STRATEGIC PLAN END OF YEAR PROGRESS REPORT

NO MATTER WHAT!

2020-21 School Year - Selected Key Actions

Dr. Mark Bedell, Superintendent
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KANSAS CITY
PUBLIC SCHOOLS

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INTRODUCTION

This report highlights the progress made on select Key Actions during the **second semester of the 2020-2021 school year (February 2021 – July 2021)**. The Key Actions, prioritized annually by Superintendent Dr. Mark Bedell and his Cabinet, were drafted by Kansas City Public Schools (KCPS) stakeholders and framed around the 12 Strategic Priorities found within the Strategic Plan.

The purpose of this report is three-fold:
- Keep the Board of Directors informed of the district's progress relative to priorities identified within the Strategic Plan;
- Serve as a proactive communication and public accountability mechanism between the district and community stakeholders;
- Motivate and sustain the ongoing support and commitment of district employees, parents, and community partners for the district's goals for student learning and achievement.

This report is generated twice a year; once at the end of the summer and once midway through the school year. As Superintendent Bedell stated:

> *"Improving is hard work. To improve implies intent, consideration and coordination. Tangible, significant and sustainable progress can only happen with honest assessments, careful planning and faithful execution… Our improvement work has only just begun. We have an excellent plan in hand. Now we need to carry it through relentlessly and with fidelity. As superintendent, I expect our Board and community to hold us accountable for ensuring that the work gets done."*

In the spirit of mutual responsibility and accountability, we will continue moving forward together. **No Matter What!**

12 STRATEGIC PRIORITIES

Strategic Priorities are the programs, targeted solutions, or continuous improvement initiatives which, when fully implemented, will facilitate the accomplishment of our goals for student learning. Each priority has a corresponding set of Key Actions or specific strategies and milestones.
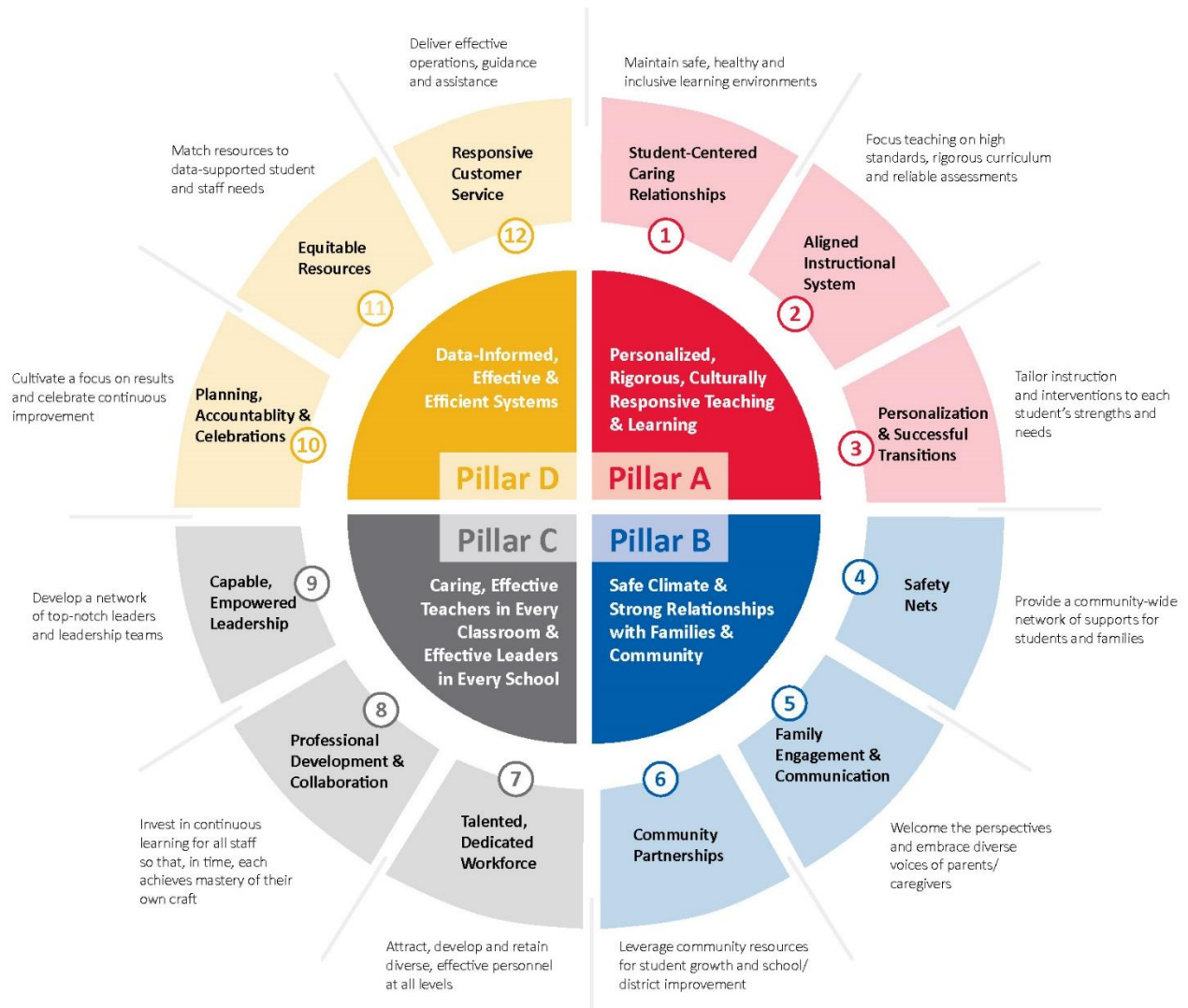
SELECTED KEY ACTIONS

