



Strategic Planning Process



School Board

Dana Crumley, President
Jon Kaplan, Vice President
Beth Moritz Filip, Secretary
Matthew Hulsizer
William Meuer
Thomas Shannon
Susan Crowe Whitcomb

Superintendent
Dr. Thomas Hagerman

November 2011
December 2011
January 2012 ◀
February 2012
March 2012
April 2012
May 2012
June 2012

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Revisions & Additions for January 2012

- Sub-Committee Roles and Responsibilities Updated
- Stakeholders Updated
- Calendar Updated
- Communication Updated
- Focus Groups Updated
- Surveys Updated
- Staff Input Updated
- Data Synthesis and Reporting Added
- Appendix Added and includes:
 - Focus Group Schedule
 - Focus Group Moderator’s Guide
 - Communication Calendar

Executive Summary

The School Board of The Winnetka Public Schools, along with Superintendent Dr. Thomas Hagerman, began discussing Strategic Planning in Summer 2011 when Strategic Planning was identified as one of six major goals for the school year. Planning work began in Fall 2011 with a review of literature. Stakeholders and resources were identified, and the work of defining process and outcomes followed.

Current and historical input from the community, parents, students, and staff will be used by the Board to establish priorities and goals for the District. A mission statement that clarifies the beliefs, values, and approaches that will be consistently utilized while working toward a vision will be one of the first outcomes of the Strategic Planning process. These outcomes will be translated into goals for the next several years.

In the 2009 process, the Strategic Planning Team included representatives from many stakeholder groups, including the Board, staff, administration, parents, and the broader community. The 2011 process will be streamlined to remove filters between the Board and the community. There will be opportunities for all stakeholders to address the Board directly by participating in focus groups and surveys.

Plan Developers

Board Members

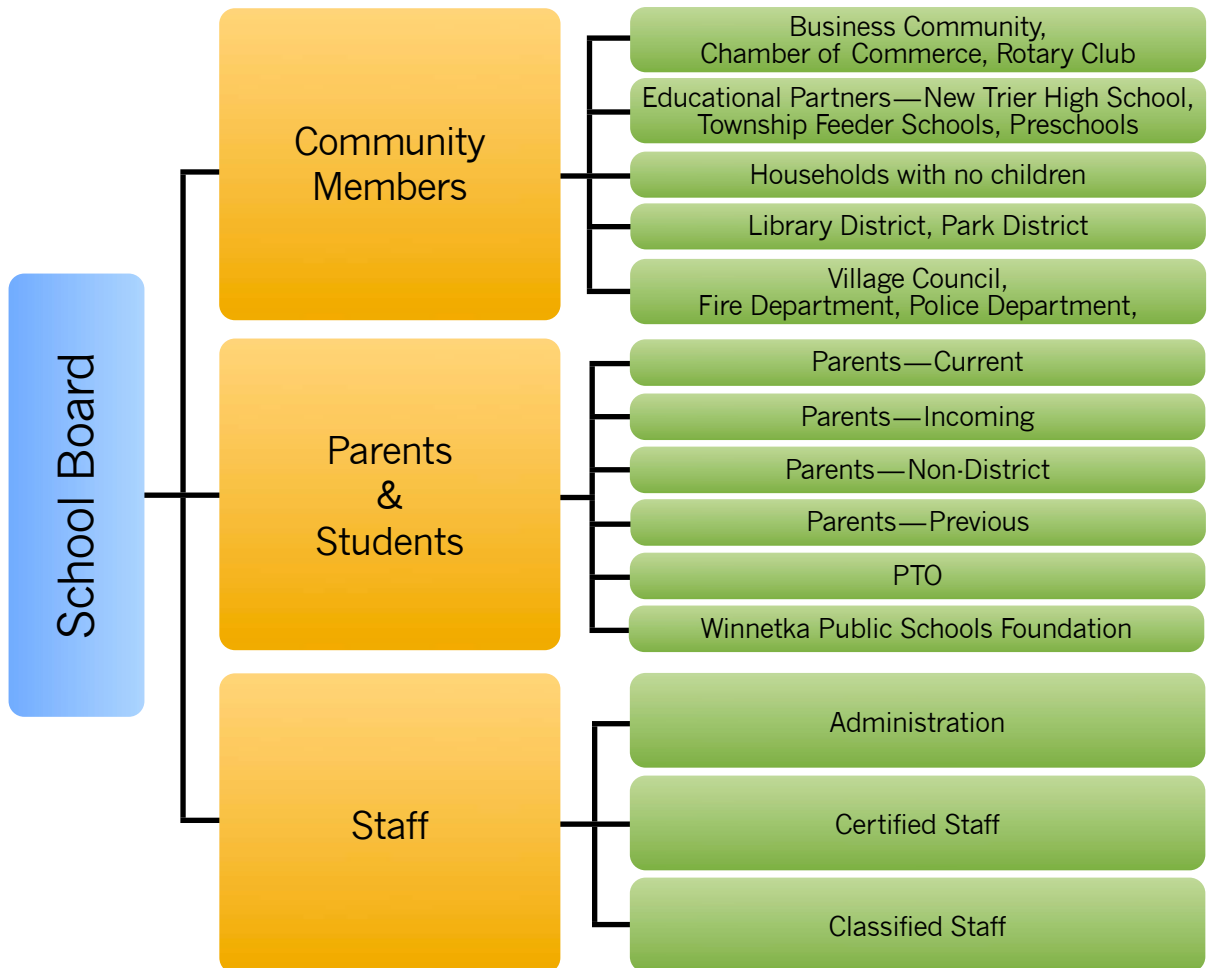
Dana Crumley, President
Jon Kaplan, Vice President
Beth Moritz Filip, Secretary
Matthew Hulsizer, Member
William Meuer, Member
Thomas Shannon, Member
Susan Crowe Whitcomb, Member

