

Strategic Planning Committee (SPC) Workshop

Alexandria City Public Schools
(ACPS)
October 8, 2024



Deliver *Ed*
THE IMPLEMENTATION EXPERTS

We are here because having a clear, focused direction for our division over the next 5 years is critical to our success

In this strategic plan, we hope to:

- *Center equity* at the core
 - ACPS defines equity as: “Meeting students where they are and actively working to remove barriers to educational access.”
- *Build off* of the work done for the 2025 Equity for All Plan
- *Prioritize* the most important things to get right
- Plan for how to shift our strategy *AND* our culture
- Remain *focused on implementation* and continuous improvement



Objectives

1

Clarify strategic planning process and role/norms of this group

2

Reflect on where we are right now as a division

3

Imagine what our division could look like 5 years from now as we begin to draft our goals for the strategic plan

4

Confirm next steps

Let's start with a quick check-in



Wander around the room while the music plays

When the music stops - form trios

- Introduce yourself
- Share:
 - Round 1: What is your role in / relationship to the division (your own words, not job title)
 - Round 2: What was your favorite high school class and why?
 - Round 3: What is your biggest hope for the future of ACPS and/or this strategic planning process?





DeliverEd is working closely with the ACPS Core Planning Team to lead this work



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Chief Accountability and
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THE IMPLEMENTATION EXPERTS



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ACPS has partnered with DeliverEd to support the development of a 5-year strategic plan



We are:

Former classroom educators, practical planners, data-driven coaches, and implementation experts

We support education systems to ask the following questions consistently and rigorously:

- 1 What are we trying to do?
- 2 How are we planning to do it?
- 3 At any given moment, how will we know whether we are on track?
- 4 If we are not on track, what are we going to do about it?

We know too often strategic plans sit on a shelf and collect dust; we want to ensure this thoughtful planning *drives implementation*



Image by [Grungemaster](#) on Dreamstime.com



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Our strategic planning process is intentionally collaborative and iterative to set you and the plan up for effective *implementation*



COLLABORATIVE AND
ITERATIVE



IMPACT DRIVEN



DESIGNED FOR
IMPLEMENTATION



FOCUSED ON CAPACITY
BUILDING



DeliverEd
THE IMPLEMENTATION EXPERTS

We aim to have a solid 5-year strategic plan ready for implementation by Spring 2025

LAUNCH

Jun 2024

SET UP

Align on expectations and ambitions for plan

PHASE 1

June - Oct 2024



REVIEW

Assess current areas of strength and opportunity

PHASE 2

Nov - Feb 2025



DESIGN

Develop a multi-year strategic planning architecture based on existing strong foundation

PHASE 3

Feb - May 2025



PLAN

Create implementation plans for each of the priority strategies with several iterations of input from stakeholders & the public

PHASE 4

May 2025 - plan end



IMPLEMENT

Facilitate ongoing performance management routines



This strategic planning committee (SPC) represents a cross-section of our ACPS community

- Superintendent
- School Board
- Senior Division leadership (Chiefs)
- School leaders
- Teachers
- School support team
& other school staff
- Students
- Families
- Representatives from ACPS Board
Committees
- Community partners



