and attributes that young people need to be prepared for life after high school, to navigate the world of work and careers that are constantly in flux, to become strong contributors and problem-solvers, and to lead fulfilling and meaningful lives."

Russlynn Ali, CEO and Co-Founder, XQ Institute Source



### Where we started

Stakeholder groups that were engaged in include:

- High School, Middle School, Elementary, and K-8 Principals
- District Leaders
- Jeffco Thrives Alliance Members
- District Accountability Members
- Teachers
- Students

Each session guided participants to respond to a form of these questions:

- What are the great things schools are already doing for kids today that you want to see more of? Or that should spread?
- Beyond what schools are even doing today, what else would you want them to offer? Or what would it look like to do the version 2.0 of that thing you just shared?

Leaders

Community of

# This is what we learned...





## **KNOWLEDGE/MINDSETS**

- Career Preparation & College Readiness
- Sense of Direction & Confidence in the Future
- Community Awareness & Civic Responsibility

- Knowledge of Self & Personal Development
- Information & Resource Gathering

- Lifelong Learner
- Global & Cultural Awareness



### SKILLS

- Social/Relational Skills
- Personal Skills
- Practical/Life Skills

- Communication Skills
- Professional Skills
- Core Academic Skills
- Problem Solving & Critical Thinking Skills



### **EXPERIENCES**

- Career Exploration
- Workforce Readiness

 College & Post-Secondary Preparation

- Community Engagement & Service
- Building Connections & Positive Relationships
- Global Partnership and Awareness Opportunities

## **Experiential | Engaging | Fun**



### **OPPORTUNITIES**

- Individualized & Interest-Based Learning
- Building Connections & Positive Relationships
- Collaborative Learning

- Real-World & Problem-Based Learning
- Alternative & Innovative Learning
- Diverse, Equitable & Inclusive
   Opportunities

### **Student Voice & Choice**



## **ENVIRONMENTS**

- Flexible
- Accessible
- Supportive & Safe

- Inclusive & Diverse
- Facility Excellence

# **Collaborative | Innovative | Engaging**



# Our goal



#### Durable Skills Framework





### Stakeholder Feedback

Knowledge/Mindsets
Skills
Experiences
Opportunities
Environments

Our first step was to deeply understand what we heard from stakeholders



# **Our Starting Point: Durable Skills**

Durable skills reflect a **depth of research** and understanding into the skills employers are looking for

Emsi Burning Glass studied 82 million job postings from 2019-2020, including 22 sectors

They are already **cross-walked** with 21st century skills, soft skills, and other useful frameworks

The **business community** is rallying behind these skills

Influential partners – America Succeeds, CompTIAA, US Chamber of Commerce Foundation, etc. – are leading cross-sector efforts to **socialize this language** across K-12, higher ed, and the workforce





# What about other content we teach?

Literacy, numeracy, and digital skills touch every aspect of students' lives.

Our goal is to focus on providing experiences across all content areas that prepare our students to lead in their community, school and future workforce.

eaders

**Building** a

Community of

# **Myth Busting**

### Stop me if you've heard this one...

- We are turning all high schools into 6-12s
- Whare getting rick is core" education and moving to a
  Whiten Tech movel for all high schools
- Re magining high school can appen independent from what is happening in grades kells
- We are going to completely change everything in the 2023-24 school year

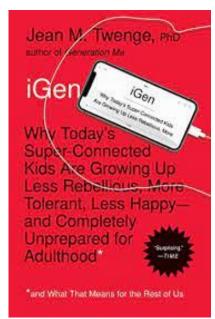


# **Ground in our Focus on Students**

In Jeffco, we make decisions and measure outcomes based on how well we serve our students. We exist to help students succeed and act with intensity to give our students the education they need and deserve, today.



# Today's Teens are Different



Big data can provide insights into some of the ways today's teens are different from prior generations. In general, they:

- Have poorer emotional health. There has been a national rise in teen mental health problems.
- Grow up more slowly. They are more likely than previous generations to hang out with their parents, postpone sex, and decline driver's licenses
- Exhibit more care for others. Even more than other generations, today's teens are respectful and inclusive of diversity of many kinds.



WHAT SHAPED THEM Millennial parents (Generation Y)

Born 1980-1994 - aged 27-41

**BORN 2010 - 2024** 

THEIR FUTURE Older siblings to Generation Beta





Generation alass

Multi-modals



Upagers

Global Gen







China

India



Nigeria



TOP BABY NAMES



CHARACTERISTICS























MILESTONES

INCOMING







2013



2014

























Credit



Analogue



3's First Alphas born









500 million















**NEW JOBS** 

UX

Virtual reality engineer

Robotics

Sleep

1.6 billion

2021

Desktop



Drone

Blockchain developer designer

Data

Sustainability officer

Driverless train operator

Wellbeing manager

specialist simplifier

Life

Urban Space tourism mccrindle

1 billion

# Our Kids Are Different

Workplace, Home, and Society







How do SCHOOLS
Bridge the Gap?



