



**EVERY
STUDENT
COUNTS**
EXCELLENCE FOR ALL

2024-30 - Strategic Plan Development

STEERING COMMITTEE MEETING

September 13, 2023



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MEETING START-UPS

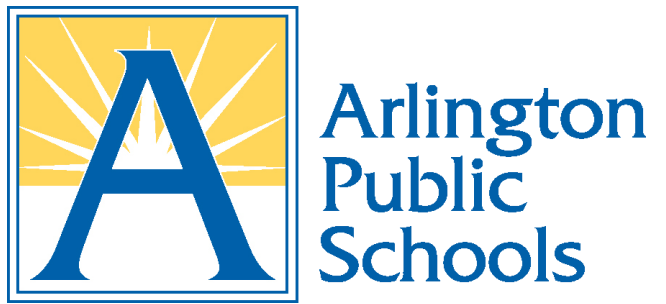
DESIRED OUTCOMES

- **Review** meeting start-ups,
- **Develop** a list of “knows” and “need-to-knows” to help facilitate our engagement, collaboration, and action orientation to complete our work,
- **Receive** and **clarify** a report of progress of the summer work of chairs, staff and RTI facilitation,
- **Generate** a summary SWOT/SOAR analysis representative of the collective steering committee membership,
- **Understand** the roles of steering committee members in community forums and focus groups and sign-up for forum attendance,
- **Preview** the October 14, 2023 Steering Committee Meeting/Work Session
- **List** next steps, and
- **Evaluate** our meeting.



SEPTEMBER 13, 2023 AGENDA

Steering Committee



WHAT	HOW	HOW LONG
DINNER (Begins at 6:00 p.m.) Meeting Begins at 6:30 p.m.		
Meeting Start-Ups	Present Consensus	15 minutes
Strategic Plan Development Process: Knows/Need-to-Knows	Brainstorm Categorize	20 minutes
Progress Report	Present	10 minutes
BREAK – 10 minutes		
Steering Committee: SWOT/SOAR Analysis	Collaborate Present	45 minutes
BREAK – 10 minutes		
Community Forums & Focus Groups Steering Committee Participation	Present Sign-Up	10 minutes
October 14, 2023 Steering Committee Work Session (Preview)	Review Clarify	10 minutes
Next Steps/Evaluation	List +/ Δ	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

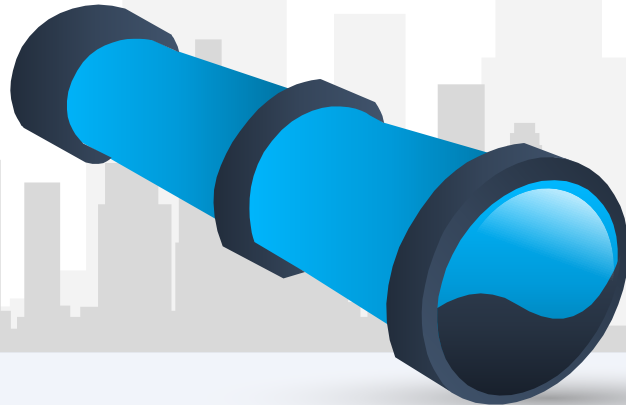
Our purpose is to

- 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 the clarity and comprehensibility of the APS Strategic Plan Implementation and Monitoring elements

