

## A Strategic Plan for Improving Outcomes and Eliminating Achievement and Opportunity Gaps

May 29, 2020

# Presentation of ACPS Strategic Plan 2020-2025

The Strategic Plan will be presented to the School Board across two sessions.

## Equity

*Empowering students, families and staff by providing relationships and nurturing capability to collectively remove barriers that prevent anyone from achieving their aspirations.*

### ✓ May 22<sup>nd</sup> Session:

- ✓ Strategic Planning Committee
- ✓ Strategic Plan Framework
- ✓ Principles
- ✓ ACPS Vision, Mission, Core Values
- ✓ Theory of Action

### • May 29<sup>th</sup> Session:

- Goals
- Measures, Strategies, and Highlighted Actions
- Monitoring for Continuous Improvement
- Next Steps



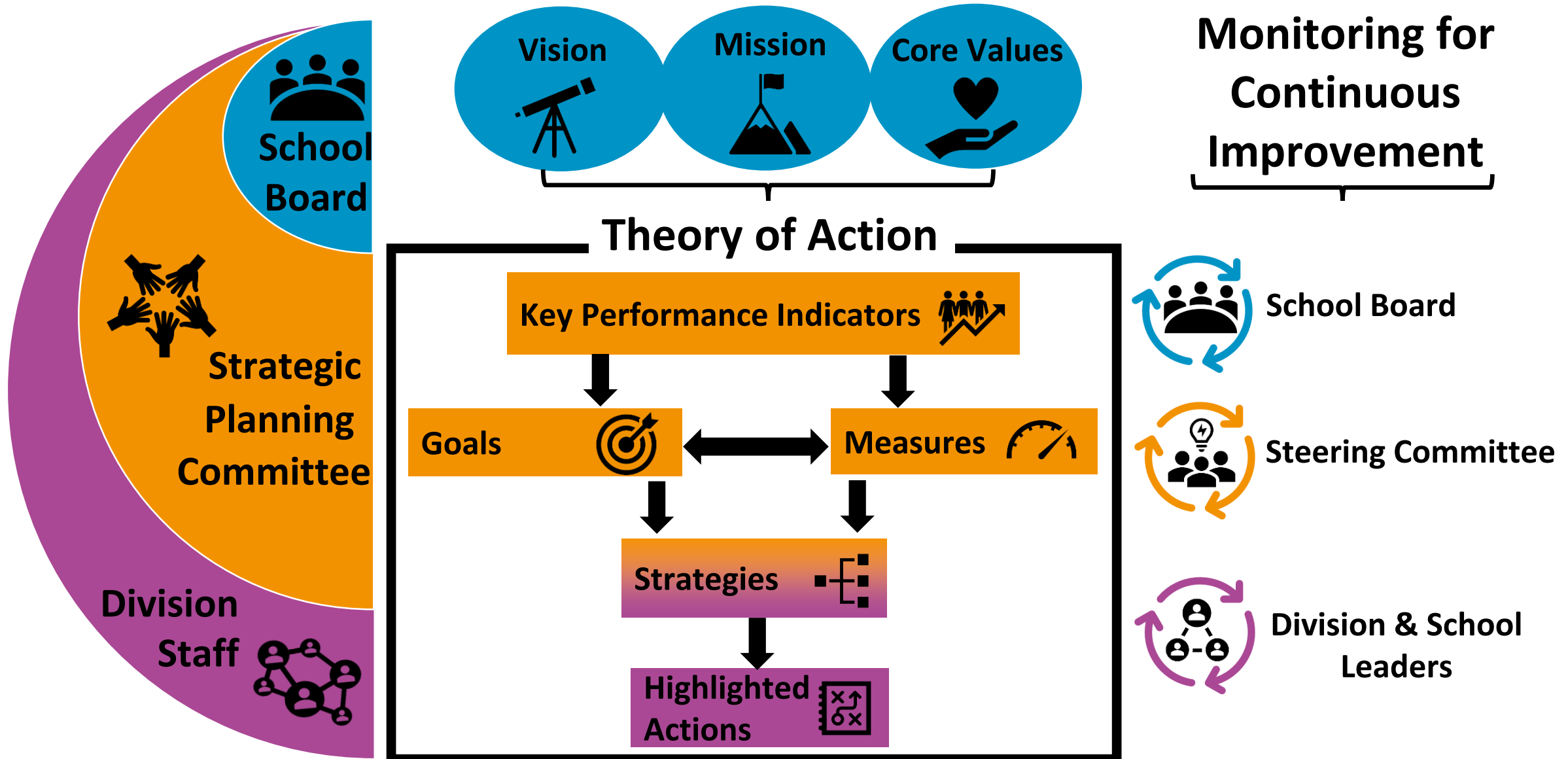
# THANK YOU TO THE ACPS STRATEGIC PLANNING COMMITTEE!



