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LOS ANGELES UNIFIED · READY FOR THE WORLD

Superintendent's Report:
Strategic Plan Year 1 (2022-23)

Los Angeles Unified Board Meeting

Chief Strategy Officer Veronica Arreguin
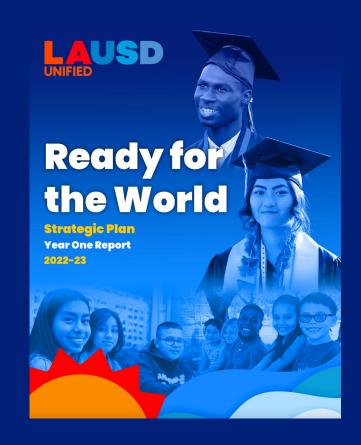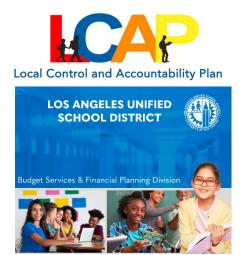
January 23, 2024

Strategic Plan Update on Year 1

- Structure of Year 1 Report

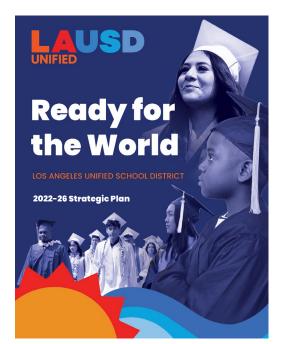- Overview of Year 1 (2022-23)

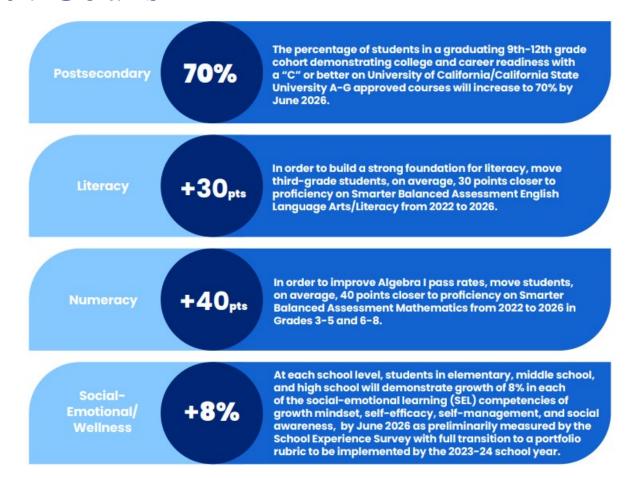- Schedule for Strategic Plan Updates

Coherence Making: Strategic Plan

coherence → **COHERENCE**

District Goals

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Postsecondary — **70%**
The percentage of students in a graduating 9th-12th grade cohort demonstrating college and career readiness with a "C" or better on University of California/California State University A-G approved courses will increase to 70% by June 2026.

Literacy — **+30pts**
In order to build a strong foundation for literacy, move third-grade students, on average, 30 points closer to proficiency on Smarter Balanced Assessment English Language Arts/Literacy from 2022 to 2026.

Numeracy — **+40pts**
In order to improve Algebra I pass rates, move students, on average, 40 points closer to proficiency on Smarter Balanced Assessment Mathematics from 2022 to 2026 in Grades 3-5 and 6-8.

Social-Emotional/Wellness — **+8%**
At each school level, students in elementary, middle school, and high school will demonstrate growth of 8% in each of the social-emotional learning (SEL) competencies of growth mindset, self-efficacy, self-management, and social awareness, by June 2026 as preliminarily measured by the School Experience Survey with full transition to a portfolio rubric to be implemented by the 2023-24 school year.

Pillars and Priorities

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1 Academic Excellence

| High Quality Instruction | Enriching Experiences | Eliminating Opportunity Gaps | College and Career Readiness |

2 Joy and Wellness

| Welcoming Learning Environments | Whole-Child Well-Being | Strong Social-Emotional Skills | Outstanding Attendance |

3 Engagement and Collaboration

| Strong Relationships | Accessible Information | Leading for Impacts | Honoring Perspectives |

4 Operational Effectiveness

| Data-Driven Decision-Making | Modernizing Infrastructure | Sustainable Budgeting | District of Choice |

5 Investing in Staff

| Diverse Workforce | Professional Learning | Staff Wellness | High Performance Standards |

Strategic Plan: What's Next

What's Next

Looking forward, there are several important pieces that will be put in place to ensure we fulfill our promise that all students are **ready for the world**.

