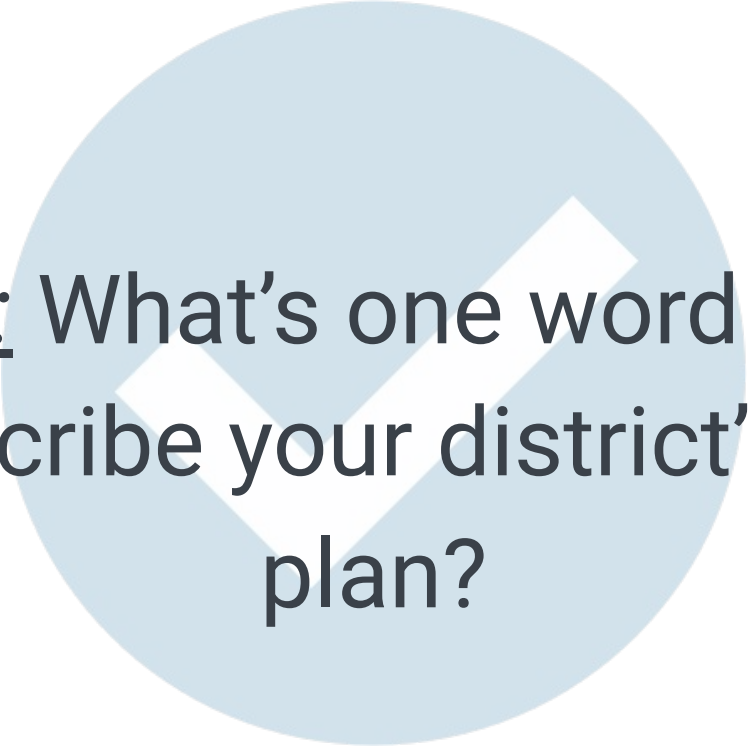




[Webinar] Rethinking Your District Strategic Plan

December 8, 2020

Check In



In the chat: What's one word you would use to describe your district's strategic plan?

Introductions



Andrea Goetchius
Associate Partner
Education Elements



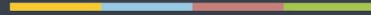
Dana Britt
Associate Partner
Education Elements



Jennifer Dizler
Assistant Superintendent
South Brunswick School District



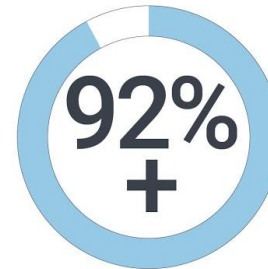
Hi! We are Education Elements



WE ARE AN EDUCATION CONSULTANCY, THAT HELPS TRANSFORM SCHOOLS AND DISTRICTS



1000+
Schools
and Districts



of attendees find our
workshops excellent
or very good

Schools grow when people grow



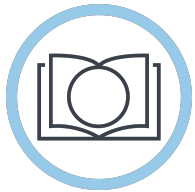
Founded in
2010

1000+
Schools

250+
Districts

37
States

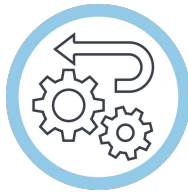
Blended &
Personalized
Learning



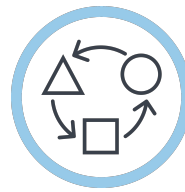
Strategic
Planning



Return
Planning



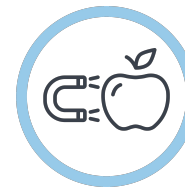
Equity



Leadership
Development
& Coaching



Teacher
Retention




Teams &
Culture



Agenda

- What is responsive planning?
- How has COVID changed the landscape for strategic planning?
- 5 ways districts are rethinking their strategic plans
- Q&A



*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*

What is responsive planning?

Responsive planning is an adaptive approach to planning toward a long-term goal by breaking the goal down into shorter **sprints**, making "**safe enough to try**" decisions, and using new information and data to adjust and **pivot** for ongoing work.

