A New Beginning: The Journey to Student Voice at a DC High School

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AERA Youth Teams in Education Research 2023
A New Beginning: The Journey to Student Voice at the Columbia Heights Educational Campus in Washington DC
About the Columbia Heights Educational Campus (CHEC)

- A Washington DC public school
- 1,520 students in grades 6-12
- Students represent 67 countries and 41 home languages
- Nearly 99% of students are Black or African American or Hispanic
Design thinking at CHEC

Columbia Heights Educational Campus (CHEC) is a large public high school in Washington DC. In 2022-23, CHEC wanted to increase student voice, engagement and empowerment. CHEC adopted a student-centered design thinking and research process:

What are the opportunities for change? → How should the opportunities be addressed? → What is the impact of the solutions?

Design thinking has several steps: identifying opportunities, proposing change, putting change into place, and measuring whether the change made a difference. Each step involves asking research questions, gathering data, analyzing data, and understanding the results.
Design Thinking is...

Collaborating to create solutions using different ideas to solve problems, thinking with empathy.

What is?  What if?  What was?  What was?
Using design thinking to empower students and make positive changes

- Students usually don’t get a lot of choices. They don’t get choices in what they learn. They don’t get choices in what and how they eat. They don’t get to make decisions for themselves about their education and their lives. In school, adults usually make decisions for the students. Adults try to keep students in mind, but adults also assume what’s best for the students (often without asking them). And students are not used to saying what they want or need.

- The big change we wanted to see at CHEC was for students to have control over their own decisions. We wanted students to have the skills to decide what to do, and to be able to act on their decisions. And we wanted a school where the adults listen to students and advocate for what students want.

- Why now? Student engagement and motivation was at an all-time low when students returned after the pandemic. Students complained that they were not being heard, pushed hard for more empowerment, and had higher expectations that they should be able to affect their own decisions. School leaders saw what they had tried in the past to engage students wasn’t working. This year, CHEC adopted “design thinking,” a way of problem-solving where all people who use a system should be heard.
## Data and methods

<table>
<thead>
<tr>
<th>Primary Data</th>
<th>Secondary Research</th>
<th>Methods</th>
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| • Empathy interviews with parents, teachers, administrators, and students  
  • Classroom observations  
  • Student shadows  
  • Surveys: online and in-person  
  • Food sampling sessions  
  • Expert interviews (school district officials, food vendors, local restaurants)  
  • Focus groups with CHEC community and answering their questions | • Learned about “design thinking” models to engage student voice  
  • Researched project-based learning companies  
  • Looked at older survey data from students and staff  
  • Read district reports  
  • Studied research about food preparation and production  
  • Feedback on the school’s redesign plan | • All data was planned, collected, and analyzed by students  
  • All data were brought to team “design sprint” sessions to find insights, brainstorm ideas, and develop a plan of action  
  • Sprint sessions were led by students, and plans of action were determined by students |
1. What are the opportunities for change?

Our research found three opportunities:

- Increase students’ **interest and options for the things they learn every day**
- Provide **healthy and culturally diverse meals** for students in a fun and engaging environment
- Make CHEC a place where adults listen to students, where students’ cultures are valued, and where students are heard, cared for, and can make decisions for themselves
Design Criteria

1. Education, Training, Food-Health Connection
   * Balance of nutrition + taste

2. Accountability, Data, Money
   * Feasible Budget

3. Student Feelings
   * Students want to eat the food

4. Menu & Food Design
   * Culturally Relevant

5. Advocacy
   * Respond to Student Feedback

6. Environment
   * Welcoming + Attractive Physical Setting
Area of opportunity for DCPS: Create a culturally relevant model that works better

Seeing:

- Food Waste

- Savings

- Excited to get the ball rolling

- Maybe cut connection w/sides

Hearing:

- National Problem
- Patrons are unhappy

Feeling:

- Pressured

Needs: Save money

Listening:

- Searching for answers
Why these opportunities?

- Our data showed students wanted the cafeteria to be a more sustainable environment where students can have high interest activities available during meals in a multi-functionally designed space.

- We also discovered it is important that CHEC teaches students about other cultures and parts of the world. This is a way to get students interested in learning, to learn about other cultures and societies, and to inspire them. Learning how things work in other places can help students make decisions and form opinions based on more than what they know from their own neighborhood. We also want our school to include the many cultures of our students.
What solutions or actions should be taken to address the opportunities for change? Interdisciplinary learning.

