



Preparing Our Students to Lead Change and Improve the World.

2020-21

# Update on Our Strategic Plan Development and Alignment of Resources



**PORTLAND  
PUBLIC  
SCHOOLS**

**Board of Education Meeting  
May 26, 2020**



# Tonight's Outline

**Introduction: Reflection and Adaptive Leadership**

**A Chronology of Unfulfilled Promises**

**Building a Collective Movement**

**RESJ: Targeted Universalism**

**PPS reImagined: Our Community's Promise**

**Our Theory of Action**

**Strategic Plan**

**Deep Dive: Our Educational System Shifts**

**The Next Phase: Graduate Profile & Educator Essentials**

**Alignment of Resources**

**Investment Plan**

**Realities of reductions**



# Reflection and Adaptive Leadership



“ ”

**What's the world for you if you can't  
make it up the way you want it?**

Toni Morrison

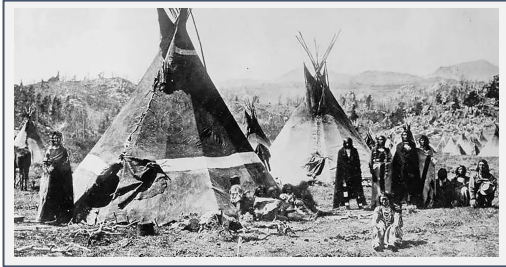
**Let us put our minds together and see  
what life we can make for our children.**

Chief Sitting Bull, Hunkpapa Lakota



# A Chronology of Unfulfilled Promises

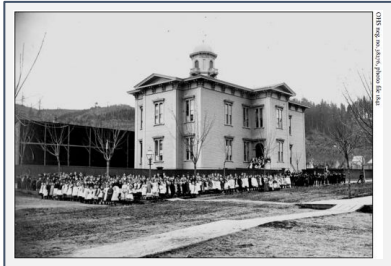
Many Nations, Resilient and Proud.



1954.  
PPS Reacts to  
Brown v. Board  
of Education.



2020.  
Coronavirus:  
Natives “Being  
Left Out.”  
Pandemic  
Impacts “Black  
People  
Unequally”



1867.  
Official Segregation of  
Black Students in PPS



1982.  
The Black United Front vs.  
PPS Board of Education.



“ ”

**We** are the leaders who can get this done.

This is the team that will channel the radical idea that we truly can reimagine PPS.

This is the team that will harness the collective imagination of our city to make the impossible, possible.

\*\*\*

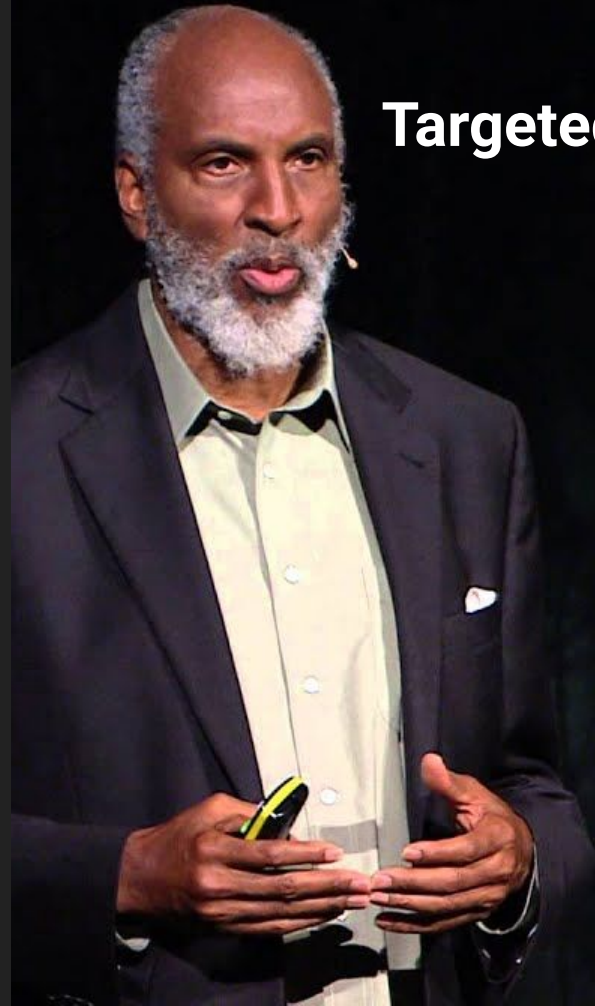
Superintendent Guadalupe Guerrero,  
August 9, 2019 Back to School Speech  
PPS Leadership Institute



“ ”

**Targeted Universalism** means setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted universalism is goal oriented, and the processes are directed in service of the explicit, universal goal.

