



Keeping Your Strategic Plan Nimble During Times of Change

Welcome!

Spring, 2020

Tell us about you!

Put this in the chat:

- Name
- Your role in our education landscape
- When I hear the words 'strategic plan', I think...

For example: *"My name is Natalie, my role is to help improve education from the outside in, and when I hear the words 'strategic plan' I think **responsive and ever-changing**"*

Team + Materials



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Access today's slides in the chat.

Zoom Etiquette



- Keep yourself on mute unless you're speaking
- Keep your video on if that feature is enabled. We'd love to see you!
- Use the chat function throughout the webinar to ask and answer questions

Today's Format & Future Goals

Today's Format

- “Safe enough to try” conversation
- Introduce EE's stance on strategic planning, and pivoting
- Levity and challenge in the same conversation

You'll leave with

- **Strategic Planning Updates template**
- **Concrete examples of how other districts are pivoting and monitoring their plans during this time**

What does Education Elements believe about Strategic Planning?

At EE

We live by the expectation that a lot changes.

And our perspective and resulting assumptions are that more things are changeable than fixed.

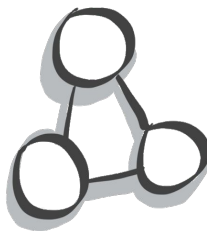
This guides our 'responsive' habits + our identity.

Our company's theory of action is based on a belief that change is hard and systems change is thwarted by inertia. And being responsive requires small personal movements, which over time will allow for big team shifts.



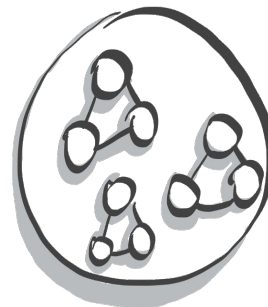
ATOM

By changing your
individual
practice...



MOLECULE

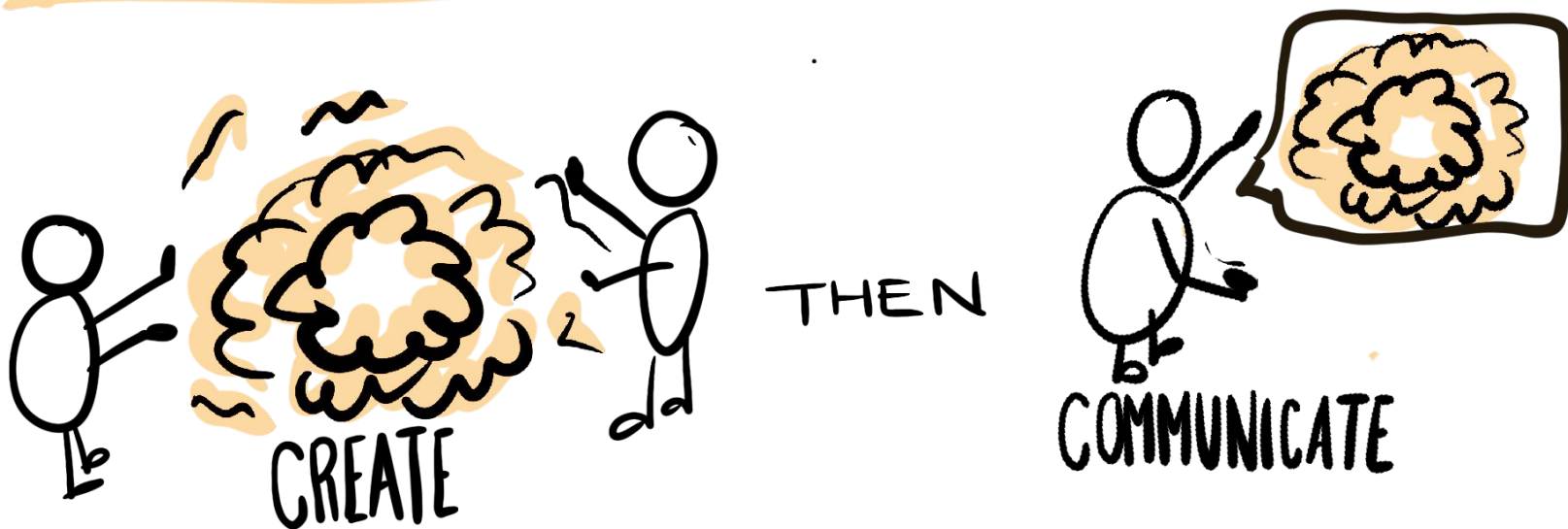
You can change the way your
teams
work...



