



Get Smart!

Implementing Strategies to Prevent Chaos from taking control of Your Longitudinal Data System

Presented By:
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Agenda

- Chaos theory
- Changing organizational culture
- Challenges to managing LDS change
- California LDS ITIL implementation
- Managing LDS change in California



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Shifting Paradigms

Moving away...

- Aggregate-level data
- From compliant-based monitoring

Moving to...

- Student-level data
- Information providers to improve student achievement



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DQC LDS Waves

- 1st Wave: Building K-12 data system
- 2nd Wave: Extending it to P-20
- 3rd Wave: Linking to other databases



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Building these systems...

- Can lead to a disconnect between people and technology
- Develop habits of being reactive rather than proactive
 - After-the-fact training leading to an unwillingness to change



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Resolving these problems...

- “Changing Culture To Leverage Technology” --DQC
- To change organizational culture, it is best to utilize theory



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Mission for Today

Chaos Theory

Changing SEA & LEA Culture

Case Study: CALPADS

Conclusion



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Chaos Theory

- Originated in mathematics to understand non-linear and self-organizing processes
- Belief in complex systems that have a random appearance
- Out of the complexity (chaos) order will emerge and be self-organizing

Chaos Theory

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Organizational Chaos Theory

- Organizations are living, self-organizing systems; complex and self-adapting
- Constrained by rules
- We can forecast the conditions under which the chaotic behavior will occur

Chaos Theory

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Characteristics of Chaotic Organizations

- Decentralized
- Non-hierarchical
- Self-organizing and self-regulating
- Adaptive to changing conditions

Chaos Theory

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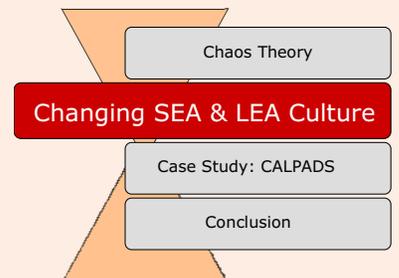
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Dynamics of the Public Sector

- Operate in complex internal and external environments
- Multiple accountabilities
- Not profit-driven, but by providing social value
- Bureaucratic, hierarchical structure

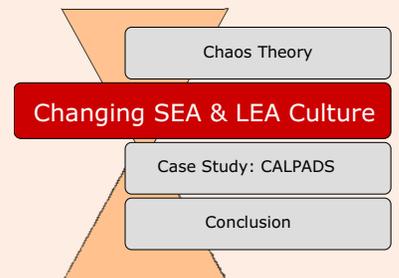




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Educational Agencies: “Chaordic” Organizations

- Adaptive to changing conditions
- Innovative enough to take advantage of opportunities
- A learning organization





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People in the “Cha-ordic” Organization

- Strong core values
- Knowledge and information sharing
- Innovation and creativity
- Teamwork and project orientation
- Diversity

(Tetenbaum, 1998)

Chaos Theory

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To Summarize

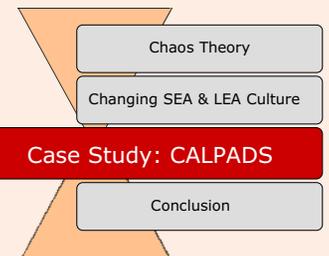
- Chaos theory
- Changing SEA and LEA culture
- Case study...



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Catching Waves

- 1st Wave – Building the LDS
 - CALPADS
 - CALTIDES
 - Closing the Achievement Gap
- 2nd Wave – Extending to P20
 - P20 recommendations
 - McKinsey Report
 - WICHE (Western Interstate Commission for Higher Education)
- 3rd Wave – Linking to Other Databases

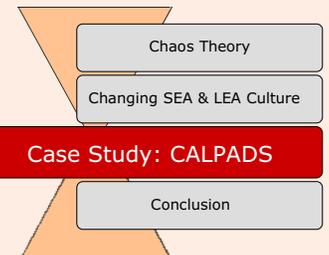




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What's Needed to Catch More Waves?

