

# **A Conversation of Strategy to Drive Equity, Excellence, and Efficiency in PPS**

**Dr. Wayne N. Walters, Superintendent**

**Education Committee  
March 7, 2023**

# Objectives

- **To offer clarity on the Superintendent's priority goals with special emphasis on Goal #5**
- **To provide an overview of proposed Design Principles**
- **To outline potential next steps regarding Board of Directors and stakeholder engagement**

# CHANGE IS A PROCESS,



# NOT AN EVENT!

# STUDENT OUTCOMES & EXPERIENCES



## Priority Goal #3

Expand stakeholder communication and partnerships.

## Priority Goal #2

Construct safety, health, and wellness protocols.

## Priority Goal #1

Invest in culturally responsive, evidence-based training, tools, and resources.

## Priority Goal #5

Strategically allocate resources to ensure equity, excellence, and efficiency.

## Priority Goal #4

Design effective organizational systems.



# Priority Goal #5

Strategically allocate resources  
to ensure equity, excellence,  
and efficiency.



# Key Definitions

**Educational Equity**, as defined in the District's On Track to Equity plan means "raising the achievement of all students while (1) narrowing the gaps between the lowest and highest performing students and (2) eliminating the racial predictability and disproportionality of which student groups occupy the highest and lowest achievement categories" (Singleton & Linton, 2006)

**Equity** is providing what is needed to achieve desired outcomes and experiences. **Equity** is about access and opportunity in giving students what they need.



# Key Definitions

**Excellence is a quality of being outstanding or extremely good. In school districts, excellence is often measured in quantitative outcomes, however; qualitative measures highlighting the experiences of those served (students and families) and providers of service (staff and community) are equally as important.**



# Key Definitions

**Efficiency is the ability to achieve one's desired results by utilizing the resources you have in the best way possible. Something becomes efficient when there is minimal waste, and all processes are optimized.**





# Priority Goal #5

**Strategically allocate resources to ensure equity, excellence, and efficiency.**

## **Context:**

**Every child living within Pittsburgh Public Schools' footprint is entitled to a high-quality and robust educational experience, regardless of race, zip code, gender (including gender identity or expression), disability, sexual orientation, ethnicity, and economic designation. Therefore, our schools must strategically allocate resources and become vibrant community hubs that demonstrate fiscal responsibility through efficient operations while maintaining safe, effective, modern learning environments.**

**Additionally, Pittsburgh Public Schools is committed to eliminating racial and disability disparities by investing in research, curriculum, assessment, data analysis, and accountability constructs that are culturally responsive and prioritize student needs and outcomes. To actualize this desire, we must utilize an equity lens of access, support, and services to drive decisions that impact student learning experiences and outcomes informed by data. Understanding that our mission is rooted in creating community, we embrace consistent collaboration, partnerships, and relationships with key stakeholders, inclusive of the most marginalized, to create optimal student learning experiences.**



# Priority Goal #5

Strategically allocate resources to ensure equity, excellence, and efficiency.

## Highlighted Action Steps:

- **Formalize and communicate definitions of equity, excellence, and efficiency in the Pittsburgh Public Schools.**
- **Work collaboratively with the Board of Directors and Leadership Team to create design principles that inform the strategic allocation and optimization of resources (human, financial, physical plant, infrastructure, instructional, etc.) to ensure equity, excellence, and efficiency.**
- **Create and expand opportunities for stakeholder feedback regarding needed resources to ensure equity, excellence, and efficiency.**
- **Seek proposals to facilitate a strategic planning process and develop a comprehensive five-year strategic plan.**



# A PPS Value Proposition

**Every child living within Pittsburgh Public Schools' footprint is entitled to a high-quality and robust educational experience, regardless of race, zip code, gender (including gender identity or expression), learning disability, sexual orientation, ethnicity, and economic designation.**



# Comprehensive Plan Value Statements

<b>Students</b>	Students participate in evidence-based, culturally responsive, and <b>safe learning environments</b> that meet their <b>academic, social, and emotional needs</b> .
<b>Staff</b>	Given adequate and authentic supports, staff provide a <b>high-quality education</b> for students and engage parents, families and students as partners.
<b>Parents</b>	Families work and communicate collaboratively with teachers, schools, and the district to ensure <b>all students reach their highest potential</b> .
<b>Board</b>	The Board of Public Education of the School District of Pittsburgh, in accordance with applicable state and federal laws and regulations, <b>establishes policies and procedures</b> for the governance of the Board and for the <b>safe and orderly operation</b> of the School District.
<b>Administration</b>	The administration <b>strategically allocates staff and materials to ensure equity, excellence, and efficiency</b> in leading efforts for continuous change resulting in increased student performance. The administration values parents as partners and engages in two-way communication.
<b>Community</b>	The community is a welcomed partner with schools and the district in a way that is aligned with district priorities to ensure <b>all students are safe, supported, and provided with opportunities</b> that lead them to college or careers after high school.



