



Pittsburgh  
Public Schools

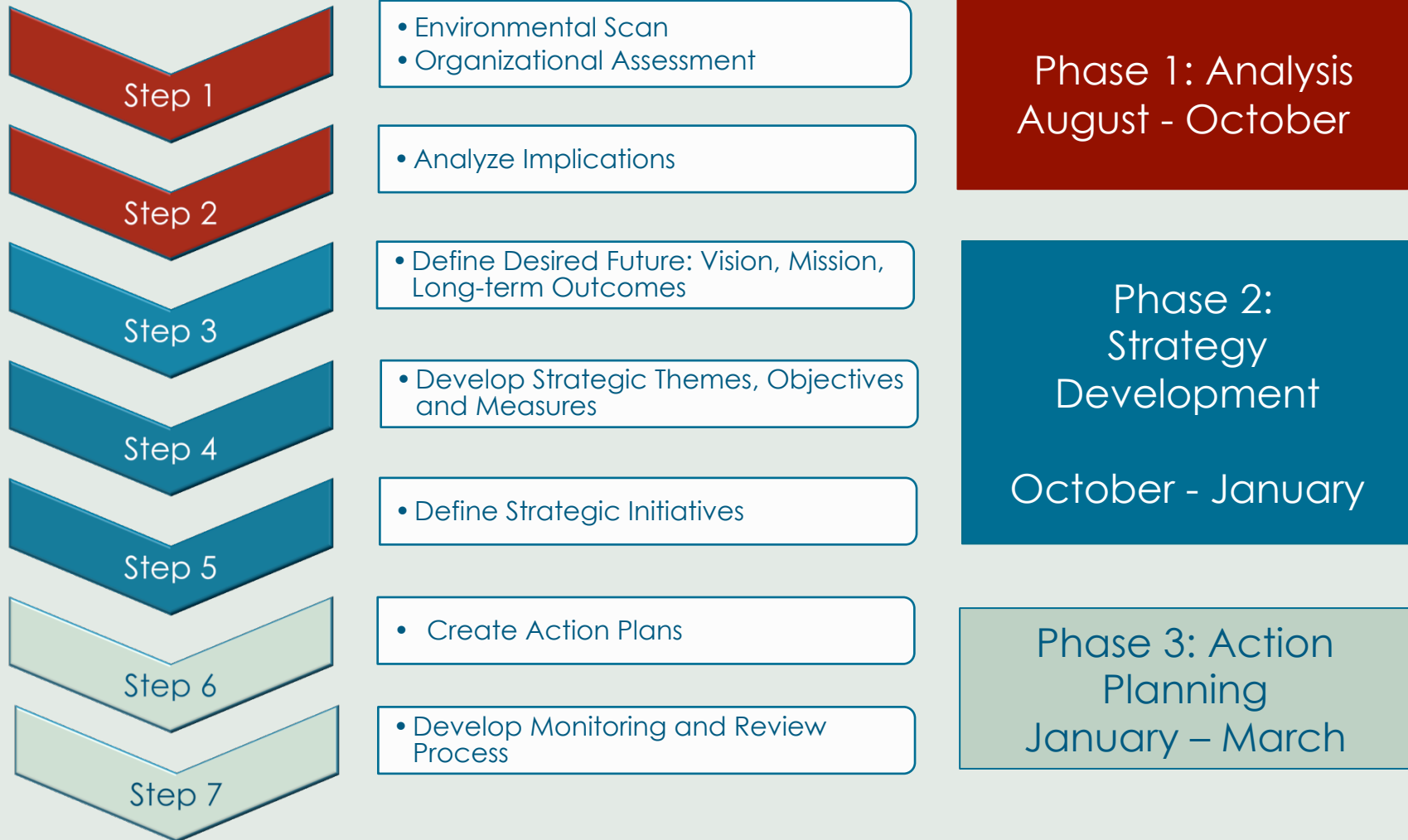


*The Pathway to the Promise.™*

# *Strategic Planning Design Presentation*

November 2, 2016

# Project Overview



# 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

# Kernels of a Good Strategy

Phase 1: Analysis  
August - October

**A diagnosis:** an explanation of the nature of the challenge. A good diagnosis simplifies the often overwhelming complexity of reality by identifying certain aspects of the situation as being the critical ones.

Phase 2:  
Strategy  
Development

**A guiding policy:** an overall approach chosen to cope with or overcome the obstacles identified in the diagnosis.

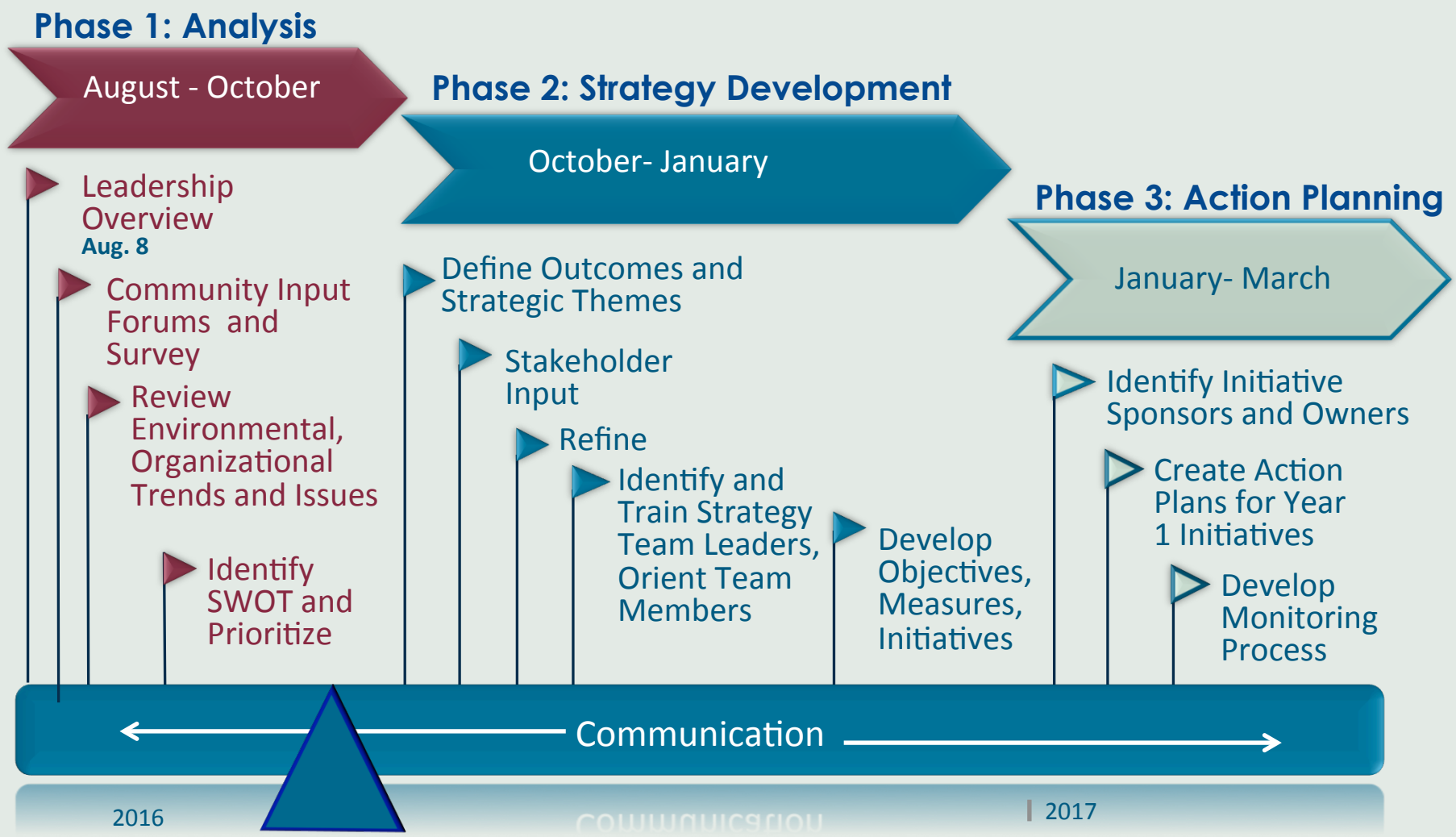
October - January

Phase 3: Action  
Planning  
January – March

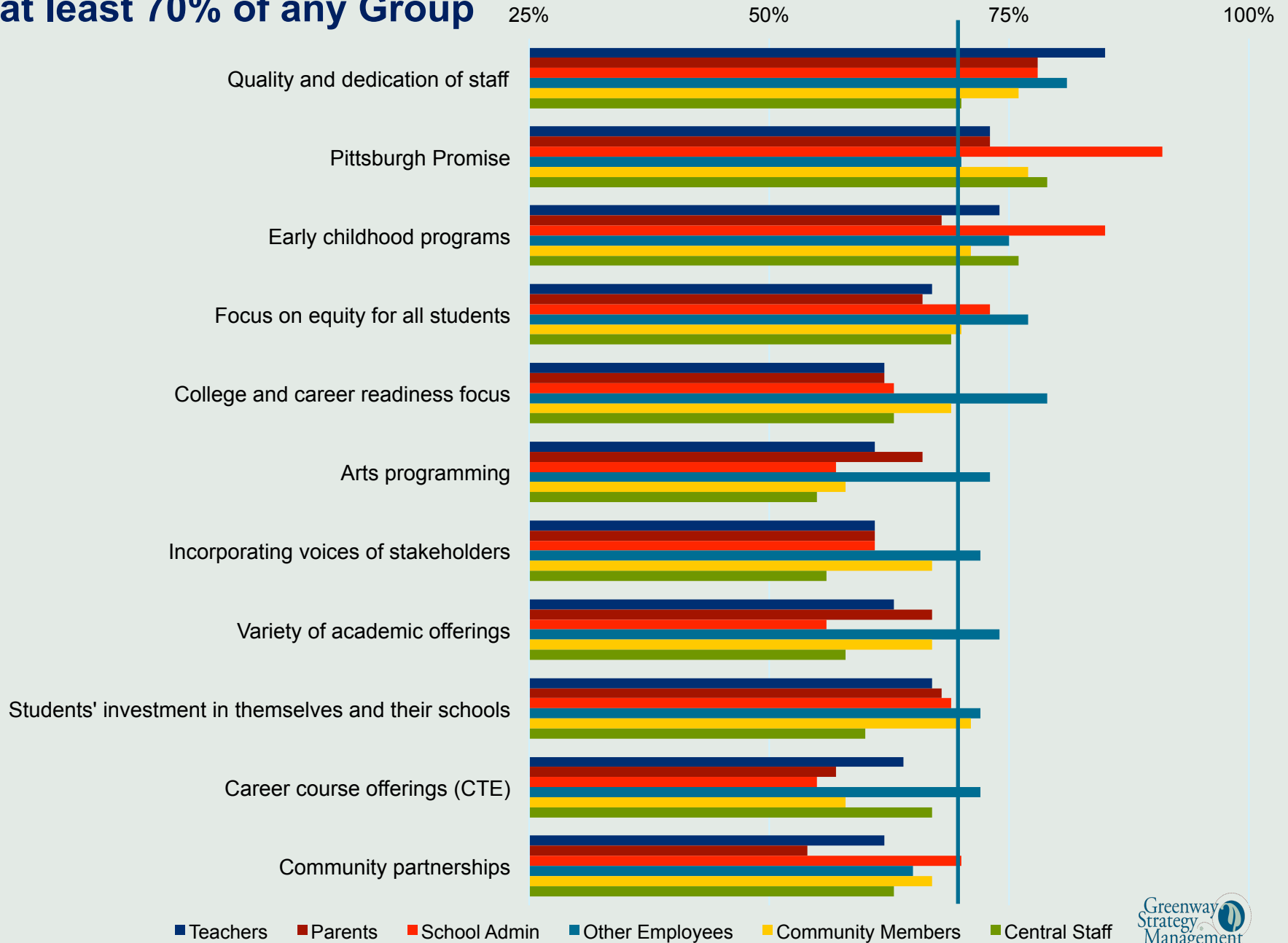
**Coherent actions:** steps that are coordinated with one another to support the accomplishment of the guiding policy.

