



Strategic Plan Update

June 28, 2021

2020-2025 Strategic Plan

Community, Respect, Empathy, Sustainability, Trust



- 1.1 Implement 5-year staffing plan
- 1.2 Clarify roles and responsibilities
- 1.3 Implement communication strategy
- 1.4 Implement perf. mgmt. system for teachers and staff
- 1.5 Strengthen teacher recruitment, hiring and onboarding
- 1.6 Codify org operations, processes, and procedures
- 1.7 Implement cont. improvement system



- 2.1 Design and implement a master plan for lower campus facilities
- 2.2 Design and implement a master plan for upper campus facilities
- 2.3 Create the conditions for excellent facilities management



- 3.1 Develop best-in-class academic, immersion and global citizenship model and curriculum
- 3.2 Define and align on a common vision for excellent teaching
- 3.3 Implement a comprehensive professional development strategy
- 3.4 Support students to develop into global citizens







- 4.1 Create Diversity, Equity and Inclusion vision and goals
- 4.2 Strengthen and build capacity to execute student behavior plan
- 4.3 Implement "strong start" school culture plan
- 4.4 Develop staff Diversity, Equity and Inclusion competencies







MISSION: The GLOBE Academy fosters Global Learning Opportunities through Balanced Education for children of all backgrounds. With a focus on dual-language immersion, an experiential-learning model and a constructivist approach, GLOBE inspires students to be high-performing lifelong learners equipped to make a positive impact in the world.

Implementation Roadmap

	Year 0 SY2018-19	Year 1 SY2019-20	Year 2* SY2020-21
 <p>1. Organizational Development (Ryan, Christi, Denise, Amy)</p>	<ul style="list-style-type: none"> 1.2- Design clear job descriptions for priority positions 1.3 - Address immediate communication gaps w/staff and parents 1.6 - Design school dashboard of KPIs for all functions & data review process 	<p><i>Semester 1</i></p> <ul style="list-style-type: none"> 1.2 - Design clear job descriptions, management relationships and roles and responsibilities for all positions 1.3 - Expand communication strategy to drive inclusion and consistency <p><i>Semester 2</i></p> <ul style="list-style-type: none"> 1.1 - Create staffing vision, year-by-year org chart and budget implications 1.5 - Design and implement recruitment strategy, hiring process and certification requirements; strengthen onboarding process 1.6 - Streamline and codify organizational processes and procedures (HRIS, hiring, student data, etc.) 1.7 - Design and implement continuous improvement school review cycle 	<p><i>Semester 1</i></p> <ul style="list-style-type: none"> 1.4 - Design performance management system for staff 1.5 - Implement standardized teacher on-boarding process 1.6 - Refine organizational processes and procedures <p><i>Semester 2</i></p> <ul style="list-style-type: none"> 1.4 - Implement performance management system with staff 1.7 - Expand continuous improvement school review cycle to include annual school strategic planning cycle
 <p>2. School Facilities (TBD, Megan, Jerry)</p>	<ul style="list-style-type: none"> 2.1 - Plan for lower campus location 	<ul style="list-style-type: none"> 2.1 - Develop long-term facility plan; complete master plan for lower campus and implement prioritized renovations 2.2 - Complete master plan for upper campus; implement planned renovations to upper campus 2.3 - Establish regular facility and audit procedures 	<ul style="list-style-type: none"> 2.1 - Continue to implement master plan for lower campus 2.2 - Continue to implement master plan for upper campus
 <p>3. Core Instruction (Katie, Judy, Sabrina, Cutia)</p>	<ul style="list-style-type: none"> 3.1 - Fully adopt phonics program for English in K-2; Common Math curriculum for K-5 and 6-8; Full implementation of Readers and Writers workshop 	<p><i>Semester 1</i></p> <ul style="list-style-type: none"> 3.1 - Define profile of a graduate; Launch taskforce to research global learning curriculum and K-8 immersion model 3.2 - Define vision for excellent teaching with teachers and staff <p><i>Semester 2</i></p> <ul style="list-style-type: none"> 3.1 - Develop implementation plan for global learning curriculum and K-8 immersion model 3.2 - Calibrate on vision for excellent teaching 3.3 - Design comprehensive professional development system aligned to vision for excellent teaching 3.4 - Launch capstone experiences and sister schools 	<ul style="list-style-type: none"> 3.1 - Implement global curriculum and K-8 immersion model (in phases) 3.3 - Launch redesigned PLC model and coaching 3.4 - Align academic systems, learning/enrichment opportunities to graduate profile
 <p>4. Diversity, Equity & Inclusion (Monique, Fatimah, Zakia)</p>	<ul style="list-style-type: none"> 4.2 - Hold responsive classroom trainings and incorporate updating student behavior plan 	<ul style="list-style-type: none"> 4.1 - Design DEI vision statement 4.2 - Implement student behavior vision and plan 4.3 - Design “strong start” school culture plan 4.4 - Develop staff DEI competencies 	<ul style="list-style-type: none"> 4.3 - Implement “strong start” school culture plan 4.4 - Continue to develop staff DEI competencies