The SPC will inform ACPS's 5-year priorities, leveraging others' input as we go

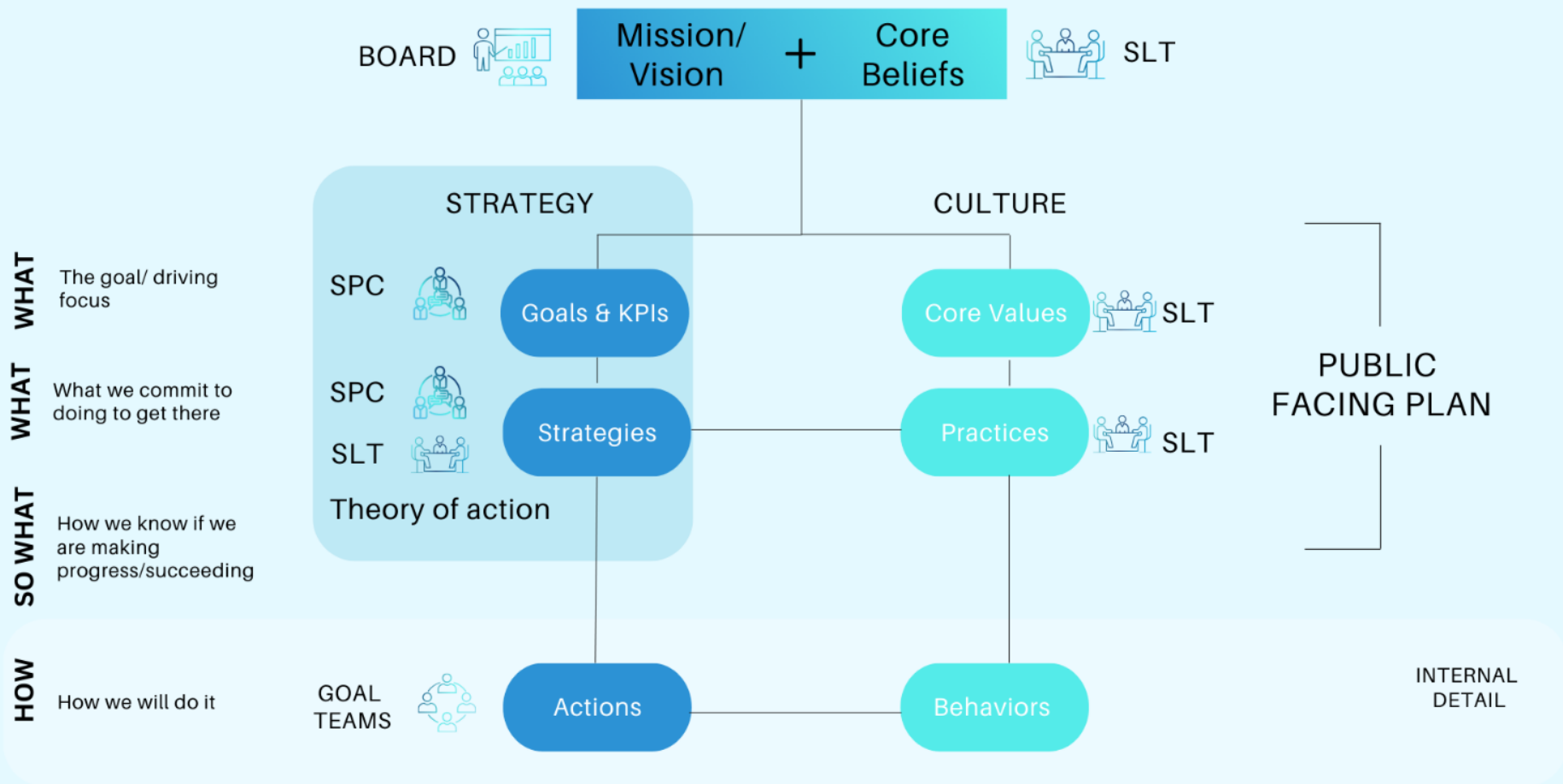
STRATEGIC PLANNING COMMITTEE (SPC)
DRAFTS OUTLINE OF PLAN THROUGH 4 WORKSHOPS

PLANNING TEAMS*
TAKE OVER TO ADD IMPLEMENTATION DETAILS



**Teams of key stakeholders led by 3-5 senior division leaders overseeing priority goal areas of the plan*

ACPS Strategic Plan Content



We will provide ideas and recommendations; the ultimate decisions will be made by division leadership and eventually, the school board

WE RECOMMEND

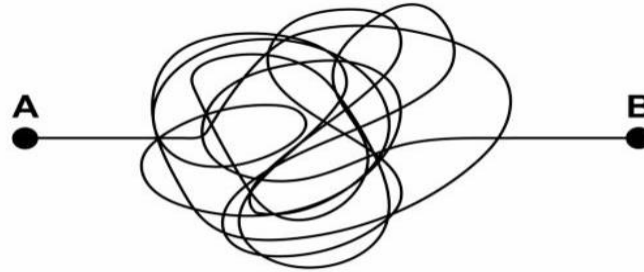


AND BEWARE: the process is rarely linear - this is messy work!

How people expect
strategic planning to go



How it actually goes



Let's establish some norms for this group

- Commit to remain **present and engaged** in today's conversation.
- **Assume positive intent** and **take responsibility for impact**
- Suspend disbelief! **Entertain all ideas** and look for ways to get to 'yes'
- **Equity of voice** - monitor your airtime and step up or step back
- Have **courage** to speak your truth
- Remain focused on the **collective good**, informed by your personal experience

Are there any other norms that will support you to show up fully in this group?



