

What K-12 "Return to Learn" Plans are Getting Wrong

May 28, 2020

District Leadership Forum



We help schools support students from enrollment to graduation and beyond

D ROOTED IN RESEARCH

7,500⁺ Peer-tested best practices

500⁺ Enrollment innovations tested annually

ADVANTAGE OF SCALE

1,700⁺ Institutions served

4 M⁺ Students supported by our SSMS

WE DELIVER RESULTS

95%

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Of our partners continue with us year after year, reflecting the goals we **achieve together**

P-20 | Community Colleges | Four-Year Colleges and Universities | Graduate and Adult Learning



Introducing the District Leadership Forum

Comprehensive Support for District Superintendents and Their Cabinets and Leadership Teams

National Best Practice Research	 Proven solutions for addressing school districts' biggest challenges Offers a blend of strategic insights and practical information In-depth practice "playbooks" for district leaders 	F C
Tailored On-Demand Research	Customized short-answer research projects for individual districts Quick-turnaround answers to district leader questions Case studies and profiles of other districts facing similar issues 	
Diagnostics and Benchmarking	National member surveys and benchmarking to help members identify best opportunities for improvement in their own districts • Surveys and benchmarking on topics identified by membership • Data analysis and review of implications for individual members	ŶĊ
Dedicated Implementation Support	Tools and expert advice to educate stakeholders on the best course of action and accelerate adoption across district • Audits, guides, templates with detailed implementation advice • In-person and virtual support from research experts	

Our Mission: Advancing Your Critical Priorities



Promoting Student Mental Health and Well-Being



Recruiting, Retaining, and Developing Key Talent



Improving Student Outcomes



Closing Equity Gaps

K12 Leaders On The Clock For Return To Learn Plans

Many States, Most Boards, Expect First Drafts Soon (Or Yesterday)

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Early State Guidance Can Read Like Zen Riddles

State Guidance Circa April 22



-Superintendent, Midwestern State

Newer Guidance is Dauntingly Detailed

State Guidance Now



-Superintendent, Northeastern State

eab.com

K-12 Will Remain "Partially Open" Indefinitely

Unfamiliar Schedules, Blended Learning Likely through Summer 2021

Worst Behind Us



- Virus contained before loosening social distancing
- Universal testing, tracing, and isolation
- Effective treatment discovered and distributed

Late Fall Resurgence

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- Slow loosening of social distancing
- Seasonality depresses
 transmission over summer
- Fall flu season brings major resurgence

Ongoing Waves

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- Loosening of social distancing increases infection rate
- Rising infection rates lead to increased social distancing
- Waves continue until effective vaccine or treatment universally available



Reprise of distance learning missteps Rapid Shutdowns

COVID Learning Loss Goes Far Beyond Seat Time

Two-Month Shutdown Means a Year or More in Lost Skills

Research Has Concerning Projections about Prolonged COVID Slide



4th Grade Reading Loss

Expect a **-34%** decline in Reading RIT scores; equivalent to **6 months** of learning loss



6th Grade Math Loss

Expect a **-81%** decline in Math RIT scores; equivalent to **14 months** of learning loss



Achievement Gap Expansion

COVID expected to add **+20%** to gap between highest and lowest-performing students



Learning Recovery Time

Analysis of Hurricane Katrina aftermath suggest **4 months' learning loss** requires **2 years** of normal seat time to fully recover academic pacing

> Sources: Harris & Larsen, The Effects of the New Orleans Post-Katrina Market-Based School Reforms on Medium-Term Student Outcomes, 2019; Kuhfeld, Megan, James Soland, Beth Tarasawa, Angela Johnson, Erik Ruzek, and Jing Liu, Projecting the potential impacts of COVID-19 school closures on academic achievement, 2020; EAB interviews and analysis.

