

STRATEGIC PLANNING

PRESENTATION

Agenda Item #3

August 26, 2021

SUPERINTENDENT'S RECOMMENDATION:

This item is presented for Board information and discussion.

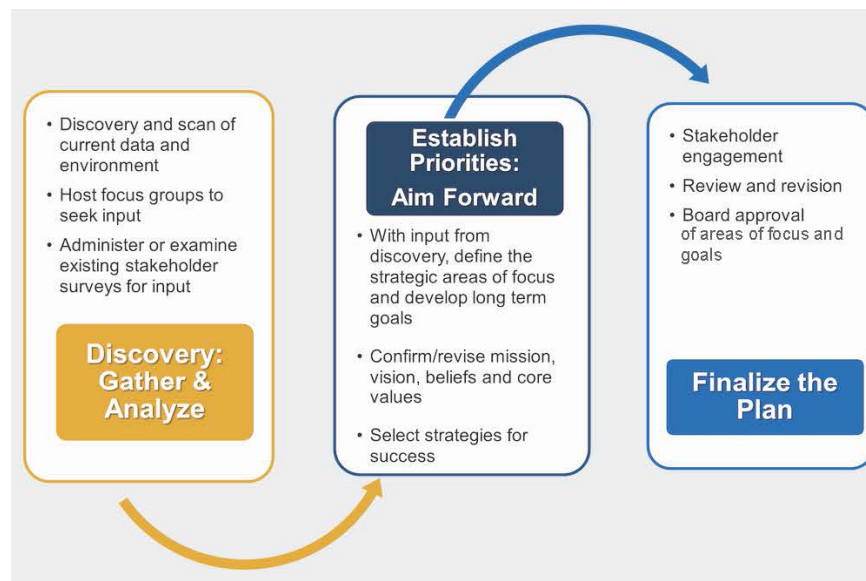
REASON FOR BOARD CONSIDERATION:

Initiation of North Clackamas School District Strategic Planning Process

BACKGROUND:

Every organization needs a map to advance from where it is now to where it wants to be in the future. North Clackamas School District's map is its District Strategic Plan. The district's Mission, Strategic Direction, Goals and Objectives are key components of the Strategic Plan.

North Clackamas School District last underwent a Strategic Planning process in the 2017-2018 school year and the current Strategic Plan (Attachment A) is in place through the end of the current school year. With assistance from consultant partners from STUDER Education, a three-phase process has been designed to develop the next Strategic Plan over the course of the 2021-2022 school year.



This presentation will be an opportunity for the Board to:

- learn more about [Dr. Gayle Juneau-Butler](#) and [Dr. Kathleen \(Kathy\) Oropallo](#) who will assist North Clackamas School District through the Strategic Plan development and implementation,
- discuss the planned Strategic Planning process,
- provide input on the process, and
- express any desired outcomes from the process.

Following this board meeting, the Board is next scheduled to discuss the Strategic Plan development at its October 14, 2021 meeting. During that meeting, the Board is currently scheduled to participate in a visioning and discovery session focused on where North Clackamas envisions itself in the future.

ATTACHMENTS:

- A. 2018-2022 Strategic Plan
- B. Presentation Slides, 8/26/2021

PRESENTER / STAFF CONTACT:

- Tiffany Shireman, Chief of Staff
- Dr. Gayle Juneau Butler, Strategic Planning and Organizational Development Consultant, STUDER Education
- Dr. Kathy Oropallo, Strategic Planning and Organizational Development Consultant, STUDER Education

Strategic Planning & Organizational Excellence

Building a System Around Student Success

- Dr. Kathleen “Kathy” Oropallo, Director and Leader Coach
- Dr. Gayle Juneau Butler, Director and Leader Coach





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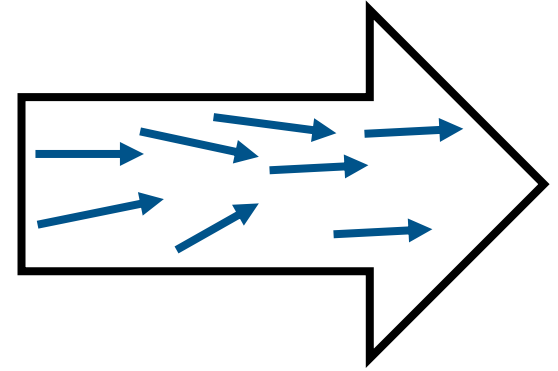
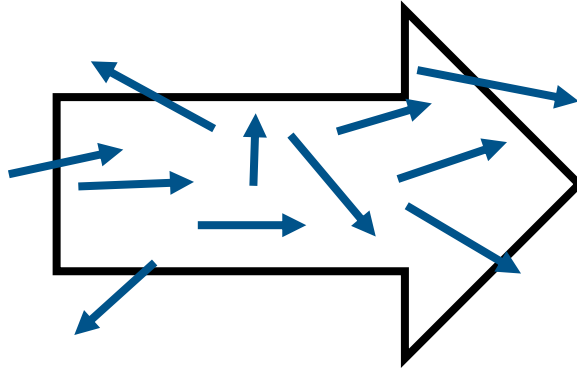
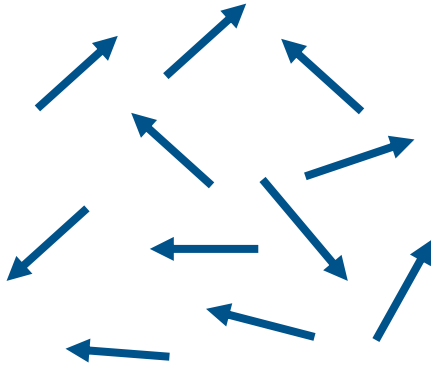
We Are Huron Studer Education