Richard Rumelt, The Peril of Bad Strategy, McKinsey Quarterly, June 2011

# Pittsburgh Public Schools Strategic Planning Timeline



# Items Rated as a Critical Asset for Pittsburgh Public Schools by at least 70% of any Group



# Quality and Dedication of Staff - Perceptions

*77% of parents would recommend their school to another family, and only 9% disagree with this statement.*  
*81% of parents agree that “adults at this school care about your child.”*

Student Survey Teacher Care Questions Percentage Agree/Strongly Agree 2015-16	Early ES	Upper ES	Middle	High
I like the way my teacher treats me when I need help	92%	87%		
My teacher in this class makes me feel that he/she really cares about me		84%	70%	73%

# Pittsburgh Promise and College and Career Readiness- Perceptions

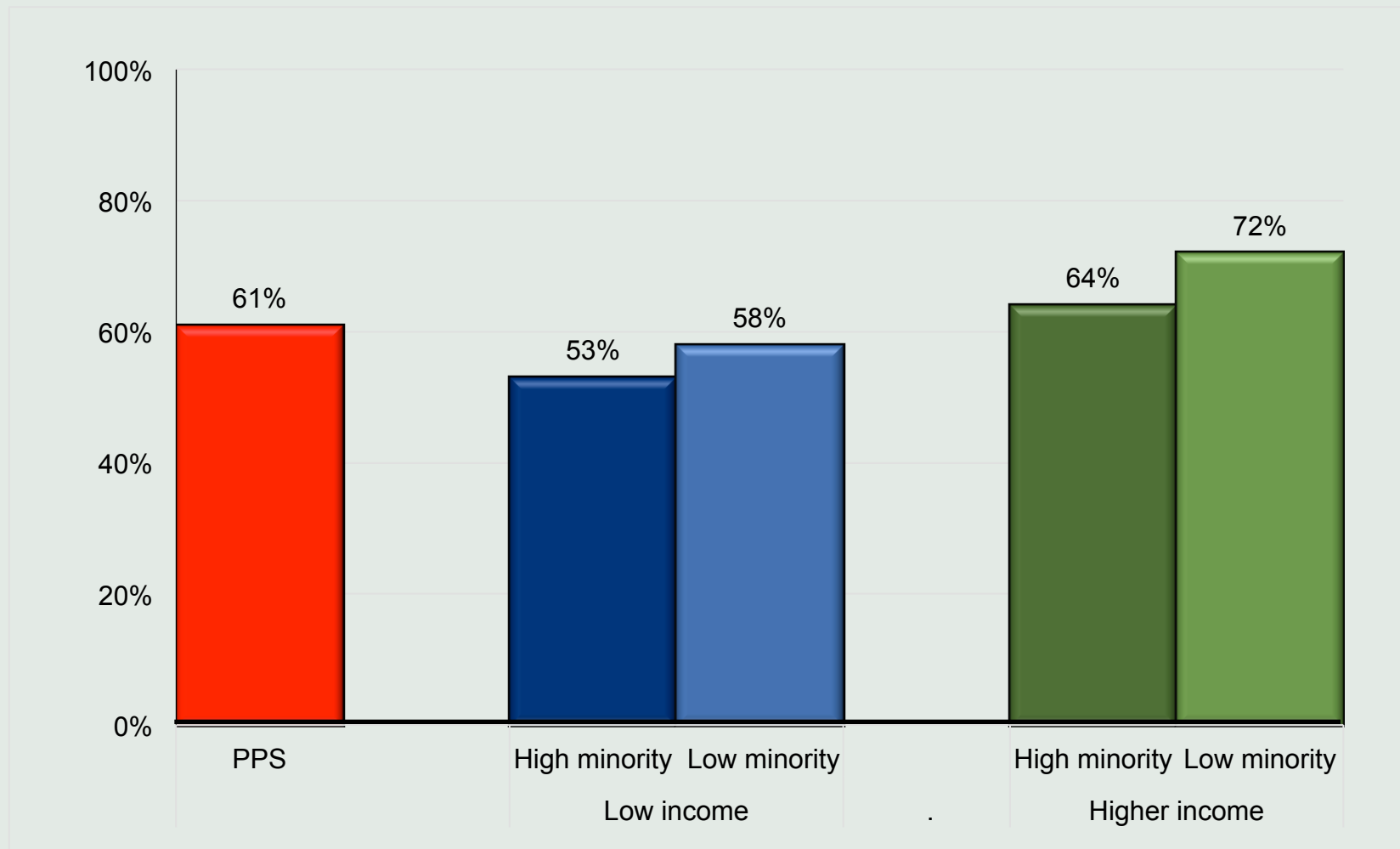
*92% of parents have heard about the Pittsburgh Promise Scholarship.*

*43% of parents report this “was a significant factor in my decision to send my child to PPS.”*

Student Survey Teacher Aspiration Questions Percentage Agree/Strongly Agree 2015-16	Early ES	Upper ES	Middle	High
Because of my teacher, I think more about what I will do after high school		71%	58%	56%
Because of my teacher, I think more about going to college		70%	58%	56%

