

Creating a Great Strategic Plan

Center School District
Springfield Public Schools

March 29, 2017
10:00-1:30

Regardless of the size or demographics of your district, it's important to have the tools to develop and implement a comprehensive strategic plan that will guide your schools. Learn from education leaders their best methods for creating a measurable plan that will drive academic growth in your education community.

Center School District

Dr. Sharon Nibbelink
Superintendent

Ms. Kelly Wachel
Public Relations Director

Springfield Public Schools

Dr. Mike Dawson
Chief Learning Officer

Ms. Amy St. John
Director
Performance Analytics

What will we share with you?

- 10:00 - 10:15 Introduction & Overview
- 10:00 - 10:45 Process - Each tell their story
- 10:45 - 11:00 Process Activity with Kelly Wachel
- 11:00 - 11:30 Product - Each district share our Strategic Plan
- 11:30 - 12:30 Lunch & Product Activity with Amy St. John
- 12:30-1:00 Monitor - Each tell their story
- 1:00 - 1:30 Monitor Activity with Dr. Mike Dawson & Amy St. John
- 1:25 - 1:30 Closing Activity - Dr. Mike Dawson & Amy St. John

PROCESS

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“Discovery is more powerful and effective than is persuasion”

- Obtaining permission to improve your school district
- Guiding question: What are our dreams for our students?
- Strategic Planning Process - Vision 2020 document
- Strategic Planning Steering Committee
- Research, focus groups, KOLs, online surveys

PROCESS

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What our research was asking:

- Traditional vs. “Innovative”
- Performance Trends
- Strengths and Weaknesses
- To “grade” our district



**Center School District
Strategic Planning Research
Final Report
May 10, 2016**

To assist the Center School District’s strategic planning initiative, Patron Insight, Inc. was engaged to conduct detailed research to gather the opinions of staff, parents and the community.

The research consisted of:

- Interviews with six Key Opinion Leaders (KOLs) who work and/or reside within the school district’s boundaries
- Separate, but similar, online surveys for parents and staff, through a link sent by the district
- A similar online survey for the community, available via a link posted on the district’s website

The school district provided the names of potential KOLs to be interviewed and actively promoted each of the online surveys. Yet, the participation levels were somewhat disappointing. Only six KOLs were reached (either directly or through their return of a voice mail message). For the online surveys, 125 staff members, 77 parents and 55 community members chose to take part.

Even so, the input from these participants, through these qualitative research opportunities, offers insight into their thinking about the district, its performance and the ideas that are currently being discussed.

This report details the findings from the Key Opinion Leader interviews first, followed by the statistical review of the online surveys (with accompanying comments).

PROCESS

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Response	Number
Small/close-knit district/community/family atmosphere	14
Teachers/staff/administration	12
Community/parent involvement/engagement	9
Diversity/inclusion	9
Other (see below)	6
Quality of education/putting students' needs/success first	5

PROCESS

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- [Focus group video](#)
- Committee meetings
- Writing the plan - structure and message
- Board of Education presentation - structure and message

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Listening and Learning Tour recommends strategy

- Stakeholder Groups
- Online Survey
- School Board
Engagement

Key Topics:

- Change in quality of SPS during the last five years
- Quality of SPS compared to regional school districts
- Word that describes SPS
- Best thing about SPS
- One thing to change about SPS
- Key strengths
- Opportunities for improvement
- School success measurements

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Measures of Success

- Reading and Math Proficiency
- Attendance
- Graduation Rate
- Parent and Student Satisfaction
- Employment Rate
- Communication
- Collaboration
- Critical Thinking Skills

Success Measurements	Total	Students	Employees	Parents	Patrons
Communication, Collaboration, Critical Thinking	3	6	4	3	3
Student Satisfaction	10	3	9	10	10
ACT Composite Scores	9	7	5	8	7
Attendance Rate	7	8	8	9	5
Employment Rate	2	9	2	2	2
Parent Satisfaction	5	4	10	4	4
Graduation Rate	6	5	7	6	8
College-Going Rate	4	1	3	7	9
Reading/Math Proficiency Rates	8	10	6	5	6
Highly Qualified Teachers	1	2	1	1	1

Rankings of school success measurements from most important (1) to least important (10)

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Recommended strategies from stakeholders:

1. Create a Collective Vision
2. Create Financial Sustainability
3. Ensure Equity of Opportunity
4. Guarantee Access to High Quality Educators
5. Eliminate Barriers to 21st Century Tools & Schools
6. Empower and Engage Partners
7. End Isolation and Foster Regional Collaboration
8. Realign Organizational Structure to Meet System Goals



PROCESS ACTIVITY

1. Process Quadrant handout
2. Work in small groups
3. Share thoughts

Strategic Planning Process Quadrant
What should we think about when organizing our plan?

