

Draft Timeline for Start Time Change –

After reviewing school start time change research and recognizing limitations in our own capacity to facilitate a complex change while attempting to be respectful of our stakeholders, we have developed the following proposed implementation timeline. The implementation portion of this timeline spans 18 months from the Board's initial commitment to the school year start date. This timeline may be applied to any given year and if the Board chooses an implementation date later than the 2017 school year, the timeline can be expanded and it would likely allow for a more thoughtful and thorough transition. If the Board directed an accelerated or compressed timeline there would likely be a compromise to the quality of the transition and the stakeholders may be negatively affected.

There are several decision points for the Board. These are opportunities for the Board to review feedback from constituents, parents, staff, students, the Start Time Committee, and District Leadership. At each decision point, after reviewing the feedback, the Board has the opportunity to either reaffirm their commitment to a start time change or redirect District Leadership.

These key requests were presented to the Board at their meeting on February 29th, 2016:

- 1) What other steps or elements would the Board like considered or included in this plan?
 - a. The Board has requested the following information to be provided for their March 14th, 2016 meeting:
 - i. Additional information/summary of the research.
 - ii. How a start time change may impact younger children?
 - iii. How a start time change may impact student achievement and our goals?
- 2) Will the Board commit and direct resources as a staffing priority to pursue a start time change?
 - a. The Board indicated that they will continue to review and consider a start time change.
- 3) If so, when would the Board tentatively want the change implemented?
 - a. The Board indicated they anticipate being able to make a final decision and commitment at their November 21st, 2016, meeting.
- 4) What is the Board's directive for the next steps?
 - a. The Board requested that Dr. Hardebeck supply the information requested in item #1 above and present an Individually Considered Resolution at their March 14th, 2016 meeting.

In response to the request for additional information and a summary of research related to the impact and planning of a start time change, we have created a webpage populated with links and resources related to start time changes. This webpage can be found here: <http://www.ecasd.us/District/Departments/Teaching-and-Learning/Start-Times>.

In response to the request for information regarding start time changes and younger children, most research focuses on the benefits of moving adolescent students to a later start time. These studies tend to suggest that a start time ranging from 8:30AM to ideally 10:00-10:30AM for adolescent students. The limited research that does refer to elementary age students suggests simply that they can start earlier than secondary students.

There are several concerns raised by parents regarding our youngest children waiting for a school bus in the early morning during the shorter daylight hours of October through January. Student Transit has indicated that they have the resources to narrow the start times between our elementary and our secondary schools to within 60 minutes of each other. Therefore, when considering final start and end times for each level, we would need to be aware of this limitation and direct linkage. As an example, if we would like our elementary students to begin school at 8:15AM to allow time for the sun to rise for students waiting for bus or walking to school (the latest sunrise in Eau Claire is projected to be 7:44AM), then the earliest that Student Transit would be able to transport students to our secondary schools would be 9:15AM.

In response to the request on how a modification of our start times connects to student achievement and our goals, a summary of the research (which has been collected and shared at the web address noted prior) indicates the following:

1. Starting instruction at developmentally appropriate hours improves overall student health, academic performance and results in teenagers getting more sleep.
2. There is a reduction in auto accidents, depression, use of caffeine and other substances, absenteeism, and tardiness for students in districts with later start times for adolescents.

We believe that this initiative will have a direct positive impact on the following District Goals and Priorities:

- Academic Achievement –
 - Articulate and align a culturally relevant, rigorous and engaging curriculum and assessment system PreK-12.
 - Prepare every student to be college or career ready - able to think critically, solve problems, communicate effectively, and work collaboratively with others.
- Social & Emotional Learning –
 - Maintain safe and supportive learning environments.
- Partnerships with Families and Community –
 - Collaborate with parent and community partners on District and school level goals and priorities.

Date or Timeframe:	Task or Objective:
February 29, 2016	Report to the Board: <ul style="list-style-type: none"> • Report to Board of Education on suggested steps and proposed timeline for start time change.
March 14, 2016	Board Action: <ul style="list-style-type: none"> • Board is provided with an updated Timeline draft for a Start Time Change which includes references to research that supports a start time change for adolescence students. The Board and the District staff will be able to use this research to develop a sound understanding of the benefits and challenges of adjusting start times. This will prepare the Board and District staff to be advocates with a clear understanding of why ECASD is considering moving in this direction and assist with community conversations. • Board directs the Leadership to carryout suggested tasks identified to implement a change in start times tentatively scheduled for the 2017-18 school year.
April 2016	Student Education, Feedback & Survey: <ul style="list-style-type: none"> • High School Administration assist with an educational component of high school students. • Survey of North students, similar or identical to the survey of Memorial students.
April to May 2016	Staff Education, Feedback & Survey: <ul style="list-style-type: none"> • Superintendent shares start time research with principals, directors, and coordinators. • This Leadership Team then shares the research with respective ECASD staff as a precursor to a staff survey. • Staff survey is developed and intended to solicit staff reflection on the concept of a start time change, specifically gathering feedback on staff concerns.
April to May 2016	Parent Education, Feedback and Survey: <ul style="list-style-type: none"> • Leadership begins sharing research with ECASD parents through school newsletters, District website, and Social Media. • As part of the larger Parent Survey conducted by K12 Insight, parents are surveyed regarding their support and concerns with a start time modification and their feedback on the impact of the 2016-2017 School Year Calendar. • Leadership meets with targeted parent groups to share research and solicit concerns regarding a start time change. <ul style="list-style-type: none"> ○ Suggested groups include: High School Music and Athletic Booster Clubs and elementary and middle school Parent/Teacher groups.

