

Framework for the Future Overview

VISION

Purpose: Defines the future state the district is working toward

Time Frame: *Future-focused*

Prompt:

In the future, we will see...

Guiding Question:

- What kind of community or system are we becoming?

Vision Tests:

- **Time Test:** Still true 5–10 years from now
- **Aspirational Test:** Inspires alignment, not action steps
- **Audience Test:** Resonates with students, staff, families, and community

Common Pitfall:

- Naming strategies, programs, or daily actions
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MISSION

Purpose: Describes what the district does every day to move toward the vision

Time Frame: *Daily action*

Prompt:

Every day, we...

Guiding Question:

- How do we do our work?

Mission Tests:

- **Action Test:** Uses clear, active verbs (e.g., engage, support, partner)
- **Clarity Test:** Helps staff prioritize decisions and actions
- **Consistency Test:** True across roles and departments

Common Pitfall:

- Repeating the vision or listing outcomes instead of actions

VALUES

Purpose: Defines how the community behaves and makes decisions

Time Frame: *Always*

Prompt:

No matter what, we...

Guiding Question:

- How do we show up—especially when things are hard?

Values Tests:

- **Behavior Test:** Observable in actions and interactions
- **Pressure Test:** Holds true during change, stress, or conflict
- **Decision Test:** Helps us say yes to some things and no to others

Common Pitfall:

- Confusing values with skills, programs, or outcomes
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LEARNER PROFILE

Purpose: Describes the competencies and dispositions students develop over time

Time Frame: *Developmental (over years)*

Prompt:

Over the course of their learning experience, students will become...

Guiding Question:

- Who are our students when they leave us?

Student Profile Tests:

- **Graduation Test:** Reasonably true by the time students exit the system
- **Transfer Test:** Matters beyond school, in life and community
- **System Accountability Test:** The system shares responsibility for developing this

Common Pitfall:

- Listing standards, content knowledge, or isolated skills
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How the Four Elements Work Together

- **Vision** sets the destination
- **Mission** defines the daily work
- **Values** guide behavior and decisions
- **Learner Profile** names the long-term learner outcomes

Together, these elements create a coherent, aligned foundation for strategic planning.