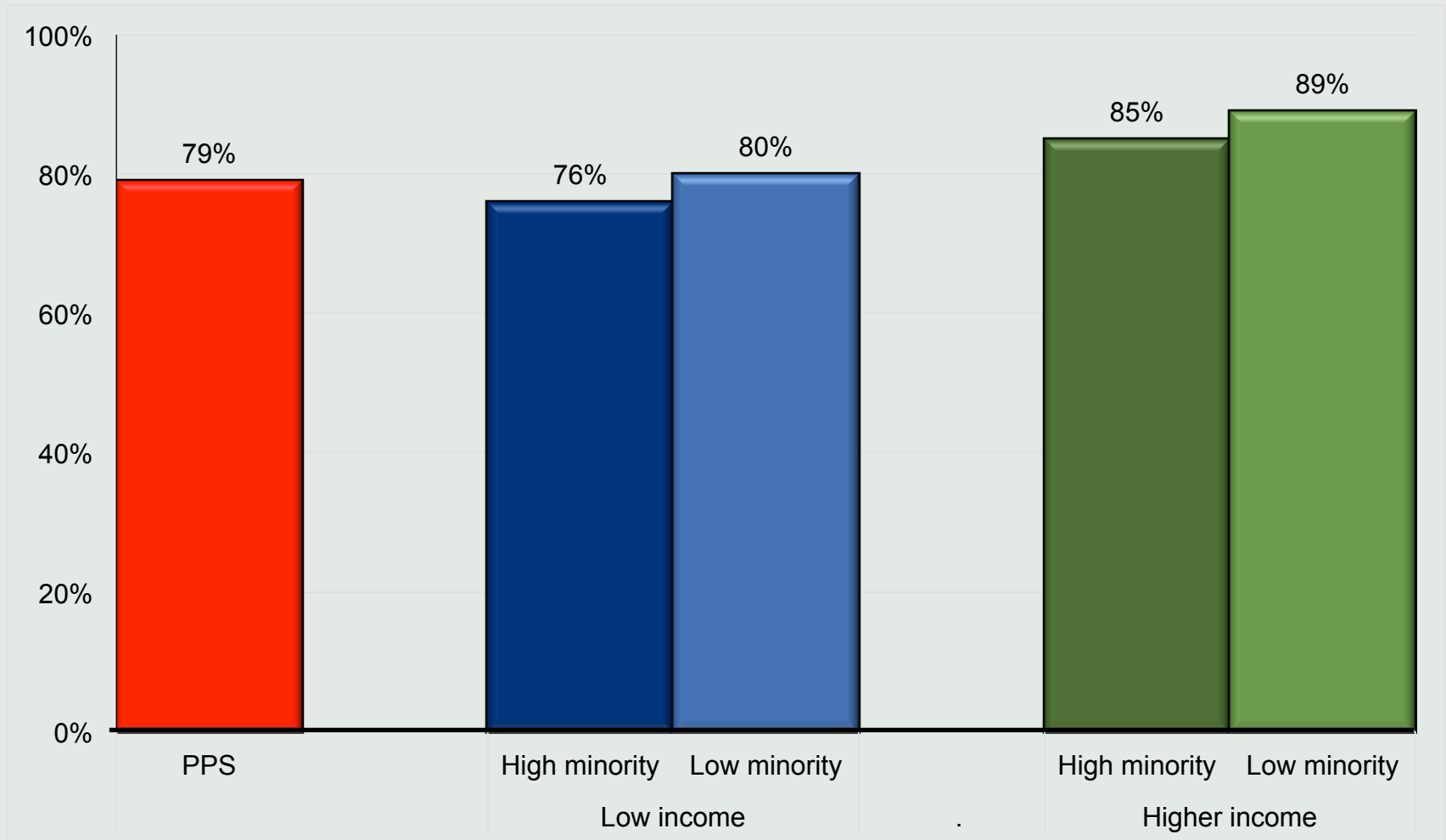


# College Enrollment Rates in the First Fall After High School Graduation, Compared to Other Urban Schools



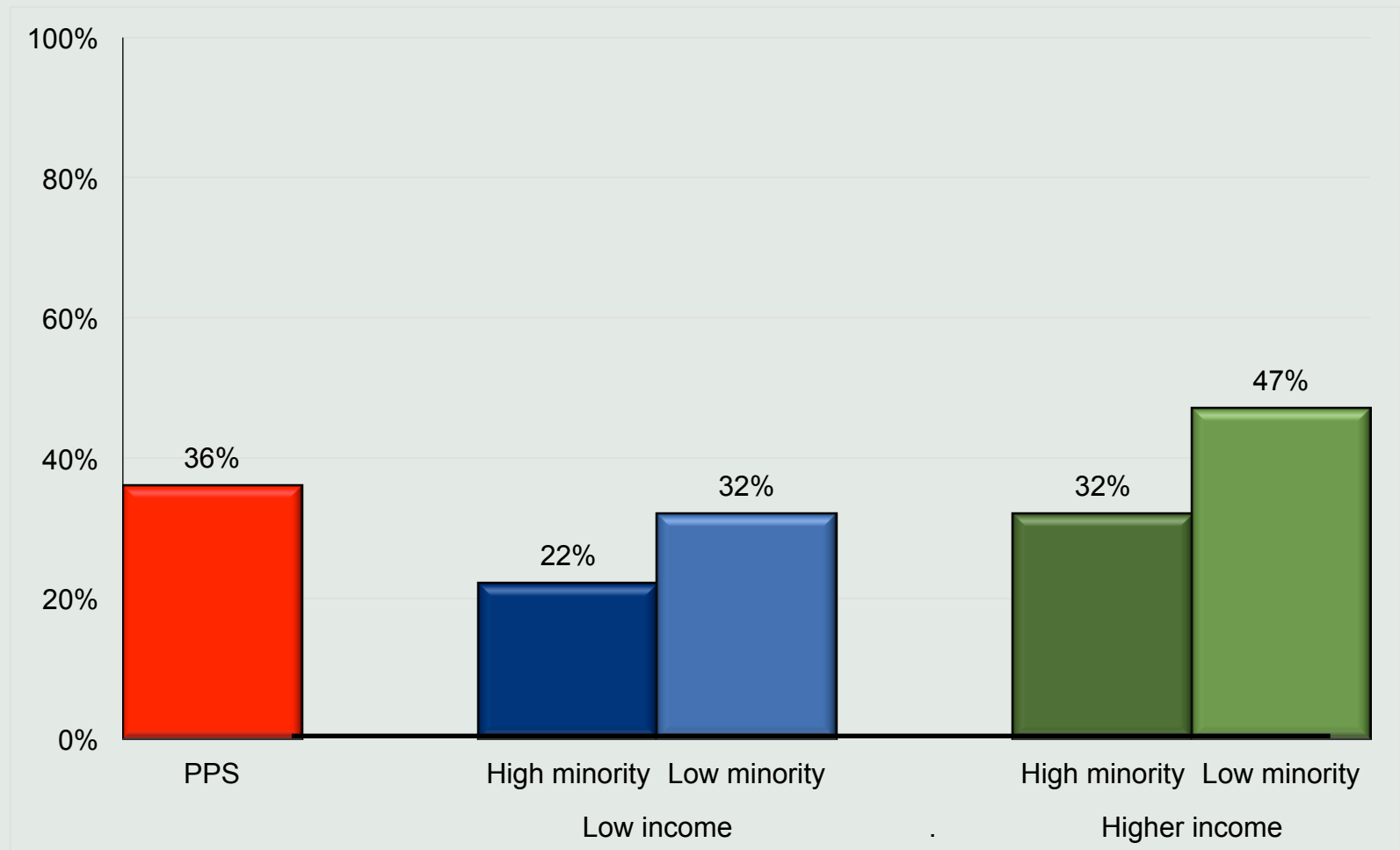
Source: National Student Clearinghouse, PPS 2015, others 2014

# Persistence Rates from First to Second Year of College, Compared to Other Urban Schools



Source: National Student Clearinghouse, PPS 2015, 2014

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

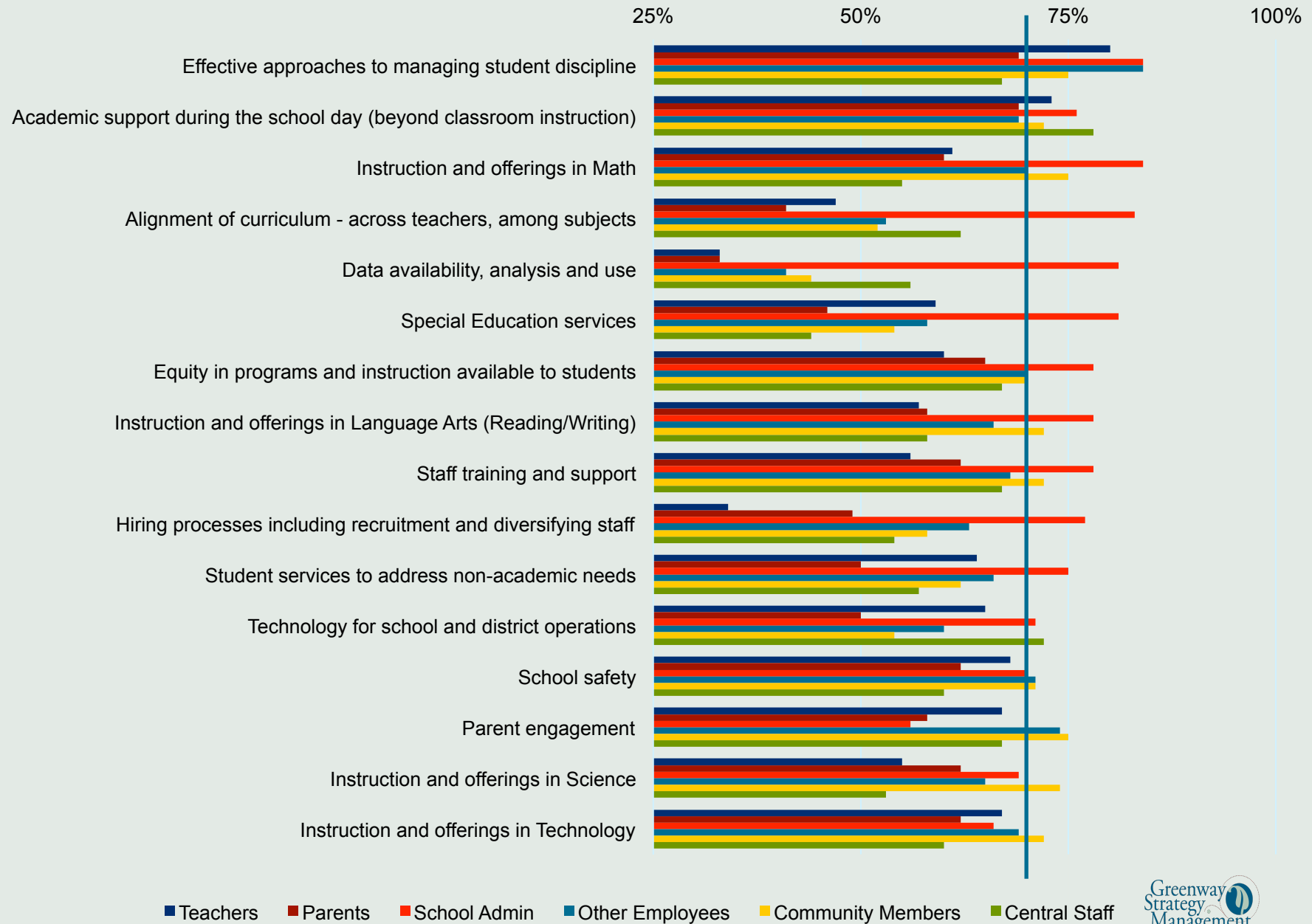


Source: National Student Clearinghouse, PPS 2015, others 2014

# Student Investment - Perceptions

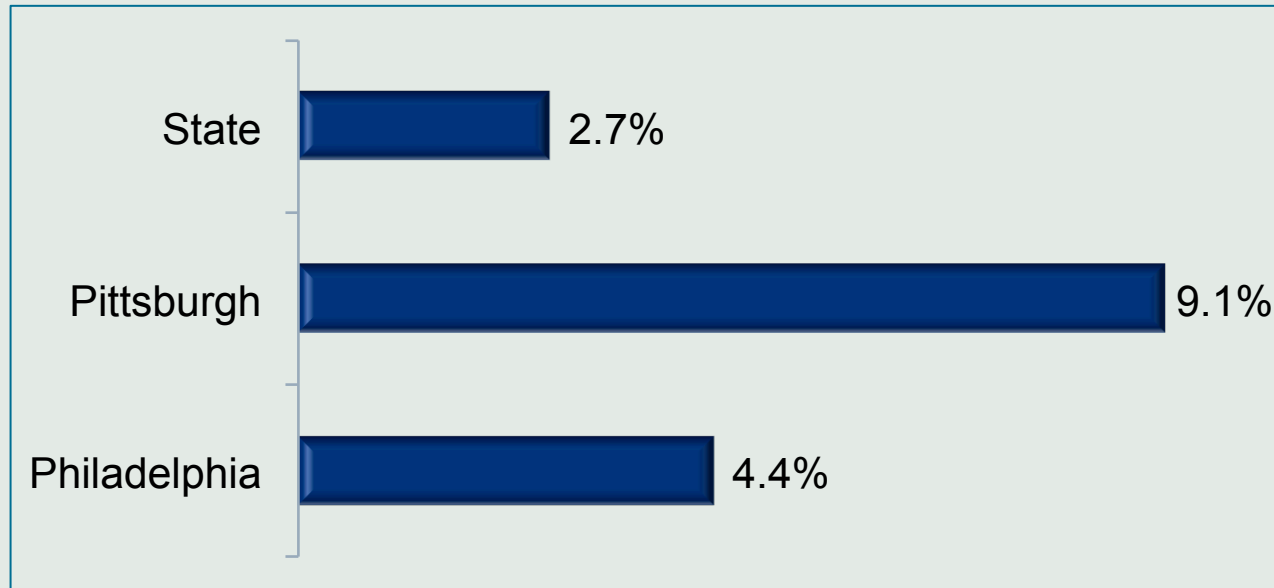
Student Survey Motivation Question Percentage Agree/Strongly Agree 2015-16	Early ES	Upper ES	Middle	High
I try as hard as I can to learn in school	92%			
I have done my best quality work in this class		88%		
One of my goals in this class has been to learn as much as I can			80%	76%