Administration

Dr. Thomas Hagerman, Superintendent
Matt Fuller, Director of Technology
Karin Sullivan, Communications
Marcia Sutter, Communications
Linda Wehrheim, Assistant to the Superintendent

Stakeholders

Winnetka community members, parents, staff and students in grades five through eight will have the opportunity to participate at various levels in the strategic planning process.



Environmental Scanning: Past and Present

Environmental scanning refers to reviewing the collection of evidence in a variety of forms to make informed decisions about current conditions and aspirations for the future. Winnetka is fortunate to have collected historical information to help supplement the process of strategic planning as we move forward. The following illustrates the information that has been collected and is available to the Board as part of its planning process. Moreover, it contains a list of suggested data points that will help inform this process further and better assess the concerns and hopes of staff, parent, and community members today.

Sub-Committee Roles & Responsibilities

The Board and administrative team will form the core of the 2012 Strategic Planning Team. They will solicit input from stakeholders that will be used to shape the Strategic Plan. Much of the work will be completed at the committee level and discussed at open Board meetings.

Sub-committees include:

Planning and Process

Matt Fuller
Thomas Hagerman
Karin Sullivan
Marcia Sutter
Linda Wehrheim

Communication

Matt Fuller
Thomas Hagerman
William Meuer
Karin Sullivan
Marcia Sutter

Focus Groups

Dana Crumley
Beth Moritz Filip
Thomas Hagerman
Karin Sullivan
Marcia Sutter

Surveys

Matt Fuller
Thomas Hagerman
Matt Hulsizer
Tom Shanon
Karin Sullivan
Marcia Sutter

Data Synthesis and Reporting

Matt Fuller
Thomas Hagerman
Matt Hulsizer
Jon Kaplan
Tom Shannon
Karin Sullivan
Marcia Sutter
Linda Wehrheim
Susan Crowe Whitcomb

