

# Strategic Planning

Bedford Central  
School District  
2016-17 and beyond





THE most important strategies to ensure smooth and effective change implementation and sustainability....

- Collaborate
- Communicate
- Discuss and solve problems as a team
- Ask people what they think...listen and care!






***Strategic Planning***

# Key Strategic Planning Objectives

- Uncover shared Values/Beliefs
- Develop a Mission
- Clarify a Vision
- Identify opportunities and challenges, which will inform eventual goals





***A team with shared values and mission is prerequisite to a shared vision.***

*Values define what's Worthwhile?  
Values are the Real Boss!*

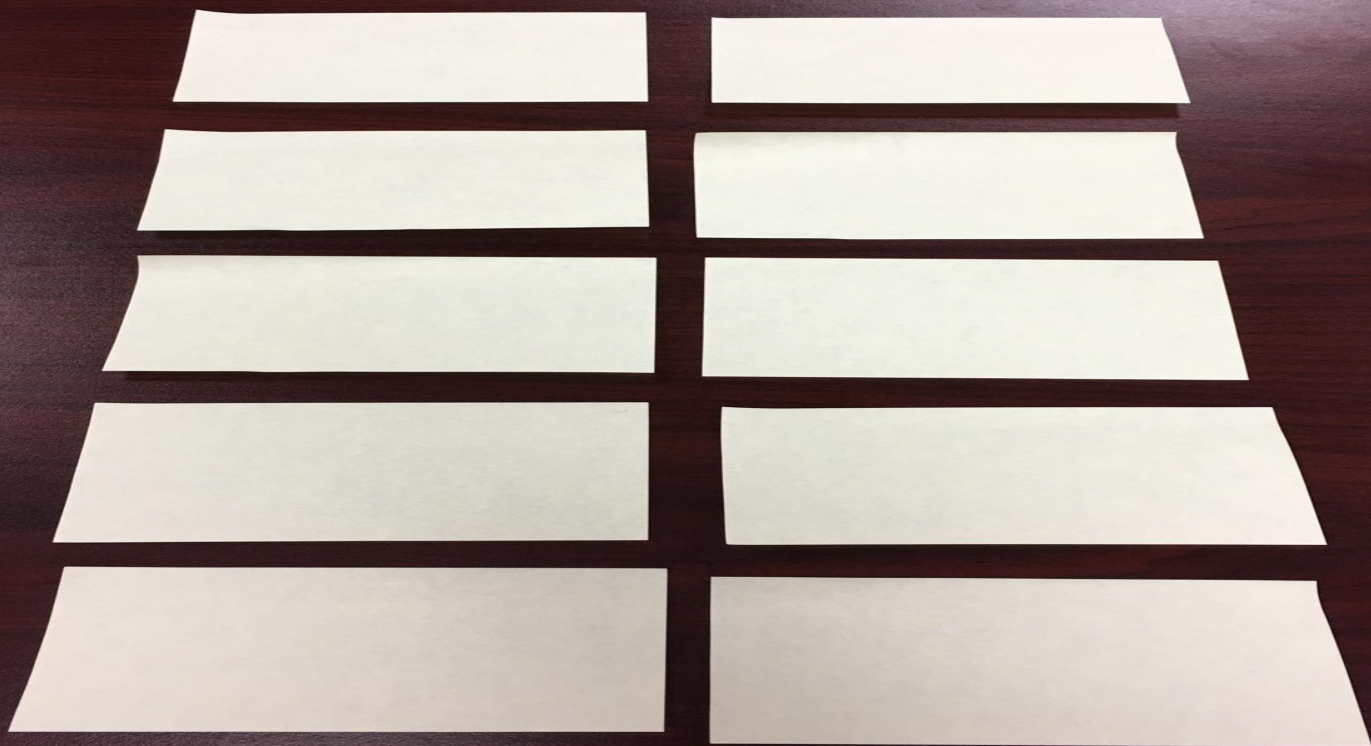
CORE VALUES

- ❖ What do we believe?
- ❖ What do we find worthwhile?
- ❖ What drives our behavior?

