



# Strategic Planning Update

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*February 26th 2020*

# Phases of Plan Development

## Phase 1: Engagement

- Superintendent's 100 Day community engagement tour
- 2 school committee Strategic Plan retreats
- Community feedback shared with school committee and school leaders

## Phase 2: First Draft Strategic Vision

- Presented to public and school committee 1/15
- Kick-off of 30-Day Public Comment period
- 1/31 strategic initiative inventory with Central Office
- FY21 Budget presented 2/5 preliminarily outlining key strategies

## Phase 3: Second Draft Strategic Vision and Strategies

- Present to school committee 2/26 for feedback
- Incorporate feedback from DESE Review
- School leader feedback at March professional development day

## Phase 4: Finalized Strategic Vision and Development of Operational Plan

- School committee vote 3/25
- Development of Superintendent's Implementation Plan, alignment with central office plans, Quality School Plans.

## Community Review and Feedback

- 30-Day Public Comment Period: January 16th - February 14th 2020
  - Online at [www.bostonpublicschools.org/strategicplan](http://www.bostonpublicschools.org/strategicplan)
  - Four (4) Public Meetings 6 - 7:30 pm:
    - Jan. 21, Mattapan Public Library, 1350 Blue Hill Ave, Mattapan
    - Jan. 30, East Boston Library, 365 S Bremen St, East Boston
    - Feb. 6, Condon Community Center, 200 D St, South Boston
    - Feb. 11, Thelma D. Burns Building, 575 Warren St, Dorchester
  - Discussions and presentations to stakeholder groups

STRATEGIC IMPLEMENTATION PLAN

- Strategic Implementation Plan Introduction
- Superintendent Community Tour
- What's in the Strategic Implementation Plan?

INTRODUCTION

In the fall of 2019, Superintendent Cassellius conducted an extensive [community engagement tour](#) to gather input to help update the strategic plan that will shape the vision for the Boston Public Schools for the next three school years. This plan aims to accelerate Boston Public Schools' efforts to offer excellent, equitable, high-quality education for every student in every neighborhood in Boston.

There is an urgent need to address longstanding, systemic barriers that are preventing our students from reaching their full potential, and we are committed to urgent action to advance our best hopes and aspirations for our students.

At BPS, every child in every classroom is entitled to an equitable, world-class, high-quality education. We must eliminate the structural and institutional barriers to educational opportunity. This requires a commitment to systemic change in the way we allocate funding, provide access to information and instruction, and make resources available to meet the needs of students to ensure equitable outcomes. The pursuit of educational equity recognizes the historical conditions and barriers that have prevented opportunity and success in learning for students based on their races, incomes, and other social conditions.

TIMELINE

[Expand All](#)

- July - December 2019
- December 11, 2019
- January 15, 2020
- January 16 - February 14, 2020
- February 2020

HELPFUL LINKS

- Strategic Implementation Plan Draft
- Press Releases
- Frequently Asked Questions

CONTACT US



Ensuring that our schools are fairly and equitably funded will provide students greater access to more rigorous and enriching learning opportunities.

How schools are resourced greatly affects student outcomes. Each community and neighborhood has different needs, which requires the most appropriate approach to meet them. Resources will be equitably and transparently allocated based on the unique needs of each school, community and neighborhood.

**Priorities:**

- o All schools will be funded in a manner that meets the unique needs of the students they serve, with consideration given to ELL students, students with disabilities, students at risk of dropping out and other special student groups
- o We will make substantive progress with BuildBPS work to create equitable, future-ready, safe and nourishing learning spaces
- o Every family and student will have access to transparent communications regarding resourcing and implementation i.e. transportation, disparity reporting, etc.
- o Funding formulas will be aligned with the goals above, and revised when disparities are amplified through funding processes

What are your thoughts on our "Expand Opportunity" commitment?

