



Strategic Plan

Board Work Session

August 31, 2023





Welcome!

Dr. Carmine Peluso
Superintendent of Schools

Welcome & Introductions

- Your name
- How long you've been a school board member for the Rochester City School District
- One word or phrase to describe how you feel about the district's next strategic plan



About Insight Education Group



We are **practitioners** with school and district experience and a passion for supporting our partners to shape educational systems that are truly equitable for all learners.



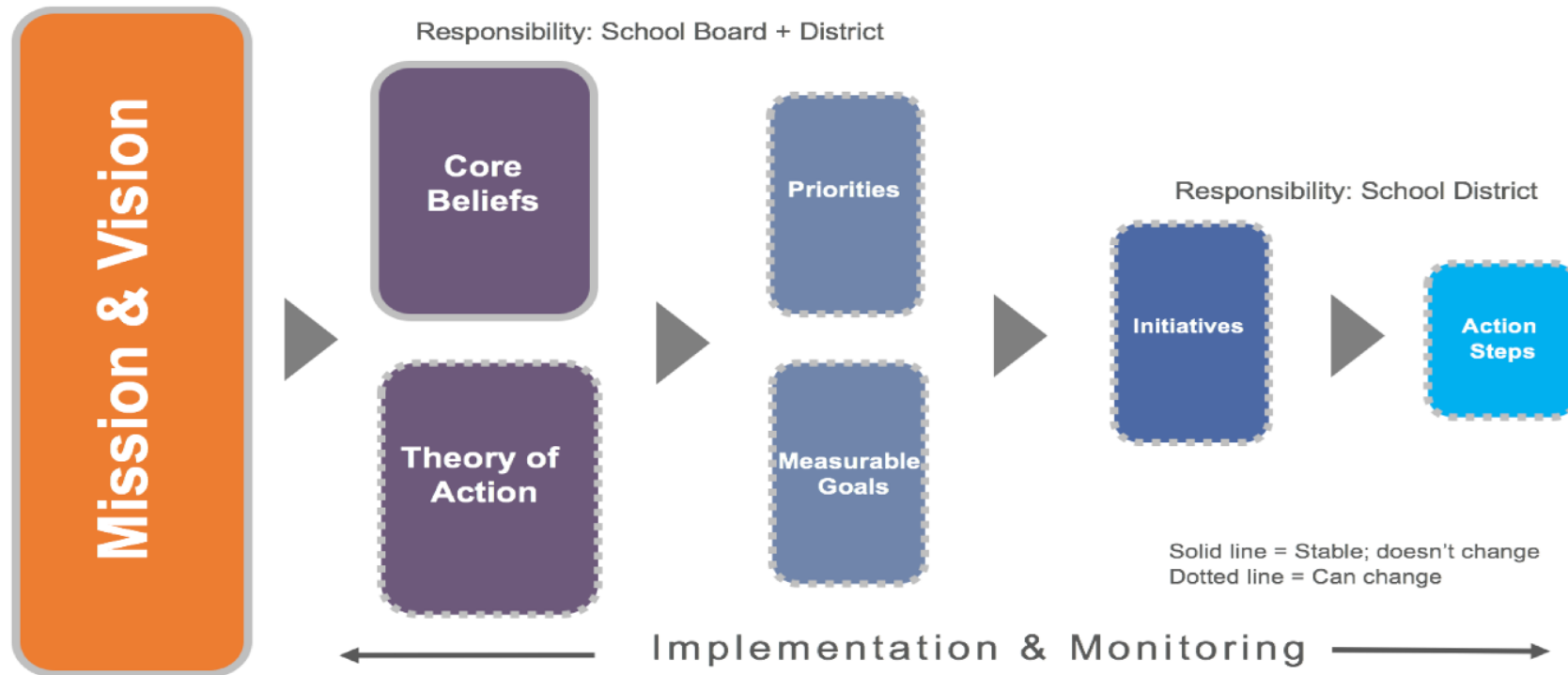
We are committed to providing a **partner-driven process** rather than relying on "ready-made" programs.



We understand and appreciate the **challenges, nuances, and opportunities** of implementing small and large-scale systems and initiatives.