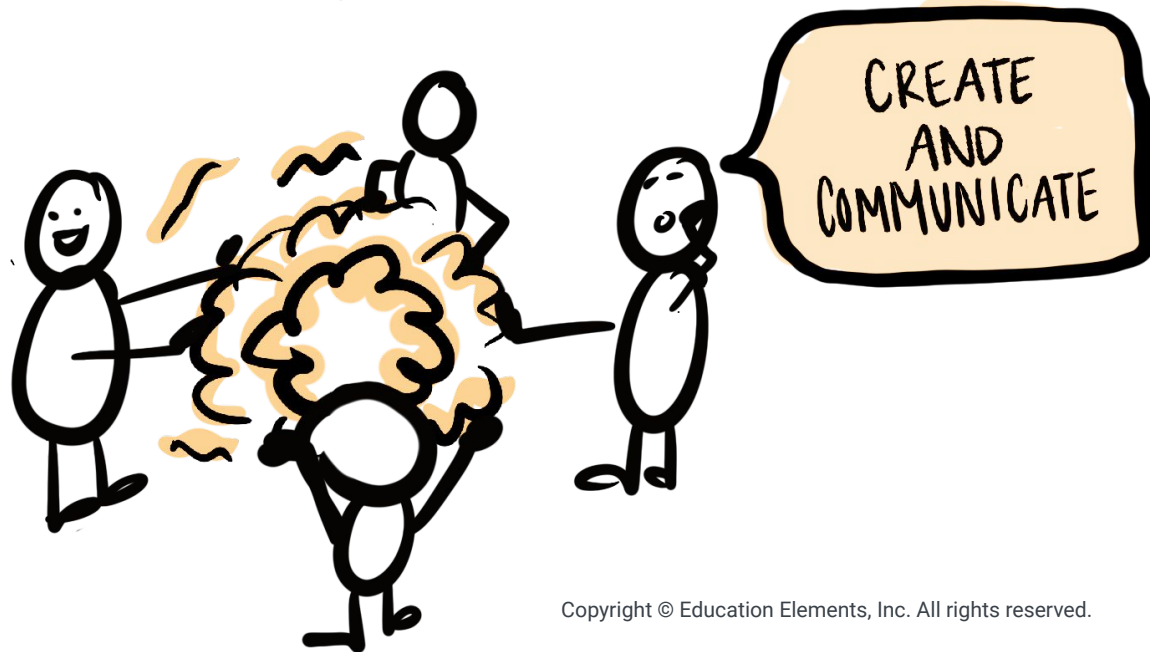
CELL


Which will shift the way our
organizations
function...

TRADITIONAL STRATEGIC PLANNING



RESPONSIVE STRATEGIC PLANNING





*Strategic Planning Process
Stakeholders Involved
Governance + Decision Making*

HOW we engage in **strategic planning**
matters just as much as
WHAT is included in the strategic plan.

*Vision + Mission
Core Values
Focus Areas + Initiatives*

Why is your strategic plan important right now?







Children make **3,000**
decisions per day

(Sahakian & Labuzetta, 2013)

Adults make **35,000**
decisions per day

(with **226** about food alone)

(Sahakian & Labuzetta, 2013)
(Wansink and Sobal, 2007)



Why is pivoting important, and why right now?

What is 'pivoting', anyway?

A change in strategy
without a change in vision

Traditional vs Responsive Operational System

How might we prevent cars from hitting each other in an intersection, while maintaining the maximum flow of traffic?



