

**Federation Resolution on**  
**Fairfax County Public Schools' Strategic Plan**

December 20, 2018

WHEREAS, in 2015 Fairfax County Public Schools (FCPS) adopted a document called “Ignite” as its Strategic Plan for 2015-20; and

WHEREAS, FCPS Superintendent Scott Brabrand requested an “executive summary to help... accelerate the implementation of Ignite” in his entry plan when he began his tenure at FCPS in July, 2017; and

WHEREAS, successful strategic plans explore strategy at three different time horizons for different purposes—more than five years in the future (which creates vision and ambition), 3-5 years in the future (which enumerates broad steps necessary to realize the vision), and the near term (which challenges the current strategy, evaluates progress, and explores options to accelerate execution);<sup>1</sup> and

WHEREAS, Ignite describes four goals that can be described as FCPS’ vision and ambition, and lists between 16 to 40 actions under each of those four goals; and

WHEREAS, one key purpose of strategic plans is to help organizations anticipate big challenges and spot important trends;<sup>2</sup> and

WHEREAS, Ignite contains little discussion of market challenges and trends, beyond noting the relative costs of its action items; and

WHEREAS, installing a system to measure and monitor strategic success greatly enhances the impact of a strategic plan; and

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<sup>1</sup> The Boston Consulting Group. “Four Best Practices for Strategic Planning.” April, 2016.

<sup>2</sup> Renée Dye and Olivier Sibony. “How to Improve Strategic Planning.” *The McKinsey Quarterly*. 2007, No. 3.

WHEREAS, FCPS' Approved FY2019 Budget eliminates the office of Assistant Superintendent for Equity and Innovation,

THEREFORE, BE IT RESOLVED:

1. We commend Dr. Brabrand for utilizing the goals of Ignite in his budget presentations, highlighting the importance of maintaining a strategic focus; and
2. We recommend that FCPS create broad but manageable strategic initiatives under each of the four Ignite goals that would give Ignite both greater visibility and traction, rather than tying it to specific programs; and
3. We urge FCPS to engage in a "best practices" analysis of other school systems' success in order to engage in thinking about trends and challenges in public education; and
4. We recommend FCPS establish a Department of Strategic Planning and Innovation in order to support Ignite and ensure that strategic thinking and innovative programs are implemented consistently and in a relevant way within the organization, rather than being drowned out by day-to-day concerns.