



# Strategic Plan Steering Committee

*Meeting 1*

March 22, 2021

High-performing A-rated District





High-performing A-rated District



# Strategic Plan Steering Committee Members

## Student and Parent Representatives

### Jasmine Calderon

Senior, Pahokee HS and Leadership for Life Scholarship Winner

### Santiago Alvarez

Senior, Boca HS and Student Government Association President

### Charmain Postel

Former PTA President and Member, District Diversity and Equity Committee

### Lauren Fellman

Current PTA President and Member, Academic Advisory Committee

## Teacher and Principal Representatives

### Syndie White

Elbridge Gale ES and 2021 SDPBC Teacher of the Year

### Toshimi Janiga

Riviera Beach Prep and 2022 North Region Finalist, SDPBC Teacher of the Year

### Melinda Springman-Herrera

Principal  
South Olive ES

### Oscar Otero

Principal  
Conniston MS

### Cara Hayden

Principal  
Wellington HS

## District Division Representatives

### Donald Fennoy II

Superintendent of Schools

### Diana Fedderman

Asst Superintendent, Teaching & Learning

### Elaine Hubbard-Williams

Director, Support Services

### Heather Knust

Director, Budget

### Natasha Bell-Hayden

Director, Project Management Office (PMO)

### Edwine Michel

Director, Recruitment and Retention

### Gonzalo La Cava

Chief, Human Resources

### Crystal Washington

General Manager, Transportation

### Thomas Hogarth

Director, Building Code Services

## Union Representatives

### Alphonso Mayfield

President, SEIU Florida Public Services Union

### Justin Katz

President, Classroom Teachers Association

## District Regional Offices

### Jamie Wyatt

South Region, Instructional Superintendent

### Karen Whetsell

Central Region, Instructional Superintendent

### Maria Bishop

North Region, Instructional Superintendent

### Moneek McTier

Glades Region, Instructional Superintendent

## Community Organization Representatives

### Julia Dattolo



### Lisa Williams-Taylor



### Warren Eldridge



### Sergio Mariaca



### James Gavrilos



### Darcy J. Davis



### Terry Dwyer



### Victoria Young



### Verdenia Baker



### Christine Sylvain



### Suzette Harvey



### Randee Gabriel



### Patrick Franklin



**Total Membership = 37**

# Phase 1 Feedback Survey



# We're Listening.

March 22 - April 9, 2021

Students, parents, community members, and District employees are encouraged to participate before the survey closes on April 9.

*Surveys are available in English, Spanish, Haitian-Creole, and Portuguese.*

**Please visit [PalmBeachSchools.org](https://PalmBeachSchools.org) to access the survey and share your feedback!**



# Strategic Plan Steering Committee Meeting Info

## HELPFUL REMINDERS

- Members of the public can access meetings LIVE via:
  - SDPBC YouTube Channel
  - Listen only option (Dial 866-930-7015 and enter in the Meeting ID 15618801124#)
- All meetings are recorded and posted to [PalmBeachSchools.org](https://www.palmbeachschools.org) (become public record).

## LOGISTICS

- Please keep your video on.
- Unmute yourself only if speaking.
- Use the chat box to:
  - Capture attendance
  - Ask questions
  - Provide feedback at any time
- Need tech help during the meeting?  
Please call Kathy Villavicencio at (561) 649-6867 or Lee Kolbert at (561) 889-1463.

# Our Partner

*Shaping public education to help every student realize their amazingness.*

Insight's impact on education in the US and internationally

20+

States & DC

250K

Educators

4M

Students

\$500+M

Grants Won for Districts



High-performing A-rated District





# Our Partner



High-performing A-rated District

# Today's Focus

- Review the process and timeline for plan completion
- Understand the steering committee's role in the process
- Calibrate on the purpose of a strategic plan
- Identify structural and content affinities to inform the plan design template

# Meeting Norms

1. Engage
2. Seek to understand other's views
3. Think short-term and long-term
4. Use an equity lens



# Timeline for Strategic Plan Development

Activity - 2021	March	April	May	June	July	August
School Board Completes Foundational Equity Work	March 9 & 31	April 14				
Monthly Steering Committee Meetings	March 22	April 16	May 12	June 9	July 14	August 5
Complete Internal Needs Assessment	Ongoing					
Phase 1 Engagement - Survey	Launches March 22	Closes April 9				
School Board Reviews Draft Goals and Associated Measures			Tentative May 19			
Phase 2 Engagement - Focus Groups			Late May	Early June		
School Board Approves Goals and Associated Measures					July 21/28	



# Framework for Strategic Plan Development

*Informed by School Board Policy 1.06*

**Steering Committee\***  
Central Office staff, Principals, Teachers, Parents, Students, CTA, SEIU, PTA, Community Organizations

*Key Performance Indicators defined by Divisions/Depts/Schools based on Board-approved goals and associated measures.*

**Stakeholder Reflections**  
*Phase 1 Engagement*

MACRO LEVEL FEEDBACK that is shared with the Steering Committee to inform draft goals and associated measures.

Superintendent makes recommendations to the School Board. School Board reviews recommended goals and associated measures and ultimately approves them.

*\*Meetings will be broadcast live on YouTube and recorded.*

**Focus Groups**  
*Phase 2 Engagement*

MICRO LEVEL FEEDBACK that informs revisions to draft goals and associated measures proposed by the Steering Committee.

# Steering Committee Roles

What is the  
*value* of a  
steering  
committee?

