

GLOBE Vision 2025 Strategic Plan Implementation Dashboard

	FOCUS AREA	STRATEGIC INITIATIVE	STATUS	BOARD LIAISON	DELIVERABLES
1	Organizational Development	1.1: Implement a 5-year staffing plan	On Track	Ryan	
		1.2: Clarify roles and responsibilities	On Track	Ryan	
		1.3: Implement communication strategy	On Track	Ryan	
		1.4: Implement performance management system for teachers and staff	Not Started	Ryan	
		1.5: Strengthen teacher recruitment, hiring, and onboarding	On Track	Ryan	
		1.6: Codify organizational operations, processes, and procedures	Not Started	Ryan	
		1.7: Implement continuous improvement system	On Track	Ryan	
2	Facilities	2.1: Design and implement a plan for lower campus facilities	On Track	Chip	
		2.2: Improve upper campus facilities	On Track	Chip	
		2.3: Create the conditions for excellent facilities management	On Track	Chip	
3	Core Instruction	3.1: Develop best-in-class academic, immersion and global citizenship model and curriculum	On Track	Drew	
		3.2: Define and calibrate on excellent teaching	On Track	Drew	
		3.3: Implement a comprehensive professional development strategy	On Track	Drew	
		3.4: Support students to develop into Global Citizens	On Track	Drew	
4	DEI	4.1: Create DEI vision and goals	Not Started	Monique	
		4.2: Strengthen and build capacity to implement student behavior plan	On Track	Monique	
		4.3: Implement "strong start" school culture process	On Track	Monique	
		4.4: Develop staff DEI competencies	Not Started	Monique	

1.1 - Implement a 5-year staffing plan

OBJECTIVE: Create long-term staffing vision, with aligned year-by-year org chart and budget implications

Key Activities	Notes	Complete By	Status
Assess how current staffing levels support the Globe's Mission		10/1/2021	On Track
Leadership team coming together to look all aspects of staffing and what is missing.	Team meeting specifically to address	9/15/2021	On Track
Identify prioritized staffing needs by functional area		11/1/2021	On Track
Identify multi-year goals and strategic initiatives for each functional area (Facilities, Academics, Talent, Administration, Etc.) and develop 5-year staffing vision	Concious Roots will also be looking at these goals and initiatives for DEI flow through.	8/15/2021	On Track
Revise prioritized staffing needs by functional area		12/30/2021	On Track
Design year-by-year org charts (Realalistic)	We started this but had to pull back with budget concerns.	5/30/2022	On Track
Develop budget implications		5/30/2022	Not Started
Document rationale and communication strategy for org chart changes		5/30/2022	On Track
Develop strategy and steps for TAs to become teachers.		10/1/2022	Not Started
Write the rationale as to why this is improtant to develop internal pipline of instructors.		12/1/2021	Not Started
Develop Leadership pipeline internally and externally		10/1/2022	Not Started

1.2 - Clarify roles & responsibilities

OBJECTIVE: Design clear job descriptions, management relationships and roles and responsibilities for all positions

Key Activities	Notes	Complete By	Status
Identify admin roles and new roles to prioritize for increased clarity		12/21/2021	On Track
Design revised job descriptions outlining job outcomes, key roles and responsibilities for <u>key</u> positions that came from the data collected during the survey for instructional staff.	ED, HOS, AHOS, Coordinators	3/22/2021	Done
Design revised job descriptions outlining job outcomes, key roles and responsibilities for <u>all</u> positions		1/31/2022	On Track
Design org chart that shows clear managerial relationships		12/21/2021	Not Started
Develop pictorial representations of responsibility shifts (including board)		6/27/2022	Not Started
Design communication materials (posters, 1-pagers and website updates) to drive clarity		8/1/2022	Not Started

1.3: Implement communication strategy

OBJECTIVES: Design inclusive and comprehensive communication strategy and plan for all stakeholders; Ensure teachers, staff, board and families systematically receive relevant, timely, and easily-accessible information

Key Activities	Notes	Complete By	Status
Audit current communications to each stakeholder group		08/01/2021	On Track
Address immediate/prioritized communication gaps		12/1/2021	Not Started
Identify best-in-class communication methods, frequency and content to each stakeholder group		12/1/2021	On Track
Train staff on communication best practices (e.g., simple, jargon-free, etc.)		6/1/2022	Not Started
Ensure systems and staff capacity are in place to ensure strong on-going communication		6/1/2023	Not Started

