



Saint Paul Public Schools Strategic Plan 2026–2033

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Dear Saint Paul Public Schools Community,

I am proud to present SPPS 2033, a strategic roadmap that will guide our priorities, investments and areas of focus for the next seven years. Creating this plan has been the work of an entire community. Our families, our students, our staff and our partners trusted that if they gave us their voice, we would carry it forward faithfully. I believe we have done just that, and this plan is only the beginning.

Since becoming superintendent in May 2025, I have focused on one thing above all else: listening. That has included time in classrooms and in conversations with students. If there is one thing I have learned in this work, it is that our young people already know what they need. Our job is not to decide for them. Our job is to build the structures that let us hear them, and then have the courage to act on what we heard.

In November 2025, I brought a recommendation to the Board of Education to develop a new strategic plan. We created a taskforce of 32 people, including a significant number of students. Not as a symbolic gesture, but as full participants. I have seen many strategic plans get built in conference rooms and then handed down to the people who actually live the work every day. I was not going to let that happen here.

Throughout this process, our staff listened to and acted on what our community told us. Together, we developed overarching strategies to leverage what we are already doing well and address what we need to do differently. What emerged is SPPS 2033. Our three priorities—Excellence in Instruction, Deliberate Inclusion and Sustainable Infrastructure—will ground everything that we do as a district, in every school and in every classroom.

While the contents of this plan bring me much pride, what I'm most proud of is that a student who sat in one of the taskforce meetings can read this and recognize their own voice in it. A family who told us something hard about their experience in our schools can see that we didn't just hear them; we created something in response.

This work is our foundation. I can't wait to see what we build, together.

With gratitude,

Dr. Stacie Stanley
Superintendent

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Throughout the process, I felt that my voice was heard and valued. I appreciated the opportunities we had to share our perspectives, ask questions, and engage in meaningful discussions about the future of Saint Paul Public Schools.

- Parent

Introduction

Saint Paul Public Schools (SPPS) has designed and is preparing to implement the district’s new strategic plan, SPPS 2033. SPPS 2033 will provide guidance and direction on priorities, investments and focus areas for the next seven years (2026-2033). This report presents details of the plan, including the design process, roles and responsibilities, and plan for implementation.