- *john a. powell*



## Targeted Universalism









## Our Theory of Action

IF...

We braid Racial Equity and Social Justice strategies into our instructional core, work with our students, teachers, and content, and build our organizational culture and capacity to create a strong foundation to support every student

...THEN

We will reimagine Portland Public Schools to ensure every student, especially our Black and Native American students, realize the vision of the Graduate Portrait.

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Our Destination



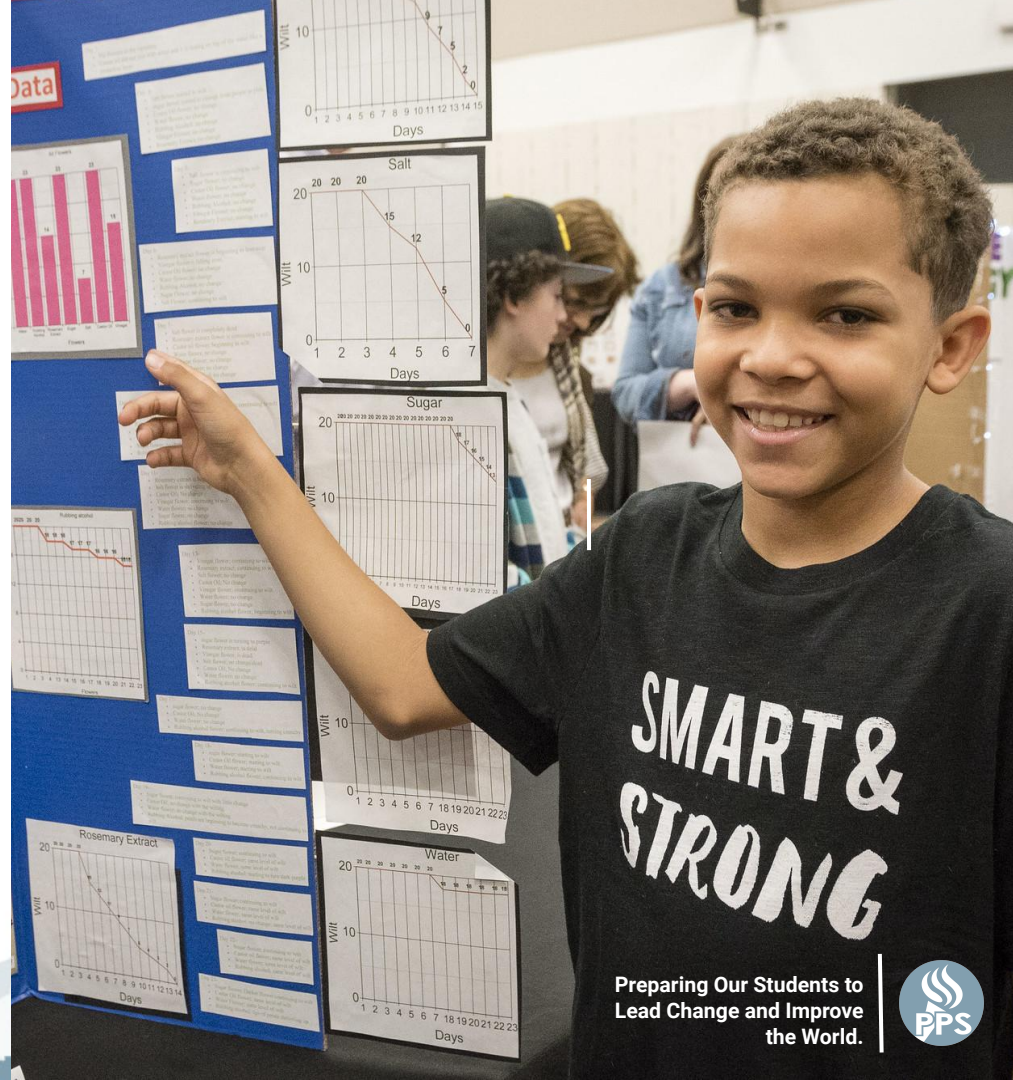
Accountability



Commitment



# Emerging Strategic Plan



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# Strategic Plan: Educational System Shifts

**A Connected and  
Transformative  
School District**



PPS is an equitable school district that is student focused, responsive to student needs, and proactive about continuous improvement. It has a clearly articulated vision, with corresponding strategic plans that renew every few years. Staff are empowered to fulfill the school district's mission with responsiveness, reliability, and innovation, collaborating across departments and with families and communities.

