



NOLA-PS *Evolve*

2023-2028 Strategic Plan of Action





Table of Contents

- 3** Superintendent's Letter
- 4** Who We Are
- 5** Context
- 6** Where We've Been
- 7** Strategic Plan Overview
- 8** Commitment #1
- 9** Commitment #2
- 10** Commitment #3
- 11** Commitment #4
- 12** Acknowledgements



Letter from Superintendent



Dear New Orleans Community and Stakeholders,

I am delighted to share with you an exciting new chapter in the journey of our public school system. As the superintendent of NOLA Public Schools and on behalf of the Orleans Parish School Board, I am thrilled to introduce our comprehensive five-year strategic plan, NOLA-PS Evolve, which will guide our collective efforts towards transformative educational excellence for all our scholars and community.

Through my ABC Tour and countless other opportunities to listen and engage, my team and I believe that this strategic plan represents a collaborative endeavor, shaped by the valuable input and insights of our dedicated educators, administrators, school leaders, families, community leaders, and, most importantly, our students. Together, we have crafted a roadmap that builds upon our strengths and addresses the challenges we face as we strive for educational equity, innovation, and inclusive success. At the heart of our strategic plan lies a firm commitment to providing every student with an exceptional education, irrespective of their background or circumstances. We believe that education should be a transformative force, empowering our students to reach their full potential and equipping them with the skills and knowledge needed to thrive in an ever-changing world. As we embark on this transformative journey, I invite you to join us in shaping the future of education in New Orleans. Your voice, ideas, and involvement are crucial to our collective success. Together, we will build a school system that is a beacon of inspiration, innovation, and excellence—a system that truly prepares our students for a future filled with endless possibilities.

In the coming weeks, we will be hosting opportunities for dialogue to provide further insights into the strategic plan and gather your valuable feedback. I encourage you to participate, share your perspectives, and help us refine and strengthen our path forward. I am incredibly optimistic about what we can accomplish together. Let us seize this opportunity to create a transformative educational experience for every student, one that lays the foundation for their success and the success of our community. Thank you for your unwavering support, partnership, and commitment to our shared vision. Together, we will inspire, empower, and uplift every student, ensuring a brighter and more prosperous future for all.

With Joy,

Avis Williams, Ed.D.
Superintendent of NOLA Public Schools

Who We Are

Our Vision

All students receive a high-quality education that fosters their individual capabilities, while ensuring that they thrive, achieve physical and mental wellness, and are prepared for civic, social, and economic success.

Our Core Values

- Families should have access to the information they need to make the best choices to ensure success for their school-aged children.
- We should use our resources and position to respond to changing community needs as we refine our portfolio strategy.
- Individual schools should have the knowledge and tools to support them in adhering to high-quality standards guided by data, metrics, and tracking.
- We should continue to actively work with effective partners toward academic achievement for New Orleans' youth.
- We should be a national example of excellence in operations and coordination for our unique model.

Guiding Principles

- **Equity** – In access, policies, practices, and outcomes.
- **Achievement** – In our students' academic, social, mental, emotional, and cultural well-being.
- **Transparency** – in information sharing, communication, and accountability.
- **Efficiency** - in systems, process, and structures.
- **Transformation** – in a constantly changing environment.

Theory of Change

- **Vision** – The student experience we hope to build.
- **Outcomes** – the overall impact of our commitments.
- **Key Performance Indicators** - How we'll know if our strategies are working.
- **Strategies** – what we'll do to achieve our goals and impact our overall outcomes.
- **Goals** – what we hope to accomplish through the work of our priorities.
- **Priorities** – What we are prioritizing in our commitments.
- **Commitments** – Our primary focus for the next five years.
- **Mission, Guiding Principles, and Core Beliefs** – What we do, how we do it, and why.

Context

Since the onset of the NOLA Public Schools (NOLA-PS) strategic plan development in March of 2021, extensive educational research and collaborative engagement was conducted with hundreds of stakeholders. Through surveys, interviews, and focus groups, including community members, teachers, students, school principals, school leaders, and partners, the 2021-2025 strategic plan was created. With a strong foundation to build upon, we are honoring that work as we reimagine our path forward into the future of NOLA Public Schools with the 2023-2028 Strategic Plan of Action, **NOLA-PS Evolve**.

