# MMSD Strategic Framework Draft Overview

## July 8, 2013

Appendix PPP-1-9

# Entry and Planning Process

March → Pre-Entry

April/May → Listening and Learning

June → Planning

# Planning Team

- **Team:** Approximately 60 educators including teachers, principals and central office

- **Task:** Draft the district's Strategic Framework
  - Day 1: Data analysis, problem identification and root cause analysis
  - Day 2: Identification of high-leverage actions along with metrics for monitoring
  - Day 3: Refinement of draft framework using transition team recommendations

# Vision for MMSD

In MMSD, every school will be a **thriving school** that prepares every student to graduate from high school **college, career, and community ready.**

# To achieve that vision we must reach the following goals:

**Goal 1:** **Every student is on-track to graduate** as measured by student achievement data at key milestones.

**Goal 2:** **Every student has access to a challenging and well-rounded education** as measured by programmatic access data.

**Goal 3:** **Every student and family can navigate the school system successfully** as measured by school survey data.

To realize our vision and achieve our goals, we will focus our work on five priority areas.

# Priority Area 1: Coherent Instruction

*Provide every student with well-rounded, culturally responsive, and coherent instruction that leads to college, career and community readiness.*

## High Leverage Actions:

- Develop and implement a common curriculum and assessment system that is aligned to the Common Core State Standards in literacy and mathematics.

- Define and build teacher capacity to utilize a set of research-based and culturally and linguistically responsive Essential Instructional Practices district-wide.

- Expand access to a continuum of high-quality services and programs for English Language Learners, Students with Disabilities and students receiving Talented and Gifted services.

- Increase access to fine arts and world language programs.

- Define a Response to Intervention (RTI) Multi-Tiered System of Support that is focused on a data-based problem solving model.

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# Priority Area 1: Coherent Instruction

*Provide every student with well-rounded, culturally responsive, and coherent instruction that leads to college, career and community readiness.*

**Metrics for Monitoring**

- School walk-through data focused on CCSS and Essential Instructional Practices

- School audit data on ELL, Sped, and TAG practices and student outcomes

- Student participation rates and enrollment data in fine arts and world languages

# Priority Area 2: Personalized Pathways

*Engage students in charting rigorous and personalized pathways to college, career, and community readiness.*

## High Leverage Actions:

- Establish an Individualized Learning Plan for every incoming high school student that articulates a clear path to graduation and post-graduation planning with frequent checkpoints along the way.

- Develop multiple, articulated and rigorous pathways to graduation within each high school.

- Implement AVID in grades 6 - 12 to support eligible students with the writing, inquiry, organizational and reading skills needed for post-secondary success, and to support students in navigating and completing the college application and enrollment process.

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# Priority Area 2: Personalized Pathways

*Engage students in charting personalized pathways to college, career, and community readiness.*

**Metrics for Monitoring:**

• Percent of ninth and tenth grade students on-track to graduation

• Dual enrollment, AP and Honors enrollment by race, ethnicity and gender

• Attendance rate by student subgroups

# Priority Area 3: Family and Community Engagement

*Engage families and community members as partners*

## High Leverage Actions:

- Adopt family and community engagement standards and a differentiated model for services to ensure two-way communication and authentic engagement with families and community partners.

- Improve access to information for all parents through an improved website, through Infinite Campus, and through other forms of one-way communication.

- Align community partners in our three areas of highest need: out of school time, mental health, and attendance/truancy.

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# Priority Area 3: Family and Community Engagement

*Engage families and community members as partners*

**Metrics for Monitoring:**

- Increased family engagement, as measured by annual parent climate survey

- Percent of students with parents/guardians who have logged into Infinite Campus

- Number of parent engagement events in each school and percent of parents attending parent engagement activities

# Priority Area 4: Thriving Workforce

*Cultivate a work environment that attracts, develops and retains top talent.*

## High Leverage Actions:

- Overhaul the recruitment, hiring and induction processes with a focus on process for hiring and developing new principals.

- Develop a professional learning approach that defines high-quality professional development and provides tools and resources for high-quality professional learning at every level of the system.

- Successfully implement new evaluation systems for teachers, principals and central office staff.

- Institute a process for building-based problem-solving to respond to school-level issues.

# Priority Area 4: Thriving Workforce

*Cultivate a work environment that attracts, develops and retains top talent.*

**Metrics for Monitoring:**

- Increased quality and diversity of applicant pools

- Increased staff morale using a consistent measurement tool such as climate survey

# Priority Area 5: Accountability

*Ensure accountability at every level.*

## High Leverage Actions:

- Clearly define and enhance the function of School-Based Leadership Teams.

- Redefine the School Improvement Planning process.

- Identify performance measures and establish plans for central office departments.

