

REPORT OF THE STRATEGIC ENGAGEMENT AND PLANNING COMMITTEE

The Strategic Engagement and Planning Committee (StEP) met on Tuesday, October 30, 2018 at 4:00 P.M. at the Cincinnati Public Schools Education Center in Conference Room 1-A.

ATTENDEES

StEP Committee Members

Board Members Eve Bolton, Ericka Copeland-Dansby, Ryan Messer

Michael Beck, Pamela Bowers, David Brenner, Marlena Brookfield, Virginia Corsini, Kate Eisenpress, Valda Freeman-Karmo, Kent Friel, Marcia Futel, Heather Gerker, Carol Gibbs, David Hapner, Renee Hevia, Stacey Hill-Simmons, Darla Menz, Kareem Moffett, Craig Rozen, Mary Schlueter, Susan Wilke, Flora Young

Board President

Carolyn Jones

Administration/Staff

Laura Mitchell, Superintendent; Jennifer Wagner, Treasurer; Lauren Worley, Chief Strategic Communications Engagement Officer

Union Representation

Julie Sellers, President, CFT; Milbeth Allen, CFT

Results/Outcomes of the Board's Work Session as it Pertains to the Strategic Plan

Ms. Bolton reviewed with the Committee follow-up information generated from the SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis that took place at the October 16, 2018 StEP meeting.

Please find attached a chart of quadrants containing at least ten priorities, and a chart with questions addressing the SWOT analysis.

Board and StEP Committee member Eve Bolton and Superintendent Laura Mitchell informed the Committee about the Board's below Priorities for Fiscal Years 2019 and 2020 that were established at the Board's Work Session conducted on October 20, 2018.

Strategic Planning

In August 2019, the CPS Board of Education, Administration, and Community will unveil a three-year strategic plan with an equity focus (as per Board Policy 2255, Equity and Excellence in Education); paying special attention to a comprehensive examination of the effect of poverty on the District's capacity to pursue its Vision and Mission.

Growth

The CPS Board of Education is committed to being intentional and deliberate in its growth strategies; ensuring that its growth is managed with an eye toward equity and integration, all while paying special attention to managing the District's assets and keeping an eye on community development, enrollment diversification, demographic trends, neighborhood identity, and expanding its portfolio of choices.

Community Engagement and Influence

The CPS Board of Education, through existing District and community infrastructure and new communication strategies, is committed to creating environments in which meaningful community engagement can occur and, therefore, authentically influence its decision-making.

Creating Better Systems

The CPS Board of Education will adopt and oversee data-informed policies that provide accountability and promote effective programs, educational environments, and expand extra-curricular and co-curricular activities.

Student-Centric Decision-Making

The CPS Board of Education is dedicated to the current and future health and well-being of its students, and it will ensure the proper funding and accountability is in place to promote robust teaching and learning that builds instructional capacity and improves academic and growth outcomes.

Safety and Security

The CPS Board of Education knows that students can only learn when they feel safe and able to do so – to this end, it will continue to invest in providing safe and supportive learning environments for every student in the District.

Members Messer and Bolton presented a PowerPoint that was created as a result of the information that was established by the Board at their October 20, 2018 Work Session.

Attached please find the presentation that is an overview of the *Cincinnati Board of Education's Strategic Planning* information.

What is a Strategic Plan?

Board Member Ryan Messer introduced Bob Scallan , Partner of [Pathway Guidance](#), as the presenter in defining Strategic Planning. Mr. Scallan informed and discussed with the Committee the following information contained in his presentation.

- Organizational Performance Model
- Pathway's Building Blocks for High Performing Organizations
- The Nine Principles of Organizational Excellence

Please find attached a copy of the presentation: *Is Your Organization Designed for Success?*

Overview of CPS's Financial Framework from Forecasting to Execution

Familiarizing ourselves with the Financial Dashboard

Treasurer Jennifer Wagner discussed and informed the Committee about school financing. Her presentation included information about the following:

- CPS Revenues by Major Source
- FY19 General Fund Revenues
- General Fund Revenues
- State of Ohio School Funding Formula
- Enrollment Change Impact
- CPS State Formula
- "In a Nutshell"
- Per Pupil Deductions
- Comparative State Share
- Enrollment Comparative Analysis
- CPS Expenditures: Major Sources
- FY19 General Fund Expenditures
- General Fund Revenues, Expenditures and Cash Balance
- Financial Transparency - [OpenGov](#)

Please find attached a copy of the presentation: *CPS Finance 101*

The next StEP Committee meeting will be on Tuesday, November 20, 2018, 4:00 p.m.

