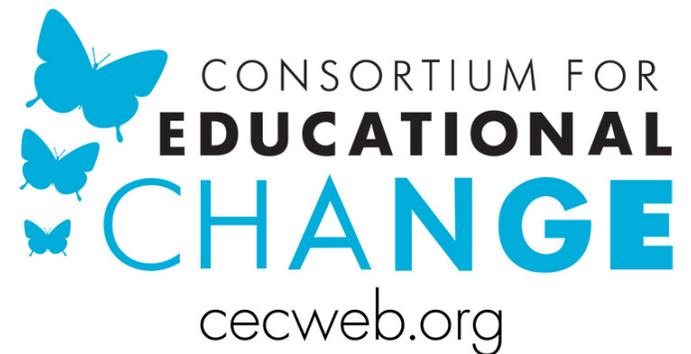


# Strategic Planning Orientation

# Welcome Superintendent

Who are we and what are we here to do?

- Introduction of Plan Team members
- Review of Meeting Dates and Times
- Introduction of Facilitator



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.

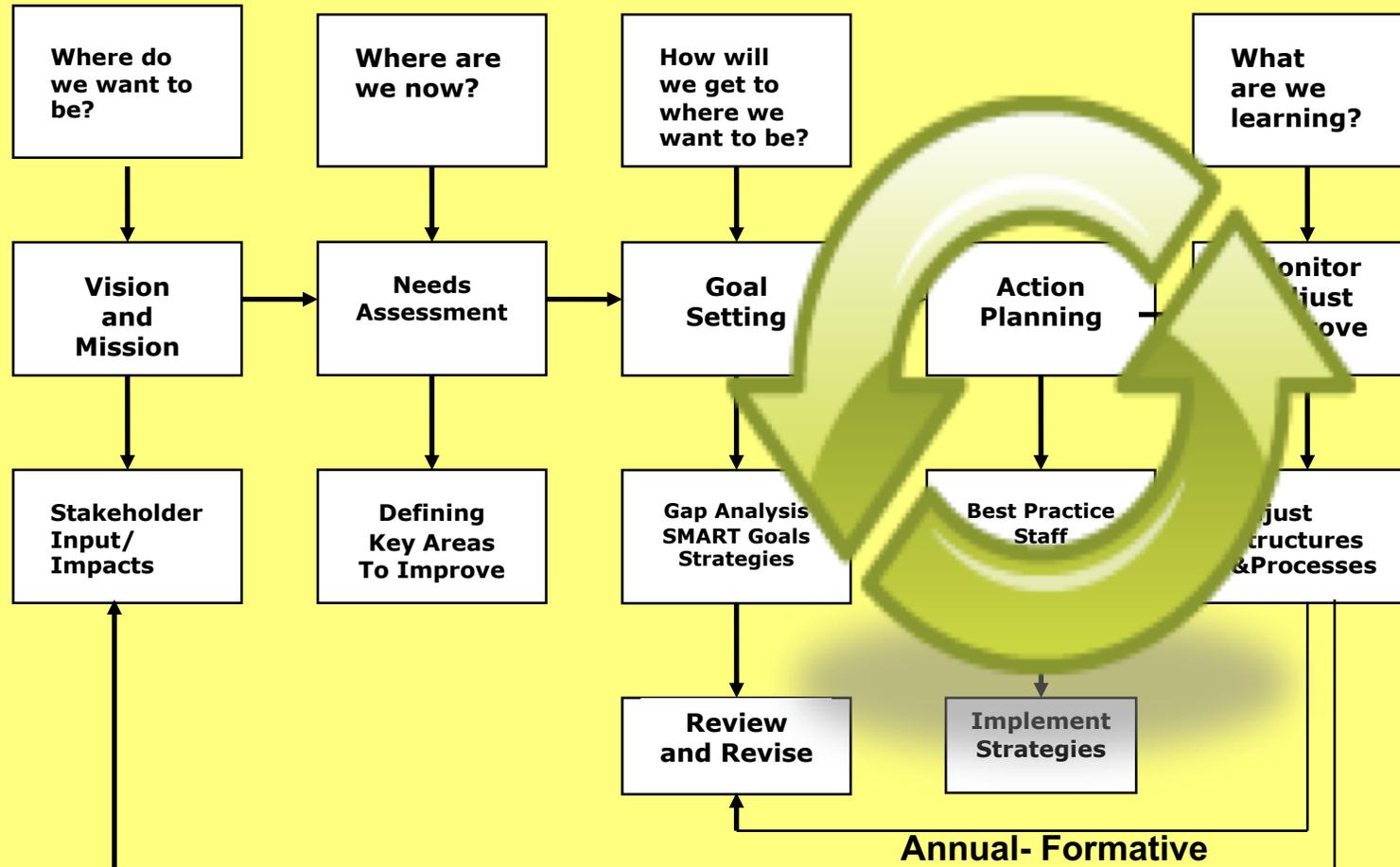




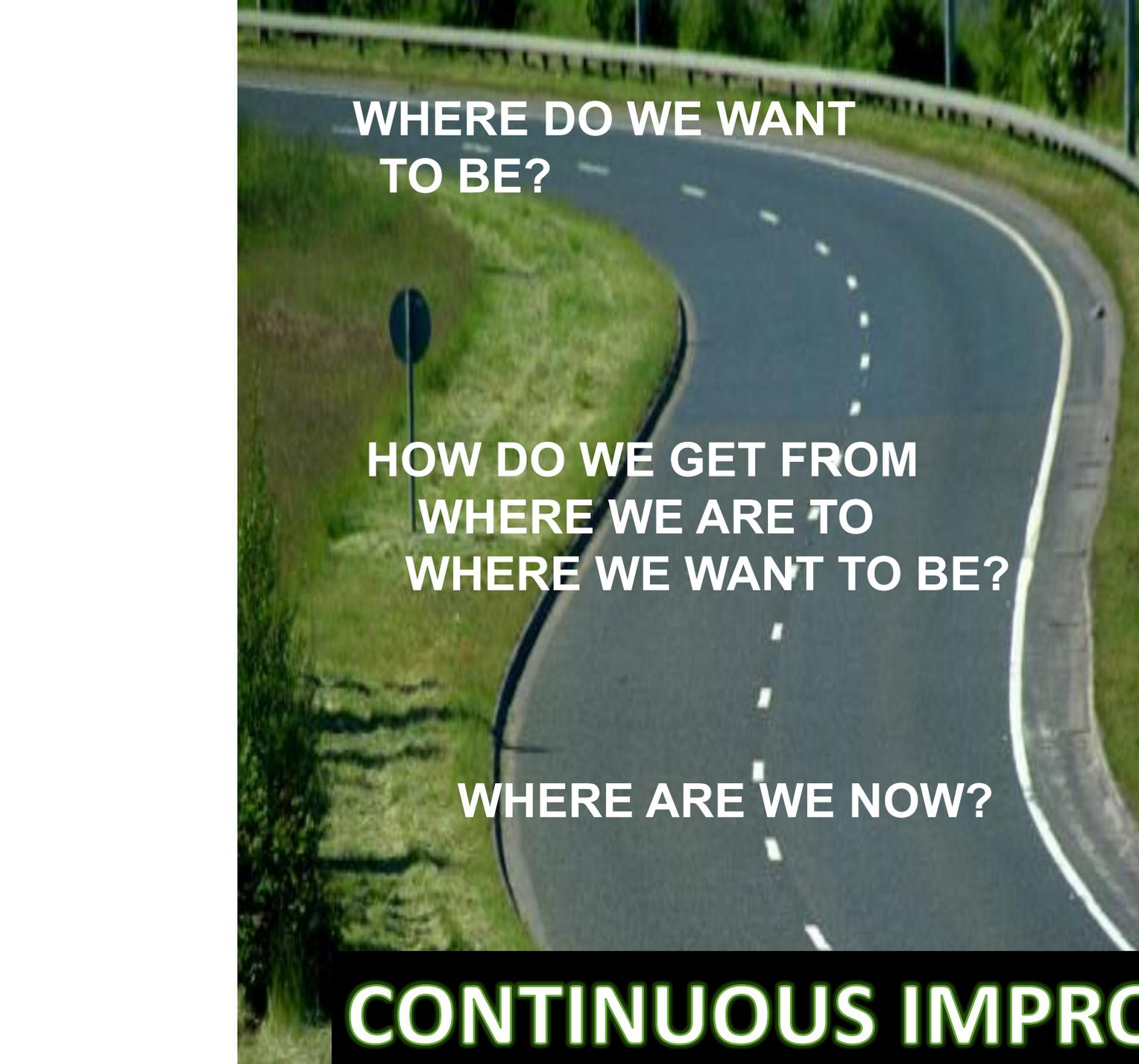
## FOUNDATION OF CONTINUOUS IMPROVEMENT

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

# Strategic Planning Process



Multi-Year: Summative



**WHERE DO WE WANT  
TO BE?**

**HOW DO WE GET FROM  
WHERE WE ARE TO  
WHERE WE WANT TO BE?**

**WHERE ARE WE NOW?**

It is good to  
have an end to  
journey toward;  
  
but it is the  
journey that  
matters in the  
end.

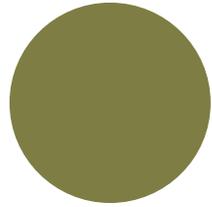
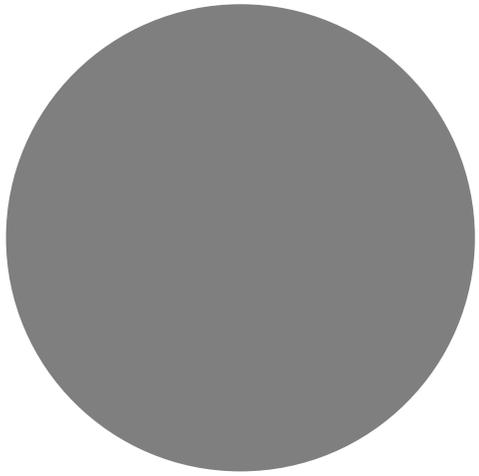
Ursula K. LeGuin 1999

**CONTINUOUS IMPROVEMENT**

***“The size and the prettiness of the plan is inversely related to the quality of action and the impact on student learning.”***

- Doug Reeves





“See it **big**, and keep it  
**simple.**”

~Wilfred Peterson





Keep it alive-  
not sitting on the shelf  
collecting dust

**Strategic Plans** need to be short and concise.

They need to set a **BIG PICTURE**  
for **where** the organization  
is headed  
and **how** the organization  
**will measure**  
**its success.**



*Examine the Top Ten reasons why plans fail. Pick 2-3 that might be something you want to keep in mind to make the new plan successful.*



# TOP TEN Reasons Strategic Plans FAIL

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



# Review of Current Plan

- Hear about the Current Plan
- It is a living plan?
- Are there parts of it on which we can build a new plan?



