Strategic Planning Committee Meeting

October 13, 2021

Agenda

I.   Opening Items

II.   Objectives for Today

III.   Initiative Lead Report-outs

IV.   Closing Items

Vision & Mission

Vision: To develop globally minded citizens who have the knowledge, skills, and attitudes to effect positive change in our world.

Mission: The GLOBE Academy fosters Global Learning Opportunities through Balance 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.

Core Values

The GLOBE Academy's core values are expressed in the acronym CREST: Community, Respect, Empathy, Sustainability, and Trust. These values are expected of the governing board, faculty, staff, parents, and students. They are woven into daily life at GLOBE and incorporated into the curriculum.

Community: We are inclusive, and we nurture and support one another.

Respect: We treat ourselves and others with kindness and dignity.

Empathy: We strive to understand and share the feelings of others.

Sustainability: We aim to conserve our resources for optimal use in the present and future.

Trust: We are committed to honesty, transparency, and respectfully sharing our thoughts and encouraging others to do the same.

Today's Objectives

- Ground Strategic Planning Committee on latest updates for each initiative and path forward
- Coordinate between initiatives where needed
- Review next steps leading up to December Board Meeting

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 LC facilities

2.2 Design and implement a master plan for UC facilities

2.3 Create the conditions for excellent facilities management

School Facilities
Secure long-term use of K-8 facilities and execute facility improvements to enable deep learning and play

Organizational Development
Create an optimal school staffing and operating model with a pipeline of outstanding, qualified teachers

Core Instruction
Implement best in-class K-8 global learning curriculum and immersion model to accelerate student learning, advance global citizenship and close achievement gaps

Diversity, Equity, Inclusion
Develop a school-wide Diversity, Equity & Inclusion vision and align all aspects of the school to this vision

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

4.5 Strengthen Diversity in Gifted/Advanced Cohorts

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 word.

Implementation Roadmap - FOR REFERENCE ONLY as a past slide shared with Board

	Year 0 SY2018-19	Year 1 SY2019-20	Year 2* SY2020-21
1. Organizational Development (Ryan, Christi, Denise, Amy)	• 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	*Semester 1* • 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 *Semester 2* • 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	*Semester 1* • 1.4 - Design performance management system for staff • 1.5 - Implement standardized teacher on-boarding process • 1.6 - Refine organizational processes and procedures *Semester 2* • 1.4 - Implement performance management system with staff • 1.7 - Expand continuous improvement school review cycle to include annual school strategic planning cycle
2. School Facilities (TBD, Meghan, Jerry)	• 2.1 - Plan for lower campus location	• 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	• 2.1 - Continue to implement master plan for lower campus • 2.2 - Continue to implement master plan for upper campus
3. Core Instruction (Katie, Judy, Sabrina, Cutia)	• 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	*Semester 1* • 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 *Semester 2* • 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	• 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
4. Diversity, Equity & Inclusion (Monique, Fatima, Zakia)	• 4.2 - Hold responsive classroom trainings and incorporate updating student behavior plan	• 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	• 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 - FOR REFERENCE ONLY as a past slide shared with Board

|	Year 3 SY2020-21	Year 4 SY2021-22	Year 5 SY2022-23
1. Organizational Development (Ryan, Christi, Denise, Amy)	*Semester 1* ● 1.3 - Expand communication strategy to drive inclusion and consistency *Semester 2* ● 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	*Semester 1* ● 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 *Semester 2* ● 1.7 - Expand continuous improvement school review cycle to include annual school strategic planning cycle	*Semester 1* ● 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 *Semester 2* ● 1.4 - Design performance management system with staff ● 1.7 - Continue to expand continuous improvement school review cycle
2. School Facilities (Meghan, Jerry)	● 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	● 2.1 - Finalize long-term facility plan; ● 2.3 - Establish regular facility and audit procedures	● 2.2 - Implement planned renovations to upper campus and lower campus
3. Core Instruction (Katie, Judy, Sabrina, Cutia)	*Semester 1* ● 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 *Semester 2* ● 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	3.2 - Continue to calibrate on vision for excellent instruction 3.3 - Launch redesigned Professional Learning Community (PLC) model and coaching	● 3.1 - Implement global curriculum and K-8 immersion model (in phases) ● 3.4 - Launch capstone experiences and sister schools
4. Diversity, Equity & Inclusion (Monique, Fatima, Zakia)	● 4.1 - Design DEI vision statement ● 4.3 - Design "strong start" school culture plan ● 4.4 - Develop staff DEI competencies	● 4.1 - Calibrate on DEI vision statement ● 4.4 - Continue to develop staff DEI competencies	● 4.3 - Implement "strong start" school culture plan ● 4.2 - Implement student behavior vision and plan ● 4.4 - Continue to develop staff DEI competencies

