High School District 214 Strategic Planning

Proposal, DeliverEd

March 14, 2024

DeliverEd has expertise in the delivery approach, a proven approach for managing implementation across complex education systems

"delivery" *(n.)*

is a systematic process through which system leaders can drive progress and deliver results.

It involves asking the following questions consistently and rigorously:

1. What are we trying to do?
2. How are we planning to do it?
3. At any given moment, how will we know whether we are on track?
4. If we are not on track, what are we going to do about it?

Our nimble, experienced team is here to support you throughout the process

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THE IMPLEMENTATION EXPERTS

To us, a successful partnership includes high quality deliverables *and* building internal capacity to continue the work long after we're gone

Deliver quality outputs

- A high-quality strategic vision and accompanying plan
- Presentation materials for use with stakeholders to share the plan
- Detailed internal working version of strategic plan in dynamic tool to track progress over the life of the plan
- Performance monitoring routines training, process, calendar, and resources

Build internal capacity

- Workshops to build skills around strategic thinking and use of data for improvement
- Intentional and ongoing support and coaching of assigned "Delivery Lead" to facilitate the progress monitoring process over time
- Coaching sessions for Superintendent and other leaders around implementation of the strategic plan

We propose an iterative process for rigorous planning, meaningful engagement, and effective execution of the strategic plan

LAUNCH	PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
April 2024	*Spring 2024*	*Summer-Fall 2024*	*Fall 2024*	*Winter-Spring 2025*	*Summer-Fall 2025*
SET UP	REVIEW	VISION	DESIGN	PLAN	IMPLEMENT
Align on expectations and ambitions for plan	Assess current areas of strength and opportunity	Articulate a long term vision for the future of learning in District 214	Develop a 5-year strategic planning architecture	Create implementation plans for each of the priority strategies	Facilitate ongoing performance management routines

Phase 1 is structured around a thorough capacity review that engages stakeholders

The process is quick...

STEP 1: Set up the review

STEP 2: Conduct interviews and focus groups

STEP 3: Compile evidence and survey results

STEP 4: Conduct leadership team self-assessment

STEP 5: Report out final ratings and recs

...and leverages our framework of 16 effective elements

We start by reviewing documents and data, facilitating focus groups and interviews, and surveying internal and external stakeholders

FOCUS GROUPS / INTERVIEWS

- Board members
- Superintendent
- Cabinet
- District leaders and managers
- School Administrators
- Teachers
- Support staff
- Community leaders
- Students
- Families/Caregivers

SURVEY RESPONDENTS

- Students
- Staff
- Teachers
- Family
- Community and non-school staff

DOCUMENTS AND DATA

- Historical and disaggregated achievement data
- Key data including: student attendance and behavior, staffing hiring/retention rates
- Organizational chart(s) and roles
- Graduate profiles
- Equity plans
- Any previous strategic plan(s)

We recognize the importance of an inclusive, representative process to build community support

More "out-of-the-box" approaches:

- Shadowing students
- Targeted empathy interviews (for students and families)
- Place-based survey distribution
- Town Halls (can be in person or virtual for maximum participation)
- ThoughtExchange or Padlet

To ensure an inclusive process, we recommend tagging on to existing stakeholder events:

- Joining staff meetings to gather staff input
- Utilizing student "advisory" periods for student activities
- Having a QR code to complete the survey at events where families are present (e.g., sporting events)
- Incentives are also great!

Note that all of these can be conducted virtually in addition to in-person and conducted in multiple languages to allow for greater participation

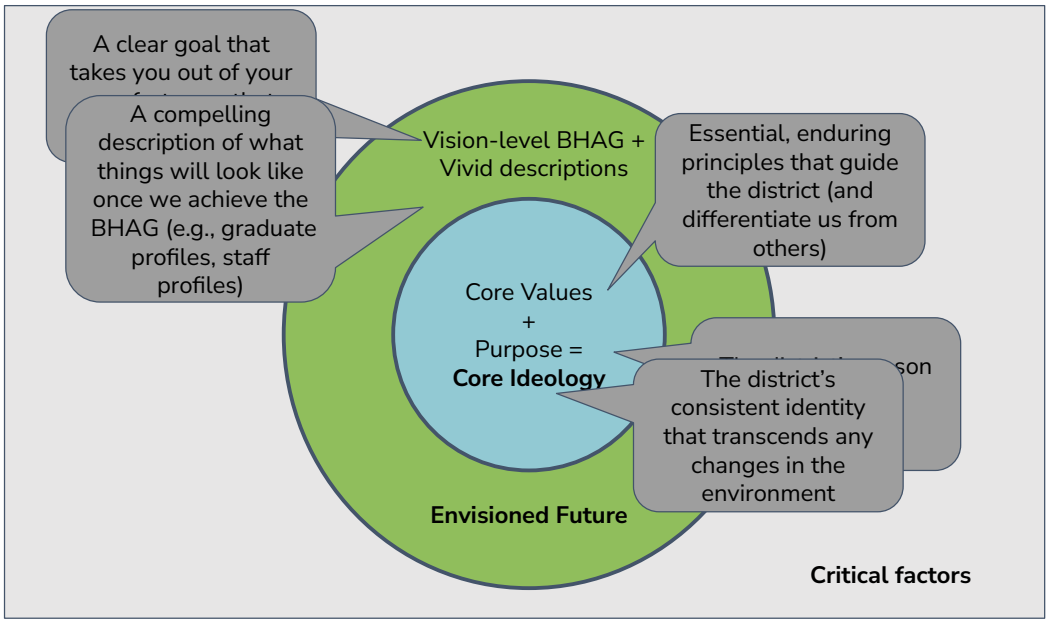
During Phase II, we would combine this stakeholder engagement with an analysis of the critical factors in the education landscape