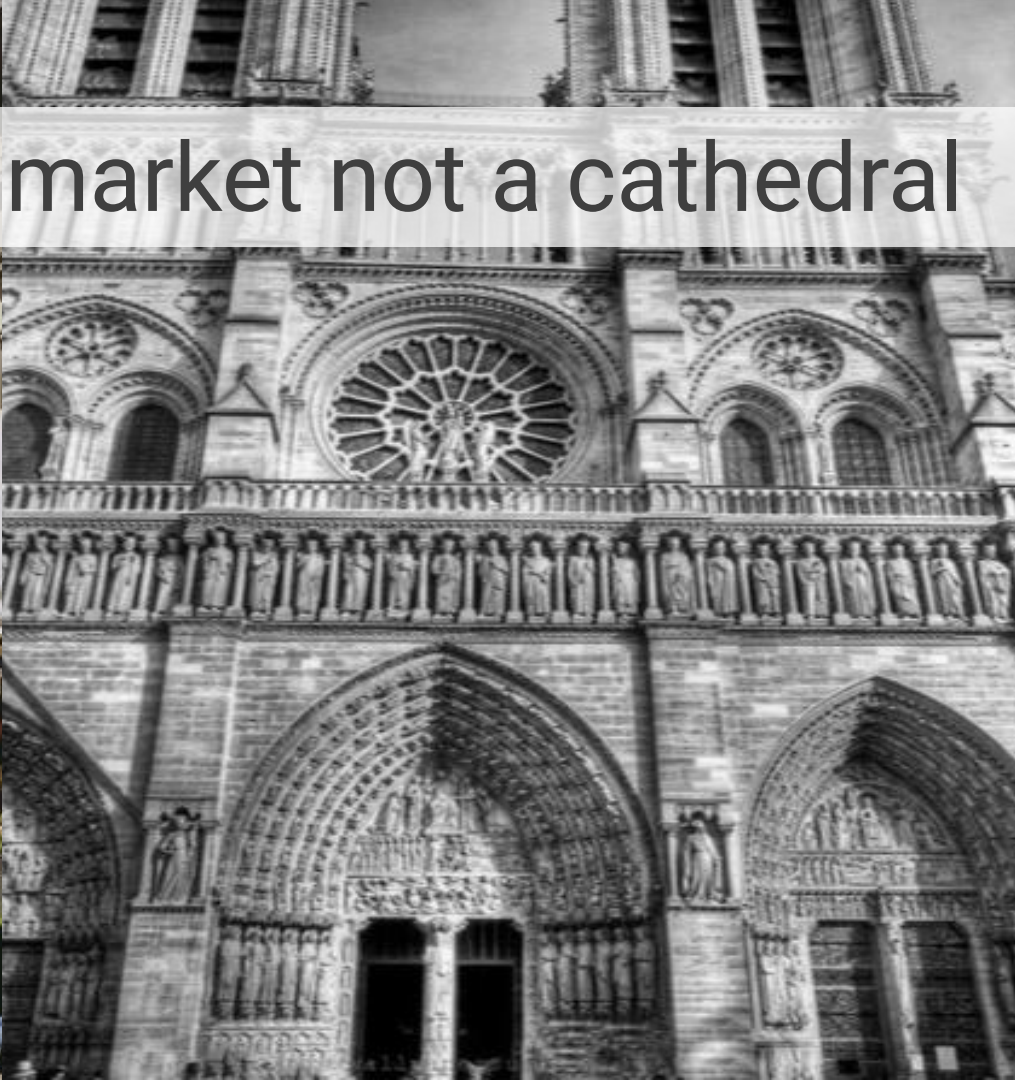
Pivot: a change in strategy without a change in vision

Sprint: A structure for managing work that enable teams to adjust and be responsive by planning for shorts bout of time between 2-4 weeks.

We believe that by operating in sprints we can create space to involve stakeholders and build the capacity of your leadership team to continue this capacity building.



