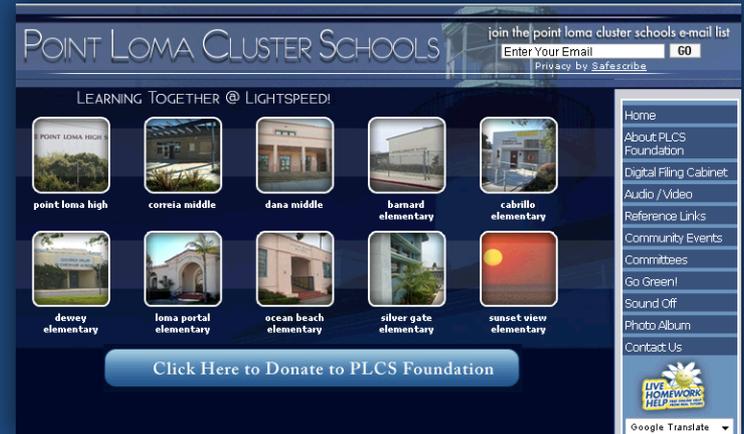


Cluster Governance Empowerment Framework

.....
A COMMUNITY CONVERSATION
March 2011



Engage Empower Educate



Cluster Overview

2009 - 2010

Cluster Quick Facts

- 10 schools
- Over 6,200 students / App. 500+/- per grade
- 15% English Language Learners
- 45% Qualify For Free / Reduced Lunch
- 31% GATE students
- 10% Students with disabilities

Ethnicity:

- 46% White
- 38% Hispanic
- 7% African American
- 2% Filipino
- 2% Asian
- 5% Other

Proficiency - Cluster Students:

- 67% proficient in English Language Arts
- 53% proficient in Math



Cluster Overview

PLCSF Values

About the Point Loma Cluster

The Point Loma Cluster consists of ten public schools located in the Point Loma area of San Diego, California. Part of the San Diego Unified School District, the Cluster has 10 schools which serve over 6,400 students grades K-12.

About the Point Loma Cluster Schools Foundation (PLCS)

In 2006, a group of *parents, teachers, and principals* from each school engaged in a strategic planning process to develop a unified vision for the Point Loma Cluster. The end result was the creation of a strategic plan to enhance and support our community schools. This led to establishing a 501c3. Board of directors representation from each school is one parent and one staff.

PLCS Vision

The Point Loma Cluster Schools, through innovative practices and collaborative efforts, will be the model of educational excellence; inspiring passionate life-long learners, critical thinkers, unbounded achievers, and responsible global citizens.

PLCS Mission

It is the mission of the Point Loma Cluster to inspire in each student a joy of life-long learning and inquiry about one's individuality, community, and the world. As stakeholders, our commitment is to sustain and support the best practices in education that empower each child with knowledge, skills and values necessary to become confident, self-sufficient adults and global citizens.

One parent and one staff from each school serve on the PLCS Foundation Board of Directors.



www.pointlomacluster.com

Over 6,000 parents, teachers and staff are connected via the Point Loma Cluster e-blast system.

Cluster Overview

PLCSF Values

VALUES

Point Loma Cluster Schools Foundation

EXCELLENCE

Educational superiority attained through perseverance, hard work and dedication to learning.

INTEGRITY

Education with a foundation of honesty, courage and respect.

INNOVATION

An educational program which uses creative problem solving, global thinking and exploration and “risk” taking to determine and implement change so that our students can be well prepared to actively participate and be contributing members of society.

COLLABORATION

Respecting and valuing input from all community members (students, parents and staff) and working together to create a superior educational program

BALANCE

Encouraging students to discover and then maintain a balance that includes physical, emotional and mental fitness



Cluster Leadership



Over 300 dedicated teachers and staff serve our Cluster students and community!

Cluster Schools (Grades)

Principal

Elementary School

- Sunset View (K-4)
- Silver Gate (K-4)
- Ocean Beach ((K-4)
- Loma Portal (K-4)
- Cabrillo (K-4)
- Dewey (K-4)
- Barnard (K-6)

- Jackie McCabe
- Sandy McClure
- Margaret Johnson
- Glenda Gerde
- Nestor Suarez
- Tanya Belsan
- Ed Park

Middle Schools

- Dana Middle (5-6)
- Correia Middle (7-8)

- Diane Ryan
- Patty Ladd

High School

- Point Loma HS (9-12)

