

The Achievement Initiative

JOIN THE MOVEMENT

Welcome



Grant BennettSuperintendent
Perris Union High SD



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School Innovations & Achievement

District Demographics

Based on A2A Configurations

A2A ACTIVE STUDENTS: 10,349

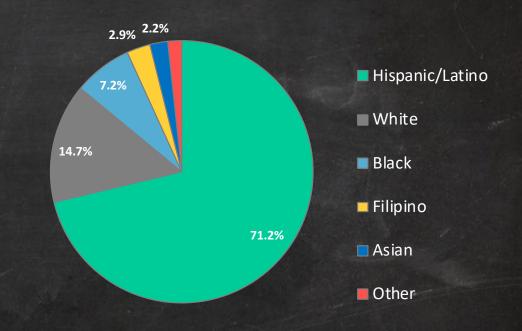
Active Site Information

Middle – 1 Sites; 11.0% (student pop.) High – 4 Sites; 79.4% (student pop.)

Additional Data

English Language Learner: 17.1% Free & Reduced Lunch: 74.6%

Foster Care: .62%

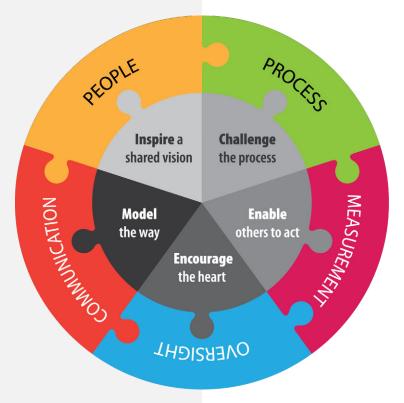




About the Achievement Initiative

How our program works: It's all designed around 2 skills

LEADERSHIP MANAGEMENT



The Five Practices of Exemplary Leadership

1. Inspire a shared vision

- 2. **Challenge** the process
 - 3. **Enable** others to act
 - 4. **Encourage** the heart
 - 5. **Model** the way

5 Principles for Continuous Improvement

- 1. People
- 2. Process
- 3. Measurement
- 4. Oversight
- 5. Communication

The Achievement Initiative

Is there a Difference?

- Elbow exercise:
 - What's the difference between a manager and a leader?
 - Is there a difference?
 - Turn to your neighbor and define a manager
 - Turn to your neighbor and define a leader

According to Webster's Dictionary

- A managers is a person responsible for controlling or administering all or part of a company or similar organization.
- A leader is the person who leads or commands a group, organization, or country.

What Leadership Really Is

- Leadership is a process of social influence which maximizes the efforts of others toward the achievement of a greater good.
- Notice the key elements of this definition: Leadership stems from social influence, *not authority or power*.
- So how exactly does one become a Leader?

What's great is when a manager engages in these behaviors the following occurs

They are:

More effective in meeting job-related demands

More successful in representing their units to upper management

More likely to create higher-performing teams

They also....

Foster loyalty and commitment

Increase motivational levels and willingness to work hard

Reduce absenteeism and turnover

Possess high degrees of personal credibility

5 Leadership Practices

1

Inspiring a Shared Vision



2

Modeling the Way



3

Challenging the Process



4

Enabling Others



5

Encouraging the Heart



1. Inspire a shared vision

- Leaders passionately believe they can make a difference.
- They envision the future, creating an ideal and unique image of what the organization can become.
- Through their magnetism and quiet persuasion, leaders enlist others in their dreams.
- They breathe life into their visions and get people to see exciting possibilities for the future.

ACCELERATING OUR FUTURE...

"Creative tension comes from seeing clearly where we want to be, our 'vision,' and telling the truth about where we are, our 'current reality.' The gap between the two generates a natural tension. Creative tension cannot be generated from current reality alone. All the analysis in the world will never generate a vision. Many who are qualified to lead fail to do so because they try to substitute analysis for vision. What they never grasp is that the natural energy for changing reality comes from holding a picture of what might be that is more important to people than what is."

-Pete M. Senge,
MIT Sloan School of Management

1. Inspire a shared vision

PEOPLE · COMMUNICATION

Our program is designed to create a culture of achievement starting with creating a culture of showing up.

