

GREEN DOT PUBLIC SCHOOLS CA
2025 Strategic Plan

Green Dot Public

schools

REIMAGINE 2025





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Chief Executive Officer



Friends and Families,

For over 20 years, Green Dot Public Schools California has helped to demonstrate what is possible in public education. We are excited to share the strategic plan we have developed to support our work to make education more equitable, regardless of a child's zip code.

We call this strategic plan Reimagine 2025.

We first revealed Reimagine 2025 in August of 2021, and we see this strategic plan as a roadmap to guide our work as we continue to raise the standard by providing a high-quality education to each and every scholar who enters the doors of our 18 schools.

We are pleased to share our Reimagine 2025 plan with you, and we invite you to dive into our work by interacting with this document.

We are proud of what we have accomplished, and we are more hopeful than ever about the impact we can have when we accomplish what this plan outlines.

Through your partnership as a stakeholder, parent, or advocate, we can continue to invest in the next generation of leaders who will ultimately shape the landscape of education tomorrow. Here's to reimagining together!

Sincerely,

*Dr. Cristina de Jesus
CEO & President
Green Dot Public Schools California*



There are **four high-level pillars** that will help guide our work in transforming public schools for our scholars and families. These pillars are rooted in supporting our scholars and staff, engaging our families, and building an academic model that can be implemented in schools anywhere.

Within each pillar, we have identified **key levers**, which are fundamental to supporting our strategic plan and our academic mission. Each key lever includes targeted **Strategies** to guide the work and **Measures of Success** to gauge the impact.

Together, we're building the foundation to create better classrooms and build more opportunities for our scholars and families in their pursuit of success in **college, leadership, and life**.

The Four Pillars of the Strategic Plan:



College Ready Learners

We will outperform the nation in preparing college graduates.



Highly Effective Team Members

We develop and retain top talent who are empowered, appreciated, and successful in their roles.



High Quality Replicable Model

We have built an organizational and school model that can be replicated within the larger public education system.



Engaging Families and Communities

Our parents are our partners. They strongly recommend and support our schools.

01 College Ready Learners

KEY LEVERS:

- 1A** Support the Needs of Every Scholar
- 1B** Ensure Academic Rigor for All
- 1C** Accelerate Learning
- 1D** Amplify the Assets and Needs of Black Scholars
- 1E** Empower Scholars to Navigate Purposeful College & Career Pathways
- 1F** Implement Innovative Practices





1A

Support the Needs of Every Scholar

WHY THIS MATTERS

A systematic and interdepartmental equity-based multi-tiered system of support, intentionally designed to be dynamic, responsive, and fluid. Will help us create a learning environment that supports and accelerates every child's academic, social-emotional, and behavioral needs.

OUR PRIORITY

Support the needs of each and every scholar by strengthening a multi-tiered system of support that is informed by data and continuous improvement.

STRATEGIES

- **Provide ongoing training** to build capacity in all stakeholders to understand the core principles of a multi-tiered system of support.
- **Develop and implement a data routine**, clear data questions, and a data calendar for progress monitoring.
- **Implement universal academic and social-emotional screeners** to assess the quality and fidelity of universal supports.
- **Apply learning from improvement science** to adjust programs and systems at the universal, additional, and intensified support levels.

