Education Committee
Strategic Planning Update

February 9, 2017
Strategic Plan Components

The Direction

- Vision = desired impact, WHY we exist
- Mission = descriptive statement of purpose, WHAT we do
- Long-term Outcomes = specific, measurable results to achieve
- Strategic Theme = areas that must be addressed to achieve long-term outcomes
- Strategic Objectives = choices about how to address the strategic themes

The Methods

- Strategic Initiatives = significant projects to implement the objectives
- Action Plans = how to get the projects done

These will be completed by subject-matter experts, on a phased-in basis, after initiative approval
District Vision
All students graduating high school Promise-Ready and completing a two- or four-year college degree or workforce certification.

District Mission
The Pittsburgh Public Schools will be one of America’s premier school districts, student-focused, well-managed, and innovative.

We will hold ourselves accountable for preparing all children to achieve academic excellence and strength of character, so that they have the opportunity to succeed in all aspects of life.
Strategic Plan Framework

Long Term Outcomes

- Increase proficiency in literacy for all students
- Increase proficiency in math for all students
- Ensure all students are equipped with skills to succeed in college, career and life
- Eliminate racial disparity in achievement levels of African American students

Strategic Theme #1
Create a positive and supportive school culture

Strategic Theme #2
Develop and implement a rigorous, aligned instructional system

Strategic Theme #3
Provide relevant and timely instructional support for teachers and school-based staff

Strategic Theme #4
Foster a high-performance culture for all employees

Objectives

Strategic Initiatives
How Did We Get Here?

- Superintendent Listening Sessions: community, parents, administrators, teachers, students  
  - September - October

- Community Survey to assess priorities from listening sessions  
  - October

- Review of district performance  
  - October

- Central leader design session  
  - October

- Cabinet drafts long-term outcome and strategic themes  
  - November

- Community input forums: feedback and initiative ideas  
  - November

- Strategy Teams design strategic initiatives  
  - December - January
Strategic Theme #1: Create a positive and supportive school culture

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
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<tbody>
<tr>
<td>Christine Cray, Lead</td>
<td>Director, Student Services Reforms</td>
<td>Student Support Services</td>
</tr>
<tr>
<td>Michael Calvert</td>
<td>Principal</td>
<td>Pittsburgh Phillips K-5</td>
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<tr>
<td>Susan Chersky</td>
<td>Communications Officer</td>
<td>Communications &amp; Marketing</td>
</tr>
<tr>
<td>Yasmeen Davis</td>
<td>Project Manager, Pursuing Equitable Restorative Communities (PERC)</td>
<td>Student Support Services</td>
</tr>
<tr>
<td>Virginia Hill</td>
<td>Principal</td>
<td>Pittsburgh Lincoln PreK-5</td>
</tr>
<tr>
<td>Angela Mike</td>
<td>Executive Director</td>
<td>Career &amp; Technical Education</td>
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<tr>
<td>Rodney Necciai</td>
<td>Principal</td>
<td>Pittsburgh Langley K-8</td>
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<tr>
<td>John O’Connell</td>
<td>Director, Student Support</td>
<td>Student Support Services</td>
</tr>
<tr>
<td>Alexa Tokarski</td>
<td>Learning Environment Specialist</td>
<td>Pittsburgh Brashear 9-12</td>
</tr>
<tr>
<td>Camara Watkins</td>
<td>Coordinator, Family, Youth &amp; Community Engagement</td>
<td>Office of the Superintendent</td>
</tr>
<tr>
<td>Lillian Wright</td>
<td>Program Officer, Emotional Support</td>
<td>Program for Students with Exceptionalities</td>
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</table>
Strategic Theme #1: Create a positive and supportive school culture

Objective

1. Ensure that the holistic needs of all students are met. This must be done in ways that are equitable, culturally responsive, and differentiated.

Strategic Initiatives

1a. Establish a system-wide Multi-Tiered System of Support (MTSS) process, implemented through high-functioning Student Assistance Program (SAP) teams in every school that are equipped to follow the process with fidelity.

1b. Embed elements of social-emotional learning into academic instruction.

1c. Develop individual student success plans for all students, capturing information about their strengths, needs, and interests.
Strategic Theme #1: Create a positive and supportive school culture

Objective

2. Establish a shared commitment and collective responsibility for positive relationships with every student, family, and staff member.

Strategic Initiatives

2a. Implement Positive Behavior Interventions and Supports (PBIS) with fidelity district-wide, ensuring that it is explicitly linked to restorative practices and promotes positive relationship building.