Think like a farmers market not a cathedral



The monumental shift of COVID



Ways Districts are Rethinking their Strategic Plans

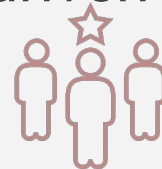
Short-term



Flexible



Community
-driven



Reflective



Refocused



SHORT TERM

The Challenge



[WEBMD HEALTH NEWS]

Fauci: Masks, Social Distancing Likely Until 2022

By Carolyn Crist

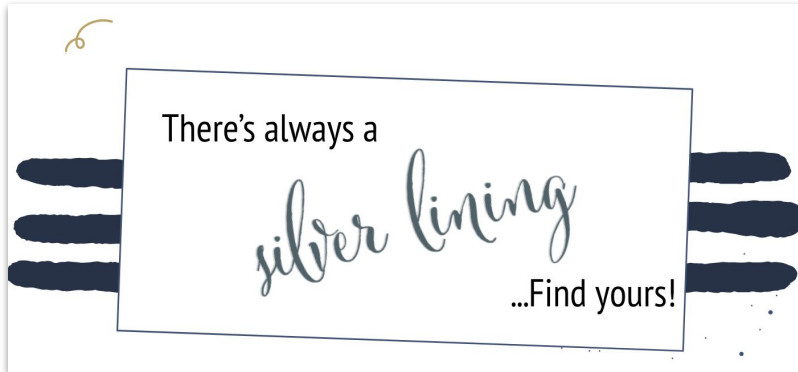


- 5 years feels a lifetime away
- Struggle to prioritize long-range strategic planning while in “crisis mode”
- Higher turnover
- Uncertain budgets & expectations from state & local as well as federal turnover

Story + Suggestion



Setting an annual theme



Balance of meeting immediate needs and thinking ahead

Summer of 2020 by the numbers...

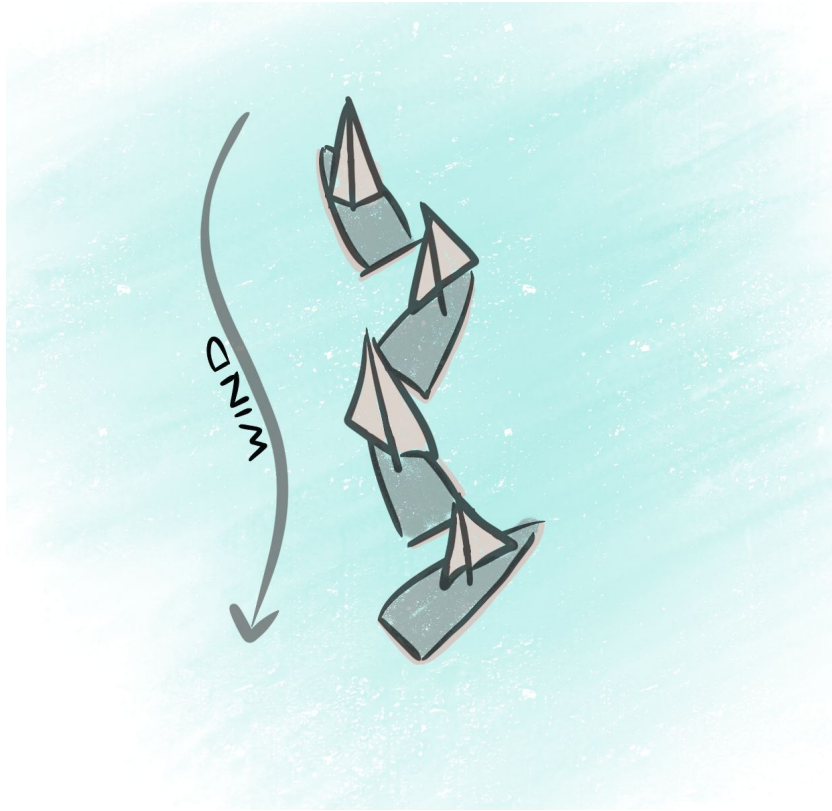
Forums	Pandemic Response Team	PPE	PD
Staff and community forums in July and August	25 Members	\$300,000+ spent on PPE including MASKS, Sanitizer, Gloves, Plexiglass, Electrostatic Sprayers, Gowns, Wipes and so much more	29 optional offerings in August
Over 4975 parents	8 meetings		416 teachers attended
Over 2000 staff	Over 20 Hours of listening, advising, and reflecting		New Staff Training: Year 1 - 34 teachers Year 2 - 77 teachers Year 3 - 31 teachers
			42 hours of NST!!