- Bobbie Samilson

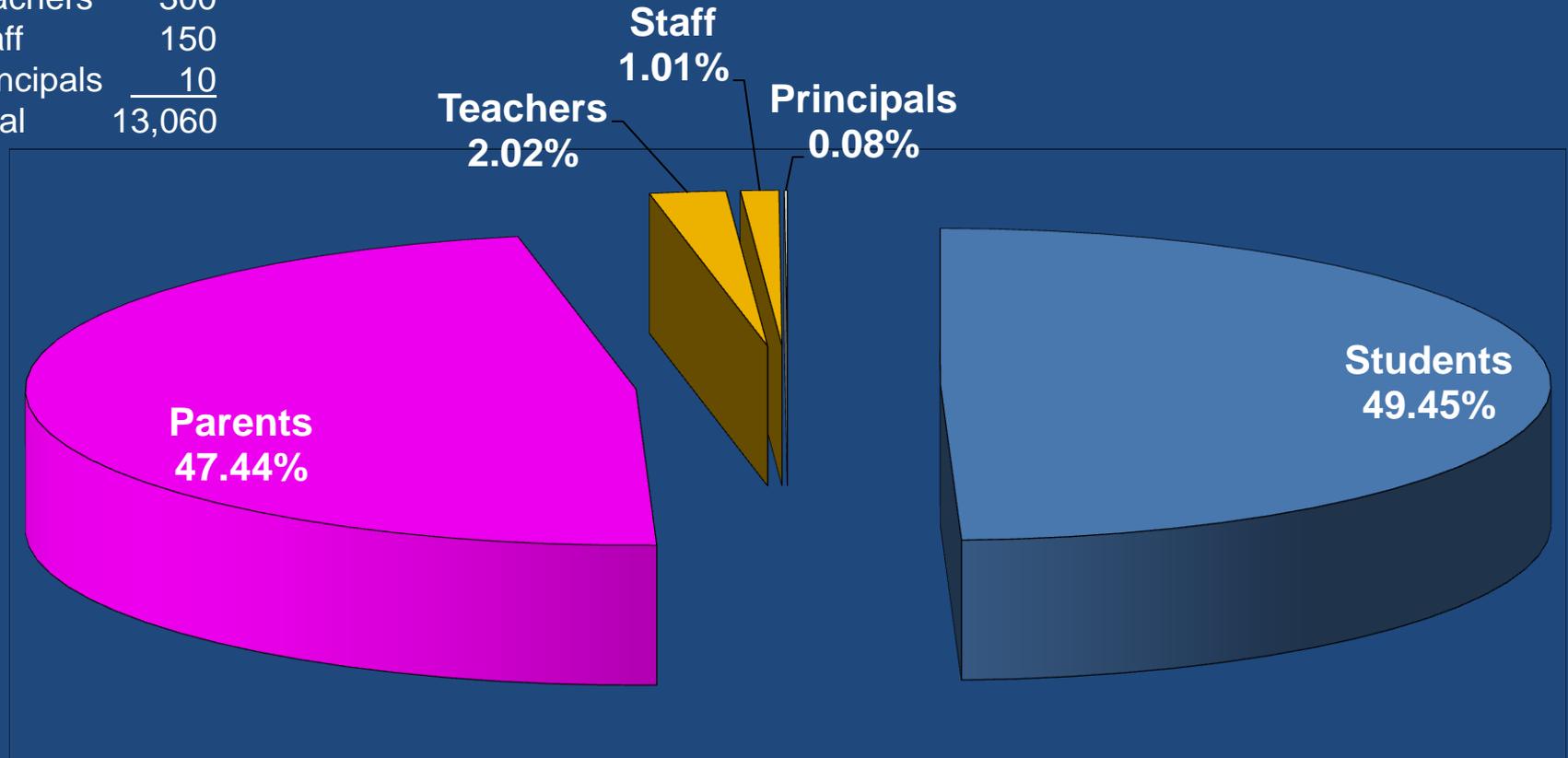
District Administration / School Board

Area Superintendent : Dianna Carberry

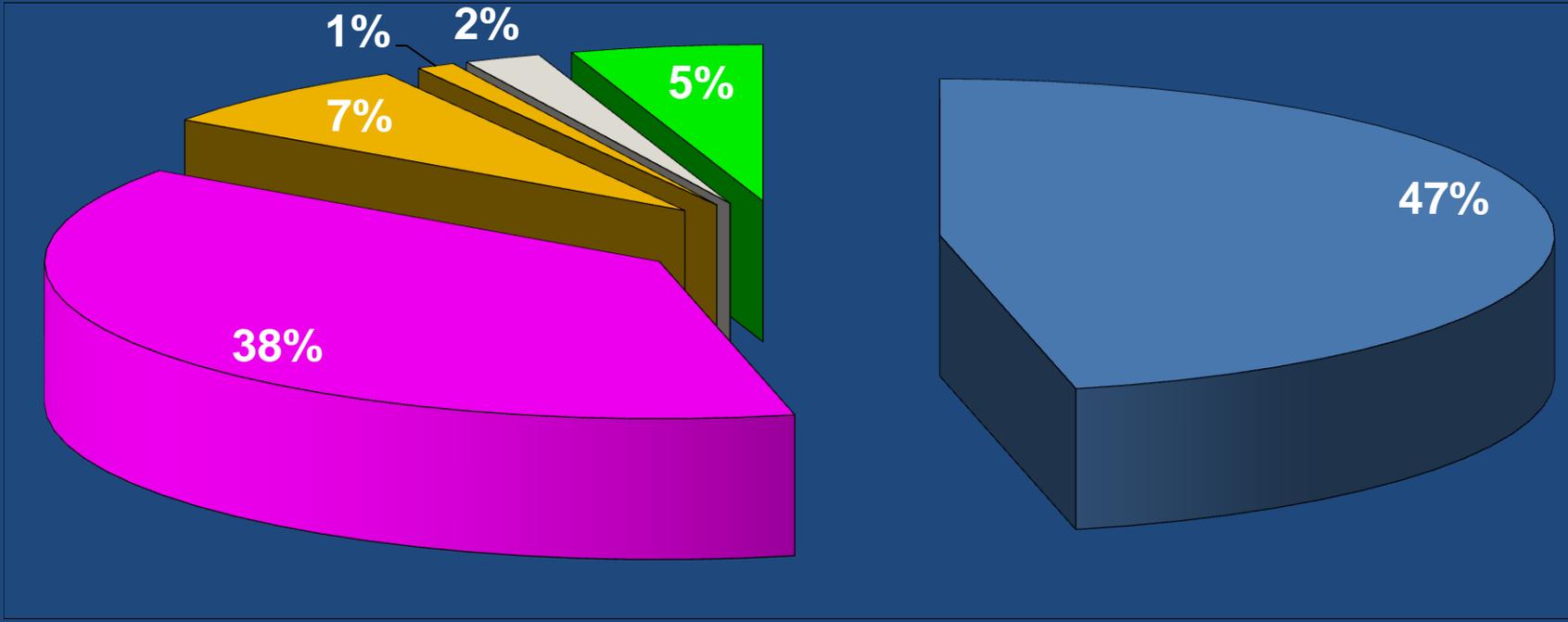
School Board Rep: Scott Barnett

Stakeholders 2009-10

Students	6,400
Parents	6,200
Teachers	300
Staff	150
Principals	<u>10</u>
Total	13,060

