The Power of ONE NETWORK

AESD Network Orientation/Updates & Board Member Resources
AEDS Strategic Plan (2018-2021)

**Mission:** To ensure equity and excellence in education through effective services delivered statewide.

**Vision:** To inspire and foster equity, opportunity, and results through meaningful support of all school districts

**Goals:**

1. **Strategic Relationships:** To grow a sustainable future through strategic relationships
2. **Grow the Network:** To provide seamless and nimble services.
3. **Tell our Story:** ESDs are an integral and valuable part of the education ecosystem in Washington State
Goal 1: **Strategic Relationships**

**Vision:** To grow a sustainable future through strategic relationships

<table>
<thead>
<tr>
<th>Strategies / Tactics</th>
<th>A: AESD legislative priorities are developed through a <strong>strategic process</strong> that actively engages AESD leadership, and is <strong>focused on timely AESD system needs.</strong></th>
<th>B: Strategic partnerships defined. <strong>Existing are maintained and strengthened.</strong> New, high leverage partnerships/coalitions are identified.</th>
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<tbody>
<tr>
<td>Artifacts &amp; Evidence of Success</td>
<td>✓ AESD legislative strategy &amp; roles refined, communicated ✓ Legislative priority talking points, 1-pagers ✓ Increased “asks” for AESD engagement in legislative issues ✓ Legislative “wins”</td>
<td>✓ Partnerships: Districts, OSPI, state &amp; local DOH, HCA, DCYF, Legislature, WASA, AWSP, CSTP, and more! ✓ COVID Response Coordination- - Strengthened importance (and understanding) of ESDs / AESD among school districts statewide - Increased coherence &amp; communications among state associations - AESD as “value add” for statewide coordination (regional networks, PPE, etc.) ✓ Tribal relationships engaged &amp; strengthened</td>
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**Goal 2: Grow the Network**

**Vision:** To provide seamless and nimble services.

### Strategies & Tactics

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<tr>
<th>A. Gather and compile data from ESDs regarding current, emerging, and scalable initiatives to inform development of new/scaled AESD network initiatives that add value to school districts statewide.</th>
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<td>B. <strong>Maintain and grow funding</strong> to the AESD Network based on statewide needs across the AESD system and within school districts.</td>
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# Statewide Network Initiatives

*A regional delivery system for statewide programs & services*

<table>
<thead>
<tr>
<th>Learning</th>
<th>Student Supports</th>
<th>Operations</th>
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<tr>
<td>• Beginning Educator Support Training (BEST)</td>
<td>• Behavioral Health Services</td>
<td>• District Operations</td>
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<tr>
<td>• Educator Networks</td>
<td>- Community Prevention &amp; Wellness Initiative - Student Assistance Professionals</td>
<td>- Communications supports</td>
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<tr>
<td>• Early Learning</td>
<td>- BH COVID Response Project</td>
<td>- Fiscal support services</td>
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<td>• Teacher &amp; Principal Evaluation (TPEP)</td>
<td>• Career Connected Learning</td>
<td>- School construction</td>
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<td>• Native Education</td>
<td>• Early Learning</td>
<td>- Hiring supports (i.e., fingerprinting, etc)</td>
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<td>• Professional Learning</td>
<td>• Education Advocates / Institutional Education</td>
<td>- Information services (Skyward, WSIPC)</td>
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<tr>
<td>- Computer Science</td>
<td>• Multi-Tiered Systems of Support</td>
<td>- Insurance pools</td>
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<td>- English Language Arts</td>
<td>• Regional School Safety Centers</td>
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<tr>
<td>- Mathematics</td>
<td>• School Nurse Corps</td>
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<tr>
<td>- Science &amp; Climate Science</td>
<td>• Special education</td>
<td></td>
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<tr>
<td>- Inclusionary Practices</td>
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<td>• System &amp; School Improvement</td>
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Statewide Network Initiatives
Revenue Footprint & Foundational Elements

- 2021/22 **Network Revenue** = $102,492,795 (approx.)
  - New revenue for 2021/22 = $23,186,592

- Funding comes to each ESD **through various mechanisms** (iGrants, contracts/interlocal agreements, MOUs, fees for service, etc.)

- Each statewide initiative is **collaboratively led** through an articulated structure of ESDs and OSPI roles/responsibilities among AESD and OSPI partners.

