



**EVERY  
STUDENT  
COUNTS**  
EXCELLENCE FOR ALL

# 2024-30 - Strategic Plan Development

STEERING COMMITTEE MEETING

December 13, 2023



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# MEETING START-UPS

# STEERING COMMITTEE MEETING

## DESIRED OUTCOMES

- **List** next steps, and
- **Review** meeting start-ups and address feedback,
- **Understand** the changes in Implementation and Monitoring elements for 2024-2030,
- **Consider** the 2024-2030 Foundations and brainstorm opportunities for the 2024-2030 Implementation and Monitoring,
- **Feedback** on the current (2022-2028) Strategic Plan Implementation and Monitoring elements,
- **Preview** the January 10, 2024 Steering Committee meeting,
- **List** next steps, and
- **Evaluate** our meeting.



# NOVEMBER 8, 2023 AGENDA

## Steering Committee Work Session



<b>Dinner (Begins at 6:00 p.m.)</b>	
<b>Meeting Begins at 6:30 p.m.</b>	
Meeting Start-Ups	15 minutes
Changes in 2024-2030 Implementation and Monitoring	5 minutes
Brainstorm Considerations for 2024-2030 Implementation and Monitoring	30 minutes
Feedback on 2022-2028 Implementation and Monitoring	30 minutes
BREAK - 10 minutes	
Feedback on 2022-2028 Implementation and Monitoring (con't)	45 minutes
January 10, 2024 Steering Committee Meeting	5 minutes
Next Steps/Evaluation	5 minutes

# GROUND RULES AND PURPOSE

## GROUND RULES

- Post and Approve the Agenda
- Listen as an Ally
- Enable Equity of Voice
- One Person Speaks at a Time
- Respect Each Other
- Everyone Participates
- Stay on Task
- Start and Stop on Time
- Schedule Appropriate Breaks
- Evaluate at End of Meeting
- Cell Phones on Silent or Vibrate

## PURPOSE

Our purpose is to

- represent the voice of the Arlington Public Schools community
- to develop the APS Strategic Plan Foundations for review and consideration of the Superintendent and Board of Education, and
- **feedback on alignment, clarity and comprehensibility of the APS Strategic Plan Implementation and Monitoring elements.**

## PLUS (+)

- Suggestions ahead of time which were evidence (data)-based
- Flexibility of meeting structure
- Facilitation
- Table facilitation
- Clear process (consensogram)
- Read thru with framework to capture the feedback
- Chairs contribution to the meeting agenda, organization, approach and information to the steering committee ahead of time
- Editing in real time with the whole group

## DELTA (Δ)

- Time for more meeting (more meetings or longer time span for each meeting)
- Incorporate students throughout the process (not only the staff)



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# IMPLEMENTATION AND MONITORING

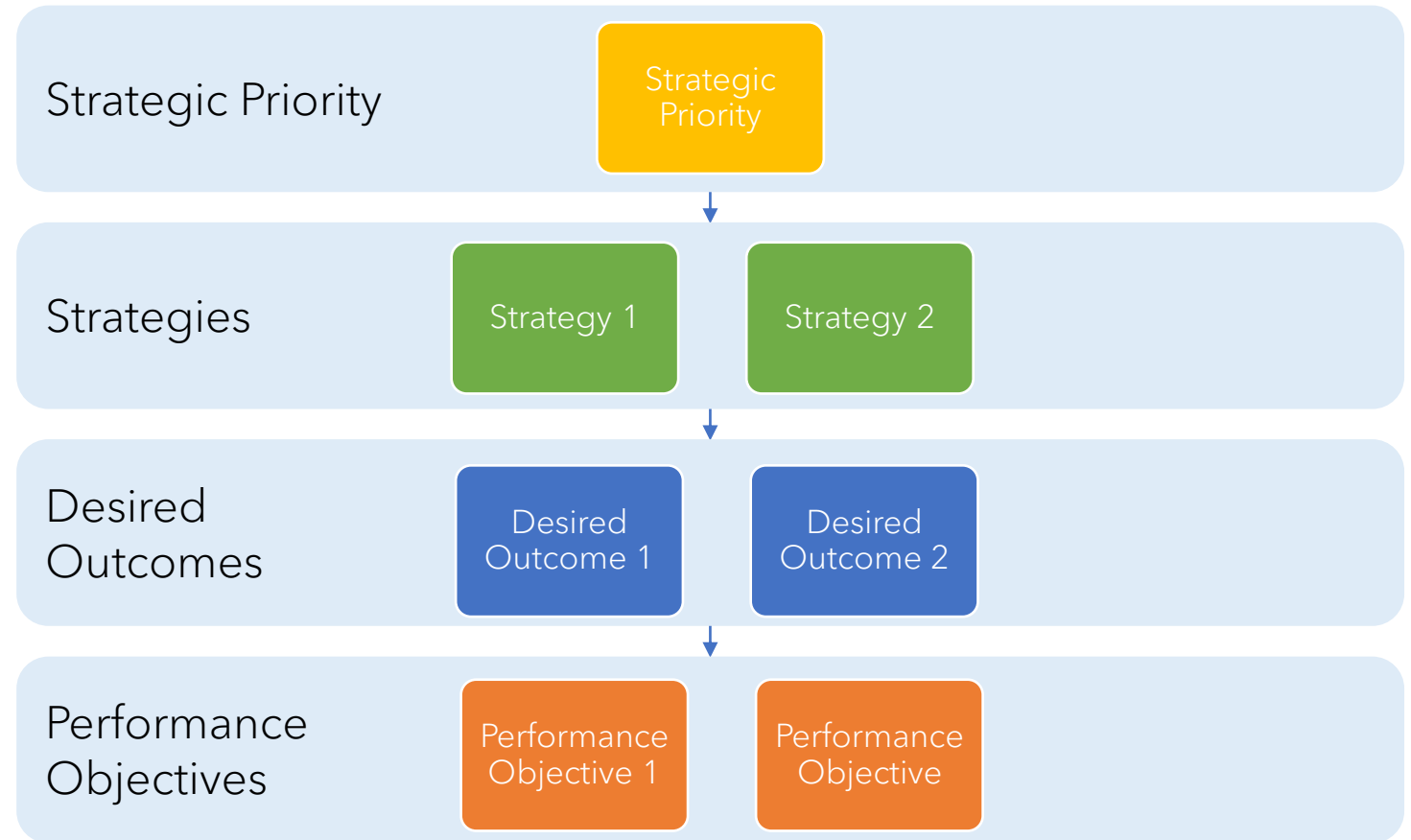
Organizing for Clarity

## Challenges with Current Organization

- Several layers of duplicative information
- Desired outcomes can be confused with, or viewed as duplicative of, strategic priority (redundant)
- Did not align to public reporting
- Suggests too many priorities (priorities and desired outcomes)

“When everything is a priority,  
nothing is a priority.”