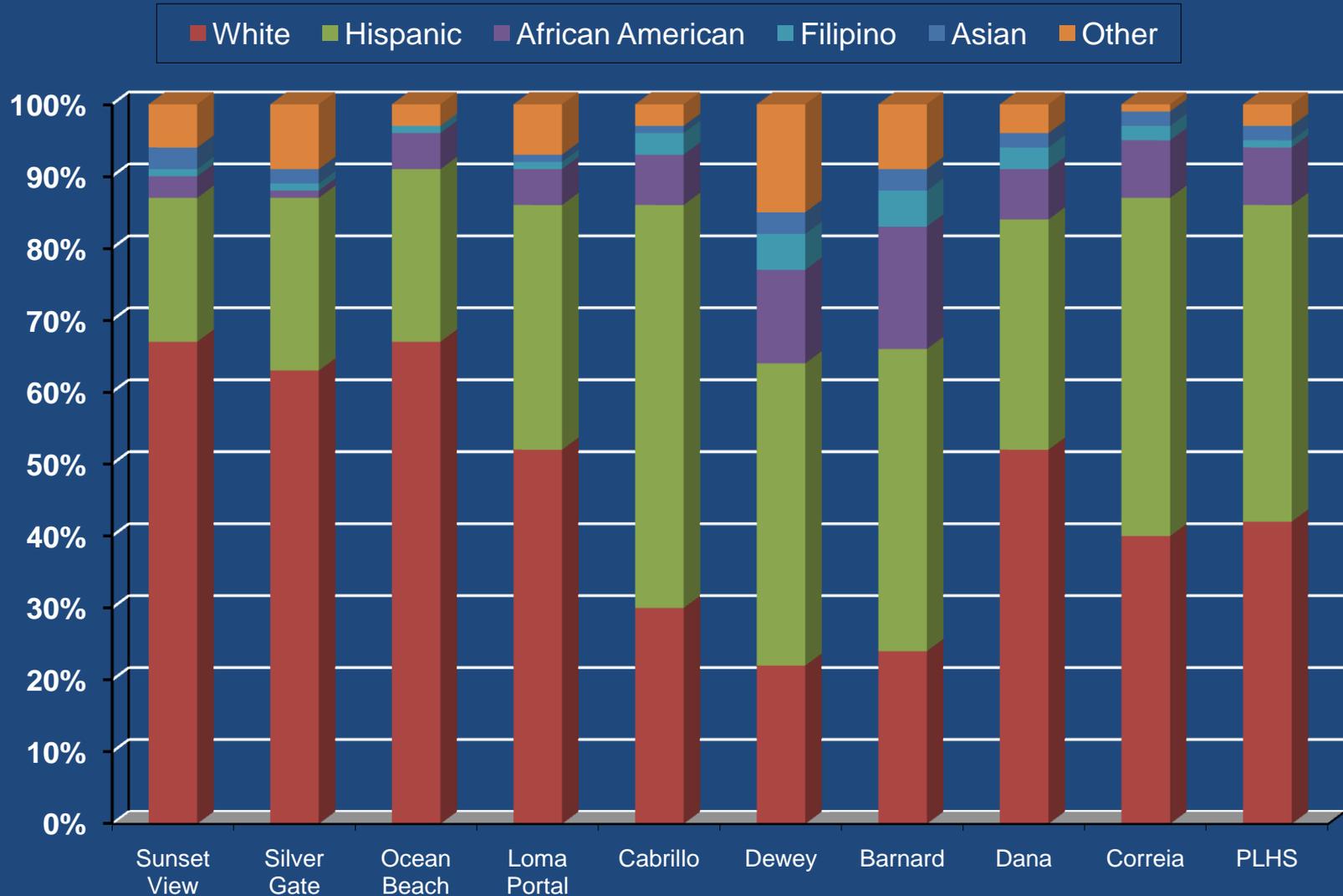


Cluster Demographics 2009-10



10 schools, over 6,200 students.....diversity is a strength of our Cluster schools

School Demographics 2009-10



Cluster student population by cluster school.....

Cluster Schools Snapshot 2009-10

- Total Cluster Budget \$37MM
- Average \$5,913 Per Student

Point Loma High School

- 2,065 students
- 42% free lunch
- 10% English Language Learners
- 10% Students w/ Disabilities

Budget per Student:
\$5,328
Total:
\$11.33MM

API Score: 758 (Similar Schools = 771)

% of Students Proficient:
English 58%
Math 19%

Barnard

- 244 students
- 69% free lunch
- 28% English Language Learners
- 17% Students with Disabilities

Budget per Student:
\$8,937
Total:
\$2.18MM

API Score: 874 (Similar Schools – n/a)

% of Students Proficient:
English 66%
Math 82%

Cabrillo

- 187 students
- 74% free lunch
- 34% English Language Learners
- 5% Students with Disabilities

Budget per Student:
\$8,290
Total:
\$1.55MM

API Score: 805 (Similar Schools = 808)

% of Students Proficient:
English 54%
Math 61%

Correia Middle School

- 828 students
- 45% free lunch
- 17% English Language Learners
- 10% Students with Disabilities

Budget per Student:
\$5,704
Total:
\$4.72MM

API Score: 828 (Similar Schools = 809)

% of Students Proficient:
English 67%
Math 52%

Dewey

- 434 students
- 74% free lunch
- 24% English Language Learners
- 7% Students with Disabilities

Budget per Student:
\$6,581
Total:
\$2.86MM

API Score: 870 (Similar Schools = 805)

% of Students Proficient:
English 67%
Math 68%

Dana Middle School

- 807 students
- 46% free lunch
- 13% English Language Learners
- 11% Students with Disabilities

Budget per Student:
\$5,605
Total:
\$4.52MM

API Score: 869 (Similar Schools = 859)

% of Students Proficient:
English 75%
Math 70%

Loma Portal

- 371 students
- 34% free lunch
- 21% English Language Learners
- 10% Students with Disabilities

Budget per Student:
\$5,880
Total:
\$2.41MM

API Score: 896 (Similar Schools = 879)

% of Students Proficient:
English 78%
Math 81%

Ocean Beach

- 345 students
- 61% free lunch
- 22% English Language Learners
- 11% Students with Disabilities

Budget per Student:
\$6,773
Total:
\$2.34MM

API Score: 924 (Similar Schools = 841)

% of Students Proficient:
English 81%
Math 86%

Silver Gate

- 504 students
- 17% free lunch
- 6% English Language Learners
- 10% Students with Disabilities

Budget per Student:
\$5,784
Total:
\$2.92MM

API Score: 903 (Similar Schools = 914)

