Strategic Planning Work Sessions
2025

ATLANTA PUBLIC SCHOOLS

Agenda

- Welcome

- Strategic Planning Overview

- Status of current Goals & Guardrails

- Vision & Values Brainstorm & Group Share

ATLANTA PUBLIC SCHOOLS

Our Strategic Planning Process

Tonight
2/13, 2/25, 2/27, 3/6

March & April
3/7, 3/13, 3/17, 3/25, 4/3, 4/17, 4/18, 4/11

PHASE	DELIVERABLES	DESCRIPTION
1 Assess & Understand	Process, Timeline, and Engagement Plan	Provides a roadmap for how we will develop a strategic plan, with transparency around timelines and ways to engage
	Needs Assessment	Describes the current state of APS by outlining data, successes & challenges, needs & expectations, and uniqueness of the district
2 Strategic Direction	Mission & Vision	Develop a shared agreement on our vision (future state) and mission (purpose)
	Core Values & Profile of a Graduate	Agree on our fundamental behaviors and expectations for staff and students
	Overarching Goals	Develop long-range, measurable goals with targets
3 Strategy Development & Refinement	Theory of Action & Key Drivers/Priorities	Outline key paths and drivers to achieve our goals
	High-level Strategies & Initiatives	Identify and build out the high impact activities and the support processes needed to achieve them
	FY26 Budget Request	Identify funding for the strategies and initiatives
	Implement Annual Facilities Review	Identify any changes to school zones
4 Implementation & Monitoring	Change Management Plan	Develop a plan to ensure all stakeholders understand their role in achieving our strategy
	Detailed Initiative Action Plans	Complete detailed action plans outlining owners, budgets, timelines, and action steps
	Monitoring & Reporting Plan	Outline the monitoring and reporting cadence for the strategic plan

3

Why are we here?

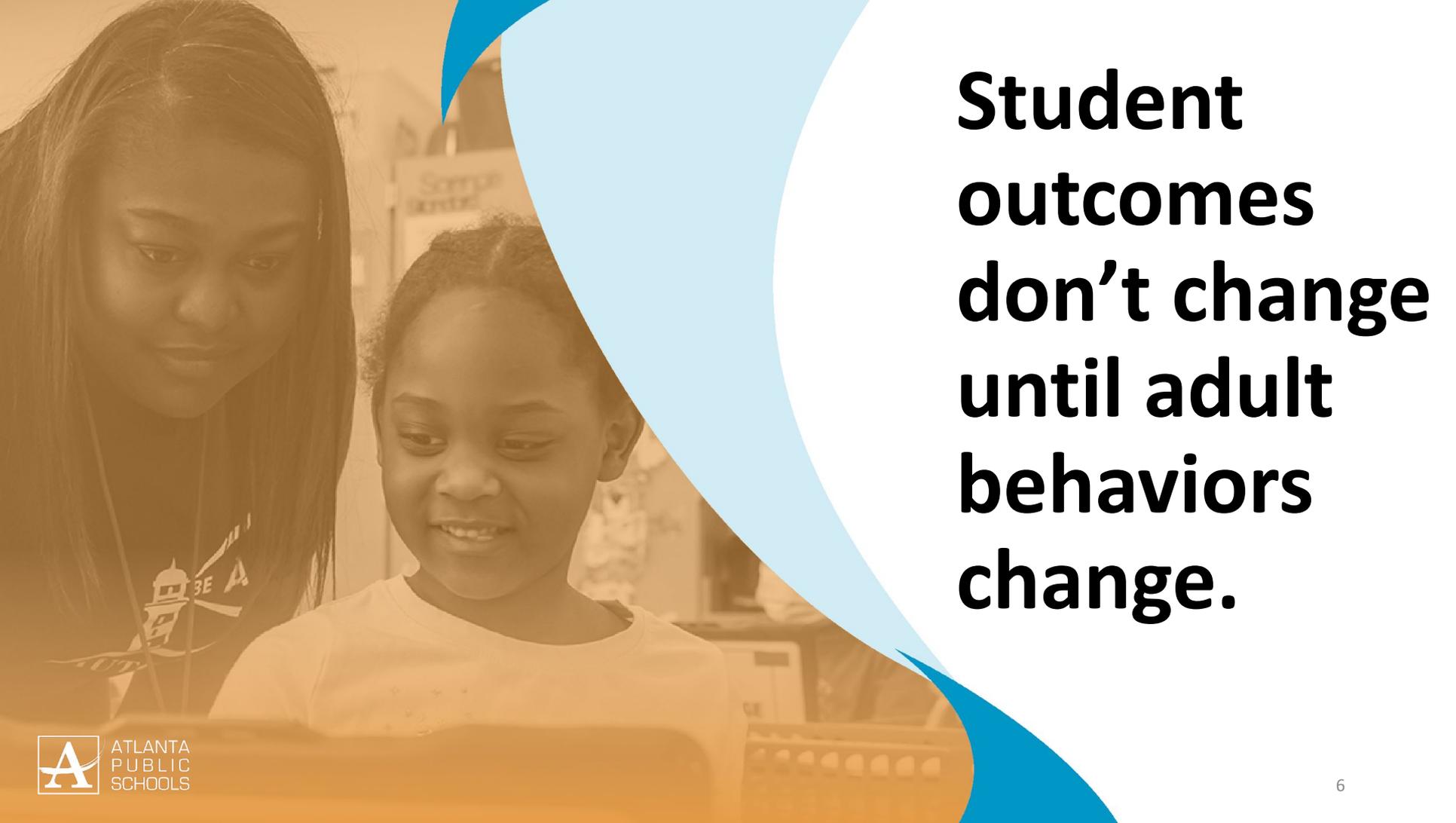**Listen to community vision:** What do you want our students to know and be able to do?

