



DEPENDENTS EDUCATION COUNCIL

Restructuring for Student Achievement



PRESENTED BY

Thomas Brady, Director

dodea
DEPARTMENT OF DEFENSE EDUCATION ACTIVITY

DoDEA Priorities

- Two priorities have been established to (1) improve student achievement and (2) create a unified school system
- These priorities align to the goals listed in DoDEA's Community Strategic Plan
- Restructuring for Student Achievement (RSA) is the initiative to achieve Priority 2



Goal 1 Student Excellence
Goal 2 School Excellence
Goal 3 Talent Excellence
Goal 4 Organizational Excellence
Goal 5 Outreach Excellence

Priority 1:
Strengthen DoDEA's *standards-based educational system* by transitioning to: 1) *college- and career-ready standards* that are infused with rigor and relevancy; and 2) a *common standards-aligned curriculum, instructional framework, and assessment system.*

Priority 2:
Establish the *organizational capacity* to uniformly *improve student achievement and school operations*



Heading

- RSA has no impact to school level staffing
- Priority 2 initiatives and actions that will enable DoDEA to achieve priority 1 include
 - Education Directorate restructure
 - District Consolidation
 - District support for remote locations
 - Area mission redefined
 - Implementation of Centers of Excellence
 - Centralization of support functions
 - Re-Engineering of Human Resources
 - Cultural shift
- DoDEA Americas Area Director duties will be combined with leading and managing the priority initiative of establishing a system-wide Educational Accountability system. The position will be located at DoDEA Headquarters



Future-State DoDEA Structure

The future state structure goal: To improve student achievement through system-wide standardization—one school system with consistent policy, top quality aligned educational programs, systems to provide support and development of staff, and effective/efficient business functions

The design is based on sound educational practice and mirrors leading practices of U.S. public school systems

Structural design elements:

- Increase organizational accountability
- Maximize workforce capacity to enhance educational and operational services
- Streamline command and control
- Prioritize and rebalance resources to reflect organization's priorities
- Delineate missions of above school-level echelons
- Clarify roles, responsibilities and decision authorities



Enhancing Organizational Performance

Structural changes will provide the foundation for achieving *Organizational Excellence*; but, just moving the boxes and lines won't achieve it alone

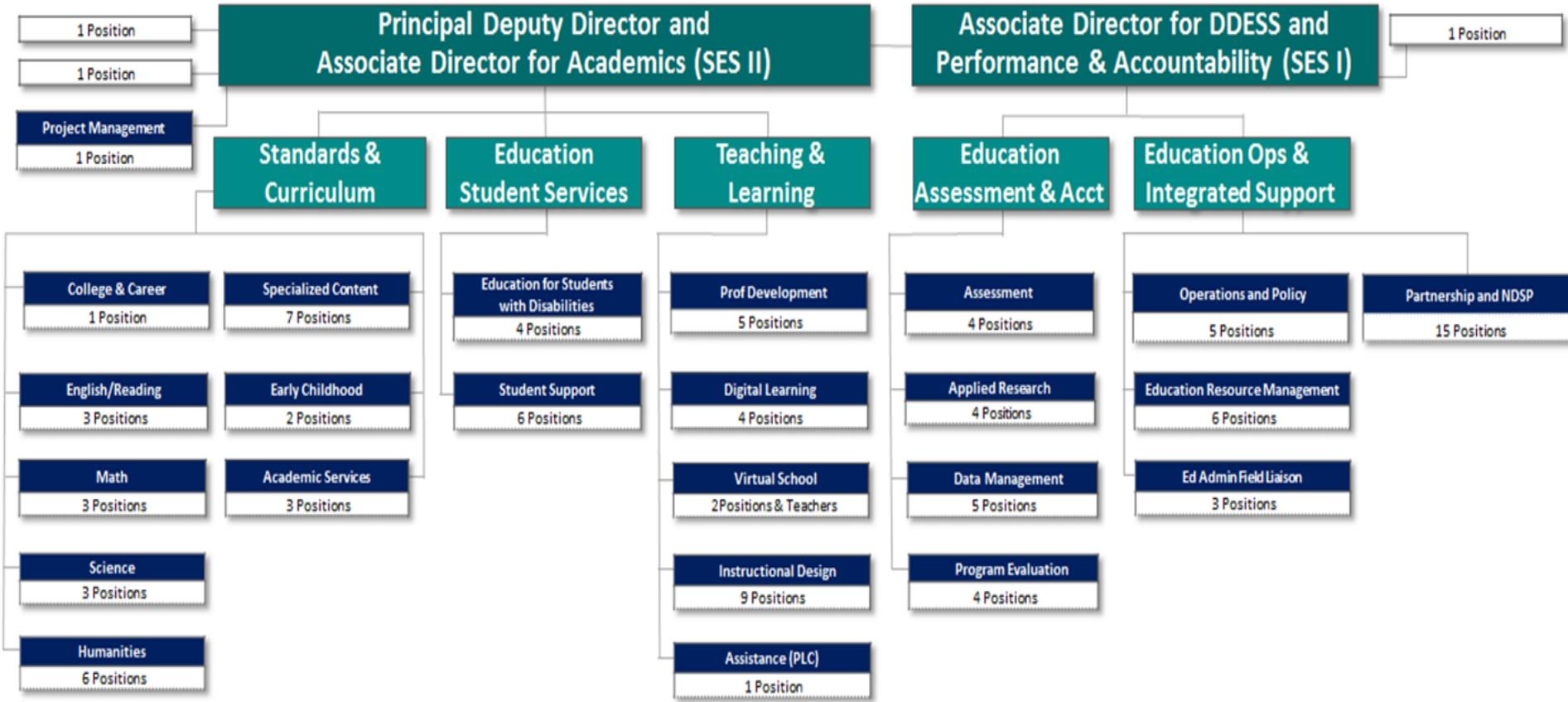
Supporting improvement efforts:

- Regulatory review and plan
- Human Resources Re-Engineering
- Leadership development
- Process Improvement
- Knowledge management
- Professional development

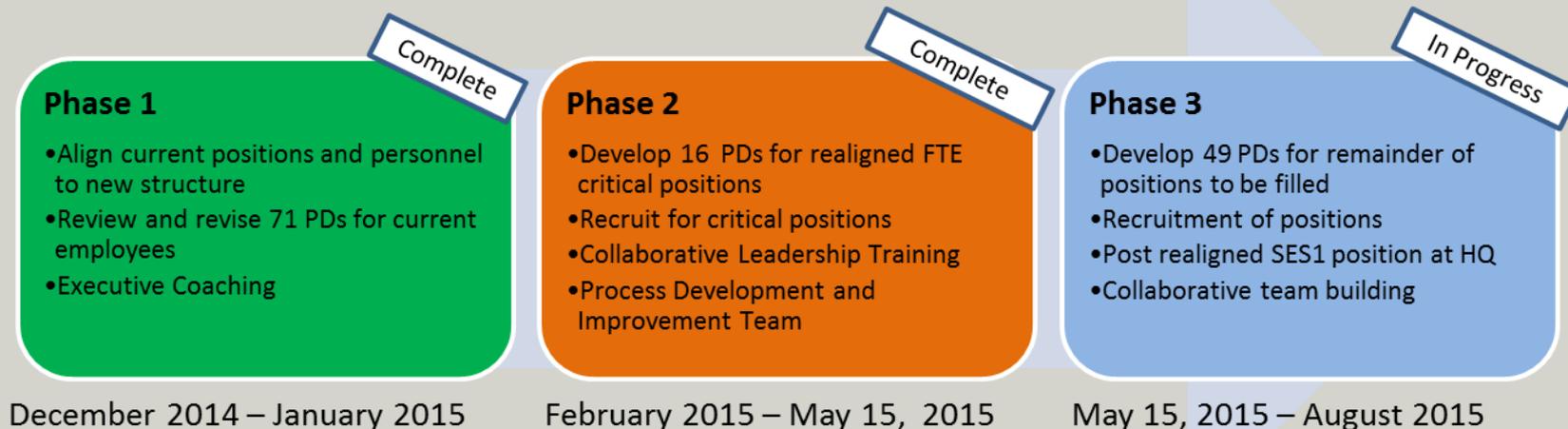


Headquarters Education

Education Directorate Future-State



Phased Approach



 Projected HQ Education Full Operational Capability August 31, 2015



Redefine District Mission

District Mission Statement: *Serve as a responsive and accountable organization with the capacity to effectively lead and provide appropriate direction, resources, and services to schools in pursuit of highest student achievement.*

District Key Roles: Manage day-to-day district and school operations by
1) Providing a safe environment that is conducive to student learning and
2) Ensuring the effective delivery of curriculum, instruction, and DoDEA programs in order to improve student achievement

- Provide oversight of the day-to-day operations of schools
- Monitor school performance
- Improve teaching and learning
- Implement and sustain curriculum rollouts
- Coordinate with Labor Associations
- Supervise and evaluate principals

Districts do not

- Develop policy
- Establish MOUs
- Supplant the adopted curriculum

DoDEA Today



- A DoDEA Americas 6 Districts**
- Georgia/Alabama
 - Kentucky
 - NC- Camp Lejeune
 - NC – Ft Bragg
 - NY/VA/PR
 - SC/FT Stewart/Cuba

- B DoDEA Europe 4 Districts**
- Bavaria
 - Isles (Belgium, Netherlands, UK)
 - Kaiserslautern (Rheinland-Phalz Germany)
 - Mediterranean (Italy, Spain, Turkey, Bahrain)

- C DoDEA Pacific 4 Districts**
- Guam
 - Japan
 - Korea
 - Okinawa



District Consolidation

Goal: Consolidate districts from 14 to 8 to utilize our resources in the most effective manner to support and improve student achievement

Approach

- Defined the Mission and key roles of the District
- Collaborative process
- Defined success of future state, and backward mapped to identify the resources needed to get there
- Identified weaknesses in current model