* Years 3-5 - Implement Annual Planning Cycle to develop annual goals, priorities and action plans

Implementation Roadmap

	Year 3 SY2020-21	Year 4 SY2021-22	Year 5 SY2022-23
 <p>1. Organizational Development (Ryan, Christi, Denise, Amy)</p>	<p><i>Semester 1</i></p> <ul style="list-style-type: none"> 1.3 - Expand communication strategy to drive inclusion and consistency <p><i>Semester 2</i></p> <ul style="list-style-type: none"> 1.1 - Create and communicate staffing vision, year-by-year org chart and budget implications 1.5 - Design recruitment strategy, hiring process and certification requirements 1.6 - Design school dashboard of KPIs for all functions & data review process 1.7 - Design and implement continuous improvement school review cycle 	<p><i>Semester 1</i></p> <ul style="list-style-type: none"> 1.5 - Implement recruitment strategy, hiring process and certification requirements 1.6 - Streamline and codify organizational processes and procedures (HR, hiring, student data, etc.) 1.6 - Implement school dashboard of KPIs for all functions & data review process <p><i>Semester 2</i></p> <ul style="list-style-type: none"> 1.7 - Expand continuous improvement school review cycle to include annual school strategic planning cycle 	<p><i>Semester 1</i></p> <ul style="list-style-type: none"> 1.2 - Design clear job descriptions, management relationships and roles and responsibilities for all positions (Teachers/TAs/Etc.) 1.5 - Implement standardized teacher on-boarding process 1.6 - Refine organizational processes and procedures <p><i>Semester 2</i></p> <ul style="list-style-type: none"> 1.4 - Design performance management system with staff 1.7 - Continue to expand continuous improvement school review cycle
 <p>2. School Facilities (Megan, Jerry)</p>	<ul style="list-style-type: none"> 2.1 - Develop long-term facility plan; complete master plan for lower campus and implement prioritized renovations 2.2 - Complete master plan for upper campus; implement planned renovations to upper campus 2.3 - Establish regular facility and audit procedures 	<ul style="list-style-type: none"> 2.1 - Finalize long-term facility plan; 2.3 - Establish regular facility and audit procedures 	<ul style="list-style-type: none"> 2.2 - Implement planned renovations to upper campus and lower campus
 <p>3. Core Instruction (Katie, Judy, Sabrina, Cutia)</p>	<p><i>Semester 1</i></p> <ul style="list-style-type: none"> 3.1 - Define profile of a graduate; Launch taskforce to research global learning curriculum and K-8 immersion model 3.2 - Define vision for excellent teaching with teachers and staff <p><i>Semester 2</i></p> <ul style="list-style-type: none"> 3.1 - Develop implementation plan for global learning curriculum and K-8 immersion model 3.2 - Calibrate on vision for excellent virtual/hybrid teaching 3.3 - Design comprehensive professional development system aligned to vision for excellent teaching 	<p>3.2 - Continue to calibrate on vision for excellent instruction</p> <p>3.3 - Launch redesigned Professional Learning Community (PLC) model and coaching</p>	<ul style="list-style-type: none"> 3.1 - Implement global curriculum and K-8 immersion model (in phases) 3.4 - Launch capstone experiences and sister schools
 <p>4. Diversity, Equity & Inclusion (Monique, Fatimah, Zakia)</p>	<ul style="list-style-type: none"> 4.1 - Design DEI vision statement 4.3 - Design “strong start” school culture plan 4.4 - Develop staff DEI competencies 	<ul style="list-style-type: none"> 4.1 - Calibrate on DEI vision statement 4.4 - Continue to develop staff DEI competencies 	<ul style="list-style-type: none"> 4.3 - Implement “strong start” school culture plan 4.2 - Implement student behavior vision and plan 4.4 - Continue to develop staff DEI competencies

