



**2014-2017**

**ORANGE SOUTHWEST SUPERVISORY UNION**

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**A STRATEGIC PLANNING INITIATIVE**



# Strategic Planning Defined

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- Strategic planning goes to the heart of what an organization does, how it does it, and where it is going.
- Napuk (1996) describes strategic planning as a total concept of the entire educational organization involving a framework and process to guide its future.



# Strategic Planning Basic Questions

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- What are you doing now?
- How did you get there?
- What is the purpose of your organization?
- Where do you want to be in the future?
- How are you going to get there?

# Strategic Planning Process





# Effective School Organizations

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- For over three decades, research on effective school organizations has emphasized that a number of specific characteristics are evidenced consistently and purposefully.



# Effective Schools Characteristics

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- Student Centered
- A clear and consistent sense of mission shared by all stakeholders
- An empowering and positive leadership style
- A strong, consistent emphasis on professional development and skill set development
- A conscious attention to the maintenance of a warm, caring climate that is conducive to work quality
- The setting of appropriately high expectations



## Effective Schools Characteristics Continued...

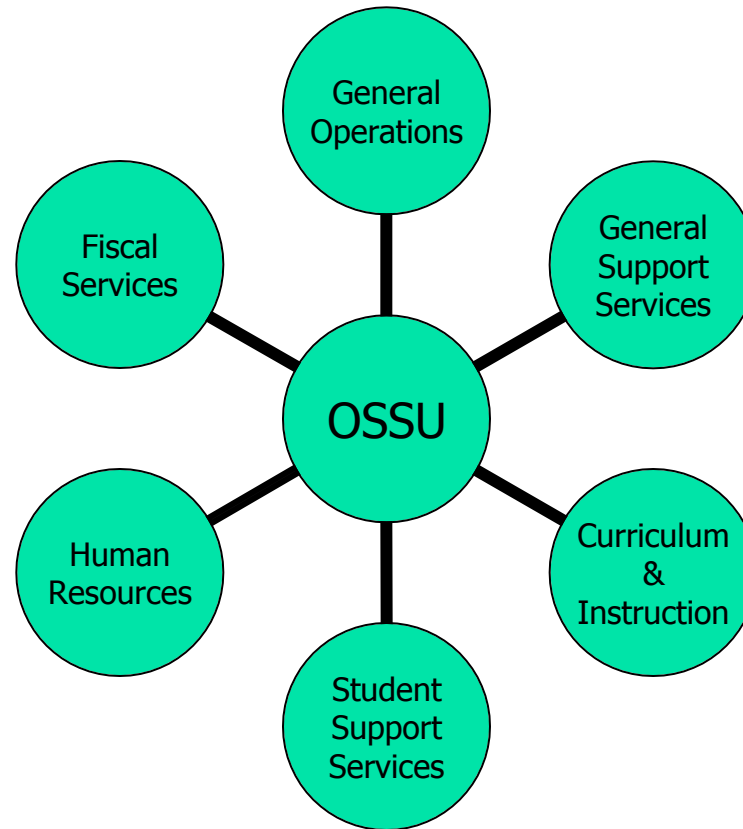
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- Fostering of a collegial environment
- A deliberate provision for organizational culture
- A deliberate provision for appropriate feedback (e.g. 360 Feedback Model)
- Promotion of participative decision making
- An attractive and well-maintained physical surrounding
- Clearly understood roles and responsibilities



# OSSU Departments

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# General Operations

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## **PLANNING**

- **Continue to support Boards through Policy Governance Process**
- **Continue to coordinate Cabinet Reporting to Board Monitoring**
- **Continue to support GMFC and collaboration among regional school districts**
- **Complete planning of 2014-2017 Strategic Plan**
- **Complete upgrades to Emergency Response Systems**
- **Implement Elementary Principal Model**
- **Complete planning of Foreign Language Immersion (RTCC), Problem Solving Laboratory (RUHS), Middle-Years STEAM program, Early Education (Elementary), E-Portfolio System**



# General Operations

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## **INTERNAL & EXTERNAL COMMUNICATIONS**

- **Support Boards through Policy Governance & Monitoring**
- **Develop & Implement Community Engagement initiatives in schools**
  - **Volunteer/Expert Visitors in Schools**
  - **Get community into schools (Drop in Tech Center, etc...)**
- **Align new Reporting System with CCS (Report Cards et.al)**
- **Continue Development of School Websites**
- **Research & Implement E-Portfolio system**
- **Improve Principal/Director & Supervisor Communications:**
  - **Maintenance, Transportation, Finance, & Food Services**
- **Increase External Communications:**
  - **Cabinet Op.Eds., Testimony at Legislature, etc...**
  - **Student/Teacher/School stories, profiles, & news articles**



# General Operations

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## **POLICY & PROCEDURES**

- **Support OSSU renewal of Policies and Procedures**
- **Update current new/previous procedures:**
  - **Bullying & Harassment**
  - **Termination**
  - **Acceptable Use of Technology**
  - **Bus Discipline Review**

## **CLIMATE**

- **Support/Model Core Values**
- **Implement Teaching-Learning Statement**
- **Complete Climate survey as scheduled (every two years)**
- **Focus on Organization Pride: Websites, Profiles, Stories, etc...**



