

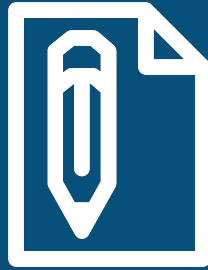
The Importance of Having A Clear Roadmap:

How to Develop & Live Out Your Strategic Plan to Move Your System Forward

MASE Best Practices May 2021

Jamie Nord, Executive Director





Learning Targets:

1. Participants will understand the “why” behind having a strategic plan.
2. Participants will explain the basics of strategic planning.
3. Participants will become familiar with a process for strategic planning and identify how it can be adapted in their context.
4. Participants will identify activities that can be used to help their organizations live out their strategic plan.

WHY?

My Top Three

1. Direction
2. Focus
3. Continuous Improvement

What is a strategic plan?



Definition

Strategic planning is a systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them. Strategic planning begins with the desired-end and works backward to the current status.

*“Strategic planning helps determine the **direction and scope of an organization** over the long term, **matching its resources to its changing environment** and, in particular, its markets, customers and clients, so as to **meet stakeholder expectations**.”* Johnson and Scholes, 1993

What are the key components?



Mission



Why do we
exist as an
organization?

Vision



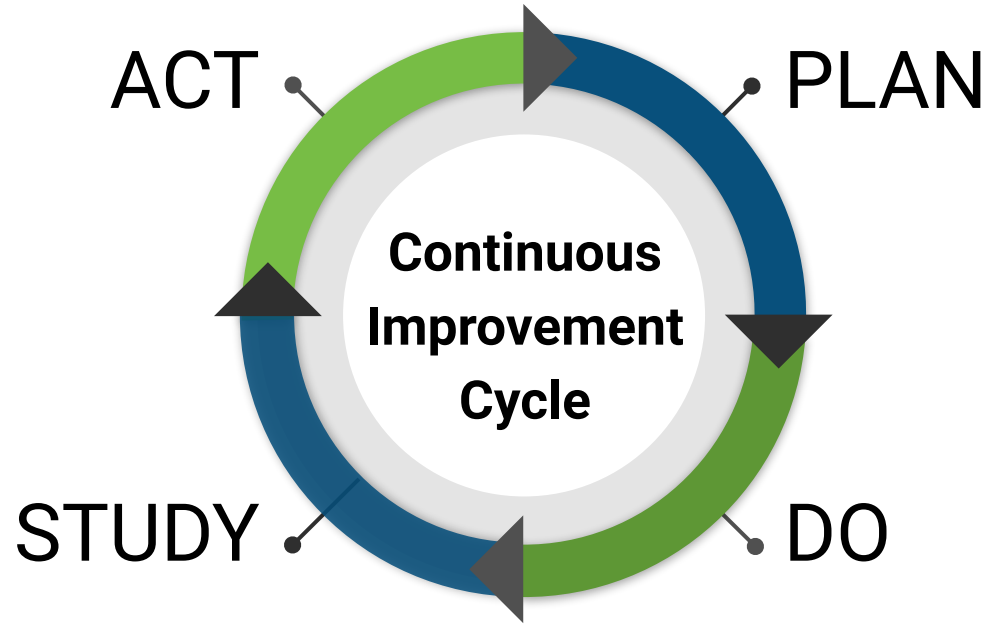
What must we
become to
accomplish
our purpose?

Goals



How will we track
our progress?

**What does it look like
in practice?**



OUR JOURNEY

Overview

2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Developed Plan & Began Implementation	Enhanced Employee Understanding & Buy-In	Initiated Annual Reflection and Planning Process	Continued with Implementation	Engaged in Strategic Plan Refresh Process	Initiated Refreshed Plan with More Intentional Communication to Stakeholders

Strategic Action Plan

2015-20

The St. Croix River Education District (SCRED) is an education organization that provides services to six member school districts – Chicago Lakes, East Central, Hinckley-Islayton, North Branch, Pine City and Rush City. SCRED also serves TRIO Wolf Creek Charter School and the programs hosted by its member districts (SOAR, Pathway to Change, and Vision, The Chicago County Life Work Center, and The Pine County Transition Program). Guided by a strategic action plan developed with member district staff and administration, SCRED offers high quality professional learning experiences and on-site support and consultation that promote collaboration and innovation in education while advocating for the unique learning needs of all students.

