

Green Dot Public **schools**

REIMAGINE

Strategic Plan



Green Dot
Public **schools**



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Chief Executive Officer & President



Dear Friends and Family,

For over two decades, we have reimagined what public education can and should be. I'm honored to share our strategic plan, Reimagine, that will shape the next chapter of our journey towards educational equity.

Reimagine is our rallying cry and roadmap for the future. It's a bold vision developed hand-in-hand with our students, families, educators and partners who share our belief: every student deserves to thrive.

Our plan builds on Green Dot's foundations of academic rigor, developing leadership skills, and nurturing young minds. Key levers include ensuring academic rigor for all scholars, accelerating learning, amplifying the assets and needs of Black scholars, and empowering purposeful college and career pathways.

But we refuse to stand still. Reimagine pushes us to question the status quo, remove systemic barriers, and raise the bar even higher for the 10,000 students we serve.

Imagine scholars tackling issues in their communities. Imagine graduates ready to take on the world. Imagine diverse voices leading education innovation. This future is within our grasp.

The goals in this plan are ambitious by design. They challenge us to expand access, advance justice, and keep students' needs at the center of all we do. This work is hard, but the Green Dot family never shies away from hard work.

Together, we will turn this vision into a reality. I ask you to join our community as we Reimagine. Your partnership as engaged stakeholders is critical. With collective drive and care, we will invest in the next generation of change-makers.

Let's get to work reimagining what's possible. Our students are counting on us.

Sincerely,

A handwritten signature in blue ink that reads "Cristina de Jesus". The signature is fluid and cursive, with a long horizontal line extending to the right.

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.