A weathered, yellow sign with a black border and rounded corners, mounted on a black post. The sign features the word "CHANGE" in large, bold, black, sans-serif capital letters. The sign shows signs of age and wear, including some staining and a small tear near the top center. The background is a dramatic sky with a gradient from dark blue at the top to orange and red at the bottom, suggesting a sunset or sunrise. Several power lines are visible across the sky, and a utility pole is partially visible in the lower right corner.

**CHANGE**

- Students report **widespread disengagement** at school, with only 32% saying they are “involved and enthusiastic” about school. ([Gallup](#))
- A recent Stanford study of middle school through college students showed that **most are “easily duped” by information** that flows through social media channels, and that the authors were “taken aback” by students’ lack of preparation. ([Stanford](#))
- **Only 35%** of 5th-12th graders said they **could “find many ways around problems”** in a recent survey. ([Gallup](#))
- Despite rising graduation rates, research shows **fewer students are prepared for college or a career.** ([New York Times](#))



- Across the US, **public school funds are being cut**, and many states face huge teacher shortages. ([Learning Policy Institute](#))
- **Student debt is at critical levels**, at a time when the college degree is no longer a ticket to the middle class. ([Boston Review](#))
- The current generation of **teenagers is anxious, depressed, over-stressed and fearful**. ([Pew](#))
- For most Western countries, scores on global or national **standardized test scores are flat or declining**. ([Pisa](#))
- **Only a third of business owners agree that graduates are leaving education with the skills needed for their company**. ([Gallup](#))



## W H A T C A N Y O U C H A N G E ?

### STOP.

Preparing kids for “what’s next”