"Every Class Counts"

Inspiring a Shared Vision

Language Matters

When I speak

- Am I inspiring?
- Am I oriented towards the future or the present?
- Does what I say offer a view that can be shared by others?

— What language do we use when talking to parents/students/staff?

- Is it aspirational/inspirational or punitive?
- When I'm talking to a parent
 - What do I say?
 - How can I inspire?
- When I'm talking to a staff member
 - What do I say?
 - How can I inspire?
- When I'm talking to a student
 - What do I say?
 - How Can I inspire?

Inspiring a Shared Vision

Frequency

- Every opportunity is a chance to inspire and share your vision to create the culture of "showing up"
 - Attendance letters- communications to the masses
 - Achievement Initiative targets messages
 - Using reports and data with staff
 - Parent meetings and conversations
- Utilize your staff to carry your message
 - One of you many of your site staff
- Everyday meetings, parent conferences, student interactions
- Constant and Consistent
 - The more people hear you talk about this, the more people will share your vision.

Increased Parent Communication & Engagement

Series of Truancy, Excessive Excused Absences, Chronic, and Conference Notifications informing parents of the importance of regular school attendance.

27,151 parent communications about Showing Up in 2017-2018

1,086 average letters per run (or weekly): 25 total letter runs to date

5,322 First Truancy Notification Letters

2,719 Second Truancy Notification Letters

673 Third Truancy Notification Letters

2,416 Chronic Letters

2,551 Excessive Excused Absence I Letters

612 Excessive Excused Absence II Letters

9,605 Email Notifications

3,253 Conference Notifications

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2. Challenge the process

- Leaders look for opportunities to change the status quo.
- They look for innovative ways to improve the organization.
- In doing so, they experiment and take risks.
- And because leaders know that risk taking involves mistakes and failures they accept the inevitable disappointments as learning opportunities.

Yes. I am suggesting change

- The #1 reaction to change is resistance
- Most people prefer the status quo
 - It's familiar
 - It's not scary
 - They know "They can do it"
- Here's the problem
 - Creativity is stifled along with innovation
 - No significant improvements can be had

"The best time to plant a tree was 20 years ago. The second best time is now." Chinese Proverb

- To keep up you have to change.
- Some questions:
 - Where would you be if you had started last week?
 - Where would you be if you had started last month?
 - Where would you be if you had started last year?
 - Where would you be if you had started 5 years ago?
- It's never convenient, there will never be 100% consensus, there will always be naysayers and you can't wait for perfect.
- Change, like it or not, is an imperative for growth.

Three Ways to Fail

2. Challenge the process

PROCESS · MEASUREMENT · OVERSIGHT

We're disrupting how districts typically approach achievement. We have a proven, innovative solution to improve student attendance. We built a process into our program with the rigor, service and vigilance to execute with the same focus in year three as we have on day one.

So how do you Challenge the Process?

- People do their best when there's the chance to transform the way things are.
- Most innovations do not come from leaders
 - People doing the work usually know the solutions and answers to problems. They are closest to the work
- How many of us a leaders are guilty of doing things
 - Because that's how we were taught to do it?
 - Because that's how it's always been done.



Perris Union HSD Story

Perris UHSD- What we were up against

- High Poverty / Low Performing
- Growing/Changing Demographics
- Effective Board of Trustees
- Questionable Culture of Expectation
- Focus On Learning?
- Achievement Gap
- Facing Economic Challenges
- Looking for Relief Increased ADA



How Perris Challenges the Process











3. Enable others to act

- Leaders foster collaboration and build spirited teams.
- They actively involve others.
- Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and dignity.
- They strengthen others, making each person feel capable and powerful.

Research indicates that employees have three prime needs: Interesting work, recognition for doing a good job, and being let in on things that are going on. —Zig Ziglar

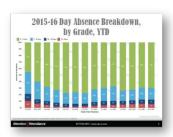
The Achievement Initiative incorporates all three!

