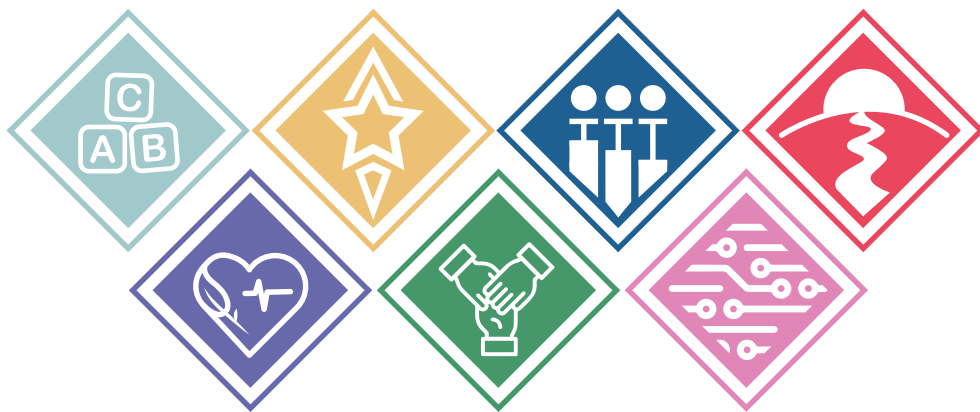




RECOVERY TO RESTORATION

2023-2025 STRATEGIC PLAN





MESSAGE FROM

MAYOR MURIEL BOWSER

Our young people have been through a lot in these past few years. They missed out on time with classmates and teachers during distance learning. They have been burdened by the social-emotional impacts of the pandemic, too often with tragic results. And they've been asked to readjust to a new normal that we are all still trying to navigate.

Now, our job as adults is to help our young people get back on track.

To do so, we need to be bold, think big, push the envelope, and above all else, win for Washington, DC. In January 2023, when I was sworn in for my third term as Mayor of the District of Columbia, I charged those who work in public education to build the best urban school district in the country. I will continue to champion and support that charge as Mayor, as a parent and as a fellow resident of Washington, DC.

Together, we will heed that challenge, and we will meet that challenge for all of DC's students and families, from our littlest learners to our adult education students.

The Office of the State Superintendent of Education (OSSE) has charted a course for the District to become the best urban school district in the country in this strategic plan. This bold plan outlines how DC will also become the most supportive place for students, and the best place for early educators and teachers – all critical pieces of a world-class education system built for all students, regardless of their race, ward or disability status.

Doing what's best for DC's comeback cannot be separated from doing what's best for DC's students. That's what this plan envisions and what I know we can deliver, together.

Mayor Muriel Bowser



Dr. Christina Grant

State Superintendent
of Education

MESSAGE FROM THE **SUPERINTENDENT**

I am proud to present the Office of the State Superintendent of Education’s (OSSE) 2023-25 Strategic Plan, which outlines our plan to raise the quality of education and close opportunity gaps in the District during this period of recovery.

As DC’s state education agency (SEA), OSSE has the privilege and responsibility of leading the education system in the nation’s capital toward excellence and equity. In the 15 years since its founding, OSSE has carried out traditional state functions, such as setting learning standards, supporting educators, monitoring federal programs and developing systems for accountability. Unlike most other SEAs, OSSE also carries out direct services to support the learners of the District – which has only grown throughout the pandemic. With this strong foundation, OSSE must now lead the innovation, investments and system improvements that will take DC education from recovery to restoration.

Our strategic plan is built on the belief that it is OSSE’s responsibility to ensure all District learners have the opportunity to excel. Our goal is to make the District the best urban school district in the country for students and families. We are setting high standards, providing robust supports for educators and holding schools and school systems – including ourselves – accountable. Also, we must strategically and thoughtfully invest in opportunities for students who historically have been left out and under-supported.

Our comeback in the District is about unlocking the full potential of our people, our neighborhoods, and our businesses. This plan was shaped by community feedback, and we are grateful to the many partners, community-based organizations, school leaders and other District government agencies that shared their insights with us.

These partnerships and the continued coordination across the city are critical to the success of this plan – and critical to the learners and families of the District. The work will be challenging, but I am confident that we can reach the high goals we have set for our students, our schools and for ourselves as long as we approach the work together.

Sincerely,

Dr. Christina Grant





TABLE OF CONTENTS

- 04** Our Work
- 06** Our Planning Process
- 09** Our Mission and Vision
- 10** Our Plan
- 19** Our Community

OUR WORK

OSSE's Core Values guide our staff as we work in service of DC residents.



FOCUS ON STUDENTS



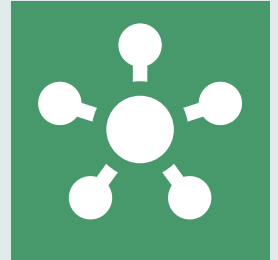
ORGANIZATIONAL EXCELLENCE



DETERMINATION



PARTNERSHIP



TEAMWORK AND COLLABORATION

As DC's state education agency, our work is grounded in a set of core functions performed in all states.

