Teaming up for Success....
Our Mission

California will provide a world-class education for all students, from early childhood to adulthood. The Department of Education serves our state by innovating and collaborating with educators, schools, parents, and community partners. **Together, as a team,** we prepare students to live, work, and thrive in a multicultural, multilingual, and highly connected world.
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The California Way
Overview Presentation: Topics

- Why? The Rationale and Case for Realignment
- Team Methodology, and Theory of Change
- CDE’s Structural Evolution: 2011-2016
- CDE 2017 Realignment: Overview
- Conclusion
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Topic: Why?

- Why? The Rationale and Case for Realignment
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Background

• In 2013, California adopted the Local Control Funding Formula (LCFF), a sweeping overhaul of school funding systems, prioritizing support for Low-income, English learner, and Foster Youth students.

• In the fall of 2016, the State Board of Education approved a new accountability system formally moving California away from standardized testing as a sole indicator of educational success towards a multiple measure-based system of accountability and continuous improvement.

• These changes coupled with the passage at the federal level of the Every Student Succeeds Act by President Obama in 2015, gives California a unique opportunity to align state and federal education policies to develop an integrated local, state, and federal accountability and continuous improvement system grounded in LCFF.
Our Charge:

- Promote coherence across programs to better serve the needs of California’s multidimensional local educational agencies (LEAs), schools, educators, and students, in a way that exemplifies the California Way.

- Continue to build on our team’s strengths to create continuously more effective systems and supports for public education in California.
Why now? Strategic Action is Necessary

Now To:

- Accelerate creation of SSPI-inspired Team-based systems focused on service and support
- Realize potential of LCFF (service and support for local control)
  - Maximize CDE capacity to contribute to continuous improvement systems –
- Maximize opportunities afforded by ESSA
The Realigned CDE Must:

- Reflect the "California Way" and the Department’s mission;
- Facilitate the “vertical” and “horizontal” integration of key department functions, services, and priorities;
- Enable implementation of high-priority recommendations emerging from LCFF, LCAP, Blueprint 2.0, subsequent Task Force work, and ESSA State Plan process;
- Reflect California’s shift to local control, recent adoption of LCFF Evaluation Rubrics, and the shift to support of continuous improvement.
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The Realigned CDE Must:

- Respond to changing conditions, resources, and staff feedback;
- Balance work loads; and
- Convey that each member of the CDE team (current and future) is valued.
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Topic: Team Methodology and Theory of Change

- Methodology and Theory of Change
We seek to implement:

- Blueprint 2.0 recommendation 3.14: *In order to better serve and support districts and LEAs, work toward alignment of California’s system of learning supports...for optimal collaboration and efficiencies. Continue work to build the CDE’s capacity for service and support.*
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Building Capacity for Continuous Improvement

California must now focus on Continuous Improvement…

• “…The board must move now from the back end of accountability to the front end of capacity.”

-SBE President Mike Kirst
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Another view: Our Theory of Change

IQ * E = C

Innovation Quality * Engagement = Change: Increase in CDE Team Capacity
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Topic: CDE’s Structural Evolution

• Why? The Rationale and Case for Realignment
• Context, Methodology, and Theory of Change
  ➢ CDE’s Structural Evolution: 2011-2016
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Organization 2011

California Department of Education

State Superintendent of Public Instruction and Director of Education
Tom Torlakson

Chief Deputy Superintendent
Richard Zeiger

Curriculum, Learning & Accountability Branch
Deb Sigman, Deputy Superintendent

Assessment & Accountability Division
Rachel Perry, Director

Standards, Curriculum Frameworks & Instructional Resources Division
Tom Adams, Director

