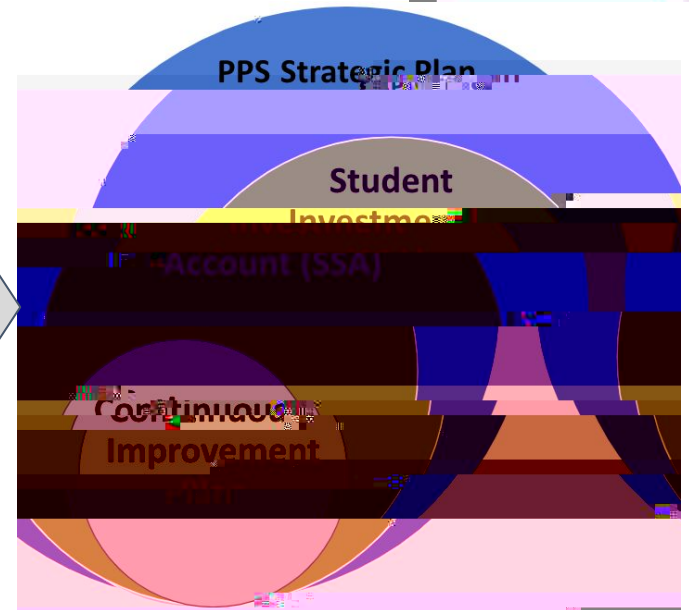
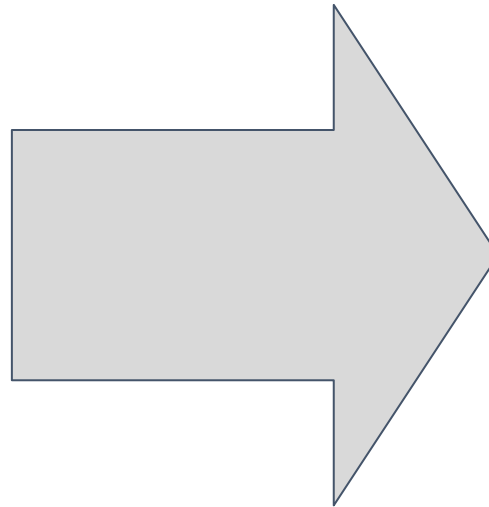


PPS is in the final stages of formalizing the district's multi-year strategic plan. These slides represent the key aspects of the plan and crosswalks them with the SIA application requirements.

Once the strategic plan is formally adopted by the Board, we will update the SIA application, part 5, and the the District Continuous Improvement Plan (CIP) submitted December, 2019.



Through a year-long process, the PPS community articulated a vision to reimagine PPS. It describes the Graduate Portrait for PPS students, Educator Essentials (skills and dispositions that will enable adults to support our students), and 11 System Shifts that will enable our organization to bring these to life. PPS is working to ensure that all district strategies and decisions are aligned towards achieving our vision.



A graduate of Portland Public Schools will be a compassionate critical thinker, able to collaborate and solve problems, and be prepared to lead a more socially just world

