



SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Item 10.2

Meeting Date: September 3, 2015

Subject: Strategic Plan Process Overview

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: _____)
- Conference/Action
- Action
- Public Hearing

Division: Strategy and Innovation Office

Recommendation: Receive information on the district's plan to revise the Strategic Plan.

Background/Rationale: The existing Strategic Plan was implemented in 2010, and expired in 2014. The development of a new Strategic Plan will build upon the existing plan, while capturing the evolving vision of stakeholders, the Superintendent, and the Board of Education. The process is designed to ensure that the district's Strategic Plan, Local Control and Accountability Plan, and Single Plans for Student Achievement (SPSA) will be in alignment, reflecting a common structure, goals, and vision.

Financial Considerations: None

LCAP Goals: College and Career Ready Students; Safe, Clean and Healthy Schools; Family and Community Engagement

Documents Attached:

1. Executive Summary
2. Leadership Structure
3. Project Stages

<p>Estimated Time of Presentation: 15 minutes</p> <p>Submitted by: Al Rogers, Chief Strategy Officer</p> <p>Approved by: José Banda, Superintendent</p>
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Board of Education Executive Summary

Strategic Plan Process Overview

September 3, 2015

I. Introduction:

The district's existing Strategic Plan was launched in 2010, as a descriptive companion to the Board of Education-adopted Mission Statement: Students graduate as globally competitive, lifelong learners, prepared to succeed in a career and higher education institution of their choice to secure gainful employment and contribute to society. The three foundational pillars of the Strategic Plan: Career- and College-Ready Students, Family and Community Engagement, and Organizational Transformation, have guided the work of the district to date, but with new leadership it is an appropriate time to revisit the Strategic Plan.

The district has engaged Pivot Learning Partners, a nonprofit organization known for innovative and impactful work with school districts nationwide, to lead the Strategic Planning process with staff. The revised Strategic Plan will be presented to the Board of Education in June, 2016 for implementation in the 2016-17 school year.

II. Driving Governance:

According to Ed Code 52060 on or before July 1, 2015, the Governing Board of each school district shall adopt a Local Control Accountability Plan ("LCAP") using a template adopted by the State Board of Education ("SBE"), effective for three years with annual updates. It will include the district's annual goals for all students and for each subgroup in regard to the eight state priorities and any local priorities, as well as the plans for implementing actions to achieve those goals. The current LCAP includes three goals that loosely mirror the three goals in the 2010-14 Strategic Plan. The district will ensure that the strategic planning process will include alignment with the LCAP, and by extension, with the Single Plan for Student Achievement written by school site leadership. Alignment between these three major plans will lead to growth in student achievement and a positive experience in school for every student.

Just as the Local Control Funding Formula statute requires the district to consult with all stakeholders upon developing the LCAP, the district will follow that model upon developing the Strategic Plan. The district will include parents, students, classified and certificated staff, and community members as the plan is being developed.

III. Leadership:

The Strategic Planning Process will be led by Chief Strategy Officer, Al Rogers, Ed.D. Together with the Superintendent's Cabinet, Dr. Rogers has assembled a Design Team for the process. The Design Team is charged with examining and analyzing data, talking to stakeholders, developing the prototypes, and gathering feedback on the prototypes. The Steering Committee for the Strategic Plan will be the Superintendent's Executive Cabinet, plus one board member.

Board of Education Executive Summary

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IV. Timeline:

Please see below a timeline that shares what phases the team will be implementing throughout the year and what major milestones and/or outcomes may be expected at the end of those phases.

Phase	MAJOR MILESTONE(S)	DATE
Pre-Work	<ul style="list-style-type: none"> Select project leadership and project team(s). Recruit, on-board and train project team(s). Develop a project plan. Communicate about the project with BOE, senior leadership, community. 	July - Early August 2015
Discover and Interpret (Needs Assessment)	<ul style="list-style-type: none"> Conduct external and internal assessments, including reviewing District data, gathering stakeholder feedback, and reviewing best practices in strategic planning and LCAP from other districts. Process and interpret all findings. Produce a Needs Assessment and share with BOE, senior leadership, community. 	Mid-August-September 2015
Ideate and Prototype	<ul style="list-style-type: none"> Develop a first Prototype (a first version of the strategic plan – likely an outline). 	October 2015
1 st Cycle of Gathering Feedback and Refining Prototype	<ul style="list-style-type: none"> Share the first Prototype with: Senior leadership, the BOE, etc. and gather feedback. LCAP Advisory Groups and gather feedback. Train the Public Education Volunteers on the first Prototype and ask them to gather feedback. Analyze data and create a second iteration of the Prototype (plan). 	November, 2015 - January, 2016
2 nd Cycle of Gathering Feedback and Refining Prototype	<ul style="list-style-type: none"> Share the second Prototype with: Senior leadership, the BOE, etc. and gather feedback. LCAP Advisory Groups and gather feedback. Train the Public Education Volunteers on the second Prototype and ask them to gather feedback. Analyze data and create a semi-final iteration of the Prototype (plan). 	February – April, 2016
Finalizing, Approval, and Preparing for Implementation	<ul style="list-style-type: none"> Make any final changes to the strategic plan with the BOE, senior leadership, etc. Share the final version of the strategic plan. Define a list of key performance metrics to measure strategic plan implementation and impact. Assign a team and put an infrastructure in place to implement long-term, including a plan for 2016-2017 and beyond. 	May-June 2016

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V. Fall Engagement Plan (Cycle 1):

The district will rely heavily on the Community Planning Process and Public Education Volunteers (PEVs) to gather feedback on the Strategic Plan. The first cycle of feedback will begin in November 2015. PEVs will be recruited and trained in October, 2015. Every school site will also be asked to host a meeting in November or early December to share the first prototype Strategic Plan with their community. Principals will receive a toolkit to simplify the communication with talking points, a PowerPoint, and other promotional materials.

