

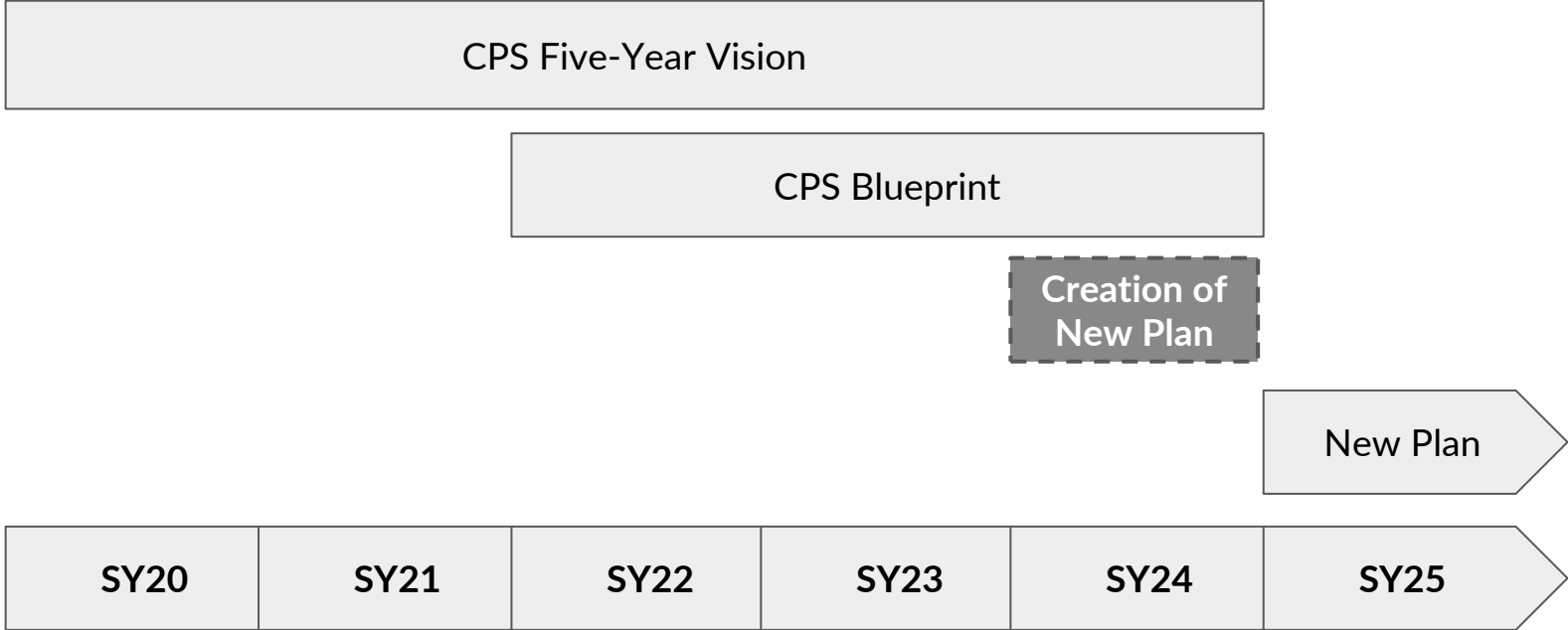


# **Core Values and Strategic Plan Parameters**

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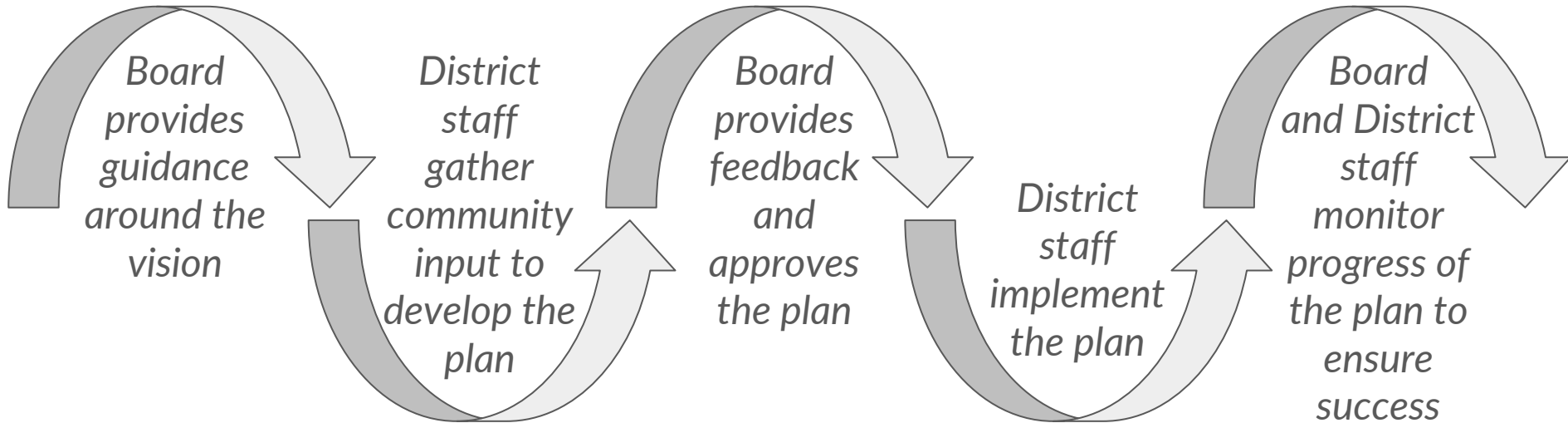
# District Strategic Plan Timeline





# Working Together to Ensure Success

*The Board and District staff work together from their respective “lanes” to move the work forward*





# How the Pieces Fit Together

**Strategic Plan Parameters**  
*Guide the development of the Strategic Plan*

**Values**  
*Overarching guiding principles / foundational beliefs*

