

CPS Strategic Plan Reset

Strategy Year 3 and Beyond

March 15, 2021 Update

BACKPACKS ON

LAPTOPS OPEN

**FUTURES
BRIGHT!**



PREPARING STUDENTS
FOR LIFE

Updates from March 10 presentation

Placement

School for life sciences	Align Building Assets to Academic Strategies
Focus on diversity and equity	Build a Diverse and Inclusive Culture Across CPS
Green focus	Enhance Current Programming
OTES/OPES training	Enhance Current Programming
Civics for students	Enhance Current Programming
Cyber literacy	Enhance Current Programming
LSDMC & PTA/PTSO	School-Level Engagement
HS central area	Operational Efficiency
Health and nutrition	Physical Health of Students
Equitable distribution of funding with budget redesign	Operational Efficiency

What is the Strategic Plan Reset?

The pandemic has helped us think differently about learning. The Strategic Plan Reset incorporates these ideas into our 3rd year of our existing strategic plan and what lies beyond.

More than that, it is

HOPE

A VISION of WHERE we GO NEXT



Where did the ideas come from?

We've been listening all year and all groups are represented!

- Visioning session with the Board
- Employee and parent town halls
- Teacher, principal, manager/director, parent, and student listening sessions and focus groups
- Superintendent councils
- CPS Students Speak Up and Speak Out
- Skip-level team discussions
- Our original strategic plan!



Strategic Plan: A Roadmap to Cincinnati Public Schools



1

**Student-Centered
Decision Making**



2

**Health and
Safety**



3

**Community
Engagement and
Influence**



4

**Optimized
Capabilities**



5

Growth

Student-Centered Decision Making

We put students first.





Imagine

a destination called CPS where

- Learning takes place anytime, anywhere, including outside and in the evenings.
- Students have access to new course offerings and experiences.
- There is a CPS Students Speak Up, Speak Out Collaborative at each high school.
- Our students, staff and families feel at their core that we are diverse and inclusive.

Board Themes

1. Increase Student Achievement for ALL Learners
2. Innovative Programming
3. Enhance Current Programming
4. Build a Diverse and Inclusive Culture Across CPS



Themes

Strategies

Increase Student Achievement for ALL Learners



Strong core curriculum

- New core curriculum
- Two-week cycle assessments
- First-grade reading

Customized learning for students

Customized PD for instructional staff

Implement multi-tiered systems of support

Innovative Programming



Outdoor education

Second shift/night shift

Student Success Center at all high schools

African American studies,
adding African American literature

Enrichment programming for English Language Learners
beyond traditional school hours



1

Student-Centered
Decision Making

Themes

Strategies

(Continued)



1

Student-Centered
Decision Making

Enhance Current Programming



Strengthen Cincinnati Digital Academy (CDA)

Implement Concurrent Learning Model

Expanding life skills (current high school, adding to middle school)

Expand Advanced Placement (AP) offerings

Expand world languages

Expand American Sign Language (ASL) offerings

Career Training Center

Career pathways at all high schools

Civics for Students

Green focus

Cyber Literacy

OTES/OPES training

Build a Diverse and Inclusive Culture Across CPS



Creation of Diversity Office

Conduct audit

Focus on communications

Focus on diversity and equity in all we do and say

Funding Sources

- General Fund
- CARES Act
- Title Funding
- IDEA-B

How We'll Measure

1. First-Grade MAP*
2. Third-Grade MAP*
3. Ninth-Grade MAP*
4. Graduation Rate
5. 3E's (Enrolled, Enlisted, Employed)
6. Subgroup Data

* Measures of Academic Progress



Health and Safety

We focus on personal
well-being.





Imagine

a destination called CPS where

- Student social emotional health and physical well-being are elevated in support of learning.
- The timing of the high school day is designed around the biology of teenagers.

Board Themes

1. Increase Social Emotional Learning
2. Student Safety
3. Physical Health of Students



Themes

Strategies



Increase Social Emotional Learning (SEL)



Continued expansion of SEL QI supports
Expand Tier 2 SEL supports
Expand Tier 3 SEL supports
Employee benefits review to improve services to manage trauma
Student wellness assessment

Student Safety



Safer routes to schools

Physical Health of Students



Healthy start times
COVID-19 process and prevention efforts continue
Continued development of health services (nurses)
Health and nutrition

Funding Sources

- CARES Act
- General Fund
- Title Funds

How We'll Measure

1. COVID-19 Safety Measure Adherence
2. COVID-19 Transmission Rates
3. Student Attendance
4. Discipline



Community Engagement and Influence

We are empowered by
our communities.





Imagine

a destination called CPS where

- All of our communities feel heard and valued, especially on difficult topics.
- Our measures of customer satisfaction are from the perspective of parents and families (CSAT and First Contact Resolution).
- Our English Language Learners and families are fully integrated into all communications and activities districtwide and within their school communities.
- We expand the resources our families are able to access.
- Our parents, students and staff are filled with pride and are our best ambassadors.