Development of District Model

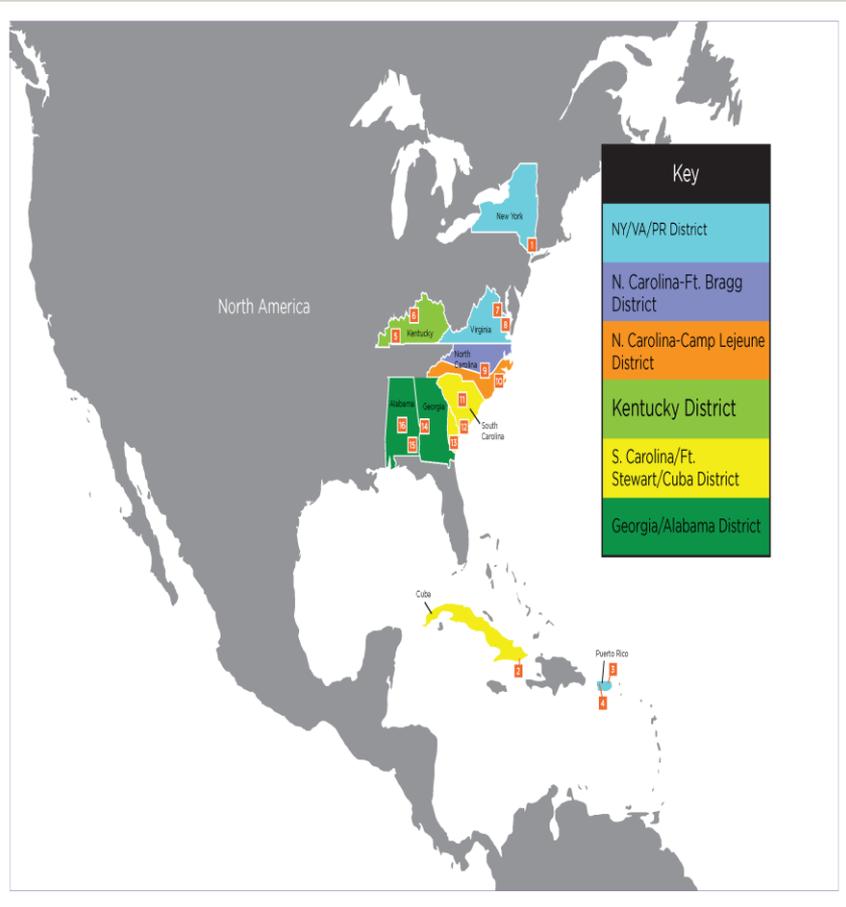
In developing the new district configuration, the teams took into consideration, and tried to mitigate challenges and/or gaps in the current model which include:

- Identified weaknesses in capacity to fulfill mission
- Identified needs of certain locations (e.g. Special Education Needs, English Language Learners, deployment rates, etc.)
- Geographic location and distance from DSOs
- Number of teachers the DSO would support

