2019 CAAASA Annual Conference

Creating a Culture of Achievement by creating a culture of showing up

The Achievement Initiative

JOIN THE MOVEMENT

Welcome

Eric Andrew, Ed.D
Superintendent, retired
Campbell Union SD

Erica Peterson
National Education Manager
School Innovations & Achievement

About Campbell Union SD

A2A ACTIVE STUDENTS: 7,339

Active Site Information

Elementary – 9 Sites; 68.5% (student pop.)
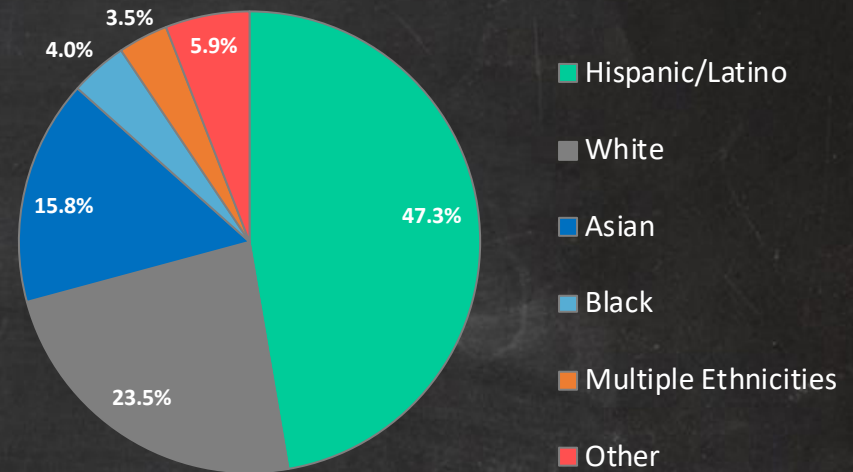Middle – 3 Sites; 31.5% (student pop.)
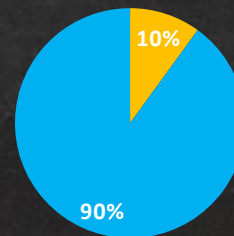High – 0 Sites; 0.0% (student pop.)

Additional Data

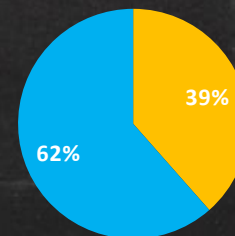**Target Group** ■ **Non-Target Group** ■
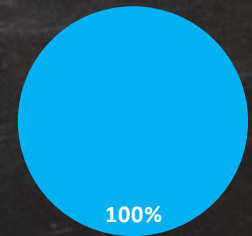
English Language Learner : **733**
Free & Reduced Lunch : **2,826**

Ethnicity Pie Chart:
- 47.3% Hispanic/Latino
- 23.5% White
- 15.8% Asian
- 4.0% Black
- 3.5% Multiple Ethnicities
- 5.9% Other

Legend:
- ■ Hispanic/Latino
- ■ White
- ■ Asian
- ■ Black
- ■ Multiple Ethnicities
- ■ Other

English Language Learner
- 10% (Target Group)
- 90% (Non-Target Group)

Free & Reduced Lunch
- 39% (Target Group)
- 62% (Non-Target Group)

Foster Care
- 100% (Non-Target Group)

Black includes African American, Pacific Islander includes Native Hawaiian, and Hispanic includes Latino(a).

