

CEELO Leadership Academy Job Embedded Project

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September 2019**



VIRGINIA DEPARTMENT OF EDUCATION

Overview of Job Embedded Project

Key Goal: *Develop a plan to build, pilot and scale a uniform quality measurement and improvement system for all early childhood programs that accept public funds to serve children five and under outside of their homes.*

Key Parameters

- Proposal developed by executive leadership team representing VDOE, VA Dept of Social Services and VA Early Childhood Foundation (contractor for current QRIS)
- Proposal presented to Governor Northam on September 30
- Proposal is one of four parts from Governor, with the remaining requests include:
 - Proposal to consolidate early childhood functions to one state agency
 - Proposal to increase access to all at-risk 3 &4s by 2025
 - Conduct listening sessions to inform workgroups



Process for Job Embedded Project

A bit of a winding path...



Could be broken into three distinct development phases--

Phase 1: Mapping the Situation	Phase 2: Building Relationships and Identifying Goals	Phase 3: Synthesize and Move Forward
<ul style="list-style-type: none">• What is the landscape in VA?• What data do we have? What data do we need?	<ul style="list-style-type: none">• Who are the key experts and leaders?• What are their concerns with current state? With the proposal?	<ul style="list-style-type: none">• What is the necessary level of detail for now?• How do you move a group of 20+ people to consensus?