Mental Health Critical to Learning Recovery

For Both Traumatized Students and Burned-Out Teachers

Student Mental Health Concerns **Rising Due to COVID-19**

of children are worried 33% about contracting COVID-19 themselves

of children are worried 19% about not having enough food following news coverage of panic buying

 $17\% \quad \text{of children are afraid to} \\ \text{go outside their house} \\$

Mental Health Concerns Significantly Slows Student Learning

 $2\mathbf{x}$

more learning disengagement seen in children with two or more adverse childhood experiences

reduction in cognitive 9% processing² for students living with poverty-related stressors

Teacher Stress Likely to Hinder Instructional Quality

increase in teachers 60% increase in teachers reporting mental health concerns since the beginning of the COVID crisis

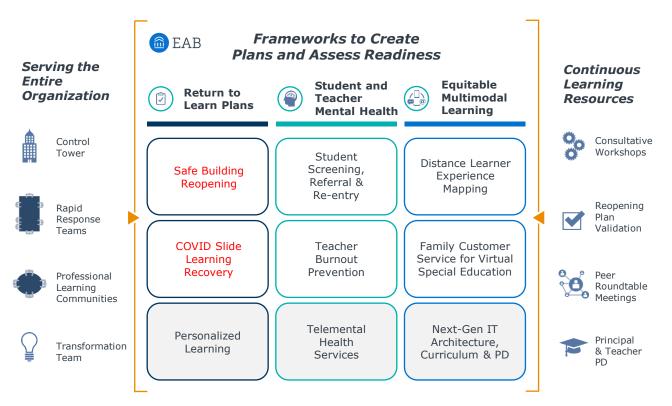
more student disruptions 33% in classrooms led by teachers under intense stress

- 1) A traumatic event including home instability, violence, poverty, or other underlying mental health problems
- Processes including personality expression, decision making, moderating social behavior, emotional association, among other functions.

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Sources: Blair, C. Raver, C., "Poverty, Stress, and Brain Development: New Directions for Prevention and Intervention," Academic Pediatrics, April 2016; Milkie, Melissa A, and Catharine H. Warner, "Classroom Learning Environments and the Mental Health of First Grade Children." 2011: Robert Wood Johnson Foundation, "Traumatic Experiences Widespread Among U.S. Youth, New Data Show," 2017: EAB interviews and analysis.

One-Stop Resources for K-12 Recovery Planning





Safe Building Reopening

Have Your Rapid-Response Teams Developed Plans?



Please Use the Chat Feature Today!

We Would Love to Crowdsource Questions and Ideas



2 Find the Chat Button at the bottom of your screen

Calculate Safe Building Capacity

Don't Overthink It—Any of Three Simple Capacity Formulas Will Suffice

Capacity Formula	Rule of Thumb	Early-Open Insights
Fraction of Normal Capacity	50% of full capacity	 Yields higher estimate, preferred by those seeking fast reopening Requires distancing plans for common areas and transitions
Student to Teacher Ratio X Rooms	10-15 students per teacher, per room	 Yields more conservative estimates, easier for managing daily contact reduction Some reporting difficulty having enough teachers to cover each classroom, requiring non-teacher proctors
Total Occupants per Square Foot	(## students + staff)113* XX Square feet *According to FEMA, each person needs 113 square ft to maintain proper social distancing	 Used by some of the earliest reopeners, EAB finds that the "false precision" isn't worth data collection efforts

Source: France 24, "<u>Open-air classes for Denmark's students</u>," April 29, 2020; FEMA, "<u>Understanding the impact of social distancing on</u> <u>occupancy</u>," May 14, 2020; Tanner, "<u>Minimum Classroom Size and Number of Students Per Classroom</u>," September 2009; Barge, "<u>Guideline for Square Footage Requirements for Educational Facilities</u>," May 30, 2012; FAB interviews and analysis.