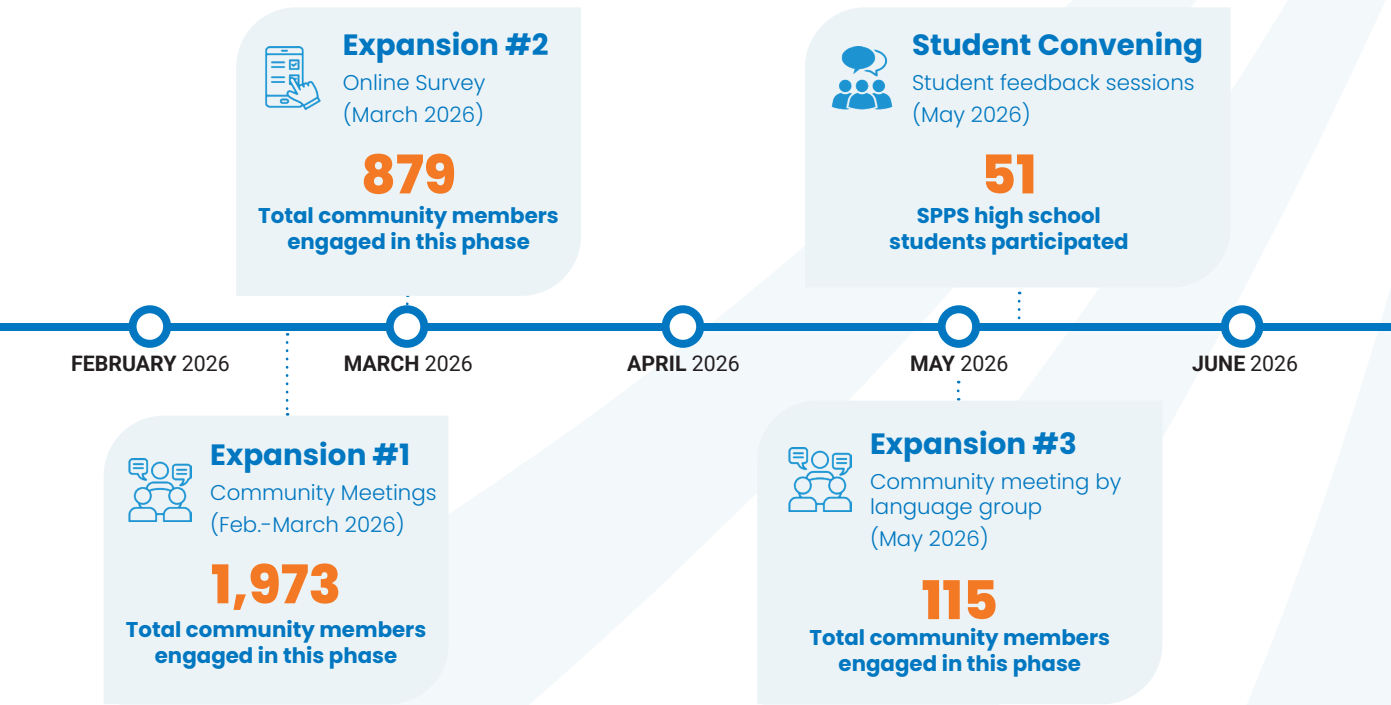
Community Engagement Summary

100-Day Report

Preparation for SPPS 2033 began in October 2025 with the presentation of Superintendent Dr. Stacie Stanley’s 100-Day Report. The report was based on her first months in the district, during which she spoke with hundreds of stakeholders about their experiences and perceptions. The findings in the report were organized into 10 key areas of opportunity. By organizing community feedback into clear “areas of growth,” the report ensured that designing the strategic plan would not be an abstract administrative exercise, but a direct response to the lived experiences of the Saint Paul community.

Community Meetings, Surveys & Student Convenings

The district held multiple community engagement events between February and May 2026, including virtual and in-person meetings, focus groups facilitated by school and district leaders, surveys, and high school student convenings. More than 3,000 SPPS students, families, staff and community members attended these engagement opportunities and provided feedback on the priority areas, key topics, and initial draft strategy proposals. This feedback was then evaluated and used to improve the plan when determining the final strategy proposals.



Roles & Responsibilities

Project Team

In November 2025, an internal project team, composed of district leaders from Communications, Operations, Innovation, Research and Strategy, was established to design and manage the planning process. The internal project team organized the 10 key topics from Superintendent Stanley's 100-Day Report into three priority areas: Excellence in Instruction, Deliberate Inclusion and Sustainable Infrastructure.

Advisory Taskforce

A group of 32 members, including SPPS students, parents and staff and business/community partners, served on the Strategic Plan Advisory Taskforce to ensure diverse perspectives informed the district's strategic planning. Members met between February and May 2026 to review and analyze community input, examine data on student outcomes and district needs, discuss strategic priorities and tradeoffs, and advise on goals, objectives and success metrics.

Strategy Formation Action Teams

A group of 61 SPPS staff members organized into nine teams, one for each key topic area, except the Facilities Portfolio Analysis, which has its own project team and taskforce. The teams worked together between March and May 2026 to research and analyze data on their topic and draft a proposal including objectives, strategies, SMART goals and an implementation plan that was presented to student groups and the Advisory Taskforce.

Senior Executive Leadership Team

The eight-member SPPS Senior Executive Leadership Team provided feedback, collaborated throughout the process and crafted the structure of the final plan. This group played a critical role in operationalizing the final plan into actions that were presented to the Board of Education in July 2026.



By being a part of this taskforce I feel I truly understand the scale of SPPS operations. I know they truly care not just about education but about each and every student. That is why I have full confidence in saying, there are amazing things that lay ahead.

- Student

Priority Areas and Key Topics

Excellence in Instruction

Every student receives high-quality, data-informed and culturally responsive instruction that accelerates their growth and eliminates predictable achievement gaps.

Key Topics

1. Achievement Gap Reduction & Academic Acceleration
2. Continuous Improvement Infrastructure
3. Literacy Consistency and Coherence

Deliberate Inclusion

All schools and departments create an environment where every student and staff member experiences dignity, connection and comprehensive support.

Key Topics

1. Discipline & Belonging
2. Family Communication & Language Access Standards
3. Special Education Programming Enhancement
4. Staff Retention & Recruitment

Sustainable Infrastructure

Commitment to purposeful allocation of resources to ensure programs and facilities are positioned to meet the needs of current and future students, families and staff.

Key Topics

1. Marketing & Enrollment Recovery
2. Facilities Portfolio Analysis
3. Analysis of Current Resource Allocation Models



Excellence in Instruction

Every student receives high-quality, data-informed and culturally responsive instruction that accelerates their growth and eliminates predictable achievement gaps.

Key Topic #1

Achievement Gap Reduction & Academic Acceleration

Establish clear, consistent, high-quality, data-informed and culturally responsive classroom instruction grounded in a shared vision of effective teaching.

Benchmarks

- 1.1.a. Clarify districtwide approach to Tier 1 instruction grounded in a shared understanding of effective teaching
- 1.1.b. Transform evaluation and accountability structures
- 1.1.c. Align professional learning for all educational staff in SPPS

Key Topic #2

Continuous Improvement

Sustain a culture of continuous improvement where all staff are capable and empowered to immerse students in multiple levels of support, resulting in strong academic and interpersonal success.

Benchmarks

- 1.2.a. Establish a shared understanding of goals for improvement throughout the entire system
- 1.2.b. Build & communicate an organizing structure that identifies and connects district- and school-based teams in line with the MnMTSS model
- 1.2.c. District and school leaders facilitate continuous system improvement

Key Topic #3

Literacy Consistency & Coherence

Prioritize literacy instruction through a districtwide framework that aligns high-quality, data-informed, culturally responsive literacy instruction and provides shared accountability structures.

