ACHIEVING RESULTS.
ADVANCING DREAMS.

Management Plan
2014-2020
About the Plan
On September 9, 2014, the Board of Education passed a new strategic plan for the Minneapolis Public Schools, Acceleration 2020. This plan includes a mission, vision, values, and six goal areas with associated performance measures and targets. Acceleration 2020 established WHAT the district will achieve.

The details about HOW the district will achieve Acceleration 2020 goals are codified in the ‘Management Plan 2014-2020.’ The Management Plan was created by district staff, in consultation with parents, students and community partners. It is grounded in the latest research as well as lessons learned from the previous district strategic plan and draws from K-12 and industry best practices from around the country.

The Management Plan includes key strategies for each goal as well as focus areas under each strategy to provide a robust sense of the direction the district will take through the life of the plan. Specific activities and resource priorities to ensure these strategies are fully implemented will be identified by district leadership on an annual basis in alignment with this plan. Each goal has an assigned ‘goal owner’ who is responsible for coordinating the work and tracking progress of their goal area. For details on the plan, visit http://www.mpls.k12.mn.us/strategic_plan.
GOALS 1: IMPROVED STUDENT OUTCOMES AND
GOAL 2: EQUITY
Goal owners: Chief Academic Officer and Chief of Schools

KEY STRATEGY:
Quality core instruction
Focus areas:

- Teachers in pre-k through 3rd grade will have routines in place to deliver effective instruction in reading skills and language development in pre-k through 3rd grade.

- Teachers in grades 4-12 and in adult education will develop students’ language use, vocabulary, and reading comprehension by guiding academic conversations and using ‘close reading’ strategies.

- Teachers in grades 6-12 and adult education will develop students’ vocabulary and content knowledge in math and science using literacy strategies.

KEY STRATEGY:
Inclusion
Focus areas:

- All students will receive full and meaningful access to core instruction within the general education classroom, including students with special needs, English Learners and Advanced Learners.

- Strategies and systems will be put in place to support flexible grouping, differentiation, and personalized learning opportunities to meet students’ individual needs.

- Staff will provide students with the knowledge, skills, and support they need to successfully transition to new schools and grade levels, such as the transition from early childhood to kindergarten, from elementary to the middle grades, and from the middle grades to high school.

KEY STRATEGY:
Culturally and linguistically responsive practices
Focus areas:

- School will have systems in place to support student engagement, monitor and respond to student behavior issues, and will implement alternatives to suspension and restorative practices.

- All high schools will offer ethnic studies courses to provide more relevant learning experience for students of color and to increase all students global competency.
NOTE: The work of these two goals is so interconnected that a single, consolidated management plan has been built to articulate the strategic academic work of the district through 2020. This part of the plan is built on the philosophy that excellence in core teaching and learning is what will ensure achievement in every classroom and for every student.

**KEY STRATEGY:**

**Data use**

**Focus areas:**

- Educational staff will **work collaboratively through a Professional Learning Communities (PLC) model** to use student data to improve instruction and outcomes for students.
- Instructional staff will have the **data literacy** skills to effectively analyze and act on student data.

**Innovation and 21st century skills**

**Focus areas:**

- Schools will use **problem-based learning** methods to support students’ critical thinking skills.
- Students will have access to and be supported in pursuing options for **work-based learning**, including workforce training, certificate program, and entry-level credit-bearing college courses.
- Instructional staff will engage in the process of **action research** designed to improve and scale up effective practices through data collection and analysis.
- Students will have options for **multiple pathways to graduation** to meet their individual needs, such as dual enrollment, PSEO, credit recovery, community based GED and literacy programs, online learning.
- Students will be given opportunities and supported in becoming **bi-lingual and bi-literate**.

**Effective implementation**

**Focus areas:**

- Educational staff will design supports to help teachers **effectively implement** new learning.
- Associate Superintendents will **monitor implementation** of key district initiatives prioritized in the academic plan.
- Additional district supports will be implemented for **High Priority and Focus Schools**.
**GOAL 3: FAMILY AND COMMUNITY PARTNERSHIP**
Goal owner: Executive Director of External Partnerships

**KEY STRATEGY:**
Focus on students and families as partners to strengthen academic outcomes
**Focus areas:**
- Implement a **school-based model** of family engagement.
- Provide **customer service training** to staff.
- Improve **translation and interpreting** services.
- Provide teachers with more tools and resources to support family communications and involvement.

**KEY STRATEGY:**
Target partnerships with individuals and organizations that further the academic success of students
**Focus areas:**
- **Evaluate community partnerships** to ensure that all partners have a positive impact on student success.
- **Secure in-kind corporate support** to meet resource needs.
- **Increase grant funding** to support the needs of schools.
- **Increase the number and diversity of volunteers**, and match volunteers with school needs.