STANDARD SETTING

Set high standards for instructional quality and learner experiences in early childhood and K-12 education.

CAPACITY BUILDING

Assist school systems and early childhood providers by providing professional development and technical assistance in order to help them secure the best possible results.

ASSESSMENTS AND ACCOUNTABILITY

Administer statewide assessments, maintain a system of accountability based on student achievement results and hold education systems accountable to achieving excellence.

GRANTS MANAGEMENT

Distribute and monitor all local and federal grant dollars administered in the District of Columbia.

DATA COLLECTION, ANALYSIS AND REPORTING

Collect, maintain and report data on the DC education and early childhood landscape to inform planning and evaluation efforts.

DIRECT SERVICE PROVISION

Provide targeted citywide services that respond to the needs and challenges of the District.

OUR WORK

Unlike most state education agencies, we provide direct services to students and families for many critical functions.



TRANSPORTATION FOR STUDENTS WITH DISABILITIES



DC REENGAGEMENT CENTER

These direct services grew in response to the coronavirus pandemic and with significant investments to support recovery across our city.



EARLY INTERVENTION SERVICES



EXPANDING CAREER AND TECHNICAL EDUCATION

OVER THE PAST FOUR YEARS, OSSE HAS GROWN STRONGER AS AN AGENCY AND STANDS READY WITH A PLAN TO GUIDE THE SYSTEM FORWARD



WE'VE STABILIZED THROUGH RECOVERY, NOW IT'S TIME TO RESTORE AND REIMAGINE EDUCATION IN THE DISTRICT

Highlighted actions to stabilize and recover education in DC:

- In June 2020, OSSE released the first **Guiding Principles for Continuous Education** to help LEAs develop effective and equitable continuous education plans that serve all students during a period of primarily remote instruction.
- In September 2020, OSSE announced the DC Child Care Provider Relief Funds to provide emergency operational funding to local child care facilities. As of November 2022, the fund distributed nearly \$48 million in relief grants.
- Also in September 2020, Mayor Bowser, with OSSE and the Office of the Chief Technology Officer (OCTO), launched **Internet for All** to provide free internet access for up to 5,000 disconnected low-income households. This support was especially critical during the primarily remote instruction of school year 2020-21.
- In January 2021, OSSE adopted the **Public Health Emergency Subsidy Rate** increasing payment rates for subsidized child care providers so that facilities remained open and affordable to families.
- Through school year 2021-22, OSSE implemented the most robust **school-based COVID-19 testing program** in the country to support the safe return to full-time in-person instruction.
- In spring 2022, OSSE worked with all schools to **administer statewide assessments for the first time in three years**. The results confirmed anticipated academic declines in math and English language arts (ELA), but clarified the focus and need for targeted investments over the next three years.

WE GROUNDED THIS STRATEGIC PLANNING PROCESS IN OUR COMMUNITY'S VOICES

50+
INTERVIEWS

More than 50 individuals were interviewed, including key leaders from DC government, local education agencies (LEAs) and nonprofits.

1,300+
SURVEY
RESPONSES

More than 200 responses from external stakeholders, including LEA leaders and child care providers, as well as an annual survey from over 1,100 OSSE staff members were collected.

20+
FOCUS GROUPS

More than 20 focus groups were conducted across two rounds to gather input across key stakeholders, District leaders in recovery investment focus areas, and from OSSE's internal staff.

WE GATHERED STAKEHOLDER PERSPECTIVES AND REVIEWED CRITICAL DATA AND RESOURCES TO IDENTIFY OSSE'S CURRENT STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT



Performance data analysis

Review of key organizational data to identify areas of strength, weakness and opportunity.



Strategy and resource review

Review of key documents including the 2019-2023 strategic plan, priorities and strategies for OSSE's recovery investments and the Deputy Mayor for Education's (DME) Recovery Roadmap.