3. Enable others to act

PEOPLE · PROCESS · MEASUREMENT · OVERSIGHT · COMMUNICATION

We pay attention to people and believe that your data tells a story that should inspire action. Data reporting and comparative analysis are built into our service model, providing your team with the tools and confidence to make a difference.

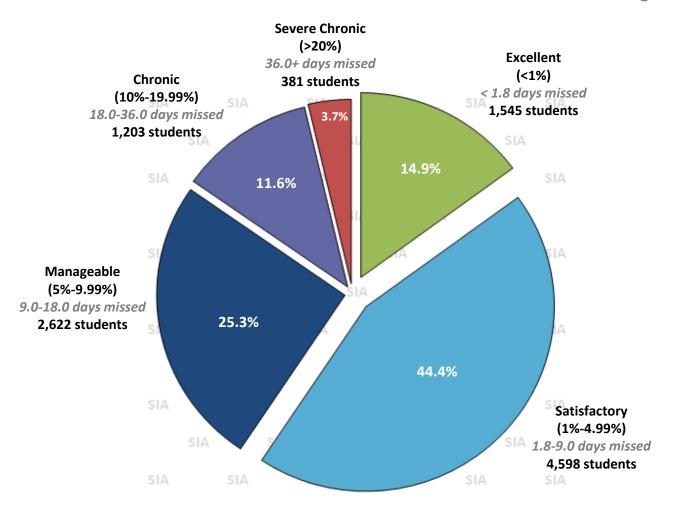








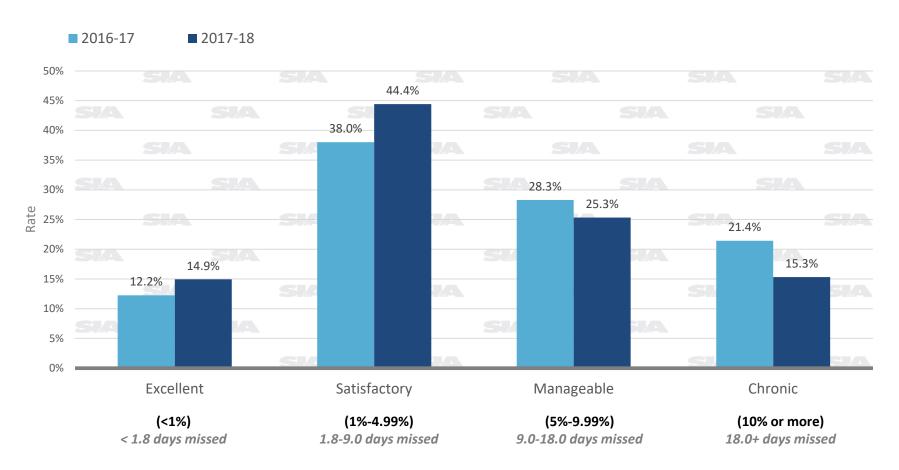
2017-18 Total Absence Summary



- 59.36% (6,143) of your students fall in the Excellent and Satisfactory groups.
- 40.64% (4,206) of your students have missed more than 9.0 days of school.

Data as of 6/7/2018

Total Absence Summary, Year-over-Year



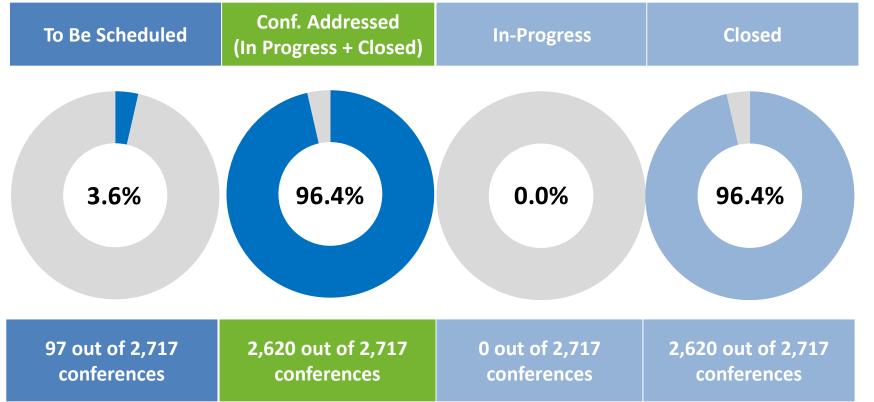
• The goal is to **increase** the number of students in the **Excellent** and **Satisfactory** categories and **decrease** the number of students in the **Manageable** and **Chronic** categories. There are **things we can do to continue** improving these results so we don't plateau.

