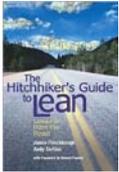


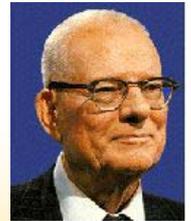
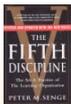
Implementing Lean in Government - bringing the lessons from Lean to the Educational System of Colorado



March 23, 2010

Steve McNeal

ULA Continuous Improvement



Colorado Educational Improvements supported by ULA

- Gov Ritter appoints ULA CEO Michael Gass as Co-Chair for P-20 (preschool to grad school), the Governors Committee on Education in Colorado
- ULA VP Engineering Matt Smith becomes participant with Systems Transformation Committee (STC)
 - Membership included; Lt Gov O'Brien, elected State Representatives, District Supervisors, Colorado Department of Education, University Executives, Charter Schools, Teachers, Industry Leaders, Volunteers
 - Purpose was to evolve a transformation of Colorado's Educational "System"
- March 2009 Steve McNeal (ULA Director of Continuous Improvement) presented a summary of Value Stream Mapping to the STC
- June 2009 VSM workshop took place with the STC on the topic of Teacher Evaluation Process

New Opportunity Emerges - Race to the Top (RTTT)

- US Secretary of Education Arne Duncan announces the Race to the Top Initiative where \$4.3B is made available to all 50 States and DC thru a rigorous bid and award process where only the top bids will obtain one-time investment funding.
 - 6 critical areas for RTTT competition
 - State Success Factors (125 points)
 - Standards & Assessments (70 points)
 - Data Systems & Support Instruction (47 points)
 - Great Teachers & Leaders (138) ← *Improving Teacher & Principal Effectiveness based on Performance (58 points)*
 - Turning Around Lowest Achieving Schools (50 points)
 - General Selection Criteria (55 points)
- Winning RTTT for Colorado immediately became a clear TOP Imperative for the State
- The VSM on the Teacher Effectiveness Process was now an Critical Enabler
- The STC set the plan for a the VSM Workshop and invited 35 key stakeholders to participate

VSM Workshop

Preparation

- Dr Bill Bellows provided an Enterprise Thinking Seminar, which included the participation of David Langford – an expert in the area of Educational excellence
- Collaboration with key Lean experts who have had experience with Government and Education applications – Jamie Flinchbaugh (Lean Learning Center) and Ted Mayeshiba (Instructor at USC)
- Visits made to the Denver Teachers Union Office to collaborate and find participants, completed SIPOC summaries for the Statewide Process, 8 teachers, several Principals,

Project Charter

Value Stream Workshop - Continuous Improvement of Educators thru the Evaluation Process

Lead: STC

Facilitator: Steve McNeal

Background:

Currently the State of Colorado has a legally mandated process to provide highly effective Teachers thru the application of a structured Evaluation Process.

Problem Statements:

The current practice incurs a loss of opportunity in Teacher efficacy due to the inconsistency with the application of the process. Difficulties inherent in the current process allows for ineffective results & behaviors for all stakeholders of the Colorado Educational System.

Scope:

Documentation and Evaluation of current process and practices from legal document to the final impact on Students in the classrooms.

Outline a plan for a plan that gains agreement on an highly effective format/process/practice that can be rolled out uniformly across all of Colorado's Educators.

Champion: STC

Executive Sponsor: STC

Objectives:

Conduct a min-Value Stream Mapping (one day) workshop with key members of the STC to confirm the As-Is process and then to begin to identify Strategies & Tactics that will achieve more reliable and effective Quality Improvement results for the Educators in the State of Colorado.