1.4 - Implement performance management system for teachers and staff

OBJECTIVE: Design a performance management system aligned to GLOBE’s unique values and academic model that supports teacher and staff growth and accountability

Key Activities	Notes	Complete By	Status
Refine administrative staff performance management cycle, aligned to staff expectations (1.2)	Start year 21/22, pilot 22/23, full implemntation 23/24	5/30/2023	Not Started
Complete defining vision for excellent teaching (3.2)		5/30/2022	On Track
Review examples of teacher and leader performance management systems and select design that aligns with GLOBE’s goals	Review at the end of 2023 and each year afterwards	5/30/2023	Not Started
Design performance management system in partnership with teachers, staff and community		5/30/2022	Not Started
Design annual performance management calendar		12/30/2021	Not Started
Train leaders and teachers in performance management system goals and processes		5/30/2023	Not Started
Launch teacher and leader performance management system		8/1/2023	Not Started

1.5 - Strengthen teacher recruitment, hiring, and onboarding

OBJECTIVE(S): Design and implement recruitment strategy, hiring process and certification requirements that attracts high-quality, diverse staff members; Design onboarding process for key staff roles

Key Activities	Notes	Complete By	Status
Research DLI teacher recruitment best practices by reaching out to HR leaders in DLI districts and schools; develop beliefs and policies for teacher certification		6/30/2022	On Track
Create recruitment strategy with clear timelines and owners		1/31/2022	On Track
Implement recruitment strategy		11/30/2023	Not Started
Research best practices in teacher hiring (identifying key competencies, mitigating bias)		12/30/2021	On Track
Design a hiring process including owners and participants for each step of the process (resume review, initial interview, candidate communication, etc.)		6/30/2022	Not Started
Identify knowledge, skills, and experiences all teachers should have within their first week, month, and semester at GLOBE		3/30/2022	Not Started
Design an onboarding process/toolkit aligned to knowledge, skills, and experiences teachers need to be successful at GLOBE		12/30/2022	Not Started

1.6 - Codify organizational operations, processes, and procedures

OBJECTIVE(S): Streamline and codify organizational processes and procedures; Develop SOPs (standard operating procedures) outlining all major operations, processes, and procedures

Key Activities	Notes	Complete By	Status
Identify most impactful/most often repeated operations, processes, and procedures		12/21/2021	On Track
Gather existing documentation/codification of operations, processes, and procedures		12/21/2021	On Track
Design document management system for organizing SOPs - (Standard Operating Procedures)		12/22/2022	Not Started
Communicate to all staff and board: how to access SOPs, timeline on which they'll be developed		12/22/2021	Not Started
Develop and publish SOPs on published timeline		6/30/2022	Not Started

1.7 - Implement continuous improvement system

OBJECTIVE(S): Design and implement continuous improvement school review cycle and annual planning cycle; Establish the data systems and review process to regularly track and respond to key performance indicators

Key Activities	Notes	Complete By	Status
Design school data dashboard that comprehensively tracks key performance indicators (see goals tab of this spreadsheet for potential starting point)	We have the outline of the dashboard	12/31/2021	On Track
Implement data dashboard (embed into recurring staff meetings, board meetings, staff check-ins, performance management systems, coaching cycles, etc.)	Leadership team to be trained on the use of the dashboard and then begin to use it SY 22/21, then train staff on the data we are collecting.	5/30/2023	Not Started
Audit existing data systems and identify gaps in systems and processes to populate dashboard	End of 22/23 see what worked and what didn't before we move forward with the staff. Reevaluate yearly.	ongoing	Not Started
Develop multi-year plan to improve underlying data systems to ensure easy and accurate availability of data		5/30/2021	Not Started
Design annual school cycle for reflecting on progress against strategic plan, action planning for the upcoming quarter/year		5/30/2023	Not Started

2.1 - Design and implement a plan for lower campus facilities

OBJECTIVE(S): Develop long-term plan for lower campus; Complete master plan for lower campus and implement prioritized renovations