The data we gathered showed students want learning opportunities that are:

- Based on current and relevant events
- Career oriented
- Would have diverse final products
- Connected to field work and travel
- Interdisciplinary
- Hands-on
- Not repetitive
- Exploration-focused
- Flexible
- Carefully structured and planned

The solution we designed:

- The school should offer an inter-disciplinary class where students would earn credit for traveling and then completing projects based on what they learned.
What solutions or actions should be taken to address the opportunities for change? Food equity.

<table>
<thead>
<tr>
<th>The data we gathered showed students want food that is:</th>
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<tbody>
<tr>
<td>• Appealing</td>
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<tr>
<td>• Sanitary</td>
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<tr>
<td>• Fresh</td>
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<tr>
<td>• Culturally diverse</td>
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<tr>
<td>• Inviting</td>
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<tr>
<th>We also learned that:</th>
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<tbody>
<tr>
<td>• Over 60% of students didn’t eat food provided by the school cafeteria</td>
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<tr>
<td>• There is a limited budget for food and there are restrictions due to nutritional guidelines</td>
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<tr>
<td>• There is poor communication between the food supplier and the district</td>
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<thead>
<tr>
<th>The solution we designed:</th>
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<tr>
<td>• We would work with the food supplier to make menu changes that offered students food they wanted, that would also fit within the nutritional requirement and budget.</td>
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### Research

<table>
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<tr>
<th>Student social/ emotional health</th>
<th>Student engagement</th>
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<tr>
<td>- 76% challenged</td>
<td>- Shift student lunch activities to lunch time</td>
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<tr>
<td>- 76% feeling loved</td>
<td>- Incentives students like</td>
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<tr>
<td>- 49%</td>
<td>- Longer lunch periods</td>
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<tr>
<td>- Don’t feel welcome (8%)</td>
<td>- Projects that include culinary arts.</td>
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<tr>
<td>- No change since last survey</td>
<td>- Plan projects w/ teacher &amp; students prioritize student decision-making.</td>
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<tr>
<td>- Students want</td>
<td>- Cleaner environment.</td>
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<tr>
<td>- Snacks/beverages</td>
<td>- Flexible scheduling for personal learning gains.</td>
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<tr>
<td>- Meals all day</td>
<td>- Meal time should be about nutrition &amp; socialization.</td>
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<tr>
<td>- 61% of students know</td>
<td>- Don’t feel safe</td>
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<tr>
<td>- School safety is very important</td>
<td>- Helps promote students’ well-being</td>
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<tr>
<td>- Students don’t feel safe</td>
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### Food program participation rate

- Students deserve good, nutritious food. 
- Not enough inventory of what students want to eat. 
- Incentives students like. 
- Longer lunch periods. 
- Projects that include culinary arts. 
- Plan projects w/ teacher & students prioritize student decision-making. 
- Cleaner environment. 
- Flexible scheduling for personal learning gains. 
- Meal time should be about nutrition & socialization. 
- Students don’t feel safe. 
- Helps promote students’ well-being.
Area of opportunity: Work with DUPS/Vendors to create change aligned with our goal. (See poster #1)

Seeing

Ideas from Students
- Re-model
- Student Passion about Food Service
- We know how to design (Design Thinking)
- We are organized

Hearing
- School wants a change
- Students want engagement
- School might not be open to feedback
- We don’t have feedback

Saying
- We will be a pilot
- They will change
- Interested in hearing
- Want to help people
- They want feedback

Feeling
- Empathy
- Motivated
- Pressured to change
- Constrained by rules/reg.

Latent need
- Maintain contact
- Follow up

Possibilities...!
Why these solutions?

Creating an interdisciplinary class and working with the food supplier to make changes to the food and environment would:

- Give students choices about learning.
- Teach students about other cultures.
- Increase student participation in school meals by responding to their feedback about what they want to eat.
- Make the cafeteria a more inviting place for students to eat.
- Make the school a place where students are empowered. Students identified the opportunities and designed the solutions. Adults are there to support students during the design process, advocate for the solutions they proposed, and enact the changes.
Execution
- Design App for use to communicate both kids
- Follow guidelines and get what we want.
- Make an MOU/contact to guide our process and quote their process.
- Give community a heads up on changes and happening
- Partner w/ Critically Red Restaurants
- Communicate w/us/them: Regularly raise contract
- Regularly poll students about entertainment
- Signage for norms for care of Cafeteria
- Have different trash places for compost, recycle...
- Use signage, etc... ticker tape to announce menu + entertainment

Organization Needs/Benefit
- Higher Visibility
- Students on track
- Healthy, Happy Students/Staff
- Student Empathy
- Student Voice & choice
- Student Socialization
What was the impact of the solutions we proposed? Interdisciplinary learning.

What actions were taken?

• We hope that the interdisciplinary learning course will be available to students in the next school year.

What changed?