Support the Needs of Every Scholar

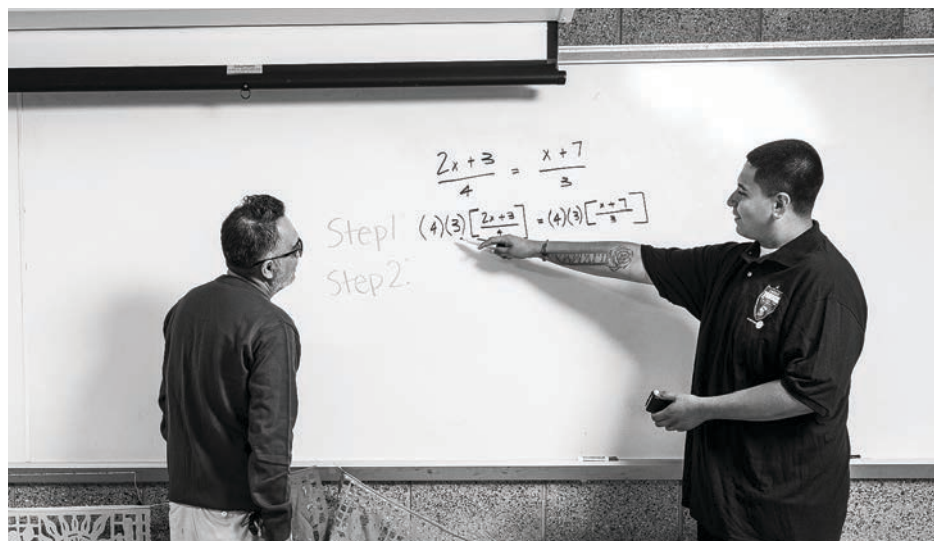
PILLAR 1
College Ready Learners

RESOURCES

- [Internal Framework: Green Dot's MTSS Framework and Examples of Supports](#)
- [Anchor text: Leading Equity Based MTSS](#)
- [Partners in the Field: SWIFT Education Center](#)
- [High Quality External Resources from Experts in the Field: Equity Based MTSS Resource Document](#)

Key Data Sources

- [Universal Screeners \(Math: iReady, ELA, RI, SEL: SEL Screener\)](#)
- [Power 2025 Goals Tableau Report](#)



MEASURES OF SUCCESS

By 2025, we will:

1. More than 85% of our alumni attending 4 year colleges reach day 1 of year 2.
2. More than 85% of scholars met or exceeded their ELA growth goal in RI and their math growth goal in iReady.
3. More than 85% of our scholars are proficient in ELA and Math state assessments.
4. More than 90% of our scholars recommend Green Dot CA to a friend.

1A



1B

Ensure Academic Rigor for All

OUR PRIORITY

All scholars must have access to rigorous grade-level instruction that prepares them for college, leadership, and life. We measure our success through scholar achievement and academic growth.

WHY THIS MATTERS

We know that scholars achieve their full potential when expectations are high and clear. Our instruction should be aligned to grade-level, college ready standards. Scholars and families should have clear and consistent feedback on scholars' academic achievement as they strive to meet their academic potential.

STRATEGIES

Instructional Support: Invest on professional partnerships with Relay Graduate School of Education, Unbound Ed, and the Lavinia Group to provide frequent and targeted coaching and professional development to ensure:

- **Intellectual Preparation:** Teachers ensure that they are planning units and lessons that are academically rigorous as defined by grade-level standards and utilizing aligned curricula to provide responsive, rigorous lessons for scholars.
- **Scholar Work Analysis:** Teachers analyze scholar work to assess progress towards mastery of content and opportunities for support when there is unfinished learning.
- **Grading for Equity:** Scholars and families receive feedback that reflects progress toward mastery that is clear and timely.

Ensuring Academic Rigor for All

PILLAR 1
College Ready Learners

RESOURCES

- [Standards Institute](#)
- [The New Teacher Project](#)
- [Grading for Equity](#)
- [Relay GSE](#)
- [Common Core](#)
- [NGSS](#)



MEASURES OF SUCCESS

By 2025:

1. More than 85% of our scholars are proficient in Math state assessments.
2. More than 85% of scholars met or exceeded their English language arts (ELA) growth goal in Reading inventory (RI).
3. More than 85% of scholars met or exceeded their math growth goal in iReady.
4. More than 90% of our scholars recommend Green Dot CA to a friend.
5. More than 85% of our high school graduates complete A-G requirements.

1B



1C

Accelerate Learning

WHY THIS MATTERS

Delivering on our mission, especially in this moment, requires us to work urgently towards dramatic gains in scholar achievement. Accelerating learning empowers scholars to master grade-level content and pursue rigorous coursework that prepares them for college, leadership, and life.

OUR PRIORITY

Innovate on our core academic program to accelerate learning, meet individual scholar needs and ensure that every scholar is high school and college-ready by the time they graduate.

STRATEGIES

- **High impact math tutoring** for small groups of scholars in math intervention courses.
- **Changemaker Academy**: Weeklong intensive literacy-based acceleration academy for rising 7th graders.
- **Fall, Winter, Spring and Summer Bridge** activities to welcome scholars back from breaks with opportunities to cultivate joy and connection as well as provide them with the support they need to succeed in their classrooms.
- **Just in time intervention**: Focus on intellectual preparation for each lesson to ensure teachers are prepared to provide support and intervention during the lesson.
- **¡Mas Ánimo!**: Enrichment, teambuilding, leadership focused expanded learning programs to provide additional opportunities for learning outside of the classroom.

