



# Strategic Plan Steering Committee

February 17, 2026

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**Studer**  
Education

# Agenda

1. Summarizing the SOESD Strategic Planning Process
1. Share the February 2026 Survey Results
1. Gather Feedback
1. Forecast Next Steps
1. Adjourn with Gratitude and Appreciation

# Steering Committee

- Intentional membership
- Representative of diverse roles and geography across the agency
- Closest to this work in SOESD
- Champions of the process

September 30, 2025	Steering Committee Meeting #1
October 27, 29, and 31, 2025	Focus Groups (134 participants)
November 19, 2025	Steering Committee Meeting #2
January 6, 7, and 8, 2026	Focus Groups (18 participants)
January 9 - 14, 2026	Focus Group Survey (41 responses)
January 27, 2026	Steering Committee Meeting #3
February 2 - 9, 2026	Validation Survey (57 responses)
February 17, 2026	Steering Committee Meeting #4

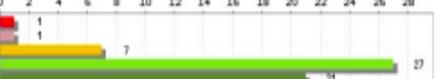
# Validation Survey

- February 2-9, 2026
- 57 responses
- 80% - 91% of responses are top two-boxes (*strongly agree or agree*)
- Results were reviewed and resulted in a small number of revisions
  - grammatical revisions
  - pillar “numbers” do not indicate rank order and will not be part of final draft
  - Readability-level - 10th grade; professional level.

## Pillar 1: Education Equity & Student Support

	Strongly Disagree Score=1	Disagree Score=2	Neutral / Mixed Feelings Score=3	Agree Score=4	Strongly Agree Score=5		Response total	Average score
I feel that Pillar 1 and the Strategic Objectives align.	1.75% (1)	1.75% (1)	3.51% (2)	45.61% (26)	47.37% (27)		<b>57</b>	<b>4.35</b>
Average rating								<b>4.35</b>

## Pillar 2: People, Culture & Organizational Belonging

	Strongly Disagree Score=1	Disagree Score=2	Neutral / Mixed Feelings Score=3	Agree Score=4	Strongly Agree Score=5		Response total	Average score
I feel that Pillar 2 and the Strategic Objectives align.	1.75% (1)	1.75% (1)	12.28% (7)	47.37% (27)	36.84% (21)		<b>57</b>	<b>4.16</b>

### Pillar 3: Operational Excellence, Systems & Stewardship

	Strongly Disagree Score=1	Disagree Score=2	Neutral / Mixed Feelings Score=3	Agree Score=4	Strongly Agree Score=5		Response total	Average score
I feel that Pillar 3 and the Strategic Objectives align.	1.75% (1)	0% (0)	12.28% (7)	49.12% (28)	36.84% (21)		<b>57</b>	<b>4.19</b>

### Pillar 4: Regional Partnerships, Engagement & Impact

	Strongly Disagree Score=1	Disagree Score=2	Neutral / Mixed Feelings Score=3	Agree Score=4	Strongly Agree Score=5		Response total	Average score
I feel that Pillar 4 and the Strategic Objectives align.	1.75% (1)	0% (0)	7.02% (4)	52.63% (30)	38.6% (22)		<b>57</b>	<b>4.26</b>

### Pillar 5: Innovation, Learning & Future-Ready Practices

	Strongly Disagree Score=1	Disagree Score=2	Neutral / Mixed Feelings Score=3	Agree Score=4	Strongly Agree Score=5		Response total	Average score
I feel that Pillar 5 and the Strategic Objectives align.	1.75% (1)	0% (0)	8.77% (5)	54.39% (31)	35.09% (20)		<b>57</b>	<b>4.21</b>

# Gather Feedback

- **In breakout groups:**

- Use the assigned group slide(s) as your note catcher.
- Identify one group member to report out.

1. Which pillar are you most excited about?

1. Do you have any reservations about championing each of the strategic pillars? Are there any that you cannot get behind?

1. *As time allows:* What feedback do you have on the process?

# Group 1

## Which pillar are you most excited about?

Excitement about every pillar for different reasons. This is based on the work that we all do in addition to the outward and inward-facing elements.  
Operational excellence and systems shows us as one entity.  
Brings clarity.  
Pillar 4 - measure and communication and the importance of demonstrating impact.  
Pillar 5 - innovation



## Do you have any reservations about championing each of the strategic pillars? Are there any that you cannot get behind?

Still struggle with the language of Pillar 1 not aligning around conversations of dignity for everybody. To feel really comfortable it would be “equitable access for all”. “Recognition and attention to those historically furthest from...”

Drop editing suggestions into the slide in order to edit Pillar 1 to strengthen it with losing the intention

First sentence under Pillar 1, point 1, doesn't read clearly, should include a comma “Using community voice, scale hub...”

Possible inclusive language (Pillar 1) :

1. We build and coordinate regional systems that expand equitable access to resources, services, and inclusive pathways, centering students furthest from opportunity, so districts and partners are better positioned to support all students.
2. We build and coordinate regional systems that expand equitable access to resources, services, and inclusive pathways, centering students furthest from opportunity, so districts and partners are better positioned to support all students.

# Group 1

**What feedback do you have on the process?**

# Group 2

**Which pillar are you most excited about?**

Pillar 5 (Ryan), apprenticeships. Niche area for the ESD that is nice to see is getting attention.  
Pillars 3-5: tangible and speak directly to what we do  
Pillar 5 is favorite (Tom)

**Do you have any reservations about championing each of the strategic pillars? Are there any that you cannot get behind?**

Everything is very list-heavy. Lists everywhere of X, Y, and Z. Would be nice if the pillars were fewer words, seems like we are trying to fit multiple pillars in one.  
Tangible nature of 3-5 is easier to champion. Hard to sign up to champion anything that you are not sure you can do.  
Pillar 2 feels aspirational but disingenuous, and more out of our control.

## Group 2

### What feedback do you have on the process?

Did not seem to prioritize working with the schedules of the external people we were seeking feedback from. Last minute announcements, during the school day, etc.

Appreciate the amount of voices able to give feedback on the plan

The process is cumbersome, because of that it may be better to have an outside company do it more for us.

Possibly hire Studer into the future to make sure this happens.

**Which pillar are you most excited about?**

- I'm still most excited about Pillar 2: People, Culture & Organizational Belonging. I think this Pillar is foundational to the success of all the other pillars as we need to approach everything we do with a growth mindset and support that providing whatever training is needed to help people grow. We also need to empower our leaders with systems and clarity around roles and responsibilities so they can carry out their work effectively and with confidence.....and let's face it, if we are going to hire and keep the best, we need to offer competitive salaries and reasonable workloads. Creating a culture of belonging and collaboration is at the core of everything we do within our organization and with the districts and the community stakeholders we serve. We need to be intentional about this so listing as an objective is important.

**Do you have any reservations about championing each of the strategic pillars? Are there any that you cannot get behind?**

- I feel comfortable championing each of the strategic pillars and I believe some will be easier to bring to life than others. For example, I think we are well on our way with Pillars 3 & 4 while Pillars 1 and 5 are going to take some hard work along with creativity and innovation.

### What feedback do you have on the process?

- I appreciate how iterative the process has been along with the intentional effort to seek and hear input from a broad cross-section of stakeholders.

# Forecasting Next Steps

1. Invitation to champion this process with your colleagues

1. Board Presentation on March 18
  - All Steering Committee members are invited to attend
  - Seeking volunteers to present our work

2. Begin our work to implement

Thank you for sharing your  
expertise and time with the  
Strategic Planning Steering  
Committee