



Five-Year Strategic Plan: Executive Summary

2023–2028

Overview of the Strategic Plan

The purpose of this strategic plan is to provide the Arlington Public Schools with a mission and vision statement, four strategic priorities, and a clear set of the twelve most crucial initiatives for the district to implement. Strategic plans are useful as statements of values, blueprints for planning, and prioritization guides for decision making. As a result of this Strategic Plan, by 2028, APS students and community members should enjoy the following tangible benefits:

- An instructional vision that provides a deeper baseline expectation of excellence across academic areas and teaching to support all students to excel.
- A strong sense of belonging and relationships between students, staff, & families.
- A Multi-Tiered System of Support that ensures that every student getting what they need is systematic, not haphazard or uneven.
- A strong, diverse faculty that feels valued, is well supported professionally, and is compensated accordingly.
- Modern, well maintained, and sustainable facilities, technology, food, & spaces.
- Improved expectations, systems, and resources for partnering with all families.

This plan represents the roadmap for APS to achieve these outcomes.

Arlington Public Schools Vision

The vision of the Arlington Public Schools is to be an equitable educational community where all learners feel a sense of belonging, experience growth and joy, and are empowered to shape their own futures and contribute to a better world.

Arlington Public Schools Mission

The Arlington Public Schools focuses on the whole child to create inclusive and innovative learning opportunities for all students, values diverse identities and ways of learning, prepares all staff to maintain high expectations while providing necessary supports, and sustains collaborative partnerships with families and the community.

This plan was developed by APS students, parents, staff, community members, and the school committee. The school committee voted to adopt the plan on March 30, 2023.

Strategic Priorities

The four priorities were developed to focus the work of APS in service of the vision and mission. The community team that identified them used a broad range of resources including student, parent, and staff surveys and the district's recent equity audit to ground the development of the priorities.

1

Ensuring Equity and Excellence

The Arlington Public Schools will ensure equity, excellence, and access to rigorous learning experiences for all students. All graduates will be prepared to achieve their choices of post-secondary education, career, and community contribution.

2

Valuing All Staff

The Arlington Public Schools will recruit and retain an excellent and diverse workforce by creating a collaborative and supportive culture for all staff; providing high-quality and relevant professional development; expanding opportunities for leadership and shared decision-making; and prioritizing representation, diverse perspectives, and expertise.

3

Improving Infrastructure, Operations, and Sustainability

The Arlington Public Schools will maintain a system of schools that is safe, well-maintained, sustainable, and fiscally responsible, with the appropriate tools and resources to support best educational practices and an optimum teaching and learning environment.

4

Sustaining Collaborative Partnerships

The Arlington Public Schools will partner collaboratively with families in meeting the educational needs of all students; facilitate consistent two-way communication; and provide timely, transparent, relevant, and accessible information to all stakeholders.

Five-Year Strategic Initiatives

Each of the twelve five-year strategic initiatives is aligned to one of the four priorities. Together, the initiatives provide a roadmap to get from our current conditions to the stated outcome of the priorities they enact.

Strategic Priority 1: Ensuring Equity and Excellence	Strategic Priority 2: Valuing All Staff
Initiative 1.1: Instructional Vision Initiative 1.2: Student Belonging and Adult Support Initiative 1.3: Implementing MTSS	Initiative 2.1: Pathway Programs Initiative 2.2: Reimagined Professional Development Initiative 2.3: Compensation
Strategic Priority 3: Improving Infrastructure, Operations, and Sustainability	Strategic Priority 4: Sustaining Collaborative Partnerships
Initiative 3.1: Inclusive and Modern Schools Initiative 3.2: Healthy Lunch for All Initiative 3.3: Enhanced Facilities Stewardship	Initiative 4.1: Before and After Care Initiative 4.2: Welcome Center and Registration Initiative 4.3: Communication and Partnership

Defining Focal Groups

The strategic plan identifies several “Focal Groups” for whom the district will track and monitor gaps in experiences and outcomes related to academic achievement; attendance; student, family, and staff experience; and other metrics outlined in this plan.

Addressing these gaps will require significant shifts in mindset, practice, and content, both for our staff and for members of the Arlington community. If we establish a system that accounts for all needs, all students will benefit.

- 1 Students, and the families and teachers of students, who have IEPs
- 2 Students, families, and staff who identify as Black or Hispanic/Latino
- 3 Students, families, and staff who identify as non-binary, lesbian, gay, bisexual, transgender, queer, intersexual, and asexual (LGBTQIA+)
- 4 Students who are multilingual learners (MLs) and their families, as well students and families who speak a language other than English as their primary language in the home
- 5 Students and families who are low-income