

Component X: Always Learning

Component X: Implement a sustainable, system-level approach to continuous improvement across SAISD central office and schools.		
Objective A: Create a new SAISD Office of Strategy that will develop, implement, communicate, and progress monitor strategies that are aligned to board Goals and Guardrails and the strategic management plan, <i>Always Learning</i> .		
Activity	Timeline	Outcomes
1. Create Office of Strategy to oversee all district strategy and performance management.	<ul style="list-style-type: none"> ● Create Office of Strategy mission and goals by March 2023. ● Finalize organizational chart and job descriptions by May 2023. ● Develop department and individual goals by July 2023. 	Realign existing staff to form the new Office of Strategy with a clear purpose and goals focused on developing, implementing, and progress monitoring district strategy.
2. Create regular cadence of Executive Team and Extended Cabinet meetings to analyze and develop strategy, including quarterly strategy sessions and annual staff retreat.	<ul style="list-style-type: none"> ● Finalize purpose and roles/responsibilities of Executive Team and Extended Cabinet in regards to strategy development by May 2023. ● Develop a calendar of strategy sessions for school year 23-24 by June 2023. ● Implement the first annual strategy retreat in July 2023. ● Implement the first quarterly strategy session in September 2023. 	Executive Team and Extended Team meeting agendas, both quarterly and annually, that are focused on strategy implementation.
3. Identify highest impact strategies/projects and provide startup support and ongoing monitoring for district teams through a new Project Management Oversight structure.	<ul style="list-style-type: none"> ● Conduct research on best practices for project management oversight by August 2023. ● Propose new structure by November 2023. ● Begin new structure by January 2024. 	Detailed guidance and template for Project Management Oversight. Structure is being used at meetings.
4. Develop a communication strategy to provide two-way communication with district stakeholders on district strategy, both at the initial stage and through ongoing implementation and progress monitoring.	<ul style="list-style-type: none"> ● Work with the Communications Department to set a vision and goals for strategy communication by September 2023. ● Develop a draft plan for strategy communication by December 2023. ● Begin piloting new communication strategies by February 2024. ● Fully implement communications plan for strategy by August 2024. 	Strategy Communications Plan drafted and implemented per timelines.

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Objective B: Create an organizational data reporting and progress monitoring system to improve organizational effectiveness.

Activity	Timeline	Outcomes
<p>1. Implement SAISD Board data reporting calendar and standard format for presentations on data and progress monitoring at board meetings.</p>	<ul style="list-style-type: none"> ● Present 2022-2023 school year data reporting calendar for SAISD Board by March 2023. ● Work with the Executive Team to develop an aligned presentation format for data reporting by May 2023. ● Present 2023-2024 data reporting calendar to SAISD Board by June 2023. ● Implement standard data reporting PPT by July 2023 and continue ongoing. 	<p>Staff presentations at SAISD Board meetings will be primarily focused on student outcomes and community values.</p>
<p>2. Create district-wide scorecard for board Goals and Guardrails and protocol for reviewing and acting on findings.</p>	<ul style="list-style-type: none"> ● Assemble all data underlying board goals and guardrails into an internal-facing spreadsheet with links and deadlines for data publishing by March 2023. ● Create external facing “live” and interactive dashboard for goals and guardrails by May 2023. ● Develop cadence and protocol for reviewing dashboard at Executive Team and Extended Cabinet meetings by August 2023. ● Work with Principal Advisory Council and School Leadership to develop cadence and protocol for campus review of district dashboard, potentially through campus advisory councils, by October 2023. ● Align board goals scorecard with updated school and district performance frameworks by June 2024. 	<p>A dashboard that allows all staff to monitor our district’s progress towards our most important goals.</p> <p>A clear process for how district leaders will review data and drive actions that will lead to achieving our highest priority goals.</p>
<p>3. Build an annual process for creating department goals and department scorecards aligned to board Goals and Guardrails, as well as the district strategic plan and the profiles of thriving students, employees and schools described in Component I.A above.</p>	<ul style="list-style-type: none"> ● The Office of Strategy partners with the Executive Team to develop processes and templates for department goal setting for school year 2023-24 by April 2023. ● Departments begin the process for goal setting for the school year 2023-24 by June 	<p>A clear process for department goal setting that is followed every year.</p>

	<p>2023.</p> <ul style="list-style-type: none"> • Departments complete goal setting and share with Executive by August 2023. • Process repeats starting in Spring for the following year. 	
<p>4. Redesign the district improvement and campus improvement processes for monitoring district-level and campus-level implementation of district priorities, strategic initiatives, and differentiated support for campuses</p>	<ul style="list-style-type: none"> • Incorporate aspects of student, teacher, and school profiles, and data from School Performance Framework into existing district and campus improvement processes by August 2023. • The Office of Strategy works with School Leadership to develop vision and goals for redesigned campus-level continuous improvement within school improvement processes by May 2024. • Assemble cross-functional District and Campus Advisory Council teams to create a plan for integrating strategy and support by June 2024. • Identify one or two strategic initiatives from the District Improvement Plan to align across all Campus Improvement Plans by August 2024. • Define key metrics aligned to goals, guardrails and strategic plan that will be closely monitored at campus level by October 2024. • Develop school and district-level routines and milestones for progress monitoring by October 2024. • Fully implement school-level continuous improvement cycles by October 2024 and ongoing. • Convene quarterly implementation reviews to surface district-trends and system challenges by January 2025. 	<p>A district-wide approach to school-level continuous improvement that aligns campus work to district strategy.</p> <p>A learning organization that regularly surfaces campus implementation concerns to address district system improvements.</p>