

Croton-Harmon Central School District

Strategic Coherence Planning

Draft Planning Process Proposal

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Consultants

1. Planning Process Goals and Overview:

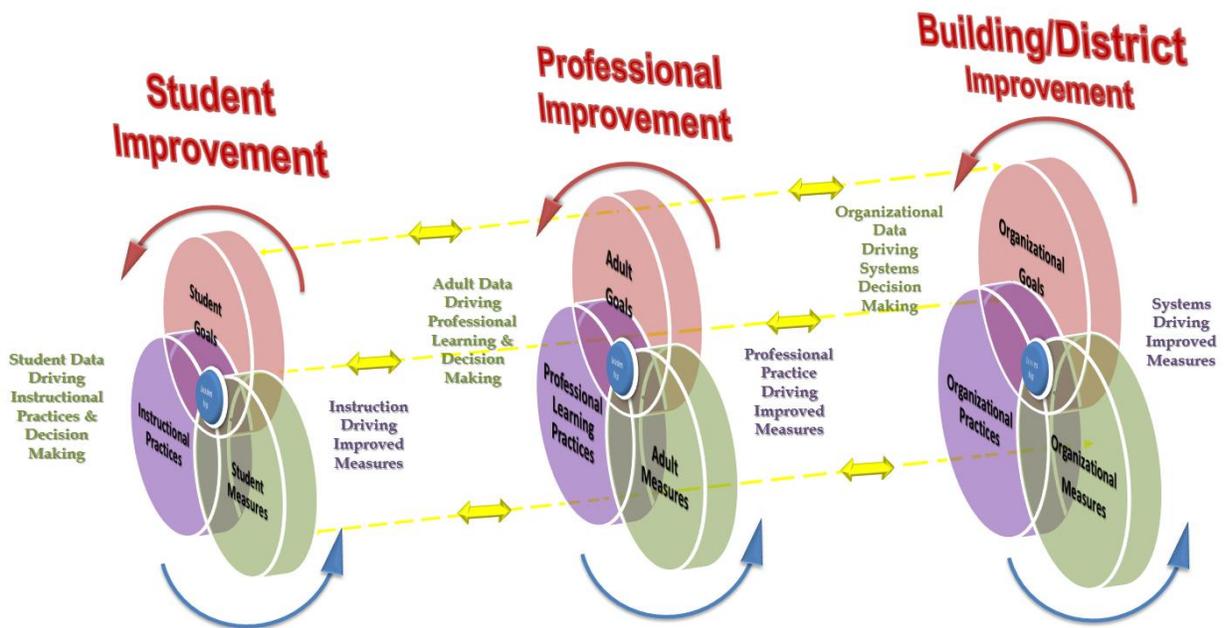
- Lead a representative constituent group of administrators, teachers, Board of Education and community members through a complete, deep, data-based review of current district practice designed to create a system of schools all dedicated to the same high-leverage student success outcomes.
- Build consensus around a focused community statement of Mission, Values/Beliefs capable of ensuring the highest level of student success and preparedness for life in a digital age.
- Build consensus support for key skills, attributes and/or content outcomes that are most likely to drive improved student success for life, learning and work beyond school (*Foundational Learning Systems - Goals*).
- Identification of key instructional and adult learning strategies that will have the greatest impact on achievement of those identified outcomes (*Foundational Learning Systems - Practices*).
- Identification of key student learning assessment measures and adult accountability strategies that will have the greatest impact on achievement of those identified outcomes (*Foundational Learning Systems - Measures*).
- Build alignment of *Foundational Learning Systems* across all three levels of the organizational practice (student, adult, building/organization).
- Build district systems support capacity (Leadership, Resources, Community Engagement, and Policy) to align and focus improvement efforts on the highest leverage learning outcomes that lead to the highest levels of long-term student success over time (*Supporting Organizational Systems*).
- Compiling the results of this process into a systemic strategic coherence plan that designates a pathway of progress for the Croton-Harmon Central Schools over the next 3-5 years.



