

CREATING A STUDENT-CENTERED CULTURE BUILT ON CONTINUOUS IMPROVEMENT



PITTSBURGH PUBLIC SCHOOLS

Strategic
Plan



**Pittsburgh
Public Schools**

Education Committee Strategic Planning Update

February 9, 2017

Strategic Plan Components

The Direction

- Vision = desired impact, WHY we exist
- Mission = descriptive statement of purpose, WHAT we do
- Long-term Outcomes = specific, measurable results to achieve
- Strategic Theme = areas that must be addressed to achieve long-term outcomes
- Strategic Objectives = choices about how to address the strategic themes

The Methods

- Strategic Initiatives = significant projects to implement the objectives
- **Action Plans** = how to get the projects done

These will be completed by subject-matter experts, on a phased-in basis, after initiative approval



District Vision

All students graduating high school Promise-Ready and completing a two-or four-year college degree or workforce certification.

District Mission

The Pittsburgh Public Schools will be one of America's premier school districts, student-focused, well-managed, and innovative.

We will hold ourselves accountable for preparing all children to achieve academic excellence and strength of character, so that they have the opportunity to succeed in all aspects of life.



Strategic Plan Framework

Long Term Outcomes

- Increase proficiency in literacy for all students
- Increase proficiency in math for all students
- Ensure all students are equipped with skills to succeed in college, career and life
- Eliminate racial disparity in achievement levels of African American students

Strategic Theme #1

Create a positive and supportive school culture

Objectives

Strategic Initiatives

Strategic Theme #2

Develop and implement a rigorous, aligned instructional system

Objectives

Strategic Initiatives

Strategic Theme #3

Provide relevant and timely instructional support for teachers and school-based staff

Objectives

Strategic Initiatives

Strategic Theme #4

Foster a high-performance culture for all employees

Objectives

Strategic Initiatives

How Did We Get Here?



Strategic Theme #1: Create a positive and supportive school culture

Team Members

Name	Title	Department
Christine Cray, Lead	Director, Student Services Reforms	Student Support Services
Michael Calvert	Principal	Pittsburgh Phillips K-5
Susan Chersky	Communications Officer	Communications & Marketing
Yasmeen Davis	Project Manager, Pursuing Equitable Restorative Communities (PERC)	Student Support Services
Virginia Hill	Principal	Pittsburgh Lincoln PreK-5
Angela Mike	Executive Director	Career & Technical Education
Rodney Necciai	Principal	Pittsburgh Langley K-8
John O'Connell	Director, Student Support	Student Support Services
Alexa Tokarski	Learning Environment Specialist	Pittsburgh Brashear 9-12
Camara Watkins	Coordinator, Family, Youth & Community Engagement	Office of the Superintendent
Lillian Wright	Program Officer, Emotional Support	Program for Students with Exceptionalities

Strategic Theme #1: Create a positive and supportive school culture

Objective

1. Ensure that the holistic needs of all students are met. This must be done in ways that are equitable, culturally responsive, and differentiated.

Strategic Initiatives

- 1a. Establish a system-wide Multi-Tiered System of Support (MTSS) process, implemented through high-functioning Student Assistance Program (SAP) teams in every school that are equipped to follow the process with fidelity.
- 1b. Embed elements of social-emotional learning in to academic instruction.
- 1c. Develop individual student success plans for all students, capturing information about their strengths, needs, and interests.

Strategic Theme #1: Create a positive and supportive school culture

Objective

2. Establish a shared commitment and collective responsibility for positive relationships with every student, family, and staff member.

Strategic Initiatives

- 2a. Implement Positive Behavior Interventions and Supports (PBIS) with fidelity district-wide, ensuring that it is explicitly linked to restorative practices and promotes positive relationship building.
- 2b. Develop and communicate clear, consistent, and explicit expectations for staff interactions with students and families.

Strategic Theme #1: Create a positive and supportive school culture

Objective

3. Establish effective family and community partnerships in every school.

Strategic Initiatives

- 3a. Develop effective partnerships among schools, students, families, and community partners, utilizing a research-based framework, to intentionally structure collaboration for all students' success.
- 3b. Implement a tiered and phased community schools approach.

