

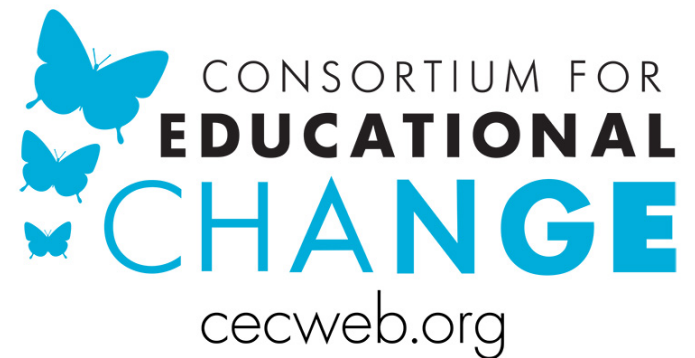
Strategic Planning Overview

October 1, 2019

Outcomes

For Board and Community Members to:

- Gain a shared understanding of CEC's Strategic Planning Process
- Know what distinguishes the process from others
- Clarify Roles and Responsibilities



**The foundation of
CONTINUOUS
IMPROVEMENT rests
upon the pillars of
mission, vision, and goals.
Each of these pillars asks
a different question of
stakeholders within the
system. The pillars rest
on Core Values.**





Pillars	Guiding Question
MISSION	<i>What is our fundamental purpose; why do we exist?</i>
VISION	<i>What must we become in order to accomplish our fundamental purpose?</i>
GOALS	<i>How will we know if we are making a difference?</i>
STRATEGIES	<i>What needs our attention?</i>
VALUES	<i>How must we behave to achieve our mission, vision and goals?</i>

TOP TEN Reasons Strategic Plans FAIL

1.	Partial commitment/ little ownership or buy-in
2.	Writing the plan and putting it on the shelf
3.	Focused on insufficient data and information
4.	Too many goals and strategies/overly complex
5.	No accountability or follow through/ lack of measures
6.	Lack of resources or alignment with budget
7.	Lack of stakeholder input and feedback
8.	A non-representative planning group
9.	Activities with no progress monitoring and reporting
10	Ignoring marketplace reality, facts and assumptions/out of sync with trends and needs

Strategic Plan Team Schedule

Meeting	Purpose/Essential Questions	Date	Time
Orientation	<i>Who we are and what we are charged to do?</i>	Nov. 12	6:30- 8:30
Data Retreat	<i>Where are we now? What is working well and what isn't?</i>	Dec. 5	8:30- 3:30
Vision Retreat	<i>Where do we want to be? How will we be different 5-10 years from now?</i>	Jan. 16	8:30- 3:30
Setting Direction Retreat	<i>How will we get from where we are now to where we want to be 5-10 years from now?</i>	Feb. 13	8:30- 3:30
Final Meeting of Plan Team	<i>What will we recommend to the Board of Education to set future direction?</i>	Mar. 5	6:30- 8:30

Membership Suggestions

1/3

- Staff
- Certified
- Noncertified

1/3

- Management

1/3

- Parents
- Community

Students

High School



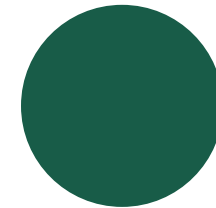
Plan Team Membership

Stakeholder Group	Number	Selected by
Staff	12	School Leadership Teams
Parents	8	Parent Organizations/Parents
Community	4	Board
Board	2	Board
Union	2	Union Leadership
District Leadership	2	Superintendent
Building Leadership	2	Principals
Student - High School	6	Student Council

- **Attend all meetings of the planning team.**
- **Learn of roles and responsibilities at an Orientation Meeting.**
- **Prepare for each meeting by reading materials aligned to each agenda.**
- **Conduct a data analysis of the district at a Data Retreat by reviewing key data indicators and measures to determine the district's strengths and opportunities for improvement.**
- **Explore research-based, effective practices of high performing districts at a Vision Retreat. Review and revise the district's shared mission, vision, values/commitments and goals at a Vision Retreat.**
- **Set long-range goals and identify high leverage strategies that define what priorities need attention to move the district to a higher level of performance.**
- **Present a draft of the plan for stakeholder review and input.**
- **Revise and finalize the draft of the plan based on stakeholder review and input.**
- **Recommend the strategic plan to the superintendent.**



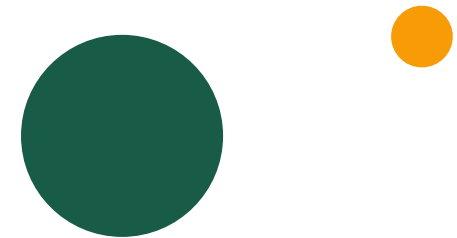
Strategic Plan Team



- **Be members of the strategic planning team and assume all responsibilities expected of team members.**
- **Attend an initial strategic planning meeting to finalize customization of the process for the district.**
- **Attend virtual 30-40 minute meetings one week prior to each meeting of the strategic plan team.**
- **Make decisions to finalize each agenda for the strategic planning team.**
- **Provide feedback related to the process to the facilitator(s).**
- **Attend a final meeting to learn of ways to live the plan. Others may be invited to this meeting.**



Core Team



A close-up photograph showing four hands from different people, each holding a different colored puzzle piece (green, red, purple, and yellow) and fitting them together. The hands are positioned around the center of the frame, with the puzzle pieces being assembled. The background is a plain, light color.