Constituent perspectives

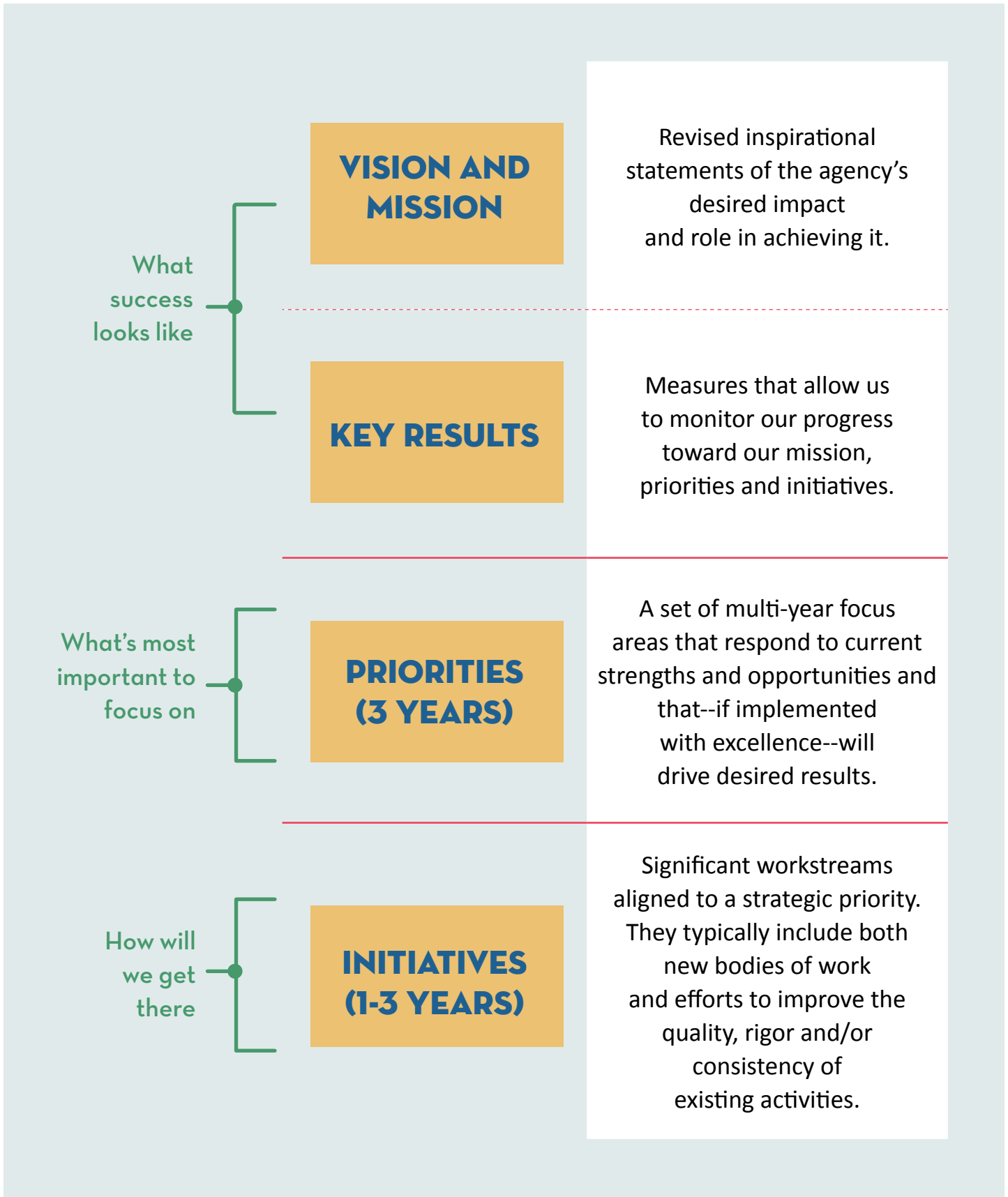
Surveys, interviews and focus groups with community, staff and others to collect perspectives on areas of strength, weakness and opportunity.

ORGANIZATIONAL DIAGNOSTIC

Key findings were synthesized into an organizational diagnostic covering OSSE's strengths and challenges across the following areas:

- Student population, access and outcomes
- Vision and role
- Standards, supports and accountability
- Student and staff well-being
- Talent management and development
- Stakeholder engagement and communications
- Operations

BUILDING ON THESE FINDINGS, WE'VE CREATED AN AMBITIOUS PLAN THAT LAYS OUT A CLEAR PATH FOR THE NEXT THREE YEARS





OUR VISION:

What We're Working Toward

DC learners of all ages and backgrounds are equipped with the knowledge and skills needed to pursue and thrive on the life path of their choice.



OUR MISSION:

How We Will Get There

As DC's state education agency, we will set high standards, build educator and system capacity to meet those standards, expand educational opportunities for all learners with a focus on those underserved, and hold everyone - including ourselves - accountable for results.

SEVEN STRATEGIC PRIORITIES WILL DRIVE PROGRESS TOWARD ACHIEVING OUR VISION OVER THE NEXT THREE YEARS

IMPACT PRIORITIES:

- ◆ START EARLY
- ◆ ADVANCE EXCELLENCE
- ◆ ACHIEVE EQUITABLE OUTCOMES FOR ALL STUDENTS
- ◆ BUILD FUTURES
- ◆ FOSTER STUDENT AND STAFF WELL-BEING

ENABLING CONDITION PRIORITIES:

- ◆ CULTIVATE TEAM
- ◆ REIMAGINE SYSTEMS



START EARLY

Ensure early learners have access to vibrant and quality early learning environments and are prepared for their K-12 education.