Strategic Theme #1: Create a positive and supportive school culture

Strategic Initiatives

- 1a. Establish a system-wide Multi-Tiered System of Support (MTSS) process, implemented through high-functioning Student Assistance Program (SAP) teams in every school that are equipped to follow the process with fidelity.
- 1b. Embed elements of social-emotional learning in to academic instruction.
- 1c. Develop individual student success plans for all students, capturing information about their strengths, needs, and interests.
- 2a. Implement Positive Behavior Interventions and Supports (PBIS) with fidelity district-wide, ensuring that it is explicitly linked to restorative practices and promotes positive relationship building.
- 2b. Develop and communicate clear, consistent, and explicit expectations for staff interactions with students and families.
- 3a. Establish effective partnerships among schools, students, families, and community partners, utilizing a research-based framework, to intentionally structure collaboration for all students' success.
- 3b. Implement a tiered and phased community schools approach.

Strategic Theme #2: Develop and implement a rigorous, aligned instructional system

Team Members

Name	Title	Department
Jamie Passinault, Lead	Coordinator of Instructional Effectiveness	Curriculum and Instruction
Amber Dean	Program Officer	Program for Students with Exceptionalities (PSE)
Mike Dreger	Social Studies Curriculum Coordinator	Curriculum and Instruction
Patty Falk	English Language Arts, Project Coordinator Keystones to Opportunities	Curriculum and Instruction, English Language Arts
Jamie Kinzel-Nath	Assistant Principal	Concord
Dr. Monica Lamar	Principal	Dilworth
Kim Russo	Program Officer, Early Childhood Education	Early Childhood
Shaun Tomaszewski	STEAM Coordinator	Curriculum and Instruction
Kendra Wester	Executive Director of Literacy	Curriculum and Instruction, English Language Arts
Naomi York	English Language Arts Curriculum Supervisor, K-5	Curriculum and Instruction, English Language Arts

Strategic Theme #2: Develop and implement a rigorous, aligned instructional system

Objective

1. Establish a district-wide curriculum and assessment framework that is culturally inclusive and rigorous.

Strategic Initiatives

- 1a. Develop and design a common curriculum framework.
- 1b. Develop a comprehensive assessment system aligned to grade-level expectations.
- 1c. Implement an instructional system with aligned resources.

Strategic Theme #2: Develop and implement a rigorous, aligned instructional system

Strategic Initiatives

- 1a. Develop and design a common curriculum framework.
- 1b. Develop a comprehensive assessment system aligned to grade-level expectations.
- 1c. Implement an instructional system with aligned resources.

Strategic Theme #3: Provide relevant and timely instructional support for teachers and school-based staff

Team Members

Name	Title	Department
Kellie Skweres, Lead	Teacher Support Liaison	Professional Development
Veronica Amundson	Coordinator of Data Systems	Information Technology
Carol Barone-Martin	Executive Director, Early Childhood	Administration
Jonathan Covel	Director, English as a Second Language	Curriculum and Assessment
Susan Loskoch	Racial Equity Support Liaison	Equity Office
Russell Patterson	Principal, Faison Elementary School	Administration
Allyce Pinchback	Director, Professional Development	Professional Development
Mindy Sturgess	Special Education Curriculum Support Teacher	Curriculum and Assessment
Ashley Varrato	Coordinator, Teacher Growth and Effectiveness	Human Resources
Angel Washington	Principal, Carrick High School	Administration
Linda Wolfgang	Supervisor	Career and Technical Education

Strategic Theme #3: Provide relevant and timely instructional support for teachers and school-based staff

Objective

1. Increase teacher knowledge around content, pedagogy, and cultural relevance to impact student outcomes through a cohesive and coherent system of instructional support.

Strategic Initiatives

- 1a. Ensure that all professional development models follow research-based and culturally relevant practices.
- 1b. Align instructional support efforts to ensure collaboration between school administrators and district staff around the school's professional development focus.
- 1c. Provide differentiated instructional support that is based on data and deployed via school-based, district-wide, and online learning opportunities.
- 1d. Ensure that all supervisory and support staff who engage in instructional conversations with teachers receive differentiated learning opportunities to be effective in their roles.