Using standardized testing and mandates as excuses

Relying on traditional, micro-managerial assessment practices

Allowing inequitable and unjust assessment practices to hurt kids

### START.

Honoring the learners in front of you each day

Envisioning how assessment can better support learning

Placing the learner at the center of the experience

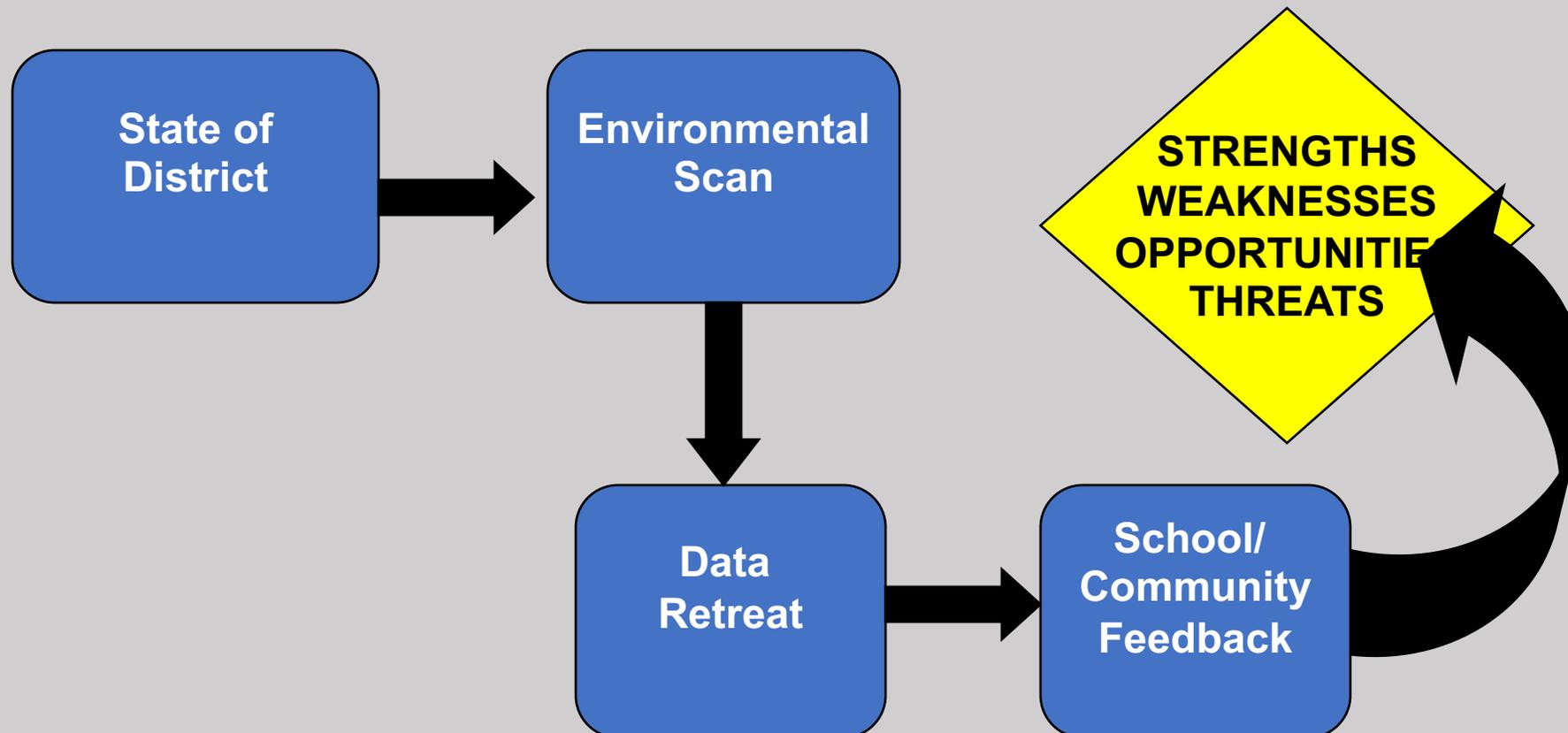
Advocating for change using your most passionate educator voices