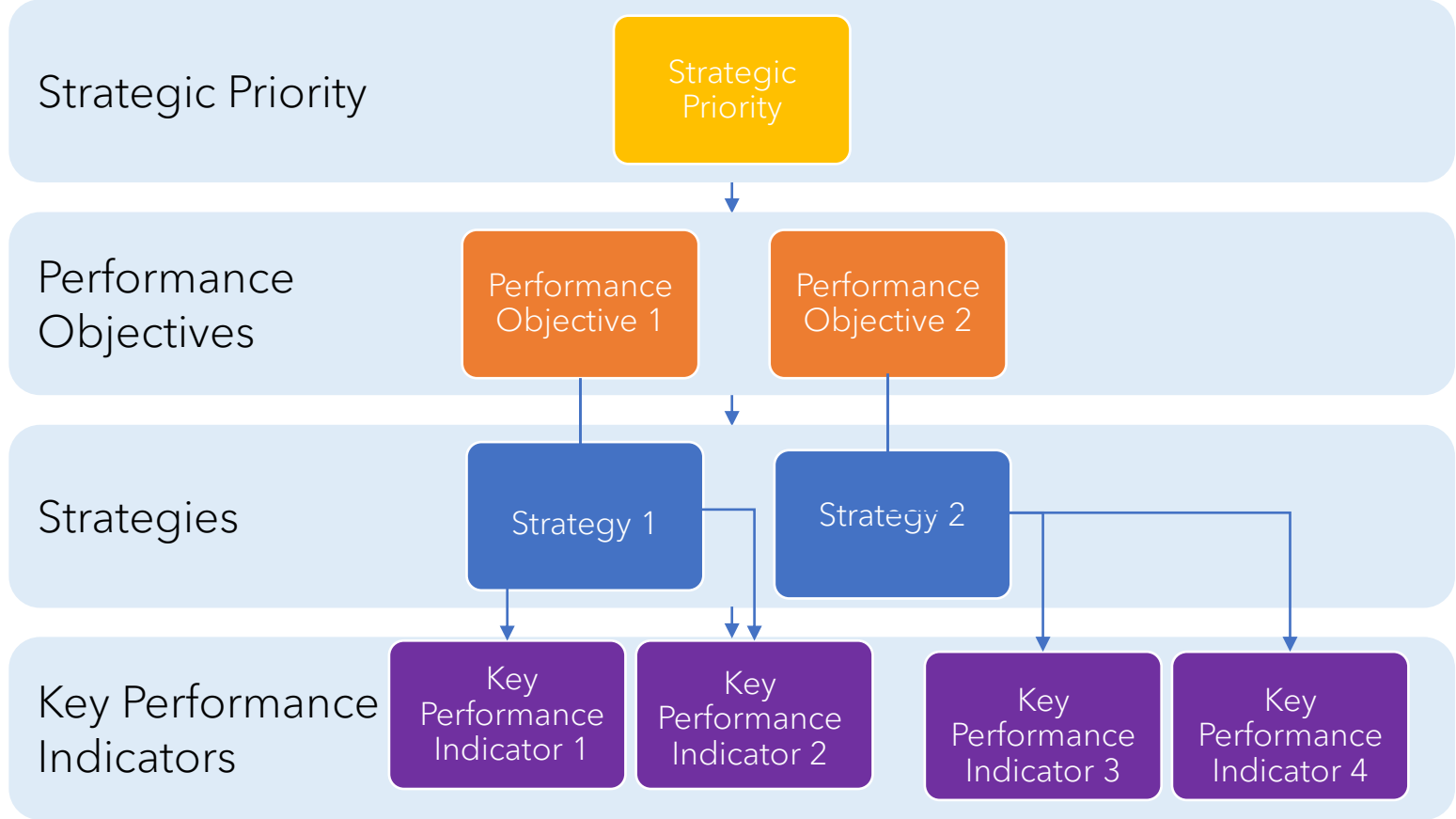
- Karen Martin  
*The Outstanding Organization*





## Opportunities with New Organization

- Creates clarity for educators and the community
- Eliminates items perceived as duplicative
- Strategies can be mutually exclusive





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# APS Strategic Plan

Imagining the 2024-2030 Implementation and Monitoring



### Supportive Partnerships

### STAFF

- Assess and evaluate current implementation and monitoring components
- Revise, replace, or add implementation and monitoring elements
- Incorporate appropriate feedback from community and stakeholders

### STEERING COMMITTEE & COMMUNITY

- Provide feedback on current (2022-2028) Implementation and Monitoring to support staff development of 2024-2030 Implementation and Monitoring
- Provide feedback on 2024-2030 Implementation and Monitoring in three (3) key areas
  - Alignment to Foundations
  - Clarity
  - Comprehensibility

# Performance Objectives and Strategies



## Performance Objective

- High-level measurable goals that outline what the school division wants to achieve
- Specific end-result that contributes to the success of the school division



## Strategy

- Methods used to achieve the division goals
- Plan of action designed to achieve a major or overall aim

# 2024-2030 Implementation and Monitoring Brainstorming



Assessing the 2022-2028  
Implementation and Monitoring  
Through the lens of the 2024-  
2030 Foundations

## Brainstorming Process

- For each of the five (5) NEW Strategic Priorities, brainstorm responses to the following:
  - Performance Objectives: What should the division be measuring to help track progress to achieve the strategic priority?
  - Strategies: What methods should be considered to achieve those performance objectives?

