

Leading Through **Choice.**

Three Missouri districts share the work of advancing choice programs

about us

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Mehlville School District | Mehlville, MO

POPULATION

10,000 students
800 certified staff | 550 non-certified staff

DEMOGRAPHICS

24% free or reduced lunch
19% minority

OPERATIONS

120 million dollar operating budget
11 elementary schools | 4 middle schools | 2 high schools

PARTICIPATION

AASA Consortia Groups



Springfield Public Schools | Springfield, MO

POPULATION

25,000 students
2,500 certified staff | 1,300 non-certified staff

DEMOGRAPHICS

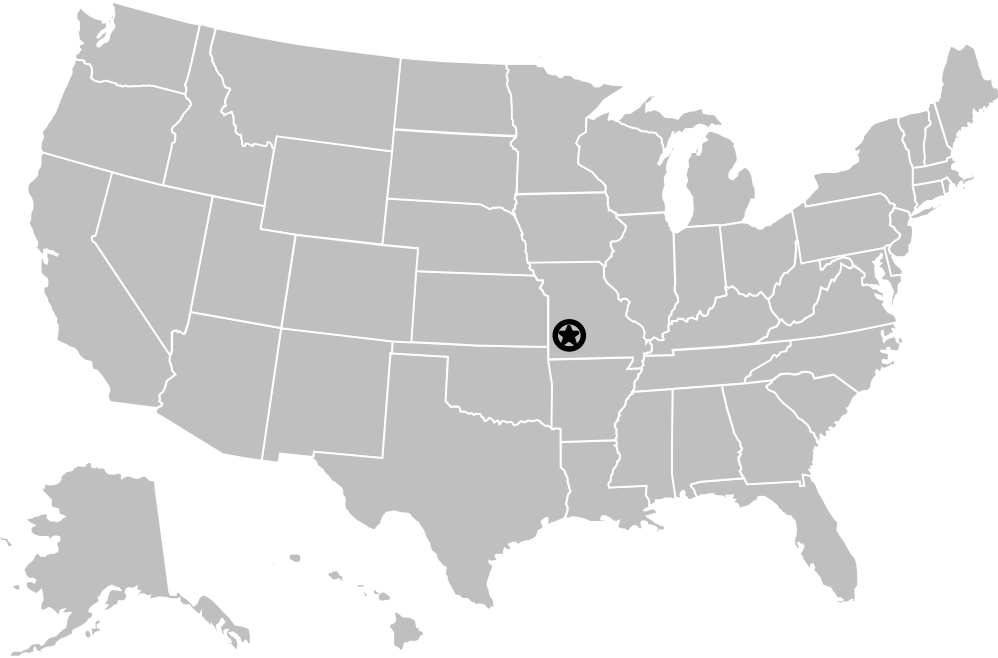
53% free or reduced lunch
13% minority

OPERATIONS

300 million dollar operating budget
35 elementary schools | 8 middle schools | 5 high schools

