

# Strategic Planning Workshop

*April 20, 2023*



**IRVINGTON**  
UNION FREE SCHOOL DISTRICT



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# Part I: Opening Activities



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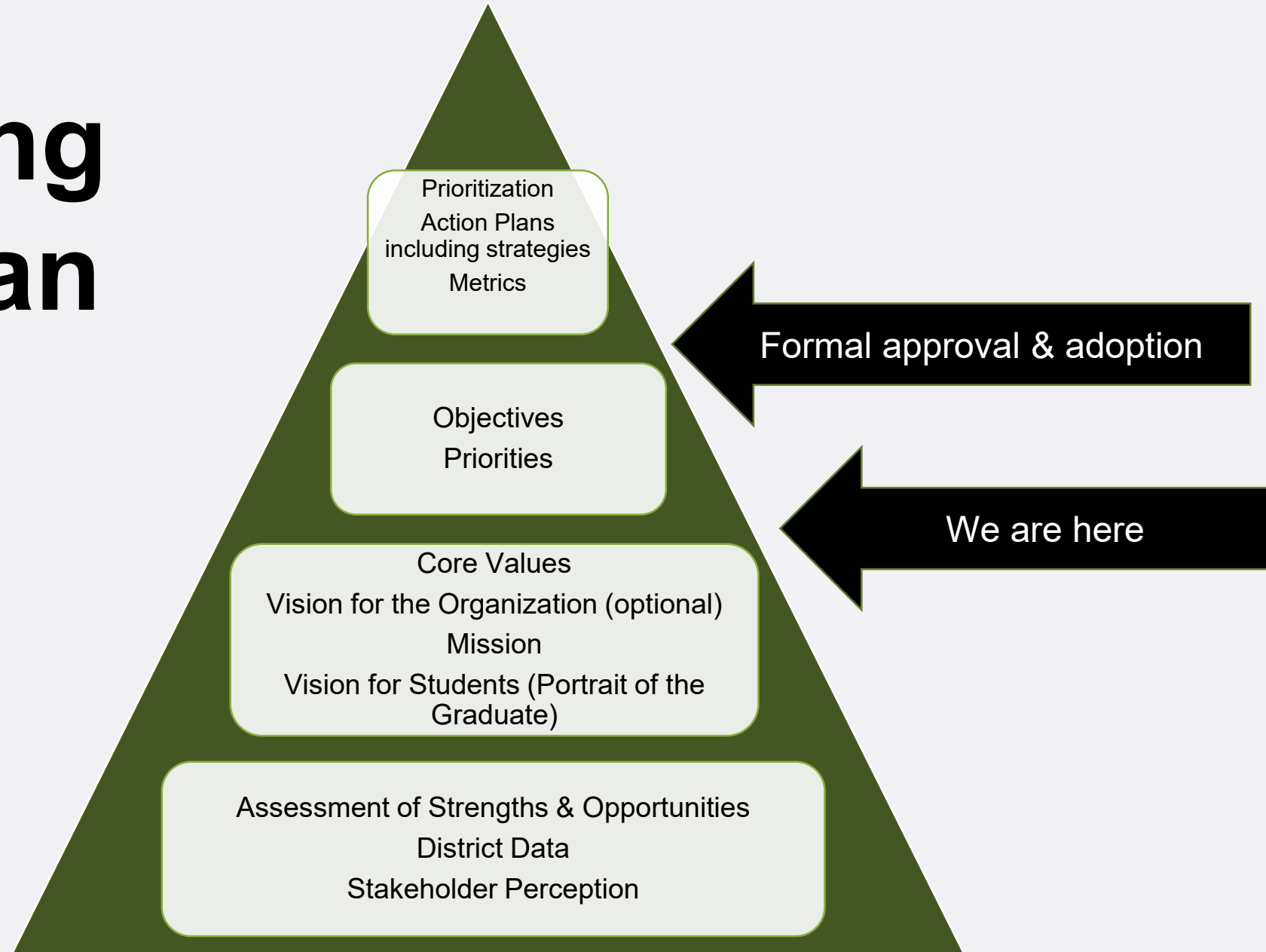
# Welcome Back

## **Workshop Outcomes:**

- Finalize draft language for the Portrait of the Graduate
- Develop draft Strategic Objectives
- Gather feedback regarding the current mission statement

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# Building the Plan



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# The constructivist listening dyad

I agree to listen to and think about you for a fixed period of time in exchange for you doing the same for me. I keep in my mind that my listening is for your benefit, so I do not ask questions for my information.