District & School Improvement Division
Christine Nakamura-Swenson, Director

EdInsight Learner & Curriculum Support Division
Phil Lafontaine, Director

Secondary, Career, and Adult Learning Division
Patrick Answorth, Director

Child Development Division
Camille Mahon, Director

Finance, Technology & Administration Branch
Susan Lange, Deputy Superintendent

Fiscal & Administrative Services Division
William O’Neill, Director

Personnel Services Division
Scott Hannan, Director

School Fiscal Services Division
Kevin Matsuo, Director

Technology Services Division
Keric Ashley, Director

Data Management Division

Government Affairs & Charter Development Branch
Lupita Alcahs, Deputy Superintendent

Charter Schools Division
Beth Hunkapiller, Director

Legislative Affairs & Fiscal Policy Division
Erin Gabel, Director

Legal, Audits & Compliance
Amy Bissone Holloway, General Counsel

Office of Equal Opportunity
Sharon Felix-Raschel, Chief

Special Services & Support Branch
William Ellerbee, Deputy Superintendent

Nutrition Services Division
Phyllis Bramson-Paul, Director

School Facilities Planning Division
Kathleen Moore, Director

Special Education Division
Fred Baione, Director

State Special Schools & Services Division
Vacant, Director

Learning Support & Partnerships Division
Gordon Jackson, Director

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Organization 2017

California Department of Education

State Superintendent of Public Instruction and Director of Education
Tom Torlakson

Chief Deputy Superintendents of Public Instruction
Glen Price    Michelle Zumot

Legal & Audits Branch
Amy Bisson Holloway
General Counsel

Legal Division
Edmundo Aguilar, Chief Counsel II
Todd Smith, Chief Counsel II

Audits & Investigations Division
Kevin Chen, Director

District, School & Innovation Branch
Keric Ashley
Deputy Superintendent of Public Instruction

Analysis, Measurement & Accountability Reporting Division
Cindy Kazanjis, Director

Assessment Development & Administration Division
Michelle Canter, Director

Improvement & Accountability Division
Robert Storelli, Director

Educational Data Management Division
Jerry Winkler, Director

Services for Administration, Finance, Technology, & Infrastructure Branch
Nick Schweizer
Deputy Superintendent of Public Instruction

Fiscal & Administrative Services Division
Rosanne Eves, Director

Personnel Services Division
Sharon Taylor, Director

School Fiscal Services Division
Peter Foggiatto, Director

Technology Services Division
Kevin Matsuo, Director

School Facilities & Transportation Services Division
Juan Mireles, Director

Charter Schools Division
Cindy Chen, Director

Instruction & Learning Support Branch
Tom Arns
Deputy Superintendent of Public Instruction

English Learner Support Division
Veronica Agulla, Director

Curriculum Frameworks & Instructional Resources Division
Stephanie Gregson, Director

Professional Learning Support Division
Brent Malicote, Director

Career & College Transition Division
Donna Wyatt, Director

Early Education and Support Division
Debra McMannis, Director

State Special Schools & Services Division
Scott Kerby, Director

After School Division
Michael Fulk, Director

Student Support & Special Services Branch
William Eilerbee
Deputy Superintendent of Public Instruction

Nutrition Services Division
Sandip Kaur, Director

Special Education Division
Kristen Wright, Director

Coordinated Student Support Division
Gordon Jackson, Director

State Board of Education
Karen Staff Waters, Executive Director

Offices of the Superintendent
Jason Spencer, Principal Advisor

Communications
William Ainsworth, Director

Government Affairs Division
Debra Brown, Director

CDE Mission & Vision
“California will provide a world-class education for all students, from early childhood to adulthood. The Department of Education serves our state by innovating and collaborating with educators, schools, parents, and community partners. Together as a team, we prepare students to live, work, and thrive in a multicultural, multilingual, and highly connected world.”