- Scan for *conditions, trends and assumptions* about what's coming in the future (locally and nationally)
- Identify those "*big shifts*" that are inevitable (e.g., AI)
- Based on this, *forecast various scenarios* and how they may influence the future of District 214 and education as a whole

Assumptions might include:

- Shifts in curriculum and instruction
- Technology innovation
- Local demographic shifts
- Local economic shifts
- Policy/governmental changes

We would then facilitate the district to define several components of the long-range vision, grounded in the "core ideology" and taking into account the critical factors



Adapted from: *Built to Last: Successful Habits of Visionary Companies*, Jim Collins and Jerry I. Porras

Phase III involves drafting the strategic plan "architecture" that provides the overall structure for the five-year plan

Strategic Plan Architecture components

Goals & Leads -
What do we want to achieve and who is responsible?

Metrics -
How will we measure success?

Strategies -
How will we achieve the goal?

1	2	3
Goal	Goal	Goal
Lead	*Lead*	*Lead*
• Metric • Metric	• Metric • Metric	• Metric • Metric
Strategy Strategy Strategy Strategy	Strategy Strategy Strategy Strategy	Strategy Strategy Strategy Strategy

SAMPLE: Strategic plan architecture

Appoquinimink School District
THE WORLD IS OUR CAMPUS

To create an educational system where each student is engaged, supported, and successful.

	1	2	3	4	4
Goal	Ensure the learning environment is rigorous, relevant, and engaging	Foster a supportive environment for our school community inclusive of social emotional learning and Multi-Tiered Systems of	Ensure the learning environment is rigorous, relevant, and engaging	Ensure the learning environment is rigorous, relevant, and engaging	Ensure the learning environment is rigorous, relevant, and engaging
	Lead: T.J	*Lead: Sharon*	*Lead: Kalia*	*Lead: Lil*	*Lead: Josette*
Metrics	• % student talk time • Student survey re: rigor, relevance, connectedness	• TBD, perhaps climate survey data on SEL questions? • TBD, perhaps MTSS services aligned to need?	• Professional learning session evaluations • Themes from staff climate surveys • Growth within and across positions	• Self-assessment and engagement survey results • Participation levels in and products produced by committee members	• Retention and attrition demographics • Discipline data • Student achievement data (closing equity gaps)
Strategies	1. Create survey (student & family) 2. Student talk/discourse/ collaboration/Teach FX 3. Rigorous offerings (e.g., AP, curric review cycles) 4. Certifications and work-based learning experiences 5. Rigorous Tier 1 instruction with continuum of services	1. Create a district level MTSS team then building-level team DSC referral system for MTSS 2. Implement the SEL toolkit 3. Family Communication around SEL and MTSS 4. Staff Connection Activities prior to staff meetings and PD	1. Support through improved coaching 2. Provide effective & differentiated PD for all employee groups 3. Strengthen evaluation and feedback cycle for *all* staff (focus on principals, non-instructional staff) 4. Gather data on whether staff feel effectively supported	1. Adopt / implement an assessment tool and survey for measuring family-school-community engagement 2. Establish school-level engagement teams 3. Build school-level leadership capacity 4. Distribute a comprehensive ASD Resource Guide to empower families	1. Student supports (inclusive classrooms, instructional practices, identification, discipline) 2. Staffing processes (hiring, retention, promotion) 3. Equity and anti-bias staff training, increased transparency of education efforts 4. Accountability to execute 5. More transparency and diverse participation

In Phase IV, we will define what implementation will look like for each strategy

Describe the strategy and its purpose in a sentence or two

What does success look like by the end of implementation?

