

# How to Lead an Inspiring Strategic Plan That is Outcome Focused Rather Than Operations Driven

## ACIS 2022



Denver Academy of Torah



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PLANNING FOR TODAY  
ENVISIONING TOMORROW



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*M*ission minded



Severn School




# LEADERSHIP REIMAGINED

STRATEGIC PLAN: 2022





# Redefining EXCELLENCE

Marlborough STRATEGIC PLAN: 2020-2025




# Envision Our Future



 **Curtis School** | STRATEGIC PLAN 2019-2024

# A BOUNDLESS

Vision of Success




The **Agnes Irwin School**  
2022-2027 STRATEGIC PLAN

# From Strength to Greatness

## STERNE SCHOOL

STRATEGIC PLAN 2020-2025




# Our Values in Action

New Garden Friends School  
Strategic Plan  
2022 - 2025



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**Curtis School** | STRATEGIC PLAN  
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**Senior Strategist & Manager of  
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# Agenda

1. What Makes a Great Plan
2. How to Lead an Inspiring and Inclusive Process
3. Plans That Break the Mold
4. Exercise/Discussion

# If You Only Learn Three Things...

- There is no one-size-fits-all solution to strategic planning
- Your plan should be about student outcomes (the why), not operations (the how)
- Engage your community early and often with the right questions

# What Makes a Great Strategic Plan?

**A great plan**

deeply studies the  
context in which your  
school exists today



**A great plan**

asks the hard  
questions

**A great plan**

invites every member  
of your community to  
participate

**A great plan** doesn't try to do it all

**A great plan**

can realistically be  
achieved

**A great plan**

embraces what's  
unique about your  
school

**A great plan**

puts your students at  
the center of it all

# What is “The Mold”?

<b>Goal 1</b>	<b>Goal 2</b>	<b>Goal 3</b>	<b>Goal 4</b>	<b>Goal 5</b>
Program	Staff/ employee care	Community	Financial sustainability	Facilities growth & expansion

# How to Break the Mold



<b><i>Student Outcome 1</i></b>	<b><i>Student Outcome 2</i></b>	<b><i>Student Outcome 3</i></b>	<b><i>Student Outcome 4</i></b>	<b><i>Student Outcome 5</i></b>
Program priority	Program priority	Program priority	Program priority	Program priority
Staff priority	Staff priority	Staff priority	Staff priority	Staff priority
Finance priority	Finance priority	Finance priority	Finance priority	Finance priority
Facilities priority	Facilities priority	Facilities priority	Facilities priority	Facilities
Community & DEI priority	Community & DEI priority	Community & DEI priority	Community & DEI priority	Community & DEI priority

“

If I had asked people what they wanted, they would have said faster horses.

— Henry Ford



# Student Outcome Focused Case Studies



# Curtis School

# Strategic Opportunities

- Move away from the “traditional” label
- Broaden our definition of excellence beyond academics
- Bring our community together

# Mission Statement

## Old Mission

Childhood is brief and precious, a time of limitless potential and essential development. It is also a time to be savored for its own wonders, as it will not come again. A Curtis education honors these truths within a caring and inclusive community. We foster an active partnership with our families based on a shared commitment to our mission, our values, and the special joys of childhood. Our goal is to develop, in every child, a sound mind in a sound body governed by a compassionate heart. We balance traditional and innovative pedagogical approaches in providing a well-rounded, challenging education. We develop children's academic, intellectual, creative, athletic, and social potential through dynamic teaching and by actively engaging them in their own learning and moral growth. As a result, our students become young people of character who are also critical thinkers, effective communicators, respectful collaborators, and resilient problem solvers. Curtis graduates leave us as whole, self-disciplined, ethical beings, who are well prepared to pursue, confidently, the next stage in the journey of their lives.