1.1	Safe Schools
1.2	Sense of Belonging and Appropriate Conduct
1.3	**Student Voice ***
1.4	Extra and Co-Curricular Activities
2.1	K-12 Articulation
2.3	Early Literacy and Math
2.4	**21st Century Skills ***
2.5	Expand Electives
2.6	Teacher Collaboration
2.7	Interventions for Unaccredited
3.1	Differentiation and Personalized Learning
3.3	**On-time Graduation ***
3.4	Problem Solving Teams
4.2	Trauma-Sensitive Services
4.4	**System of Academic Safety Nets ***
5.1	Kindergarten Outreach
5.3	Home-School Dialog
6.1	Preschool Providers
6.3	Business and Community Mentors
6.4	College and Career Exploration
6.6	Mutual Responsibility and Accountability
7.1	**Standards and Expectations ***
7.4	Workforce Pipeline
7.5	Leadership Induction
8.1	Cycles of Inquiry
8.2	Professional Mastery
8.5	Instructional and Classroom Management Support
9.2	Leadership Teams
9.3	Leadership Pipeline
10.1	**Results-Focused Annual Plans ***
10.2	Plans for Social-Emotional Initiatives
10.4	Stakeholder Feedback
11.1	Needs-Based Resource Allocation
11.2	**Data Collection and Reporting ***
11.4	Charter Collaboration
11.5	**External Resources ***
12.1	Assessment and Data System
12.2	Strengthen Technology
12.3	Service Standards
12.5	Marketing and Communications

* This report only highlights selected Key Actions from the 2020-21 school year.

END OF YEAR PROGRESS REPORT

The report is organized as follows:

Strategic Priority #: Strategic Priority Title
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X.X KEY ACTION SELECTED AS AN AREA OF FOCUS FOR SY2020-21:
　　　Description of Key Action as found in the Strategic Plan.

PROGRESS MEASUREMENT(S)

MAJOR ACCOMPLISHMENTS (February 2021 – July 2021)

ISSUES AND CHALLENGES

LESSONS LEARNED

PRIORITIES FOR NEXT REPORTING CYCLE (August 2021 – January 2022)

Strategic Priority 1: Student-centered Caring Relationships
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1.3 STUDENT VOICE:
Create opportunities for student voice and ownership by integrating students' knowledge, culture, and experiences into instructional planning, classroom projects and assignments, and setting classroom/school norms

PROGRESS MEASUREMENT(S)
- Black History and Latinx Heritage courses
  - Student enrollment in courses (89 students currently enrolled in Black History, 82 students currently enrolled in Latinx Heritage)
  - Student achievement in courses (no interim assessments due to a field-test year)
  - Student and teacher perception of courses (end of course survey)
- Literacy redesign (data will not be available until students complete interims 3, complete spring iReady diagnostic, or compare SY22 to SY23 MAP scores)
- Proficiency scales