2b. Develop and communicate clear, consistent, and explicit expectations for staff interactions with students and families.
Strategic Theme #1: Create a positive and supportive school culture

Objective
3. Establish effective family and community partnerships in every school.

Strategic Initiatives
3a. Develop effective partnerships among schools, students, families, and community partners, utilizing a research-based framework, to intentionally structure collaboration for all students’ success.

3b. Implement a tiered and phased community schools approach.
Strategic Theme #1: Create a positive and supportive school culture

Strategic Initiatives

1a. Establish a system-wide Multi-Tiered System of Support (MTSS) process, implemented through high-functioning Student Assistance Program (SAP) teams in every school that are equipped to follow the process with fidelity.
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3b. Implement a tiered and phased community schools approach.
## Strategic Theme #2: Develop and implement a rigorous, aligned instructional system

### Team Members

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Jamie Passinault, Lead</td>
<td>Coordinator of Instructional Effectiveness</td>
<td>Curriculum and Instruction</td>
</tr>
<tr>
<td>Amber Dean</td>
<td>Program Officer</td>
<td>Program for Students with Exceptionalities (PSE)</td>
</tr>
<tr>
<td>Mike Dreger</td>
<td>Social Studies Curriculum Coordinator</td>
<td>Curriculum and Instruction</td>
</tr>
<tr>
<td>Patty Falk</td>
<td>English Language Arts, Project Coordinator Keystones to Opportunities</td>
<td>Curriculum and Instruction, English Language Arts</td>
</tr>
<tr>
<td>Jamie Kinzel-Nath</td>
<td>Assistant Principal</td>
<td>Concord</td>
</tr>
<tr>
<td>Dr. Monica Lamar</td>
<td>Principal</td>
<td>Dilworth</td>
</tr>
<tr>
<td>Kim Russo</td>
<td>Program Officer, Early Childhood Education</td>
<td>Early Childhood</td>
</tr>
<tr>
<td>Shaun Tomaszewski</td>
<td>STEAM Coordinator</td>
<td>Curriculum and Instruction</td>
</tr>
<tr>
<td>Kendra Wester</td>
<td>Executive Director of Literacy</td>
<td>Curriculum and Instruction, English Language Arts</td>
</tr>
<tr>
<td>Naomi York</td>
<td>English Language Arts Curriculum Supervisor, K-5</td>
<td>Curriculum and Instruction, English Language Arts</td>
</tr>
</tbody>
</table>
Strategic Theme #2: Develop and implement a rigorous, aligned instructional system

Objective

1. Establish a district-wide curriculum and assessment framework that is culturally inclusive and rigorous.

Strategic Initiatives

1a. Develop and design a common curriculum framework.
1b. Develop a comprehensive assessment system aligned to grade-level expectations.
1c. Implement an instructional system with aligned resources.
Strategic Theme #2: Develop and implement a rigorous, aligned instructional system

Strategic Initiatives

1a. Develop and design a common curriculum framework.

1b. Develop a comprehensive assessment system aligned to grade-level expectations.

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Strategic Theme #3: Provide relevant and timely instructional support for teachers and school-based staff

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<thead>
<tr>
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<tr>
<td>Kellie Skweres, Lead</td>
<td>Teacher Support Liaison</td>
<td>Professional Development</td>
</tr>
<tr>
<td>Veronica Amundson</td>
<td>Coordinator of Data Systems</td>
<td>Information Technology</td>
</tr>
<tr>
<td>Carol Barone-Martin</td>
<td>Executive Director, Early Childhood</td>
<td>Administration</td>
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<tr>
<td>Jonathan Covel</td>
<td>Director, English as a Second Language</td>
<td>Curriculum and Assessment</td>
</tr>
<tr>
<td>Susan Loskoch</td>
<td>Racial Equity Support Liaison</td>
<td>Equity Office</td>
</tr>
<tr>
<td>Russell Patterson</td>
<td>Principal, Faison Elementary School</td>
<td>Administration</td>
</tr>
<tr>
<td>Allyce Pinchback</td>
<td>Director, Professional Development</td>
<td>Professional Development</td>
</tr>
<tr>
<td>Mindy Sturgess</td>
<td>Special Education Curriculum Support Teacher</td>
<td>Curriculum and Assessment</td>
</tr>
<tr>
<td>Ashley Varrato</td>
<td>Coordinator, Teacher Growth and Effectiveness</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Angel Washington</td>
<td>Principal, Carrick High School</td>
<td>Administration</td>
</tr>
<tr>
<td>Linda Wolfgang</td>
<td>Supervisor</td>
<td>Career and Technical Education</td>
</tr>
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Strategic Theme #3: Provide relevant and timely instructional support for teachers and school-based staff

Objective

1. Increase teacher knowledge around content, pedagogy, and cultural relevance to impact student outcomes through a cohesive and coherent system of instructional support.