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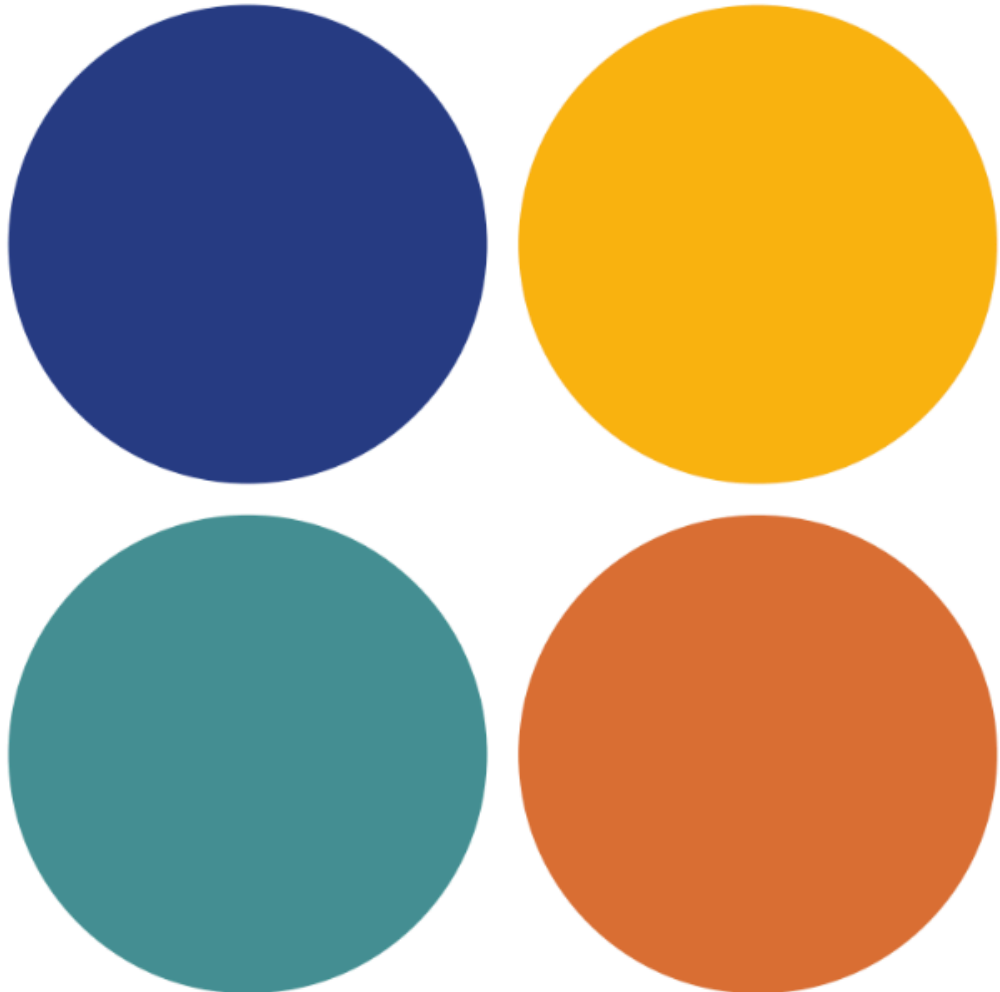
# How Will We:

1. Ensure the intellectual fitness of young MINDS?
2. Ensure the physical wellness of young BODIES?
3. Inspire compassion and empathy in young HEARTS?

# Curtis School Strategic Plan



## Envision Our Future



# Curtis School Strategic Commitments - “Literacies”

**Intellectual  
Literacy**



**Human  
Literacy**

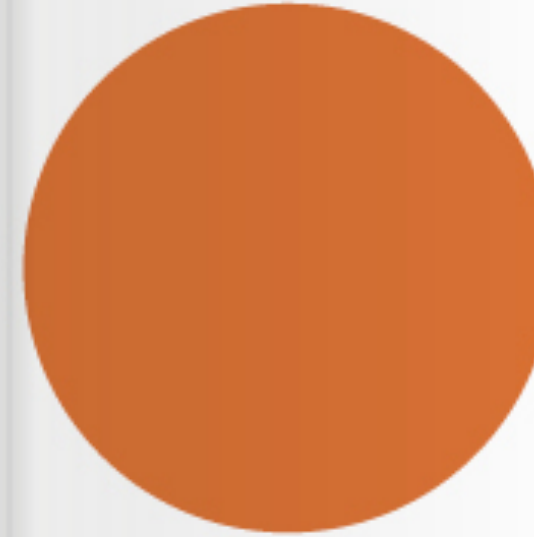


**Wellness  
Literacy**



**Cultural  
Literacy**





# Human Literacy

How can we develop in our students the ability to know and understand the impact their actions have on others, and to be empathic decision makers?

Our students will have the ability to understand their own emotions, listen to others and empathize with their emotions, and express emotions productively in order to understand and connect with other human beings.