1)Organizational Development

1.1 Implement a 5-Yr Staffing Plan (Christi)

Target Timing: November 2022
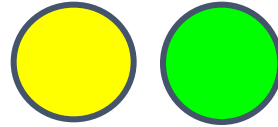
Accomplishments

- Year by Year org charts
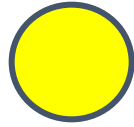- Budget implications of updated org charts

Next Steps / Milestones

- Revisit org charts to include updates
- Document rationale and communication strategy for org chart changes
- Develop strategy for the path of TAs to become lead teachers

1.2 Clarify Roles & Responsibilities (Denise)

Target Timing: August 2022

Accomplishments

- Designed job descriptions for key instructional roles - ED, HOS, AHOS, Coordinators

- Worked with staff to co-create key function descriptions for finance and ops positions

- Designed org chart showing managerial relationships

Next Steps / Milestones

- Work with ED on org chart optimization as necessary

- Develop living pictorial representation of roles & responsibilities

- Design communication materials

1.3 Implement Communication Strategy (Simon)

Target Timing: Spring 2022 & Ongoing
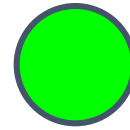
Accomplishments

- New look weekly newsletter

  Transferred newsletter over to the new Smore email marketing platform.

  Cleaner look, less cluttered, with enhanced accessibility features (translator / text size / contrast options).

- Whoo's Wondering? logo / promo for upcoming video series

  Christi and Ryan will answer a selection of community questions in the inaugural edition of a new video series, Whoo's Wondering?

1.3 Implement Communication Strategy (Simon)

Accomplishments

- Introduced branding on all social media posts.

- New look 2021/22 Admissions brochure.

Next Steps / Milestones

- Finalize GLOBE Branding and Style Guide. Roll out and communicate.

- Create a single shared location containing all official logos, branding and easy to use standardized templates for print and web applications.

- Promote the above to encourage brand consistency throughout, with particular focus on all external comms.

- Continue progress with current Communications Strategy objectives.

1.4 Implement Performance Management System for Teachers & Staff (Christi)

Target Timing: August 2022
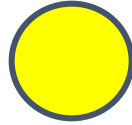
Accomplishments

- Restarted defining vision for excellent teaching (3.2)

Next Steps / Milestones

- Look outside TKES system for administrative reviews

- Review examples of teacher and leader performance management systems and select design that aligns with GLOBE's goals

- Design annual performance management calendar

1.5 Strengthen Teacher Recruitment, Hiring, Onboarding (Christi)

Target Timing: May 2023
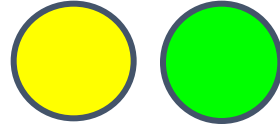
Accomplishments

- Created a recruitment strategy for hiring.

- Started onboarding strategy

Next Steps / Milestones

- Leadership to review both strategies to finalize.

- Implementation

1.6 Codify Organizational Operations, Processes, Procedures (Denise)

Target Timing: June 2022
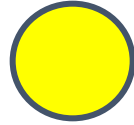
Accomplishments

- Identified most impactful/most often repeated operation, processes, and procedures
- Gathered existing documentation/codification of operations, processes, and procedures

Next Steps / Milestones

- Design document management system for organizing standard operating procedures (SOPs)
- Communicate to staff and board how to access SOPs
- Develop and publish SOPs on published timeline

1.7 Implement Continuous Improvement System (Christi)

Target Timing: Dec 2023
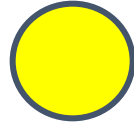
Accomplishments

- Dashboard is complete

Next Steps / Milestones

- Review dashboard for practical implementation

- Assign owners to parts of the dashboard

2) Facilities

2.1 Design & Implement Plan for LC Facilities (Mark)

Target Timing: Depends on DCSD
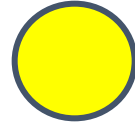
Accomplishments

- Our broker spoke to the county regarding the sale of lower campus. He states that the county was on hold until at least fall.