Our Five Year -VISION-

COLLABORATE

- Establishing effective teams to make data-based instructional decisions that result in positive academic and behavior outcomes for all students
- A positive collaborative culture between SCRED and member districts including strong communication with stakeholders

INNOVATE

- Demonstrating leadership in evidence-based instructional practices within a Multi-Tiered System of Support (MTSS) framework
- Demonstrating progressive leadership in the area of mental health through implementation of best practices and effective school-based programming

ADVOCATE

- Providing high quality professional learning opportunities informed by district needs and reinforced by building-specific action planning
- Establishing strong staff recruitment and retention practices for SCRED employees

Original

Strategic Action Plan

2020-25

Collaborate. Innovate. Advocate.

Our Mission
Through data-based decision making, meaningful collaboration, and implementation of innovative, evidence-based practices, the St. Croix River Education District will be a leader in maximizing outcomes for all learners.

St. Croix River Education District

Strategic Action Plan 2020-2025

MISSION VISION VALUES

Where are we going moving forward?
What impact are we trying to achieve?
What do we stand for?

Our Vision

- Continue to build a positive, collaborative culture with our member districts through meaningful work and intentional communication
Why? To enhance the effectiveness of the services we provide to our stakeholders
- Support the implementation of collaborative data-based decision making
Why? To maximize academic and social emotional learning outcomes for all students
- Develop capacity within our member districts to implement an effective Multi-Tiered System of Supports (MTSS), including the use of evidence-based academic and social emotional learning instructional practices
Why? To maximize outcomes while creating safe and supportive schools for all
- Provide high-quality professional learning informed by our stakeholder needs and reinforced through opportunities for supported application
Why? To cultivate professional growth and equip educators to meet the needs of all students
- Enhance recruitment and development opportunities for SCRED employees and support similar efforts in member districts
Why? To promote continuity in the services provided to our member districts, students, and families

425 S. DANA AVE, RUSH CITY, MN 55069 | 320.358.3616 | WWW.SCRED.K12.MN.US

Refreshed

Plan Development

Steps to Capture All Voices

Plan Development Process

Consulted with [Big River Group](#) - Bruce Miles

1. Pre-Planning Activities

- Emailed short survey to all stakeholders
- Summarized and analyzed survey results
- Pulled together historical information about organization

Stakeholder Survey

1. Please identify your role within SCRED.
2. What 2-3 things are going well within SCRED & provided services?
3. What 2-3 things need to be worked on or improved?
4. What should SCRED look like in 3 to 5 years (your Vision for SCRED)?
5. What should SCRED take on as near-term priorities in next 12-18 months?

Plan Development Process

2. Planning Sessions (1 day = four 2-hour sessions)

- Selected district staff & identified SCRED staff - “end users”
 - Briefly review survey summaries & organizational history
 - Identify recent successes, issues & future
 - Identify desired priorities
- Member district leaders & identified SCRED staff
 - Briefly review survey summaries & organizational history
 - Identify recent successes, issues & future
 - Identify desired priorities

Successes, Issues, & Future Activity:

Large Group Brainstorm on Board

Intended + Negative Outcome	Intended + Positive Outcome
Unintended + Negative Outcome	Unintended + Positive Outcome

Visioning Activity:

Small Groups with Large Group Share Out
Gallery Walk to “Vote” for Top Vision Statements

Step #1: Write items for your new Vision here.

In five years, we will have developed, delivered, & be recognized for...

-
-
-
-
-

Priorities Activity

Step #2: Identify between 4 & 6 near-term Priorities to get there.

