

## SCHOOL BOARD

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# School Board Executive Summary

## Strategic Planning

Bryson (2011) describes strategic planning as a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization is, what it does, and why. A strategic plan is necessary to the success of an organization because it serves as the roadmap for where the organization wants to go; a blueprint of what it intends to build; or a design plan of what it plans to create. A strategic plan also functions as an instrument that every stakeholder - taxpayer, school employee, parent and student - can use to identify the work of the division priorities - its values, vision and mission - and strategies for the next five years.

The work of developing a strategic plan that will produce sustainable results must involve the voices, perspectives, and aspirations of the collective community. In order to build such a plan, strategic planning development must engage stakeholders in an iterative method to analyze the systemic change required to produce long-lasting results. The methodology selected was intended to engage multiple stakeholders in the conversation around our driving question:

### *How can we create and sustain a high quality high yield system of education for children in Charles City County Public Schools?*

A SWOC analysis is a valuable prelude to identifying and framing strategic issues. A SWOC analysis examines the *Strengths, Weaknesses, Opportunities* and *Challenges* of the change process and helps the division identify its critical success factors (CSIs). CSIs are described as the things the division must do or standards it must meet in order to be considered successful in the eyes of its key stakeholders.

#### **From the SWOC the key concepts that emerged:**

- Students come out a "whole" people, successful and self-supporting/sustaining
- "All in" community support
- Business partnerships needed
- Increased tax base
- Improved image of county and school division
- Community plays larger role
- Funding comes from BOS, SB, and newly invigorated business in the community
- Family/small town values; community focus
- Innovative use of technology; Infrastructure in place for proficiency of use; broadband expanded for consistency
- Processes are defined, consistent, and shared division-wide
- Regarding physical structure: updated buildings and improvements fully funded
- Regarding operational structure: structure strengthened through communication of common expectations
- People-oriented services that are timely, elevated, well-supported, and empathetic
- Combination of skill, professionalism, and approachability for school staff
- Employees who want to stay with the school system

### Process



Through our strategic planning process, we will:

1. Document and discuss the environment in which we exist and operate, and explore the factors and trends that affect the way we do business and carry out our roles.
2. Clarify and frame the issues or challenges facing our organization.
3. Clarify organizational goals, and articulate a vision for where the organization wants to be.
4. Develop strategies to meet the many mandates, fulfill our missions, and create public value by reexamining and reworking organizational mandates, mission and values, product or service level and mix, clients, users or payers, cost, financing, structure, processes, or management.

Bryson (2011) tells us that in order for strategic planning to be effective, it must inspire actions that drive the operational functions of the division and produce results.

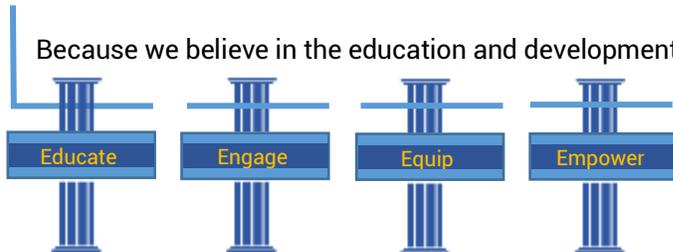
*Values underpin how the organization operates. If an organization wants to develop a values statement, the starting point should be the following questions: How do we want to conduct our business? How do we want to treat our key stakeholders? What do we value—in other words, what do we really care about?*

*CCPS believes in the fundamental nature of family, traditions, and heritage. We value faith, commitment, integrity, knowledge and learning. We desire professionalism, communication and structure.*

*A **vision statement**—often called a vision of success—describes what the organization should look like as it successfully implements its strategies and achieves its full potential. An organization typically has to go through more than one cycle of strategic planning before it can develop an effective vision for itself. A vision sketch in this step as a guide for the rest of the planning process and for the plan itself.*

*CCPS will be an exemplar model of rural education where collaboration, critical thinking, communication and creativity are practiced to develop adults who contribute positively in the global society.*

*A **mission statement** is an action-oriented formulation of the organization’s reason for existence—its purpose. A mission statement answers the question, Ultimately, what are we here to do, and why? The mission statement should be developed in light of who the organization’s stakeholders are and how the organization might create public value.*



*Our mission is to develop self-sustaining, responsible and educated adults who can contribute and work to improve the world.*

## Next Steps

Steps	Purpose	Responsible Party(ies)	By When
<b>Development of the plan begins</b>	<ul style="list-style-type: none"> <li>Begin the writing of the Plan</li> <li>Determine the pillars and broad goals from the themes from the retreat in August and using data from Panorama</li> <li>Develop SMART goals</li> </ul>	Parker and Poller	October 1 - December <b>Steering &amp; Focus Group meetings</b> <ul style="list-style-type: none"> <li>October 13, 2017</li> <li>November 10, 2017</li> </ul>
<b>Planning Team Meeting Steering Committee Planning Session</b>	To review plans for each SMART Goal; To note areas that require revision, coordination across the division; examine implications for any support services; We will provide a day where the steering committee and community can provide feedback (January). Using the website and a survey to get comments and feedback.	Consultant, HR Director, Strategic Planning Team	Jan. 15, 2018  January 15-29, 2018 we will post a draft on our website with a survey to collect feedback Friday, February 23, 2018 we will host a public forum for further feedback
<b>Draft Overall Strategic Plan for the Division Bring in the Shaffer Group at this point to begin looking at KPIs</b>	To compile revised strategic plans developed by each sub-committee into the Division Report	Consultant	March 1, 2018  March 9, 2018 at 10:00 AM

# STRATEGIC PLANNING

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## Strategic Planning Stakeholder Groups:

A stakeholder is any person, group, or organization that can place a claim on the organization's resources, attention, or output or is affected by its output. Each group has a specific purpose and perspective. Individuals have been selected to participate in each group but all are welcome to participate and contribute to the process.

**Steering Committee** – Group of selected individuals who help guide the development and communication of the plan and its process. This smaller group will work directly with the consultant and Dr. Byrd-Poller to complete the task of developing the plan.

**Division Leadership Focus Group** – This team of individuals will examine the strategic plan from the perspective of leadership and management. Looking at division-level data, systems and strategies, this group will provide the insight on fiscal, physical and human resources needed to advance the school division.

**Academic Focus Group** – This team includes all teachers, instructional support staff, and professional support staff. This group will provide insight on the wide array of instructional practices needed to ensure that students are successful and productive graduates. This group will also provide insight on what actions and behaviors will make this an educational organization for which professionals aspire to work.

**Student Focus Group** – The students are asked to participate because they have first-hand experience real time in the effectiveness and efficiency of our work. They are the active consumers of the work and are in the best place to inform us about how to make improvements moving forward. Moreover, through this process, we are training them to be civic-minded and engaged in a process that improves their lives and this community.

**Parent/Family Focus Group** – Like the students, our parents are consumers of the educational systems and can work with us to provide their perspective. Together, we can identify what is working and what areas need improvement.

**Community Focus Group** – Community members have been asked to participate in order to provide insight how to better serve the community, collaborate with community partners, and sustain an excellent educational program that brings promise and pride to the community.

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## Bibliography

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