

Strategic Plan Update

Board of Trustees
September 23, 2021

#OneRavenswood



Agenda

- Context
- SY21-22 Strategic Priorities
- Discussion



Although we are in person for teaching and learning, we are still navigating through COVID-19

- Everyone wears masks and monitors symptoms
- Sites conduct weekly antigen test screenings
- Our middle school hosts vaccine distributions
- Staff manages contact tracing



Our strategic priorities were adopted pre-COVID, but feel just as relevant today

SP 1	Engage students with relevant, rigorous and standards-aligned instruction , supports and materials
SP 2	Provide safe, joyful and productive learning environments with the proper social-emotional supports
SP 3	Recruit and retain highly effective and diverse team members
SP 4	Partner with families and the community to support the whole child
SP 5	Manage people, time and budget responsibly, equitably and strategically in service of students
SP 6	Work collaboratively and share responsibility for our core values

We must move the needle!

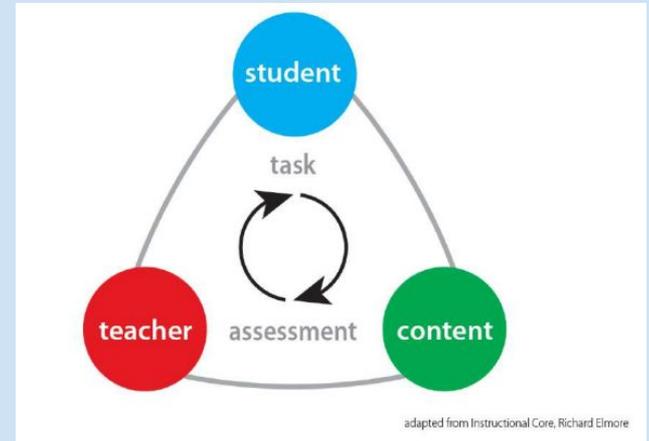
Our Must Win!

#OneRavenswood



We plan to accomplish a lot in SY21-22; We'll focus our collective efforts on three big areas:

- Know our students so we can teach them well
- Master our content and instructional strategies
- Recruit and retain great staff by ensuring that we compensate them appropriately



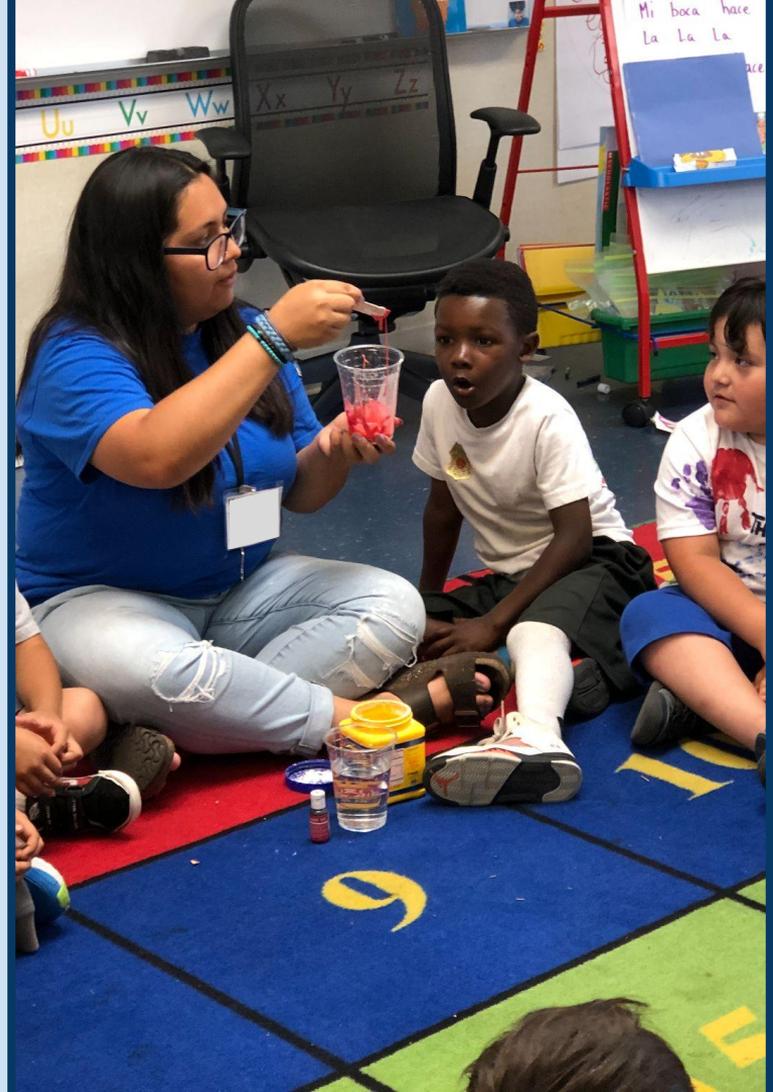
Staff progress monitor the initiatives under each strategic priority.

