



Atlanta Public Schools Strategic Plan Goals and Objectives 2010 – 2011

- **STUDENT ACHIEVEMENT AND STAKEHOLDER ENGAGEMENT**
- **RESOURCE STEWARDSHIP**
- **INTERNAL PROCESSES**
- **LEARNING AND ORGANIZATIONAL DEVELOPMENT**

APS STRATEGIC PLAN 2010 – 2011

APS Vision

The district's vision is that APS will be one of the nation's highest performing urban school systems, where 90 percent of its ninth-graders graduate from high school in four years ready for success in college or career.

APS Mission

The district's mission is to improve student achievement, increase community engagement, strategically manage and leverage technology, ensure fiscal responsibility and stability, improve efficiency and effectiveness of district processes, increase employee capacity and leadership, increase employee engagement, improve recruitment and retention of highly effective staff and build a culture of alignment and accountability.

Core Beliefs

- All children will learn.
- The entire community is responsible for the success of all children.
- Continuous improvement requires innovation and risk-taking.
- The entire school community has the right to a safe environment.
- Honesty is the foundation for healthy relationships.
- A diverse school community furthers learning and fosters positive relationships.

Strategic Goals

- Excellence in Instruction and Delivery
- Excellence in Facilities and the Learning Environment
- Excellence in Business Operations

Key Area of Focus: Student Achievement and Stakeholder Engagement

Objective 1.1: Improve Student Achievement



Measurements:

- APS students will meet or exceed state standards on CRCT reading, English/language arts, mathematics and science.
- APS students (Grade 11 first-time test takers) will show improvement in four of five content areas on the Georgia High School Graduation Test (GHS GT).
- Student absenteeism in elementary, middle and high schools will decrease.
- Seventy-one percent of ninth grade students will graduate from high school in 4 years.
- Eighty-two percent of APS schools will meet Adequate Yearly Progress (AYP).
- The percentage of schools meeting district stretch targets will increase by thirteen percentage points.

Key Strategies:

- Ensure standards-based curriculum.
- Provide student mentoring and tutoring programs.
- Improve student attendance by implementing comprehensive plans that include increased attention and training on attendance policies, better recording of student attendance, frequent monitoring of trends and active interventions.
- Complete the High School Transformation strategic initiative to ensure all high schools offer 21st century personalized learning environments that provide rigorous and engaging learning opportunities for every student and all graduates are ready for college and other post-secondary options.
- Redefine the middle school experience by continuing to build upon the successes of our single gender academies – B.E.S.T Academy and C. S. King Young Women's Leadership Academy, including implementation of block scheduling and teacher teams.
- Continue to provide professional learning opportunities to support a comprehensive district-wide implementation of the Mathematics and Science Initiative.
- Continue Project GRAD (Graduation Really Achieves Dreams), a national school reform initiative to improve student achievement.
- Implement the Blue Ribbon Commission Recommendations.

Objective 1.2: Improve Teacher Effectiveness

Measurement:

- Ninety percent of district principals, assistant principals, academy leaders and LLS' will become certified on the new teacher evaluation tool.

Key Strategies:

- Implement Effective Teacher in Every Classroom (ETEC) – a strategic initiative to include a teacher evaluation system, teacher effectiveness dashboard, urban teacher residency program and a performance compensation system to support ETEC objectives.
- Provide instructional mentoring.
- Provide instructional coaching.
- Monitor effective use of data tools and teams.

Key Area of Focus: Student Achievement and Stakeholder Engagement

Objective 1.3: Improve Community Engagement



Measurement:

A parent perception survey will indicate that 75 percent or more parents have a favorable perception of Atlanta Public Schools.

Key Strategies:

- Build and maintain relationships with district stakeholders by addressing parent, business and community groups and attending civic-based meetings and events.
- Ensure schools have business partners aligned with their strategic priorities.
- Maintain two-way communications with parents and ensure all phone calls/emails have timely responses.
- Implement final phase of the district-wide Comprehensive Communications Plan to strengthen the communications infrastructure, create new communications channels, and enhance the effectiveness of targeted messages and message platforms.

Objective 1.4: Ensure High Quality, Safe, Secure Facilities

Measurement:

The average number of years since last renovation of APS schools will align with industry standards and best practices.

Key Strategies:

- Ensure safe and timely transportation by inspecting and servicing buses regularly and monitoring on-time performance.
- Ensure all facilities (interior and exterior) are clean and well-maintained.
- Implement regulatory inspection recommendations.
- Monitor and report daily building alarm activity.



Key Area of Focus: Resource Stewardship

Objective 2.1: Align Resources with Strategic Priorities

Measurement:

Seventy percent of district spending will be aligned to instruction.

Key Strategies:

- Align and manage financial, human and technology resources to support the district's reform agenda.
- Use sound financial budgeting, recording and reporting policies.
- Ensure fund balances are in compliance with the state's regulatory requirements.
- Monitor the district's instructional spending frequently and analyze/communicate related performance data.
- Ensure spending for grants and federal programs is managed according to established guidelines.