*Both are viable solutions. So, how are they different? What are the **assumptions behind** each of these solutions?*

Traditional vs Responsive Operational System

How might we prevent cars from hitting each other in an intersection, while maintaining the maximum flow of traffic?



Assumption #1: People need to be *told what to do* (red, yellow, green light)

Assumption #2: Problems *need to be managed* with rules and complex tech

Assumption #3: Plan for every possible scenario (multicolored signals, arrows, flashing lights, etc.)

*Both are viable solutions. So, how are they different? What are the **assumptions behind** each of these solutions?*

Traditional vs Responsive Operational System

How might we prevent cars from hitting each other in an intersection, while maintaining the maximum flow of traffic?

Assumption #1: *People can be trusted* and will use their judgment to do the right thing.

Assumption #2: Problems *can be managed with simple rules and agreements* (right of way)

Assumption #3: Many scenarios will occur, but protocols *will be sufficient* to handle them



*Both are viable solutions. So, how are they different? What are the **assumptions behind** each of these solutions?*

Traditional vs Responsive Operational System

How might we prevent cars from hitting each other in an intersection, while maintaining the maximum flow of traffic?

311,000 signals in United States

1118 intersections in United States

Often, responsive strategies **address a challenge** and are the ones that assume people can be given **guardrails or protocols** to operate within, even if they aren't the most popular at first.

Works during power outages

So which one is better?

Add your reflection to the chat

What **stop lights** exist in your district that could become **roundabouts**?

Share your answer in the chat!

In what ways have you and your teams
'pivoted' during this time?

Looking '100 ft. ahead' with your strategic plan

What We're Hearing in Central NJ

The Plan

- Share monthly board updates via slides, updated by initiative leads
- Engage with community primarily via district website and Twitter
- Initiative team leads could form, combine, and dissolve teams as needed

The COVID-19 Pivot





- Initiatives are on hold, with leads joining teams on short, medium, and long-term planning for reentry
- Cabinet forms team exclusively for district reopening activities
- District leaders leverage social media to assess what actions to start, stop, and continue with community

How did they use their strategic plan?

- **The strategic plan's mission, vision, and values were the 'baseline'** for all major decisions - from grading policies, to graduation, to reopening decisions
- Similarly, the **Focus Areas and Goals of the plan, served as 'Scenario 0'** for re-entry planning
- **Those part of the strategic planning process were ready to lead responsibly** using the same protocols that developed the plan itself


















Planning From Scenario 0 Using Your Plan

The Plan	Scenario 0 (Baseline)	Contingency Plan A	Contingency Plan B	Contingency Plan C
Description	No Pandemic Occurred	Open School in Fall 2020 with no COVID-19 constraints (i.e. masks and social distancing)	Blended model - some students return in person with constraints, some remain at home learning virtually	Fully virtual model
How to Use your Current Strategic Plan	Continue with Strategic Plan goals and metrics of success, making adjustments as needed.	Use SP values and focus areas to guide culture-reset activities, the formation of crisis management task forces, and adjustments to curriculum, teaching, and learning goals to make up for time lost in the classroom.	Use SP values to design a master schedule that equitably serves students, families, and staff. Use SP goals when designing virtual instructional strategies, grading policies, etc.	Use SP mission, vision, and values when rolling out continuous learning plan. Conduct virtual stakeholder engagement activities to gather input on what to start, stop, and continue with your SP's goals and focus areas

Next Steps Key	Definition	Sample Initiatives Under This Category
 Continue Progress	District initiative or team is continuing operations with little to no adjustments to process or format during this time.	<p>Any initiatives that have been underway and are critical to continue. Crisis has not had a significant impact or necessitated much reworking.</p> <p><i>Ex: Strategic plan or district mission and vision, Communications plan, Social media, Curriculum writing project</i></p>
 Pivoting	District initiative or team is continuing operations with adjustments made accordingly.	<p>Any initiatives that were underway before crisis but must make significant changes to logistics or timeline.</p> <p><i>Ex: 1-1 Device Rollout plan, Shift to Personalized Learning, Staff Hiring + Placement</i></p>
 On Pause	District initiative or teams has discontinued operations - actions will 'unpause' at an unknown date.	<p>Any initiatives that would require too many resources to continue at this time or would distract from the key priorities</p> <p><i>Ex: Competency-based learning initiative, STEAM rollout, Family Academies</i></p>
 Sunset	District initiative or team is permanently discontinued.	<p>Any initiatives that would require too many resources to continue at this time or would distract from the key priorities and are unlikely to be able to return (or may have run their course)</p> <p><i>Ex: Career Ambassadors, After-school wellness program</i></p>

Share your answer in the chat!

