

# Oquirrh Hills Elementary

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TURNAROUND CONSEQUENCES

GRANITE SCHOOL DISTRICT BOARD OF EDUCATION

JANUARY 8, 2019

# Review of Turnaround Legislation

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## Legislature – School Turn Around and Leadership Development Act

- Schools in the lowest 3% of student achievement in the state of Utah as measured by end of year assessments in Math, Language Arts, and Science.
- 3 years to improve one letter grade on the school accountability reporting system.
  - Improve student proficiency
  - Improve student growth percentile

# Review of Turnaround Legislation

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## Legislature – School Turnaround and Leadership Development Act

- Measure that is used to determine turnaround exit, extension, or consequences is the end of year assessments the third year after being named (SAGE Assessment - May 2018).
- Notification of exit, extension, or consequences was received early October.

# Review of Turnaround Legislation

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- School District required to use an independent turnaround expert
- 10 Granite Schools were named
  - 8 chose Education Direction
  - 2 chose Catapult Learning

# Independent Turnaround Experts

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- Year 1
  - Selection of Independent Expert and Root Cause Analysis
- Year 2 and 3
  - Professional Learning
    - Teachers – High effect size instructional strategies
      - SNAD Days – Summers - Evenings
    - Principal – Leadership
    - PLC's – Team functioning & problem solving student learning
  - School Improvement Planning and Review
    - 90 Day plans – Plan/Do/Study/Act
  - Appraisals, Data and Feedback
    - 2 Days a week for two school years

# Independent Turnaround Experts

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## Compensation

- Contract was with Utah State Board of Education
- Half of the amount is paid up front
- Remaining amount is paid if/when a school exits turnaround
- Compensation amounts differed depending on the turnaround expert
  - Somewhere in the hundreds of thousands of dollars

# District Office

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## School Improvement Committee

- Monthly collaborative meeting with district office directors, specialists, and turnaround experts.
  - Plan implementation review
  - Data review
  - Action items
- Frequent School Accountability Services Director meetings with principal.

# Granite Turn Around Cohort

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## Schools Identified in 2015

- Bacchus Elementary
- Granger Elementary
- Lincoln Elementary
- Oquirrh Hills Elementary
- Redwood Elementary
- Roosevelt Elementary
- South Kearns Elementary
- Wilson Elementary
- Jefferson Junior High
- West Lake Junior High



# Improvement Results

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Schools Improving student achievement and increasing at least one letter grade in 2018

- Bacchus Elementary
- Granger Elementary
- Lincoln Elementary
- Roosevelt Elementary
- South Kearns Elementary
- Wilson Elementary
- Jefferson Junior High
- West Lake Junior High

# Improvement Results

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Schools improving enough (25% increase in the number of points awarded under the school grading system) to receive a 2 year extension

- Redwood Elementary

# Improvement Results

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Schools decreasing in points awarded under the school grading system.

- Oquirrh Hills Elementary
- Notification of exit, extension, or consequences was received early October.
- Faculty Meeting to share recommendations held December 7<sup>th</sup>.
- Community Meeting to share recommendations held December 13<sup>th</sup>.

# Oquirrh Hills Proficiency Scores

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## Percent of Students Proficient

Language Arts	2016	2017	2018	Ave Yearly Growth	Mathematics	2016	2017	2018	Ave Yearly Growth	Science	2016	2017	2018	Ave Yearly Growth
	OQUIRRH HILLS SCHOOL	19%	18%	18%		-1%	OQUIRRH HILLS SCHOOL	25%	25%		22%	-1%	OQUIRRH HILLS SCHOOL	19%

# Oquirrh Hills Median Growth Percentile

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## Median of Student Growth Percentile

Language Arts	2016	2017	2018	Ave Yearly Growth	Mathematics	2016	2017	2018	Ave Yearly Growth	Science	2016	2017	2018	Ave Yearly Growth
OQUIRRH HILLS SCHOOL	40	33	33	-4	OQUIRRH HILLS SCHOOL	29	26	22	-4	OQUIRRH HILLS SCHOOL	44	29	44	0

