

Developing a Strategic Framework

Articulating our long term efforts on behalf
of AUSD students and Families

Why Strategic Planning?

Prioritize our work to create value and meet objectives for our students, families, and the community district-wide.

Articulates and aligns:

- Focus
- Time
- Resources
- Organizational design
- Capacity

Strategic Planning Work to Date

Board Direction and Initial Planning:

New Beginnings (*1. formalize relational and procedural norms and protocols; 2. ongoing monitoring process*)

Strategic Planning *1. ongoing focus on mission, vision, guiding principles; 2. gather multi-constituency input; 3. determine strategic direction and priorities; 4. develop theory of action*)

LCAP Continuous Improvement Process (*develop and implement goals, measurable outcomes, actions, and services*)

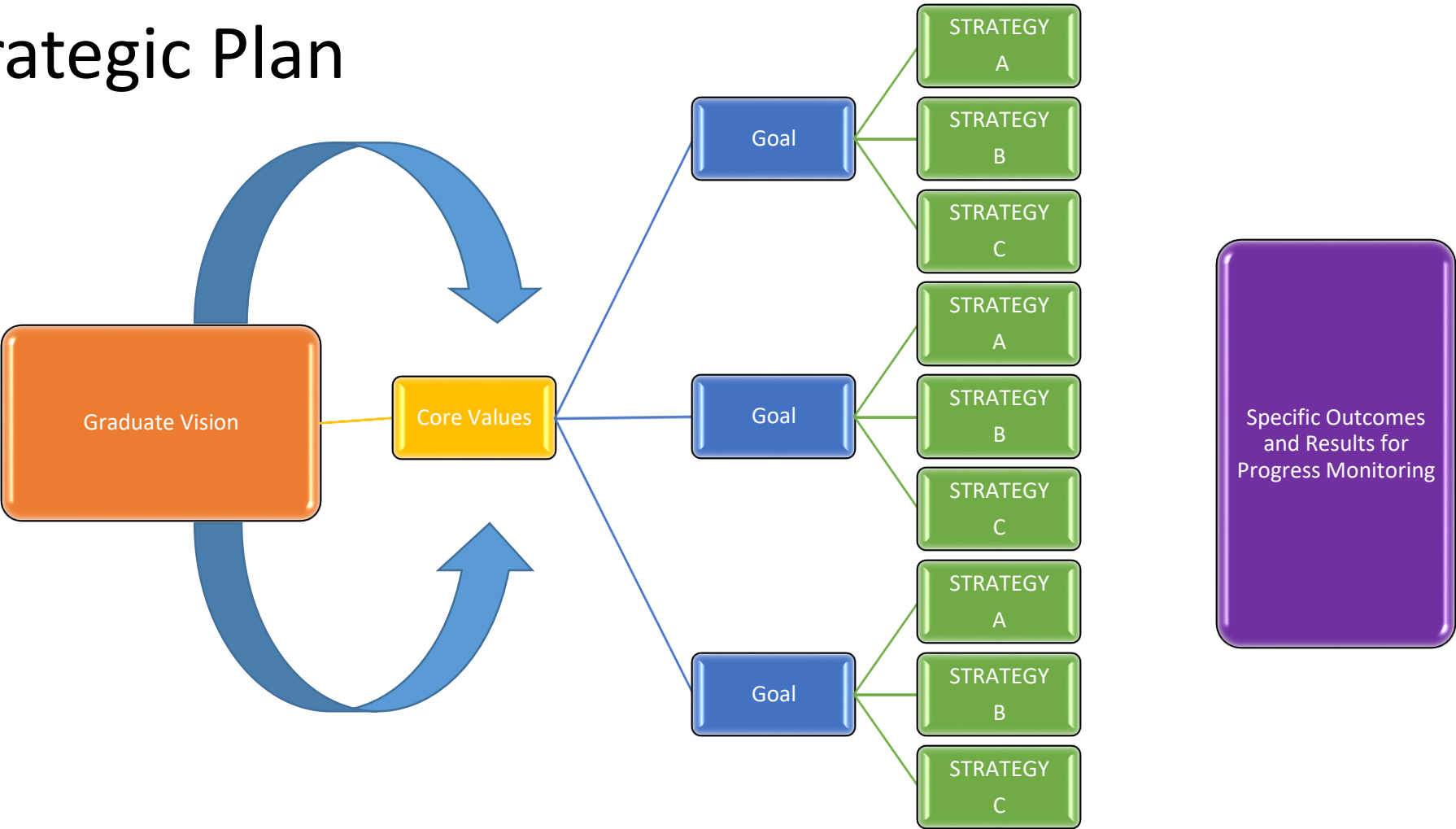
Focus Group Questions:

