

Developing Strategic and Other Long-Range Plans

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Strategic Planning and Leadership Development

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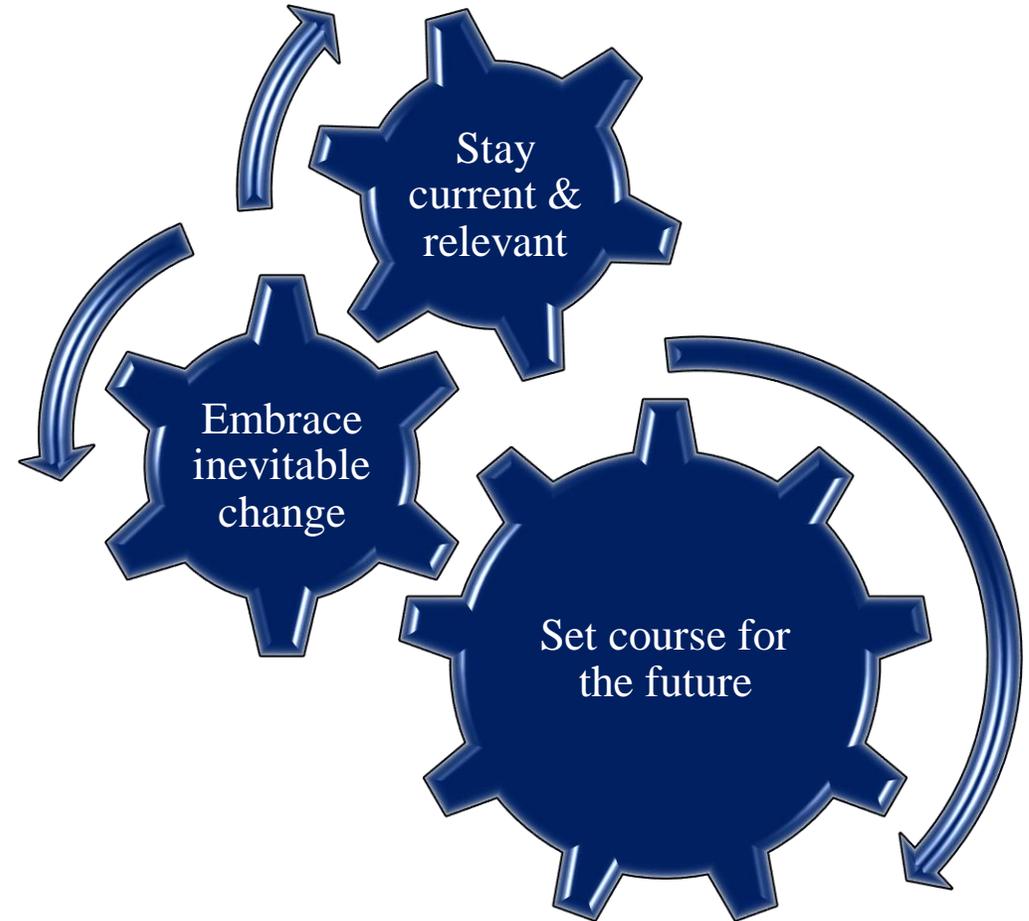
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Why Plan for the Future?