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Topic: CDE 2017 Realignment: Overview

- Why? The Rationale and Case for Realignment
- Context, Methodology, and Theory of Change
- CDE’s Structural Evolution: 2011-2016
  - CDE 2017 Realignment: Overview
Accountability Support
Continuous Improvement Support
Systems Support

CDE-Wide Action and Support Teams

California System of Support
One System/Whole Child Integration
Integrated Planning Support
Team Advancement Support

SSPI
Chief Deputy Superintendents
Legal and Audits Branch
Office of the Superintendent, Communications, ESSA, Government Affairs, LASSO, OEO

CDE Branch Teams

Team Advancement Support
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Realign to Four Primary Branch Teams:
- Accountability Support;
- Continuous Improvement Support;
- Systems Support; and
- Legal and Audits.

…and

Formalize Four CDE-Wide Action and Support Teams:
- California System of Support
- One System/Whole Child Integration
- Integrated Planning Support
- Team Advancement Support
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We seek to implement:

• Blueprint 2.0 recommendation 3.14: *In order to better serve and support districts and LEAs, work toward alignment of California’s system of learning supports…for optimal collaboration and efficiencies. Continue work to build the CDE’s capacity for service and support.*
Overview Presentation:
CDE 2017 Realignment: Branch Teams

• Why? The Rationale and Case for Realignment
• Context, Methodology, and Theory of Change
• CDE’s Structural Evolution: 2011-2016
• CDE 2017 Realignment: Overview
Accountability Support Branch Team

- **Primary responsibility:** Continue development and ongoing continuous improvement of the California School Dashboard and accountability, assessment, and data systems.

- **Divisions:** Analysis Measurement and Accountability Reporting, Assessment Development and Administration, Educational Data Management, Improvement and Accountability, Technology Services.

- **Other:** Accelerate internal and external utilization of 21st information technology; Lead and Facilitate, “California Support Network.”
Continuous Improvement Support Branch Team

- **Primary responsibility:** Develop, Implement, and Evaluate CDE Continuous Improvement Support Systems
- **Divisions:** Expanded Learning, Early Education and Support, Special Education, Career and College Transition, Curriculum Frameworks and Instructional Resources, English Learner Support, Coordinated Student Services, Professional Learning Support
- **Other:** Lead and Facilitate, “California Leadership Initiative”
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Systems Support Branch Team

- **Primary responsibility:** Provide strong and innovative support systems; charter schools, and state special schools
- **Divisions:** School Facilities Planning, Nutrition Services, Fiscal and Admin Services, Personnel Services, School Fiscal Services, Charter Schools, State Special Schools and Services
- **Other:** Lead and facilitate One System/Whole Child Integration Team
Overview Presentation: CDE-Wide Teams

- Why? The Rationale and Case for Realignment
- Context, Methodology, and Theory of Change
- CDE’s Structural Evolution: 2011-2016
- CDE 2017 Realignment: Overview
- CDE 2017 Realignment: Branch Teams
  - CDE 2017 Realignment: CDE-Wide Teams
Formal Department-Wide Action Teams

CDE’s system wide teams will coordinate and support project-based work that involves multiple divisions/branches in high-priority action areas. The teams will:

- Advance collaboration and innovation;
- Implement a specific charter and scope that includes precise deliverables and timeframes;
- Typically involve 10-15 members including core members and ad hoc members who have designated assignments.
Formal Department-Wide Action Teams Cont.

CDE’s system wide teams will coordinate and support project-based work that involves multiple divisions/branches in high-priority action areas. The teams will:

- Ensure strong collaboration in relation to their scope with internal and external stakeholders.
- Formation of the CDE-wide teams does not preclude the formation/implementation of other formal and informal collaboration efforts.
Formal Department-Wide Action Teams

- **California System of Support**: *Integrated state and federal support systems, including educator capacity building*

- **One System/Whole Child Integration**: *Continue building CDE-wide integration of the “one system” concept serving the whole child*

- **Integrated Planning Support**: *Supports for LEA and school-level planning and evaluation*

- **CDE Team Advancement**: *CDE internal capacity building support*
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The CALIFORNIA Way

Working Together for Positive Change in Education

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