1. Share some reflections about the District's guiding principles.
2. How can the District be more effective in putting into action it's goals regarding high quality academic performance for all?
3. How can the District be more effective in putting into action it's goals regarding special education?
4. How can the District be more effective in putting into action it's goals regarding student health and wellness?
5. How can the District be more effective in putting into action it's goals regarding diversity, inclusion, and social justice?
6. How can the District be more effective in putting into action it's goals for providing support to employees?
7. How can the District be more effective in making communications to students, parents and community more cogent, credible and timely?

Summary of Perspectives From Focus Groups

- Guiding principles: need to be more aspirational (currently too reactive)
- Goals regarding high quality academic performance for all: *Goals and action steps are not focused or prioritized enough. Program initiatives need to be better aligned and sequenced to prevent feeling of trying to do too much all at once.*
- Goals regarding special education: *District seems to be trying to give everyone everything they ask for rather than clearly defining what is most needed and how it can best be provided and sustained.*
- Goals regarding student health and wellness: *Students feel stressed with the volume of work and are the different standards from different people - want more consistency and uniformity.*
- Goals regarding diversity, inclusion and social justice: *There is attention to these issues, but not enough understanding of and agreement on fundamental problems and root causes in school and community environment.*
- Goals for providing support to employees: *Better ways of tapping and responding to employee voice need to be developed. Feedback loops need to be strengthened so people know the status of things.*
- Goals for making communications to students, parents and community more cogent, credible and timely: *Students, parents and teachers want to be listened too more and communicated at less. There is a yearning for more collaborative problem solving.*

