

# Dream Without Limits







#### OUR MISSION

Together with families and communities, we create joyful, academically excellent schools that prepare students with the skills and confidence they need to pursue the paths they choose—college, career, and beyond—so they can lead fulfilling lives and build a more just world.

#### SIGNATURE PROGRAM: KIPP FORWARD

KIPP Forward supports students to choose and prepare for the educational and career path that fits their goals and sense of purpose. Once on their way, KIPP Forward teams help alumni keep moving forward while pursuing their dreams.

# KIPP Philadelphia Public Schools is rooted in the belief that our students come to us with inherent brilliance, and it is our charge to support them in actualizing what they already possess.

We also know that belief is not enough; we need clarity, focus, alignment, and action to achieve our goals. I am incredibly proud to share our new Five-Year Strategic Plan (2025–2030) with you. This plan serves as a strategic roadmap to help us get closer to realizing our mission.

At the heart of this plan is our Portrait of a Graduate. The Portrait serves as our North Star and defines the attributes, mindsets, and skills we want our students to develop and grow as they move through their educational journey and ultimately become KIPP Philadelphia graduates. The Portrait reflects both the academic achievement we want for our students by the time they leave our buildings, as well as our commitment to affirm their identities, nurture their curiosity and passions, and empower them to use their voices.

This plan is the result of a year-long process that included 48 classroom observations, a deep data analysis, and input from nearly 600 members of the KIPP Philadelphia community. We obtained many insights from the process, but one truth surfaced clearly and consistently from our stakeholder engagement and data review: We have important work to do to increase outcomes for our students. What emerged from the process are four strategic priorities that will provide clarity to our collective work, cohesion in our approach, and will guide every initiative, investment, and instructional decision we make.

We are proud of the many accomplishments we've achieved over the last 20+ years, but we are not satisfied. We know there is more work to be done, and we are filled with both urgency and excitement to realize our mission to create joyful academically excellent schools that prepare students with the skills and confidence they need to pursue the paths they choose—college, career, and beyond—so they can lead fulfilling lives and build a more just world.

Our 2030 Strategic Plan is more than a document—it's a call to action for us and a commitment to our students, families, staff, alumni, community partners, and supporters. I invite you to read it, become inspired by it, and most importantly, hold us accountable to it.

I am energized by the vision for KIPP Philadelphia's future represented in our 2030 strategic plan and unwavering in my commitment to fulfill our promise to students and families. After reading our plan, I hope that you also share my excitement and will support us in making the next five years our most impactful yet; together, we can build a future without limits.