What are some initiatives you have put
'on pause' recently?

INITIATIVE NAME		Next Steps April - May 2020
Wellness	Staff Self-Care + Wellness	
	Before + After School Safety	
	Counseling & Student Supports-	
Academic Programs	Culturally Relevant + Responsive Practices	
	SEL	
	Personalized Learning / Student Choice	
	Device Initiative	
	Career Academies	
Student Supports	Universal Screening	
	Targeted Supports for Underserved Students	
	Communications	
	Family University	
	Ambassadors	
Growth	Talent Development for Staff	
	Diverse Candidate Hiring	
	Redistricting + Reconfiguring Grade Levels	
	Technology Infrastructure Planning	

SAMPLE

Next Steps Key



Continue Progress



Pivoting



On Pause



Sunset

Double-Click View

Sample One-Pager

Key Components of One-Pager Updates

- Goals during time of crisis
- Recent pivots and updates
- Timeline and next steps
- Contact Information

Staff Self-Care +Wellness

FOCUS AREA
Wellness

OUR GOAL:
Prioritize social, emotional, and physical well-being of staff to ensure that every member is capable of maintaining a healthy work/life balance.

WHEN WE SUCCEED in 2025:

- Our staff survey will reflect an increase in positive perceptions of schools' cultures, climates, and abilities to innovate and improve overall wellness.
- The number of teachers retained will increase each year for the next 5 years..
- Staff will report a sense of feeling valued, appreciated, and recognized for their accomplishments.



WHY THIS MATTERS: An invaluable component in both retaining our staff and in pushing them to persist professionally is to provide them with tools to better manage the emotional and physical demands of career and life.

INITIAL IDEAS AND ACTIONS:

- Provide a digital and interactive wellness platform where staff can engage in self directed healthy practices.
- Foster opportunities for staff groups to share and explore health and wellness.
- PD/PLS trainings on Mindfulness, Anxiety, and other Mental Health topics and available supports
- Use the Governance protocol to develop norms and expectations for a variety of operational responsibilities.

Timeline and Next Steps

Research/Discovery

Transition Period

Implementing

SY 2019-2020 (July - December)	SY 2019-2020 (January - June)	SY 2020-2021	SY 2021-2022

The team is ready to launch some of the ideas and initiatives immediately! Please contact XXXXX if you are interested in learning more!

**Ignite your passion.
Nurture your potential.
Embrace your future.**

Share your answer in the chat!

How are you currently sharing updates on your strategic plan with your community?

Share your answer in the chat!

How do you envision this template supporting your district?



VIRTUAL EVENTS 2020

Go Here to Learn More and Register:
bit.ly/virtual-events-2020

MAY 13 - 14

Designing Student-Centered Learning

JUNE 3 - 4

Responsive Team Habits in the Age of COVID-19

JUNE 16 - 18

Designing Schools for Learning Continuity Conference

APPENDIX

Long-Term Planning Guide

SAMPLE		March 15-30, 2020	April 01-15, 2020	April 15-30, 2020	May 01-15, 2020	
Wellness	Staff Self-Care + Wellness					Sunset
	Before + After School Safety					
	Counseling & Student Supports					
	Culturally Relevant + Responsive Practices					
Academic Programs	SEL					On Pause
	Personalized Learning / Student Choice					
	Device Initiative					
	Career Academies					
	Universal Screening					
Student Supports	Targeted Supports for Underserved Students					Continue Progress
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	Ambassadors					
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	Redistricting + Reconfiguring Grade Levels					
	Technology Infrastructure Planning					