# Our process...

## Post-It Note Activity

- ✓ Individually, complete TWO, “**We believe...**” statements for each given topics. One statement on one Post-It Note.
- ✓ Post statements around room where designated.
- ✓ Small group silent activity. Find patterns and themes in the “We believe...” statements.
- ✓ Small group presentations and large group discussion.
- ✓ Goal is consensus, which means everyone doesn’t get exactly what he/she wants, but can live with the end result. Focus on big ideas, not word-level.



# Prompters for Post-It Note Process

We believe...

- an excellent education:
- students learn best when:
- the role of parents/guardians in the education process:
- the role of technology in education:
- district fiscal and operational practices:

# Mission

- Why the organization exists?
- What the organization does? It's purpose?
- What needs to be accomplished?
- May be several missions on the path to realizing the Vision.
- Clear and compelling
- Focal point of effort
- Challenging but attainable



# Sample Mission Statements

**Barnes and Nobel:** Our mission is to operate the best specialty retail business in America, regardless of the product we sell. Because the product we sell is books, our aspirations must be consistent with the promise and the ideals of the volumes which line our shelves. As booksellers we are determined to be the very best in our business, regardless of the size, pedigree or inclinations of our competitors. Above all, we expect to be a credit to the communities we serve, a valuable resource to our customers, and a place where our dedicated booksellers can grow and prosper. Toward this end we will not only listen to our customers and booksellers but embrace the idea that the Company is at their service.

# Sample Mission Statements

It is the Mission of **Advance Auto Parts** to provide personal vehicle owners and enthusiasts with the vehicle related products and knowledge that fulfill their wants and needs at the right price. Our friendly, knowledgeable and professional staff will help inspire, educate and problem-solve for our customers.

# Sample Mission Statements

**Citigroup:** Our goal for Citigroup is to be the most respected global financial services company. Like any other public company, we're obligated to deliver profits and growth to our shareholders. Of equal importance is to deliver those profits and generate growth responsibly.

# Sample Mission Statements

**Leukemia & Lymphoma Society:** Cure leukemia, lymphoma, Hodgkin's disease and myeloma, and improve the quality of life of patients and their families.

Mission

# Sample Mission Statements

**American Red Cross** prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.

Mission

# Sample Mission Statements

**Doctors without Borders** works in nearly 70 countries providing medical aid to those most in need regardless of their race, religion, or political affiliation.

Mission

A young child with blonde hair and glasses is shown from the chest up, holding an open book and looking down at it. The child is wearing a white shirt. The background is slightly blurred, showing other people. The text is overlaid on the image.

# Read...

**The Values/Beliefs we developed, and  
the other material in your packet.  
Highlight words or phrases that strike  
you as perhaps contributing to a  
Mission.**



# The “*Cut and Paste*” Method

- Based on the Beliefs/Values, small groups work together to design a Mission Statement on Sentence Strips.
- Each group cuts the Mission Statements into “chunks,” i.e. meaningful words and phrases.
- Reorganize to identify the common “chunks” and include an overall Mission Statement.
- Try to use at least one “chunk” from each group’s statement, if possible.



***Vision***

# **A Vision...**

- **Is something you strive toward achieving every day**
- **Describes what it would feel like and look like if the organization achieved its purpose, or Mission**
- **Conveys values and beliefs**
- **Passionate and inspiring**
- **Has a shared meaning**
- **Motivates**
- **Is vivid – utilizes visual, auditory, tactile symbols**



***The best visions are  
inspirational, clear,  
memorable, and concise.***

# Clarifying a Vision

***“What would it look and feel like if one day we completely and without exception achieved our Mission?”***

A composite image featuring a close-up of a person's face, focusing on the eye. The eye is replaced by a globe of the Earth. Three other globes are floating in the background, one on the left, one in the center, and one at the bottom. The overall color palette is light blue and white.

