



The Salem Public Schools Strategic Planning Process

**Salem Public Schools
School Committee Meeting
May 16, 2016**

Welcome and Agenda

- Introduction to New Profit & the Reimagine Learning Fund
- Background on Strategic Planning Process
- Principles of Strategic Planning
- Structure and Governance
- Priority Areas and Work Teams
- Timeline of Activities

Background: Strategic Planning and our Partnership

- **Entry Findings:** Superintendent Ruiz developed her Entry Findings report and shared it in December 2015.
- **The work continues:** This Strategic Planning Process builds on the AIP work and other initiatives already underway.
- **The start of a partnership:** New Profit team met with Mayor Driscoll and Superintendent Ruiz in December 2015 to explore possibilities.
- **Deciding to Partner:** Superintendent Ruiz invited New Profit to partner in a community-engaged Strategic Planning Process starting in February.

Introduction to the Reimagine Learning Fund

- A history of providing deep support to social entrepreneurs.
- Recognizes that school districts are at the center of change in our education system and want to partner closely to learn about district change.
- Brings deep experience in strategic planning, communications, data collection and analysis and project management



The Peter and Elizabeth C. **TOWER** Foundation

The Peter and Elizabeth C. Tower Foundation works to affect positive change in Essex County through its philanthropy.

Underlying Principles for Strategic Planning

Acting as Facilitators

Community-Engaged Planning

Building on Assets

A Whole Child, Student-Centered Focus

Connection to the New Profit Network

Adaptable Planning

Governance and Structure of the Strategic Planning Process

School Committee & Superintendent Ruiz

Superintendent Ruiz & SPS Senior Leadership Team

Strategic Planning Steering Committee

Work Team

Work Team

Work Team

Work Team

Work Team

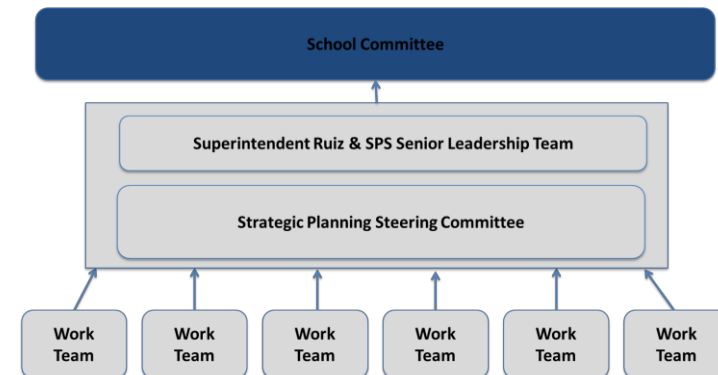
Work Team

Draft Vision Statement

**All students prepared to achieve,
inspired to learn.**

School Committee

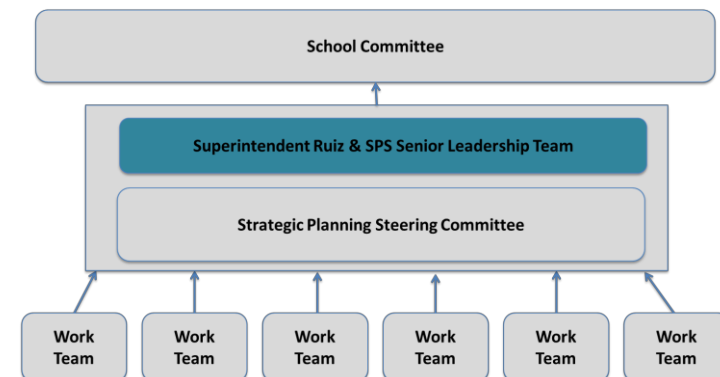
The School Committee will ratify the final Strategic Plan. **Two members** will sit on the Steering Committee and other members will have the opportunity to join **Work Teams**.



Superintendent & Senior Leadership Team

The Superintendent and Members of the Senior Leadership Team will:

- Co-create the planning process with New Profit
- Staff the Steering Committee
- Co-lead Work Groups
- Report on progress to the School Committee
- Attend meetings with New Profit throughout the process



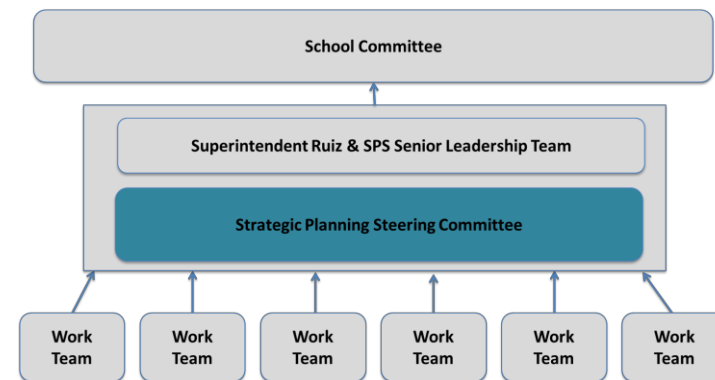
The Steering Committee

The Steering Committee will be a **representative body** of approximately **12-14 members**