PARTICIPATION

League of Innovative Schools
Ed Leader 21



Liberty Public Schools | Liberty, MO

POPULATION

12,494 students
937 certified staff | 795 non-certified staff

DEMOGRAPHICS

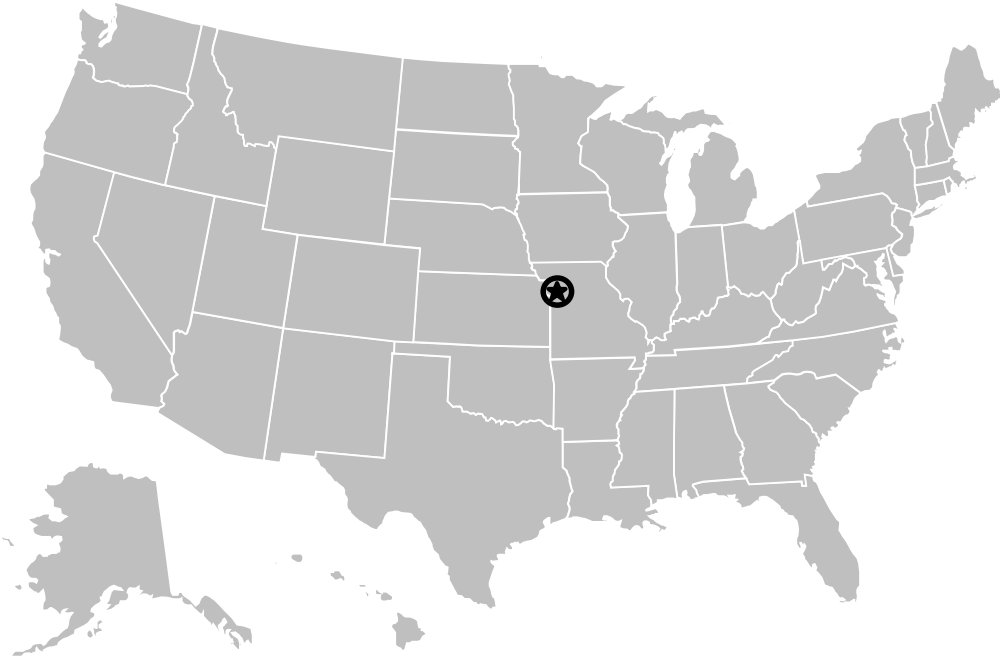
21% free or reduced lunch
21% minority

OPERATIONS

142 million dollar operating budget
11 elementary schools | 4 middle schools | 2 high schools

PARTICIPATION

League of Innovative Schools
Ed Leader 21





Why Choice?

Courage to be forward-thinking and learner-centered

Empower teachers and leaders to take risks without the fear of failure

Powerful community engagement processes that leverage the voice of the customer & partnerships

Provide incubators for changes which could be scaled/expanded in other areas in the system



Designing the Right Things

Designing Things Right

Designing the Right Things |



Where is your system in determining the right thing?



How are you gaining community input?

What is the input telling you?

What does your community believe about choice?

Innovation requires innovative

processes.



design thinking

- 01 Empathize
- 02 Define
- 03 Ideate
- 04 Prototype
- 05 Test

8 core abilities

01 NAVIGATE AMBIGUITY

This is the ability to recognize and persist in the discomfort of not knowing, and develop tactics to overcome ambiguity when needed.

02 LEARN FROM OTHERS

This means empathizing with and embracing diverse viewpoints, testing new ideas with others, and observing and learning from unfamiliar contexts.

03 SYNTHESIZE INFORMATION

This is the ability to make sense of information and find insight and opportunity within.

04 EXPERIMENT RAPIDLY

This ability is about being able to quickly generate ideas – whether written, drawn, or built. Brainstorming with a bias toward action.



05 MOVE BEYOND CONCRETE & ABSTRACT

This ability involves understanding stakeholders and purpose in order to define the product or service's features.

06 BUILD CRAFT & INTENTIONALITY

This ability is about thoughtful construction: showing work at the most appropriate level of resolution for the audience and feedback desired. Using the right tools and techniques at the right times in the right domains.

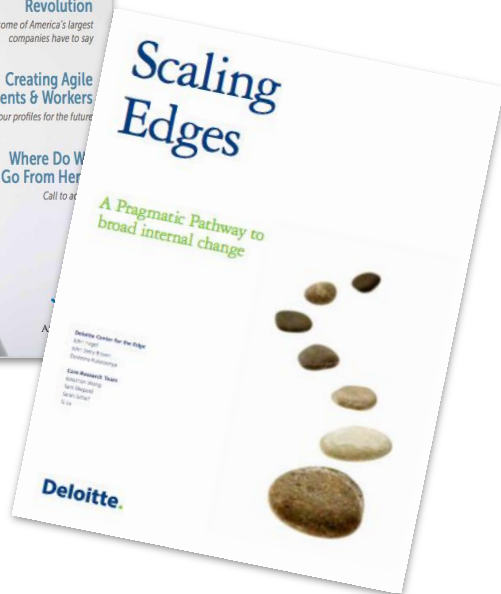
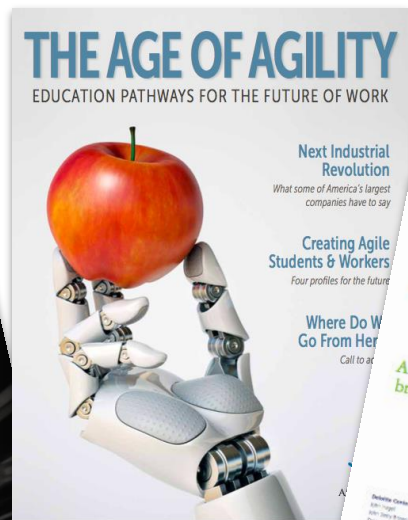
07 COMMUNICATE DELIBERATELY

This is the ability to form, capture, and relate stories, ideas, concepts, reflections, and learnings to the appropriate audiences.