**Feeding America**

**A hunger-free America.**



**Habitat for Humanity**

**A world where everyone has  
a decent place to live.**



**Make-a-wish Foundation**

**People everywhere will share  
the power of a wish.**



**Alzheimer's Association**

**A world without Alzheimer's.**



**General Electric**

**We bring good things to life.**



**Ford Motor Company (Early 1900's)**

**Democratize the automobile.**

A close-up of a person's eye, where the iris is replaced by a detailed image of the Earth. The eye is looking slightly to the right. In the background, there are three more globes of the Earth, one on the left, one in the center, and one at the bottom, all slightly out of focus. The overall image has a soft, ethereal quality with a light blue and white color palette.

**Kraft Foods**

**Helping people around the  
world eat and live better.**

A close-up of a person's eye, where the iris is replaced by a glowing blue and white globe showing continents. The eye is looking slightly to the right. In the background, there are other similar globes, one on the left and one at the bottom, all with a soft, ethereal glow. The overall image has a light blue and white color palette with a soft, dreamlike atmosphere.

Office Depot

**Delivering winning solutions  
that inspire worklife.**

The background of the slide features a close-up, slightly blurred image of several interlocking wooden gears. A metal rod or shaft is visible, passing through the center of one of the gears. The overall tone is light and industrial.

**Process...**

**Review our Values and the  
Mission**

***BCSD Values and Beliefs***

***An excellent education...***

- ✓ Should be well rounded, rigorous, challenging, and provide students with the foundational and critical thinking skills required for continued learning.
- ✓ Should connect students with teachers who are supportive, foster curiosity, and are inspirational to all students.
- ✓ Should foster self-confidence, self-awareness, and general social and emotional growth and well-being.
- ✓ Should prepare students for their future as respectful and productive citizens and members of our society.
- ✓ Should foster the love of learning.

***Students learn best when...***

- ✓ They feel personally actively engaged and challenged.
- ✓ They have positive and productive relationships with their teachers grounded in mutual respect.
- ✓ They have a safe, comfortable, supportive environment where they are respected as individuals, and feel membership in a community.
- ✓ They have and can access a wide network of varied support systems, and systems exist to identify and address student needs.
- ✓ They are encouraged to be creative and curious learners.

### *The role of parents/guardians in the educational process is...*

- ✓ To encourage, motivate, and support students and educators.
- ✓ To foster growth, independence, and self-advocacy for students.
- ✓ To collaborate with and advocate for students and educators.
- ✓ To be in a productive two-way relationship with the schools, and to foster and model for students mutual respect.
- ✓ To be informed about and engaged in the educational system and process.

### *The role of technology in education is...*

- ✓ As a tool to foster digital citizenship through responsible, respectful, effective, and appropriate use.
- ✓ To facilitate communication, collaboration, critical thinking, and deep learning.
- ✓ To create endless opportunities for deep exploration, analysis, and synthesis of information.
- ✓ Not to replace learning, but rather to be an essential tool to aid in the education process by allowing students to access higher levels of thought about the content and processes of the curriculum.

***The role of fiscal and operational practices is...***

- ✓ To place students first in all decisions, actions, and procedures.
- ✓ To be responsible for meeting present needs, as well as planning for the future.
- ✓ To respect all school-community stakeholders.
- ✓ To be transparent, clear, balanced, prudent, and as simple as possible.

***Bedford Central School District  
Mission Statement***

*The Bedford Central School District shall cultivate curiosity and a passion for learning by providing challenging educational opportunities for all students so they may achieve their full potential as productive and contributing members of society.*

# Process...

In small groups, on one sheet of chart paper, ***illustrate*** your shared vision, given ***OUR*** values and mission.

*This can be a picture, diagram, flowchart, or some other graphical representation of YOUR Vision for BCSD!*

The background of the slide features a close-up, slightly blurred image of several interlocking wooden gears. A pencil is positioned vertically, passing through the center of the gears. The overall tone is light and textured.

# **Now...**

**On another sheet, describe the illustration briefly in words. Your statement should be inspirational, clear, memorable and concise.**

# **Our process (cont.)...**

- **Silent gallery walk.**
- **Four dot walk....silently, participants draw four dots on ideas or statements that resonate with them.**
- **The whole group identifies patterns and themes.**
- **Don't "wordsmith." Goal is consensus on BIG ideas – "Can everyone live with this?"**

# My Goals

1.