1)

2)

3)

4)

5)

6)

Plan Development Process

- Member district superintendents & SCRED administrators
 - Briefly review survey summaries & organizational history
 - Review & affirm results from prior meetings
 - Select final vision
 - Select final priorities
- SCRED administrators
 - Review & affirm results from previous session

Prioritizing the Work

Implementing (priorities)	Reviewing (some items to consider)	Considering (other items)

Plan Development Process

3. Post-Session Work

- Develop specific goal work plans for new priorities
- Specify next steps: roles & responsibilities



vs.



SCRED Strategic Plan Refresh Timeline

Refresh Proposal & Coordination

Share proposal with
Superintendents'
Operating Committee
for input and approval;
coordinate input
gathering process

August

*September-
October*

End-User Input

Gather input from
teachers and service
providers through
existing forums and
google forms; create
summary of results

Decision-Maker Input & Plan Refresh

Share summary of end-user input to
inform facilitated discussions with
administrators and governing board;
develop a draft of refreshed plan

*November-
December*

January

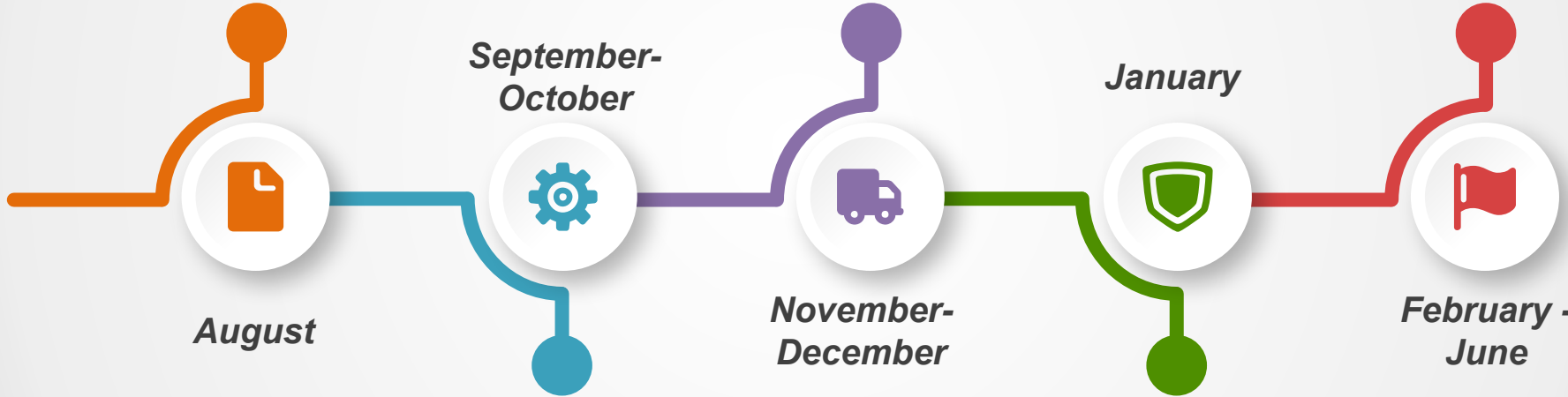
Plan Approval

Propose refreshed plan
to Superintendents'
Operating Committee
and Governing Board
for approval

Implementation Planning

Develop professional
learning plans and the
budget for 2020-21
based on refreshed
plan; build
organizational
momentum for
implementation

*February -
June*



Plan Refresh Framework - “The 3 Cs”

Carry Forward

The first step in the process is to review our plan and assess which of our vision statements we want to carry into our plan for the next five years.

Consider carrying forward goals that meet the following criteria:

- Multi-year goals with strong performance measures, indicating the progress of your strategy over the life of the plan.
- Goals that are not completed and need to be extended into the next plan.
- An ongoing process goal continuing into the next year.
- Projects that aren't complete.

Plan Refresh Framework - “The 3 Cs”

Close Out

After reviewing and deciding which vision statements we need to carry forward, we will also need to decide which vision statements we will be closing out and not continuing into the next five years.