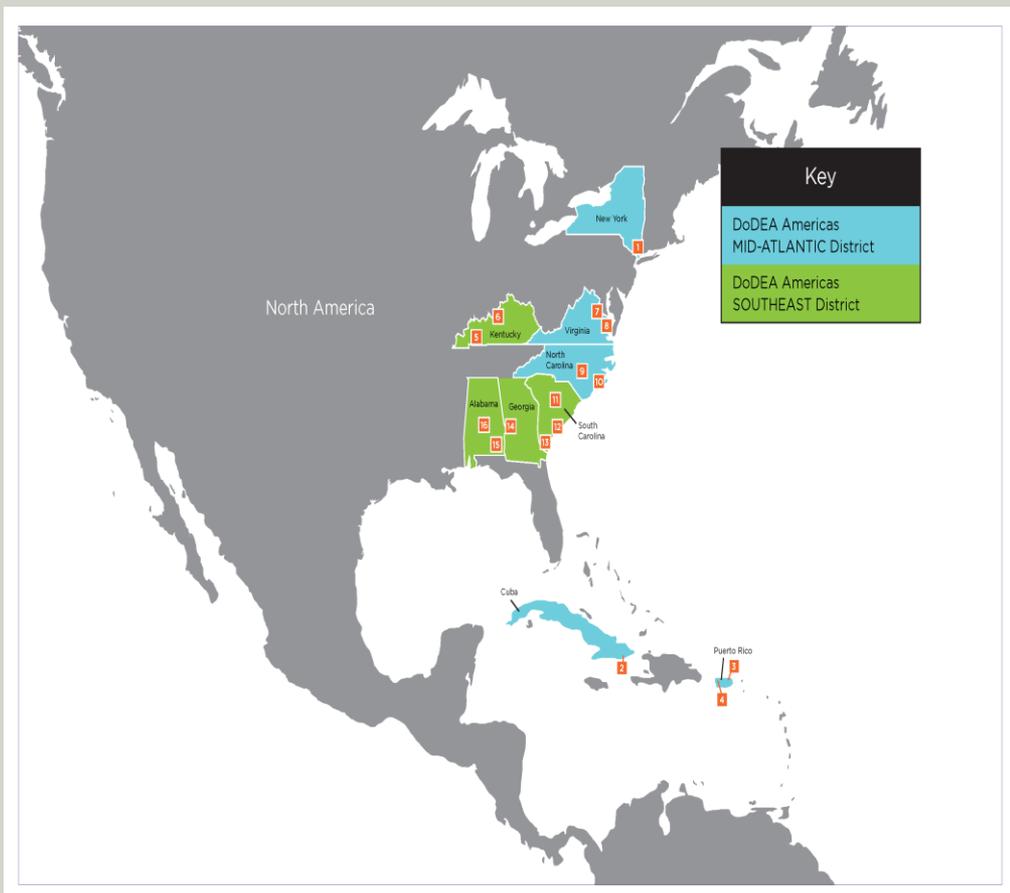


DoDEA Americas

DoDEA Americas Current – 6 Districts



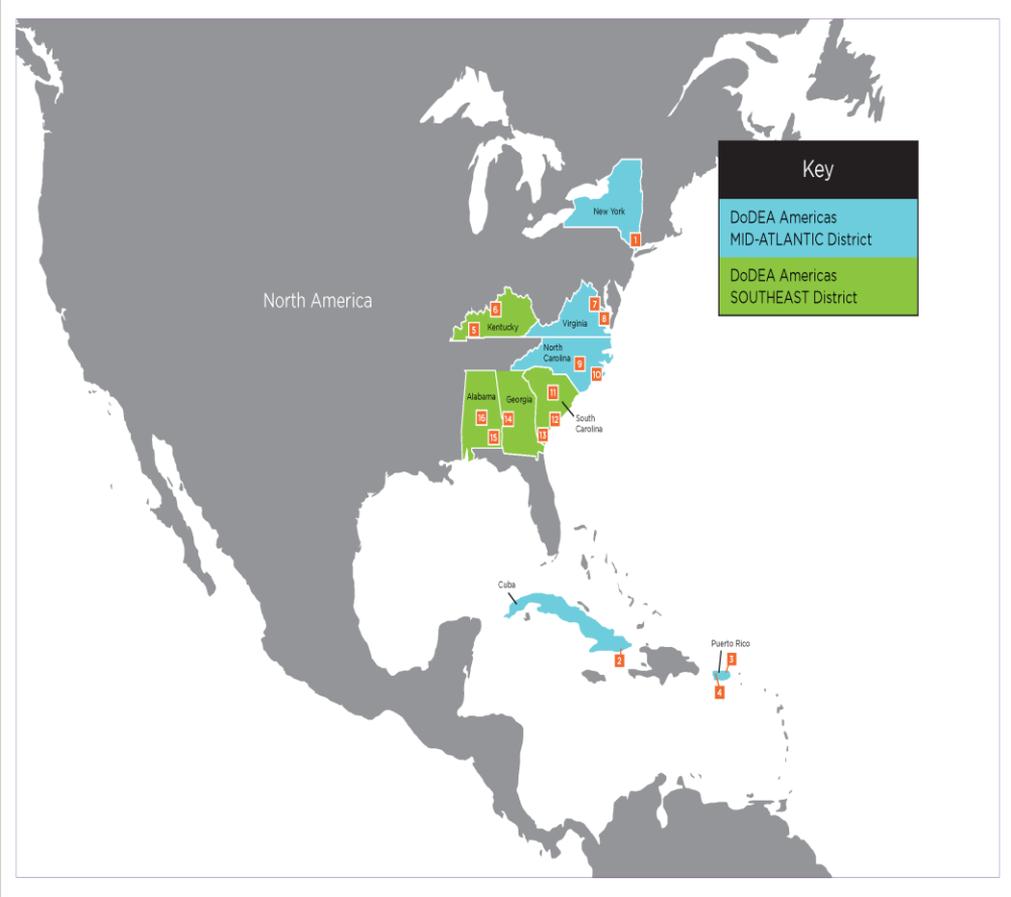
DoDEA Americas Future – 2 Districts





DoDEA Americas

DoDEA Americas Future – 2 Districts



Americas Mid-Atlantic

District office location	Ft. Bragg
District Satellite office locations	Ft. Buchanan
	Quantico Satellite
	Camp Lejeune
Remote District Support	Cuba