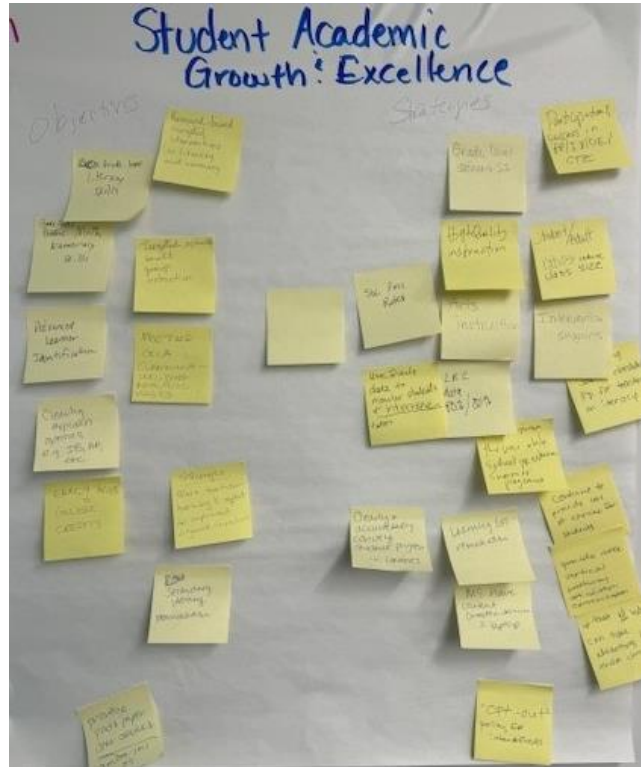
Responses should reflect SWOT analysis and results of community engagement



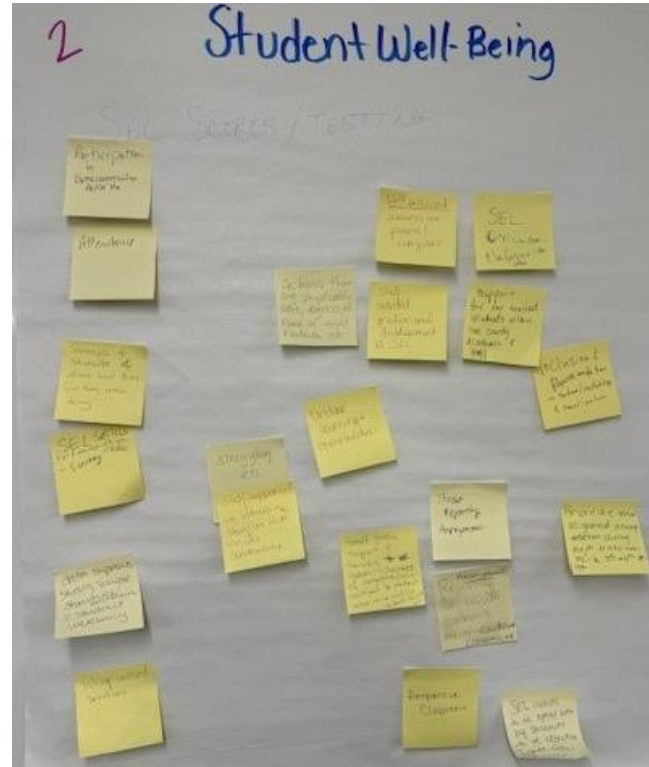
# 2024-2030 Implementation and Monitoring Brainstorming



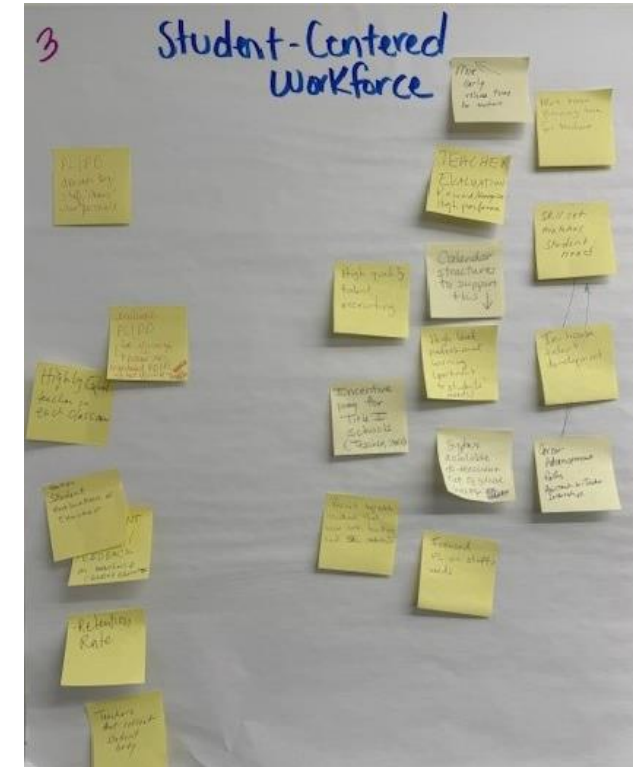
## Student Academic Growth & Excellence



## Student Well-Being



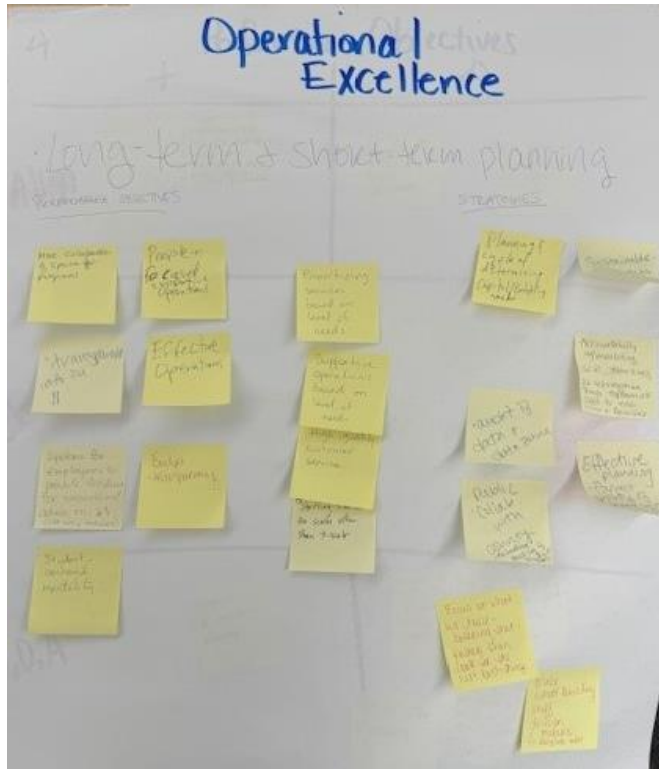
## Student-Centered Workforce



Responses should reflect SWOT analysis and results of community engagement



## Operational Excellence



## Student, Family, & Community Partnerships



Responses should reflect SWOT analysis and results of community engagement



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# APS Strategic Plan

Providing Feedback on 2022-2028 Implementation & Monitoring for Staff Teams responsible for creating and revising the 2024-2030 Implementation and Monitoring