INSIGHT'S STRATEGIC PLANNING FRAMEWORK



District Project Plan

JUL	AUG	SEPT	OCT	NOV	DEC	JAN
Project Planning						
Steering Committee Meetings						
	Data Analysis					
	Stakeholder Surveys					
		District Leadership Drafts Sections for Feedback				
			Focus Groups			
			Data Analysis			
				Draft Shared		
					Final Plan to the Board	



Steering Committee Meetings



Today's Focus

Core
Values

Vision

Mission



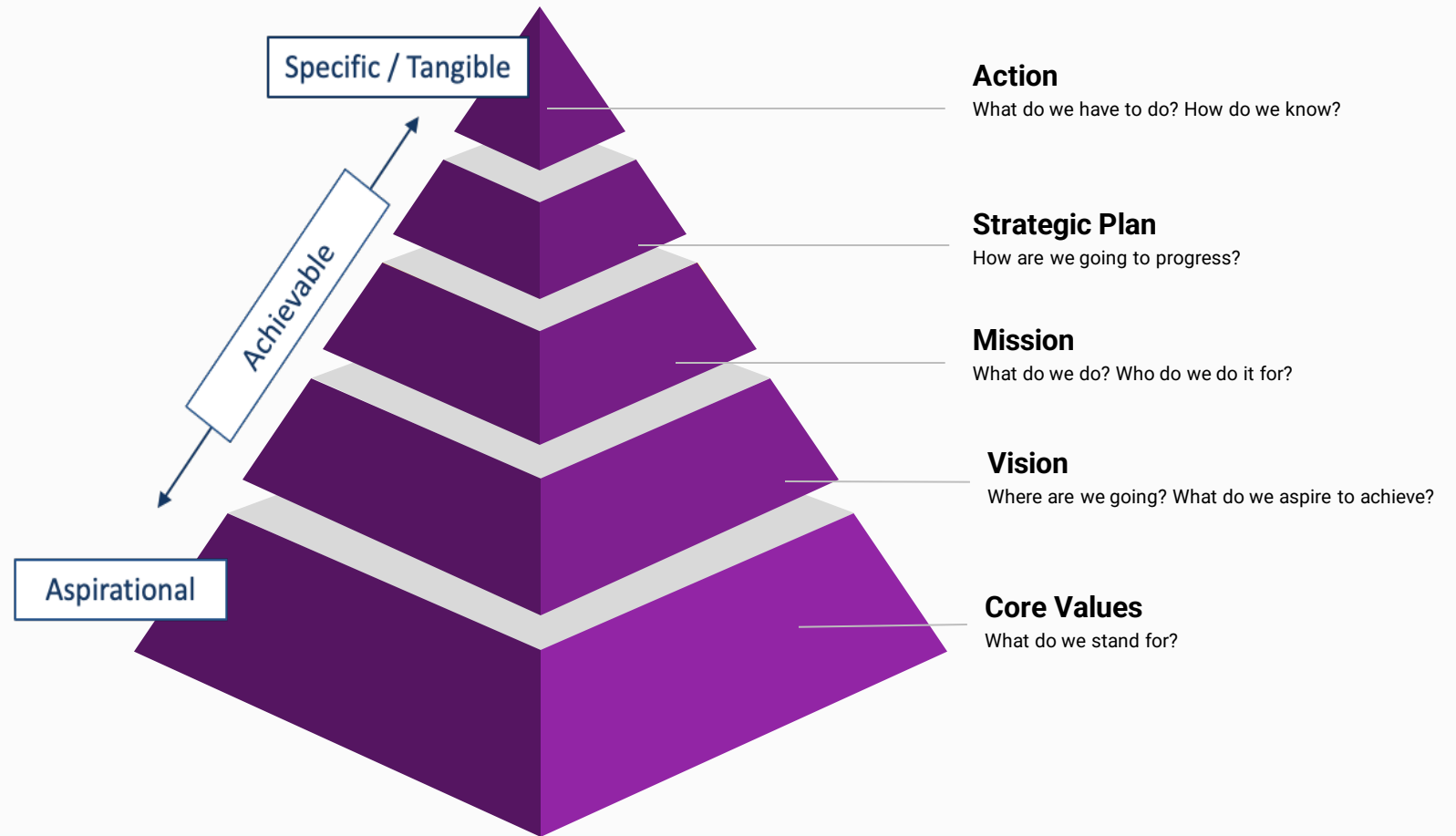
What is each element?

Core Values	Set of beliefs that drive all behaviors of the district.
Vision	Describes what the district hopes to achieve or be in the future.
Mission	Articulates what is unique about who the district is, what the district does, and who the district serves.