Maximize Instructional Space "Denominator"

De-Densify by Creatively Repurposing Adjacent Space

Innovative Space Mining Strategies



Reassign Building Space

Cafeterias Gymnasiums Labs



Move Classes Outdoors

- Tents on school grounds Stadiums
- Parking lots



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Contract Community Space



Performing arts centers Churches Health clubs

Administrative Space

Handful of schools asking administrative workers to continue working from home and use conference rooms, common spaces for sociallydistanced instruction

Municipal Parks

Denmark and Scotland are stressing outdoor experiential courses for HS students, with long-term reservation of town parks for school use

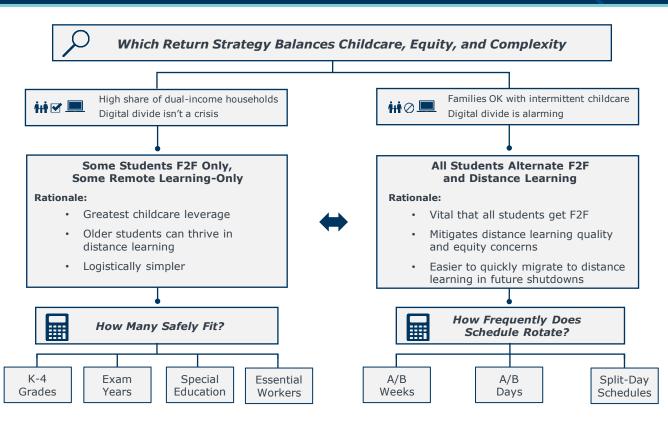
YMCA Buildings

Districts are leasing unused space and employing school assistant labor from local, unused youth centers

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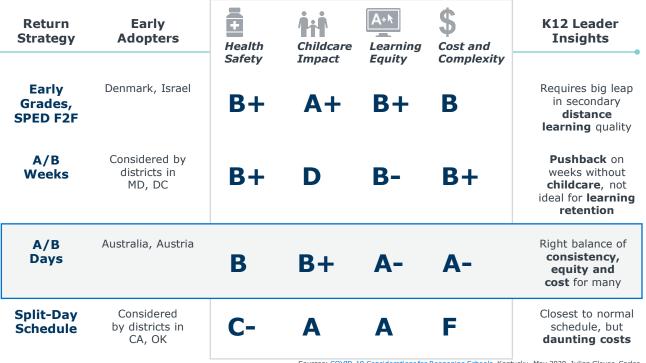
Source: Eco Modern Conference Room, <u>Peerspace</u>, May 2020; France 24, "Open-air classes for Denmark's students," April 2020; TripAdvisor, <u>YMCA One</u> Orchard, May 2020; EAB interviews and analysis.

Honestly Prioritize Students Return Criteria



A/B Day Schedules Carry Lowest Risk

Unscientific Findings from EAB Interviews and Research



Sources: <u>COVID-19 Considerations for Reopening Schools</u>, Kentucky, May 2020. Julian Glover, Carlos Granda, ABC New, Coronavirus: California superintendent suggests staggered reopening of schools, May 2020; <u>Maryland Together</u>, Maryland Public Schools, May 2020; EAB interviews and analysis.

Create Fallbacks for Student and Staff Opt-Outs

A Quarter of the Community May Not Come Back after Reopening Conflicting Signals About Family Opt-Outs Not Yet Apparent Overseas



67%

Of parents prefer schools remain closed, even if it means students fall behind academically 1

41%

Of parents are more likely to enroll their child in a virtual school or homeschool after lockdowns end²

38%

Of Danish parents were reluctant or unsure about sending children back to nursery schools <1%

Of students at one Danish school did not attend one month after reopening

??

"Dollars follow the student, and if 10% stay home or do online charters, my budget is even worse. I don't want to create a virtual district, but maybe we have to."

Superintendent, Midwestern Public District

Emerging Remote Roles for Medically Vulnerable Teachers



Distance Learning Coach

 Based on an Echelon Insights survey of 500 parents of public school students, May 4-5, 2020.