Accelerate Learning

PILLAR 1
College Ready Learners

RESOURCES

- [Saga Tutoring Instruction](#)
- [Lawrence Public Schools Case Study](#)



MEASURES OF SUCCESS

By 2025:

1. More than 85% of our scholars are proficient in English Language Arts and Math state assessments.
2. More than 85% of our scholars met or exceeded their ELA growth goal in RI.
3. More than 85% of scholars met or exceeded their math growth goal in iReady.
4. More than 90% of our scholars recommend Green Dot CA to a friend.

10



Amplify the Assets & Needs of Black Scholars

WHY THIS MATTERS

We are helping to close opportunity gaps for our Black scholars and families through implementing more asset-based practices that empower our scholars to thrive both academically and socioemotionally.

OUR PRIORITY

Focus on the assets of Black scholars, listen to their needs and provide targeted support to Black scholars and families.

STRATEGIES

- Identify and support African American Achievement Leads at each Green Dot CA school to **implement strategies to support Black scholars** and monitor progress.
- **Quarterly Black parent workshops** focused on school engagement & college preparedness.
- Strategic focus on **disrupting the gap in chronic absence for Black scholars** via universal, additional and intensified supports.
- **Black scholar advisory pilot program** to leverage collectivism and scholar strengths to support scholars getting to and through college.
- Annual Legacy **Conference for all Green Dot CA employees** focused on developing the mindsets and skill sets necessary to support Black Scholars.

Amplifying the Assets and Needs of Black Scholars

PILLAR 1
College Ready Learners



RESOURCES

- [Supporting the African American Learner](#)
- [Every Day Anti Racism](#)

MEASURES OF SUCCESS

By 2025:

1. Less than 5% of our Black scholars are chronically absent.
2. Less than 5% of Black scholars have been suspended.
3. More than 85% of our Black scholars graduate high school having completed A-G requirements.
4. More than 90% of Black scholars are retained year over year.

1D



1E

Empower Scholars to Navigate College and Career Pathways

WHY THIS MATTERS

Scholars who obtain a college degree are more likely to achieve long-term success in life.

OUR PRIORITY

We help scholars to and through college via a coordinated four-part program that supports them to apply, enroll, attend, and persist.

STRATEGIES

- **Implement CAColleges.edu** by the California College Guidance Initiative (CCGI) as a tool to systematically and purposefully explore college and career pathways with each scholar.
- Provide learning opportunities for parents and families to increase their knowledge of college and career pathways.
- Increase access to **dual enrollment or Career Technical Education (CTE) courses** via college and career access pathways (CCAP).
- Train counselors and College Success Advisors on **college fit and match** to increase the number of college graduates.
- Reduce summer melt by providing **college transition supports**, such as Alumni Champions.