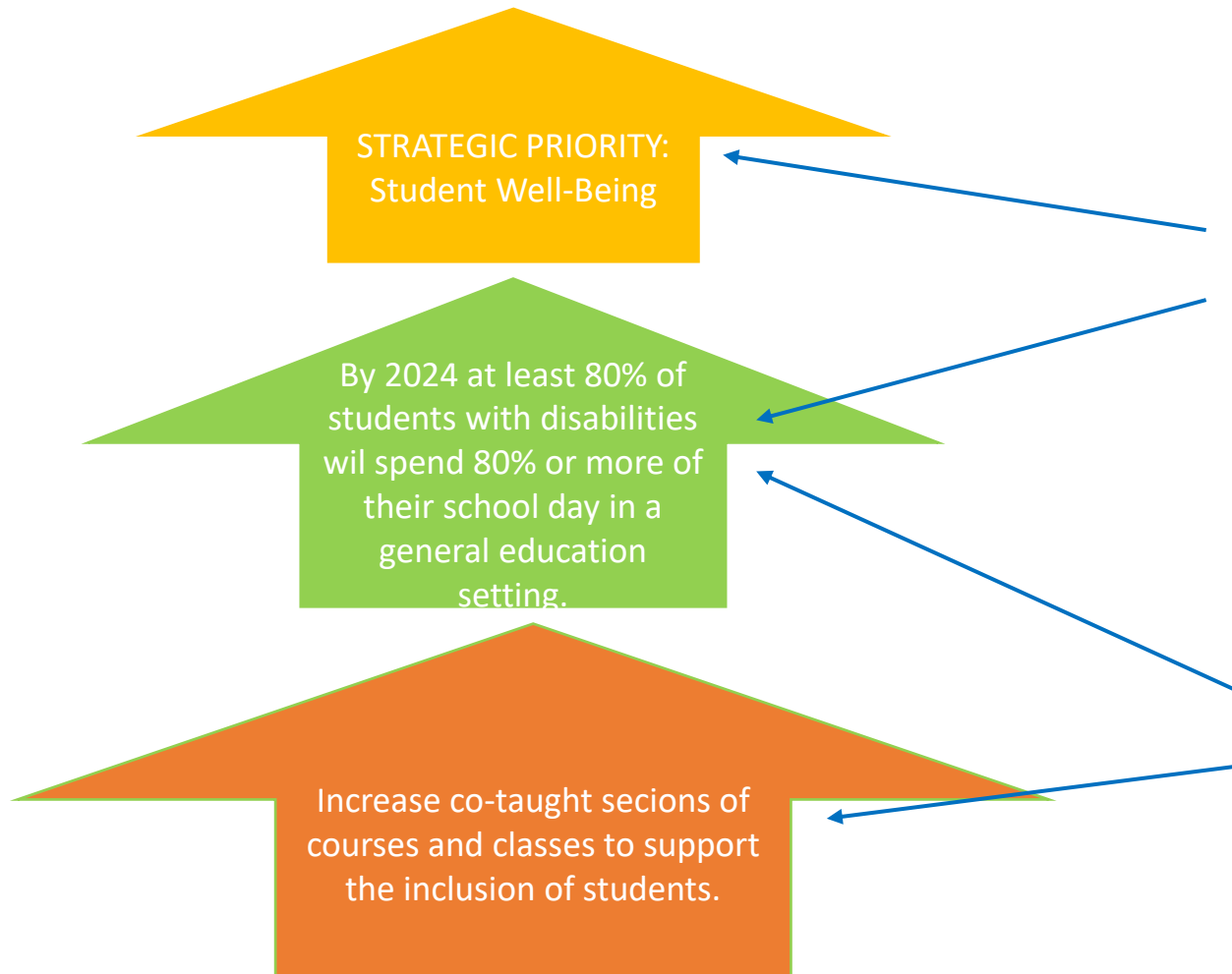


Responses should reflect SWOT analysis and results of community engagement

## ALIGNMENT

A state of consistency among plans, processes, information, resource decisions, workforce capability and capacity, actions, results, and analyses that support key organization-wide goals.

## ALIGNMENT - Example



- How would you assess the alignment of the Performance Objective to the Strategic Priority?
- How would you assess the alignment of the Strategy to the Performance Objective?

Responses should reflect SWOT analysis and results of community engagement

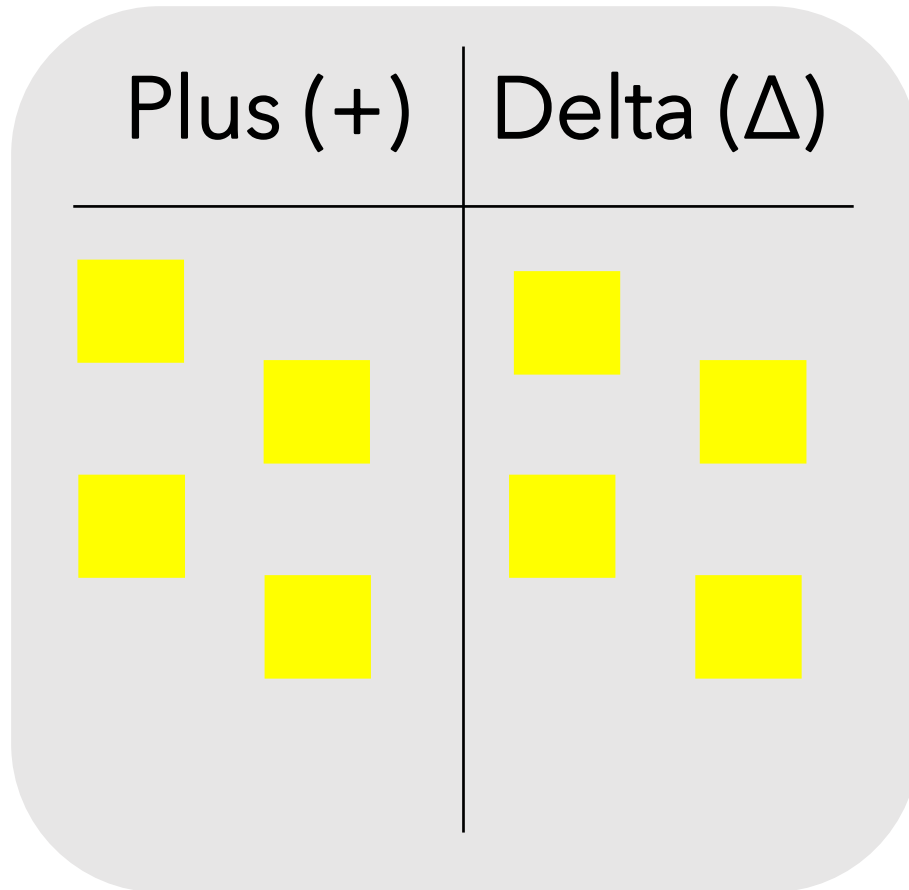


## CLARITY & COMPREHENSIBILITY

- Expressed in simple terms
- Inclusive
- Clear to staff, students, parents/families, community