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Grounding: Equity for All 2025

Vision

Empowering all students to thrive in a diverse and ever-changing world

Mission

ACPS ensures success by inspiring students and addressing barriers to learning

Core Values



WELCOMING



EQUITY-FOCUSED



EMPOWERING



INNOVATIVE

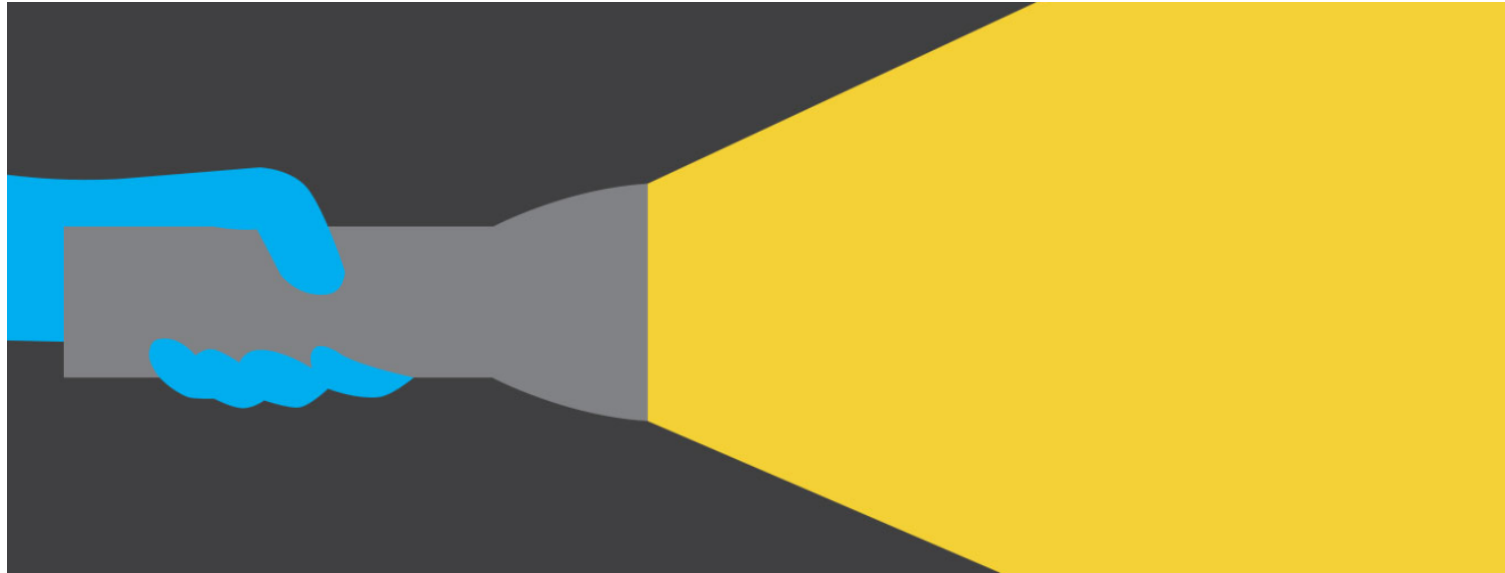


RESULTS-DRIVEN





Where We Are





Examining Instructional Alignment

Emerging Themes

- *Including academic language and content features in lesson objectives*
- *Improving the relationship between lesson activities and mastery of learning targets*
- *Ensuring alignment between specific learning behaviors and Standards of Learning*

Form	Number of form submissions	Number of participants
V1	991	108
V2	317	53
Total	1308	120

