

Strategic Plan Steering Committee

December 5, 2017 - Meeting #4

Participants

Co-chairs: Ted Black and Meredith Purple

SB Liaison: Reid Goldstein

Attending: N. Arandia, M. Fanguy, J. Flores, K. Jackson-Davis, J. Hernandez, E. Holmes J. Johnson, K. Krider, H. Machado, H. Sauve, D. Snow, I. Spencer, B. Stokley, M. Swisher, L. Wiggins, T. Nattrass, L. Stengle, P. Murphy

Tentative: M. Forbes, T. Yeatts



Regrets: L. Ambellu, W. Kernodle, A. Luqman-Dawson, L. Mancilla, Z. Raof, J. Richards

Observers: none.

Note Checkers: Kris and Kimberly


Welcome:

Agenda	
Welcome	
Mission	
Vision	
Core Values	
Public Comment	
Closing	


Housekeeping	
Notes	
Questions from Prior Meeting	
Updates on outreach	
Suggested resources on engage page	
	

Meredith explained that position papers, etc. from other groups will be submitted to the process through the engage page.

Working Agreements



- Assume positive intentions
- Allow everyone’s voice to be heard
- Focus on the work
- Promote a sense of inquiry
- Pay attention to self and others
- Formulate the milestones for creating the strategic plan through collaboration
- Create a goal of consensus
 - Acceptable rather than the perfect
 - Best intentions rather than winning a point
- Keep in mind, the School Board makes the final decision




Reminder that we are making recommendations to the Superintendent who then makes a recommendation to the School Board.

Meredith and Ted turned the meeting over to Tara for facilitation, stating that they were looking forward to participating in the table conversations.

Mission

Tonight the group will begin to define the mission and vision. First the group will focus on mission, defining our purpose, then we’ll work on vision, defining what do we aspire to achieve/what the future look like as we fulfill our mission?


Mission, Vision, and Core Values




Mission: defines our purpose as Arlington’s public education system

Vision: establishes what we aspire to achieve in the future, serving all of our students and our community


Core Values: beliefs that frame our planning and decision-making throughout APS



Mission and Vision



	Mission	Vision
Answers	Why do we exist?	What do we aspire to achieve? What will the future look like as we fulfill our mission?
Purpose	Informs	Inspires
Activity	Doing	Seeing
Source	Head	Heart
Effect	Clarifies	Challenges
Length	Short	Longer



The group took time to review example mission statements. Many are followed by numbers in parentheses, which represent word counts. Missions define why the organizations exist. This list does not include an education example, groups often find it easy to start with examples from like organizations, and we don’t want that to drive our task tonight.

Mission Examples



- The Humane Society: Celebrating Animals, Confronting Cruelty. (4 words)
- Monterey Bay Aquarium: To inspire conservation of the oceans. (6)
- Wounded Warrior Project: To honor and empower wounded warriors. (6)
- Best Friends Animal Society: A better world through kindness to animals. (7)
- Kiva: To connect people through lending to alleviate poverty. (8)
- Livestrong: To inspire and empower people affected by cancer. (8)
- Public Broadcasting System (PBS): To create content that educates, informs and inspires. (8)
- USO lifts the spirits of America's troops and their families. (9)

Source: <https://topnonprofits.com/examples/nonprofit-mission-statements/>



Mission Examples



- The Rotary Foundation: To enable Rotarians to advance world understanding, goodwill, and peace through the improvement of health, the support of education, and the alleviation of poverty. (24)
- AARP: To enhance quality of life for all as we age. We lead positive social change and deliver value to members through information, advocacy and service. (25)
- Boy Scouts of America: To prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law. (25)
- NPR: To work in partnership with member stations to create a more informed public – one challenged and invigorated by a deeper understanding and appreciation of events, ideas and cultures. (28)

Source: <https://topnonprofits.com/examples/nonprofit-mission-statements/>



Mission Example



TED: Spread ideas

TED is a global community, welcoming people from every discipline and culture who seek a deeper understanding of the world. We believe passionately in the power of ideas to change attitudes, lives and, ultimately, the world. On TED.com, we're building a clearinghouse of free knowledge from the world's most inspired thinkers — and a community of curious souls to engage with ideas and each other, both online and at TED and TEDx events around the world, all year long.

In fact, everything we do — from our [Conferences](#) to our [TED Talks](#) to the projects sparked by the [TED Prize](#), from the global [TEDx](#) community to the [TED-Ed](#) lesson series — is driven by this goal: How can we best spread great ideas?