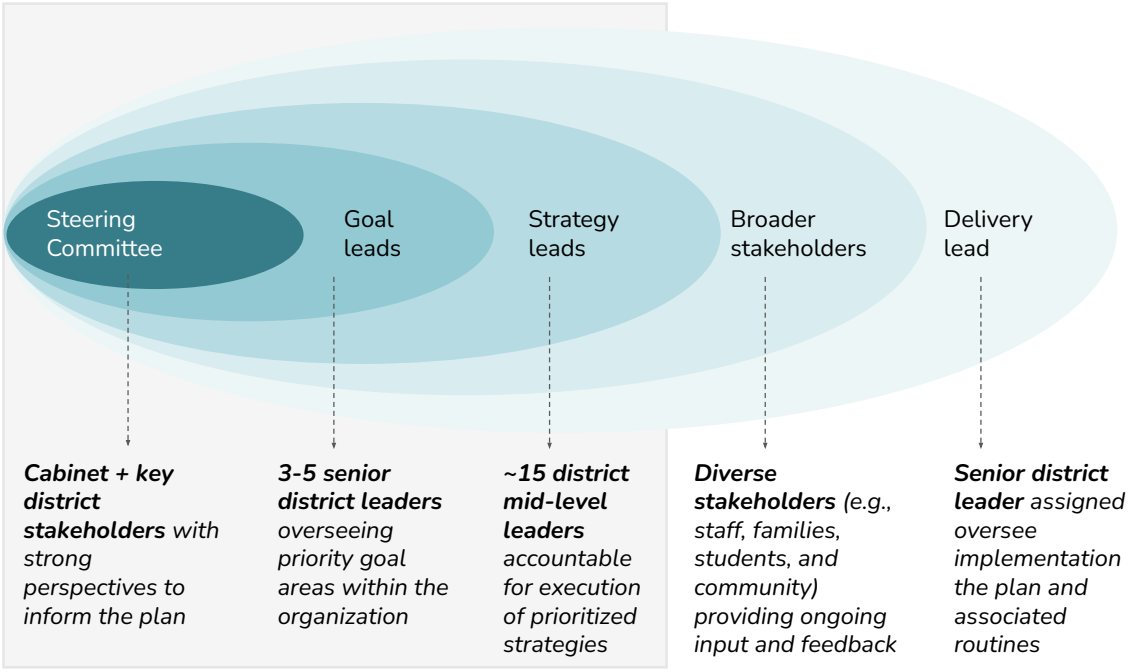
How will we measure implementation of this strategy?

What are the most important milestones that need to occur to achieve this success?

What are the biggest risks and barriers to avoid, and what can we do to mitigate them?

What people, time, money, and technology will be needed to implement it?

An expanding group of stakeholders will be engaged and leveraged throughout the strategic planning process



Phase V involves setting up progress monitoring routines that will serve as the “engine” for making sure this plan stays alive

SAMPLE calendar of delivery routines

GOAL	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Student Achievement & Growth	▲					●▲	▲					●▲
Learning Environment		▲				●▲		▲				●▲
Family & Community Partnerships			▲			●▲			▲			●▲
Premier Workforce				▲		●▲				▲		●▲
Operational Resources					△	○△					△	○△

△ *District stocktake*
○ *Board update*

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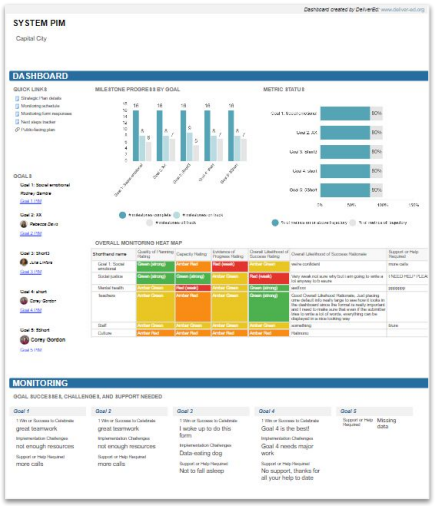
Our dynamic Smartsheet PIM allows for updating, reviewing, and revising of the plan throughout implementation

In order to keep the plan alive, we would work with you to ensure each goal has clear:

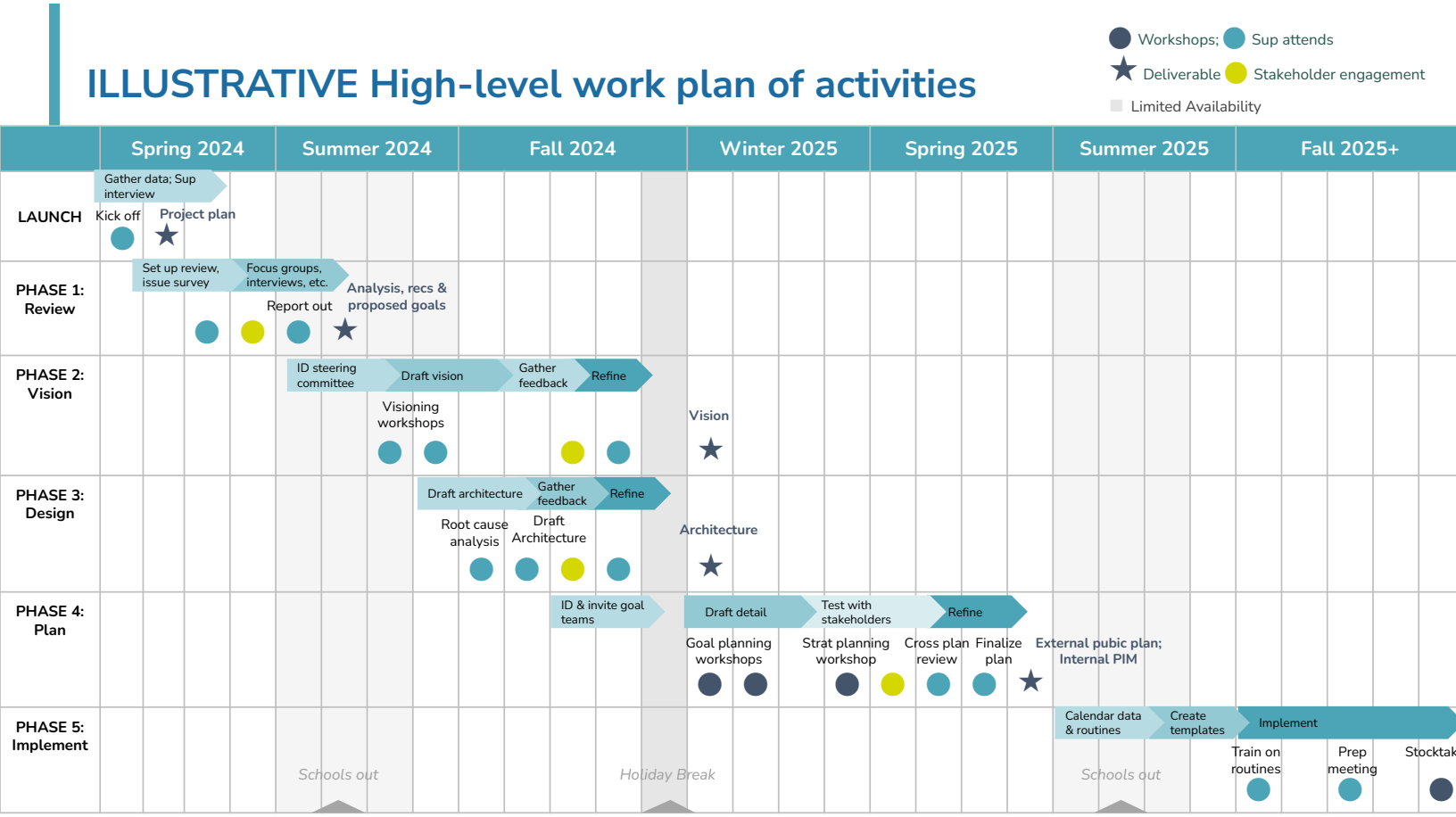
- Targets and timeframes for each metric
- Milestones within each strategy
- Clear owners accountable for each goal & strategy

The DeliverEd Planning, Implementation and Monitoring (PIM) tool:

- Serves as a single place to review, update, and monitor plans
- Gives stakeholders ongoing and clear visibility into the work
- Provides insight into success and challenges
- Drives problem solving conversations
- Allows you to deliver stronger results



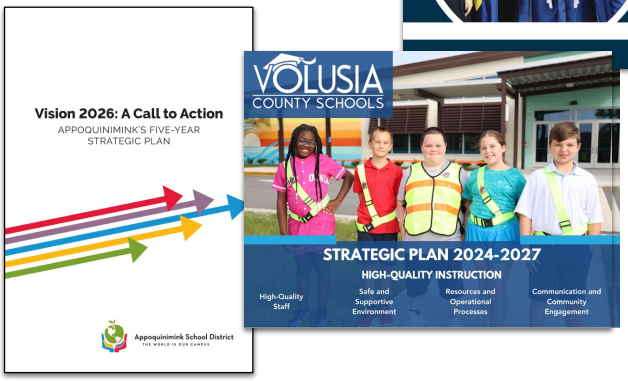
ILLUSTRATIVE High-level work plan of activities



We have partnered with many school districts in developing high-quality implementation-focused plans

- Appoquinimink School District (DE)
- Volusia County Schools (FL)
- Mukilteo School District (WA)
- Bernalillo Public Schools (NM)
- School District of Osceola County (FL)

Note: These are public-facing versions of their plans; each of them has an accompanying internal document that has the necessary details for progress monitoring



We have deep experience supporting educators across the ecosystem to get results for students

We have partnered with:

25 school districts and **15** state education agencies across more than **25** states

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Thank you

www.deliver-ed.org

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