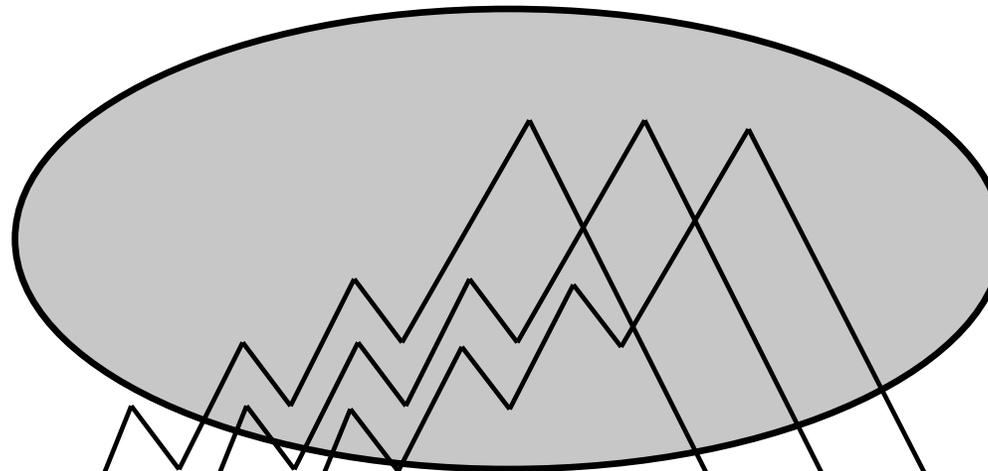
“...the school district can pause and revisit its leadership and governance models to ensure maximum outcomes and service for students and education.”

Dr. Steve Holen, Superintendent



Reactive vs. Proactive Mindset

Proactive Model

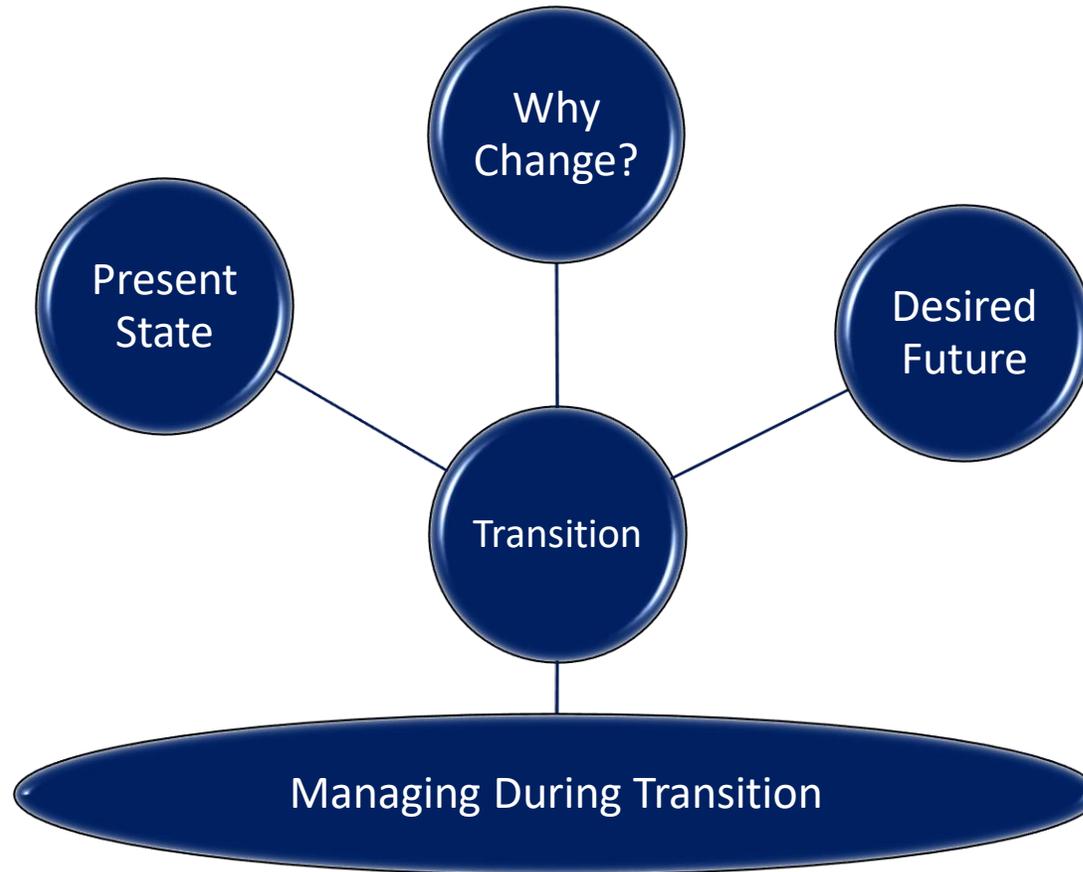


- Wasted time
- Wasted talent
- Wasted resources
- Lost opportunities
- Perpetual stress