% of Students Proficient:
English 76%
Math 83%

Sunset View

- 436 students
- 15% free lunch
- 11% English Language Learners
- 8% Students with Disabilities

Budget per Student:
\$5,851
Total:
\$2.55MM

API Score: 924 (Similar Schools = 938)

% of Students Proficient:
English 78%
Math 88%

Title 1 = Title 1 funding schools will lose due to board policy change

→ Click school API score to learn more

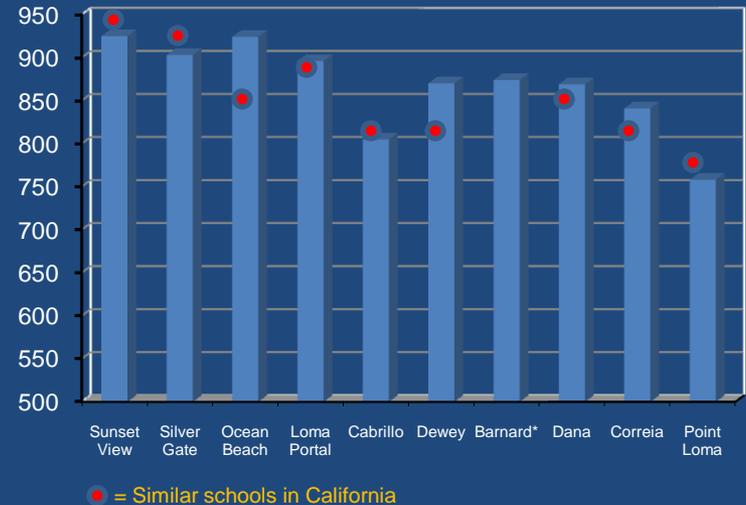
Student Proficiency Snapshot 2009 -10

Note: Testing for grades 2 -11

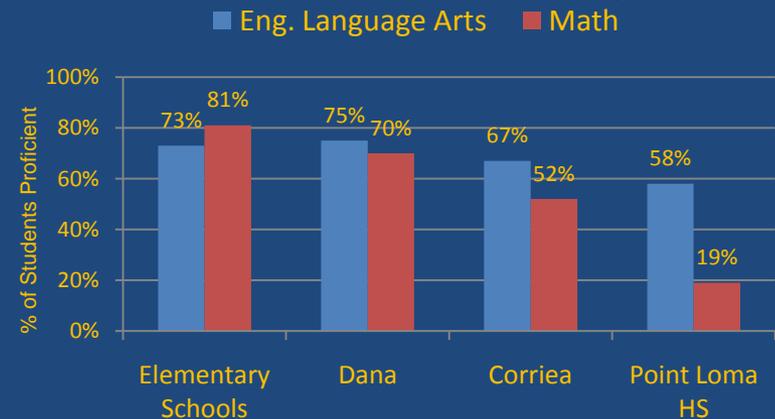
Annual Performance Index							
Sorted By Highest API				Sorted by Similar Schools in State			
School	API	Similar Schools	Diff	School	API	Similar Schools	Diff
Ocean Beach	924	841	83	Ocean Beach	924	841	83
Sunset View	924	938	-14	Dewey	870	805	65
Silver Gate	903	914	-11	Correia	841	809	32
Loma Portal	896	879	17	Loma Portal	896	879	17
Barnard	874	*	*	Dana	869	859	10
Dewey	870	805	65	Cabrillo	805	808	-3
Dana	869	859	10	Silver Gate	903	914	-11
Correia	841	809	32	Point Loma	758	771	-13
Cabrillo	805	808	-3	Sunset View	924	938	-14
Point Loma	758	771	-13	Barnard	874	*	*

Proficiency Levels By School							
English Lang. Arts - Sorted by Highest %				Math - Sorted by Highest %			
School	Total	Proficient	%	School	Total	Proficient	%
Ocean Beach	164	133	81%	Sunset View	250	219	88%
Sunset View	250	196	78%	Ocean Beach	164	141	86%
Loma Portal	214	166	78%	Silver Gate	291	241	83%
Silver Gate	291	221	76%	Barnard	125	102	82%
Dana	774	584	75%	Loma Portal	214	174	81%
Correia	799	533	67%	Dewey	190	149	78%
Dewey	190	128	67%	Dana	774	538	70%
Barnard	125	83	66%	Cabrillo	104	63	61%
Point Loma	1,520	874	58%	Correia	791	415	52%
Cabrillo	104	56	54%	Point Loma	1,437	274	19%
Total	4,431	2,974	67%	Total	4,340	2,316	53%

Cluster Schools – API Scores



Cluster Schools - Student Proficiency



Cluster Wide Proficiency: 67% for English Language Arts and 53% for Math

There are many factors attributable to proficiency such as socioeconomic status, race/ethnicity, parental involvement , student mobility etc.