2.

3.

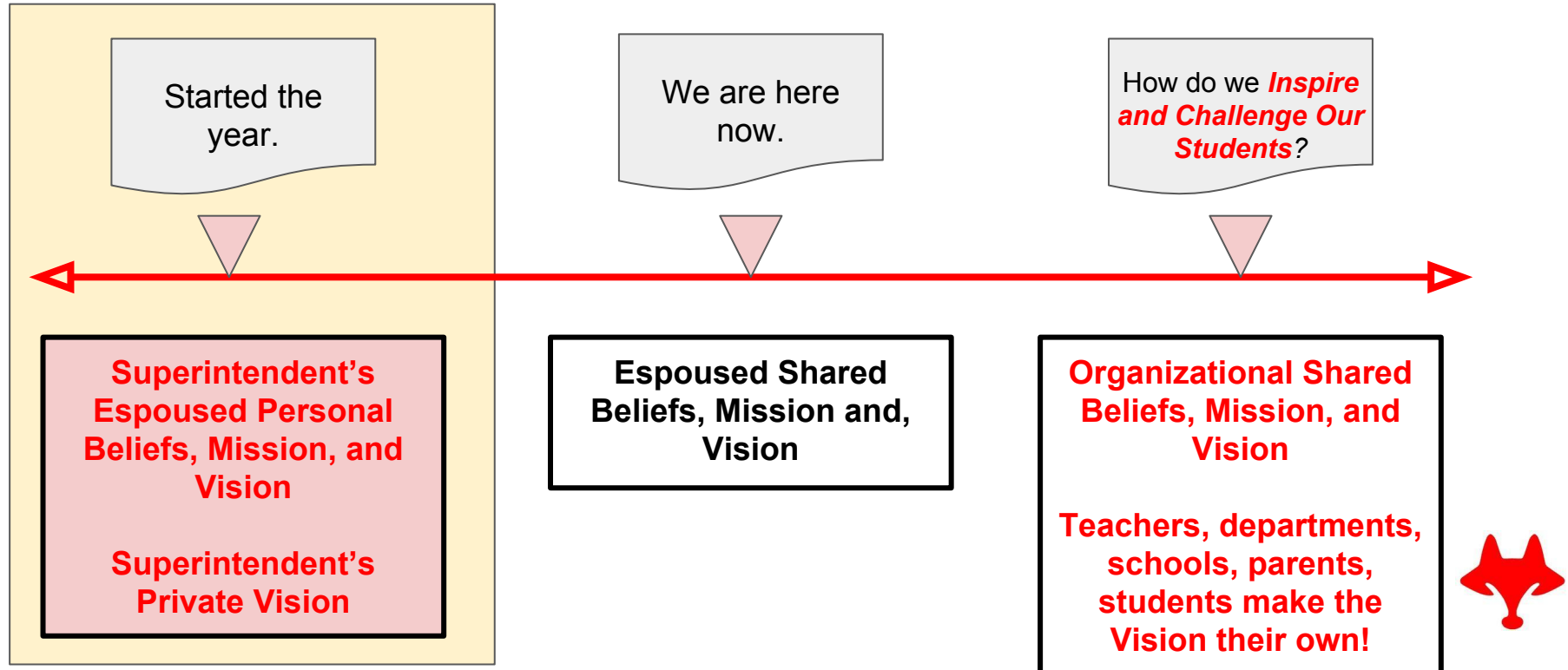
A Vision is realized through the  
relentless pursuit of  
important BIG GOALS.





