

## Proposal for Services

**A school district's success depends on a clear vision of how best to educate students supported by a clearly defined strategic plan actively utilized and adhered to by everyone.**

### Overview

With the prospect of recruiting and hiring a new superintendent for SY 2018/19, the Sedona Oak Creek Unified School District is at the perfect juncture to develop a long-range strategic plan. Having this planning document in place will attract seasoned candidates and will provide the Governing Board with the opportunity to appoint the right woman or man who possesses the background and skills to ensure the plan's objectives are achieved.

### Process

A three stage process based on: a) collaboration among stakeholders, and b) probing the correct questions will be implemented. Stage one focuses on defining a direction for the School District. This will be accomplished by a Strategic Development Team in consultation with the Governing Board. With the direction defined, in Stage 2, the Board re-evaluates and re-formulates the School District's Vision and Mission Statement. Stage 3 is led by the new Superintendent. In this stage, action plans for implementation of the Strategic Plan are developed and formally adopted by the Board.

**STAGE ONE** A Strategic Development Team will be appointed by the Governing Board. The role of the Strategic Development Team is to coordinate Stage One of the strategic planning process and propose a set of strategic objectives, strategic intents, and measurement indicators to the Governing Board for approval.

The Team will be composed of one teacher (with a minimum of one year of service in the District as well as experience in other school districts), one parent, and one community member without a child in the District nominated by each of the three Site Council's (total of nine people). The nominees do not necessarily need to be Site Council members. In nominating these individuals, the Site Councils must take particular care to select those who have the best interest of the students in mind, are able to put aside personal agendas and listen respectfully to other's viewpoints, ask insightful questions, possess an interest in strategic planning and are willing to donate approximately 20 hours of time over an eight week period.

Additional members of the team will be one Board member, the Finance Director, one Elementary School Principal, the Curriculum Director (who has secondary school and curriculum coordinating experience) and a District clerical employee who will be paid for his/her services.

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The Strategic Development Committee will be chaired by this consultant (grand total: 15 team members).

The Strategic Development Team will gather and process data in order to build a picture of the strategic context of the School District. These data will originate from public meetings held at each of the three campuses, interviews with Board members and District personnel, educational “future perspectives” (how schooling must operate in order to prepare students for an exponentially changing world and job market) as well as economic, demographic, marketing, technological, social, legal, political and environmental trends. As an outgrowth of this analysis, obvious questions will arise. Examples might include: How can we maximize the academic achievement of every student? How can enrollment be increased? How can we assure financial viability? After thoroughly probing these questions, key themes will emerge.

For each key theme, the Strategic Development Team will consider possible future directions, which the School District might take. At this stage there might be an analysis of how predictable the future appears to be and whether structured strategic planning is feasible or if a more emergent (watch, learn, and review) approach might be more appropriate. Once some strategic options have been developed, the Strategic Development Team will report back to the Governing Board. In a work session, the Board will discuss the options and decide upon no more than five major areas of focus for the future.

Every area of focus chosen by the Board will have a formally worded, “outcome oriented” strategic objective with at least a five-year perspective written by the Strategic Development Team. For each objective, a number of sub-goals will be identified by the team and written as statements of “strategic intent”. In addition, indicators will be identified by which the Governing Board will be able to measure progress against the objective. A second presentation will then be made to the Board for review, discussion and approval in another work session.

**STAGE TWO** At this point the Governing Board will have outlined a strategic direction for the School District. The elements of the Plan will provide a basis for the Board to re-evaluate and re-formulate the District’s Vision and Mission Statements. By reflection upon the new direction, the Board can publicly communicate it through newly written Vision and Mission Statements. Think of it as re-branding. This will generate momentum for the next stage of the strategic planning process.

**STAGE THREE** With the first two stages completed, the final stage can begin under the leadership of the new superintendent. This is the perfect opportunity to build commitment and teamwork among the staff and the Board. It is important for the staff to be actively engaged in and feel ownership for the process and its outcomes. Planning teams should be formed to produce broad action plans along with timelines and responsibilities for implementation. The broad action plans should be incorporated into the overall Strategic Plan (refer to examples 1 & 2). The final document should be presented in a work session to the Governing Board for review, discussion, and formal adoption.



Accountability and Progress Reporting The templates shown in examples 1 & 2 should be commonly used and frequently referred to in District planning and reporting activities. For instance, when progress is made it can be recorded in a different color of ink in the strategic intent column directly underneath the intent statement (as shown in the two examples). A semi-annual report to the Board can be easily accomplished by using these templates. When sending the normal monthly written reports to the Board, the superintendent can include the appropriate objective and intent numbers into the subtitles of the report. This level of reporting creates essential continuity and coherency so that the Strategic Plan becomes the “living, breathing” document previously referred to in this proposal.

**Timeline**

ACTIVITY DATE	RESPONSIBILITY	
First meeting of Strategic Development Team	Groves	10.02.17
First Board Work Session – select 5 major areas of focus	Hawley	11. .17
Second Board Work Session – approve first stage of Strategic Plan	Hawley	12. .17
Re-evaluate/re-formulate vision and mission statements (second stage)	Hawley	
Begin final stage of Strategic Plan	New Superintendent	09.03.18
Complete final stage of Strategic Plan	New Superintendent	12. .18
Third Board Work Session – adopt the Strategic Plan	Hawley	01. .19
First semi-annual Progress Report	New Superintendent	06. .19
Second semi-annual Progress Report	New Superintendent	01. .20

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### **Resources/Budget**

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| 1. Consultant's fee<br>community   | pro bono, as service to the |
| 2. 50 hours of clerical time (\$12-\$15) per hour  | \$600 - \$750               |
| 3. Time from technology personnel to set up laptop, screen at public meetings and Strategic Development Team work sessions |                             |
| 4. Time from Communication Director to advertise public meetings and liaise with the press.                                |                             |

### **Concluding Comments**

By adopting and actively using this strategic planning process, the Sedona Oak Creek Unified School District will successfully prepare its students to become positive contributing citizens, prepared to reskill and upskill in an ever changing job market in the future. I look forward to discussing this proposal with you at the September 12, 2017 Governing Board meeting.

If you desire information about my background and our consulting firm, I invite you to visit our website: [SchoolingRe.com](http://SchoolingRe.com)

Respectfully submitted,

Donald Scott Groves, Ed.D.

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