Goals that might be closed out at the end of our current plan might include:

- Goals that are (or will be) achieved and do not need to extend into the next five years.
- Goals that aren't complete and will not be continued in the next five years.
- Goals we no longer need or won't be relevant in the next five years.

Plan Refresh Framework - “The 3 Cs”

Create New

Looking ahead to the future of our organization, the last step in preparing our plan is creating new vision statements for our next five years.

Creating new goals is just as it sounds. A new five year plan may equate to the need for new goals that support our long-term vision of success.

Plan Refresh Process Resources

- **End-User Input**
 - In-Person (presentation with facilitated activity)
 - Electronic (intro video with survey)

PICK ONE



Plan Implementation

Ways To Live Out Your Plan

A scenic view of a mountain peak, likely El Capitan in Yosemite National Park, with a quote overlay. The image shows a steep, rocky cliff face on the left, with a few small trees growing on it. The sky is a soft, hazy orange, suggesting a sunrise or sunset. In the foreground, a single evergreen tree is visible on the right. The quote is centered in a dark, semi-transparent box.

Successful organizations understand the importance of implementation, not just strategy, and, moreover, recognize the crucial role of their people in this process.

Jeffrey Pfeffer

“ quote fancy



**Assist employees in
understanding “fit”**

Foundational . Self-Efficacy . Collective Efficacy

Foundational Activity

FOU
ENOK



Activity

- How does this video relate our work?
- Which tree are “we”, as SCRED, moving?
- What did you take away from the video?

SCRED Vision: Quick Talking Points

Multi-Tier System of Supports

Data Teams

Mental Health

Culture and Communication

Professional Learning

Recruitment and Retention

Self-Efficacy Activity

Three Puzzle Pieces to Implementing Plan

1. When we ***inform*** people by clearly communicating the company's destination, they develop a sense of direction and focus.
 - a. Get vocal
 - b. Follow up with visuals
 - c. Update as you go along

Click [here](#) to access full article.

Three Puzzle Pieces to Implementing Plan

2. When we ***inspire*** people by explaining why the destination is important, they develop the motivation and determination to see the race through.
 - a. Focus on the aspirational components of your goal.
 - b. Share your passion.
 - c. Show people how they are making a difference.
 - d. Celebrate milestones.
 - e. Regularly assess your communications efforts.
 - f. Strive for a balance of focus.

Click [here](#) to access full article.

Three Puzzle Pieces to Implementing Plan

3. When we **engage** people in reaching that destination, they become more willing to make decisions, take appropriate risks and act in the best interests of the organization.
 - a. Clearly define what winning looks like.
 - b. Measure what matters AND what people can relate to.
 - c. Set your employees up for success.
 - d. Give plenty of feedback and recognition.
 - e. Build an atmosphere of trust.

Click [here](#) to access full article.

What does “winning” look like?



Winning is making progress toward our mission...

Through data-based decision making, meaningful collaboration, and implementation of innovative, evidence-based practices, the St. Croix River Education District will be a leader in maximizing outcomes for all learners.

Activity

1. Break up into groups:

- We R Able + Carol + Jamie
- ABE + Hailey + Jamie
- Low Incidence Itinerant Staff + Nicole
- School Social Workers & School Nurses + Joel
- School Psychologists Group 1 + Heather + Nicole
- School Psychologists Group 2 + Tiff
- Low Incidence and Social Behavior Services Coordinators + Scott + Jen E.
- Early Childhood Services Coordinators + Joan + Heidi + Vicki
- Instructional Services + Kelly + Sandy + Jen D.

2. Assign a recorder for your group [three papers: How do we fit?, Progress, Next Steps]

3. Answer questions for on poster paper [reference vision statement # by responses]

4. Share out your group's "ah-has" with entire group

How do I fit within our strategic plan?