 Based on a Real Clear Opinion Poll of 626 parents, April 18-21, 2020.
 ©2020 by EAB, All Rights Reserved. eab.com Supplemental Tutor



Family Customer Service

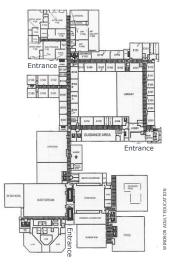
Source: Echelon Insights, "National Parents Union - Coronavirus Impact Survey," May 2020; American Federation for Children, "National Poll: 40% of Families More Likely to Homeschool After Lockdowns End," May 14, 2020; "The Guardian, "Nursery, but not as they knew it ... Norway adjusts to life after lockdown," April 24, 2020; *Financial Times*, "Denmark edges towards reopening as children return to school," April 16, 2020; Flag of the United States, <u>Wikipedia</u>, May 2020; Country Flags, <u>Flag of Denmark</u>, May 2020; EAB Interviews and analysis.

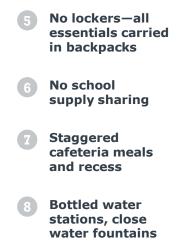
Minimize Common Area Student Traffic

Low-Tech Measures Can Preserve Social Distancing in Common Spaces

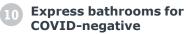
Evaluate How Much of Germany's Standard You Can Effect

- **1** Grade-specific entrances
- 2 Grade-specific building zones
- 3 Parent, vendor, visitor restrictions
 - One-way traffic corridors









Modify Upper School Schedules to Reduce Contacts

Variations on the Theme "Students Stay Put, Teachers Transition"



- Students remain in same room all day
- Assigned seating to facilitate contact tracing
- Subject matter teachers rotate across rooms during day

Live instruction for all Lower IT/AV requirements

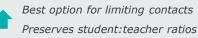


Not enough teachers for coverage



In-Building Livestreams

- Students remain in same room with same teacher all day
- Same courses are taught live and livestreamed at same hour
- Teacher leads live class in their specialty to their group, with lesson simulcasted to other rooms in building and for distance learners
- When not leading class, teacher prepares lessons plans, grades, and provides remediation for students



Requires working IT/AV in all classrooms

Requires teacher facility with livestream class management



Multiweek Experiential Electives

- Concept from Higher Education exemplar of experiential learning
- Students and teachers in same room for 3-4 week intensive on a single subject
- Incorporates team collaboration, active learning, and capstones



Excellent option for limiting contacts



Requires new course design and active learning PD

Prioritize Low-Tech, High Frequency Cleaning

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Meaningful, Safe Savings Opportunity Over Costly Deep Cleans

Questioning the Cost-Effectiveness of Deep Cleans

~\$100,000 Amount one school district expected to spend on deep cleaning school buildings



66 *I* can't even say closing down schools **to** [deep] clean them will make a difference. The data isn't there."

> Director, University of Minnesota Center for Infectious Disease Research and Policy

Simpler Measures Prevent Transmission and Hold Down Budget

Custodians 📆	Teachers 🛱	Students	
Clean high-traffic area door handles and handrails twice during school day	Hourly hand washing breaks	Teach students to effectively wipe down digital devices	EAB Research Repor
Mark floors with social distancing reminders	Sanitize hands when entering and exiting rooms	Create social distancing reminder etiquette words like "please" and "thank you"	5 considerations when cleaning and disinfecting schools at eab.com

Sources: Kingsley, "In Denmark, the Rarest of Sights...," April 17, 2020; Reuters, "Lessons from around the world...," May 13, 2020; Wong, "COVID-1" Schools to reopen in stages..." Updated May 20, 2020; Catholic University of America, "Custodial Services' Touch-Point Cleaning," Accessed on May 21, ©2020 by EAB. All Rights Reserved. eab.com2020; Washington Post, Schools are 'deep cleaning'..., March 2020; Wisely, "Schools spending millions...," April 27, 2020; EAB, "5 considerations when