# Cohort Percent of Students Proficient

<b>Language Arts</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Mathematics</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Science</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Combined Ave Yearly Growth</b>
SOUTH KEARNS SCHOOL	17%	23%	25%	SOUTH KEARNS SCHOOL	12%	24%	26%	SOUTH KEARNS SCHOOL	10%	23%	28%	20%
THOMAS W BACCHUS SCHOOL	15%	17%	25%	THOMAS W BACCHUS SCHOOL	17%	22%	23%	THOMAS W BACCHUS SCHOOL	15%	16%	23%	12%
WEST LAKE	16%	20%	27%	WEST LAKE	20%	20%	20%	WEST LAKE	17%	22%	27%	11%
GRANGER SCHOOL	22%	23%	26%	GRANGER SCHOOL	19%	20%	22%	GRANGER SCHOOL	17%	17%	25%	7%
WOODROW WILSON SCHOOL	18%	19%	22%	WOODROW WILSON SCHOOL	21%	19%	21%	WOODROW WILSON SCHOOL	17%	20%	26%	7%
THOMAS JEFFERSON	26%	24%	25%	THOMAS JEFFERSON	27%	30%	26%	THOMAS JEFFERSON	21%	24%	28%	2%
LINCOLN SCHOOL	19%	17%	22%	LINCOLN SCHOOL	26%	22%	25%	LINCOLN SCHOOL	14%	14%	15%	2%
REDWOOD SCHOOL	15%	15%	12%	REDWOOD SCHOOL	21%	20%	14%	REDWOOD SCHOOL	14%	9%	13%	-5%
ROOSEVELT SCHOOL	19%	11%	12%	ROOSEVELT SCHOOL	17%	12%	11%	ROOSEVELT SCHOOL	12%	19%	13%	-6%
OQUIRRH HILLS SCHOOL	19%	18%	18%	OQUIRRH HILLS SCHOOL	25%	25%	22%	OQUIRRH HILLS SCHOOL	19%	13%	11%	-6%

# Cohort Median of Student Growth Percentile

													Combined Ave Yearly Growth
Language Arts	2016	2017	2018	Mathematics	2016	2017	2018	Science	2016	2017	2018		
SOUTH KEARNS SCHOOL	29	54	57	SOUTH KEARNS SCHOOL	15	64	56	SOUTH KEARNS SCHOOL	16	64	59		56
THOMAS W BACCHUS SCHOOL	34	50	55	THOMAS W BACCHUS SCHOOL	32	44	53	THOMAS W BACCHUS SCHOOL	37	57	55		30
WOODROW WILSON SCHOOL	34	54	41	WOODROW WILSON SCHOOL	33	33	36	WOODROW WILSON SCHOOL	31	45	51		15
THOMAS JEFFERSON	46	47	43	THOMAS JEFFERSON	36	47	40	THOMAS JEFFERSON	29	46	53		13
GRANGER SCHOOL	41	46	50	GRANGER SCHOOL	34	32	42	GRANGER SCHOOL	49	43	39		4
LINCOLN SCHOOL	49	39	58	LINCOLN SCHOOL	52	53	50	LINCOLN SCHOOL	44	35	45		4
ROOSEVELT SCHOOL	36	47	41	ROOSEVELT SCHOOL	31	46	27	ROOSEVELT SCHOOL	30	55	34		3
WEST LAKE	41	40	48	WEST LAKE	35	25	30	WEST LAKE	42	44	45		3
REDWOOD SCHOOL	39	50	41	REDWOOD SCHOOL	45	53	39	REDWOOD SCHOOL	32	28	33		-2
OQUIRRH HILLS SCHOOL	40	33	33	OQUIRRH HILLS SCHOOL	29	26	22	OQUIRRH HILLS SCHOOL	44	29	44		-7

# Consequence Options Under State Law & Utah Board of Education Rule

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- Permanently transfer control of the school to a public or non-profit entity
- Temporarily appoint a public or non-profit entity to manage and operate the school
- Require involuntary transfer of staff
- Require a change to school boundaries



# Accountability to Students and Parents

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- Expectation of improvement based on –
  - Strategic Plan
  - Monetary Investment
  - Teacher Capacity
  - Prior Principals' Capacity
  - Independent Expert Capacity
  - District Capacity
  
- 9 of 10 schools improved with the same plan and efforts.

