

Strategic Plan Steering Committee

Saturday, February 10, 2018 - Meeting #8

Next Steps:

- Facilitators and APS staff to draft refined mission, vision and core values statements based on the outputs of the work session, as well as create an initial framework for strategic plan goals and strategies.
- APS staff to review and submit to steering committee for input, further development, and approval as appropriate.

Participants

Co-chairs: Ted Black and Meredith Purple

Facilitators: Heidi Harper and Ted May, Tremendousness

SB Liaison: Reid Goldstein

Attending: N. Arandia, M. Fanguy, M. Forbes, E. Holmes, K. Jackson-Davis, W. Kernodle, K. Krider, A. Luqman-Dawson, H. Machado, L. Mancilla, Z. Raoof, D. Snow, I. Spencer, B. Stokley, M. Swisher, L. Wiggins, P. Murphy, T. Natrass, L. Stengle

Regrets: L. Ambellu, J. Hernandez, J. Johnson, J. Richards, H. Sauve

Observers: None

Note Checkers: Tremendousness

Context & Agenda for Saturday Session

At our last meeting the group asked for extra time to work through the mission, vision and core values. In order to make this time productive, outside facilitators from Tremendousness (www.tremendo.us) were brought in to guide the group through the mission, vision, values and goals conversation, and in particular help to visualize the key components of the message to build understanding and alignment across the committee. Tremendousness has worked with APS in the past, most recently to develop the School Board's 3-5 Year Action Plan. Heidi Harper facilitated the session, supported by Ted May.

The Agenda for the day was as follows:

8:30 – 9:00 Kick-Off Present agenda and objectives for the day, and hear everyone's perspective on what we are trying to achieve.

9:00 – 11:30 Solidify Mission, Vision and Core Values Recap steering committee progress to date, and engage the group to develop a clear and compelling picture of the future. What part of the work to date is working, what's not working, and what is missing?

- Overview of Purpose
- Empathy Mapping
- Visualize the Future
- Mission, Vision, Core Values Refinement

12:00 – 2:45 Establish Strategic Plan Goals As a group, align on the focus areas that will ensure APS meets its highest-level vision and mission. Clearly articulate what these goals

include, and must achieve. As time allows, begin to identify specific strategies associated with achieving each goal.

- Affinity Mapping
- Goal Development & Visualization
- Strategies Brainstorm

2:45 – 3:00 Session Close Recaps session outcomes, capture high-level feedback on process, define next steps and action items.

Kick-Off

Heidi Harper presented the agenda for the day, and facilitated a round of introduction. Participants were asked to answer two questions, and through this discussion it was clear that the group was aligned on overall purpose and possible pitfalls:

- **What do you hope to achieve in today's session?** Alignment on mission, vision and values; ; a clear and compelling vision Ability to confidently move forward to goals and strategies
- **What will take us off track?** Going down rabbit holes; Getting into the weeds of 'how' we will achieve the vision; trying to wordsmith

Solidify Mission, Vision, and Core Values

Heidi reminded the group that the mission, vision and core values are components of APS' strategic plan that come build on each other. Not all messages need to be covered in each component; rather the three pieces will come together to form a complete story. The group that walked through three exercises to build on the work that has been completed to date and reach a conclusion.

Empathy Mapping

The goal of this activity was to step back from the mission and vision statements, and reflect on the stakeholders that will be most impacted by the strategic plan. By creating a persona for each stakeholder – one that clearly articulates their greatest concerns, hopes and dreams, and measures of success – we created a new frame of reference from which to evaluate the appropriateness of the mission & vision.

The group validated and defined the following categories and agreed that they accurately represented the stakeholder groups, and then in small groups further developed and presented each persona:

- School Based Staff: Teachers, Principals, Other Staff (cafeteria, janitorial, bus drivers, etc)
- Government: Arlington County and State of Virginia
- System Administration: School Board, ELT, Department Staff
- Arlington Community: Including individual tax-payers and citizens as well as local businesses
- Partners: For examples afterschool programs, service providers, vendors,
- Students & Families: Including advocacy groups

ADVISORY SYSTEM ADMINISTRATION

CHALLENGES TODAY

- Student enrollment
- Budget
- Staff recruitment, retaining, pay rev, enough staff to fill positions
- Space
- Tech infrastructure
- Data systems
- Loss of schools/departments