Steering Committee Feedback and Chairs/APS Response

Community engagement, locations and logistics – ensuring coverage, reach, accessibility	APS/Chairs/RTI Partner team centered student success as we made decisions about the questionnaire, community forums, and focus group composition, representation, and logistics. These decisions were also shaped by the values on slide 4 (For details see slides 6 – 15)
Amount of community engagement and steering committee requirements	This will be discussed at September 13 th meeting. Participation/attendance will be based on member availability with a balance of participants at each community forum
Survey: Clarity and not too broad	See slide four (4). Chairs/APS staff consensus was to have open-ended questions for initial questionnaire and likert-type responses once DRAFT foundations is sent back out for community feedback (October 16 – November 3)
Details on staff input processes	Slide 14 details the staff engagement and input processes. Staff will be selected for representation in collaboration with our professional organization partners (AEA, ASA)
Analysis of data (quantitative and qualitative) and feedback on current foundations	RTI will analyze and synthesize all feedback collected through multiple methods during the engagement processes and identify themes in the feedback to support the Steering Committee’s work. Once the steering committee drafts foundations, the community will provide likert-type quantitative feedback to inform final recommendation. See slide 8
Community partner representation (ensuring inclusion of traditionally under-represented groups/populations)	Community partners will be engaged in all three opportunities for participation in Strategic Plan foundations development (questionnaire, community forums, and focus groups). Focus group details are listed on slide 15 as well.
Communication accessibility (language, neurodiversity)	See slide 9. Translation services will be offered at community forums and in focus groups when needed. Neurodiversity will be respected. Clarity and transparency are aspirations of this process.
Create measurable engagement goal	Slide 18 provides the goal that we agreed upon as an APS/Chairs/RTI Partner team. This goal is based on the previous response rates (and the availability of that data from previous strategic plan development cycles). Slide 17 details that previous data (left side of slide).
Emphasize anonymity of survey	This will be messaging on all questionnaires. RTI team is conducting all focus groups to facilitate both anonymity and ease of participation. Processes have been contemplated in data collection tools to ensure anonymity. Data collected in focus groups will not have identifiers. Attendance will not be taken.

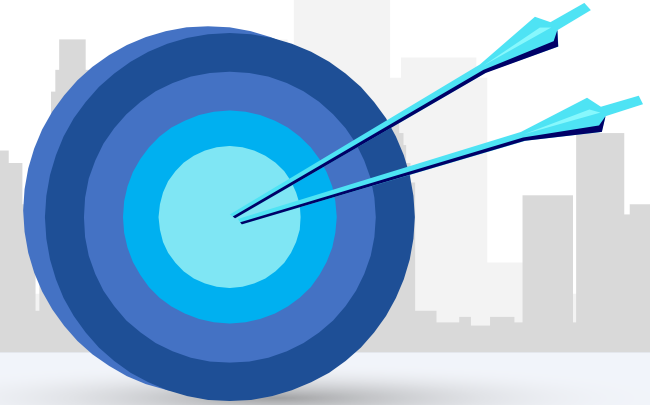
- **Staff of 6,000** working in more than **75 countries**
- Represent **experts** who **hold degrees in more than 250 scientific, technical, and professional disciplines across the social and laboratory sciences, engineering, and international development**
- **Address complex social and scientific challenges** on behalf of governments, businesses, foundations, universities, and other clients and partners



Vision

We address the world's most critical problems with science-based solutions in pursuit of a better future.

Through innovation and technology, **WE DELIVER EXEMPLARY OUTCOMES FOR OUR PARTNERS.** We support one another in an environment grounded in integrity and respect.



Mission

To **IMPROVE THE HUMAN CONDITION** by turning knowledge into practice.

STRATEGIC PLAN DEVELOPMENT



STRATEGIC PLAN DEVELOPMENT

Components and Steering Committee Roles

Strategic Plan Component	Steering Committee Role (Defined by Charge)	Division Leadership and Staff Roles
<p>FOUNDATIONS (Strategic Work – Board Leadership informed by Community, State, and Federal Requirements)</p>	<ul style="list-style-type: none"> • Serving at the direction of the Superintendent • Develop foundations recommendation to the Superintendent based on the voice of the community <ul style="list-style-type: none"> • Focus on students as the core priority • Support the engagement of community partners <ul style="list-style-type: none"> • Attend engagement events on behalf of Steering Committee 	<p>Serving at the direction of the Superintendent and School Board</p> <ul style="list-style-type: none"> • Support the Board and steering committee in strategic plan foundations development informed by the students, families, staff, and community • Report progress to the School Board and Community towards reaching Division goals
<p>IMPLEMENTATION & MONITORING ELEMENTS (Operational/Tactical Work – Staff implementation of services, supports, processes, and products to students and schools to accomplish goals of the Division)</p>	<ul style="list-style-type: none"> • Serving at the direction of the Superintendent <ul style="list-style-type: none"> • Provide feedback to inform clarity, coherence, and comprehensibility of APS staff’s proposed implementation and monitoring elements 	<p>Serving at the direction of the Superintendent and School Board</p> <ul style="list-style-type: none"> • Develop and implement the research-based and evidence-based strategies and measures to achieve the Division’s goals for students • Develop, implement, and continuously improve action plans to implement those strategies with fidelity • Monitor progress towards achieving goals