# Strategy for Aligning Value Propositions & Student Outcomes and Experiences

- **Organized Leadership Team retreats with a consultant to allow time to deepen understanding of equity, excellence, and efficiency while applying this understanding to PPS**
- **Created core value propositions for student outcomes and experiences**
- **Engaged in learning about Design Principles**
- **Drafted Design Principles aligned to four specific categories**
- **Aligned Design Principles with key constructs to address equity, excellence and efficiency in PPS**
- **Outlined strategy to gather Board of Directors and stakeholder feedback on Design Principles**



# What are Design Principles?

Design principles are value statements that describe the most important goals that a product or service should deliver for users and are used to frame design decisions.



**In other words,**

**Given what we identify as problems,  
what is it we value?**



**What design principles will guide our decision-making to strategically allocate resources to ensure equity, excellence, and efficiency?**





# Design Principle #1

**Pittsburgh Public Schools is committed to eliminating racial achievement disparities by investing in research, curriculum, assessment, data analysis, and accountability constructs that are culturally responsive and prioritize student needs and outcomes.**

- All students will have consistent access to rigorous, strong academic programming supported by equitable distribution of high-quality staff and instructional resources, including technology.
- Student-centered teaching and learning reflects innovation, multiple pathways, and choice to positively advance student experiences, opportunities and outcomes.
- Student success is determined by demonstrated literacies, dispositions, and behaviors associated with college, career, and life-readiness preparation at appropriate developmental levels.
- All students will experience culturally competent pedagogy inclusive of their identity to grow their capacity as confident and competent learners.

# Design Principle #2

**Pittsburgh Public Schools utilizes an equity lens of access, support, and services to drive decisions that impact student learning experiences and outcomes informed by data.**

- Every student will attend school in accordance with the least restrictive and appropriate environment.
- All students across the district will have access to high-quality core academics, technology and resources, regardless of which school they attend.
- Students will have access to a robust menu of support services for whole child development within the school associated with their attendance boundaries.
- All students will have access to highly innovative educational opportunities and programming, regardless of zip code.

# Design Principle #3

**Pittsburgh Public Schools embraces consistent collaboration, partnerships, and relationships with key stakeholders inclusive of the most marginalized to create optimal student learning experiences.**

- All staff are appropriately certified for their assigned responsibilities and demonstrate a genuine enthusiasm for teaching, learning, and supporting positive student outcomes and experiences.
- Staff members coordinate with families and community-based organizations to achieve successful outcomes for all students.
- Teachers and staff have sufficient, job-embedded support, coaching and supervision to meet teaching and learning objectives.
- Collaborative standards-based professional learning occurs within the workday/week.
- Staff members hold themselves and one another accountable for continuous improvement focused on growing their capacity to meet each student's needs, including culturally competent pedagogy.

# Design Principle #4

**Pittsburgh Public School buildings are vibrant community hubs that demonstrate fiscal responsibility through efficient operations while maintaining safe, effective, modern learning environments.**

- All schools will have an 80-90% utilization rate.
- All schools will meet a 20% Facility Condition Index (FCI) rating (includes ADA accommodations).
- All schools will support student access to high-quality, nutritional options (food service).
- All schools will have technology infrastructure to support a 1:1 environment and allow for future technology innovation.
- All schools will have adequate space and associated resources for students, staff, families and community-based organizations to function effectively in providing/receiving core and ancillary services.

# Remaining Focused on Student Outcomes & Experiences

**Every child living within Pittsburgh Public Schools' footprint is entitled to a high-quality and robust educational experience, regardless of race, zip code, gender (including gender identity or expression), learning disability, sexual orientation, ethnicity, and economic designation.**

# Next Steps

- **Board of Directors Feedback**
- **Stakeholder (Students, Staff, Families, Community) Feedback**
- **Core Design Principles Recommendations**
- **Advance the Equity, Excellence, Efficiency Agenda with Design Principles as guardrails for decision-making**

# Priority Goal #5

Strategically allocate resources  
to ensure equity, excellence,  
and efficiency.



# Questions