**Natalie Wiltshire**  
CHIEF EXECUTIVE OFFICER

# KIPP:by the Numbers

**2003**  
KIPP Philadelphia  
Charter School  
opens  
**MIDDLE**

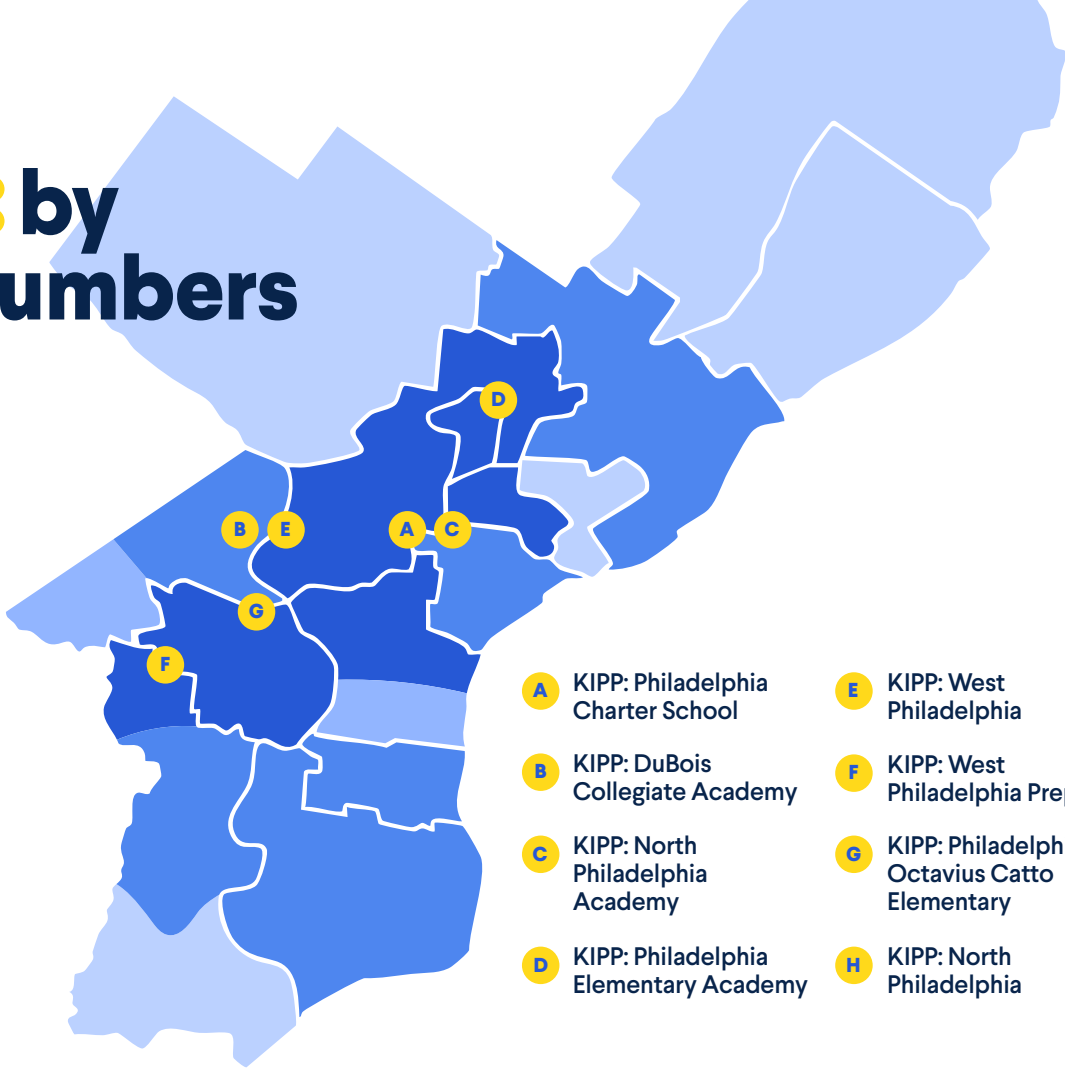
**2009**  
KIPP West  
Philadelphia Prep  
opens  
**MIDDLE**

**2010**  
KIPP Dubois  
Collegiate  
Academy opens  
**HIGH**  
  
KIPP Philadelphia  
Elementary  
Academy opens  
**ELEMENTARY**

**2016**  
KIPP West  
Philadelphia opens  
**ELEMENTARY**

**2018**  
KIPP North  
Philadelphia  
Academy opens  
**MIDDLE**

**2022**  
KIPP Philadelphia  
Octavius Catto  
Elementary opens  
**ELEMENTARY**  
  
KIPP North  
Philadelphia opens  
**MIDDLE**



- A** KIPP: Philadelphia Charter School
- B** KIPP: DuBois Collegiate Academy
- C** KIPP: North Philadelphia Academy
- D** KIPP: Philadelphia Elementary Academy
- E** KIPP: West Philadelphia
- F** KIPP: West Philadelphia Prep
- G** KIPP: Philadelphia Octavius Catto Elementary
- H** KIPP: North Philadelphia