To be an inclusive community that empowers all students to foster their dreams, explore their possibilities, and create their futures

VISION



To ensure all students learn and thrive in safe, healthy, and supportive learning environments

MISSION



Excellence : Equity :
Inclusivity : Integrity
: Collaboration :
Innovation :
Stewardship

VALUES



STUDENT SUCCESS
STUDENT WELLBEING
ENGAGED
WORKFORCE
OPERATIONAL
EXCELLENCE
PARTNERSHIPS

GOALS



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KNOWS AND NEED TO KNOWS

Information to Facilitate the Steering
Committee's Work

KNOWS

- What do you feel comfortable that **YOU KNOW**
 - after your meeting on June 5, 2023,
 - completing the SWOT analysis, and
 - reviewing the steering committee update about the process to create the 2024-2030 Strategic Plan

NEED TO KNOWS

- What do you feel like you **STILL NEED TO KNOW** to
 - be an ambassador for this process,
 - to encourage participation from individuals in the organizations you represent,
 - to help begin thinking about crafting the Foundations document, and
 - reviewing and informing improvements to the Implementation and Monitoring Elements (Spring)



Supportive Partnerships

BRAINSTORM

- **Silently** generate ideas about what you KNOW and NEED TO KNOW
 - **ONE (1) idea** per post-it note
 - **Write** as many post-it notes as you can think of
 - **Take 5 minutes**

Once we are done, we will spend 5 minutes COLLECTIVELY listing the KNOWS and NEED TO KNOWS on a chart in the room

This will be used today and throughout our steering committee meetings to keep us aligned and focused on our work and roles to develop an inspiring Strategic Plan for APS

CATEGORIZE AND NAME

- **Collaborating** with the members of your table,
 - **categorize** like responses, and
 - **name** each of those categories
 - **Take 5 minutes**



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PROGRESS REPORT

Progress to Date in Developing an APS
Strategic Plan

VALUES INFORMING STRATEGIC PLAN DEVELOPMENT AND ENGAGEMENT



ALL STUDENTS AT THE CENTER

Students are at the center of every decision we have made about the processes of building our next strategic plan, including prioritizing in-person student focus groups, ensuring that ALL students are represented through the other engagement processes, and using the word "student" intentionally in the foundations questionnaire



EQUITABLE REPRESENTATION

To ensure historically under-represented populations and groups were intentionally and systematically included, we approached the selection of students, families, and community groups for focus group participation through an equity lens.



EQUITY OF VOICE

We are soliciting and using feedback through the development process in ways that respect the equity of voice of each individual.



INCLUSIVITY

The approach for the foundations development is to enable ALL members of the APS community to inform the revision to the Strategic Plan foundations. This is accomplished by providing multiple opportunities for input and feedback and use of targeted outreach and engagement opportunities.

FOUNDATIONS

Fall 2023

IMPLEMENTATION & MONITORING ELEMENTS

Spring 2024

Progress Update

We are **HERE**

- Appoint a diverse steering committee
- Inaugural Steering Committee Meeting
- APS/Steering Committee Chairs Planning Meetings
 - Community Engagement Processes Developed
 - Steering Committee Meeting Agendas
- Community Engagement Processes Deployed: Foundations Development
 - Questionnaire
 - Community Forums
 - Focus Groups
- Foundations drafted by Steering Committee
- Community Feedback on Draft Foundations
- Foundations presented to Superintendent for consideration
- Foundations presented to BOE for information
- Foundations presented to BOE for consideration and adoption

- Cabinet/Staff drafts revisions to Implementation and Monitoring Elements
- Steering committee action teams provide feedback on revised Implementation and Monitoring Elements (clarity and comprehensibility) to inform further Cabinet/staff revisions
- Community Engagement: Clarity and Comprehensibility of Implementation and Monitoring elements
- Incorporate community feedback into Implementation and Monitoring Elements and finalize
- Implementation and Monitoring Elements presented to BOE for information
- Implementation and Monitoring Elements presented to BOE for consideration and adoption