MAJOR ACCOMPLISHMENTS
- KCPS was only anticipating offering 1-2 sections of the Black History/Latinx courses, but due to increased student interest the district offers 3-4 sections
- Customized Marzano Proficiency Scales to reflect Missouri Learning Standards. Groups of teachers participated in the process to make sure that scales were a true reflection of how learning progression should occur in KCPS classrooms

ISSUES AND CHALLENGES
- More than 35% of teachers in SY21-22 are new to KCPS
- More than 65% of new teachers are also new to the teaching profession
- Teachers and school leadership are learning to use Infinite Campus, the district's new student information system that stores information such as grading and rosters

LESSONS LEARNED
- More time must be given to all educators to internalize professional learning outside of the classroom during non-teaching time
- The introduction of new systems must be thoroughly tested prior to implementation in classrooms

PRIORITIES FOR NEXT REPORTING CYCLE
- Increase attendance and opportunities for professional learning
- Implement tracking mechanisms/procedures for teacher use of district designed curriculum, student use of district adopted resources, and coordinator observation of affected classroom instruction

Strategic Priority 2: Aligned Instructional System
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2.4 21ˢᵗ CENTURY SKILLS:
> Implement a district-wide framework for critical thinking, problem-solving, and cultural responsiveness for 21st-century learning and expand and support access to higher-level, independent learning opportunities, co-curricular and extracurricular opportunities for students to apply 21st-century skills

PROGRESS MEASUREMENT(S)
- 30% of students in the Class of 2021 earned at least one MVA (market value asset). MVAs include: 9 college credit hours, industry-recognized credentials, work experiences (internships & client connected projects) or entrepreneurial experiences
- 43% of students who attended Manual Career and Technical Center in SY21 earned an IRC (industry-recognized credential)

MAJOR ACCOMPLISHMENTS
- Established dual credit and or advanced articulation agreements in Auto Technology, Agriculture, and Health Science
- Piloted a Cyber Security Pathway in partnership with the California Polytechnic State University and The Black Chamber of Commerce
- Provided summer career and technical education experiences for over 900 KCPS students
- Partnered with the UMKC Institute of Urban Education to expand the Educator Preparation Program to include classes at East High, Lincoln College Prep, and Northeast High
- New partnership with Evergy, MCC, and PREP-KC to provide an Energy Pathway, starting with the introduction of the Energy Industry Fundamentals course at East High School
- Received MOU (memorandum of understanding) from 3DE by Junior Achievement
- Secured $400K in grant funding from the Kauffman Foundation to support real world learning

ISSUES AND CHALLENGES
- We need additional CTE (career and technical education) teachers to offer enhanced program pathways at high schools
- Although the 3DE by JA (Junior Achievement) and Northeast High collaboration began last year, due to staff turnover many of the individuals originally part of the process are no longer at the school

LESSONS LEARNED
- Planning for summer internships needs to begin in October prior to the offering year
- When students are exposed to CTE programs offered at Manual they are more likely to enroll
- CTE courses offered at high schools need to better align with the programs offered at Manual

PRIORITIES FOR NEXT REPORTING CYCLE
- All 8th grade students are to complete an ICAP (Individualized Career and Academic Plan)
- Preparation for 3DE classroom launch in Spring 2022
- Increase student participation in CTSOs (Career and Technical Student Organizations)
- Offer stackable credentials at neighborhood high schools
- Complete the 180-day follow-up survey for 2021 graduates
- All CTE teachers will participate in CTE advisory committee meetings twice a year

Strategic Priority 3: Personalization & Successful Transitions
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3.3 ON-TIME GRADUATION:
>Implement an early-warning process and continuous monitoring of middle and high school students' progress toward on-time high school graduation

PROGRESS MEASUREMENT(S)
- Increase graduation rate (still awaiting SY21 results)

MAJOR ACCOMPLISHMENTS
- Implemented school-level graduation PLCs (Professional Learning Communities)
- Held quarterly graduation PLC meetings
- Completed high school graduation rate projections

ISSUES AND CHALLENGES
- Limited academic engagement and challenges for some students during COVID-19
- There were an increased number of unknown transfer outs during COVID-19

LESSONS LEARNED
- Need intentional data review of individual students identified at-risk
- Need to be proactive in working with all cohorts instead of just concentrating on current seniors/cohort