Board Themes

1. Continual Engagement of Staff, Students and Parents
2. School-Level Engagement
3. Proactive Storytelling Narratives and Branding



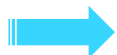
3

Community
Engagement and
Influence

Themes

Strategies

Continual Engagement of Students, Parents, and Community



Customer Service:

CSAT as a focus
 Installation of a Customer Relationship Management tool to allow consistent scripting and KPI measurement
 Integration with schools
 Addition of care channels such as chat
 Personalized service

English Learners:

Gap analysis, districtwide tool adoption
 School-level best practices re: staffing and tools implemented and districtwide community engagement

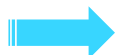
Possip:

Increased participation and engagement

Students:

Peer Collaborative Expansion

School-Level Engagement



Expanding parent groups and resource coordination
 Additional engagement with LSDMC's and PTA/PTSO's



3

Community Engagement and Influence

Themes

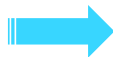
Strategies (Continued)



3

Community
Engagement and
Influence

Proactive Storytelling and Branding



Increase in positive placed stories and engagement with those stories on social media

Social media council and districtwide social media listening

Benchmark perception/brand survey data

Consider brand refresh including persona (audience) refresh

Creation of an Employer Brand

Funding Sources

- CARES Act
- General Fund

How We'll Measure

1. Possip survey participation and engagement data (bi-weekly pulse checks)
2. LSDMC Survey (will be available Q4)
 - School-level strategies and needs assessment



MARCH 2, 2021

Possip Spotlight:
Gamble Montessori's
Strategies for Good
Communication with

 **POSSIP**

Optimized Capabilities

We get better.





Imagine

a destination called CPS where

Optimized Capabilites



- CPS is an employer of choice, attracting and retaining the best talent.
- The science of improvement is so ingrained in our culture, it's not extra work, it's HOW we work.
- Our IT infrastructure promotes learning anytime, anywhere.
- We redesign our budget process to prioritize our core work.
- School staff to spend less time on operational functions, including finance and accounting, and more time with students, teachers and families.

Board Themes

1. Employee Engagement
2. Infrastructure
3. Operational Efficiency



Themes

Strategies



4

Optimized
Capabilities

Employee Engagement



Cultivate engagement communication pathways that clarify vision and purpose while providing employees with multiple avenues for sharing feedback and informing decision-making

Train and develop leaders in effective talent management practices (e.g., onboarding, coaching and development, performance management, succession planning, workforce planning and talent acquisition)

Provide opportunities for employees to collaborate, connect, learn and grow

Infrastructure



Improve student device and free Wi-Fi access availability and options

Deploy "Concurrent Instruction" capable systems and classroom technology

Expand support systems and increase data availability

Themes

Strategies

(Continued)

Operational Efficiency



East/West/Central high school meridian
Transportation efficiencies and improved services
Increase QI application
Equitable distribution of funding and budget re-design
Financial management and procurement re-design that shifts the burden of some business and accounting responsibilities away from the schoolhouse to allow for additional time to focus on students and instruction



4

Optimized
Capabilities

Funding Sources

- CARES Act
- General Fund
- Title Funds

How We'll Measure

1. Gallup + Employee Pulse Surveys
2. IT Infrastructure Capacity Milestones
3. QI Dashboard
4. PGSMs, % Complete



4

Optimized
Capabilities

Growth

We are our communities' first choice for education.



A large, stylized yellow starburst graphic composed of many small stars of varying sizes, located in the top left corner of the slide.

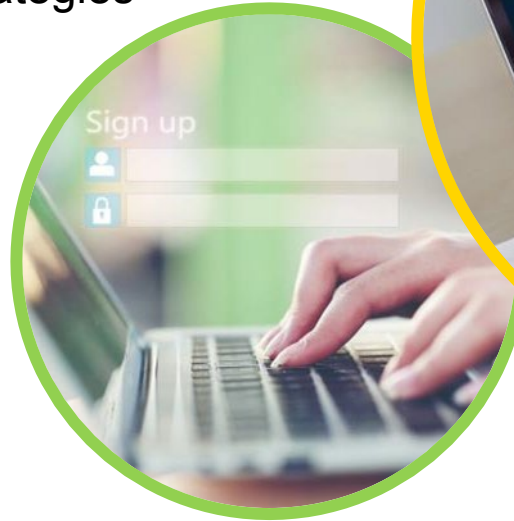
Imagine

a destination called CPS where

- We are our community's first choice for education.
- We retain students from preschool through graduation.
- As we grow, our environments continue to be conducive to innovation and learning.

Board Themes

1. Enrollment Recovery
2. Retention
3. Align Building Assets to Academic Strategies



Themes

Strategies

(Continued)



Enrollment Recovery



Recruitment plan being executed (surveys, focus groups, messaging targeting specific families to districtwide, PK/K targeted messaging)

5-day per week and distance learning from current school options

Retention



Reducing withdrawals to charter and private schools
Housing partnerships to address mobility

Align Building Assets to Academic Strategies



Building expansions – Walnut Hills, Pleasant Ridge
Montessori, Hyde Park

New buildings based on increased market share or new programs

School for Life Sciences

Funding Sources

- CARES Act
- General Fund

How We'll Measure

1. Building Capacity Versus Enrollment Analysis
2. Building Expansion (Walnut, Pleasant Ridge Montessori, Hyde Park)
3. Actual Versus Projected Enrollment
4. Preschool and Kindergarten Enrollment
5. Withdrawals



5
Growth

CPS is a Destination



BACKPACKS ON | LAPTOPS OPEN | FUTURES BRIGHT!

BACKPACKS ON | **LAPTOPS** OPEN | **FUTURES** BRIGHT!

Visit **CPS-K12.ORG/NEWS/BACKTOSCHOOL**
for more information.



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PREPARING STUDENTS
FOR LIFE