08 DESIGN YOUR DESIGN WORK

This meta ability is about recognizing a project as a design problem and then deciding on the people, tools, techniques, and processes needed to tackle it.







		Design Principles		Design Principles			
		Start	Organize	Amplify	Perform		
		How do you start?	How do you mobilize the right resources and participants?	How do you use disruptive technologies to grow?	How do you measure success to drive improvement?		
Focus	Focus Maximum value	<p>Focus on edges, not the core</p> <ul style="list-style-type: none"> Identify an edge based on four key characteristics: <ul style="list-style-type: none"> High performance Clear team An edge requires minimal investment to create An edge has the ability to grow the job Long term <ul style="list-style-type: none"> An edge aligns with the long-term disruptive shifts in the market An edge has the potential to transform the core Start an edge by: <ul style="list-style-type: none"> Leading internally at existing initiatives that are on the edge Supporting the broader marketplace for edge ideas Acquiring large-scale acquisitions 	<p>Staff for passion before skills</p> <ul style="list-style-type: none"> Identify the right "change agent" sponsor at the senior executive level who demonstrates courage and conviction for change Create room for edge movement with minimal core obstruction Staff the edge with passionate participants and ensure sufficient time to generate and sustain momentum. Edge participants should: <ul style="list-style-type: none"> Be naturally risk-taking Have a quieting and connecting disposition Be comfortable with failure and rewards 	<p>Break dependency on core IT</p> <ul style="list-style-type: none"> harness new and disruptive technologies that do not require support from the core and amplify your ability to grow without minimal investment Cloud computing Business analytics Virtual delivery Enable social software and other networking platforms to broaden your view of potential edges Channel social software tools to seek out and identify additional passionate participants to staff edge 	<p>Embrace double standards</p> <ul style="list-style-type: none"> Develop metrics to monitor edge performance in the short term (3-12 months) and progress towards long term vision Develop distinct metrics that are meaningful to the case 		
		Leverage	Leverage Maximum value	<p>Look externally, not internally</p> <ul style="list-style-type: none"> Identify edge candidates to acq: Lack of capacity Lack of expertise Lack of resources Conflicts with core resources Lack of motivation <p>Create or select an "edge team" external exceptions to address obstacles based on three key characteristics:</p> <ul style="list-style-type: none"> Level of engagement Scope of innovation Benefits to participants 	<p>Share the edge</p> <ul style="list-style-type: none"> Focus edge self-efficacy to look externally for support by mobilizing core resources dedicated to the edge IC Approach: <ul style="list-style-type: none"> Limit financial resources Set team milestones Empower edge team to engage external participants or competitors Create incentives to engage external participants to increase their frequency of interaction 	<p>Mobilize the passionate outside the firm</p> <ul style="list-style-type: none"> Utilize low-cost disruptive technologies to facilitate coordination with and mobilize other edges and rapidly expand the number of participants that interact with the ecosystem Apply social software tools to access additional expertise and participants 	<p>Measure progress of the ecosystem</p> <ul style="list-style-type: none"> Enable external exception capabilities to overcome obstacles to scale <ul style="list-style-type: none"> Technology enablers Performance goals Costs to achieve
				Accelerate	Accelerate Maximum value	<p>Learn faster to move faster</p> <ul style="list-style-type: none"> Enable 6-12 month iterations, not 2-3 year cycles Determine the minimal level of effort required to test the edge Engage ecosystem, edge participants and customers to rapidly gather feedback 	<p>Reflect more to move faster</p> <ul style="list-style-type: none"> Single edge iterations to business Just, Jettison cycles Anticipate, encourage and catalyze vertical and horizontal cascades to other real and progress edge testing Establish feedback loops with external exceptions to drive rapid and continuous improvement