Core Values

Set of beliefs that drive all behaviors of the district.



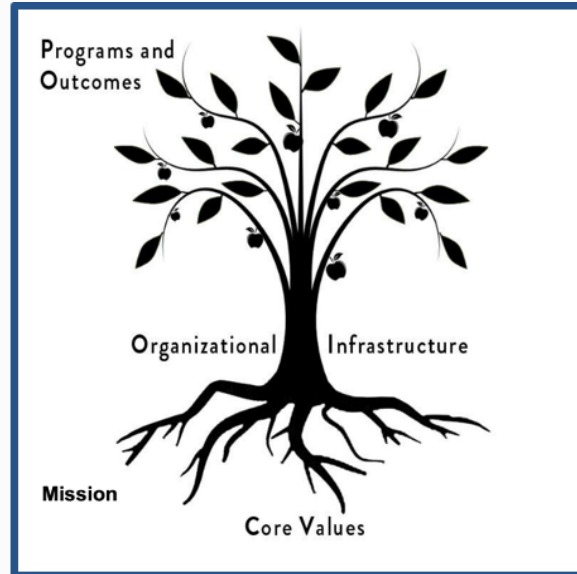
What is a core value?

A value is a way of being or belief that we hold most important. Living into our values means that we do more than profess our values, we practice them. We walk our talk – we are clear about what we believe and hold important, and **we take care that our intentions, words, thoughts, and behaviors align with those beliefs.**

Brené Brown



What is a core value?



Accessed online from [Futures Without Violence](#)

Core values direct the behavior and decision-making of an organization's employees.



Sample Core Values

Diversity

We believe the different experiences individuals bring to our schools are strengths. Embracing diverse cultures, perspectives and abilities enables students and adults to feel valued and safe, a key prerequisite for learning and growth. We are committed to providing an environment where students and staff from all cultures and backgrounds can succeed.

Empathy

We are committed to developing a culture where our employees identify with and understand the feelings of our students and parents as well as their colleagues.

Integrity

We are committed to creating a school district that acts with honesty and forthrightness, holding ourselves to high academic and ethical standards, and dealing with everyone with respect.

Innovation

We are committed to fostering a work environment where the goal is not to manage innovations, but to become innovative. Problems are identified, ownership of those problems is assumed by the adults in the district and everyone works together as agents of the solution until the problems are solved. We will not stop until obstacles are removed, solutions found, and clear and compelling goals are established.

Equity

We are committed to creating equitable and inclusive schools where adults take ownership for student learning outcomes and make sure students have what they need to succeed in school and in life. We will acknowledge and dismantle systems, processes and mindsets that perpetuate race, poverty, disability and English language status as predictors of achievement. We will align resources to create equitable opportunities for students and employees. We will eradicate achievement gaps.

Guilford County
Schools (NC)



Sample Core Values

CORE VALUES

We believe in **developing people.**

We know that we are only as strong as our team and that as each person develops as a learner and a leader, our district becomes stronger. We are committed to investing in the development of our people through coaching, feedback, and training, as well as by fostering an environment that encourages personal development and professional growth. We believe that by supporting the growth of our team members will we all achieve our maximum potential.

We believe in **equity.**

We acknowledge that access to opportunities and success is not – and has not been – the same for all community members and that achieving equity begins by building this awareness in others. We also strive to uncover the causes of those imbalances, remove barriers, and advance equitable opportunities and outcomes for all.

We believe in **keeping students our priority.**

We approach our work with an open, curious mindset, committed to learning and relentlessly focused on our students' needs and interests. We make decisions and measure progress based on how well we are supporting our staff and improving outcomes for our students. Our passion for the success of our students motivates us to do what is needed to accomplish our goals.

We believe in **integrity.**

We strive to do the right thing, recognizing that what is right is not always what is easy. We operate with respect and kindness and are honest, transparent and responsive in our communication and actions. We collaborate openly and hold ourselves and each other accountable.

We believe in **joy.**

We see our work as much more than a job and we are here because we love what we do. We take pride in doing great work and celebrate our collective and individual successes. We cultivate positive relationships, express gratitude, and support and uplift one another.

Wauke Community School District (IA)



Sample Core Values



STUDENTS FIRST:
We recognize students as whole children and put their needs first in everything we do.

...



EQUITY:
We work proactively to eliminate opportunity gaps by interrupting institutional bias and investing in effective strategies to ensure every student succeeds.

...