**Strategic Plan**  
*Delineates how the District will move towards the North Star*

**North Star**  
*What we believe every Student, School, and Community should have*

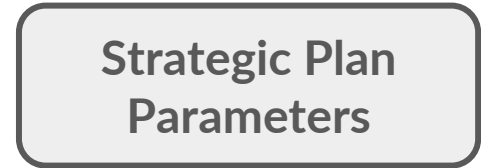
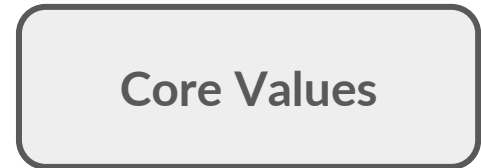
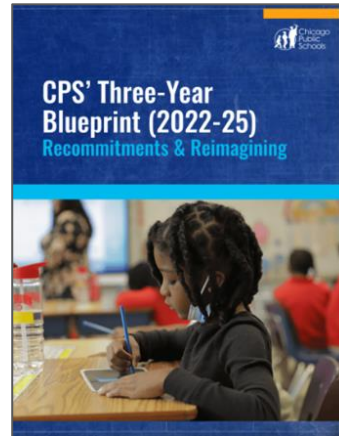
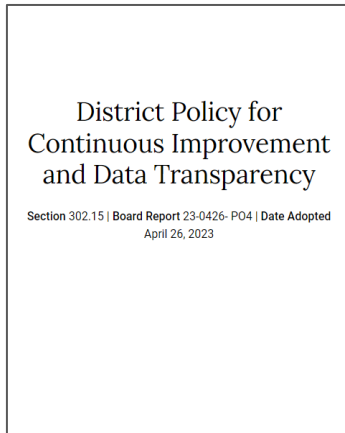
**Community Engagement**  
*To inform and provide feedback on the Strategic Plan*



# To Align Existing Efforts

*Conducted a crosswalk of existing guiding documents that were created through engagement of thousands of diverse stakeholders*