QUESTIONNAIRE

QUESTIONNAIRE FORMAT

- **Window: September 15 – October 6, 2023**
- **Demographic questions**
- **Current perception** of (2022-2028) APS Foundations
 - likert-type ratings and
 - open-ended feedback for each component
- **3 Open-Ended Questions**
 1. What are your hopes and aspirations for the students of Arlington Public Schools?
 2. What are the greatest opportunities and challenges facing Arlington Public Schools over the next six years?
 3. What should ARLINGTON PUBLIC SCHOOLS prioritize in its next strategic plan as it relates to students, staff, the community?

COMMUNICATION PLAN

- **Direct Email**
 - Engage – 9/7 & 9/14
 - Friday Five- 9/8 & 9/15
 - Supt. Weekly Message to Staff and Community- 9/20
 - Email to APS Advisory & External Organizations- Week of Sept. 18
- **Social Media**
 - APS Facebook,
 - APS Spanish Facebook Page- 9/18
 - APS Instagram,
 - APS Superintendent Twitter on 9/14
- **APS Division Website**
 - Banner on APS homepage - 9/20
 - Posted on Engage page for Strategic Plan development- 9/15
- **Community Newsletters**
 - Inside ARL County Newsletter - 9/15
 - APS Community Engagement biweekly message - 9/21
 - APS Esta Semana (Spanish newsletter)- 9/18
- **Student Learning Management System**
 - Canvas message for students-9/18
- **News Sites**
 - ARL Now/Gazette- Week of Sept. 18
- **Staff/Faculty In-Person**
 - Staff/Faculty receive information and time to complete at after-school staff meeting

SCHEDULE

- Tuesday, September 26, 2023:
Washington-Liberty
- Wednesday, September 27, 2023:
Wakefield HS
(Session in Spanish with translation
to English)
- Tuesday, October 3, 2023:
Yorktown HS

DRAFT FORMAT

- Introduction to the APS Strategic Plan
Development Process
- Small Groups: SWOT Analysis
- Discussion (3 Questions)

SCHEDULE

- September 22, 2023 – October 6, 2023
- COMPOSITION
 - **Students: 13** Focus Groups consisting of 15 Students at each of the Middle and High Schools
 - **Parents: 6** Focus Groups consisting of 15 Parents by APS region
 - North: 2 Parent Groups
 - Central: 2 Parent Groups
 - South: 2 Parent Groups
 - **Staff: 7** Staff Focus Groups consisting of 15 staff members organized by employee type
 - **Community: 18** Community Focus Groups consisting of 15 community representatives organized by similar mission/work

DRAFT FORMAT

- 75 minutes
- Introduction to the process
- 8 questions that dig deeper into the hopes and aspirations for APS students tailored to each group
 - Inform Foundations
 - Inform Implementation and Monitoring elements
- Facilitated by RTI International Partners
 - 1 facilitator and 1 recorder



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STEERING COMMITTEE SWOT/SOAR ANALYSIS

Strengths, Weaknesses, Opportunities,
Threats

Aspirations and Results



- A **SWOT** analysis is a tool to identify **strengths, weaknesses, opportunities** and **threats** to an organization as it analyzes data to inform improvement.
- A **SOAR** analysis is a similar tool with a slight difference in that it identifies **strengths, opportunities, aspirations**, and [desired] **results**.
- Steering Committee members used the SWOT tool to assess the current conditions of the district outcomes and processes
- We will combine the individual SWOT analysis for the steering committee into one representing the Steering Committee
 - One source of data to inform the development of the Foundations document

SWOT/SOAR ANALYSIS GUIDING QUESTIONS

Strengths

What does the organization do well?

SW

Weaknesses

Where could we change a weakness into a strength?
What opportunities for improvement exist?

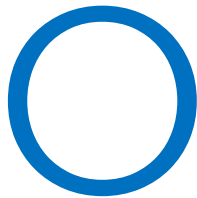
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Aspirations

What are our dreams or wishes?
Linked to an organization's vision and strategic priorities

Opportunities

What do we consider to be weaknesses?
What do we seem to have a hard time doing well?

