

BOARD MEMO

Date: October 1, 2020

For ACTION _____

For INFORMATION x

Board Agenda: Yes x

No _____

FROM: Clinton Page, Ed.S., Chief of Accountability and Research
Angela Green, Testing and Improvement Analyst
Jennifer Whitson, Ed.D., Evaluation and Assessment Analyst

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

TO: The Honorable Cindy Anderson, Chair, and
Members of the Alexandria City School Board

TOPIC: Equity for All Strategic Plan Measurement Update

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

SUMMARY:

The Equity for All 2025 Strategic Plan outlines seven key performance indicators and additional measures aligned to five goal areas that will help the division achieve the vision of empowering all students to thrive in a diverse and ever-changing world. The next step in implementing the plan is to outline the process and system of measurement that will be used to gauge progress over the next five years.

In building the roadmap for strategic plan implementation, the seven key performance indicators are defined with formative, or leading, measures of progress identified in addition to the summative or end-of-year outcome measures. These leading measures inform the division to adjust actions to effect change before it is too late to influence end-of-year outcomes. The process for keeping the Board apprised of progress is outlined with considerations given to the current year impact of COVID and next steps.

BACKGROUND:

The strategic plan provides a road map to guide the division toward achieving Equity for All by 2025. The strategic plan and related indicators inform the budget priorities for the division that, in turn, inform the focus areas for the school year. Identifying the focus areas is tied to the Superintendent's evaluation.

School and Department Improvement Plans identify purposeful actions designed to achieve targeted outcomes for students within the academic year. All of these components together demonstrate systemic alignment allowing the division to work together toward a shared understanding of the desired outcomes for students.

Starting with the end in mind, seven key performance indicators were identified by the Strategic Planning Committee to be used to monitor progress. Specific measures are proposed for each indicator with a formative, or leading, indicator designed to inform mid-course corrections that may be necessary before the final, or summative, indicator data is collected and reported. The use of formative indicators will provide the division with interim measures to inform cycles of continuous improvement allowing the division to use KPIs to effect rather than assess change.

In addition to incorporating leading indicators, the development of proposed measures was guided by principles including the incorporation of multiple stakeholder input throughout the reporting process; the support of continuous improvement and learning through implementation of defined processes; and reflection of the core values of the division with laser focus on racial equity and the removal of systemic barriers.

A summary overview of the measurement system supporting the strategic plan implementation is outlined as an attachment. The visual is organized with rows representing the five strategic plan goal areas and columns as the measurement sources incorporating both quantitative and qualitative measures including surveys, rubrics, and quantitative data.

During the 2020-2021 academic year, certain measures will require adjustment as the division grapples with the impacts of COVID on the learning environment. Examples include adjusting proficiency and growth measures based on data that can be collected in a virtual setting; considering absences related to technology; and extended time in completing face-to-face evaluations to determine eligibility for specialized instructional services.

Regular updates to the Board are planned throughout each academic year. In the December and April time periods, following completion of Quarterly Chats for First and Third quarters, the Board will be updated in a Board Brief outlining progress made as of the end of both quarters. A mid-year analysis will be completed and presented to the Board in the February time frame which will provide data that have been collected and analyzed. An annual analysis and report will be provided at the end of the academic year to help prepare with any necessary adjustments for the coming academic year. The division is in the early stages of customizing an Equity Dashboard that will provide a visual representation of data across various groupings of students including racial/ethnic categories and program participation to quickly capture where the division is seeing successes and where equity challenges persist.

RECOMMENDATION:

The Superintendent recommends that the School Board review the attachments for an understanding of the proposed measurement areas and reporting cycle for Board updates.

IMPACT:

The system of measurement as well as the measurement cycle will inform both staff and the School Board of the division's progress throughout the life of the strategic plan.

ATTACHMENTS:

1. Presentation – Equity for All 2025 Monitoring and Metrics
2. Strategic Plan Measurement System Overview

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