Responses should reflect SWOT analysis and results of community engagement

## Plus/Delta



- Simple tool to solicit feedback from individuals or groups on the strengths and opportunities for improvement of a given situation (process, resources, goals, systems, strategies).
- Helps to:
  - Identify what is good and what needs improving
  - Provide immediate feedback
  - Provide cumulative information
  - Allow every person a voice in the improvement process
  - Focus individuals/groups on needs for improvement

Responses should reflect SWOT analysis and results of community engagement

### Assessment

- Steering committee members will be divided into five (5) groups - corresponding to each of the Strategic Priorities
- For 12 minutes, steering committee members will provide and record their feedback on the Performance Objectives and Strategies using the +/-Δ tool on
  - Alignment
  - Clarity and Comprehensibility
  - **Suggested** omissions, revisions, deletions

*Note: **Designate ONE member** of the group (good handwriting) to record the feedback of the group on the chart paper*
- Rotate 5 times (4 for feedback and 1 for review/report out) - returning to your original priority at the last rotation where you will debrief

### Debrief

- Each group will return to their original Strategic Priority and review the cumulative feedback
- Each group will designate a reporter to summarize (IN NO MORE THAN 2 MINUTES) the feedback about that priority to the full steering committee

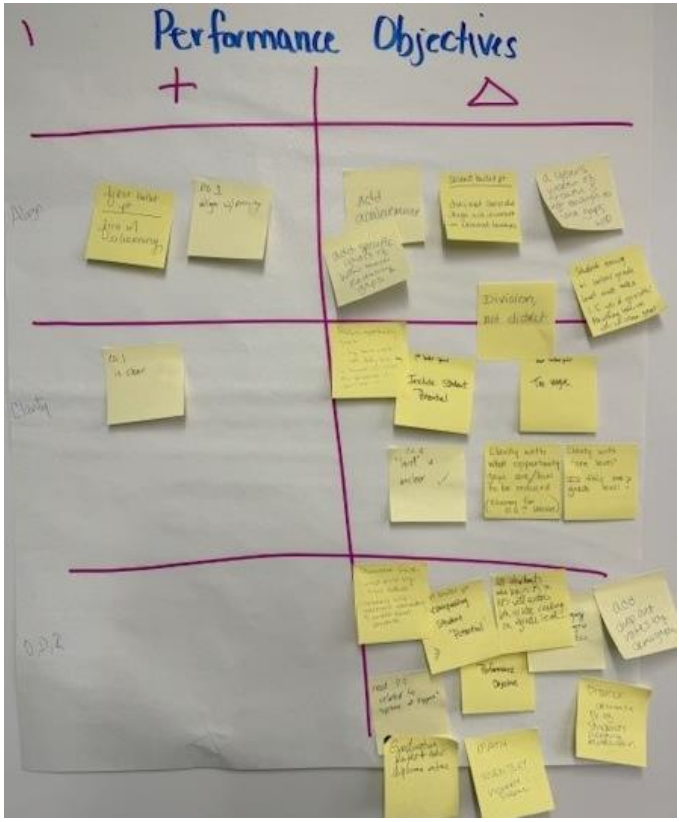
Next Step: Feedback from each priority will be compiled in a document and shared with the Steering Committee and the APS staff responsible for leading each priority team.

- APS staff develop Implementation and Monitoring incorporating the feedback of the steering committee in initial development and through revisions in the Spring

