

**SEATTLE PUBLIC SCHOOLS
STRATEGIC PLAN PROJECT DESCRIPTIONS**

Updated 10/3/2008

Strategy	Project Name	Project Description	Project Manager	Executive Sponsor
THEME: ENSURE EXCELLENCE IN EVERY CLASSROOM (ACADEMIC STRATEGIES)				
Strengthen our teaching of math and science and build on our success with reading and writing	Math/Science Curriculum Alignment	This project aligns the PK-12 instructional materials to the state standards (curriculum) in math and science. In addition, the project develops the tools that will support a well-balanced program that begins in Pre-Kindergarten, addresses the important concepts that students need to learn at each grade level, and provides coherence so that the masteries achieved at one level support learning at the next.	Karen Kodama	Exec. Director Curriculum & Instruction <i>Ruth Medsker (interim)</i>
Develop assessment tools to consistently track student progress and use data to drive improvements	K-12 Assessment Strategy	Design, develop, and implement a common Pre-K through Grade 12 District-wide assessment "toolbox" composed of one or more individual assessment instruments, beginning with reading and math, to consistently track student progress. Common assessment data will inform instruction, measure student growth, inform District-level decision-making, and provide students and their families with information on learning. This project supports a key strategy within the Strategic Plan around developing assessment tools to consistently track student progress and use data to drive improvements.	Brad Bernatek	Gloria Mitchell
Create a system that recognizes high performing schools and helps struggling schools	K-12 School Performance Model	The District currently does not have a process or protocol for providing support to schools based on their performance. This project will establish clear performance targets for schools and outline the assistance and flexibilities the district will provide to schools based on their performance.	Carol Rava-Treat	Scott Whitbeck
Create a system that recognizes high performing schools and helps struggling schools	Southeast Education Initiative	This work responds to a 2007 School Board policy designed to grow the enrollment of three Southeast schools through a combination of strengthened academic programs and attractive enrichment offerings. This project is serving as the foundation for the District's overall approach to school improvement: lead with rigor, establish clear performance targets, provide extra supports and resources, and hold schools accountable for progress.	Pat Sander	Carla Santorno
Respond to Audits	Bilingual Audit Response	This work will entail analyzing the review of SPS Bilingual Services completed by the Council of Great City Schools, prioritizing recommendations, and generating a project plan for implementation of selected recommendations. Implementation of the selected recommendations will lead to improved services for students and to improved academic outcomes.	Courtney Jones	Carla Santorno
Respond to Audits	Special Education Audit Response	This project will respond to the recent special education audit and present a revised approach for how the District serves special education students.	Becky Clifford	Exec. Director Special Education <i>Patrick Johnson (interim)</i>

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Respond to Audits	Restructuring Safety Net	Currently, students who are in danger of dropping out of high school, have disciplinary concerns, or have other emotional/social problems are assigned to nontraditional schools non-systemically. This project will develop a system of coordinated intake, assessment, supportive services and subsequent case management to reduce the dropout rate and increase student achievement rates.	Susan Derse	Dir. Support Prevention and Intervention <i>Michael Tolley (interim)</i>
Respond to Audits	Curriculum Audit Response	At the end of this project, Seattle Public Schools will have document that includes a clear response to each of the findings within the eight overall recommendations in the Curriculum Audit (the "CA"). For those findings that are recommended for further action the document will also include a high-level set of steps indicating initial next steps, as well as a high-level list of projects in priority order.	Holly Ferguson	Carla Santorno
Respond to Audits	Accelerated Progress Program (APP) Audit Response	This project will respond to the recent APP audit and present a revised approach for how the District offers advanced learning opportunities.	Robert Vaughan	Cathy Thompson
THEME: STRENGTHEN LEADERS SYSTEM-WIDE (HR/DEVELOPING DISTRICT TALENT)				
Retain and hire the best teachers and principals	Human Resources Management Systems	HR and payroll managers and staff are able to understand the integration of key business processes and technology using SAP HCM (Human Capital Management) and how it fits into accomplishing the tasks and goals of the HR organization. HR staff is trained to follow key standardized HR business processes within the scope SAP HCM system (aka HRMS).	Mary Carlson	Exec. Director Human Resources <i>Gary Ikeda (interim)</i>
Retain and hire the best teachers and principals	Hiring Process Redesign	To develop and execute a single hiring process enabled by an automated system to encompass the needs of all classifications of District personnel; focusing on improving the mechanics, workflow of the hiring process, and attract and recruit top talent.	Stacy Murray	Brent Jones
Retain and hire the best teachers and principals	WISE/SAP	The purpose of the project is to stabilize systems to support HR business processes using SAP modules and functionalities.	Mary Lentz	Don Kennedy/Gary Ikeda
Implement effective performance evaluations at all levels	Effective Annual Evaluations	The purpose of this project is to support and evaluate all staff by developing effective, efficient evaluation tools that support successful schools, individuals and departments and enhance best professional practices. We will set baseline performance targets and plan for effective performance reviews to be implemented for the 2009-10 school year. This project will have three areas of focus, non-represented central office employees, teacher evaluations and principal evaluations. Phase I of this project focuses on the non-represented central office employees.	Misa Garmoe	Brent Jones