**GRADES SERVED**

**K-12**

**NUMBER OF SCHOOLS**

**8**

**NUMBER OF STUDENTS**

**3,300**

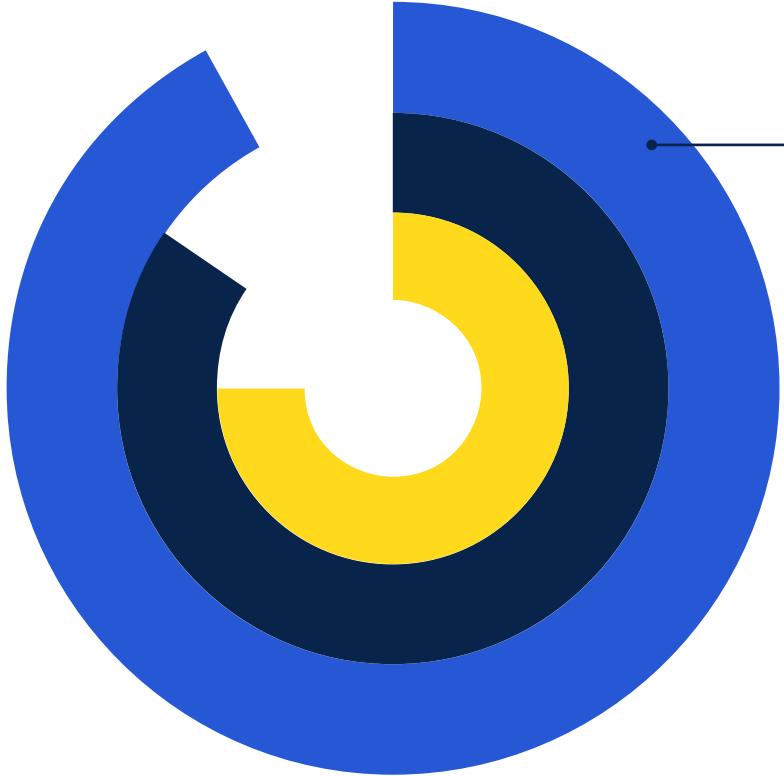
**NUMBER OF ALUMNI**

**2,916**

**NUMBER OF EMPLOYEES**

**387**

- 74%** Black or African American
- 20%** White
- 3%** Hispanic or Latino
- 2%** Asian
- 1%** Two or more races (Not Hispanic or Latino)



**GRADUATION RATE FOR SY 2024-2025**

**92%**

**KIPP: Philadelphia Seniors**

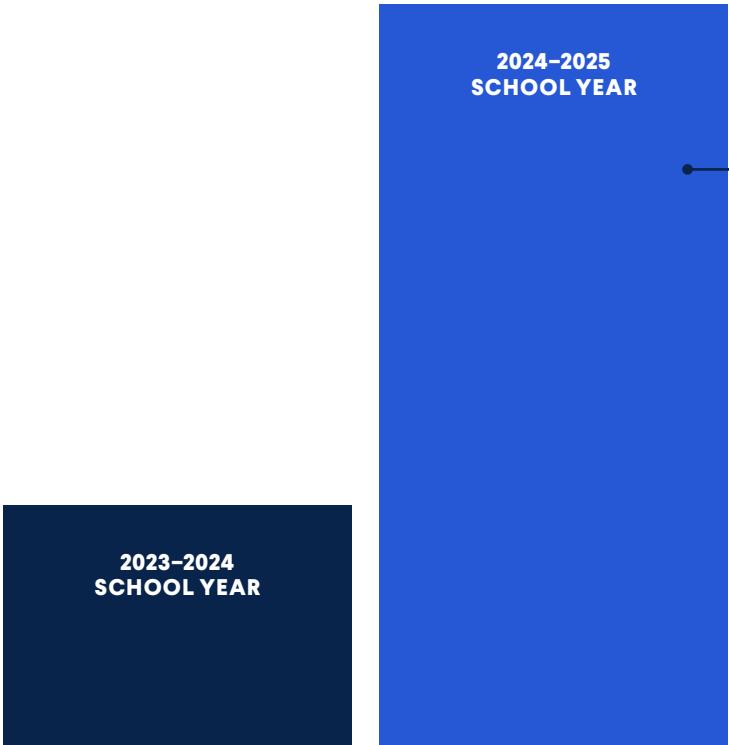
- 87.7%** PA State
- 77.5%** School District

**KIPP: PHILLY  
POST-GRAD OUTCOMES**

**70%** KIPP: Philly alumni from 2013-2024 have enrolled in college

**81%** Follow post-secondary paths (2yr, 4yr, CTE, military, workforce), compared to state rate of 76%

**2X** College graduation rate compared to similar demographic students



**PARTICIPATION IN  
DUAL ENROLLMENT**

**2.7x**

Increase in participation between school years

**SUCCESS OF  
DUAL ENROLLMENT**

**30%** Graduating seniors leaving with college credit from Dual Enrollment

**80%** Graduated Dual Enrollment students attending a four-year college in Fall 2025

**90%** Current Dual Enrollment students persisting to Spring semester

## Portrait of a Graduate

Together, staff, families, the board of trustees, and community partners commit to nurturing the following four attributes in our students. Every KIPP Philadelphia student enters our school community with unique strengths and talents.

Through classroom learning and enrichment opportunities, students graduate with the academic foundation and social intelligence not only to excel in college and career, but to dream without limits.



# What does it mean to be a KIPP:Philly grad?

### Pride: in Self

I am proud of every part of who I am.

### Pursuit: of Learning

I take an active role in my learning.

### Perseverance: to Achieve

I am motivated to set and reach goals.

### Power: of Voice

I can create positive change.





# Pride: **in Self**

I am proud of every part of who I am.  
I recognize my value and show up as my true  
and best self wherever I go.