DoDEA Americas Southeast

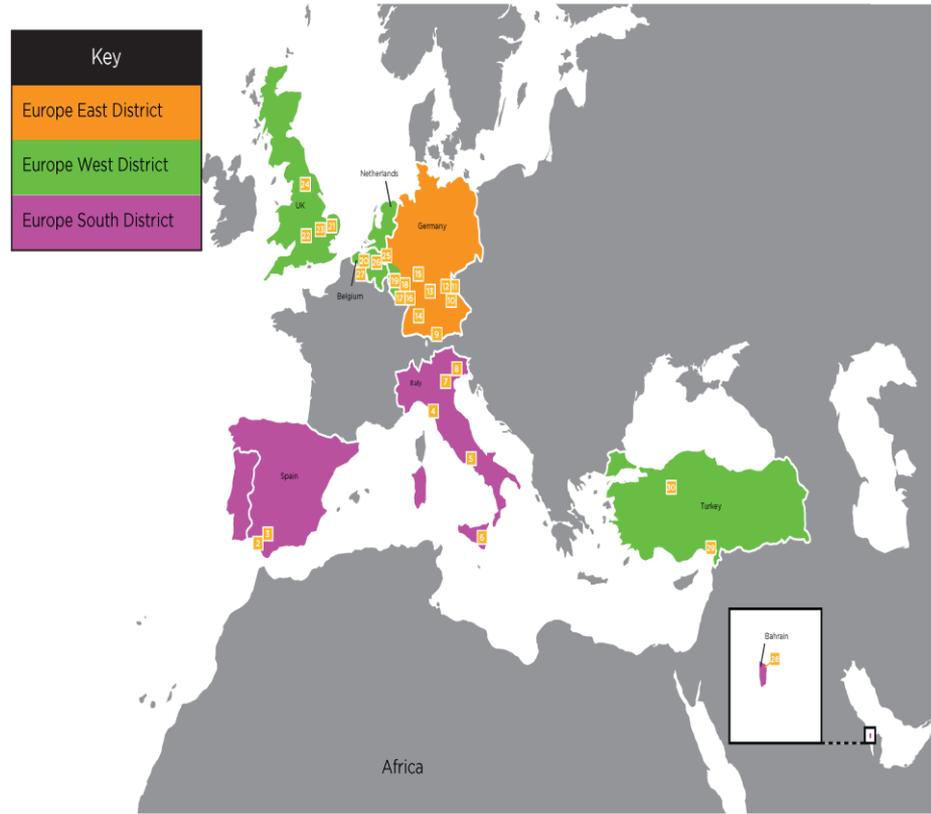
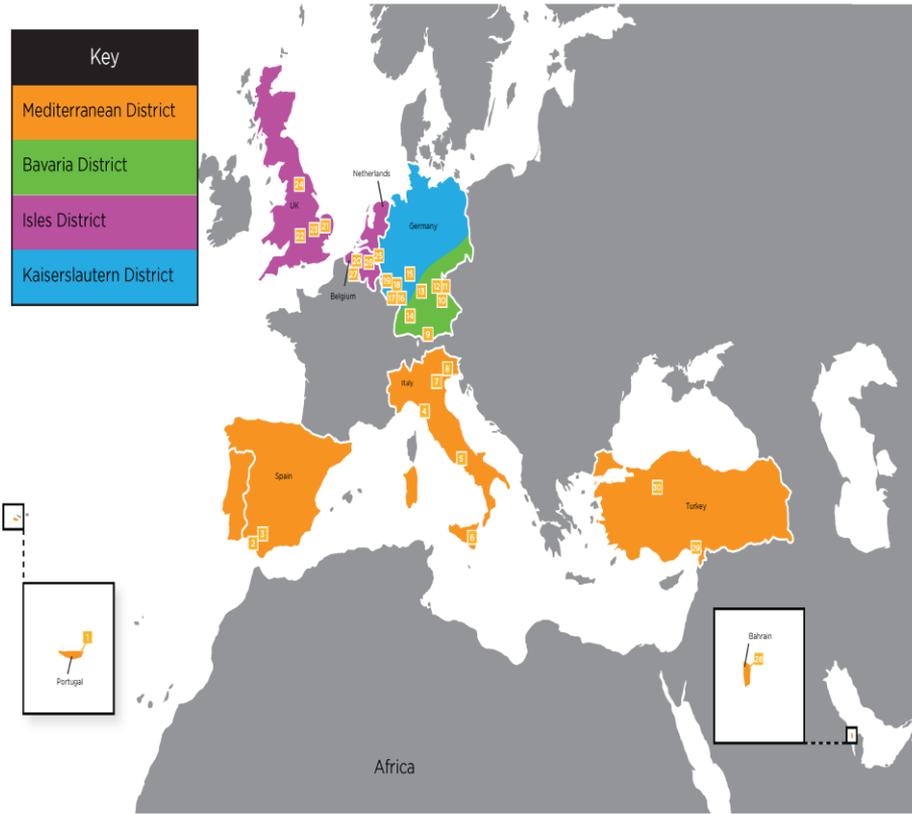
District office location	Ft. Benning
District Satellite office locations	Ft. Campbell
	Ft. Stewart
	Ft. Jackson
Remote District Support	Ft. Knox



