Portland Public Schools
Comprehensive Strategic Plan
2017-2020

Vision: All learners will be fully prepared to participate and succeed in a diverse and ever-changing world.

Mission: The Portland Public Schools are responsible for ensuring a challenging, relevant and joyful education that empowers every learner to make a difference in the world. We build relationships among families, educators, and the community to promote the healthy development and academic achievement of every learner.

Theory of Action: If PPS intentionally engages its community...and attracts, supports and retains a strong and diverse team of PEOPLE...who hold all students to high expectations (EQUITY) in academics (ACHIEVEMENT) and social/emotional learning (WHOLE STUDENT)...then all PPS students will graduate prepared and empowered to pursue their personal goals.

Goal 1: ACHIEVEMENT

All PPS students will be <u>prepared</u> for college and career and <u>empowered</u> to pursue a productive postsecondary path.		
Metric	**Tool**	**Baseline**
<u>PK - Readiness:</u> Students come to school increasingly ready to learn. → **Increase percent of students who demonstrate "readiness" to learn on Dial 4.**	Dial 4	None
<u>1st Grade - Early Elementary:</u> Students have the foundational learning blocks in reading and math by the end of 1st grade. → **Percent of students who score in the high-average band or above on the Primary MAP in reading and math at the end of 1st grade.** Track: Increase percent of students (who are behind grade level) who exceed expected gains on Primary MAP in reading and math	Primary MAP	None
<u>3rd Grade - Elementary:</u> Students are reading on grade level by the end of 3rd grade. → **Percent of students who score in the high-average band or above in reading on NWEA at the end of 3rd grade.** Track: Increase percent of students (who are behind grade level) who exceed expected gains on NWEA in reading.	NWEA	Yes
<u>4th Grade - Elementary:</u> Students are on grade level in math by the end of 4th grade.	NWEA	Yes

→ **Percent of students who score in the high-average band or above in math on NWEA at the end of 4th grade.** Track: Increase percent of students (who are behind grade level) who exceed expected gains on NWEA in math.		
7th Grade - Middle School: Students are reading nonfiction texts on grade level by the end of 7th grade. → TBD	In progress	None
8th Grade - Middle School: Students are Algebra ready. → **Percent of students who score 235 or above on the NWEA 6+ at the end of 8th grade.**	NWEA 6+	Yes
9th Grade - High School: Students are "on track" by the end of freshman year.	*Course failures GPA Attendance*	*None*
12th Grade - High School: Increase percent of students who graduate college and career ready (proficient in the standards). → Graduation rates Track: Graduation rates in 5 years	Graduation tracking	Yes

Strategies
1 - Ensure curriculum aligns to standards and tasks reflect learning expectations. (STANDARDS-ALIGNED CURRICULUM)
2 - Develop a district-wide intervention strategy with a focus on extending learning time for students who need it. (SYSTEM-WIDE INTERVENTION STRATEGY, EXTENDED LEARNING TIME)
3 - Improve access to and use of student learning data to drive instruction. (DATA)

Goal 2: WHOLE STUDENT

All PPS students will develop the skills, habits and mindsets they need to engage in and contribute to our diverse city and ever-changing world.

Metric	Tool	Baseline
Supportive environment, ambitious instruction *Student perception of learning environment,*	Student climate survey (TBD: PPS, UChicago Consortium, 4-5 and 6-12)	None

teacher expectations, growth mindset, etc.		
Involved families *Family perception of supportive learning environment, teacher expectations, parent engagement, etc.*	Parent/Family climate survey (TBD: PPS, UChicago Consortium)	None

Strategies
1 - Adopt shared language/SEL outcomes and ensure each school has a strategy for teaching and developing students in pursuit of those outcomes. (SEL OUTCOMES)
2 - Ensure each PPS student has a meaningful connection to a caring adult. (CARING ADULT CONNECTION)
3 - Build a personalized success plan for each student that follows the student from when they enter school to graduation. (PERSONALIZED SUCCESS PLANS)

Goal 3: EQUITY

PPS is vigilant in supporting each and every student's particular path to achieving high standards, rooting out systemic or ongoing inequities.		
Metric	**Tool**	**Baseline**
Increase academic outcomes for all (see ACHIEVEMENT metrics) and reduce gaps between student subgroups	See ACHIEVEMENT metrics, track by subgroup	3rd grade reading, 4th grade math, graduation
Improve proportional participation and success across programs	Track: GT, Sped, AP by sub-group	Yes

Strategies
1 - Strengthen family partnerships by improving communication and by building authentic opportunities for participation in students' learning process. (FAMILY PARTNERSHIP)
2 - Ensure all students have access to music, the arts, languages, physical education and expanded learning opportunities by strengthening these programs and growing community partnerships. (EXPANDED LEARNING OPPORTUNITIES)

3 - Review current policies and practices that create unintended barriers to access and dismantle them. (REMOVE BARRIERS)
4 - Build a transparent and collaborative equity audit system to identify and act on best practices and areas for growth. (EQUITY AUDIT)

Goal 4: PEOPLE

Portland Public Schools attracts, supports and retains talented and diverse people who use their strengths to achieve our shared goals.

Metric	Tool	Baseline
XX% employee engagement (Improve employee engagement (aka workplace climate)	NP, Gallup, Bellwether, Rutgers	No
XX% of PPS staff identify as people of color (Increase staff diversity)	HRIS	Limited
Strategies		
1 - Build and implement a comprehensive professional development strategy that prioritizes opportunities for growth aligned to district-wide strategies (standards aligned curriculum, formative data driven instruction, shared SEL outcomes, cultural responsiveness, trauma-informed practices). (PD)		
2 - Strengthen people data systems and routines so that we can better support our employees. (DATA)		
3 - Build and implement a diversity recruitment strategy. (DIVERSITY RECRUITMENT)		
4 - Articulate core values and unique PPS identity to attract new talent and strengthen organizational culture. (CORE VALUES)		
5 - Build career pathways that motivate and retain our talented and diverse people. (CAREER PATHWAYS, RETENTION)		