**HOW WE MEASURE**

% of students agreeing or strongly agreeing with the statement “I like the way I am,” as reported by the Panorama Student Survey





# Pursuit: of Learning

**I take an active role in my learning. By thinking critically and asking questions, I explore new ideas, expand my view of the world, and seek opportunities that spark my passion and curiosity.**



## HOW WE MEASURE

- % of students proficient on Literature and Math Keystone exams
- % of 3–8 grade students proficient on PSSA, ELA, and math exams
- Reduction in % of students below basic on Keystone and PSSA exams
- % of second-grade students ending the year at/above benchmark as measured by DIBELS benchmark assessment
- % of students' passion and curiosity as measured by Wayfinder Purpose domain





# Perseverance: to Achieve

I am motivated to set and reach my goals.  
I rise to meet challenges, fostering connections  
and collaborating as needed to find solutions  
and overcome obstacles.



## HOW WE MEASURE

- % of students attending 90% or more of school days
- % of students graduating on time
- % of students who matriculate to college persisting to their second year of college





# Power: of Voice

**I can create positive change.  
Through active listening and using my voice,  
I advocate for myself and others to make a  
meaningful impact in my communities.**

## HOW WE MEASURE

% of students completing  
a portfolio / project aligned  
to this attribute (to be  
designed as a part of the  
strategic planning work)





# Strategic Planning: Phases

PHASE	DESCRIPTION	DELIVERABLES
<b>PHASE 1</b> Project Kickoff Aug–Sept 2024	Determine the roles of different stakeholder groups in the strategic planning process and align on the project plan.	Roles and responsibilities across stakeholder groups  Engagement strategy  Project plan including key meeting and deliverable dates
<b>PHASE 2</b> Vision Sept–Nov 2024	Facilitate a working group to revisit and refresh the Portrait of a Graduate.	Portrait of a Graduate (graduate aims and descriptors)  Measures aligned to the Portrait
<b>PHASE 3</b> Diagnose & Equity Oct 2024–Jan 2025	Gather and analyze data to produce an organizational diagnostic and set direction given diagnostic findings.	Equity aspirations  Performance analysis  Constituent perspectives  Instructional quality review (e.g., site visits)
<b>PHASE 4</b> Strategic Planning Jan–Apr 2025	Facilitate meetings to analyze and respond to the organizational diagnostic and define the core elements of the strategic plan.	Decision rights  Strategic priorities  Initiatives and deliverables
<b>PHASE 5</b> Early Implementation Apr–Jun 2025	Support early implementation of various strategy and management tools.	Progress measures  Monthly progress-monitoring support  Meeting structures  Assessment of resource needs

# Stakeholder Engagement

The KPPS community played a critical role in the development of the Portrait and strategic plan, with input coming from students, family members, staff, and leaders from KIPP and the region at large.

500

Survey responses

We collected responses from KPPS stakeholders for perspectives on Portrait of a Graduate, including:

- 160 students
- 190 family members
- 130 staff and leaders

12

Stakeholder interviews

We interviewed regional leadership, school leaders, and KIPP’s board of trustees leadership

8

Focus groups

We held focus groups throughout the process with high school students, family members, and principals

# Analysis & Review

We also reviewed performance data and conducted an instructional quality review to help identify key organizational strengths and challenges.

Performance data analysis

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

*Reviewed data provided by KIPP Philadelphia and publicly available performance data from the Pennsylvania Department of Education (“PDE”), School District of Philadelphia (“SDP”), and other national publications.*

Instructional quality review

Quality and equity assessment of specific instructional practices and structures

*Reviewed instructional artifacts as well as conducted in-person visits to observe lessons in 47 classrooms in October 2024 that spanned grade levels and content areas across all schools.*



We have defined four strategic KPPS priorities, to which we will align our key initiatives over the next five years.

**01**

**Know  
What We  
Stand For**

**03**

**Provide  
Safe & Engaging  
Schools**

**02**

**Prioritize  
Excellence in  
Teaching**

**04**

**Support & Sustain  
the Educator  
Experience**



## 01: Know What We Stand For

# Assert a clear and unified organizational identity with shared values and goals that are consistently implemented across KIPP Philadelphia.

### Develop and expand access.

Develop and implement a comprehensive high school transformation plan for KIPP DuBois Collegiate Academy (KDCA), focused on growing enrollment and expanding access to high-quality programs and experiences.

### Restructure.

Restructure the regional office with clearly defined roles and responsibilities, including refined key school-based roles, and collaboratively develop transparent regional support systems that promote shared responsibility for student success.

### Define, communicate, integrate.

Define, communicate, and integrate KIPP Philadelphia's shared values and goals—rooted in the Portrait of a Graduate and strategic plan—to ensure all staff, students, and families understand and embrace them.