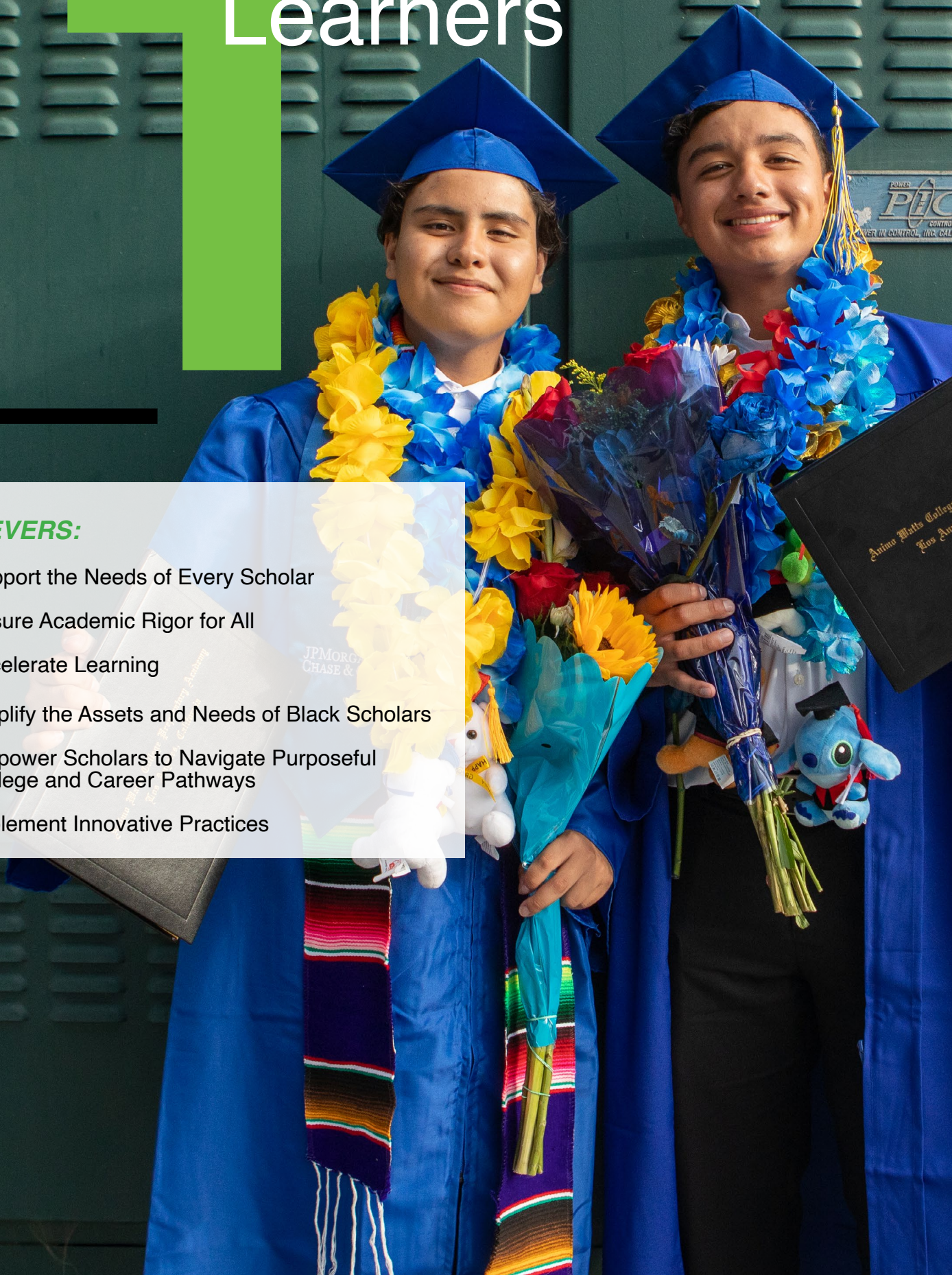
Engaging Families and Communities

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 and Career Pathways
- 1F** Implement Innovative Practices





1A

Support the Needs of Every Scholar

OUR PRIORITY

Meet 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

We are implementing an equity-based system of support. This will help us create learning environments that guide and accelerate 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.

Support the Needs of Every Scholar

PILLAR 1
College Ready Learners



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 MTSS Resource Document

Key Data Sources

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

MEASURES OF SUCCESS

By 2030:

1. More than 60% of our scholars are proficient in English language arts (ELA) state assessments.
2. More than 30% of our scholars are proficient in Math state assessments.
3. On average, students are meeting or exceeding 100% of their ELA growth goal.
4. On average, students are meeting or exceeding 100% of their Math growth goal.
5. More than 90% of our scholars recommend Green Dot California to a friend.

1A



1B

Ensure Academic Rigor for All

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 regarding academic achievement as they strive to meet their academic potential.

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.

STRATEGIES

Instructional Support: Invest in 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 plan units and lessons that are academically rigorous as defined by grade level standards and utilizing aligned curricula to provide responsive, rigorous lessons for scholars.
- **Student 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.

PILLAR 1
College Ready Learners

RESOURCES

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



MEASURES OF SUCCESS

By 2030:

1. More than 60% of our scholars are proficient in ELA state assessments.
2. More than 30% of our scholars are proficient in Math state assessments.
3. On average, students are meeting or exceeding 100% of their ELA growth goal.
4. On average, students are meeting or exceeding 100% of their Math growth goal.
5. More than 85% of our high school graduates complete A-G requirements.

1B



WHY THIS MATTERS

Delivering on our mission 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.

PILLAR 1
College Ready Learners



RESOURCES

- > Saga Tutoring Instruction
- > Lawrence Public Schools Case Study

MEASURES OF SUCCESS

By 2030:

1. More than 60% of our scholars are proficient in ELA state assessments.
2. More than 30% of our scholars are proficient in Math state assessments.
3. On average, students are meeting or exceeding 100% of their ELA growth goal.
4. On average, students are meeting or exceeding 100% of their Math growth goal.
5. More than 85% of middle school students are high school ready in ELA by the end of 8th grade, (Reading Inventory: 1050).
6. More than 85% of middle school students are high school ready in Math by the end of 8th grade (I-Ready: 541).

1C



Amplify the Assets and Needs of Black Scholars

WHY THIS MATTERS

We seek to close opportunity gaps for our Black scholars and families through 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** focus 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 2030:

1. On average, students are meeting or exceeding 100% of their ELA growth goal.
2. On average, students are meeting or exceeding 100% of their Math growth goal.
3. More than 85% of our Black scholars graduate high school having completed A-G requirements.
4. More than 90% of Black scholars would recommend a Green Dot school to a friend.
5. Less than 10% of our Black scholars are chronically absent.
6. Less than 5% of Black scholars have been suspended.

1D



Empower Scholars to Navigate Purposeful 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 Purposeful 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
- > Post-Secondary Advising Bellwether Report
- > College List Development Resources
- > College Fit and Match Bellwether Report



MEASURES OF SUCCESS

By 2030:

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.
4. Less than 10% of our scholars are chronically absent.