Your answer

Submit

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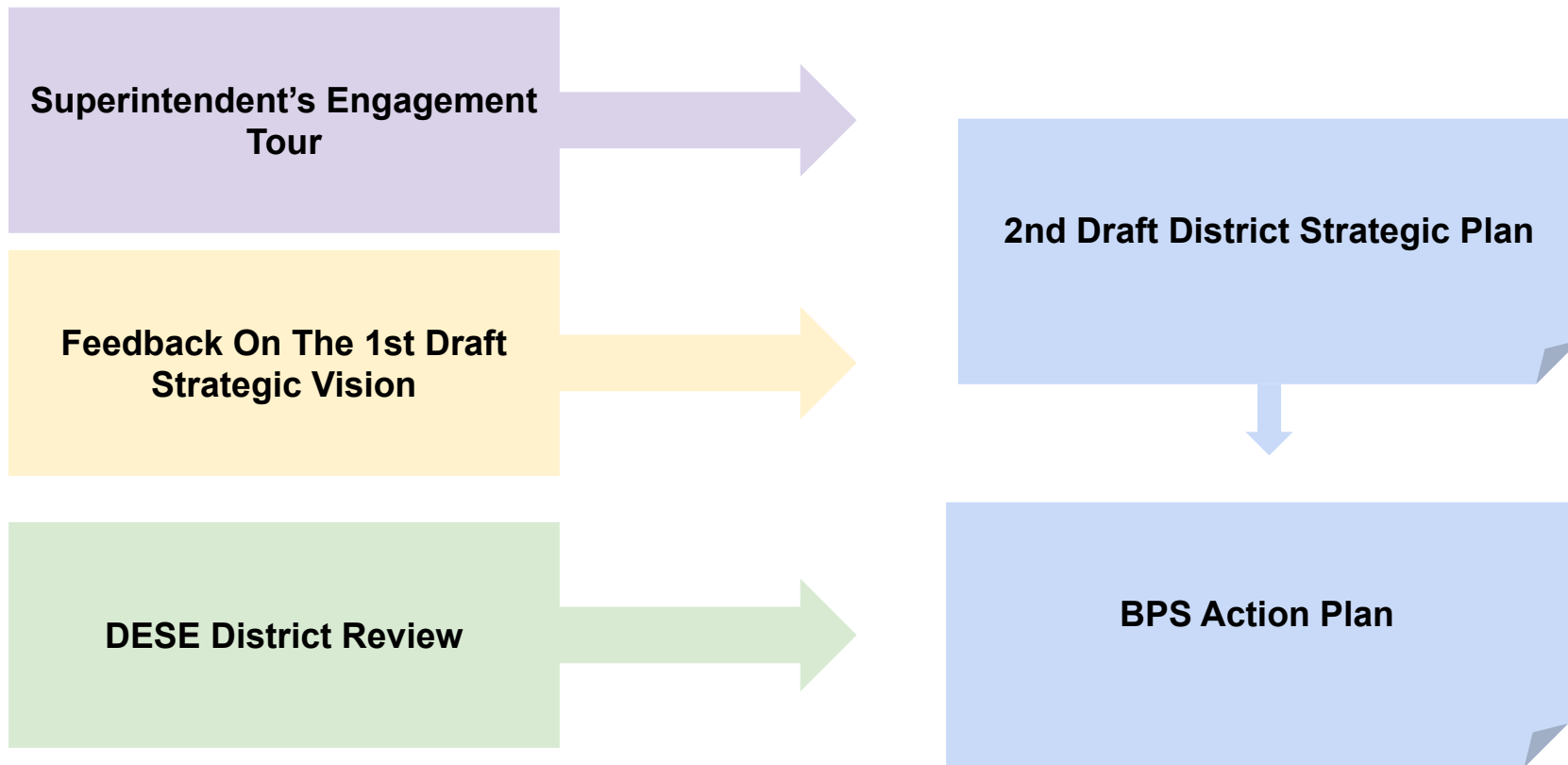
## Public Comment Period

<b>C1: Eliminate Opportunity and Achievement Gaps</b>	—————	<b>66 COMMENTS</b>
<b>C2: Accelerate Learning</b>	—————	<b>48 COMMENTS</b>
<b>C3: Amplify All Voices</b>	—————	<b>41 COMMENTS</b>
<b>C4: Expand Opportunity</b>	—————	<b>43 COMMENTS</b>
<b>C5: Cultivate Trust</b>	—————	<b>47 COMMENTS</b>
<b>C6: Activate Partnerships</b>	—————	<b>37 COMMENTS</b>

# Engaged Stakeholder Groups

- Black Student Achievement Network (BSAN)
- Boston Education Justice Alliance (BEJA)
- Boston Student Advisory Committee (BSAC)
- Boston University Wheelock School of Education
- BPS Teacher Leadership Group
- Greater Boston Chamber of Commerce
- Community Engagement Advisory Council
  - District English Learner Advisory Council (DELAC)
  - Citywide Parent Council (CPC)
  - Educators for Excellence
  - Boston’s Higher Ground
  - McBride Ed Research
  - Mayor’s Youth Council
- District Wellness Council
- English Language Learner Taskforce (ELLTF)
- Opportunity and Achievement Gap Policy and Taskforce (OAGTF)
- Out of School Time Providers
- Special Education Parent Advisory Council (SPEDPAC)
- State and City elected officials
- Greater Things for Greater Boston

## Information Informing Plans





# C1: Eliminate Opportunity and Achievement Gaps

(1.1) Ensure that BPS policies, plans, and budgets advance the Opportunity and Achievement Gaps (OAG) Policy to ensure that our schools are equitably funded to provide robust academic programming and social-emotional supports to give every child what they need

(1.3) Empower and partner with educators to review curriculum for cultural and linguistic bias and relevance, and ensure that new purchases are culturally and linguistically relevant.