Role of the Steering Committee:

- Co-create the plan
- Elevate the voice of stakeholders
- Be ambassadors for the process
- Provide thought leadership on implementation of the plan

# Purpose of a Strategic Plan

A strategic plan is...



is not...



Strategic planning is the ongoing organizational process of using available knowledge to document an organization's intended direction. This process is used to prioritize efforts, effectively allocate resources, align stakeholders and employees on the organization's goals, and ensure those goals are backed by data and sound reasoning.

-Catherine Cote, HBR Blog, October 2020

# Importance of a Strategic Plan

**85%**

Percent of leadership teams that spend less than 1 hour/month on strategy

**50%**

Percent of leadership teams that spend no time at all on strategy

**95%**

Percent of employees that don't understand the organization's strategy

**90%**

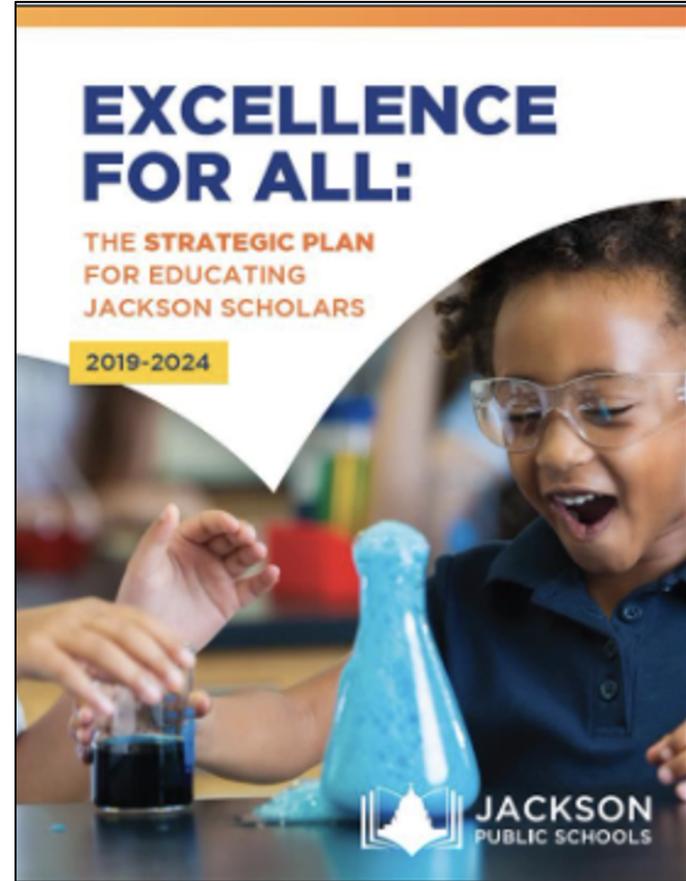
Percent of organizations that fail to meet their strategic targets

# Sample Plan Walkthrough



## Jackson Public Schools

- What parts of the layout resonated with you?
- What parts of the content resonated with you?
- What aspects of the layout or content should we replicate and avoid as we develop the SDPBC plan?



# Sample Plan Analysis Three Steps

1. Each person reviews their assigned plan and at least one other plan of their choice
2. Record likes and dislikes about layout and content using [Jamboard](#)
  - Each frame represents one strategic plan
  - Each frame is divided in half (layout and content)
  - Each person uses **green** post-it notes to indicate likes and **pink** notes to indicate dislikes
3. Debrief and elevate themes



Likes



Dislikes

# Plan Assignments



Access here: <https://drive.google.com/drive/folders/1VaMZtX2fwNsP9jM88uxdPbtUqLxliiXv?usp=sharing>

GROUP 1 - Alexandria City Public Schools	GROUP 2 - Boston Public Schools	GROUP 3 - Chicago Public Schools	GROUP 4 - DC Public Schools	GROUP 5 - Guilford County Schools	GROUP 6 - Miami-Dade County Public Schools	GROUP 7 - Wauke School District
Christine Sylvain	Crystal Washington	Darcy J.Davis	Charmain Postel	Donald Fennoy II	Alphonso Mayfield	Justin Katz
Edwine Michel	James Gavrilos	Gonzalo La Cava	Elaine Hubbard-Williams	Jasmine Calderon	Cara Hayden	Laura Fellman
Jaime Wyatt	Karen Whetsell	Julia Dattolo	Heather Knust	Maria Bishop	Diana Fedderman	Melinda Springman-Herrera
Sergio Mariaca	Santiago Alvarez	Moneek McTier	Lisa Williams-Taylor	Oscar Otero	Patrick Franklin	Natasha Bell-Hayden
Tom Hogarth	Syndie White	Verdenia Baker	Terry Dwyer	Randee Gabriel	Victoria Young	Suzette Harvey
			Toshimi Janiga	Warren Eldridge		

# Debrief Questions

## Identifying Structural and Content Affinities

- What themes are emerging across all post-it notes/plans?
- Which plans are particularly effective at communicating to stakeholders?
- What should we try to replicate in terms of layout & content?
- What should we try to avoid in terms of layout & content?

# Monthly Topics



<b>MARCH</b> Plan Use and Design Structure
<b>APRIL</b> Data and Equity
<b>MAY</b> Goals (part 1)
<b>JUNE</b> Goals (part 2)
<b>JULY</b> Finalize
<b>AUGUST</b> Implementation

# Wrap Up



## Next Steps

- Share Phase 1 Survey with colleagues and encourage their feedback
- Attend Meeting 2 on April 16, 2021
- Be prepared to focus on data, equity analysis and goal structure