Things to consider regarding the vocabulary in the plan:

- “Teams” is used broadly (e.g., SCRED PLCs, IEP teams, Data Teams, SST teams, Problem Solving teams)
- “MTSS” includes all students, including special education students
- “Evidence-based” is a term that can apply to any area
- “Instructional” doesn’t just mean academic instruction, it can be social, behavior, adaptive, motor, communication, etc.
- “Professional learning” does not just refer to big trainings here at SCRED - think about the on-site support, coaching and consultation you provide

Collective Efficacy Activity

Recap of Previous Strategic Action Plan Activity

Each service area had opportunity to brainstorm the following:

1. How do we fit?
2. What progress have we made?
3. What are our next steps?

Goal

For all SCRED staff to feel connected to and invested in our Strategic Action Plan

Follow Up

- Took information from large post-it paper and compiled google sheet.
- Used input to develop [SCRED Annual Report 2017-18](#).
- Designed follow up activity for today's meeting

Today's Activity

Goals

- Revisit how you fit, progress made, and next steps for your specific service area
- Begin understanding how other service areas are contributing to the plan
- Have some fun with your colleagues to kick off the year!

SCRED Strategic Action Plan Bingo

- Blank [SCRED Bingo card](#) located in folder
- Randomly select squares and write the following on your card until the squares are full:
 - Social Behavior (2)
 - Low Incidence (2)
 - Early Childhood (2)
 - Instructional Services (2)
 - School Psychology (2)
 - School Social Work (1)
 - School Nursing (1)
 - Support Staff (2)
 - Administration (2)
 - Adult Basic Education (2)
 - English Language Learners (1)
 - Adults with Disabilities-
We R Able (2)
 - Low Incidence Itinerant Staff (2)
 - *Pick one area to list again (1)*

SCRED Strategic Action Plan Bingo

- Cross out **one** of the correct service area squares for each question
- SCRED Logo = Free Space
- How to get a Bingo?
 - First Round: vertical, horizontal, or diagonal line
 - Second Round: two lines
 - Third Round: blackout
- Need to shout out “SCRED” instead of Bingo
- Prizes will be awarded!

How Do We Fit?

We facilitate and participate in a variety of building-level data team meetings.

Establish effective teams to make data-based instructional decisions that result in positive academic and behavior outcomes for all students

ANSWER

School Psychology

Activity Wrap-Up

WHO	<u>Who</u> had fun playing SCRED Bingo?
WHAT	<u>What</u> were your biggest takeaways from this activity?
WHERE	What ah-has did you have about <u>where</u> you fit within our strategic plan?
HOW	What did you learn about <u>how</u> other service areas fit within our strategic plan?
WHY	<u>Why</u> do you think it's important for you to understand how you fit within our strategic plan and how other service areas fit within the plan?



**Empower employees to set
goals**

IGDP Reflection Activity

Write each of the follow on a separate slip of paper on your table.

1. **Progress and Next Step(s)** toward goal
2. **Connection** to SCRED Strategic Action Plan
 - Multi-Tier System of Supports
 - Data Teams
 - Mental Health
 - Culture and Communication
 - Professional Learning
 - Recruitment and Retention
3. Personal **Strength** to leverage (*if you did StrengthsFinder*)
 - SCRED Leadership and Coaching Data

PLC Focus Setting

1. As a PLC, in what areas do we believe our collective professional practice would benefit from additional growth (consider reviewing available data to drive your brainstorming)? ***Consider the themes you identified during the Professional Practice PLC Reflection.***
2. Based on our identified needs and desire to improve student learning, what would our group like to accomplish this year?
3. What [SCRED Strategic Action Plan](#) vision statements align with our PLC's desired professional focus?
4. Based on the professional learning needs of our PLC, what focus statement would summarize our collaborative work for the year?