Existing district advisory committees will also be engaged for feedback in Cycle 1: LCAP Advisory Committee, District English Learners Advisory Committee (DELAC), Community Advisory Committee for Special Education, Indian Education Parent Advisory, Student Advisory Council, etc. The district will ensure that labor partners and community partners – including elected leadership – are consulted through Cycle 1.

VI. Next Steps:

- September-October: Team develops the Needs Assessment
- October 15, 2015: Board of Education presentation of Needs Assessment
- November 5, 2015: Board of Education presentation of first draft Strategic Plan
- November-December: Cycle 1 Feedback on first draft Strategic Plan



Strategic Plan Team Structure

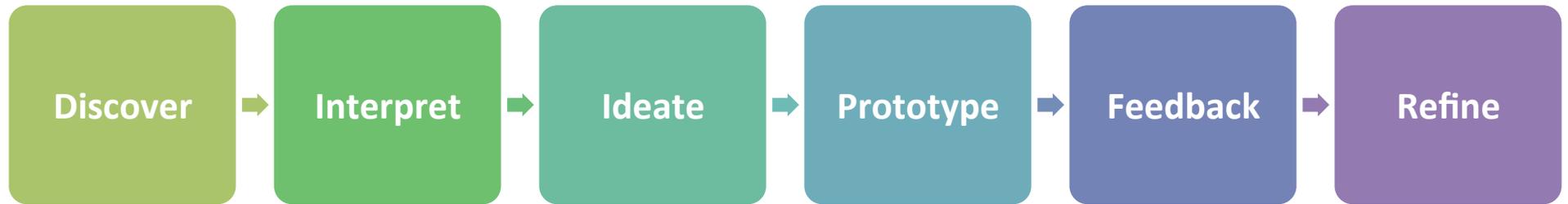
Role/Team	Description of Role	Representation
Project Sponsor	To represent/communicate the work at the senior leadership level and with the Board and larger community, champion the project and ensure that the project can achieve its outcomes	Al Rogers (Chief Strategy Officer)
Project Driver	To drive the work at the District on a day-to-day basis, including developing a project plan, facilitating Design Team meetings, and implementing tasks and/or ensuring that tasks are being implemented by others	Cathy Morrison (Strategy and Innovation)
Pivot Project Advisor and Driver	Facilitate the development of SCUSD's Strategic Plan yielding a final result and product by June, 2016.	Allison Carter (Pivot Project Advisor) and Will Jarrell (Pivot Project Driver)
Steering Committee	To inform the direction of the strategic planning project and the direction of the Prototype (strategic plan and aligned LCAP).	Cabinet + One Board Member
Advisory Committee(s)	To give feedback to inform the Prototype (strategic plan and aligned LCAP).	LCAP Advisory Committee and Other Existing Advisory Groups
Public Education Volunteers	After training, to share the prototypes of the strategic plan with their community, gather feedback, and deliver feedback to the District's Design Team, to inform the next iteration of the Prototype (strategic plan and aligned LCAP).	Have an existing pool from previous years. Will continue to recruit to increase the size and diversity of the pool.



Strategic Plan Team Structure

Design Team	Description of Role	Representation
	Doug Huscher, Interim Assistant Superintendent of Equity	Equity/Climate
	Tu Moua, Area Assistant Superintendent	Family and Community Engagement
	Robin Martin, Director	Assessment, Research and Evaluation
	Mike Smith, Director	Fiscal Services
	Tiffany Smith-Simmons, Director	Human Resources
	Vanessa Girard, Director	Multilingual Literacy
	Rachel Cooper, Coordinator	Instructional Technology
	Mikila Fetzer, Training Specialist	Curriculum & Instruction
	Stacey Ault Bell, Director	Youth Development Support Services
	Jim Dobson, Director	Facilities Planning and Construction
	DiAnne Brown, District Grant Writer	Strategy & Innovation
	Lilia Ibarra, Assistant Principal	High School segment
	Roxanne Wolfe, Teacher	Middle School segment
	Alex Visaya	Community Member

Design Cycle Overview



This Phase is all About...

Finding the problem behind the symptoms	Synthesis and focus	Getting creative and generating lots of ideas	Translating ideas into the physical world	Testing ideas and learning more	Refining ideas through iterative cycles
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Key Activities

<ul style="list-style-type: none"> ✓ Talk to a variety of people and deeply listen to their experience ✓ Gather as much information as you can about how things work now 	<ul style="list-style-type: none"> ✓ Share what you heard with your team ✓ Look for themes ✓ Reframe problems as design challenges 	<ul style="list-style-type: none"> ✓ Brainstorm ideas for answering the “How Might We” question ✓ Identify themes ✓ Narrow in on one idea or theme 	<ul style="list-style-type: none"> ✓ Create something! Make something people can interact with ✓ In subsequent cycles, refine your prototype 	<ul style="list-style-type: none"> ✓ Test prototypes with users ✓ Gather reactions and feedback 	<ul style="list-style-type: none"> ✓ Refine the rough prototype ✓ Prepare to engage users again
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Outcomes

<i>An understanding of how things work now and empathy for the people involved.</i>	<i>A specific and compelling “How Might We” question</i>	<i>One agreed upon idea to begin prototyping</i>	<i>A rough prototype to share with users and get feedback</i>	<i>A greater understanding of users’ needs and new ideas for a next iteration</i>	<i>Further and further refinement until there is a solution that is ready to be implemented.</i>
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