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**Why did you want to be an elected official or an administrator? What is it that drove you personally to stick your neck out, do all the hard work of running a campaign or leadership preparation and eventually get elected or hired? How does your “why” impact your work as a member of a strategic planning team?**





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# Part II: The Portrait of the Graduate



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# Subcommittee Draft & Feedback







### **COURAGEOUS LEARNER**

*I enthusiastically pursue knowledge.*

I have a thorough, well-rounded education and the curiosity and skills to continue to build upon my knowledge for a successful life. I think critically by evaluating information and making connections to come to meaningful conclusions. I take academic risks with the belief that mistakes help me learn and grow. I am a flexible and creative problem solver.

### **ENGAGED CITIZEN**

*I actively and productively contribute to a larger society.*

I examine issues from multiple perspectives and am aware of how my actions, thoughts and words impact my local, national and global communities. I recognize the multicultural society in which we live and respect and appreciate the diverse cultures, backgrounds and identities of my peers and their families. I embrace others and actively seek to build community.

### **EFFECTIVE COMMUNICATOR**

*I productively exchange ideas and collaborate with others.*

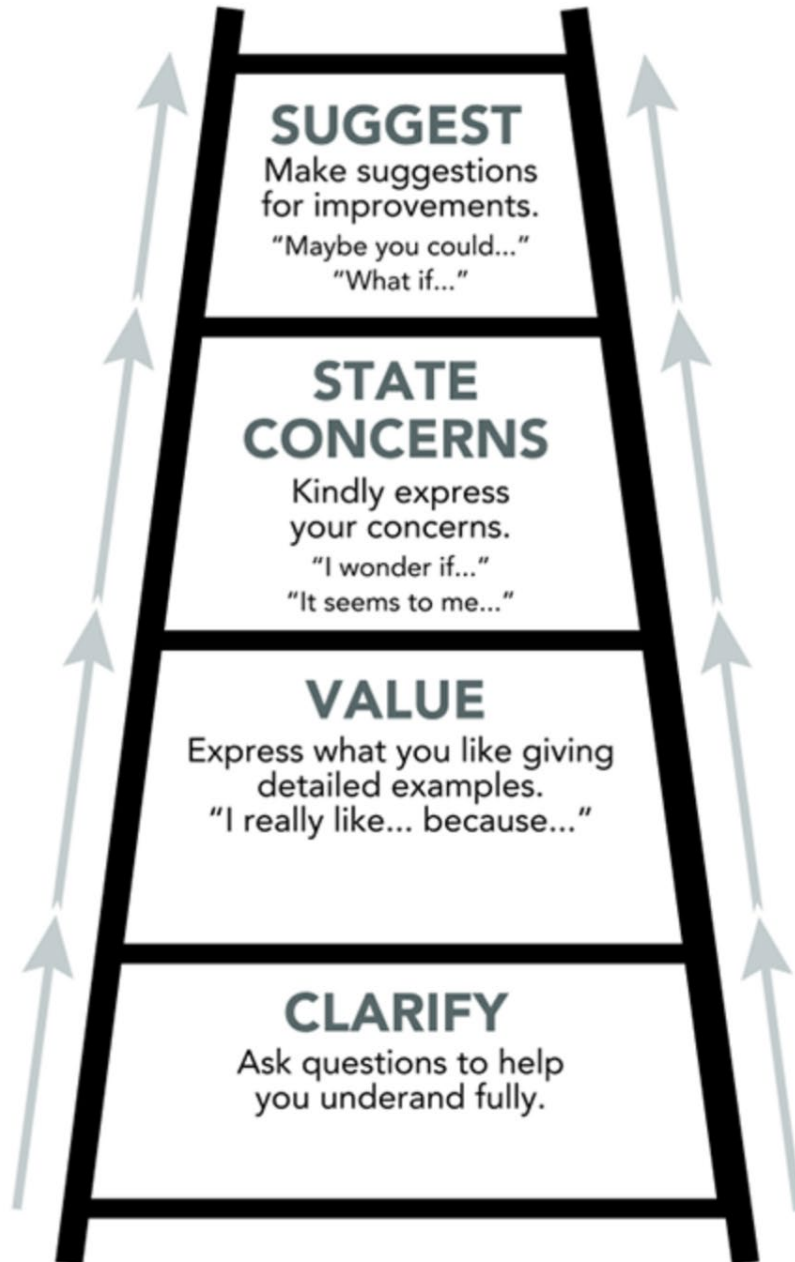
I clearly express myself through speaking, writing and relevant digital formats. I promote open and honest communication by being an active and respectful participant. I utilize my thinking, experiences, and knowledge to generate new thoughts and ideas.