1E



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, and 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:** Engage the school community in identifying a specialized program or focus for the school to create innovative course pathways and accelerate outcomes.

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 - StoriesStories



MEASURES OF SUCCESS

By 2030:

1. More than 35% of graduates complete college within six years, exceeding the national average.
2. Less than 10% of our scholars are chronically absent.
3. More than 90% of our scholars recommend Green Dot CA to a friend.
4. More than 90% of parents recommend Green Dot CA to a friend.

1F

Highly Effective Team Members

KEY LEVERS:

- 2A Disrupt Systemic Racism and Bias
- 2B Make Green Dot the Best Place to Do Inspirational Work





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, 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.
- Monitor progress of implemented **culturally responsive teaching practices**.

PILLAR 2
Highly Effective Team Members



RESOURCES

> Everyday Antiracism

MEASURES OF SUCCESS

By 2030:

1. More than 60% of our students are proficient in ELA state assessments.
2. More than 30% of our students are proficient in Math state assessments.
3. More than 90% of our scholars recommend Green Dot CA to a friend.

2A



2B

Make Green Dot the Best Place to Do Inspirational Work

OUR PRIORITY

This work is hard and we strive to forge a committed workforce that is driven by an unwavering passion to help ensure students realize their full potential.

WHY THIS MATTERS

We recognize that this is complex and challenging work and that success requires an empowered, supported, and diverse team.

STRATEGIES

- **Build effective teams** by sourcing and retaining strong talent, investing in our workforce to *grow our own*, and hold the bar high for performance so that individuals serve our students and families with a passion for excellence.
- **Foster an inspired culture** that empowers staff to do their best work so that they feel successful, appreciated, and empowered.
- **Continue to develop an employee value proposition that offers comprehensive compensation packages** with competitive pay, benefits, and a commitment to employee welfare.
- **Ensure our employment practices are free from racism and bias** by continuing to make GDPSC an inclusive workplace where the diversity of our workforce is reflective of the LA area and the communities we serve, and where employees feel a strong sense of belonging.

Make Green Dot the Best Place to Do Inspirational Work

PILLAR 2
Highly Effective Team Members



MEASURES OUR SUCCESS

By 2030:

1. More than 90% of our team members recommend Green Dot Public Schools CA as an employer.
2. More than 90% of our team members return each year.
3. More than 85% of our team members meet the standard every year.

2B

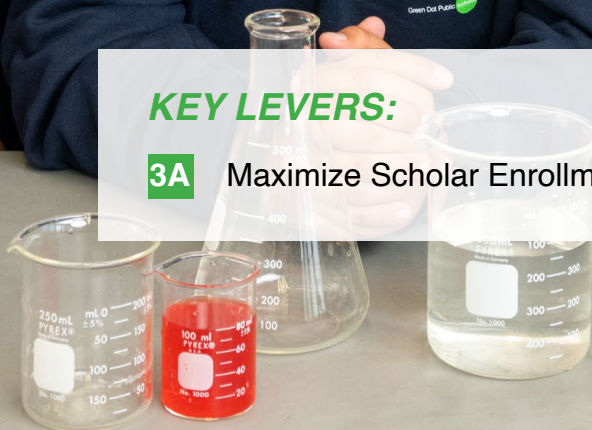
03

High Quality Replicable Model



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 prospective families.
- Green Dot CA and **United Parents and Students (UPAS)** align on a 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 and nurturing places for Black families.

PILLAR 3 - High Quality Replicable Model



MEASURES OF SUCCESS

By 2030:

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.

3A

04 Engaging Families and Communities

KEY LEVERS:

4A Strengthen Relationships and Cultivate Joy





4A

Strengthen Relationships and Cultivate Joy

WHY THIS MATTERS

Supportive relationships from multiple sources lead to 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. For example, students with a greater network of relationships are often more capable of coping with stress and trauma.

OUR PRIORITY

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

STRATEGIES

- Build capacity and knowledge among all stakeholders, including parents and scholars, in restorative practice.
- Partner with schools and partners to identify multi-tiered support 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 2030:

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.


4A



Stay in touch

 (323) 565-1600

 info@greendot.org

 Green Dot Public Schools California
1149 S. Hill St., Ste 600
Los Angeles, California 90015