HOPES FOR THE FUTURE

- Clear priorities around which to make difficult decisions w/ limited resources
- HR infrastructure for all HR arch
- It's okay to say 'no' and 'no's are said
- School board support involvement in strategy

MEASURES OF SUCCESS

- Strategic Plan goals/priorities - evident in all decisions
- Less contentious decision making process
- More accept dissatisfaction

Long High enroll in decision making

Budget Long term maintenance but some change

SCALE FOR GROWTH

EGREGIOUS MESSAGING WAY TO GET PEOPLE

TECH AS ENHANCING TIME SPENT

#/ % of Main Plan covered by advisory

BE OK WITH UNHAPPY

BETTER TIME MGMT

COURAGED IN STANDING POSITION

SCHOOL BASED STAFF

ie Teacher, Principal, Bus Drivers, etc

CHALLENGES TODAY

- Value all staff PD & Professional growth for all
- Value not always visible
- Addressing needs of all (social stakeholders vs. loss voice)
- Recognition of Cultural Differences



HOPES FOR THE FUTURE

- Professional Development
- Professional + Academic Opp
- All staff engagement in decisions
- Better scheduling preventing over time
- Staffing needs are met for all departments

MEASURES OF SUCCESS

- Know people
- How to access resources/support

- Human Impact of Mentor's Cross pollinating ideas
- Growth of all staff

* Staff happiness w/ job (not having many complaints)

DIVERSITY ACROSS ROLLS

BRING DOWN BARRIERS

EVERYONE VALUED FOR CONTRIBUTIONS

BRIDGE OF MESS + CLASSROOM TIME

Staff + Teacher like where they work

PARTNERS

CHALLENGES TODAY

- DEMANDS FOR SPACE
- Qualified workforce
- purposeful and productive
- Engage
- lack of engagement w/ staff + students



HOPES FOR THE FUTURE

- Availability indoor/outdoor multiuse space
- APS design allow higher level
- Clear opportunities for formal/informal in schools + system

MEASURES OF SUCCESS

- optimum space use
- APS grads/students = internships + local employment
- ASSETS survey, YRBS, OTHER NEW SURVEY
- Partners feel supported/welcomed/involved with APS

STUDENTS ENGAGED IN PROBLEMS + OPS

VISIBILITY PARTNERS FOR PARTNERS

CLARITY AROUND PARTNERSHIP PRACTICE

BETTER CONTACT TO COMM PARTNERS FOR INTEREST

APS design allow higher level

STUDENTS & FAMILIES

ADVOCATES Ex. Direct HLT

CHALLENGES TODAY

- Special Ed needs
- ATIN
- SCHOOL
- INEQUALITY
- DISCIPLINE
- DIFF GOALS
- VIEWPOINT
- B/C OF CULTURE
- FACE
- INCOME
- Bullying
- Concerns
- Acad Pressure



HOPES FOR THE FUTURE

- GRADUATION & PROF SUCCESS
- SAFE, ENGAGED IN LEARN!
- GROWING
- Students with good mental health

MEASURES OF SUCCESS

- SURVEY/ASSESSMENTS
- CARING SCHOOL CLIMATE
- PARENT ENGAGEMENT
- DATA SHOWING INEQUITIES
- STUDENT EMPLOYMENT IN DECISIONS
- * Measuring how many students feel supported.
- * Closing the minority achievement gap
- * Survey if families/advocate organizations feel support from APS (Answer: They should feel supported)
- * Decrease of student delinquency (ie. fights, gangs, drugs)

ARLINGTON COMMUNITY

INDIVIDUALS
to Personalize
Voice

CHALLENGES TODAY

EMOTIONAL TIES TO SCHOOLS

Some Neighborhoods
County Based Zoning/Development Patterns

MORE VOICE vs. NEIGHBORHOOD

BALANCED ENGAGEMENT + No overload

ALL HIGH PERFORMING

ALL SCHOOLS HAVE SIMILAR OUTCOMES/RESOURCES

Business Partnership w/ Schools

Students Prepared for Jobs of the Future

Schools become a neighborhood priority

Work here

Over-crowding

Green space/Leak

Under-coverage of "Need"



MEASURES OF SUCCESS

Business Partnerships (collab)

Test Scores/Grade Rate

Parent Survey

Trained/ % Over Capacity

Less Rents + Need for Charitable

% Kids who choose to stay in public

CHALLENGES TODAY

Smart growth

Attract biz.

tax revenue

drains or conflicting resources

Competitive financial resources (tax \$)

Needs of non-school vs school

GOVERNMENT

County having development choices to not compete with other areas

change to the way we challenge + opportunities

HOPES FOR THE FUTURE

Attract businesses + residents to sustain systems to communicate base across services about students

INTERNET FOR ALL

Sustainable/re-funding sources

Infrastructure responsive to demands

Long-term/stakes planning to balance stakeholder needs + growth.

