Strategic Plan Presentation

June 24, 2019

Lawrence Public Schools
Strategic Planning Process and Timeline
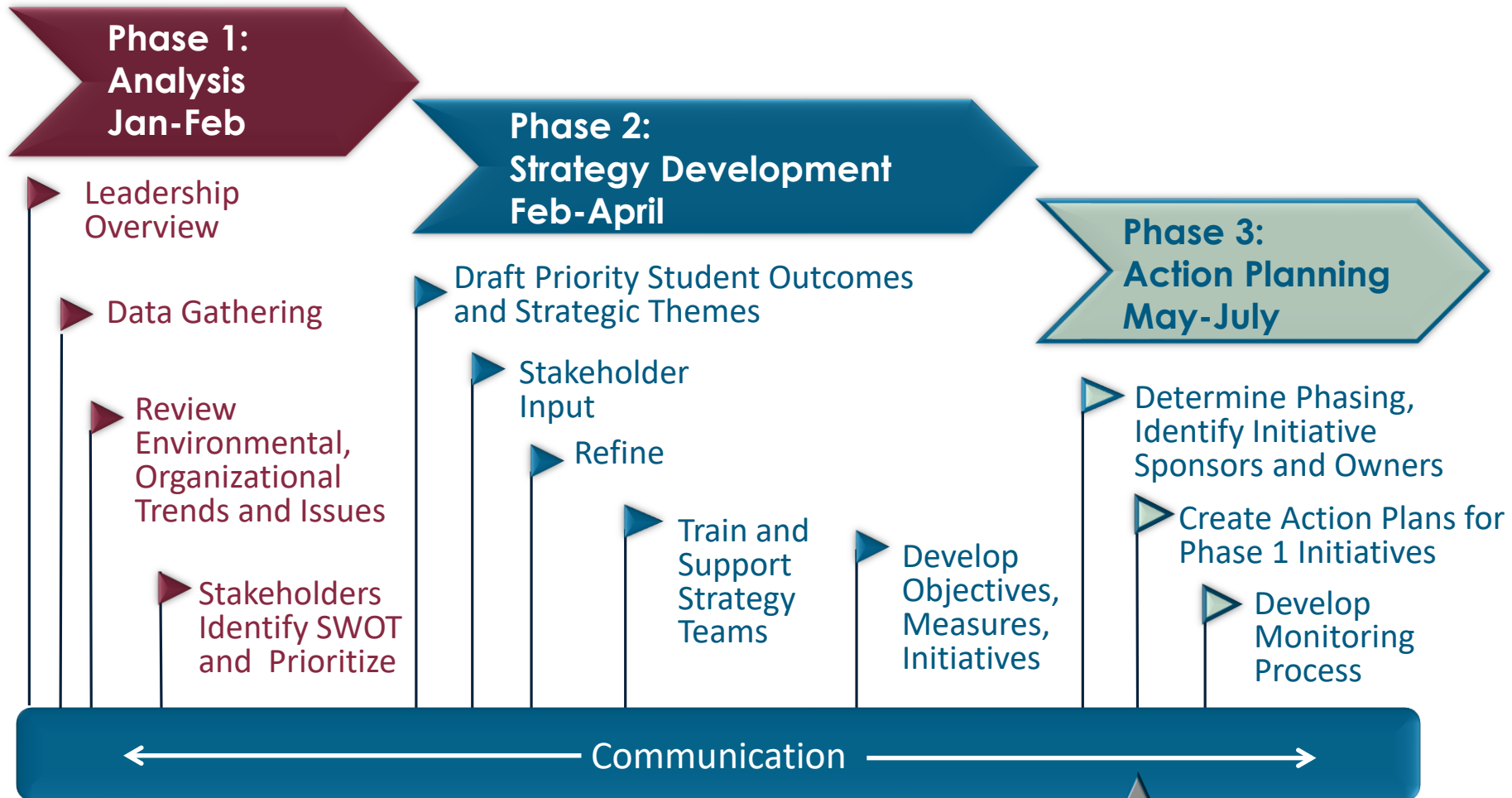
**Phase 1:
Analysis
Jan-Feb**

