

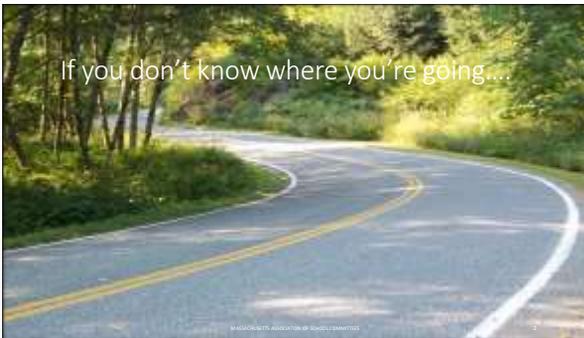


Strategic Planning

MASC/MASS JOINT CONFERENCE
NOVEMBER 2015

MASSACHUSETTS ASSOCIATION OF SCHOOLS COMMITTEE

1



If you don't know where you're going...

MASSACHUSETTS ASSOCIATION OF SCHOOLS COMMITTEE

2



...any road will get you there

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3





Strategy vs. Strategic Plan

STRATEGY

Integrates a few key initiatives
Constantly revised, reconsidered, adapted
Focuses on doing a few key things well

STRATEGIC PLAN

Discrete, unrelated initiatives
Static
Takes a broad, incremental approach

Mission

Why the organization exists
What do we do? For whom? What's the benefit?

*To promote health and quality of life by preventing
the spread of disease and disability*



Mission

Vision

The future we want to create
Where do we want to be?
Our North Star

Healthy people in a healthy world



Mission Vision

Core Beliefs

Guiding principles that set the foundation for how we will operate and
treat each other

*All children can learn
Diversity is a strength*



Mission
Vision
Core Beliefs

Overarching Goals

A few carefully chosen, integrated initiatives that fulfill our mission and lead us to realize your vision
Targeted vision statements

We will continually strengthen the recruitment, retention and professional development of highly effective staff.

Mission
Vision
Core Beliefs

Overarching Goals SMART Goals

Specific actions we will take to accomplish your objectives.
Think outcome, not output

By June 2016, we will revise our mentoring program to better support new staff as measured by a program plan to be implemented in the 2016-2017 school year.

Mission
Vision
Core Beliefs
Overarching Goals
SMART Goals

Action Plans

Implementation: Who is responsible for what parts of the plan and when it will be completed

Critical Success Factors

Things that must "go right" to achieve objectives

The FY17 budget must support stipends for mentors

Barriers to Success

Existing or potential challenges that hinder achievement of objectives

Professional development time must be allocated

Getting Started: Gather the Data



Who to seek out for input?

Superintendent & School Committee

Parents/Guardians

Administrators

Community members

Teachers

Municipal Officials

Other Staff

Businesses

Students



Who else?

Collecting the Data

Surveys



Focus groups



Look internally and externally
NSIP charges superintendent with data collection
Important to ensure that all voices are heard
Vet your findings

Community Perceptions of the Schools

District Strengths

District Weaknesses

District Needs

Misinformation/Hot Issues to be Addressed

Assess the Data

SWOT Analysis

INTERNAL: Strengths – What do we want to build on?
Weaknesses – What do we want to do better?

EXTERNAL: Opportunities – What can we capitalize on?
Threats – What do we need to mitigate?

PEST Analysis

- Political
- Environmental
- Social
- Technological

Data Analysis & Vetting Findings

Benchmarking districts/towns
What data to use
How to present the data



Use numbers to tell your story

- Data must be Understandable
- Put data in context
- Hot Button Issues
- Know Your Numbers



Once you know and understand the data,
You're ready to plan!



Elements of the Plan

Mission & Vision

Why we exist
Our vision for the future. Our North Star

Core Beliefs

Guiding principles

Theory of Action

If we take this course of action,
Then we will get this result

Overarching Goals

3-5 INTEGRATED broad objectives
Targeted vision statements
3 to 5 year horizon

SMART Goals

Specific Measurable Attainable Results-oriented Timebound
Shorter horizon

Action Plans

Who does what and by when

What should the plan look like?



Goal Alignment

Student Achievement



Implementing the Plan

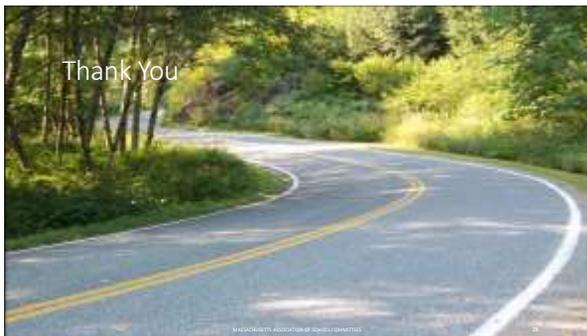
Monitoring the plan gives structure and focus to the school committee's work:

- Use a year-long agenda to monitor progress
- Presentations can be tied to key actions and benchmarks in the plan
- Use the Superintendent Evaluation cycle to ensure accountability
- School Committee goals should align to the plan
- Budgets should support the plan

Key Monitoring Questions

-  Are we doing what we said we would do?
-  Are we getting the results we said we would achieve?
-  What adjustments do we need to make to the plan?





Thank You

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