DoDEA Europe

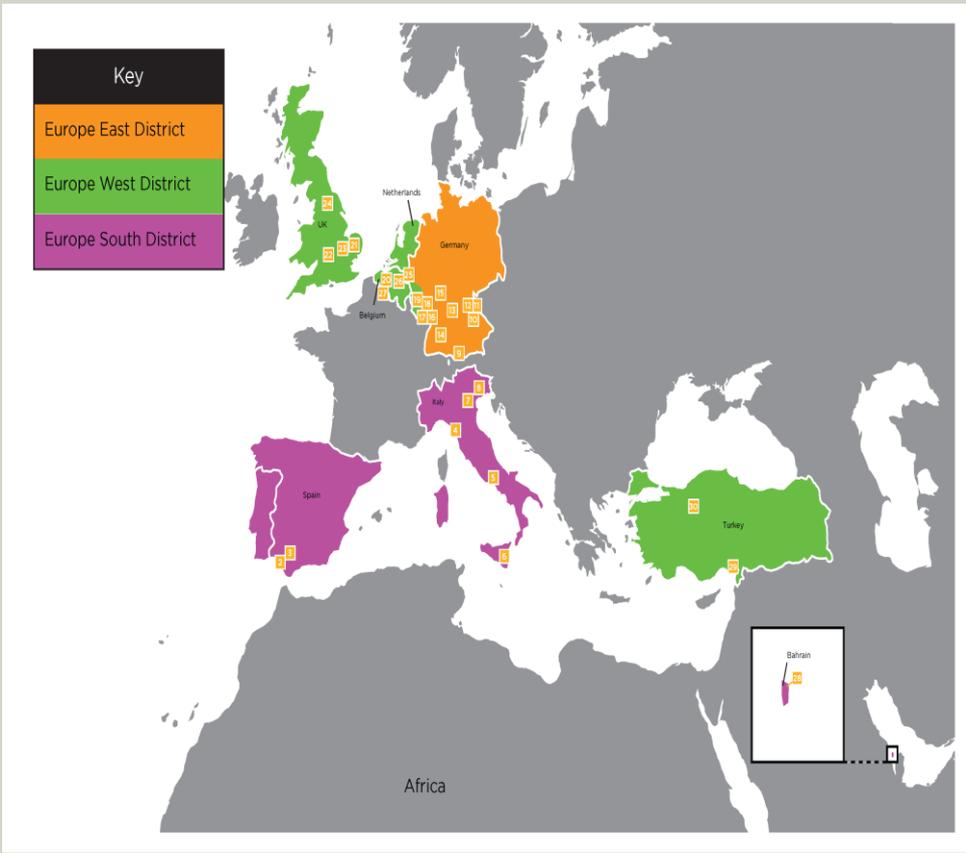
DoDEA Europe Current – 4 Districts

DoDEA Europe Future – 3 Districts



DoDEA Europe

DoDEA Europe Future – 3 Districts



DoDEA Europe West

District office location	Brussels
District Satellite office locations	Lakenheath
Remote District Support	Turkey

DoDEA Europe East

District office location	Kaiserslautern
District Satellite office locations	Stuttgart Grafenwoehr
Remote District Support	Garmisch