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



PART ONE: Determine the current state of the district – **Where are we now?**





# 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**

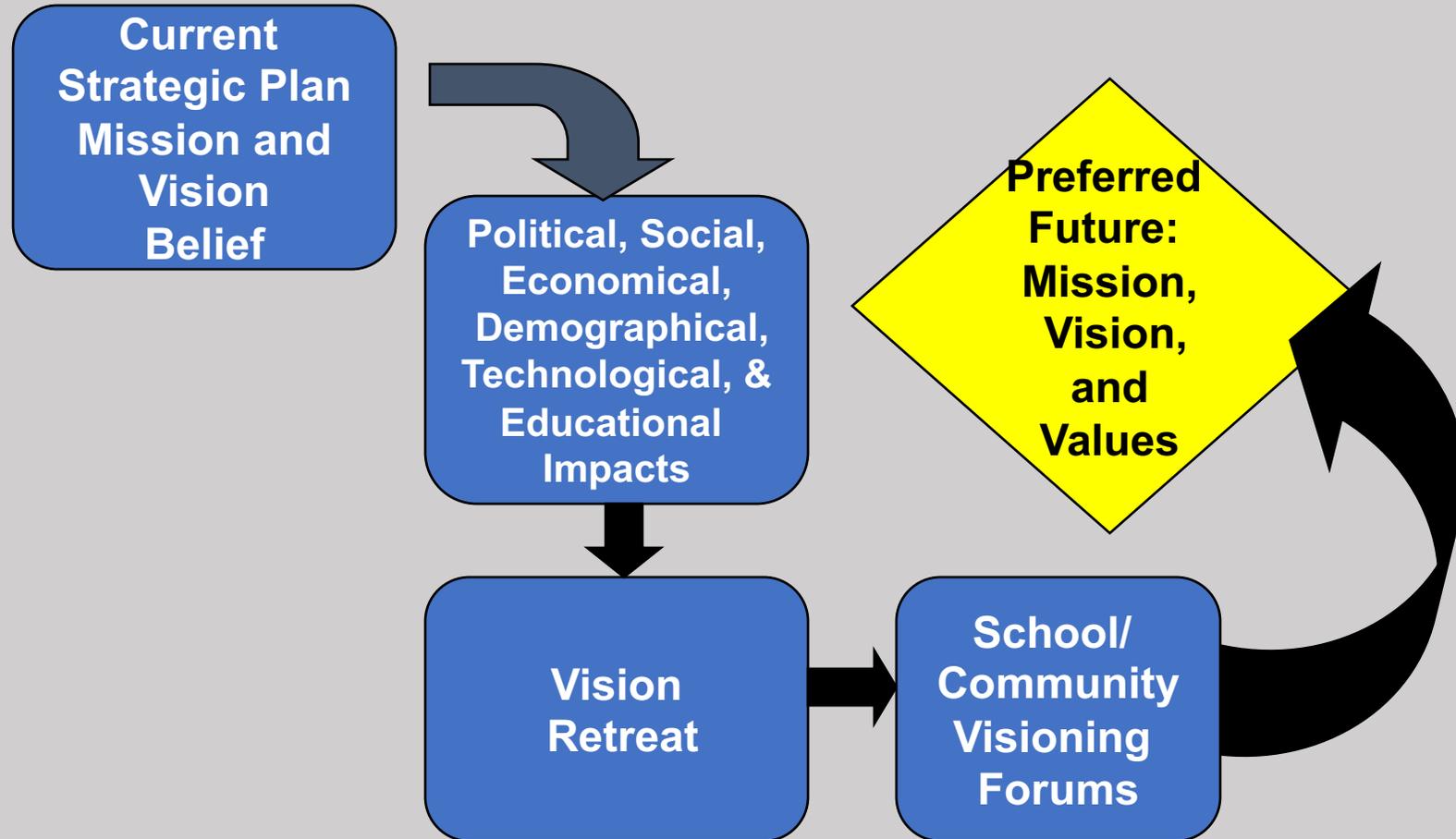
**OPPORTUNITIES**

**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?

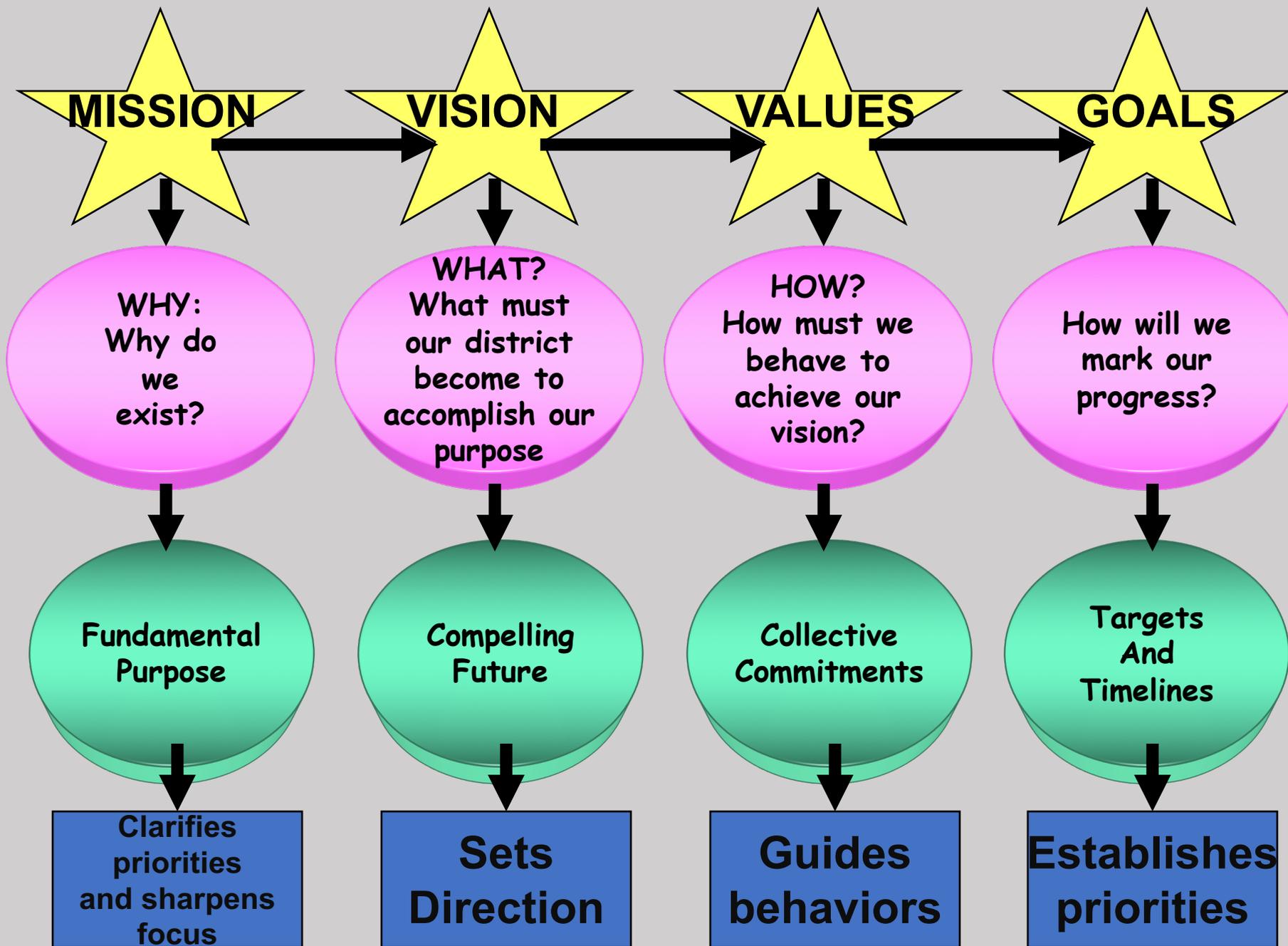
PART TWO: Determine the “PREFERRED FUTURE” - **Where do we want to be?**