Curricular Alignment

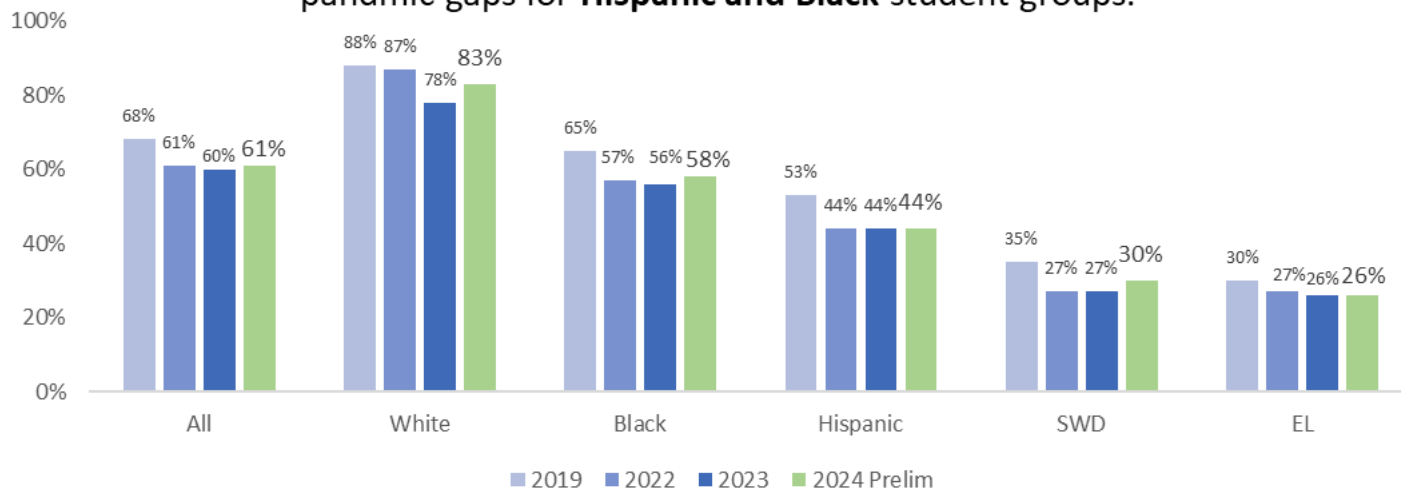
Add group by +

Questions	All
The learning target is visible or presented to students.	2.6 (288)
The lesson activities relate closely to the mastery of the objective/learning target.	2.4 (288)
The learning target identifies specific learning behaviors that are aligned with the Standards of Learning.	2.4 (285)
The lesson includes a language objective that addresses academic language features of the content and/or genre being taught.	1.8 (271)
Students seem to understand what they are learning/doing for that day and can describe the purpose of their learning.	2.4 (273)
Instruction is aligned with ACPS Tier 1 Instructional Frameworks.	2.5 (294)



SOL Annual Pass Rates

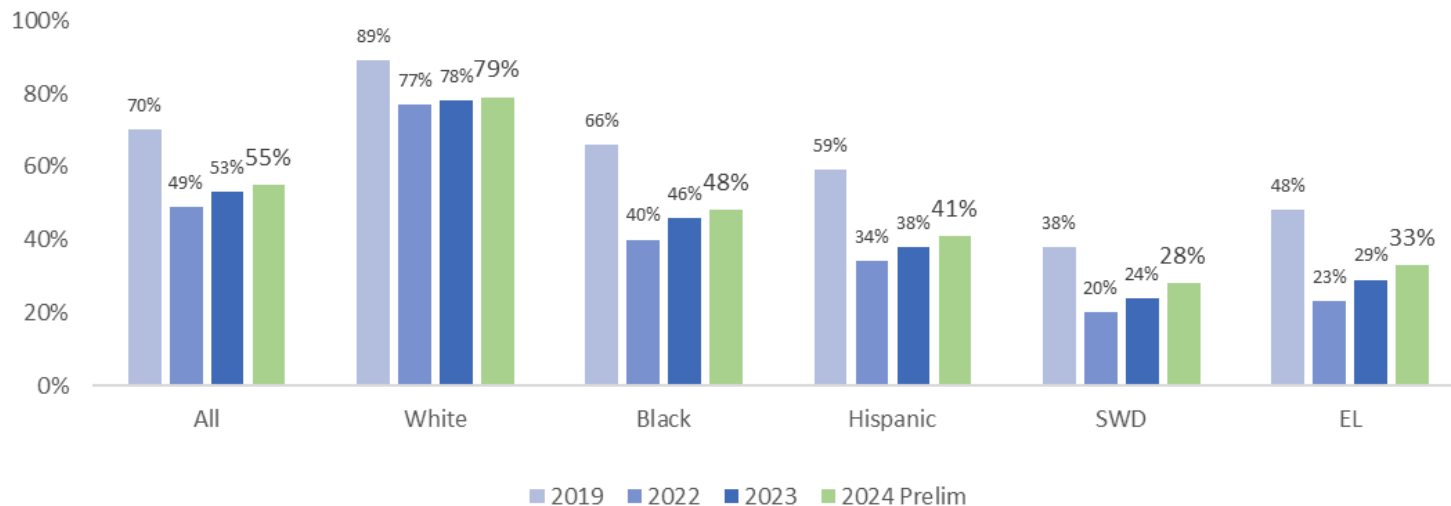
The **ACPS SOL Reading Annual Pass Rate** has remained **flat** over the past three years with **academic disparities** remaining **larger** than pre-pandemic gaps for **Hispanic and Black** student groups.