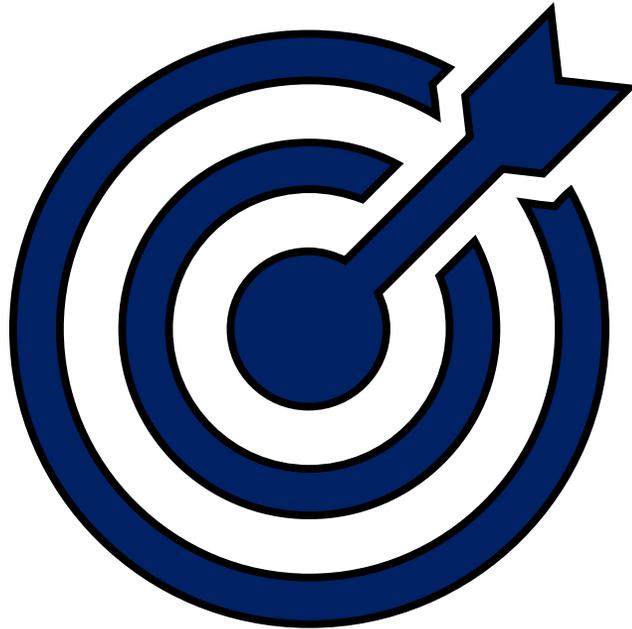
Reactive Model



Change Model – Building a Capacity for Change



Macro Outcomes



High-level academic performance – students first.



A comprehensive strategic plan driven by a big vision.



Vertical Alignment throughout the school district.



Re-energize the overall mission and vision of the school district.