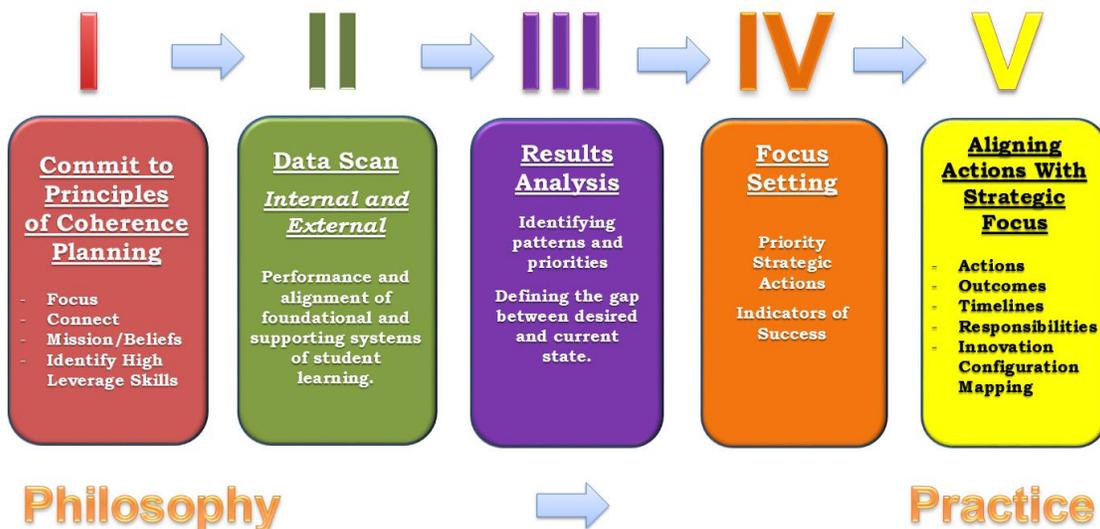
- How is Strategic Coherence Planning Is Different?

Unlike traditional strategic planning processes that encourage a diffusion of improvement energy and resources, Strategic Coherence Planning uses data-based planning assumptions to focus the process on those highest leverage improvement processes that have demonstrated over time to make the largest impact on student learning and preparation for life, learning and work in a digital age.

Aligned Foundational Learning Systems



The strategic coherence planning process is divided into Five Phases. Phase I is designed to build consensus around the purpose and outcomes of the coherence planning process; including a refined mission, a vision of a successful graduate and the key learning outcomes that go with it. Phase II reviews existing performance data and activity within both the Foundational Learning and Supporting Systems. Phase III analyzes the results of the data scan, Phases IV uses that analysis to identify the most important leverage points for change in each target area and at each level (student learner, adult learner, and organizational) and the required practices needed to coherently align these goals between the levels over time. Phase V will build consensus on the technical and adaptive change strategies needed for aligning and focusing resources in each of the target areas. These strategies will be created and supported by a range of school constituencies, have associated indicators of success, and a roadmap for bringing district staff together to the successful action steps that will move the district toward accomplishment of its strategic goals.



2. **Process Plan:**

Fiscal Year 2015-2016

Step	Outcomes	Timeframe	Resources
<p>Phase I 1. Commit To Principles of Coherence</p>	<p>⇒ Superintendent, Board Chair, & representatives identify 16-22 key staff and constituents of the Croton-Harmon Central Schools community that should/would be willing to serve on the Strategic Coherence Planning Team (SCPT) with the bulk of the work being completed in the fall of 2016.</p> <p>⇒ These constituents are invited and secured for participation.</p>	<p>Spring of 2016</p>	<p>Superintendent, Board Chair & representatives</p>
<p>2. Materials production</p>	<p>⇒ Planning materials and online resources are prepared and customized for the Croton-Harmon Strategic Coherence Planning Process.</p>	<p>Spring of 2016</p>	<p>- Consultant</p>
<p>3. Planning Team Preparation Meeting – Planning Launch</p>	<p>⇒ Welcome and introductions.</p> <p>⇒ Review rationale, outcomes and process plan. Include “big picture” presentation on planning environment, planning assumptions, and future needs of students in a digital age.</p> <p>⇒ Review proposed dates and participation parameters.</p> <p>⇒ Introduce the Planning Team to the process plan, its outcomes, steps and rationale.</p> <p>⇒ Review digital resources and ensure access to pre-work data sharing site and other digital planning resources.</p> <p>⇒ Have participants consider data collection assignments for the fall.</p> <p>⇒ Review data collection pre-work</p> <ol style="list-style-type: none"> 1. Goals for Learning 2. Strategies for Learning 3. Measures of Learning 4. Supporting Systems 5. External Factors 	<p>Early June, 2016</p> <p>1:00 PM to 4:30 on the selected date.</p>	<p>- Consultant, Strategic Coherence Planning Team 1 consultant</p>
<p>4. Planning Pre-Work and Summer Reading</p>	<p>⇒ SCPT members review identified pre-reading/viewing resources and post reflections on the planning blog when appropriate.</p> <p>⇒ SCPT members share resources that they feel would help to inform their colleagues as the process unfolds</p>	<p>Summer, 2016</p>	<p>- Consultant, Strategic Coherence Planning Team 1 consultant</p>
<p>Phase I - Mission and Defining the Successful Graduate Retreat</p> <p>-----</p> <p>Phase II – 1. Data Collection Launch</p>	<p>⇒ Based on a combination of existing materials and district thinking and the pre-retreat work done by participants, the planning team work to recommit to the district’s Mission and define the characteristics of a successful graduate.</p> <p>-----</p> <p>Assign Data Collection Groups -</p> <ul style="list-style-type: none"> ● Goals for Learning ● Strategies for Learning ● Measures of Learning ● Supporting Systems ● Other 	<p>September 12th, 2016</p> <p>1-2 full days depending on what will be created and what existing materials will be used.</p> <p>October 7th, 2016</p>	<p>- Materials - Strategic Coherence Planning Team .5 consultant</p>