## WE COMMIT TO:

- developing a curriculum where social emotional education and effective assessment tools emphasize development of emotional skills and demonstrates each student's individual growth and emotional competencies.
- providing professional development that creates a shared language and understanding of our community values and ensures we can support our students' social and emotional needs.
- cultivating our students' skills and competencies in creating and managing their digital identities.
- welcoming and nurturing spaces that balance community and learning.
- diversifying and supporting our community of unique and valuable voices and backgrounds.
- prioritizing and allocating finances to support socio-economic diversity in our community in our efforts to develop greater empathy amongst all students from all backgrounds.

Our graduates know and understand the **impact of their own character** on others.



# Wellness Literacy

How can students develop life-long habits of health, balance, and wellness?

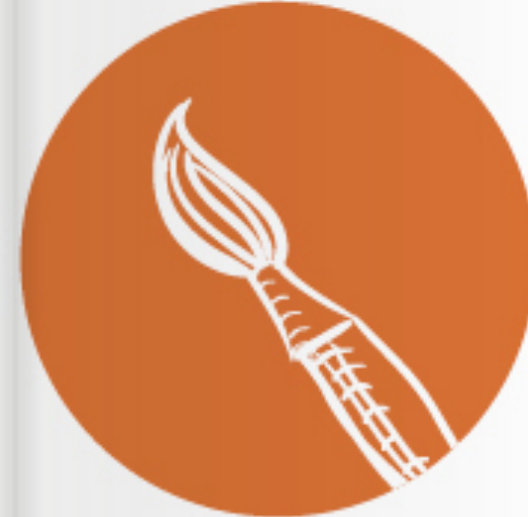
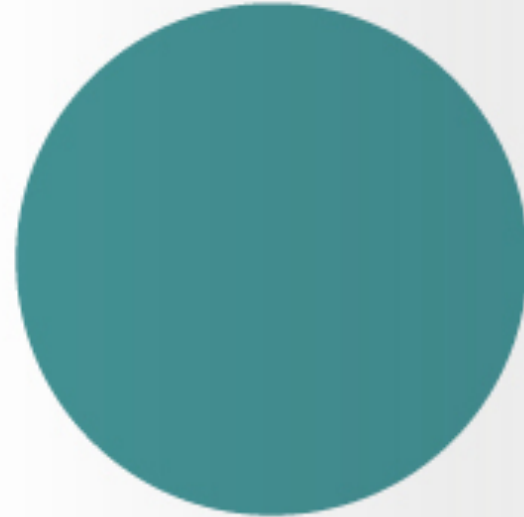
Our graduates have **healthy, sustainable habits** of body and mind.



Our students will develop the ability to be aware of, and have the skills to make choices that lead to, healthy mental and physical well-being.

## WE COMMIT TO:

- supporting our students' well-being by building upon and diversifying an intentionally sequenced Health and Wellness Education program.
- staffing to ensure the integration of wellness education into all-school programming.
- teaching and modeling the importance of a healthy and productive digital lifestyle and footprint.
- optimizing spaces for physical and mental health, well-being, and learning, including the enhancement of garden space.
- growing a robust and innovative parent education program that uses the latest research on neuroscience, child development, technology, and education to ensure the health and wellness of our students.
- evaluating fundraising capacities and programming to ensure a robust capital campaign to support future capital projects.



# Cultural Literacy

How do we continue to foster a community that is culturally and globally inclusive and engaged?

Our students will develop the ability to communicate across cultures and boundaries in order to interact fluidly among people of different social, ethnic, and economic backgrounds.

## WE COMMIT TO:

- expanding our language program, formally implementing an anti-bias curriculum, and continuing to develop an experiential education program that challenges students to broaden their perspectives and understanding of the world they live in.
- creating a holistic enrollment management model that attracts, retains, and supports a community that represents the diversity of the Los Angeles community.
- empowering students to use technology as a tool for civic engagement and narrative change by understanding the intersection of technology and social justice.
- sustaining a campus that integrates 21st century learning skills, is accessible to relevant community organizations, and models the best practices in environmental stewardship.
- creating partnerships and networks that expand our community's worldview and self-understanding, including expanded options for providing support to the school.
- identifying new sources of funding to sustain a diverse learning environment that cultivates cultural competency skills and a global mindset.



Our graduates have  
**purpose beyond  
themselves.**



**Curtis School**



# Severn School



# Strategic Opportunities

- Reconcile Our Past with Our Future
- Open the Door Wider
- Redefine What it Means to Be a Leader

# Mission Statement

## Old Mission

Severn School challenges its students to pursue excellence in character, conduct, and scholarship, to marshal the courage to lead, and **to develop the lasting desire to serve and achieve**. We believe this is best realized in a community where adults model these qualities, and where each student is known and valued.

