

-Strategic Planning- **Long and Short-Term Goals, Plans and Objectives**

Strategic planning is a vital component of school board governance.

** NHDOE Rule 303.01(g) imposes upon boards the duty to "develop long-range plans and identify measurable and attainable short-term objectives"*

A comprehensive strategic plan will help the school board and the District:

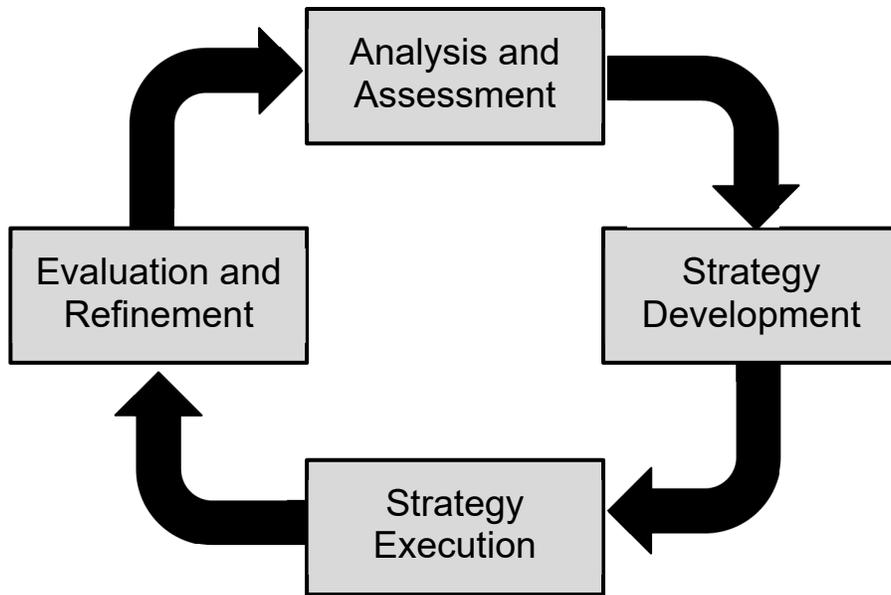
- Clarify the Board's and the District's goals and direction.
- Identify effective aspects of Board performance.
- Effectively plan for the learning opportunities for students.
- Address areas in need of improvement.
- Help address budgetary needs.
- Help address facilities needs.
- Provide long-term sustainability for the Board, staff and community.
- Enable responsible, not reactive, decision making.

Introduction to strategic planning:

What is strategic planning?

- General definition: A plan to reach specific measurable goals, it should outline benchmarks towards achieving those goals.
- A process that requires the committee to gather and report out information and data in order to ensure that initiatives and priorities are established and carried out.
- Establishes the goals of the school district with respect to the various elements and constituencies involved. It involves reaching common ground on the district's most pressing needs by building consensus and considering all possible options.
- Includes 3-5 goals; possible areas of focus, student achievement, financial planning, staff development/recruitment and retention, student safety, facilities, etc.

***Strategic Planning is a continuous process
and the process is just as important as the product.***



Analysis and Assessment: “Scanning the field” Builds knowledge on trends, best practices, existing initiatives, gaps, etc.

1. Starting Point, Asking Key Questions:

- Where is the district today?
- What is the current state of our schools?
- Where do we want to be in 3,5,7, years?
- What is our strategy for moving forward?
- How does the board identify goals?
- How do we get input from key stakeholders?
- What are our core values?

2. Determine the goals to be addressed based on the answers above:

- Goals should be measurable
- Detailed plan outlining the strategy to achieve that goal
- Who is responsible for working towards that specific goal, outline should indicate who is responsible for each part of the plan. The School Board, Committee, Administration, Teachers, etc.
- District goals should be more encompassing and relate to the district as a whole. Details of the plan can address individual schools as there may be different needs/resources.
- Reference what we already have in place to facilitate the initial steps of strategic planning, our mission statement, vision of a graduate School board policies, district-wide surveys, other data like test scores, academic assessment results, demographics, economic factors, etc.