Plan Now for School-Based Point of Care Testing

Districts (Hopefully) Need to Implement Instant-Results Testing by Fall



Israel Puts Testing Onus on Parents

- Parents must sign national medical form attesting that students are COVID-negative before admitted to buildings
- Signals importance of testing while widespread test kits still in short supply

Rollout Time: Fast

Efficacy: Low

Cost: Low

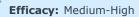


Germany Leans on Community Businesses

- Local industry donating funds for thousands of \$44 test kits
- Students and teachers selftest twice weekly (3 minutes for samples)
- Same-evening results on secure website







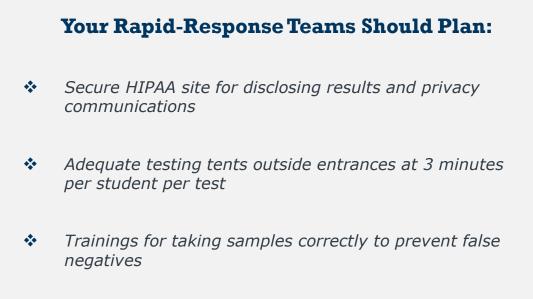


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US Betting on Public-Private Partnerships

- RADx Program: \$1.5 Billion publicprivate partnership
- "Shark Tank" for accelerated test dev. and comm.
- Goal: results fast as pregnancy test
- Goal: millions deployed Aug/Sept, with schools as priority site





Back-up test kit supply source RADx misses deadlines

Keeping School Buses Safe and Affordable



An Average Pre-Covid Day

480,000 Yellow school buses

26 Million K12 students transported

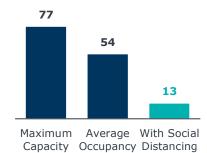
20 Billion Boardings and exits





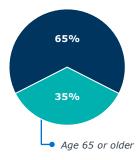
Social Distancing Cuts Capacity 80%+

K12 Per-Bus Passengers



Many Drivers Older – Shortages May Worsen

K12 School Bus Drivers By Age



Reinventing Our Wheels

Consensus, Debate, and Out-of-the Box Thinking for K12 Transportation



Consensus on "No-Regrets" Measures

- Get DMV waivers for expiring bus driver licenses
- Survey drivers about intent to return in fall
- Ensure same driver+bus+ student combinations
- PPE for all drivers, cloth masks and gloves for students
- Protective seal for drivers: shower curtains over plexiglass?
- Save money: buses idle 30+ days don't require deep cleans



Debating Viability of Temperature Scans

Every Bus: drivers scan each student prior to boarding

Boarding Hubs: parents take students to pick-up hubs where scans completed

District-by-District Qs:

Can we deploy scanners?

Can we train drivers?

How long will boarding take?



Revisiting K12 Ride-Sharing

K12 Ride-Share Facts

- 3-5% share of K12 transportation
- 2.8 students per ride
- Schools can designate ride groups
- District contract or parent co-pay



Results from California District:

50% reduction in transportation cost

45 minutes → 15 minutes SPED student ride time



Evaluating Seat Time Expansion Options with States and Unions?



Developed High-Impact Teaching Criteria?



Created PD and PLC Activities for Streamlined Instruction Workshops?

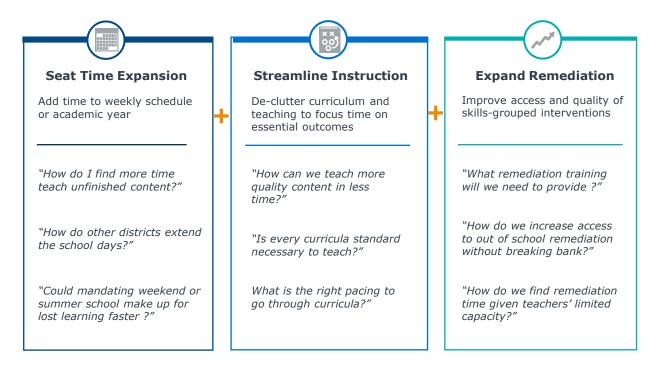
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Trained Teachers on Skills-Based Remediation Diagnosis?