**KEY STRATEGY:**
Promote student retention and recruitment efforts, increasing enrollment and supporting students through graduation
**Focus areas:**
- Conduct a **marketing campaign** encouraging more families to choose MPS.
- Redesign efforts to **prevent students from dropping out**.

**KEY STRATEGY:**
Coordinate accessible and family-focused services providing diverse and high quality offerings
**Focus areas:**
- Improve the **selection and accessibility of student activities**.
- Provide **relevant and convenient parent education opportunities**.
- Encourage **more diverse and representative participation** in family engagement opportunities.
- Adjust service locations and times to be more **accessible and convenient** for families.
- Establish consistent **customer services standards** for staff.
GOAL 4: EFFECTIVE TEACHERS, SCHOOL LEADERS AND STAFF
Goal owner: Executive Director of Human Capital

KEY STRATEGY:
Attract the Right People to the Right Roles
Focus areas:

- Create ‘pipeline’ programs that identify individuals who are interested in serving in targeted, high-need roles, and provide development opportunities for them to be successful.

- Diversify the workforce to better reflect the Minneapolis community and the needs of the students MPS serves.

- Improve hiring processes so that principals and other leaders have the information and support they need to hire the best candidate for the job.

- Strategically place principals, teachers, and staff at schools where their strengths can have the greatest impact on student success.

KEY STRATEGY:
Increase capacity of staff
Focus areas:

- Implement comprehensive performance management systems to set clear expectations for all staff, provide effective feedback, and support decision-making.

- Improve professional development opportunities for staff.

- Provide additional training and support for new hires.

KEY STRATEGY:
Retain our talented people
Focus areas:

- Provide leadership training to help managers retain their top staff.

- Develop career pathways for staff in schools and central office to advance in their careers.

- Implement the state Quality Compensation (“Q-Comp”) grant to promote retention and career development.
GOAL 5: STEWARDSHIP
Goal owner: Chief Operating Officer and Executive Director of Planning and Accountability

KEY STRATEGY:
Build foundational management systems
Focus areas:

- Develop and implement plans for the district, schools, and central office departments that support Acceleration 2020.

- Put organizational accountability structures in place to monitor progress on our plans. These structures will be aligned to one another, facilitate robust data-based decision making at all levels of the organization and ensure transparency with our results.

- Adjust program locations and better align academic program needs with facilities to respond to trends in enrollment, demographics and to achieve integration goals.

KEY STRATEGY:
Build continuous improvement capacity
Focus areas:

- Use the nationally recognized ‘Baldrige Criteria for Education Organizations’, a framework for high performing organizations, to support organizational learning and development.

- Train and coach staff on the use of continuous improvement practices such as project planning and management, change management, process improvement, and data-based decision-making.

- Improve the quality, accessibility, and usability of data to support informed decision-making.

KEY STRATEGY:
Alignment to support school autonomy
Focus areas:

- Make the necessary changes to Davis Center operations and services to support increased school autonomy.
GOALS 6: RESOURCES FOR STUDENTS AND SCHOOLS
Goal owner: Chief Operating Officer

KEY STRATEGY:
Transparent, equitable, student-focused funding model
Focus areas:
- Revise the school funding model by implementing ‘student based allocation’ leading to a funding system that is more equitable, transparent, and responsible to student needs.
- Improve the alignment of employee contracts with strategic priorities.
- Revise the department funding model by implementing a ‘zero based budgeting’ approach.

KEY STRATEGY:
Capital improvements to support learning and welcoming environments
Focus areas:
- Upgrade facilities through planned capital improvement projects.

KEY STRATEGY:
Optimize centrally provided services
Focus areas:
- Focus on reducing food insecurity by providing additional after school food services to students and athletes at high risk schools.
- Re-design transportation services to increase flexibility and better meet the scheduling needs of school communities.
- Revise the IT service delivery model to provide appropriate levels of IT support through the district.
- Re-examine and update the School Resources Officer model to better support safe, positive and welcoming school environments.
- Develop a strategic plan for athletics.
- Revise the facilities service model for greater efficiency and customer service.
- Design a Risk Management function.
- Provide improved finance support and guidance to departments and schools.
CONTACT

1250 West Broadway Avenue
Minneapolis, MN 55411
612.668.0000
www.mpls.k12.mn.us

MPS LEADERSHIP
As of September 9, 2014*

Bernadeia Johnson, Superintendent
Michael Goar, CEO

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*Acceleration 2020 was approved by the Board of Education on this date.