- Plan designer is prepared to make changes once a sale has been established

Next Steps / Milestones

- Get a date to speak with the County from our broker

2.2 Improve UC Facilities (Mark)

Target Timing: Ongoing
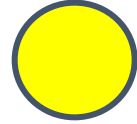
Accomplishments

- Received gym painting quotes

- Selected HVAC firm for gym A/C install

- Installed electronic door access in gym

- Trees pruned for building clearance in rear

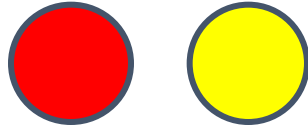- Demolition of house, grading, fence installation

Next Steps / Milestones

- Installation of A/C in gym
- Repair of grading around buildings to eliminate moisture

2.3 Create Conditions for Excellent Facilities Management (Meghan)

Target Timing: June 2022

Accomplishments

- Identified Facilities team members across Board, School, and community groups
- Read *Planning Guide for Maintaining School Facilities* published by US Department of Education and ABSO (Assoc. of School Business Officials International)

Next Steps / Milestones

- Define key facilities systems that need to be maintained
- Identify SMEs for each system (contractor, custodian, architecture firm)

3) Core Instruction

3.1 Develop BIC Academic & Immersion Model/ Curriculum (Sandra)

Target Timing: Summer 2022 (guesstimate)
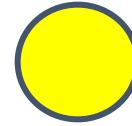
Accomplishments

- ID team leader to work on 6-8 math curriculum revisions
- Attempted to contact team leader for ongoing GLOBE graduate expectations/definition - does not have the bandwidth this year
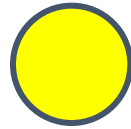
Next Steps / Milestones

- Establish team to work on 6-8 math curriculum revisions
- Meeting(s) to ID differences in new 6-8 math curriculum
- ID team leader to work on GLOBE graduate expectations/definition
- Follow up with Christi/Marsha on next steps for UbD consultant

3.2 Define & Calibrate Excellent Teaching (Sabrina)

Target Timing: April 2022

Accomplishments

- Newly formed Core Instruction Guiding Team
- Currently working on revising existing Vision of Teaching Excellence to create a more streamlined document
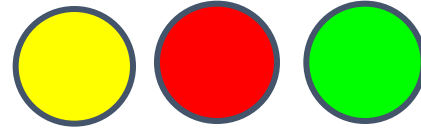
Next Steps / Milestones

- Share updated VTE with staff
- Film GLOBE teachers using practices on VTE
- Participate in two calibration protocols in which we watch footage of GLOBE teachers in their classrooms and discuss alignment with the VTE (purpose: coming to a shared understanding of what excellent teaching looks like at GLOBE)

3.3 Implement Comprehensive Professional Development Strategy (Initiative Lead ID'ed by Jan 2022)
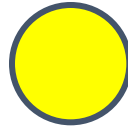
Target Timing: TBD

Accomplishments

- …
- …
- …

Next Steps / Milestones

- …
- …
- …

3.4 Support Student Development Into Global Citizens (Lisa)

Target Timing: May 2022

Accomplishments

- Capstone project for 2021/2022 School year - trip to Savannah
- Sister school Definition - a sister school partnership is a planned collaboration between schools that offers mutual benefits. They are often best expressed as *joint projects*. While they can be implemented throughout a whole school, GLOBE has chosen a class to class experience.
- Sister school relationships already initiated by Sandra Daniel with Colegio Azaraque in Alhama de Murcia, Murcia, Spain, and *Collège René Cassin* in Chanteloup les Vignes, France.
- Sandra has reached out to Yuefeng Wang at Student Adventures about a sister school in China.
- Global Citizenship experiences based on the *17 Global Goals*
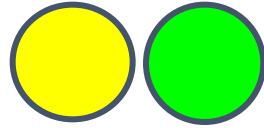
Next Steps / Milestones

- Due to price increase, capstone project will need to be revisited after Covid concerns lessen.
- Although Sandra has set up the sister school classrooms, classroom teachers have not yet reached out to sister school contacts to coordinate classroom exchanges. Reasons for this: quarantine/teachers as well as student illness; behind in instruction; Spanish Heritage month, etc.

