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.
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.
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.
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
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

Planning

Essential Instructional practices

CCSS

Equity Based Coaching

Data Use

Action/Implementation

Reflect and Adjust

Data Use

Data Use
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
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