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Hold all employees to high expectations and support them in meeting those expectations	Professional Development	In alignment with the Superintendent's Strategic Plan for Excellence, and the District priority to strengthen leaders system wide, the purpose of Professional Development is to enable all staff (teachers and principals) to develop the knowledge, skills, attitudes and behaviors necessary to effectively provide all students in Seattle Public Schools with a quality education so they can achieve at high levels. While educators can, should and do continually improve their skills through self-improvement efforts, systemic change requires collective and sustained efforts to hold all employees to high expectations and to support them in meeting those expectations.	Sandra Robinson-Nance	Exec. Director Curriculum & Instruction <i>Gloria Mitchell (interim)</i>
THEME: BUILD AN INFRASTRUCTURE THAT WORKS WELL (IT, FINANCE)				
Adopt and adapt technologies to allow for more efficient student assignment	Student Assignment Plan	The purpose of this project is to design and implement a new Student Assignment Plan that aligns with and supports the District's Strategic Plan. The project includes the development of a new Student Assignment Plan, leading to: Board approval of a new student assignment policy; Board approval of a new Student Assignment Plan; and implementation of the new policy and plan.	Tracy Libros	Don Kennedy
Adopt and adapt technologies to allow for more efficient student assignment	VAX/Academic Systems Data	This work involves replacing and improving the current data structures that are operating on the VAX systems with a modern data store (for current operational data) and data warehouse (for historical data). It will also consolidate and standardize data access systems and procedures for District analysts, decision-makers, and other data customers in order to provide consistent, accurate, and reliable information.	Chris Fleming	James Ratchford
Adopt and adapt technologies to allow for more efficient student assignment	VAX/e-SIS	The Immunization, Bilingual, and Special Education systems will be migrated off the VAX platform without adversely impacting any remaining VAX systems (e.g., Student Assignment). Our initial focus will be the Immunization and Bilingual systems.	Paula DeFusco	James Ratchford
Adopt and adapt technologies to allow for more efficient student assignment	VAX/Student Assignment	This project will migrate the Student Assignment Systems off the VAX, including District Registration, Student Assignment, Waitlist Management, Seat Management and Discipline functions.	Margaret Purcell	James Ratchford
Adopt and adapt technologies to allow for more efficient student assignment	VAX/Utilities	This project will migrate three utility functionalities from the legacy VAX/VMS computer system into a current technology environment. The three functionalities are: 1) label printing; 2) electronic archiving; and 3) computer job scheduling.	Judy McNamee	James Ratchford
Adopt and adapt technologies to allow for more efficient student assignment	Capacity Management	The purpose of this project is to have the correct number of seats in the correct locations to support student assignment based on educational best practices. In the end, we would like to minimize student wait lists, minimize the costs associated with excess capacity and transportation, but preserve as much flexibility in the system to respond to demographic shifts.	Kathy Johnson	Fred Stephens

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Develop budget protocols and evaluation tools to ensure efficiency and efficacy	Financial Analysis (spending effectiveness)	Develop a comprehensive process to assess the effectiveness of spending, helping decision makers better allocate resources during budget development and strategic planning, and increasing accountability within the District and with the public at large. This is aligned with the Strategic Plan of strengthening our financial analysis capacity to help build a well-functioning central office to support school success and student performance.	Ronic Lirio	Don Kennedy
Develop budget protocols and evaluation tools to ensure efficiency and efficacy	Budget Process Redesign	This project is developing a District-wide calendar and revised approach to budgeting.	Linda Sebring	Don Kennedy
THEME: IMPROVE SYSTEMS				
Performance Management	Performance Management System, Tools and Training	The District has historically not set clear targets at the system, school or individual level – or those that have been set have not been robust enough to serve as a foundation for effective performance management. Progress against targets is rarely measured and measurements that do exist are vague. And there has been little transparency of progress – for the public and staff. The District also lacks basic systems, processes, tools and trainings to enable better performance management. This project should create the foundation for a system-wide performance management system that will have clear expectations, track progress, allow for informed decision-making, and recognize and support performers along the spectrum.	Carol Rava-Treat	Don Kennedy
THEME: ENGAGE STAKEHOLDERS				
Upgrade our Web site	Website Improvement	This project will develop a plan for an overhaul to the District's Web site.	Amy Markishtum	Bridgett Chandler
Provide exemplary customer-service to families and community members	Customer Service	This project will develop a customer service protocol for SPS, including a measurement tool and will train key District departments using the new standards.	Mareatha Counts	Bridgett Chandler
Engage our families more often and more effectively	School Family Partnership Model	The work on the School Family Partnership Model is divided into four phases, with a separate Statement of Work and project plan for each phase. The purpose of Phase I is to provide technical assistance and professional development to the 17 identified schools to create their School-Family Partnerships One-Year plans.	Bernarndo Ruiz	Michelle Corker-Curry