## ACPS 2025 STRATEGIC PLANNING COMMITTEE

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# FRAMEWORK THAT GUIDED THE DRAFTING OF THE STRATEGIC PLAN



## GOAL AREAS

To address the KPIs in an equitable fashion, five elements must be in place. Each of these elements is well defined and has a clear goal and specific measures to ensure implementation and impact.



# 1. SYSTEMIC ALIGNMENT

Goal	Sample Measures
<p>ACPS will build a culture of continuous improvement and design equitable systems for school and instructional improvement.</p>	<ul style="list-style-type: none"><li>• Knowledge of the Division’s strategic areas of focus (survey)</li><li>• Input and support for the Division’s approach to alignment from staff (survey)</li><li>• Level of implementation of strategic areas of focus by each school and Central Office departments (rubric)</li></ul>

# 1. SYSTEMIC ALIGNMENT

Sample Strategies	Sample Highlighted Actions
a) Clearly define areas and conditions in which schools have autonomy and do not, and corresponding responsibilities for administrators and educators.	<ul style="list-style-type: none"><li>• Clearly define strategic areas of focus that all schools must implement with support from central office.</li><li>• Restructure the Division’s professional learning to be focused on established strategic areas of focus.</li></ul>
b) Create a culture in which Division operations department works collaboratively to support the education delivered to students.	<ul style="list-style-type: none"><li>• Develop specific practices and programs with school campuses and Operations that encourages common goals around safety, security, cleanliness, care of Division facilities, and healthfulness.</li><li>• Ensure that messaging about transportation, nutrition, facilities services, safety and security are engaging, recognizable and updated.</li></ul>

## 2. INSTRUCTIONAL EXCELLENCE

Goal	Sample Measures
<p>ACPS will ensure that all students have access to and engagement with high-quality instruction.</p>	<ul style="list-style-type: none"><li>• Student growth as measured by formative assessments</li><li>• Percentage of students agreeing that they feel supported socially, emotionally, and academically (Equity Audit)</li><li>• Percentage of teachers agreeing that they feel well supported (survey)</li></ul>



## 2. INSTRUCTIONAL EXCELLENCE

Sample Strategies	Sample Highlighted Actions
a) Implement a systematic approach to Multi-Tiered Systems of Support (MTSS) that addresses the diverse strengths and needs of the ACPS student population.	<ul style="list-style-type: none"><li>• Develop consistent expectations for high-leverage instructional delivery for all learners across Tiers 1, 2, and 3 with appropriate monitoring tools.</li><li>• Use diagnostic, formative, and summative data to inform appropriate interventions or strategies.</li></ul>
b) Implement a consistent, high-impact approach to teaching literacy in all K-2 classrooms across the Division.	<ul style="list-style-type: none"><li>• Clearly define and support the implementation of an evidence-based balanced literacy approach using K-5 Literacy Guidelines.</li><li>• Provide professional learning to support the implementation of the new K-5 literacy adopted materials.</li></ul>