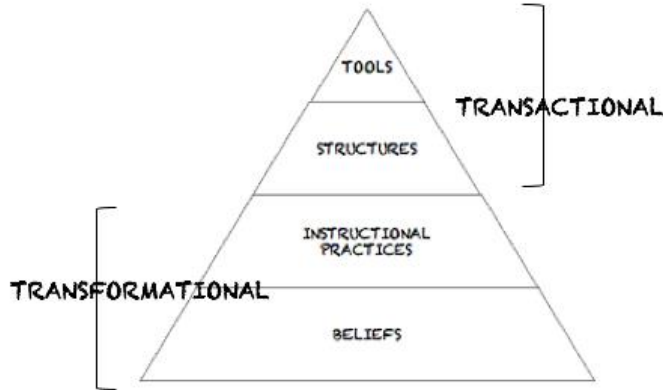
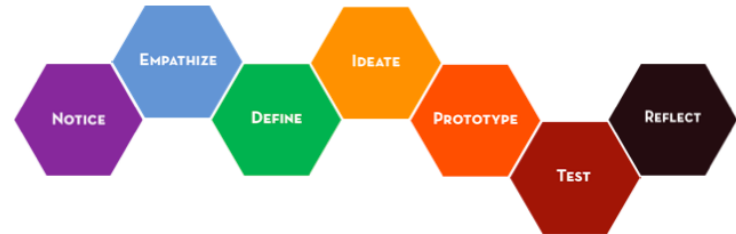


TABLE 11.1 U.S. Education: The Old and (Perhaps) the New

<i>Century-Old Model</i>	<i>A New Vision</i>
Industrial	Innovative
Centralized	Decentralized
Data-driven	Purpose-driven
Micromanaged Classrooms	Trusted Classrooms
Standardized Curriculum	Organic Learning
Drill	Create
Content and Low-Level Skills	Essential Skill Sets and Mind-sets
College Ready	Life Ready



Advantages & Disadvantages of Network Types

Loose SCHOOL MODEL Tight

<p>Design Networks:</p> <ul style="list-style-type: none"> + Open to innovation + Tight on key variables, loose others - Quality varies 	<p>Platform Networks:</p> <ul style="list-style-type: none"> + Scalable quality + Microschool opportunity - Challenge to build - Whole school models slow & expensive to scale 	<p>Managed Networks:</p> <ul style="list-style-type: none"> + Implementation fidelity yields quality at scale - Challenge to build - Can repress innovation - Slow & expensive to scale
<p>Principles Networks:</p> <ul style="list-style-type: none"> + Low cost to scale - Low fidelity 	<p>Voluntary Networks:</p> <ul style="list-style-type: none"> + Flexible, moderate cost - Low/moderate fidelity 	<p>Portfolio Networks:</p> <ul style="list-style-type: none"> + Open to adaptation/themes + Provide options - Moderate fidelity

Loose

SUPPORT/CONTROL

Tight

Network Types, Examples & Funders/Advocates

Loose SCHOOL MODEL Tight

<p>Design Networks:</p> <ul style="list-style-type: none"> · MOU on comprehensive design · NAF, Big Picture · Carnegie/Springpoint 	<p>Platform Networks:</p> <ul style="list-style-type: none"> · Brand, software & services agreement · New Tech Network, Summit Learning · CZI, Hewlett 	<p>Managed Networks:</p> <ul style="list-style-type: none"> · Enterprise organizations · Aspire, DSST, IDEA, Harmony · Walton Family Foundation
<p>Principles Networks:</p> <ul style="list-style-type: none"> · Informal affiliations · #FutureReady · Great Schools Partnership 	<p>Voluntary Networks:</p> <ul style="list-style-type: none"> · Brand & services agreement · Asia Society, ConnectEd EL, Youthbuild · XQ Super School 	<p>Portfolio Networks:</p> <ul style="list-style-type: none"> · Decentralized organizations · Chicago International · New Schools for Chicago