Boldface indicates Sub-Committee District Contact (SDC)

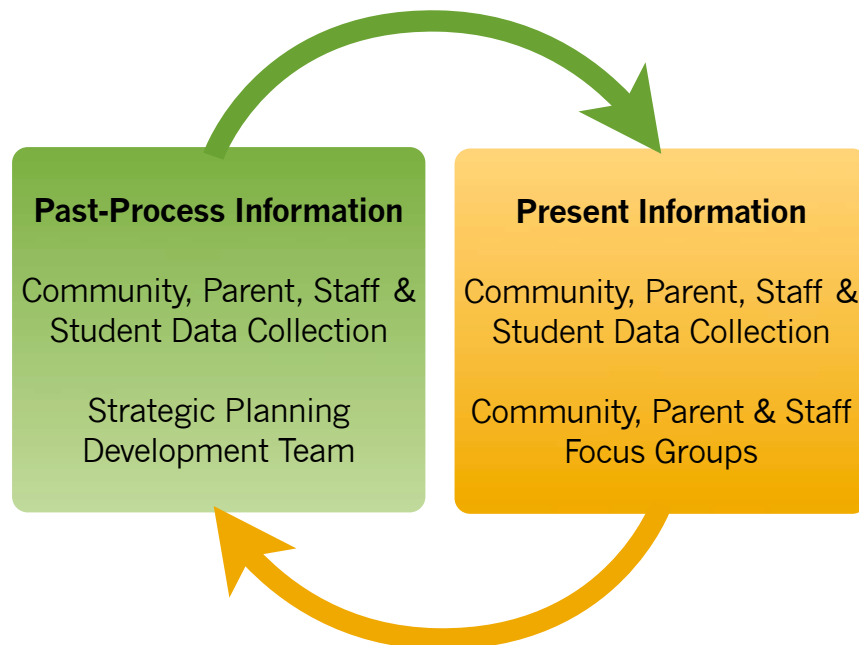
January Update

The sub-committee of the whole convened on January 5, 2012 to clarify roles and responsibilities, discuss communication, and begin sub-committee work. The Agenda and supporting documentation can be found in Appendix SC-A1.

Scope: Process & Organization

Scope, for our purposes in Strategic Planning, is being broadly defined as collecting data, using it for informed decision-making, and taking a backward design approach of working from expected outcomes to specific goal statements.

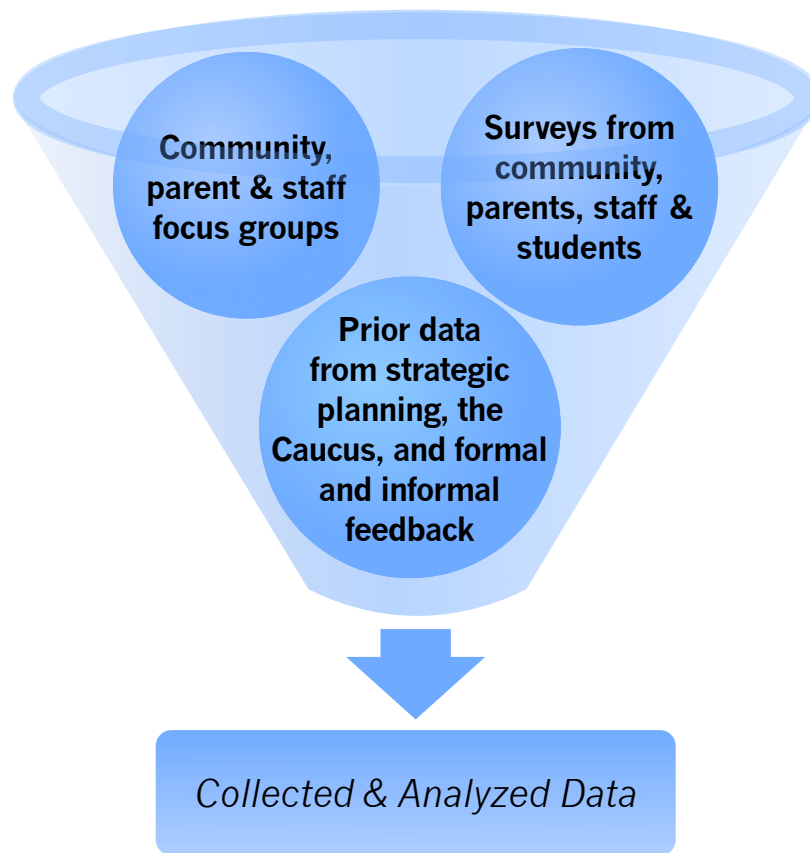
In the most general sense, information will be collected widely from all stakeholders, using a variety of methods. This information will then be utilized by the Board to establish outcomes and define priorities. Together, these elements will be used to shape a vision (an inspirational, but achievable future) that incorporates these outcomes and priorities. A mission statement is typically used in conjunction with a vision to clarify beliefs, values, and approaches that will be consistently utilized while working toward the vision.