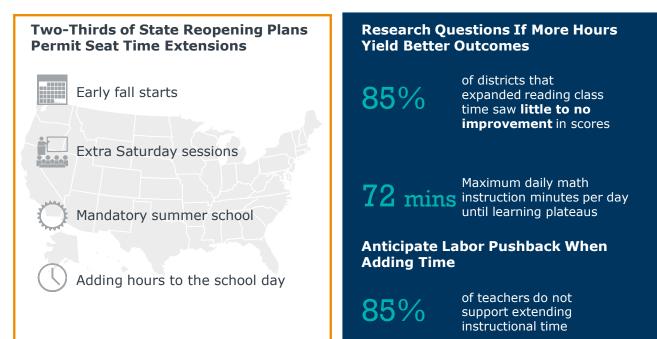


Created SIS and Online Community for Remote Skills-Based Tutoring?



Seat Time Alone Won't Reverse COVID Slide

Worth Lobbying States and Unions, but Not the Antidote



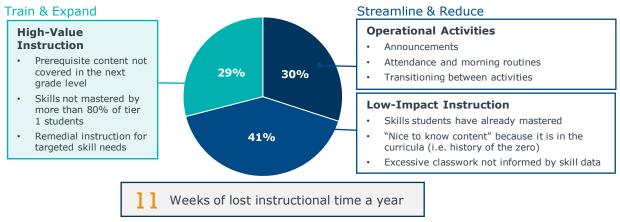
Sources: Collaborative for Student Success, <u>National Survey - Highlights and</u> <u>Analysis</u>, 2020; ExcelinEd, <u>State Leader Survey on Reopening Schools</u>, 2020; OECD, "Relationships between Students' Learning Time and Performance", in Quality Time for Students: Learning In and Out of School, 2011; EAB interviews and analysis.

Huge Opportunity in Streamlining Instruction

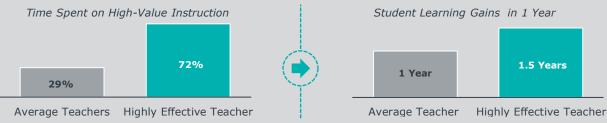
Focusing on High Value Instruction Can Speed Pacing Without More Seat Time

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Estimated Classroom Time Breakdown in 6th Grade Math Class



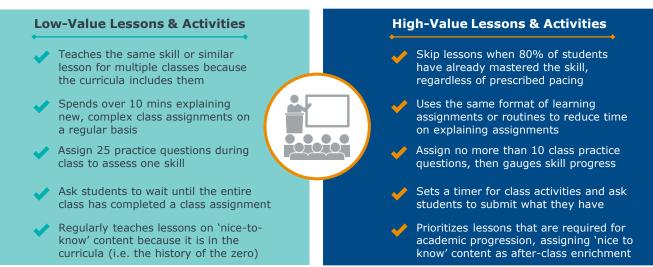
Best Teachers Achieve Faster Learning Gains by High-Value Instructions



Smith, B., It's About Time: Opportunities to Learn in Chicago's Elementary Schools, 1998; TNTP, The Weight of Wasted Time in School, 2019. TNTP, The Opportunity Myth, 2018; Hanushek, E. 2010., The Difference is To Quality; RAND, 2012, Teachers Matter: Understanding Teachers' Impact on Student Achievement; Watson, A. 2020. 115 Simple Ways to Create Class Time Instruction; Achieve the Core, 2020. "Mathematics Forus By Gra Leave"; Rubin, R. 2019. Less is More: Four Strategies for Stra

Focus PD on Instructional Decluttering

Curricula Directors and Teachers Should Formalize Criteria



Prioritizing High Value Instruction an Effective, Inexpensive, & Hybrid-Friendly Strategy



