Today’s objective:

Share and receive feedback on components of the Strategic Implementation Plan.
In Spring 2015, the School Committee approved a Strategic Vision that includes aspirations, a theory of change, priorities, and measures.
The School Committee then requested a Strategic Implementation Plan to realize BPS’s aspirations

**Aspirations:** Vision for our desired impact

**Theory of Change:** Beliefs about what drives results

**Strategic Priorities:** The most essential areas of work

**Measures:** Data to assess progress toward vision and priorities

**Initiatives:** Key workstreams
Transition Team - 8 Sessions
Literature Review

Listen and Learn Tour
40 Events
1600+ Recommendations collected

Creation of a 100-Day Plan

Execute on 100-Day Plan

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Superintendent Chang’s 100-Day Plan

Since August 2015, the Boston Public Schools Transition Team has committed to informing the thinking for the 100-Day Plan and the start of a strategic Three-Year Plan. Our team has traveled across the city to learn about Boston’s schools and listen to stories of bright spots and areas that need attention to ensure every student achieves excellence. We met more than 1,500 members of the community and visited nearly 30 schools in June alone. Together, we have built a library of more than 1,000 suggestions and recommendations. The 100-Day Plan began on September 8, 2015, the first day of school. It is centered around five value statements, which are at the heart of our approach:

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School Committee priorities and Mayor’s focus areas

1. Equitable access to quality facilities and highly effective programs
2. Mayor’s Focus Area 1: early childhood education
3. Mayor’s Focus Area 2: facilities
4. Mayor’s Focus Area 3: high school reform
5. Mayor’s Focus Area 4: special education

100 day plan key values

- All youth can and must achieve at high levels
- We innovate and transform teaching and learning to inspire excellence.
- Those closest to students must be empowered and held accountable for making the most critical decisions that lead to student achievement.
- Every child should have access to a high quality school of their choice close to home.
- We must build a “Culture of We” that is embraced by students, staff, families, and community.
To develop the Strategic Implementation Plan, we are answering three overarching questions:

1. **What are our primary strengths and challenges at the moment?**

2. **What work should we prioritize in 2016-17 and the years that follow?**
   - A. What are our key implementation focus areas?
   - B. Within each of these key focus areas, which highest-leverage initiatives should we prioritize in the coming years?
   - C. Which specific milestones will we achieve in 2016-17?
   - D. How will we ensure that the work is executed well?
   - E. How will we ensure financial sustainability in 2016-17 and beyond?

3. **How should we measure progress toward our ultimate outcomes and our implementation focus areas?**
To answer these questions, we are in the midst of extensive outreach

May - December 2015
Seek community feedback and define initial projects via 100-Day Plan process
Conducted community meetings during the 100-Day Plan planning process and heard from more than 1,500 community members to build upon BPS Strategic Vision
Defined and implemented initial high-priority projects in Fall 2015

January - April 2016
Survey and interview stakeholders
Surveyed all BPS staff for input on strengths, challenges, implementation focus areas, and initiatives
Interviewed stakeholders to further define strengths, challenges, implementation focus areas, and initiatives

April - June 2016
Seek community feedback on draft implementation focus areas and initiatives
Receive School Committee input on implementation focus areas and initiatives
Seek broad community input on implementation focus areas and initiatives
Refine implementation focus areas and initiatives based on input, and define milestones, action plans, and resource implications for 2016-17

June 2016 and beyond
Finalize and begin executing Strategic Implementation Plan
Share final Strategic Implementation Plan with School Committee, and begin executing the plan
To realize the plan and achieve equity, we will need to allocate resources strategically given declining enrollment, rising costs, and the resulting financial deficit

### Overview of the Challenge

#### Revenue:
- BPS enrollment declined by 4.5% between SY 2010/11 and 2015/16

#### Expenses:
- Total BPS budget increased by 23.4% ($192M) over the same period
- Personnel expenses (salary & benefits) accounted for $107M of this growth

#### Trajectory:
- Without rapid implementation of a plan to control costs, structural deficits can be expected will persist each fiscal year

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**Sources:** MA DESE enrollment reports; MA DESE teacher salaries reports; BPS Budget Office; City of Boston Annual Budgets  
**Notes:** For purposes of comparison, school year compared against fiscal year (e.g. FY16 = 2015/16 school year); 2016/17 BPS enrollment estimated using historical growth rates for last six year
What are BPS’s primary strengths and challenges?
Several core strengths have emerged from performance data, stakeholder feedback, and third party reviews

1) BPS has sustained modest student performance gains in some areas.

2) Our early childhood programs are widely accessible and proven to improve student outcomes.

3) BPS’s student body is exceptionally diverse, and the system is diligently working to diversify its staff.

4) We are supported by engaged families and partners and the resources of a world-class city.

5) Teachers and principals are eager to learn and improve.
Several core challenges have emerged from performance data, stakeholder feedback, and third party reviews

1) Students are not on track to be college and career ready, and significant achievement gaps persist.

2) Teachers and principals lack the support they need to implement rigorous academic standards.

3) Families want greater engagement and support.

4) Communications and support are not coordinated or service-oriented.

5) There is a structural financial deficit and no long-term plan to address the root causes.
What work should we prioritize in 2016-17 and the years that follow?
What are our key implementation focus areas?
Building on BPS’s key strengths and addressing key challenges, our focus areas include:

1) Implement an inclusive, rigorous, and culturally/linguistically sustaining K-12 instructional program that serves the development of the whole child.

2) Attract, develop, and retain a highly effective team that is responsive to the diverse racial, cultural, and linguistic needs of Boston youth.

3) Engage students, families and community organizations as advocates and partners for equity, access and results for all students.

4) Deliver a coordinated system of high-quality support, customer service, and communications centrally and at schools.

5) Build a sustainable financial system that invests resources equitably and strategically.
NEXT STEP

Within each of these key focus areas, which highest-leverage initiatives should we prioritize in the coming years?