# Consequence Options Under State Law & Utah Board of Education Rule

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- ~~◦ Permanently transfer control of the school to a public or non-profit entity~~
- ~~◦ Temporarily appoint a public or non-profit entity to manage and operate the school~~
- Require involuntary transfer of staff
- Require a change to school boundaries

# Recommendations

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- Change boundaries of surrounding elementary schools to absorb Oquirrh Hills student population.
- Involuntary transfer staff

# Rationale

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- Schools surrounding Oquirrh Hills are higher performing
- Schools surrounding Oquirrh Hills are challenged by low enrollments
- Changing boundaries without closure would result in multiple school boundaries changing.
  - Disrupting families in surrounding schools
  - Continue to have the very small school enrollment challenges

# Rationale

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- Very small school enrollment challenges
  - Limited parent options of teacher
  - Create split classes or -
    - Title One (Federal) and Land Trust (State) funding is used to try and ensure at least 2 teachers per grade.
- Economy of scale with resources
  - Weighted Pupil Unit, Title One, Land Trust – all funded on a per pupil formula

# Oquirrh Hills

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Grade 1 = 36 – 1.5 Teachers

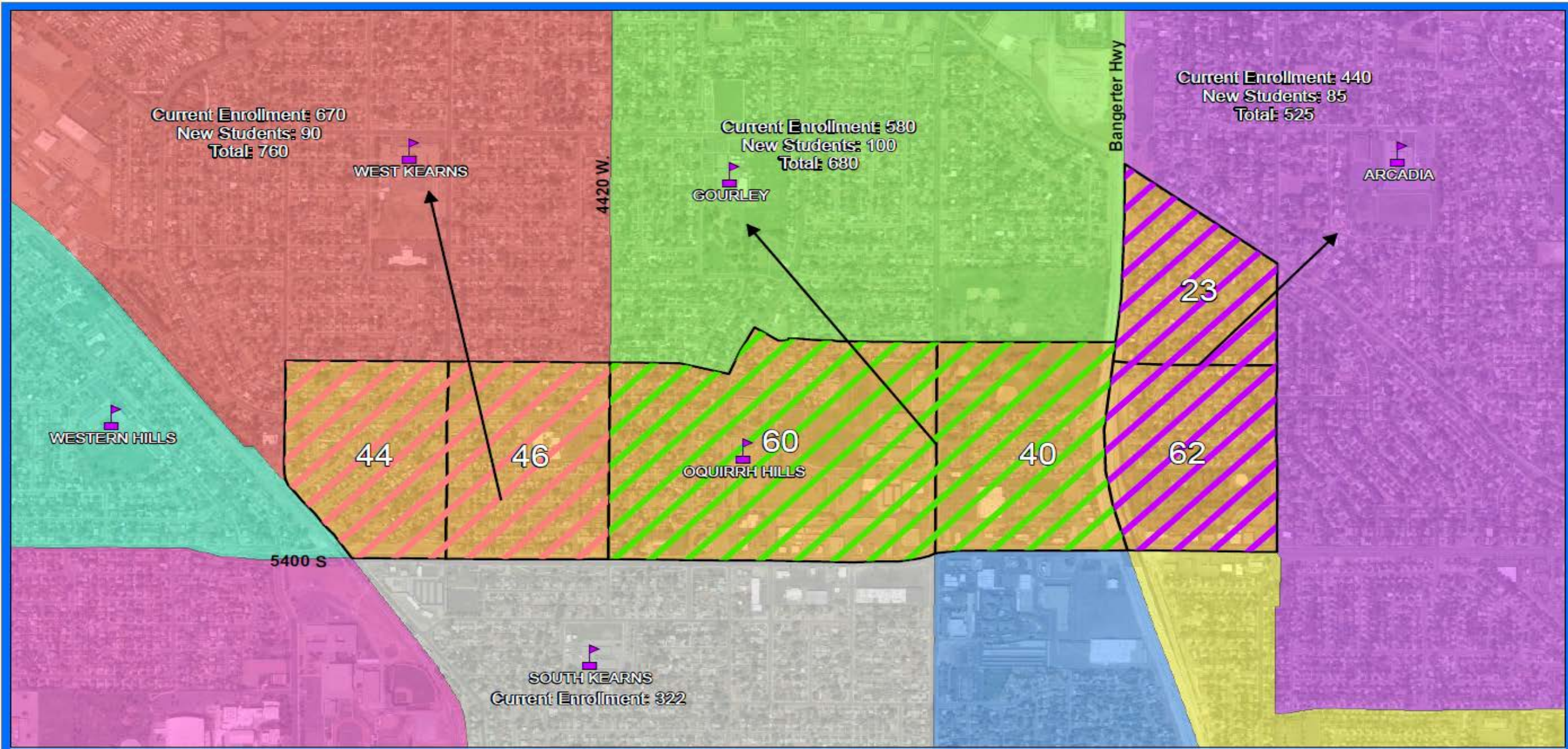
Grade 2 = 32 – 1.5 Teachers

Grade 3 = 47 – 2 Teachers

Grade 4 = 36 – 2 Teachers

Grade 5 = 47 – 2 Teachers

Grade 6 = 44 – 2 Teachers



**Legend**

-  Elementary
-  Arcadia
-  Gourley
-  Western Kearns
-  Elementary School Boundaries

# Oquirrh Hills Student Distribution



# School Performance Comparison

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## Percent of Students Proficient

<b>Language Arts</b>	<b>2018</b>	<b>Mathematics</b>	<b>2018</b>	<b>Science</b>	<b>2018</b>