# Priority Area 5: Accountability

*Ensure accountability at every level.*

## Metrics for Monitoring:

- Percent of schools that create high-quality School Improvement Plans as measured by rubric and approved by Assistant Superintendent

- Percent of school-based leadership teams that rank as high-performing in their use of data and problem-solving according to a rubric that includes self-assessment and observation

- Percent of Central Office departments with clearly defined performance measures that align to district priorities and ranked as high-performing in survey of Central Office services
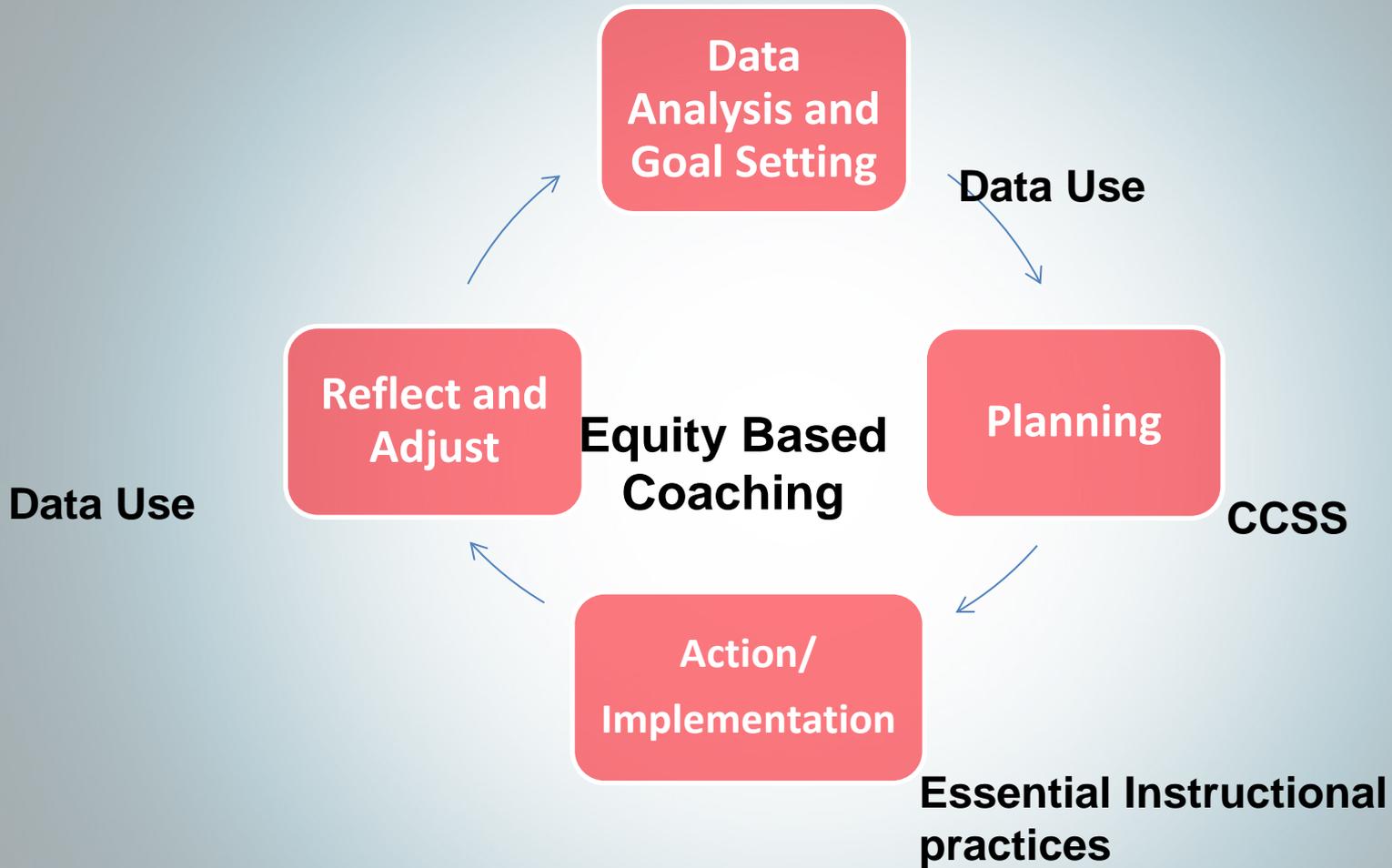
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# Clear Focus for Schools

While the district will be focused on these five major priority areas, we want our schools to be continually focused on three high-leverage actions that will propel our school district forward starting in the 2013-14 school year:

- Understanding and implementation of Common Core State Standards

- Defining and putting into use a set of Essential Instructional Practices

- Ensuring Effective and Regular Data Use

# Rationale For Focus



Data Analysis and Goal Setting

Data Use

Planning

CCSS

Action/ Implementation

Essential Instructional practices

Reflect and Adjust

Data Use

Equity Based Coaching

# SIP: The Driving Force

- Every school will design a **School Improvement Plan** that addresses:
  - A clear content focus (CCSS in literacy)
  - A clear instructional focus (Gradual Release)
  - A clear focus on improving systems and structures (teacher team meetings)
- The Plan will include a section on professional learning
- The Plan will include a section on monitoring systems

# Central Office School Support

- Approval of SIP plans
- Alignment of support to schools based on need
- Support will be aligned to enable effective implementation and monitoring of the SIP

# Strategic Framework Outline

- Letter from the Superintendent
- Letter from the School Board
- Thank you
- Overarching vision, goals and indicators of success
- District Core Values
- Clear Focus for Schools
- Five Priority Areas
- High-leverage Actions
- Priority Area I: Coherent Instruction

- Priority Area II: Personalized Pathways
- Priority Area III: Family and Community Engagement
- Priority Area IV: Thriving Workforce
- Priority Area V: Accountability
- The Difference
- Management Structures
- Conclusion

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# Next Steps

- Week of July 8:
  - Staff continue to hone in on high-leverage actions, metrics for monitoring
  - Staff work to incorporate Board feedback

- Week of July 22: Board member briefings

- July 29: Acceptance at regular Board meeting