



CDE's After School Division Strategic Planning Process



BOOST Conference 2013



After School Division

Strategic Initiative:
SYSTEM OF SUPPORT

Thursday, May 2, 2013
2:45 PM - 4:45 PM

Introductions

Today's Objectives

- 1. Provide information of strategic planning process to date, including specific content of the System of Support Strategic Implementation Team.*
- 2. Solicit feedback on content developed to date.*

Agenda



Background Information

Small Roundtable Discussions – Feedback Opportunity

Group Q&A, Next Steps, Concluding Comments

The Process – Where We've Been

Late 2011:

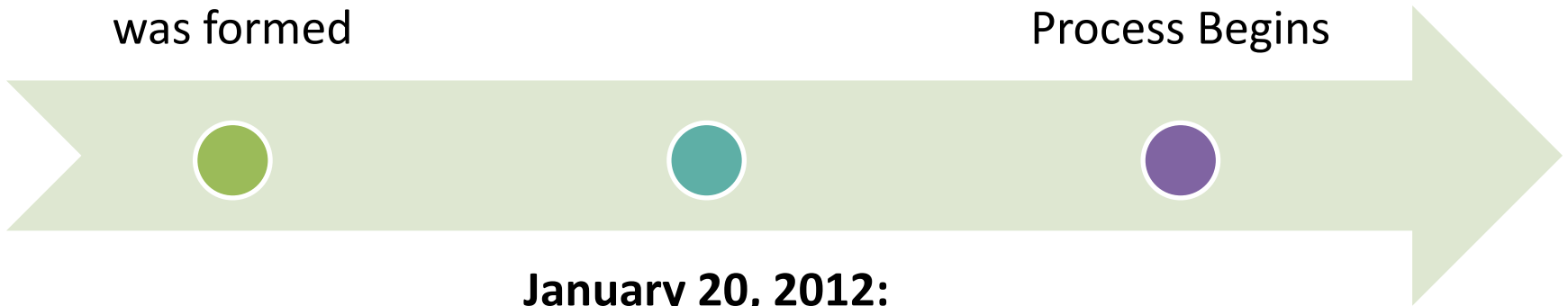
The new After School Division was formed

March 2012:

Strategic Planning Process Begins

January 20, 2012:

New Division Director Hired



The Process – Where We've Been

August 23, 2012:

Final Design
Team Meeting

October 8, 2012:

SSD
Distributed to
the Field

September 12, 2012:

CDE Approval of
Statement of Strategic
Direction



Statement of Strategic Direction

After School Division Vision

“California’s Expanded Learning programs are an integral part of young people’s education, engaging them in year-round learning opportunities that prepare them for college, career, and life.”

After School Division Purpose

“Working in collaboration with stakeholders, the After School Division supports the development and sustainability of high-quality Expanded Learning programs throughout California by:

After School Division Purpose cont'd.

- *Providing a comprehensive and coordinated system of support and accountability to maintain and improve program quality while encouraging creativity and innovation in the field;*
- *Developing and maintaining clearly defined guidelines, regulations, program requirements and processes supporting efficient program administration;*

After School Division Purpose cont'd.

- *Communicating with the field in a clear, timely, and transparent, manner; and*
- *Championing expanded learning as a vital and integrated part of the education system.”*