Strategic Planning Rubric for Making Decisions

Strategic Plan

- Programmatic Alignment

Resources

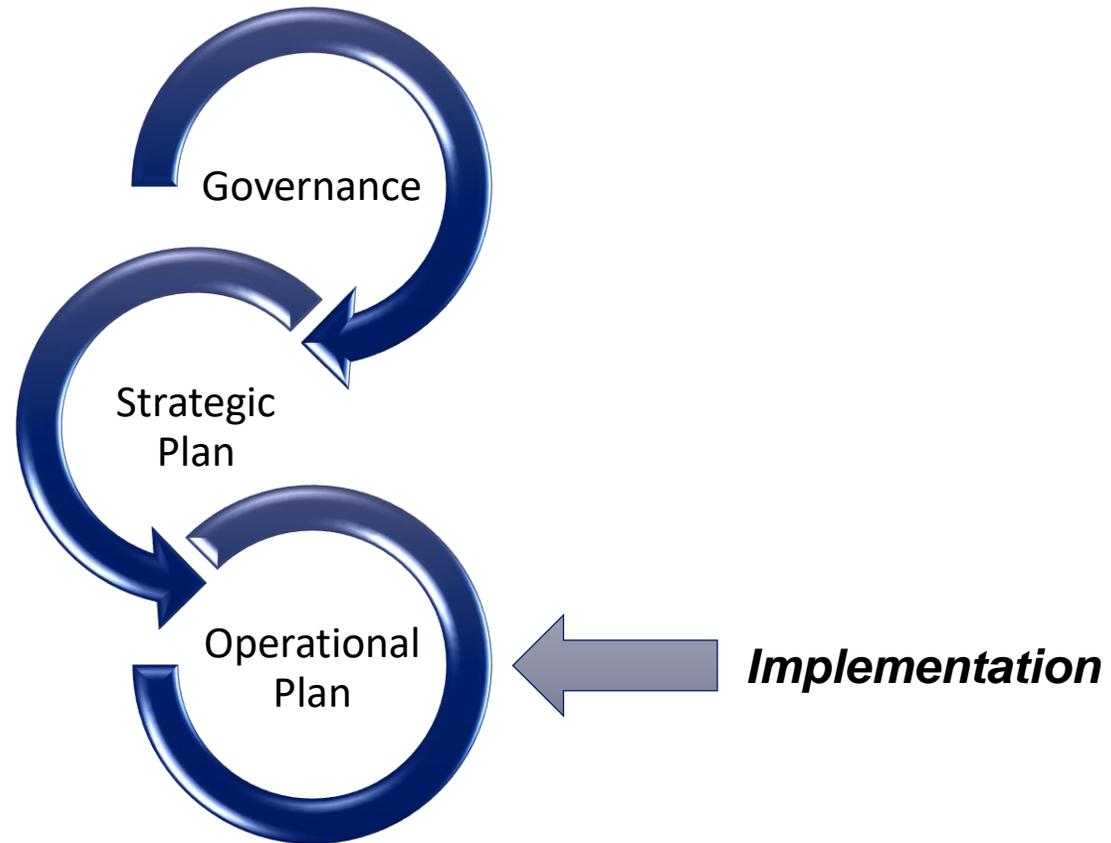
- Human Resources + \$\$

Sustainability

- Short and Long Term



School District Governance and Planning Structure



Board Governance

The policies and procedures that organize the work of a school board.

The School Board, is tasked with ***hiring and supervising the superintendent, overseeing the finances*** of the school district, ***setting the mission and vision, and monitoring the results*** of the school district.

School Boards across the nation differ in the methods used to govern a school district, with options including a traditional operational oversight to an overarching policy governance model or coherent policy governance.



Strategic Planning

A strategic plan is a living document used to communicate the organization's goals, the priorities needed to achieve those goals, and metrics used to measure progress on those goals.

It is a plan known by both the internal stakeholders and external stakeholders of the community.

The plan outlines a mission, vision, values, and strategic initiatives (focus) for the three to five-year period. A focused strategic plan aligns and strengthens operations and ensures that employees, board members, and stakeholders are all working toward common goals.



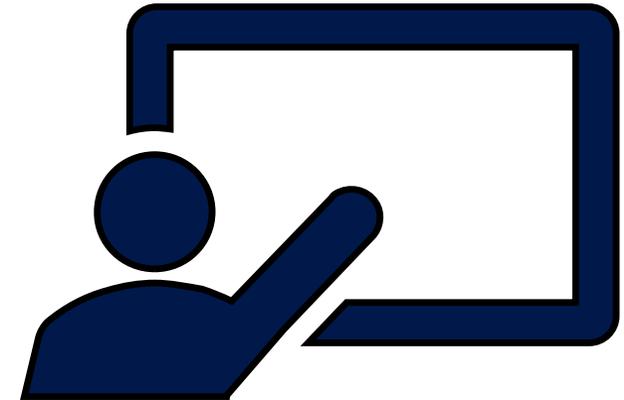
Strategic vs Operational Planning

Strategic Planning

- Long Term (3-5 years)
- Focus on Future
- Considers Strategic Focus
- Integrates Organizational Systems
- Integrates Resource Allocation
- Identifies needs for Long Term Plans

Operational Planning

- Short Term (1 year)
- Annual Focus and Results
- Implements Strategic Focus
- Focus on Goals
- Use of Resources Identified
- Strategy map?



Operational Planning (Tactical Planning)

Operational Planning – The yearly plan to implement a strategic plans goals and objectives. Monitoring and results measurements are identified.

Tactical Planning – the level of execution – who, what, and where of the implementation process. Includes monitoring and results are measured and reported. Conclusions are made.