With the end in mind, established outcomes will be utilized to develop goal statements with appropriate sub-objectives. Once identified, they will be placed on a realistic timeline with specific evidence or measures of success. The final step in the process is to determine what groups or individuals are responsible for carrying these goals through to completion. The scope includes three phases.

1

Phase 1: Data Collection & Analysis



Data will include specially-designed surveys for community, parents, staff and students that provide opportunities for individuals to address the strengths and weaknesses of current District instruction, programs, and services. Additionally, focus group opportunities will be provided that allow individuals and groups to complete a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and prioritize these elements. Finally, the Board will take this new information and combine it with historical and other data to develop major District priorities.

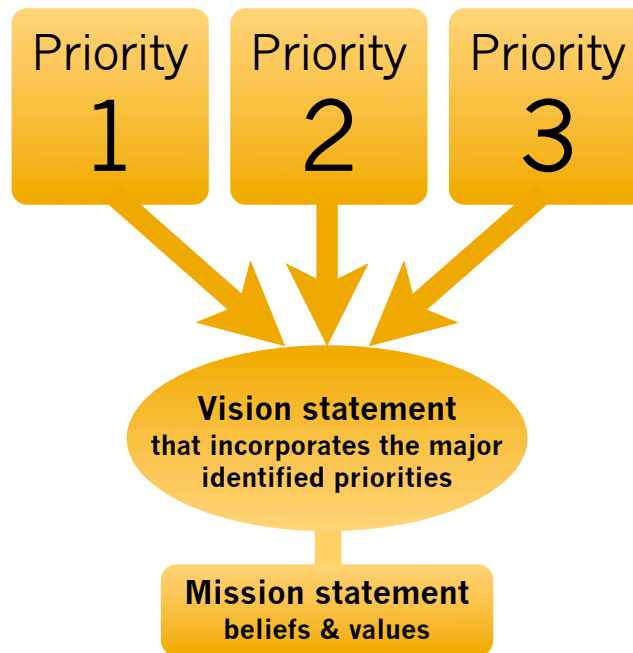
The Board has identified the following focus areas for data collection:

- Communications
- Curriculum, Assessment, and Instruction
- Metrics and Reporting
- Operations (Finances, Facilities, and Human Resources)
- Technology
- Other

2

Phase 2: Developing Vision & Mission Statements

Once the priorities are identified, they will be used to craft a new Vision Statement, which describes an inspiring, but real and achievable future, based specifically on the priorities of students, staff, parents, and community members. The vision statement will then serve as a framework for all continued work in this process.