Executive members evaluate progress on District milestones every week establishing next steps and timelines.

Strategic Priority Milestones	Lead	Complete?	Progress	Trend	Key Deadlines	Next Steps	Lead Team	Input Givers
1.3: Strengthen our ability to use data to inform our MTSS process			on track	-	-			
MTSS Committee explores current assessments & recommends assessment strategy, including which assessments we use and for what purposes	Jennifer	<input type="checkbox"/>	on track	-	-	ANET work ends February MTSS Driving Committee reflection after RLT meeting	MTSS Driving Committee	MTSS Driving Committee ANET working Group Ravenswood Leadership Team
Set up additional meetings with the MTSS driving committee to extend the conversations from summer - Connection with ANET work meeting set for 8/17 (Academic Component) MTSS meeting on the calendar for the driving committee Individual departments are meeting with sites There is a meeting date identified to review data with the full group as well as how to use data to inform decision making Diata meeting at October RLT meeting and departments are individually meeting with principals about site data - meeting set up for 9/16 to discuss district support								
Build skill on how we reflect on and use data (at district, school and classroom level)	Jennifer	<input type="checkbox"/>	on track	up	-	ANET work ends February MTSS Driving Committee reflection after RLT meeting	MTSS Driving Committee	MTSS Driving Committee ANET working Group Ravenswood Leadership Team
Set up additional meetings with the MTSS driving committee to extend the conversations from summer (Sent out email to the team to set a date - need to send follow up email.) beginning this conversation with principals - connecting this with their SPSA - looking at when we might identify regular dates to update data for our SPSA - align this with MTSS 9/8 - connecting with REF tomorrow about data sharing this will happen after data is share with the board - working on setting a meeting with Lara Eric and Ann around data presentation to the board after BOY Diata meeting at October RLT meeting and departments are individually meeting with principals about site data - meeting set up for 9/16 to discuss district support								
MTSS Committee reflects on data from other strategic initiatives to refine our instructional core and support student achievement	Jennifer	<input type="checkbox"/>	on track	up	-	ANET work ends February MTSS Driving Committee reflection after RLT meeting	MTSS Driving Committee	MTSS Driving Committee ANET working Group Ravenswood Leadership Team
Set up additional meetings with the MTSS driving committee to extend the conversations from summer After District/Site meetings are set up set up a driving MTSS committee meeting We need data in order to begin reflecting - this is in progress Moving forward - byt not fully set First level of this is for the October meeting								

Strategic Priority 1:

Engage students with relevant, rigorous and standards-aligned instruction, supports and materials



SP 1 is about our instructional core; we focused on four initiatives to advance this priority

1.1: Math	Deepen implementation of rigorous, standards-aligned math instruction with an initial focus on strengthening curriculum, lesson planning, vertical alignment, and language development
1.2: ELA	Deepen implementation of rigorous, standards-aligned ELA instruction with an initial focus on strengthening curriculum, lesson planning and language development
1.3: MTSS	Strengthen a Multi-Tiered Systems of Support (MTSS) process to track and measure student progress and provide targeted interventions, through teacher collaboration and with a particular focus on tier 3 supports for students with special needs
1.4: PD	Launch an improved data-driven and vertically aligned professional development plan spanning from teachers to cabinet leaders with a focus on creating structures for teacher collaboration and developing the content-specific knowledge and skills of all educators in the system

1.1 / Math: We will establish a K-8 math vision of excellence

1.1: Deepen implementation of rigorous, standards-aligned math instruction with an initial focus on strengthening curriculum, lesson planning, vertical alignment, and language development

2021 -22 Goal: Establish a K-8 math vision of excellence and prepare for full scale implementation in Fall 2022

Potential Milestones:

- *K-8 math vision of excellence:* Math Lead Teams clarify what excellent math instruction looks like K-8
- *Teacher training:* By spring 2022, train teachers on shared math expectations, prepare for full launch in Fall 2022
- *Coaching practices:* Math lead teachers receive coaching, plan coaching support in SY22-23
- *Goals / Implementation Plan:* District & site ILTs set goals for SY22-23 math instruction and implementation plan

