

Strategic Planning Committee Workshop

ACPS

February 25, 2025



Deliver *Ed*

THE IMPLEMENTATION EXPERTS

Today's objectives

- 1 Welcome, norms, and agenda
- 2 Provide feedback on revised mission/vision
- 3 Review and incorporate stakeholder feedback into the plan outline
- 4 Preview next steps in the strategic planning process

Let's review our norms

- Commit to remain **present and engaged** in today's conversation.
- Assume **positive intent** and **take responsibility for impact** (start from the MRI - most respectful interpretation)
- Suspend disbelief! **Entertain all ideas** and look for ways to get to 'yes'
- **Equity of voice** - monitor your airtime and step up or step back
- Have **courage** to speak your truth
- Remain focused on the **collective good** informed by your **individual experience**
- Disagree **without** being disagreeable

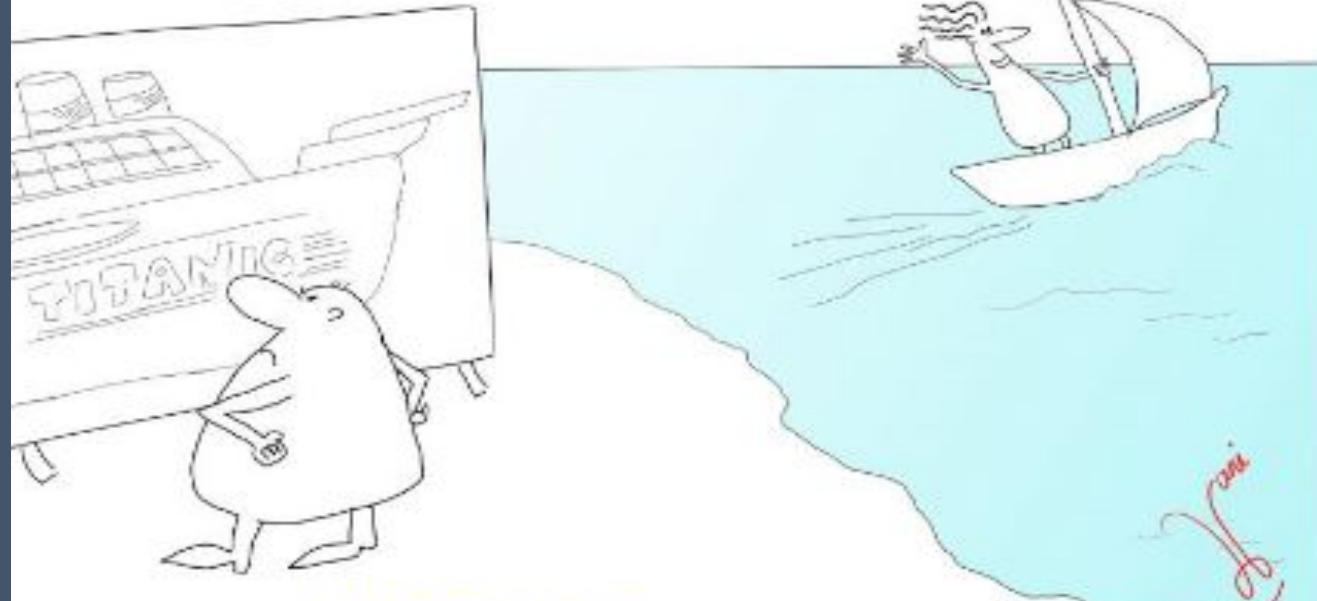


Caption it!



What's your
caption?

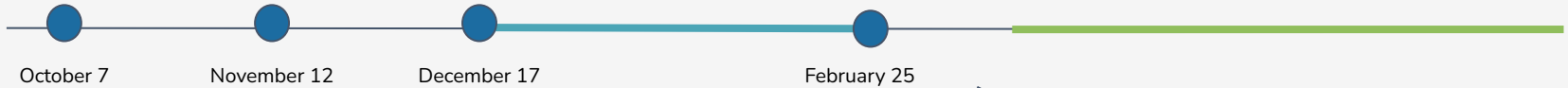
How might this
apply to today?



Recall: The SPC is making a final recommendation on recommended goals and strategies to the Board and division leaders

STRATEGIC PLANNING COMMITTEE (SPC)
DRAFTS OUTLINE OF PLAN THROUGH 4 WORKSHOPS

PLANNING TEAMS*
TAKE OVER TO ADD IMPLEMENTATION DETAILS



ACPS COMMUNITY
PROVIDES FEEDBACK

Final decision on goals/strategies made by division leadership

**Teams of key stakeholders led by 3-5 senior division leaders overseeing priority goal areas of the plan*

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ACPS Strategic Plan Content





We've done some more work on the mission and vision statements

Current:

Mission: to ensure success by inspiring students and addressing barriers to learning.

