Santa Monica-Malibu Unified School District
Strategic Plan Team

January 7, 2010

Final
Presentation Outline

01 What is the SMMUSD Strategic Plan?
   Purpose/Desired Outcomes
   Strategic Plan Primer

02 Overview of the SMMUSD Strategic Plan Process
   Past Strategic Planning Efforts @ SMMUSD
   Proposed SMMUSD Process
   SMMUSD Strategic Plan Outline

03 Strategic Plan Team Overview
   SPT Charge
   Roles and Responsibilities
   Meeting Process and Protocols
   Process and SPT Meeting Schedule

04 Immediate Next Steps
This process will provide the School District the opportunity to create a **strategic plan** that:

- Identifies **immediate/long term issues and goals** that the District needs to address effectively and efficiently

- Engages the **Santa Monica-Malibu community** in the process of preparing the District’s strategic plan

- Provides the District and the Board with a **tool to guide decision-making**
01 What is the SMMUSD Strategic Plan?

Strategic Plan Primer

- Why We Prepare Strategic Plans?
- Strategic Plan Framework/Elements
- The Strategic Plan Preparation Process
- Potential Issues/Pitfalls
- Overview of Other School District Strategic Plans
What is the SMMUSD Strategic Plan?

Strategic Plan Primer

Why We Prepare Strategic Plans?

• Bring clarity and agreement on mission and vision
• Help organizations prepare for the future
• Help organizations anticipate and manage change
• Improve the decision-making processes
• Promote effective stewardship

From Driving Strategic Planning: A Nonprofit Executive’s Guide By Sue Waechter
01 What is the SMMUSD Strategic Plan?

Strategic Plan Primer

Elements of the Strategic Plan Framework

- Core Purpose/Mission, Vision, and Values
- Key Assumptions
- Goals
- Strategies
- Performance Metrics
- Strategic Initiatives/Preliminary Action Plans
  - Resources/Budget
  - Timelines
  - Responsibilities
What is the SMMUSD Strategic Plan?

Strategic Plan Primer

Elements of the Strategic Plan Framework

• **Core Purpose/Mission, Vision, and Values**
  An organizational core purpose answers the question, “Why we exist?” and “Why we do what we do?”
  Core vision describes a desired end-state: what we want to become and/or the impact we want to have on the communities that we serve
  Core values are those values that serve as the foundation of our organization – it’s what we believe in that helps guide our actions/decisions

• **Key Assumptions**
  These are the critical assumptions that we begin the strategic plan preparation process. They define what we can/cannot do. They are meant to level set the effort.

• **Goals**
  Based on the results of the environmental scan and the issues mapping/prioritization, the District will establish a number of Goal Areas and key goals for each. Goals describe a desired result.
01 What is the SMMUSD Strategic Plan?

Strategic Plan Primer

Elements of the Strategic Plan Framework (continued)

• **Performance Metrics**
  These are specific outcome-focused measures that help determine if we have achieved our goals.

• **Strategies**
  Strategies (sometimes called objectives) describe the “how” we will achieve the our goals. They are intended to broader, strategic directions, under which a series of specific action plans or initiatives/sub-initiatives would be included

• **Strategic Initiatives/Preliminary Action Plans**
  Resources/Budget
  Timelines
  Responsibilities
  Initiatives are the implementation tools for actualizing the plan. Action plans include the most specific steps, resources required, timelines, and responsibilities.
What is the SMMUSD Strategic Plan?

Strategic Plan Primer

Sample Strategic Plan Framework Diagram

Goal 1
- Performance Metrics
- Strategies
- Strategic Initiatives/Prelim Action Plans

Goal 2
- Performance Metrics
- Strategies
- Strategic Initiatives/Prelim Action Plans

Goal 3
- Performance Metrics
- Strategies
- Strategic Initiatives/Prelim Action Plans

Goal 4
- Performance Metrics
- Strategies
- Strategic Initiatives/Prelim Action Plans

Core Purpose/Mission

Vision

Values

Key Assumptions
01 What is the SMMUSD Strategic Plan?