Maintain standing/competitive advantage

MEASURES FOR SUCCESS

\$ (occup. rates/new businesses etc)

Econ dev. measures

40 y. master pl. - compliance milestones updates

Return on investment

Empathy Mapping (cont'd)

As the smaller groups presented each persona, Ted May began to visualize the individual components that make up each stakeholder's vision for the future.



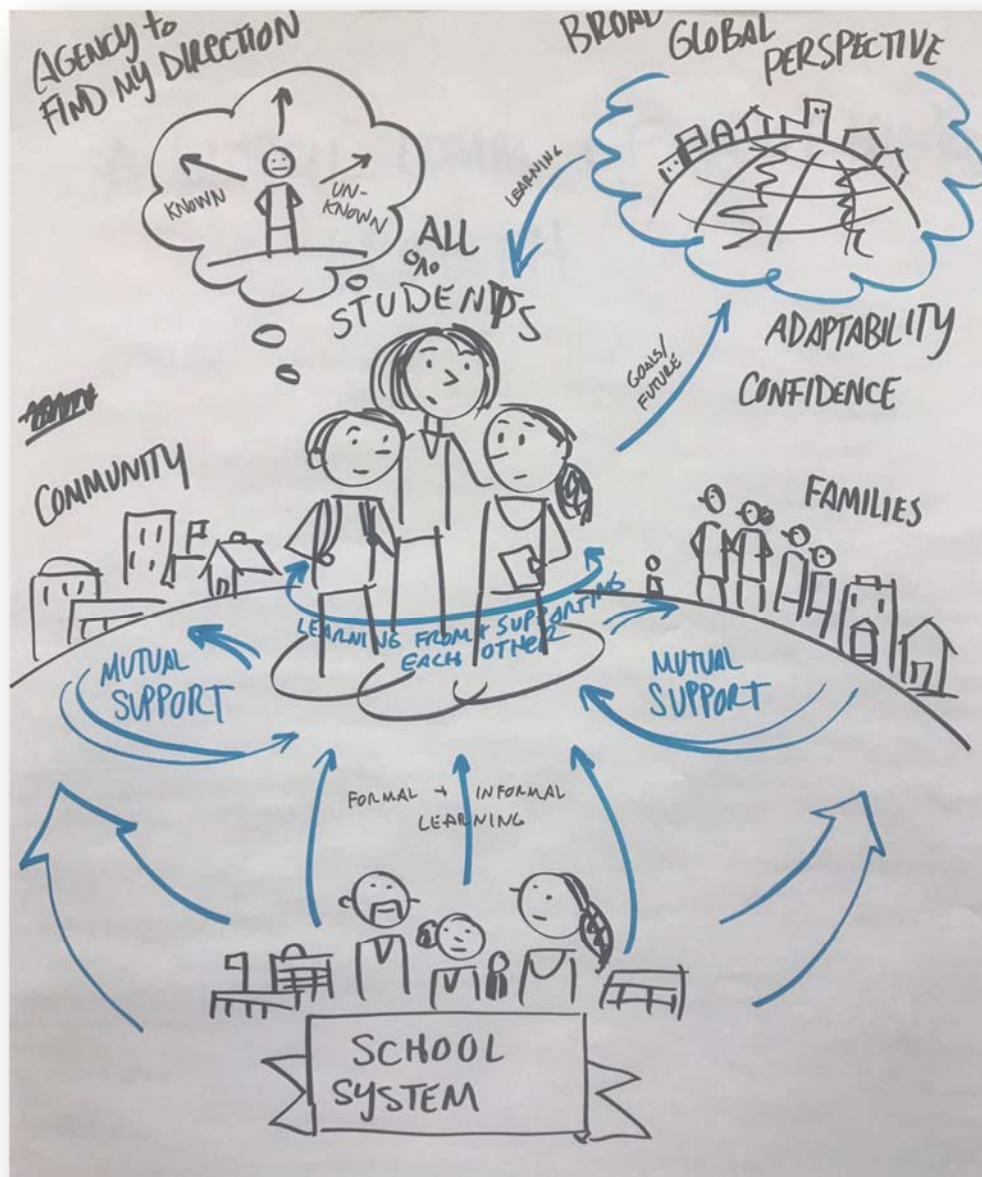
Visualizing The Future

Tara walk through presentation that summarized (in 28 slides) the key themes that have emerged across all of the research and resources that the committee has reviewed. The goal of this presentation was to refocus the committee on the future of learning and recap the core concepts that the committee should consider when planning for the future of APS.