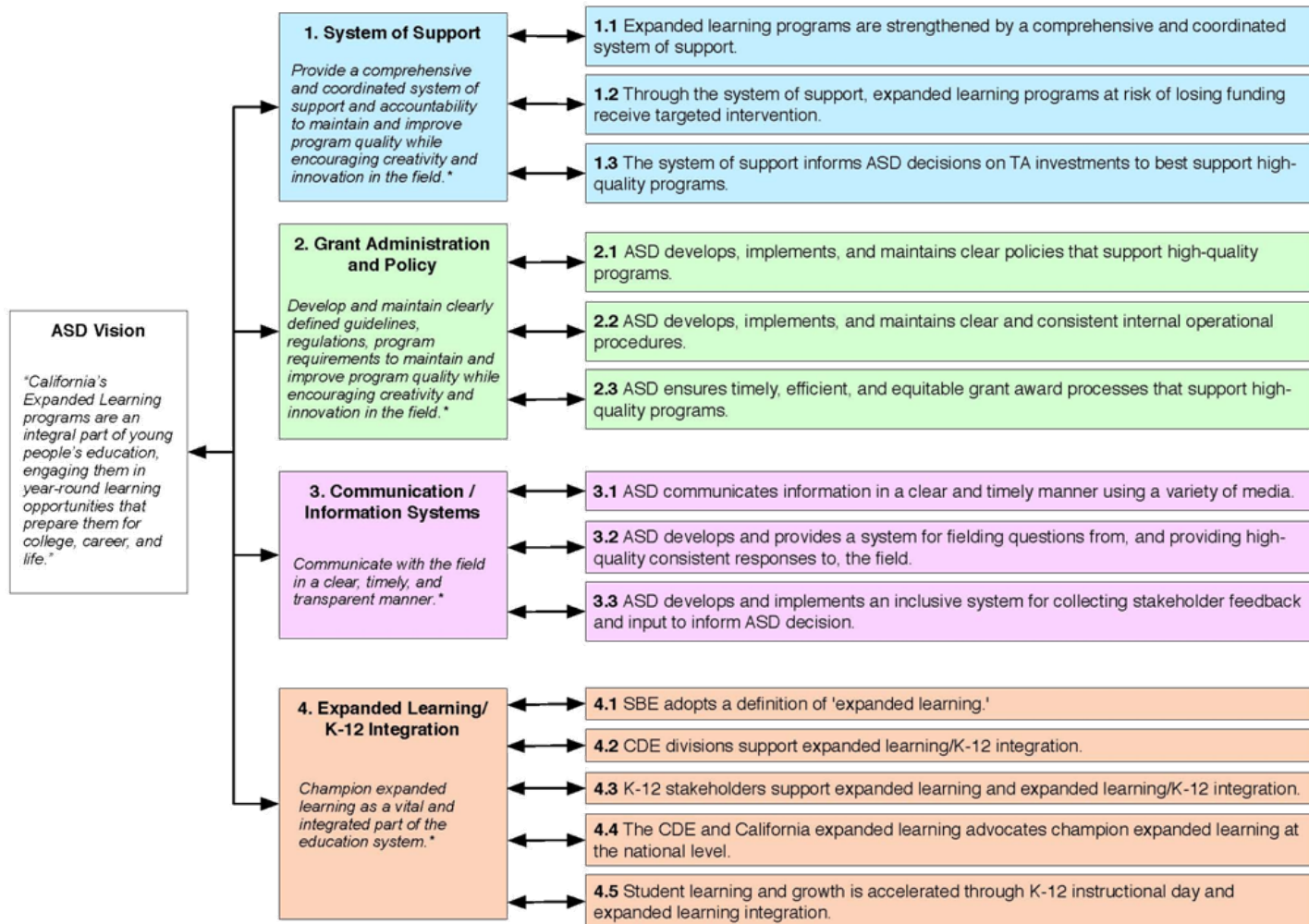
After School Core Values

- *Accountability*
- *Service*
- *Courage*
- *Integrity*
- *Respect*

Strategic Initiatives

- *System of Support*
- *Grant Administration and Policy*
- *Communication/Information Systems*
- *Expanded Learning/K-12 Integration*

Strategic Initiatives & Goals



* From ASD Purpose statement.

The Process – Where We've Been

October 8, 2012:

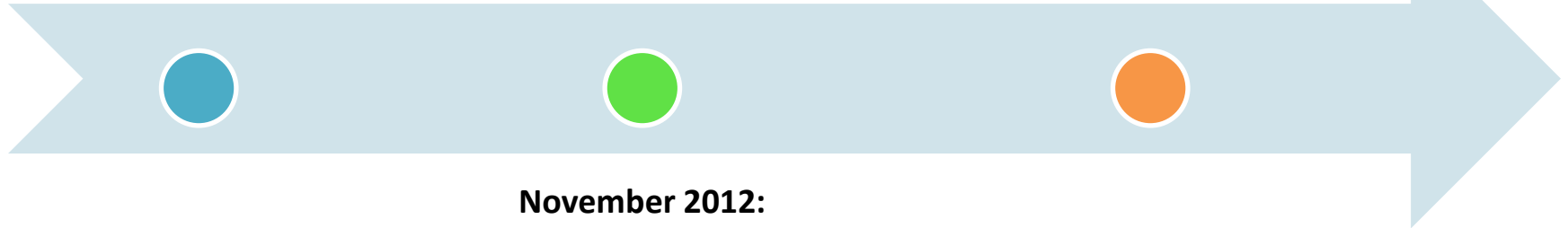
Recruitment of
Strategic
Implementation Teams
Begins