STRATEGIC INITIATIVES

- Preserve Child Care Seats through Recovery
- Increase the Long-Term Supply, Quality and Affordability of Child Care
- Invest in the Early Learning Workforce
- Align Stakeholders on Birth to 8 Vision
- Support Early Learners with Disabilities and Developmental Delays

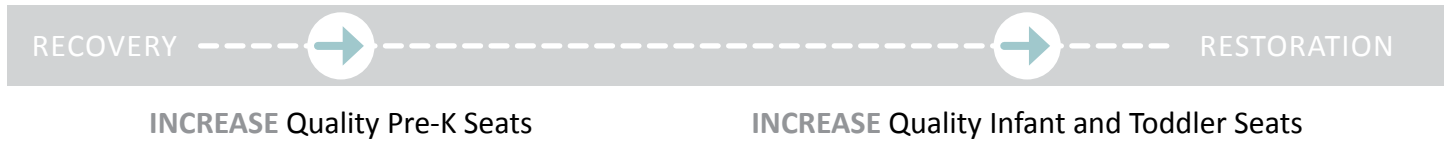
WHAT WE HEARD FROM STAKEHOLDERS

“OSSE is in a unique role in overseeing early childhood education. There has been focus on access, but now we need a focus on quality.”

“OSSE should support child care providers in retaining and recruiting well trained, qualified teachers.”

“We have a big opportunity... to build the entire funding structure and impact what early childhood education looks like now and into the future. OSSE has to capitalize on that now.”

HOW WE’LL MEASURE PROGRESS



START EARLY INITIATIVES IN FOCUS

To implement the Start Early Priority over the next three years, we will:

Preserve Child Care Seats through Recovery	OSSE continues to implement policies and funding to preserve the supply of child care and support children, families and child care operators through recovery from the COVID-19 pandemic, including Access to Quality, Child Care Stabilization, Back to Work Child Care, subsidy policies.
Increase the Long-Term Supply, Quality and Affordability of Child Care	OSSE leads development and implementation of a set of long-term strategies and investments to increase the supply, quality and affordability of quality infant and toddler seats and connect families with early learning opportunities that meet their needs.
Invest in the Early Learning Workforce	OSSE implements a set of strategies and investments to support, develop, retain and compensate the District’s early learning workforce and cultivate a pipeline of well-prepared educators to support the District’s youngest learners, including Pay Equity Fund, DC LEAD and CDA Program.
Align Stakeholders on Birth to 8 Vision	OSSE engages key stakeholders in developing a clear vision and corresponding action plan to measure and improve early learning outcomes for children ages birth to eight.
Support Early Learners with Disabilities and Developmental Delays	OSSE supports early learners with disabilities and development delays, and their families, through effective delivery of early-intervention services, building the capacity of child development facilities, and supporting smooth transitions to public schools.



ADVANCE EXCELLENCE

Ensure all DC students have the opportunity to excel by setting high standards, providing robust supports for educators, and holding schools and schools systems accountable.

STRATEGIC INITIATIVES

- Strengthen the School Accountability System
- Align and Target Instructional Supports to Educator Needs
- Bolster the Educator Pipeline
- Improve Literacy Instruction
- Raise the Quality of Standards and Instruction
- Develop School and Educator Capacity to Educate Students with Disabilities

WHAT WE HEARD FROM STAKEHOLDERS

“OSSE offers a lot of professional development, but the opportunities aren’t focused enough. They should go deep, in the areas of biggest need.”

“The licensure landscape needs to be reimaged. We need to be flexible and agile to teachers joining the profession and keeping them in the profession.”

“We need to get surgical about the reading interventions needed to move students in K-3 reading.”

HOW WE’LL MEASURE PROGRESS

RECOVERY



RESTORATION

INCREASE Students On Track for College and Careers

ADVANCE EXCELLENCE INITIATIVES IN FOCUS

To implement the Advance Excellence Priority over the next three years, we will:

Strengthen the School Accountability System	OSSE implements a stronger, more comprehensive school accountability system in order to solidify expectations of school excellence and clearly communicate to the public to what extent schools are on track to meet them.
Align and Target Instructional Supports to Educator Needs	OSSE develops and implements data-informed approach for providing instructional supports (i.e., trainings, technology, etc.) to schools and educators that is more coherent, streamlined and directly responsive to their greatest needs.
Bolster the Educator Pipeline	OSSE strengthens its systems of educator preparation and licensure in order to help build and sustain an innovative and robust pipeline of high-quality, diverse, and well-prepared educators for DC schools.
Improve Literacy Instruction	OSSE, in partnership with stakeholders and building upon existing investments, develops and promotes a citywide vision for literacy instruction, grounded in the science of reading, and provides a suite of instructional resources and trainings for aspiring and current educators, in order to improve the quality of literacy instruction students receive.
Raise the Quality of Standards and Instruction	OSSE implements systems to support and incentivize schools to adopt and implement high-quality, standards-aligned instructional materials, including in content areas with recently revised standards, such as social studies.
Develop School and Educator Capacity to Educate Students with Disabilities	OSSE implements an improved suite of instructional resources to develop the capacity of schools and educators to provide more effective instruction to students with disabilities in both general and special education classrooms.