Date as of 6/13/2018

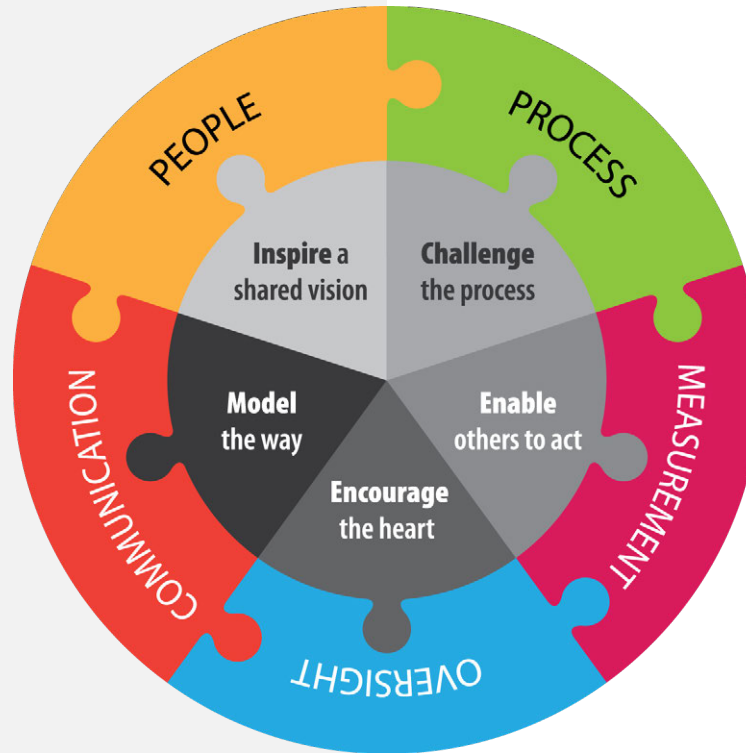The Achievement Initiative

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

By Kouzes and Posner

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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.

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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?

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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"

Leadership is the capacity to translate vision into reality.
—*Warren Bennis*

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?

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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.

An example of an aspirational message

Attention2Attendance®
It's what a parent can do.

Why is paying attention to attendance so critical for parents?

As a parent, you have dreams for your children and the sky's the limit – a concert pianist, a doctor, a professional sports athlete, or even President. For others, it may be about being the first in your family to graduate from college or to earn a doctorate. Ultimately, parents want the best for their children.

Attendance is critical to your student's success. Did you know that missing just a couple of days a month in Kindergarten through 3rd grade can result in lower academic performance?

Why is this critical? Because kids that aren't proficient by 4th grade are *significantly less likely to graduate from high school.*