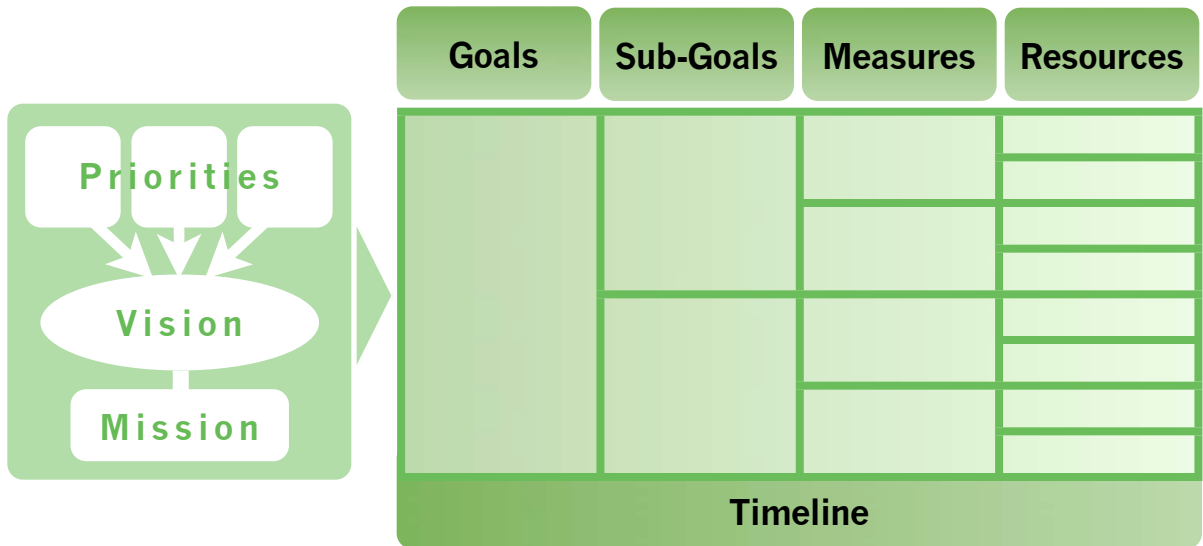


Once the Vision Statement is established, a Mission Statement will be used to express beliefs and values. For example, in Winnetka, progressive education has been an integral part of our beliefs around instructional practices. This continued commitment would be reaffirmed as a tenet within the mission statement. It is understood that mission statement values will influence and impact the work on all major goals that will follow.



3

Phase 3: Using Desired Outcomes from the Vision to Shape Plan Goals



Once the Vision and Mission Statements are complete, the Board will go back to the major priorities and establish desired outcomes. These outcomes will be translated into specific goal statements. Eventually, these will be divided even further into sub-goals with specific measures or other evidence of successful completion. Each goal statement will also be placed on an overall timeline that optimizes personnel, budget, and other resource allocations.

Timelines:

Strategic Planning Process, Plan Development, & Final Strategic Plan

There are three distinct timelines that are embedded in this process.

Planning Process (November 2011–January 2012)