- Leadership
- Planning
- Legislation
- Inter-Agency Workgroups
- Funding
 - Public
 - Private
- Resources

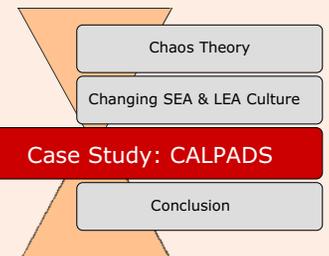




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Current Environment

- Currently 125 separate mostly aggregate data collections
 - Some have different data definitions
 - Select preferred variations established
 - Electronic Data Resource Guide
- No Enterprise-wide change management
- No student or teacher LDS





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Migration to LDS

- Planning continues
- Building student LDS
 - (CALPADS)
- Soliciting vendors for teacher LDS
 - (CALTIDES)
- Building control/support environment
- Building processes to collection migration to LDS

Chaos Theory

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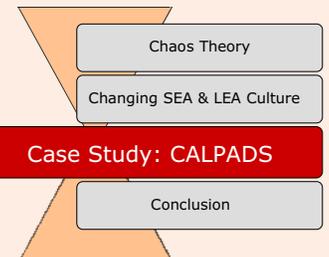
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Down the Road

- Develop priorities for collection migration to LDS
- Execute processes
- Manage expectations and change