Listen to community values: What are non-negotiables that must be honored during the journey to accomplish the vision?
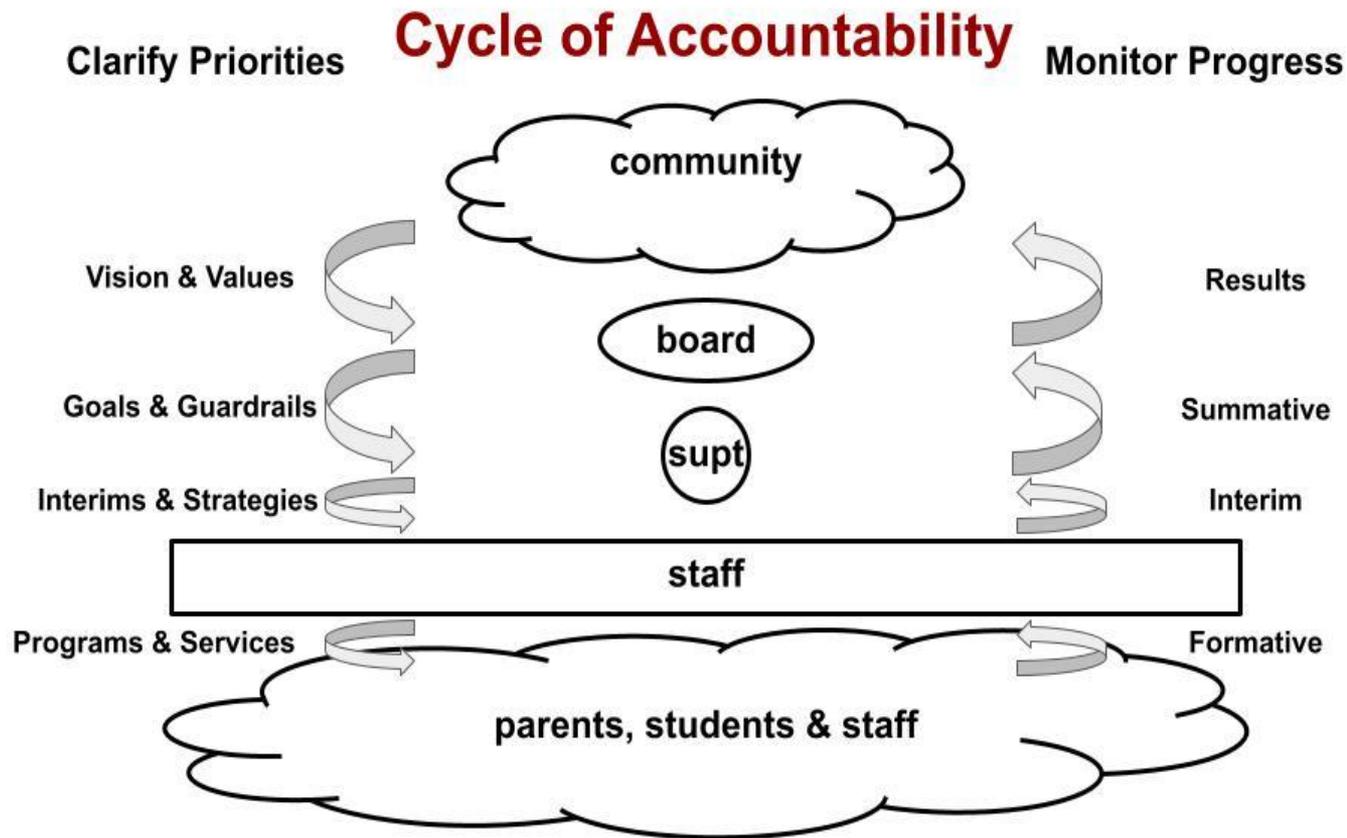
Feedback Form