# General Support Services

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## **BUILDING & GROUNDS**

- **Central Stores (Purchasing) for OSSU**
- **Complete Central Office Renovations & Improvements**
- **Create 21<sup>st</sup> Century Learning Spaces (Open/Collaborative)**
  - **FLI/GBM (RTCC)**
  - **PBL (RUHS)**

## **TRANSPORTATION**

- **Support Collaboration within GMFC**
- **Bus Route Consolidation Review**



# General Support Services

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## **TECHNOLOGY**

- **Complete OSSU Technology upgrade (Fiber Optics, Wireless, Server consolidation)**
- **Align Report Cards to Common Core Standards**
- **Planning and Implementation of E-Portfolio system**
- **Continue to update OSSU/School Websites**
- **Expand Resources and Support for Technology Integration**
- **Form Technology team to prioritizing technology integration initiatives**
- **Media Resource Coordination K-12**

## **FOOD SERVICES**

- **Complete & Maintain Nutritional Program Improvements in Schools**
- **Farm-to-School Program Scaling-Up**



# Curriculum & Instruction

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## **CURRICULUM**

- **Bridging Project (3-6 Writing Coordination, Align to CCS)**
- **Plan for K-6 Science Coach & Coordinate Program**
- **Professional Development Support for Professional Staff:**
  - Mathematics, Literacy, Science, etc...
- **Complete Mathematics (K-5) Curriculum CCS Implementation**
- **Research & Implement Mathematics (6-8) Program**
- **Plan & Implement E-Portfolio system**
- **Expansion of Data Walls (k-12, across content areas)**
- **Restructure Service Models (D.I., Common Practices, Co-Teaching, MTSS)**
- **Continue Alignment with OSSU Board Ends (Senior Project etc...)**
- **Implement PBL, Middle-Years STEAM (RUHS) & Full Immersion Language (RTCC), Early Education (Elementary), etc...**
- **Dual Enrollment/Flexible Pathways – RTCC/RUHS Integrated**
- **PLPs – Grade 7+**



# Curriculum & Instruction

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## **REPORTING**

- **Align K-12 Reporting System with Common Core Standards**
- **Expand Use of Data to Inform Cabinet/Boards (Data Walls, Longitudinal)**
- **Continue to develop Ends Monitoring system**

## **DATA MANAGEMENT**

- **Continue Support of VCAT (Report Cards, Data Walls)**
- **Continue Technology Coordination**
- **Plan & Implement E-Portfolios**



# Student Support Services

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## **SPECIAL EDUCATION**

- **Develop Cost Service Guidelines for Disability Groups**
- **Explore Consolidation of Alternative Education Services (with GMFC)**
- **Professional Development & Training SPED Law/Student Records**
- **Implement SPED Consolidation (Challenges for Change)**
- **SPED Teacher Classroom Support (MTSS, RTI, Co-Teaching)**

## **EDUCATION SUPPORT SYSTEM**

- **Expand Multi Tier Support System (MTSS)**
- **Review Support System Service Contracts (OT/PT, Speech, etc...)**
- **Guidelines for Service/Access/Review Process – collation/use of existing data**
- **OSSU-wide IEP Meeting Protocols**





# Student Support Services

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## **HEALTH**

- **Support Wellness & Nutrition Programs**
- **Implement SNAP data management program**

## **STUDENT SERVICES**

- **Explore Career Readiness Programs for Students: Community Experts/Resources into Classrooms**
- **PLP's**



# Human Resources

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## **EMPLOYMENT MANAGEMENT**

- **Implement Termination Procedures**

## **CONTRACTS & COLLECTIVE AGREEMENTS**

- **Complete Teacher, Bus Driver, Support Staff, Other working agreement updates, and HRA transitions**



# Human Resources

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## **NEW TEACHER/PRINCIPAL/ADMINISTRATOR MENTORING PROGRAMS**

- **Continue to Support Programs**

## **PROFESSIONAL DEVELOPMENT**

- **Coordinate PD System-Wide**
- **Continue to Support GMFC Initiatives**
- **Coordinate content area PD across schools and grades**

## **SUPERVISION & EVALUATION**

- **Review Current SEPs for all Employee Groups**
- **Include Provision for Data Use – Admin/Professional**
- **Update Job Descriptions**



# Fiscal Services

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## **ACCOUNTING**

- **Complete SOP for payroll office**

## **BUDGET & FINANCIAL MANAGEMENT**

- **Continue Improvements to Budget Development Processes**
- **Continue Improvements to Daily Management of School Finances**
- **Continue Development of Planned Spending Model for OSSU**

## **DATA MANAGEMENT**

- **Maintain information/records storage & destruction procedures**

## **PURCHASING**

- **Implement Central Stores for OSSU (last stage of consolidation purchasing)**

# INNOVATIVE PROGRAMS



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- Expansion of Elementary Relations with RTCC
- Problem-based Learning (RUHS)
- STEAM (RUHS Middle Years)
- Expand Middlebury partnership to RUHS, Elementary schools
- Expansion of Learning Opportunities (Dual Enrollment, On-line, Multiple Pathways)
- Expand PR/Marketing of Student Performance
- Hosting Student Competition/Educational Forums, etc...