Responding to the Pandemic for SY20-21

Prioritized these Initiatives:

- Ensuring the safety for all students and staff
- Communicating with families to inform re-opening
- Meeting academic and social-emotional needs of all students
- Providing Diversity, Equity and inclusion training for all staff
- Delivering effective virtual instruction

Strategic Plan update:

- We made little progress on other initiatives outside of DEI on our strategic plan as written.
- Our committee got together this June to revise our plan to move forward.

Example: Virtual Learning Vision of Excellence



High Impact Virtual Learning Practices

1 Establish Class Structure & Routines

Student Vision of Excellence:

- Students & families know when & where to look for assignments and participate in class each week.
- Students organize their time and personal schedules each day.
- Students prepare themselves for new learning and/or remediation using recommended resources.
- Students create a productive/quiet learning space.
- Students follow microphone/video expectations: unmute to participate, camera on when possible.
- Students help themselves by seeking assistance and asking for help in a timely manner via email, office hours, tutoring, etc.

Teacher Practices:

- **Design a predictable class structure & routines** - Maintain a scheduled routine each day, with the recommended minutes of instruction for each class, following GLOBE guidance for your grade level.
- **Post lessons & submit plans** - Ensure lessons are posted to Google Classroom by Friday each week.
- **Review lessons** - Regularly review lessons for the week with students and answer any questions.
- **Co-create & reinforce virtual classroom norms** - Work with students to establish norms for the virtual classroom that will help everyone reach those goals (e.g. students are appropriately clothed within the video frame, students meet deadlines). Reinforce expectations for physical space, muting, use of camera, etc. so that students know how to be professional when on video.