### **SELF-ASSURED INDIVIDUAL**

*I have the skills and tools to achieve personal happiness.*

I understand myself and am able to foster my own physical, social and emotional well-being. I have the confidence and resilience to overcome challenges. I use sound judgment and act with honesty, compassion, empathy and integrity. I strive to achieve my fullest potential and seek to integrate my passions into my studies and activities.

# THE LADDER OF FEEDBACK



- What suggestions do you have?
- Do you detect potential problems or challenges with the draft?
- Do you disagree with some part of the work?
- What do you see that is particularly impressive or strong?
- Are there aspects of the draft that you are not sure you understand?

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# **Portrait of the Graduate: Next Steps**

1. Design decisions
2. Connection with overall vision



# Part III: Strategic Objectives



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# Strategic Objectives



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- Broad, long-term aims
  - Operationalize the Portrait of the Graduate and mission into general intentions that reflect the District's desired future position
  - Typically, 3-5 large areas that emerge from the data gathered in Phase I and knowledge of the district

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# Elevator Pitches



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- Share your objectives
  - No more than 90 seconds
  - Focus on listening
  - Opportunity to change your submission after listening



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# **Strategic Objectives: An Offering**

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# Consensus

I can live with the decision

I will support my colleagues in implementing this decision

I will do absolutely nothing to impede the implementation of this decision



Fist

to

Five



Lack of Consensus



Consensus

**Achieving Consensus**



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# Strategic Objectives (initial offering)

**STUDENT GROWTH (INCLUDES CURRICULUM & PROGRAMMING)**  
*We will provide a rigorous, comprehensive, and enriching curricula and diverse programming that will prepare students to achieve success in whatever path they choose.*

**HIGH-QUALITY EDUCATOR DEVELOPMENT**  
*We will develop our educators through focused, differentiated professional learning and collaborative opportunities to ensure all our learners are engaged.*

**HEALTHY LEARNING ENVIRONMENT**  
*We will foster a climate and culture where students grow socially and emotionally, and student and staff mental health is supported.*

**FISCAL RESPONSIBILITY AND SUSTAINABILITY**  
*We will be effective in ensuring that we are fiscally responsible and sustainable to meet the requirements of the strategic plan.*

# Part IV: Mission



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# Mission Statement Best Practices

- A mission is a brief description of why an organization exists.
- Unlike a vision statement, a mission focuses on now
- Simple, action oriented
- Adds clarity
- If it's not actually useful to the organization, don't write one
- Avoid buzz words, general words, typical hype – “world class,” “best possible,” “21<sup>st</sup> century”



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# Examples:

*“To inspire humanity — both in the air and on the ground.” Jet Blue*

*“To accelerate the world’s transition to sustainable energy.” Tesla*

*“To connect the world’s professionals to make them more productive and successful.” LinkedIn*

*“To help humanity thrive by enabling all teams to work together effortlessly.” Asana*

*“Bring inspiration and innovation to every athlete\* in the world*

*\* If you have a body, you are an athlete.” Nike*

*“Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.” Patagonia*

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# Previous Plan Language: Mission

*The mission of the Irvington Union Free School District is to create a challenging and supportive learning environment in which each student attains his or her highest potential for academic achievement, critical thinking and life-long learning. Our schools encourage the discovery and development of students' individual strengths, skills and talents, and foster social and civic responsibility.*

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# Reflection Questions: Mission

1. What does the current mission say about who we are, what our purpose is, whom we serve, and how we are unique?
2. Is it simple, clear, and action oriented?





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**In small groups:  
How can we revise our  
mission to describe how  
we will work towards  
realizing the portrait of  
the graduate?**



# Part V: Closing Activities



# On April 26

- Review completed work: portrait and objectives
- Develop goals that add detail to objectives
- Next steps on mission statement





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**Questions?  
Comments?**