In elementary school, our job as educators and parents is to teach our children good life habits - *the importance of showing up, being present, and attending school.* What we model today in the elementary years our children will model in middle school and high school.

In Campbell Union School District, we believe that well-informed parents help their children make correct choices. There's a saying: *"The world is run by those that show up."*

Let's make sure our kids show up,

Eric Andrew, Ed.D.
District Superintendent

Increased Parent Communication & Engagement

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

36,436 parent communications sent about Showing Up in 2017-18

643 average letters per run (or every two weeks): 16 total letter runs to date

1,496 First Truancy Notification Letters

813 Second Truancy Notification Letters

365 Third Truancy Notification Letters

865 Chronic Letters

2,275 Excessive Excused Absence I Letters

568 Excessive Excused Absence II Letters

2,051 Tardy 1 Letters

966 Tardy 2 Letters

886 Conference Notifications

18,815 K-3 Focus communication pieces

7,336 Excellent Attendance communication pieces

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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

- https://youtu.be/rBUSsP9rDsw

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.

Effective leadership is putting first things first. Effective management is discipline, carrying it out.
—*Stephen Covey*

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.
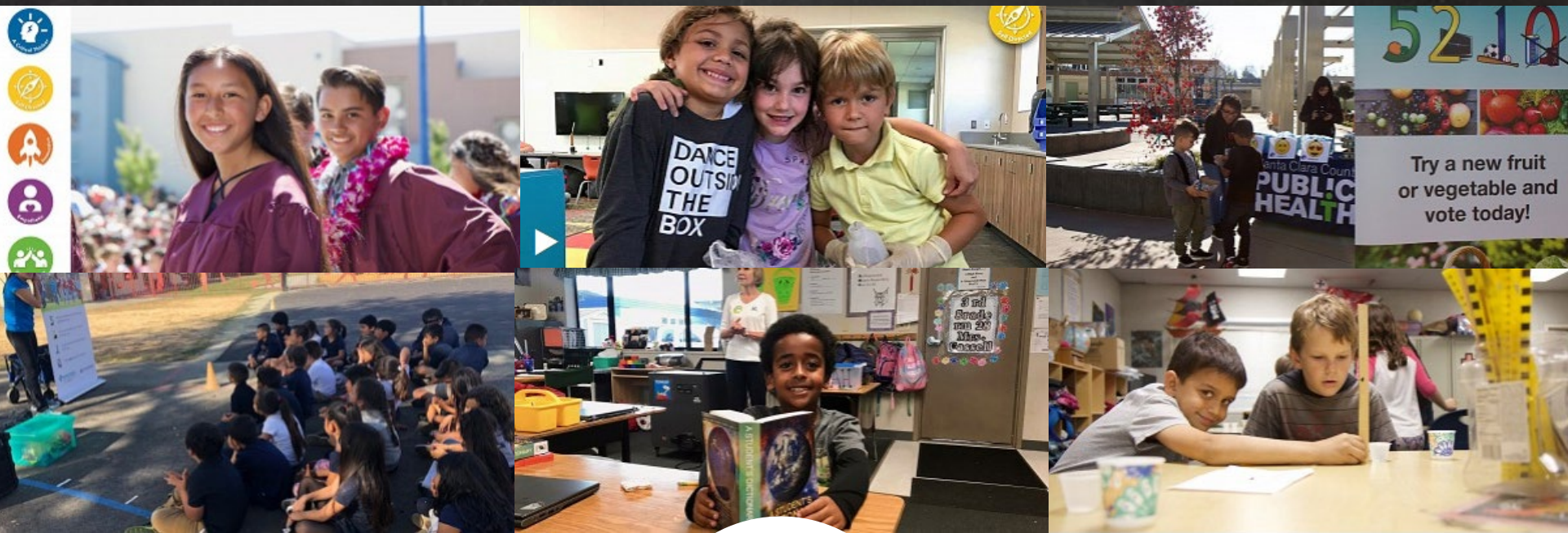
Campbell Union SD Story