## **Strategy One**

Create structures and processes that encourage and support an inclusive culture that leverages community voice and empowers school and district staff to innovate, collaborate and partner to ensure every student is equitably supported to advance toward the Graduate Portrait.

### **By the end of 2020-2021 we will:**

Finalize and implement our Community Engagement Framework

Roll out, communicate, and build understanding and investment in our vision and strategic plan

Align organizational structures and cross-functional teams to effectively implement the strategic plan

## **Strategy Two**

Establish expectations for the quality of services provided to students, families, and staff; collect data on service quality; provide regular reports on performance; hold staff accountable for the continuous improvement of services.

### **By the end of 2020-2021 we will:**

Identify, measure, and report-out on strategic plan outcomes/benchmarks for year 1

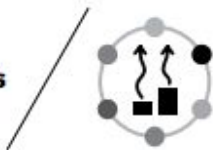
Establish a central office performance management framework and train central office staff on identifying and implementing a culture of service to schools and the students they serve

Implement regular reporting on performance so data is actionable for teachers and principals



# Strategic Plan: Educational System Shifts

**Racial Equity  
Aligned Systems  
and Structures**



Racial equity and social justice guide all decisions and actions, and PPS works to eliminate racial disparities in access and outcomes. Aligning systems and structures involves culturally responsive practices, including equitable budgeting, to ensure that supports are tailored to individual schools and, ultimately, to students. This shift is supported by accountability practices that assess impact and intent.

## Strategy One

Integrate the district’s Racial Equity and Social Justice Lens (RESJ), authentic community engagement, and collaboration into critical school and district decision making including allocating the necessary resources to create equitable outcomes for every student, especially Black and Native students.

### **By the end of 2020-2021 we will:**

Adopt 2020/21 RESJ Lens protocols that outline PPS RESJ Lens application to critical decisions and initiatives

Stand up and support the RESJ Community Accountability Committee to provide external awareness and accountability for PPS decision making

Support the RESJ Advisory Team and continue to integrate the goals and actions of the RESJ plan into every department’s work plan at PPS

## Strategy Two

Provide all staff with professional learning in alignment with the RESJ framework that helps increase the capacity of our district. Provide opportunities for exploration, learning, reflection, and growth for all employees to support our goals for racial equity and social justice. Use district goal setting and evaluation processes to encourage and hold all staff accountable to use their new knowledge and understanding to make change that increases student success.

### **By the end of 2020-2021 we will:**

Provide 300 new participants with foundational RESJ PD

Complete RESJ PD second year scope and content and implement with pilot 10 cohorts that receive continued learning

Develop a rubric for each of the RESJ PD Framework competencies

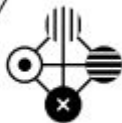
Develop RESJ PD Scope and Sequence for entire RESJ PD Framework





# Strategic Plan: Educational System Shifts

**Cultivating System-wide Learning and a Diverse Workforce**



PPS maintains a high-quality workforce that reflects the diversity of the broader community and inspires a culture of learning, growth, and development. Culturally affirming language is used throughout the district. Professional development is thoughtfully developed, accessible system-wide and differentiated, and learning opportunities for every adult in the system can demonstrate a clear through-line to student success.

## **Strategy One**

Based on an assessment of staff needs and readiness in relation to the prioritized system shifts, provide all staff with the support and professional development needed to build the knowledge, skills, mindsets, and dispositions described in the Educator Essentials. The support should be differentiated, systemic, and aimed at enabling staff to help students achieve the Graduate Portrait.

### **By the end of 2020-2021 we will:**

Inventory all PD offerings and analyze alignment with Educator Essentials

Create a pilot for SEL learning for adults - all staff (use RESJ pilot as a model)



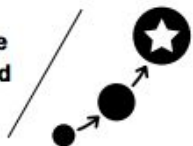
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# Strategic Plan: Educational System Shifts

**Transformative Curriculum and Pedagogy**



PPS' pedagogy and curriculum integrate the respectful consideration of culture, disability, race, gender, and language. With equitable learning supports and opportunities, every student can develop the foundational requirements of high-quality education and accelerate as needed. Lifelong learning skills, critical understanding of race, and activism around climate change have become system-wide areas of learning.