Steps in the Process

Environmental Scan

What data and information do we give the planning team to begin their awareness of where we are and where we want to be?

- Satisfaction Data (students, staff, families and the community)
- Plan Stakeholder Survey
- Forums
- Needs Assessment
- Self-Assessments



Community
Engagement:
**FEEDBACK AND
REFINEMENT**



Orientation of the Plan Team

- Membership
- Roles and Responsibilities
- Commitment/ Schedule
- Strategic Planning Process
- Current Plan Analysis Report
- Strategic Plan Website





Data Retreat: Where are we now?
To paint a data picture that allows
us to identify our strengths,
weaknesses, opportunities, and
threats

SWOT ANALYSIS

- Strengths
- Weaknesses
- Opportunities
- Threats



- What do we consider to be our strengths?
- What advantages do we have?
- What do others say our strengths are?

- What do we consider to be our weaknesses?
- What are we most criticized for or receive the most complaints about?
- What do we seem to have a hard time doing well?

STRENGTHS

WEAKNESSES

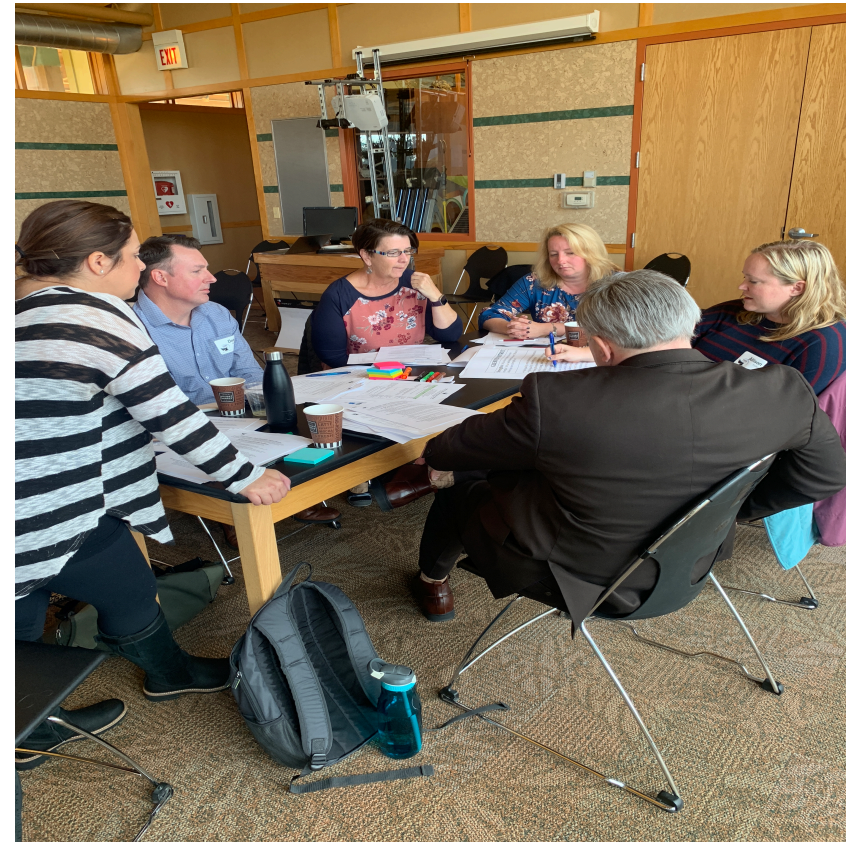
OPPORTUNITIES

THREATS

- What opportunities for improvement do we know about but have not addressed?
- Where with a little work could we change a weakness into a strength?

- Who or what threatens us the most?
- What challenges are coming that we must respond to?
- What might block our progress?

Vision Retreat: Where do we want to be?
To envision a future that moves individuals, schools, and the district to a higher level of satisfaction and performance.





How do we want to be different 5-10 years from now than we are today?

Aligning mindset to District mission, vision, core values, and goals



Knowing our mission, vision, and core values, **how will we define our leadership team's collective mindset? What must we agree to be nonnegotiable about our thoughts, habits, feelings, attitudes, and beliefs that will frame our mindset? What will we agree to guide our behaviors, actions, and commitments for which we will hold each other accountable?**



**Setting Direction Retreat: How do we get from where we are now to where we want to be?
To determine high priority strategies to accomplish long-range goals**

SMART Goals

S = Specific

M = Measurable

A = Achievable

R = Relevant

T = Time-Bound

**LONG-RANGE PERFORMANCE GOALS THAT WE ASPIRE TO ACHIEVE
TO ACCOMPLISH OUR MISSION AND VISION**

What do we
need to do to
close the gaps
and **get closer to**
realizing our
mission, vision,
values and
goals?



SAMPLE Goal One: Academic Success

“All students will demonstrate continuous academic growth to ensure college, career, and life success.”