Campbell SD– 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- YUP!

- Facing Economic Challenges

- Looking for Relief – Increased ADA

Campbell
UNION SCHOOL DISTRICT

*Attention2*Attendance®

How Campbell 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.

How do you **enable** others?

"I really believe in being a collaborative leader because no one person has all the ideas—it's important to get the voices of everyone involved in the decision making process. And the more ideas you get, the better the decision you can make."

How do you **enable** others?

"I think the most important aspect of collaboration is that when you're going into a discussion, you inform everyone who you are seeking ideas from of how the decision will be made."

How do you **enable** others?

"As long as everyone comes in knowing how the decision is going to be made, you get more authenticity from those willing to speak because they know how their contributions will affect the ultimate decision."
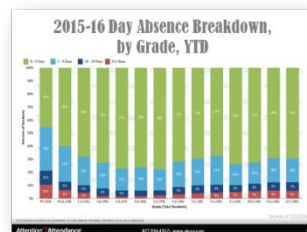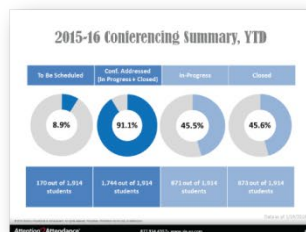
Eric Andrew

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*

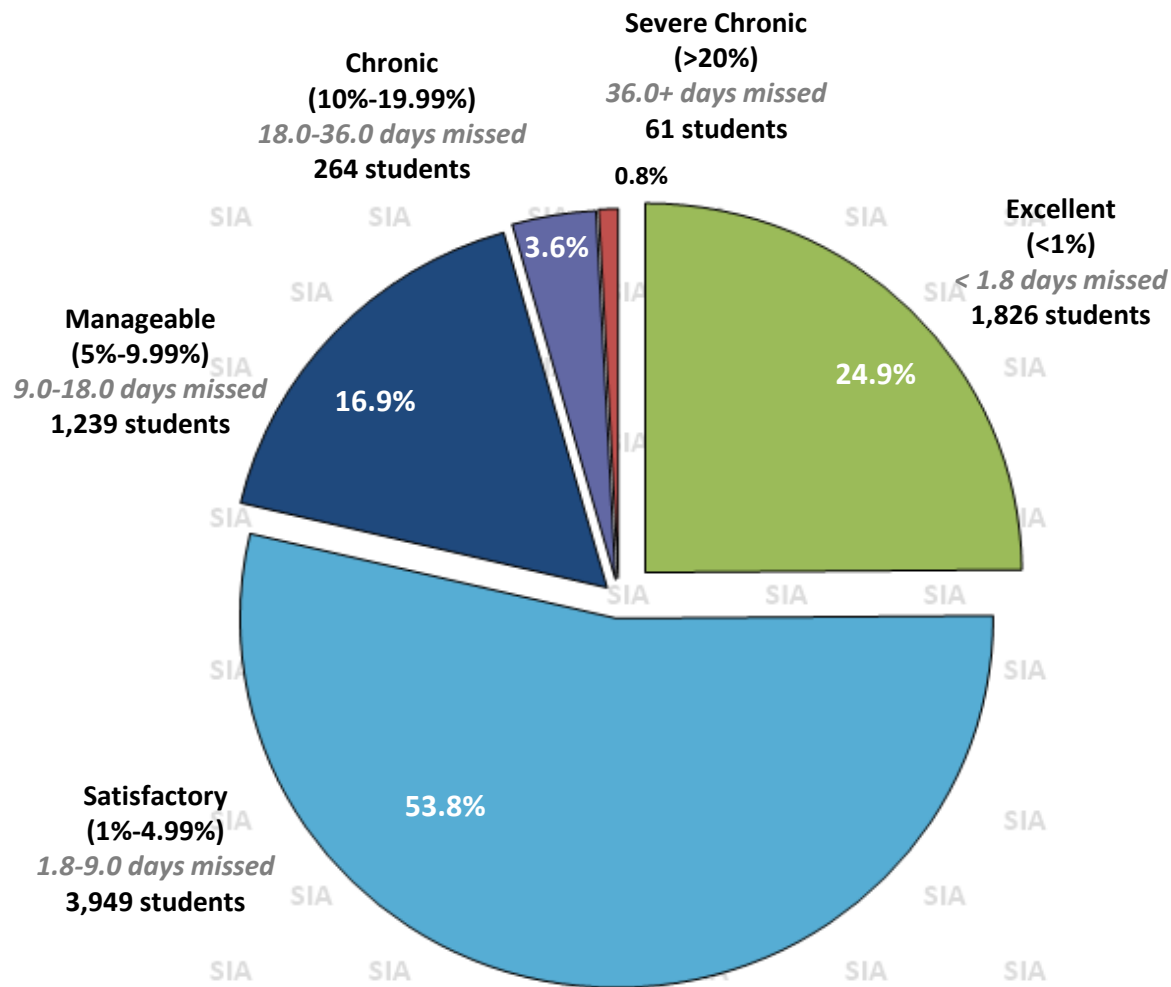**The Achievement Initiative incorporates all three!**