Data as of 6/7/2018

2017-18 Conferencing Summary

This year, **96%** of all conferences have been scheduled or closed. Our objective for the end of the year was **100%**. We were at **97%** at the Mid Year point.

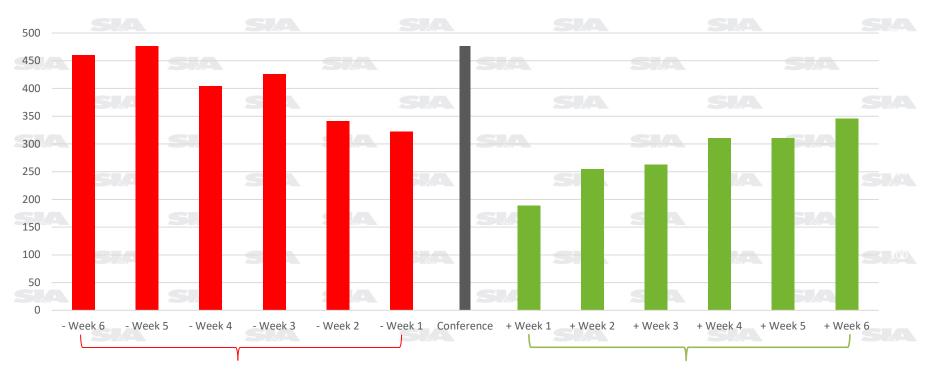
Conferencing is crucial to successfully changing your culture to one of "showing up." We schedule a parent conference after the 2nd truancy notification.



Data as of 6/20/2018

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Conference Effectiveness: L2 Conferences



Student absences 6 weeks prior to conference

Student absences 6 weeks after conference

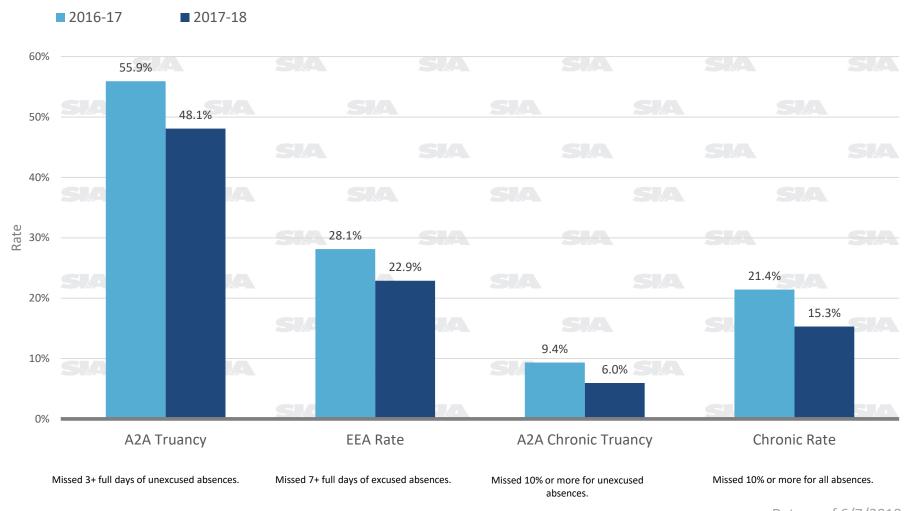
^{*} Each week represents 5 instructional days. Data does not always represent calendar weeks.

	Before	After	Improvement Rate	Total Conferences (Closed & Conducted)
Days Missed	2,430	1,675	31.1%	697
Avg. Days Missed per Student	3.49	2.40		Attendance Thro

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Total Absence Rates, Year-over-Year

The lower, the better.