Strategic Theme #3: Provide relevant and timely instructional support for teachers and school-based staff

Strategic Initiatives

- 1a. Ensure that all professional development models follow research-based and culturally-relevant practices.
- 1b. Align instructional support efforts to ensure collaboration between school administrators and district staff around the school's professional development focus.
- 1c. Provide differentiated instructional support that is based on data and deployed via school-based, district-wide, and online learning opportunities.
- 1d. Ensure that all supervisory and support staff who engage in instructional conversations with teachers receive differentiated learning opportunities to be effective in their roles.

Strategic Theme #4: Foster a high-performance culture for all employees

Team Members

Name	Title	Department
Tara Tucci, Lead	Director, Performance Management	Human Resources
Ellen Botkin	Coordinator, Data Systems Integration	Information Technology
Lynne Casselberry	Director, Compensation	Finance
James Doyle	Coordinator, Out of School Time	Student Service
Sharon Fisher	Principal	Grandview K-5
Brian Glickman	Director, Talent Management	Human Resources
Alyssa Ford-Heywood	Coordinator, Employee Growth & Evaluation	Human Resources
Mike McNamara	Project Manager, Projects & Capital Improvement	Facilities
Ryan Neely	Project Manager, Budget & Development	Budget
Michael Perella	Principal	Concord K-5
Kimberly Safran	Principal	Brashear High School

Strategic Theme #4: Foster a high-performance culture for all employees

Objective

1. Ensure the district's staffing strategy results in attracting and retaining high performing staff across the district who hold high expectations for all students.

Strategic Initiatives

- 1a. Develop and broaden teacher pipeline and recruitment efforts to yield a diverse, culturally competent, and effective workforce.
- 1b. Develop a rigorous selection and hiring process that ensures the most effective workforce possible.
- 1c. Promote retention and reduce negative effect of turnover.

Strategic Theme #4: Foster a high-performance culture for all employees

Objective

2. Enhance systems that promote shared accountability, high expectations, and continuous growth for all employees.

Strategic Initiatives

- 2a. Create comprehensive professional learning environments to both facilitate role-specific learning and to enable employees to grow and develop.
- 2b. Review and modify performance management systems to maximize impact on professional growth and student outcomes.

Strategic Theme #4: Foster a high-performance culture for all employees

Strategic Initiatives

- 1a. Develop and broaden teacher pipeline and recruitment efforts to yield a diverse, culturally competent, and effective workforce.
- 1b. Develop a rigorous selection and hiring process that ensures the most effective workforce.
- 1c. Promote retention and reduce negative effect of turnover.
- 2a. Create comprehensive professional learning environments to both facilitate role-specific learning and to enable employees to grow and develop.
- 2b. Review and modify performance management systems to maximize impact on professional growth and student outcomes.

Strategic Initiatives Phasing

In order to ensure implementation success, initiatives must be phased in over time to effectively manage resources and sequence related work.

Phase 1: Launching Now through June 2017

Phase 2: Launching in 2017-18

Phase 3: Launching in 2018-19

Phase 1 Strategic Initiatives with Sponsors and Owners

Theme	Strategic Initiative	Sponsor	Owner
1. Positive School Culture	Establish a system-wide Multi-Tiered System of Support (MTSS) process, implemented through high-functioning Student Assistance Program (SAP) teams in every school that are equipped to follow the process with fidelity.	David May-Stein	John O'Connell
	Develop and communicate clear, consistent, and explicit expectations for staff interactions with students and families.	Ebony Pugh	Susan Chersky
	Implement a tiered and phased community schools approach.	Errika Fearbry Jones	LouAnn Ross
2. Aligned Instructional System	Develop and design a common curriculum framework.	Seema Ramji	Jamilla Rice
	Develop a comprehensive assessment system aligned to grade-level expectations.	Seema Ramji	Darlene Corris
	Implement an instructional system with aligned resources.	Seema Ramji	Mike Dreger
3. Instructional Support for Teachers & Staff	Ensure that all professional development models follow research-based and culturally-relevant practices.	Angela Allie	Shana Nelson
	Align instructional support efforts to ensure collaboration between school administrators and district staff around the school's professional development focus.	Anthony Anderson	Kellie Skweres
4. High Performance Culture for All Employees	Develop and broaden teacher pipeline and recruitment efforts to yield a diverse, culturally competent, and effective workforce.	Milton Walters	Brian Glickman
	Develop a rigorous selection and hiring process that ensures the most effective workforce.	Milton Walters	Alexis Howard