2008-2010 National Component Strategic Plan

Mission, Goals, and Strategies

Create Positive Member Experiences (12): Create member experiences that are positively memorable, customizable to member needs, and responsive to generational preferences.

Deliver Value (6): Enhance the AIA's collective structure to deliver member value at all levels in a cost-effective way.

Nurture Emerging Professionals (2): Nurture emerging professionals and influence a preferred future for the internship process and architecture education.

Expand Diversity (3): Expand the racial, ethnic, gender, and perspective diversity of the design profession to mirror the society we serve.

Examine, Define, and Defend the Evolving Role of the Architect (8): Provide support that positions members to adapt and thrive as changes occur in the industry, in the profession, and in the architect's relationship to other professionals associated with the built environment.

Member Increase Member Value

Increase value to members through programs and services that effectively meet, anticipate, and exceed their needs.

INTEGRATED PROJECT DELIVERY

Mission

The American Institute of Architects is the voice of the architectural profession and the resource for its members in service to society.

Society Serve as the Credible Voice

Promote the AIA as the credible voice for quality design and the built environment.

AIA Optimize Organizational Performance

Optimize organizational culture, structure, and resources to achieve excellence.

Ensure Budget Stewardship (9): Ensure effective stewardship of the AIA budget.

Create a Fantastic Workplace (14): Create, nurture, and manage a fantastic workplace at AIA National that motivates and inspires staff to meet and exceed member satisfaction goals.

Foster a Responsive Culture (13): Encourage a nimble, responsive, and transparent culture through the behavior of staff, leadership, and membership.

Be a More Data-driven Organization (19): Use environmental scanning, member/market research, and the new association management systems to identify issues, analyze threats, and evaluate opportunities in order to support effective planning and decision-making.

Measure over five years:

- The AIA is listed as one of the best places to work by the Washingtonian magazine or other reputable publications.
- AIA revenues are diversified — a total of five core centers that each represent 15 to 20 percent of total AIA revenue budget. (base = Contacts Data, membership, and the AIA convention represent 65 percent of AIA revenues in 2006)
- AIA revenue per full-time equivalent (FTE) position exceeds the American Society of Association Executives' benchmark. (base = $240K per FTE in 2005)


The AIA 21st Century Workplace initiative receives design awards as a state-of-the-art, sustainable demonstration building and as a progressive work environment.

Measure over five years:

- Increase public awareness of the quality of design and the value of architects by 5 percent annually (base = TBD 2007)
- Increase public awareness of the AIA as the premier organization in the design and construction industry, representing the voice of the profession, by 5 percent annually (base = 24 percent of target audience in 2006)
- Increase involvement in AIA-sponsored legislation that relates directly to the AIA position statements by two pieces of legislation per Congress (base = TBD 2007)

In each election cycle, double the number of architect members elected to state legislatures (base = five states)

Double the number of AIA members elected to the U.S. Congress (base = one in the 1990s)

Increase by one every year the number of government contracts awarded to the AIA that promote opportunities to advance the AIA’s public policies (base = TBD in 2007)

Focus – Flexibility – Ethics – Technology – Relevance – Connection – Access – Innovation

(Numbers in parentheses indicate relative priority)
01 What is the SMMUSD Strategic Plan?

**Goal**
Develop a closer partnership with our member stations through communication and collaboration.

**Strategy 1**
*Segmented Services (CRM)*
- Tactic 1.1: Identify station segments
- Tactic 1.2: Centralize information gathering
- Tactic 1.3: Build service models
- Tactic 1.4: Monitor membership satisfaction

**Strategy 2**
*Business Opportunities*
- Tactic 2.1: Share best practices
- Tactic 2.2: Build strategic business partnerships
- Tactic 2.3: Encourage board collaboration
- Tactic 2.4: Prepare Rights strategy

**Strategy 3**
*Efficient, Innovative Delivery*
- Tactic 3.1: Implement the NGIS
- Tactic 3.2: Achieve system efficiencies

**Vision Element**
**Member Stations**
We will enjoy a trusting and mutually beneficial partnership with our member stations.