# Items Rated Highest Priority for Improvement in Order to Raise Student Achievement by at least 70% in any Group



# Managing Student Discipline

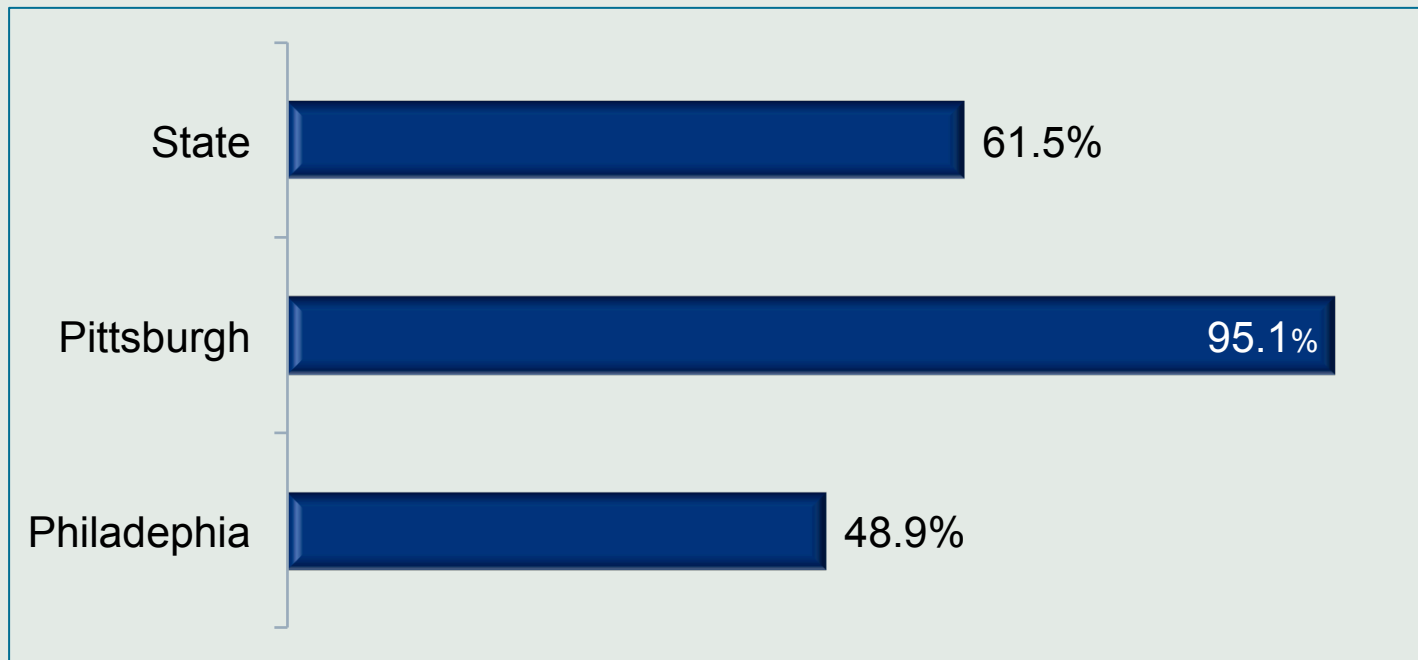
Percentage of all Students with a State-reported  
Disciplinary Incident  
2014-15



Source: Pennsylvania Department of Education, School Safety Report, 2014-15

# Managing Student Discipline

Percentage of State-reported Incidents Resulting in  
Out of School Suspension  
2014-15



Source: Pennsylvania Department of Education, School Safety Report, 2014-15

# Managing Student Discipline - Perceptions

Student Survey Conduct Questions Percentage Unfavorable Response 2015-16	Early ES	Upper ES	Middle	High
Student behavior in this class is a problem or Students behave so badly in this class that it slows down our learning.		21%	25%	14%
Student behavior in this class makes the teacher angry.			29%	16%
In this class (or some classmates), students get teased for making mistakes.	27%	18%	15%	11%
My classmates tease me and hurt my feelings.	24%			
This school feels like a safe place to me.		8%	18%	18%
At this school, I must be ready to fight to defend myself.		41%	32%	23%
I trust other students at this school, even if I don't know them.			51%	52%



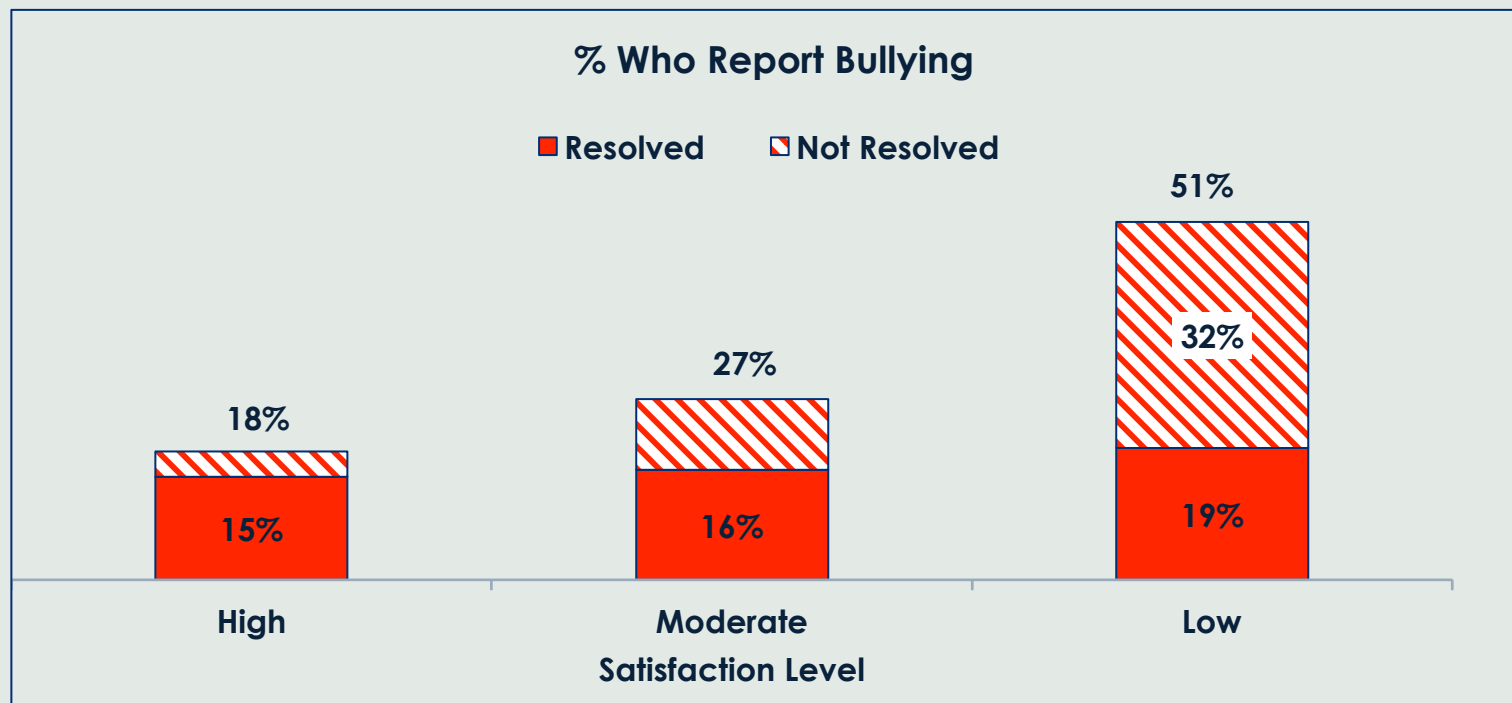
# Managing Student Discipline - Perceptions

Teacher Survey Conduct Questions Percentage Disagree or Strongly Disagree	
Students at this school understand expectations for their conduct.	30.9%
Students at this school follow rules of conduct.	54.3%
Policies and procedures about student conduct are clearly understood by the faculty.	28.5%
School administrators consistently enforce rules for student conduct.	44.9%
School administrators support teachers' efforts to maintain discipline in the classroom.	32.3%
Teachers consistently enforce rules for student conduct.	28.5%
The faculty work in a school environment that is safe.	22.4%
Students treat peers with respect in this school.	46.6%
Options exist to allow classroom instruction to continue when problem behavior occurs.	32.8%
A process (i.e. team) exists for behavior support planning and problem solving.	24.5%

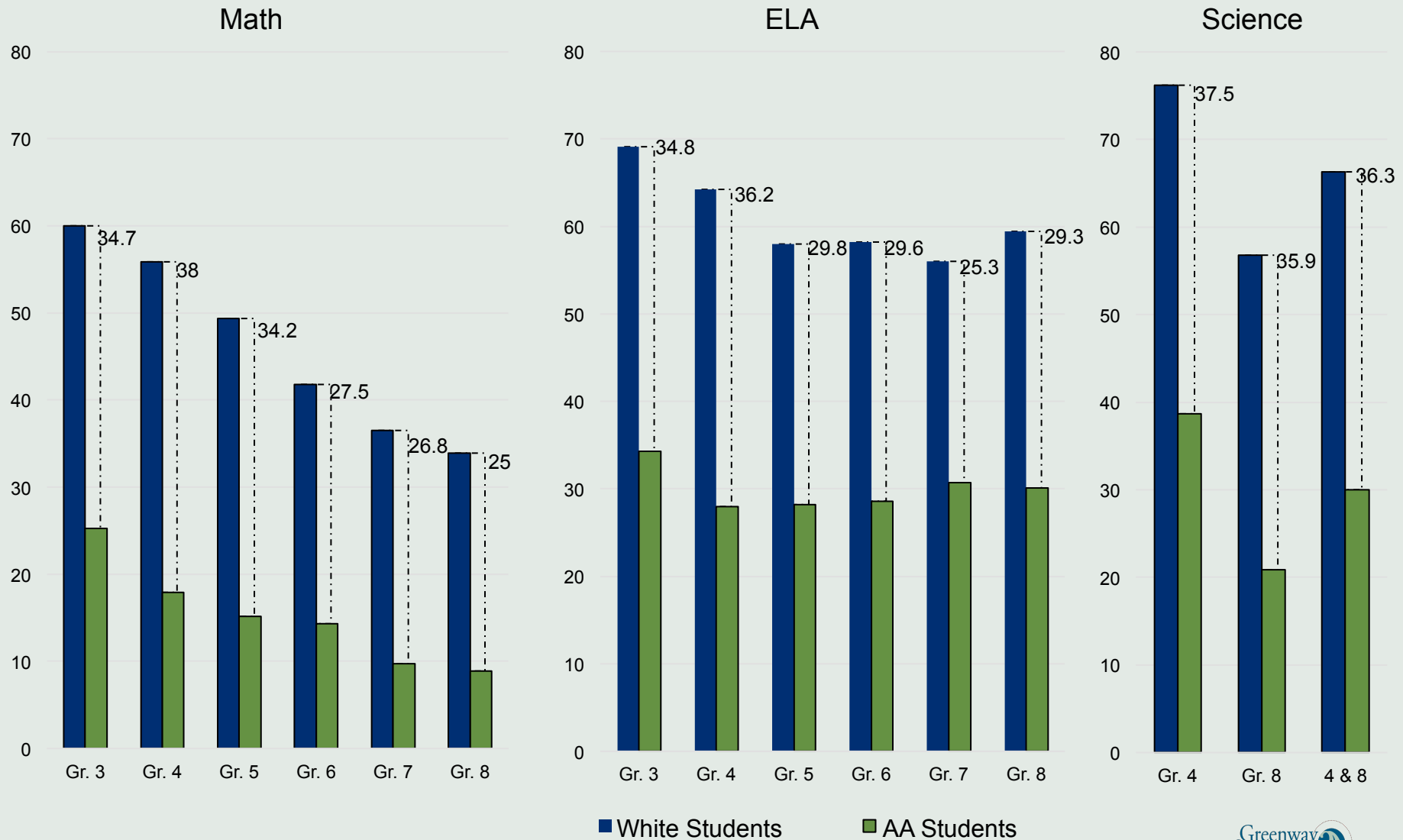
# Managing Student Discipline - Perceptions