1.2 / ELA: We will create a shared vision of excellence for K-8 ELA / ELD & pilot new 6-8 curriculum

1.2: Deepen implementation of rigorous, standards-aligned ELA instruction with an initial focus on strengthening curriculum, lesson planning and language development

2021-22 Goal: Align on K-8 shared vision of excellence for ELA/ELD, and pilot new ELA curriculum at CCRMS

Potential Milestones:

- *K-5 ELA: Hone balanced literacy practices*
 - *Use Assessments to drive instruction*
 - *Connect literacy with ELD to ensure English learners are served through the day*
- *6-8 ELA: Pilot new curriculum and foster literacy and language throughout all content areas*

1.3 / MTSS: We will focus on data, a foundational building block for MTSS

1.3: Strengthen a MTSS process to track and measure student progress and provide targeted interventions, through teacher collaboration and with a particular focus on tier 3 supports for students with special needs

2021-22 Goal: Strengthen our ability to use data to inform our MTSS process

Potential Milestones:

- MTSS Committee explores current assessments & recommends assessment strategy, including which assessments we use and for what purposes
- Build skill on how we reflect on and use data (at district, school and classroom level)
- MTSS Committee reflects on data from other strategic initiatives to refine our instructional core and support student achievement

1.4 / PD: We will refocus PD on knowing our students and strengthening our instructional core

1.4: Launch an improved data-driven and vertically aligned professional development plan spanning from teachers to cabinet leaders with a focus on creating structures for teacher collaboration and developing the content-specific knowledge and skills of all educators in the system

2021-22 Goal: Align professional learning to support educators to know our students and strengthen core instruction

Potential Milestones:

- Establish clear PD plan (for administrators, ILTs, teachers) across core areas:
 - Know our students (culturally responsive teaching and using SEL curriculum to build culture and trusting relationships with students), so we can...
 - Strengthen our instructional core
 - ELA, ELD & Math vision of excellence
 - New TK-5 science & 6-8 social studies curriculum adoptions
- Reflect on data about student needs and training efficacy, use that to refine PD plan

Strategic Priority 2:

Provide safe, joyful and productive learning environments with the proper social-emotional supports



To advance SP2, we prioritized student culture & implementing a social-emotional learning curriculum

2.1: Student Culture

Establish a **vision of excellence for student culture** and codify strengthened behavior management systems

2.2: Social- Emotional Learning (SEL)

Adopt and integrate a **social-emotional learning curriculum**, including a professional development plan for teachers, staff and admin

2.1 / Student Culture: We will implement our student culture vision and strengthen systems

2.1: Establish a vision of excellence for student culture and codify strengthened behavior management systems

2021-22 Goal: Implement and refine new vision for student culture and strengthened behavior management systems

Potential Milestones:

- Train educators on new routines and procedures for improved behavior management systems this Aug/Sep
- Establish PD cycles for culture, including relationships, behavior management, and SEL curriculum
- Implement observation and feedback cycle this fall to aligned to highest leverage routines and procedures
- Based on observation cycles, identify opportunities for continuous improvement, and a plan to implement them the next year



2.2 / Social-Emotional Learning: We will implement the new curriculum and integrate it into all our work

2.2: Adopt and integrate a social-emotional learning curriculum, including a professional development plan for teachers, staff and admin

2021-22 Goal: Implement the new social-emotional learning curriculum at every school / classroom, and embed it within our vision of excellence for school culture (initiative

Potential Milestones:

- Train elementary educators on the curriculum in the fall
- Reinforce with administrators and staff that implementation of this curriculum is a top priority
- Embed the SEL curriculum into school culture professional development and observation cycles
- Intentionally focus on equity when reflecting on our implementation and ways to keep improving

Strategic Priority 3: Recruit and retain highly effective and diverse team members



SP 3: We propose to prioritize increasing compensation, so we can recruit and retain staff

3.1: Strengthen teacher and leader performance systems, recruitment strategy, compensation, evaluation, rewards and benefits and develop a plan to celebrate high-performers

2021-22 Goal: Implement a new compensation system that helps us recruit and retain talented staff

Potential Milestones:

- *Compensation:* Negotiate and implement new compensation system with significant raises for staff
- *Evaluation:* Negotiate any changes with RTA in fall, support principals and RTA members to use the evaluation process to recognize successes and support teacher growth and development
- *Recruitment:* Research recruitment best practices including marketing, and propose/implement new strategies