### Refine and implement.

Refine and implement data-driven systems for tracking and monitoring student progress, teacher effectiveness, and overall school and regional performance.





02: Prioritize Excellence in Teaching

Ensure that all students engage in challenging grade-level and culturally sustaining instruction that prepares them for post-secondary success.

Strengthen instruction.

Strengthen quality of classroom instruction through implementing regional expectations for lesson preparation and planning across content areas.

Build and deploy our vision.

Collaboratively build and deploy a KPPS vision of instructional excellence, aligned with a “Portrait of a KIPP Philadelphia Educator,” that is inclusive of both the learning environment and instructional rigor in the classroom.

Build teacher capacity.

Build teacher capacity to effectively track, analyze, and respond to student data, enabling them to provide differentiated and appropriately tiered daily instruction, aligned to our multi-tiered systems of support (MTSS) framework.

Accelerate learning.

Implement a programmatic restructuring for students in specialized settings to accelerate learners’ academic and social emotional gains.

KIPP has adopted high-quality instructional materials in core subjects, the majority of which have green ratings for grade level standards alignment.

CONTENT AREA	CURRICULUM + RATING	NOTES
Literacy (K-2)	<div><div></div> CKLA</div>	Meets expectations for building knowledge, writing instruction, and lesson design
ELA (3-8)	<div><div></div> Fishtank</div>	Meets expectations for standards alignment, partially meets for usability (2021)
ELA (9-12)	<div><div></div> myPerspectives</div>	Meets expectations for alignment to college and career-ready standards and usability
Math (K-8)	<div><div></div> Eureka Squared</div>	Meets expectations for alignment to college and career-ready standards and usability
Math (9-12)	<div><div></div> Reveal Math</div>	Meets expectations for alignment to college and career-ready standards and usability
Social Studies (K-12)	<div><div></div> myWorld Interactive (K-5), National Geographic (6-8), AP for All (9-12)</div>	Not Rated on EdReports
Science (K-8)	<div><div></div> Amplify</div>	Meets expectations for alignment and usability
Science (9-12)	<div><div></div> Savvas Science Interactive for All</div>	Not Rated on EdReports



### 03: Provide Safe & Engaging Schools

**Cultivate communities of high expectations, affirming relationships, and social-emotional well-being for students, families, and staff by fostering positive learning environments and ensuring quality physical spaces.**

#### **Positive, restorative community.**

Develop our capacity to implement school-wide expectations for positive and affirming school culture aligned with KIPP Philadelphia's vision of excellence, with an emphasis on restorative responses to student behavior that prioritize positive relationships, repairing harm, and fostering a sense of community.

#### **Increase opportunity.**

Increase extracurricular opportunities to broaden student interests and foster a stronger sense of self and belonging.

#### **Reduce absenteeism.**

Design and implement a holistic intervention program aimed at directly improving student attendance and reducing chronic absenteeism.

#### **Safe, functional support.**

Develop and implement a long-term facilities plan that ensures a safe, functional, and supportive learning environment for all students and staff while optimizing resource utilization.

#### **Strengthen relationships.**

Design and implement opportunities for student and family input that strengthen relationships between home and school, and that empower community contribution to school culture.

#### **Open Octavius Catto Middle.**

Develop and implement a plan to open Octavius Catto Middle School, allowing our students to thrive in a continuous K-8 learning environment that prepares them for future success.





## 04: Support and Sustain the Educator Experience

**Attract, develop, and retain a diverse team of educators who possess the core skills and growth mindset necessary to accelerate outcomes for every student.**

### KICKING OFF 2025

#### **Support new teachers.**

Develop and launch programs to support new teachers and staff so that they may thrive and grow within the KIPP Philadelphia community.

### KICKING OFF 2026–2027 AND BEYOND

#### **Streamline performance management.**

Refine and implement a clear, consistent, and streamlined performance-management system, applicable to all staff and operating on the same timeline annually, to promote transparency and equitable evaluation.

#### **Redesign hiring practices.**

Redesign and implement hiring practices to prioritize candidates who have a demonstrated record of success and a strong alignment with our “Portrait of a KIPP Philadelphia Educator.”

#### **Refine professional development.**

Refine and implement differentiated professional development and growth opportunities for teachers and staff, including clear pathways for advancement into leadership roles, in order to increase staff retention and cultivate internal talent.

#### **Recognize exceptional educators.**

Recognize and retain exceptional educators through a redesign of our total rewards strategy based on impact and contributions to the school community.