*26% of parents report their child has been bullied. This significantly affects satisfaction with the school, particularly if not resolved.*

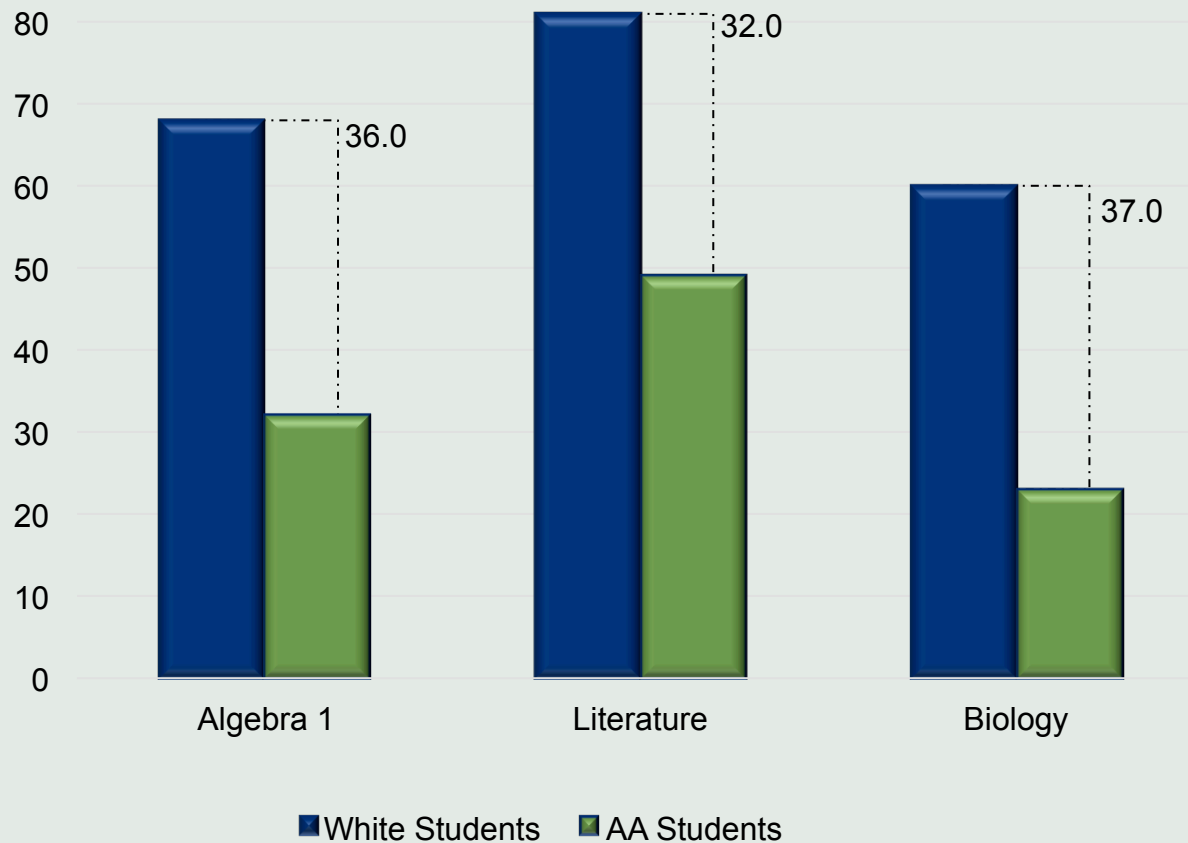
*Half of the dissatisfied parents report that their child has been bullied, and the majority say the situation has not been resolved.*



# Pennsylvania State Assessments: Proficient and Advanced White/AA Achievement Gaps 2015-2016

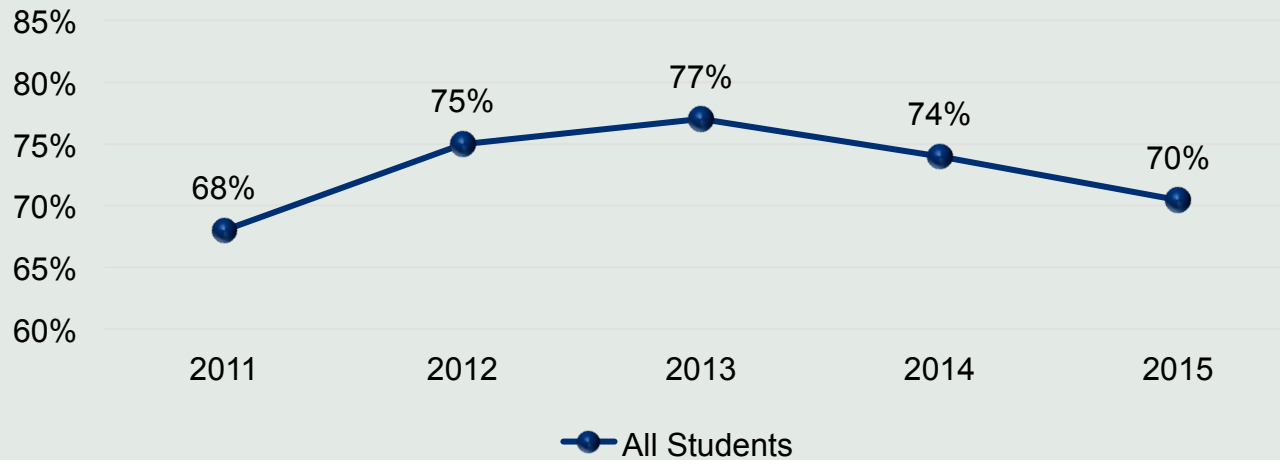


# Pennsylvania State Keystone Assessments: Proficient and Advanced White/AA Achievement Gaps by 11<sup>th</sup> Grade 2015-2016

