CPS Strategic Plan Reset
Strategy Year 3 and Beyond

March 10, 2021

BACKPACKS ON
LAPTOPS OPEN
FUTURES BRIGHT!
What is the Strategic Plan Reset?

The pandemic has helped us think differently about learning. The Strategic Plan Reset incorporates these ideas into our 3rd year of our existing strategic plan and what lies beyond.

More than that, it is

HOPE

A VISION of WHERE we GO NEXT
Where did the ideas come from?
We’ve been listening all year and all groups are represented!

- Visioning session with the Board
- Employee and parent town halls
- Teacher, principal, manager/director, parent, and student listening sessions and focus groups
- Superintendent councils
- CPS Students Speak Up and Speak Out
- Skip-level team discussions
- Our original strategic plan!
Strategic Plan: A Roadmap to Cincinnati Public Schools

1. Student-Centered Decision Making
2. Health and Safety
3. Community Engagement and Influence
4. Optimized Capabilities
5. Growth
Student-Centered Decision Making

We put students first.
Imagine a destination called CPS where

• Learning takes place anytime, anywhere, including outside and in the evenings.
• Students have access to new course offerings and experiences.
• There is a CPS Students Speak Up, Speak Out Collaborative at each high school.
• Our students, staff and families feel at their core that we are diverse and inclusive.
Board Themes

1. Increase Student Achievement for ALL Learners
2. Innovative Programming
3. Enhance Current Programming
4. Build a Diverse and Inclusive Culture Across CPS
### Themes

<table>
<thead>
<tr>
<th>Increase Student Achievement for ALL Learners</th>
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<tbody>
<tr>
<td>Innovative Programming</td>
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### Strategies

<table>
<thead>
<tr>
<th>Strong core curriculum</th>
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<tr>
<td>• New core curriculum</td>
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<td>• Two-week cycle assessments</td>
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<td>• First-grade reading</td>
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Customized learning for students

Customized PD for instructional staff

Implement multi-tiered systems of support

<table>
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<tr>
<th>Outdoor education</th>
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<tbody>
<tr>
<td>Second shift/night shift</td>
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<tr>
<td>Student Success Center at all high schools</td>
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<tr>
<td>African American studies, adding African American literature</td>
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<tr>
<td>Enrichment programming for English Language Learners beyond traditional school hours</td>
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<tr>
<td>Themes</td>
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<td>-------------------------------------------------</td>
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<tr>
<td><strong>Enhance Current Programming</strong></td>
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Funding Sources

- General Fund
- CARES Act
- Title Funding
- IDEA-B

How We’ll Measure

1. First-Grade MAP*
2. Third-Grade MAP*
3. Ninth-Grade MAP*
4. Graduation Rate
5. 3E’s (Enrolled, Enlisted, Employed)
6. Subgroup Data

* Measures of Academic Progress
Health and Safety

We focus on personal well-being.
Imagine a destination called CPS where

- Student social emotional health and physical well-being are elevated in support of learning.
- The timing of the high school day is designed around the biology of teenagers.
Board Themes

1. Increase Social Emotional Learning
2. Student Safety
3. Physical Health of Students
<table>
<thead>
<tr>
<th>Themes</th>
<th>Strategies</th>
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<tbody>
<tr>
<td>Increase Social Emotional Learning (SEL)</td>
<td>Continued expansion of SEL QI supports</td>
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<td>Expand Tier 2 SEL supports</td>
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<td></td>
<td>Expand Tier 3 SEL supports</td>
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<td>Employee benefits review to improve services to manage trauma</td>
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<td>Student wellness assessment</td>
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<td>Student Safety</td>
<td>Safer routes to schools</td>
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<tr>
<td>Physical Health of Students</td>
<td>Healthy start times</td>
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<td>COVID-19 process and prevention efforts continue</td>
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<td>Continued development of health services (nurses)</td>
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</table>
Funding Sources

- CARES Act
- General Fund
- Title Funds

How We’ll Measure

1. COVID-19 Safety Measure Adherence
2. COVID-19 Transmission Rates
3. Student Attendance
4. Discipline
Community Engagement and Influence

We are empowered by our communities.
Imagine a destination called CPS where

- All of our communities feel heard and valued, especially on difficult topics.
- Our measures of customer satisfaction are from the perspective of parents and families (CSAT and First Contact Resolution).
- Our English Language Learners and families are fully integrated into all communications and activities districtwide and within their school communities.
- We expand the resources our families are able to access.
- Our parents, students and staff are filled with pride and are our best ambassadors.
Board Themes