Key Activities	Notes	Complete By	Status
Negotiate plan to acquire lower campus with DeKalb	getting started by reaching out to the broker	8/21/2021	On Track
update on negotiations with DCSD		8/21/2021	
Secure board approval for extended lease and "payback" plan from DeKalb for any improvements if lower campus is NOT purchased		6/30/2022	Not Started
Hire architect to design master facilities plan	Designer is on Facilities board and has offered assistance to finish	6/30/2022	On Track
Finalize master facilities plan with community input		6/30/2023	Not Started
Develop multi-year implementation plan for implementing master facilities plan		12/30/2022	Not Started
Develop and execute capital campaign to raise required funding for each phase	This will be in conjunction with the Development Committee	5/30/2022	Not Started
Revisit which grades on which campus, transportation, etc.		6/30/2023	Not Started
Develop communication plan to keep stakeholders up to date on facilities improvement plan		3/30/2022	Not Started
Identify and re-engage stakeholders and committee members that need to be involved in facilities improvement plan.		9/30/2021	Not Started
Schedule a meeting and agenda for items that need to be included. Create comprehensive list of Facilities projects.		10/29/2021	Not Started
Hold meeting with stakeholders and committee members.		2/28/2022	Not Started

2.2 - Improve upper campus facilities

OBJECTIVE(S): Complete master plan for upper campus; implement planned renovations to upper campus

Key Activities	Notes	Complete By	Status
Finalize master facilities plan with community input (field, security fence, gym, etc.)		2/28/2022	On Track
Field- house tear-down		10/30/2021	On Track
Security Fence- intersection of Shallowford and Briarcliff		6/30/2023	On Track
Gym- air circulation, seating		8/30/2021	On Track
Develop multi-year implementation plan for implementing master facilities plan		6/30/2022	Not Started
Develop and execute capital campaign to raise required funding for each phase	In conjunction with Development Committee	12/30/2022	Not Started
Develop communication plan to keep stakeholders up to date on facilities improvement plan		6/30/2022	Not Started
Identify and re-engage stakeholders and committee members that need be involved in facilities improvement plan.	in conjunction with 2.1 LC	9/30/2021	Not Started
Schedule a meeting and agenda for items that need to be included. Create comprehensive list of Facilities projects.		10/29/2021	Not Started
Hold meeting with stakeholders and committee members.		2/28/2022	Not Started

2.3 - Create the conditions for excellent facilities management

OBJECTIVE(S): Establish regular facility and audit procedures

Key Activities	Notes	Complete By	Status
Identify board facilities committee lead and clarify board's role in facilities management	Chip White is now Board contact for Facilities.	10/1/2021	On Track
Hire and effectively on-board (context building, skill building in project mgmt software, etc.) Director of Operations	Currently not seeking a Director of Operations, but Mark Bollinger is serving as our staff Facilities and Security Manager. Reevaluate for SY 22/23	8/30/2022	On Track
Determine reporting relationships and management structure for Director of Operations	see above	12/30/2022	Not Started
Develop performance management system and goals for Director of Operations	see above	6/30/2023	Not Started
Design regular facilities audit, maintenance and improvement procedures	High level with the board committee and internal at the school level.	5/30/2022	On Track

3.1 - Develop best-in-class academic and immersion model and curriculum

OBJECTIVE(S): Define profile of a graduate; Launch task force to develop K-8 immersion model to match profile

Key Activities	Notes	Complete By	Status
Fully adopt phonics program for English in K-2;	English Phonics program has been adopted (foundations) / Lucy Calkins phonics program - professional development in early literacy LETRS training, fluency, phonics, phonemic awareness	8/21/2021	On Track
Complete final look during pre-planning with teachers to make sure it's being fully implemented		8/21/2021	On Track
Common Math curriculum for K-5 and 6-8; Full implementation of Readers and Writers workshop	math curriculum has been adopted (Eureka), R&W workshop is being implemented, Vertical alignment with teachers in the fall	9/21/2021	On Track
6-8 math curriculum expected to shift in Fall 2022. We should have awareness by December 2021.	Continue with K-5 - should be able to implement Sept 2021. 6-8: Be aware that changes are coming	8/1/2022	On Track
Lead a team of teachers, staff and stakeholders through a process to define the profile (knowledge, skill and habits) of a GLOBE graduate	Revisit and re-evaluate	9/21/2022	On Track
Pulling team back together to make sure we're still aligned on realistic expectations of GLOBE graduate (assessing 3 cohorts of graduates vs. 1 when work was started)	pull committee together end-August, early-September	10/1/2021	Not Started