Deliverables:

- Current Process Documentation for the Educator Assessment process in Colorado
- Current summary of metrics now in use
- Initial assessment of Weakness with the current process
- Next Steps:
 - ✓ Project
 - ✓ Applicability of Value Stream Mapping & Continuous Improvement for Educational System in Colorado

May 21 2009

Conducting the Event

- First VSM ever with Colorado State Government
- 35+ participants, 6 working hours for the workshop
- Open and honest examination of the process
- Reached a consensus about what was lacking
- Established a baseline understanding about what needed to change
- ***Event was Extremely Successful***

Findings and Takeaways

State to Districts

- Process not Standardized in execution across ALL 176 State Districts (and not required), Guidelines are lacking, updates are not evident
- The Only State direction that comes from the Current Statute:
 - Must have a plan
 - Local Advisory Council
 - Principals are responsible
 - Defines the Time Requirements
 - Directs what must be in the Evaluation Report
 - Directs what must happen if results are unsatisfactory (Remediation Plan)
- Charter Schools do not Participate
- Current Process is not reliably being provided across the State

Principal to Teacher

- Differing Processes are being executed across the State (vast amount of process variation), each School uses different Forms
- By the current Statute, action is only mandated where there exists a problematic Evaluation result, no mandate to utilize successful data for Professional Development

Identified areas for Improvement

- Create Feedback Loops that make use of the results of the Assessment
- Embed Continuous Improvement in Educational System Culture
- Create Metrics for Teacher Effectiveness that correlate with Student Achievement data and Standardize Indicators of Teacher Effectiveness
- Improve the Link between Teacher Professional Development and the Evaluation Process

Achievement of this level of Stakeholder agreement was truly a breakthrough for the State!

But what was possibly the GREATEST Benefit came after the Workshop

Prior to the VSM Workshop

- Prior to the VSM Workshop the State’s Educator Union (who were also a key stakeholder on the STC) were provided detailed information about the Aim and Objectives of VSM. Key points were emphasized that VSM was:
 - About Improvement of the overall System
 - Rooted in analysis of information and data
 - All options would be open to identification of where problems existed
 - Not something that is used to identify “the guilty”
 - Not something that would work if stakeholders exhibited a defensive attitude
- The Union agreed to participation but still held some reservations

After the VSM Workshop

- The State’s Union Leadership was so impressed by the authenticity for success that they observed in the VSM Workshop, that they came to the Governor and Lt Governor and informed them that they would be signing up to support (by signature) Colorado’s RTTT bid.
- Very few States have this level of support and signature buy-in for their respective RTTT submittals
- Obtaining this support from the Teachers Union could be a key make or break point for Colorado’s final assessment with its RTTT bid to the Federal Government
- **On March 4th, Colorado was informed that they were down-selected into the final group of 16 States for a Phase I RTTT award (\$377M)**
- Pending final Phase I notification in late March
- Also - the Governor & Lt Governor were so impressed with ULA’s application of the VSM Workshop/Tool that they then asked for the support of any other ULA tools/processes that might be used to secure a new Proposal Bid. This resulted in a all volunteer Assessment Team at ULA applying its Red Team Assessment Process to the State’s proposal.

The Success of this rests in the courageous Leadership of Lt Gov. Barbra O’Brien, the Educator’s Union of Colorado, and all of the stakeholders who participated with the VSM Workshop!

June 9 2009



Colorado makes initial cut for Race to the Top school funds

By Jeremy P. Meyer

The Denver Post

Posted: 03/04/2010 09:36:56 AM MST

Colorado today was named one of 16 finalists for the \$4.35 billion Race to the Top competitive education grant - giving the state a shot at receiving \$377 million for school reforms.

The state will send representatives to Washington, D.C., later this month to be interviewed by a panel of experts who will ultimately decide the winners in the first week of April.

Colorado was one of 15 states and the District of Columbia to be named finalists out of the 41 applications sent in for the extra-stimulus funding that President Barack Obama hopes will spur education reforms across the nation.

Colorado's application ***was approved by the Colorado Education Association*** — the largest teachers' union — and got approval from 134 of the state's 178 school districts.

Other states selected from the pool of applicants were Delaware, Florida, Georgia, Illinois, Kentucky, Louisiana, Massachusetts, New York, North Carolina, Ohio, Pennsylvania, Rhode Island, South Carolina and Tennessee.

"These states are an example for the country of what is possible when adults come together to do the right thing for children," said Education Secretary Arne Duncan in a news release.