PRIORITIES FOR NEXT REPORTING CYCLE
- Build out Academic Planner, a digital tool within Infinite Campus to track and map student progress toward graduation
- Continue quarterly graduation PLC meetings

Strategic Priority #4: Safety Nets
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4.4 SYSTEM OF ACADEMIC SAFETY NETS:
> Develop a system of academic safety nets that are easily accessible to students and families, including: (a) expanded educational options (e.g., evening school, Saturday school, intersession); (b) mentoring and tutoring (e.g., by community, peer-to-peer); (c) easing barriers to participation (e.g., proximity to home/school safe meeting place, transportation, Master Schedule constraints)

PROGRESS MEASUREMENT(S)
- Achieved KCVA (Kansas City Virtual Academy) teacher to student ratio of 1:30 or less
- Increased the number of students enrolled in KCVA (96 in SY20, 2,607 in SY21)

MAJOR ACCOMPLISHMENTS
- Served over 3,000 students through KCVA with almost 100 teachers.
- Developed virtual learning models for students in grades K-6 utilizing the district curriculum. This ensured that the content aligned with the expectations of the curriculum and instruction team and supported the needs of all students. It also allowed KCPS to move away from a vendor supported platform which was a major financial savings

ISSUES AND CHALLENGES
- Student movement in and out of the virtual program throughout the semester
- Staffing and movement of teachers

LESSONS LEARNED
- Teachers must have time to be fully trained in the virtual model
- Teachers must be fully invested in virtual learning to be successful
- Students who are failing to participate in virtual learning need interventions immediately
- Parents need to have a clear understanding of what is expected of a virtual learner before enrolling their child in a virtual class

PRIORITIES FOR NEXT REPORTING CYCLE
- Increase the percentage of students completing online courses

Strategic Priority #7: Talented Dedicated Workforce
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7.1 WORKFORCE PIPELINE:
>Develop a pipeline to recruit a talented and diverse workforce through ongoing relationships with local, state and national colleges and universities

PROGRESS MEASUREMENT(S)
- Increased participant attendance numbers for all District professional learning to 95%
- Ensured 100% new hire attendance for implicit bias and trauma-informed care trainings

MAJOR ACCOMPLISHMENTS
- Increased professional learning attendance due to virtual platforms
- Higher engagement during presentations due to multiple ways to share (chatroom comments, emojis, small group breakouts, etc.)
- Maintained 100% of all professional practice offerings during 2020-2021
- Teachers utilized virtual platforms for instructional delivery

ISSUES AND CHALLENGES
- All professional practices had to be transitioned to virtual platforms
- Ensuring staff had adequate technology (phones, computers, laptops)
- How to tie professional practices to performance
- Ensuring participants followed meeting norms in virtual platforms

LESSONS LEARNED
- Need to revise SOPs (Standard Operating Procedures) to include virtual learning models
- How to select correct virtual platforms to meet the needs of the presenter and the specific professional practice
- We can do it virtually

PRIORITIES FOR NEXT REPORTING CYCLE
- Continue to research best practices and various platforms to increase quality delivery
- Increase hybrid professional practices (in-person vs. virtual or both)
- Measure quality of professional learning sessions through surveys
- Increase professional learning opportunities for all KCPS employees

Strategic Priority #10: Planning, Accountability & Celebrations
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10.1 RESULTS-FOCUSED ANNUAL PLANS:
> Ensure that each school and department develops a results-driven, equity-focused Annual Action Plan, with clear targets and implementation strategies aligned to the strategic plan

PROGRESS MEASUREMENT(S)
- Increase K-12 student enrollment
- Increase family satisfaction with enrollment process

MAJOR ACCOMPLISHMENTS
- Developed and implemented Strategic Enrollment Management Plan (SEMP)
- Created a more streamlined and equitable admissions process
- Held Enrollment Fair at Manual Career and Technical Center over the course of six days and served nearly 500 families

ISSUES AND CHALLENGES
- Turnover of admissions staff
- Online enrollment systems change
- Defined hand off to schools for communication with families
- Large volume of families waiting until the last minute to enroll

LESSONS LEARNED
- Lottery for signature seats was more equitable, but work still needs to be done in regards to equity (i.e. communication with families with a home language other than English that do not regularly access email)
- Notification letters need to be clear and concise
- Contingency plans must be put in place to ensure continued processing of enrollments and ability to respond to phone calls and emails in a timely manner during peak times