SOL Annual Pass Rates

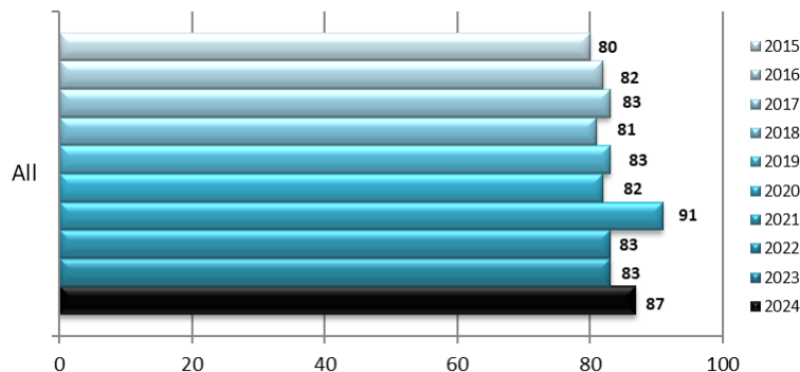
The **ACPS SOL Math Annual Pass Rate** has **increased** over the past three years, however, **academic disparities remained larger** than pre-pandemic gaps for **Black, Hispanic, and EL** student groups.





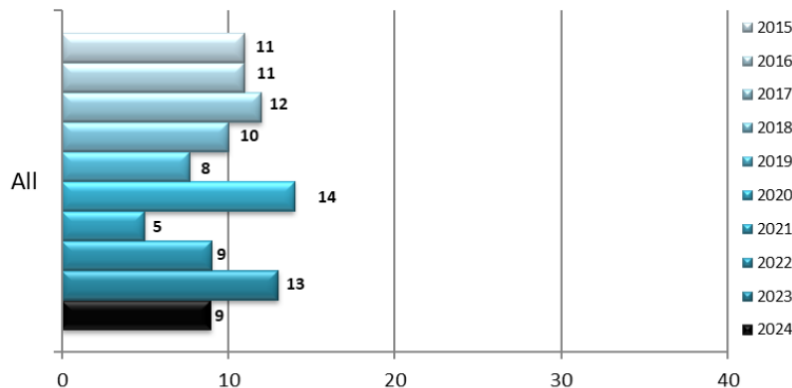
RESULTS-DRIVEN

On-Time Graduation & Dropout



PRELIMINARY: Comparison of ACPS Four Year Cohort On-Time Graduation Rates: 2015- 2024

ACPS On-Time Graduation Rates improved to the second highest rate seen in ten years in 2024



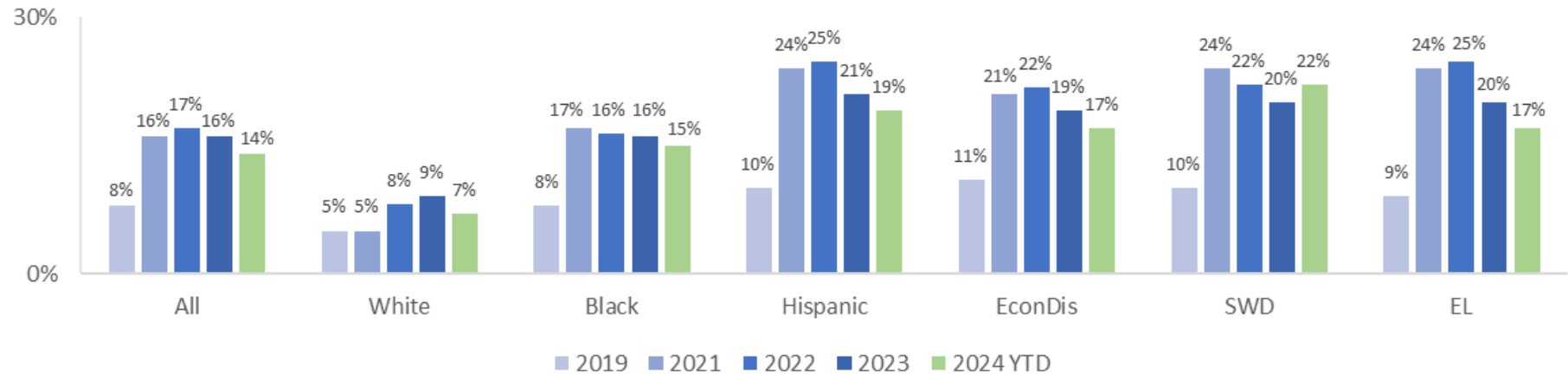
PRELIMINARY: Comparison of ACPS Four Year Cohort Dropout Rates: 2015 - 2024

ACPS Dropout Rates decreased four percentage points in 2024



Chronic Absenteeism

2024 YTD chronic absenteeism rates are lower for all subgroups except SPED when compared to 2023 EOY rates. Existing disparities across student groups exasperated by the pandemic remained higher than pre-pandemic.