### 3. STUDENT ACCESSIBILITY AND SUPPORT

Goal	Sample Measures
<p>ACPS will ensure students have equitable access to and engagement with programs and supports that reduce barriers to learning.</p>	<ul style="list-style-type: none"><li>• Equity audit (survey)</li><li>• Disproportionality rate of students in TAG</li><li>• Percentage of students chronically absent by school and student group</li></ul>

### 3. STUDENT ACCESSIBILITY AND SUPPORT

Sample Strategies	Sample Highlighted Actions
a) Improve students' experiences during key transitions in their educational journey.	<ul style="list-style-type: none"><li>• Develop informational tools for students and families to support key preK-12 transitions, including sharing student performance data to facilitate collaborative development of short and long-term academic and social goals for improved outcomes.</li><li>• Enhance academic advising tools and practices with a focus on equity and encouragement of course plans that incorporate rigor, balance, and wellness.</li></ul>
b) Expand families' access to pre-K programs.	<ul style="list-style-type: none"><li>• Develop and implement a city-wide pre-K recruitment strategy.</li><li>• Collaborate with community partners and the City to complete a pre-K space audit for program continuity and/or expansion opportunities.</li></ul>

## 4. STRATEGIC RESOURCE ALLOCATION

Goal	Sample Measures
ACPS will strategically provide differentiated resources and supports to schools and departments.	<ul style="list-style-type: none"><li>• Funding and staffing equitably allocated to each school based on student population (resource allocation analysis)</li><li>• Staff retention rates</li><li>• Quality of central office facility and maintenance support for schools (principal survey)</li></ul>

## 4. STRATEGIC RESOURCE ALLOCATION

Sample Strategies	Sample Highlighted Actions
a) Allocate resources to the highest need schools and programs in a transparent way.	<ul style="list-style-type: none"><li>• Adopt a weighted student formula that includes central office positions.</li><li>• Facilitate equity-focused conversations, leading to improvements in policy and practice.</li></ul>
b) Strengthen staff retention rates to improve school climate, operational efficiencies, and instruction.	<ul style="list-style-type: none"><li>• Develop and implement a plan that includes formal onboarding processes, on-the-job support throughout the first few years, formative and immediate feedback from supervisors and veteran peers, etc.</li></ul>

## 5. FAMILY AND COMMUNITY ENGAGEMENT

Goal	Sample Measures
<p>ACPS will ensure that all families and community members feel welcomed, respected, and valued.</p>	<ul style="list-style-type: none"><li>• Percentage of families feeling welcomed, valued, and empowered as partners in their children’s success (survey)</li><li>• Percentage of volunteers feeling welcomed and empowered to support the delivery of education and services to students (survey)</li></ul>

## 5. FAMILY AND COMMUNITY ENGAGEMENT

Sample Strategies	Sample Highlighted Actions
a) Engage families - with a particular focus on immigrants and families of color - in their children's education and in school and Division decision making.	<ul style="list-style-type: none"><li>• Ensure parents understand expectations for student learning, how to support their students' success, and where to go for assistance.</li><li>• Build cultural competency and a customer service orientation among staff, teachers, and administrators.</li></ul>
b) Work with city and nonprofit partners to address the health, social service, and academic needs of students and their families.	<ul style="list-style-type: none"><li>• Continue to collaborate with city agencies involved in the Unified Planning Process around key issues of common interest.</li><li>• Provide wrap-around supports for students and families in the highest need schools.</li></ul>

# The Role of the School Board

**The ACPS School Board** has a critical role to play in ensuring the success of the draft strategic plan.

- Approve the plan
- Communicate with stakeholders
- Align School Board governance in support of the plan
- Monitor KPIs annually
- Monitor implementation bi-annually
- Align Superintendent evaluation with the plan



# Next Steps

The goal is to bring the final plan to the School Board for adoption by late June.

Incorporate feedback from:

- School Board
- Public
- ACPS Staff
- ACPS Families
- Strategic Planning Committee