Strategic Initiatives

1a. Ensure that all professional development models follow research-based and culturally relevant practices.

1b. Align instructional support efforts to ensure collaboration between school administrators and district staff around the school’s professional development focus.

1c. Provide differentiated instructional support that is based on data and deployed via school-based, district-wide, and online learning opportunities.

1d. Ensure that all supervisory and support staff who engage in instructional conversations with teachers receive differentiated learning opportunities to be effective in their roles.
Strategic Theme #3: Provide relevant and timely instructional support for teachers and school-based staff

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Strategic Theme #4: Foster a high-performance culture for all employees

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<tr>
<td>Tara Tucci, Lead</td>
<td>Director, Performance Management</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Ellen Botkin</td>
<td>Coordinator, Data Systems Integration</td>
<td>Information Technology</td>
</tr>
<tr>
<td>Lynne Casselberry</td>
<td>Director, Compensation</td>
<td>Finance</td>
</tr>
<tr>
<td>James Doyle</td>
<td>Coordinator, Out of School Time</td>
<td>Student Service</td>
</tr>
<tr>
<td>Sharon Fisher</td>
<td>Principal</td>
<td>Grandview K-5</td>
</tr>
<tr>
<td>Brian Glickman</td>
<td>Director, Talent Management</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Alyssa Ford-Heywood</td>
<td>Coordinator, Employee Growth &amp; Evaluation</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Mike McNamara</td>
<td>Project Manager, Projects &amp; Capital Improvement</td>
<td>Facilities</td>
</tr>
<tr>
<td>Ryan Neely</td>
<td>Project Manager, Budget &amp; Development</td>
<td>Budget</td>
</tr>
<tr>
<td>Michael Perella</td>
<td>Principal</td>
<td>Concord K-5</td>
</tr>
<tr>
<td>Kimberly Safran</td>
<td>Principal</td>
<td>Brashear High School</td>
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Strategic Theme #4: Foster a high-performance culture for all employees

Objective

1. Ensure the district’s staffing strategy results in attracting and retaining high performing staff across the district who hold high expectations for all students.

Strategic Initiatives

1a. Develop and broaden teacher pipeline and recruitment efforts to yield a diverse, culturally competent, and effective workforce.

1b. Develop a rigorous selection and hiring process that ensures the most effective workforce possible.

1c. Promote retention and reduce negative effect of turnover.
Strategic Theme #4: Foster a high-performance culture for all employees

Objective

2. Enhance systems that promote shared accountability, high expectations, and continuous growth for all employees.

Strategic Initiatives

2a. Create comprehensive professional learning environments to both facilitate role-specific learning and to enable employees to grow and develop.

2b. Review and modify performance management systems to maximize impact on professional growth and student outcomes.
Strategic Theme #4: Foster a high-performance culture for all employees

Strategic Initiatives

1a. Develop and broaden teacher pipeline and recruitment efforts to yield a diverse, culturally competent, and effective workforce.

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2b. Review and modify performance management systems to maximize impact on professional growth and student outcomes.
Strategic Initiatives Phasing

In order to ensure implementation success, initiatives must be phased in over time to effectively manage resources and sequence related work.

Phase 1: Launching Now through June 2017

Phase 2: Launching in 2017-18

Phase 3: Launching in 2018-19
# Phase 1 Strategic Initiatives with Sponsors and Owners

