

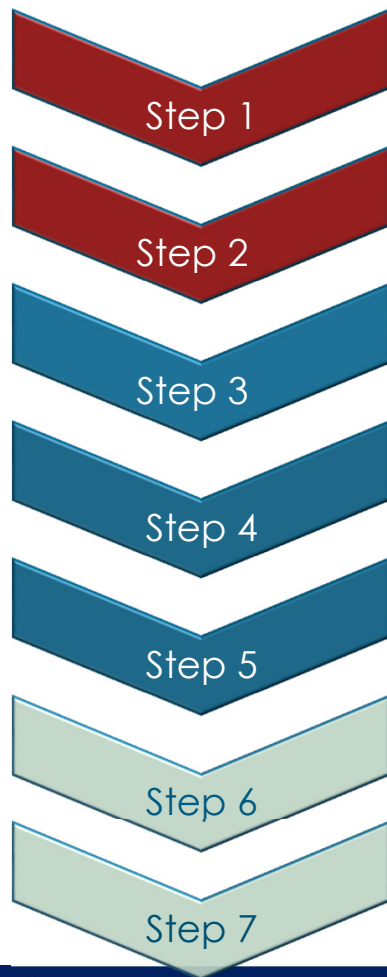


CREATING A STUDENT-CENTERED CULTURE BUILT ON CONTINUOUS IMPROVEMENT

PITTSBURGH PUBLIC SCHOOLS

Strategic Plan

Project Overview



- Environmental Scan
- Organizational Assessment

- Analyze Implications

- Define Desired Future: Vision, Mission, Long-term Outcomes

- Develop Strategic Themes, Objectives and Measures

- Define Strategic Initiatives

- Create Action Plans

- Develop Monitoring and Review Process

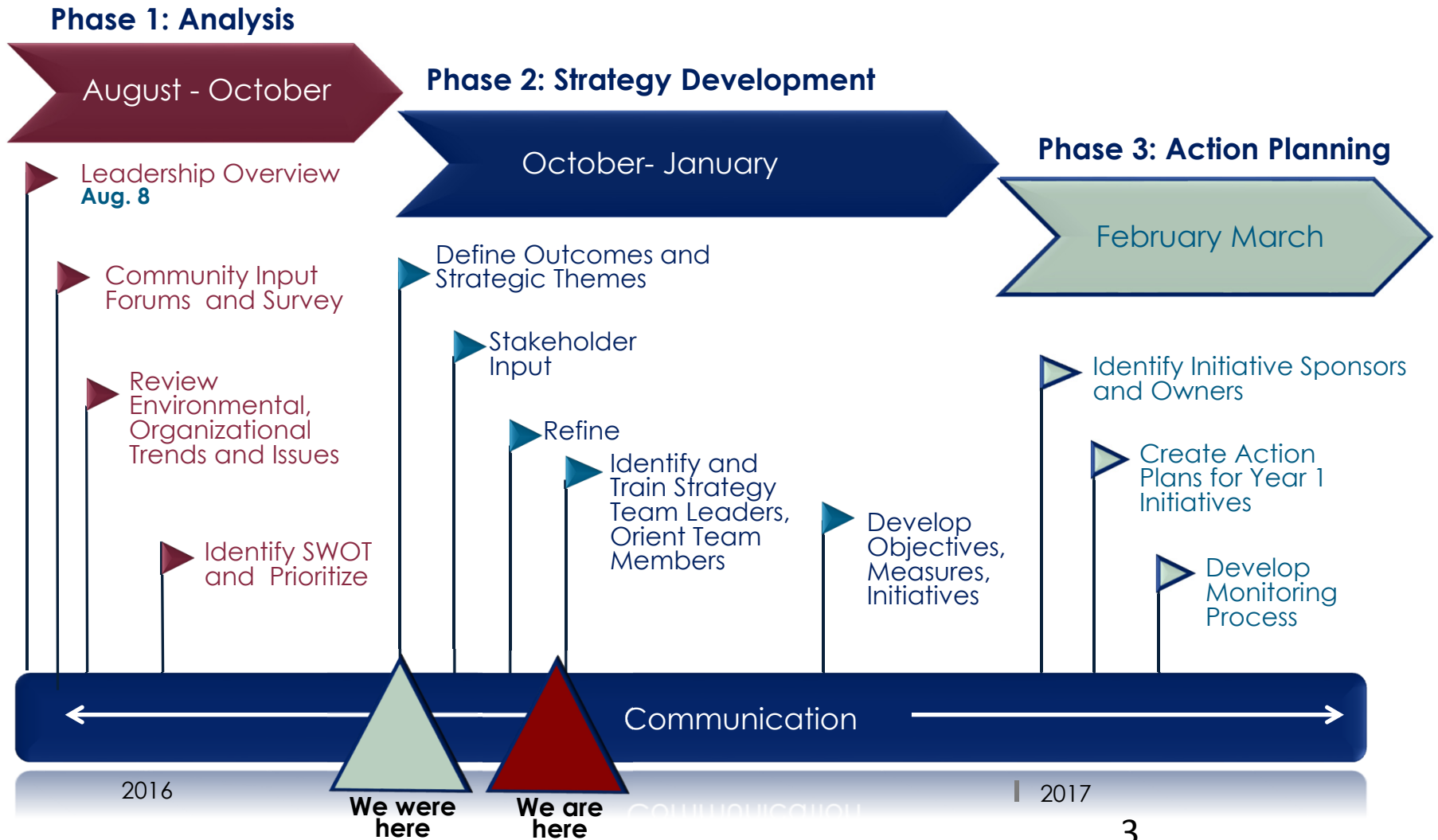
Phase 1: Analysis
August - October

Phase 2:
Strategy
Development

October - January

Phase 3: Action
Planning
February – March

Pittsburgh Public Schools Strategic Planning Timeline



Strategic Plan Design Input

September

- Community Listening Sessions in eight geographic areas, including **parents, employees, students and general community members**