Structure and Components of AUSD Strategic Plan



Common Obstacles to Effective Strategic Planning

Time Consuming & Bureaucratic



Multiple iterations and unclear process

Overly Internal in Focus



Do not account for external factors

Not informed by experience of similar organizations

Exclusion of Key Stakeholders



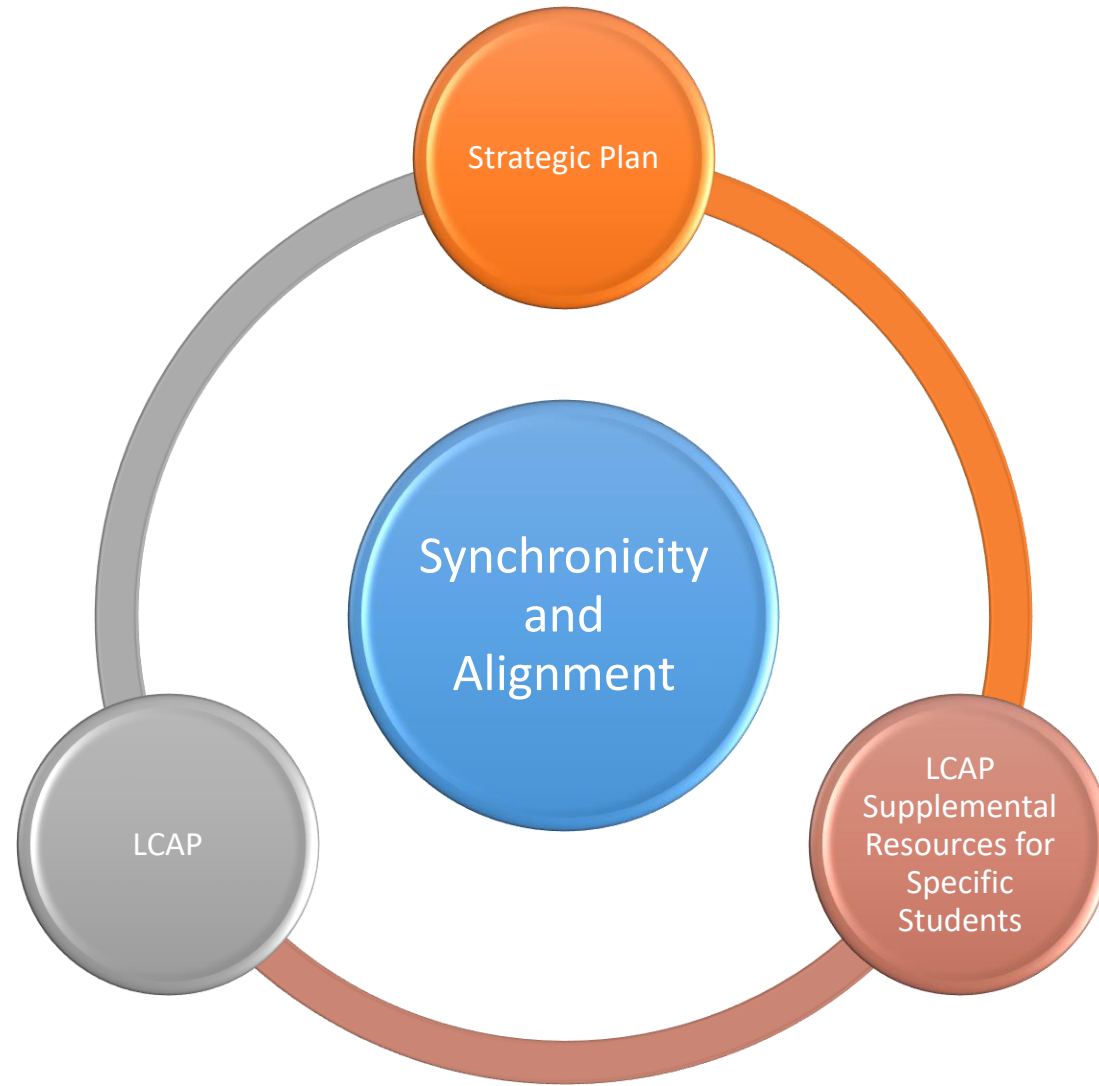
Needed for both diagnosing challenges and delivering outcomes

Assumptions About Past Practices

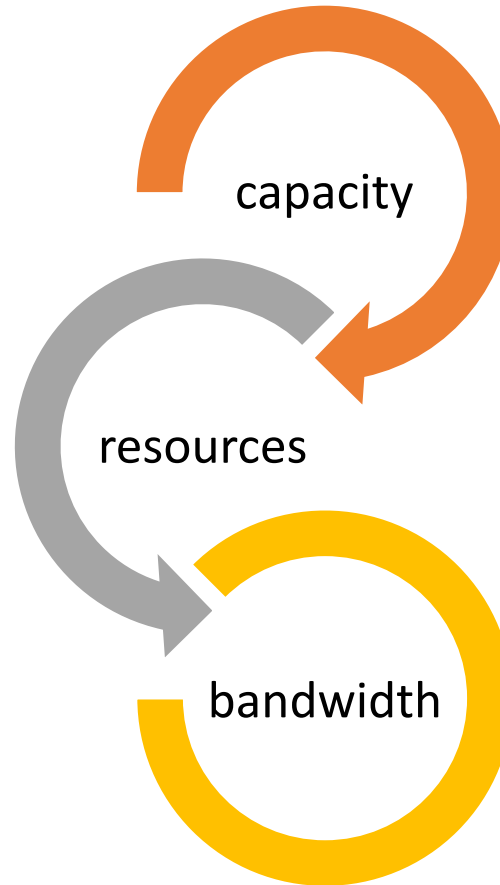


Assuming that what made us successful previously is what will make us successful in the future