TED is owned by a nonprofit, nonpartisan foundation. Our agenda is to make great ideas accessible and spark conversation.

Source: <https://www.ted.com/about/our-organization>



A few reminders as before we begin the group work.

Mission Reminders



- Don't worry about word choice. This is the easiest part to nitpick and the least important for your final statement!
- Keep it short. Many of the best mission statements have fewer than 10 words.
- Keep it simple.
- Say it out loud.
- Avoid clichés: *things like "make the world better"*.

Questions from the group before starting the mission?

- How do core values fit with the mission?
Responses that we'll address later in the meeting. (Note, we did not have time to address the core values. We'll work to address core values at the 12/21 meeting).

- When I've done this before, we've worked on the vision first. Why are we working on the mission first?
Response – It can be done both ways. The approach we're taking is to first addresses why we exist, then use that to define a vision which states what the future looks like when we reach our goals.
- Is there a map that shows how this will flow with the other pieces of the strategic plan?
Response – The charge defines the pieces of the strategic plan.
 - Currently we're working on the mission, vision and core values.
 - At our next meeting, we'll study where we are currently as a system.
 - The last phase will focus defining strategies and objectives. That will build from the mission, vision and core values, and the current state.
- What is the perspective of our mission statement? Student, School, District, other?
Response – it is the districts (APS') mission statement.

For this first step, use the [handout](#) at tables (posted on web page) which shows the work from our previous meetings. We'll follow a 3 step process to get to a mission statement at each table.

- Step 1. Individually reflect on the work we've done and the resources we've reviewed. Individually use reflection to draft a mission statement. Prepare one or more mission statements (15 minutes).
- Step 2. Share your mission statement with the people at your table. Each table then needs to develop a shared draft mission statement. Chart the mission statement.
- Step 3. Share your mission statement with the entire group and post it on the wall.

After break out work, Tara reminded the group that these are drafts and we'll continue to work on the mission statements, so they do not need to be perfect.


Mission statements from group work that was shared with the committee

1. Culturally empowered individuals:
 - for life
 - for the community
 - for the future
2. (a) Provide innovative, responsive and rigorous learning experiences that empower all students.
(b) To support and inspire all students to thrive and evolve into contributing world citizens.
3. To engage every student with the opportunity to thrive
4. Cultivating passionate, confident, global learners who are motivated to improve themselves and the world around them.

Vision


We again reviewed the definition of a mission and vision statement. Vision defines what do we aspire to achieve and what the future look like as we fulfill our mission.

Vision		Arlington Public Schools
	Mission	Vision
Answers	Why do we exist?	What do we aspire to achieve? What will the future look like as we fulfill our mission?
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The group reviewed example vision statement.

Vision Examples		Arlington Public Schools
<ul style="list-style-type: none">• Human Rights Campaign: Equality for everyone (3)• Feeding America: A hunger-free America (4)• Alzheimer’s Association: A world without Alzheimer’s (4)• Oxfam: A just world without poverty (5 words)• National Multiple Sclerosis Society: A World Free of MS (5)• The Nature Conservancy: To leave a sustainable world for future generations. (8)• Make-A-Wish: That people everywhere will share the power of a wish (10)• Habitat for Humanity: A world where everyone has a decent place to live. (10)• San Diego Zoo: To become a world leader at connecting people to wildlife and conservation. (12)		
Source: https://topnonprofits.com/examples/nonprofit-mission-statements/		




It was noted that the examples describe fulfillment of the organizational missions.

The group reviewed

- The direction for the vision define by the charge.
- A challenge from Dr. Murphy to think about what we've read, how education is changing, and what would be the most amazing APS if we fulfilled our mission.

Vision Reminder




School Board Charge

- Develop a proposed Strategic Plan that focuses on students as our core priority.
- The Vision establishes what we aspire to achieve in the future, serving all our students and our community.

Dr. Murphy's Challenge

- Push – throw it out there




The group watched a short video titled “[Most Likely to Succeed: Fargo on Vimeo](https://www.youtube.com/watch?v=HfQ8DeYQtwIIJzAA)”.

https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKewiMijTGpPTXAhUileAKHfQ8DeYQtwIIJzAA&url=https%3A%2F%2Fvimeo.com%2F142175741&usg=AOvVaw3XSI2-uJFKikwFa_t5rzNr

The group looked at a couple more “big vision” examples.