The presentation can be found here:

<https://www.apsva.us/wp-content/uploads/2018/02/Visualizing-the-Future.pdf>

Following this presentation, and using the individual stakeholder visions developing earlier in the day, the grouped talked through the combined vision for APS' future. *What will it look like when APS achieves its vision in 2024? Who is at the center of this vision? How will all stakeholders play a role?* This conversation was supported by live-sketching, and the group arrived at the following image:



Mission, Vision & Core Values Refinement

With a fresh perspective and new articulation of the future vision, the group reviewed the existing vision statement options. We agreed that the mission and core values frameworks previously developed were close to where they needed to be, and the vision was the main area to focus on.

Existing Vision Statement Options

- A global community of learning and growth
- Cultivate global learners who challenge themselves and improve the world around them
- Challenge and engage all students through inspired learning opportunities

What should be kept, tossed, or recreated? The group unanimously agreed that the existing options did not provide accurately portray, with appropriate depth, the vision for the future. Rather than wordsmith a new statement, we discussed the key components that needed to be captured in a refined version, which the facilitators and APS team would produce:

- Student Agency/Outcomes – developing students that have the agency and self-awareness to choose their path. There are many paths to success, many definitions of ‘success’, many options after APS. It is the role of the school system to prepare students to be life-ready.
- Mutual Support – the community plays a large role in shaping students, and for the system to work it must be a mutually supportive and self-reinforcing system. The community (families, government, citizens, teachers, parents), combines with the structures in place through the school system to grow and develop all students.
- School System as foundation
- Teaching and learning is the component that ties all of the stakeholders and students together

Headlines – as we were closing out the morning, individuals brainstormed a series of taglines that they might use to describe the picture of the future state.

- This is Us: Arlington
- The Ideal Student Experience
- Launchpad for student success
- Ready for Lift Off!
- #AllIn
- #ForwardTogether
- A foundation for excellence
- Students are the future
- Eye of the storm
- Infinite Possibilities
- Launching Students

Establish Strategic Plan Goals

Prior to this session, the committee brainstormed a list of possible goals which were synthesized by APS staff into an initial set of five goal categories. This initial brainstorm and synthesis can be found here: <https://www.apsva.us/wp-content/uploads/2018/02/Sythesis-of-Goals-from-Strategic-Plan-Steering-Committee.pdf>

We used this work as a starting point for discussion, and focused the conversation on validating and building out each of these categories into goal statements.

Affinity Mapping

This exercise was to validate that the initial five categories were a good foundation and starting point for discussion.

- Operational Excellence
- Staff
- Community Partnerships
- Teaching and Learning
- Whole Child

The group agreed that these were representative, but flagged several areas as important points that need to stand out consistently in ever goal. We agreed that it would be better to have these as cross cutting themes within all goals, rather than included as separate goal statements, and agreed to re-assess once the initial brainstorm was completed.

- Inclusion / Diversity
- Achievement Gaps

Goal and Strategy Development

In small teams, the group spent time defining each of the goal buckets. *What is included within this category? What does success look like within each category? What will we do to achieve that success?* After an initial brainstorm, the teams rotated to provide input to other categories, and then presented out to the group.



