

22-23 DRAFT District Goals and Initiatives

Goal 1: Student Achievement: The Arlington Public Schools will ensure that every graduate is prepared to enter and complete a post-secondary degree program, pursue a career, and be an active citizen in an ever-changing world by offering a rigorous, comprehensive, standards-based and data-driven PK-12 system of curriculum, instruction, and assessment that integrates social, emotional and wellness support.

Strategic Objective 1.1: Arlington Public Schools leaders and teachers will focus professional learning and instructional rounds on ensuring all students are equitably challenged and have access to rigorous and meaningful learning experiences. Metrics used to measure progress will include academic outcomes with a focus on closing achievement gaps for students of color and students with disabilities, as well as teacher lesson and unit plans, student work, student grades, performance on formative assessments, and student and teacher experience surveys.

Strategic Objective 1.2: Arlington Public Schools teachers, paraprofessionals and staff will receive professional development on how to integrate instructional practices that leverage social emotional skills, foster educator resilience, and promote whole student wellbeing. Materials, curriculum, training, coaching and data cycles to inform the creation of safe and supportive learning environments will be used to ensure all students experience school as optimal places for learning and belonging as measured by academic outcomes as well as YRBS, Culture and Climate Surveys, and SELIS assessments.

Strategic Objective 1.3: Arlington Public Schools will identify a new high-quality core literacy resource for instruction in Grades K-5 and will begin planning for implementation of the new resource in Fall 2023. Additionally, K-3 teachers will continue to focus on foundational reading skills including phonics, phonemic awareness, fluency, vocabulary and comprehension. Metrics used to measure progress will include teacher observation, student work, iReady and DIBELS which will both be administered 3 times a year.

Goal 2: Staff Excellence and Professional Development: The Arlington Public Schools will recruit, hire, retain, and build the capacity of a diverse staff to be excellent teachers and administrators by providing high quality professional development aligned to needs, instructional support, coaching, and an evaluation framework that fosters continuous improvement.

Strategic Objective 2.1: The Arlington Public Schools will provide engaging, choice-based professional learning courses across the district, with a focus on expanding culturally responsive teaching practices to promote deeper learning. Educators will have the opportunity to engage in ongoing, job-embedded professional learning and to take strategies from sessions directly back to their classroom practice.

Strategic Objective 2.2: The Arlington Public Schools will implement the "Overview of Design Thinking for Elementary Coaching in APS" Action Plan developed in 2021-22 as part of the district's expansion of elementary literacy coaches and implementation

of building-based literacy and math coaches and Instructional Leadership Teams.
Strategic Objective 2.3: The Arlington Public Schools will expand access to Teacher Leadership opportunities through partnership with the Brandeis University Teacher Leadership Fellowship Program and inclusion of teacher leaders in administrator learning sessions and school-based instructional leadership teams.
Goal Three – Resources, Infrastructure and Educational Environment: The Arlington Public Schools will offer a cost effective education that maximizes taxpayer dollars and utilizes best practices, academic research, and rigorous self-evaluation to provide students and staff the resources, materials and infrastructure required for optimum teaching and learning in a safe and healthy environment.
Strategic Objective 3.1: The Arlington Public Schools will build on the work of APS stakeholders to develop a new vision, mission, and strategic priorities in spring of 2022 by developing a 5-year Comprehensive Strategic Plan for the district, to include academic, equity, financial, and operational goals and benchmarks, which will be completed in 2022 and will begin implementation in January of 2023.
Strategic Objective 3.2: The Arlington Public Schools will participate in the Deeper Learning Dozen and continue work to expand rigorous deeper learning experiences in curriculum and instruction throughout the district, with an explicit focus on educational equity and access to challenging learning experiences for all students.
Goal Four - Operations, Communications and Stakeholder Engagement: The Arlington Public Schools will be run smoothly, efficiently and professionally. The district will operate transparently and engage in effective collaboration and responsive communication with all stakeholders. It will provide timely, accurate data to support financial decision-making, envisioning of the district's future, and long-range planning in partnership with other Town officials. Through these actions it will create broad support for a high quality education system, that is the community's most valuable asset.
Strategic Objective 4.1: The Arlington Public Schools will support the third year of construction for the new high school, which will include construction of Phase 2. This will be accomplished by working with the Arlington High School Building Committee, Owner's Project Manager, Architects, and Construction Manager at Risk to develop design and phasing plans for the high school building project.
Strategic Objective 4.2: The Arlington Public Schools, in collaboration with the Facilities Department, will support the accelerated upgrade of facilities infrastructure including HVAC at Dallin Elementary and playgrounds at Stratton, Peirce, Bishop, and Brackett Elementary Schools and assessment of needed upgrades at Ottoson Middle School.
Strategic Objective 4.3: The Arlington Public Schools will implement a forward-looking and fiscally responsible budget planning process that is inclusive of the needs and perspectives of all cost center managers and stakeholders and that takes into account the needs of the district and financial constraints as enrollments stabilize.



Strategic Objective 4.4: The District will continue efforts on reducing the reliance on fossil fuels and electrifying assets for sustainability. In collaboration with the Facilities Department and Energy Manager, the district will complete an energy study which will start the foundation of a path forward to electrifying buildings for sustainability. In addition, the district will begin a plan to electrify the student transportation vehicle fleet.