- Initiative **goals are established through shared leadership and decision-making** to support alignment, garner efficiencies, and clarity of roles and purpose across statewide initiatives.
ESDs leveraged $7.9 million of state allocated core funding into $420 million of needed services for students and schools in Washington.
Return on Investment: ESD Core for $1 Investment

2015 – 2022

For every $1 in core funding, ESDs returned $53 in educational programs and services - $389 for every student in the state.
ESD Program Services: $ per Student

2015 – 2022

53%+ increase in per-student services over 7 years with ½ of the growth in *two years* (between 2020-22)
Impact Examples from 2020/21

- **Distance Learning Support**: Learning Management System (LMS) Solutions Team served over 17,000 educators statewide.

- **Inclusionary Practices** Coordinators supported over 140 school and district teams to implement Universal Design for Learning and other inclusionary practices.

- Regional Content Coordinators facilitated close to 300 content area professional learning sessions for educators in ELA, Math, Science, Climate Science, Computer Science.

- **Statewide Educator Leadership Networks** Expanded
  - ELA, Math, Science, Early Learning Fellows
  - Regional Educator Network (Statewide LMS Solutions)

- **Behavioral & mental health services** significantly expanded statewide
  - Federal Community Wellness & Prevention Initiative: Student Assistance Program = 90 student assistance professionals based in +/- 110 sites
  - New Behavioral Health COVID Recovery Project = 60 direct service positions statewide

- **Career Connected Learning** coordinators provided technical assistance to increase system capacity, build equitable student access, and increase connections among regional business and industry partners and school districts.
**Goal 3: Tell our Story**

**Vision:** ESDs are an integral and valuable part of the education ecosystem in Washington State.

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<th>Strategies / Tactics</th>
<th><strong>A: Develop and implement a multi-year AESD communications plan</strong> that actively engages AESD network leadership and that builds on the foundation established in the AESD 2010 communications plan.</th>
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</table>
| Artifacts & Evidence of Success | ✓ Began development of Network “branded” communications tools (i.e., 1-pagers, templates)  
✓ Program evaluation team engaged to support broader AESD initiatives  
✓ Greater outreach to weave AESD “story” into timely issues/priorities (i.e., COVID response, distance learning supports) – AESA, etc.  
✓ Growing commitment to funding communications support for AESD and statewide initiatives (i.e., inclusionary practices, balanced calendar) |
| Challenges | Limited capacity and resources to:  
⇒ Support coherence and consistency with “telling the story”  
⇒ Update and evolve AESD web site to meet needs of members and represent the breadth of network initiatives  
⇒ Engage in intentional communications planning/coordination |
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AESD Government Affairs
Bipartisan Approach Policy Solutions

- Relationship-building on both sides of the aisle
- Interim work - share ESD policy expertise with lawmakers
- Develop/support ESD superintendent relationships with lawmakers
- Communicate AESD legislative requests
- Respond to lawmakers inquiries
Key Legislative Successes
Protect and Expand Current ESD Funding

- Protect and expand ESD “Core funding”
- Eliminated the “administrative reduction” from ESD core funding
- Formula changes moved from grant funds to state funded staffing units now eligible to grow with inflation
- Incremental increase in funding
Funding for Network Initiatives

Regional Safety Centers (Threat assessment coordinators, Behavioral health navigators, comprehensive school safety coordinators)

Career Connect Washington (CCW) & Career Connected Learning

Educational Technology & Procurement

Computer Science
Respond to Lawmaker Requests

- Apprenticeship policy outside of CCW
- ESD network support for Financial Literacy training
- Healthcare requirements
- Prejudgement Interest
- Long Term Care (LTC) mandates
What’s Next?
2023 work starting now

• ESD superintendents will identify and approve legislative priority requests
• Monitoring legislative environment (elections and political climate)
• Develop a lobby plan based on superintendent priorities
• Talk to K-12 champions and policy leads
• Meet in person with lawmakers
• Draft bills
• Meet with other stakeholders
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Network Updates, *Continued*

AESD Redesign Process, Summer 2021 - present

**Customer Needs**
- Well respected by policy makers
- ESD boards need to reflect age and racial diversity of the region
- Increased accountability by policy makers
- Competition for Services
- Federal ARP $ at state level
- Expectation for Equitable funding models
- Funding from legislature to ESDs doubled this year
- Transparent costing models for state initiatives
- Equitable revenue share
- WSIPC – Largest Cooperative

**Technology Factors**
- Zoom is efficient for state meetings
- Zoom makes multiple meetings possible
- Remote Learning LMS

**Political Factors**
- Recognized as a statewide delivery system
- Expertise sharing across the network grows regional services
- Trusted by OSPI & Legislature
- Less competition between ESDs fosters sharing of expertise.