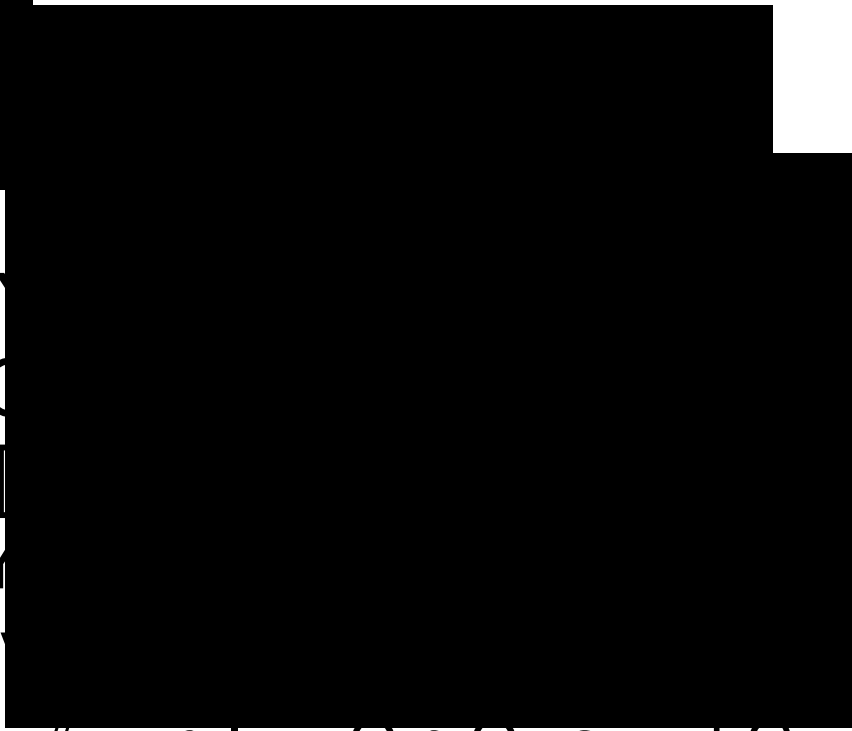
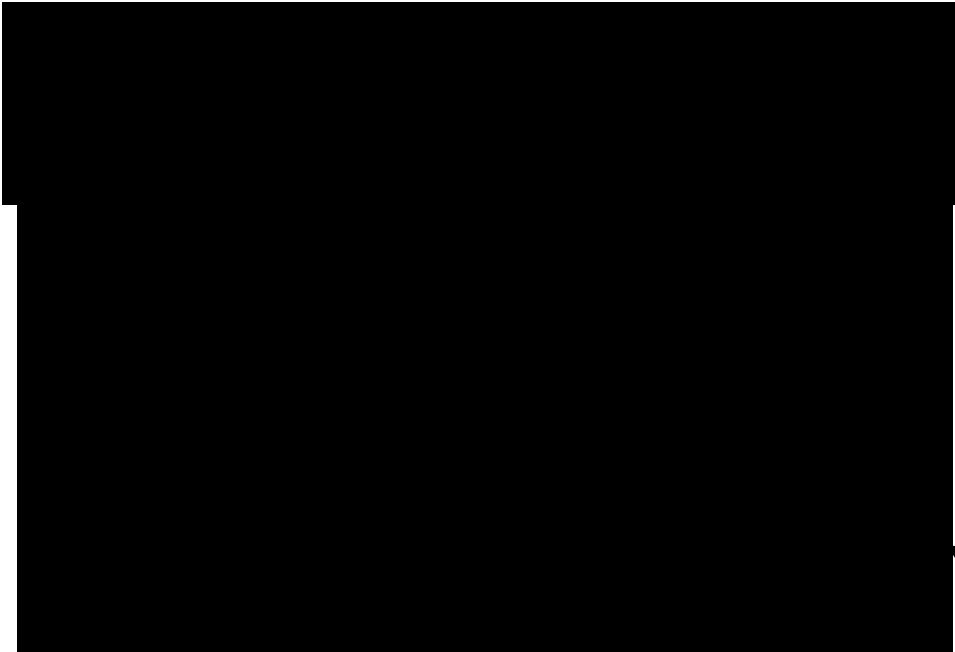
See the full vision at [PPS reImagined](#)

The Graduate Portrait elements are at the heart of everything the school district does. Educator Essentials and Educational System Shifts help create the conditions students need to succeed.