https://tinyaps.com/?APS-Goal-Setting-Feedback-2024

Student outcomes don't change until adult behaviors change.

Cycle of Accountability

APS Goals

Goals

Goal 1: Literacy Proficiency

The percentage of students in grades 3–8 scoring proficient or above in reading, as measured by the Georgia Milestones, **will increase from 31.2% in August 2022 to Y in August 2026**

Goal 2: Numeracy Proficiency

The percentage of students in grades 3–8 scoring proficient or above in math, as measured by the Georgia Milestones, **will increase from 26.0% in August 2022 to Y in August 2026.**

Goal 3: Post-Graduation Preparedness

Increase the percentage of high school students who graduate prepared for their next step as demonstrated on a multi-dimensional assessment based on the Profile of a Graduate.

Goal 4: College and Career Readiness

The percentage of high school students who score at the college and career readiness level on career pathway assessments, IB, AP, Dual Credit, ACT or SAT, work-based learning, or entering TCSG/USG without needing remediation **will increase from 27.1% in October 2022 to 59.3% by October 2026**

https://www.atlantapublicschools.us/apsboard

APS Goals

Goal 1: Literacy Proficiency
The percentage of students in grades 3-8 scoring proficient or above in reading.

- The percentage of students in grades 3-5 scoring Proficient or Distinguished on the Milestones End of Grade exam **rose to 37.5%**, surpassing the 2019 high of 37.1%.
- Middle school ELA scores have not returned to pre-pandemic levels, but there was an **improvement** from 31.8% in 2023 to 33.4% in 2024.
- **Substantial disparities** in Milestones proficiency rates between Black and White students persist. Results range from 84% proficient for White students to 23% proficient for black students in English Language Arts.

Goal 2: Numeracy Proficiency
The percentage of students in grades 3-8 scoring proficient or above in math.

- **Year-over-year proficiency rates increased** from 34.1% in 2023 to 36.7% in 2024, but the percentage of students in the "Beginning" category is still 5+ points higher than in 2018 (32.6% vs. 27.4%).
- 8th grade EOG proficiency rates reached their **highest level** since 2015 in 2024.
- 36.8% of Grades 3-8 remain in the **low achievement and low growth category**

APS Goals

Goal 3: Post-Graduation Preparedness
Increase the percentage of high school students who graduate prepared for their next step.

- **Performance increased** from FY23 in all but one College and Career Readiness indicators on CCRPI, including subgroups.
- The percent of graduating students who enrolled in a post-secondary institution **ranges** from 26% to 84%

Goal 4: College and Career Readiness
The percentage of high school students who score at the college and career readiness level on career pathway assessments, IB, AP, Dual Credit, ACT or SAT, work-based learning, or entering TCSG/USG without needing remediation.

- Over **48% of Cohort 2024 students completed** at least one Advanced Placement, International Baccalaureate, or Dual Enrollment course.
- Access to programmings continues to **vary** across schools and clusters.