Create space for employees to
reflect on **progress**



**Challenge employees to
determine next steps**

Strategic Action Plan Activity Instructions

Set Up (5-10 minutes)

1. Break into groups listed on agenda via google meet link
2. Designate Note Taker and document on agenda
 - a. Other roles: Facilitator, Time Keeper, Focus Monitor
3. Note taker pulls up google [form](#)

Strategic Action Plan Activity Instructions

Reflection (20-25 minutes)

4. Determine what progress was made this school year on 2015-20 strategic plan.
 - a. Enter no more than three reflective statements per vision statement
 - b. Helpful documents for reference: [SCRED Annual Report 2018-19](#)

Strategic Action Plan Activity Instructions

Planning (20-25 minutes)

5. Determine next steps toward the 2020-25 strategic action plan.
 - a. Enter no more than three future planning statements per vision statement

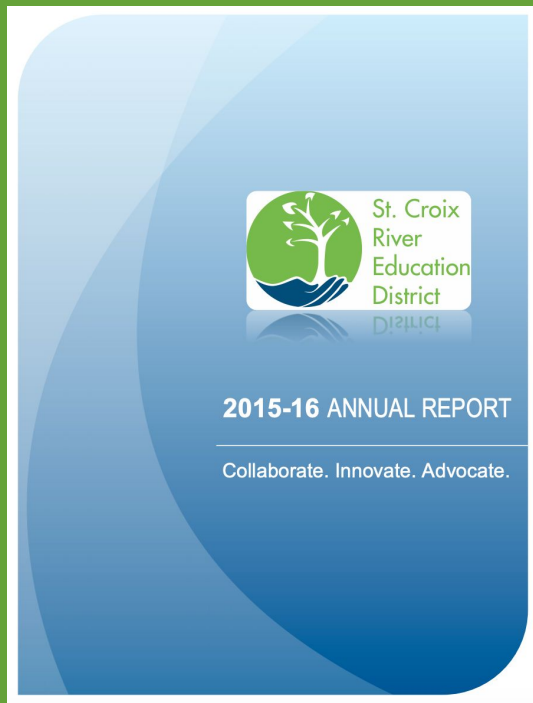
Note Taker to hit SUBMIT!



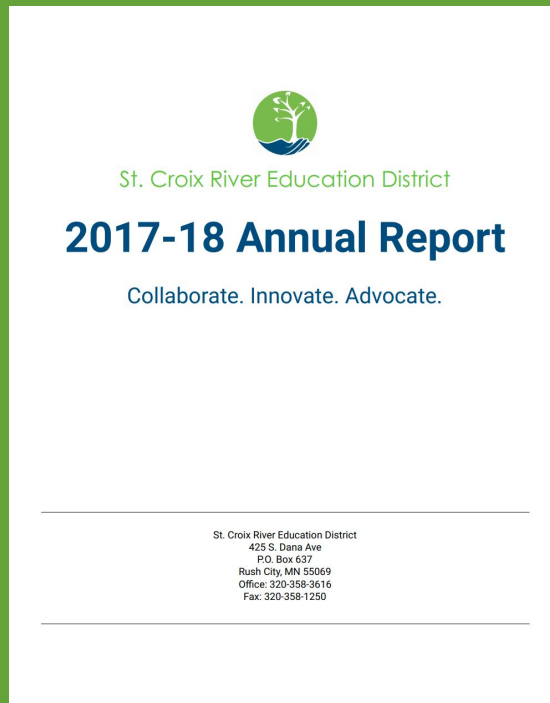
**Be explicit about connections
with stakeholders**

Annual Report

Version 1



Version 2



Version 3



Our Vision in Action

OPEN 2020-25 STRATEGIC ACTION PLAN



Continue to build a positive, collaborative culture with our member districts through meaningful work and intentional communication

Why? To enhance the effectiveness of the services we provide to our stakeholders



Support the implementation of collaborative data-based decision making

Why? To maximize academic and social emotional learning outcomes for all students



Develop capacity within our member districts to implement an effective Multi-Tiered System of Supports (MTSS), including the use of evidence-based academic and social emotional learning instructional practices