• We will study whether students in the course felt they had more choices in what and how they learned, and whether they were interested in the class.
• We will study whether the course met its goals to teach students about other cultures and societies.
• We will study whether students feel that the school is more culturally inclusive.
What was the impact of the solutions we proposed? Food equity.

What actions were taken?
• We negotiated with the food supplier and, in response to student feedback, they launched the program THRIVE on February 20, 2023. The program:
  • Included more options on the menus
  • Brought back the salad bar
  • Used better quality ingredients
  • Started to prepare more culturally relevant dishes
  • Enhanced the dining experience with wall art, banners, and sign holders that promote a positive and welcoming environment
  • Started to provide trainings for the Food Service Staff on food preparation and food presentation
  • Published weekly breakfast and lunch menus

What changed?
• After THRIVE, lunch participation rose from a low of 43% to consistently over 60%.
• More students are eating in the cafeteria and fewer are wandering in the hallways during lunch. Even students who bring their lunch from home are eating in the cafeteria
• We will continue to gather participation data and feedback from students
MOU

- Training of Kitchen Staff
- Reduce Food Waste

1 day a week of culturally relevant food from a street vendor

Input into menu-
- Culturally relevant

Transparency -
- Timelines and initiative - communication
- DCS

- Student Advisory Board to meet monthly & Finance class

Monthly Survey - will show improvement
- Use Buy on our garden produce
Block Party

FEATURES
- Pulled Chicken with Stewed Chickpeas & Zucchini
  Served with Steamed Brown Rice
- Jerk Chicken Quesadilla
- Pork & Red Chili Sauce
  Served with Steamed Brown Rice
- Bean & Chicken Chilaquiles
- Chimichurri Citrus
  Tuna Salad Sandwich

SIDES
- Citrus Glazed Carrots
- Frijoles ala Charro
- Yuca Fries
- Elote Corn
- Garlic Roasted Summer Squash and Red Peppers

Corner Market

FEATURES
- Hearty Garden Salad
  Served with Tortilla Chips
- Tuna Salad Sandwich
- Classic Chef Salad
  Served with Dinner Roll
- Sunbutter & Jelly Sandwich
- Chicken Salad Sandwich
  Hummus Box, Tortilla Chips
- Chicken Caesar Wrap
  Hearty Garden Salad
  Served with Dinner Roll
- Jalapeño Lime
  Chicken Wrap
- Sunbutter & Jelly Sandwich

From the Garden

OFFERED DAILY
- Lactaid Milk • Lowfat 1% White Milk • Skim Milk • Soy Milk

DRESSINGS
- Italian Ranch

MON
- Tuna Salad Filling
- Dinner Roll
- Apple Slices
- Orange Slices
- Broccoli Slaw
- Baby Carrots
- Super Side Salad

TUES
- Hard Boiled Egg
- Dinner Roll
- Fresh Banana
- Diced Peaches
- Caesar Salad
- Chilled Peas
- Super Side Salad

WED
- Chicken Salad Filling
- Dinner Roll
- Orange Wedges
- Frozen Blueberries
- Sliced Cucumber
- Red Bell Pepper Strips
- Super Side Salad

THURS
- Pulled Chicken
- Dinner Roll
- Apple Slices
- Diced Pears
- Tomato, Cucumber & Cilantro Salad
- Roasted Chickpeas
- Super Side Salad

FRI
- Jalapeño Lime
- Chicken
- Dinner Roll
- Orange Slices
- Diced Pears
- Carolina Slaw
- Celery Sticks
- Super Side Salad

THIS INSTITUTION IS AN EQUAL OPPORTUNITY PROVIDER.
How we made change

- After looking at our data, we realized that we couldn’t just say what changes we wanted. We had to work with the food supplier to make changes that also fit within the nutritional requirements and budget. We met with the supplier and told them what students wanted. The supplier proposed new menus, asked for student feedback, and came on-site to see how students responded.
What’s happening and what’s next?

For the food equity project, we are:

• Continuing research on students’ reactions to the new food
• Continuing collaboration with the food supplier and the district to keep making the food options better
• Exploring opportunities for having CHEC become a self-operated kitchen that is independent from the food supplier
• Meeting with the district to improve the setting of the cafeteria (e.g. painting the cafeteria walls, adding activities)
• Working to increase options for students
Self-Operated Kitchen

Healthy Food Chosen by the CHEC Community

Our Cooking Team are Trained to Execute on Our Menus

We grow fresh herbs & vegetables to use in our freshly cooked food

Our menus adhere to nutritional requirements

Students design menus that appeal to them. Menus are transparent.