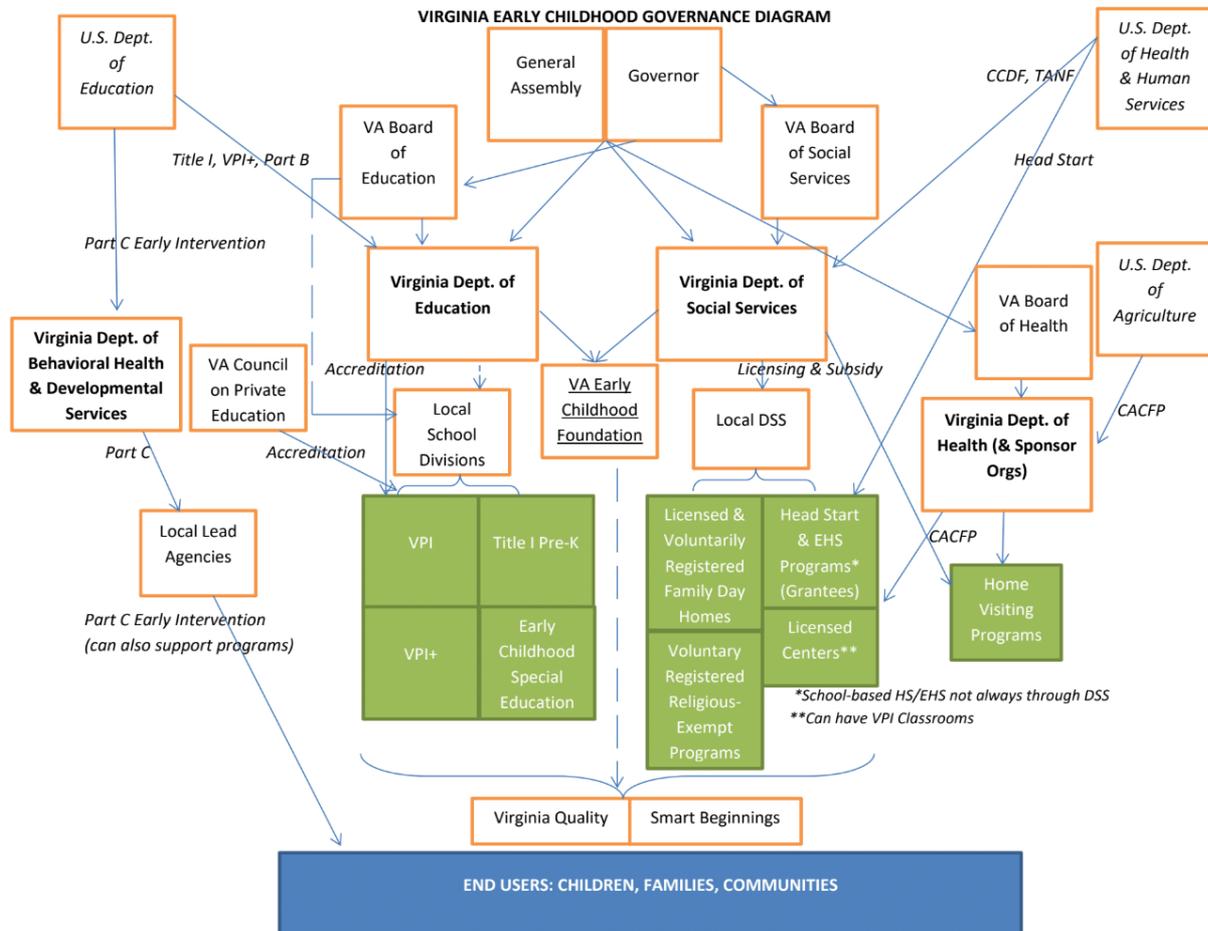




Mapping the Situation

Understanding the VA Landscape

Goal of building an understanding of current VA systems map and landscape to understand the roots of current challenges.



How are mental models from LA similar or different? Helpful or not helpful?

What are the various groups existing assumptions?



Understanding VA Data

Goal of understanding the data that currently exists and the story it represents for VA's early childhood landscape.

Data Inventory:

- K-readiness rates
- Participation in voluntary QRIS
 - *Analysis of current QRIS participants*
- Registered versus licensed child care
- CLASS observation data from VPI classrooms and QRIS
- Teacher data, including salary, retention, credential (as available)
- Outcomes of VPI+ programs
- Program access and funding data

What are the cause and effect patterns represented in current data?





Building Relationships and Identifying Goals

Building Relationships Across Programs

Goal to identify key leaders and expertise in existing state programs.

Executive Leadership Team:

- Representatives from VDOE
 - VPI program
 - Early Childhood Special Education
 - Agency leadership
- Representatives from VDSS
 - Quality Program
 - Include contractors from VECF (manages QRIS)
 - Subsidy Management
 - Licensing

How to engage equally and ensure fair representation across all groups?

How to allow for engagement and still keep pace?



Identifying Goals and Outcomes

Goal to develop a collaborative structure with equal representation and participation across agencies, resulting in shared values and objectives.

Two hour collaborative sessions bi-weekly from June-September.

Process for Collaboration:

1. Program inventory (show & tell) –
 - *What does your program look like? How do you measure quality?*
2. Small group assessment and scenarios
3. Discussion of values and outstanding concerns
4. Group review of values and recommendations

Where are there existing connections?

What are the technical and adaptive challenges of any one existing approach?





Synthesize and Move Forward

Building a Proposal

Goal to take agreed upon principals and build a proposal with the “right” level of detail.

Recommendations for a system that will:

- Phase in over time with multiple **pilot opportunities** for communities.
- Emphasize pathway to improvement that is available to **all program types**, with all supports aligned to measurement system.
- Focus on measurement and improvement that provides info on quality of **teacher-child interactions**, and results in frequent opportunities for detailed **teacher feedback**
- Result in an evaluative rating for all publicly-funded programs that is based on one clear measure. **Rating should be clear to families**, and include opportunity to highlight additional multiple program qualities.

What is the best strategy for communicating to multiple audiences?

What are the key perspectives that need to be included now? Later on? What is best strategy to engage?



Going Forward with Next Steps

Goal to gain additional feedback and present initial proposal at the end of the month.

What is next?

- Proposal presented to Governor following 9/30 deadline, will potentially inform legislation this year.
- Continued engagement through existing channels, as well as potentially new channels (current and future PDG, existing work groups, etc.)

What are potential short and long-term consequences? For who?

If moved forward, how to best handle systems change at a large scale? As a manager? As a contributor?