Group Discussion Instructions

❏ Write answers individually on the note sheets provided
❏ Table lead facilitates discussion around the table
❏ Capture notes to report out at the end
❏ Give everyone a chance to speak

Question 1

Part 1: What do you believe **students should know or be able to do** during their time with Atlanta Public Schools?

Part 2: From the list you just made, what do you believe should be the **top 3 priorities of our school system**?

- *You may list and prioritize individually, but as a group you will pick the top 3 for your table to report out at the end.*

    - ❑ Write answers individually on the note sheets provided
    - ❑ Table lead facilitates discussion around the table
    - ❑ Capture notes to report out at the end
    - ❑ Give everyone a chance to speak

Question 1

❏ **Report Out**

APS Guardrails

Guardrails

Guardrail 1: Equity

The Superintendent will not allow inequitable treatment of students as measured by student academic outcomes, discipline occurrences, and/or resource allocation.

Measure: The percentage of district divisions and schools aligning their efforts and resources with the APS Strategic Equity Framework

Guardrail 2: Stakeholder Engagement

The Superintendent will not make major decisions or bring major recommendations to the Board without first implementing a stakeholder engagement strategy, including students, parents, teachers, staff, governance teams, and community members.

Measure: Increase the percentage of stakeholders who agree that they are involved in the decision-making process

Guardrail 3: Culture & Climate

The Superintendent will not foster or allow a culture of fear, intimidation, or retaliation, or an unwelcoming environment.

Measure: The percentage of staff, students, and parents who indicate that the district has a welcoming environment free of fear, intimidation and retaliation

Guardrail 4: Innovation & Accountability

The Superintendent will not allow struggling schools to be without: a comprehensive needs assessment; supports aligned to that assessment; and, if the struggle persists for up to three years, a high impact intervention.

Measure: The percentage of schools needing Tier 2 and/or Tier 3 support in the district continuous improvement model

Potential Areas (based on Fall Engagement)

Operational (transportation, facilities, safety & Security)

Subgroup (ethnicity, students with disabilities, english language learners, economically disadvantaged)

Unwelcoming Environments (Customer Service, engagement)

Disciplinary Practices (disproportionality)

Human Resources (teacher retention, high quality teachers, engagement), Governance (GO Teams, Board)

Whole Child (well-being, wraparound, student support)

Question 2

Part 1: With the priorities you've identified in the previous question in mind, what do you believe **APS should avoid or stop doing** as we pursue improved student outcomes?

Part 2: From the list you just made, what do you believe should be the **top 3 of those items**?

- *You may list and prioritize individually, but as a group you will pick the top 3 for your table to report out at the end.*

❏ Write answers individually on the note sheets provided
❏ Table lead facilitates discussion around the table
❏ Capture notes to report out at the end
❏ Give everyone a chance to speak.

Question 2

❏ **Report Out**

Next Steps

STRATEGIC DIRECTION
VALUES & GOALS

February 13, 2025, 6pm: North Atlanta HS, 4111 Northside Pkwy NW*

February 25, 2025, Noon: Virtual* (Zoom)

February 27, 2025, 6:30pm: Hollis Innovation Academy, 225 James P Brawley Dr NW

March 6, 2025, 6pm: South Atlanta HS, 800 Hutchens Rd SE

STRATEGY DEVELOPMENT
FOCUS & PRIORITIES

March 7, 2025, Noon: Virtual* (Zoom)

March 13, 2025, 6pm: Jackson HS, 801 Glenwood Ave SE*

March 17, 2025, 6pm: Therrell HS, 3099 Panther Trail SW

March 25, 2025, 6pm: Mays HS, 3450 Benjamin E Mays Dr SW

STRATEGY REFINEMENT
STRATEGIES & INITIATIVES

April 3, 2025, 6pm: Harper-Archer ES, 3399 Collier Dr NW*

April 17, 2025, 6pm: Howard MS, 551 John Wesley Dobbs Ave NE

April 18, 2025, Noon: Virtual* (Zoom)

April 22, 2025, 6pm: Carver HS, 55 McDonough Blvd SE

We will also join existing community groups and committees for feedback, including the monthly Spanish-Speaking Family Meetings on March 19 & April 16.

* Spanish Interpretation Provided

Feedback Form

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