Benchmarks

- 1.3.a. Establish a coherent, districtwide system by clarifying priorities, standardizing processes, and using consistent walkthrough and accountability structures
- 1.3.b. Design personalized, equitable professional learning pathways grounded in the PreK-12 literacy framework
- 1.3.c. Align all instructional and programmatic decisions across all grade levels

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I think this is going to go toward something that would be very enduring for the district, because of the process the superintendent has taken to seek input from us.

- Staff Member



Deliberate Inclusion

All schools and departments create an environment where every student, staff and family member experiences dignity, connection and comprehensive support.

Key Topic #1

Discipline & Belonging

Foster school and district culture and climate through high expectations and authentic relationships that deeply honor the dignity of every student, family and staff member.

Benchmarks

- 2.1.a. Standardize effective systems that eliminate disproportionate exclusionary practices for students
- 2.1.b. Develop upper elementary and secondary students as leaders using student perspectives and fostering civic agency
- 2.1.c. Establish authentic experiences that develop individual and group parent/guardian leadership with a shared commitment to SPPS

Key Topic #2

Family Communication & Language Access Standards

Strengthen families' connection to and trust in SPPS through districtwide, culturally responsive communication approaches that ensure information is clear, consistent and accessible.

Benchmarks

- 2.2.a. Establish a culture of clear written and oral communication grounded in families and schools working together for student success
- 2.2.b. Ensure equitable access to information and services for families regardless of language proficiency or disability
- 2.2.c. Implement consistent family communication standards and practices across all schools and departments

Key Topic #3

Special Education Programming Enhancement

Provide an educational community of holistic support where the least restrictive environment is an affirming space where every student knows they truly belong.

Benchmarks

2.3.a. Incorporate Universal Design for Learning in Tier 1 instruction

2.3.b. Align schedules with students' specialized service needs that support inclusion

2.3.c. Create a consistent districtwide, holistic review process to strengthen special education identification, referral, evaluation, placement, IEP development, service delivery and discipline practices

Key Topic #4

Staff Retention & Recruitment

Build and retain a diverse, thriving workforce that mirrors our student population, and cultivate an equitable and culturally proficient district culture that reflects our commitment to belonging and dignity.

Benchmarks

2.4.a. Create a shared understanding and expectation of belonging, dignity and equity that includes the Tools of Cultural Proficiency

2.4.b. Provide onboarding for all staff that ensures the tenets of Policy 419 are active and present at every level of the organization

2.4.c. Streamline hiring practices by integrating core equity standards into every stage of the talent lifecycle

2.4.d. Develop and expand career pathways and growth opportunities for students, staff and community members that directly address high-need areas and the goal of increasing culturally competent staff from diverse backgrounds



Sustainable Infrastructure

Commitment to purposeful allocation of resources to ensure programs and facilities are positioned to meet the needs of current and future students, families and staff.

Key Topic #1

Marketing & Enrollment Recovery

Elevate the district's brand and reputation to establish Saint Paul Public Schools as the trusted and premier educational destination for every Saint Paul family.

Benchmarks

- 3.1.a. Establish a strong district brand identity that clearly articulates why SPPS is the district of choice for Saint Paul families
- 3.1.b. Develop a districtwide marketing plan that outlines what distinguishes SPPS, incorporates the voices of students, families, staff and community members, defines who we serve and what we will deliver

Key Topic #2

Facilities Portfolio Analysis

Create a sustainable district footprint that invests our resources directly into students' futures and maximizes the use of district facilities.

Benchmarks

This will be the final approved plan from the facilities portfolio analysis.

Key Topic #3

Analysis of Current Resource Allocation Models

Build a culture of continuous fiscal improvement where the allocation of resources is examined and adjusted to meet the needs of our students.

Benchmarks

- 3.3.a. Conduct an internal audit to improve current financial policies, procedures, and responsibilities
- 3.3.b. Provide financial training for staff who manage budgets and/or allocate district resources

Implementation Plan

We will build a stronger district by approaching the implementation of SPPS 2033 through a phased-in, step-by-step approach. The exploration through initial implementation phases are estimated to take at least one year. Full implementation of SPPS 2033 is expected by July 2029.

The following table organizes the 2026-27 school year into stages of implementation as defined by implementation science*

Exploration • Assess readiness for change • Prioritize benchmarks • Convene implementation teams • Create implementation plans • Create monitoring plan	Installation • Clarify roles, responsibilities and reporting structure • Establish resources needed • Training for teams leadership • Finalize implementation and monitoring plans	Initial implementation • Train staff • Begin implementation of prioritized actions • Establish monitoring taskforce
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*Implementation science is the process by which planned changes are launched and integrated into everyday practice to achieve desired outcomes.

For more information, visit

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