EXCELLENCE:
We work with integrity and hold ourselves accountable for exemplary outcomes, service, and interactions.

...



TEAMWORK:
We recognize that our greatest asset is our collective vision and ability to work collaboratively and authentically.

...



COURAGE:
We have the audacity to learn from our successes and failures, to try new things, and to lead the nation as a proof point of PK-12 success.

...



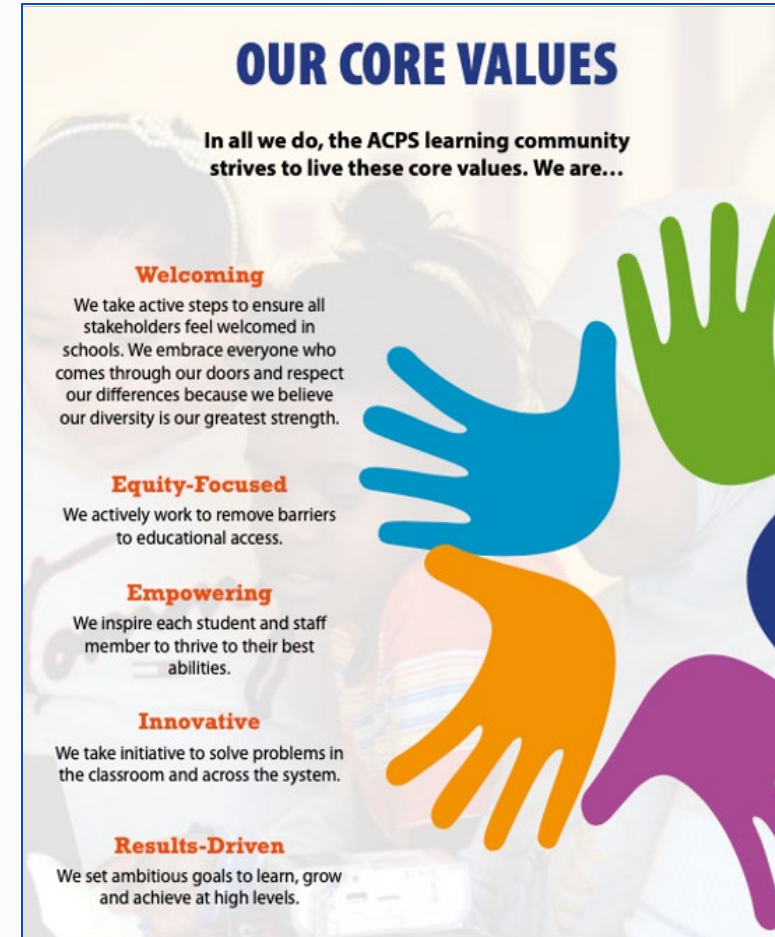
JOY:
We enjoy our collective work and will enthusiastically celebrate our success and each other.

District of Columbia Public Schools (DC)



Sample Core Values

Alexandria City Public Schools (VA)



OUR CORE VALUES

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

- Welcoming**
We take active steps to ensure all stakeholders feel welcomed in schools. We embrace everyone who comes through our doors and respect our differences because we believe our diversity is our greatest strength.
- Equity-Focused**
We actively work to remove barriers to educational access.
- Empowering**
We inspire each student and staff member to thrive to their best abilities.
- Innovative**
We take initiative to solve problems in the classroom and across the system.
- Results-Driven**
We set ambitious goals to learn, grow and achieve at high levels.



Feedback from the Steering Committee



Debrief

What is compelling and/or not compelling about the samples shared?

What words represent values critical to RCSD?



Vision

Describes what the district hopes to achieve or be in the future.



Sample Vision Statements

“Making the best possible ice cream, in the nicest possible way.”

- Ben & Jerry's

“To organize the world's information and make it universally accessible and useful.”

- Google

“To make people happy.”

- Disney

“To develop leaders who will one day make a global difference.”

- Harvard

“We will help people live longer, healthier, happier lives.”

- CVS

- Progressive

“To reduce human trauma and economic costs associated with automobile accidents.”



Key Ingredients of a Vision

1 – The output

When you define what you do as an outcome, you start to transform your product or service into a benefit. Vision statements that talk about benefits are far more inspiring than those that talk about the service or product itself.

2 – The twist

Your vision statement needs a unique selling point. This is a key ingredient in helping you bring focus and inspiration to your vision.