The meeting adjourned at 6:00 PM.

Cincinnati Board of Education

10/20/18 Board Work Session

Board Responsibilities

- In Ohio, the Ohio Revised Code establishes the powers of locally elected school boards in ORC Title 33.....the Ohio School Boards Association establishes the Code of Ethics for board members.....and local boards draft and adopt their own By Laws. In Cincinnati the Board's By Laws appear as Board Policies 0100 - 0170.
- For the purpose of planning through consensus, on October 20, 2018 the CPS Board determined to concentrate particular attention on the following powers and responsibilities
 - Represent the interests of the community and serve as a liaison between the District, community, community groups & organizations, and governing bodies
 - Set short-term and long-term strategic-vision and oversee fiscal and financial management in order to achieve Board goals
 - Adopt policies that give the District direction to set priorities and achieve its goals
 - Employ and evaluate the Superintendent and Treasurer
 - Approve District curriculum and programming

Strategic Planning

Strategic Plan: Overview

- Project Timeline:
 - August 2018 to August 2019 with target community roll-out by the Board and StEP Committee at the State of the Schools Superintendent address in August 2019
- Plan Duration:
 - Three years with annual budgetary planning to implement the plan over school years 2019-2020, 2020-2021, and 2021-2022
- Measurement:
 - Short-term benchmarks and long-term metrics established with annual targets to assess progress

Strategic Plan: Key Components

- Long-range financial planning
- Curriculum and programming
- Systems (transportation, facilities, etc.)
- Growth planning
- Community connectivity and partnerships

Strategic Plan: Our Lens

- Pursuit and attainment of equity
- An understanding of the future of education
- Proactively address the impact of poverty

Strategic Plan: Roles & Responsibilities




Strategic Plan: Project Structure


- **Sponsor Team:**
 - Board of Education sets high-level requirements of the Strategic Plan with input from Administration, community and experts
- **Project Team:**
 - Members of Administration representing key components of the plan
- **Stakeholder Advisory Board:**
 - Members of the StEP Committee who provide input to specific components of the project and connect to other important stakeholders in the community
- **Charter:**
 - The July 23rd revised Board resolution adopting the charter for the Strategic Engagement and Planning Committee to ensure alignment among all parties throughout process
- **Consultant Partner:**
 - Serves to support project team to achieve the requirements listed in the Charter to ensure expectations of the Sponsor Team are met

Is Your Organization Designed for Success?

