ACPS 2020 Performance Update
Goal 3: An Exemplary Staff

School Board Meeting

December 14, 2017

ACPS
Alexandria City Public Schools

Every Student Succeeds

Background

- The **Board adopted the '*ACPS 2020*'** strategic goals and objectives on June 11, 2015.

- A **Scorecard was developed** establishing Key Performance Indicators (KPIs) for each strategic plan objective.

- KPIs are aimed to inform division performance in the specific objective area on an annual basis through school year 2020.

- Reported **KPI outcomes were presented to the Board** by goal area from October 2016 through February 2017.

- After the first year of reporting, an in-depth review was conducted to ensure that KPIs and targets are appropriate in informing stakeholders on division progress. **KPI revisions were presented to the Board** on April 27, 2017.

Essential Questions

Background

- What are the Goal 3 Objectives?

Results

- Overall, how did ACPS perform in meeting 2016-17 targets in Goal 3?
- Which metrics showed growth/improvement? In which areas did performance remain consistent? What metrics showed regression?

Next Steps

- How do we sustain growth in areas where targets were met?
- How do we push growth in areas where performance has remained constant?
- How do we reverse course in areas of decline?

Goal 3 Objectives

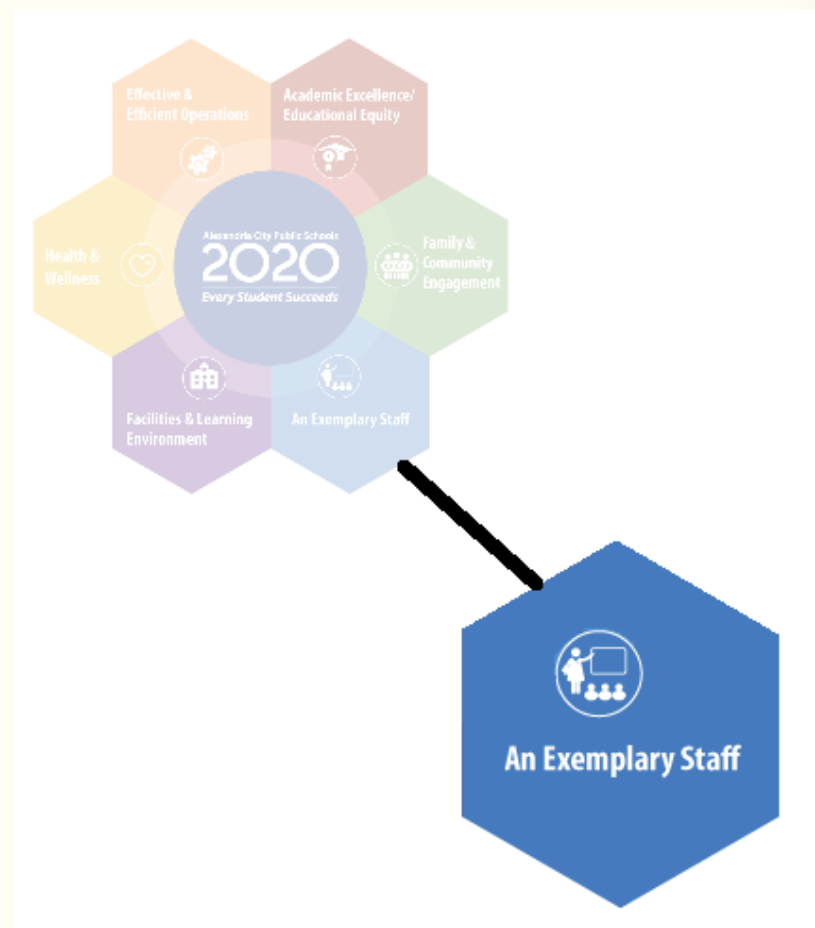*3.1 Staff Recruitment and Retention*

3.2 Collaborative Instructional Achievement

3.3 Individual Professional Development Opportunities and Strategic Plan Focus

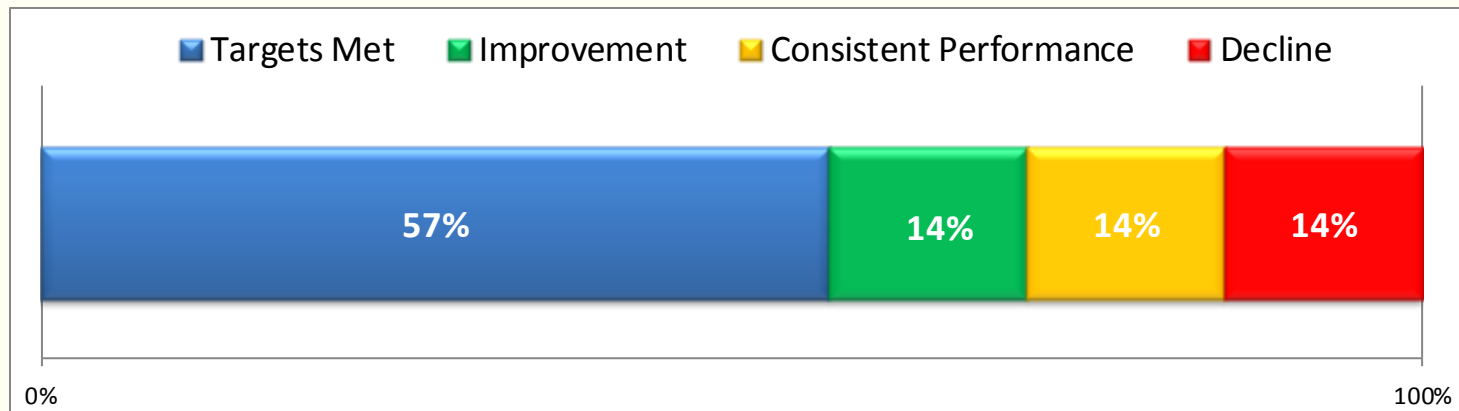*3.4 Staff Wellness*

3.5 Leadership Development

3.6 Staff Evaluation and Performance Improvement

Results for 2016-2017
Summary of Performance

Within Goal 3 there were a total of 7 targets associated with metrics.

- Overall, 57% (n=4) of all targets were met.

- One area showed improvement, representing 14%.

- Performance in 14% (n=1) of all areas was consistent with the prior year.

- There was decline in performance in one area (14%).

Results for 2016-2017

TARGETS MET

3.1.1   Full-time classroom positions filled on first school day

3.1.3   Student-teachers placed in ACPS

3.1.4   Beginning teacher salaries

3.4.1   Staff participation in wellness plan

IMPROVEMENT

3.1.2   New teacher hires before June 30

CONSISTENT PERFORMANCE