**Strategy 4**
*Communication*
- Tactic 4.1: Improve PBS Connect Forums
- Tactic 4.2: Provide communication tools

**PBS Strategic Plan Framework**

**Core Purpose/Vision**
PBS is a membership organization that with its member stations serves the American Public with programming and services of the highest quality, using media to educate, inspire, entertain, and express the diversity of perspectives PBS empowers individuals to achieve their potential and strengthens the social, democratic, and cultural health of the US.

**Core Customer**
PBS partners with its member stations to serve the American Public.

**Vision Element**
**Content**
We will be the premier choice for trusted, quality content - anywhere, anytime.

**Goal**
Compel more Americans to view, use, and support PBS and member stations.

**Strategy 1**
*Develop*
- Tactic 1.1: Focus on Children's, History, Science/Nature & Public Affairs
- Tactic 1.2: Adjust limited series and specials
- Tactic 1.3: Keep the door open for new development
- Tactic 1.4: Implement NPS measures

**Strategy 2**
*Promote*
- Tactic 2.1: Combine marketplace presence with on-air/online resources
- Tactic 2.2: Increase on-air audience management
- Tactic 2.3: Reinvent positioning and brand for PBS KIDS

**Goal**
Generate new revenue while maximizing all resources.

**Strategy 1**
*Growth*
- Tactic 1.1: Build and grow business models
- Tactic 1.2: Seek partnerships for earned income
- Tactic 1.3: Boost public, foundation, philanthropic funding

**Strategy 3**
*Discipline*
- Tactic 3.1: Develop the guiding principles
- Tactic 3.2: Evaluate and prioritize activities
- Tactic 3.3: Train PBS staff

**Vision Element**
**Resources**
We will be well resourced and sustainable.

**Core Business**
Member Services, Content, and Distribution

**Strategy 2**
*Rights*
- Tactic 2.1: Document mineral rights
- Tactic 2.2: Privatize and classify rights
- Tactic 2.3: Develop a rights management system
- Tactic 2.4: Prepare an investment framework

**Strategy 4**
*People*
- Tactic 4.1: Launch internal communications campaign
- Tactic 4.2: Hold management accountable for creating high performance organization

**Goal**
Provide content and tools that engage local communities on national issues.

**Strategy 1**
*National*
- Tactic 1.1: Distribute national issue programs
- Tactic 1.2: Execute outreach contracts
- Tactic 1.3: Measure impact

**Strategy 2**
*Local*
- Tactic 2.1: Develop umbrella partnerships
- Tactic 2.2: Coordinate public relations

**Vision Element**
**Community Engagement**
We will engage local, national, and global communities.

**Goal**
Public Television through its community-based programming and services will be a unifying force in American culture, a lens through which we can view and understand our diverse nation and world.

**Core Business**
Member Services, Content, and Distribution

**Vision Element**
**Resources**
We will be well resourced and sustainable.
What is the SMMUSD Strategic Plan?

Strategic Plan Primer

The Strategic Plan Preparation Process

Start-Up  Discovery  Design and Develop  Finalize and Adopt
01 What is the SMMUSD Strategic Plan?

Strategic Plan Primer

The Strategic Planning Process

- Clarify Direction
- Conduct Environmental Analysis
- Develop Options and Choices
- Prepare Strategies and Strategic Initiatives
- Implement the Plan
- Evaluate/ Monitor Plan Implementation

The Next Six Months

Next Year
What is the SMMUSD Strategic Plan?