**December 2012 – January
2013:**

Co-Chair Orientation/Planning
Meetings

November 2012:

Team Member Applications
Accepted



The Process – Where We've Been

January 17, 2013:

Team Members
Finalized/Announced

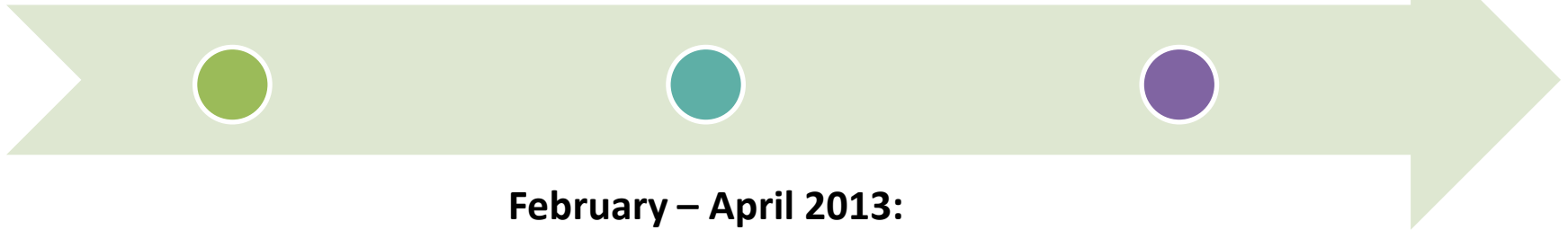


May 2 & 3, 2013:

BOOST Presentations

February – April 2013:

Monthly Strategic
Implementation Team
Meetings (3 Meetings)



Accountability Frameworks

- *Summarizes objectives, indicators, and targets to be realized by the ASD.*
- *It will answer the question: How will we know that we have arrived where we want to go?*

Accountability Frameworks: Objectives

- Definition: Intended result or consequence – a measurable step within a designated period of time that directly supports the achievement of a goal.

Accountability Frameworks: Objectives

- Answers the question: What major steps do we need to take to achieve our goals?
- Objectives should be SMART (Specific, Measurable, Attainable, Realistic/Results-based, and Time-bound).