- Superintendent meeting with **community leaders**
- Online input opportunity with over 800 respondents

October

- Input session with a number of district **teachers**
- Input session with all district **principals**
- Input session with **students** representing every high school
- Review of annual **student, parent and teacher** perception survey results
- Strategic planning prioritization survey with over 1,100 respondents
- Design session with central office leaders

November Review, Research and Input

November 2nd Board
Meeting for initial review of
Strategic Plan Framework

Further research to address
board member questions

Principal session for input on
strategic plan framework

Parent leader community
forum for input on strategic
plan framework

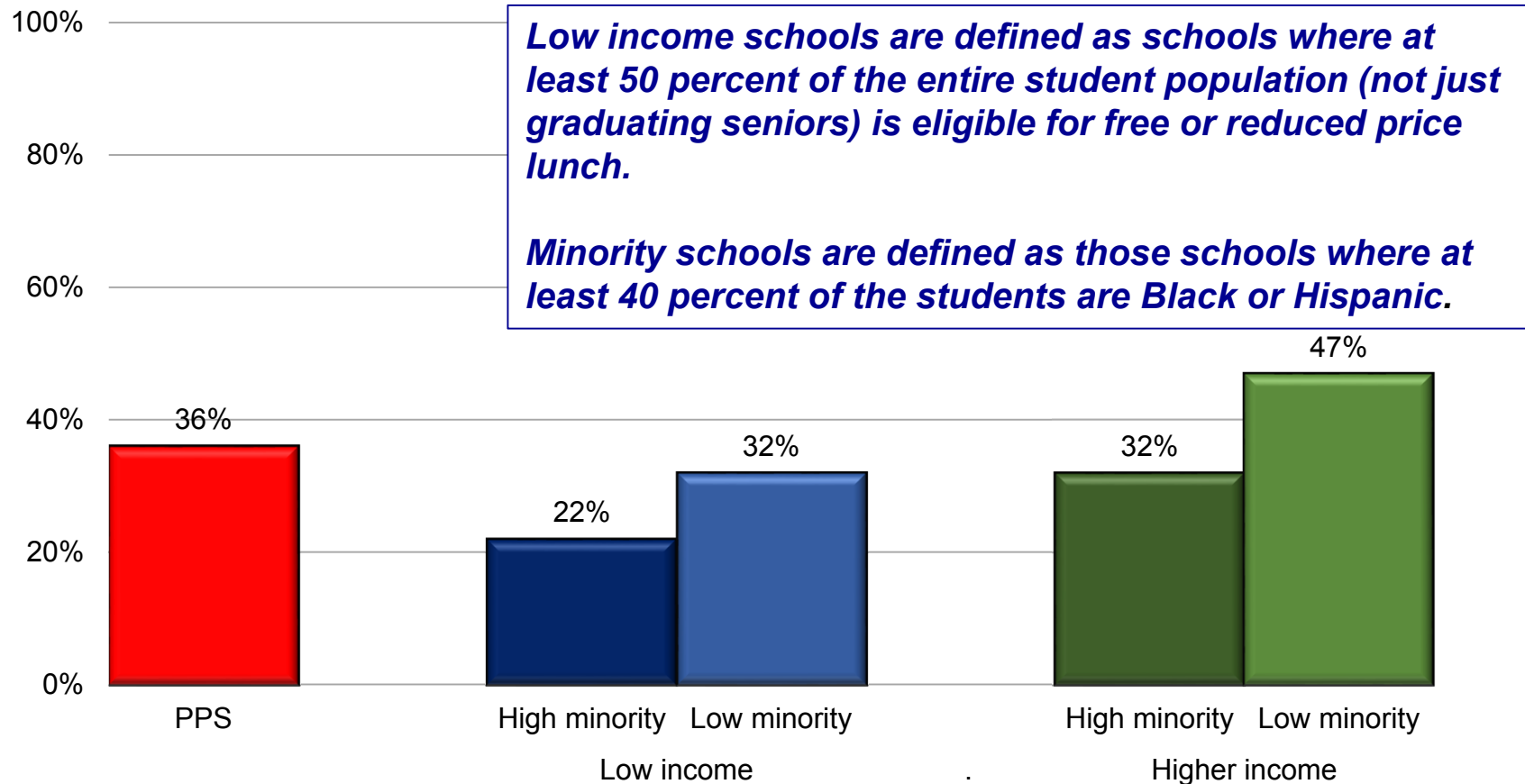
Six community forums for input
on strategic plan framework



