

BOARD MEMO

Date: March 4, 2021

For ACTION _____

For INFORMATION X

Board Agenda: Yes X

No _____

FROM: Jennifer Whitson, Ed.D., Evaluation and Assessment Analyst
Angela Green, Assessment and Improvement Analyst
Amber Eby, Ph.D., Evaluation and Assessment Analyst

THROUGH: Clinton Page, Ed.S, Chief of Accountability and Research
Gregory C. Hutchings, Jr., Ed.D., Superintendent of Schools

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

TOPIC: Equity for All Formative KPI Reporting and Implementation Timelines

ACPS 2025 STRATEGIC PLAN GOAL:

Goal 1: Systemic Alignment

SY 2020-2021 FOCUS AREA:

Focus Area 3: Strategic Plan Implementation

FY 2021 BUDGET PRIORITY:

K-2 Literacy Programming

Specialized Instruction Audit Implementation

Chronic Absenteeism among Hispanic Students

Outreach to Hispanic Families to Improve Attendance and Graduation

SUMMARY:

Equity for All 2025 identifies seven key performance indicators (KPIs) that define what success looks like for ACPS. An Equity for All 2025 dashboard is being launched to present our student outcome data through the lens of equity with intentional focus on racial equity. Parallel to our KPI measurement efforts, work continues on the implementation of strategies outlined in the plan designed to positively affect our KPI outcomes. Moving forward, a Strategic Plan Annual Review Committee (SPARC) will help 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.

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, which cascades to inform focus areas for the school year, superintendent evaluation, and school and department improvement plans. All of these components together demonstrate systemic alignment allowing the division to work together toward a shared understanding of the desired outcomes for students.

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Starting with the end in mind, seven KPIs were identified by the Strategic Planning Committee to be used to monitor progress with a focus on disparities across student groups. Reported in this memo and attachments are mid-year formative equity indicators. At the end of the school year, summative equity KPI data will be reported. The use of formative indicators will provide the division with interim measures to inform cycles of continuous improvement allowing the division and schools to use KPIs to effect rather than assess change.

ACPS is launching its Equity for All 2025 Dashboard which displays all KPIs across student groups simultaneously to allow school and division leaders to see a complete picture of student performance outcomes. A representation index is used to assess equity by allowing for comparisons across groups to show disproportionalities in outcomes. In this initial presentation of mid-year KPIs, disproportionately fewer Hispanic, economically disadvantaged, and *current* (but not former) ELs are meeting KPIs. Disproportionalities are also observed for Black students and students with disabilities within specific KPIs.

Along with formative monitoring for learning and improvement, the division has also worked strategically to ensure an aligned and purposeful implementation of strategies outlined within the Equity for All 2025 strategic plan. This requires an organizational approach utilizing the implementation stages of planning, initial implementation and refinement, and sustainment and scaling across strategies. The strategy timelines were developed through collaborative efforts between goal area leaders and strategy managers. Each goal has an identified chief as leading the work within that goal area. Also within each strategy, up to three leaders from multiple departments were identified to lead the work within that strategy to ensure we are working collaboratively across departments. By the school year 2022-2023 all strategies will be in either the initiate and refine or sustain and scale stages. By the final year of the plan all strategies will be in the sustain and scale stage.

During spring 2021, the division will implement the annual strategic plan review and refinement process through the Strategic Plan Annual Review Committee (SPARC). The division will also design and deploy a climate survey for staff, families, and students in spring 2021. Finally, the summative equity KPI data for the current school year will be reported in June 2021. Additional information regarding these efforts will be shared with the School Board in the coming weeks and months.

RECOMMENDATION:

The Superintendent recommends that the School Board review this information to inform future budgetary and programmatic decisions.

IMPACT:

The purposeful and aligned implementation of the Equity for All 2025 strategic plan strategies and the continuous formative monitoring processes serve as the most consequential efforts within ACPS to ensure success by inspiring students and addressing barriers to learning.

ATTACHMENTS:

1. PowerPoint - Equity for All Formative KPI Reporting and Implementation Timelines

CONTACT:

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