Bedford Central School District  
*Inspiring and Challenging Our Students*

# Vision - Leadership Continuum



# Superintendent's Core Beliefs as an Educator and Leader



Bedford Central School District  
*Inspiring and Challenging Our Students*

1. Children learn when they feel **safe, valued, and happy.**
2. **All students can learn** - not in the same way and not on the same day.
3. Education is primarily about **service to others**, and modeling what it means to be a contributing **member of the human race.**
4. Good teachers are good detectives; they **uncover students' abilities** and needs, and provide **opportunities for them to progress and grow.**
5. Learning and leadership occur through **relationships.**
6. Professionals must be **continuous learners.**

## My Mission as an Educator

To help students, educators, families and communities grow and thrive by acting with faith, humility, integrity and service in all relationships.

## My Vision for My Work

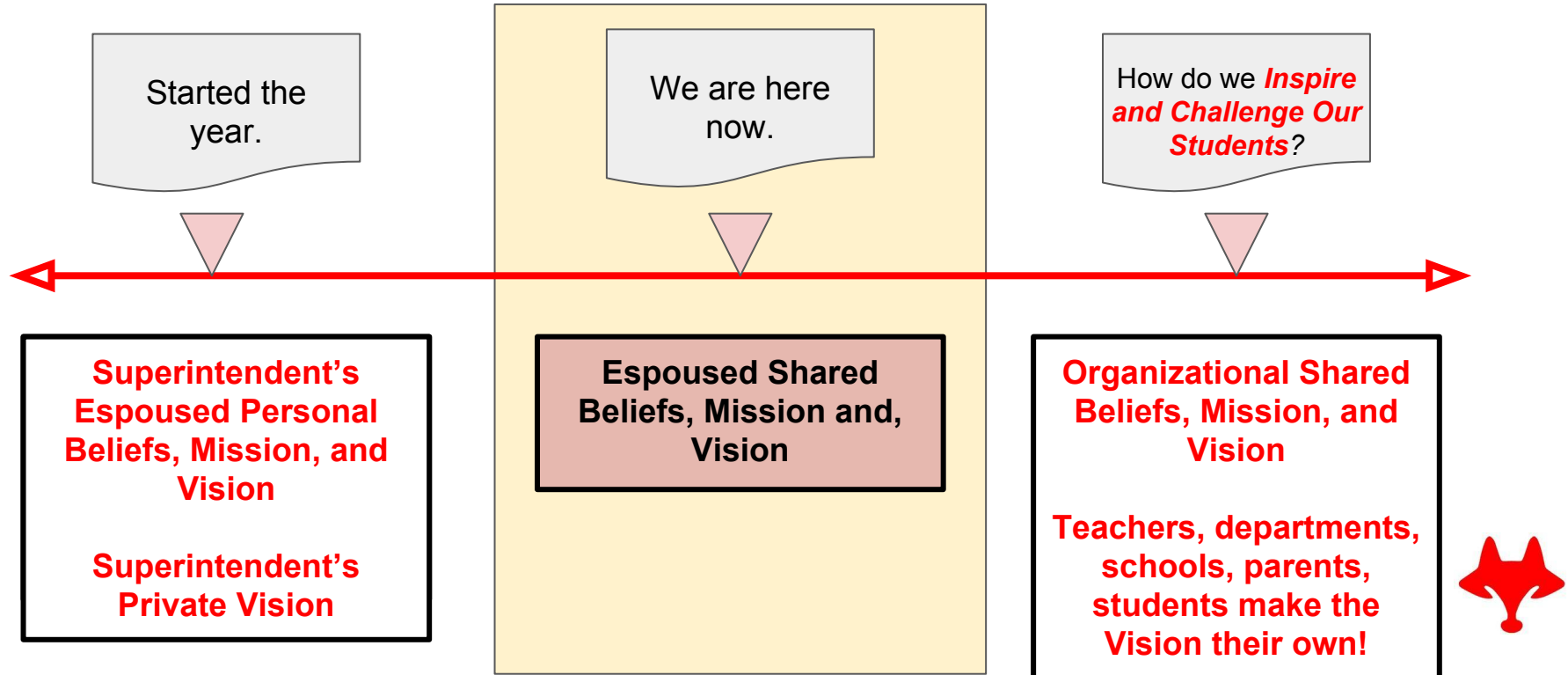
All students achieving through partnerships between schools, families, and the broader community.