## Strategy One

Develop district-wide, vertically aligned preK-12 core curriculum with an emphasis on foundational literacy and numeracy skills across content areas and leveraging digital learning, along with assessments and tiered supports, to provide comprehensive, rigorous, culturally-sustaining instruction and developmentally-appropriate learning experiences for all students.

### **By the end of 2020-2021 we will:**

- Adopt a K-8 Math Curriculum
- Adopt a K-2 Foundational Skills and Enhancement curriculum
- Implement professional development plan for teachers, administrators, and central office staff, ensuring GVC PD is aligned with the RESJ PD Framework
- Initial integration of preschool to grade 3 model

## Strategy Two

Build system-wide access, quality, and program coherence from Preschool to Grade 12+ that includes rich enrichment opportunities that support a well rounded education.

### **By the end of 2020-2021 we will:**

- |   |  |
|---|--|
| Implement the PreK-12 Master Arts Education Plan    | Develop and design quality integrated Preschool to Grade 3 model |
| Expand Advanced Coursework                          | Launch a Cross Collaborative Middle School Redesign              |
| Introduce Ethnic Studies and Tribal History courses | Implement Computer Science for All                               |
| Address Rate and Level of TAG Programming           | Integrate CTE into Core Academic Curriculum                      |
| Implement Climate Justice Curriculum                | Align Post Secondary Pathways                                    |
| Implement Dyslexia workgroup recommendations        | Integrate English Language Development in K – 8                  |
| Expand College & Career Pathways                    | Implement Quality K – 12 Health Instruction                      |



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# Strategic Plan: Educational System Shifts

A Culture of  
Physical and  
Emotional Safety



PPS has created a culture of safety and respect for students and adults because social, emotional, and physical well-being are crucial to academic and professional success. Every student knows that there is a caring adult they can talk to and a system-wide capacity for emotional intelligence that they can rely on.

## Strategy One

Through trauma informed practices and racial equity and social justice strategies, create and implement a multi-tiered system of supports (MTSS) that identifies early warning signs, provides tiered supports and interventions and addresses students' academic, social emotional and behavioral needs. Identify and provide supports for student health, social-emotional wellness, and safety for students and staff through professional development and support systems.

**By the end of 2020-2021 we will:**

Complete MTSS training for cohort 2 schools (approximately 40 schools)

Support cohort 1 schools for MTSS system supports

Continue pilot implementation of SEL K-8 curriculum aligned with the Educator Essentials and the RESJ Framework based on CASEL assessment and recommendations

Continue to survey staff, students and families on sense of belonging, safety and engagement through the Successful Schools Survey

Provide support around re-entry into schools once the district opens back up in regards to safety, and well being for both students and staff





## The Next Phase

Our **next phase** of work will focus on engaging students, staff, community-based partners, and families to create and prioritize strategic action steps that will advance elements of our Educator Essentials and Graduate Portrait.



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## Resource Alignment: Investment Plan



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# Our Investment Plan

## Investment Areas

A Connected and Transformative School District



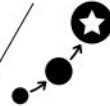
Racial Equity Aligned Systems and Structures