What is your guiding question?	Who is on your district planning team?		
	Internal	External	
Who is your internal audience/ stakeholder group?	How will you engage your internal audience/stakeholder group?	Who is your external audience/ stakeholder group?	How will you engage your external audience/stakeholder group?
How will you conduct formal/informal research? (Best practices, public opinion?)	What process will you use to write the plan?	What does your presentation of the plan look like?	

What kind of timeline
will you use?

What is your budget?

Kelly Wachel—Center School District

PRODUCT

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STRATEGIC PLAN – VISION 2020

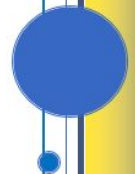
Center School District

The Center School District presents a Strategic Plan that aligns with the vision and mission for the future of our schools.

Vision: The Center School District strives for excellence in our schools where all students are expected to learn and grow.

Mission: All students will demonstrate high achievement, character, and teamwork in a diverse community. Together, we achieve!

Strategic Planning Committee
May 2016



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STRATEGIC PLAN – VISION 2020

Center School District

STRATEGY 1

ACADEMIC ACHIEVEMENT

“We want our students to compete at the top levels of academics and industry.”

– Parent

We believe that academic achievement is at the center of what we do. Academic achievement is the umbrella under which our goals, action steps, and plans are derived. The future of Center School District depends on our ability to increase academic achievement. Here are ways in which we can do so:

Priority 1:

Integrate research-based programs to incorporate student choice and student voice such as: personalized learning; project-based learning; real-world application programs.

Priority 2:

Increase average ACT score to state average or above by 2020 by building collective capacity from birth to college.

Priority 3:

Increase options for opportunities to learn within Advanced Placement courses, Honors courses, Dual-Credit courses, technical courses, internships, and online courses for students, staff and parents.

Priority 4:

Provide high quality preschool for every child in our community. Increase number of students in the early childhood program and Parents As Teachers program.

STRATEGIC PLAN – VISION 2020

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STRATEGY 2

COLLEGE AND CAREER READINESS

“We want our students to move fearlessly to their future.”

- Principal

We believe that college and career readiness is a service we must provide our students. We will prepare our students for a world where they are successful in college and in their career. We want our students to master the art of communication, creativity, collaboration, and critical thinking – all of which prepare them to enter college and career ready to grow and thrive. The future of Center School District depends on our ability prepare students for college and career at high levels. Here are ways in which we can do so:

Priority 1:

Become part of the CAPS (Center for Advances Professional Studies) Network. This allows our students the ability to work in passion-driven, career-oriented pathways of study with real-world business and industry across the community. This also allows our teachers and students the ability to collaborate, learn, and grow in an authentic, real-time, project-based environment.

Priority 2:

Establish a school or location of choice or a model school for our students and parents. Maybe it's two 5th grade classes at the Red Bridge Shopping Center and the classes work on business-oriented projects with the developer; middle school classes at a local hospital; or high school courses at Burns and McDonnell.

Priority 3:

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STRATEGY 4

Taking Care of Students and Staff

“We want to feel safe in our learning and to feel that our dreams are honored.”

- Student

We believe that taking care of our students and staff fundamentally enhances the culture and atmosphere of our community. Healthy staff and students – both mentally and physically – contributes to our emotional wellbeing as a family. The future of Center School District depends on our ability to take care of each other. Here are ways in which we can do so:

Priority 1:

Explore methods to link students' interest and passions to classes and learning.

Priority 2:

Continue to be trauma-informed schools with trauma-informed training for staff. Find resources for teachers and students that fill the need for counseling support and mental health for all.

Priority 3:

Provide opportunities for staff to create their own personalized learning opportunities through professional development. When we feel ownership over our learning and job responsibilities, we feel connected to the mission.

Priority 4:

Continue to advocate for compensating staff and administrators competitively among regional salary schedule averages.

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Beliefs - ERP



All: Each student, pre-kindergarten through graduation, regardless of ethnicity, gender, disability and socioeconomic status.

Engaging: Learning **experiences** that are irresistible due to connection with **student interest**. All students experience a culture of **inquiry** and instructional **choice** and are encouraged to value learning above the letter grade.

Relevant: Learning experiences that **challenge** all students to exhibit the ability to solve **real-world problems** for **authentic audiences** and connect learning to their own life or to the world around them.

Personalized: Learning experiences founded in **relationships** that connect educators with students to **set goals and monitor progress**. All students are inspired to maximize their potential, while receiving appropriate levels of support. **Flexibility exists in pace, place and path of learning.**

Strategic Plan 2015-2020

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FOCUS 1. Student Success and Learning Support

GOAL 1 - Promote, create and maintain a safe and secure environment that supports the physical and emotional well-being of all students.

