

BOARD MEMO

Date: June 17, 2021

For ACTION X

For INFORMATION

Board Agenda: Yes X

No

FROM: Clinton Page, Ed.D., Chief Accountability Officer
Tina Constantine, Evaluation & Assessment Analyst
Amber Eby, Ph.D., Evaluation & Assessment Analyst

THROUGH: Gregory C. Hutchings, Jr., Ed.D., Superintendent of Schools

TO: The Honorable Meagan Alderton, Chair, and
Members of the Alexandria City School Board

TOPIC: Revisions to the Equity for All 2025 Strategic Plan

ACPS 2025 STRATEGIC PLAN GOAL:

Goal 1: Systemic Alignment

Goal 2: Instructional Excellence

Goal 3: Student Accessibility and Support

Goal 4: Strategic Resource Allocation

Goal 5: Family and Community Engagement

SY 2020-2021 FOCUS AREA:

Focus Area 3: Strategic Plan Implementation

FY 2021 BUDGET PRIORITY:

K-2 Literacy Programming

Specialized Instruction Audit Implementation

MTSS including Restorative Practices and PBIS

Chronic Absenteeism among Hispanic Students

Increased Staff Retention

Human Resources Audit Implementation

Facilities Audit Implementation

Cultural Competence for All Staff

Outreach to Hispanic Families to Improve Attendance and Graduation

Outreach to Underserved Communities to Increase Engagement

Improving Customer Relationship Services and Management

Communications and Customer Service for Internal Stakeholders

SUMMARY:

The Equity for All 2025 five-year strategic plan was adopted by the School Board on June 26, 2020 and serves as the roadmap for ACPS through 2025. An annual revision process was recently conducted to review and refine the plan as Equity for All was designed to be a living and breathing plan for supporting continuous improvement within the division. The revision process included a committee (SPARC) of staff, board members, city staff, and a parent representative. SPARC, along with strategic plan Goal Leaders and Strategy Managers, worked collaboratively to ensure revisions are aligned with the vision, mission, and core values of the strategic plan and are in concert with ACPS efforts to recover, retain, and reignite students, staff, and families in response to the dual pandemics of COVID-19 and systemic racism.

BACKGROUND:

The Code of Virginia § 22.1-253.13:6 provides that each local school board shall adopt a division-wide comprehensive, unified, long-range plan based on data collection, an analysis of the data, and how the data will be utilized to improve classroom instruction and student

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achievement. The plan is to be developed with staff and community involvement and is to include, or be consistent with, all other division-wide plans required by state and federal laws and regulations. Each local school board shall review the plan biennially and adopt any necessary revisions. ACPS Board policy, AF - Comprehensive Plan, implements the Code of Virginia's requirement.

The Equity for All 2025 strategic plan is a living, breathing, and growing document. The Department of Accountability and Research developed an annual revision process to support the idea that ACPS should be responsive to shifting needs and emergent priorities throughout the life of the strategic plan. A key aspect of the annual revision process was the development of a diverse committee, including staff, School Board members, city staff, and parent representation to work with Goal Leaders and Strategy Managers on proposed strategic plan changes. This committee, the Strategic Plan Annual Review Committee (SPARC), worked to ensure revisions are aligned with the vision, mission, and core values of our strategic plan and working in concert with the ACPS efforts to recover, retain, and reignite students, staff, and families in response to the dual pandemics of COVID-19 and systemic racism.

As presented to the School Board June 3, 2021, there were four phases of the revision process, which began with "preparation" as Goal Leaders, Strategy Managers, and SPARC members reviewed the plan and identified possible revisions to strategies, highlighted actions, and measures. Through a virtual workshop, all aforementioned parties met in Strategic Plan Work Groups to brainstorm and discuss potential revisions by Goal Area during the "creation" phase. In the "refinement" phase, feedback and revisions were highlighted within the plan along with the rationale behind the revision and then reviewed again with all through a Senior Leadership Team meeting. Lastly, this memo along with the corresponding presentation and document complete the "deliverable" phase as they are proposed to the School Board for review. Also attached is a Strategic Plan Revisions Work Groups List which includes Goal Leaders, Strategy Managers, and SPARC members.

The annual review is a key component of monitoring for continuous improvement. The process emphasized taking a lens of racial equity and pandemic recovery as the primary rationales for any potential revisions. The detailed revisions are in the attached Strategic Plan document.

RECOMMENDATION:

The Superintendent recommends the School Board adopt the attached Equity for All 2025 Strategic Plan Revisions.

IMPACT:

The purposeful revision process for the Equity for All 2025 strategic plan ensures the plan stays relevant as our context changes, guiding efforts within ACPS to ensure success by inspiring students and addressing barriers to learning.

ATTACHMENTS:

1. Equity for All 2025 Strategic Plan Revisions
2. Equity for All 2025 Strategic Plan Revisions Work Groups List

CONTACT:

Clinton Page, Chief Accountability Officer

clinton.page@acps.k12.va.us