- Studer EducationSM partners with organizations across the country to support **system-wide continuous improvement and performance excellence**.
- Our services including **strategic planning; leadership training** and development; **survey** research, development and administration; **coaching** to support continuous cultural improvement and high-quality, **sustainable execution** of strategic plans.
- Our coaches are **former teachers, principals, district-level academic and operational leaders, and superintendents**.

WHY DO WE NEED A STRATEGIC PLAN?

- A strategic plan **communicates priorities to galvanize action** and foster **effective decision-making**; offers a touchstone and a **why** to drive commitment;
- A strategic plan defines the **vision, mission, core values and goals for long term success** years from now; defines the **for student's success to help them be future ready in the workforce they will enter upon graduation**
- A strategic plan **aligns values and commitments to measurable outcomes**

SYSTEMS THINKING AND ALIGNMENT



**FROM RANDOM
ACTS OF
IMPROVEMENT**

**TO ALIGNED
ACTS OF
IMPROVEMENT**

Strategic Plans:

Are

- A product of informed decision-making by a group who engaged stakeholders in a disciplined process
- Organization-wide, long-term goals and strategies prioritized for focused, continuous improvement
- The guiding framework for all decisions and planning across the system

Are Not

- Inclusive of everything we do; instead focused on a few, specific areas to drive the greatest leverage for improvement
- About just one idea, initiative, or perspective
- A detailed plan for executing strategies
- A rigid set of requirements that can't respond to changes in the organization or environment

OUR STUDENTS

- How will we create pathways so they will be “future ready?”

MISSION & VISION



OUR STAKEHOLDERS

- What mission, vision and values will reflect how we will serve our students, community and employees?

What are common parts of a strategic plan?