# **Our Steering Committee**

#### **PARTICIPANTS**

- Allen Golden, Director of Gifted Programming
- Amanda Pierorazio, Associate Chief of School Leadership
- Claire Takhar, Director of Strategic Initiatives
- John Thanos, Principal of Chatfield High School
- Kimberly Eloe, Executive Director of Communications
- Liza Meier, Executive Director of Special Education
- Margaret Huffman, Director of Health Services
- Marna Messer, Director of Choice Programming
- Matt Walsh, Principal of Warren Tech
- Molly Ferrer, Assistant General Counsel
- Pat Rock, Principal of Pomona High School
- Sean McDermid, Director of Student Technology Services
- Shannon Vigil, Principal of Arvada High School
- Shayley Levensalor, ED of Teaching and Learning
- Sonya Sallak, Counselor Coordinator
- Jason Firestone, Assistant Director of Student Engagement
- Terry Walderman, Executive Director of Student Services
- Wendy Doran, Community Superintendent
- Wes Paxton, Community Superintendent

#### **RESPONSIBILITIES**

- Grow our knowledge: Learn about how other organizations and districts are reimagining high school
- Be sensemakers: Help each other and the district understand feedback we got from community meetings and external research
- Move us forward: Draft learner goals and provide additional support for the project as needed



# Updates to Learner Goals





# **Updates to learner goals**

Retreat participants reviewed draft learner goals and reflected on the following questions:

- 1. What do you see as the **value** of having learner goals that are shared across all Jeffco high schools something that ties us all together?
- 2. Even if these learner goals are threaded among all Jeffco high schools, each of us might **interpret** them differently. Share your initial interpretation.
- 3. Some of the **language** you see in the learner goals is new to Jeffco. What really resonates with you and what do you think you will have a harder time being a sensemaker around?

<u>Click here</u> for themes from participant discussions.

## **Feedback on Learner Goals**

### **Draft Learner Goals**

**Shared Vision** 

#### LEADERS FOR LIFE

Every Jeffco student will lead in their community, school and future workforce.

#### **Core Academic Skills**

Master readers, writers, and mathematical and numerical thinkers prepared for lifelong growth

#### Life Readiness Skills

Curious explorers with confidence and independence who are connected to community

#### **Durable Skills**

Users and appliers of knowledge for a complex and changing world

Jeffco high schools shape daily life, help turn students' biggest dreams into reality, and create the foundation for bright and successful futures.

We view individual differences as assets to be leveraged as we help all students thrive.



### MAJOR FEEDBACK

Distinguish more clearly between "core academic," "life readiness," and "durable skills"

Demonstrate the connection and potential overlap between these skills



# **Revisions to Learner Goals**



### **DESIGN DECISIONS**

**Durable Skills** are now incorporated across all three Learner Goals: Core Academic, Life Readiness, and Workforce Skills



Each learner goal names a **specific focus area:** Developing foundational knowledge, personal growth, or professional growth.

# **Updated Draft Learner Goals**

**Shared Vision** 

### **LEADERS FOR LIFE**

Every Jeffco student will lead in their community, school and future workforce.

### **Core Academic Skills**

Foundational Knowledge

Master readers, writers, and mathematical and numerical thinkers prepared for lifelong growth

### Life Readiness Skills

Personal Growth & Development

Curious explorers with confidence and independence who are connected to community

#### **Workforce Skills**

Professional Growth & Development

Users and appliers of knowledge for a complex and changing world

Jeffco high schools shape daily life, help turn students' biggest dreams into reality, and create the foundation for bright and successful futures.

We view individual differences as assets to be leveraged as we help all students thrive.



