

Network Planning & Core Approach to SY20-21

5/21 DSST Board Meeting

Big Picture Framing

- Things won't go back to NORMAL (anytime soon, or maybe forever)
- Three Time Periods
 - The current storm – the blizzard (March-June)
 - The season to follow – winter (July 2020 - July 2022)
 - The decade to come - July 2022 on

How DSST will make decisions

- We will rely upon our core (mission, vision, values, human condition, equity)
- We will put people first as much as possible
- We will be fiscally responsible and make the tough decisions when we need to
- We will look ahead and be strategic
- We will see challenges as opportunities

20-21 Planning | Guiding Principles

- We plan to get stronger long term, not just survive.
- We should incorporate different thinking that has emerged from E-School - particularly as we think about all fall scenarios.
- We plan more simply so as not to raise complexity in a complex time, acknowledging that it will be a highly iterative process.
- Where we can make choices, make them so we can be efficient and effective and not waste time on rehashing decisions.
- Keep working in collaborative, data driven way together.
- We need to plan less deeply, more broadly and flexibly so we are agile.

20-21 Planning

Preparing DSST for the coming year is mission critical. Two foundational elements sit at the core of our planning efforts:

- **Prioritizing DSST Core:** Gain clarity on what is core to DSST and working out from our core to ensure that we are building on the core, and focusing on the most important elements first.
- **DSST View of the Future:** Create a DSST view of the coming “winter” and its implications. We would be wise to identify several likely scenarios to plan for. As information is rapidly changing, constantly updating this “View.”

DSST View of the Future: Partial/Delayed

Partial Recovery | 50% Probability

Curve is flattened but virus remains and country's' capacity to test, track and manage virus continues to lag – leading to partial or rolling school, or grade openings. **A mix of in-person and online school in rolling waves.**

Delayed Recovery | 15% Probability

Curve flattened through fall with possible larger return next winter. Economy continues to sputter along moving into a steady recession. **We open as an online school and in-person school does not open until a later date.**

Full Recovery | 15% Probability

Curve completely flattened by mid-summer and economy begins to recover. **In person school begins as normal in August/September.**

DSST View of the Future | Implications

- Summer will happen in a **virtual setting through July.**
- **We should be prepared to run both in-person and online school in the fall at different times and the same time.** This could include different groups of students attending at different times. Very low probability at this time that we will run only online school or in-person school.
- We will be operating with a **reduced budget based on lower state funding.**

DSST View of the Future | Implications

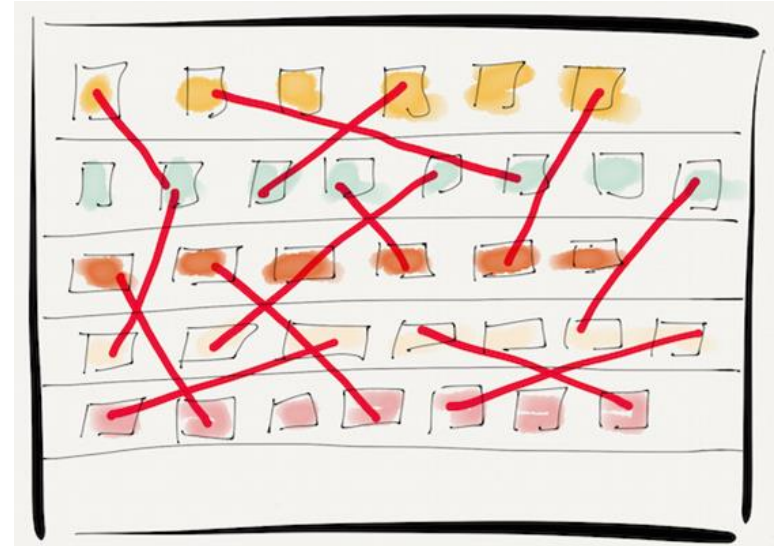
- Have to make decisions on not doing things because we probably will be in and out of school in unpredictable ways.
- Be prepared for significant and ongoing budget cuts.
- Leadership; organizational agility; communication and decision-making will be critical competencies.
- Enrollment could be very volatile.
- Staffing flexibility will be needed.
- Could be a major disruption in fulfilling our mission – i.e. students attending/not attending college.