	<p>Objectives:</p> <p>Align on top 3-5 questions that need to be answered in order to make decisions about the K-8 DLI model</p> <p>Document current knowledge/research related to these 3-5 questions.</p> <p>Identify additional research that can be conducted internally (and assign ownership for doing this research).</p> <p>Identify additional research that would best be done by an external consultant.</p> <p>Review and give feedback on Key Activities in initiative 3.1.</p>	12/21/2021	Off Track
Lead team of instructional leaders to begin DLI model work		12/21/2021	
Contract with outside consultant to research and assess multiple Academic and DLI immersion models	-Sandra is recruiting staff to review models and propose something for staff to respond to	12/30/2021	On Track
Develop an integrated Academic model for stakeholder review and input	The following topics are planned for the April 14 staff meeting: 1) Share findings on immersion models 2) Gather input on recommended shifts to GLOBE's model. Revisit this from April 2020 to develop new timeline.	5/30/2022	Off Track
Launch UbD curriculum design process to develop integrated curriculum, assessments, pacing guides and curricular resources (Phase 1 for Q1 of SY22-23, Phase 2 for Q2 of SY22-23, etc.)		5/1/2023	Not Started
Implement revised model and curricular resources in phases		5/1/2024	Not Started

3.2 - Define and calibrate on excellent teaching

OBJECTIVE(S): Define and calibrate on vision for excellent teaching with teachers and staff

Key Activities	Notes	Complete By	Status
Review examples of observation frameworks and select design that aligns with GLOBE's goals	Done 2019-2020		Done
Revise current coaching/goal-setting framework (Vision of Teaching Excellence) in partnership with teachers, staff and community	Vision of Teaching Excellence was created in 2019-2020, we will revise and adapt at the beginning of the 2021-2022 school year	12/17/2021	On Track
Need to complete 3rd calibration protocol, then framework can be revised	See line 9	12/17/2021	Not Started
Collect additional footage of GLOBE teachers demonstrating behaviors in framework	We have two filmed lessons from 19-20 school year, we would like to film more footage from different classrooms in fall 2021	11/1/2021	Not Started
Schedule and hold calibration exercises with teachers (train on vision of excellence, watch footage, discuss alignment with revised vision of excellence) via staff meetings and PLCs	Two calibration protocols were done in the 19-20 school year, goal is to do two more calibration protocols during the 2021-2022 school year	1/22-4/22	Not Started

3.3 - Implement a comprehensive professional development strategy

OBJECTIVE(S): Design comprehensive professional development system aligned to vision for excellent teaching; launch coaching model

Key Activities	Notes	Complete By	Status
Design professional development system for LEADERS aligned to roles and responsibilities	Started with Job Descriptions and LKES to design.	5/30/2022	On Track
Review examples of professional development systems and select system that aligns with GLOBE's goals (Responsive Classroom, Engage NY, Vision for Excellent Teaching, DEI, Readers and Writers Workshop, etc.)	Vision of Teaching Excellence needs to be complete.	2/28/2022	Not Started
Design professional development system that results in deepening teacher content knowledge, strengthens instructional practices, supports curricular implementation and ensures teachers receive consistent feedback from content experts		10/21/2021	Not Started
Create PD calendar for weekly staff meetings, PLC meetings and coaching		11/21/2021	Not Started
Develop implementation plans and orientation materials to launch PD cycle in second semester of SY21-22		12/21/2021	Not Started
Train coaches in new PD model		12/21/2021	Not Started
Roll out coaching/PD system to all staff (with videos)		1/31/2022	Not Started
Launch comprehensive PD model (coaching + PLCs + data-driven instruction)		5/27/2022	Not Started

3.4 - Support students to develop into Global Citizens

OBJECTIVE(S): Launch capstone experiences and sister schools; Integrate Global Learning and experiences throughout K-8 experience, supporting students to understand the wider world and their place in it; Support students to take an active role in their community and work with others to make our planet more

Key Activities	Notes	Complete By	Status
Launch capstone experiences for GLOBE students	This has been launched. 8th grade will be attending May 7-10	5/30/2022	Off Track
Identify and launch sister-schools program	This needs to be postponed as many countries are still shut down and dealing with the Covid-19 pandemic. We will continue to work on virtual relationships with schools that speak our languages that we teach.	5/30/2023	Not Started
Design sequence of Global Learning experiences based on the "Global Citizen" section of the graduate profile.		3/1/2024	Not Started
Launch expanded sequence of Global Learning experiences	Can't be started until #3 is completed.	8/1/2024	Not Started