Loose

SUPPORT/CONTROL

Tight

**Identify one or two core abilities
that are strengths for your system?**

**What are one or two areas of
opportunity?**



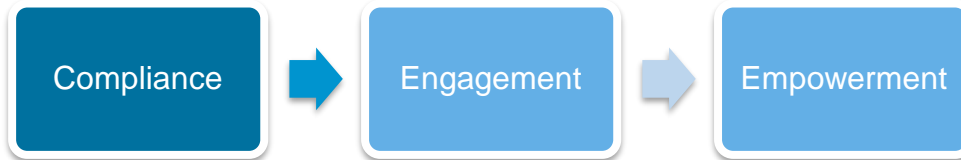
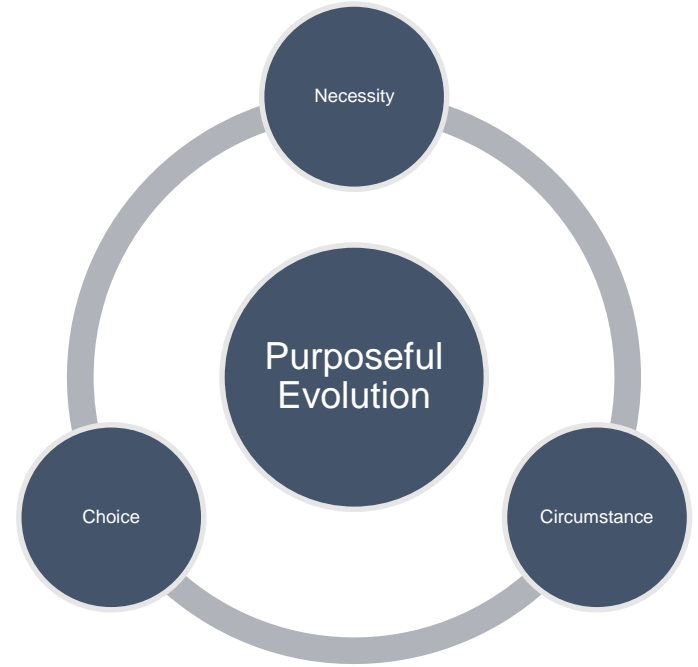
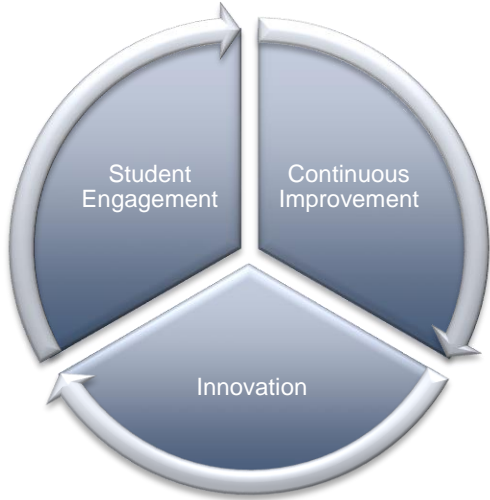


Our Choice Projects

Your Choice Projects?



Mehlville School District



How might we expand opportunities for students to explore their interests and passions in collaborative and engaging learning environments?



MOSAIC Elementary School

Proud Member of the Mehlville School District

PERSONALIZED LEARNING

Buck Institute
Opened 2017-2018
K-4th Grade
Lottery Based

EMPOWERMENT

Collaboration
Co-Teaching
Flexibility
1:1 Technology

MIDDLE SCHOOL OPTIONS

STEM Innovators
Expanded Choice
Academies

How might we collaborate with neighboring school district in south St. Louis and area business partners to provide students with profession-based educational opportunities?



COLLABORATION

7 Local School Districts
100+ Business Partners

TEST DRIVE FUTURES

4 Career Strands
Half day, on site learning experiences
Internship Experiences

EXTERNSHIP OPPORTUNITIES

Connecting teachers to business
Student Project Based Learning
Spring Showcase

How might we expand opportunities and provide voice, choice, pace and place through traditional, blended and experiential learning environments for our students at the secondary level?



ALTERNATIVE PROGRAMS
SCOPE/SSLCMS
The Alt Academy
Personalized Learning Labs (PLL)

EXPANDED OPPORTUNITIES
Expanded Virtual Options
Early College Academy
Internships & Apprenticeships

MSDR9 MyPath
Strength/ Passion Based
Student Design Electives



Springfield Public Schools

How might we provide parents and students with a variety of learning environments in a multitude of settings that meets the individual needs of our learners?

CHOICE

MAGNET PROJECTS

Wonders of the Ozarks Learning Facility,
Academy of Exploration,
Health Sciences Academy

INTERNATIONAL BACCALAUREATE

2 Primary Years Programs
1 Middle Year Program
1 Diploma Program and Career Program

SYSTEM WIDE OPEN ENROLLMENT

Transitional Transfers
Open Transfers

How might we most effectively provide students with authentic profession-based educational opportunities?