SILVER LINING

www.silverlining.com

FLEXIBLE

The Challenge



- “Sailing” directly into the wind
- Feeling stalled
- Feeling of “wasting time” if we start to head in the wrong direction
- A worry about having to throw out a plan that is no longer applicable

PIVOT

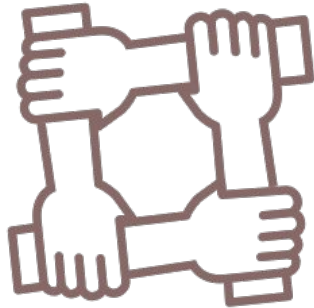


Pivot - a change in **strategy**
without a change in **vision**



Ex:

Fixed: Mission, vision, values or beliefs, outcomes



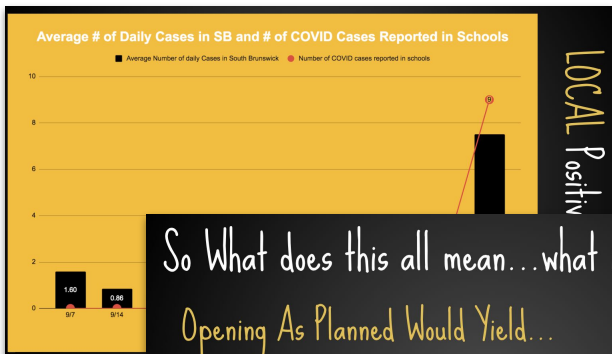
Flexible: Priorities to meet the vision + outcomes, initiatives under those priorities



South Brunswick Spotlight



Pivot with local conditions



So What does this all mean...what is the impact?

Opening As Planned Would Yield...

Major Disruption:

- Quality and continuity of instruction
- State & CDC guidance will continuously close our buildings (This week 15 school outbreaks vs. the rest of the year a total of 36!)
- Staffing Issues
 - Quarantining
 - Hiring/Subs

Pivot our plan to meet our needs and priorities

	INITIATIVE NAME	Planned 2020-2021	Actual 2020-2021
Wellness	Staff Self-Care + Wellness	○ Maintaining	○ Maintaining
	Before + After School Safety- Monitoring Unstructured Areas-	⬇ Continue Progress	⏸ On Pause
	Social Emotional Learning	⬇ Continue Progress	○ Maintaining
Academic Programs	Personalized Learning / Student Choice <ul style="list-style-type: none"> Device Initiative Technology Infrastructure Planning 	⬇ Continue Progress	○ Maintaining
	<ul style="list-style-type: none"> Culturally Relevant + Responsive Practices Career Academies 	⬇ Continue Progress	⬇ Continue Progress
	Targeted Supports for Underserved Students <ul style="list-style-type: none"> Universal Screening Counseling & Student Supports 	⬇ Continue Progress	⬇ Continue Progress
Student Supports	<ul style="list-style-type: none"> Ambassadors 	⬇ Continue Progress	⏸ On Pause
Community	Communications	⬇ Continue Progress	○ Maintaining
	Family University	⬇ Continue Progress	⏸ On Pause
Growth	Talent Development for Staff	⬇ Continue Progress	⬇ Continue Progress
	Diverse Candidate Hiring	○ Maintaining	○ Maintaining
	Redistricting + Reconfiguring Grade Levels	⏸ On Pause	⏸ On Pause

Next Steps Key

- ⬇ Continue Progress
- ⏸ On Pause
- ☾ Sunset
- Maintaining

COMMUNITY-DRIVEN

The Challenge (a great challenge to have!)