- **The Steering Committee will:**
 - Establish a charter for itself
 - Recommend members for the Work Groups
 - Serve as a multi-stakeholder body that works to integrate the work streams and shepherd the process
 - Share and communicate discoveries through communications channels
 - First reviewer of drafts leading up to the final strategic plan
 - Meet ~4 times throughout the process

Who:

- 2 members of the School Committee
- Leads from each Work Group
- Superintendent
- Parent, Teacher, Student and other representatives



Entry Plan Priorities

- **Ensure Learning & Growth for Every Student, Every Day**
- **Strengthen Infrastructure to Support Our Schools**
- **Inform and Engage Our Parents and Community at Every Level**
- **Develop a Powerful Vision of the Future of SPS**

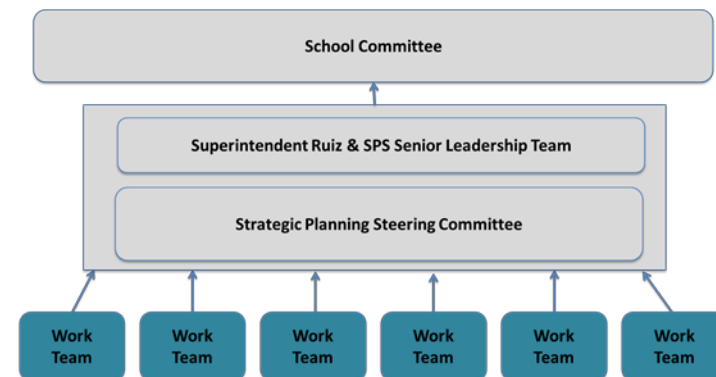
Identifying Levers for Change



Work Teams

Each identified Lever for Change will have an associated 'Work Team':

- 6-10 people who develop strategy for the Lever
- Define the landscape for the Lever
- Develop a learning agenda for determining best practices
- Determine goals, strategies, objectives and tactics for the work team