PRIORITIES FOR NEXT REPORTING CYCLE
- Full conversion to Infinite Campus for online enrollment
- Improve equity and communication in home language
- Improve communication with families throughout the enrollment cycle

Strategic Priority #11: Equitable Resources
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11.2 DATA COLLECTION & REPORTING:
> Create data collection and reporting systems to increase the effective use of data to drive leadership decisions, particularly regarding matters of access, opportunity and equity

PROGRESS MEASUREMENT(S)
- Reduce the number of discriminatory trends over time
- Stakeholder satisfaction with KCPS COVID-19 response and actions

MAJOR ACCOMPLISHMENTS
- Created an initial equity audit on a spreadsheet as a way to identify discriminatory trends in the school's academic, attendance, discipline and graduation data. The audits disaggregated by race, gender, and IEP status
- Meetings were held with each principal to explain how to use the audit to create systems within their schools that benefit all students
- Updated the equity audit and built it into Power BI, an analytics tool that allows for interactive visualization and lets users filter data in a multitude of ways
- Developed COVID dashboard to inform and guide decisions regarding the safety of KCPS students and staff
- Created the Transfer Analysis dashboard to increase understanding of students entering/exiting KCPS and inform Blueprint 2030 assessments
- Created ELL Student dashboard to assist the ELL department with staffing and delivery of service decisions
- Worked with IT, Student Services, and Admissions to plan for Infinite Campus and the online registration process to accommodate gender identity data

ISSUES AND CHALLENGES
- Initial equity audits were created using spreadsheets which limited the ability to visualize and filter the data
- Needed to report detailed COVID-19 information while maintaining individual privacy
- Lacked processes for rapid communication and updates
- Low fidelity of transfer data
- Insufficient historical ELL data

LESSONS LEARNED

- The following improvements were made after receiving feedback from principals and the equity steering committee:

   Filters (grade level, ELL, IEP, homeless, gifted, mentoring, individual students)
   Academics (student semester GPA tracker, percent of students with C+ or higher in core classes, average core GPA, AP enrollment, IB enrollment, CTE course enrollment)
   Assessments (ACT composite score 18+ or <17 tracker, I-Ready reading tracker)
   Discipline (suspension days by month)
   Graduation (credits needed to graduate)

- Need a better system for tracking students attending non-traditional programs whose data reports back to their neighborhood site
- No established process for data maintenance and quality assurance across all departments

PRIORITIES FOR NEXT REPORTING CYCLE

- Finalize newest version of the equity dashboard by ensuring that the data is stable in Infinite Campus
- Meet with all principals to discuss individual school data and the purpose behind the equity dashboard
- Establish standard procedures for recording, maintaining, and reporting data
- Increase collaboration and communication between departments involved in data custody chain
- Additional Infinite Campus training for staff maintaining student data
- Work with IT to improve the transfer reporting process
- Simplify process for reporting overrides for non-traditional program students and train necessary staff
- Work with IT and Infinite Campus to improve and expedite processing of student geographic data

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11.5 EXTERNAL RESOURCES:

Develop and maintain relationships and a proactive posture relative to governmental, business, philanthropic and other potential channels for financial and materials resources to leverage first-rate educational experiences for our students

PROGRESS MEASUREMENT(S)
- Increased KCPS Foundation revenue from $702,000 in 2019 to over $850,000 in 2020
- Increased KCPS Foundation revenue from sponsors at the Community Breakfast from $74,500 to $103,000

MAJOR ACCOMPLISHMENTS
- Successfully completed our third Community Breakfast with the largest revenue stream to date
- Provided over $350,000 in COVID-19 relief funds
- Increased in local foundation giving after providing a philanthropic update
- Established new community partnership with Charlie Hustle to create a custom KCPS t-shirt design

ISSUES AND CHALLENGES
- Generating non-restricted donations
- Community donor base is wide, but also somewhat limited due to the current educational landscape within Kansas City
- There are many different priorities and vast funding mechanisms

LESSONS LEARNED
- Most alumni have deep relationship with their specific high school and not the district overall
- Business/civic contributions are stronger than vendor support

PRIORITIES FOR NEXT REPORTING CYCLE
- Build brand impact and awareness
- Increase general donor base