Objective 2.2: Ensure Fiscal Responsibility and Stability

Measurement:

100% of state and external audits will have unqualified audit opinions.

Key Strategies:

- Safeguard assets and accurately record liabilities.
- Recognize appropriate revenue and assure timely payment of authorized expenditures.
- Engage external firms to perform annual audits.
- Ensure effective internal controls for district processes.

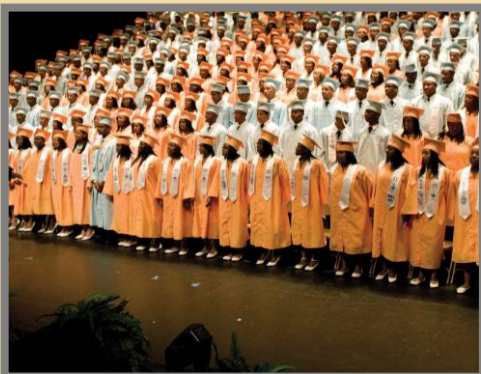
Objective 2.3: Strategically Manage and Leverage Technology

Measurement:

All school and administrative sites will have 100% complete wireless access.

Key Strategies:

- Complete the Wireless Deployment Plan by successfully installing complete wireless internet access at all school sites, including all instructional areas.
- Use technology and information systems to deliver innovative and strategically targeted instruction to students.
- Implement the Data Warehouse initiative to support the ETEC initiative.



Key Area of Focus: Internal Processes

Objective 3.1: Improve Effectiveness and Efficiency of District Processes



Measurements:

- All (100%) of planned procurements process improvements will be implemented.
- Thirty-seven percent of students will participate in the student breakfast program.

Key Strategies:

- Ensure business and school operations processes are well documented and cost effective.
- Encourage the use of cross-functional teams to ensure district's processes are continuously improved.
- Implement the Procurement Department's improvement plans for policies, processes and technology.
- Increase student participation in school breakfast nutrition initiatives, e.g., Breakfast in the Classroom in elementary schools and Grab & Go Breakfast Carts for older students.



Objective 3.2: Improve Internal and External Customer Service



Measurement:

A principals' survey will indicate that schools are satisfied with the services provided by 95% or more of the district's business units.

Key Strategies:

- School Reform Team (SRT's) – assist schools with planning, prioritization and communicating “shared” school needs for systemic changes and “brokering” services from central office to schools.
- Central office functions - incorporate school needs and priorities in division planning and service delivery processes, while ensuring quality for goods and services provided to the school.
- Provide direct support to principals and schools through subject matter expert liaisons, planned site visits, etc.
- Provide adequate training for school-based processes.

Key Area of Focus: Learning and Organizational Development

Objective 4.1: Increase Employee Capacity and Leadership

Measurement:

A professional development survey will indicate that 80% of instructional employees feel the training they received was relevant to their profession.

Key Strategies:

- Provide leadership development for principals and expanded cabinet at the annual Leadership Retreat.
- Provide SABLE program for instructional leaders.
- Provide targeted professional development for math and science teachers at the annual Mathematics and Science Professional Learning Event.
- Provide professional learning to support ETEC.
- Promote advanced learning and/or certifications to keep abreast of skills needed to perform job requirements.
- Ensure all teachers have effective initial preparation and ongoing training opportunities to improve content knowledge.

Objective 4.2: Increase Employee Engagement

Measurement:

The percentage of staff missing 5 or more days will be less than or equal to 43%.

Key Strategies:

- Ensure effective district communication strategies to promote employee commitment to the districts' vision and achievement.
- Encourage employee team-building sessions.
- Plan and host "All CLL" meetings.



Key Area of Focus: Learning and Organizational Development

Objective 4.3: Improve Recruitment and Retention of Quality Staff

Measurement:

- Sixty-one percent of novice classroom teachers (0-3 years) will be retained, excluding TFA and terminations.

Key Strategies:

- Implement ETEC strategic initiative.
- Increase strategic partnerships with colleges, universities, and other academic institutions of higher learning.
- Provide instructional mentoring programs.

Objective 4.4: Ensure a culture of alignment, ethics and accountability

Measurements:

- Increase the percentage of district staff engaged in strategic management processes.
- Provide ethics training to district staff.

Key Strategies

- Continue to focus on staff accountability by ensuring all instructional and non-instructional central office leaders have goals and objectives that align with the district's vision, mission and strategic priorities.
- Implement the Blue Ribbon Commission Recommendations.
- Communicate the district's strategy to ensure alignment throughout the organization.
- Train district leaders on strategy management processes.
- Train all employees on the district's ethics policies, emphasizing the importance of all employees fulfilling their professional duties with the highest level of honesty and integrity and always acting in a trustworthy and responsible manner.
- Implement ClearPoint Balanced Scorecard Tool to facilitate development, managing and reporting of district and division balanced scorecards.



Atlanta Public Schools is one of the **top-performing** urban school systems in America.

Our innovative learning programs, nationally recognized best practices, and excellent teachers are making a difference in the lives of our students. We are committed to ensuring that all students graduate from our schools ready for success in college and life and prepared to build a stronger Atlanta.



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