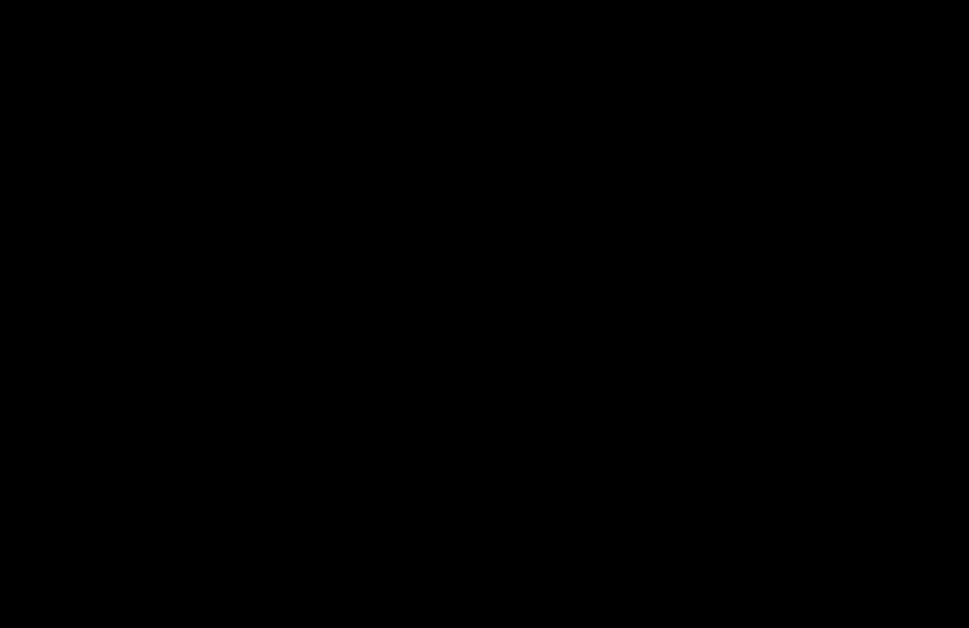
The knowledge, skills, mindsets and dispositions of adults needed to support the Graduate Portrait.

Changes in our organization's priorities and operations to support the Educator Essentials and the Graduate Portrait.





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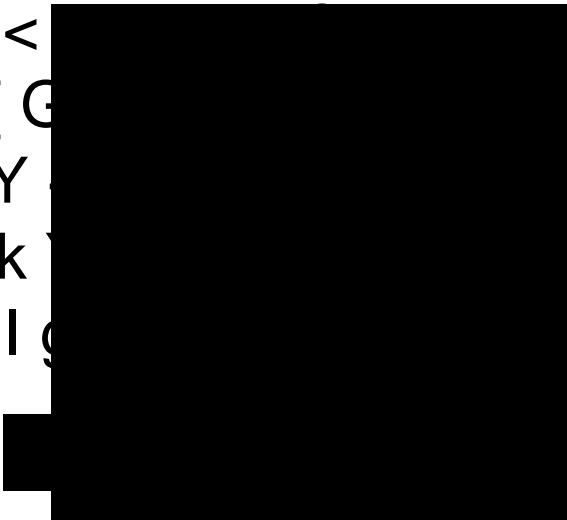
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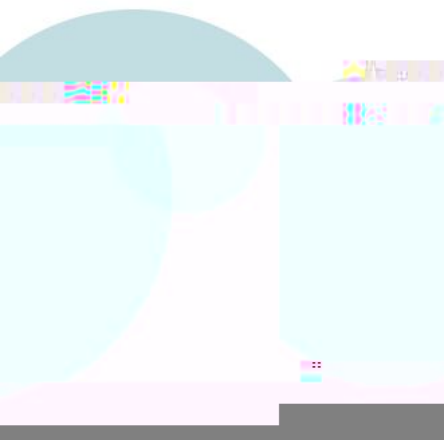
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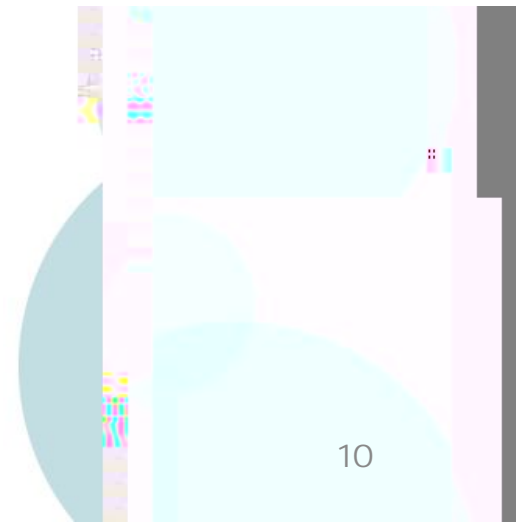
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Informed by our needs assessments and community desires, PPS has identified *5 System Shifts* to prioritize over the next 3 years. These form the frame to our strategic plan:

- A. A Connected and Transformative School District
- B. Racial Equity Aligned Systems and Structures
- C. Cultivating System-Wide Learning and a Diverse Workforce
- D. Transformative Curriculum and Pedagogy
- E. A Culture of Physical and Emotional Safety



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.