*“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.”*

- Margaret Mead







**Shared**

**Mission**

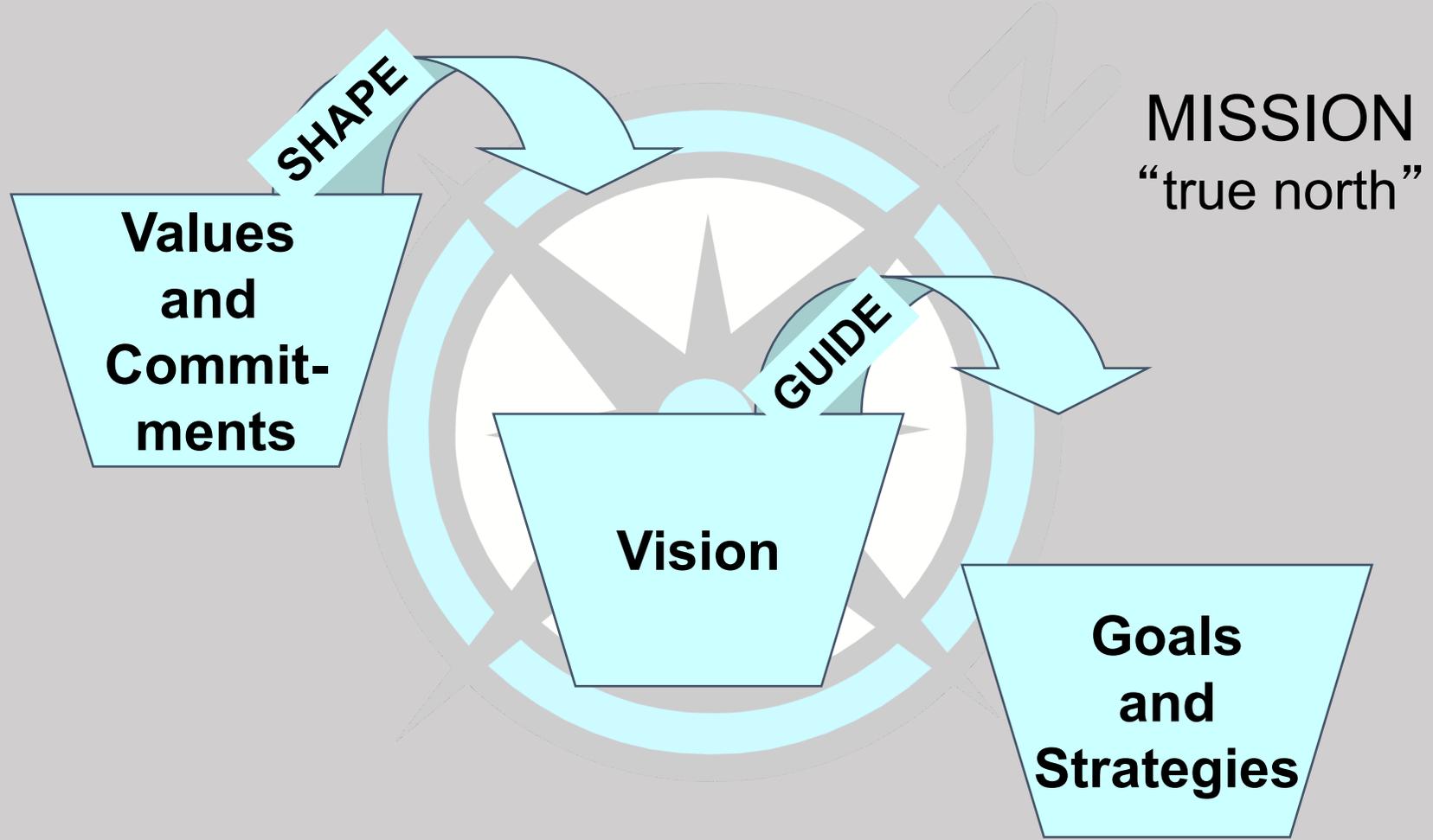
**Vision**

**Values/Commitments**

The words of  
**mission and  
vision statements**  
are *not worth the  
paper they are  
written on unless  
people begin to  
do something  
differently.*