4.1 - Create DEI vision and goals

OBJECTIVE(S): Develop shared vision and goals to advance Diversity, Equity and Inclusion at GLOBE

Key Activities	Notes	Complete By	Status
Identify external facilitator to lead DEI vision and 3-year plan development process	The leadership team will be working with Conscious Roots during the FALL leadership retreat in July/August	1/1/2022	On Track
Assemble DEI Guiding Team	Invitations have been sent.	9/30/2021	On Track
Draft DEI vision and goals with community input	Will meet with vendor during the Leadership Retreat to draft an implementation plan on how to approach writing DEI vision and goals. Will meet with Board member, Monique Hudson (DEI committee chair) to discuss how to engage the community for input	9/30/2021	Not Started
Identify data-systems required to monitor progress towards DEI goals	Will meet with the vendor to get recommendations on data systems that can help our organization monitor progress toward DEI goals	12/17/2021	Not Started
Develop annual process for gathering, analyzing and reflecting on DEI vision and goals	Once data systems are in place, the Guiding Team will develop an annual process for gathering, analyzing, and reflecting on DEI vision and goals.	6/30/2022	Not Started

4.2 - Strengthen and build capacity to implement student behavior plan

OBJECTIVE(S): Hold Responsive Classroom trainings and incorporate updating student behavior plan; Address and close gaps in current student behavior plan; Build teacher and administrator capacity to effectively and equitably implement behavior plan

Key Activities	Notes	Complete By	Status
Hold Responsive Classroom trainings for teachers and leaders (summer + November + March)		5/15/2020	Done
Convene teachers and staff to review and identify gaps/challenges with current student behavior plan		1/30/2022	Not Started
Revise student behavior plan as needed		4/30/2022	Not Started
Integrate behavior plan expectations into vision for teaching excellence (3.2)		8/1	Not Started
Design admin and teacher PD scope and sequence to build capacity to implement plan		12/30	Not Started
Ensure clarity of roles and responsibilities for implementing plan (aligned to 1.2)		5/30	Not Started
Execute teacher and admin on-boarding training for updated plan		5/30	Not Started
Execute on-going teacher coaching and PD on behavior plan (aligned to 3.3)		8/1	Not Started
Collect feedback from teachers to iterate on behavior plan		12/1	Not Started

4.3 - Implement “strong start” school culture process

OBJECTIVE(S): Implement “strong start” school culture plan; Ensure GLOBE Academy establishes a strong and positive school and classroom culture within the first 6 weeks

Key Activities	Notes	Complete By	Status
Identify 3-5 observable indicators for strong classroom culture (aligned to 3.2)	Began work on this right as the shut down happened. Need 3.2 to be complete to implement this here for culture.	12/1/2021	Off Track
Develop “strong start” observation rubric and coaching plan aligned to 3-5 indicators		4/30/2022	Off Track
Develop plan to consistently observe and provide teachers with feedback and support over the first 6-weeks to ensure all classrooms progress towards demonstrating indicators		8/1/2022	Not Started
Develop a weekly data-collection and reflection process to analyze strong start data and refine coaching/support strategies as needed		12/1/2022	Not Started
Run pilot of "strong start" school culture process with small group of teachers.	Met with working group 5/26.	10/1/2021	On Track
Identify teacher training needs aligned to classroom culture indicators and arrange for teachers to participate in needed PD		8/1/2022	Not Started
Develop a framework for our philosophy and NOT a checklist.	Teachers intentionally gather data on what works and what does not work during first 6 weeks of August 2021 term	2/1/2022	On Track
Train teachers and leaders in strong start plan		2/1/2023	Not Started
Launch strong start school culture plan		8/1/2023	Not Started

4.4 - Develop staff DEI competencies

OBJECTIVE(S): Identify and cultivate the staff DEI competencies and mindsets required to effectively realize GLOBE's DEI vision

Key Activities	Notes	Complete By	Status
Identify external facilitator to support identifying staff DEI mindsets and competencies required to realize GLOBE's DEI vision	Conscious Roots	8/1/2020	Done
Engage staff in personal/internal DEI work to prepare upcoming competencies and mindset work	Will continue with the Leadership Team	5/30/2021	On Track
Integrate competencies and mindsets into GLOBE's vision for teacher excellence (3.2)		5/30/2022	Not Started
Design a development plan to develop competencies and mindsets (aligned to 3.3)		12/30/2022	Not Started
Implement development plan		8/1/2023	Not Started