NOLA-PS Evolve is the evolution of NOLA Public Schools. **NOLA-PS Evolve** aims to provide a comprehensive approach to improving outcomes for students, staff, families, community, and the overall functioning of the District. This plan was crafted with intentionality, thoughtfulness, and a sense of urgency for our children. Through 6 superintendent transition team meetings with 40 community stakeholders, 30 citywide ABC tour meetings, 40 one-on-one meetings, 6 solution circles, and 10 strategic plan progress reviews inclusive of NOLA-PS staff, school leaders, and Orleans Parish School Board members, our stakeholders have been integral to the development of this plan. We are guided by our core beliefs and values. Amplifying the voices of a diverse representation of stakeholders provided us with clear direction, empowered by a common vision. To realize the vision of NOLA-Public Schools, our strategic plan of action addresses four commitments:

- Effective and Connected Communications: Being clear, consistent, and transparent; and centering the voices of students, staff, families, and community stakeholders.
- High Quality Schools: Providing a quality school environment that prioritizes the needs of the whole child.
- Student, Staff, and Community Well-being: Collaborating with diverse stakeholders to drive the best outcomes for students, staff, families, and community.
- Operational Excellence: Driving the most healthy and sustainable conditions to ensure long-term viability.




We believe in a high-quality education that prioritizes the needs of the whole child. Our Portrait of a Graduate embodies the essential qualities students will need to succeed in life today and beyond. They need to be skilled and confident communicators; leaders; creative, critical, and analytical thinkers; healthy humans; solution seekers; ethical, global, and cultural citizens; resilient achievers and continuous learners. It is this holistic development approach that **NOLA-PS Evolve** strives to promote for every student, in every school. By establishing our commitments, identifying our priorities, setting clear goals, determining our strategies, and measuring our progress, we will foster the educational and system level experiences our children deserve.

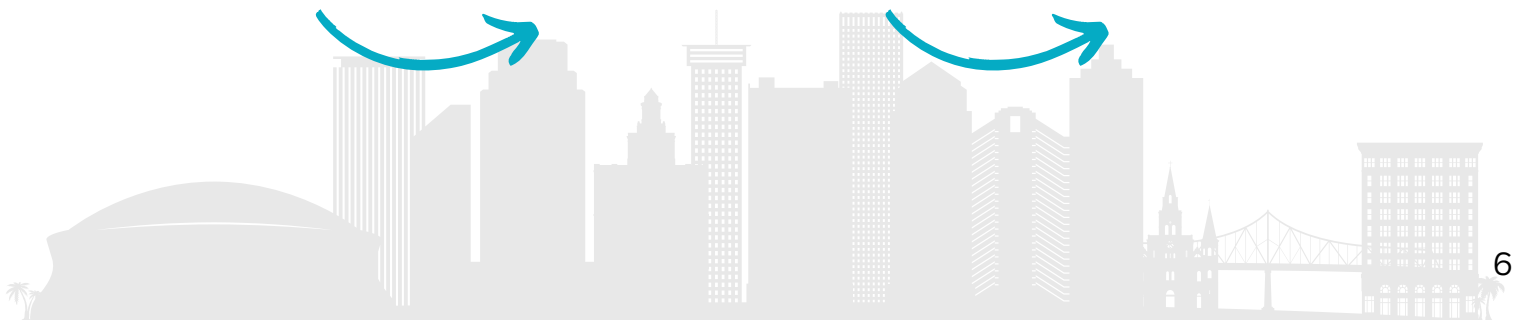
A successful strategic plan of action is a living document. **NOLA-PS Evolve** is designed to adapt to the evolving needs of our students, staff, families, and community. We are committed to implementing this plan with fidelity and transparency, regularly monitoring our progress, and making data-informed decisions to achieve our ambitious goals. Through our collective efforts, we have the power to positively impact lives, transform conditions in our communities, and contribute to a thriving city of New Orleans for our children. Let's get ready for NOLA-PS to evolve!