Date or Timeframe:	Task or Objective:
Late May to Early June 2016	<p>Start Time Committee Work:</p> <ul style="list-style-type: none"> Committee reviews collected data from above surveys and parent meetings. Committee prepares a report for the Board.
June 20, 2016	<p>Report to Board:</p> <ul style="list-style-type: none"> Start Time Committee presents to the Board a review of the results from parent groups and parent, staff, and student surveys. <p>Board Action:</p> <ul style="list-style-type: none"> Board discusses collected feedback and decides if ECASD should proceed with a start time change and if so, directs Leadership to proceed with initial discussions with community partners, key stakeholders, and Student Transit.
July to September 2016	<p>ECASD Leadership Charge (Start Time Task Force):</p> <ul style="list-style-type: none"> Start Time Committee is reorganized into a Start Time Task Force. Participation and representation continues to include community partners, medical advisors, parents, and staff. Task Force is directed to begin developing and facilitating a transition plan. Task Force is provided with resources (staffing and authority) to conduct discussions and begin making tentative commitments for the purpose of planning. Begin developing solutions and supports necessary to address concerns identified by parents, staff, and students. Establish formal engagements to solicit concerns from community partners who will be impacted by a start time change. Community partners include, but are not limited to: <ul style="list-style-type: none"> Parochial and private schools Child care providers Local employers of students Begin working with Big Rivers Conference and other extra-curricular organizations to review impact of start time on scheduling of events and contests. Based upon the research, create an active educational campaign to share with staff, families, community partners, and the community as a whole. <p>Student Transit Investigates Implementation Models:</p> <ul style="list-style-type: none"> Considerations include impact on Prairie Ridge, unique needs of various elementary schools which might influence earlier or later start times within the elementary bussing range, and final review of cost estimates based upon a reduction in inclement weather time from four days to two days. <p>Calendar Committee:</p> <ul style="list-style-type: none"> Calendar Committee seeks additional participation from parents. The committee reviews feedback from both the parent and staff surveys. The Calendar committee works in conjunction with the Department of Student Services, the Department of Academic Services, and the Start Time Task Force to develop a proposed 2017-2018 School Year Calendar.

Date or Timeframe:	Task or Objective:
September 2016	Combined Calendar Committee and Start Time Task Force Report: <ul style="list-style-type: none"> • The Calendar Committee and Start Time Task Force provide the Board with: <ul style="list-style-type: none"> ○ proposed 2017-2018 School Year Calendar ○ proposed number of inclement weather days ○ final Student Transit cost ○ finalized start and end times for each school ○ impact of any changes on staff development time ○ any costs associated with an adjustment to staff development time • Start Time Report also includes an update on the Task Force’s summer work and an initial transitional plan.
November 21, 2016	Board Action: <ul style="list-style-type: none"> • Board reviews report from Committee and formally votes on implementation date of start time change.
November 22, 2016 – September 1, 2017	ECASD Leadership Charge (Start Time Task Force): <ul style="list-style-type: none"> • Actively work to address concerns raised by all stakeholders and provide support in creative ways to assist with start time transition. • Continue actively educating parents and community partners on why ECASD is making a start time change.
January 2017	Board Budget Committee: <ul style="list-style-type: none"> • Includes any additional cost related to implementing start time change into the 2017-2018 school year budget.
September 1, 2017	Implement New Start Time Change
September 1, 2017 – February 2018	ECASD Leadership Charge (Start Time Task Force): <ul style="list-style-type: none"> • Collect data regarding challenges of transition, attempted solutions to address challenges, and a review of the transition.
March 2018	Task Force Report: <ul style="list-style-type: none"> • Task Force presents a report that reviews the start time transition and offers suggestions on future adjustments Board Action: <ul style="list-style-type: none"> • Board reviews commitment to this initiative and either continues with the initiative (perhaps with modifications) or directs Leadership to revert to prior year’s start times.
April 2018	ECASD Leadership Charge (Start Time Task Force): <ul style="list-style-type: none"> • Based upon Board action, ECASD Leadership continues to adjust and improve implementation for the 2018-2019 school year.
March 2019	Full report given to Board at which time the Board would review its commitment to this initiative and either continue with the initiative (perhaps with modifications) or direct leadership to revert back to previous start times.
April 2019	Based on Board action, ECASD leadership either continues to adjust and improve implementation for the 2018-2019 school year or begins a plan to revert back to the 2016-2017 school year start times.