

REPORT OF THE STRATEGIC ENGAGEMENT AND PLANNING COMMITTEE

The Administration met with the Strategic Engagement and Planning Committee (StEP) on Tuesday, April 23, 2019 at 4:00 P.M. at Mayerson Academy, 2650 Highland Avenue, Cincinnati, Ohio, 45219 in Room 110.

ATTENDEES

StEP Committee Members

Ryan Messer, Chair; Eve Bolton, Pamela Bowers

David Brenner, Olivia Ballard, Marlena Brookfield, Virginia Corsini, Kate Eisenpress, Carol Gibbs, David Hapner, Renee Hevia, Darla Menz, Stacey Hill-Simmons, Craig Rozen, Susan Wilke

Administration/Staff

Laura Mitchell, Superintendent; Tianay Amat, Deputy Superintendent; Scott Adams, Chief Operations Officer; Sarah Brody, Director of Talent Management, Sarah Trimble-Oliver, Chief Information Officer; Lauren Worley, Chief Strategic Communications Engagement Officer

engage2learn (e2L)

Mitzi Clark Richardson, Culture Design Strategist
Tracey Wallace, Certified eGROWE Coach

Welcome and Introduction

Committee Chair Messer opened the meeting and reported that he and Ms. Worley updated City Council members David Mann, P.G. Sittenfeld, and Wendell Young, members of the City's Education, Innovation and Growth Committee, on the Strategic Plan. The Councilmen were complimentary and had many positive things to say about the document.

Superintendent Mitchell reported that the design team and approximately 55 members from the community—that included the Cincinnati Business Committee, the Cincinnati Regional Business Committee, Central Office and Board members—were present at the all-day meeting and provided input on the goals, strategies and measures for the Strategic Plan.

She reported that the work will be completed by the end of June 2019.

Presentations from Five Subcommittees

The following subcommittees updated the group on their work and reported the following information.

1. Long-Range Financial Planning
 - History of the Strategic Plan Steps
 - Call to Action
 - Cultural Tenets
 - Draft Goals
 - Sub-committee structure
 - Levy Schedule
 - Noted probable capital needs for enrollment growth

- Core concepts of Cupp-Patterson funding formula
- Alternate sources of revenues
 - Fundraising/Foundation
 - Alumni support
 - Maximize idle resources (facility rentals)
- Need for Financial Awareness Campaign
- Additional expertise to join the team
 - Christine to reach out to Xavier & UC for fundraising expertise
 - Craig to reach out to Liz Blume (CBI) & someone with urban development experience

2. Systems

- Creating Better Systems: We will proactively establish and improve operational systems that are people-focused, data-driven, and efficient. **Add cost optimization (either in the goal or as a strategy)**
- Community Engagement and Influence: We will listen to and learn from our audiences— frequently and intentionally communicating robustly and transparently with a consistent message. **We will also act upon the listening and learning**
- Growth: We will intentionally expand CPS's enrollment, reflecting the rich diversity, culture, and aspirations of our neighborhoods. **Make CPS an attractive option to families, increase building capacities to accept the growing enrollment**
- Student-Centric Decision Making: We will ensure equitable opportunities for students which will impact their educational experience and ensure seamless transition to post-secondary options.
- Safety and Security: We will keep the health, safety, and well-being of our students and staff at the forefront of everything we do. **Ensuring safe practices inside school and on the way to/from school**
- Student Outcomes: We will develop self-aware students who can articulate and act on how they will influence the world. **Strategy consideration: add student voting in LSDMC**
- Employee Experience: We will create a culture of excellence where our staff feels valued, empowered, and can flourish. **Feel safe and have voice**

3. Curriculum and Programming – Student Centered Decision Making

What strategies directly connect to Student-Centric Decision Making?

Meeting Notes:

- Ask students what they like to “discover”
- Creative Teaching
- Break down the walls of the “classroom”
- Strategic access for families/parents/guardians to understand and support their children’s academic pathways (school – student – parents all understand why and how)
- Students strategically matched to schools
- Highlight schools based on the cultures they try to build “how different”
- Cultural audits support two-way communication between schools and community/families

Virtual Additions:

- My only personal addition to the promising work done here would be something around Early Leadership Cultivation. Since I'm at Chase (LSDMC) I've been thinking of ways to more regularly integrate student input and voice on the LSDMC. I believe schools can do better to introduce leadership to student before high school where it's more broadly affirmed.

4. Community Engagement

Ms. Worley informed the group about the various organizations and partners that attended their subcommittee meeting.

She reported that the subcommittee analyzed the SWOT Analysis and conducted their work in the areas of Community Learning Centers, Community Engagement and Communications Marketing.

5. Growth

The Committee's focus was on developing a mission statement for growth. The group drafted the following statement:

We will offer exceptionally educational experiences that make CPS the destination of choice for families and students reflecting the diversity of our communities

The Committee discussed the meaning of "destination of choice" and posed the questions, "A choice for whom?" What families may choose CPS or choose other options? What type of messaging needs to be done to consider attending CPS.

Diversity, recruitment of charter and parochial students, addressing the State Report Card, and facility acquisition are also key to carrying out the mission statement.

Superintendent Mitchell reported that the design team discussed that growing the District's enrollment is not enough. The message should be that CPS is the best option, which would increase enrollment. The team also discussed that bigger isn't always better. The goal is to be better and not just bigger.

Committee member Bolton reported that more needs to be said and heard about poverty within the District.

Update on Strategic Design Progress

Mitzi Clark-Richardson, Culture Design Strategist, updated the group on the work that has been done by the design team towards the Strategic Plan. The presentation included the following elements:

- Scope of Work
 - Cultural Tenets
 - Call to Action
 - Learner Profile
 - Goals: Community Engagement, Growth, Student-Centric Decision Making, Health and Safety, Systems, Employee Experience, Student Outcomes
 - Draft Strategies – have been drafted
- A|B Communication with Share Out

Ms. Worley updated the Committee on community engagement that has been done about the Strategic Plan. Focus groups and engagement activities have been done with all CPS schools asking students and families what they want. Engagement has been done in 52 neighborhoods in Cincinnati, over 75 business and civic organizations, and feedback given on the SWOT Analysis at the neighborhood summits.

Next Steps in Strategic Design Process

- Last Design Team Session 4/24/2019
- Present to the LSDMC 4/24/2019
- Present to Board of Education 5/20/2019
- All input and deliverables synthesized into written Strategic Plan by e2L. Writing and Data team by the end of June 2019

Future Meeting Date

May 28, 2019, 4:00 PM – 6:00 PM Sharing all deliverables that have been completed to date.

The meeting adjourned at 5:56 PM.

Strategic and Planning Engagement Committee

Ryan Messer, Chair

Eve Bolton

Pamela Bowers