



Dear DCPS Community:

Just over a decade ago, our city made the choice to transform the way public education in the District of Columbia works for our students, families, and educators. In order to set more young Washingtonians up for success in school and in life, we made the choice to invest in the modernization of outdated buildings throughout our city while also looking at every aspect of how teaching and learning was happening in our schools.

As many will remember, at first the reforms simply meant getting books and other supplies out of warehouse boxes and into classrooms. Then, we doubled-down on measuring student achievement, because we knew that in order to fix our system's opportunity gaps, we had to understand them. As we learned more about where and how students were achieving, and as the national conversation around content and skills became more focused on what students in the 21st century need to know and be able to do, we worked tirelessly with educators in DC and around the country to update how and what we were teaching our students.

In 2012, DCPS released a five-year strategic plan that recommitted the system to providing every student with a safe, academically challenging, and inspiring learning experience. Today, five years later, we know without a doubt that DCPS is on the rise. DCPS continues to be the fastest improving urban school district in the country, and a recent report confirmed that our schools have made significant gains on student achievement, graduation rates, Advanced Placement exams, student satisfaction, and attendance. However, there is still much more work to be done to ensure that every student, in every ward of our city, receives the education and opportunities they deserve.

This new five-year strategic plan presents a set of priorities and goals that will continue to transform DCPS into a school district of both excellence and equity. In the months leading up to the creation of this plan, we heard from thousands of students, educators, families, and community members about their visions for the future of DCPS. With its focus on creating a more equitable system, this new five-year strategic plan reflects the feedback of families and educators who all want the best for their own children, but also recognizes that our city cannot reach its full potential if policies and investments do not support all children.

Today, our school communities are stronger than they have ever been, and I am committed to continuing the investments we are making in and out of the classroom that ensure all students are exposed to a diverse range of rigorous, hands-on learning opportunities. A Capital Commitment 2017-2022 will help us give more students a fair shot at success by focusing the energy of all eight wards on creating a system of excellence, equity, and love.

Respectfully,

A handwritten signature in black ink that reads "Muriel Bowser".

Mayor Muriel Bowser



DISTRICT OF COLUMBIA  
PUBLIC SCHOOLS

# EVERY STUDENT. EVERY SCHOOL. EVERY DAY.



**A CAPITAL COMMITMENT**  
Strategic Plan 2017-2022

# A CAPITAL COMMITMENT

In shaping DC Public Schools' five-year strategic plan for 2017-2022, A Capital Commitment, we heard from more than 4,500 students, parents, educators, and community members. Their ideas and feedback will guide our work as we strive to become a district of both excellence and equity—a place where every family feels welcome and every child is given the opportunities and support they need to thrive.

## VISION:

Every student feels loved, challenged, and prepared to positively influence society and thrive in life.

## MISSION:

Ensure that every school guarantees students reach their full potential through rigorous and joyful learning experiences provided in a nurturing environment.



# OUR VALUES



## STUDENTS FIRST:

We recognize students as whole children and put their needs first in everything we do.



## EQUITY:

We work proactively to eliminate opportunity gaps by interrupting institutional bias and investing in effective strategies to ensure every student succeeds.



## EXCELLENCE:

We work with integrity and hold ourselves accountable for exemplary outcomes, service, and interactions.



## TEAMWORK:

We recognize that our greatest asset is our collective vision and ability to work collaboratively and authentically.



## COURAGE:

We have the audacity to learn from our successes and failures, to try new things, and to lead the nation as a proof point of PK-12 success.



## JOY:

We enjoy our collective work and will enthusiastically celebrate our success and each other.

# STRATEGIC PRIORITIES

## PROMOTE EQUITY

Define, understand, and promote equity so that we eliminate opportunity gaps and systematically interrupt institutional bias.

- Focus on equity across all DCPS.
- Offer programming that supports students of color.
- Prioritize budgeting and resources for students who need them most.



## EMPOWER OUR PEOPLE

Recruit, develop, and retain a talented, caring, and diverse team.

- Infuse our values into all that we do.
- Improve teacher pipelines, especially for bilingual teachers and male educators of color.
- Strengthen school leadership development.



## ENSURE EXCELLENT SCHOOLS

Increase the number of excellent schools throughout the city.

- Grow schools based on need and promote diversity and innovation, including multilingual or magnet programs.
- Increase attendance and enrollment.



## EDUCATE THE WHOLE CHILD

Provide rigorous, joyful, and inclusive academic and social emotional learning experiences to ensure all students are college and career ready.

- Embed social emotional learning in our classrooms.
- Offer new middle school courses and extracurriculars.
- Expand access to college and career preparation.
- Strengthen instruction for special education students and English Learners.
- Focus on early literacy.



## ENGAGE FAMILIES

Ensure communication and deepen partnerships with families and the community.

- Involve families and the community in children's learning, including through home visits.
- Improve communication with and listen to families.