“Big Visions” that we strive to achieve today . . .




Declaration of Independence

- We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness.

United States Constitution

- ***We the People*** of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.



“Big Visions” that we strive to achieve today . . . (continued)



Gettysburg Address – Abraham Lincoln

- It is rather for us to be here dedicated to the great task remaining before us -- that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion -- that we here highly resolve that these dead shall not have died in vain -- **that this nation, under God, shall have a new birth of freedom -- and that government of the people, by the people, for the people, shall not perish from the earth.**

I Have a Dream - Martin Luther King

- In a sense we've come to our nation's capital to cash a check. When the architects of our republic wrote the magnificent words of the Constitution and the Declaration of Independence, they were signing a promissory note to which every American was to fall heir. **This note was a promise that all men, yes, black men as well as white men, would be guaranteed the "unalienable Rights" of "Life, Liberty and the pursuit of Happiness."**

Big Vision Statement



What would you dare to dream for APS and our students?

- The “jagged learner profile”
- The “gifted”
- The “second language learner”
- The “learner with disabilities”
- The “struggling/troubled”
- The “disadvantaged”
- The staff and parents/guardians




The group went through the same 3 step process to draft vision statements. Step 1 was individual work, Step 2 was group work at each table, and Step 3 was sharing out with the entire group. At 9:00, the group work was still underway, and Tara gave members the option to continue or to address a different way. Members stayed to complete the task.

Vision statements from group work that was shared with the committee.

1. Arlington schools are inclusive and diverse centers of growth and learning that develop curious, balanced critical thinkers.
2. APS will inspire curiosity, innovation, resilience, self-confidence, caring, and motivation in our students to serve as global citizens.
3. APS attracts and retains dedicated and driven educators that support and facilitate equal access for all students’ emotional, mental and academic opportunities through an integrated curriculum to allow students to graduate to diverse opportunities and go on to impact the world beyond them.
4. Our learners find solutions

After sharing their visions, the group was introduced to a six position straw poll.

Six Position Straw Poll



1	2	3	4	5	6
I strongly agree	I agree	I agree, with some reservations	I disagree, but I'm willing to go with the majority	I disagree, but don't want to stop others	I disagree strongly and will work to block it
I really like it	I like it	It's okay	I don't think it's all that great, but I'm willing to go along with the majority	I don't like it, but am willing to go along because I don't want to stop others	I really don't like it and will work to sabotage it
I'll advocate it publicly and privately whether or not it's adopted	I'll advocate it publicly and privately	I'll support it publicly even with my reservations	I'll support it publicly and privately when asked	I won't object to it publicly or privately	I'll actively object to it publicly if it's adopted

A poll was posted next to each mission and vision and members were asked to rate each on the three response scales, by placing a dot in the box that best described their impression of the proposed mission and vision.

This activity will help us visually identify which statements are agreeable to the group and should continue to be improved as we get community input.

Please note, the polls used by the committee were organized vertically (so they would fit on the post it paper while having room for the dots).

Group's straw poll results for Draft Mission Statements

To support and inspire all students to thrive and evolve into contributing world citizens

(M)

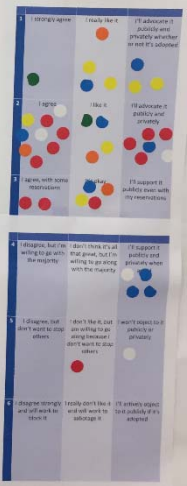
1	I strongly agree	I really like it	I'll advocate it publicly and privately whether or not it's adopted
2	I agree	I like it	I'll advocate it publicly and privately
3	I agree, with some reservations	It's okay	I'll support it publicly even with my reservations
4	I disagree, but I'm willing to go with the majority	I don't think it's all that great, but I'm willing to go along with the majority	I'll support it publicly and privately when asked
5	I disagree, but don't want to stop others	I don't like it, but am willing to go along because I don't want to stop others	I won't object to it publicly or privately
6	I disagree strongly and will work to block it	I really don't like it and will work to sabotage it	I'll actively object to it publicly if it's adopted

TO ENGAGE EVERY STUDENT WITH THE OPPORTUNITY TO THRIVE.