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

Severe Chronic (>20%)
36.0+ days missed
61 students

Chronic (10%-19.99%)
18.0-36.0 days missed
264 students

Excellent (<1%)
< 1.8 days missed
1,826 students

Manageable (5%-9.99%)
9.0-18.0 days missed
1,239 students

Satisfactory (1%-4.99%)
1.8-9.0 days missed
3,949 students

- 0.8%
- 3.6%
- 16.9%
- 24.9%
- 53.8%
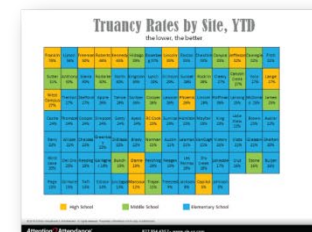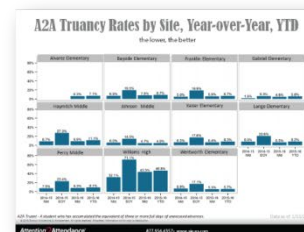
- 78.69% (5,775) of your students fall in the Excellent and Satisfactory groups.
- 21.31% (1,564) of your students have missed more than 9.0 days of school.

Data as of 6/13/2018

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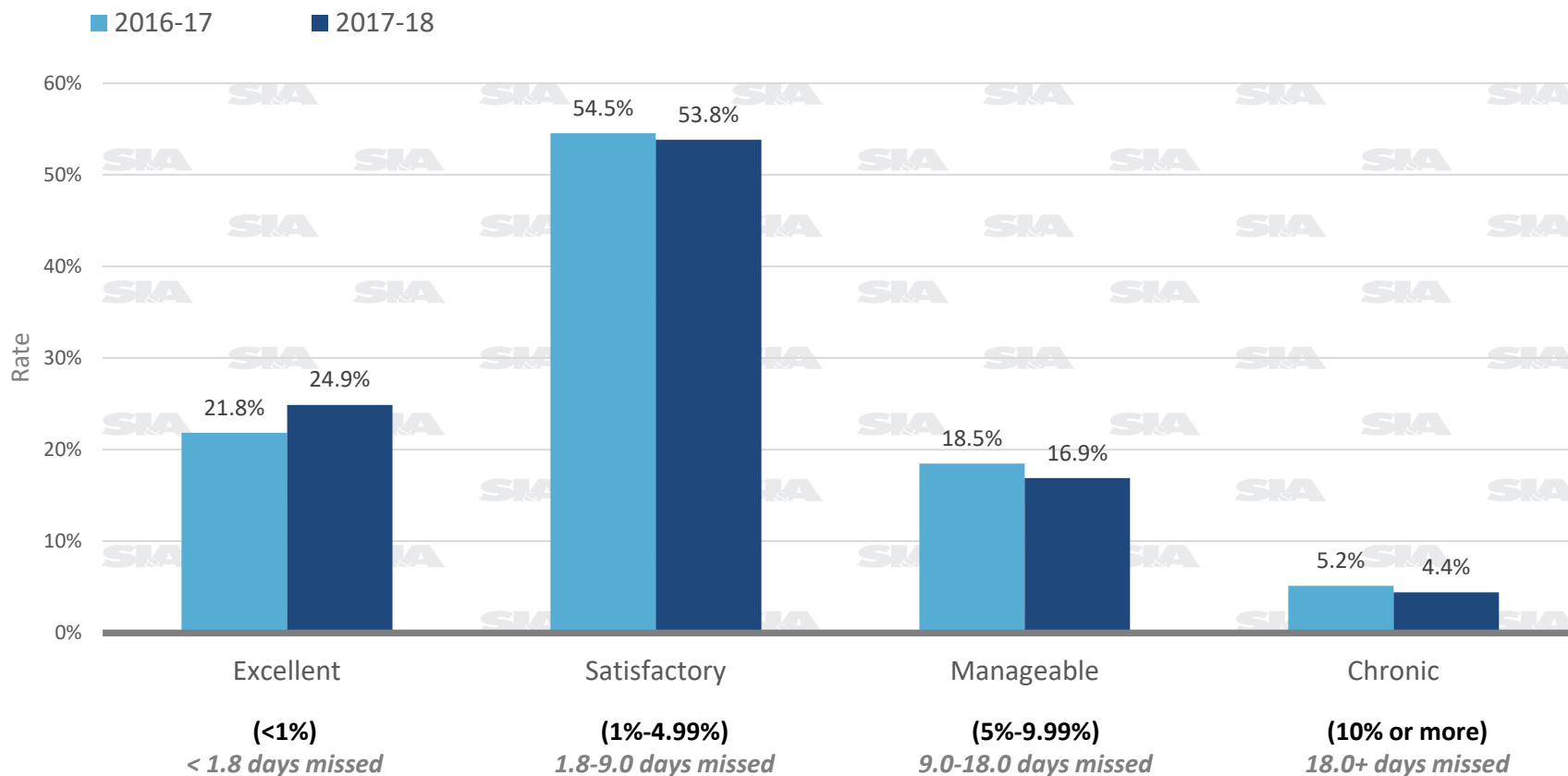
- The goal is to **increase** the number of students in the **Excellent** and **Satisfactory** categories and **decrease** the number of students in the **Manageable** and **Chronic** categories. There are **things we can do to continue** improving these results so we don't plateau.

Data as of 6/13/2018

2017-18 Conferences Addressed Rates by Site

School	Conferences Addressed Rate*	Total Conferences (#)	To Be Scheduled (#)	In-Progress (#)	Closed (#)
Village	89%	18	2	0	16
Blackford	91%	173	15	2	156
Capri	94%	146	9	0	137
Lynhaven	94%	173	10	0	163
Castlemont	96%	138	5	0	133
Rolling Hills	96%	113	4	0	109
Sherman Oaks	99%	87	1	0	86
Forest Hill	100%	45	0	0	45
Marshall Lane	100%	64	0	0	64
Campbell	100%	104	0	0	104
Rosemary	100%	141	0	0	141
Monroe	100%	253	0	0	253