Vision

- Aspirations for success and what we will achieve

Mission

- Core organizational purpose

Values

- How we want to treat each other

Pillars/ Priorities

- Categories of focus to achieve our vision

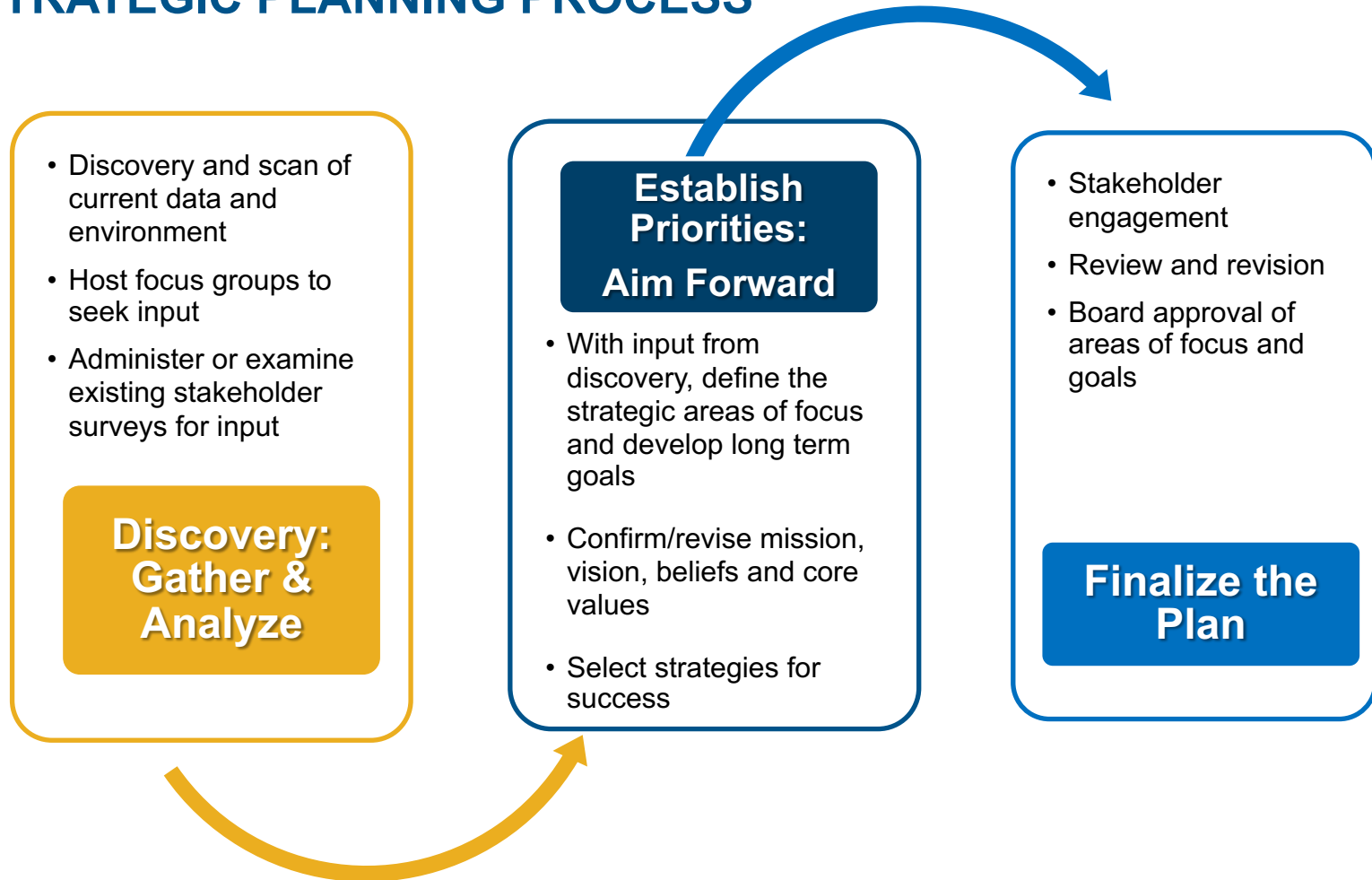
Goals

- The outcomes we must achieve to fulfill our mission
- Aligned to each pillar/ priority

Strategies

- More specific “how” we will achieve success

THE STRATEGIC PLANNING PROCESS



Are there any other priorities you believe is important as we begin the strategic planning process?

KEY COMPONENTS OF GATHER & ANALYZE

Steering Committee/ Team

- Includes diverse stakeholders in a working team
- Facilitated by Studer Education
- Reviews input to identify priorities for the plan
- Shares analysis and recommendations for feedback
- Acts as ambassadors of the process throughout the community
- Presents plan at conclusion

Executive Team will
participate

KEY COMPONENTS OF GATHER & ANALYZE

Discovery Sessions

- **Engage diverse stakeholders to provide input** into priorities
- Can be facilitated by Studer Education or by internal team
- Key is to ask a few open-ended questions and gather the responses. Often we use:
 - **Imagine you are sending yourself a postcard from the future. It's 2023 and the district has achieved our mission of empowering all students to excel. What would your postcard say? How would we know we are successful?**
 - **What works well in our district? What could be improved?**
 - **What values matter most in our interactions with each other?**
- Steering Team, with coach support, analyzes results



Are there any desired outcomes or processes that are priorities for you?

KEY COMPONENTS OF GATHER & ANALYZE

Surveys

- Employee Engagement
- Parent Satisfaction
- Student Engagement
- District Services to Schools
- All online, Spanish and select other translations available; we can upload any translations you provide to us



POTENTIAL PLANNING TIMELINE

Month	Activity
July	<ul style="list-style-type: none">• Kickoff w/ Senior Team• Finalize planning calendar
August	<ul style="list-style-type: none">• Rollout planning process with Executive Team on 8/2
September	<ul style="list-style-type: none">• Communicate process to Board• Host discovery sessions with stakeholder groups• Invite stakeholder feedback via surveys
October	<ul style="list-style-type: none">• Develop initial draft of components• Communicate update to Board: themes from discovery sessions
Nov./ Dec.	<ul style="list-style-type: none">• Strategic Planning Survey on draft components
January	<ul style="list-style-type: none">• Redraft plan with feedback received• Communicate update to Board: themes from strategic planning survey
February	<ul style="list-style-type: none">• Finalize components
March	<ul style="list-style-type: none">• Present proposed goals to board
April-July	<ul style="list-style-type: none">• Plan for rollout and launch
August	<ul style="list-style-type: none">• LAUNCH!