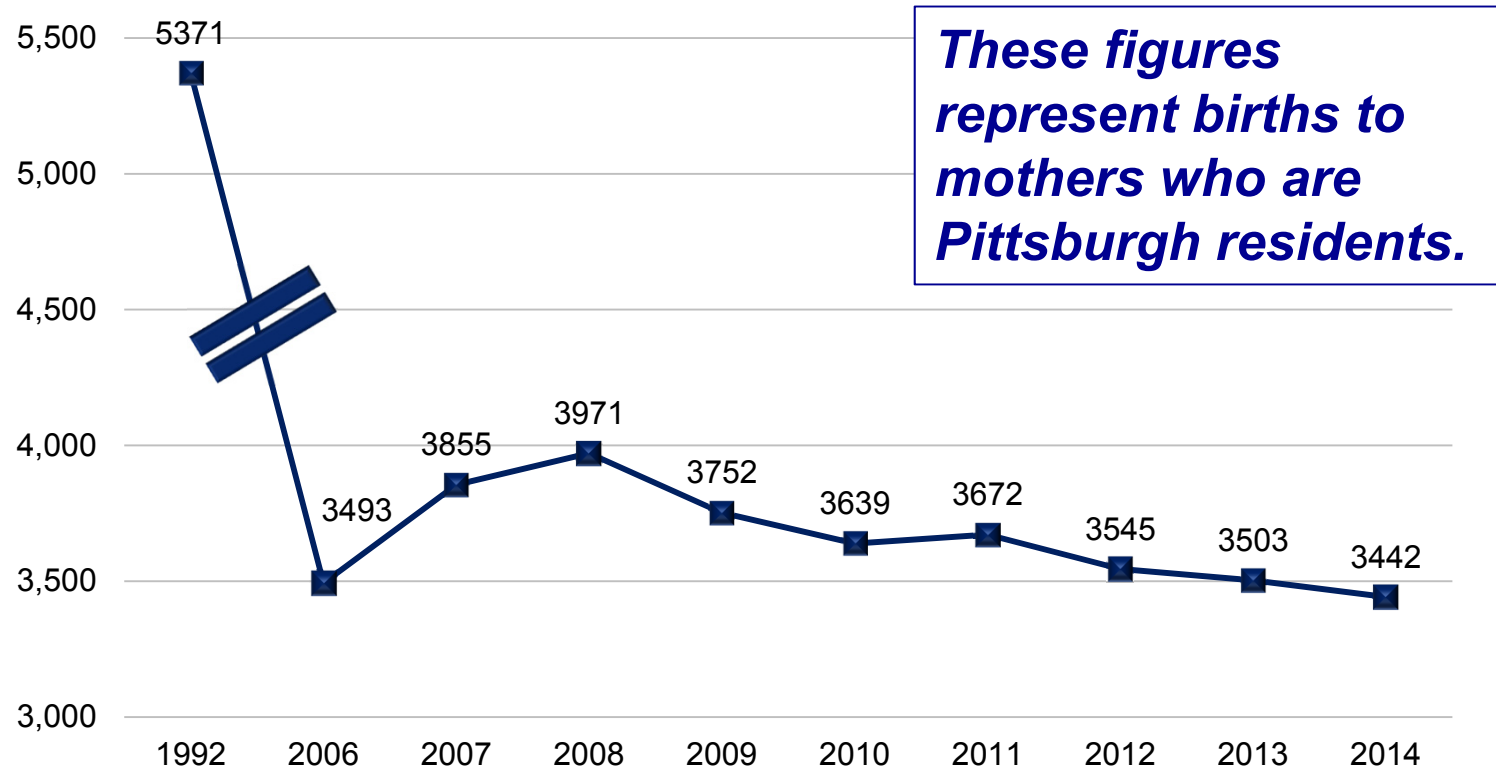
Responses to Board Member Questions and Outstanding Items from November Education Committee Meeting