Vision: empowering all students to thrive in a diverse and ever-changing world.

Proposed:

Mission: We nurture, educate, and inspire each student for success.

Vision: Each student prepared to thrive in college, career, and life.

I like...

I would suggest...

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We engaged with stakeholders across the division to gather their feedback on our work done to date

- We conducted over 20 focus groups with:
 - Students (across all levels)
 - Families (still working to gather more feedback from our underrepresented groups)
 - Staff (teachers, SST, admin staff) across schools and grade level
- We have a feedback form that received 240 responses
 - 40% of these are families, 60% are employees

This DRAFT emerging architecture was shared....

Internal Enabling Conditions

Goal

1 Engage and challenge every student, every day.

2 Hire and Retain a Diverse, Talented Team

3 Cultivate a Safe, Caring and Inclusive Culture

4 Communicate and Engage with Our Community

Strategies

1. Implement high-quality, culturally-relevant instructional materials that meet the needs of most students at the Tier 1 level.
2. Invest in development and support of our teachers to meet the needs of historically underserved groups of students.
3. Enhance the use of real-world learning and assessment approaches to make learning more relevant for students.

1. Ensure more efficient and coordinated talent systems, especially for hiring.
2. Focus on retention through support, development, and recognition.
3. Evaluate & modify support staff equations to account for equity needs of individual school populations
4. Explore innovative approaches to recruitment, including formal partnerships and apprenticeships

1. Build focused systems for supporting students' social-emotional wellness.
2. Support schools to implement targeted family engagement efforts to reach all families.
3. Prioritize the physical safety of students.
4. Ensure consistent, equitable discipline practices are applied across school sites.

1. Meaningfully engage staff and families in key decision making.
2. Emphasize more proactive, transparent communication with staff and families.
3. Enhance customer service across the division.
4. Engage the broader Alexandria community in support of our students.



There were a few important themes in the feedback we received

- *Simplify and clarify* language to make it more understandable
- Don't add a bunch of new work - people's plates are already full; focus instead on *follow through* and quality of existing work
- Elevate the importance of a *safe, inclusive environment* - and the importance of strong relationships in creating that space
- Emphasize the *ultimate goal of preparing students* for their next step after graduation
- *Trust building* is at the core of the work that must be done

We have revised our overall goal structure based on the feedback we received

Create a **safe, caring, and inclusive school environment** where students feel connected, supported, and respected.

Engage and challenge each student, every day to **achieve academic excellence**.

Recruit, develop, and retain a diverse team of talented professionals by fostering a supportive and growth-oriented workplace.

Cultivate trust by engaging and communicating clearly with our community to achieve our vision.

Prepare every student for life after high school by providing the guidance, skills, and support they need for college, careers, or other future goals.

Division Conditions for Success:

- Build a **positive and collaborative culture** across the division where everyone works together and takes accountability for success.
- Create **clear operational systems and procedures** to improve efficiency and make it easier to share and manage important information.
 - Use technology** appropriately to drive innovation, support efficiency, and help achieve our mission.
 - Build **systems and routines** to support change management
 - Equitably allocate resources** across the division to best meet student and community needs.
 - Ensure students have access to **sustainable facilities and infrastructure** to support learning.

This revised draft emphasizes the areas most critical to stakeholders

Simplified wording throughout to de-jargon

Goal

Create a safe, caring, and inclusive school environment where students feel connected, supported, and respected.

Engage and challenge each student, every day to achieve academic excellence.

Recruit, develop, and retain a diverse team of talented professionals by fostering a supportive and growth-oriented workplace.

Cultivate trust by engaging and communicating clearly with our community to achieve our vision.

Prepare every student for life after high school by providing the guidance, skills, and support they need for college, careers, or other future goals.

Strategies

1. Create strong support systems for students' social and emotional well-being through building positive relationships with peers and trusted adults.
2. Establish and uphold clear behavior expectations while supporting each student's unique academic and social-emotional needs.

1. Use high-quality learning materials and teaching practices that reflect students' diverse cultures, support their social and emotional growth, and ensure each student gets what they need to succeed.
2. Empower the school-based instructional leadership team (Principals, Assistant Principals, and Instructional Coaches) to serve as strong instructional coaches and mentors for educators.

