

Quarterly Report on Strategic Plan



Excellence For All

Every student achieving, everyone accountable.

SEPTEMBER 2009

Photography by Susie Fitzhugh



Agenda

- Look back: 2008-09 progress and accomplishments
- Look forward: 2009-10 priorities and goals
- Review specific quarterly milestones: Sept-Dec 2009
- Address outstanding issues

Excellence for All

Ensuring Excellence in Every Classroom

- Adopt an aligned curriculum in math and science
- Develop district-wide assessments in math and reading
- Develop a school performance framework

Strengthen Leaders System-Wide

- Improve our hiring process
- Expand mentoring programs for new teachers and principals
- Develop a comprehensive evaluation system

Build an Infrastructure That Works Well

- Update District technology
- Develop a budget process to ensure that resources meet goals

Improve Our Systems

Engage Stakeholders



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Review 2008-09 Priorities

Ensuring Excellence in Every Classroom

- **Math & Science:** Strengthening our math & science curriculum with a focus on high schools
- **Assessments:** Implementing district-wide assessments
- **Data systems:** Updating data systems to provide information that teachers and administrators need

Strengthen Leaders System-Wide

- **Hiring process:** Ensuring that the hiring process is timely, efficient and attracts the highest caliber talent

Build an Infrastructure That Works Well

- **Capacity and student assignment:** Managing capacity and redesigning the student assignment plan to ensure access and equity across our diverse community



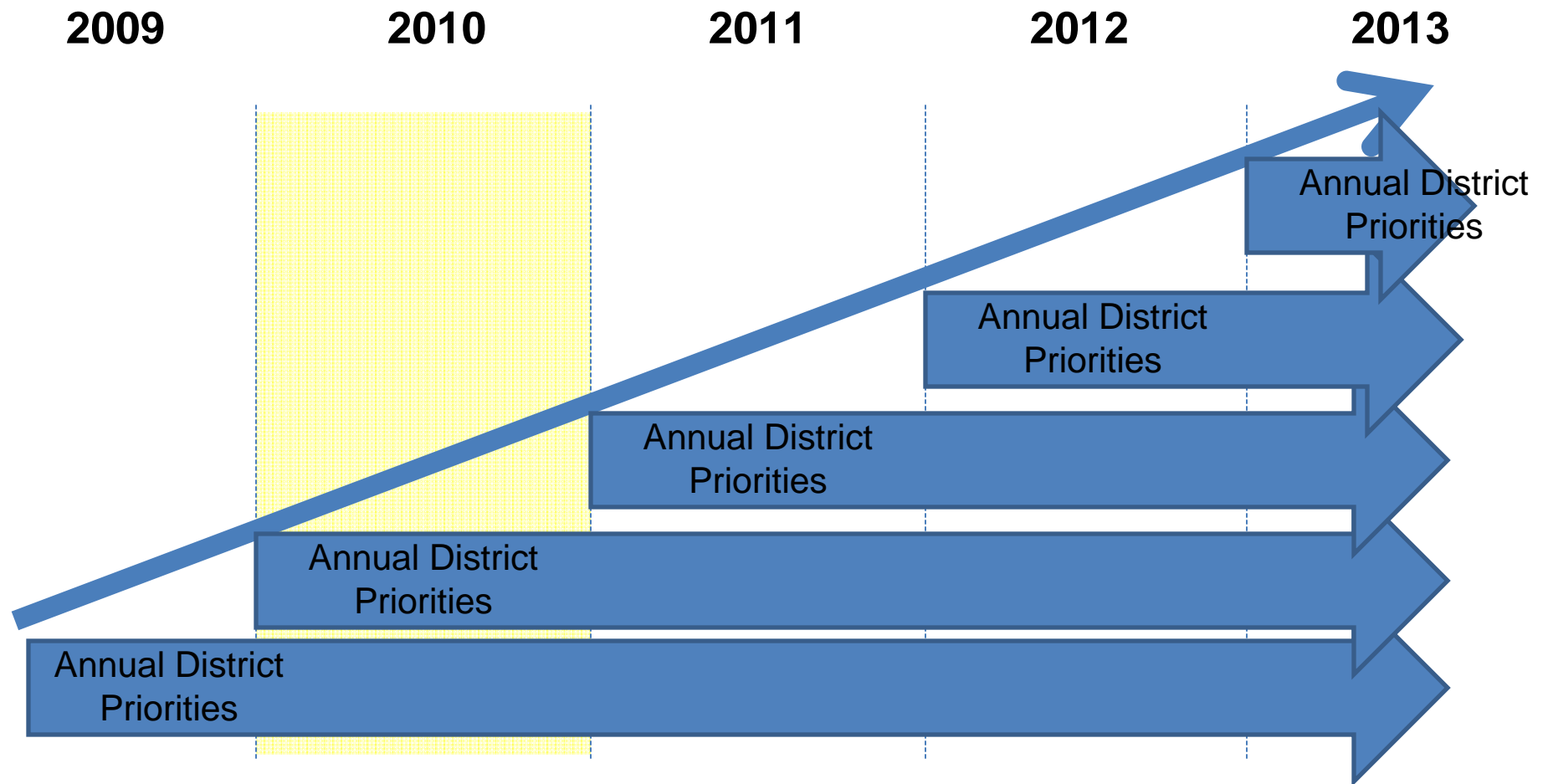
2008-09 Progress and Accomplishments

- **Math & Science:** Adopted high school math instructional materials; high school science slated for 2009-10
- **Assessments:** Selected new benchmark assessment system – Measures of Academic Progress (MAP) – to use in all schools grades K-9 in math and reading
- **Data systems:** Launched Academic Data Warehouse project to improve accessibility of student-level data; created template for annual school and district performance reports
- **Hiring process:** Adopted new hiring workflow and related technology to support it, making it easier to identify qualified applicants and fill vacant positions. Created new principal and central office leadership and professional development opportunities.
- **Capacity and student assignment:** Adopted new Student Assignment Plan. Addressed capacity imbalances across the system and drafted initial long-term policy to help with future imbalances.



