



Strategic Plan

Steering Committee Meeting 2

August 23, 2023





Welcome!

Dr. Carmine Peluso
Superintendent of Schools

Today's Focus

Core
Values

Vision

Mission



Meeting Norms

Engage

Seek to understand others' views

Think short-term and long-term



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.



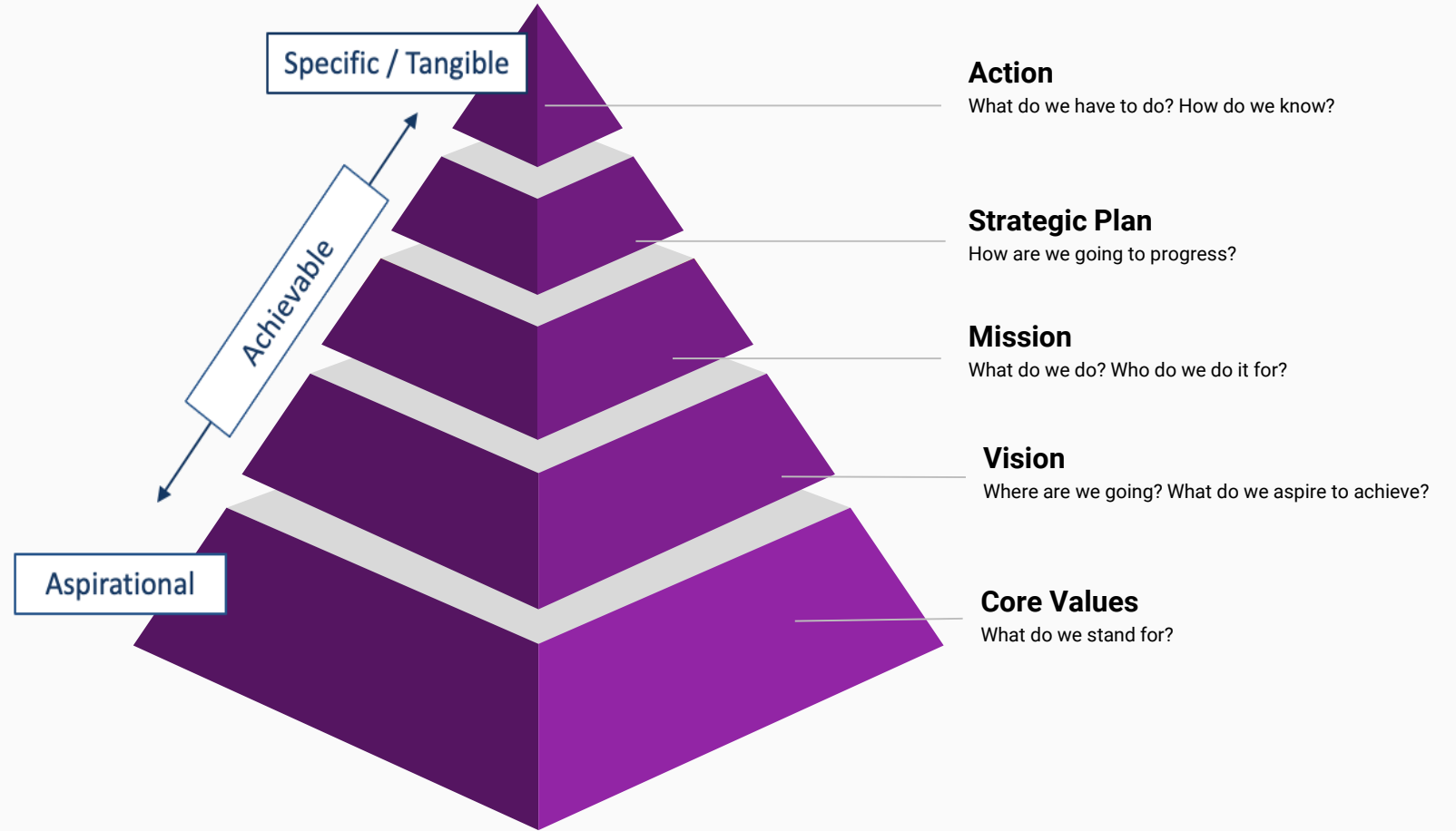
Core Values

Set of beliefs that drive all behaviors of RCSD.



Core Values

Set of beliefs that drive all behaviors of the district.





Why start with why?

- How does Sinek's Golden Circle relate to core values of the district?
- What are the implications for developing the strategic plan?
- What are the implications for how we communicate the plan?



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.

Waukee Community School District (IA)



Sample Core Values



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.



Core Values Considerations

Consider what is compelling/not compelling about the examples.

Individually, list words that represent values critical to the district.

As a small group, discuss and combine ideas into values for the district to consider.

Share out as a whole group.



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.



Vision Considerations

Compare the current vision to criteria and, individually, list strengths and opportunities to make it stronger.

With your group, discuss what you found compelling when reviewing the sample visions. Identify and record words and phrases you'd like to see in the district vision.

What other considerations would your group like to offer regarding revisions? Record those as well.



Mission

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

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

In groups, answer the three mission questions about the district:

What is unique about
who we are?

What is unique about
who we serve?

What is unique about
what we do?



Current District Mission

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



Mission Considerations

Individually, compare the current mission statement to the mission questions, sample missions shared, and the brainstormed ideas from your group. List strengths of the current mission and opportunities to make it stronger.

As a small group, discuss your ideas and draft a possible new or revised mission statement.



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...



Next Steps

Steering Committee Meeting #3

- September 27, 2023 - 5:30-7:30 pm (Zoom)
- Focus
 - Portrait of a Graduate
 - Stakeholder Survey trends
 - District Data
 - Priorities

