

CONVERSATION WITH THE HEAD OF SCHOOL:

MID-STRATEGIC PLAN UPDATE

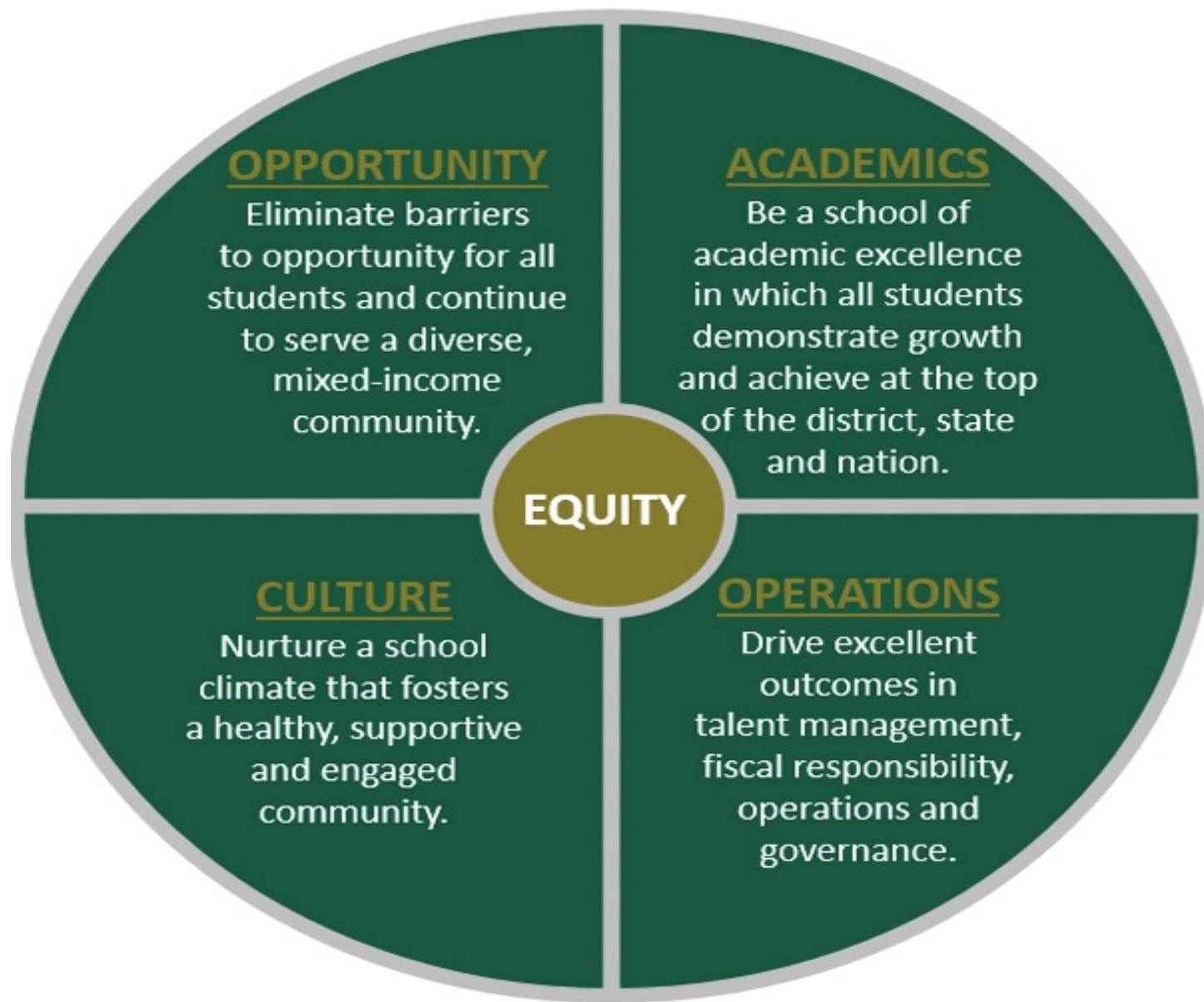
THURSDAY, JANUARY 19, 2023

Strategic Plan Development Process

Pre-Work Phase	Data Gathering Phase	Plan Development Phase
October 2019 – December 2019	December 2019 – February 2020	March – May 2020
Identify Stakeholder Groups: •Board •Parents •Partners •Staff •Students	Survey Stakeholders	Draft Initial Plan with Proposed Tracking Measures
	Host Stakeholder Focus Group Sessions:	Administrative Team Retreat to Review Draft Plan and solidify proposed objectives and measures
	Summarize/Analyze Survey and Focus Group Data	Refine Draft Plan
Outline method and timeline for communicating with each stakeholder group	Share Summary Analysis with Leadership Team	Board Listening Sessions on Draft Plan
		Parent Listening Session on Draft Plan
Review, evaluate/analyze existing Strategic Plan	Share Summary Analysis with Board or Executive Committee to solidify: •Mission, Vision, Purpose & Philosophy •Goals	Additional Modifications
Identify and analyze organization data		Present relevant updated plan sections to Board Committees for review
Survey Development		Include Draft Plan as Item for Information in June Board Packet
Identify External Consultant Needs		Approve Strategic Plan at first FY21 Board Meeting



2020-2025 STRATEGIC PLAN GOALS



OUR DEFINITION

Drew defines Equity as ensuring that all students have the opportunity to realize their dreams and achieve optimal outcomes regardless of dimensions of diversity, particularly race and its intersection with socioeconomic status, ability, and gender. Achieving educational equity requires strategic decision-making to remove barriers to achievement and opportunity, enabling all students to graduate ready for college and career.



WHAT WE HAVE DONE IN EQUITY- HIGHLIGHTS

- Facilitated multiple and varied training opportunities for staff and families