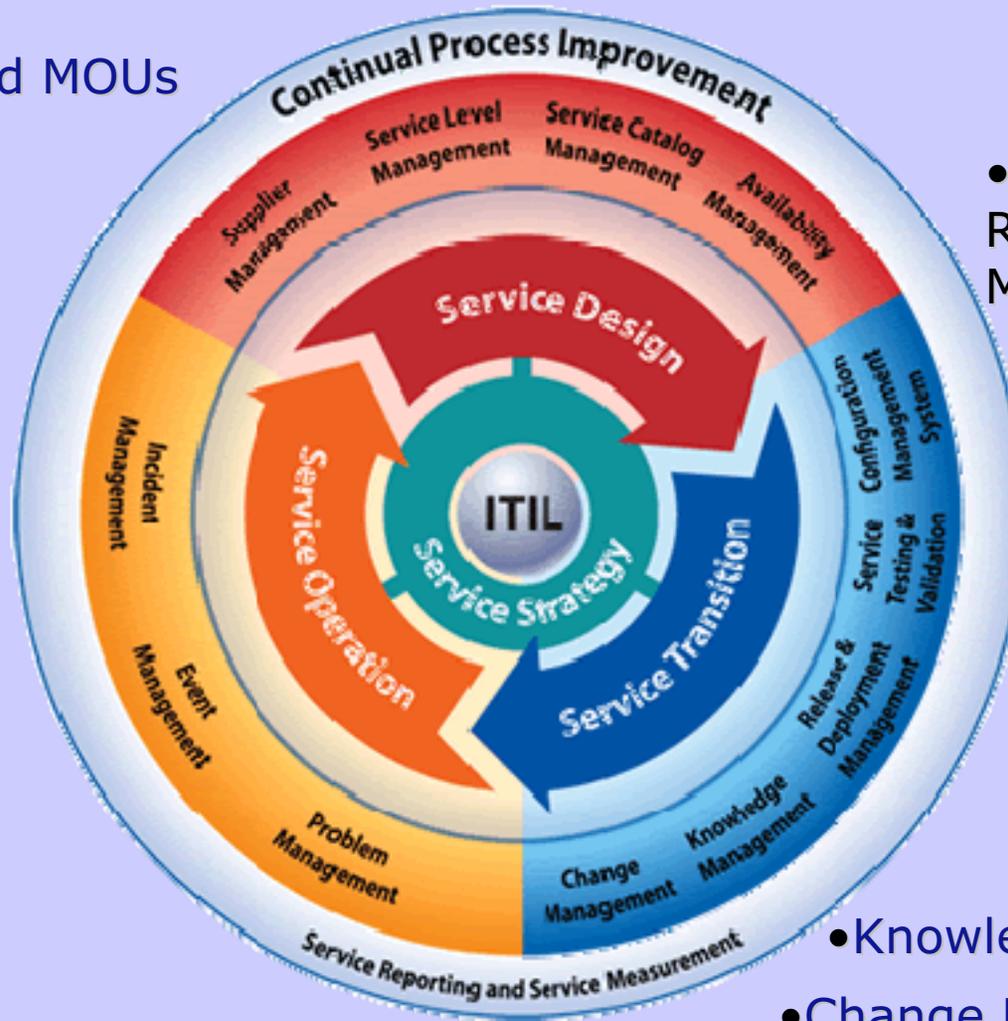


California LDS ITIL Adoption Service Management System

- SLAs and MOUs

- Configuration & Release Management

- Incident Management



- Problem/Defect Management

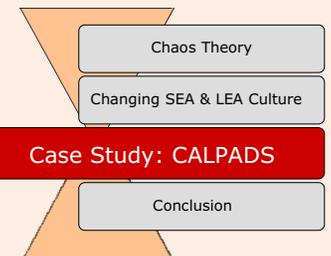
- Knowledge Management
- Change Management



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Managing LDS Change in California

- Who wants changes?
- Contributing factors to change
- Chaotic venues for change
- Adaptive controls for change





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Who Wants LDS Changes?

- Federal government
- State legislature
- LDS users
- P20 and other committees/groups
- Researchers

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Contributing Factors to Change

- Constituency demands & needs
- Personal agenda
- Levels of sophistication/maturity
- Resource constraints
- Local challenges
- Breadth of mandate/perspective
- Diverse structural user needs

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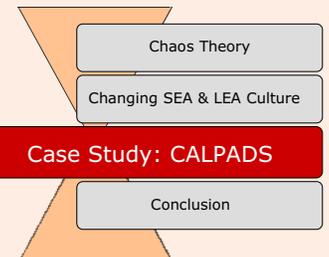
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Chaotic Venues for Change

- Conferences/meetings
- User group/work group discussion
- Committees
- Legislative process
- Federal register process
- Research

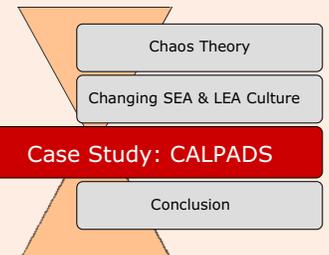




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Strategies to Control Change

- Setting expectations
- Proactive
 - participation
 - meetings with key stakeholders
 - state LDS conferences
 - education/knowledge management
 - clear communication
 - SME development
 - Legislative process





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Adaptive Controls to Change

- Knowledge Management
- Service Desk Incident Management
- Issue Management
- Change Management
- Problem Management
- Configuration/release management

