

Date: April 19, 2017

For ACTION _____
For INFORMATION x

Board Agenda: Yes x
No _____

FROM: Clinton Page, Chief Accountability Officer

THROUGH: Alvin L. Crawley, Ed.D., Superintendent of Schools

TO: The Honorable Ramee A. Gentry, Chair, and
Members of the Alexandria City School Board

TOPIC: ACPS 2020 KPI Revisions

BACKGROUND:

The Code of Virginia § 22.1-253.13:6 provides that each local school board shall adopt a division-wide comprehensive, unified, long-range plan based on data collection, an analysis of the data, and how the data will be utilized to improve classroom instruction and student achievement. The plan is to be developed with staff and community involvement and is to include, or be consistent with, all other division-wide plans required by state and federal laws and regulations. Each local school board is to review the plan biennially and adopt any necessary revisions. ACPS Board policy, AF - Comprehensive Plan, implements the Code of Virginia's requirement.

The Board adopted the 'ACPS 2020' strategic goals and objectives on June 11, 2015. A Scorecard was developed establishing Key Performance Indicators (KPIs) for each strategic plan objective. These KPIs are aimed to inform division performance in the specific objective area on an annual basis and ultimately, if ACPS reaches the goal established for school year 2020. On May 20, 2016, the Board was provided with an update to the ACPS 2020 Scorecard, along with documented methodologies regarding how targets were selected.

Reported KPI outcomes were presented to the Board by goal area from October 2016 through February 2017.

SUMMARY:

After the first year of the ACPS 2020 strategic plan reporting cycle, an in-depth review was conducted to ensure that KPIs and targets are appropriate in informing stakeholders on division progress. KPIs were reviewed through internal department meetings to ensure that indicators were specific, measureable, achievable, relevant, and time-bound (SMART). Departments met with Accountability to review draft KPI revisions. KPI revisions were then presented to the Senior Leadership team for final approval. Specific KPI revisions (including revisions to targets,

additions, and deletions) along with rationale are detailed in the attached document entitled, "ACPS 2020 KPI Revision Details".

Reflection

Throughout the first year of the Strategic Plan, the impact of alignment of strategic planning and accountability structures in driving continuous improvement across the division were evident. Further, the strong transparency in the KPI reporting process to stakeholders reinforced the critical nature of this work. The KPI review process proved effective in ensuring that efforts are continually being made towards continued relevance and impact of KPIs within the strategic planning process in informing both stakeholders and the division on progress made to date. Further reflection revealed the need to continue to strengthen connections and understanding of the strategic plan across all levels of the organization and the importance of the individual and their ability to directly impact the collective organization.

Next Steps

The division has identified discrete steps as they relate to communication and the implementation of the ACPS 2020 Strategic Plan. Internal communication strategies have been developed to ensure clear links between the work of staff and leadership to the Strategic Plan. Specific communication strategies have also been identified to ensure that transparency is maintained and to inform the community of the division's progress.

Additional steps being made to move the Strategic Plan forward include:

- Continuing the implementation of all strategies and actions identified during the first year reporting cycle.
- Launching the ACPS 2020 Survey to families and community.
- Finalizing all data collection efforts for SY 2016-17.
- Completing performance analysis on 2016-17 data and beginning the reporting cycle in fall 2017.
- Continuing to refine the ACPS 2020 Dashboard.

RECOMMENDATION:

The Superintendent recommends that the School Board review the attached materials for possible planning, procedural, programmatic, and/or budgetary changes.

IMPACT:

KPIs and targets will warrant an annual review process to validate their appropriateness in informing stakeholders and the division on progress. In fall 2017 the division will begin reporting out on 2016-17 school year performance utilizing an updated scorecard which incorporates the aforementioned KPI revisions.

- ATTACHMENTS:**
1. ACPS 2020 KPI Revision Details
 2. ACPS 2020 KPI Revisions (ppt)

CONTACT: Clinton Page, Chief Accountability Officer