STAFF

Succession Planning for All

Recruitment

Evaluation Supervision: Feedback

Professional Dev. ^{consider ending out of school time}

Training ^{Support mental health/wellness}

Having good leadership ^{Breaking silos}

Opportunities

Diversity + Inclusion → across the board

Retention of Staff

Investment in Staff (being given the tools)

- Compensation
- Benefits ^{creating work-life balance}
- Decision making ^{Monitor up program that exchange across school sites}
- Being valued/respected ^{Invest in cultural competency acts}

Being efficient

Employee Life Cycle

COMMUNITY PARTNERSHIPS ^{ENGAGEMENT, REPRESENTATION}

- Communication ^{w/partners win the system}
- Collaboration ^{AND ABOUT (END TO END SUPPORT OF CHILD)}
- Sharing of operations/space
- Families
- Growing? ^{IDENTIFY & BUILD NEW PARTNERS}
- Building on knowledge/resources of community ^{Build a shared understanding of what ARLINGTON IS THAT HAS EVOLVED}
 - Leveling up CP work eg- Internships/apprenticeships
 - Learning opportunities
 - Funding opportunities Eg grants
- Supported/welcomed/involved

WHOLE CHILD

SAFE ENV. ^{Use Conversational Interview SES SP ED Cultural Inclusion}

RESPONSIVE

DATA STRUCTURE ^{KNOWN EXPECTED}

ACCOUNTABILITY ON PART OF STAFF

LISTEN/HEAR/SEE ^{PHYSICAL WELLNESS & HEALTH KIDS & THEIR LIVES & EXPERIENCES}

NEEDS MET for all kids

END TO END SUPPORT - ^{WHOLE COMMUNITY}

EDUC. FAMILY TO SUPPORT CHILD

- PARENTING SKILLS
- ACAD SUPPORTS
- NAVIG. SYSTEM

CO-DEVP/OWNERSHIP OF GOALS for STUDENT

Mental Health

COMMUNITY + COLLAB.

TEACHING & LEARNING ^{TEACH INTO DELIVERY}

CONTENT ^{FORWARD THINKING ASSUMPTION EVALUATION}

includes and minimizes diverse learning styles and perspectives/interests/needs ^{FUTURE OF LEARNING PPT}

1/3 of academic growth ^{RELATIONSHIP BUILDS UP}

(take child where they are, wherever that is, move them →)

Appropriate supports

- Space to fail/learn from → Developing student agency & awareness
- equitable access to educational opportunities
- choice and approach to choice flexibility
- opportunity gap ^{WORLDWIDE PRACTICE}
- soft skills ^{expanding comm. listening opportunities}

CONNECT T&L TO FAMILIES

PROFESSIONAL DEVELOPMENT TO SUMMER LEARNING OPPORTUNITIES

APPROPRIATE TECH SUPPORT

HELP FAMILIES SUMMER LEARNING

Goals Recap & Synthesis

Each team presented their discussion to group, and we had a lively discussion to align around a framework within each goal that could be used to organize strategies. The group also brainstormed quick headlines for each of the goal categories. Key insights and headlines included:

Operational Excellence - Over the next six years it will be critical for APS to focus on aligning resources to actual and projected growth, and strengthening/modernizing internal system.

- Flexible Growth and Change
- Maturing for Growth and Change
- Setting Expectations

Staff – improving connection and collaboration between staff is crucial, Continuing to drive for professional development and growth, and a focus on the whole adult, remain important.

- Happy, Health, Motivated Workforce

Community Partnerships – Partnerships may not be the right word, this is about leveraging the expertise and experience in the community, and building a shared understanding of what Arlington is. One shared history, on voice, one Arlington.

- Dissolving Walls Between School & Community
- Community Supports and Benefits from Collaboration with Schools and Students

Teaching and Learning – a broad category that includes addressing the ‘opportunity gap’, and also a focus on propelling a diverse range of teaching styles while also emphasizing the importance of family support systems to mirror classroom learning.

- Families are Empowered in Growth and Learning
- Many Supports for a Complete Child

Whole Child – Perhaps possible to combine this with teaching and learning, and focus instead on ‘students’ and student outcomes.

- Teachers and Students Growing and Learning Together
- Learners Growing In and With the Community

Role of the Core Values

After reviewing the progress and development, the group confirmed that the topic of inclusion is not a stand-alone goal, but rather a core value that can be seen across all the goals. We also discussed the importance of using the core values as a check, and ensuring that each of the core values can be seen within each of the goals. After reviewing the initial core values, we validated that the 5 original values are still correct but could use some possible wordsmithing to align with the broader discussion.

Session Close

The group expressed appreciation for the process and time that was dedicated on a Saturday to come together and focus on the content. The group was aligned on the vision imagery that was developed, and also recognized that the vision illustration was also a useful framework for organizing and presenting goals.

Next meeting

TBD – likely that Wednesday, February 14 will be rescheduled