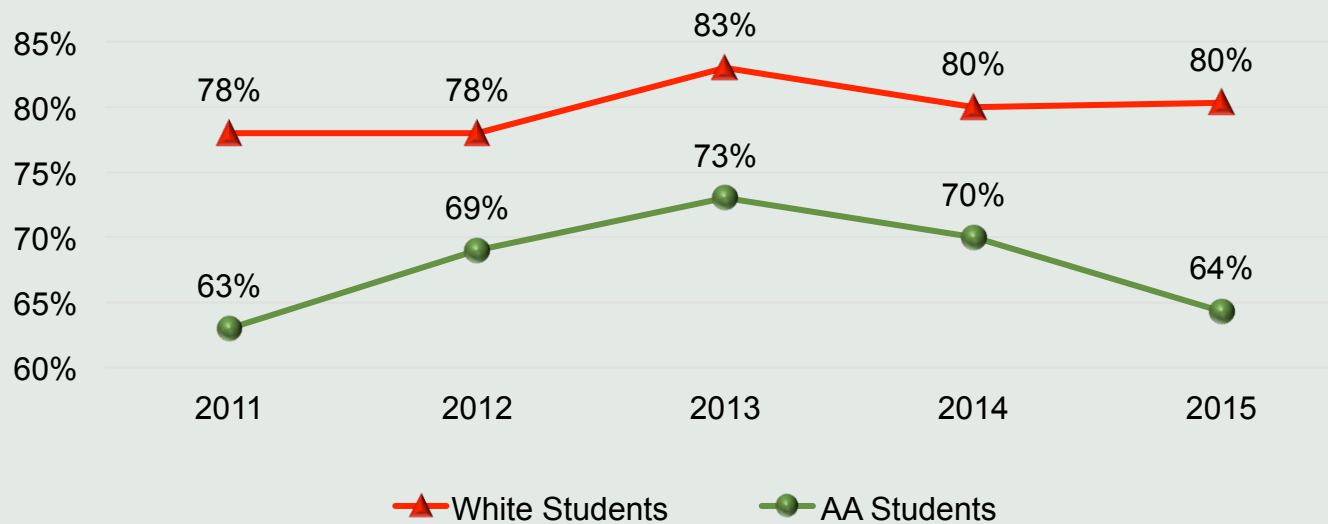


# High School Graduation Rate Trends

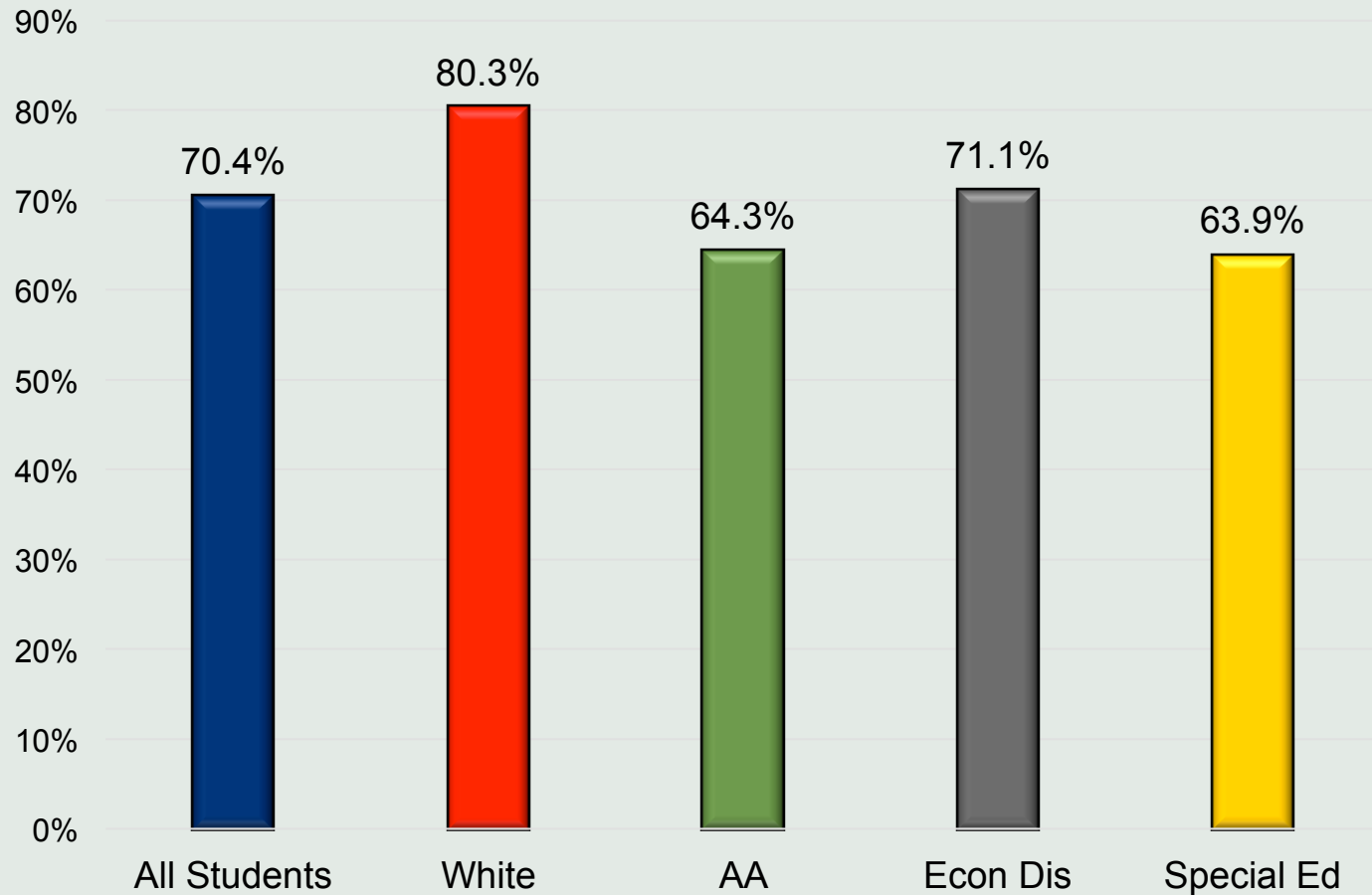
PPS High School Graduation Rates



PPS High School Graduation Rates by Ethnicity

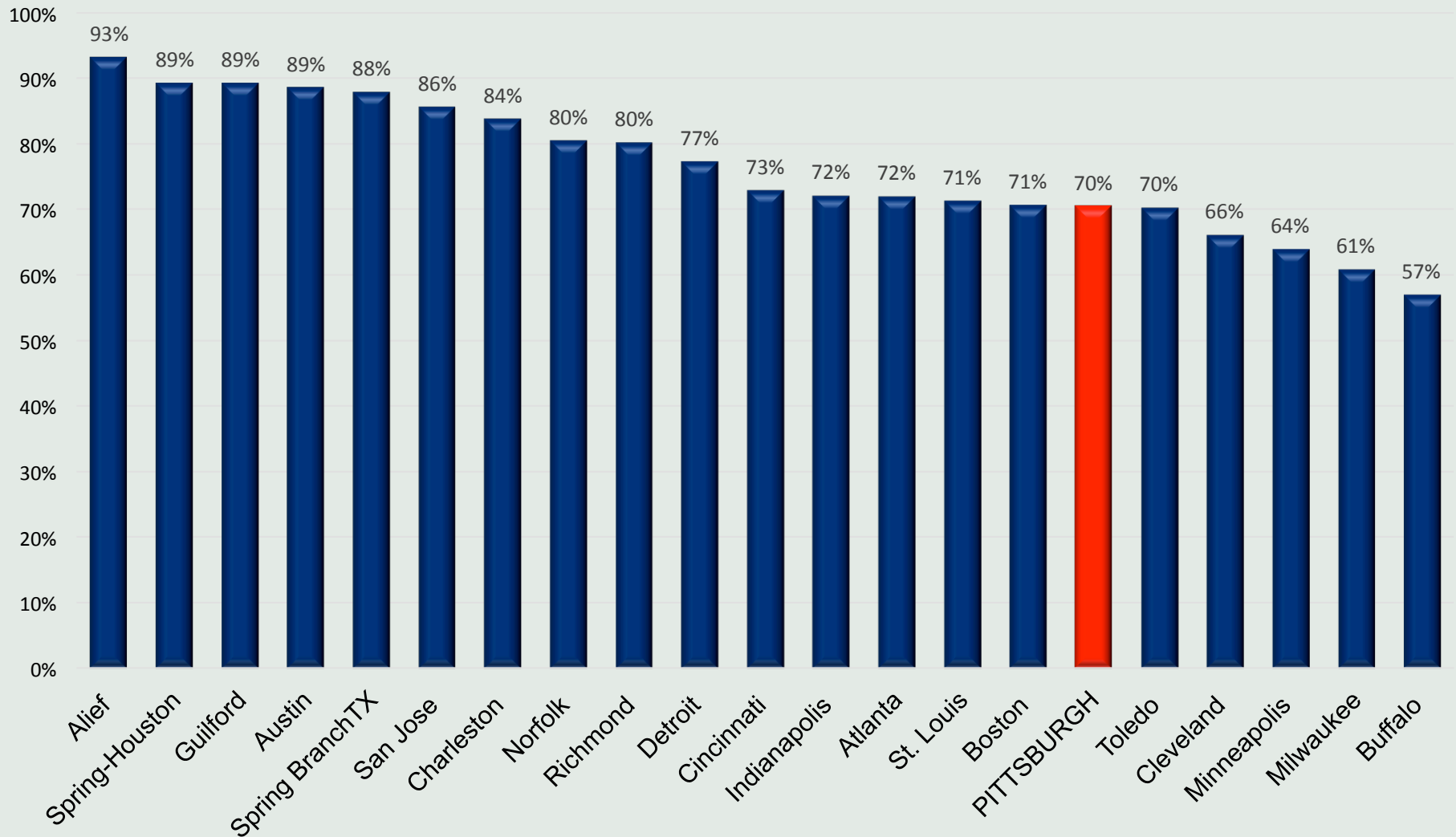


# PPS 2015 Graduation Rates by Student Groups



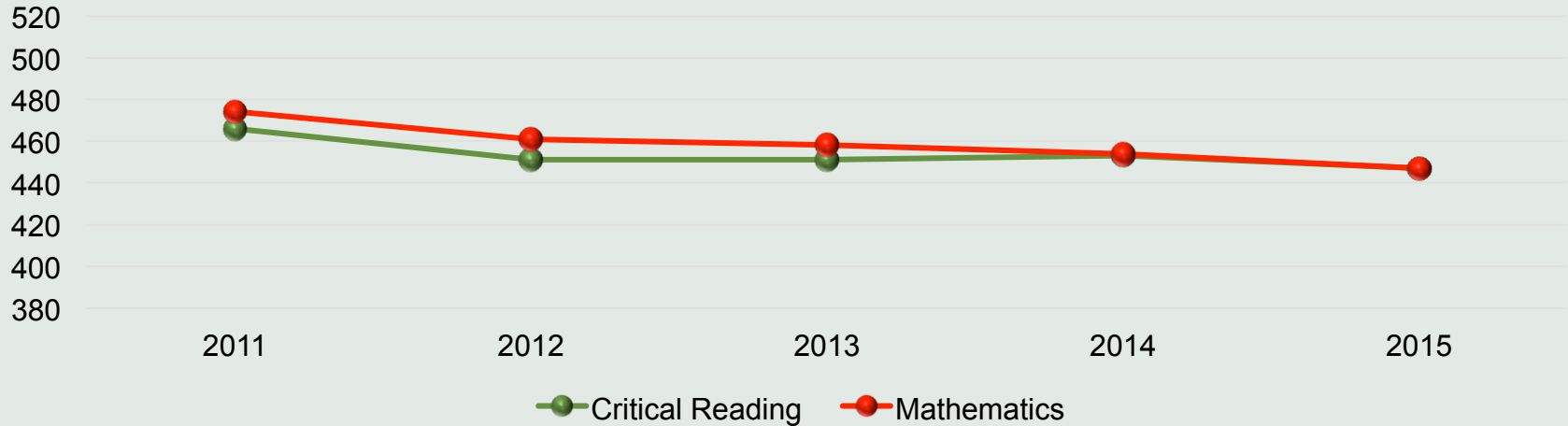
Source: Pennsylvania Department of Education, 2014-15 4-Year Cohort Graduation Rates