## New Mission

Severn School challenges its students to pursue excellence in character, conduct, and scholarship, to marshal the courage to lead, and **to contribute to the world around them**. We believe this is best realized in a community where adults model these qualities, **where a culture of belonging is fostered**, and where each student is known and valued.

# How Will We:

1. Ensure young leaders develop character, conduct, and scholarship?
2. Ensure young leaders contribute to the world around them?
3. Ensure young leaders feel known and valued?

# Severn School Strategic Plan



Severn School



## LEADERSHIP REIMAGINED

STRATEGIC PLAN: 2022

# Commitments of Leadership

**INTELLECTUAL  
AGILITY**



**UNWAVERING  
INTEGRITY**



**EMOTIONAL  
INTELLIGENCE**



**PERSONAL  
WELLNESS**



**INSTINCTIVE  
INCLUSIVITY**





THE ABILITY TO ENGAGE IN, AND ADAPT TO, WIDE-RANGING SITUATIONS BY NIMBLY AND THOUGHTFULLY ACCESSING FOUNDATIONAL KNOWLEDGE, CONSIDERING VARYING PERSPECTIVES, AND QUESTIONING OUR OWN UNDERSTANDING.

THE PRIORITIES:

- Support every individual's ability to make meaning out of information in reflective and intentional ways through a shared language and understanding of our "Discover What Matters" value.
- Develop adaptable and applicable cognitive skills and competencies across a thorough and intentional curriculum.
- Advance forward-thinking measurements of academic and social competencies through an articulated school-wide assessment and feedback philosophy.
- Support the individual and collective growth of our faculty through responsive professional development that provides opportunities for curricular and cross-curricular experiences.
- Encourage collaborative and flexible teaching and thinking within dynamic and multi-purpose learning spaces.

# INTELLECTUAL AGILITY





# UNWAVERING INTEGRITY

THE ABILITY TO UNDERSTAND THE ETHICAL AND MORAL COMPLEXITY INHERENT IN TODAY'S WORLD, ALIGNING OUR DECISIONS AND ACTIONS WITH HONESTY, CHARACTER, AND PURPOSE.

#### THE PRIORITIES:

- Advance our collective pursuit of integrity inside and outside of school through a shared language and understanding of our "Take a Stand" value.
- Model ethical citizenship through a curriculum in which the importance of a healthy and productive digital lifestyle and footprint are highlighted.
- Instill a sense of responsibility for, and commitment to, being integral, active, and engaged community members through a school-wide service-learning philosophy.
- Leverage the power of student-adult relationships to further integrate our mission and newly articulated core values into our student leadership development program.





THE ABILITY TO UNDERSTAND THE FEELINGS, EMOTIONS, AND EXPERIENCES OF OTHERS AS WELL AS OUR OWN, DEVELOPING HEALTHY CONNECTIONS AND RELATIONSHIPS THROUGH SELF-REFLECTION, OUTREACH, AND EMPATHY.

THE PRIORITIES:

- Support each individual's awareness of their feelings and ability to regulate actions so that they empathize with others through a shared language and understanding of our "Build Community" value.
- Prioritize the development of non-cognitive skills and competencies in all aspects of the Severn experience through continual review and refinement of our curriculum.
- Enhance how we equitably meet the social and emotional needs of our students, faculty, and staff by codifying the intention and impact of our support programs.
- Build school culture and emphasize the importance of connection and engagement by expanding opportunities for community and togetherness.
- Champion the ongoing social-emotional development of our students through robust parent and guardian education.

# EMOTIONAL INTELLIGENCE





# Remember!

- There is no one-size-fits-all solution to strategic planning
- Your plan should be about student outcomes (the why), not operations (the how)
- Engage your community early and often with the right questions

# Exercise

# Exercise

- Pull out your schools mission statement.
- Develop the prompts you would give to your community to develop a plan for the next 3-5 years.
- How will we \_\_\_\_\_? (achieve outcomes listed in your mission statement)

# Example

**Mission:** To develop, in every child, a sound mind in a sound body, governed by a compassionate heart.

## How Will We:

1. Ensure the intellectual fitness of young MINDS?
2. Ensure the physical wellness of young BODIES?
3. Inspire compassion and empathy in young HEARTS?

**Questions?**

*m*



**Thank you.**



amplify the good