Chaos Theory

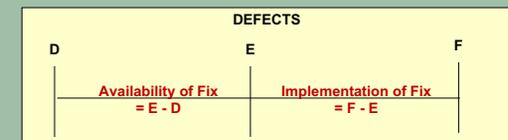
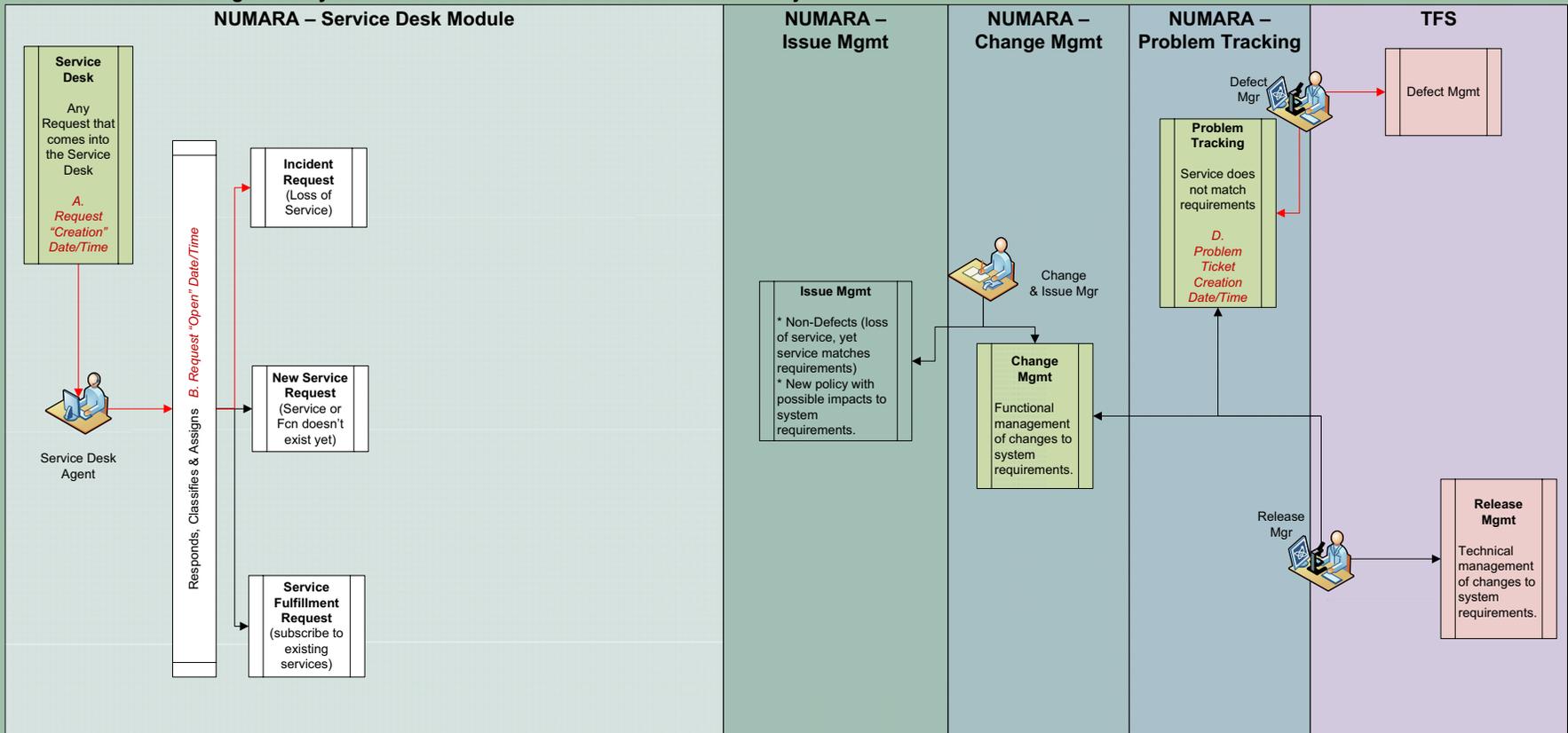
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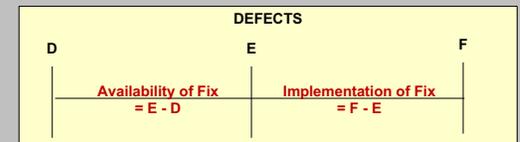
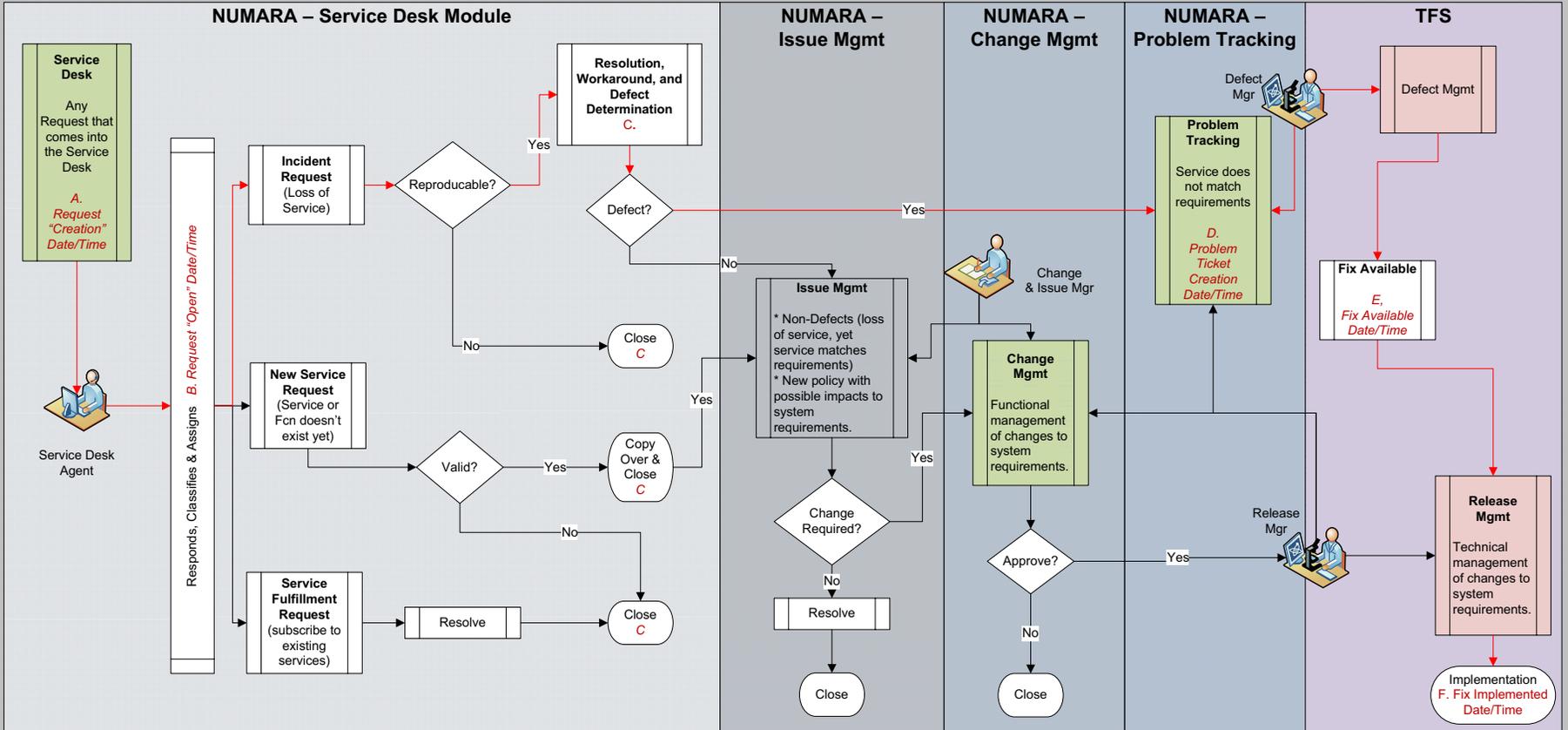
California's SMS Design (HL)

CALPADS Service Management System – Module Transitions & Service Desk SLA Objectives



California's SMS Design (D)

CALPADS Service Management System – Module Transitions & Service Desk SLA Objectives





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Challenges to Managing SLDS Changes

- Cultural
- Technological
- Resources



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Moving Forward



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Take Away – The Goal

- An adaptive data culture and structure to manage changes while leveraging the creative ideas from chaotic behavior



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Take Away – Building the Empire

- Plan, design, develop, test, implement
- Don't over-design
- Start with a well-thought out something, and improve later
 - Build towns, cities, states, empire
- Engage the right people along the way
- Record, review, re-design, re-develop, re-implement...



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Take Away - People

- You need:
 - An agency visionary
 - A strategic planning team
 - Leadership support
 - The right people in the right seats on the bus*

* Jim Collins – Good to Great



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Take Away - Strategy

- Start with the end (in mind)
- Balance strategy with quick tactical wins
- Prioritize ITIL adoption
- Manage realistic expectations
- Controlled momentum
- Not a “one-time” implementation
- Early governance adoption
- Focus on the people, not the system



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Questions



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