College Completion Rates Six Years After High School Graduation, Compared to Other Urban Schools

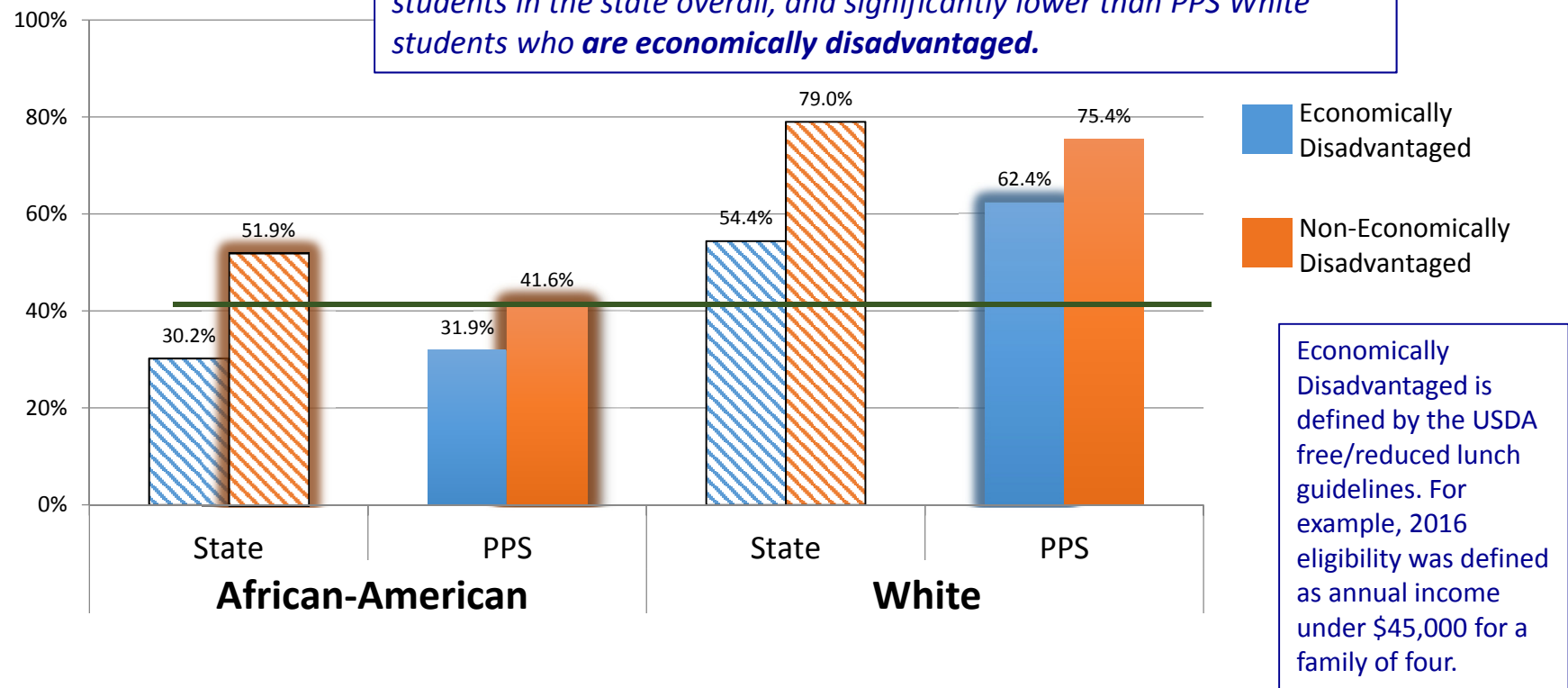


Environment Trends: Pittsburgh Resident Birth Rate Trends



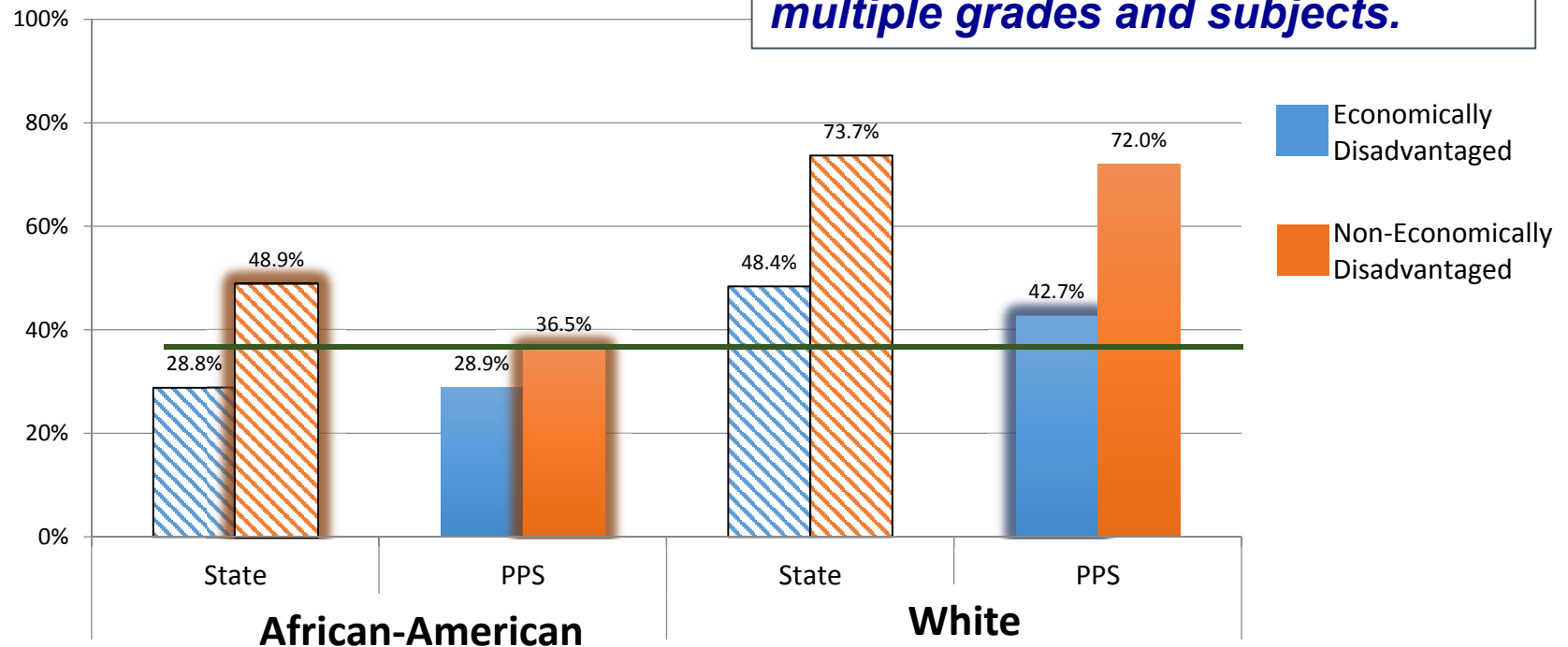
Grade 3 ELA Proficient and Advanced 2015-16

*As indicated by the green line, PPS African American students who are **not economically disadvantaged** achieve at lower levels than similar students in the state overall, and significantly lower than PPS White students who **are economically disadvantaged**.*