4) Diversity, Equity & Inclusion

4.1 Create DEI Vision & Goals (Zakia)

Target Timing: April 2022

Accomplishments

- Identified Guiding Team members and set a meeting date

Next Steps / Milestones

- Check with Conscious Roots on existing DEI vision statements and/or plans that we could get inspiration from (10/18)

- Set up working sessions to progress DEI Vision & Plan (CEE ID'd 1 Monday a month to meet for Strategic Planning)

- Draft DEI vision statement and goals with community input (10/25)

4.2 Strengthen & Build Capacity to Implement Student Behavior Plan (Lois)

Target Timing: March 2022
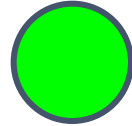
Accomplishments

- Met with Christi for approval of small committee (Clarence, Jamarcus, Tamekia, Christina Bowden, Tara Burns) and honing of focus
- Current behavior plans are now posted on OMG!

Next Steps / Milestones

- Add one team member, preferably from Special Ed or ESOL
- Get discipline data from Judy and Cat (Clarence and ?)
- Based on DEI, what are we going to identify and what statistics to use
- Big question - Is discipline meted out equitably? (racially, by gender, Special ed status? etc.)
- Are consequences enforced uniformly?

4.3 Implement "Strong Start" School Culture Process (Andrew)

Target Timing: Delayed, need to reassess
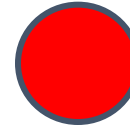
Accomplishments
- Difficult to make progress given quarantines and needing to play catch-up in the classroom at the moment - will re-engage as bandwidth allows

Next Steps / Milestones
- ID team and schedule working sessions to define what strong classroom culture looks like

4.4 Develop Staff DEI Competencies (Cat)

Target Timing: May 2022
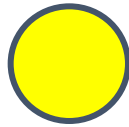
Accomplishments

- Met with Core Instruction Guiding Team
- Currently beginning work on revising existing Vision of Teaching Excellence to include DEI competencies

Next Steps / Milestones

- Schedule working session for creating development plan- not sure if this work should be done internally or with Conscious Roots as a guide
- Design a development plan for competencies/mindsets (aligned to 3.3), hopes of completing by the end of this school year (21-22)
- Implement development plan (22-23)

4.5 Strengthen Diversity in Advanced/Gifted Cohorts (Linda)

Target Timing: Fall 2023
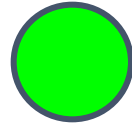
Accomplishments

- Met with CEE to gain approval for strategic placement of students who show high growth but not 90% RIT on MAP
- Combed through MAP data and identified students who show high growth in reading and/or math (current 1st graders)
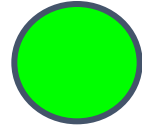
Next Steps / Milestones

- Continue MAP data collection
- Get agreement on my findings with other math teachers
- Meet with team to develop a mentoring system for these students
- Meet with Jana to figure out how we may be able to change gifted testing criteria within county restrictions

4.5a Strengthen Diversity in Advanced/Gifted Groups by Broadening Qualities Teachers Can Use to ID Students (Lois/Denise)

Target Timing: January 2022

Accomplishments

- Met with CEE to gain approval to investigate the research

Next Steps / Milestones

- Lois and Denise meet to discuss personal observations
- Lois and Denise review literature

Strategic Planning Committee
Next Steps

2021 Milestone: Strategic Planning Update @ December 13 Board Meeting

Next Steps:

• Continue progressing initiatives as much as possible before December

• Week of Nov. 15 - Check-in with Initiative Leads, recommend doing this 1:1 w/ Committee members vs. scheduling another large group check-in

• NLT December 3 - Initiative Leads complete updates within monday.com in preparation for Strategic Planning Board Update

   • Develop pre-read packet week before meeting (week of Dec 6th)