Bedford Central School District  
*Inspiring and Challenging Our Students*

# Vision - Leadership Continuum





Bedford Central School District  
*Inspiring and Challenging Our Students*

# BCSD - Our Mission

The Bedford Central School District shall *cultivate curiosity and a passion* for learning by providing *challenging educational opportunities for all students* so they may *achieve their full potential* as *productive and contributing members of society*.





Bedford Central School District  
*Inspiring and Challenging Our Students*

# **BCSD - Our Vision**

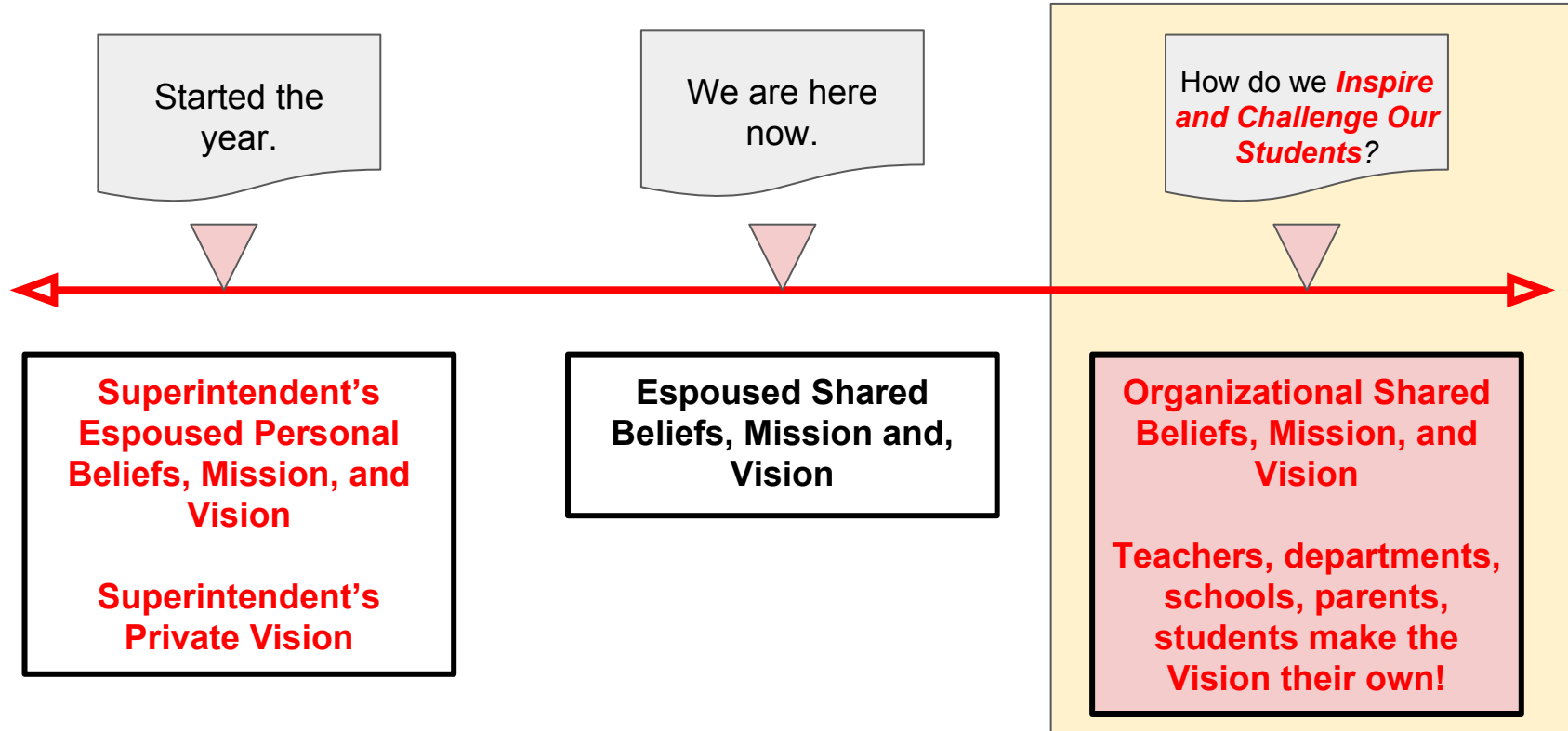
***Inspiring and Challenging Our Students***