Empower Scholars to Navigate College and Career Pathways

PILLAR 1
College Ready Learners



RESOURCES

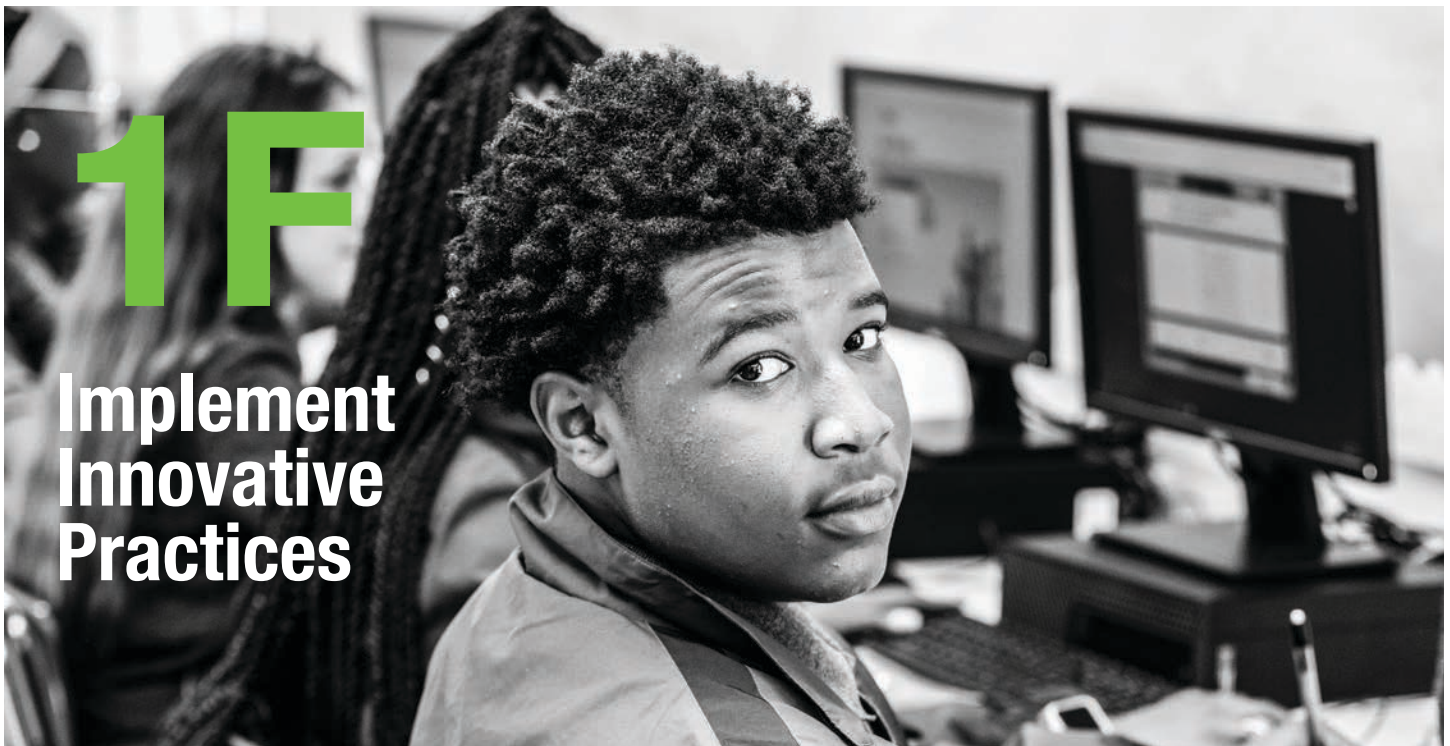
- > [GDPS- CA Persistence Report](#)
- > [Dual Enrollment Lesson](#)
- > [CTE Overview](#)
- > [Families in Schools](#)
- > [CCGI Lessons](#)
- > [What College Cost for Low-Income Californians: 2020](#)
- > [Postsecondary Advising Bellwether Report](#)
- > [College List Development Resources](#)
- > [College Fit and Match Bellwether Report](#)

MEASURES OF SUCCESS

By 2025:

1. More than 85% of our alumni attending four year colleges reach day one of year two.
2. More than 35% of graduates complete college within six years, exceeding the national average.
3. More than 85% of our high school graduates complete A-G requirements in preparation for college.

1E



1F Implement Innovative Practices

OUR PRIORITY

As a learning organization, we must continue to evolve and codify the Green Dot CA model, learn from best practices and innovate in order to prepare our scholars for college, leadership, and life. Our mission invites us to continue to innovate using high-quality, research-based practices from the education sector and beyond.

WHY THIS MATTERS

The Green Dot CA Academic Model is unique in that it calls on us to remain agile, innovative and continually reflective. We are preparing scholars to be 21st Century learners who collaborate, communicate, think critically and creatively. As the landscape of education changes, we need to meet the moment and implement innovative practices to meet the needs of ALL of our scholars.

STRATEGIES

- **Instructional Technology:** Meaningfully integrate technology into Green Dot CA's classrooms in ways that increase scholar engagement, empowers scholar learning and advances scholar outcomes.
- **Innovation Pilots:** Research and pilot innovative practices that will strengthen the Green Dot CA model. Study implementation to extend high impact pilots across all schools.
- **Model Flex Schools:** Engaging the school community in identifying a specialized program/focus for the school to create, innovative course pathways and accelerate outcomes.

Implement Innovative Practices

PILLAR 1
College Ready Learners



RESOURCES

- [21st Century Learners](#)
- [The Center on Reinventing Public Education \(CRPE\)](#)
- [The Canopy Project](#)
- [Challenging Assumptions about American Education](#)
- [Roads to Reinvention - Stories](#)

MEASURES OF SUCCESS

By 2025, we will:

1. More than 85% of our high school graduates complete A-G requirements in preparation for college.
2. More than 90% of our scholars recommend Green Dot CA to a friend.
3. More than 90% of parents recommend Green Dot CA to a friend.
4. All schools will be fully enrolled by norm day.