5
Community Town Halls

84 to 132
Community Town Hall Participants

8
Unique Stakeholder Groups Engaged

831
Parent Survey Responses



28
Committee Members

1
East Ramapo Family

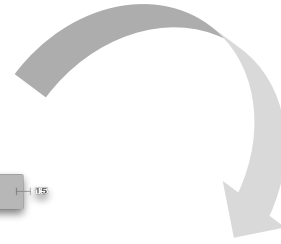
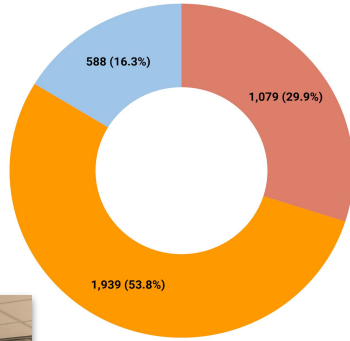
Co-designing solutions with the community



- *How well do you feel [virtual, hybrid, socially distanced in-person] learning matches what you are used to with in-person learning?*
 - *What do you miss the most from the traditional setting? What do you miss least?*
 - *What would you like to see maintained from this current period when schools fully reopen?*
- *What differences have you noticed in your student's engagement in virtual learning, both with synchronous (students learning with the teacher at the same time) and asynchronous learning (students learning at their own pace, independently)?*
 - *In which setting is your student doing the best?*
 - *When have you noticed your student engaged the most with asynchronous learning?*
- *What support would you need to improve your experience as a parent or guardian of a student in [virtual, hybrid, in-person] learning?*
 - *What are some specific resources that would be helpful?*
 - *What kinds of targeted support for specific needs would you like to see implemented?*

South Brunswick Spotlight

Community Engagement During Strategic Planning



Community Engagement During COVID-19

What does our **LOCAL DATA** look like?

- Brunswick Urgent Care - From 5 positive cases daily to over 30 daily this week! \uparrow 600%
- Staff **currently under quarantine** = 8
Students **currently under quarantine** (that we know of) = 14
- This week so far **166 students switched from Hybrid to virtual.**
- South Brunswick positive cases per week...**next slide**

SUPERMANIA.COM

REFLECTIVE

THE CHALLENGE

- Go, go, go mindset
- Hard to take time to pause and reflect during crisis

THE SOLUTION:

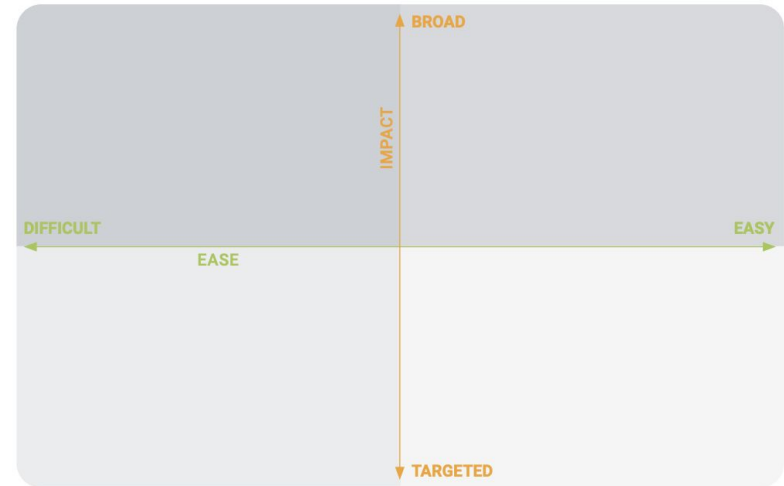
- Set short-term priorities and goals
- Embrace the “pause” for retrospectives to make future work even more productive and effective

OUR FRAMEWORK

We encourage teams to plot new and old initiatives based on their feasibility. The descriptions below will help you understand our approach.