Equity Climate Survey

Areas of Strength

- A majority of staff and students continue to have positive perceptions of the **learning environment, teachers, and school climate** overall.



- Respondents also report positive impressions of the **social-emotional environment and supports**.
 - Staff report positive perceptions of their **relationships with other staff members, students, and supervisors**.



Equity Climate Survey

Areas of Continued Focus

- **Feeling of safety at school remained relatively low**, though responses improved as compared to last year.
- There is still potential for **stronger engagement, professional learning, and growth opportunities**.
- There are also **large gaps** in how respondents perceived **inclusion** across the division.

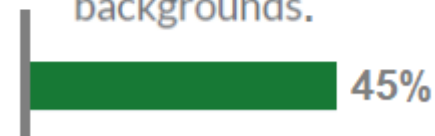
I feel safe during school.



My school/building provides enough professional learning opportunities.



Students respect other students from different backgrounds.

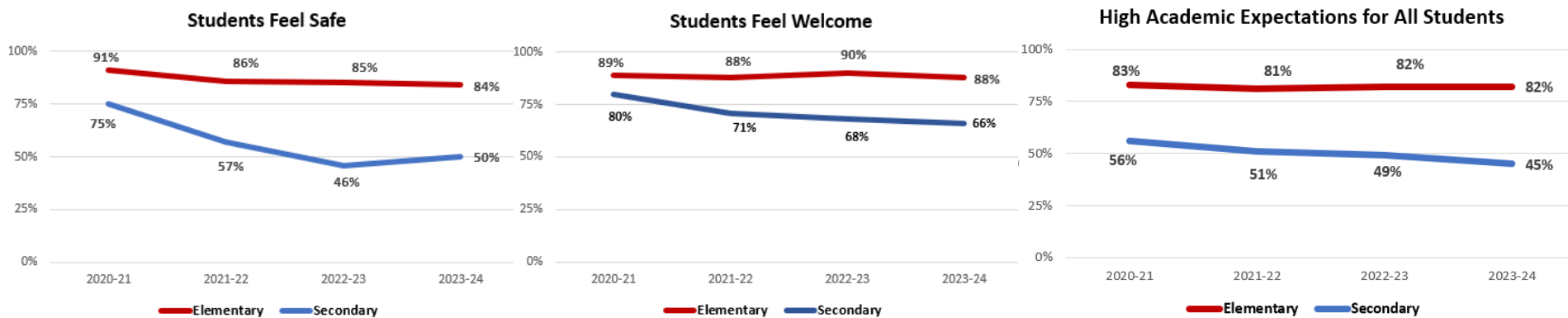




Equity Climate Survey

Additional Trend

- Further analysis of the climate survey results revealed that overall perceptions at the **elementary level have remained steady** while **secondary level results trended downward** since 2020-21.