1F

2 Highly Effective Team Members

KEY LEVERS:

2A Disrupt Systemic Racism and Bias





2A

Disrupt Systemic Racism and Bias

OUR PRIORITY

Plan and operationalize anti-bias/anti-racist practices throughout the organization, in response to data.

WHY THIS MATTERS

Scholars will realize their full potential when we disrupt systemic racism and bias in the educational system and create a system that is designed to ensure the success of every scholar.

STRATEGIES

- Facilitate organization-wide book studies focused on **identifying everyday anti-racist practices** in schools.
- Provide ongoing training on how to identify and **interrupt micro-aggressions** and engage in conversations about race.
- Develop a multi-year policy review process through the lens of **diversity, equity, and inclusion and anti-bias**.
- Onboard all employees regarding our commitment and **expectations of anti-racist and anti-bias practices**.
- Help all **team members develop and facilitate mindsets** and skill sets necessary to implement restorative practices.
- Progress monitor implementation of **culturally responsive teaching practices**.

Disrupt Systemic Racism and Bias

PILLAR 2
Highly Effective
Team Members

RESOURCES

> [Everyday Antiracism](#)



MEASURES OF SUCCESS

By 2025:

1. Annually, 5% or less of scholars are chronically absent.
2. Annually, less than 5% of scholars have been suspended.
3. More than 85% of scholars graduate high school having completed A-G requirements.
4. More than 90% of scholars are retained year over year.

2A

High Quality Replicable Mode



KEY LEVERS:

3A Maximize Scholar Enrollment



Maximize Scholar Enrollment

WHY THIS MATTERS

Full enrollment allows Green Dot CA schools to become replicable and allow schools to offer scholars the academic support needed to succeed in college, leadership and life.

OUR PRIORITY

Green Dot CA will effectively resource a data-driven scholar recruitment program that delivers fully-enrolled schools with diverse populations, which are reflective of the communities they serve.

STRATEGIES

- Create tools and systems to **make data accessible** and actionable.
- Develop **strong internal and external recruitment** focused communication plans.
- **Clarify and codify the typical enrollment pathway** to inform recruitment and enrollment practices and inform all stakeholders how they can support scholar recruitment.
- Develop and deploy **current scholar, alumni, and parent testimonials** to help tell each school's story to perspective families.
- Green Dot CA and **United Parents and Students (UPAS)** align on timeline for annual goal setting along with methods for monitoring goal progress.
- Develop and implement a **plan of action to make Green Dot CA schools competitive options** and welcoming & nurturing places for Black families.

Maximize Scholar Enrollment

PILLAR 3 - High Quality
Replicable Mode



MEASURES OF SUCCESS

By 2025:

1. All independent schools will have a lottery.
2. All schools will be fully enrolled by Norm Day, the 20th school day of each year.
3. All schools will meet their net income targets.
4. School demographics will match those of the communities they serve.

3A

04 Engaging Families and Communities

KEY LEVERS:

4A

Strengthen Relationships and Cultivate Joy



Strengthen Relationships and Cultivate Joy

OUR PRIORITY

Fostering a web of healthy relationships for each and every Green Dot CA scholar.

WHY THIS MATTERS

Supportive relationships from multiple sources predict engagement and meaningful learning. Scholars who experience strong developmental relationships are more likely to report a wide range of social-emotional strengths and other indicators of well-being and thriving. Scholars with strong relationships are more resilient in the face of stress and trauma. Scholars do better when they experience a strong web of relationships with many people.

STRATEGIES

- Build capacity and knowledge of all stakeholders, including parents and scholars, in **restorative practice** and the role of relationships in restorative practice.
- Partner with schools and partners to **identify multi-tiered supports** necessary to deepen all scholars' connections to learning and their school community.
- Progress **monitor the health of restorative practices and school culture** across the organization through both observation and data analysis.

Strengthen Relationships and Cultivate Joy

PILLAR 4 - Engaging
Families and
Communities



MEASURES OF SUCCESS

By 2025:

1. More than 90% of our scholars recommend Green Dot CA to a friend.
2. Less than 5% of our scholars are chronically absent.
3. Less than 5% of our scholars have been suspended.

4A



Stay in touch



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