- **Implementation guide –** The Strategic Plan outlines ways we will focus our efforts to achieve our goals, but there are more specific actions and practices that will be implemented in our schools and classrooms to help us move our priorities forward. These detailed actions will be included in a forthcoming Strategic Plan Implementation Guide designed for practitioners to support work in our schools.

- **Ongoing engagement –** Feedback from the Los Angeles Unified community was instrumental in developing our Strategic Plan. We must continue to engage all members of the community regularly and robustly over the next four years to ensure we remain on the right path for improving outcomes for all students.

- **Alignment of systems –** This plan is intended to help us organize our work and our resources. We must ensure that other District processes and systems are clearly aligned with this plan, including alignment with District budgets, our Local Control Accountability Plan (LCAP), reporting structures, professional development, and school-level plans for success.

- **Progress monitoring –** This plan includes measures and targets to help gauge our success in implementing the Strategic Plan, and it is imperative that we continue to monitor and share our progress so that we can improve and adapt our work to accelerate student achievement.

CALL TO ACTION

With this plan, we are committing to action now – our students cannot wait. We call upon you to help us ensure our students graduate **ready for the world**.

We must work **together** to elevate our students to achieve academic success, develop social-emotional resiliency, and embrace the joy of a positive and fulfilling school experience. Every member of our Los Angeles Unified community has a part to play in this effort, and we urge you to **join us** and commit to celebrating and supporting the work of this plan. Together, we will take our students to where they need to be, and we call on you to **show up, step up, speak up** on behalf of our students and in support of one another.

Through this plan and through our promise to each and every student, we can ensure all our young scholars will be ready to thrive and ready for the world, and we need you to act alongside us. **Are YOU ready?**
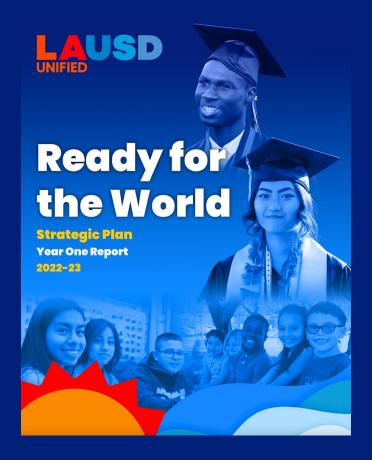
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Structure of Year 1 Report

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Ready for the World

Strategic Plan
Year One Report
2022-23

Structure of Year 1 Report

Academic Excellence

Joy and Wellness

Engagement and Collaboration

Operational Effectiveness

Investing in Staff

For Each Pillar:

- Pillar introduction

- Highlights from 2022-23

- Measures of Success

  - Data Descriptors

  - 2021-22 Baseline data

  - 2022-23 Actual data

  - 2025-26 Goal

- Next Steps for 2023-24

Strategic Plan Updates on Changes to Measures of Success

Overview of Year 1(2022-23)

Systems Alignment
Horizontal and Vertical Implementation

District / Central Office Teams
Set annual District goal targets to achieve 2026 measure of success targets; Create focus on student learning

Regions / CoS Teams
Create systems of support for school leadership, teaching and student learning

School Teams
Focus on school improvement on student learning priorities

Classroom Teams
Define student success indicators to guide instructional supports

Strategic Plan Implementation

School–Based Target Setting

Aligned District Processes & Systems

Postsecondary District Goal

Graduate Cohort A-G Completion Rate (Meeting UC-CSU Entrance Requirements)

Student Group	2021–22	2022–23	2026
Overall	50.5	53.0	70.0
Students with Disabilities	24.3	27.9	49.3
English Learners	27.0	31.3	52.0
Low Income	49.0	51.1	74.0
Foster	24.3	23.3	49.3
Latinx	48.0	50.6	73.0
Black	45.7	45.5	70.7

2026 Goal: 70.0

2026 Goal: +25 from 2021–22

Literacy District Goal

Smarter Balanced Assessment (Literacy): Grade 3 - Distance from Standard

Student Group	2021–22	2022–23	2026
Overall	–32.9	–28.4	–2.9
Students with Disabilities	–102.5	–101.2	–62.5
English Learners	–106.2	–101.2	–66.2
Low Income	–50.9	–45.8	–10.9
Foster	–77.9	–77.2	–37.9
Latinx	–49.9	–43.9	–9.9
Black	–61.4	–61.0	–21.4

+30 from 2021–22

+40

Source: CAASPP Student Score File. Date: 2019, 2022, 2023.