# Comparison District High School Graduation Rates - Most Recent Year Available

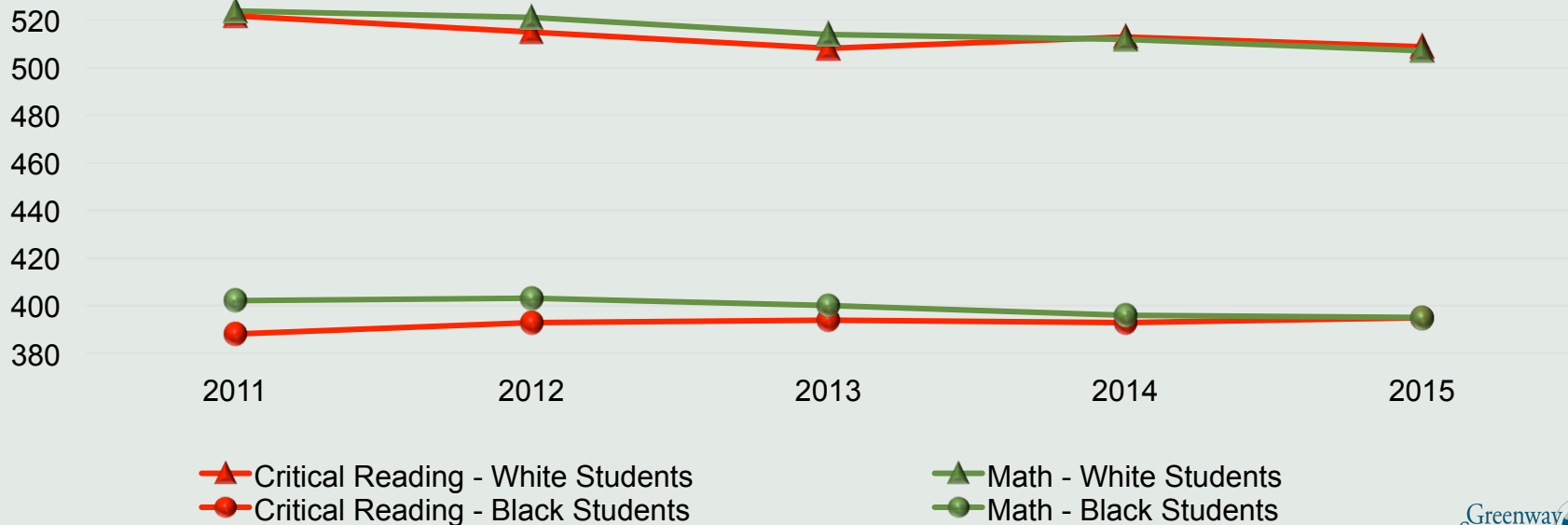


# PPS SAT Mean Scores

All Students



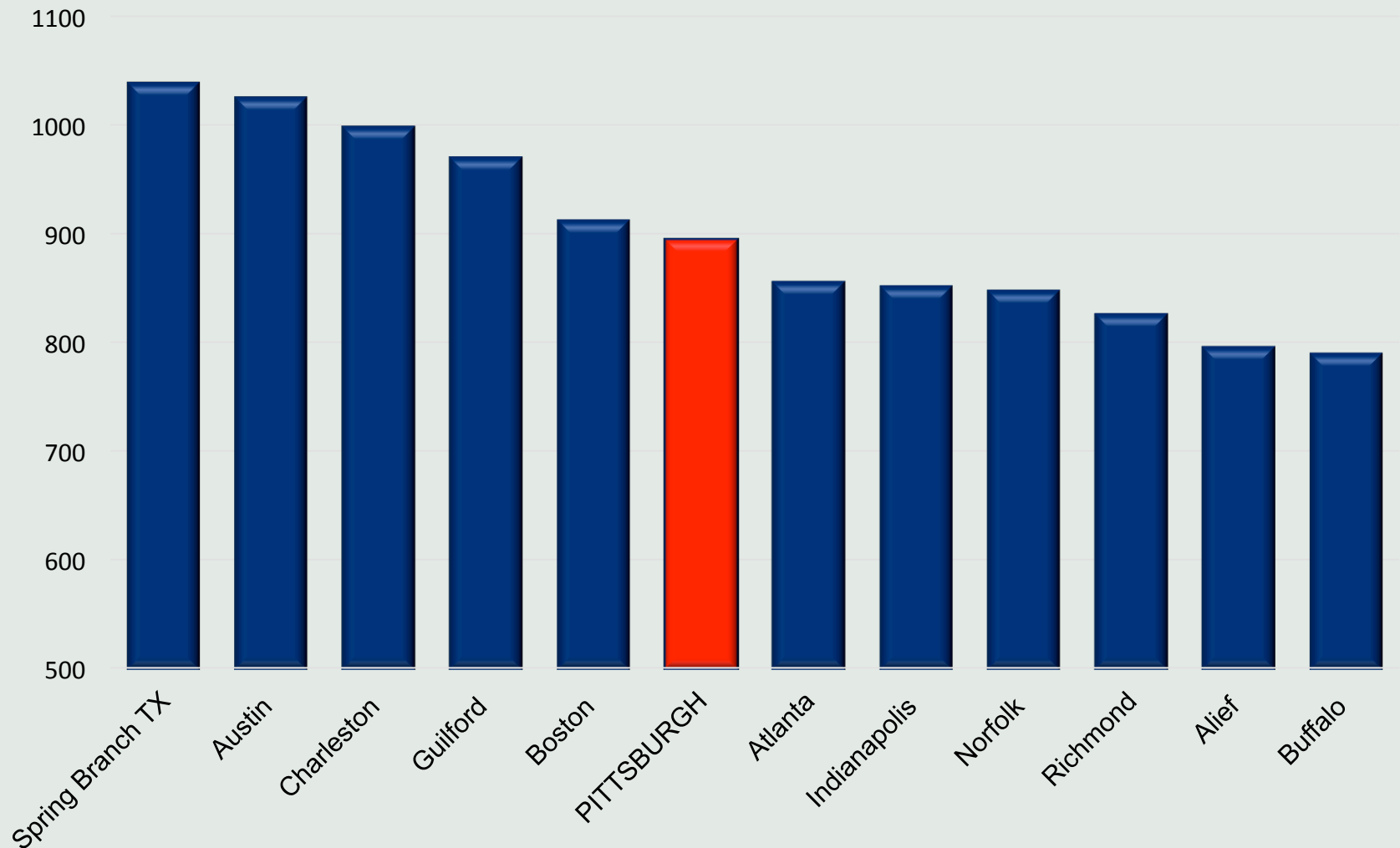
White / AA



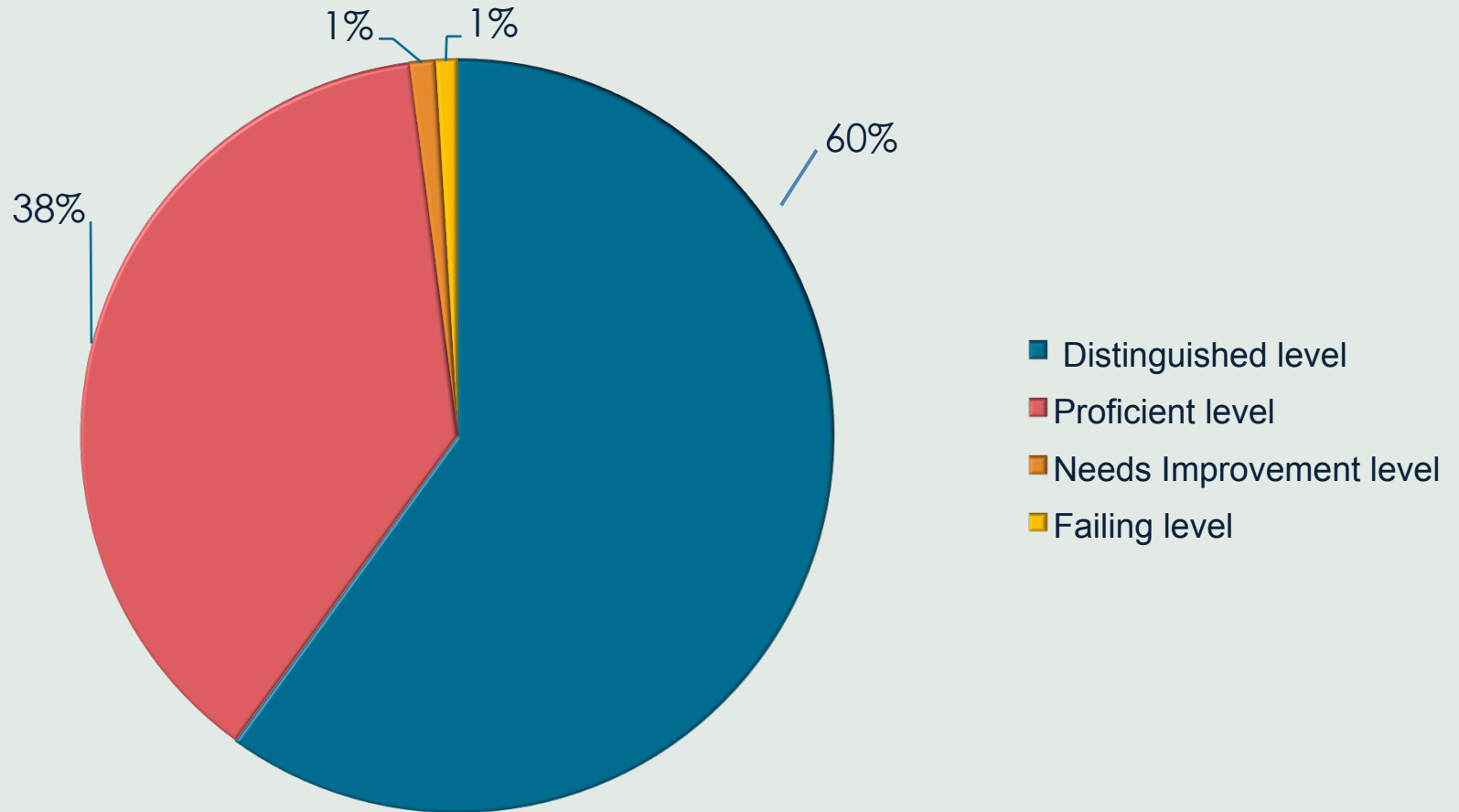


# Comparison District SAT Scores

## Reading and Math, Most Recent Year Available

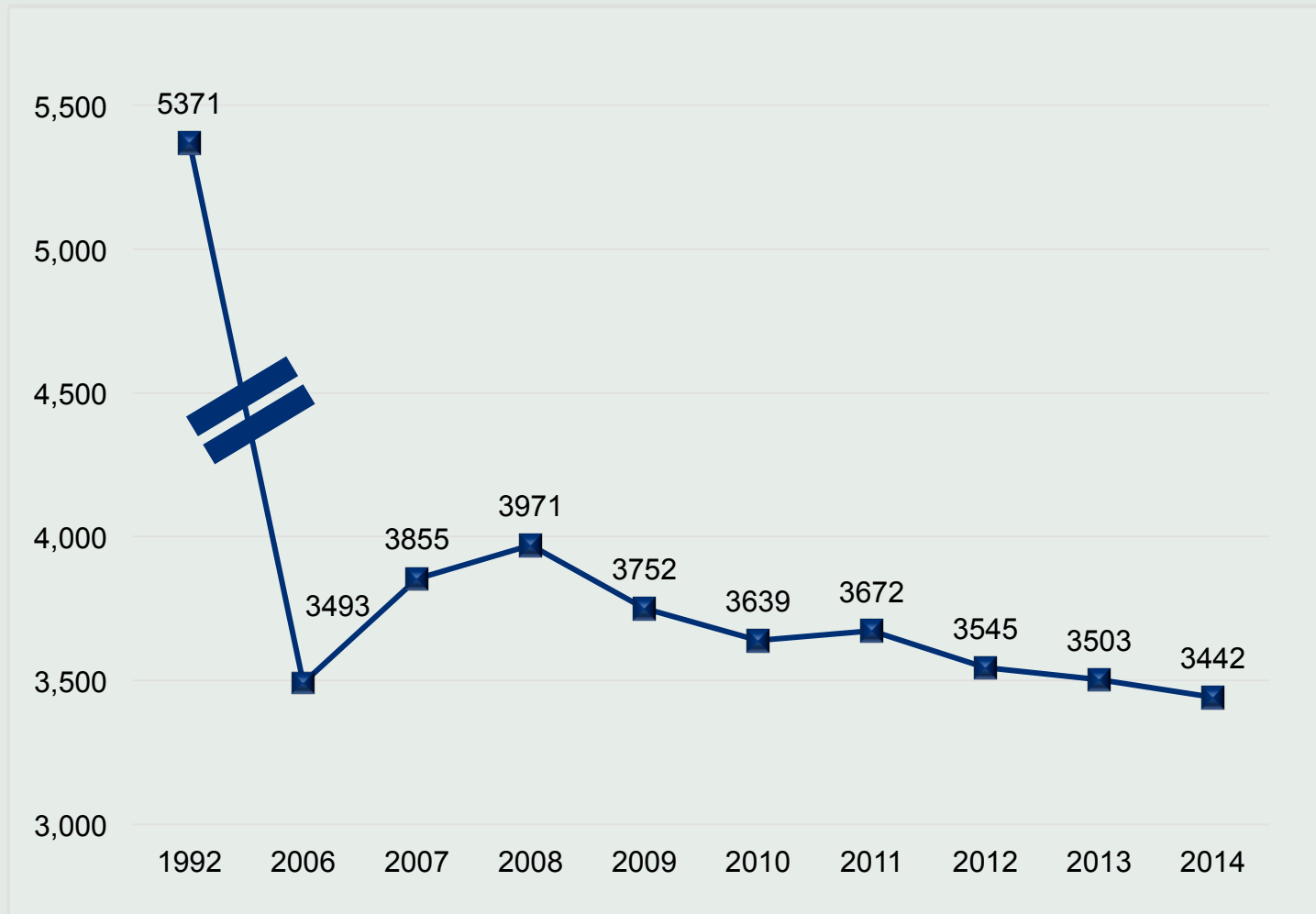


# Teacher Performance Ratings



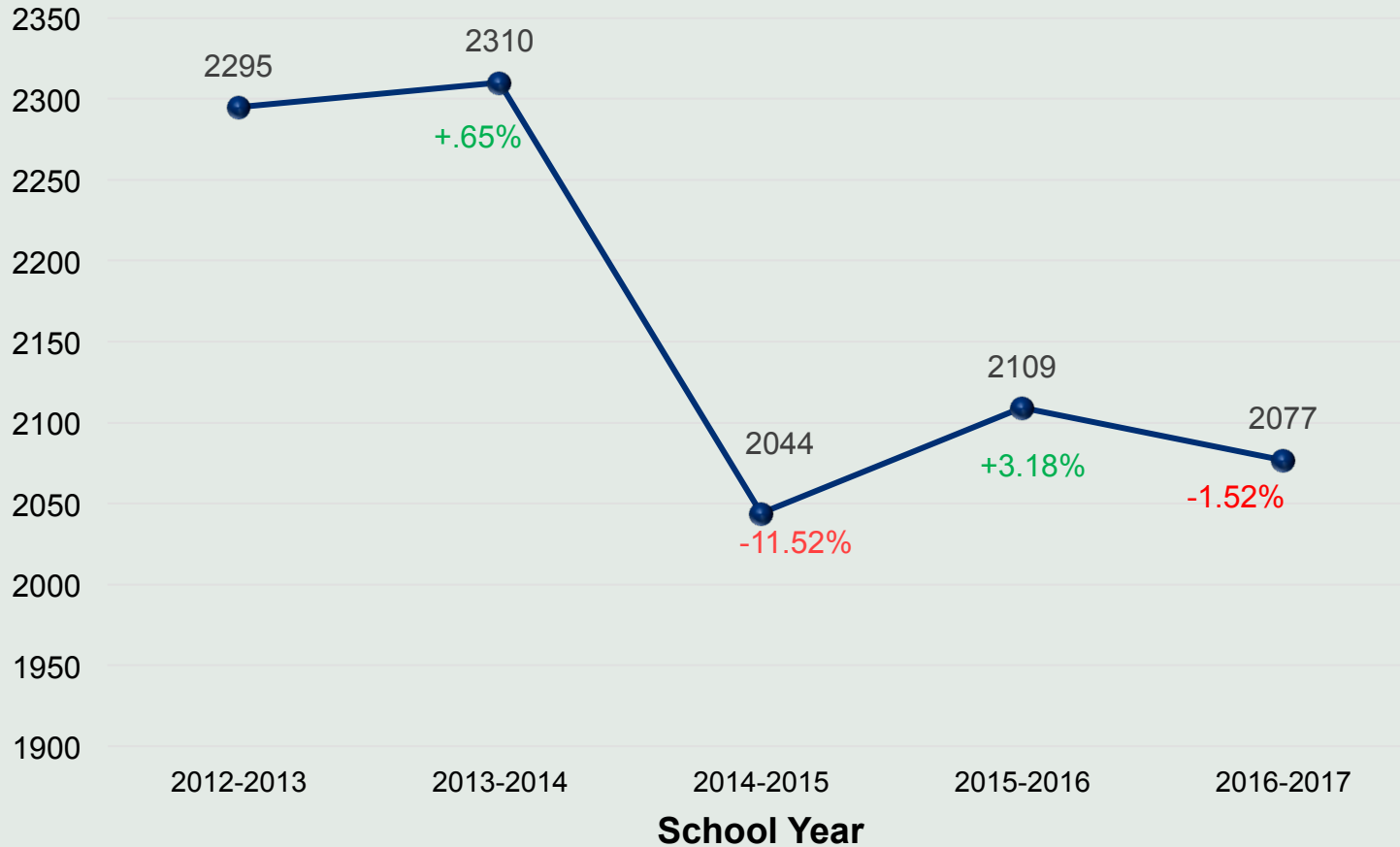
# Environmental Trends:

## Pittsburgh Birth Rate Trends



Source: Pennsylvania Department of Public Health

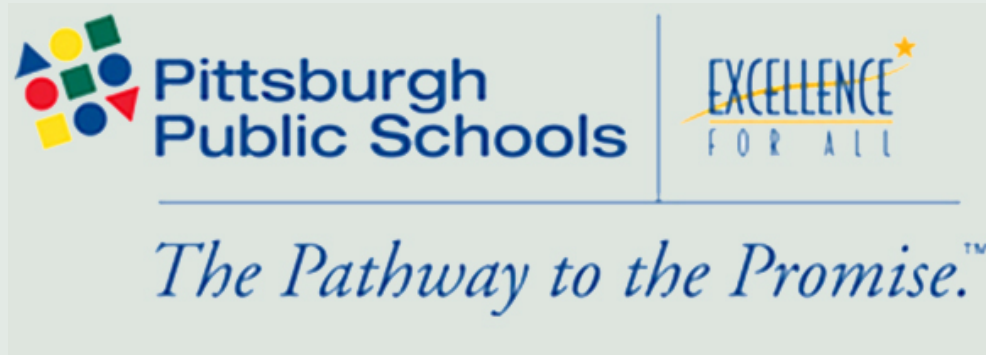
# PPS Kindergarten Enrollment 2012-2013 Through 2016-2017



# Environmental Trends: Fastest Growing Careers

Top-10 BA+ Occupations by Growth Rate	Projected Growth Rate
Speech-Language Pathologists	28%
Personal Financial Advisors	23%
Operations Research Analysts	21%
Diagnostic Medical Sonographers	21%
Physical Therapists	21%
Information Security Analysts	20%
Occupational Therapists	20%
Computer Systems Analysts	19%
Healthcare Social Workers	18%
Market Research Analysts & Marketing Specialists	15%
Sources: Employment data from Burning Glass Application of Bureau of Labor Statistics Projections Methodology Note: Minimum 500 employed, 2015. Only considers occupations that pay a living wage (\$15/hour) based on median wage.	