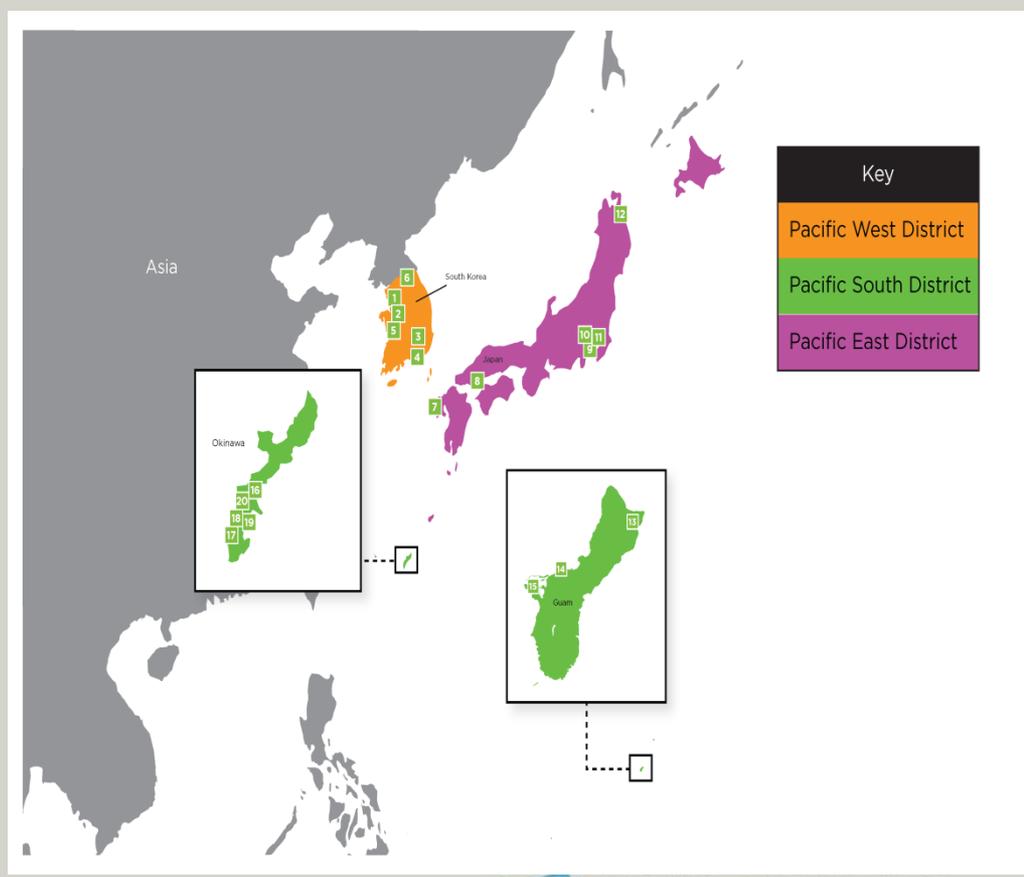
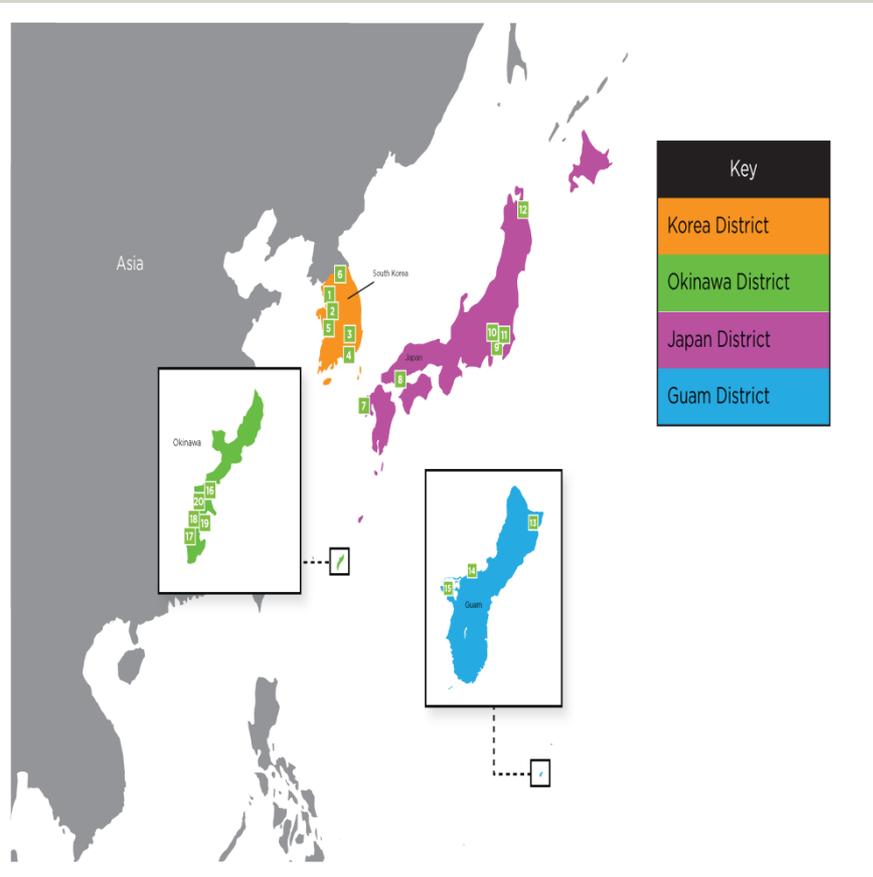
DoDEA Europe South

District office location	Vicenza
District Satellite office locations	Naples
Remote District Support	Rota Sigonella Bahrain