**Phase 2:
Strategy Development
Feb-April**

**Phase 3:
Action Planning
May-July**

Leadership Overview

Data Gathering

Review Environmental, Organizational Trends and Issues

Stakeholders Identify SWOT and Prioritize

Draft Priority Student Outcomes and Strategic Themes

Stakeholder Input

Refine

Train and Support Strategy Teams

Develop Objectives, Measures, Initiatives

Determine Phasing, Identify Initiative Sponsors and Owners

Create Action Plans for Phase 1 Initiatives

Develop Monitoring Process

Communication

We are here

Greenway Strategy Group

![Lawrence Public Schools logo]

LAWRENCE PUBLIC SCHOOLS

DRAFT
Strategic Plan
Framework

Mission
Lawrence USD 497 is a learning community committed to ensuring educational equity and excellence so that students of all races and backgrounds achieve at high levels and graduate prepared for success in college, careers and life in a diverse and rapidly changing world.

Priority Student Outcomes

- ➤ Increase literacy by 3rd grade
- ➤ Increase math proficiency by 8th grade
- ➤ Narrow achievement gaps between student groups
- ➤ Increase high school completion
- ➤ Advance students' post-graduation success in college or career

Strategic Theme #1

Guaranteed and Cohesive Curriculum

Learning objectives aligned across grades and subjects, with dedicated resources and materials

Strategic Theme #2

Student-Centered Learning

Support and opportunities that match students' individual needs and interests

Strategic Theme #3

Social / Emotional Support and Safety for Students

In collaboration with families and community partners, support healthy social, emotional and behavioral development of students, and ensure schools are safe

Strategic Theme #4

Effective and Committed Employees

Recruitment, retention, development and culture for all district employees: teachers, administrators, school-based and district support staff

Strategic Theme #5

Data-based Decisions
Objective research to optimize resources and programs

Equity

Strategic Theme	Objective	Initiative	Initiative #	Phase
Guaranteed and Cohesive Curriculum	1. Establish an aligned scope and sequence of curriculum standards for PK-12+ in all educational settings	Strategic Initiative 1a: Identify priority and supporting standards to construct essential questions, big ideas, success criteria, learning intentions, and effective instructional strategies using the Curriculum Timeline for consistent implementation of each unit design	1	1
	2. Establish a core body of culturally sustainable primary and supplemental resources to support effective implementation of the aligned curriculum	Strategic Initiative 2a: Identify evidence based, culturally diverse instructional resources; establish criteria for usage as part of the curriculum alignment; remove resources from practice that do not coincide with alignment and district practice; sustain the resources through training and support; and develop processes to continually update and refresh resources	2	1
Student-centered Learning	1. Ensure student engagement and access through an effective and proactive tiered system of supports that meets student's individual needs (academic, social and emotional/behavioral)	Strategic Initiative 1a: Equip leadership teams in every building to implement our system-wide tiered framework with fidelity, including early-warning signs of students needing support	3	1
		Strategic Initiative 1b: Implement a common instructional framework and a comprehensive, integrated and aligned process for teacher observation and feedback	4	1
		Strategic Initiative 1c: Establish research-supported common practices for authentic student feedback and grading	5	3
	2. Decrease PreK-12+ barriers to college and career readiness.	Strategic Initiative 2a: Explore and implement transformative scheduling and school structuring	6	2
		Strategic Initiative 2b: Develop and implement a plan to leverage community and family partnerships for students to explore multiple post-high school paths beginning in PreK	7	2