Desired Outcomes



Strategic Focus

Goals and Objectives from Strategic Plan



Cognia and State Improvement Requirements

Standards Alignment



Results/ Measures

**Data Driven Results and Reporting
Monitoring During the school Year**

Strategic Plan Template

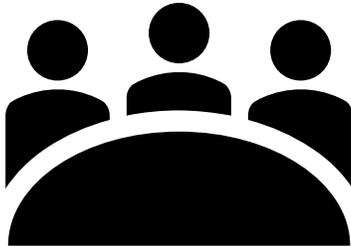
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Suggested 1-2 Year Timeline



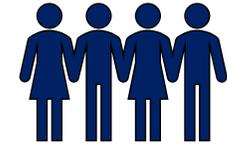
Preparing for Strategic Long-Term Planning



Create a Steering Committee

Representation from Community and Schools

- 12-20 people
- Board Members
- Administrators
- Staff (Teachers & Support Staff)
- Students
- Community members
- Others?



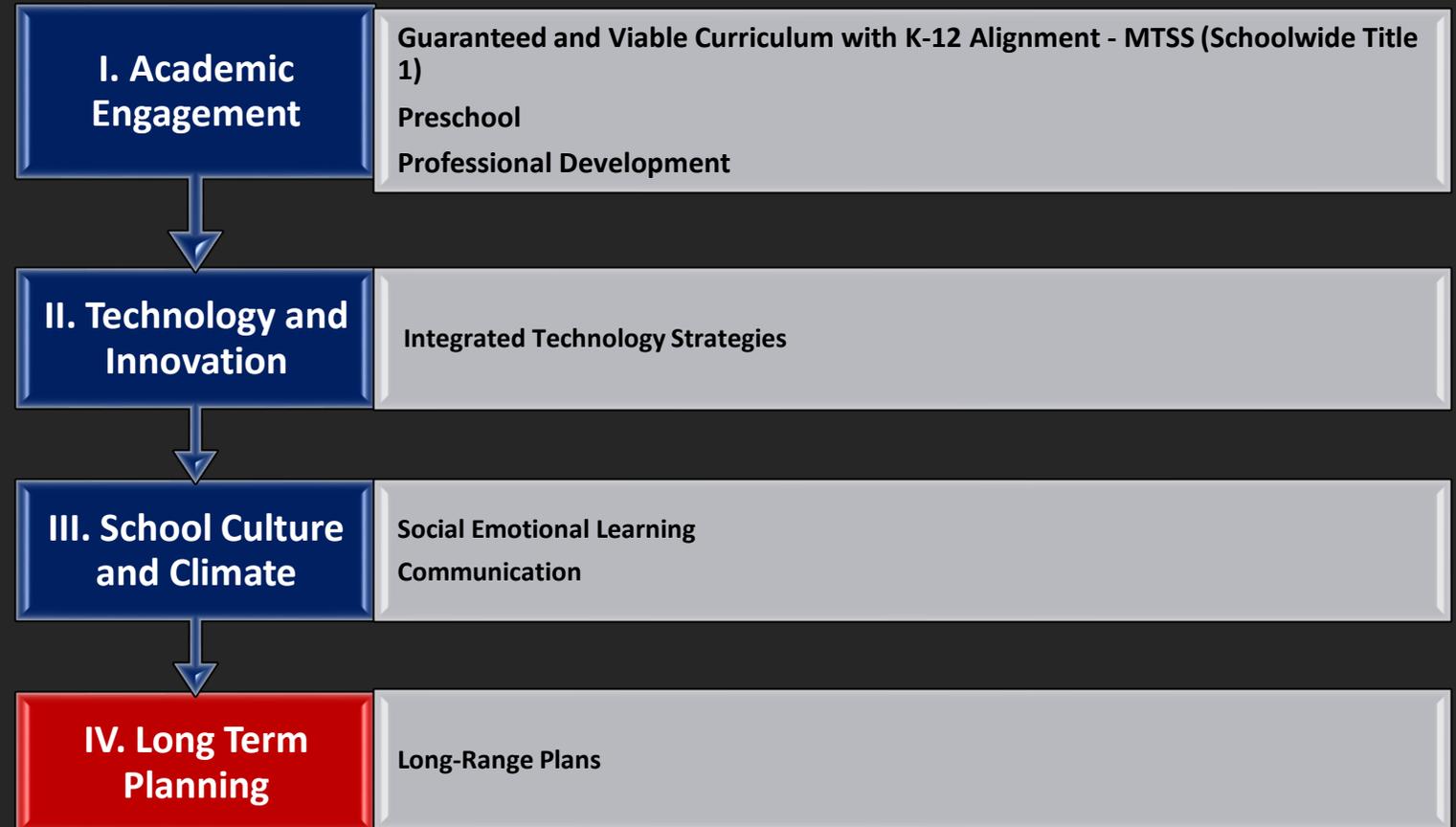
Feedback Processes

**Survey Monkey –
Internal/External
Surveys**

**Community Focus
Group
Engagement**

**Mentimeter –
Strategic Planning
Meeting Feedback**

Strategic Priorities (Initiatives) Example



5 Year Long-Term Plans

Long-Term Planning provides three types of data – historical, current, and future data or projections.

They create a pathway forward in each of the following Operational Categories:

- Long Term Facility Plans
- Long Term Operational Maintenance Plans
- Long Term Financial Plans
- Long Term Technology Plans
- Standard of Effort Reports



Strategic Plan Examples

Bismarck Public Schools

<https://www.bismarckschools.org/domain/834>

Central Cass

https://www.central-cass.k12.nd.us/apps/pages/index.jsp?uREC_ID=491550&type=d&termREC_ID=&pREC_ID=942564



Strategic Plan Operational (Road Map) Example

Strategic Initiative – Academic Engagement

All students will engage in a comprehensive curriculum designed to provide a variety of educational experiences. Our students will meet or exceed individual learning goals toward the achievement of district standards and benchmarks for academic proficiency in all content areas. The foundation of a comprehensive educational experience is a core set of standards to identify what all students should know and be able to do. Therefore, we will work together to accomplish the following strategic initiatives and goals.

