

Strategic Planning Education Report

November 18, 2019

Presented by
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“Strategic planning is not about writing an ideal document called a strategic plan. It is about shaping and crafting strategies that achieve intended results...strategy, like innovation, is not about what you say or believe. It is about what you do.”

(Williams, 1994)

Highlights from Sept. 23, 2019, Strategic Planning Report

- Reviewed Strategic Planning Process to date;
- Reflected on Purpose, Connections, and Interrelationships of Elements of the Strategic Plan;
- Examined Best Practices Literature on Strategic Planning;
- Shared Template and Goal Examples;
- Presented “Case Studies” on Selected Goals;
- Discussed Reporting and Accountability Measures;
- Reviewed Timeline for Ongoing Work;
- Answered BoE Questions; and
- Solicited Feedback to Include in Final Version.

Objectives for Tonight's Presentation

- Provide a Deeper Look into Planning Process to Date;
- Review and Clarify Goals, Categories of Goal Types, and the Interconnectedness of Goals;
- Present Updates to Goal Templates and Accountability Metrics;
- Present “Case Studies” on Selected Goals for Deeper Understanding and Clarification;
- Review Timeline for Ongoing Work; and
- Answer BoE Questions.

Review Strategic Planning Process to Date:

Administrative Council Meetings

Vision/Strategic Planning

April & May 2017

Strategic Planning/Transition Plan

August (*Retreat*) - December 2017

Strategic Planning Update

January - December 2018

January - June 2019

July 2019 (*Retreat*)

September, October, November 2019

Board of Ed. Report/Strategic Plan Updates

January 2019

March & April 2019 (*BOE Meeting with STA*)

September & November 2019

Cabinet Meetings - Strategic Planning

July 2018 - June 2019

July 2019 - Present

District Compact Committee Meetings

October 2017

February 2018

May 2018

January 2019

May 2019

October 2019

4X4 Meeting (Administration & STA)

October 2017 - June 2018

September 2018 - June 2019

September 2019 - present

District Leaders Meeting:

Strategic Planning

September 2017

October 2018

Review Strategic Planning Process to Date (cont.):

PTC Executive Committee Meetings

September - December 2018

January - May 2019

September - November 2019

Staff/Meetings:

Superintendent Conference Day

November & March 2018

November & March 2019

Meetings with SHS & MS Departments

MS & HS Chairs - Fall 2019

HS (SPED, SS, Sci., Eng.), Fall 2019

MS (English), Fall 2019

Elem. and Secondary Principals' Meeting

December 2017

March, April, June 2018

September - November 2019

Staff/Communications:

Staff Email - Supt. Conference Day

November & December 2018

March 2019

'Dale Dispatch

June 2019

November 2019

Insight Publication

Summer 2019

Review Strategic Planning Process to Date (cont.):

Strategic Plan Surveys, Data Analysis, and Goal Development:

April - May 2019

- Teaching Staff Survey - Strategic Plan Teaching Staff Survey Results
- Parent Survey - Strategic Plan Parent Survey Results
- HS Student Survey - Strategic Plan HS Student Survey Results
- Greater Scarsdale Community Survey
- Strategic Plan Greater Scarsdale Community Survey Results

May 2019

Survey Data Analysis

May - October 2019

Goal Development and Refinement



What is the Purpose of the Strategic Plan?

A school district strategic plan **establishes a path to accomplish a district's desired future through vision, mission, and core values**. The process allows the district to **define and understand its curriculum, instruction, assessment, finances, and other needs**. The plan **defines specific priorities and allows the district to work together to establish and accomplish goals, objectives, and activities**. (Lane, Bishop, and Wilson-Jones, 2005)

“Strategic planning is not about writing an ideal document called a strategic plan. It is about **shaping and crafting strategies that achieve intended results... strategy, like innovation, is not about what you say or believe. It is about what you do.**” (Williams, 1994)

How Does the Strategic Plan Relate to Vision and SET 2.0?

Vision (What We Aspire Towards): *A Classical Education in a Progressive Tradition.*

Mission (How We Achieve our Vision):

Traditional: *The Scarsdale Public Schools seek to sponsor each student's full development, enabling our youth to be effective and independent contributors in a democratic society and an interdependent world.*

Current: *Implementation of Scarsdale Education for Tomorrow 2.0 (SET 2.0)*

Future: *Re-Imagines and clarifies our Mission over the next 5 years.*

This is what our Strategic Plan does.