Where We've Been

The Evolution of Our Strategic Plan

Continuity of the 2021-2025 Strategic Plan	Expansion for Our 2023-2028 Strategic Plan of Action	Enhancing the Structure of Our Strategic Plan
 <p>We are maintaining the following areas of focus from the 2021-2025 Strategic Plan:</p> <ul style="list-style-type: none"> • Information Sharing and Communication • Portfolio Strategy • Charter School Accountability Framework • NOLA-PS Role Clarity • External Partnerships • Operational Infrastructure • System-Level Data Management • System Wide Partnerships • Family and Community Engagement 	 <p>We are expanding the 2023-2028 Strategic Plan of Action to include the following areas of focus:</p> <ul style="list-style-type: none"> • Student Voice • Mental Health and Trauma Support • School and Community Safety • Early Learners • Diverse Learners • Facilities • District Level Human Resources • System Wide Programming • School Attendance • Advancing Equity • Teacher and Leader Support • Long-Term Organizational Planning • Literacy • Portrait of a Graduate 	 <p>We are enhancing the structure of the 2023-2028 Strategic Plan of Action as follows:</p> <ul style="list-style-type: none"> • Moving from the language of strategic plan to a strategic plan of action • Clearly defining goals with corresponding strategies, priorities, and key performance indicators • Redesigning the layout of the plan • Elevating actions and outcomes from the 2021-2025 strategic plan • Including an implementation timeline



NOLA-PS *Evolve* : An Overview

Our Commitments



What This Means

What we commit to...	We believe this looks like...	We will prioritize...
Effective and Connected Communications	Being clear, consistent, and transparent; and centering the voices of students, families, educators, and community stakeholders	<ul style="list-style-type: none"> • Language Inclusion and Differentiation • Student Voice • Transparency • Clarity • Collaboration
High Quality Schools	Providing a quality school environment that prioritizes the needs of the whole child	<ul style="list-style-type: none"> • Portfolio Strategy • Charter School Accountability Framework (CSAF) • Early Learner Support • Literacy • Diverse Learner Support
Student, Staff, and Community Well-being	Collaborating with diverse stakeholders to drive the best outcomes for students, staff, families, and community	<ul style="list-style-type: none"> • Mental Health and Trauma Support • School Attendance • Family and Community Engagement • School and Community Safety • Advancing Equity • System Wide Partnerships • Teacher and Leader Support
Operational Excellence	Driving the most healthy and sustainable conditions to ensure long-term viability.	<ul style="list-style-type: none"> • Facilities • Finance and Funding • District Level Human Resources • Leveraging Data for Continuous Improvement • Long-term Organizational Planning



Commitment #1

Effective & Connected Communications

Our aim is to be clear, consistent, and transparent; and centering the voices of students, families, educators, and community stakeholders.

Goals

- By June of 2028, NOLA-PS stakeholder communication (messaging) will be accessible for visual and hearing impairments and available in English, Spanish, and Vietnamese.
- By June of 2028, at least 75% of student survey participants will express satisfaction with school and District opportunities for student engagement and student voice.
- By June of 2025, we will have established digital media processes, systems, and platforms for NOLA-PS communications to promote District and school level work, share progress and performance, and to manage the distribution of and access to of information for our stakeholders.
- By June of 2028, we will increase positive stakeholder perception of District communication by implementing a digital communication strategy, resulting in an annual improvement of 5% in stakeholder satisfaction with clarity in our messaging.
- By June of 2024, a multi-channel stakeholder engagement plan will be developed to support clear pathways for students, families, schools, and community to engage with NOLA-PS.



Commitment #2 High Quality Schools

Our aim is to provide a quality school environment that prioritizes the needs of the whole child.

