

Date: September 9, 2019
For ACTION _____
For INFORMATION x
Board Agenda: Yes x
No _____

FROM: Clinton Page, Chief Accountability Officer

THROUGH: Gregory C. Hutchings, Jr., Ed.D., Superintendent of Schools

TO: The Honorable Cindy Anderson, Chair, and
Members of the Alexandria City School Board

TOPIC: Board Workshop on Strategic Planning

SUMMARY:

As the division undergoes the process of developing an updated strategic plan to reach 2025, review and potential refinement of the division’s mission, vision, and core values will help guide the plan’s development.

BACKGROUND:

The Code of Virginia § 22.1-253.13:6 provides that each local school board shall adopt a division-wide comprehensive, unified, long-range plan based on data collection, an analysis of the data, and how the data will be utilized to improve classroom instruction and student achievement. The plan is to be developed with staff and community involvement and is to include, or be consistent with, all other division-wide plans required by state and federal laws and regulations. Each local school board shall review the plan biennially and adopt any necessary revisions. ACPS Board policy, AF - Comprehensive Plan, implements the Code of Virginia’s requirement.

Vision, mission, and core values serve as the foundation upon which strategic plans are built. A 2010 research study into the essentials of school improvement identified the need for school divisions to establish a clear focus and a strategic framework of core beliefs and effective practices in an effort to improve student achievement. Excerpts from this study are attached (“Excerpts from The Three Essentials”) and the Board is asked to review the attachment, which further explicates the need to identify and communicate a shared purpose as well as the role of the Board in support of schools. Should members be interested in the complete study, the full report can be accessed via the following link: <https://www.wallacefoundation.org/knowledge-center/Documents/Three-Essentials-to-Improving-Schools.pdf>.

Through this work session, and as guided by the expertise of the division’s partner in strategic planning (FourPoint Education Partners), the Board will be asked to review and reflect on the division’s vision, mission, and core values. The vision, mission, and core values established by the Board will serve as the foundation from which all future strategic planning work will build.

In addition, to help inform the development of the aforementioned tenets and ensure that stakeholder voice is represented in the defined purpose, the “*HYA Executive Search Leadership Profile Report*” from 2017 is included as an attachment. This document provides a summary of the division’s strengths, challenges, and desired characteristics as reported by stakeholder groups, including Board members, the community (organizations and members), students, administrators, city officials, support staff, and teachers.

RECOMMENDATION:

The Superintendent recommends the School Board review the attached materials in advance of the September 9th Board Work Session.

IMPACT:

As the division undergoes the process of developing an updated strategic plan to reach 2025, refining the division’s mission, vision and principles will help guide the plan’s development and set the platform for establishing an equitable system of public education that effectively narrows gaps in opportunity and achievement within Alexandria’s student population.

ATTACHMENTS:

1. *PowerPoint Board Workshop on Strategic Planning*
2. *Excerpts from The Three Essentials*
3. *HYA Executive Search Leadership Profile Report*

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