Step	Outcomes	Timeframe	Resources
2. Focus Groups - Community Survey - Community Awareness Meeting	<ul style="list-style-type: none"> ⇒ Community awareness session regarding the purpose and expected outcome of the Strategic Coherence Process ⇒ Community and faculty focus groups are brought together to explore appropriate data collection questions from each of the five groups. ⇒ A community survey of appropriate data collection questions is offered to all Croton-Harmon stakeholders. ⇒ Feedback on attributes of a successful Croton-Harmon graduate are collected and organized 	September, 2016 – dates and times to be determined.	<ul style="list-style-type: none"> - Materials - Strategic Coherence Planning Team 3 consultant
3. Data Collection Support Meeting	<ul style="list-style-type: none"> ⇒ Meet with representatives of each team and or any Team member who has a data collection question to ensure that they are comfortable with the process and are producing data that can help inform goal-setting. 	Late September, 2016 - 3:30 PM to 6:30 PM on the selected date.	<ul style="list-style-type: none"> - Materials - Strategic Coherence Planning Team .5 consultant
Phase III& IV 1. Goal Analysis and Prioritization Retreat (2 days)	<ul style="list-style-type: none"> ⇒ Review the collected and analyzed data from the four data collection groups ⇒ Revise/focus district Mission and Beliefs ⇒ Brainstorm and prioritize goals based on all of the available information and the following criteria: <ul style="list-style-type: none"> - Alignment of high leverage impact points - Sustained potential for improvement over time - Ability to move the measures toward mastery for all ⇒ Brainstorm and finalize indicators of success for goal 	December 12th, 2016 January 13th, 2016	<ul style="list-style-type: none"> - Materials - Strategic Coherence Planning Team 2 consultant
2. Constituent Group Reviews (optional)	<ul style="list-style-type: none"> ⇒ Goal and data results are reviewed by key constituent groups for feedback (Board, administrators, key district personnel) ⇒ Goals and indicators of success are finalized 	By 11/15/16	<ul style="list-style-type: none"> - Materials - TBD 1 consultant
1. Phase V - Planning Retreat (2-4 days)	<ul style="list-style-type: none"> ⇒ District leadership meet to complete planning frameworks for the established goals. These frameworks to include: <ul style="list-style-type: none"> - Goal rationale and supporting data - Timelines for implementation - Innovation Configuration Mapping - Required resources and systems implications - Recommended participants in the tactical decision making for the pursuit of each goal. 	Date To Be Determined	<ul style="list-style-type: none"> - Materials - Planning Sub-Group 3 Consultant
2. Phase V Materials Production	<ul style="list-style-type: none"> ⇒ The work of all the goal teams are compiled and integrated into a final planning report 	By 01/13/17	<ul style="list-style-type: none"> - 2 Consultant
4. Phase V Results Review	<ul style="list-style-type: none"> ⇒ Goal Planning Teams deliver the work product to Superintendent, Board and other constituents for review and endorsement. 	Date To Be Determined	<ul style="list-style-type: none"> - Materials - Strategic Coherence Planning Team .5 consultant