Strategic Plan Primer

Potential Issues/Pitfalls – SPT Insights

• What do you think worked well during the previous Strategic Plan preparation process?
• What didn’t work as well?
• Are there any important learnings we should embrace during this process?
Potential Issues/Pitfalls – District/Consultant Insights

• Not engaging the people who need to be involved (staff, community)
• Developing inflexible strategies (change happens)
• Basing the plan on weak assumptions
• Not revisiting past strategic plan efforts to determine what worked and what didn’t
• Lack of connection between strategy and everyday organizational execution (*too pie in the sky, not doable!*)

Potential Issues/Pitfalls – District/Consultant Insights

- Unfocused processes resulting in extended schedule
- Attempt to satisfy all interests and constituents which sometimes results in unfocused processes
Overview of Other School District Strategic Plans (SP) 

Palo Alto Unified School District

- Begun in February 2008 and SP adopted May 27, 2008
- Used community interviews, focus groups, and surveys to gather information to build goals and initiatives
- Plan preparation driven by District staff, with Board of Education review and feedback
- Held “Big Meeting” with community for final review
- Four key themes: Academic Excellence and Learning; Budget Trends and Infrastructure; Staff Recruitment and Development; and Governance and Communication
What is the SMMUSD Strategic Plan?

Strategic Plan Primer

Overview of Other School District Strategic Plans

Austin Independent School District

• Begun in March 2009 and SP to be adopted February 2010
• Used community interviews and surveys, SWOT* exercises to build strategic plan framework (District staff driven)
• Used Strategic Plan Task Force to develop action steps
• Provided opportunities for community feedback on plan
• Five key strategies: Provide high-quality, culturally relevant curriculum and instruction that is rigorous and engaging; Build strong relationships with families, and the community; Attract, develop, reward, and retain a high-performing and diverse workforce; Provide effective and efficient leadership throughout the system; and Align resources to accomplish priorities

* Strength, weaknesses, opportunities, and threats
Overview of Other School District Strategic Plans

San Francisco Unified School District

• Adopted June 2008, included a series of community conversations to identify key issues and goals for the District

• Used Kaplan’s Balanced Scorecard approach to building a District Strategic Plan

• Three primary goals: Access and Equity; Achievement; and Accountability with specific objectives (strategies) for each (e.g., Access and Equity included four objectives or strategies: 1) Diminish the historic power of demographics; 2) Center professional learning on equity; 3) Create an environment for students to flourish; and 4) Provide the infrastructure for successful learning
Past SMMUSD Strategic Planning Effort

- May 2001 Strategic Plan begins
- Design Team established, represented stakeholders
- Current Situation Assessment
- Common Goals Conference held
- **Action Plans developed** (Abundant Resources, Curriculum, Differentiated Instruction, Equity and Equality of Education, Schools as Community Centers, Optimal Class Size, and Universal Access to Early Childhood Education, Family Support Programs, and After School Care)

- Plan adoption, June 2002
- Board accepts Special Education Strategic Plan, June 2004
Proposed Process Highlights

- Emphasis on **preparing our community’s youth** to participate in our democracy and to have the skills to compete in the workplace

- Focused **5-6 month effort** to reaffirm purpose/mission, vision, and values and set future direction and strategies

- **Guided by feedback** from the Strategic Plan Team, Strategic Planning Advance, and Community Open Houses
02  Overview of the SMMUSD Strategic Plan Preparation Process

Process Diagram

SANTA MONICA-MALIBU UNIFIED SCHOOL DISTRICT
STRATEGIC PLAN PREPARATION PROCESS 2009 -2010

<table>
<thead>
<tr>
<th>PHASE 1</th>
<th>PHASE 2</th>
<th>PHASE 3</th>
<th>PHASE 4</th>
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<tbody>
<tr>
<td>START UP</td>
<td>DISCOVER</td>
<td>DESIGN &amp; DEVELOP</td>
<td>FINALIZE &amp; ADOPT</td>
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- **Phase 1:** Establish Strategic Plan Team
  - Jan 21/22

- **Phase 2:** Discover
  - Environmental Scan Prep Meeting
  - Jan 11 - Feb 11
  - Key Stakeholder Interviews
  - Jan 21/22