Goals

- By June of 2024, the NOLA-PS 5-year portfolio plan will be developed and ready for District implementation in the 2024-2025 school year.
- By June of 2028, the NOLA-PS portfolio strategy will reflect District goals across quality, quantity, choice, and variety along with improved annual reporting.
- By June of 2028, the implementation of the Charter School Accountability Framework will drive data-informed decisions, supports, and interventions to improve student outcomes, promote a culture of continuous improvement, and ultimately result in higher quality schools across the district.
- By June of 2028, at least 75% of students, staff, and families surveyed will report that students have access to opportunities that prepare them for college, career, and life, and have experiences in and out of school that are connected to the NOLA-PS Portrait of a Graduate.
- By June of 2028, at least 75% of stakeholders will report satisfaction with the early childhood application and enrollment process.
- By June of 2028, at least 80% of indicators will be met on the early childhood eligibility audits.
- By June of 2028, NOLAPS will increase family access to literacy resources that promote learning for all students across charter networks.
- By June of 2028, NOLA-PS will develop and implement a diverse learner strategy and support framework to improve diverse learner subgroup performance across all schools.



Commitment #3

Student, Staff, & Community Well-being

Our aim is to collaborate with diverse stakeholders to drive the best outcomes for students, staff, families, and community.

Goals

- By January of 2025, we will establish strategic partnerships to launch and implement NOLA-PS sponsored and co-sponsored mental health and trauma initiatives that provide services and supports to students, families, schools, and community.
- By June of 2025, the District will develop, launch, and implement the data bridge system for the management and progress monitoring of student attendance.
- By June of 2028, at least 90% of student survey respondents will indicate they feel safe and welcomed at school.
- By June of 2028, stakeholder participation in NOLA-PS sponsored family and community engagement opportunities will increase by 10 percentage points.
- By June of 2028, families of diverse learners connected to appropriate support services will increase by 10 percentage points.
- By June of 2028, we will increase the percentage of historically underrepresented, underserved, and disenfranchised students in advanced learning opportunities, participating in specialized academic and arts programs, and attending the highest performing schools and schools with special admissions by 10 percentage points.
- By June of 2024, we will develop, launch, and implement the NOLA Public Schools Equity Framework.
- By January of 2025, we will create a database of District partnerships and system wide programming, their alignment to the strategic plan, expected outcomes, and impact on students, staff, schools, and/or community.
- By June 2028, we will establish a comprehensive system of ongoing support for teachers and school leaders in order to enhance professional growth, promote student success, and create a culture of collaboration across NOLA-PS.



Commitment #4

Operational Excellence

Our aim is to drive the most healthy and sustainable conditions to ensure long-term viability

Goals

- By June of 2028, district optimization will reflect an increase in the number of students in higher quality facilities, and an increase in facility utilization percentages across schools.
- By June of 2028, increase the utilization of surplus properties for community benefit as long term and/or short-term leases, and for sell.
- By June of 2028, the employee engagement index rate for NOLA-PS central office will improve from 50% to 75% on the employee engagement survey.
- By June of 2028, we will improve the index rate for organization culture and department morale from 2.9 to 3.5 on a scale of 4 based on the culture survey to support staff retention at NOLA-PS central office.
- By June of 2028, we will establish annual budgets aligned to the strategic plan, along with a corresponding two-year projection of funding allocations.
- By June of 2028, we will conduct at least two iterations of District Level Funding Allocations (DLFA).
- By January of 2025, we will develop, launch, and implement a data dashboard that will provide real-time, historical, and trend data to inform decisions for services, supports, and District action.
- By June of 2024, establish an organizational structure plan that maximizes the efficiency and effectiveness of NOLA-PS central office in alignment with the strategic plan of action.



Acknowledgements

Thank You!

On behalf of the NOLA-PS and the Orleans Parish School Board, we would like to thank all of the parents, students, teachers, school staff, school principals, charter board members, school and CMO leaders, partner organizations, community members, and transition team members who offered their invaluable input throughout this Strategic Planning process. We could not have crafted such an inclusive vision and plan without your engagement.

Orleans Parish School Board

- Olin G Parker, Board President (District 3)
- Carlos Luis Zervigon, Board Vice President (District 6)
- Leila Jacobs Eames, District 1 Board Member
- Ethan Ashley, District 2 Board Member
- Nolan Marshall Jr., District 7 Board Member
- Katherine Baudouin, District 5 Board Member
- Dr. Donaldo R. Batiste, District 4 Board Member

Strategic Plan Vendor