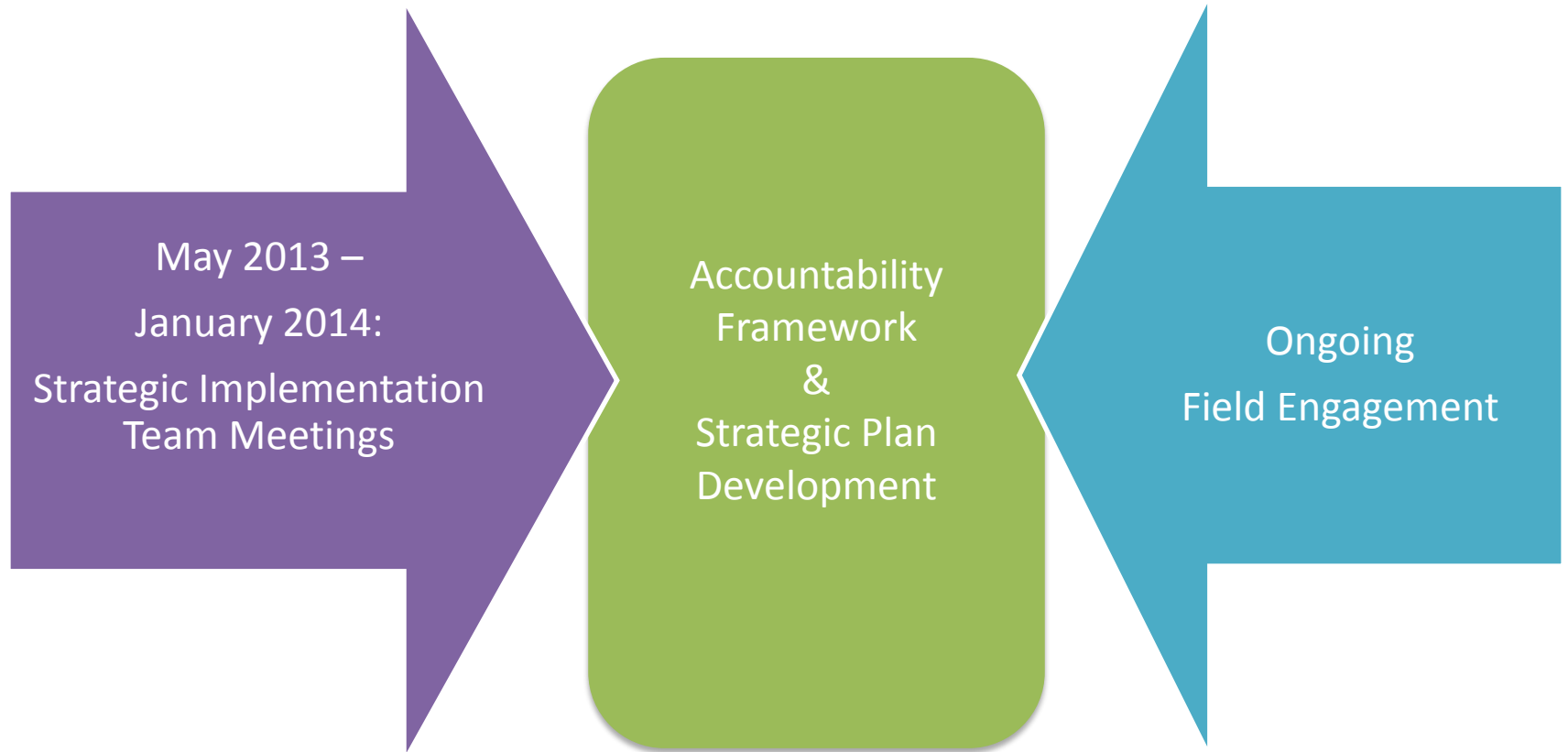
Accountability Frameworks: Indicators of Success

- Definition: A measurement of achievement relative to a planned objective over a period of time. An indicator provides evidence that a certain condition exists or certain results have or have not been achieved.

Accountability Frameworks: Indicators of Success

- Answers the question: How will we know that our objectives and/or goals have been achieved
- Objectives can have multiple indicators
- These are not activities/tasks

The Process – Where We're Going



Where we are going

Annual Implementation Plan

- *Summarizes key activities, responsible parties and timelines for the work necessary to realize all objectives.*
- *It will answer the question: What do we need to do to get where we want to go? Who will do it? When will it be done?*

A Metaphor

After School Division

Renovating a House

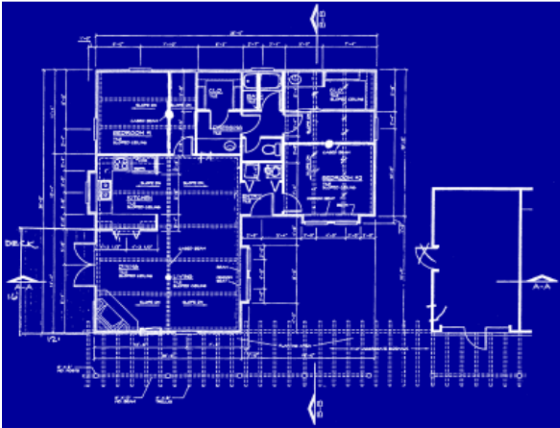


Vision: *House residents live in a comfortable, stylish, functional house.*

Vision: *House residents live in a comfortable, stylish, functional house.*

Accountability Framework:
 Mission: *Renovate the house*
 Goal: *House has a modern kitchen*
 Objective: *Upgrade kitchen floors and counters*