DoDEA Pacific

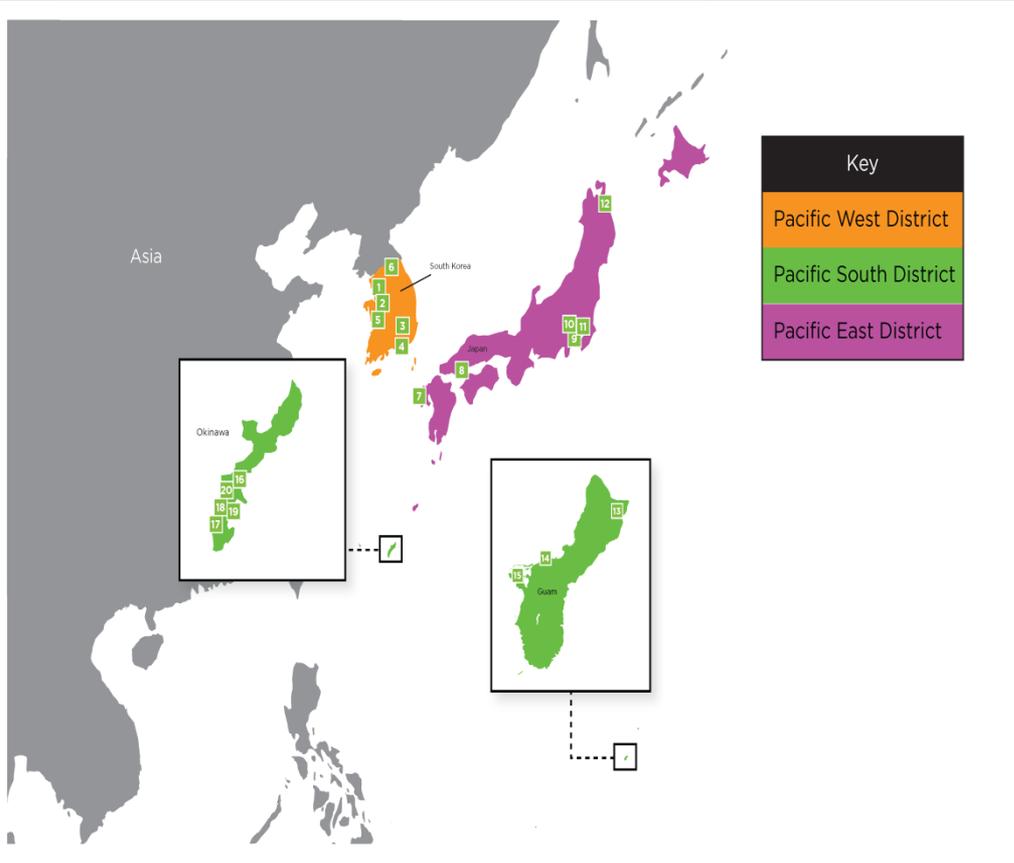
DoDEA Pacific Current – 4 Districts

DoDEA Pacific Future – 3 Districts



DoDEA Pacific

DoDEA Pacific Future – 3 Districts



DoDEA Pacific South	
District office location	Okinawa
District Satellite office locations	Guam

DoDEA Pacific East	
District office location	Yakota
Remote District Support	Misawa
	Iwakuni
	Sasebo

DoDEA Pacific West	
District office location	Seoul
Remote District Support	Daegu



New Mission of Areas: Centers of Excellence

Mission Statement: *The CoE's primary mission is to ensure high academic achievement for all DoDEA students. CoE's will systemically develop transformational school leaders and work to support teachers in their pursuit of educational excellence and equity. Success is measured when all DoDEA schools ensure that every student is prepared for success in college, careers and citizenship*

Leadership: The title and role of the current Area Director will shift

- The new title will be Director of European (Pacific, Americas) Performance and accountability
- The Director of Performance and Accountability will be responsible for the Centers of Excellence and the forward deployed Centers for Instructional Leadership. The Director's main role is Educational Leadership

Key Roles: Partner with Districts and Schools to build the capacity of districts and schools to improve student achievement

- Support the implementation of DoDEA initiatives
- Provide robust, imbedded professional development for Superintendents, principals, ISSs and other instructional leaders
- Mentor and build the leadership capacity of principals and Superintendents with a focus on instructional leadership
- School Improvement Planning
- Using data effectively



Centers of Excellence (COE) and Centers for Instructional Leadership

Centers of Excellence

- Directors of Performance and Accountability will lead the program
- Staffed with highly experienced and successful subject matter experts
- COE has resources that are shared with all COEs and CILs and don't need to be close to the districts to provide support
- Some of the resources with the COEs may differ by Area due to specific needs of a particular Area (i.e. ESL)
- Responsible for Improvement Action Planning, annual support plan, creating Professional Development to meet local needs, sharing of leading practices

Centers for Instructional Leadership

- Report to the Director of Performance and Accountability and are forward deployed cells of the Center of Excellence
- Execution of support plan
- “Boots on the ground” support co-located with Districts
- Establish and maintain learning networks
- Conduct workshops
- One-on-one instructional leadership development
- Co-teaching, modeling, walk-throughs, mentorship





DoDEA Workforce

- Every employee is valued! DoDEA will make every effort to place all employees; however, it may require moving to a new location, or a new position
- DoDEA will utilize a variety of workforce shaping tools to reduce any possible personnel impacts
- Our goal is to provide, you, the workforce, the time needed for you to make career decisions for yourself and decisions that will be best for your family.



Support Functions

Concept

- Functions are centralized
- Some assets are pushed up to HQ, some down to districts
- Forward Integrated Support Team (FIST) provides customer service and support to
- the Area Director/COE

Next Steps

- Define the work, roles & responsibilities
- and decision authorities
- Determine FTEs
- Finalize model
- Complete Cost Analysis Update

6/5/2015

HQ Functional Leads

Forward Integrated Support Team (FIST)

Component 1:

Responsibility: Customer service and operational support for COE, districts and schools

Reporting: Centralized reporting to respective HQ functional Chiefs

Component 2:

Responsibility: Providing administrative/strategic support for the Director for Performance and Accountability (currently known as Area Director) Direct support cell.

Reporting: Reports to FIST Chief (currently known as Area Chief of Staff).

District Forward Integrated Support Team

Responsibility: Customer service and operational support for the Superintendent

Reporting: Centralized reporting to HQ functional Chiefs. Educations Operations Manager (EOM) will oversee day-to-day office business, but will report to Superintendent



Summary

- DoDEA's Future Structure is research-based and educationally sound
- Models highly successful U.S. Public School System structures
- EMPLOYEES WERE HEARD!!! Employee input in the Rebalancing effort, Human Resources Study, the discussions the Director had with employees throughout his visits, and the Restructuring for Student Achievement team's collaborative planning sessions were the key to shaping the structure.
- Tremendous above school level change, but very necessary
- Business and Support function analysis will be complete in August

All employees and stakeholders play a key role in the success of DoDEA. I need each and everyone of you to be part of the solution -- to be a part of building our future—to give our students everything they need to succeed and to be college and career ready. Never lose sight of the fact that this is all about the students!



Questions

For additional information, please contact:

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