

System of Support

Provide a comprehensive and coordinated system of support and accountability to maintain and improve program quality while encouraging creativity and innovations in the field.

Goal 1.1: Strengthen Expanded Learning programs by providing a comprehensive and coordinated system of support.

Objective 1.1.1: Define Quality Standards for Expanded Learning Programs.

Complete	Twelve Quality Standards as well as Standards in Action descriptors for each standard were released in September 2014.
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Objective 1.1.2: Develop and establish an effective and comprehensive statewide system of support structure for quality Expanded Learning programs and their K-12 partners.

Ongoing	Beginning in 2016-17, the Expanded Learning Division (EXLD) funded 16 County Offices of Education (COEs) to provide broad-based and foundational technical assistance, establishing the System of Support for Expanded Learning (SSEL). The SSEL consists of those funded County Leads/Staff, EXLD staff and contracted Technical Assistance (TA) Providers. The ultimate goal of the SSEL is to build the long-term capacity of Expanded Learning programs (EXLPs) to deliver quality programs. The Quality Design Team has developed additional recommendations to further address the effectiveness and comprehensiveness of the SSEL.
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Objective 1.1.3: Ensure the System of Support corresponds with the Quality Standards for Expanded Learning Programs.

In Progress - High Priority	With the passage of SB 1221 in Sept 2014, all 21st CCLC, ASSETs, and ASES funded Expanded Learning programs in California are required to engage in a data-driven, continuous quality improvement (CQI) process based on CDE's guidance on the Quality Standards. This is also further addressed by the Quality Design Team recommendations and the CAN is planning to redo the Quality Self Assessment Tool (QSAT) in alignment with the Quality Standards.
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Objective 1.1.4: Develop and deliver targeted interventions for programs at risk of losing funding, which includes a common protocol to assess the TA provided to programs.

In Progress - High Priority	Critical TA was initially addressed with a work group shortly after the strategic plan was released. However, with significant shifts within the SSEL, much of the recommendations from the work group were not implemented or were short lived. An ad-hoc group of individuals is currently reviewing the initial recommendations from the work group to redefine how Critical TA needs are identified and provide clear guidance on the process for delivering and assessing the effectiveness of Critical TA.
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Goal 1.2: Design and implement a process for guiding TA funding decisions.

Objective 1.2.1: Develop policies and procedures for TA allocation decisions.

In Progress	Policies and procedures have been developed to provide clarity regarding TA funding allocation decisions. However, these have not been clearly documented and communicated out widely to interested parties. To complete this objective the EXLD is currently working to document and communicate the TA funding process.
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Grant Administration and Policy

Develop and maintain clearly defined guidelines, program requirements, and processes supporting efficient program administration.

Goal 2.1: EXLD develops, implements, and maintains clear policies that support quality programs.

Objective 2.1.1: Develop, disseminate, and maintain a Policy Guide of current state ASES and federal 21st CCLC Expanded Learning programs policies that includes the regulatory source and corresponding levels of program accountability.

Complete	The Policy Guide has been replaced by a set of documents including Frequently Asked Questions (FAQ)'s, Policy Guidance, and E-Blasts to be housed on the CDE website. This information is also currently being placed on the Expanded Learning website (www.caexpandedlearning.com). An internal Communications Squad is currently reviewing dissemination practices for sharing this content.
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Objective 2.1.2: Develop and implement a timely and collaborative process for reviewing, revising, and notifying the field of new and existing policies.

In Progress - Near Complete	The Policy Committee was established as a permanent structure within EXLD to support a permanent collaborative process. EXLD is currently reviewing internal processes to insure internal review and public posting of policy changes is occurring in a timely manner.
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Goal 2.2: EXLD develops, implements, and maintains clear and consistent internal operational procedures.

In Progress - High Priority	The EXLD is currently in process of revamping internal operational procedures and has dedicated staffing and time to take on this project more aggressively in the coming year.
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Goal 2.3: EXLD ensures timely, efficient, and equitable grant award processes that support quality programs.

Objective 2.3.1: Define equity in grant eligibility and award distribution for state ASES and federal 21st CCLC programs.

Complete	The Defining Equity Committee was formed in Nov 2014 and their recommendations were released in Nov 2015. Since that time half of the recommendations were adopted (adding FPM and Audit Findings to Good Standing Indicators, funding by Geographic Distribution, adjusting priority points) and include in SB 2615 which passed in 2016. The EXLD is currently evaluating implementation of the others.
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Objective 2.3.2: Develop and implement a collaborative process for review and gather feedback on state (ASES) and federal (21st CCLC) equitable funding distribution processes.

Complete	This was done through the Defining Equity Committee. Implementation of additional recommendations will go through the Policy Committee to ensure collaboration with the field.
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Objective 2.3.3: Ensure timely and efficient state (ASES) and federal (21st CCLC) grant award processes.

In Progress - High Priority	In Sept 2014 three different focus groups were held and a survey was sent out to all grantees and modifications to the timelines were made accordingly. EXLD is currently reviewing internal CDE processes to ensure timeliness for future processes.
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Communication and Information Systems

Communicate with the field in a clear, timely, and transparent manner.