Empowerment Framework Discussion

A SEAT AT THE TABLE

Empowering Schools for Cluster-Wide Excellence

While we are an engaged Cluster, we are not an empowered Cluster. We do not have a seat at the decision-making table.

Q. Without that authority, can we effectively address those issues that impact the 6,400 students attending Point Loma Schools?



Empowerment Framework Discussion

WHY WE ARE HERE

In 2010, a cluster wide dialogue began in the to ask how we can move from and engaged learning community to an empowered one.

SUPPORTING THE DIALGOUE

The first step was a Memorandum of Understanding with the district to explore ways the Point Loma Cluster could increase authority over some of these issues of concern, particularly budgeting.

OPTIONS

As the dialogue unfolded, 2 options were explored for obtaining our increasing our authority and ability to impact the foremost issues of concern:

- (1) cluster-wide charter or
- (2) a strong cluster governance model.



Empowerment Framework Discussion

EMPOWERED SCHOOLS FRAMEWORK

In 2011, after over a year of input from Point Loma stakeholders, an Empowered Schools Framework draft was developed as a starting point for framing the first steps towards empowerment and a strong cluster governance model.

- Budget
- Staffing
- Scheduling
- Accountability
- Scheduling
- Leadership

This framework is being developed to increase our ability at the cluster and at the school-site level to make real decisions that will move us towards our vision of cluster-wide excellence.

POINT LOMA CLUSTER SCHOOLS IN DIALOGUE: AN EMPOWERED SCHOOLS FRAMEWORK

Engage • Empower • Educate

Point Loma Cluster Schools, through innovative practices and collaborative efforts, will be the model of educational excellence; inspiring passionate life-long learners, critical thinkers, unbounded achievers, and responsible global citizens.

BACKGROUND

The Point Loma Cluster Schools Foundation (PLCSF) is a group of parents, teachers, and principals from the Point Loma community who convened around the central goal of advancing the cluster into an outstanding, cohesive K-12 environment for the children of Point Loma and San Diego. Grounded in a strategic plan¹, the PLCSF and the cluster community engaged in a year-long dialogue to consider options for an innovative system of public school governance to better serve the goal of student achievement across all student populations.

Cluster Quick Facts

- 10 schools
- Over 6,400 students; Grades Kinder-12
- 38% Reside outside of Point Loma
- 15% English Language Learners
- 45% Qualify For Free Lunch
- 67% Proficient in English Language Arts
- 53% Proficient in Math

From this dialogue, key elements emerged that suggest a framework that builds on a charter-school like concept of site-based management, aligns resources within the cluster, and enables schools to tailor core decisions to the needs of the community. These key elements align with research that points to a dramatic relationship between *real decentralization*, or the bottom-up organizational model in which individual schools are empowered to make core decisions, and the success of students.²

KEY ELEMENTS OF EMPOWERED SCHOOLS FRAMEWORK

Our next step in the dialogue process is to craft a revolutionary new *Empowered Schools Agreement* that includes a significant level of decision-making at the cluster level. This agreement will take the district-led Community-Based School Reform Model to the next level and outline the key elements necessary to support a cluster-led Empowered Schools Framework—an innovative, adaptive, sustainable, and accountable learning environment.

Essential freedoms which include the discretion to control the school budget, curriculum, staffing, and scheduling

The Point Loma Cluster will work collaboratively to craft an *Empowered Schools Agreement* based on four essential freedoms² which include the discretion to control the **school budget, curriculum, staffing, and scheduling**, as well as the cornerstones of **accountability and leadership**. Over the next month, cluster stakeholders will provide input into the agreement development as we work to delineate both cluster-level autonomy and increased site-level principal authority in the following areas, among others:

Budget

Control over the budgeting process for the 10 schools and for cluster-wide programs to support cluster learning priorities, align resources, and explore operating efficiencies within the cluster. Additionally, implement a school site-based, benefit-based, budgeting model to effectively account for costs by education function and program and to ensure an equitable allocation of funding from the district.

¹ Point Loma Cluster Council Strategic Plan (2007) accessed at <http://tinyurl.com/PLCSFplan>.

