Strategic Planning

Education Report

November 18, 2019

Presented by
Dr. Thomas Hagerman & Mr. Edgar McIntosh
“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:**

<table>
<thead>
<tr>
<th>Administrative Council Meetings</th>
<th>District Compact Committee Meetings</th>
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<tr>
<td><strong>Vision/Strategic Planning</strong></td>
<td>October 2017</td>
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<td>April &amp; May 2017</td>
<td>February 2018</td>
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<td>May 2018</td>
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<td><strong>Strategic Planning/Transition Plan</strong></td>
<td>January 2018</td>
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<td>August (<em>Retreat</em>) - December 2017</td>
<td>May 2019</td>
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<td><strong>Strategic Planning Update</strong></td>
<td>January 2019</td>
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<td>January - December 2018</td>
<td>May 2019</td>
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<td>January - June 2019</td>
<td>October 2019</td>
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<td>July 2019 (<em>Retreat</em>)</td>
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<td>September, October, November 2019</td>
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<td><strong>Board of Ed. Report/Strategic Plan Updates</strong></td>
<td><strong>4X4 Meeting (Administration &amp; STA)</strong></td>
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<td>January 2019</td>
<td>October 2017 - June 2018</td>
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<td>March &amp; April 2019 (<em>BOE Meeting with STA</em>)</td>
<td>September 2018 - June 2019</td>
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<td>September &amp; November 2019</td>
<td>September 2019 - present</td>
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<td><strong>Cabinet Meetings - Strategic Planning</strong></td>
<td><strong>District Leaders Meeting:</strong></td>
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<td>July 2018 - June 2019</td>
<td><strong>Strategic Planning</strong></td>
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<td>July 2019 - Present</td>
<td>September 2017</td>
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<td>October 2018</td>
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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?


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?
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.

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
Student-Centered Opportunities & Environments
SET 2.0: STEAM & Design Thinking
Student Supports
Sustainable Schools and Systems
Unified System of District-Wide Goal Setting
Using Technology to Transform Teaching, Learning & Assessment
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
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Libraries, Learning Spaces & Curated Resources
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Student Supports
Sustainable Schools & Systems
Unified System of District-Wide Goal Setting
Using Technology to Transform Teaching, Learning & Assessment
Scarsdale Public Schools

Strategic Plan 2019-24

& Planning Process

Click to view the interactive Strategic Plan Infographic

4/29/19: Strategic Planning Review, 2018-19
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
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.
(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.
Case Study 3: New, Curated Resources

THE PERIODIC TABLE OF SCARSDALE APPS

Curated by the Scarsdale Elementary Tech Team
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 or 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](https://readingandwritingproject.org/about/research-base)

Health, Wellness & Well-Being: [http://www.challengesuccess.org/resources/research/](http://www.challengesuccess.org/resources/research/)

Gardens: [https://www.celfeducation.org/research](https://www.celfeducation.org/research)

Global Citizenship Education: Competencies & Ethical Responsibilities: [https://cpet.tc.columbia.edu/global-learning-alliance.html](https://cpet.tc.columbia.edu/global-learning-alliance.html)


SET 2.0, STEAM & Design Thinking [https://dschool-old.stanford.edu/groups/k12/](https://dschool-old.stanford.edu/groups/k12/)


Student Supports [https://www2.ed.gov/rschstat/eval/high-school/student-support-teams.pdf](https://www2.ed.gov/rschstat/eval/high-school/student-support-teams.pdf)

Sustainable Schools & Systems: [https://www.celfeducation.org/research](https://www.celfeducation.org/research)


Using Technology to Transform Teaching, Learning & Assessment [https://www.tandfonline.com/toc/ujrt20/current](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