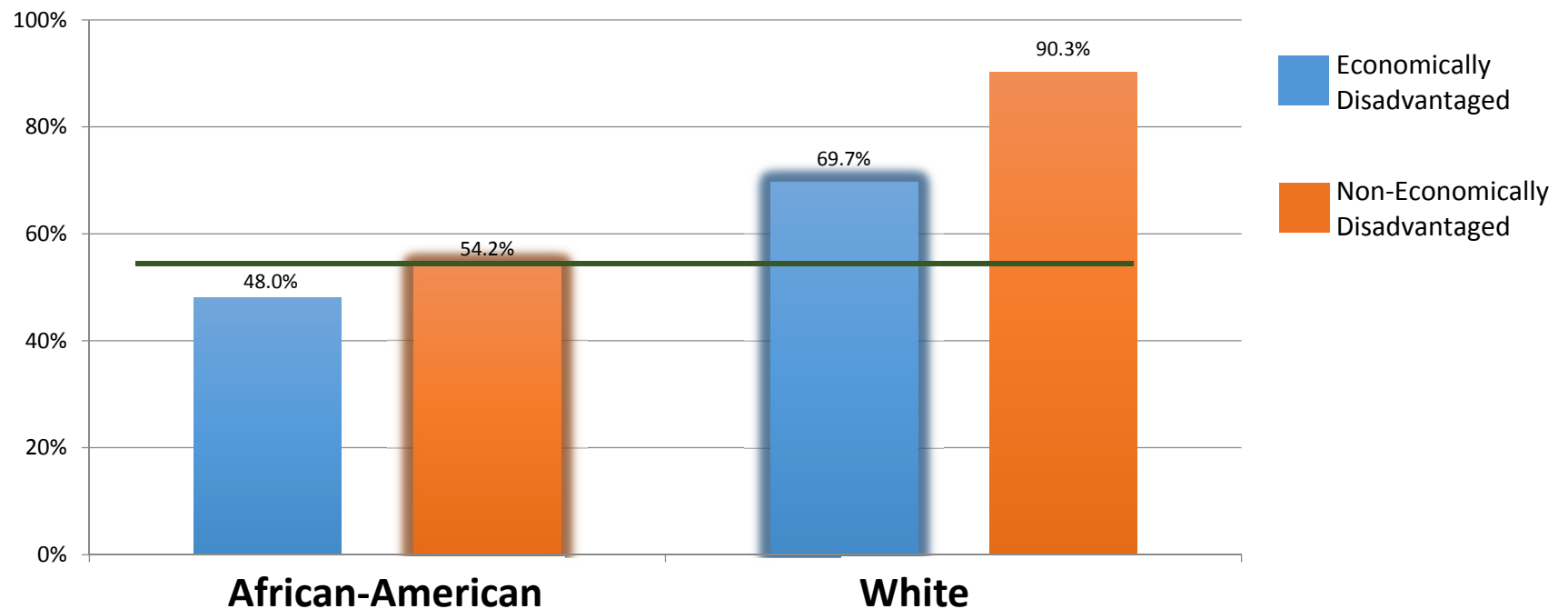


Grade 8 ELA Proficient and Advanced 2015-16

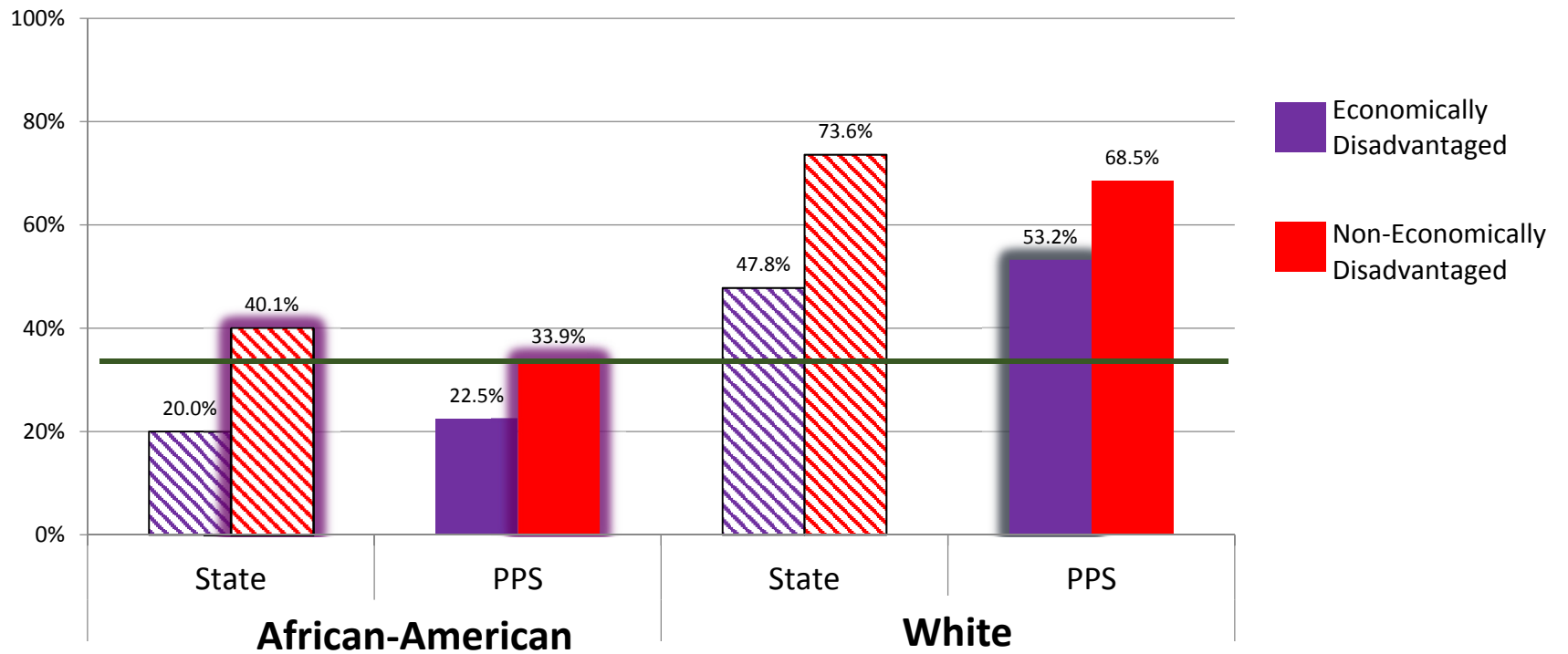
This pattern is observed across multiple grades and subjects.