Scarsdale Education for Tomorrow, 2.0: 21st Century Education in Scarsdale Schools

“A Classical Education taught in the Progressive Tradition”

The Whole Child
Non Sibi
Love of Learning
Interdisciplinary Studies
Global Connections
Sustainability
Wellness



Engaged Learning
Project-based
Personalized
Active
STEAM
Making
Design Thinking
Computational Thinking
Collaboration

Are the Strategic Plan Goals S.M.A.R.T Goals?



District's New Strategic Plan Infographic



Pillars vs. Goals

Values & Priorities

7 Strategic “Pillars”: Affirmed & Sustained Values

Student Autonomy & Responsibility

Educator Autonomy & Responsibility

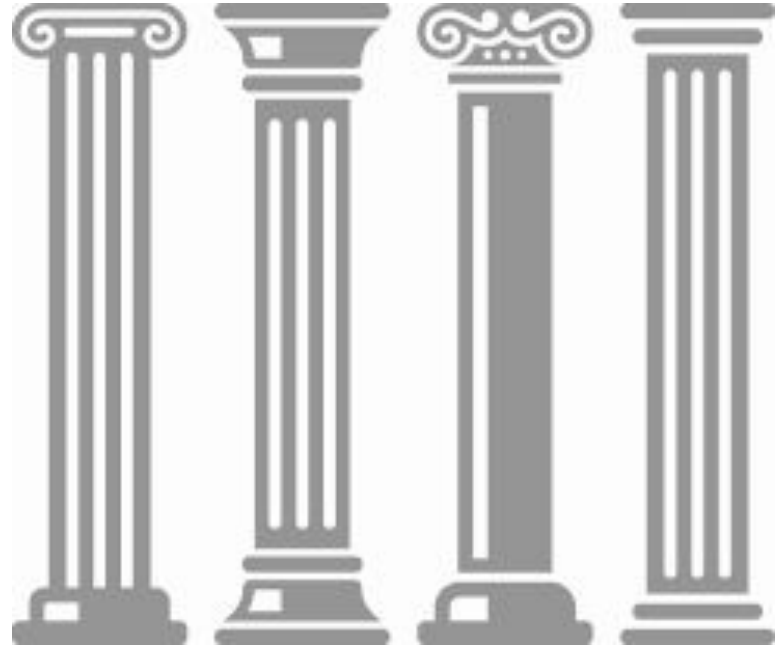
Cohesive Community

Effective Learning Organization

Sustainable Infrastructure

Personalized Learning

Wellness and Well-Being



13 Strategic Plan Goal Proposals, 2019-2024

Balanced Literacy: Creating the Foundations of Learning

Curricular and Co-Curricular Approaches to Health, Wellness & Well-Being

Gardens & Biomechanical Innovation

Global Citizenship Education: Competencies & Ethical Responsibilities

Libraries, Learning Spaces & Curated Resources

Next Generation Standards Development & Implementation

Professional Culture of Lifelong Learning

SET 2.0, STEAM & Design Thinking

Student-Centered Opportunities & Environments

Student Supports

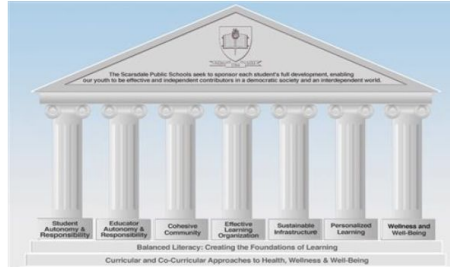
Sustainable Schools & Systems

Unified System of District-Wide Goal Setting

Using Technology to Transform Teaching, Learning & Assessment

Strategic Plan Goal Sheet, Templates, & Accountability Link

Scarsdale Public Schools Strategic Plan 2019-24 & Planning Process



Click to view the interactive Strategic Plan Infographic

9/23/19: [Strategic Planning Education Report](#) [↓A](#) & [Literature Synthesis of Best Practices in Strategic Planning](#) [↓A](#)

4/29/19: [Strategic Planning Review, 2018-19](#) [↓A](#)

4/26/19: [HS Student Survey & Strategic Plan HS Student Survey Results](#)

4/26/19: [Greater Scarsdale Community Survey & Strategic Plan Greater Scarsdale Community Survey Results](#)

4/25/19: [Parent Survey & Strategic Plan Parent Survey Results](#)

4/08/19: [Teaching Staff Survey](#) [↓A](#)

3/21/19: [Letter to Staff & Strategic Plan Beliefs and Practices Group Discussion \(Responses\)](#)

Goal Types:

Mandated, Refinements, New, & Hybrids

Balanced Literacy: Creating the Foundations of Learning

Curricular and Co-Curricular Approaches to Health, Wellness & Well-Being

Gardens & Biomechanical Innovation

Global Citizenship Education: Competencies & Ethical Responsibilities

Libraries, Learning Spaces & Curated Resources

Next Generation Standards Development & Implementation

Professional Culture of Lifelong Learning

SET 2.0, STEAM & Design Thinking

Student-Centered Opportunities & Environments

Student Supports

Sustainable Schools & Systems

Unified System of District-Wide Goal Setting

Using Technology to Transform Teaching, Learning & Assessment

Scarsdale Strategic Planning Goal Types

Case Study 1: **Mandated**, Next Generation Standards

Case Study 2: **Refinements**, Global Citizenship

Case Study 3: **New**, Curated Resources



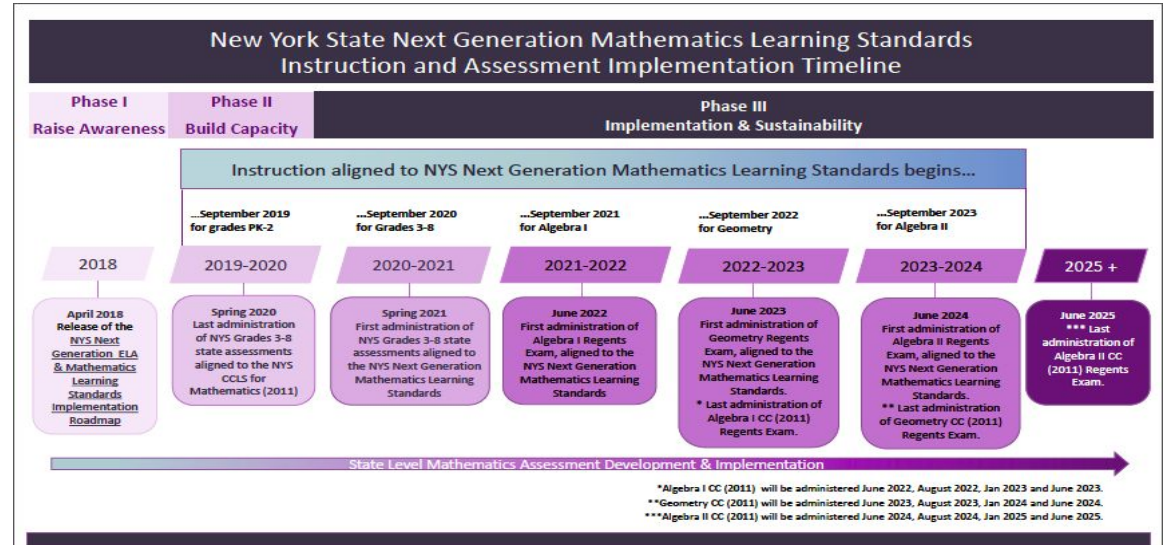
Case Study 1: **Mandated**, Next Generation Standards

Educators will:

- (1) *English Language Arts*: Use available tools, structures, professional learning and progressions to incorporate Next Generation Standards in ELA into their professional practice.
- (2) *Science*: Implement alignment with NYSSLS through structured and systematic rollout up the grades in elementary and align and adapt standards at SMS and SHS.
- (3) ***Math*: Develop and adopt appropriate curricular tools and refine instructional practices with a lens on mindset, critical problem solving, and flexible thinking.**
- (4) *Social Studies*: Analyze alignment, critically adapt, and engage the C3 framework (Social Studies Version of NGS) K-12.
- (5) Analyze and assess alignment in The Arts, Music, and Physical Education to their corresponding New York Learning Standards

Next Generation Standards: Math

(3) *Math*: Develop and adopt appropriate curricular tools and refine instructional practices with a lens on mindset, critical problem solving, and flexible thinking.



Case Study 2: Refinements,

Global Citizenship Education: Competencies & Ethical Responsibilities

- (1) Utilize international travel, digital platforms, and hosting of students and educators in the furtherance of language acquisition, cultural understanding and competencies, and performance and service opportunities.**
- (2) Continue to use the Global Learning Alliance as a mechanism for international research and benchmarking 21st century student dispositions and competencies for responsible global leadership.
- (3) Acknowledge and including international families in the fabric of school life through supporting transitions, recognizing traditions and holidays, including in all facets of school programming, and fostering a sense of belonging.

Global Citizenship: Digital Platforms

(1) Utilize international travel, digital platforms, and hosting of students and educators in the furtherance of language acquisition, cultural understanding and competencies, and performance and service opportunities.



