

# **CEELO Leadership Academy Job Embedded Project**

**Erin Carroll  
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"><li>• What is the landscape in VA?</li><li>• What data do we have? What data do we need?</li></ul>	<ul style="list-style-type: none"><li>• Who are the key experts and leaders?</li><li>• What are their concerns with current state? With the proposal?</li></ul>	<ul style="list-style-type: none"><li>• What is the necessary level of detail for now?</li><li>• How do you move a group of 20+ people to consensus?</li></ul>



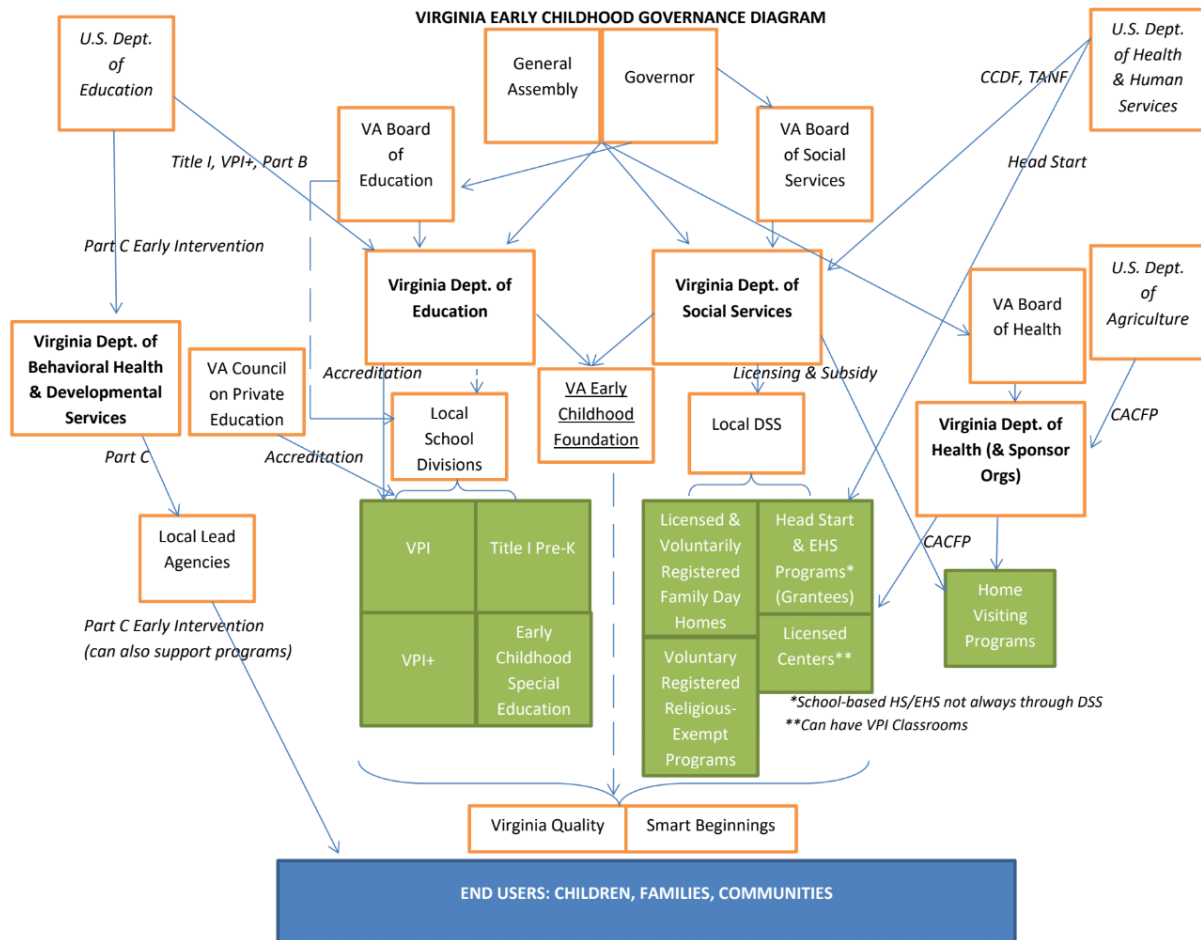


## **Mapping the Situation**



# 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?*