Bob Scallan
robert.scallan@pathwayguidance.com
(513) 841-0888


Adapted from the work of: David Hanna,
Kim Cameron, Robert Quinn

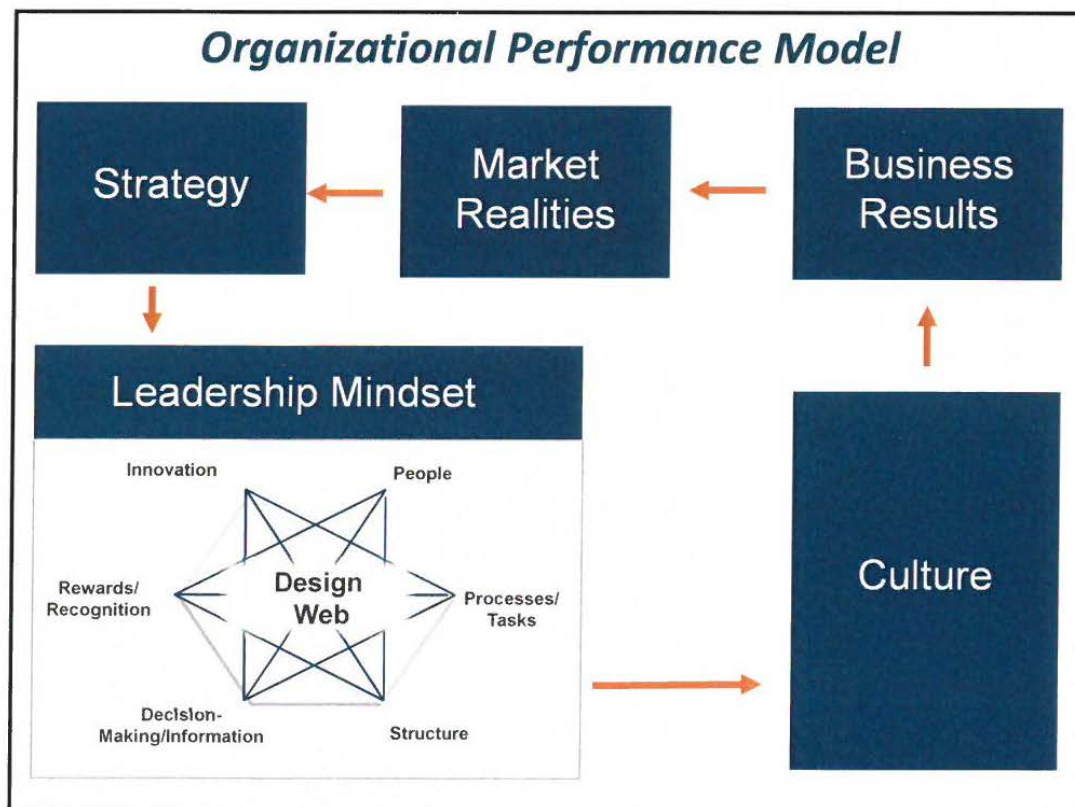




Pathway Guidance

AWARENESS | CHOICE | CHANGE





Pathway's Building Blocks for High Performing Organizations

Awareness		Choice			Change	
Leaders' Perspectives (interviews)	Board Development	Core Values & Purpose	Dream for Future (3 Yr BHAG)		Individual Coaching (Devine/ Enneagram)	Team Coaching (Enneagram, 5 behaviors)
Lifecycle (survey)	Hiring Support (Devine)	Value Discipline	1 Year Operational Plan		Succession Planning	Organization Design & Development
Culture (survey)	Customer Needs/ Market Dynamics	Core Customer	Top 3 Priorities for the year	Product & Service Design	Performance Management	Change Management (Culture)
Current Business Results	Leadership Skills (Devine, Msi)	Keystone Behaviors	Measures of Success	Marketing Strategy	Strategy Execution Support	Cascading Strategy to All

Talent Management
Strategy
Blend of Talent & Strategy - Organizational Design



Firm 1

The Nine Principles of Organizational Excellence:

- Commit to excellence
- Measure important things
- Build a culture around service
- Create and develop leaders
- Focus on employee engagement
- Build individual accountability
- Align behaviors with goals and values
- Communicate at all levels
- Recognize and reward success



Firm 2

Our Service Areas:

- Policy analysis and research
- Strategy and growth planning
- Organizational effectiveness and efficiency
- Implementation Support
- Educational program evaluation

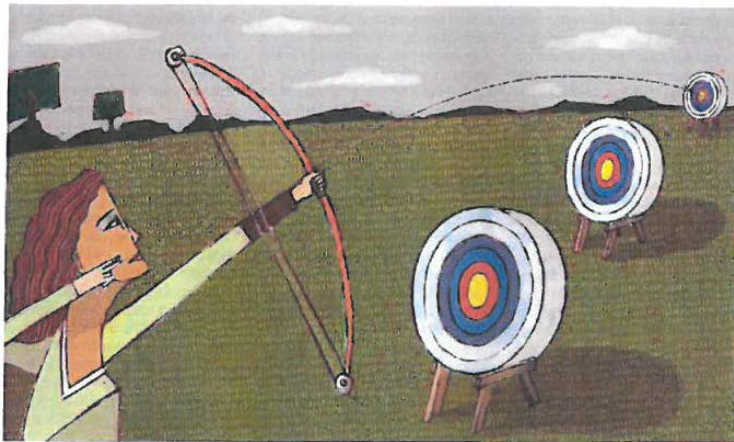
Firm 3

Our Approach:

- Rigorous academics – Are students studying challenge, engaging and relevant content?
- Talented people – Are educators in the right roles with the right skills to help students thrive?
- Supportive environments – Are policy systems and communities supporting great schools for all?

How we work:

- Advice
- Data
- Design
- Execution



“Executing Strategy requires building an organization that has the ability to plan and execute, while at the same time, overcoming the inevitable surprises in business. This is the biggest and toughest challenge in business”

Source: 6 Disciplines Execution Revolution, Gary Harpst