- **Phase 3:** Design & Develop
  - Background Information
  - Feb 11
  - Environment Scan Summary Meeting
  - March 23
  - Environment Scan Implementation
  - March 1-3
  - Community Open House 1: Collect Input, SP Framework
  - April 16
  - Strategic Planning Advance
  - May 17-19

- **Phase 4:** Finalize & Adopt
  - STP 4: Recommend Changes to Plan
  - April 28
  - STP 5: Finalize Strategic Plan
  - June 20
  - SMMUSD Board Meetings

- **Timeframe:**
  - December 2009 to June 2010
02 Overview of the SMMUSD Strategic Plan Preparation Process

Process Diagram: Phase 1 Start Up

Establish Strategic Plan Team
- Candidate team members identified in Q4 09
- Members represent/include SMMCTA, SEIU, PTA, DACs, FOC, DELAC, Board, Teachers, School Site Administration, Educational Services, and Superintendent

Conduct SPT 1 (Jan 7)
- Review process; review SPT charge and roles and responsibilities; and upcoming activities
- Identify potential stakeholder interviewees

Key Stakeholder Interviews (Jan 21/22)
- Meet with representatives from SM and Malibu communities to identify key issues and concerns, possible improvements
- Info to be summarized and reviewed at next SPT meeting
Overview of the SMMUSD Strategic Plan Preparation Process

**Process Diagram: Phase 2 Discover**

**Environmental Scan**
- Driven and conducted by District staff with support from consultant
- To be conducted Jan 11 – Feb 11
- Will include an assessment of current strategic plan (“how did we do?”)
- Collect existing conditions data to help focus strategic plan discussions
- Review existing societal, regional, community, and district trends/data regarding the delivery of education
- Begin benchmarking similar school districts
Overview of the SMMUSD Strategic Plan Preparation Process

Process Diagram: Phase 3 Design & Develop

**SPT 2** (Feb 11)
- Review ES highlights
- Help identify initial priority issues

**Community Open House 1** (Mar 1-3)
- Provide opportunity for broader SM and Malibu community to participate in the SP process and identify key issues and concerns

**SPT 3** (Mar 23)
- Review results from Community OH
- Review emerging issues framework
02 Overview of the SMMUSD Strategic Plan Preparation Process

Process Diagram: Phase 3 Design & Develop

**Strategic Planning Advance** (Apr 16)
- 1 day conference to identify potential strategic directions with SPT and invited community guests

**SPT 4** (Apr 28)
- Discuss results from Advance and offer insights into emerging plan

**Community Open House 2** (May 17-19)
- Present emerging strategic plan framework to SM and Malibu community
02 Overview of the SMMUSD Strategic Plan Preparation Process

Process Diagram: Phase 4 Finalize & Adopt

SPT 5 (June 10)
- Review and provide final feedback on near final strategic plan

Final Board Adoption (July)
SMMUSD Strategic Plan Outline

Preliminary Draft Strategic Plan Outline

1. Executive Summary
2. Strategic Plan Preparation Process
3. District Purpose/Mission, Vision, and Values
4. Strategic Plan Framework
   A. Framework Graphic
   B. Priority Issues
   C. Key Assumptions
   D. District Goals and Performance Metrics
5. Appendix

E. Strategies and Initiatives
   1. Sub-Initiatives
      a. Description
      b. Time Frame
         i. Ongoing
         ii. Short term (Year 1)
         iii. Intermediate (Year 3)
         iv. Long Term (Year 5)
      c. Responsibilities
      d. Resources required
Strategic Plan Team Charge

The SPT is advisory to the Superintendent and is charged to:

• Provide **input and make suggestions** as to how to most effectively engage the Santa Monica and Malibu communities in the strategic plan preparation process (within the current project budget)

• Play an **active role in the review of and provide advice** to the preparation of materials/deliverables developed during each phase of the strategic planning process (e.g., environmental scan, definition of priority issues, draft plan goals and strategies, and draft and final plan strategic plan documents)
Strategic Plan Team Charge