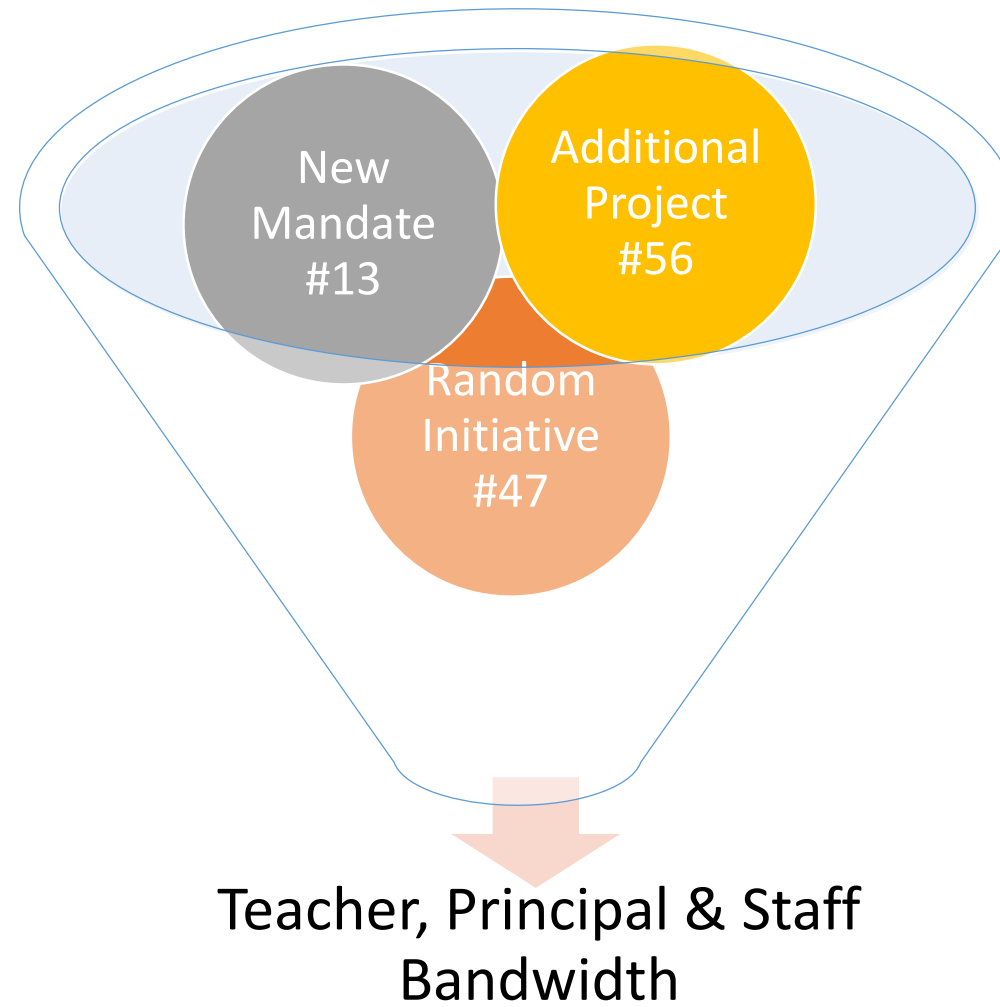




Make Sure Strategy is Strategic



Plans, goals, and objectives that we cannot achieve are NOT strategic!



Reflective

- Knowing that relying on the same inputs most probably will generate the same outputs

Focused

- Plan generates discipline to sustain work and direction over time

Adaptive

- As much about how you implement and adjust your direction in an ongoing way as it is about setting your vision and initial plan.

Informed by and Infused with Pre-Existing Efforts

- School Health Needs Assessment
- Special Education Strategic Plan
- MTSS 5-Year Implementation