Strategic Theme	Objective	Initiative	Initiative #	Phase
Social / Emotional Support and Safety for Students	1. Impact the individual social and emotional needs of all students through implementation of effective behavioral models and interventions	Strategic Initiative 1a: Establish and integrate a consistent and comprehensive SEL curriculum that will be implemented with fidelity at each level	8	3
		Strategic Initiative 1b: Develop and implement site-specific, trauma sensitive student behavioral models, with consideration for identification of student needs and use of restorative practices	9	2
		Strategic Initiative 1c: Promote and support effective mental health teams in all buildings	10	2
	2. Establish engagement and connection of all students to their school, peers, and community in a safe and secure educational setting	Strategic Initiative 2a: Establish authentic and caring adult connections with students in schools	11	1
		Strategic Initiative 2b: Implement a consistent safety response program; to include reporting, training criteria, and physical plant safety improvements	12	1
Effective and Committed Employees	1. Foster an inclusive and supportive culture through leadership practices to increase retention of highly-effective staff in all employee groups	Strategic Initiative 1a: Establish a work environment where leaders support the well-being of personnel through clear organizational structure and procedures, active communication, and interactions that are supportive and respectful (including leadership development and assessment of culture)	13	1
	2. Attract sufficient numbers of quality candidates for all employee groups, focusing on areas that data indicate as high-need	Strategic Initiative 2a: Establish cooperative partnerships that support employee recruitment	14	3
		Strategic Initiative 2b: Redesign current district recruitment and hiring practices, including a focus on diversity	15	2
Student-driven Data-informed Decisions	1. Ensure instructional decisions by administrators, teachers, staff members, and students are based upon data	Strategic Initiative 1a: Develop tools, processes, and continuous education for administrators, teachers, staff, parents, and students to use data for instructional decisions	16	2
		Strategic Initiative 1b: Dedicate and document the use of protected time for educators to analyze and utilize data through professional learning communities	17	3
	2. Establish processes and systems to support data-based decisions	Strategic Initiative 2a: Implement consistent definitions, collection methods, analysis, reporting, and communication of data necessary for decisions	18	1
		Strategic Initiative 2b: Objectively evaluate district programs and use results to improve, expand or eliminate	19	2
		Strategic Initiative 2c: Optimize the allocation of resources to schools based on researched best-practices aligned with student success	20	1

LAWRENCE PUBLIC SCHOOLS

DRAFT Strategic Plan Framework

STRATEGIC THEMES	OBJECTIVES	STRATEGIC INITIATIVES
#1 Guaranteed and Cohesive Curriculum: *Learning objectives aligned across grades and subjects, with dedicated resources and materials*	•Establish an aligned scope and sequence of curriculum standards for PK-12+ in all educational settings. •Establish a core body of culturally sustainable primary and supplemental resources to support effective implementation of the aligned curriculum.	1a) Identify priority and supporting standards for consistent implementation of each unit design. 2a) Identify evidence-based, culturally diverse instructional resources.
#2 Student-Centered Learning: *Support and opportunities that match students' individual needs and interests*	•Ensure student engagement and access through an effective and proactive tiered system of supports that meets students' individual needs (academic, social and emotional/behavioral). •Decrease PK-12+ barriers to college and career readiness.	1a) Equip leadership teams in every building to implement our system-wide tiered framework with fidelity. 1b) Implement a common instructional framework and a comprehensive, integrated and aligned process for teacher observation and feedback. 1c) Establish research-supported common practices for authentic student feedback and grading. 2a) Explore and implement transformative scheduling and school structuring. 2b) Leverage community and family partnerships for students to explore multiple post-high school paths beginning in PreK.
#3 Social / Emotional Support and Safety for Students: *In collaboration with families and community partners, support healthy social, emotional and behavioral development of students and ensure schools are safe*	•Impact the individual social and emotional needs of all students through implementation of effective behavioral models and interventions. •Establish engagement and connection of all students to their school, peers, and community in a safe and secure educational setting.	1a) Establish and integrate a consistent and comprehensive SEL curriculum. 1b) Develop and implement site-specific, trauma sensitive student behavioral models. 1c) Promote and support effective mental health teams in all buildings. 2a) Establish authentic and caring adult connections with students in schools. 2b) Implement a consistent safety response program.
#4 Effective and Committed Employees: *Recruitment, retention, development and culture for all district employees: teachers, administrators, school-based and district support staff*	•Foster an inclusive and supportive culture through leadership practices to increase retention of highly-effective staff in all employee groups. •Attract sufficient numbers of quality candidates for all employee groups, focusing on areas that data indicate as high-need.	1a) Establish a work environment where leaders support the well-being of personnel. 2a) Establish cooperative partnerships that support employee recruitment. 2b) Redesign current district recruitment and hiring practices, including a focus on diversity.
#5 Student-driven Data-informed Decisions: *Objective research to optimize resources and programs*	•Ensure instructional decisions by administrators, teachers, staff members, and students are based upon data. •Ensure processes and systems to support data-based decisions.	1a) Develop tools, processes, and continuous education for administrators, teachers, staff, parents, and students to use data for instructional decisions. 1b) Dedicate and document the use of protected time for educators to analyze and utilize data. 2a) Implement consistent definitions, collection methods, analysis, reporting, and communication of data necessary for decisions. 2b) Objectively evaluate district programs and use results to improve, expand or eliminate. 2c) Optimize the allocation of resources to schools based on researched best practices aligned with student success.