# Synthesized Resume of a Jeffco Grad (1 of 3)

Students gain	By engaging in learning experiences where they are	Then they will leave Jeffco	
Core Academic	<ul> <li>Immersed in excellent instruction</li> <li>Building fortitude: Increasing their</li> </ul>	<ul> <li>Having gained at least a year of growth every year</li> </ul>	
Skills	academic perseverance and self-discipline	Proficient in academic disciplines and able to	
	<ul> <li>Developing critical thinking: investigating, analyzing, and solving problems</li> </ul>	and admissions criteria for	
	<ul> <li>Strengthening metacognition:         Setting goals, making plans, and         managing their time to achieve         those goals.</li> </ul>	<ul> <li>Ready to compete for entry-level positions where they can develop crucial workforce skills</li> </ul>	

# Synthesized Resume of a Jeffco Grad (2 of 3)

Students gain	By being empowered to	Then they will leave Jeffco	
Life Readiness Skills	<ul> <li>Practice leadership: Making decisions, mentoring others, and advocating for self and others</li> </ul>	<ul> <li>Having developed positive attitudes and beliefs about themselves</li> </ul>	
	<ul> <li>Exercise creativity: Experiment, innovate, and explore</li> </ul>	<ul> <li>Equipped to persevere when faced with challenges</li> </ul>	
	<ul> <li>Develop mindfulness: Reflect, listen to understand, and express empathy</li> </ul>	<ul> <li>Knowing how to create a plan to accomplish a task or goal</li> </ul>	
	Build relationships and connections	Having established a network	
	<ul> <li>Become financially and digitally literate</li> </ul>	they can continue to build to get and give support	

# Synthesized Resume of a Jeffco Grad (3 of 3)

Students gain	Distinguishing themselves by	Then they will leave Jeffco having	
Workforce Skills	<ul> <li>Developing a growth mindset: harnessing curiosity to take action and achieve goals</li> </ul>	Engaged in self-directed learning	
	<ul> <li>Communicating effectively: exchanging information in varied formats with varied audiences</li> </ul>	Developed key habits needed to succeed in today and tomorrow's workforce	
	<ul> <li>Collaborating inclusively: Cooperating with others in teams or on projects to accomplish shared work</li> </ul>	Become a functioning member of a team	
	<ul> <li>Growing character: Demonstrating high integrity, trustworthiness, accountability and professionalism</li> </ul>	<ul> <li>Discovered and explored passions and potential careers</li> <li>Earned career certification</li> </ul>	
	<ul> <li>Gaining career-related knowledge through work-based experiences</li> </ul>	and/or college credit	

# **Discussion**

- Based on your experience and understanding of our students' needs, do these learner goals resonate with what you believe to be important for their success?
- 2. Do you have any compelling arguments to remove or change the skills?
- 3. What excites you most about these learner goals, and how do you envision supporting their implementation in your respective schools?
- 4. What do you believe high school leaders would need to know or experience in order to publish how their high school aligns with these goals?

# What's next?





# **High School Reimagined Roadmap**

Learner Goals & Resume of a Jeffco Grad

Courses & Credits

Pathways & Partnerships

Seminal Jeffco HS Experience

Implementation		
Planning & Piloting	Implementation	
Planning & Piloting		Implementation
Planning & Piloting		Implementation

Is there anything big that we're missing?

# Workshop

- Kym states her problem of practice (5 min)
- Participants ask clarifying questions (15 min)
- Participants collaborate together on potential ways to address the question (45 min)
- Kym summarizes where we're going and adds in additional direction/vision (15 min)
- Group outlines more detailed questions to build a roadmap for this work

# **Detailed roadmap**

- What questions do we need to answer in order to solve this problem?
- Who needs to be engaged in this work?
- What do we need people to experience so that they can do this?
- What can a reasonable timeline look like?

# **Next steps with Principals**

- What advice do you have for our next steps with high school principals?
- What do you think is important for them to understand or experience?
- What are the potential challenges with bringing principals along?

# Thank you!





# Family-School Relationships Survey

Jeffco Public Schools
Spring 2023

# About the survey

- Provided by Panorama Education for the first time, rather than the district-developed Family-School Partnerships (FSP) survey.
- Panorama's survey is used nationally and based on national percentiles.
- Not based on the 6 Standards for Family-School Partnerships like the FSP survey; it uses these categories:
  - ➤ Barriers to engagement
  - ➤ School safety
  - ➤ School climate
  - >School fit
- An additional category was added for Jeffco Jeffco's Strategic Plan.

# Jeffco's results

- Responding to the survey were 10,715 families a 19% response rate (nationally, response rates are usually 25-35%).
- Respondents were primarily white (70%) and mothers (77%).
- Responses were in the 20<sup>th</sup>-39<sup>th</sup> percentile (second to lowest).
- Results overall (percent of favorable responses):
  - ➤ Barriers to engagement 81%
  - ➤ School safety 74%
  - ➤ School climate 66%
  - ➤ School fit 63%
  - ➤ Jeffco's strategic plan 55%
- Results of survey: www.jeffcoschools.org/community\_portal/research\_surveys/annual\_survey