**Strategic Goal 1: Create structures and processes that encourage and support a culture that empowers school and district staff to innovate, collaborate and partner to ensure every student is equitably supported to advance to the next level of their learning.**

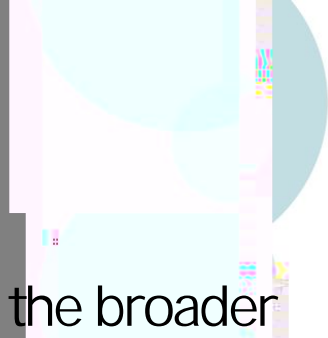
A1: Create structures and processes that encourage and support a culture that empowers school and district staff to innovate, collaborate and partner to ensure every student is equitably supported to advance to the next level of their learning.



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.

B1: Integrate the district's Racial Equity and Social Justice Lens (RESJ) into critical school and district decision making including allocating the necessary resources to create equitable outcomes for every student, especially Black and Native students.

B2: Provide all staff with professional learning that helps them to understand and apply their racial identities and their personal relationship to power, privilege and oppression in education. Use district goal setting and evaluation processes to encourage and hold staff accountable all staff to use their new knowledge and understanding to make meaningful change that increases student success.



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.

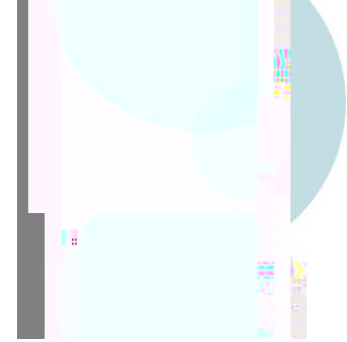
**Strategic Goal 1: Educator Workforce**

C1: Align recruitment, hiring, placement, support, and retention criteria and processes with the Educator Essentials and racial equity competencies to diversify our workforce, especially Black and Native educators, to reflect our student demographics.

C2: Develop pipelines and career lattices, in collaboration with higher education institution



PPS' pedagogy and curriculum integrates the respectful consideration of culture, disability, race, gender, and language. With equitable learning supports and opportunities, every student can develop the foundational requirements of a high-quality education and accelerate



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.

E1: Support students with a multi-tiered system of supports (MTSS) that identifies early warning signs and addresses students' academic, behavioral, mental health, and social emotional needs through trauma informed practices and a racial equity and social justice lens.

E2: Invest in facility improvements to foster safe, healthy, and positive learning environments.



Please see the [Integrated Planning Tool](#) (Attachment B1) for a breakdown of activities and investments with corresponding system shifts (outcomes), strategies, and priorities.

Key investment categories are:

- Increased academic supports and targeted interventions for our most vulnerable and historically underserved students
- Increased social emotional, mental and behavioral health supports across the district
- More optimal student-teacher ratios & class sizes across many grade levels
- Expansion of elective courses at comprehensive middle schools and K-8's
- More equitable access to arts education, especially in historically underserved school communities
- Culturally-specific student & family supports and expanded community partnerships
- Curriculum materials & Professional Development for educators

The Integrated Planning Tool will act as the SIA Budget Narrative for Portland Public Schools.

The [budget template](#) (Attachment B2) includes a breakdown of investments for the \$39 million. This includes allocations for all PPS schools, including community-based organizations providing alternative education services to PPS students, and area charter schools

District leaders applied the PPS RESJ Lens ([www.pps.net/Page/2305](http://www.pps.net/Page/2305)) throughout the planning process to directly inform planning and decision making throughout the strategic planning and budgeting process.

The primary focus of the Racial Equity and Social Justice lens is on race and ethnicity. While there continues to be a deep commitment to many other areas of the opportunity gap, we know that a focus on race by everyone at PPS allows direct improvements in the other dimensions of diversity. We also know that race and ethnicity continue to compound disparity. We are committed to explicitly identifying disparities in education outcomes for the purpose of targeting areas for action, intervention and investment.

To support progress monitoring and in accordance with HB3427 (Student Success Act), PPS will develop 5 year growth targets for the Common Metrics. Per ODE guidance, the process of finalizing the targets will happen after the SIA application submission and in direct collaboration with ODE.

Note:

ODE is considering 2020-2021 to be a baseline year with the expectations that recalibration will occur in the summer of 2021-2022 to set the final growth targets moving forward..