* Conferences Addressed Rate = (In-Progress + Closed) / Total Conferences

Data as of 6/19/2018

Conference Effectiveness: L2 Conferences
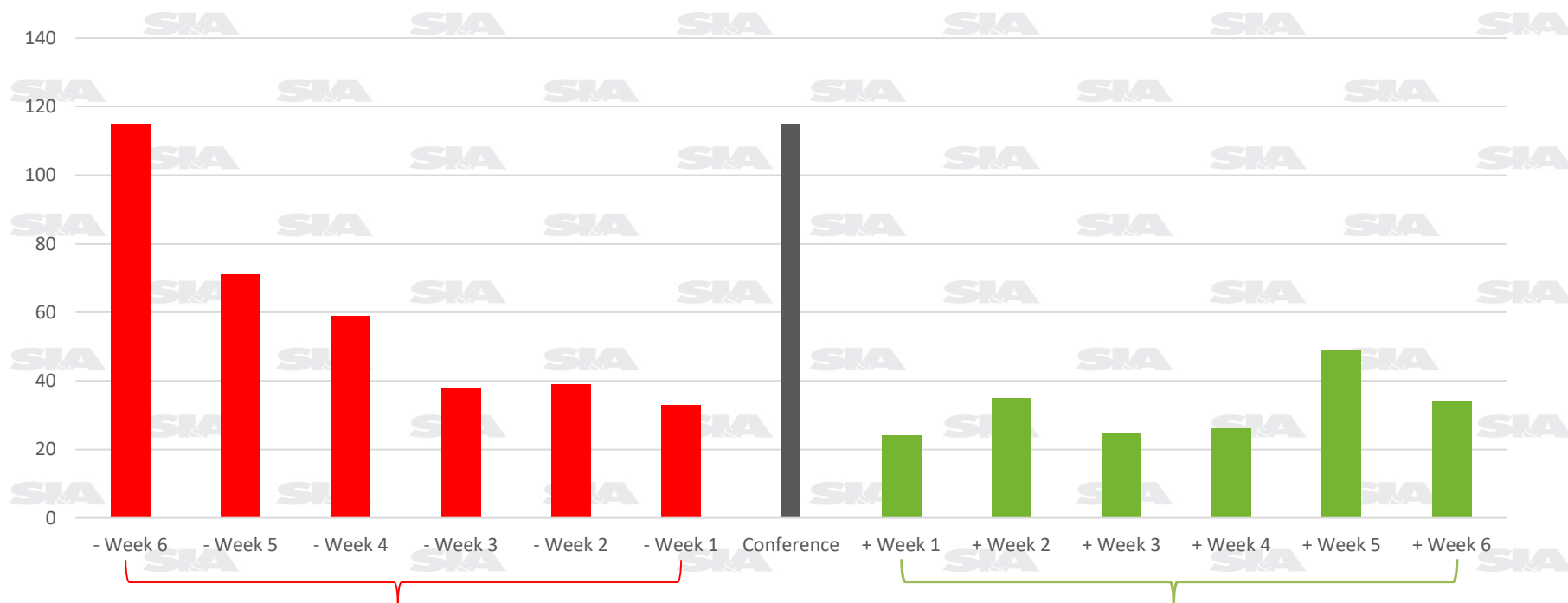
Absences of the 199 students 6 weeks prior to conference

Absences of the 199 students 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	355	192	45.7%	199
Avg. Days Missed per Student	1.78	0.97		

Attendance Through: 6/13/2018

Student Tardy Incident Summary, Year-over-Year

Tardy Groups	2016-17		2017-18	
	# Students	% Students	# Students	% Students
0 Tardies	1,480	20%	1,594	22%
1-4 Tardies	2,860	38%	2,734	37%
5-9 Tardies	1,148	15%	1,106	15%
10-14 Tardies	635	8%	565	8%
15 or more Tardies	1,351	18%	1,340	18%
Total	**7,474**	**100%**	**7,339**	**100%**

*Includes all tardies

Data as of 6/13/2018

Enabling others to act

How to Enable Others to Act

- Elbow 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

People work for money but go the extra mile for recognition, praise and rewards.
—*Dale Carnegie*

Ways Campbell Encourages

1. Added Community Liaisons to each school
2. Included attendance as a part of the strategic plan
3. Frequent attendance at parent gatherings
4. Empathy messaging as opposed to "dropping the hammer"
5. Published results throughout the year
6. Reported/celebrated success

Ways Campbell Encourages

Ways Campbell Encourages

2018 Hoffman Exemplary School Program Award

Patch
patch.com

Campbell Union School District Earns Regional Award

The TK-8 district has been recognized as a 2018 Hoffmann Exemplary School Program Award.

By News Desk | Mar 7, 2018 8:06 pm ET

From Campbell Union School District: The adage about showing up being a big part of success is evident in Campbell Union School District (CUSD). Its targeted and proactive attendance improvement program has helped the TK-8 public school district attain one of the highest attendance rates in California—97.3%—improved student achievement, and a 2018 Hoffmann Exemplary School Program Award.

"Our Attendance Improvement Program is exemplary because we have refined how we use extensive attendance data to make a difference," said Superintendent Shelly Viramontez. "Our approach allows us to systematically address attendance obstacles, maintain high levels of parent engagement, celebrate improvements, and provide an array of supports and resources to reduce the loss of instructional time."