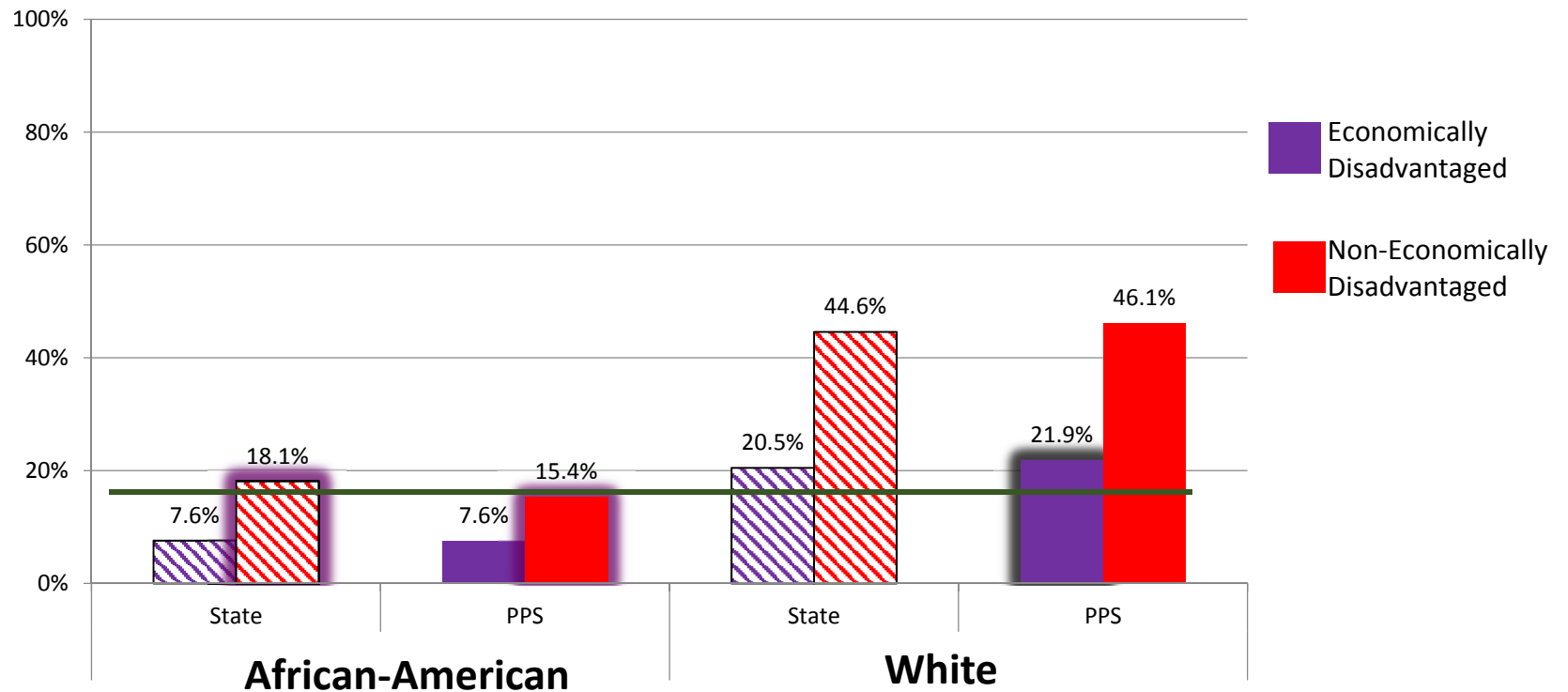
Literature Keystone Proficient and Advanced 2015-2016