Goal 3.1: EXLD communicates information in a clear and timely manner using a variety of media.

Objective 3.1.1: Create a communication plan (standards, tactics, and various media sources as determined by messenger and respective audience.

In Progress - Near Complete	The EXLD has established a Communications Squad which has developed an initial communication plan for policy content and is in process of expanding the plan to include non policy content.
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Objective 3.1.2: Create an internal annual communication calendar.

In Progress - Near Complete	The Communications Squad developed an initial calendar for policy content and is in process of expanding the plan to include non policy content and revising dates to ensure timeliness.
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Objective 3.1.3: Expand and modify the EXLD webpage to effectively communicate information to the field.

In Progress	EXLD staff are currently ensuring content on the website is up to date and are working to reorganize content in a more accessible layout.
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Goal 3.2: EXLD develops and implements a system for fielding questions from, and providing high quality consistent responses to the field.

Objective 3.2.1: EXLD identifies and prioritizes the types of inquiries received from the field.

Objective 3.2.2: Develop and implement procedures and protocol to address field inquiries.

Ongoing	EXLD looked into developing a "Help Desk" for field inquiries. These systems have been created for RFA's however it was determined that for other inquiries this method would not be the most effective and calibration was a better strategy to provide consistent responses to the field. EXLD will expand ongoing calibration internally within the Division and the entire SSEL.
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Goal 3.3: EXLD develops and implements an inclusive system for collecting stakeholder feedback and input to form EXLD decisions.

Objective 3.3.1: EXLD will identify and assess the existing system it utilizes for collecting stakeholder feedback.

Objective 3.3.2: EXLD utilizes various modalities, including technology, to increase field access to opportunities for providing EXLD with feedback and input.

In Progress	Will be fully addressed in the Strategic Plan 2.0.
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**The strategic plan originally focused on a CDE only Communications strategy, however it has become apparent through implementation work that a larger systems level strategy is also needed that includes collaborative partners. Draft recommendations from the SEL Planning Team and QDT currently recommend this type of strategy being developed. Building on those recommendations, the EXLD will convene a work group to focus on this issue beginning in Summer 2018.*

Expanded Learning/K-12 Integration*Champion Expanded Learning as a vital and integral part of the education system.***Goal 4.1: California Education Leaders promote "Expanded Learning."****Objective 4.1.1:** Document the case for Expanded Learning/K-12 Integration.

In Progress	This has been documented and shared in various formats including the Quality Standard videos and through social media. Materials were also developed as part of the Expanding Student Success campaign; EXLD is in process of determining how to make best use of those materials.
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Objective 4.1.2: Seek and demonstrate education leadership buy-in for the definition of Expanded Learning and the case for Expanded Learning-K-12 integration.

Ongoing	The EXLD engages in K-12 conferences, COE meetings, and collaborative work groups covering topics such as Whole Child, School Climate, Local Control Funding Formula (LCFF) and Summer Learning.
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Goal 4.2: CDE Divisions support Expanded Learning/K-12 integration.

Ongoing	The EXLD has and will continue to increase partnerships with other Divisions and participate in CDE Wide Action Teams. To date this has provided the best opportunity to develop support.
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Goal 4.3: K-12 stakeholders support Expanded Learning and Expanded Learning/K-12 integration.**Objective 4.3.1:** CDE supports K-12 and Expanded Learning stakeholders in developing, building, and evaluating integrated systems at various levels.

In Progress	Support is provided via 7 STEM hubs and COE content specialists working with EXLP staff, the 360/365 SEL Community of Practice, and SSEL teams engaging K-12 leadership in COEs and school districts.
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Objective 4.3.2: K-12 and Expanded Learning stakeholders leverage financial resources to support Expanded Learning programs to ensure continuity and sustainability.

In Progress	A growing number of districts are investing local resources including LCFF funds into Expanded EXLPs.
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Objective 4.3.3: K-12 and Expanded Learning stakeholders advocate for Expanded Learning programs that complement and enhance the impact of K-12 systems.

Ongoing	EXLD collaborates with multiple California and national organizations for advocacy efforts.
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Goal 4.4: The CDE and California Expanded Learning advocates champion Expanded Learning at the national level.**Objective 4.4.1:** The CDE and advocates build national awareness and understanding of Expanded Learning through existing national forums and networks.

Ongoing	There is a growing number of invitations/opportunities for Expanded Learning stakeholders from California to present at national conferences and meetings.
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Goal 4.5: K-12 and Expanded Learning work together to implement strategies that lead to growth (social, emotional, behavioral) and learning (cognitive) for children and youth.**Objective 4.5.1:** Expanded Learning and K-12 develop and demonstrate a shared commitment to improved student outcomes across academic, social, emotional, and physical domains.

In Progress - High Priority	The SEL Planning Team was formed in 2017 to address this objective and released recommendations in April 2018. The EXLD is currently planning implementation of these recommendations and has been invited to present these recommendations in national conferences and meetings.
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