Conceptual Design and Blueprint



Implementation Plan:
 Activity: *Install flooring*
 Responsible Party: *Glen*
 Deadline: *June 30, 2013*

Construction Work Plan

Mapping No	Centex Schedule		Miller Schedule	
	ID	Activity Name	ID	Activity Name
1	1 st Floor Activities		1 st Floor	
2	1210	Install Light Fixtures	32	0200-Fixtures
3	1040	In-wall Elec. Rough in	33	0300-Wiring Devices
	1255	Install Electrical Finishes	34	0500-Cable Tray
	1020	Overhead Elec. Rough in	35	0602-Above Grade
			36	0900-Single Conductor Wire
			37	1300-Equipment
4	2 nd Floor Activities		2 nd Floor	
5	2090	Install Light Fixtures	39	0200-Fixtures
6	2045	In-wall Elec. Rough in	40	0300-Wiring Devices
	2110	Install Electrical Finishes	41	0500-Cable Tray
	2020	Overhead Elec. Rough in	42	0602-Above Grade
			43	0900-Single Conductor Wire
			44	1300-Equipment
7	3 rd Floor Activities		3 rd Floor	
8	3090	Install Light Fixtures	46	0200-Fixtures
9	3045	In-wall Elec. Rough in	47	0300-Wiring Devices
	3110	Install Electrical Finishes	48	0500-Cable Tray
	3020	Install Electrical Finishes	49	0602-Above Grade
			50	0900-Single Conductor Wire
			51	1300-Equipment
10	Structure/Exterior/Roof		Roof	
11	0211	Elec. Rough in/Equipment/Tie-in	53	0300-Wiring Devices
			54	0602-Above Grade
			55	0900-Single Conductor Wire
			56	1300-Equipment

Our Team: **System of Support**

Purpose

Provide a comprehensive and coordinated system of support and accountability to maintain and improve program quality while encouraging creativity and innovation in the field.

Goals

- 1.1 – *Expanded learning programs are strengthened by a comprehensive and coordinated system of support.*
- 1.2 – *Through the system of support, expanded learning programs at risk of losing funding receive targeted intervention.*
- 1.3 – *The system of support informs ASD decisions on TA investment to best support high-quality programs.*

Where We Are

- Draft objectives for goals 1.1 & 1.2.
- Draft indicators of success for goals 1.1 & 1.2.
- Brainstorm & ideation around goal 1.3.

Context

Quality

- *Connection between quality programs and quality support/technical assistance.*
- *A system of support that is results driven and has a positive impact on program quality.*

Access

- *Multi-platform access to support.*
- *Access to common tools & resources.*

Context

Equity

- *A system of support with a focus that is broad as well as deep.*
- *Equitable representation within the system of support of diverse stakeholders throughout California.*

Assessment

- *On-going assessment of support needed.*
- *Evaluation of support provided.*
- *Periodic assessment of overall system of support.*

After School Division

Roundtable Discussions

What We're Doing

- In groups/tables reviewing content developed to date
- Discussing with our groups/tables the content utilizing the Discussion Questions as prompts if necessary.
- Formulating and providing constructive feedback on the content.


Ground Rules for Discussion

- Focus on content versus language
- Be as specific as you can be, provide examples where appropriate
- Participate as much as possible, your opinion is valuable
- Ask questions as they come up, seek clarification when you need it
- Respect other opinions
- Avoid debating – we are looking for feedback, not trying to resolve outstanding conflicts at this time.
- Don't interrupt; let others finish speaking before you begin.

Wrap Up

- *Next Steps*
- Q & A
- Survey?
- Concluding Comments
- Follow Us/Contact Us!

Next Steps



Compile Feedback &
Share with
Implementation Team

Incorporate Feedback
into revised
Accountability
Frameworks

Continue
Development of
Accountability
Framework &
Implementation Plan

Ongoing Updates to
and Engagement
Opportunities with
the Field

After School Division

Q&A

Concluding Comments

Follow us on Facebook and Twitter for the latest news!



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@CaELPrograms

BOOST Sessions

- One BOOST session for each strategic initiative to gather feedback on the work accomplished to date.