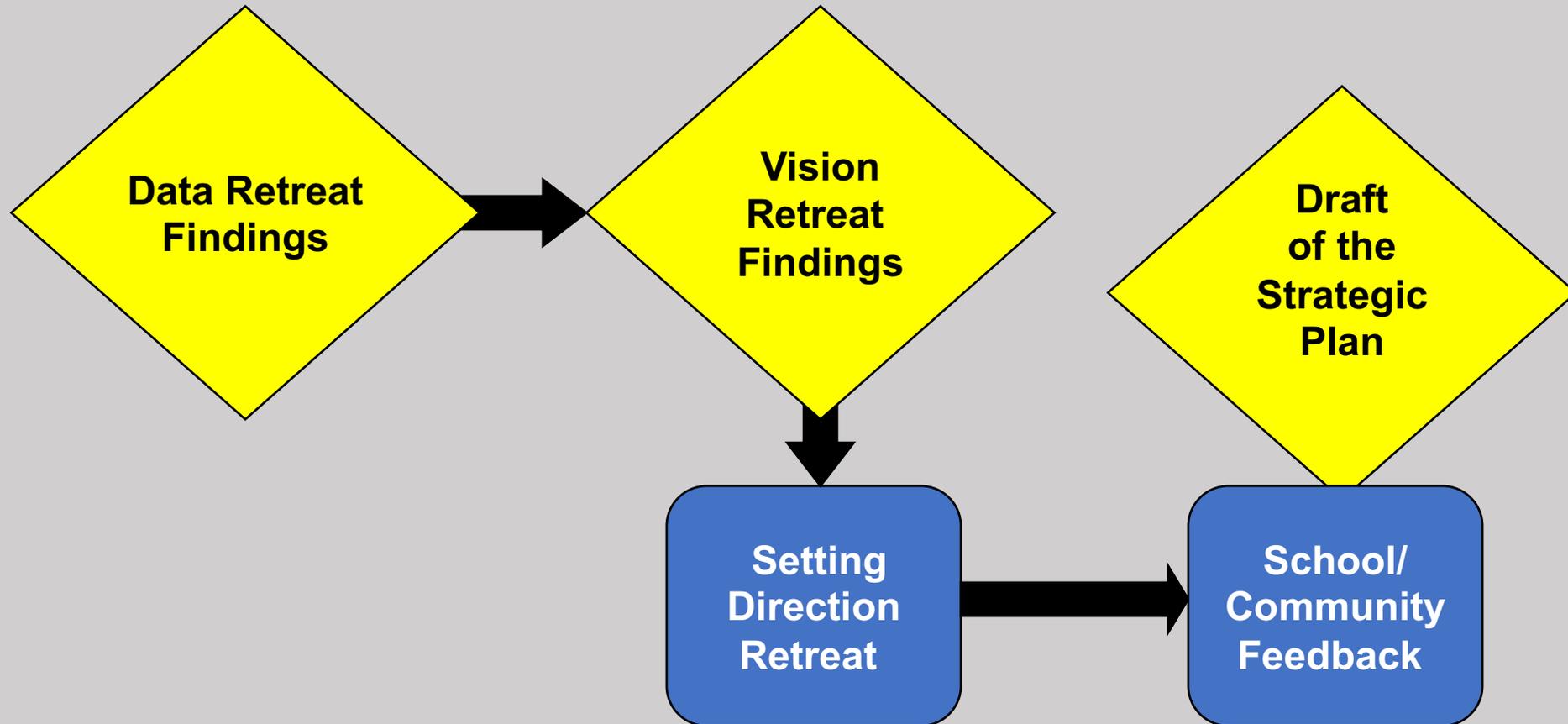
# The Process





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

**PART THREE: Draft the Plan - How do you get from where you are to where you want to be?**

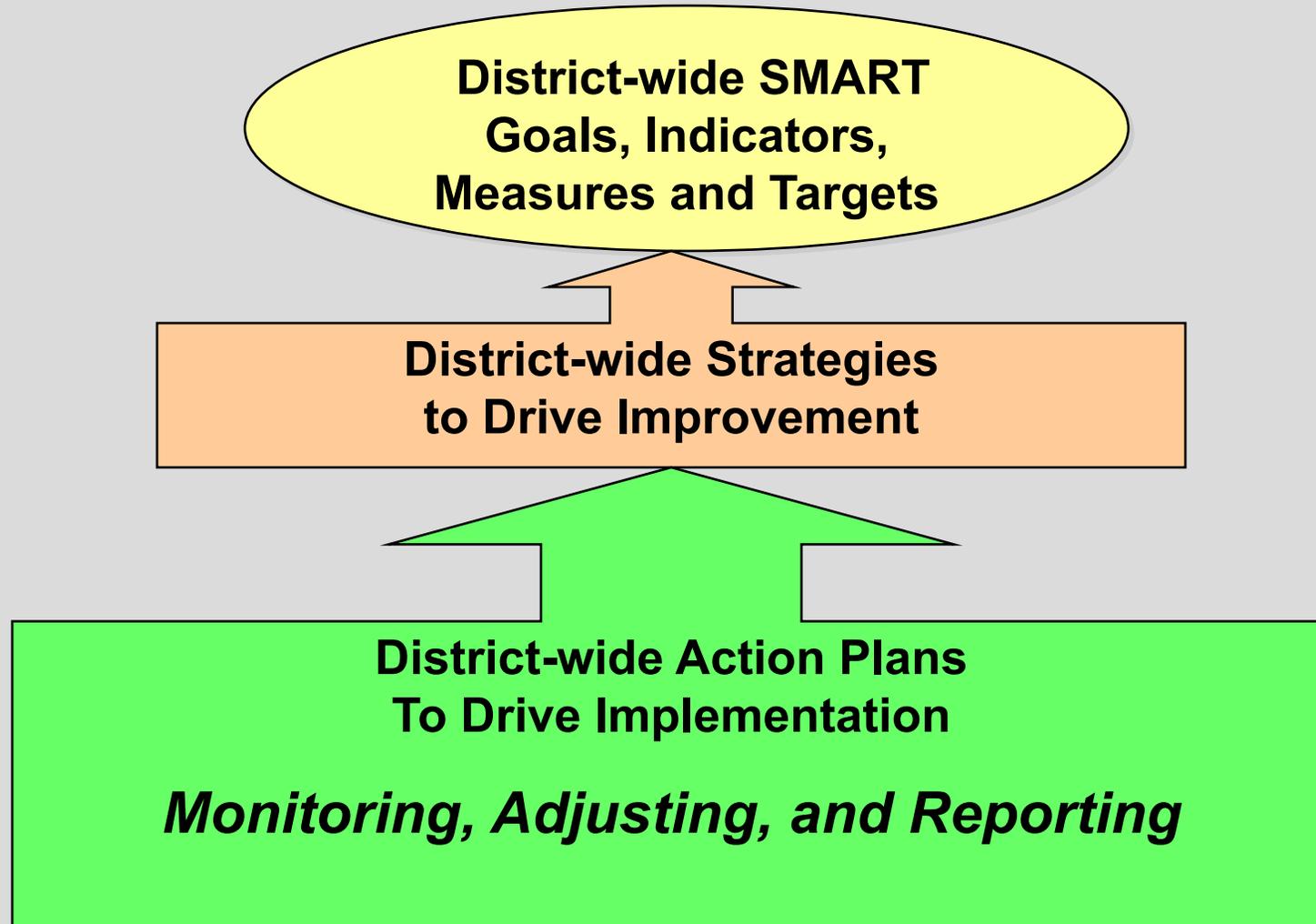


**“One is hard pressed to think of any organization that has sustained some measure of greatness in the absence of goals, values and missions that become deeply shared throughout the organization.”**

**~ Peter Senge  
The Fifth Discipline**



**SMART goals require aligned strategies and well-designed action steps in order to provide stakeholders with a map of what's important and a plan for how to get there.**