ACHIEVE EQUITABLE OUTCOMES FOR ALL STUDENTS

Allocate resources to ensure all students have access to a high-quality education every day in order to remedy historical inequities in student experiences and outcomes.

STRATEGIC INITIATIVES

- Prioritize School Improvement
- Extend Learning Opportunities for Students with the Highest Needs
- Set Clear Expectations for Serving Students with Disabilities
- Hold LEAs Accountable to Serving Students with Disabilities
- Focus Grant Funding on Needs and Results

WHAT WE HEARD FROM STAKEHOLDERS

“We need to add teeth to the accountability structure around our lowest performing schools.”

“There needs to be a greater sense of urgency for moving the needle on Special Education... what are we doing next year and the year after to change what we know the big issues are?”

“Grantmaking has been a compliance exercise, so there is room for focus on quality of grant administration, oversight, and impact.”

HOW WE’LL MEASURE PROGRESS



ACHIEVE EQUITABLE OUTCOMES FOR ALL STUDENTS INITIATIVES IN FOCUS

To implement the Achieve Equitable Outcomes for All Priority over the next three years, we will:

Prioritize School Improvement	OSSE designs and implements a comprehensive strategy for how it will leverage its authority as an SEA to address, support and hold accountable schools 1) whose overall academic performance places them in the bottom 5% of all schools, and 2) where disparities in student outcomes exist across subgroup so those students gain access to high-quality instruction and improved learning environments.
Extend Learning Opportunities for Students with the Highest Needs	OSSE builds school and partner capacity to accelerate learning for our highest-need students through extended learning opportunities such as high-impact tutoring and summer accelerator programs.
Set Clear Expectations for Serving Students with Disabilities	OSSE reexamines special education policy, guidance and trainings to set clear expectations and support effective implementation by schools and LEAs for identifying, transporting and educating students with disabilities.
Hold LEAs Accountable to Serving Students with Disabilities	OSSE implements the Special Education Performance Report, a new results-based accountability system, that evaluates LEAs’ special education performance and identifies what interventions and technical assistance LEAs need to better serve their students with disabilities.
Focus Grant Funding on Needs and Results	OSSE strengthens and simplifies its approach for distributing, administering and monitoring grant funding to be more coherent and results-oriented so that schools apply for and gain funding for resources that will address their unique needs as they seek to continuously improve on behalf of their students.



BUILD FUTURES

Ensure DC learners have access to robust and sustainable pathways to a fulfilling career and life by reimagining high school and providing relevant and accessible postsecondary programming.

STRATEGIC INITIATIVES

- Maximize the Advanced Technical Center
- Increase Access to Postsecondary Education through DC Futures
- Grow Dual Enrollment Opportunities
- Expand Pathways to High Demand Careers in High School
- Reduce the Number of Disengaged Youth
- Reimagine High School Graduation Requirements
- Support Secondary Transitions

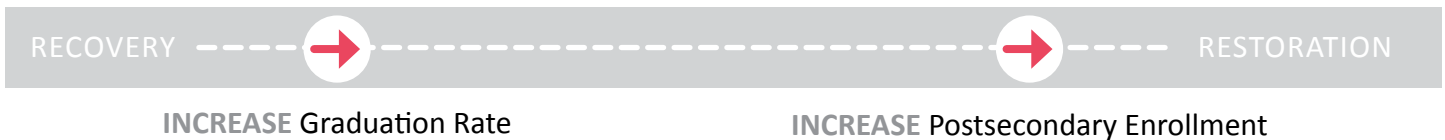
WHAT WE HEARD FROM STAKEHOLDERS

“OSSE has to build the infrastructure to help young people get credit for learning and promote competency-based learning.”

“We need to think about whether our requirements really get kids ready for college and career. We can look to trusted partners who have been innovating and learn from them.”

“While there is greater access to postsecondary opportunities, it is very hard for students and families to know what to enroll in. The landscape is so confusing.”

HOW WE’LL MEASURE PROGRESS



BUILD FUTURES INITIATIVES IN FOCUS

To implement the Build Futures Priority over the next three years, we will:

Maximize the Advanced Technical Center	OSSE opens and oversees the management of the city's first Advanced Technical Center to provide high school students with equitable access to and support in completing coursework that contributes to the attainment of industry-recognized credentials in high-demand fields.
Increase Access to Postsecondary Education through DC Futures	OSSE expands systems of support to DC residents through the DC Futures program, especially residents most in need of financial assistance, in order to gain access to and persist throughout postsecondary programming.
Grow Dual Enrollment Opportunities	OSSE expands dual enrollment opportunities to high school students by refining its outreach, data management systems and support to schools in order to increase the number of students enrolling in and successfully obtaining college credits prior to graduation.
Expand Pathways to High Demand Careers in HS	OSSE expands access to paid, credit-aligned internships opportunities for high school students (e.g. Advanced Internship Program) so that more students gain experience in high-demand career fields (i.e., engineering, IT) and Career and Technical Education.
Reduce the Number of Disengaged Youth	OSSE oversees the implementation of student re-engagement strategies in order to reduce the number of disengaged youth, ages 16-24, in DC.
Reimagine High School Graduation Requirements	OSSE partners with stakeholders across the District to identify and implement new high school graduation requirements that incorporate outcome measures and support innovative approaches to preparing young people for life after graduation.
Support Secondary Transitions	OSSE expands pathways for students with disabilities to gain access to postsecondary programming and opportunities, within high school and in transition after graduation.



