

Board of Education Agenda Item

Board Meeting Date: August 9, 2017

Strategic Initiatives

The board packet contains staff recommendations on Strategic Initiatives and Outcomes for 2017-18. We are recommending 25 strategic outcomes for the school year, a slight reduction from the previous two years. In spite of the relatively large number of outcomes, we are making extra efforts this year to focus energies of instructional staff in the key pillars of Academic Excellence and Character Development.

All teachers and instructional staff will be deeply engaged in the following three goals under the pillars of Academic Excellence and Character Development:

- Increase academic engagement through sustained learning experiences that involve students cognitively, emotionally and behaviorally.
- Increase sense of belonging and equitable access to learning in our schools by building shared language and protocols to coordinate effective behavior supports.
- Crew all day long: deep relationships, explicit grounding in Habits of a Scholar and the language of crew being used throughout the day in academic classes and other interactions.

High Schools will also be deeply involved in supporting all graduating seniors in the completion of capstone projects for the first time.

In addition, we will be engaging all schools and instructional departments (e.g., ECE, Special Education) in more concerted collaborative planning to ensure that the district mission, vision, and plan find expression at the school and department level, and to ensure that staff, students, and community members are engaged as partners in the planning process. That goal is stated as follows:

- Engage Building Leadership Teams in school-level strategic planning process that aligns with district mission and priorities.

We recognize that being a crew is a district-wide commitment in which we all participate, not just something that we “do to” students. Furthermore, last year presented evidence that we need to make district-wide efforts to increase belonging and trust among all staff members. Therefore, all schools, departments, and staff members will be engaged in the following goal under the pillar of Talent Development:

- All staff members consider themselves to be part of a crew; build trust among staff through engagement, appreciation, listening, and visibility.

The combination of bond-funded facilities construction and the Grand Avenue Bridge construction, while bringing many benefits to students, schools, and community, will require a large effort by many staff members and create innumerable distractions. All administrators and most staff members will be affected by construction activities, and we can expect that this will take energies away from other daily activities and long-term planning efforts. We also want to

plan how facilities investments will transform teaching and learning, not just upgrade physical infrastructure. Therefore, it must be appreciated how the following three goals under the Strategic Use of Resources pillar will occupy the efforts of virtually every staff member in the district, especially in the first half of the school year:

- Complete construction of all bond-funded projects.
- Manage the disruption due to the Grand Avenue Bridge Construction.
- Classroom and school environment as "third teacher": Use design to transform teaching and learning.

To the extent possible, the remaining 12 goals will not require the attention of instructional staff.

Maintenance and Continuous Improvement of Current and Past Efforts

One addition to our planning efforts this year is to formally recognize the large number of initiatives that have already reached fruition under the strategic plan. In addition to initiatives, which imply change efforts, we will be monitoring to make sure that we can sustain or maintain progress, and build on, what has already been achieved. Therefore, a second chart is included in the board packet which illustrates 20 "Maintenance Efforts" to ensure that past work is sustained and that we engage in ongoing cycles of continuous improvement. These efforts include:

- Crew
- Habits of a Scholar
- Common instructional model
- Instructional coaching and differentiated professional development
- Teacher leadership
- Use of data to inform instruction and decision-making
- Technology integration and 1:1 laptops
- College and career counseling
- Student attendance and behavioral supports
- Budgetary alignment with strategic priorities
- Staff recruitment and induction
- Staff housing
- Community partnerships
- Student enrollment
- Student, staff, and parent surveys
- Implementation of communications plan