**SMART Goals**  
**Indicators and Measures**  
**With clear TARGETS**



*PLAN*

**High-Yield Strategies**  
**Intended to Positively**  
**Impact SMART Goals**  
**and TARGETS**

*DO*

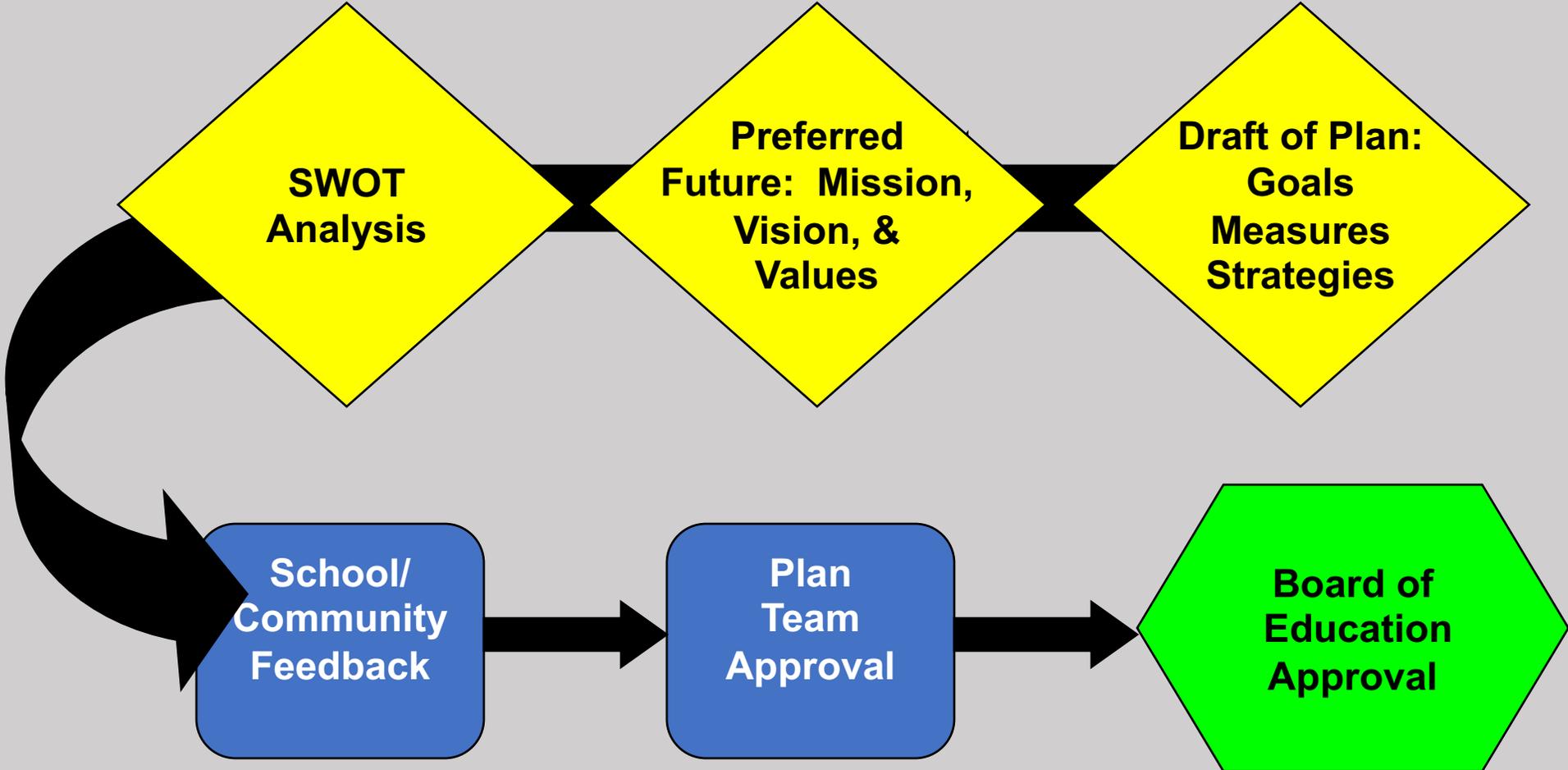
*ACT*

*STUDY*

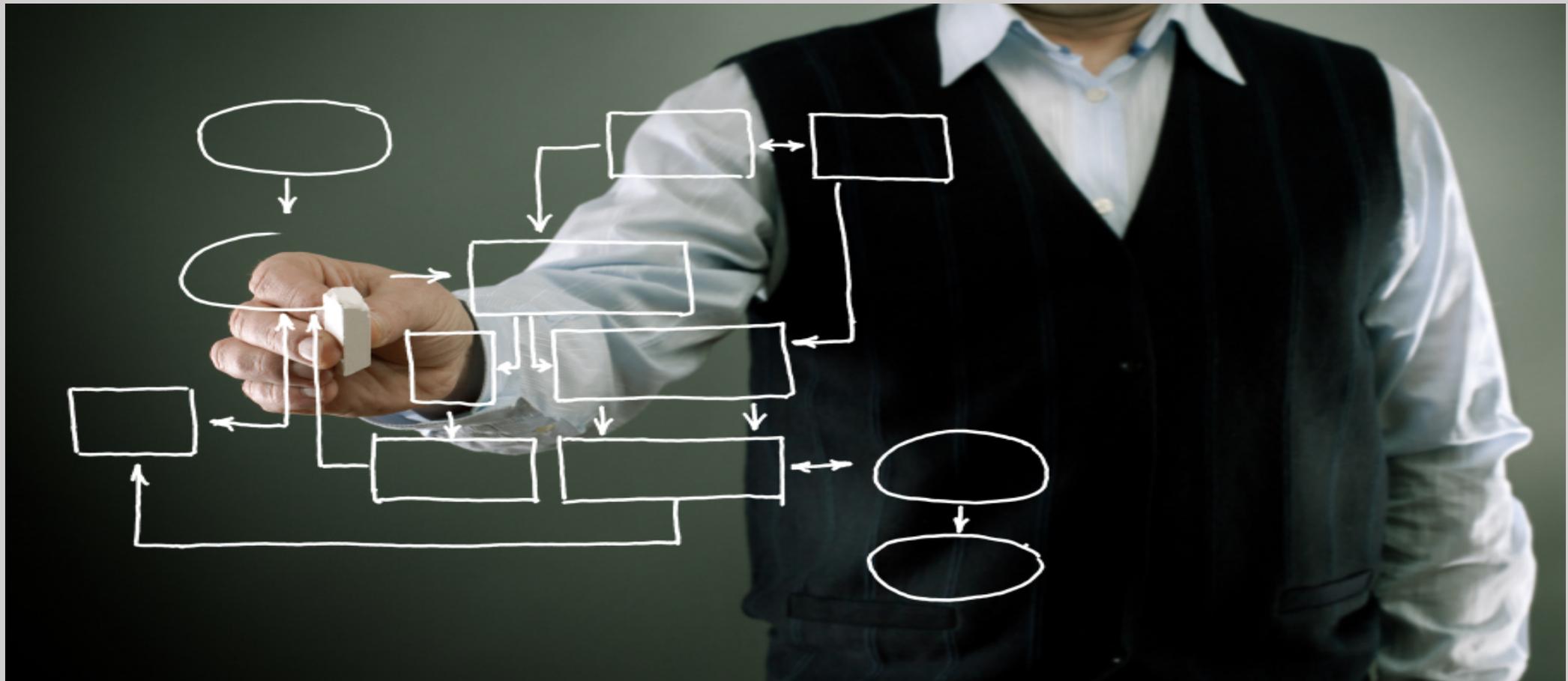
What do we  
need to do to  
**close the gaps**  
and **get closer to**  
**realizing our**  
**mission, vision,**  
**values and**  
**goals?**



# PART FOUR: Finalizing the Plan



# PLAN DRAFT



# Deliverables

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

**CRYSTAL LAKE ELEMENTARY DISTRICT**

## STRATEGIC PLAN

The 2017-2018 strategic planning process called Forward 47 was driven by stakeholders — engaging parents, community members, board members, staff, administrators, and former students in a collaborative effort. The new plan is intended to help shape the District's focus moving forward, build on existing strengths, and provide opportunities for growth over the next five years. In January 2018, the District 47 Board of Education approved the new strategic plan, establishing a set of priorities based on guiding principles designed to improve learning for all students.

### OUR VISION

**Where We Are Headed**

Learners are empowered when they:

- Demonstrate academic growth by being independent and strategic learners.
- Apply the life skills of collaboration, communication, citizenship, character, critical thinking, and creativity in real world situations.
- Set goals, monitor progress, and recognize improvement.
- Learn in an environment that is safe, engaging, and collaborative.
- Are supported by high-quality educators committed to meeting individual needs through relevant and differentiated instruction.
- Are supported by collaborative partnerships that engage families and the community.