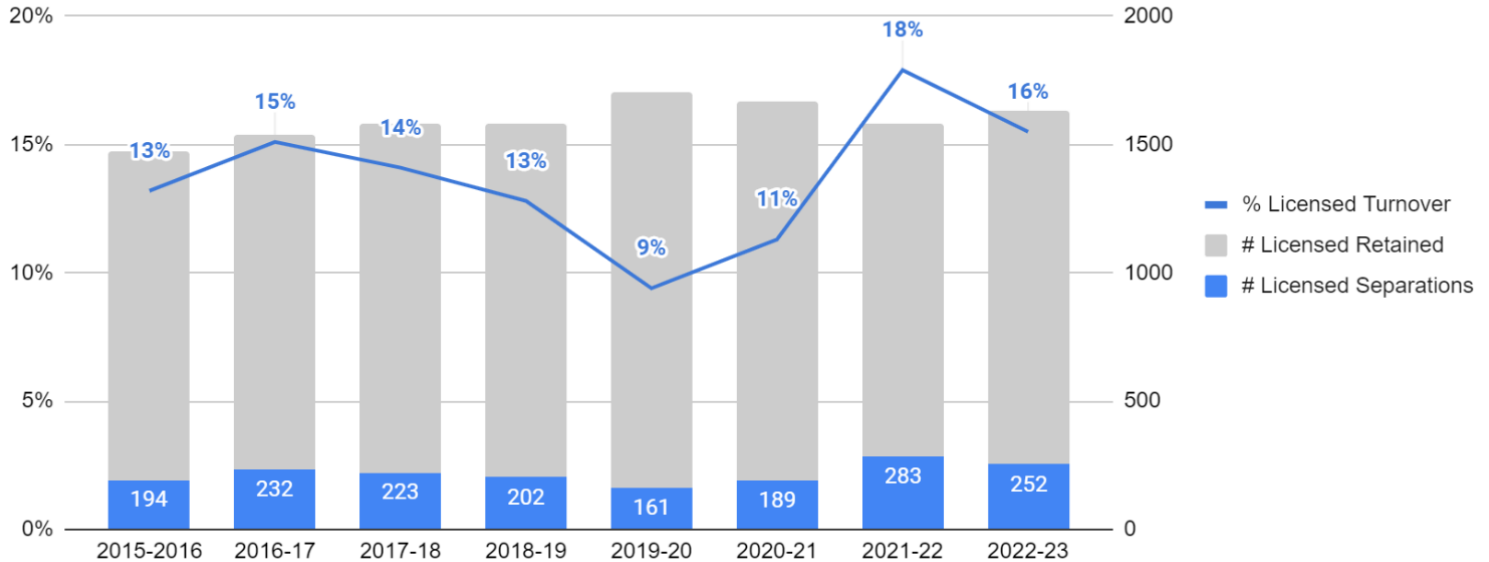




Trends in ACPS Licensed Staff Turnover

Licensed staff turnover rates improved by two percentage points in the most recent year but remained elevated compared to eight year trend.

Division's Licensed FTEs Turnover







Key Takeaways

- **SOL** data showed stable results in Reading and improving results in Math compared with the previous three school years.
- **Graduation rates** improved to the second highest rate seen in ten years.
- **Chronic absenteeism** rates continued to improve across a majority of student groups, while disparities that increased during the pandemic remained elevated.
- **School climate** measures overall at the elementary and secondary level remained stable from the previous year, with the disparity between the elementary and secondary levels continuing across a majority of indicators.
- **Licensed staff turnover rates** improved by two percentage points in the most recent year but remained elevated compared to eight year trend data.


Now we'd like your reflection on where we are now, from your vantage point




Greatest
strength of
ACPS right
now



Greatest
strength of
ACPS right
now



An area of focus
for improvement
over the next 5
years



An area of focus
for improvement
over the next 5
years

Break time!

15 min to take a
break

**Be ready at
5:45!**



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We want to begin articulating what we aspire to be true for ACPS students five years from now in each of these areas

We are focused on 5 key areas:

- Teaching and learning
- Student wellness
- School culture and climate
- Relationships
- Facilities and operations (e.g., technology, transportation, food and nutrition)

What does the student experience look like 5 years from now in each of these areas?



Teaching and learning

Students are engaged and excited about coming to school!

Global cafe: 3 rounds

Select the 3 areas you want to focus on (try to distribute evenly!)

- Teaching and learning
- Student wellness
- School culture and climate
- Relationships
- Facilities and operations (e.g., technology, transportation, food and nutrition)

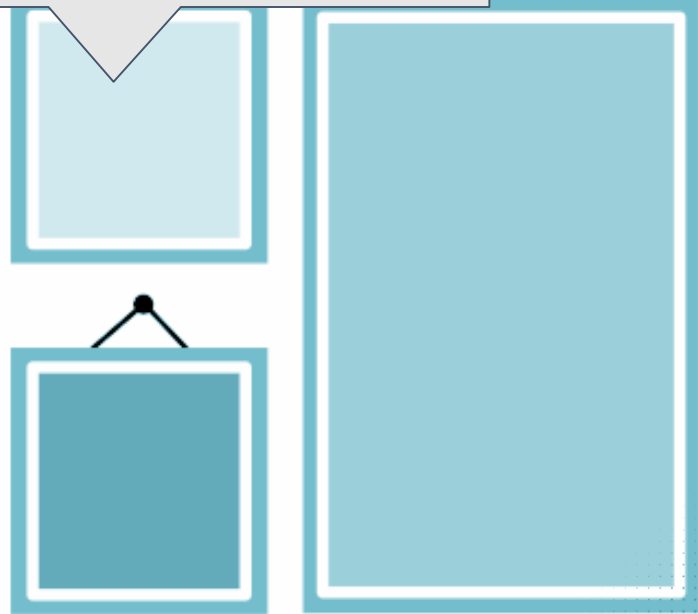
For each round, spend ~10 minutes reviewing, discussing, and adding to the poster:

- Think bold, innovative, and long term
- Add notes to poster to share new ideas
- Add dots to “up vote” things you like

Feel free to discuss with the others at the table

When the music starts, rotate to your next poster

What does the student experience look like 5 years from now in each of these areas?