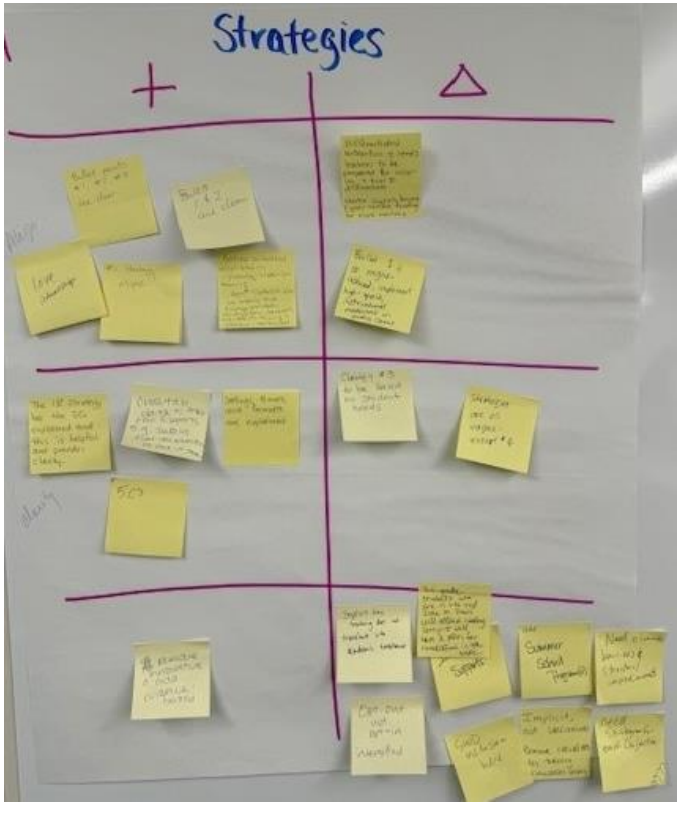


## Student Academic Growth and Excellence

Performance Objectives



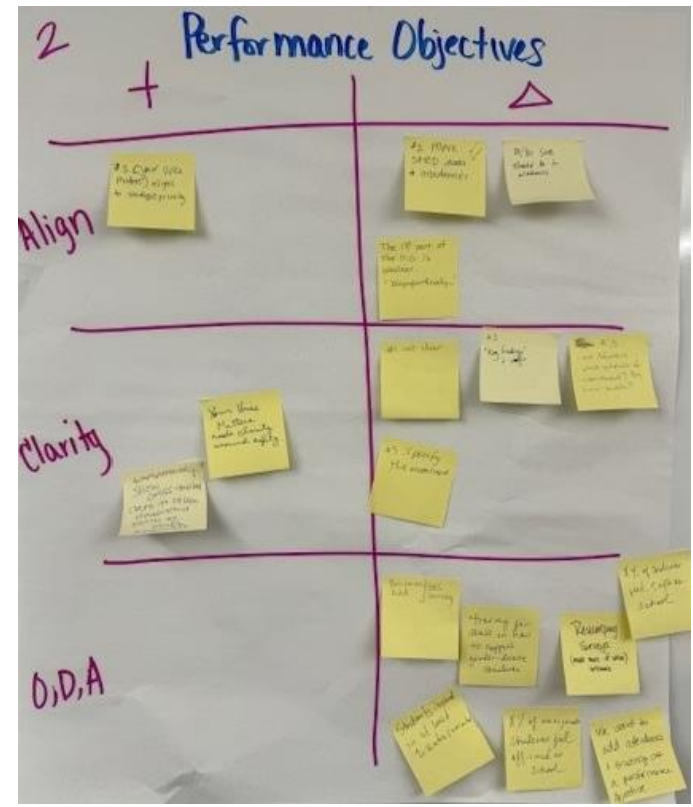
Strategies



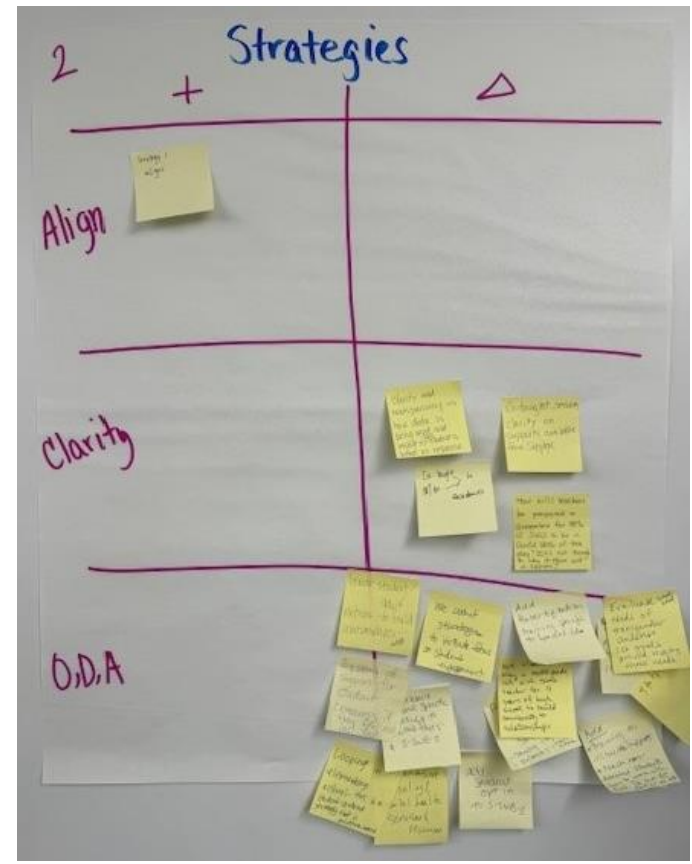


# Student Well-Being

## Performance Objectives



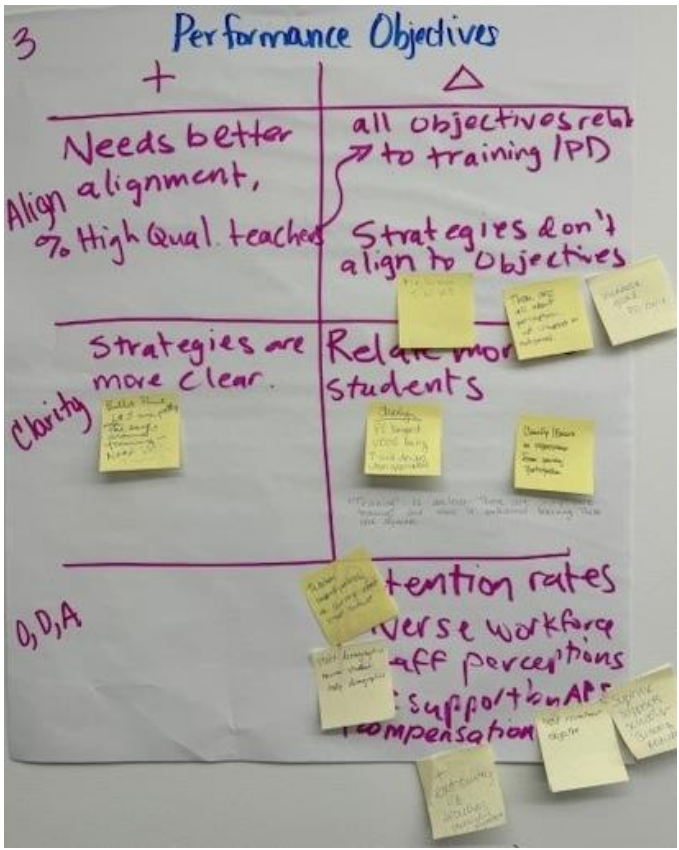
## Strategies



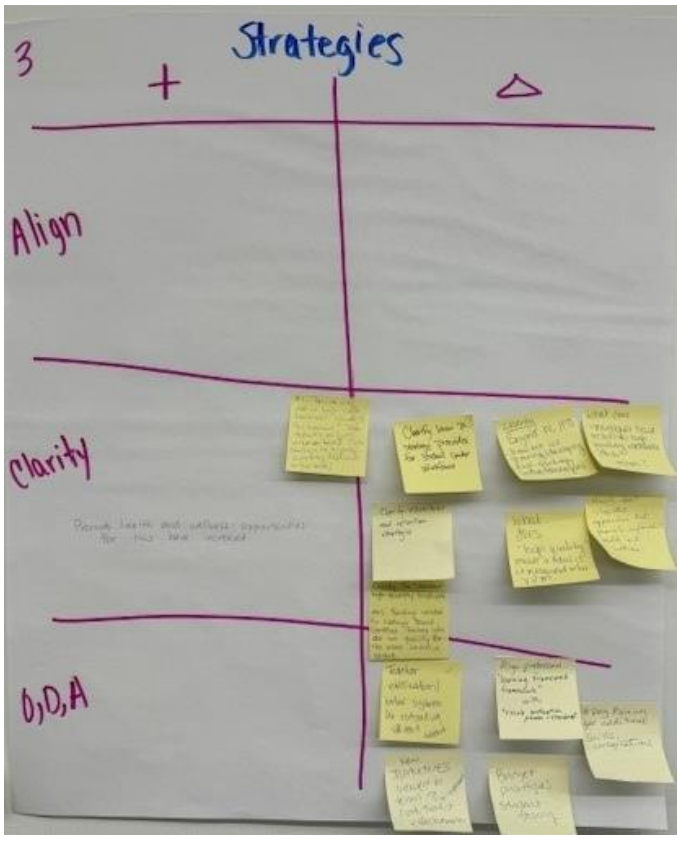


# Student Centered Workforce

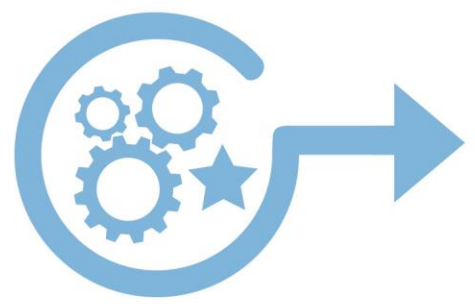
## Performance Objectives



## Strategies

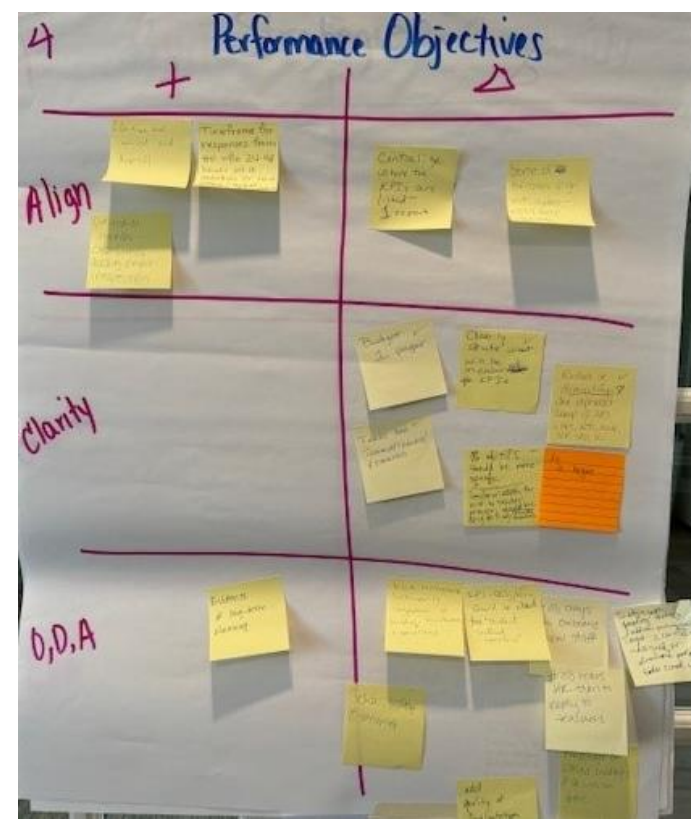




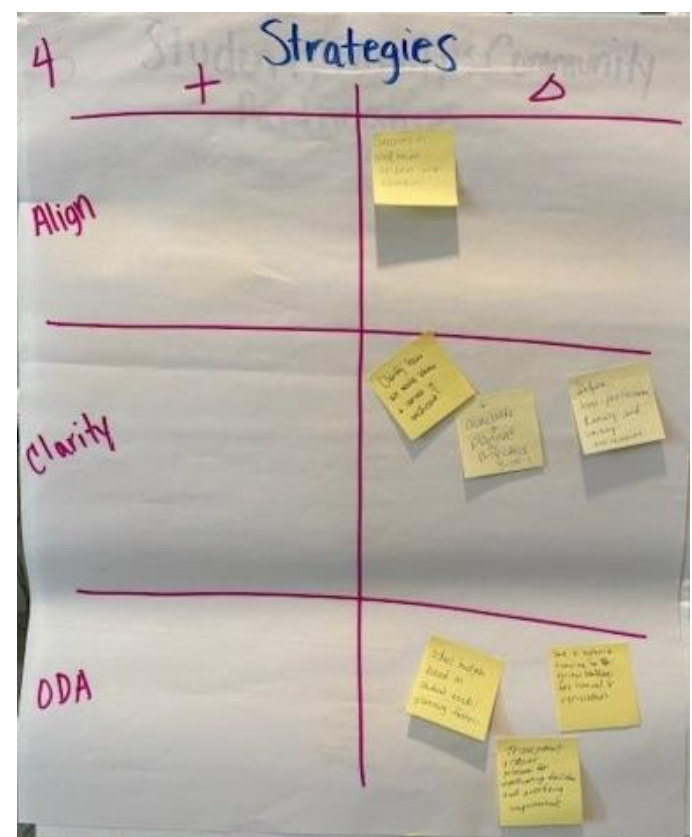


# Operational Excellence

## Performance Objectives



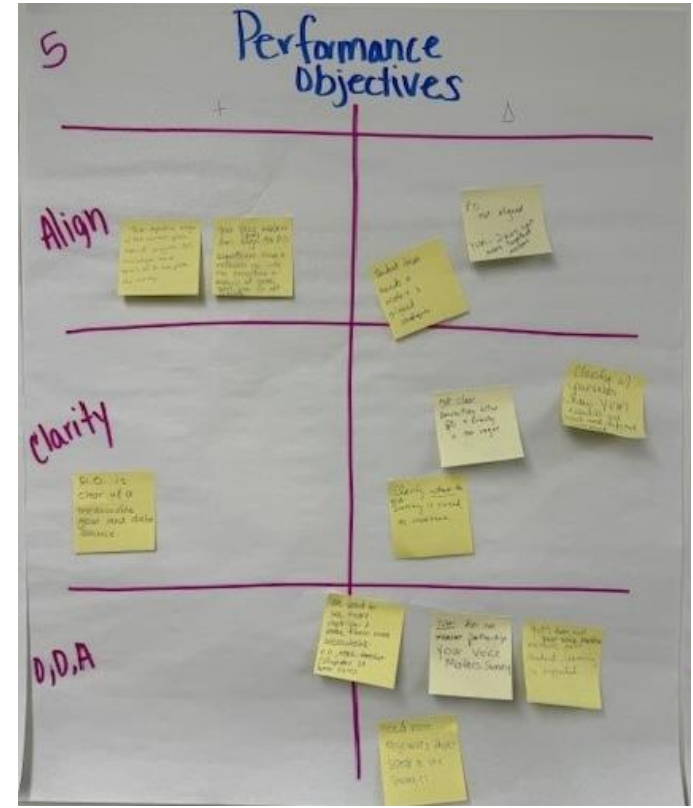