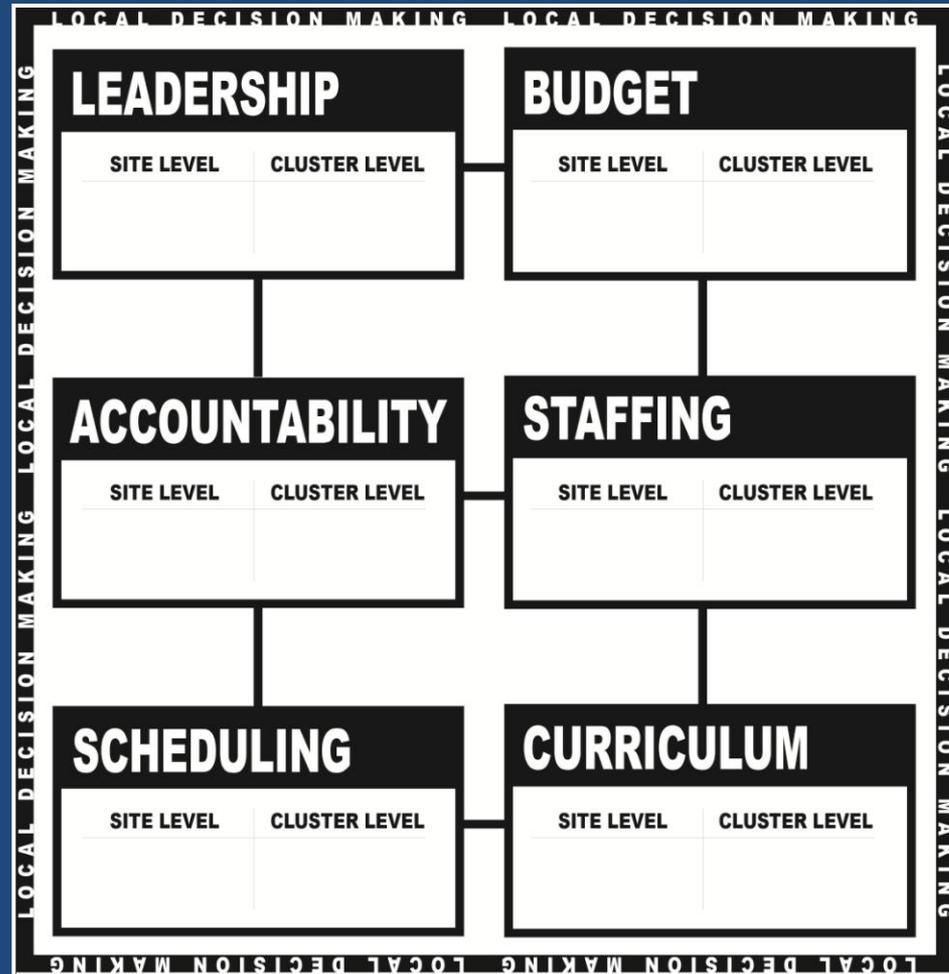
² Ouchi, W. (2009). *The secret of TSL: The revolutionary discovery that raises student performance*. New York, NY: Simon and Schuster.

Empowerment Framework Discussion

SUPPORTING SCHOOLS

Community input has made it clear that two levels of decision-making authority are needed to support the empowerment framework:

- 1) At the school site level
- 2) At the cluster level to support our ten school sites.



Empowerment Framework Discussion

BUDGET

What kind of decision-making authority do you want for your site?

What kind of decision-making authority do you want for your cluster?

SOME COMMENTS WE HAVE HEARD:

- A fair share of the funding from the district to the cluster-level.
- Budget authority for programs and facilities that meet a cluster-wide need (e.g. VAPA, professional development, multi-purpose field)
- Funding that follows the student, particularly the additional funding that goes along with students from socio-economically disadvantages families (TITLE1)

What kind of decision-making authority do you want for...

SITE LEVEL	CLUSTER LEVEL

Empowerment Framework Discussion

STAFFING

SOME COMMENTS WE HAVE HEARD:

- Closing of small schools in the cluster.
- Continuity of cohesive teaching teams at the school-site level.
- Flexibility for professional development across school levels.
- Class size & number of students each teacher instructs per day
- Quality teaching teams across all school sites.

What kind of decision-making authority do you want for your site?

What kind of decision-making authority do you want for your cluster?

What kind of decision-making authority do you want for...

SITE LEVEL	CLUSTER LEVEL

Empowerment Framework Discussion

SCHEDULING

What kind of decision-making authority do you want for your site?

What kind of decision-making authority do you want for your cluster?

SOME COMMENTS WE HAVE HEARD:

- Coordination of bell times.
- Coordination of busing schedules.
- Authority over daily calendars and class time to ensure flexibility for professional development and for programs such as internships and project-based learning.

What kind of decision-making authority do you want for...

SITE LEVEL	CLUSTER LEVEL

Empowerment Framework Discussion

CURRICULUM

What kind of decision-making authority do you want for your site?