For example, the district focused on lowering the rate of Chronic Absences by leveraging the ___ unity Liaisons have with families. These school-based staffers reach out to ___ unity-based resources that can remove obstacles to their ___ tal health services, and more. The ___ improvement rate of

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.
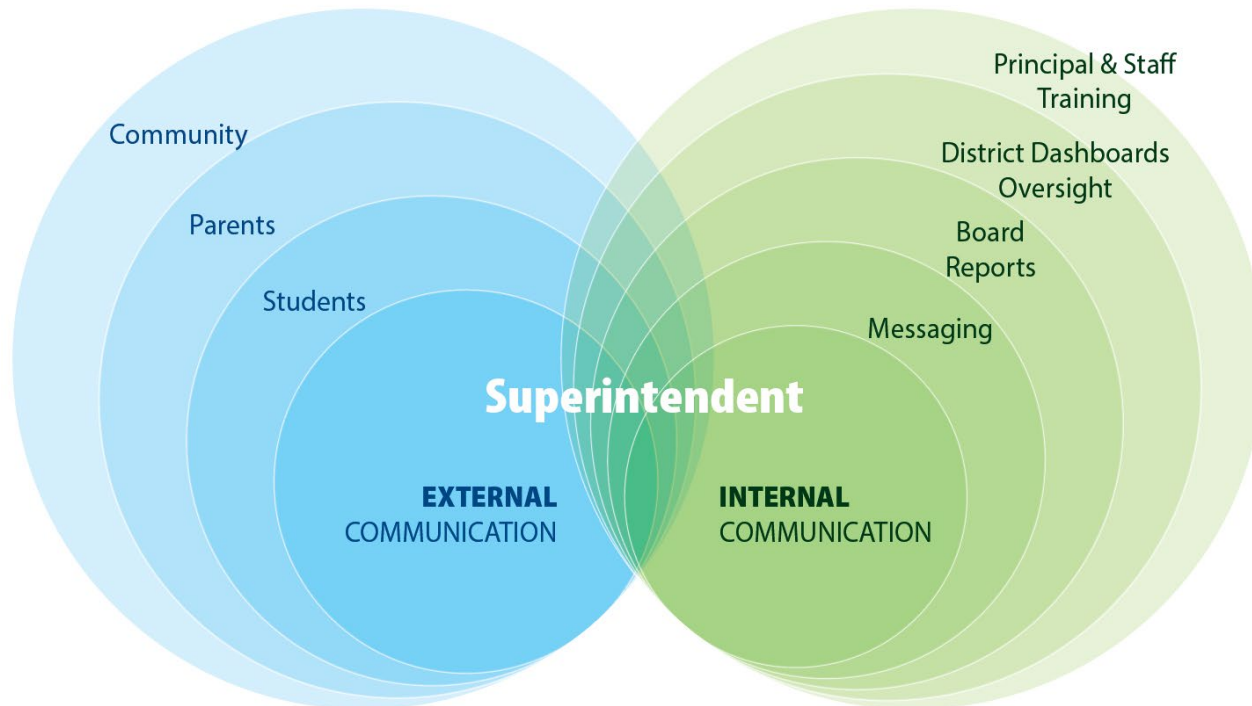
5. **Model** the way

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	**+**	5 Exemplary Leadership Practices
(which is quality management)		

What Happens?

Campbell profile of a graduate

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2017-18 District Absence Rates Compared to Other A2A Clients

The lower, the better.

District   **A2A Average**   **A2A Client**

A2A Truancy Rate	EEA Rate	A2A Chronic Truancy Rate	Chronic Rate
Missed 3+ full days of unexcused absences.	Missed 7+ full days of excused absences.	Missed 10% or more for unexcused absences.	Missed 10% or more for all absences.