FOSTER STUDENT AND STAFF WELL-BEING

Unapologetically support the physical, mental, and social-emotional health of students and staff by promoting safe, welcoming, healthy and joyful learning environments.

STRATEGIC INITIATIVES

- Align Health and Education Systems
- Invest in the Mental Health of Students and Staff
- Launch a Citywide School Climate Survey
- Help Build Inclusive School Communities
- Reduce Chronic Absenteeism

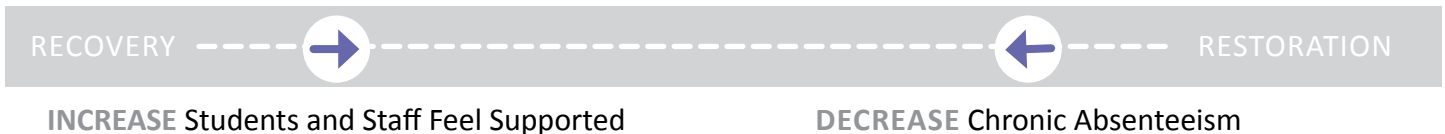
WHAT WE HEARD FROM STAKEHOLDERS

“During we pandemic, we learned that the health portfolio is an integral part of student education. Let’s integrate that portfolio into the next plan.”

“More must be done to support the social emotional needs for students and staff.”

“The District has one of the highest rates of chronic absenteeism in the country. What are we doing to ensure our kids are present to learn and grow?”

HOW WE’LL MEASURE PROGRESS



FOSTER STUDENT AND STAFF WELL-BEING INITIATIVES IN FOCUS

To implement the Foster Student and Staff Well-Being Priority over the next three years, we will:

Align Health and Education Systems	OSSE designs and implements systems of support for early childhood programs and schools on how to integrate essential components of the Whole School, Whole Community, Whole Child (WSCC) model.
Invest in the Mental Health of Students and Staff	OSSE expands trainings and supports provided to early childhood programs and schools on how to design and implement systems that promote mental health and wellness for students and staff.
Launch a Citywide School Climate Survey	OSSE designs and launches a program to collect and report school climate data via student, staff and family surveys in order to provide school leaders with vital data on the strengths and areas for improvement related to student and staff culture.
Help Build Inclusive School Communities	OSSE expands support offerings to schools on building positive student cultures and inclusive learning environments so that all students feel safe and welcome and part of the community.
Reduce Chronic Absenteeism	OSSE evaluates, coordinates and strengthens OSSE’s existing data, policy and school-based supports and identifies aligned, high-impact new investments to help ensure all students are attending school on a regular basis and reduce chronic absenteeism.



CULTIVATE TEAM

Build a thriving team by ensuring staff feel welcome and connected, are able to grow continuously and act as stewards of OSSE’s vision and mission.

CULTIVATE TEAM INITIATIVES

- Improve the Recruitment and Hiring Process
- Support Staff Career Development
- Strengthen Employee Performance Management
- Grow Employee Incentives and Rewards
- Improve Internal Communications
- Prioritize Diversity, Equity, Inclusion and Belonging

WHAT WE HEARD FROM STAKEHOLDERS

“We are struggling to keep people, which means we need to hire more, but the hiring process takes so much time that we are losing good people in the application process.”

“We need cross-division collaborative meetings for directors to be better informed about other agency work, to become thought partners for each other and minimize silos.”

“I appreciate what I have learned; however, I do not think my growth at the organization has been noticed or appreciated.”

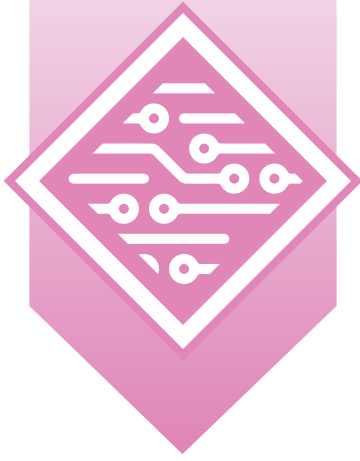
HOW WE’LL MEASURE PROGRESS



CULTIVATE TEAM INITIATIVES IN FOCUS

To implement the Cultivate Team Priority over the next three years, we will:

Improve the Recruitment and Hiring Process	OSSE increases the effectiveness and efficiency of its internal recruitment and hiring process, within the District government framework, in order to help fill positions with strong team members.
Support Staff Career Development	OSSE builds and makes readily available a robust set of resources and learning opportunities to foster the ongoing growth, development and continual improvement of OSSE staff at every stage of their career.
Strengthen Employee Performance Management	OSSE strengthens implementation of its employee performance management system by investing in manager capacity so that team members receive meaningful feedback and support that directly contributes to their ongoing professional growth.
Grow Employee Incentives and Rewards	OSSE designs and executes a comprehensive employee incentive and rewards program that recognizes superior performance and staff commitment to OSSE’s vision and mission.
Improve Internal Communications	OSSE develops and implements a set of improvements to its internal communications and knowledge sharing across all divisions and employee groups in order to improve collaboration and organizational transparency.
Prioritize Diversity, Equity, Inclusion and Belonging	OSSE develops and launches a clear vision for how the values of diversity, equity, inclusion and belonging show up at OSSE and inform culture, policies, systems and work for student and families.



REIMAGINE SYSTEMS

Improve internal systems and processes so that OSSE staff are better equipped and ready to provide high-quality services to students, families, educators and schools.

STRATEGIC INITIATIVES

- Provide Reliable, Efficient Transportation Services to Students with Disabilities
- Improve Internal Grants and Procurement Management
- Modernize Data Infrastructure
- Communicate OSSE’s role in DC education and highlight programs and services
- Strengthen Financial Planning to Sustain Key Recovery Programming

WHAT WE HEARD FROM STAKEHOLDERS

“We still struggle with communicating our role to the public. There is more understanding now than before, but they don’t know what we do or what we have to offer.”

“We waste a tremendous amount of time on internally broken systems. Our own operational excellence needs focused attention.”

“They have come a long way, but data systems remains a challenge. We need to streamline reporting, improve data sharing, and use better data to support families.”