3.1.6   Teacher retention

Reversing Course

3.5.1   Leadership Development Plan

Results for 2016-2017
Non-Data Collection Years

Data for the following KPIs are gathered from the biennial TELL survey or from a two-year cohort.

3.1.5   Quality of the work place

3.2.1   Opportunities for professional development

3.2.2   Teacher collaboration

3.3.1   Support for first-year teachers

3.3.2   Professional development effectiveness

3.5.2   Preparation of internal candidates for leadership roles

3.6.3   Teachers receiving feedback to help them improve teaching

3.6.4   Consistent teacher evaluation procedures

Next Steps:
Sustaining Growth

3.1.2 Percentage of teachers hired before June 30th of each year

- Hold ACPS job fair prior to surrounding school divisions
- Focus on recruiting efforts that include adjustments to the previously attended college job fairs for FY18, and ACPS transfer fair
- Distribute intent of employment letters prior to January 30, 2017
- Continue to hold retirement seminars
- Increase hiring prior to June 30th
- Implement "Refer a Teacher" program
- Hold information sessions for support staff and community members on "How to become a Teacher"

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Next Steps:
Pushing Growth

3.1.6 Percentage of teachers retained by ACPS annually

- Induction program to support new administrators
- Focus on development of principals using "Instructional Infrastructure" model
- Implementation of the new model for mentoring program for new teachers
- Tuition assistance
- National Board certification support program
- Grow a teacher program

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Next Steps:
Reversing Course

3.5 Leadership Development Plan

- Induction program to support new administrators
- Focus on development of principals using "Instructional Infrastructure" model
- Implement Leadership Development Plan

Baseline KPI Data

- ***3.6.1 Percentage of eligible licensed staff evaluation processes completed on time*** was adjusted to capture all phases of the evaluation process

- ***3.6.2 Percentage of eligible support staff employees with documented evaluations completed on time*** was adjusted to ensure we capture support staff evaluation completion

Questions & Discussion

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