Top-10 Sub-BA Occupations by Growth Rate	Projected Growth Rate
Physical Therapist Assistants	31%
Occupational Therapy Assistants	30%
Diagnostic Medical Sonographers	21%
Electrical Power-Line Installers & Repairers	20%
Industrial Machinery Mechanics	20%
Cardiovascular Technologists & Technicians	19%
Emergency Medical Technicians & Paramedics	16%
Computer-Controlled Machine Tool Operators	16%
Medical Secretaries	15%
Licensed Practical & Licensed Vocational Nurses	15%
Sources: Employment data from Burning Glass Application of Bureau Note: Minimum 500 employed, 2015. Only considers occupations that pay a living wage (\$15/hour) based on median wage.	



## 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; 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; 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; equity

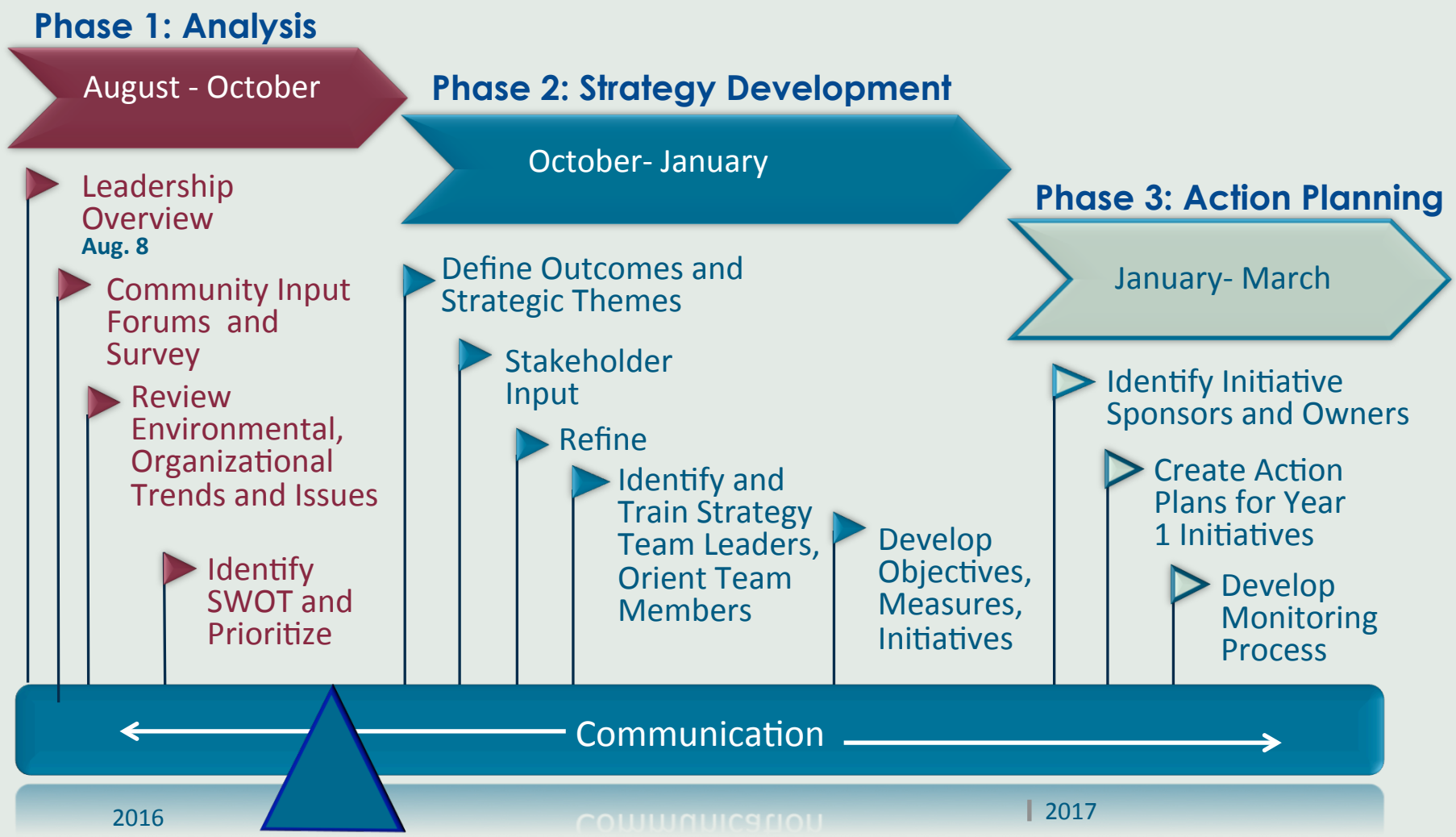
#### **Strategic Theme #4**

*Foster a high-performance culture for all employees*

#### **Strategic Initiatives**

Will address recruitment, selection, hiring and retention of staff; equity

# Pittsburgh Public Schools Strategic Planning Timeline



We are here