

STRATEGIC PLANNING AND CONSULTATION SERVICES

Four Phase Strategic Planning Process

Phase 1: Project Overview & Data Collection

Phase 2: Data Review & Analysis

Phase 3: Clarifying/Writing the Vision & Core Values/Beliefs
& Writing the Strategic Plan

Phase 4: Disseminating the Strategic Plan

Phase 1

- MARS Consulting Team meets with Superintendent to begin the communication.
- A two-member MARS team meets with selected members of the administration in the afternoon and School Committee in the evening. The purpose of these meetings is to review the over-all Strategic Planning process, establish goals and a timeline for the process, identify methods of collecting needed data, and determine stakeholders to be included in the Steering Committee and to be encouraged to participate in the Focus Groups and survey.
- MARS consultants meet with Superintendent (others?) regularly to clarify goals & process and to begin gathering and examining available appropriate documents.
- School District Superintendent/Administration or School Committee appoints Steering Committee – generally, this will include staff, administration, students, parents, and community members, including elected & appointed officials
- First & second meetings of the Steering Committee (meetings posted IF Strategic Planning process is organized by School Committee or if Superintendent so chooses):
 - Present overview of the Strategic Planning process;
 - Group decides ground rules (e.g., confidentiality, etc.); and
 - Begin discussion of the District’s current Strategic Plan plus Vision, Mission, and Core Values/Beliefs (current documents → revised or new).
 - Develop separate sub-committee to draft Mission, Vision, & Core Values/Beliefs only if entire Steering Committee (or sub-groups within the Steering Committee) cannot come to consensus.
 - Identify stakeholder groups.
 - Identify significant issues in the District and community.
 - Develop a community (360⁰) survey (for Survey Monkey) – refine survey provided by MARS.

- Identify participants to be invited to focus groups (open meetings).
- MARS consultants format survey and give to person producing Survey Monkey.
- Send out survey—Administration sends completed survey home with all students, mails to citizens, places it in all schools and some public places, & puts it on the school website
- Focus Groups run by MARS consultants using SWOT (Strengths, Weaknesses, Opportunities, & Threats) – decide on number & possibly include 1 or 2 members of Steering Committee
 - Internal—staff (teachers and other staff), administrators, students, School Committee members
 - External—community groups, citizens, parents, PTOs

Phase 2

- MARS consultants organize Focus Groups data and 360⁰ survey data:
 - Provide all data;
 - Work with Steering Committee to analyze data; and
 - Develop an executive summary – relate SWOT and survey data
- Steering Committee meets to:
 - Review Focus Groups data and survey data organized by MARS consultants;
 - Utilize available data to finalize Vision, Mission, and Core Values/Beliefs;
 - Discuss any new and emerging opportunities that are identified;
 - Draft Vision → Mission → Core Values/Beliefs using survey and focus groups data with involvement of MARS consultant(s) (utilize a sub-committee to draft these only if necessary); and
 - Develop consensus of 4 – 6 major issues – one goal should be related to student achievement.

Phases 3

- Regular coordinating meetings with Superintendent.
- Superintendent and administration develop strategic initiatives
 - Focus on an appropriate number of critical areas as designated by Steering Committee;
 - Must be measureable & reasonable;
 - One goal should be related to student achievement;
 - Action items must relate to SMART goals; and
 - Goals must have ownership (i.e., who is primarily responsible) & have a specific timeline.

- MARS Consultants and/or District Administration format & print draft Strategic Plan
- Steering Committee meets to discuss draft Strategic Plan feedback and develop consensus.
- MARS Consultants make appropriate adjustments and finalize Strategic Plan

Phase 4

- Regular coordinating meetings with Superintendent
- Steering Committee and/or MARS Consultants present(s) Strategic Plan to School Committee (& community)