### OUR VALUES

**What We Stand For**

- Collaborative and respectful relationships
- Equitable and timely resources
- Engaged and innovative instruction
- Growth and continuous improvement
- Recognizing and accepting individual differences
- Responsible and accountable stakeholders
- Safe, secure environment
- Social, emotional, and physical well-being

### OUR MISSION

**Why We Exist**

**EMPOWERING ALL STUDENTS**  
*Learners Today-Leaders Tomorrow*

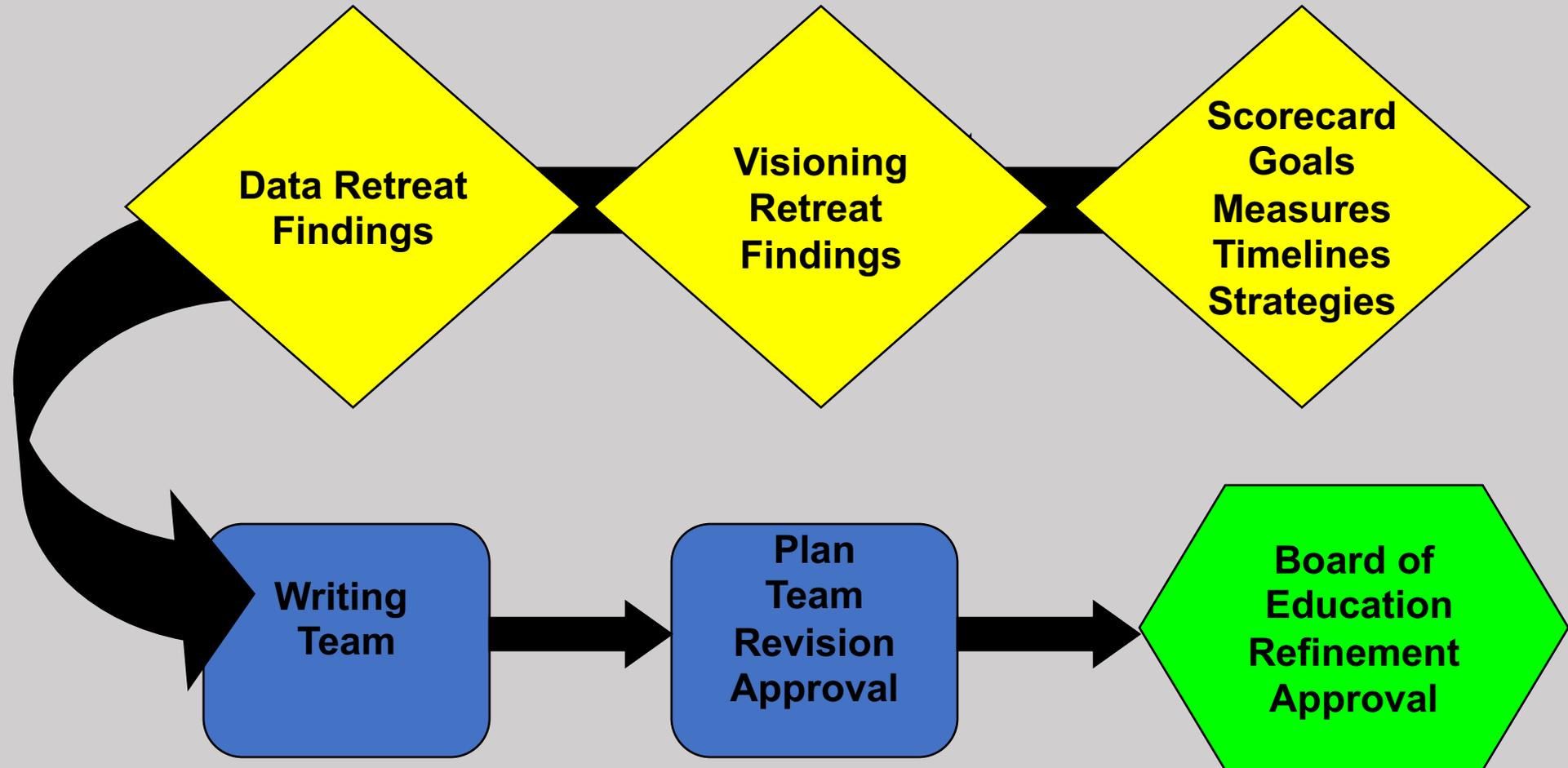
### OUR GOALS AND STRATEGIES

**What We Will Achieve**  
**What Is Our Priority Work**

- Student Growth and Achievement** (Icon: person with arms raised)
- Learning Environment** (Icon: person at a whiteboard)
- Work Environment** (Icon: people with a checkmark)
- Family and Community Partnerships** (Icon: hands shaking)
- Resource Efficiencies** (Icon: piggy bank)

For more information, visit [www.d47.org/forward47](http://www.d47.org/forward47) #D47ride

# PART THREE: Final Considerations



FEEDBACK  
AND  
REFINEMENT





*Examine the Strategic Plan of another district. What makes this a SMART Plan?*

---



LIVING THE PLAN  
STRATEGIC MANAGEMENT

**Align goals and strategies to a data system**

- Identify key indicators, measures, and targets for all goals and strategies

**Align the data system to a progress monitoring and reporting system for all stakeholders.**

- Progress monitor and report growth and achievement while making adjustments to ensure improved results

**Align the Plan to individual and team performance and program evaluation**

- Align individual, team, school, and program goals and feedback to the data system

**Align the Plan to the work structures and shared decision-making processes**

- Align the plan to school, team, department and program structures and processes to ensure ownership, responsibility and accountability

***Align the Plan strategies to PDSA action plans***

- Make sure strategy actions plans follow a consistent SMART process *to develop a two-way collaborative communication system*

***Align the Plan to resources of time and money***

- Align budget and meeting agendas to the Plan *to ensure focus and priority.*

## Strategic Plan Website

- Demonstrate how our work will be documented and accessible throughout the process for team members and constituents.
- URL

http://www.



# Preview Data Retreat

Answers the question: **Where are we now?**

*Paint a data picture to identify what is trending in a positive direction and what is trending in a negative direction*

- **Know our strengths and celebrations**
- **Know our weaknesses and opportunities**
- **Prepare a SWOT analysis**