HOW WE’LL MEASURE PROGRESS

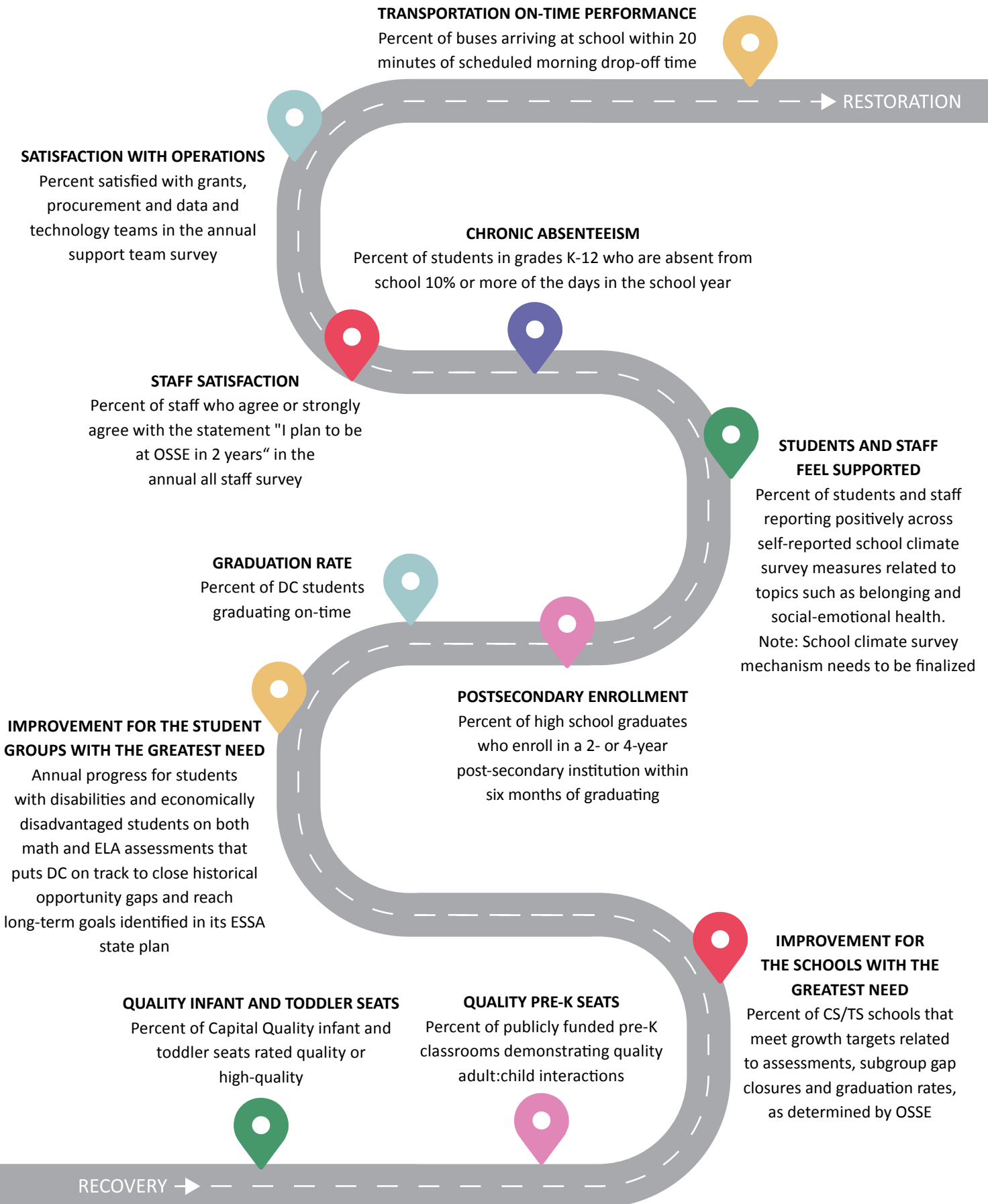


REIMAGINE SYSTEMS INITIATIVES IN FOCUS

To implement the Reimagine Systems Priority over the next three years, we will:

Provide Reliable, Efficient Transportation Services to Students with Disabilities	OSSE makes significant improvements to the daily transportation services provided to students with disabilities so they, their families and schools receive timely, efficient, first-in-class transportation services.
Improve Internal Grants and Procurement Management	OSSE identifies and implements solutions to improve the efficiency and efficacy of internal grants and procurement management processes so that staff can ultimately deliver higher-quality services to key stakeholders.
Communicate the Role and Offerings of OSSE	OSSE builds and implements communications plans and systems to 1) better educate key stakeholders on OSSE’s role and 2) increase its outreach efforts and the accessibility of its resources so that more stakeholders are aware and take advantage of the information and opportunities provided by OSSE.
Modernize Data Infrastructure	OSSE continues to strengthen and modernize its data infrastructure and work with our stakeholders and external partners to improve data quality, better measure impact and inform future planning
Strengthen Financial Planning to Sustain Key Recovery Programming	OSSE builds systems to improve internal financial planning to help ensure the long-term viability and sustainability of the most effective recovery investments beyond federal stimulus funding ending in fiscal year 2024.

OUR KEY MEASURES ARE CRITICAL TO TRACK PROGRESS AND HOLD US ACCOUNTABLE FOR RESULTS



OUR SUCCESS REQUIRES CONTINUED PARTNERSHIP



WE WANT TO CONTINUE TO ENGAGE YOU!

If you are an LEA leader, join the monthly call with the Superintendent to discuss policy, programs and reporting.

Sign up for the Division of Early Learning (DEL) mailing list to receive invitations to DEL's monthly DC Early Childhood Stakeholder Calls and bi-monthly newsletters.

Attend the **State Early Childhood Development Coordinating Council (SECDCC)** quarterly meetings.

Educators should **subscribe to our monthly professional development newsletter** and explore the new Learning Management System to learn about training opportunities.

Families should follow along on **our website** and social media to see OSSE's impact in our community.

Check out OSSE's **Recovery and Restoration portal** to monitor progress on federal stimulus spending and learn how to partner with us on these critical investment.

THANK YOU

TO OUR STAKEHOLDERS.

Focus groups were conducted in two rounds of stakeholder engagement.

First to provide their thoughts on OSSE's role, strengths and areas of improvement; then to weigh in on an early draft of priorities and initiatives to hear how feedback was addressed and how our plan could be further strengthened. Groups included members from these stakeholder communities:

- Teacher Advisory Council
- Principal Advisory Council
- Transportation Advisory Council
- Child care providers and advocates
- Philanthropic partners
- DC policy and research organizations
- Healthy Youth & Schools Commission
- Leaders focused on accelerated learning
- Leaders focused on special education
- Leaders focused on Postsecondary Education and Career and Technical Education
- Parents roundtable (including Ward Education Councils and the Quality Improvement Network Policy Council)
- OSSE staff

Additionally, interviews were held with District education leaders to discuss areas of strength, growth and deeper partnership for OSSE. Thank you to those who gave feedback:

- Kevin Donahue, City Administrator
- Paul Kihn, Deputy Mayor for Education
- Michelle Yan, Deputy Mayor for Education
- Jennifer Comey, Deputy Mayor for Education
- Dr. Lewis Ferebee, District of Columbia Public Schools
- Amy Maisterra, District of Columbia Public Schools
- Dr. Michelle Walker-Davis, Public Charter School Board
- Rashida Young, Public Charter School Board
- Rick Cruz, Public Charter School Board
- Lea Crusey, Public Charter School Board
- Jessica Sutter, State Board of Education
- John Paul Hayworth, State Board of Education
- Tomeika Bowden, State Board of Education
- Serena Hayes, Ombudsman
- Dan Davis, Student Advocate
- Dr. LaQuandra Nesbitt, Department of Health
- Maura Marino, Education Forward DC
- Margie Yaeger, Education Forward DC
- Rachel Evans, CityBridge
- Abigail Smith
- Kaya Henderson
- David Grosso



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