

DATA FOR IMPROVEMENT: CULTIVATING A CULTURE OF REFLECTION AND COLLABORATION IN NAPA VALLEY

WEDNESDAY, OCTOBER 29 AND THURSDAY, OCTOBER 30
NAPA VALLEY UNIFIED SCHOOL DISTRICT
2425 JEFFERSON STREET
NAPA, CA 94558

MEETING AGENDA

DAY 1: WEDNESDAY, OCTOBER 29

- 8:30 am **Breakfast.** Light breakfast will be available outside the board room.
- 9:00 am **Convene Meeting.** Joel Knudson will convene the meeting with opening remarks, introductions, and an overview of the agenda. Rosanna Mucetti will welcome the group to Napa Valley Unified School District (NVUSD).

SESSION I

Laying the Foundation for Systemic Culture Change

NVUSD is building a culture of data use at all levels of the system designed to strengthen instruction and address long-standing gaps in student outcomes. In doing so, it builds on a foundation of stable finances, productive governance, and healthy labor-management relationships. Some of these strengths are longstanding hallmarks of the ways in which the district operates, while others are more recent developments made possible through strategic and persistent actions among district leaders and their partners. The meeting will open with an orientation to the NVUSD context, a brief history of the district's journey, and an overview of the dynamics that position the district to embrace more widespread data access and use. This background information will include an introduction to the NVUSD strategic plan and the metrics through which the district tracks progress toward key priorities and goals.

Session Purpose: Orient participants to the NVUSD context and data tools that can spark dialogue about district priorities and progress.

- 9:40 am **Napa Valley Context and Background.** NVUSD district leaders will engage participants in an interactive exploration of district data in three domains—finance, governance, and student achievement—to foster a shared understanding among meeting participants about the foundation the district has built over the past several years to embrace a stronger culture of data use.

11:00 am **Break.**

SESSION II

Leveraging Principals to Promote Reflection and Improvement

As site-based instructional leaders, principals play an essential role in promoting and supporting the use of data to inform progress toward classroom and school goals. In NVUSD, a series of data dialogues that include principals and central office administrators have provided opportunities to analyze student outcomes and identify strategies for improvement. Noticeable improvement on summative assessment scores offers promising evidence that these conversations and the resulting changes in practice contributed to improved student learning, which in turn helps to promote principal buy-in to the district's priorities. This session will enable participants to experience the data dialogue process as part of a broader exploration of the roles principals play in the transition to a more data-informed culture.

Session Purposes: Explore opportunities and challenges associated with the data dialogue process. Consider how best to support principals in embracing a culture of data use.

- 11:15 am **Dynamic Fishbowl.** Using a protocol that NVUSD has employed internally, a selection of principals will model the data dialogues that the district has introduced to spark reflection and discussion among site leaders. Meeting participants will have an opportunity to experience the process by joining the dialogue about site-level progress.
- 12:00 pm **Principal Perspectives.** Following the data dialogue activity, a panel of NVUSD principals will share their experiences over the past year and the degree to which it has informed their leadership approaches.
- 12:40 pm **Lunch.**
- 1:40 pm **Small Group Discussion.** Participants will convene in small groups to explore the promising approaches and areas for attention associated with preparing and supporting principals as leaders in data use.

SESSION III

Preserving Strong Teacher Relationships While Promoting Stronger Shared Accountability for Student Learning

NVUSD leaders describe a longstanding positive relationship with the teachers union as an asset from which they can build as they increasingly orient conversations about teaching and learning around evidence of student progress. The district's commitment to interest-based problem solving is central to its efforts, and labor partners work alongside district leaders to craft the path forward for instructional improvement. Nevertheless, candid discussions about student data and increased attention to student performance results can prompt different kinds of interactions among educators. This productive tension—balancing a strong, relational labor-management culture with clearer, system-wide expectations for evidence-informed practice and shared ownership of student learning—is the topic of strategic thinking among central office leaders and is ripe for exploration among Collaborative members.

Session Purposes: Explore ways in which productive relationships can facilitate data-focused conversations. Consider risks and opportunities associated with shifting the nature of educator interactions while preserving and building on these relationships.

- 2:25 pm **Orientation to Interest-Based Problem Solving.** NVUSD central office and union leaders will provide background information about the labor-management relationship and the ways in which it frames efforts to promote expanded data use among teachers.
- 2:50 pm **Teacher Perspectives.** A group of NVUSD teachers will share their experiences with co-constructing a vision for instruction in the district and the degree to which teachers are prepared for and open to a transition to systematically reviewing and discussing data.
- 3:45 pm **Break.**
- 4:00 pm **Superintendent Fishbowl.** Leaders from multiple districts will share brief details about the nature of their labor-management relationships, insights about the progress those relationships enable them to make, and reflections about where they fall short in attaining system goals for instruction and student learning.
- 4:45 pm **Summary and Reflection on the Day's Discussion.**
- 5:00 pm **Adjourn for the Day.**
- 6:00 pm **Reception Followed by Dinner** at CIA at Copia.

DAY 2: THURSDAY, OCTOBER 30

- 8:30 am **Breakfast.** Light breakfast will be available outside the board room.
- 9:00 am **Update from Santa Clara Unified School District.** Chief Academic and Innovation Officer Brad Stam will share an update on developments in his district since the Collaborative met there in March 2025.
- 9:10 am **Small Group Consultancies.** Participants will meet in small groups to address key challenges associated with promoting a culture of data use with teachers.

SESSION IV

Engaging the Community in Data-Informed Conversations

Districts often employ multiple strategies to communicate about their work, and publicly available student outcomes are available through the California School Dashboard. Nevertheless, the broader context in which districts operate today shapes public perceptions of schools and can complicate messaging efforts. Moreover, authentic conversations about opportunities for growth are complex when some constituents seek to leverage negative outcomes for political gains. In NVUSD, district leaders are seeking opportunities to build on data-based conversations that have been underway for multiple years to focus in a more targeted way on teaching and learning. Meanwhile, districts across the state are wrestling with how best to have honest conversations about evidence of progress as part of a broader public engagement and messaging strategy.

Session Purposes: Consider key challenges and promising practices associated with using data to communicate with community members about district progress and opportunities for improvement.

- 10:20 am **Community Interests, Needs, and Perceptions.** We will begin this session with insights from NVUSD school board members about what family and community members believe about their school district, the evidence that informs these perceptions, and the information they want to know.
- 11:05 am **Break.**
- 11:15 am **Data Dashboard.** An exploration of the NVUSD data dashboard will spark discussion about how districts can best ground their interactions with a range of stakeholders in the evidence of progress toward district goals.
- 11:35 am **Small Group Discussion.** Participants will convene in small groups to explore ways in which districts can make the best use of tools like a data dashboard.
- 12:00 pm **Lunch.**

- 12:45 pm **A Narrative About Public Education.** Given the current political, cultural, and financial climate, participants will explore the priorities and possibilities for crafting a narrative that effectively makes the case for continued investment in public education.
- 1:45 pm **Summary and Reflection on the Day's Discussion.**
- 2:00 pm **Adjourn Meeting.**