Priority Student Outcomes

- Increase literacy by 3rd grade
- Increase math proficiency by 8th grade
- Narrow achievement gaps between student groups
- Increase high school completion
- Advance students' post-graduation success in college or career

■ (red) = *Phase 1*

■ (blue) = *Phase 1*

■ (dark red) = *Phase 1*

Equity

Next Steps

- Initiative Action Teams for Phase 1 Strategic Initiatives complete a detailed Blueprint and Action Plan to include:
    - Current state and desired future state
    - Ongoing stakeholder engagement plan (may include a standing advisory committee, or periodic convenings as needed)
    - Action steps, responsibilities and timelines for up to three years
    - Implementation performance indicators to monitor progress
    - Budget for up to three years
    - Staffing requirements (existing and new)
    - Assumptions
    - Interdependencies
    - Risks

- Initiative Action Teams engage stakeholders as needed for input to Blueprint and Action Plans

- Executive Leadership Team reviews Initiative Blueprint and Action Plans

- Performance indicators drafted for Priority Student Outcomes and Objectives

- Monitoring and reporting processes begin

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A. Setting the Context

Date

Strategic Theme
Objective
Strategic Initiative

Initiative Status

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B. Progress Since Last Monitoring Report

Milestone Deliverable or Activity within Past 6 Months	Brief Description of Work	Expected Completion Date	On Schedule Y/N?
1.			
2.			
3.			
4.			
5.			

Include all milestones that were not completed as of the last report, in addition to any activities begun since that time. Add rows and slides as necessary.

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C. *Artifacts and Examples of Recent Work Product*

- Screenshots of a deliverable

- Photos of training sessions or events

- Snapshots of completed training materials, reports, or collateral related to the work

- Testimonials of customers/users of the deliverable

D. Review of Key Performance Indicators

Results on Performance Indicators indicating the progress of the strategic initiative

E. Roadblocks, Setbacks, and Risks That Could Impact Progress

Major Roadblocks, Setbacks, or Risks	Brief Description of Recovery Plan	What is the Impact to the Timeline?
1.		
2.		
3.		
4.		
5.		

- What setbacks have occurred?
- What future roadblocks might develop?
- What risks are involved?
- What unanticipated needs have emerged?
- How is the team working to overcome or address these?
- How significant are these to the action plan and overall objective?

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F. Specific Requests for the Leadership Team

Issue That Needs to be Addressed	Assistance Needed from the Leadership Team
1.	
2.	
3.	

- Specific questions and guidance on next steps
- Roadblocks or unanticipated needs where immediate assistance is needed
- How can the leadership assist in overcoming any roadblocks?
- What resources or leverage can the leadership provide to ensure the initiative is implemented successfully?

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G. Summary

Key Learnings to Date

Specific Requests of the Leadership Team	Rationale and Impact to the Timeline

Upcoming Milestones Before Next Update	Target Date for Completion