Initiative	Goal	Objective	Strategies & Monitoring	Assignment	Timeline	Cognia Alignment	Progress
I. Multi-Tier System of Supports North Dakota's Multi-Tier System of Supports (NDMTSS) is a framework to provide all students with the best opportunities to succeed academically and behaviorally in school. NDMTSS focuses on providing high-quality instruction and interventions matched to student need, monitoring progress frequently to make decisions about changes in instruction or goals.	We will align and maintain a K-12 MTSS system of supports.	Targeted to Schoolwide Title 1 will align with the MTSS system to meeting all students' needs.	<p>The Elementary Principal will oversee Grade-level planning meetings, MTSS team meetings, and Data team meetings.</p> <p>The HS Principal will oversee MTSS team meetings and Data team meetings.</p> <p>Grade-level teams (elementary), MTSS Teams, and Data Teams will analyze student data.</p> <p>MTSS teams will conduct a fidelity check on their programs.</p>	<p>Elementary Principal</p> <p>High School Principal</p> <p>Grade Level Team Leaders</p> <p>Grade level Team Members</p>	<p>Initiate Aug 2020 Draft Nov 2020 Finalize Jan 2021 Implement Feb 2021</p> <p>Jan – May 2021</p>	Learning Capacity Standards 2.5, 2.6, 2.7, 2.8, and 2.9.	

Contact Information

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Strategic Planning Committee Roles & Responsibilities

- ✓ Participate in all planned meetings.
- ✓ Participate in discussions that will provide feedback to develop the following:
 - Mission Statement
 - Vision Statement
 - Values/Belief Statement
- ✓ Identify strategic priorities.
- ✓ Review and provide feedback on a draft strategic plan.