*In order to inform two sets of guiding tools:*

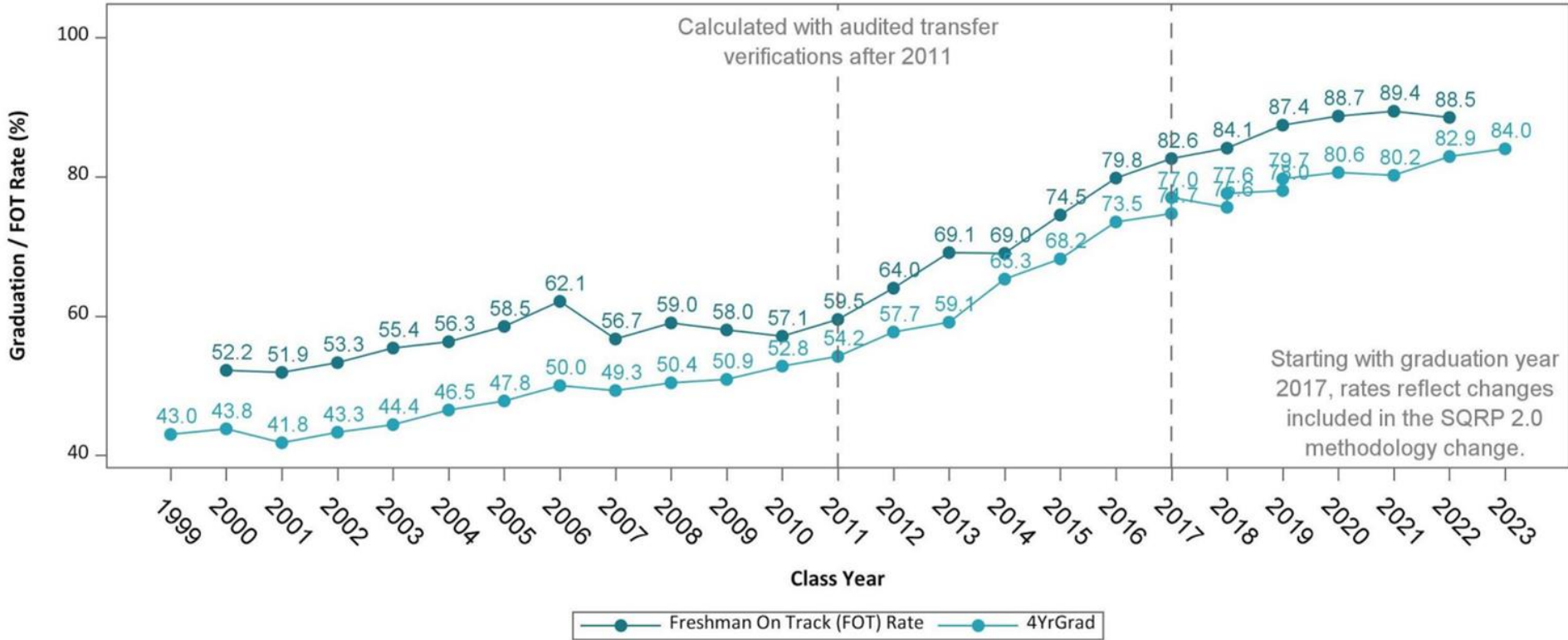




# What's Driving this Work



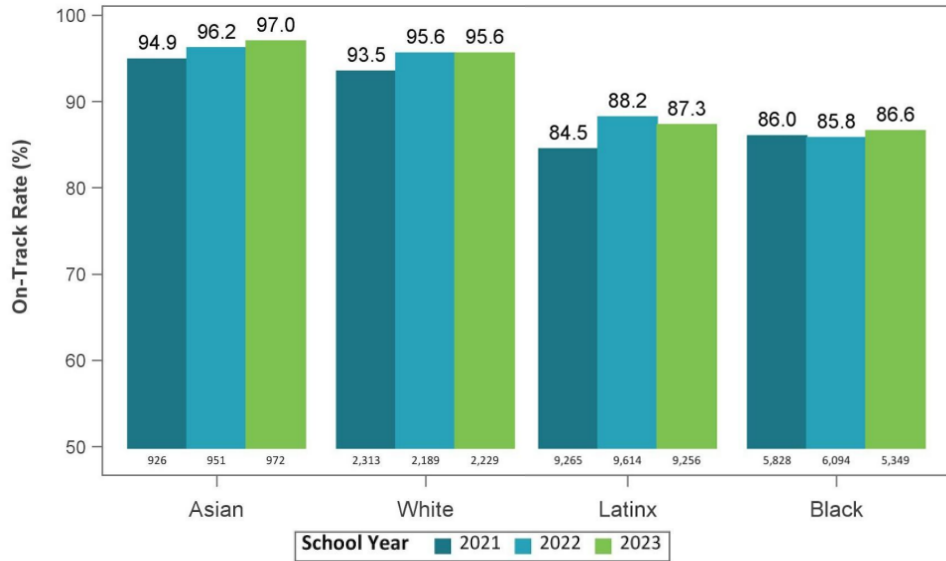
# Where We Are Now



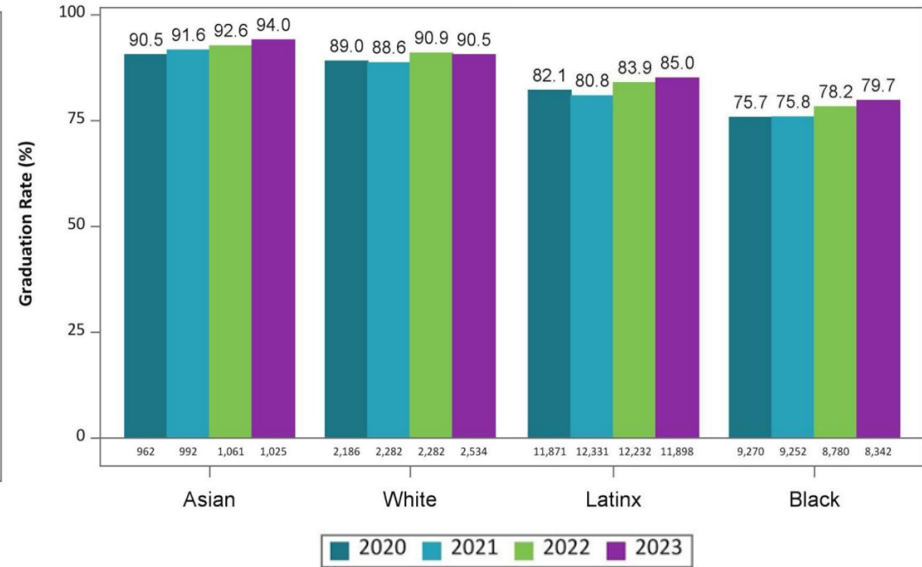


# However Opportunity Gaps Persist

## Freshman On-Track Rate by Race



## 4 Year Graduation Rate by Race







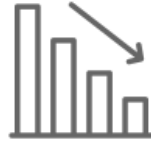
# Additional Challenges



We currently have many more seats than students.

~465k seats

~323k students



Enrollment has decreased over the past decade by 19.9%.

-80,159 students since SY13



Structural deficits projected in the near term.

~\$400M in SY25

~\$600M in FY26



## Some of the Contributing Factors

*Despite a myriad of education reforms over the course of many CPS strategic plans, these challenges and gaps have persisted.*

*These opportunity gaps are driven by:*

- *long-standing structural racism*
- *socio-economic inequality*

*Additionally, our system of school choice:*

- *is under-resourced*
- *pits schools against one another*
- *sorts students*



# What's Needed Because of This

*The development of a bold, transformational, new vision for the District that:*



Disrupts cycles  
of inequity



Is grounded in  
community values



Informs a coherent  
system of policies,  
practices, and  
processes



# **Core Values and Strategic Plan Parameters**



# Core Values



Racial Justice  
and Equity



Holistic, Whole  
Child Approach



Inclusive  
Partnerships



Programmatic  
Excellence



Strengths-Based  
Approach



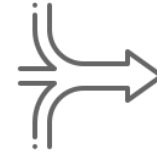
Data-Driven  
Continuous  
Improvement



Student  
Voice



Neighborhood  
Focused



Convergence



# Parameters are Grouped in Five Key Categories

**Daily Learning  
Experience**

**Adult Capacity and  
Continuous Learning**

**Inclusive and  
Collaborative School  
and Community**

**Resources for  
Equitable Student  
Experiences**

**Operational  
Excellence**



# Daily Learning Experience

**Engaging, Culturally Relevant, and Challenging Curricula and Instruction:** An approach to learning that is culturally responsive and designed to close opportunity gaps, with explicit, specific, and holistic plans based on data for Black student success, in addition to other priority groups (students with disabilities, STLS, English learners, etc.)