- Hired Culture, Equity, and Family Liaison; hired a Culture and Equity Support Specialist to support instructional staff
- Administered and incorporated feedback from annual equity surveys for staff, students, and families
- Diversified student awards to ensure that recognition criteria include other measures beyond traditional academic achievement
- Continued to engage the Board around equity and achievement gaps, including passage of a new equity resolution and policy
- Created student, staff, and parent equity committees that promote and foster greater inclusivity and belonging within the Drew community
- Assessed Drew's equity initiatives by establishing an evaluation baseline for continuous improvement

NEXT STEPS IN EQUITY

- Quarterly presentation of progress towards equity using identified metrics
- Continue to provide individualized staff professional development to improve equity practices
- Obtain an external evaluation of Drew's current equity and data practices
- Add Equity Page to Drew's website



WHAT WE HAVE DONE IN OPPORTUNITY- HIGHLIGHTS

- Launched comprehensive mentorship programming across all academies to support students
- Enrolled more students from economically disadvantaged families and families in the Villages of East Lake in SY22-23
- Launched partnership to start certificated career programs for high school seniors
- Provided more equitable access to fine arts, technology, and STEAM resources
- The Senior Academy earned STEAM certification making Drew the first K-12 STEAM certified school in Georgia
- Secured funding through grants and the Opportunity Fund to support school needs, including academics, wellness, safety, facilities, and equity programming
- Launched Eagles Connect, a virtual and small group tutoring program, during the pandemic to provide learning recovery for students
- Collaborated with partners to provide resources (academic support, physical education/swimming, school supplies, professional development, mentoring, etc.)