Decision-Making & Planning

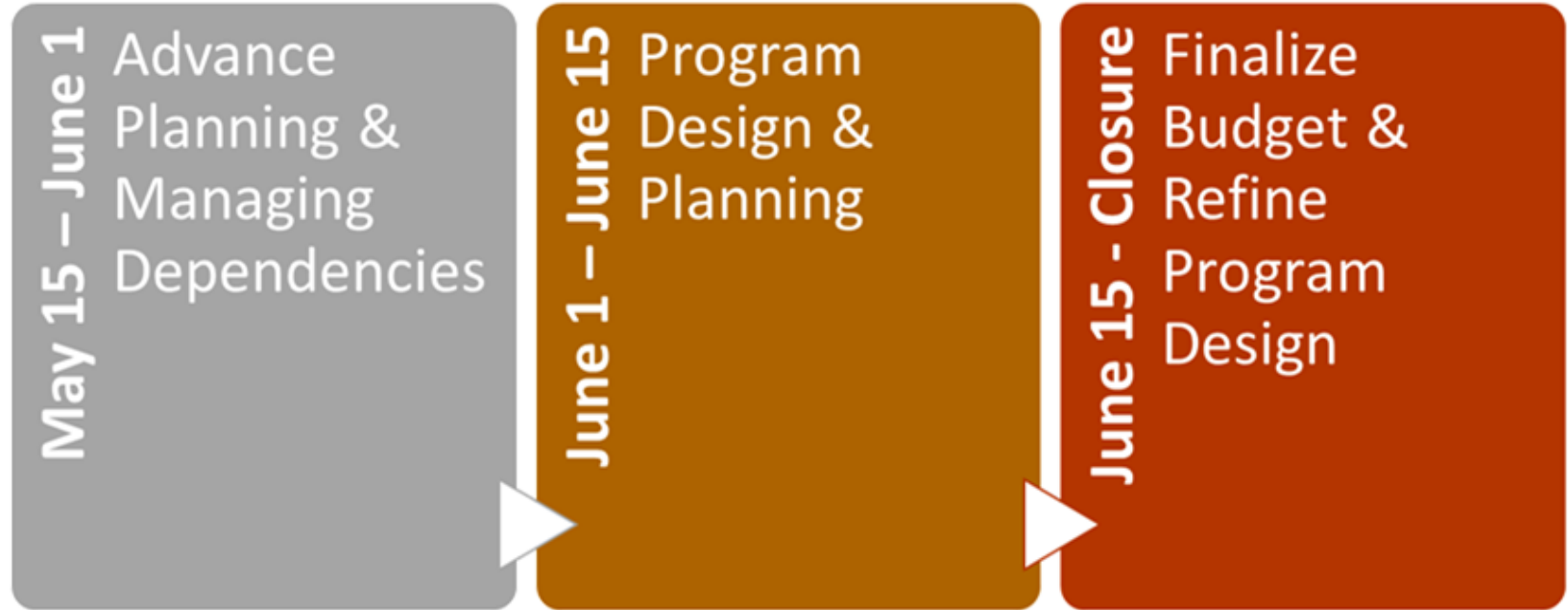
Approach and Timeline

Network Decision-Making

Assessment	Health & Safety
Budget	Home Office Strategy
Ed Tech	Network Priorities
Enrollment	School Program
Events	Talent & Staffing
Facilities	Tech Support



Network Decision-Making



Network Decision-Making

May 15 - June 1

Advance Planning &
Managing
Dependencies

- Align on most likely scenario(s)
- Scenario planning
- Move forward w/ scenario-agnostic decision-making

June 1 - June 15

Program Design &
Planning

Critical Input: **Round 1 of DPS Program Guidelines** (released by DPS June 2nd)

June 15 - Closure

Finalize Budgets &
Refine Program Design

Critical Input: **Network budget finalized based on state budget**

- Finalize school budgets
- Refine program design
- 100% enrollment contact

Decision-Making | Timeline

April 28th	
Summer Schedule	<ul style="list-style-type: none"> • Remain “remote” through July • NSA timing
Finance and Benefits	<ul style="list-style-type: none"> • TCP & Performance Evaluation • Benefits • HO Hiring freeze
School Planning	<ul style="list-style-type: none"> • Plan for 5% budget cut

May 5th	
School Planning	<ul style="list-style-type: none"> • Returning student summer school guidance
Organizational Planning	<ul style="list-style-type: none"> • End of Year process
Operations	<ul style="list-style-type: none"> • Infusion

May 15th and May 27th	
School Program	<ul style="list-style-type: none"> • Preliminary school program guidance (curriculum, assessment, compliance)
Organizational Planning	<ul style="list-style-type: none"> • Summer calendar • Network priorities - initial ideas on revision of scope/focus
Operations	<ul style="list-style-type: none"> • Enrollment (onboarding, family updates, plans to manage volatility)

Decision-Making | Timeline

June 17th	
School Program	<ul style="list-style-type: none"> ● Refined school programming guidance ● Initial TLI and retreat guidance
HO Strategy	<ul style="list-style-type: none"> ● Final staffing models (pending state budget)
Operations	<ul style="list-style-type: none"> ● Final budget adjustments ● Enrollment (onboarding, family updates, plans to manage volatility) ● Tech access for new students

Late July	
Operations	<ul style="list-style-type: none"> ● Final programming guidance based on safety procedures and requirements ● Health & safety protocols ● Support in hybrid environment (technology, IC, etc) ● Fall 2020 Open House/Tours

Cascading Communication

Increased Frequency & Structure

- Bi-Weekly SD Calls
- SD Planning Sessions
- Bi-weekly Home Office Leadership Team meetings
- Bi-Weekly HO Staff Meetings
- Weekly All-Staff Emails
- All-Staff Teams Calls (as needed)
- Weekly External (Families) Email