There are two criteria we use when determining priorities: **EASE** and **IMPACT**. How you define what is easy or what has broad impact will depend on your context. Factors that inform your definition are:

- District/Organization size
- Total organization budget
- Current initiatives, systems, and structures
- Strategic planning guides: focus areas, vision, mission, or values



2

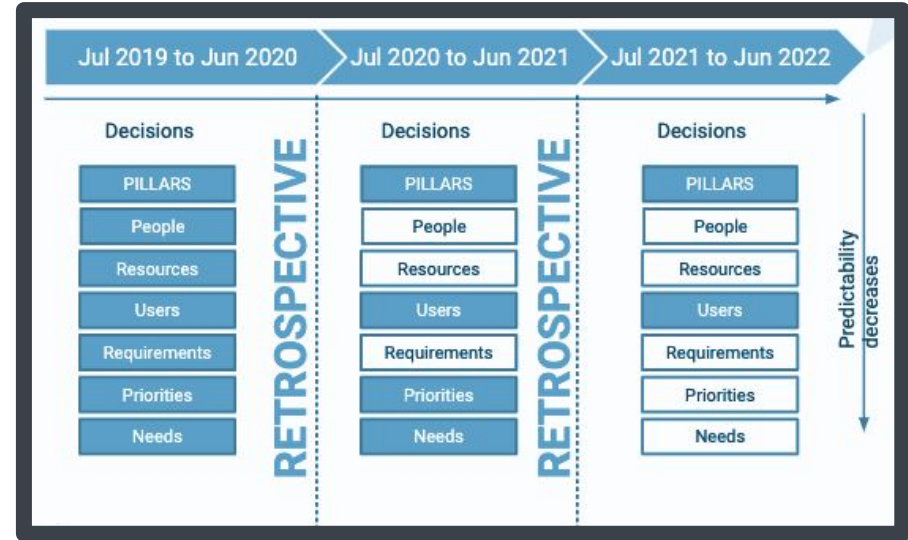
Not all priorities all the time



Traditional



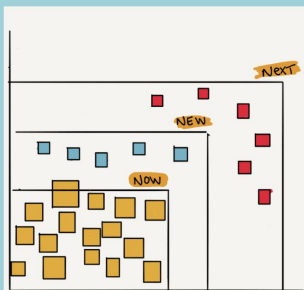
Responsive



South Brunswick Spotlight

Build Capacity of Leaders

NEW AND NEXT...



NORMAL - what did we do?

NEW - what are the things we might do now during COVID (first 2 weeks)?

NEXT - what is something we might save or do again later in the year?

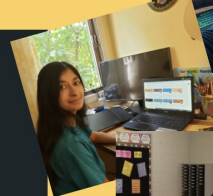
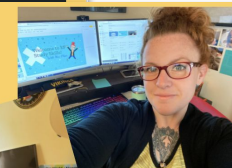
Taking Time to Pause and Update

The WINS of this model

- No DISRUPTION...students stay with their teachers!
- No COHORTS needed...In-person students are 5 days a week
- Sustainable
- BETTER FOR

In Summary...

- Entering Re-Entry Phase 3
- Concurrent Synchronous for all!
- Daily schedule shifts
- Bussing begins
- Change minds
- The model begins...
 - Board Discussion



REFOCUSED

The Challenge: Teachers are leaving the classroom...why?

28%

of teachers said the COVID-19 pandemic has made them more likely to retire early or leave the profession (Source: [NEA survey](#)).

“It kills me to leave, but I think it would kill me—literally—to stay”

- Ariel Franchak, Reading Specialist

Teachers are leaving the classroom...why?

“I love education and working with kids, but the pressure I feel to keep everyone safe and the perspective some teachers have that I am responsible to keep them safe is overwhelming,”

- Surveyed Principal

~50%

of principals are considering leaving their positions according to survey by National Association of Secondary School Principals (NASSP)

RISING PRIORITIES

- 1. Emphasis on equity and social justice**
- 2. An emphasis on hiring and retaining strong teachers, in particular teachers who represent the student population**
- 3. Increased support for families as they play a pivotal role in student learning**

QUESTIONS?

A white background with scattered, colorful confetti pieces in shades of blue, purple, green, yellow, and red. A light blue horizontal banner is centered in the upper half of the image.

Education Elements' 10 Year Celebration

December 7-11, 2020 | Virtual Celebration

A week-long celebration you won't want to miss!