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2009-10 District priorities build on 2008-09 work



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1. **Special Education and Bilingual** – implement key audit recommendations to improve the delivery of SPED and Bilingual services
2. **College-readiness** – support four key areas directed at strengthening the district’s college-readiness commitment: curriculum alignment, student supports, college-level course offerings, and targeted teacher professional development
3. **Data and Assessments** – develop a data warehouse for easily extracting student-level data and adopt district-wide assessment system to provide more frequent, formative information to teachers and principals
4. **School Performance Framework** – implement the first phase of the school performance framework and build capacity for subsequent phases; release district scorecard; continue to build community understanding of work
5. **Student Assignment** – redesign the district’s student assignment plan to increase access to high quality programs, improve predictability, decrease complexity, minimize transportation costs, and foster diversity where possible
6. **Leadership Development** – strengthen school and district leaders through implementing a new evaluation system and a leadership development program

1a: Special Education 2009-2010 Goals

- **Integrated Comprehensive Services (ICS)** delivery model implemented in 40 elementary and K-8 programs
- **Summary and analysis of the impact and outcomes** of the ICS model is prepared by year end, reflecting MAP data, IEP progress reports, and staff/family surveys
- Requirements for a **new special education data management system** identified with full stakeholder participation and a recommendation for purchase ready for Fall 2010 pilot

1b: Bilingual Services 2009-2010 Goals

- Secondary Bilingual Orientation Center, five high schools and five middle schools use **common and approved curriculum** to successfully support literacy development for ELL students
- Bilingual **Superintendent's Task Force** make progress on key priorities (details provided by November 1, 2009)
- **Collaborative teaching model** is successfully rolled-out in nine schools to better support language learners

2: College-Readiness 2009-2010 Goals

- High school **language arts materials are adopted** (levels and classes to be determined by November 1, 2009)
- 4th and 8th grade **social studies curriculum aligned** and materials adopted
- High school **science curriculum aligned** – physical science (9th grade), 10th grade biology, 11th and 12th grade physics, & 11th & 12th grade chemistry
- Plan and budget approved for **increasing access to college-preparatory courses and support services** beginning in 2010 Teacher professional development

3: Data & Assessments 2009 Goals

- New academic **data warehouse** is established with major processes incorporated (enrollment, attendance, assessment, course taking)
- **MAP assessments** are successfully administered in 76 schools and data are used to inform mid-year decisions at the school level

4: Performance Management 2009 Goals

- **District scorecard released** – scorecard tracks academic performance toward five-year goals as well as operational performance
- **New surveys** designed and administered to track academic and operational satisfaction measures of key constituent groups
- **District changes how it supports schools** – with the implementation of the first phase of performance management the district will move toward using academic performance measures to determine how to support schools
- **Central office departments track progress** – internal scorecards will help central office departments track progress toward key performance indicators, including customer satisfaction measures

5: Student Assignment 2009 Goals

- Student assignment plan on course for Fall 2010
implementation and delivery of predictable assignments
to neighborhood schools

6: Leadership Development

- Central Office **evaluation tool implemented** and managers trained
- Schools provide support and appropriate interventions to every struggling teacher utilizing the **new streamlined evaluation process**.
- Every **principal receives structured professional development** and outlines clear school and professional goals to be evaluated against.
- More than 60 school and district leaders participate in **Superintendent's Initiative for Leadership Development** strengthening leadership and management skills to better support schools
- New **hiring process and technology solution** result in more efficient hiring process for applicant and hiring manager and fewer unfilled vacancies

First Quarter Milestones: Sept-Dec 2009

1. Bilingual Task Force develops implementation plan for top priorities
2. Integrated Comprehensive Service (Special Education model) implemented at 40 Elementary and K-8 programs
3. High school Language arts materials adopted
4. First version of academic data warehouse and dashboard available with attendance data
5. MAP assessment data used by 76 schools to give baseline performance information
6. First district scorecard released publicly
7. Extensive community outreach conducted on new student assignment plan and boundaries
8. Central Office managers trained on new evaluation tool and process

Issues, Challenges and Opportunities

- Mitigating and supporting the **impact of multiple initiatives on the classroom** (special education, math, student assignment, new assessments, etc.)
- Recent **WASL gains not on pace** for district to reach five-year goals
- **Managing change** at the system level – major changes to how district interacts with schools (shift from graduation culture to college-readiness culture, greater use of data, more district guidance, etc.)
- **Maintaining momentum** in shifting environment – external leadership and political changes could affect SPS (city, state, federal)
- **Opportunity to leverage Seattle’s work** in performance management in partnership with state and other districts