Numeracy District Goal

Smarter Balanced Assessment (Math): Grades 3-5 - Distance from Standard

Student Group	2021–22	2022–23	2026
Overall	–44.6	–37.4	–4.6
Students with Disabilities	–112.5	–108.4	–62.5
English Learners	–111.0	–103.7	–61.0
Low Income	–60.5	–52.9	–10.5
Foster	–85.8	–90.1	–35.8
Latinx	–60.0	–52.3	–10.0
Black	–78.5	–72.7	–28.5

+40 from 2021–22

+50

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Numeracy District Goal

Smarter Balanced Assessment (Math): Grades 6-8 - Distance from Standard

Student Group	2021–22	2022–23	2026
Overall	–81.0	–80.1	–41.0
Students with Disabilities	–173.9	–172.3	–123.9
English Learners	–187.7	–188.0	–137.7
Low Income	–97.2	–96.8	–47.2
Foster	–147.9	–152.1	–97.9
Latinx	–98.5	–97.8	–48.5
Black	–121.1	–121.4	–71.1

+40 from 2021–22

+50

Source: CAASPP Student Score File. Date: 2019, 2022, 2023.

Social-Emotional/Wellness District Goal

Growth Mindset

Student Group	School Level	2021-22	2022-23	2026
Overall	Elementary	75.9	74.2	**83.9**
Overall	Middle	68.6	66.1	**76.6**
Overall	High	67.5	67.0	**75.5**

Self-Management

Student Group	School Level	2021-22	2022-23	2026
Overall	Elementary	69.8	67.8	**77.8**
Overall	Middle	68.1	65.5	**76.1**
Overall	High	68.6	67.1	**76.6**

Self-Efficacy

Student Group	School Level	2021-22	2022-23	2026
Overall	Elementary	64.0	62.6	**72.0**
Overall	Middle	54.7	52.6	**62.7**
Overall	High	52.0	51.3	**60.0**

Social Awareness

Student Group	School Level	2021-22	2022-23	2026
Overall	Elementary	67.6	65.0	**75.6**
Overall	Middle	62.5	58.2	**70.5**
Overall	High	63.9	61.9	**71.9**

2026 Goal: +8 from 2021-22
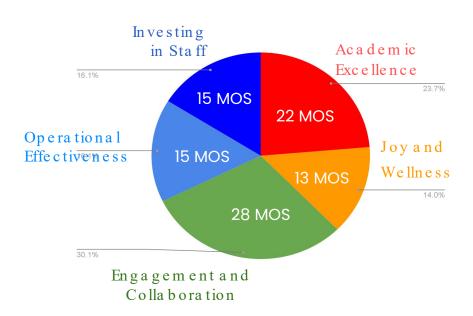
Recap from Year 1

Established Districtwide and central office systems and processes during Year 1

Developed greater coherence across the District

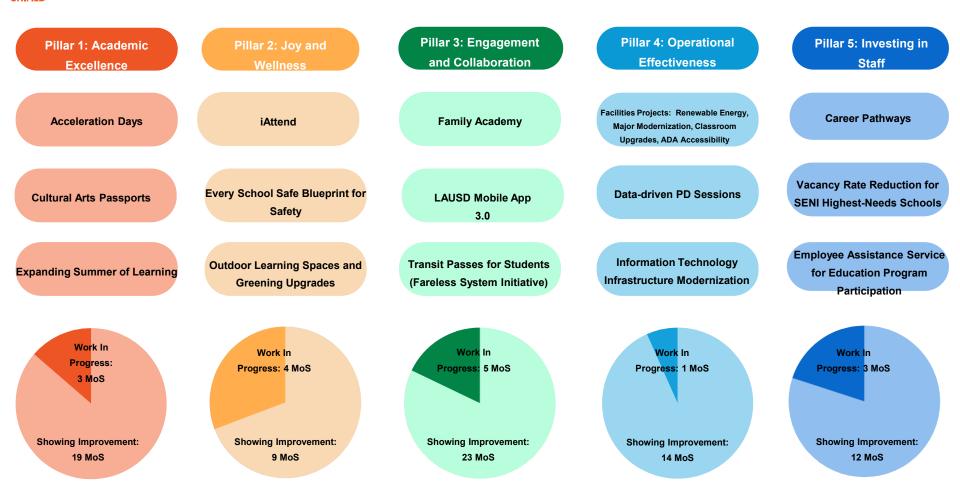83% of Measures of Success showed improvement from baseline during Year 1