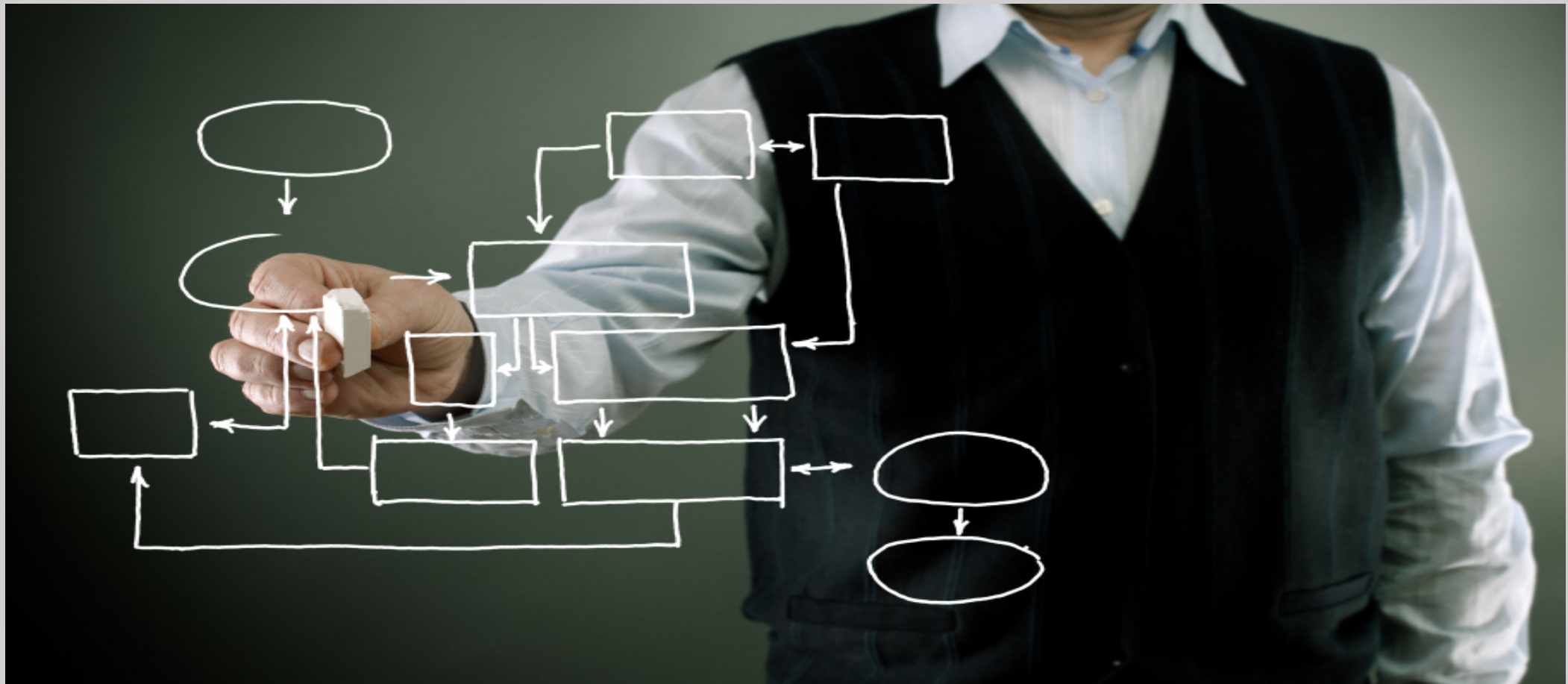
Strategy A: Close achievement gaps.

- Examine differences between various student demographic groups to target achievement gaps
- Consider and expand opportunities for students of color
- Consider and expand opportunities for low income students
- Consider and expand opportunities for students with disabilities
- Examine and refine English Learner programs
- Consider and address barriers to access and opportunity

Strategy B: Research, explore, and pilot 21st century learning strategies.

- Fully implement Universal Design for Learning throughout the school district
- Consider student choice and interests in lesson design
- Continue to refine efforts toward vertical articulation
- Improve instructional alignment with learning standards
- Provide multiple pathways for students to demonstrate mastery
- Explore innovative pedagogical practices as supported by research

PLAN DRAFT





Final Meeting of Plan Team

“What we will recommend”

Review Core Team Draft

Review Stakeholder Feedback

Finalize Recommendation

Deliverables

- One Page Strategic Plan-
Vision, Mission,
Values/Beliefs, Goals,
Strategies
- Support Document
containing details related
to the One-Page Plan



5 Most Important Factors to Successfully Implement Strategy

1. An **accountability model** must be clearly defined and embraced for each element of the strategy.
2. The organization-wide **strategy must be effectively cascaded down into the business units, support functions, teams and individuals throughout the organization.**
3. **Adequate resources (time, budget, skills and capacities)** must be available.
4. Managing change on a consistent and professional basis is vital. **Change management is the primary responsibility of the executive leadership team.**
5. Establishing a **performance culture** is a fundamental requirement for effective implementation and a frequent failure point in many strategic planning and management processes.



LIVING THE PLAN

Questions?

Thank you!