1. Retain talented professionals by valuing their input, supporting their wellness, offering leadership opportunities, and ensuring competitive pay.
2. Provide more focused, differentiated learning opportunities for educators, with a focus on meeting the needs of underserved students.
3. Improve and streamline hiring and orientation processes to make them more effective and coordinated.

1. Help schools connect with all families through focused and meaningful engagement efforts.
2. Share clear, timely information and create meaningful two-way conversations with students, staff, and families around district decisions.
3. Improve the day-to-day experience for students, families, and staff by providing responsive, helpful, and supportive service across the district.
4. Engage the broader Alexandria community in support of our students and

1. Make learning more meaningful for students by using real-world experiences and hands-on ways to measure their progress at every grade level.
2. Continue to refine the Academies model to ensure it is meeting the needs of our community.
3. Expand access to high-quality college and career counseling to support students' transitions.

Integrated more emphasis on relationships and behavior expectations

Moved real-world learning to fifth goal; focused on instructional leadership team support

Called more attention to retention and differentiated learning/development

Moved family engagement here; shifted to focus on responsive service

Focus on post-secondary preparation and Academies model

Stakeholders gave great insights; our job is to use these to improve our outline to 'good enough'

- Improve based on helpful feedback/ideas (not individual preferences, overarching themes)
- Flag any themes from feedback we aren't taking -so we can clarify/communicate *why* (conflicting responses, already included, will come later, etc.)
- Note things for implementation planning team to consider as they build out details
- Remember, we are going for good enough, not perfection!!!



Let's spend some time in working groups by goal (45 minutes)

In goal groups...

- 5 mins - Introductions and ground rules
- 10 mins - Individually read over feedback for your goal and the revised outline
 - Note things that stand out to you, questions you have, suggestions for further improvement
- 25 mins - Explore potential additional revisions
 - Make any proposed revisions directly on the flip chart outline
 - Suggest any messages to share back with stakeholders on the blank flip chart
- 5 mins - Wrap up and next steps

BREAK



Gallery Walk



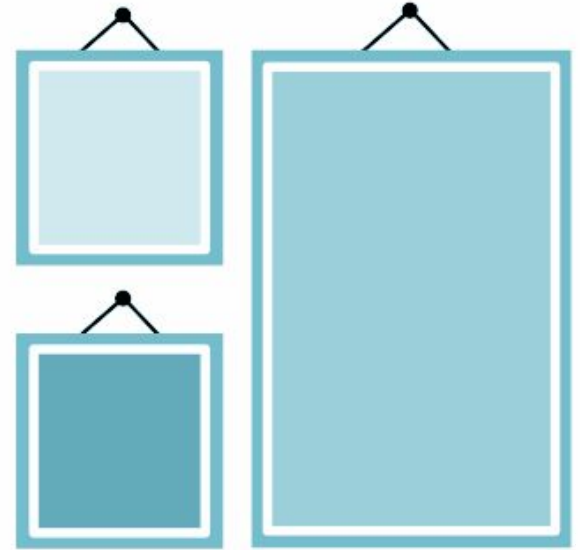
You have 30 minutes to walk around to the various goal posters and add your thoughts.

At each poster:

1. Read the strategies and proposed activities
2. Use stickies to:
 - a. Emphasize what you like!
 - b. Ask questions where things are unclear
 - c. Make suggestions about additional improvements



10:00

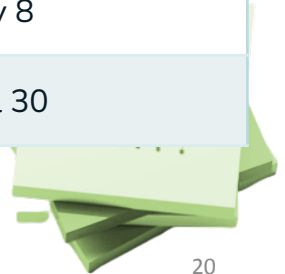


Today's objectives

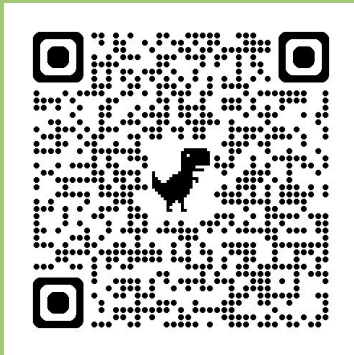
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Next steps

WHAT?	BY WHEN?
Synthesize today and combine with stakeholder input from Board, SLT, etc. to land on final proposed revised mission/vision statements	March 15
Draft Strategic Plan to School Board via Brief	March 21
Work with division leaders to identify metrics and set targets for each goal area	March 31
Present Strategic Plan to School Board	April 3
Public Hearing	April 21
Strategic Plan considered for School Board Adoption	May 8
Work with division staff (goal teams) to draft implementation plans	April 30



Exit ticket: Feedback, please!



We crave feedback! We'll use your input to ensure you have strong support going forward.