## Strategies



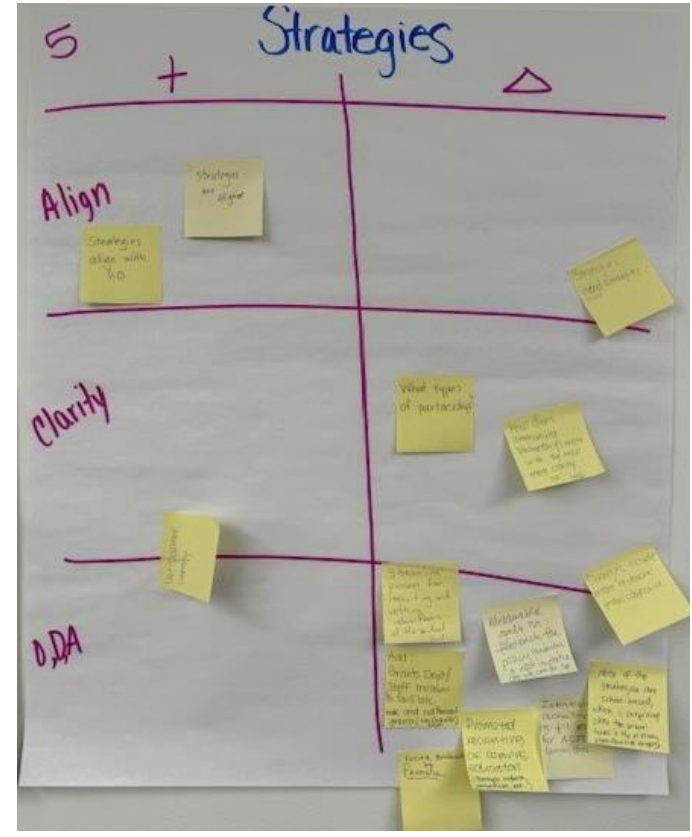


# Student, Family, and Community Partnerships

## Performance Objectives

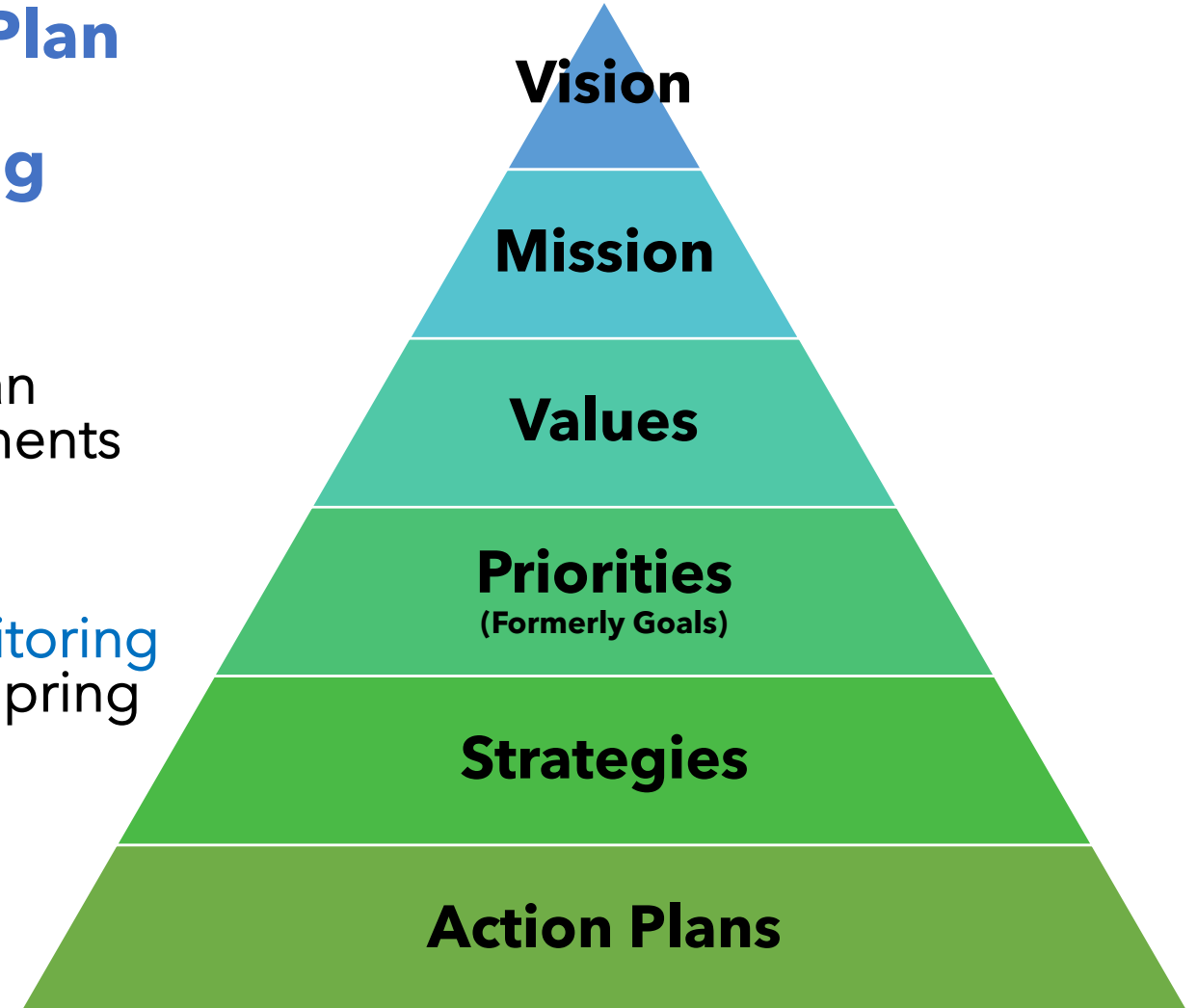


## Strategies



## Objective: Continue Strategic Plan Development Part 2: Implementation and Monitoring

- Debrief (evaluate) fall Foundations development process
- Feedback on 2022-2028 Strategic Plan Implementation and Monitoring Elements
  - Scorecards
  - KPIs
- Review the Implementation and Monitoring development process and timeline (Spring 2024)
- Feedback on spring community engagement process



PLUS (+)	DELTA (Δ)
<ul style="list-style-type: none"> <li>• Moving around</li> <li>• Different groups</li> <li>• Probing questions</li> <li>• Kept on task</li> <li>• Handouts - keep referin</li> </ul>	<ul style="list-style-type: none"> <li>• Post the document instead of chart</li> <li>• Post-its are too small</li> <li>• Way/means to agree on each post-it</li> <li>• May have lost some thoughts in the transcription (maybe a person to facilitate each priority or a recorder)</li> <li>• Number the performance objectives and strategies</li> <li>• Strategy with the KPI print in advance (SP4)</li> </ul>

