



PUBLIC EDUCATION FOUNDATION

STRATEGIC PLAN 2018-2021

The Public Education Foundation (PEF) is a non-profit organization that supports the transformation of public education so that every student is prepared for success. We are working to ensure Chattanooga is a globally competitive community where all public school students are engaged in rigorous learning that prepares them to pursue their chosen path to success in life.



PUBLIC EDUCATION FOUNDATION

PEF Vision

We are a globally competitive community where all public school students are engaged in rigorous learning that prepares them to pursue their chosen path to success in life.

PEF Mission

PEF supports the transformation of public education so that every student is prepared for success.

PEF Core Beliefs

We believe...

- In the power of public education to transform communities
- Every student can succeed, regardless of neighborhood or background
- All children need to be safe, nurtured, and supported to succeed
- Success comes in many forms – learners have unique needs, talents, and aspirations
- Equity is about fairness, opportunities, and inclusion, and is possible when practiced every day, at every level
- All public schools must have highly effective teachers and leaders who, in turn, have excellent on-going training and support
- Creating and sustaining high-performing public schools demands the support of an entire community

Goal #1: Successful Students

PEF creates and implements programs that provide equitable and accessible opportunities that empower public school students to choose their pathway to success in college, career, and life.

Outcomes

PEF will work in collaboration with Hamilton County Schools and numerous community partners to realize the following outcomes by 2021...

- All students will make informed decisions about their best pathway to post-secondary success.
- Educators will have the skills, capacity, and networks to support students in pursuing their best pathway to post-secondary success.
- Key state and local leaders will have a shared understanding of student success.
- National, state, and local leaders will invest in student success by providing resources and opportunities for students to prepare for post-secondary success.
- Access to post-secondary pathways is equitable, and not determined by income or race.

Measures of PEF's Success

Our success will be evidenced by...

- STEP-UP Chattanooga will provide extraordinary internships for at least 750 high school students and at least 90% of these students will graduate from high school and immediately matriculate to a two or four year college, enlist in the military, or begin earning a certificate that has value in the local job market.
- Camp College will provide extraordinary support to at least 250 students who will be the first in their family to graduate from college; as a result, at least 95% of these students will enroll in college and more than 75% will graduate from college.
- Within six months of graduating from high school, 85% of all Hamilton County public school students will enroll in college, a program that grants a certificate with value in our market, or the military.
- Low income, first generation college students from Hamilton County will enroll, persist, and graduate at the same rate as all students or at an even higher rate than all students.

Goal #2: Great Teachers

PEF attracts talent into the teaching profession and cultivates great teachers who passionately and consistently propel students toward a successful future.

Outcomes

PEF will work in collaboration with its partners to realize the following outcomes by 2021...

- Establish a talent pipeline that results in a diverse pool of effective teachers.
- Develop teachers as difference-makers ready to work with strong leaders to affect positive change in their schools.
- Recruit career changers into the teaching profession.
- Positively influence the quality of the district's other talent pipelines.
- Increase equity for students by attracting effective teachers to teach in the schools where they can have the most impact.

Measures of PEF's Success

Our success will be evidenced by...

- Through Project Inspire, annually prepare at least 25 extraordinary teachers who, upon graduation, will help transform a high poverty school.
- Graduates of Project Inspire will outperform teachers from traditional teacher preparation programs, according to Hamilton County's teacher evaluation system, Project Coach.
- Students taught by Project Inspire teachers will learn more, according to TVAAS, and be more engaged in their learning, according to an annual student survey.
- As a group, Project Inspire graduates will be dramatically more racially diverse than the Hamilton County teacher corps.
- Our graduates will remain as teachers at a rate significantly higher than other teachers working in high poverty schools.

Goal #3: Great School Leaders

PEF collaborates with partners to develop effective public school leaders who create learning environments that inspire exploration, discovery, and wonder and yield exceptional levels of student learning.

Outcomes

PEF will work in collaboration with its partners to realize the following outcomes by 2021...