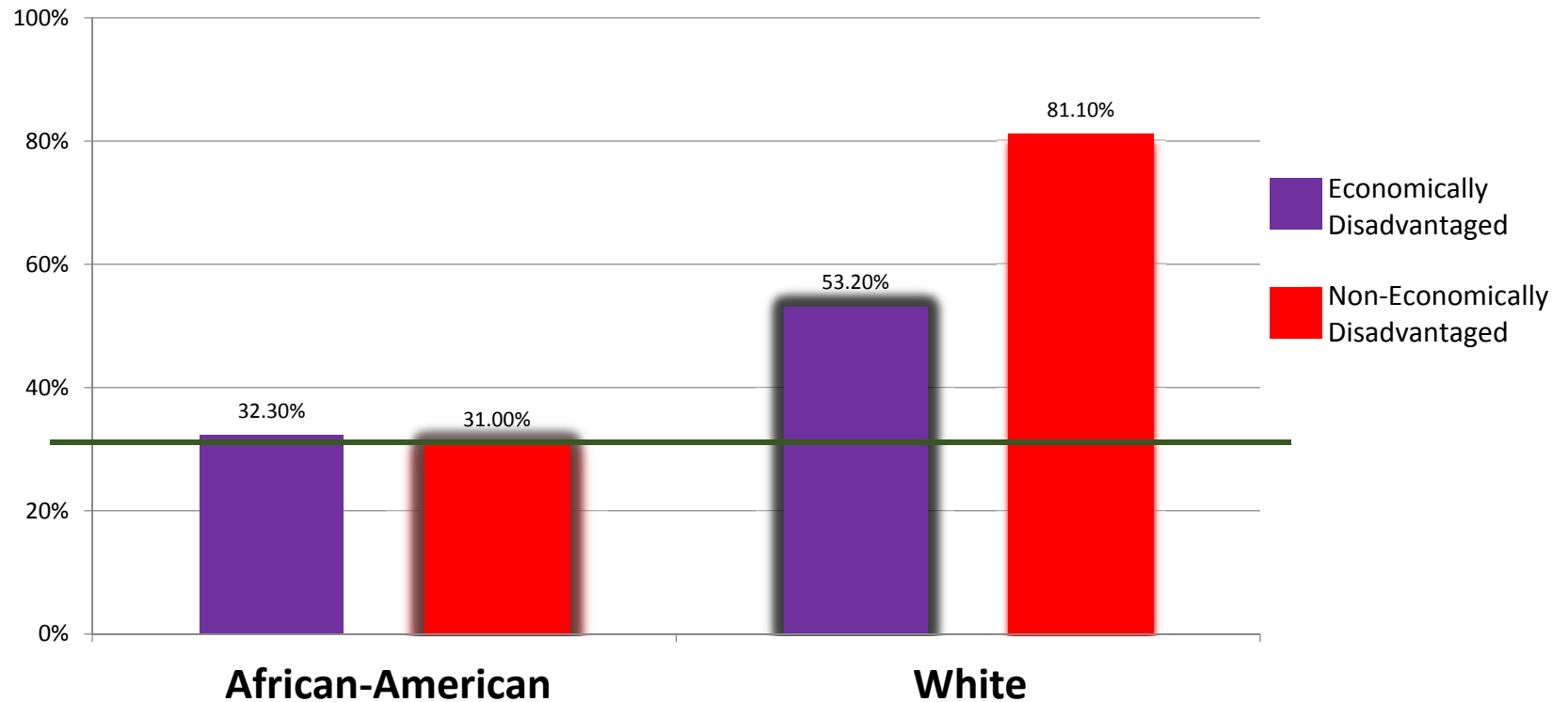
Grade 3 Math Proficient and Advanced



Grade 8 Math Proficient and Advanced



Algebra 2015-2016



Input from November Community Forums



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 for students
- ▣ 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

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.



DRAFT
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 climate

Strategic Initiatives

Will include social/emotional supports; effective approaches to student conduct; student, parent and community engagement; high-quality advising; equity

Strategic Theme #2

Develop and implement a rigorous, aligned curriculum

Strategic Initiatives

Will include early childhood; college and career coursework; formative assessments; progress monitoring tools; equity

Strategic Theme #3

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

Strategic Initiatives

Will address use of data to inform instructional practice; coaching; learning communities; equity

Strategic Theme #4

Foster a high-performance culture for all employees

Strategic Initiatives

Will address recruitment, selection, hiring and retention of staff; shared accountability; professional growth opportunities; equity



What Did We Hear?

- Consensus that long-term outcomes and strategic themes are appropriate and represent priorities
- Appreciation of framework: succinct, simple, focused, logical

What Action is Recommended?

- No elimination or addition of long-term outcomes or strategic themes
- Continue to use the framework to summarize the plan

What Did We Hear?

- Need for measurable performance indicators to clearly define outcomes
- Desire for specific initiatives within strategic themes
- Some concern that focus on achievement disparities should include additional groups to African-American students
- Some interest in broadening long-term outcomes beyond math and reading to include science, career education and arts

What Action is Recommended?

- Next step will be to develop performance indicators for each Long-term Outcome
- Strategy Teams begin immediately to design initiatives. Full version of the plan will include detailed action steps
- Measure performance for ALL subgroups but ensure initiatives address African-American disparities
- Ensure that initiatives address the rich content required to be college, career and life ready
- Avoid an isolated focus on reading and math skills that excludes other content and extra-curricular experiences

What Did We Hear?


- Concern that “college” implies only traditional, four-year Bachelor’s degree programs
- Interest in support for ALL staff, not just school-based
- Interest in intentional efforts for student, parent and community engagement

What Action is Recommended?

- Communicate the importance of post-high school education that is the best fit for each student, to include professional certifications and Associate’s degrees
- Ensure a focus on aligned behaviors and supports for ALL employees
- Establish ongoing advisory groups to guide and plan implementation
- Consider initiatives that give a voice to students and parents
- Intentionally utilize effective community partnerships in initiative implementation

What Did We Hear?

Many ideas were offered for strategic initiatives within each of the strategic themes.



These have all been reviewed and coded.



These ideas will be provided to the Strategy Teams for careful consideration in the next phase.

Pittsburgh Public Schools Strategic Planning Timeline