ARCADIA	35%	ARCADIA	43%	ARCADIA S	40%
DAVID GOURLEY	27%	DAVID GOURLEY	27%	DAVID GOURLEY	31%
WEST KEARNS	31%	WEST KEARNS	37%	WEST KEARNS	39%
OQUIRRH HILLS	18%	OQUIRRH HILLS	22%	OQUIRRH HILLS	11%



# School Performance Comparison

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## Median of Student Growth Percentile

<b>Language Arts</b>	<b>2018</b>	<b>Mathematics</b>	<b>2018</b>	<b>Science</b>	<b>2018</b>
ARCADIA	60	ARCADIA	63	ARCADIA	63
DAVID GOURLEY	60	DAVID GOURLEY	46	DAVID GOURLEY	37
WEST KEARNS	56	WEST KEARNS	61	WEST KEARNS	43
OQUIRRH HILLS	33	OQUIRRH HILLS	22	OQUIRRH HILLS	44

# Local Government Leaders and Other Concerns

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- Frustrated they were not notified – inadequate communication
- Our communication channels to community are driven by school principals including school community councils, PTA, Parent Nights, etc.
- We made formal announcements required by Turnaround and Title One
- Today we believe more needs to be done

# Faculty and Staff Concerns

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- Concerns over their future and reputation
- Staff will be carefully placed in other schools by our Human Resources Department
- We have had success with involuntary transfer in the past
  - South Kearns
  - West Lake

# Parent, Guardian, and Student Concerns

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- Title One Programs
- Busing logistics
- Community Center
- South Kearns Rebuild
- Special Classes at Oquirrh Hills
- Open enrollment & permitting

# Summary - Recommendations

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- Change boundaries of Arcadia, West Kearns, and David Gourley to absorb Oquirrh Hills student population.
  - Work with stakeholders to ensure a smooth transition
  - Address logistical issues
  - Communication plan
- Use Oquirrh Hills site to house South Kearns while it is rebuilt.
  - Leave special classes at the location