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Data as of 6/7/2018

How to Enable Others to Act

- Group exercise:
 - What do we need to know as leaders about our employees to enable them to act?
 - What are some ways as leaders we can empower others?

4. Encourage the heart

- Accomplishing extraordinary things in organizations is hard work.
- To keep hope and determination alive, leaders recognize contributions that individuals make.
- In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. They make people feel like heroes.

4. Encourage the heart

PEOPLE · COMMUNICATION

Recognition Program

We feel inspired by the results achieved through our program and are proud to acknowledge the accomplishments of our district partners and their success.

- Board ceremony presentation
- Award plaques and certificates provided



Ways Perris Encourages



Encourage the Heart

- Positive attendance incentives were provided to students that established and maintained excellent attendance (being absent less than 1% of the school year).
- As well as satisfactory attendance (being absent less than 4.9 % of the school year) and improved
- The Attendance Specialists conducted over 250 home visits,
 3,000 SART meetings and participated in 33 SARB meetings.

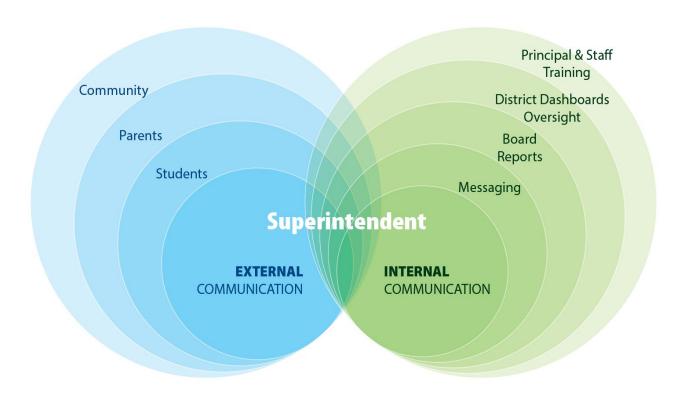
5. Model the way

- Leaders establish principles concerning the way people (constituents, colleagues, and customers alike) should be treated and the way goals should be pursued.
- They create standards of excellence and then set an example for others to follow.
- Because the prospect of complex change can overwhelm people and stifle action, they set interim goals so that people can achieve small wins as they work toward larger objectives.
- They unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there; and they create opportunities for victory.

5. Model the way

PROCESS · MEASUREMENT · OVERSIGHT

We push your one clear message out to students, parents, community and district staff, starting the chain reaction that shifts your entire organization's priority toward your objectives.



So...

When you combine

5 Principles of Continuous Improvement

(which is quality management)



5 Exemplary
Leadership
Practices

What Happens?

A2A Truancy Improvements

LAST YEAR

- 11.5 days: Average number of days missed by your truant students
- **56.9**% of your population (or 4,953 students) were truant

THIS YEAR

- **9.8 days:** Average number of days missed by your truant students
- **48.1**% of your population (or 4,976 students) were truant

CONGRATULATIONS!

This improvement equates to an increase in learning time of **1.7** days per student.

This totals:

- 46,497.5 hours
- 8,454.1 days
- Revenue increase?

Data as of 6/7/2018

Excessive Excused Absence Improvements

LAST YEAR

- 13.4 days: Average number of days missed by your excessively excused students
- **28.5**% of your population (or 2,480 students) were excessively excused

THIS YEAR

- 12.5 days: Average number of days missed by your excessively excused students
- **22.9%** of your population (or 2,368 students) were excessively excused

CONGRATULATIONS!

This improvement equates to an increase in learning time of **0.9** days per student.

This totals:

- 11,635.7 hours
- 2,115.6 days
- Revenue Increase?

Data as of 6/7/2018

Attendance Improvement Awards



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Ultimately, leadership is not about glorious crowning acts. It's about keeping your team focused on a goal and motivated to do their best to achieve it, especially when the stakes are high and the consequences really matter. It is about laying the groundwork for others' success, and then standing back and letting them shine.

-Chris Hadfield



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Call to action-ending

Next steps for you!



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Creating a culture of achievement starting with creating a culture of showing up.

Thank you!

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