- Collaborate with Hamilton County Department of Education to align all the programs that comprise the Hamilton County Leadership Pipeline with Standards for Leadership Skills and Competencies as recommended by Vanderbilt University's Peabody Institute for Research.
- At least 80% of new Hamilton County principals will be graduates of Leadership Fellows and the Principal Leadership Academy (PLA) and will be provided induction support through a trained coach.
- Principals who are graduates of the Hamilton County Leadership Pipeline will drive outstanding improvement in student achievement.
- The dialogue between business and educational leaders will be enhanced through the PLA executive business mentoring program, PEF programs aligned with Chattanooga 2.0 recommendations, and individual program content amplifying real world application.
- Leadership programs that PEF supports will continue to expand to regional public school systems beyond Hamilton County.

Measures of PEF's Success

Our success will be evidenced by...

- Graduates of the Hamilton County Leadership Pipeline programs (Leadership Fellows, Principal Leadership Academy, and induction coaching) will be highly effective and earn either a 4 or a 5 in their annual evaluation.
- Schools led by graduates of the Hamilton County Leadership Pipeline will show high levels of growth in achievement, as measured by TVAAS and in percentage of students who earn "on-track" or "mastered" status on End of Course exams.
- Students enrolled in schools led by graduates of the Hamilton County Leadership Pipeline will report high levels of engagement in their learning and a high level of safety and support from the staff.
- Teachers in schools led by graduates of the Hamilton County Leadership Pipeline will earn excellent (4 or 5) scores in their annual evaluations at rates higher than the district's average. In annual surveys, teachers in schools led by graduates of the Hamilton County Leadership Pipeline will report higher rates of satisfaction and support than the district's average.
- Student Engagement scores, as measured by a reliable student survey, will be significantly higher in schools led by graduates of the Hamilton County Leadership Pipeline.

Goal #4: Innovative Teachers, Students, Schools, and Communities

PEF attracts, develops, and incubates innovations that increase student engagement and learning and improve public education.

Outcomes

PEF will work in collaboration with its partners to realize the following outcomes by 2021...

- Inspire teachers, leaders, and students to design innovative strategies that improve public education.
- Provide cross-collaborative experiences and leadership opportunities that empower schools to innovate and make change.
- Be identified as a global leader in developing and implementing innovative strategies that enhance student learning experiences and develop school leaders.
- Effectively engage business and community partners in transforming public education.
- Chattanooga will inspire other communities to adopt technology or other innovations that improve educator effectiveness.

Measures of PEF's Success

Our success will be evidenced by...

- Through a growing and changing selection of programs in our Innovation Hub, PEF will provide at least 1,000 teachers with opportunities to explore and try out innovations that can increase student engagement and learning.
- Each year, a significant subset of teachers engaged in programs in PEF's Innovation Hub will develop and implement innovations that increase student learning and engagement, as measured by traditional and non-traditional measures.
- Teachers adopting technology and other innovations will be more effective as measured by one or more of the following measures: teacher evaluation scores, value-added scores, or student engagement measures.

Goal #5: Effective and Sustainable Organization

PEF is a vibrant and sustainable organization.

Outcomes

Annually from 2018 to 2021, PEF's Board members and staff will work together to...

- Create a balanced annual budget with diverse sources of revenue and increasing levels of local support.
- Secure revenues adequate to annually fund strategic programs.
- Employ the time and talents of Board members to support the mission of PEF.
- Meet or exceed annual goals for implementing best practices in governance.

- Meet or exceed annual goals for fostering a positive staff culture.
- Attract exceptional staff and empower them to dedicate their talents towards PEF's mission.
- Attract and retain Board and staff members who are diverse in gender, race, ethnicity, and age.
- Increase awareness and understanding of PEF's goals and strategies among key stakeholders.
- Maintain an effective and collaborative relationship with Hamilton County Department of Education and increase the variety and quality of partnerships with other organizations and institutions.

Measures of PEF's Success

Our success will be evidenced by...

Benchmark attainment of a 5% annual increase in PEF's *Organizational Wellness Index (OWI)* which is a composite of:

Fiscal Components (25%)		Community and Professional Connections (25%)		Governance Components (25%)		Workplace Culture Components (25%)		
1. Balanced Budget	2. Funding Diversity	3. Community Support	4. Sufficient Funding	1. Board Member Support	2. Partnership Variety and Quality	3. Stakeholder Awareness and Understanding	1. Subset of Governance Scores from Annual Staff Survey	1. Workplace Culture Score from Annual Staff Survey