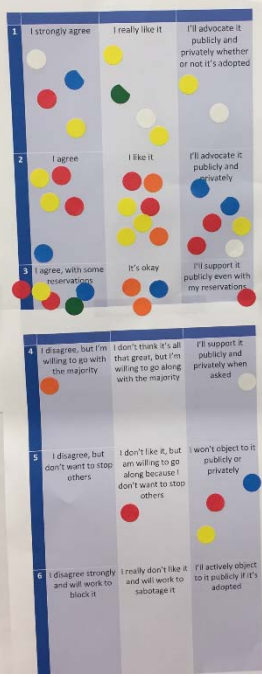
(M)

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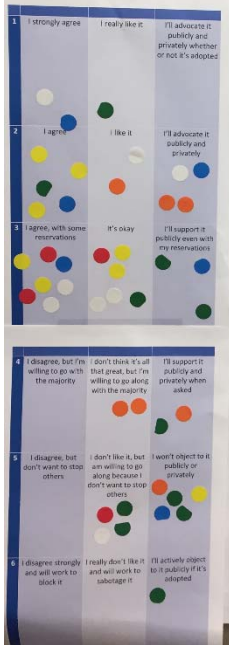
CULTIVATING PASSIONATE,
CONFIDENT GLOBAL
LEARNERS WHO ARE
MOTIVATED TO IMPROVE
THEMSELVES AND THE
WORLD AROUND THEM



Provide innovative, responsive, and rigorous learning experiences that empower all students Miss



Cultivating empowered individuals: for life
for the community
for the future



Mission

Group's straw poll results for Draft Vision Statements

Our learners find solutions

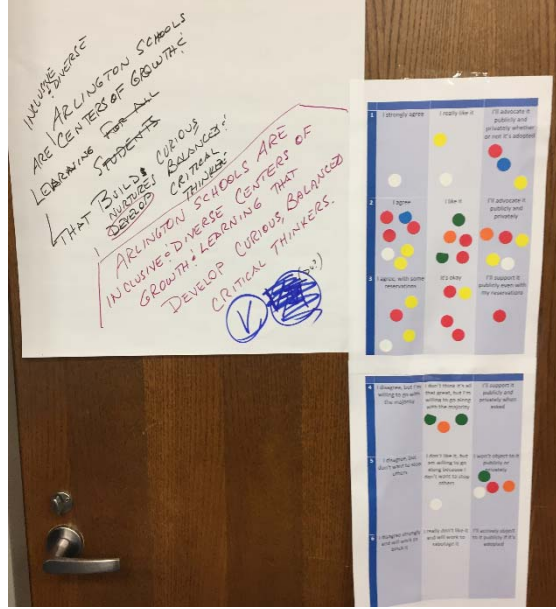
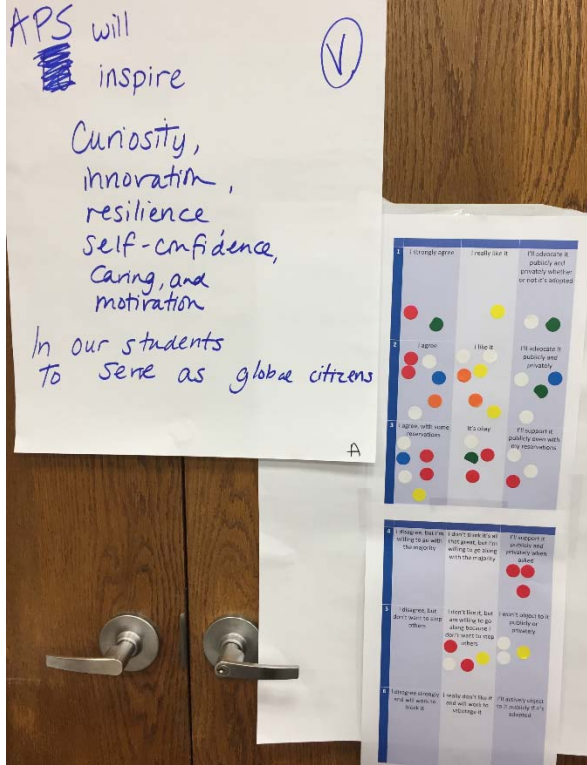
(V)

1	I strongly agree	I really like it	I'll advocate it publicly and privately whether or not it's adopted
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(V)

1	I strongly agree	I really like it	I'll advocate it publicly and privately whether or not it's adopted
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Closing

The group did not have time to review core values so that work will be moved to the next meeting.

There was no public comment.

Next meeting is

Thursday, December 21 from 7:00 to 9:00 p.m.

Education Center Rooms 101 A&B, 1426 N. Quincy St.