The Achievement Initiative   877.954.4357 • www.sia-us.com   49
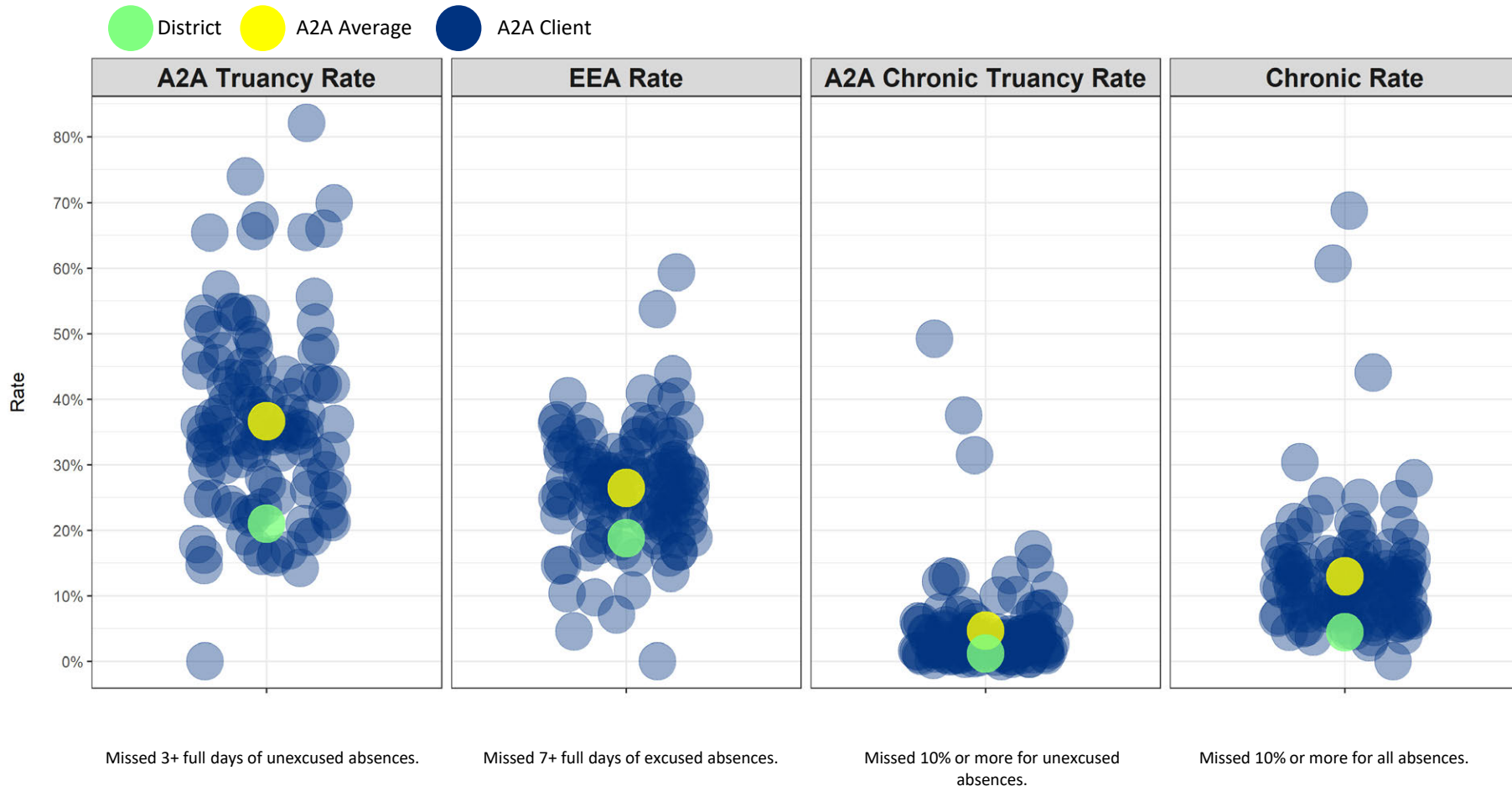
Campbell Results

From 2012-13 to 2015-16, Campbell improved district-wide rates:

Excessive Excused Absences – Improved by **28%**

Went from 28.2% to 20.3%

Chronic Absenteeism – Improved by **22%**

Went from 6.2% to 4.8%

"Excellent Attendance" (missing less than 1% of school) – Percent of students improved by **48%**

Went from 16.9% to 25.0%

From 2012-13 to 2015-16, Campbell also shows grade-level improvements:

Improved 6th grade excessive excused absence rate by **64%**

Went from 49.9% to 18.1%

Improved 6th grade chronic absenteeism by **48%**

Went from 9.6% to 5.0%

Improved the percent of 6th grade students with "Excellent Attendance" by **273%**

Went from 7.6% to 28.3%

All grade-level improvements are above 17%

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

*Attention2*Attendance®

Call to action-ending

Next steps for you!

*Attention*2Attendance®

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

Thank you!

Erica Peterson
ericap@sia-us.com