Phase 2 Strategic Initiatives: Launch 2017-18

Theme	Strategic Initiative
1. Positive School Culture	Embed elements of social-emotional learning into academic instruction.
	Implement Positive Behavior Interventions and Supports (PBIS) with fidelity district-wide, ensuring that it is explicitly linked to restorative practices and promotes positive relationship building.
3. Instructional Support for Teachers & Staff	Provide differentiated instructional support that is based on data and deployed via school-based, district-wide, and online learning opportunities
	Ensure that all supervisory and support staff who engage in instructional conversations with teachers receive differentiated learning opportunities to be effective in their roles.
4. High Performance Culture for All Employees	Review and modify performance management systems to maximize impact on professional growth and student outcomes.

Phase 3 Strategic Initiatives: Launch 2018-19

Theme	Strategic Initiative
1. Positive School Culture	Develop individual student success plans for all students, capturing information about their strengths, needs, and interests.
	Establish effective partnerships among schools, students, families, and community partners, utilizing a research-based framework, to intentionally structure collaboration for all students' success.
4. High Performance Culture for All Employees	Create comprehensive professional learning environments to both facilitate role-specific learning and to enable employees to grow and develop.
	Promote retention and reduce negative effect of turnover.

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**Strategic Plan
Framework**

**Long Term
Outcomes**

- Increase proficiency in literacy for all students
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- Ensure all students are equipped with skills to succeed in college, career and life
- Eliminate racial disparity in achievement levels of African American students

**Phase 1: Launching
Now through June 2017**

**Phase 2: Launching in
2017-18**

**Phase 3: Launching in
2018-19**

**Strategic
Theme #1**
*Create a
positive and
supportive
school culture*

Objectives

1. Ensure that the holistic needs of all students are met.
2. Establish a shared commitment and collective responsibility for positive relationships with every student, family, and staff member
3. Establish effective family and community partnerships in every school

Strategic Initiatives

- 1a. Establish a system-wide Multi-Tiered System of Support (MTSS) process, implemented through high-functioning Student Assistance Program (SAP) teams in every school
- 1b. Embed elements of social-emotional learning into academic instruction
- 1c. Develop individual student success plans for all students
- 2a. Implement Positive Behavior Interventions and Supports (PBIS) with fidelity district-wide, ensuring that it is explicitly linked to restorative practices and promotes positive relationship building
- 2b. Develop and communicate clear, consistent, and explicit expectations for staff interactions with students and families
- 3a. Develop effective partnerships among schools, students, families, and community partners, utilizing a research-based framework, to intentionally structure collaboration for all students' success
- 3b. Implement a tiered and phased community schools approach

**Strategic
Theme #2**
*Develop and
implement a
rigorous,
aligned
instructional
system*

Objectives

1. Establish a district-wide curriculum and assessment framework that is culturally inclusive and rigorous

Strategic Initiatives

- 1a. Develop and design a common curriculum framework
- 1b. Develop a comprehensive assessment system aligned to grade-level expectations
- 1c. Implement an instructional system with aligned resources

**Strategic
Theme #3**
*Provide relevant
and timely
instructional
support for
teachers and
school-based
staff*

Objectives

1. Increase teacher knowledge around content, pedagogy, and cultural relevance to impact student outcomes through a cohesive and coherent system of instructional support

Strategic Initiatives

- 1a. Ensure that all professional development models follow research-based and culturally-relevant practices
- 1b. Align instructional support efforts to ensure a collaboration between school administrators and district staff around the school's professional development focus
- 1c. Provide differentiated instructional support that is based on data and deployed via school-based, district-wide, and online learning opportunities
- 1d. Ensure that all supervisory and support staff who engage in instructional conversations with teachers receive differentiated learning opportunities to be effective in their roles

**Strategic
Theme #4**
*Foster a high-
performance
culture for all
employees*

Objectives

1. Ensure the district's staffing strategy results in attracting and retaining high performing staff across the district who hold high expectations for all students
2. Enhance systems that promote shared accountability, high expectations, and continuous growth for all employees

Strategic Initiatives

- 1a. Develop and broaden teacher pipeline and recruitment efforts to yield a diverse, culturally competent and effective workforce
- 1b. Develop a rigorous selection and hiring process that ensures the most effective workforce
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Pittsburgh Public Schools Strategic Planning Timeline