<table>
<thead>
<tr>
<th>Theme</th>
<th>Strategic Initiative</th>
<th>Sponsor</th>
<th>Owner</th>
</tr>
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<tbody>
<tr>
<td>1. Positive School Culture</td>
<td>Establish a system-wide Multi-Tiered System of Support (MTSS) process, implemented through high-functioning Student Assistance Program (SAP) teams in every school that are equipped to follow the process with fidelity.</td>
<td>David May-Stein</td>
<td>John O’Connell</td>
</tr>
<tr>
<td></td>
<td>Develop and communicate clear, consistent, and explicit expectations for staff interactions with students and families.</td>
<td>Ebony Pugh</td>
<td>Susan Chersky</td>
</tr>
<tr>
<td></td>
<td>Implement a tiered and phased community schools approach.</td>
<td>Errika Fearbry</td>
<td>LouAnn Ross</td>
</tr>
<tr>
<td>2. Aligned Instructional System</td>
<td>Develop and design a common curriculum framework.</td>
<td>Seema Ramji</td>
<td>Jamilla Rice</td>
</tr>
<tr>
<td></td>
<td>Develop a comprehensive assessment system aligned to grade-level expectations.</td>
<td>Seema Ramji</td>
<td>Darlene Corris</td>
</tr>
<tr>
<td></td>
<td>Implement an instructional system with aligned resources.</td>
<td>Seema Ramji</td>
<td>Mike Dreger</td>
</tr>
<tr>
<td>3. Instructional Support for Teachers &amp; Staff</td>
<td>Ensure that all professional development models follow research-based and culturally-relevant practices.</td>
<td>Angela Allie</td>
<td>Shana Nelson</td>
</tr>
<tr>
<td></td>
<td>Align instructional support efforts to ensure collaboration between school administrators and district staff around the school’s professional development focus.</td>
<td>Anthony Anderson</td>
<td>Kellie Skweres</td>
</tr>
<tr>
<td>4. High Performance Culture for All Employees</td>
<td>Develop and broaden teacher pipeline and recruitment efforts to yield a diverse, culturally competent, and effective workforce.</td>
<td>Milton Walters</td>
<td>Brian Glickman</td>
</tr>
<tr>
<td></td>
<td>Develop a rigorous selection and hiring process that ensures the most effective workforce.</td>
<td>Milton Walters</td>
<td>Alexis Howard</td>
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</tbody>
</table>
Phase 2 Strategic Initiatives: Launch 2017-18

<table>
<thead>
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<tr>
<td>1. Positive School Culture</td>
<td><strong>Embed elements of social-emotional learning into academic instruction.</strong></td>
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<td>3. Instructional Support for Teachers &amp; Staff</td>
<td><strong>Provide differentiated instructional support that is based on data and deployed via school-based, district-wide, and online learning opportunities</strong></td>
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<td><strong>Ensure that all supervisory and support staff who engage in instructional conversations with teachers receive differentiated learning opportunities to be effective in their roles.</strong></td>
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<td>4. High Performance Culture for All Employees</td>
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## Phase 3 Strategic Initiatives: Launch 2018-19

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<tbody>
<tr>
<td>1. Positive School Culture</td>
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<td>4. High Performance Culture for All Employees</td>
<td>Create comprehensive professional learning environments to both facilitate role-specific learning and to enable employees to grow and develop.</td>
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<td>Promote retention and reduce negative effect of turnover.</td>
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Strategic Plan Framework

Long Term Outcomes

- Increase proficiency in literacy for all students
- Increase proficiency in math for all students
- Ensure all students are equipped with skills to succeed in college, career and life
- Eliminate racial disparity in achievement levels of African American students

Strategic Theme #1
Create a positive and supportive school culture

Objectives
1. Ensure that the holistic needs of all students are met.
2. Establish a shared commitment and collective responsibility for positive relationships with every student, family, and staff member.
3. Establish effective family and community partnerships in every school.

Strategic Theme #2
Develop and implement a rigorous, aligned instructional system

Objectives
1. Establish a district-wide curriculum and assessment framework that is culturally inclusive and rigorous.

Strategic Theme #3
Provide relevant and timely instructional support for teachers and school-based staff

Objectives
1. Increase teacher knowledge around content, pedagogy, and cultural relevance to impact student outcomes through a cohesive and coherent system of instructional support.

Strategic Theme #4
Foster a high-performance culture for all employees

Objectives
1. Ensure the district’s staffing strategy results in attracting and retaining high performing staff across the district who hold high expectations for all students.
2. Enhance systems that promote shared accountability, high expectations, and continuous growth for all employees.

Phase 1: Launching
Now through June 2017

Phase 2: Launching in 2017-18

Phase 3: Launching in 2018-19

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Strategic Initiatives

1a. Develop and broaden teacher pipeline and recruitment efforts to yield a diverse, culturally competent and effective workforce.
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2b. Review and modify performance management systems to maximize impact on professional growth and student outcomes.
Pittsburgh Public Schools Strategic Planning Timeline

**Phase 1: Analysis**
- August - October
  - Leadership Overview
    - Aug. 8
  - Community Input Forums and Survey
  - Review Environmental, Organizational Trends and Issues
  - Identify SWOT and Prioritize

**Phase 2: Strategy Development**
- October - January
  - Define Outcomes and Strategic Themes
  - Stakeholder Input
  - Refine
  - Identify and Train Strategy Team Leaders, Orient Team Members
  - Develop Objectives, Measures, Initiatives

**Phase 3: Action Planning**
- February - March
  - Identify Initiative Sponsors and Owners
  - Create Action Plans for Year 1 Initiatives
  - Develop Monitoring Process

**Communication**
- Feb. Education Committee