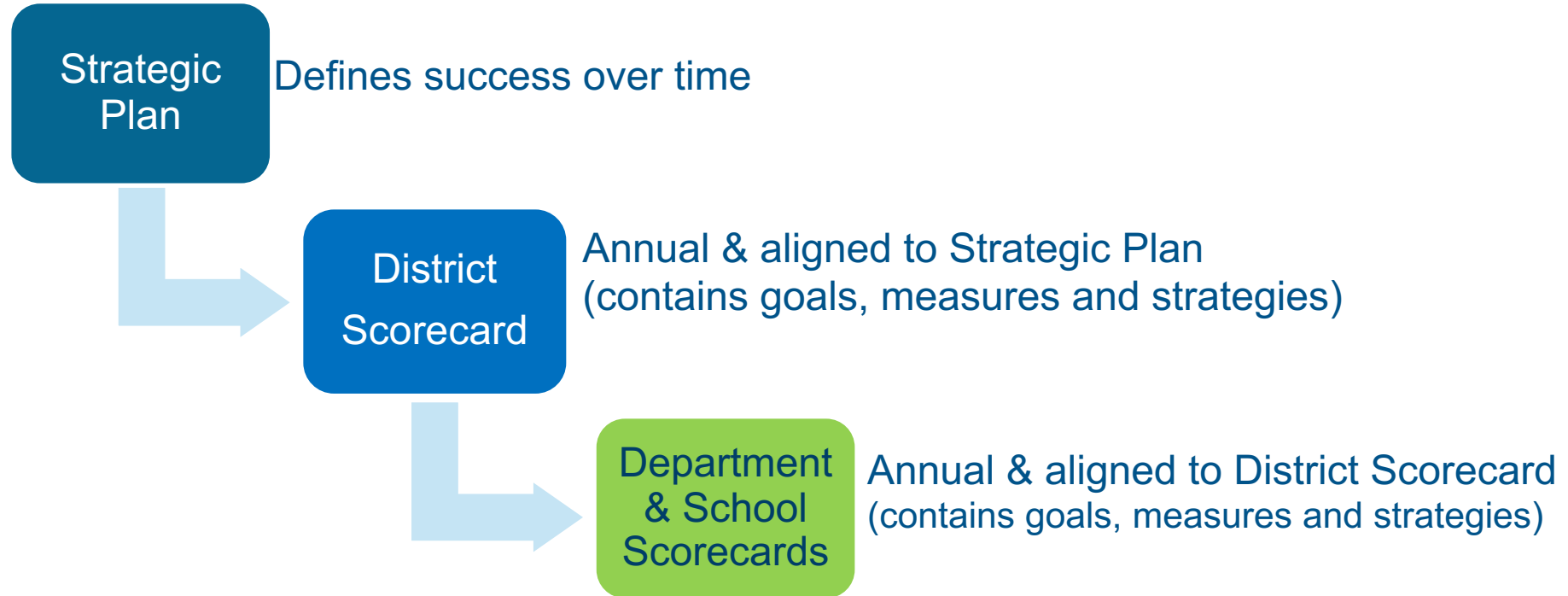
THE STEERING COMMITTEE

- **Working group that will come together multiple times during the development and refinement of the plan**
- **Facilitated by Studer Education**
- **At each meeting, we will:**
 - ✓ **Analyze & synthesize data**
 - ✓ **Identify areas of strategic focus**
 - ✓ **Discuss and debate about priorities**
 - ✓ **Recommend our best effort to the Board**



HOW WILL WE BRING THE PLAN TO LIFE AND USE IT?

HOW WILL WE MEASURE AND MONITOR SUCCESS?



CONTINUOUS IMPROVEMENT MINDSET

“We can always do something better, make something better, and improve something, even if things aren’t broken.










An improvement mindset means we are constantly looking for opportunities to improve.”

The Organizational Excellence Framework

ORGANIZATIONAL EXCELLENCE EXECUTION FRAMEWORK



NINE PRINCIPLES FOR ORGANIZATIONAL EXCELLENCE

-  **Principle 1: Commit to Excellence**
Set high expectations to achieve results while living out mission and values.
-  **Principle 2: Measure the Important Things**
Continuously track progress to achieve results with an improvement mindset.
-  **Principle 3: Build a Culture Around Service**
Serve others with great care and concern.
-  **Principle 4: Develop Leaders to Develop People**
Coach people to be their best at work.
-  **Principle 5: Focus on Employee Engagement**
Attend to aspirations and desires in the workplace.
-  **Principle 6: Build Individual Accountability**
Achieve beyond individual expectations.
-  **Principle 7: Align Behaviors with Goals and Values**
Apply consistent practices to move the organization in a positive direction.
-  **Principle 8: Communicate at All Levels**
Build connections so that people know how what they do matters.
-  **Principle 9: Recognize and Reward Success**
Value and appreciate people working together to get results.





**PEOPLE
FIRST**



**SERVICE IS
EVERYTHING**



**STRATEGY=
EXECUTION**



**RESULTS
MATTER**

*Thank
you!*