**Holistic, Wrap-Around Supports:** Specific plans for addressing the well-being (e.g., Multi-Tiered System of Support) and holistic safety of students

**High-Quality Education Experience and Opportunity:** High quality, joyful, articulated, anti-racist, and aligned learning and educational experiences in every neighborhood from early childhood, through elementary school, to high school, and postsecondary success.



# Adult Capacity and Continuous Learning

**Workforce Diversity:** Explicit plans and targets to build toward a central office, teaching, school leader, and administrative staff that better reflects the composition of CPS students, including pipeline efforts to develop, retain, and promote a diverse staff.

**Professional Development Opportunities:** Plans to ensure that all staff have access to, and receive, culturally relevant and engaging professional learning, including providing resources to develop and facilitate professional learning in-house and to cover costs of staff attending professional learning opportunities.

**Professional Development Approach:** Professional learning for all staff focused on developing a growth mindset, understanding equity, healing-centered, and anti-racist methodologies, and operating from an asset- and strengths-based perspective.

**Staffing:** Strategies for ensuring that all schools are adequately staffed to meet the full needs of the District's diverse student body, including specifications for how resourcing will be equitably distributed to support students with the greatest needs.





# Inclusive and Collaborative School and Community

**Sustainable Community Schools:** The strategic plan will include a five year progression through school site and investment expansion towards becoming a Sustainable Community Schools district.

**Authentic Parent and Community Engagement:** In alignment with the CPS Equity Framework, the strategic plan must center the historical and present conditions that our students, families, and communities face, and work to create anti-racist solutions that address systemic disinvestment, harm, and lack of access to opportunities by prioritizing collaboration with critical partners, students, and those historically disenfranchised from the decision-making process.

**Restorative Justice and SEL Supports:** The strategic plan must include districtwide restorative and healing-centered approaches and practices that include all CPS personnel (inside or outside of the classroom).

**Student Voice:** The strategic plan must have plans for how the District will center student voices and ensure students are engaged in decisions that impact them.



# Resources For Equitable Student Experiences

**Reimagined Vision:** A community-informed plan that brings together educational and operational goals to:

- 1) ensure fully-resourced neighborhood schools, prioritizing schools and communities most harmed by structural racism, past inequitable policies and disinvestment;
- 2) ensure equitable funding and resources across schools within the District using an equity lens;
- 3) transition away from privatization and admissions/enrollment policies and approaches that further stratification and inequity in CPS and drive student enrollment away from neighborhood schools;
- 4) include the community in designing plans for previously closed and currently "underutilized" schools that reimagines these buildings as community assets, hubs, and resources



## Resources For Equitable Student Experiences (cont.)

**School Budgets:** In alignment with the CPS Equity Framework, the strategic plan must revise/refine the budgeting model to foreground distribution of resources based on student need, prioritizing communities most impacted by racial and economic inequity, and structural disinvestment and abandonment.

**High Quality Educational Experience in Neighborhood Schools:** Center plans for creating experiences in neighborhood schools that align to what students, parents, educators, and other community stakeholders say comprise a “high-quality” educational experience (e.g., programmatic excellence, CTE, college readiness, arts programs; etc.).



# Operational Excellence

**Equity-Focused Facilities Plans:** The strategic plan must delineate how additional resources will be directed toward facilities and infrastructure needs in schools in communities impacted by historical disinvestment.

**Standards of Excellence for all Facilities:** Articulate strategies to ensure that all schools in all neighborhoods are environmentally, physically (including ADA-compliant), and emotionally safe buildings that offer current technology and spaces for a variety of high quality programming opportunities for students and families.

**Community Engagement for Optimizing CPS Facilities:** Practice authentic community engagement in order to reimagine how buildings are organized and used, and how operational services are delivered.

**Minority and Women Owned Business Opportunities:** The strategic plan must make clear how CPS is implementing the Remedial Program for Minority and Women-Owned Business Enterprise Participation in Goods and Services Policy the Board adopted in June 2023.