Increased Transparency

- Home Office and School Leader Previews & Opportunity for Input
- Candid communication about what we do and do not know (and when we anticipate having additional clarity)

Decisions & Milestones				Cascading Messaging							
Timeline	Decision Status	Comms Status	Milestone/Decision to be made	Final Decision	SD Call	SD Planning Session	HOLT Meeting	HO Staff Meeting	Weekly All-Staff (Thurs)	Weekly External (Fri)	Other Forum
4/23/2020	Complete	In process	Virtual Summer (Summer Training)	Virtual Summer We have decided to do all summer training virtually We will be revisiting the dates and objectives of the summer training series (NLT, SLI, NST/NTT)	4/28		4/29	4/29	5/4	5/15	

Network Priorities

Current Thinking

Network Priorities

20-21 Priority	Revised Scope
<p>6-12 Program</p>	<p>Hybrid Programming Social Emotional Wellness</p>
<p>Leader Development</p>	<p>Slowing down on work here to prioritize Hybrid Program/ Social Emotional Wellness in summer/ fall</p> <p>Current thinking:</p> <ul style="list-style-type: none"> • More intensely focus on the development of a fewer number of leaders to ensure we have a bench for next year • Consider how to use new leadership competencies in certain spaces
<p>Community Engagement</p>	<p>Narrowing scope here</p> <p>Focus on: Family communication and connection</p>
<p>Home Office Impact on School Success</p>	<p>Home Office agility, network clarity & communication</p>

DSST Hybrid School

Vision

DSST Hybrid School | Vision

In the midst of a global pandemic, we can and we will ensure that our students achieve at the same level they would have any other year. DSST's mission drives at eliminating educational inequity and we know that during crises, inequities are made larger and more profound. DSST will partner with staff, students and families to ensure that we reinforce our core - including our north star achievement measures AND that we think flexibly and strategically about how we get there.

North Star Outcomes

1. Students learn and achieve at the same level as, or higher than, any other school year
2. Students, families and staff are engaged and connected
3. Students' and staff social emotional wellness is deeply cared for and prioritized
4. Students achieve college success metrics (IGR/TGR) at the same level as, or higher than, any other school year
5. We keep our DSST community safe (students and staff)

DSST Hybrid School | Guiding Beliefs

- Clear measures and common data will support achievement of our goals by leveraging bright spots and the power of our network and ensuring we can quickly respond to data.
- Equity must be at the center of our decision-making. As we know, equity and equality are not one in the same.
- We must effectively optimize the balance between academic rigor and social emotional wellness. When done right, these things can be mutually reinforcing and do not need to exist in conflict with one another.
- We must create a technology solution that seamlessly works across in-person and virtual school at the same time.

DSST Hybrid School | Core Model Elements

WELLNESS

Safety and Health

Student and staff safety will be paramount. DSST will follow safety and operational requirements set out by state and local officials to limit the risk of COVID-19 in our community. DSST will work with staff members with pre-existing conditions or other high risk factors to ensure their safety during this time.

Social Emotional Wellness

We are likely to see unprecedented levels of stress and trauma amongst our staff and students. We must support staff in managing their own mental health needs and provide them the training to effectively support students. All staff will leverage trauma -informed practices in classrooms, advisories and schools. We must also support our mental health providers to create systems to effectively support our highest needs students.

DSST Hybrid School | Core Model Elements

ENGAGEMENT & ACCESS

100% Tech Access

DSST will ensure all students have WiFi access and the hardware (laptops) and software needed to learn in a hybrid scenario. This is key to educational equity during this time.

School Culture Building and Student Relationships

DSST will prioritize building an inclusive academic and college-going culture for the whole school. DSST will prioritize advisor relationships and teacher relationships with students to support investment in academic achievement and also social emotional wellness.

Family Engagement and Communication

We must emphasize and improve our family engagement and communication. This could include whole - school, advisory, teacher communication structures in order to foster effective two -way communication.

DSST Hybrid School | Core Model Elements

ACADEMIC ACHIEVEMENT

Flexible, Rigorous Programming

We know we will be operating under a hybrid construct and should design programming that can seamlessly accommodate and move between in-person and remote learning. We must ensure that our programming consists of grade-level rigorous, standards-aligned materials in order to ensure equity gaps are not widened during this time.

College Counseling and Support

We must double down on our efforts to have one on one connections with our students and families to both support and guide decision making and meet needs on their journey to and through college.

DSST Hybrid School | Core Model Elements

ACADEMIC ACHIEVEMENT

Data Driven Instruction and Leadership

In order to meet our north star measures at the same level or higher than any other year, we must have clear, common measures to measure success and respond quickly. In order to drive academic growth and achievement, we must utilize diagnostic assessments in the fall in order to determine where students are after this period of time in remote learning. Furthermore, rapid data cycles grounded in standards -aligned, grade-level rigorous assessments will be necessary in order to identify and effectively close gaps in real-time.