



**FourPoint**  
Education Partners

## **Alexandria City Public Schools**

Board Workshop on Strategic Planning & Governance  
September 19, 2019

*Cross & Joftus was founded in 2004.  
After 13 years, we became FourPoint Education Partners  
in November 2017!*

# Agenda

**The ACPS Board** will provide final feedback on draft vision, mission, and core values statements for the district and discuss the Board's role in the strategic planning process.

- Provide feedback on draft vision, mission, and core values statements
- Review Houston case study
- Discuss the Board's role in strategic planning

# Vision Statement

## *Current:*

Our students achieve at high levels, are well-rounded, critical thinkers, and have a passion to learn.

ACPS has an engaging and collaborative climate that promotes ethical behavior and values diversity.

ACPS is a vital part of the fabric of our community, and Alexandria residents and businesses take pride in our schools.



# Vision Statement

*Here are the themes we heard from you:*

- Casting a systemic, dynamic vision - toward an aspirational goal
- Conveying a vision that resonates with diverse constituencies
- A clear vision for students/graduates, preparing them for global citizenship
- Empowering students and conveying appreciation for diversity and democracy



# Vision Statement

Here are a few potential options for your consideration:

- *ACPS opens students' minds to a world of possibilities.*
- *ACPS: Empowering all students to thrive in an ever-changing world.*
- *Opening minds and igniting passions to thrive in a world of possibilities.*



# Mission Statement

*Current:*

Every student succeeds: Educating lifelong learners and inspiring civic responsibility.



# Mission Statement

*Here are the themes we heard from you:*

- Attending better to the ‘whole child’
- Considering families’ perspectives
- Highlighting *welcoming* learning environments
- Using more active verbs (e.g., ignite/empower/activate) -> civic participation
- *Educating* is our core business.



# Mission Statement



Here are a few potential options for your consideration:

- *The mission of ACPS is to educate and empower lifelong learners.*
- *ACPS inspires lifelong learners to succeed in college and careers and to participate actively in our democracy.*
- *Students will graduate from ACPS with a passion for learning and the skills to succeed in life.*
- *ACPS inspires students and removes barriers to learning to ensure success.*



# Core Values



*Current:*

- We Believe In Educational Excellence.
- We Believe In High Achievement for All.
- We Believe In a Culture of Collaboration.
- We Believe In Continuous Improvement and Accountability.
- We Believe In Environmental Stewardship.

# Core Values



*Here are the themes we heard from you:*

- Most important is ensuring the ACPS community gets fully introduced and consistently reminded of the core values, to foster the environment needed through 2025, aligning efforts – including budgeting – to them
- ‘Plus’: *Culture of collaboration, Accountability, Educational excellence*
- ‘Delta’: *Continuous improvement (connotations/associations)*
- Missing: *Equity, Diversity, Individuality, Respect, Innovation, Empowering*

## Core Values – a few options for your consideration:

*In all we do, the ACPS learning community strives to live these core values - we are...*

- ***Welcoming:*** *We believe our diversity is our greatest strength.*
- ***Empowering:*** *We work to inspire each student and staff member to thrive.*
- ***Equity-Focused:*** *We actively address existing and potential barriers to educational access and success for all students.*
- ***Innovative:*** *We promote creative thinking to develop solutions in the classroom and across the system.*
- ***Globally Competitive:*** *We set ambitious goals to get better day by day and year by year.*

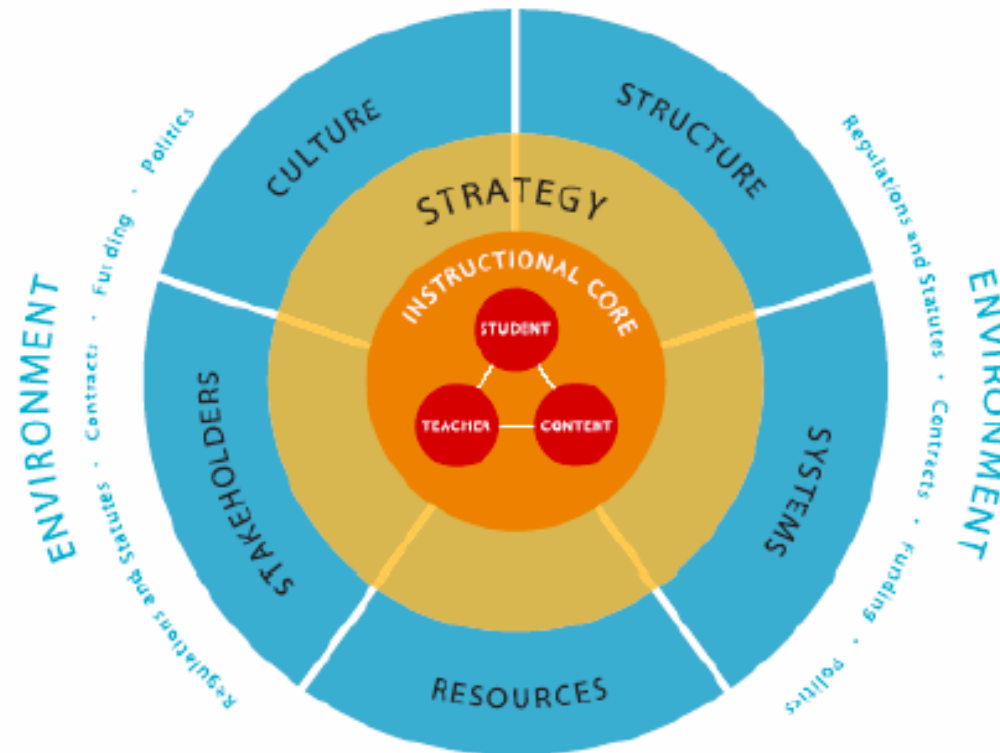
## Houston Case Study

- *What were changes in board functioning after Paige became superintendent?*
- *How did these changes help enable the progress made by Houston?*
- *What lessons from the Houston board could be applied in ACPS?*

# Systemic Coherence



## PELP Coherence Framework



## Why Strategic Planning?

### 1. Provides a focus

- Formalizes the mission, vision, core values, goals, and objectives
- Enables stakeholders to voice and set shared priorities and a path to improvement

### 2. Engages the community, incl. both internal and external stakeholders

- Process involves engaging community in feedback sessions
- Helps the team develop a more targeted strategic plan
- Builds community support

### 3. Helps create efficiency and saves money

- Districts that implement strategic plans ultimately create efficiency that can translate to financial savings.

*Adapted from the American Productivity & Quality Center*

# Strategic Planning Process - Overview

## Needs Assessment

- ✓ *Data collection and analysis*
- ✓ *Creates shared understanding of strengths and challenges*
- ✓ *Provides data for benchmarking and goal-setting*
- ✓ *Builds buy-in and momentum for plan*



## Strategic Planning Meetings

- ✓ *Review Needs Assessment*
- ✓ *Refresh Vision/Mission*
- ✓ *Determine Theory of Action*
- ✓ *Develop Strategies and Activities*
- ✓ *Identify Outcomes and Measures*
- ✓ *Review Draft Plan*
- ✓ *Implementation Planning and Prioritization*

## Strategic Planning Committee

Steering Committee

Subcommittees

## Plan Development

- ✓ *FourPoint Drafts Plan*
- ✓ *ACPS Reviews Draft*
- ✓ *Provide feedback opportunities on Draft Plan*
- ✓ *FourPoint Presents Final Plan to Board and Steering Committee*

The Board's Steering Committee members, and the full Board, play a vital role in ensuring the strategic plan is implemented with fidelity, and operationalized and monitored effectively.