# **Community Engagement and Other Related Work Underway**



# Work Already Underway

## Special Education Advisory Committee

- Launched Summer 2023
- Consists of advocates, parents, educators and community members
- 5 subcommittees meeting regularly
- Recommendations for the Strategic Plans and beyond

## Student Roundtables

- Designed for the Board to hear directly from students on a variety of topics
- Scheduled three student roundtables for SY24
  - November, January, and March
- Honorary Student Board Member will report out at Board Meetings about each roundtable



# Work Already Underway (cont.)

## Continuous Improvement and Data Transparency

- Policy passed in April 2023 based on years of research and community input
- Three implementation committees developed to inform and move work forward:
  - Data Transparency Stakeholder Advisory Group
  - Accountability Technical Advisory Group
  - Executive Committee

## Black Student Success Plan

- Announced Fall 2023
- Will use multiple modes of engagement to include educators, students, faith and community based organizations, institutional partners, union representatives, and CPS staff in shaping recommendations for a Black Student Success Plan
- The Black Student Success Plan will live within and beyond the Strategic Plans



# Work Already Underway (cont.)

## Sustainable Community Schools

### Structure

- Community schools are partnerships with CTU and community-based organizations
  - Currently 20 schools
  - Served in collaboration 9 Lead Partners

### Benefits

- Supports the whole child
- Improves climate of their schools
- Continuous learning of educators

### Impacts

- Students in SCS high schools were chronically absent 14% to 16% less often compared with students in the matched comparison schools.
- English learners in SCS elementary schools were chronically absent 5.9% less often in 2019–2020 and 8.1% less often in 2020–2021 compared with students in the matched comparison schools.





# Broader Community Engagement

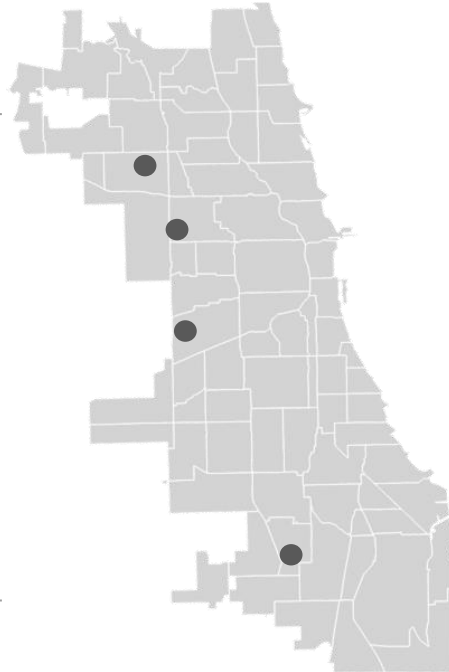
## State of the District Briefings

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A chance for the community to hear from the CEO and other District leaders about the District's successes and challenges, and to learn how they can get involved in shaping the District's next strategic plan.

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4 Community Based Sessions  
1 Virtual Session



## Budget Roundtables

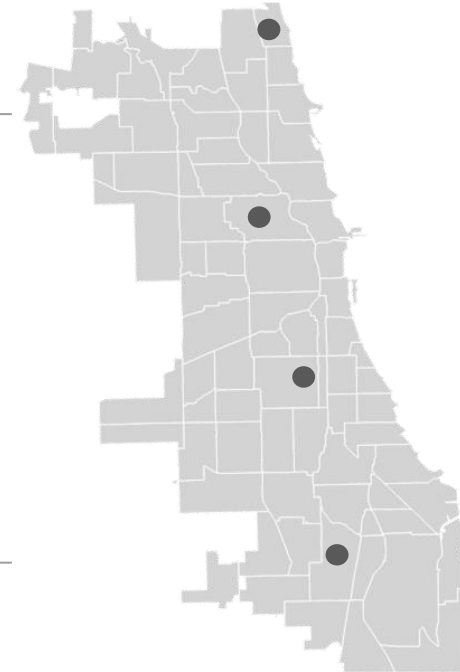
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Covered a range of issues relating to CPS' budget, and solicited feedback from community members and CPS families on how to make the CPS funding process more equitable and transparent.

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4 Community Based Sessions  
1 Virtual Session

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# **Additional Community Engagement Ahead**



# Looking Ahead

## Winter 2023/2024

- 16 Educational Facilities Master Plan Community Roundtables where families, staff, and community members will be able to collaborate and share their thoughts on how the District should prioritize repairs, construction projects, and overall investments in our school buildings

## Winter 2023 / Spring 2024

- Additional community engagement around the Strategic Plan

## Summer 2024

- Final Strategic Plan approved