GREEN DOT PUBLIC SCHOOLS, CA
2025 Strategic Plan
REIMAGINE 2025
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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 role.
- **High Quality Replicable Model**: We have built a high-quality 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.
Support the Needs of Every Scholar

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

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.

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.
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.

RESOURCES

> Internal Framework: GreenDot’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

Key Data Sources

> Universal Screeners (Math: iReady, ELA, RI, SEL: SEL Screener)
> Power 2025 Goals Tableau Report

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

MEASURES OF SUCCESS
By 2025:

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

RESOURCES
- Standards Institute
- The New Teacher Project
- Grading for Equity
- Relay GSE
- Common Core
- NGSS

PILLAR 1 - College Ready Learners

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.

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 Animot: Enrichment, teambuilding, leadership focused expanded learning programs to provide
Ensuring Academic Rigor for All

PILLAR 1
College Ready Learners

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.

RESOURCES
> Saga Tutoring Instruction
> Lawrence Public Schools Case Study

PILLAR 1 - College Ready Learners

Amplify the Assets & Needs of Black

1D

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.
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.

RESOURCES
> Supporting the African American Learner
> Every Day Anti Racism

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

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 LowIncome 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
3. More than 85% of our high school graduates complete A-G requirements in preparation for college.

1F Implement Innovative Practices

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.

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.

STRATEGIES
- Instructional Technology: Meaningfully integrate technology into Green Dot CA’s classrooms in ways that increase scholar engagement, empowers scholar learning and advances scholarly 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

MEASURES OF SUCCESS
By 2025:

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.

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

HIGHLY EFFECTIVE TEAM MEMBERS

KEY LEVERS:
2A Disrupt Systemic Racism and
Disrupt Systemic Racism and Bias

2A

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.

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

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.

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.

RESOURCES
> Everyday Antiracism
High Quality Replicable Model

**KEY LEVERS:**

* 3A 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.

**STRATEGIES**

- Create tools and systems to make data accessible and actionable.
- Inter-departmental collaboration to develop strong internal and external recruitment focused communication plans.
- Clarify and codify the typical prospective student journey 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 recruitment.
- Develop and implement a plan of action to make Green Dot CA schools competitive options and welcoming & nurturing places for all students and families.
Maximize Scholar Enrollment

PILLAR 3 - High Quality Replicable Model

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.

KEY LEVERS:

Engaging Families and Communities

3A

4A Strengthen Relationships and Cultivate Joy
PILLAR 4 - Engaging Families and Communities

Strengthen Relationships and Cultivate Joy

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.

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

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 multilitered 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.

MEASURES OF SUCCESS
By 2025:
1. More than 90% of our scholars recommend Green Dot CA to a friend.
2. Less than 10% of our scholars are chronically absent.
3. Less than 5% of our scholars have been suspended.
Stay in touch

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