Our food partners make their healthy cuisine available on campus

Big Idea: Self-operated Kitchen and we can cook on site

- Culturally relevant food
- Work with local vendors

Implementation

- Hire staff & pay well
- Transform Cafeteria
- Kitchen & equipment
- Modernize
- Long-lasting
- Flexible
- Coordinate vendors

- Coordinator for the whole thing
- Stable meal plan
- Nutrition approval from DCPS
- Streamline service & production
- Use our garden

Execution

- Money - create wealth
- Know how to manage budget
- Sustainable
- Need sponsors & collaborators
- Training in kitchen & front of house
- Planning
- Student engagement
- Equipment
- Long-range plan
- See fresh lettuce

Organization Needs/Reqs. Budget

Set a positive proactive example

Students can obtain healthier nutrients in their meals.

- Students can have soy milk
- We could pivot faster to respond to stakeholder feedback
- Accommodate allergies
- We could create the ideal dining experience (food & environment)
- Sustainable/local/organic...
- More engagement

URBAN INSTITUTE
Career Partnerships
3 Opportunities

- We are in the process of establishing a Restaurant Advisory Board!
- Both Fresh Farms and the WNDCEd Foundation are non-profit organizations willing to help our school develop sources of food.

STUDENT FOOD IDEAS

- Steak (non-preheated)
- [List of other ideas]

Cost
3 Logistics

- We need to define the "who" in implementation and consider cost, staff training.
- How to use current funds?
- How to locate funds?
What’s happening and what’s next? Design thinking at CHEC is continuing.

CHEC students are currently designing solutions for other opportunities too:

- Trauma-Responsive Wellness Program
- Career Pathways and Course Selection
- Student Learning Communities
- Professional Development
- Dual Language Program
- CHEC Renewed Mission Statement
- CHEC Core Competencies
- Community Assessment of Needs
- Master Schedule Development and Flexible Scheduling
- Individual Learning Plan and Mentoring
- Advisory Curriculum
What’s happening and what’s next? Studying the impact of design thinking at the school level.

We will study the impact of design thinking to see if CHEC is making true progress on the third opportunity: creating a school where adults listen to students, where students’ cultures are valued, and where students are heard, cared for, and can make decisions for themselves.

We believe design thinking would be successful if:

- Students can give feedback on academic classes, and those changes would be implemented next year.
- CHEC adults advocate on behalf of what the students have expressed.
- Students have the ability and opportunity to express opinions that are different from adult opinions, and those opinions are prioritized and seriously considered.
- More classes and school offered activities and clubs get designed around student interests.
- Students have more control over their course enrollments.
- Students drive choices about events and how they spend their time, and adults support their choices.
- All adults who affect students (not just educators but also food vendors, city leaders, etc.) prioritize what they hear from students.
Contact information

If you have any further questions, please contact:

- Maria Tukeva, Principal of the Columbia Heights Educational Campus, at maria.tukeva@k12.dc.gov
- Dara Zeehandelaar Shaw, Research Director of the DC Education Research Collaborative (Urban Institute), at dshaw@urban.org
More information

- This work was part of CHEC’s participation in the DC + XQ Design Journey sponsored by XQ. DC + XQ is a partnership across DC Public Schools to redesign high schools to better serve students and ensure that all students are prepared for college, careers, and life. As part of the program, CHEC has the opportunity to reimagine its learning environment, elevate student voices, and encourage youth engagement. The school completed equity audits where they examined inequities in their current school design, engaged with students and communities, and studied other XQ school models. CHEC was introduced to design thinking and equitable design practices and developed a core design concept to identify their students’ greatest needs, their community assets, and ideas to rethink high school for students. XQ will continue to provide support as CHEC implements its redesign model.

- The DC Education Research Collaborative brings together the area’s top research organizations to provide the evidence and answers that inform and empower families and caregivers, educators, policymakers, and community members to meet those urgent needs. The Collaborative is a critical support for the DC public education community that seeks new approaches to the city’s long-standing educational challenges and comes together to mitigate the pandemic’s effects on student learning, student well-being, and equity. The Collaborative’s Advisory Committee is a group of approximately two dozen members, including community members initially appointed by the DC mayor and the DC Council and representatives from DC’s many education institutions, as laid out in the Collaborative’s authorizing legislation. The Research Council is composed of 15 organizations who make up the research arm of the research-practice partnership and will, along with practitioner partners, conduct the projects. The results of the research conducted by the Collaborative will inform the DC education community as decisions are made about policies, programs, and processes. These decisions can then guide and support practitioners in their work. The Collaborative is managed by the Urban Institute.

- The DC Education Research Collaborative supported the team of students from CHEC in preparing their research presentation for AERA. The team was accepted to participate in the highly-selective inaugural Youth Teams in Education Research program.