Cultivating System-wide Learning and a Diverse Workforce



Transformative Curriculum and Pedagogy



A Culture of Physical and Emotional Safety



Student Success



Professional Learning Development

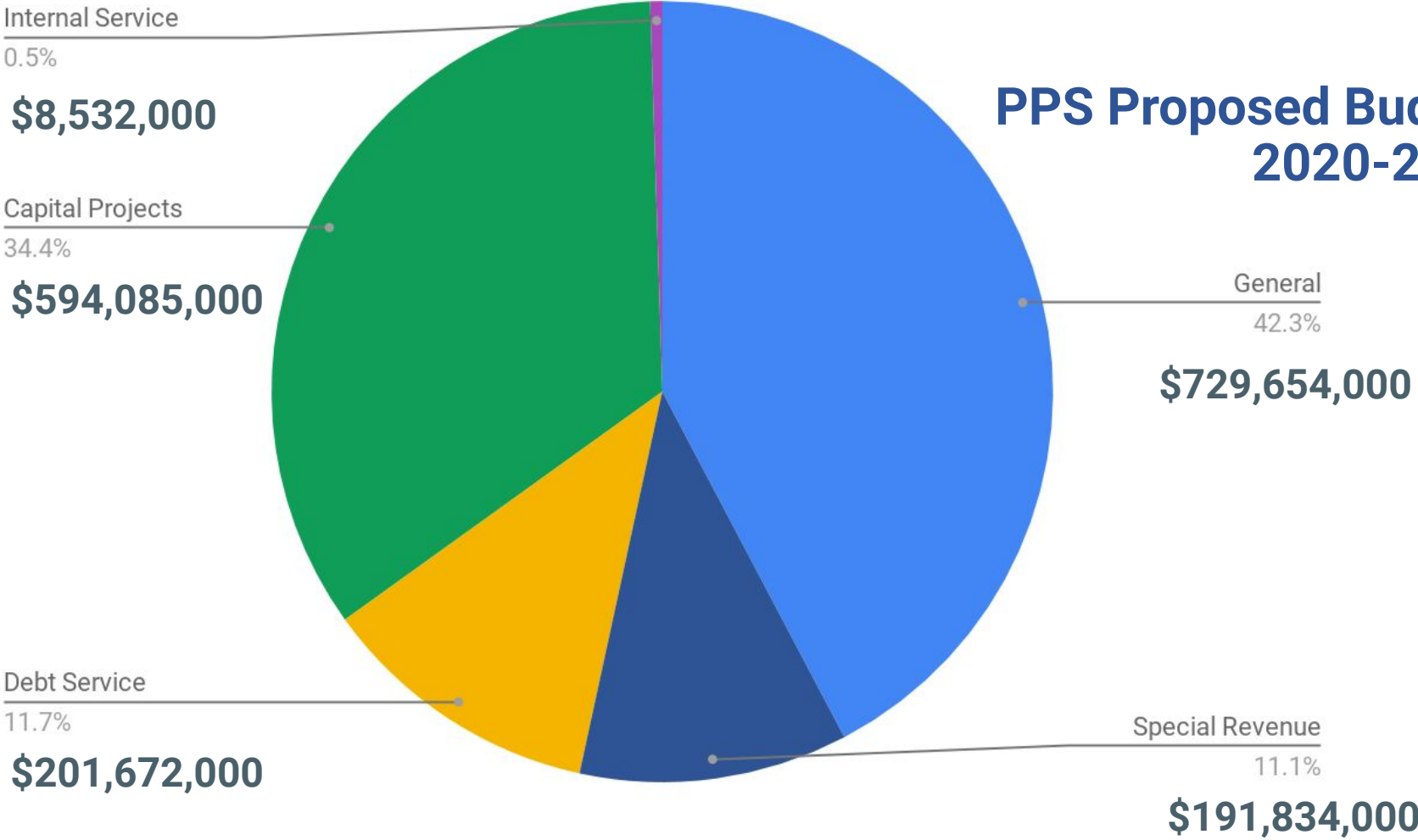


Safety and Modernization





# PPS Proposed Budget 2020-2021



# PPS Revenue Shortfall

2020-21 Proposed  
Budget  
(Pre-pandemic)

May 2020 Economic  
Forecast Adjustment

2020-21  
Adjusted Revenue

**\$568,305,000**

**-\$57,750,000**

**\$510,555,000**

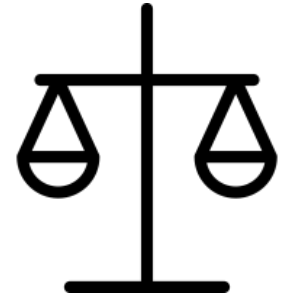


## Proposed Budget Reconciliation

May 2020  
Economic  
Forecast  
Adjustment

**-\$57,750,000**

-\$8,700,000	PPS Share of CARES Act
-\$10,000,000	PPS Furlough Days/WorkShare
-\$8,970,000	Purchasing & Hiring Freezes
-\$12,330,000	General Fund Reductions
-\$13,650,000	SIA Reductions
-\$4,100,000	M98 Reductions



**A Balanced  
Budget**







... THEN

**We will relmagine PPS so that every student, especially our Black and Native American students, realize the vision of the Graduate Portrait.**



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## Appendix: Breakdown of PPS Revenue Shortfall

	2020-21 Proposed Budget	May Economic Forecast Adj	Adjusted Revenue for 2020-21
State School Fund Formula	517,620,000	(40,000,000)	477,620,000
Student Investment Account	39,000,000	(13,650,000)	25,350,000
High School Success Fund	<u>11,685,000</u>	<u>(4,100,000)</u>	<u>7,585,000</u>
<b>Total</b>	<b>568,305,000</b>	<b>(57,750,000)</b>	<b>510,555,000</b>