**Economic Climate**
- Decision making authority for Assistant Superintendents vs Superintendents
- Funding for ESDs from year to year
- Purpose of program evaluations
- Sustainability of AESD
- How to tell the ESD story
- What if a service opportunity is declined?
- Capacity to deliver state initiatives and cover regional needs
- How big is big enough?

**Trends**
- Increased demand for regional services for ESDs
- Increased pressure on Champion roles as AESD grows
- National trend for increased expectation of tangible deliverables – OSPI is no different

**Uncertainties**
- Role of Executive Director
- Role of AESD Board of Directors
- Decision making authority for Assistant Superintendents vs Superintendents
- Funding for ESDs from year to year
- Purpose of program evaluations
- Sustainability of AESD
- How to tell the ESD story
- What if a service opportunity is declined?
- Capacity to deliver state initiatives and cover regional needs
- How big is big enough?
- How big is too big?
- Lacking a vision for AESD
- Lack of processes stalls progress

Version 2.0 June 2021
Redesign Process & Timeline

- Identify network challenges
- Engage AESA facilitators to gather feedback and facilitate Design Process
- Convene Design Team

Summer 2021

Fall/Winter 2021

Winter/Spring/Summer 2022

- AESD Design Team collaborates to identify “Bold Steps”
- AESD Values established – Exec Board and Supts.
- Progress made on Bold Steps
- Continued progress on Bold Steps
- Consider implications for other AESD foundational governance documents
Next Generation of WAESD Network: Design & Bold Steps (Nov. 2021)

**BOLD STEPS**

1. Develop & Deploy Model for Initiative leadership
   - Executive Director
   - Strong Relationships
   - Commiting Resources for Network Development
   - Strong content specialists

2. Align AESD Constitution and Network Governance
   - Responding to regional and state initiatives
   - Legacy Network structure
   - Variety of ESD structures
   - Communication

3. Develop Goal Setting Process
   - Equity
   - Leadership
   - Relationships
   - Synergy
   - Accountability
   - Integrity

4. Develop & Pilot Network Business Model
   - Indispensable Partner to OSPI
   - Resource of Choice
   - Sustain a Vision
   - Business Model
   - Governance & Structure

## Bold Step Status Updates

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<tr>
<th>Bold Step</th>
<th>Updates</th>
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| 1. Model for Initiative Leadership            | • Initial work to begin March 2022 in anticipation of 2022/23 initiatives  
  • ESD Assistant Superintendents co-design with OSPI partners  
  • Make recommendations to Superintendents in May              |
| 2. Align AESD Constitution and Network Governance | • Phase I revision for adoption at 4/27/22 Membership Meeting  
  • Phase II considerations - Constitution “subcommittee” recommendations for refinements – Fall 2022+ |
| 3. Develop goal setting process               | • ED job description & goal setting/evaluation process updated (includes “Operating Principles for ED and Superintendents) Jan. 2022  
  • Mid-Year Goals Check-in & Reflection Completed, March 2022 |
| 4. Develop and pilot business model           | • Phase II work begins in Summer 2022 on Interlocal  
  • Business model considerations following updates to AESD Interlocal Agreement (likely Fall/Winter 2022) |
Before we transition to Dana...

Questions?
Points of clarification?
Reflections?

*Please share in the chat!*
Deeper Dive: ESD Board Member Handbook & Orientation Materials

Advisory “subcommittee”:
June Sine, Merle Kirkley, Cliff Huenergard, Terry Brandon, Dana Anderson

Handbook Components:
• General responsibilities
• Board Roles
• Evaluating Superintendent
• Representing Districts
• Communication
• Technical Requirements

Let’s take a look!
(link in chat)
AESD Board Member Handbook
Scavenger Hunt

Where everything is made up, and the points don’t matter...
Question 1

What is one of the primary roles of the board?
Question 2

What is one reason the board could go into executive session?
Question 3

What is one of the three roles of AESD?
Question 4

What year did Merle Kirkley serve as AESD President?
Deeper Dive: ESD Board Member Networking Breakout Session

Join fellow Board Members in breakout rooms to connect!

- Executive Board Members will share insights and guide the conversation
- ESD staff members will provide support with note-taking

Guiding Questions:
1. How is ESD board membership different from school boards or other board roles you have had/known?
2. How do you engage with your local school boards?
3. Based on what you have heard so far, what is one thing still ‘rolling around in your head’?
Debrief: ESD Board Member Networking Breakout Session

Guiding Questions:
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Insights?
Reflections?
Other thoughts?