Bedford Central School District  
*Inspiring and Challenging Our Students*

# Vision - Leadership Continuum (Manno)





Bedford Central School District  
*Inspiring and Challenging Our Students*



***Inspire and Challenge Our Students to...***



# ***BIG Goals of a Public Educational Institution***



***Curriculum, Instruction,  
Assessment and  
Program***

***Climate and Safety***

***Community  
Engagement and  
Communications***

***Fiscal Oversight and  
Operations Management***

# Situation Appraisal



**REVIEW  
THE  
SITUATION**

**An individual and group process tool to understand complex circumstances and relationships. To identify, clarify, prioritize and determine action upon challenges, issues, concerns, problems, or opportunities.**

# Challenges and Opportunities

- **Identify critical issues and concerns in the BIG GOAL AREAS**
- **Directs allocation of attention and resources**
- **Attending to them should promote achievement of mission**
- **Helps measure the relative importance of tactical issues, and the mission statement itself**
- **Brainstorm some short-range (year-long) challenges and/or opportunities that you might address through a goals process.**
- **Identify some long-range (3-5 year challenges and/or opportunities.**

# Strategic Planning Outcomes

A large target with concentric rings of pink, white, and yellow. Five arrows with blue, green, red, and yellow fletching are shown hitting the bullseye. The arrows are positioned diagonally across the frame, from the top-left towards the bottom-right.

- **3-5 Year Roadmap**
- **Values/Beliefs**
- **Mission**
- **Vision**
- **Challenges and Opportunities to guide annual planning**

# A One-Page Plan



## BCSD Success Plan 2017



- Continuously Improve Curriculum and Programs for All Students

- Promote Inclusion for All Monitor and Assess Student Achievement

- Continuously Improve Instructional Technology

- Promote Professional Growth and Development

- Promote Consistent Best Instructional Practices

- Continuously Improve Safety, Security, and Supervision

- Continuously Refine and Improve Emergency Management Planning

- Promote Social and Emotional Wellness for Our Students.

- Continuously Promote Character Development

- Continuously Promote Student Voice and Input

- Continuously Engage in Consistent and High-Quality Communication.

- Continuously Communicate Success and Student Progress & Achievements.

- Continuously strengthen the District's Relationships With Our Towns.

- Continuously Seek Out Ways to Capitalize upon and Leverage the Expertise and Resources Within Our School Community.

- Continuously Improve Safety, Security, and Supervision

- Continuously Refine and Improve Emergency Management Planning

- Promote Social and Emotional Wellness for Our Students.

- Continuously Promote Character Development

- Continuously Promote Student Voice and Input

Our Values...

Students First

\* Passion for Learning & Engagement

\* Curiosity & Creativity

\* Rigor & Critical Thinking

Safety & Support

\* Relationships, Respect & Membership

\* Self-Awareness & Independence

\* Transparency

Our Mission...

*The Bedford Central School District shall cultivate curiosity and a passion for learning by providing challenging educational opportunities for all students so they may achieve their full potential as productive and contributing members of society.*

Our Vision...

*Inspiring and Challenging Our Students*



A group of graduates in black gowns are silhouetted against a bright blue sky with a sun flare in the center. They are all throwing their black mortarboard caps into the air. Several caps are captured mid-air at various heights and angles. The graduates are holding rolled-up diplomas, and their arms are raised in celebration.

***To realize the vision  
and mission...***

***You need a good  
plan every year.***

# Annual Action Planning Components

- **BIG Goals**
- **Objectives**
- **Actions**
- **Timelines**
- **Responsibility**
- **Outcomes and Measures**
- **Status and Reflection (updated throughout year)**



## Goal:

**District Goal Supported:**

## Objectives:

[illegible]

Thank you...