• Serve as **community ambassadors** during the preparation process by playing active roles at the community open houses and workshops and the Strategic Plan Advance during the process.
03 Strategic Plan Team Overview

Strategic Plan Team Roles and Responsibilities

- Each SPT member is expected to attend **every SPT monthly meeting** (no alternates or substitutes);
- SPT members will **receive and are expected to review** materials in advance of each SPT meeting and be prepared to discuss them during the SPT session;
- SPT members are encouraged to **collect information** from their organizations that will contribute to the scan;
- SPT members are expected to **attend and serve as ambassadors** at the five community events held as a part of the strategic plan preparation process.
Strategic Plan Team Meeting Protocols

• We will always seek to identify areas of mutual agreement but recognize that we may not agree on all items *(the SPT is not expected to vote on items)*

• We will always treat fellow SPT members with dignity and respect – *focus on the issue, not the personality*

• Our meetings will be facilitated by the District hired facilitator and the Superintendent

• Members are expected to be on time and prepared to discuss the meeting’s agenda. We will strive to end at the agreed upon adjournment time.
# Process and SPT Meeting Schedule

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Activity</th>
<th>Date</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Jan 7</td>
<td>SPT 1</td>
<td>Apr 16</td>
<td>Strategic Planning Advance</td>
</tr>
<tr>
<td>Jan 11–Feb 11</td>
<td>Environmental Scan</td>
<td>Apr 28</td>
<td>SPT 4</td>
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<tr>
<td>Jan 21/22</td>
<td>Stakeholder Interviews</td>
<td>May 6</td>
<td>SPT provides Board update</td>
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<tr>
<td>Jan 14</td>
<td>Superintendent update*</td>
<td>May 17-19</td>
<td>Community Open House 2</td>
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<tr>
<td>Feb 11</td>
<td>SPT 2</td>
<td>May 20</td>
<td>Superintendent update*</td>
</tr>
<tr>
<td>Feb 18</td>
<td>Superintendent update*</td>
<td>June 10</td>
<td>SPT 5</td>
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<tr>
<td>Mar 1-3</td>
<td>Community Open House 1</td>
<td>June 17</td>
<td>SPT Board presentation</td>
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<tr>
<td>Mar 18</td>
<td>SPT members provide progress update to Board</td>
<td>July</td>
<td>Board Adoption of Plan</td>
</tr>
<tr>
<td>Mar 23</td>
<td>SPT 3</td>
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* Superintendent will provide the Board with a brief 10 min update as to the strategic plan preparation progress
Stakeholder Interviews

- **Outcome:** Identify important priority issues/concerns and potential goals for strategic plan; build a base of support/communication network for community events

- **Process:** Recommend potential interviewees for 2-3 person group interviews administered by consultant

- In addition to community members, the Board, District Staff, and SPT members will be interviewed

- Highlights of the interviews will be presented at SPT 2
Prepare for Environmental Scan

Environmental Scan

- **Outcome**: Information and data will help focus plan priority issues and goals
- **Process**: District staff will review and prepare an assessment/scorecard on how well the current strategic plan was implemented
- Review existing societal, regional, community, and district trends/data regarding the delivery of education
- Begin benchmarking similar school districts
Prepare for SPT 2

**SPT 2**

- Review results of stakeholder interviews, environmental scan findings, and current strategic plan assessment
- Review emerging Core Purpose/Mission, Vision, and Values document; review emerging strategic plan issues and potential goal areas
- Prepare for Community Open House 1 (Mar 1-3)
- Review approach for Strategic Planning Advance (Apr 16)
Prepare for Community Open House 1

Community Open House 1

• Present background information on the District, an overview of the strategic planning process, and findings from the current strategic plan assessment, the environmental scan, and the stakeholder interviews

• Provide the Santa Monica and Malibu communities the opportunity to react to the study findings and identify potential key issues and future goals

• Communicate information about next steps in the process