SAU 63 Mission Statement: *Wilton-Lyndeborough Cooperative School District provides a safe and educational environment that promotes student exploration, critical thinking, and responsible citizenship.*

Vision of a Graduate: *The WLC Graduate will be an effective communicator, a strong collaborator, a creative problem solver, a self-directed learner, and a responsible citizen.*

Strategy Development: “Drawing the Map” Identification of priorities, activities, objectives, strategies. More depth and specifics than the main goals – each goal could have a few different objectives / strategies associated with it

- 1) Detailed plan outlining the strategy to achieve that goal.
- 2) May contain multiple short-term goals.
- 3) Who is responsible for working towards that specific goal, outline should indicate who is responsible for each part of the plan. The School Board, Committee, Administration, Teachers, etc.
- 4) When do parts of the plan need to be completed?
- 5) How and when do we monitor progress?
- 6) May contain additional components: financial plan, evaluation, staffing / operational plan etc.

Strategy Execution: “Getting the job done” The plan takes action, all key stakeholders use the established plan to inform and guide their practice.

- 1) Administration ensures those responsible to carry out the plan are aware of the goal.
- 2) The School Board ensures all stakeholders have the resources and policies needed to complete the plan.

Evaluation and Refinement: “Keeping our finger on the pulse” What does success look like, are we continuing to make progress?

- 1) Collect data to evaluate progress.
- 2) Review data and track progress.
- 3) Troubleshoot areas of limited progress and identify root causes.
- 4) Develop solutions to problems.
- 5) Update strategy and continue the process.

Sample Concept for Goal Setting – SMART Goals

S.M.A.R.T. is a common technique/practice used in a variety of settings – schools, corporations, non-profit organizations, etc to help guide goal creation.

SMART =

- Strategic/specific
- Measurable
- Achievable
- Relevant
- Timeline/timely

Explanation:

Strategic/specific goals

- The school board’s goal should have its expected outcome stated as clearly, simply and straightforward as possible.
- Goals should emphasize what we want to happen.
- Specifically identifies how much, for whom, for what. It also identifies what we hope to accomplish by setting this goal.

Measurable Goals:

- Tangible evidence that you have accomplished the goal. Usually, the entire goal statement is a measure for the project like a “stretch goal”. There are also several short term goals or smaller benchmarks built into the goal.
- A measurable goal has an outcome that can be assessed and/or measured in some way.
- If you can’t measure it, you can’t manage it!

For example: *The district wants to improve its ELA scores by 10% within two years.* **VS.** *The district wants students to be better at ELA.*

- Establish definitive criteria for measuring our progress toward each goal you set.

Achievable/Attainable Goals

- Outcome has to be actually attainable given our resources, staffing, and time available.

- Goals should be balanced between practical enough to be reachable and challenging enough to ensure progress is made.

Rellevant and Realistic Goals

- Does the goal lead the district towards our desired results, our mission statement?
- Does our goal focus on the district's established priorities/outcomes?

Timeline/timely

- A specific time-bound goal should include realistic timeframes.
- How are time frames imposed?
- When are updates provided to the School Board, the community?
- Carefully consider what is attainable within the imposed timeframe given the resources on hand.

Tips on how to prioritize goals within the Strategic Plan:

- Considerations of time, effort, finances, staff availability, etc.
- Which goals relate to requirements in state or federal law?
- Which goals need immediate addressing?
- Which goals does the district have the financial capabilities to address?
- What are reasonable benchmarks for implementation of each goal?
- Which goals or priorities have the most consensus or agreement among the board or strategic planning committee?
- Start small or address the biggest needs first?

Examples of Strategic Plans emailed by Mr. Weaver on 09/05/24 and 12/07/2023 WLC Strategic Plan from 2016-2017 was emailed on 12/06/2023

- Hampstead: <https://strategicplan.hampsteadschools.net/>
- Conval: <http://convalsd.net/wp-content/uploads/2018/01/District-Strategic-Plan-2021.pdf>
- Lebanon: <https://docs.google.com/document/d/1kKYwbIPMaKBwNKOPeesM0DafsyHF3q7jDFKWKP66zg/edit>
- Milford: <https://4.files.edl.io/97f7/12/09/19/154943-6960baa7-4753-4f59-822d-586247f193e4.pdf>