Why? To maximize outcomes while creating safe and supportive schools for all



Provide high-quality professional learning informed by our stakeholder needs and reinforced through opportunities for supported application

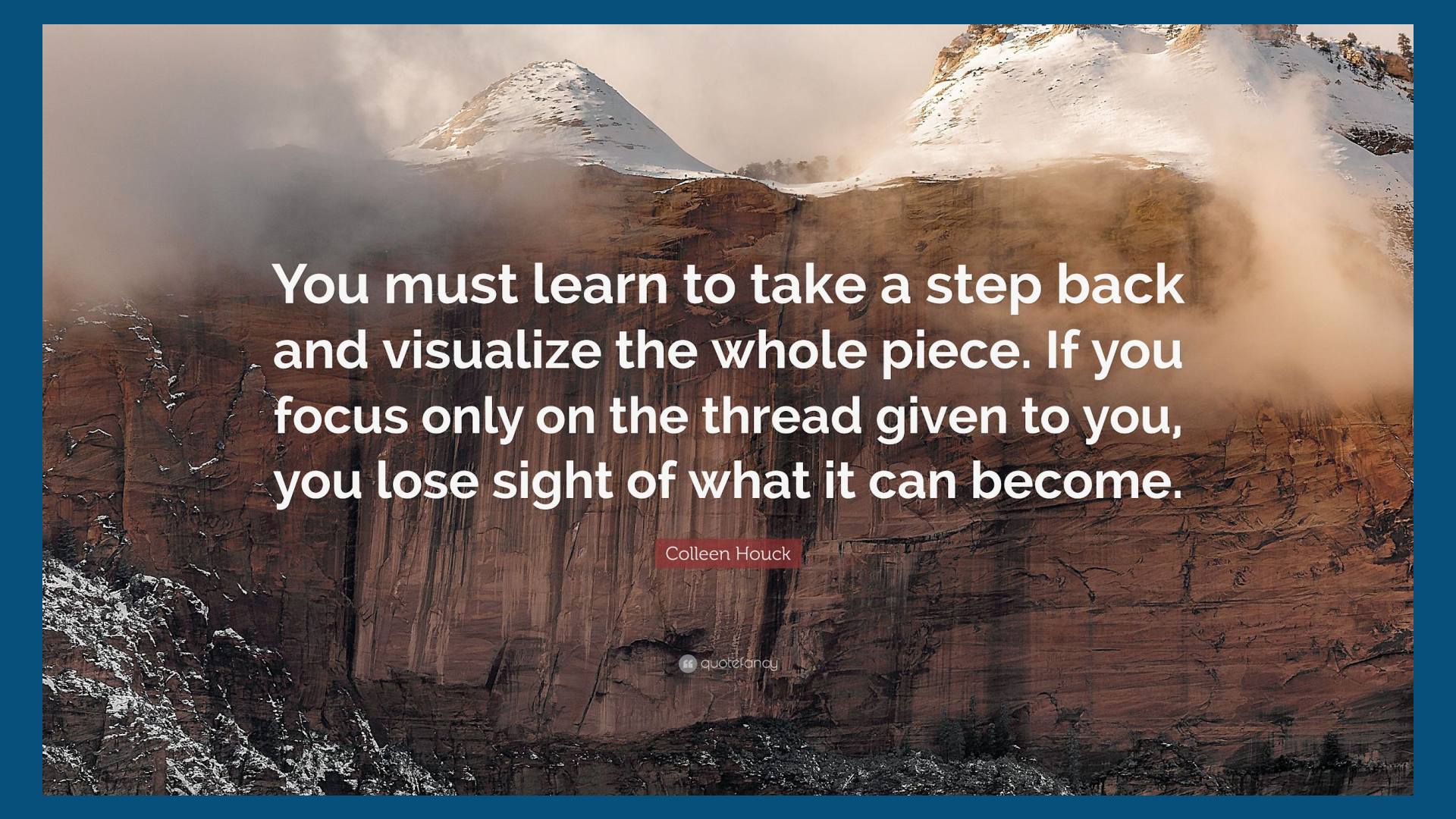
Why? To cultivate professional growth and equip educators to meet the needs of all students