What kind of decision-making authority do you want for your cluster?

SOME COMMENTS WE HAVE HEARD:

- Alignment of curriculum across elementary, middle, and high schools
- Address tracking issues across elementary, middle, and high school performance streams

What kind of decision-making authority do you want for...

SITE LEVEL	CLUSTER LEVEL

Empowerment Framework Discussion

ACCOUNTABILITY

What kind of decision-making authority do you want for your site?

What kind of decision-making authority do you want for your cluster?

SOME COMMENTS WE HAVE HEARD:

- All schools and stakeholders accountable for
 - Dropout rate: 10% / Graduation rate: 89%
 - Four-year university (UC/CSU) eligibility rate: 40%
 - Students at grade level : Math: 53% / English 67%
- 360 degree accountability
 - students, parents, principals, teachers and staff

What kind of decision-making authority do you want for...

SITE LEVEL	CLUSTER LEVEL

Empowerment Framework Discussion

LEADERSHIP

What kind of decision-making authority do you want for your site?

What kind of decision-making authority do you want for your cluster?

SOME COMMENTS WE HAVE HEARD:

- Area superintendent selection/retention; turnover reduction.
- Principal selection and retention; turnover reduction.
- Authority at the school-site level for school-site budgeting, staffing, curriculum, scheduling, accountability.
- A cluster-level governance organization with decision making authority to interact with the district.

What kind of decision-making authority do you want for...

SITE LEVEL	CLUSTER LEVEL

Cluster Overview 2009 - 2010

SUPPORTING SCHOOLS

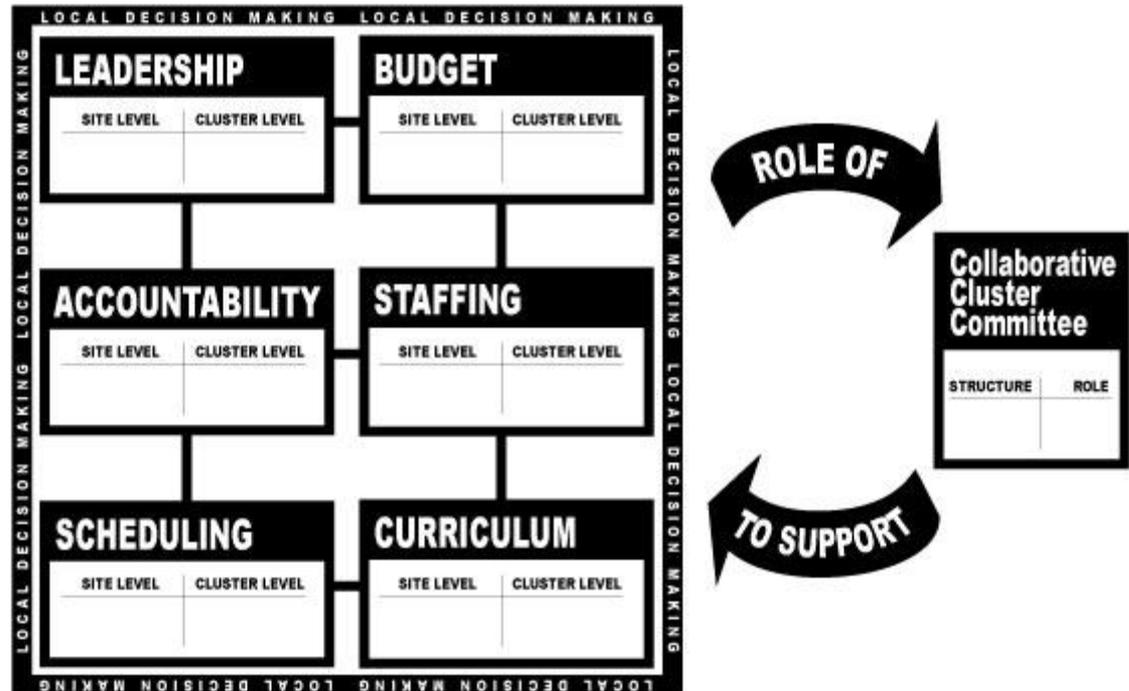
Given what you've said about cluster level decision making...

How might a Collaborative Cluster Committee (CCC) be structured to support that authority?

PLCS EMPOWERMENT DIALOGUE

How can we best support our Strategic Plan with Empowerment (at site & cluster level) in the following areas:

PLC Strategic Plan can be found at: www.pointlomaccluster.com in the Digital Filing Cabinet.



Empowerment Framework Discussion

THANK YOU FOR YOUR FEEDBACK

Blog Us

www.plcluster.blogspot.com

Learn More

www.pointlomacluster.com