19 of the 93 Measures of Success have already met their 2026 goal (20%)

Overall there are 93 Measures of Success (MOS) in the Strategic Plan

Investing in Staff
16.1%
15 MOS

Academic Excellence
23.7%
22 MOS

Operational Effectiveness
15 MOS

Joy and Wellness
13 MOS
14.0%

Engagement and Collaboration
30.1%
28 MOS

Strategic Plan Pillar Highlights & Progress Monitoring of Measures of Success

Pillar 1: Academic Excellence	Pillar 2: Joy and Wellness	Pillar 3: Engagement and Collaboration	Pillar 4: Operational Effectiveness	Pillar 5: Investing in Staff
Acceleration Days	iAttend	Family Academy	Facilities Projects: Renewable Energy, Major Modernization, Classroom Upgrades, ADA Accessibility	Career Pathways
Cultural Arts Passports	Every School Safe Blueprint for Safety	LAUSD Mobile App 3.0	Data-driven PD Sessions	Vacancy Rate Reduction for SENI Highest-Needs Schools
Expanding Summer of Learning	Outdoor Learning Spaces and Greening Upgrades	Transit Passes for Students (Fareless System Initiative)	Information Technology Infrastructure Modernization	Employee Assistance Service for Education Program Participation

Pillar 1: Work In Progress: 3 MoS — Showing Improvement: 19 MoS

Pillar 2: Work In Progress: 4 MoS — Showing Improvement: 9 MoS

Pillar 3: Work In Progress: 5 MoS — Showing Improvement: 23 MoS

Pillar 4: Work In Progress: 1 MoS — Showing Improvement: 14 MoS

Pillar 5: Work In Progress: 3 MoS — Showing Improvement: 12 MoS

Successes and Challenges from Year 1

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Areas of Success

- Increase in FAFSA and UC/CSU applications
- Reduced Chronic Absenteeism
- Increase in student ridership
- Increase in AP course enrollment
- Increase in staff retention rates
- Increase in student identification for GATE programs

Areas for Growth

- Single Student Suspension Rate
- Percentage of staff with excellent attendance
- Percentage of teachers in micro-credentialing programs
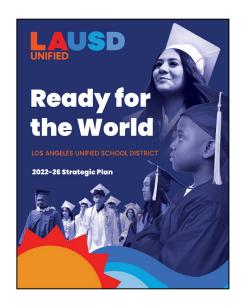- Parents or Guardians registered on Parent Portal
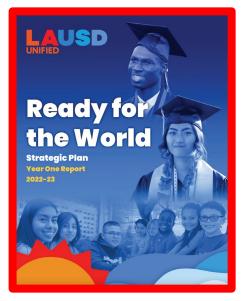
Strategic Plan Updates

Strategic Plan: Updates Schedule

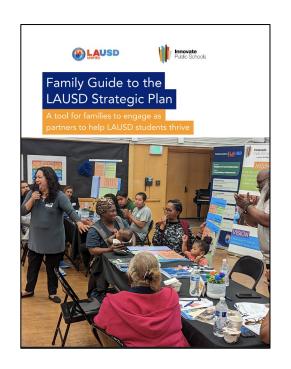| FALL	JANUARY	JUNE
Board Presentation / Retreat	Release of Annual Report on Previous School Year **Released when final year-end data for all Measures of Success are available**	End of Year Update

Download the full Strategic Plan and
Year 1 Report at

https://achieve.lausd.net/StrategicPlan

The purpose of the Family Guide is to **equip and empower our parents and families to engage in powerful conversations** on how the Strategic Plan is being implemented at their school sites.

Download the Strategic Plan Family Guide

https://bit.ly/ips-FamilyGuide