We want to build on this foundation to begin articulating what our goals should be in the strategic plan

As we think about what our goals should be, we should keep a few things in mind:

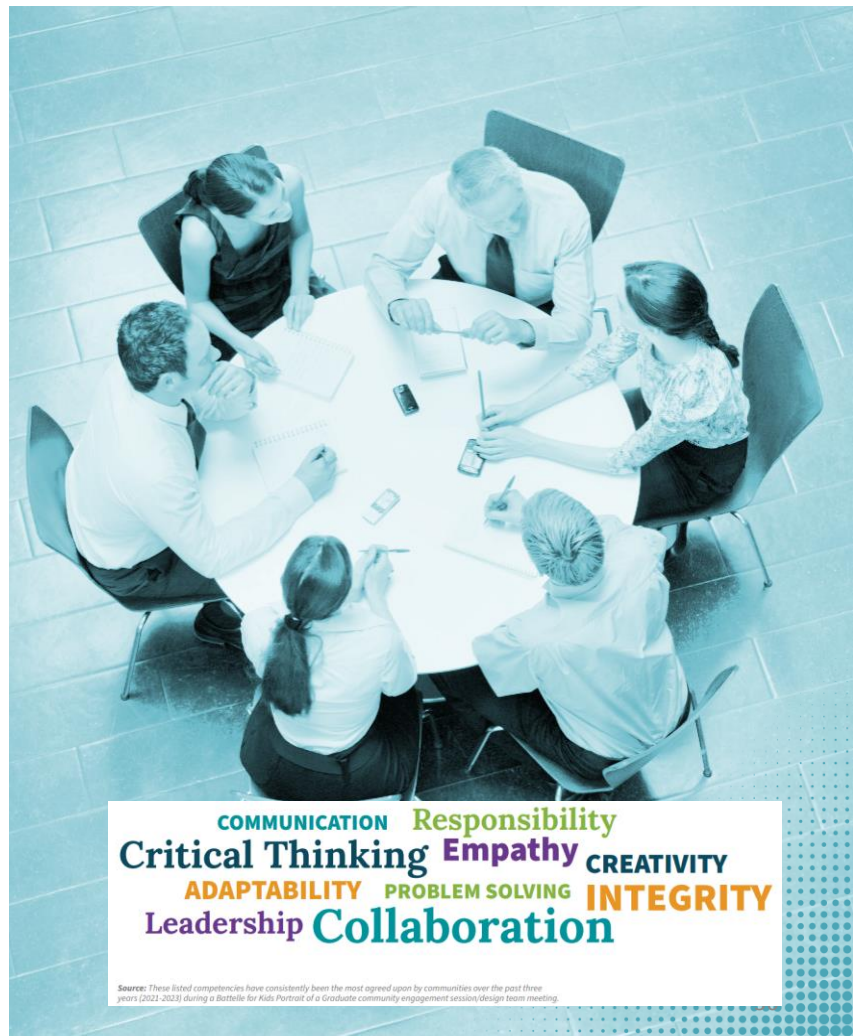
- A strong goal clearly describes **what we want to achieve** on a five-year time horizon - *what are we trying to do?*
- Each goal will be **measured with specific metrics** and targets (Key Performance Indicators)
- We can't focus on everything AND do it well, so **we must prioritize** based on what is most critical right now (ideally, no more than 3-4 goals)
- Our **strategies will be tied to these goals**, eventually, as we articulate how we can achieve them

Exercise: Begin to refine our goals

Let's capture your initial feedback on these draft goals:

- Complete the statements on stickies:
 - I am excited to see...
 - *Example: A focus on student outcomes at the center*
 - I would like to see...
 - *Example: A greater emphasis on family engagement*

Whole group debrief



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Next steps

WHAT?	WHO?	BY WHEN?
Synthesize today and share back revised draft of potential goals	DeliverEd	October 11
Review the draft goals and reflect on what you like/recommend shifting <i>*Bonus, ask 3 of your peers of same role their feedback and incorporate that in your response!</i>	All of you!	October 21
Attend next SPC Meeting	All of you!	November 12



Exit ticket: Feedback, please!



SCAN ME

We crave feedback! We'll use your input to ensure you have strong support going forward.

<https://tinyurl.com/ACPSWorkshops>



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