1. Proactive Storytelling Narratives
2. Continual Engagement of Staff, Students and Parents
3. School-Level Engagement
4. Branding
## Themes

### Continual Engagement of Students, Parents, and Community

<table>
<thead>
<tr>
<th>Strategies</th>
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<tr>
<td><strong>Customer Service:</strong></td>
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<td>CSAT as a focus</td>
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<td>Installation of a Customer Relationship Management tool to allow consistent scripting and KPI measurement</td>
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<td>Integration with schools</td>
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<td>Addition of care channels such as chat</td>
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<td>Personalized service</td>
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| **English Learners:**       |
| Gap analysis, districtwide tool adoption |
| School-level best practices re: staffing and tools implemented and districtwide community engagement |

| **Possip:**                 |
| Increased participation and engagement |

| **Students:**               |
| Peer Collaborative Expansion |

## School Level Engagement

Expanding parent groups and resource coordination
Proactive Storytelling and Branding

Increase in positive placed stories and engagement with those stories on social media

Social media council and districtwide social media listening

Benchmark perception/brand survey data

Consider brand refresh including persona (audience) refresh

Creation of an Employer Brand
Funding Sources

- CARES Act
- General Fund

How We’ll Measure

1. Possip survey participation and engagement data (bi-weekly pulse checks)
2. LSDMC Survey (will be available Q4)
   - School-level strategies and needs assessment
Optimized Capabilities

We get better.
CPS is an employer of choice, attracting and retaining the best talent.

The science of improvement is so ingrained in our culture, it's not extra work, it's HOW we work.

Our IT infrastructure promotes learning anytime, anywhere.

We redesign our budget process to prioritize our core work.

School staff to spend less time on operational functions, including finance and accounting, and more time with students, teachers and families.
Board Themes

1. Employee Engagement
2. Infrastructure
3. Operational Efficiency
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<tr>
<td>Employee Engagement</td>
<td>Cultivate engagement communication pathways that clarify vision and purpose while providing employees with multiple avenues for sharing feedback and informing decision-making</td>
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<td>Train and develop leaders in effective talent management practices (e.g., onboarding, coaching and development, performance management, succession planning, workforce planning and talent acquisition)</td>
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<td></td>
<td>Provide opportunities for employees to collaborate, connect, learn and grow</td>
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<tr>
<td>Infrastructure</td>
<td>Improve student device and free Wi-Fi access availability and options</td>
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<td>Deploy &quot;Concurrent Instruction&quot; capable systems and classroom technology</td>
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<td>Expand support systems and increase data availability</td>
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Themes

Operational Efficiency

Strategies (Continued)

East/West high school meridian
Transportation efficiencies and improved services
Increase QI application
Budget re-design
Financial management and procurement re-design that shifts the burden of some business and accounting responsibilities away from the schoolhouse to allow for additional time to focus on students and instruction
Funding Sources

• CARES Act
• General Fund
• Title Funds

How We’ll Measure

1. Gallup + Employee Pulse Surveys
2. IT Infrastructure Capacity Milestones
3. QI Dashboard
4. PGSMs, % Complete
Growth

We are our communities’ first choice for education.
We are our community’s first choice for education.

We retain students from preschool through graduation.

As we grow, our environments continue to be conducive to innovation and learning.
Board Themes

1. Enrollment Recovery
2. Retention
3. Align Building Assets to Academic Strategies
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<td><strong>Enrollment Recovery</strong></td>
<td>Recruitment plan being executed (surveys, focus groups, messaging targeting specific families to districtwide, PK/K targeted messaging) 5-day per week and distance learning from current school options</td>
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<tr>
<td><strong>Retention</strong></td>
<td>Reducing withdrawals to charter and private schools Housing partnerships to address mobility</td>
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<tr>
<td><strong>Align Building Assets to Academic Strategies</strong></td>
<td>Building expansions – Walnut Hills, Pleasant Ridge Montessori, Hyde Park New buildings based on increased market share or new programs</td>
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</table>
Funding Sources

- CARES Act
- General Fund

How We’ll Measure

1. Building Capacity Versus Enrollment Analysis
2. Building Expansion (Walnut, Pleasant Ridge Montessori, Hyde Park)
3. Actual Versus Projected Enrollment
4. Preschool and Kindergarten Enrollment
5. Withdrawals
CPS is a Destination
Visit CPS-K12.ORG/NEWS/BACKTOSCHOOL for more information.