3 – The quantification

With no possible end in sight (or a totally unrealistic one), the initial inspiration derived from a great vision can turn to frustration. Give yourself a goal to assess progress against but it doesn't have to be numeric.

4 – The human connection

Include something that makes people conjure a specific mental image when they read your vision statement.



Sample Vision with Key Ingredients

- 1 – The output
- 2 – The twist
- 3 – The quantification
- 4 – The human connection

Producing and selling locally sourced cakes and pies that are so delicious and satisfying that every customer who leaves our store does so with a smile.



Current District Vision

Ensure all students equitable access to a high-quality education and graduate each student as a productive member of society.



Steering Committee Feedback - Current Vision

- Change “equitable access” and “productive member of society”
- Doesn’t feel like it aims high enough. We want RCSD scholars to be the best version of themselves / reach their full potential when they leave RCSD. We want them to be whole people – empathetic, caring, and global citizens who are prepared for a career path or to enter college. We want our scholars prepared for life.
- Current vision statement feels rigid and lacks inspiration. We’d like to see more human connection.
- Remove “productive member of society”.
- Include what makes us unique.
- Take out “equitable” and add “excellence in academics”.
- Take out “productive members” and add “contributing”.



Steering Committee Feedback - Sample Visions

- We are a tight knit community that activates dreams and unlocks potential.
- Creating healthy, joyful spaces (schools and programs) for individual students so that they are prepared for life.
- Ensure all students have a high-quality education, reach their highest potential, and become contributing citizens.
- Graduate students who are prepared for life through equitable access to high quality education and student-centered support.



Debrief

What did you find compelling about the sample visions?

How might we weave those ideas into a vision statement for RCSD?



Mission

Articulates what is unique about who the district is, what the district does, and who it serves.



Mission

Describes what is
unique about
who we are

Describes what is
unique about
who we serve

Describes what is
unique about
what we do



Sample Mission Statements

Sample 1: We ensure success by inspiring students and addressing barriers to learning.

Sample 2: We develop scholars through world-class learning experiences to attain an exceptional knowledge base, critical and relevant skill sets, and the necessary dispositions for great success.

Sample 3: Ensure that every school guarantees that students reach their full potential through rigorous and joyful learning experiences provided in a nurturing environment.

How well does each mission statement describe what is unique about:

Who the district is?

Who they serve?

What they do?



Sample Mission Statement

Waukee Community Schools is a rapidly growing and increasingly diverse school district. We believe every individual's unique background and culture enhance our schools. By focusing on the joy of learning and growth for everyone, we create a dynamic work environment for our staff while engaging our students, families and the community through innovative educational experiences.

How well does this mission statement describe what is unique about:

- Who the district is?
- Who they serve?
- What they do?



Rochester City Schools Mission Brainstorm

What is unique about
who we are?

What is unique about
who we serve?

What is unique about
what we do?



Steering Committee Feedback - Who We Are

- We are ONE RCSD (well, we want to be, but we're not there yet).
- Part of the Big Five, well-resourced community
- 3rd largest urban district in New York state. We represent over 67 languages.
- We accept everyone, therefore all are welcome.



Steering Committee Feedback - Who We Serve

- All students and their unique identities and strengths
- Our scholars are global citizens and multilingual.
- Culturally diverse learners, families, faculty, and staff
- Diverse group of urban families



Steering Committee Feedback - What We Do

- We educate people PK3 through adult.
- We teach academics, arts, athletics, professional, vocational, trades. We have lots of rich opportunities!
- We have diverse programs and offerings from cradle to career.



Current District Mission

Foster students' individual talents and abilities in a nurturing environment of equity.



Steering Committee Feedback - Sample Missions

- We tap into and honor individuality and voice in all RCSD families and community members by creating a supportive, collaborative, and safe environment.
- We commit to utilizing all resources available in the district and community to help our scholars reach (or unlock) their highest potential.
- As stewards of Rochester's youth, we create a community of empathy, equity, and accountability that encourages the development of empowered students who are prepared to succeed beyond graduation.
- We are a tight knit community that activates dreams and unlocks potential.



Debrief

What did you find compelling about the sample mission statements?

What revisions might we consider for the RCSD mission statement after reviewing the samples and the feedback from the Steering Committee?



The background of the image consists of four diagonal stripes of different colors: gold, green, orange, and blue. The text 'Q&A' is centered horizontally and spans across the green and orange stripes.

Q&A

Meeting Feedback



I appreciate...



I wonder...