COLLABORATION
20 Regional school districts
200 Business partners

TEST-DRIVE FUTURES
5 Career strands
Half-day, on-site learning experiences

EXTERNSHIP OPPORTUNITIES
Connecting teachers to business
90+ participants
5 day experience

How might we provide high-quality virtual course access solutions to students across the state of Missouri?

LAUNCH

ONLINE COURSE ACCESS

Missouri Learning Standards

Missouri teachers

135 School districts

STUDENT SUPPORT

Subject-area educators

Courses for advanced and at-risk students

Purpose driven

MARKETING & ENGAGEMENT

Customized to meet district needs

Access Launch Magazine

How might we create an engaging, relevant and personal summer learning experience driven by student passion, inquiry, and community connections?

explore!

EXPANDED ACCESS

40 Days of instruction
Increase enrollment from 3,500 to over 12,000
Online enrollment 4,000 +

INCREASED SERVICES

361,903 Meals served
1,080 Kindergarten enrollments

SUMMER-LONG EXPERIENCES

64 Community partnerships
800+ experiences for students
137 Bus routes



Liberty Public Schools

How might we expand project based learning opportunities for students to explore their interests and passions in collaborative and engaging learning environments?



 [Innovation in Action](#)



PROJECT BASED LEARNING
Buck Institute for Education
Wall-to-Wall PBL

CO-TEACHING
4Cs
1:1 iPad Technology
Arts Integration

LIBERTY ACADEMY
Alternative Education
100 Students
Passion & Pursuit Projects

 [Innovation in Action](#)

How might the northland school districts collaborate with business partners to provide students profession-based educational opportunities?



COLLABORATION
7 Northland School Districts
275 Business partners

TEST-DRIVE FUTURES
7 Career strands
Internship Experiences
Middle Level CAPS

EXTERNSHIP OPPORTUNITIES
Connecting teachers to business
Student Project Based Learning
Spring Showcase

How might we provide students the opportunity to learn about the field of robotics, systems controls, and advanced manufacturing while completing their high school diploma and earning college credit?

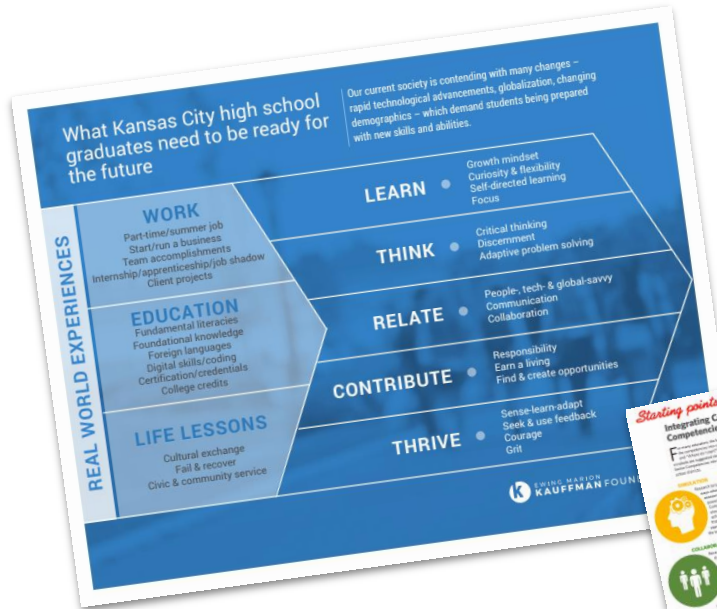


LEARNING NETWORK
MAGNA - LMV
Metropolitan Community College
Kearney & Liberty School Districts

WORK READY GRADUATES
Work Experience
High School Diploma
Certifications
Associates Degree

REGIONAL EXPANSION
Competitors Collaborating
Adult Education

How might we expand our learning network to provide all students real world learning opportunities?



LEARNING NETWORK
32 Missouri & Kansas School Districts
Ewing Marion Kauffman Foundation
KC Chamber of Commerce

REAL WORLD LEARNING
Internship Experiences
Project Based Learning
Build Your Own Experience

CREDIT & CREDENTIALS
Dual Credit & Advanced Placement
Industry Recognized Credentials

How might you expand choice?



“User-centered design means understanding what your users need, how they think, how they behave-and incorporating that understanding into every aspect of your

process.”

David Kelly, IDEO