THE PERIODIC TABLE

CURATED BY THE SCARSDALE ELEMENTARY TECH TEAM



Table graphic created by Chris Casal @mr_casal @HeathcoteTech

Libraries, Learning Spaces & Curated Resources

- (1) Inventory our current use of library and multi-functional learning spaces.
- (2) Identify redundancies and/or gaps in our current our expected/desired uses.
- (3) Expand flexible configurations of classroom spaces (seating, casework, etc.) and use/repurpose flexible and multipurpose spaces throughout our learning spaces to comport with current and expected/desired uses.
- (4) Provide students/educators with access to a variety of high quality tools and resources (digital, physical, mentors, etc.), instruct students on the appropriate uses and limits of tools/resources, and assure these tools/resources are available for any given academic context/challenge.**

Case Study 3: New, Curated Resources

(4) **Provide** students/educators with **access to a variety of high quality tools and resources** (digital, physical, mentors, etc.), instruct students on the **appropriate uses and limits of tools/resources**, and **assure these tools/resources are available** for any given academic context/challenge.



Synthesis of Case Studies: Big Ideas

These 13 Goals Collectively:

- Invite Exploration
- Necessitate Collaboration
- Create Meaningful Connections
- Ensure Cohesion and Consistency FOR Students
- Fosters Mindsets and Skill Sets FOR Students and Educators
- Encourage Adaptability and Flexibility to a Variety of Future Situations



Do We Have **Research** and Community Support for Goals?

Balanced Literacy: <https://readingandwritingproject.org/about/research-base>

Health, Wellness & Well-Being: <http://www.challengesuccess.org/resources/research/>

Gardens: <https://www.celfeducation.org/research>

Global Citizenship Education: Competencies & Ethical

Responsibilities: <https://cpet.tc.columbia.edu/global-learning-alliance.html>

Libraries, Learning Spaces & Curated Resources

<http://www.ala.org/tools/research/librariesmatter/impact-literacy-and-education>

Next Generation Standards Development & Implementation <http://www.nysed.gov/next-generation-learning-standards>

Professional Culture of Lifelong Learning <http://infed.org/mobi/peter-senge-and-the-learning-organization/>

SET 2.0, STEAM & Design Thinking <https://dschool-old.stanford.edu/groups/k12/>

Student-Centered Opportunities & Environments <https://www.idecorp.com/category/executive-function/>

Student Supports <https://www2.ed.gov/rschstat/eval/high-school/student-support-teams.pdf>

Sustainable Schools & Systems: <https://www.celfeducation.org/research>

Unified System of District-Wide Goal Setting <https://www.rbteach.com/products-resources/downloads/all>

Using Technology to Transform Teaching, Learning & Assessment <https://www.tandfonline.com/toc/ujrt20/current>

Do We Have Research and **Community Support** for Goals?

Balanced Literacy: [Staff, PTC/Parents](#)

Health, Wellness & Well-Being: [Students, CHILD, Staff, PTC/Parents, SFCS](#)

Gardens: [Students, Staff, PTC/Parents, Community Partners](#)

Global Citizenship Education: [Students, Staff, GLA Participants, Foundation](#)

Next Generation Standards Development & Implementation: [Staff & Parents](#)

Professional Culture of Lifelong Learning: [Staff & Parents](#)

SET 2.0, STEAM & Design Thinking: [Students, Staff, PTC/Parents, Foundation, & Community Partners](#)

Student-Centered Opportunities & Environments: [Students, PTC/Parents](#)

Student Supports: [Students, Staff, PTC/Parents, CHILD, SFCS](#)

Sustainable Schools & Systems: [Students, Staff, Parents, PTC, Community Members](#)

Unified System of District-Wide Goal Setting: [Staff, PTC/Parents](#)

Using Technology to Transform Teaching, Learning & Assessment: [Students, Staff, PTC/Parents, Foundation](#)

What's Not in the Strategic Plan?



2019-2024 Strategic Plan Development and Implementation

- (1) Communicate plan out with full school community, along with accountability measures and regular intervals for reviewing progress.
- (2) Map specifics of this work as a School District.
- (3) Align District resources with Plan (Budget, PD, Program Improvement)
- (4) Implement plan components at designated times.
- (5) Monitor and share progress with the Board of Education and community at regular intervals.
- (6) Suggest and make adjustments to Strategic Plan, as necessary and appropriate.

Continuing Timeline for '19-'20



- Finalize Plan and Create Timeline for 2019-20, **Fall 2019**
- Implement Strategic Plans goals for 2019-20, **Fall 2019**
- Share Progress through Education Reports, **Fall 2019, Winter-Spring 2020**
- Evaluate Plan Progress, **Spring 2020**
- Plan Goals for 2020-2021, **Spring 2020**

Acknowledgments