System of
Support

*Thursday, May 2
2:45PM – 4:45PM
Sierra Room*

Grant
Administration
and Policy

*Friday, May 3
10:00AM – 12:00PM
Sierra Room*

Communication/
Information
Systems

*Friday, May 3
1:15PM – 2:30PM
Sierra Room*

Expanded
Learning/K-12
Integration

*Friday, May 3
3:45PM – 5:15PM
Sierra Room*

BOOST Sessions

- Other ASD Strand BOOST sessions:

Defining Quality: An Opportunity to
Review and Advise Statewide Standards

Saturday, May 4
9:15AM – 11:15AM
Mesquite E/F Room

Contact Information

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After School Division

Thank You!

Strategic Initiative: System of Support		
Goal/Objective	Indicators of Success	
Goal 1.1: EXPANDED LEARNING PROGRAMS ARE STRENGTHENED BY A COMPREHENSIVE AND COORDINATED SYSTEM OF SUPPORT		
Objective: 1.1.1 DEFINE ELEMENTS OF QUALITY PROGRAMS.	1.	Definition of quality program elements are easily understood & communicated.
	2.	Practitioners align program practices with the defined elements of quality program.
Objective: 1.1.2 DEFINE AND ESTABLISH AN EFFECTIVE AND COHESIVE STRUCTURE OF STATEWIDE SUPPORT FOR HIGH-QUALITY EXPANDED LEARNING PROGRAMS.	1.	System of support structure is clearly identified, aligned & coherent.
	2.	The system of support is tiered to be responsive to universal, targeted & critical needs, in a manner that supports innovation & addresses problems.
	3.	Programs access & utilize the system of support.
	4.	TA effectiveness is regularly assessed by funder, provider & recipient with tools that incorporate input from practitioners about access to and quality of support services.
Objective: 1.1.3 DEVELOP A FRAMEWORK THAT OUTLINES HOW THE SYSTEM OF SUPPORT BOLSTERS THE ELEMENTS OF QUALITY PROGRAM.	1.	TA tools & services are aligned to the defined elements of quality programs and are responsive to the assessed needs of the field.
	2.	Knowledge & expertise in the defined elements of program quality are incorporated into the RFP for TA investments & are prioritized in the application review process.

Strategic Initiative: System of Support		
Goal/Objective	Indicators of Success	
Goal 1.2: THROUGH THE SYSTEM OF SUPPORT, EXPANDED LEARNING PROGRAMS AT RISK OF LOSING FUNDING RECEIVE TARGETED INTERVENTION.		
Objective: 1.2.1 DEVELOP AND IMPLEMENT A SYSTEM TO DELIVER TARGETED INTERVENTION FOR PROGRAMS THAT ARE AT RISK OF LOSING FUNDING.	1.	At risk programs are identified through an inclusive, iterative process that accounts for multiple factors (e.g., ADA, outcome data, FPM, fiscal data, and self-selection).
	2.	Programs and TA providers identify the underlying causes of observed performance challenges using a common, robust assessment tool.
	3.	The intensity and duration of TA services are commensurate with the severity of the underlying causes.
	4.	There is a pool of high-quality, content specific TA providers/site visitors available to sites to address site-specific performance issues.
Objective: 1.2.2 CREATE A COMMON PROTOCOL FOR TA PROVIDERS TO MONITOR AND REPORT ON PARTICIPATING PROGRAMS' PROGRESS TOWARD IMPROVED PERFORMANCE.	1.	Programs and TA provider jointly develop an improvement plan that identifies specific improvement outcome goals, negotiated TA support, realistic implementation timelines, and clear consequences for not meeting outcomes.
	2.	TA providers regularly report on participating programs' progress toward their improvement goals, along with factors that supported or impeded their progress.
	3.	More programs retain their grant funding.

Strategic Initiative: System of Support		
Goal/Objective	Indicators of Success	
Goal 1.3: THE SYSTEM OF SUPPORT INFORMS ASD DECISIONS ON TA INVESTMENT TO BEST SUPPORT HIGH-QUALITY PROGRAMS.		
Objective:	1.	
	2.	
	3.	
Objective:	1.	
	2.	
	3.	
Objective:	1.	
	2.	
	3.	