GOAL 2 - Each student will have equitable access to engaging, relevant and personalized learning experiences that positively impact academic achievement and personal growth.

GOAL 3 - Each student will be equipped to solve problems through critical thinking, creativity, communication and collaboration.

FOCUS 2. Empowered and Effective Teachers, Leaders and Support Personnel

GOAL 1 - Create a culture that empowers employees and provides each student access to a qualified and effective teacher in every classroom, an effective principal in every school and an effective employee in every position.

FOCUS 3. Financial Sustainability and Operational Efficiency

GOAL 1 - Seek, align, manage and optimize resources for improved student success, while remaining financially sustainable.



PRODUCT ACTIVITY

Table Talk
What is YOUR SWOT Analysis?

Strengths

Weaknesses

Opportunities

Threats

S. W. O. T. Analysis

- What practices are really working well for your school district?

- What is a gap or inefficient procedure?

Strengths

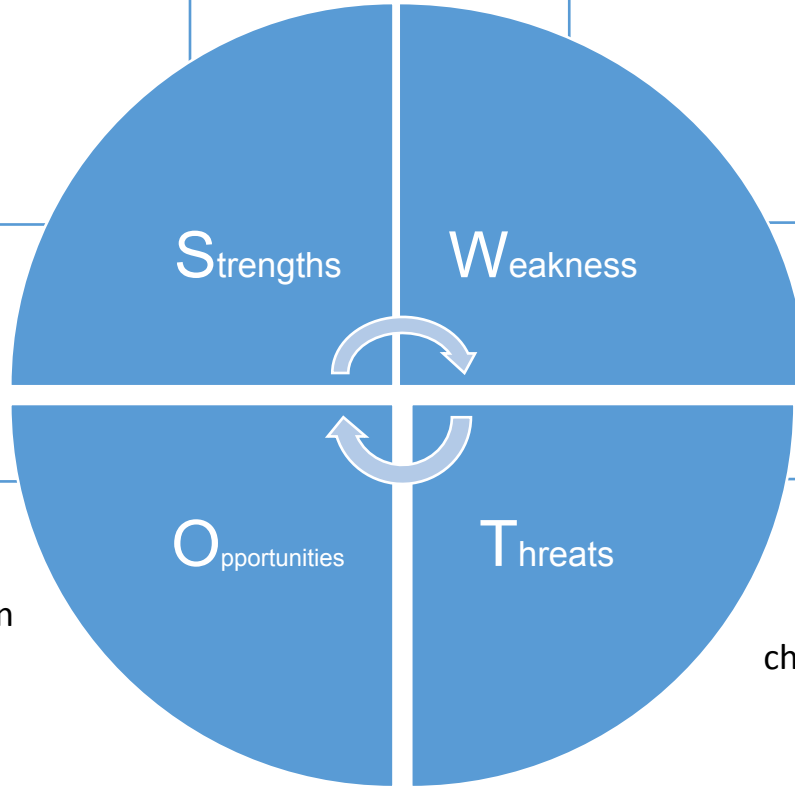
Weakness

Opportunities

Threats

- What is an untapped resource in your area?

- What are some environmental changes or threatened resources on the horizon?



MONITOR

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STRATEGIC PLAN – VISION 2020

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IMPLEMENTATION TIMELINE

Year 2016-2017:	1.2; 1.3; 1.5; 1.7 2.1; 2.4; 2.5 3.2 4.2; 4.5; 4.6 5.2; 5.6; 5.5
Year 2017-2018:	1.1; 1.4; 1.6 2.2; 2.3; 2.4 3.2 4.2; 4.3 5.5 6.3
Year 2018-2019:	3.1; 3.2; 3.3 4.1 5.1; 5.2; 5.3; 5.4; 5.5 6.1; 6.2
Year 2019-2020:	6.4
Year 2020-2021:	

- Monitor according to timeline for implementation
- Low hanging fruit
- District professional development (internal)
- Administrators (internal)
- Board of Education (internal and external)
- Friday Letter
- District communication (internal and external)

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INTERNAL

- Chief Learning Officer assigned strategy champions
- Created Executive Leadership Team standing agenda item - Project Team Updates

PUBLIC

- Weekly eCommunication update to Board of Education
- Transformed from Program Evaluations to Strategic Plan Updates
- Created a website - SPS Strategic Plan

MONITOR ACTIVITY

BE the BOARD

- Are we achieving our focus?
- Are we showing progress towards our objectives and strategies?
- Can we demonstrate the impact we are having?

CLOSING ACTIVITY

I learned...

I was surprised...

I am reminded...

I especially enjoyed...

I never knew...

I plan to change...

I will start with...

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