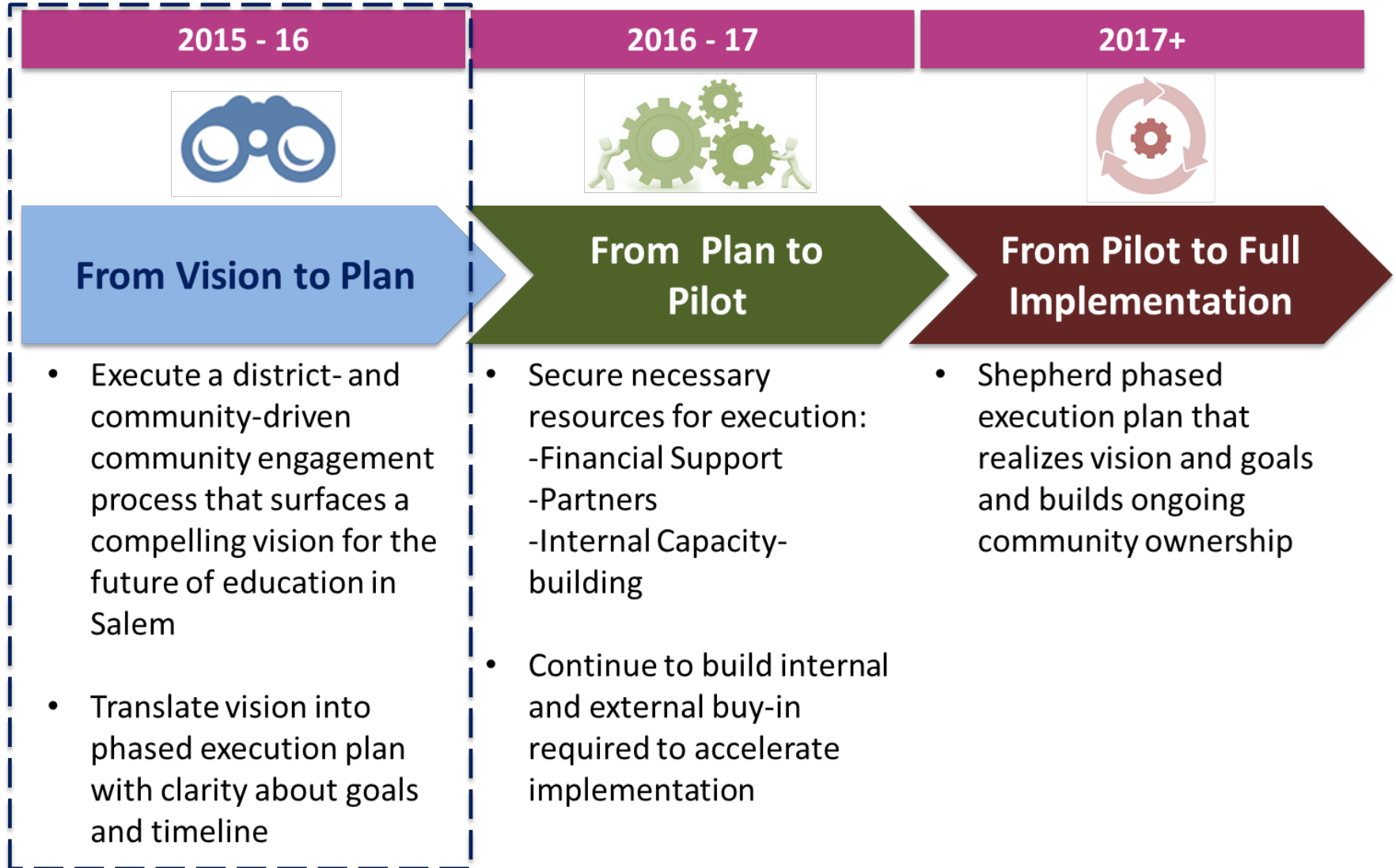


Role of New Profit Team

New Profit's role is to support the process:

- Co-create plan for Strategic Planning Process with Superintendent and Leadership team
- Facilitate key conversations
- Gather and analyze relevant data to inform the plan
- Conduct interviews and focus groups
- Facilitate Community Conversations
- Draft early versions of the plan for vetting by stakeholders

Timeline





From Vision to Plan

Timeline

April - May

June - Dec

Jan – March

Planning to Plan

Work Teams
Launch: Data
Gathering and
Action Plan
Creation

Develop
Integrated
Strategic
Plan

Socialize &
Refine Plan

- *The planning process will encompass 6 discrete Work Teams that address key Levers for Change identified by the School Committee and SPS Leadership Team.*
- *The Work Teams will meet separately and then bring their work together into an integrated plan that addresses the interconnected aspects of the district's operating plan*

April - May

Planning to Plan

Timeline

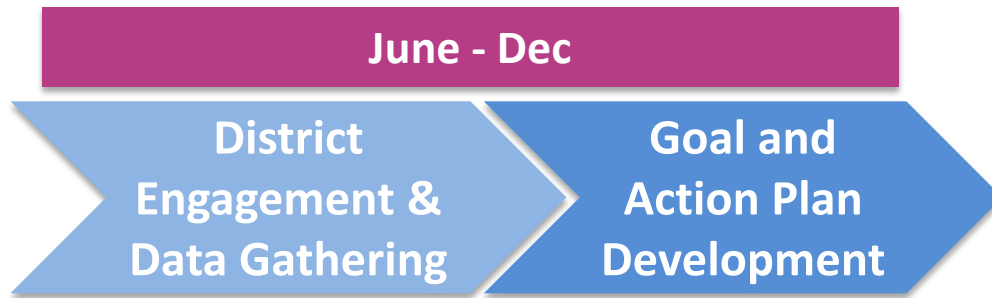
Completed:

- **March, 2016:** Proposed scope of work submitted
- **April 2016:** Scope of work revised and accepted by Superintendent and Senior Leadership Team
- **May 2016:** Senior Leadership Team Retreat
- **May 2016:** Salem School Committee Presentation

Remaining:

- **May 2016:** Select Steering Committee Members
- **May 2016:** Staff Work Teams
- **May 2016:** Finalize meeting schedule for all groups

Timeline



- **June – October 2016:** Work Teams launch; learning and data gathering
- **October – December 2016:** Work Team goal and action plan creation; Steering Committee meets twice; Work Teams meet roughly every 2 weeks
- **October 2016:** Community Conversation # 1
- **November 2016:** Steering Committee debriefs Community Conversation #1
- **December 2016:** Work Teams finalize plans and deliver to Steering Committee



Jan – March

Socialize &
Refine Plan

Timeline

- **January – February 2017:** Steering Committee and Staff integrate Work Team plans into coherent first draft
- **February 2017:** Community Conversations # 2 to vet draft plan; Steering Committee meets to debrief
- **March 2017:** Senior Leadership Team & New Profit team finalize draft and submit to School Committee
- **April 2017:** Strategic plan submitted to School committee; Community Celebration of Strategic Plan

Developing Salem's Future Talent Pool



THANK YOU

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New Profit

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