Enhance recruitment and development opportunities for SCRED employees and support similar efforts in member districts

Why? To promote continuity in the services provided to our member districts, students, and families

APPLICATION

A dramatic landscape featuring a massive, layered rock formation with snow-capped peaks under a hazy sky. The rock face is dark and textured, with horizontal layers visible. Snow is piled up on the peaks and in the crevices. The sky is a mix of white and grey, suggesting clouds or mist. The overall mood is majestic and inspiring.

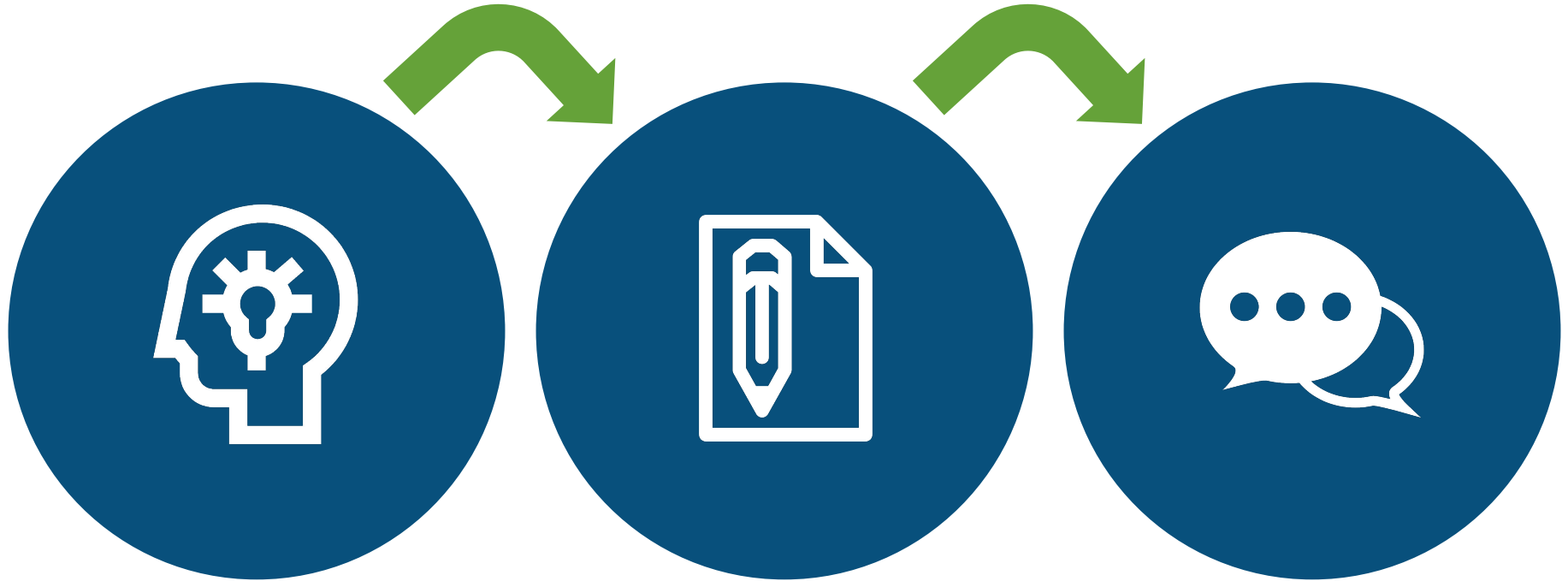
You must learn to take a step back
and visualize the whole piece. If you
focus only on the thread given to you,
you lose sight of what it can become.

Colleen Houck

 quoteandy



**What is one action you want to take toward developing
or living out your strategic plan to move your system
forward?**





“

**Unless you try to do something
beyond what you have already
mastered, you will never grow.**

Ralph Waldo Emerson

”