Strategic Priority 4:

Partner with families and the community to support the whole child



To advance SP4, we identified two priority initiatives

4.1: Family Engagement

Increase and improve **collaboration with families** to implement effective models for supporting students' education

4.2: Community Services

Increase equitable **access to high-quality community services** for schools and students, including, but not limited to academic support, early childhood opportunities, enrichment, extracurricular, health and social services

4.1 / Family Engagement: We will implement a comprehensive engagement plan

4.1: Increase and improve collaboration with families to implement effective models for supporting students' education

2021 -22 Goal: Design and implement a family engagement plan to increase and improve collaboration with families

Potential Milestones:

- Family Engagement Committee designs an engagement plan to increase and improve collaboration with families, including deciding which new practices to implement this school year, and which to phase in the following year
- Communicate the plan to all families
- Maintain bi-weekly / monthly touchpoints with families and the community, and gather feedback from families and other constituents to determine improvements for SY22-23

4.2 / Community Services: We will refine our partner eval process, and use it with a set of partners

4.2: Increase equitable access to high-quality community services for schools and students, including, but not limited to academic support, early childhood opportunities, enrichment, extracurricular, health and social services

2021-22 Goal: Refine our partner evaluation methodology and use it to evaluate a subset of our partners

Potential Milestones:

- Use program evaluation process to decide whether to continue working with a subset of partners
- Make improvements to the evaluation process, so we can use it to evaluate the remaining partners in the following school year
- Use results of evaluation process to inform planning and budgeting for the following year

Strategic Priority 5:

Manage people, time and budget responsibly, equitably and strategically in service of students



SP5: We will focus on managing our resources for sustainability and impact

5.1: Create and implement transparent budgeting and financial reporting processes that include annual assessment of the effectiveness and efficiency of existing personnel, programs and services and align resources to investments that produce the greatest outcomes for students

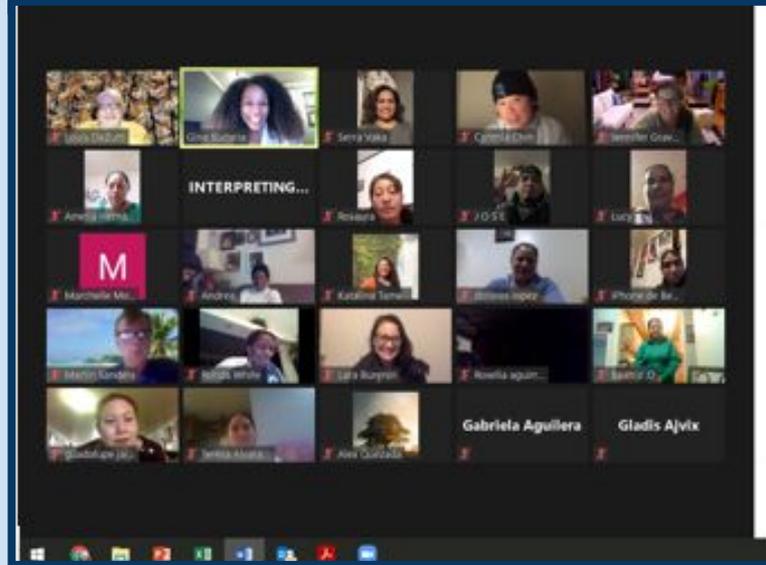
2021-22 Goal: Manage our resources for sustainability and impact, strengthen our budget engagement process

Potential Milestones:

- *Sustainability:* Ensure that recurring federal and state grants are well-used; use stimulus funds to accelerate learning; integrate REF funds into the budget
- *Facilities plan:* Oversee facilities upgrades and implement leasing plan to generate revenue
- *Budget Process:* Manage SY21-22 spending to align to strategic priorities, and run an inclusive budgeting process for SY22-23
- *Program evaluation:* Systematically evaluate district programs / services

Strategic Priority 6:

Work collaboratively
and share
responsibility for our
core values



SP6: This year

6.1: Improve communication and create feedback loops and structures to communicate plans, results and successes with staff, parents, and the community at large

2021-22 Goal: Rebrand Ravenswood to build excitement about our schools, and deepen communication loops so we can actively engage our families, staff and community

Potential Milestones:

- Launch a campaign to rebrand Ravenswood and build excitement and broader community understanding of our values and strengths
- Develop and implement differentiated strategies to communicate with each of our stakeholders, especially leveraging our family engagement plan to ensure two-way collaboration with families

Thank you

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