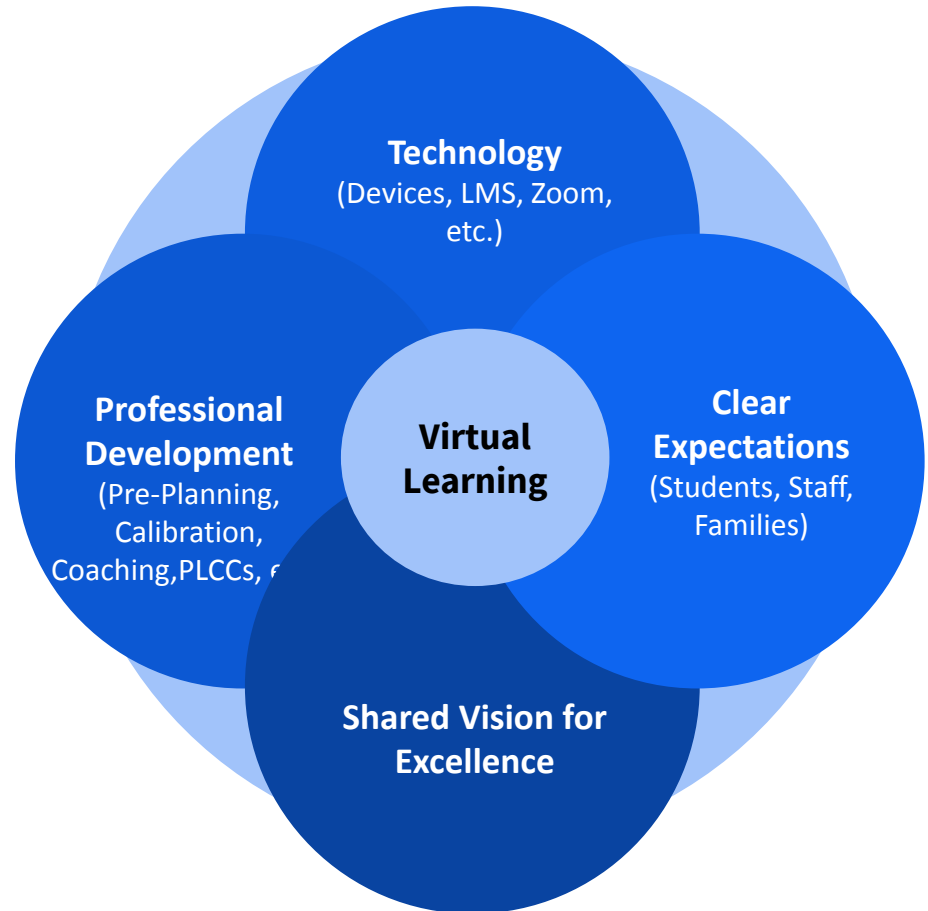
2 Build a Safe Class Culture & Foster Student Engagement

Student Vision of Excellence:

- Students feel known, valued, and part of a safe virtual learning community to fully contribute their ideas, perspectives, and questions.
- Students engage with their teacher and peers during lessons and on online platforms in alignment with CREST and agreed upon classroom norms
- Students respect differences in learning styles, environment, and circumstances.
- Students interact with lesson content and each other in a variety of ways.
- Students are critically thinking, analyzing, and actively engaged from start to finish of each lesson.
- Students demonstrate composure, appropriately expressing and managing their emotions.
- Students demonstrate a growing global consciousness: making connections, asking questions, and generating ideas about global issues, world cultures, or histories.

Teacher Practices:

- **Cultivate Community** - Develop authentic relationships between students as a community of learners using Responsive Classroom techniques (e.g. Morning Meeting, Advisory, Brain Breaks).
- **Dissolve the screen** - Help students feel connected to you, the work, and each other by using language that includes yourself in the work.
- **Teach, model, and reinforce CREST values** - CREST values are for always, not just in-person school!
- **Plan engagement strategies & patterns** - Use cold call*, fist-to-five*, collaborative tasks, "1-2-3 show me," and strong pacing to build & maintain engagement; use breakout rooms for discussions; have students annotate, use a whiteboard (real or virtual), and/or share screens to explain their thinking. Be intentional about when and how students will engage with lesson content and one another.
- **Acknowledge the environment** - Check-in on students' levels of focus; incorporate "brain breaks" and "mindfulness minutes**" to strengthen student attention on academic tasks.



[High Impact Virtual Learning Practices](#)

Football as a metaphor for Strategic Plan Implementation



- Clear outcomes--move the ball down the field!
- Requires a team
- Quarterback plays a key role in communicating to the team and organizing everyone's actions
- Lots of falling down and getting back up--persistence is more important than perfection

June - Strategic Planning Work Session

Objectives

- Update status of Strategic Plan initiatives
- Review priorities
- Delineate roadmap/timeline for next academic year

Updated Board Dashboard

- Break down of each initiative
- New committee members and owners
- Place copy and updates to the website and Board on Track