Accelerates student learning gains



Reauires no additional upfront cost



Premium strategy for hybrid learning models

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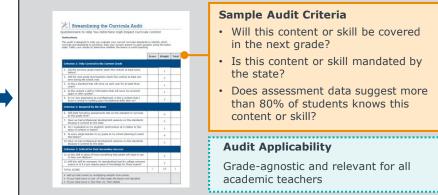
progression or required by the state ©2020 by EAB. All Rights Reserved. eab.com

1) Refers to content and activities that are necessary for grade level Source: Hanushek, E. 2010., The Difference is Teacher Quality; RAND, 2012, Teachers Matter: Understanding Teachers' Impact on Student Achievement; https://thecornerstoneforteachers.com/truth-for-teachers-podcast/10-simple-wayscreate-class-time-instruction/; https://achievethecore.org/category/774/mathematics-focus-by-grade-level;

EAB Developing "Marie Kondo" PLC Exercise

EAB Audit Helps Streamline Instruction To Deliver 50% More High-Value Content in 1 Year





Integrate Audits into Existing PD and Professional Learning Communities

Recommended Audit Distribution and Implementation Process

School Leaders Introduce Audit in Summer	Teachers Audit Lessons Every 2 Weeks
 Reserve two Summer PD hours to introduce audit Group academic teachers into curricula auditing teams to represent the same subject and three consecutive grade levels (i.e. K-3, 6-8) 	 Auditing teams meet bimonthly to audit curricula for the next two weeks during existing PLC time Directors of curricula and instruction rotate among teams to assist the auditing process

Enable Skills-Based Remediation

Skills Based Grouping Best Practice Provides a Template for Impactful Remediation

Traditional Remediation Grouping Approach Masks Critical Details About Skill Deficits

Examples of Non-Specific Grouping Categories



Red, Yellow, Green, Blue



Above vs Below Benchmark



Level A, B, and C Groups

Skills Based Grouping Refocuses Intensive Instruction on Underlying Skill Gaps

Sample Kindergarten Skills-Based Reading Group



Skills-Based Grouping Characteristics

Teachers use diagnostics to identify specific gaps

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- Groups share same skill need
- Groups may contain students with disparate composite scores)

Resulting in Limited Student Progress



More than 60% of in tier 2 stay in tier 2 throughout the academic year, despite incremental progress



Q

Of tier 2 interventions teach concepts that students already mastered

And Leads to Superior Learning Outcomes

82%

Increase in share of cohort students who moved from qualifying for tier 2 supports to tier 1 between Kindergarten and third grade

For more details on how to implement skills-based grouping, please download EAB's **Skills-Based Grouping Toolkit** at <u>eab.com/ReadingResourceCenter</u>.

Recruit from Growing Pool of Potential Remote Tutor Volunteers

Sample list of remote tutor volunteers



Recent college graduates with revoked internships or job offers due to economic downturns



Pre-service teachers looking for additional student-facing experience



Professionals who either lost work and/or are eager to support COVIDdisrupted institutions

Strengthen Teacher-Tutor Collaboration to Maintain Skills-Based Remediation



Teachers record **virtual small group lessons** to share with remote tutors as training and tutoring curriculum

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Teachers give remote tutors a **remediation handoff sheet** to communicate student skill gaps, observations, and recommendations

Remote Skills-Based Tutoring is Cost-Effective and Easy to Scale

Suggested Steps for Launching Remote Tutoring Program



District staff submit five prospective volunteer contacts from their network



One staff member emails all contacts and assign tutoring groups



Reserve 30 minutes of summer PD to introduce tutor collaboration expectations

Next Steps in Return to Learn Planning

How EAB Can Help K12 Partners Right Away



eab.com/k12covid19response



Interested in talking to an EAB expert about your COVID-19 challenges?

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Complete the exit survey