OT

Threats

Who or what threatens us most?
What external challenges are coming that we must respond to?

R

Results

What are meaningful outcomes?
What results would we need to see and by when to show if aspirations are achieved?

SWOT ANALYSIS



- **Establish Roles:** In the groups you moved to decide who will fill the following roles
 - **Recorder** – record group responses
 - **Facilitator** – keep the group focused on the objective
 - **Time-Keeper** – keep the group on time
 - **Reporter** – Represent the group and present information
 - **Team Manager** – manager materials, set-up, and clean up
- Take **2-3 minutes** to agree on roles
- Complete Consensus Analysis (*Strength, Weakness, Opportunity, or Threats*)
 - Discuss the consistent, high-frequency themes for your part of the SWOT analysis (**ONLY ONE**)
 - Record your group's responses on the Chart Paper on your table
 - Post your group's finalized part of the SWOT in the room under the chart where it is labeled
- Take **10 minutes** to complete and post your chart



- With your Group rotate to the next letter of the SWOT analysis after the one you completed.
 - Reporter stays with the group's chart and does not rotate
 - Reporter shares the GIST of the priorities for your group's section of the SWOT
- Spend 3 minutes at each of the three remaining parts of the SWOT
 - Suggest additional information or important themes that you feel are important at each of the other charts
 - NOTE: It is the reporter's job to decide what gets added
- **10 minutes**

- Return to your Original Chart (S, W, O, or T)
 - REPORTER reports to the team what was added
 - RECORDER makes any adjustments to the chart based on what was reported and agreed upon by the group
 - MANAGER will get the REPORTER up to speed about what was learned from the other three charts
 - **5 minutes**
- Return to seats
- Facilitator will lead the group (using a round-robin approach) in recording Aspirations and Results of the collective group as a result of the SWOT Analysis
 - **10 minutes**





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COMMUNITY FORUMS

Roles and Attendance

Washington-Liberty High School

Tuesday

September 26, 2023

6 Steering Committee
Members

Wakefield High School

Wednesday

September 27, 2023
*(Session in Spanish with
translation to English)*

Kathleen Clark, Vice-
Chair

6 Steering Committee
Members

Yorktown High School

Tuesday

October 3, 2023

7 Steering Committee
Members

DRAFT FORMAT

- Introduction to the APS Strategic Plan Development Process
- Small Groups: SWOT Analysis
- Discussion (3 Questions)



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NEXT STEPS & MEETING EVALUATION

Date	Activity	Outcome
September 11, 2023	Community Engagement begins	Collect the voice of Arlington Public Schools to inform Strategic Plan Foundations development
September 13, 2023	Steering Committee Meeting	Review Community Engagement Plan, SWOT Analysis, Commit to community engagement dates
September 21, 2023	Board of Education Meeting	Presentation of Strategic Plan Monitoring Report
October 14, 2023	Steering Committee Meeting	DRAFT Foundations
October 16, 2023 – November 3, 2023	Community Feedback on DRAFT Foundations	Finalized Foundations for Superintendent/Cabinet review and consideration
November 8, 2023	Steering Committee Meeting	Foundations Recommendation document submitted to Superintendent/Cabinet
November 14, 2023	Board of Education Work Session	Steering Committee presentation of Final Foundations recommendation (informed by community feedback)
November 30, 2023	Board of Education Meeting	Presentation of Revised Strategic Plan Foundations to APS Board of Education for information
December 13, 2023	Steering Committee Meeting	Preparation for December 14, 2023 Board of Education meeting
December 14, 2023	Board of Education Meeting	Presentation of Revised Strategic Plan Foundations to APS Board of Education for consideration and action

Objective: Draft the Foundations Document

- **Review Themes** from Questionnaire, Community Forums, and Focus Groups
- **Draft Vision, Mission, Goals, Values** in Small Groups
 - Review Foundations Draft Options for each Component
 - Discuss Options
 - Achieve consensus
- Review **Community Feedback Process**
 - DRAFT Foundations Questionnaire
 - Likert Scale for each Component
 - Open Feedback for each Component



MEETING EVALUATION

PLUS (+)

DELTA (Δ)