## *ADDITIONS AND REVISIONS*

(1.6) Develop and monitor progress toward achieving explicit goals for schools and central office around implementing strategies to eliminating opportunity and achievement gaps - especially for English learners and students with disabilities - and central office will be responsible and accountable for monitoring progress and providing support.

(1.8) Develop capacity to address health and social contributors to opportunity gaps, such as - hunger, chronic illness, mental health, sexual health, homelessness, and LGBTQ+ identity

## C2: Accelerate Learning

(2.3) Provide rigorous culturally and linguistically affirming curriculum and instruction that includes learning opportunities in the arts, science, literacy, world languages, physical education, health education, and civics, access to athletic programs and technology, and fully integrates student wellness into the educational experience

(2.4) Fully implement universal pre-kindergarten through a mixed delivery model that leverages district and community options and ensures a high quality educational experience for all early learners

## *ADDITIONS AND REVISIONS*

(2.7) Make every school a safe space for every student, offering the support and protection needed to learn, grow, and thrive. (Moved from Commitment 3: Amplify All Voices.)

(2.8) Implement a comprehensive district-wide professional development plan for paras, teachers, counselors, school and central leaders to develop capacity and expertise to change student outcomes as outlined in this plan

## C3: Amplify All Voices

(3.1) Engage youth voice in decision-making and leadership in a timely and transparent manner by leveraging BSAC, the Superintendent's Youth Cabinet, focus groups and other forums organized to give voice to BPS learners

(3.2) Engage parent voice in district level decision-making and leadership in a timely and transparent manner by supporting and leveraging the Citywide Parent Council, District English Learner Advisory Council and Special Education Parent Advisory Council.

(3.4) Increase feedback systems for families and central office and other staff through tech-based communication portals, and regular access to district and school based leaders during regional, school-based and district level meetings.

## *ADDITIONS AND REVISIONS*

(3.5) Fully engage teachers, school staff, families and students in School Site Council to ensure representation of voices in school based decisions and management.

(3.6) Publicly share school progress towards implementation of the district's engagement standards and school climate survey results.

## C4: Expand Opportunity

(4.3) Uphold a standard of organizational effectiveness and excellence to ensure that we are meeting students' needs and **define the foundational academic and support services that every school must provide**

*ADDITIONS AND REVISIONS*

## C5: Cultivate Trust

(5.1) Hire, support, and retain a workforce at every level that reflects our students' diverse cultures and languages; and address the structural barriers which impact staff and educators of color

(5.2) Restructure central office for effectiveness and accountability in ways that provide appropriate engagement, support and accountability for school communities, with child and family friendly services

## *ADDITIONS AND REVISIONS*

(5.3) Support and hold school leaders accountable for creating inclusive, culturally and linguistically sustaining, high-performing school communities, that values, cultivates, and leverages teacher leadership

## C6: Activate Partnerships

(6.1) Connect every student to high quality before and after school, summer, and transition programs, and high school work experiences and internships in order to activate learning, build skills, and develop social capital.

(6.3) Coordinate partner organizations with school personnel to enrich learning and services during the school day including student support, college readiness and advising, dual enrollment and early college pathways.

### *ADDITIONS AND REVISIONS*

(6.4) Champion college and career awareness and work experiences creating visible pathways to postsecondary education, training, trades and career opportunities.

(6.5) Engage key partners in decision-making in order to guide and develop coherent year round wraparound services, and learning experiences and programming for students.

## Measures

### Anchor Goal 1:

- Data definition for college, career, and life readiness
- OAG implementation for central office departments and schools

### Anchor Goal 2:

- Data definition of strong growth in ELA and Math
- Chronic Absenteeism (moved from Commitment 1)

### Anchor Goal 3:

- Voice in district decision-making defined

## *ADDITIONS AND REVISIONS*

### Anchor Goal 4:

- Joyful School Environment measure added
- More detailed definitions for each measure

### Anchor Goal 5:

- Updates related to teacher diversity
- Central office accountability measure

### Anchor Goal 6:

- All measures added

# Refinement of the Strategic Vision: Our Approach

## Phase 3: Second Draft Strategic Vision and Strategies

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# Strategic Implementation: Our Approach

## Phase 4: Finalized Strategic Plan and Vote

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