NEXT STEPS IN OPPORTUNITY

- Continue to innovate around increasing the percentage of student applicants from economically disadvantaged families
- Provide fellowship opportunities in Drew's Cox Pre-K classrooms to students who have earned their Child Development Associate (CDA) Credential through Drew's career pathway program
- Pilot several approaches to addressing the issue of cost equity to ensure that the cost of activities/experiences is not a barrier to students and families

WHAT WE HAVE DONE IN ACADEMICS- HIGHLIGHTS

- Quickly pivoted during the pandemic and provided engaging virtual and hybrid instruction (including implementation of Project Based Learning)
- Started a writing initiative for grades K-8 to address impacts of the pandemic
- Distributed high-quality take-home resources for all students during the pandemic
- Expanded the staffing and provided extensive professional development for the Special Education and Multi-Tiered Support System (MTSS) departments
- Created the Dean of Student Services position to coordinate academic support for students with disabilities
- Incorporated additional culturally relevant resources into instructional practices
- Identified key priorities and action steps, with a central focus on early learning, to close existing opportunity and achievement gaps
- Increased access to advanced courses at all academies (ex: Accelerated Math, Pathways, Enrichment)
- Launched multiple initiatives to address learning recovery resulting in academic growth and achievement at pre-pandemic levels

NEXT STEPS IN ACADEMICS

- An initial cohort of Drew staff will complete Dyslexia Endorsement program to address early literacy gaps
- Continue to monitor, innovate, and close existing opportunity and achievement gaps
- Explore alternative measures of educational excellence beyond standardized testing
- Sharing disaggregated early learning data and creating action plan
- Continue intensive Saturday and Summer Acceleration Academy for students



WHAT WE HAVE DONE IN CULTURE - HIGHLIGHTS

- Conducted initial student interest survey and focus groups on extracurricular and enrichment activities
- Expanded and centralized counseling team and added Dean of Counseling and Wellness
- Offered virtual wellness activities supporting social-emotional wellness during the pandemic
- Implemented student engagement plans addressing social and emotional needs
- Started Elementary Academy Student Clubs
- Launched student-staff mentoring program in all academies
- Formed and engaged a Staff Advisory Committee
- Started Staff Summer Institute providing cross-curricular collaboration tools on issues of race, culture, and identity
- Implemented semester-long Black Male Educators Institute
- Launched Parent Advisory and Equity Committees
- Partnered with PTA in the restructuring process

NEXT STEPS IN CULTURE

- Renew Drew's designation as a "No Place for Hate" with the Anti-Defamation League
- Expanded partners who provide additional resources for supporting students
- Administer and apply results from Gallup's Staff Engagement Survey
- Improving the onboarding process for staff
- Continue creating meaningful opportunities for family engagement
- Conduct a family engagement practices study and implement recommendations
- Launch Parent Equity Committee Book Club



WHAT WE HAVE DONE IN OPERATIONS - HIGHLIGHTS

- Pivoted to efficiently distribute technology devices and provide internet connectivity for students during pandemic as well as sustained and upgraded on-campus technology infrastructure
- Implemented a comprehensive COVID-19 mitigation strategy
- Replaced Elementary Academy playground and turf; refurnished Elementary Academy Media Center
- Offering complimentary feminine products in restrooms
- Established a depository account with a local Black-owned bank
- Received clean, unmodified financial audit opinions annually
- Launched a platform to streamline access to online educational sites
- Implemented annual Employee Engagement and Satisfaction Survey
- Incorporated Diversity, Equity, and Inclusion (DEI) questions into new staff interviews
- Conducted traffic survey to identify areas of improvement
- Installed additional energy-efficient charging stations in the Yates Campus Staff Parking Lot



NEXT STEPS IN OPERATIONS

- Address instructional space allocation issues across campuses
- Implement strategies developed from traffic survey to reduce traffic congestion
- Ongoing efforts to improve safe walking/biking to school
- Research best practices for increasing vendor diversity
- Update 10-year financial plan to maintain sustainability in Pre-K and K-12 post grant awards



2020-2025 STRATEGIC PLAN IMPLEMENTATION



Review Strategic Plan Goals



Annual Implementation Plan Objectives/
Measures



Results Reported to Drew's Board of Directors
Quarterly

Q & A