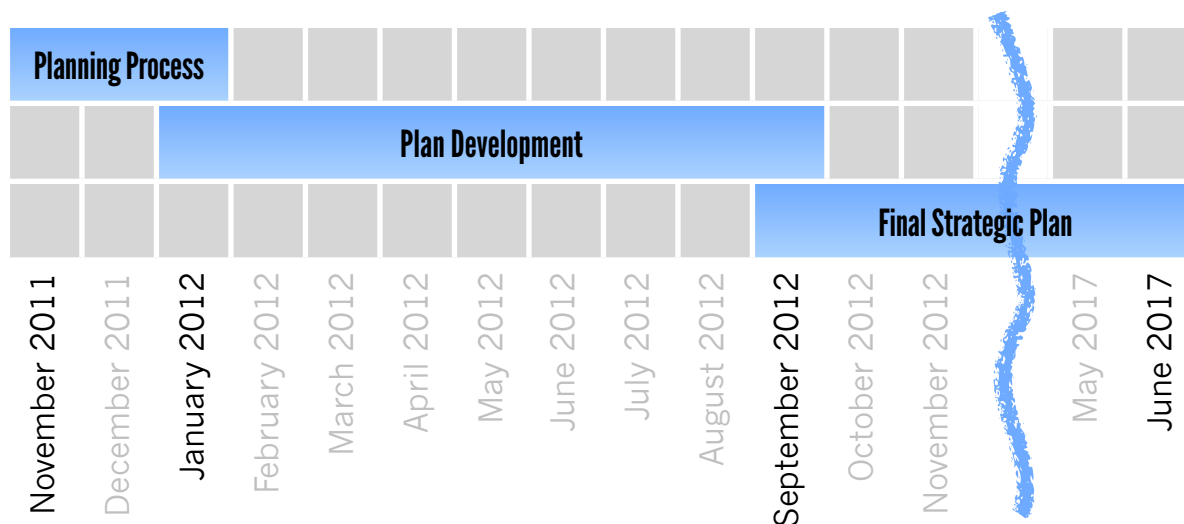
The first step of the Strategic Planning process began in November 2011 when the Board began to determine the scope of this work and the level of stakeholder involvement. These outcomes drove the overall timeline. It is expected that the planning process will be virtually complete by January 2012.

Plan Development (January 2012–September 2012)

Plan development will consist of data collection through surveys and focus groups, followed by an analysis of this data and presentations to the Board for plan formulation. Based on Board approval of the process document in December 2011, data collection will commence in February 2012.

Final Strategic Plan (September 2012–June 2017)

The last item on the timeline is the duration of the plan itself. Typically, strategic plans in the educational setting are three to five years, with the first few years being the intensive work years and the final year or two used for reflection and refinement. Until specific goals have been identified, it will not be possible to estimate the overall plan timeline.



Calendar

January
2012

February
2012

March
2012

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 Letter mailed to 2009 Strategic Planning Team	4	5 Committee of the Whole meeting	6 Staff letter distributed	7
8	9 Community letter mailed	10	11	12	13	14
15	16 <i>No School Martin Luther King Day</i>	17	18	19	20	21
22	23	24 School Board meetings 5 PM 7:15 PM	25	26	27	28
29	30	31	1	2 Parent Focus Groups Hubbard Woods School 10-11 AM The Skokie School 7-8 PM	3	4
5	6 District Office Focus Group 10-11 AM Staff Focus Groups Hubbard Woods 11:25 AM- 12:25 PM Crow Island 3:15-4:15 PM	7	8 Parent Focus Group Crow Island School 10-11 AM	9 Parent Focus Groups Washburne School 10-11 AM Crow Island School 7-8 PM Staff Focus Group Greeley School 3:15-4:15 PM	10 Staff Focus Group Greeley School 11:30 AM-12:30 PM	11
12	13 Parent Focus Group The Skokie School 10-11 AM Staff Focus Group Crow Island School 12:30-1:30 PM The Skokie School 2:45-3:45 PM Community Focus Group Washburne School 7-8:30 PM	14	15 Staff Focus Group The Skokie School 8:30-9:30 AM	16	17 <i>No School Teacher Institute Day Certified Staff Strategic Planning Activities Carleton Washburne School 12:30-3:30 PM</i>	18
19	20 <i>No School Presidents' Day</i>	21	22 Community Focus Group Washburne School 10-11:30 AM	23 Community Focus Groups Washburne School 10-11:30 AM 7-8:30 PM	24	25
26	27	28 Staff Focus Group Hubbard Woods School 3:30-4:30 PM School Board meetings 5 PM; 7:15 PM	29	1 Parent Focus Groups Greeley School 10-11 AM Hubbard Woods School 7-8 PM	2	3
4	5	6 Parent Focus Group Washburne School 7-8 PM	7	8	9	10
11	12 Staff Focus Group Carleton Washburne School 2:45-3:45 PM	13 Staff Focus Group Carleton Washburne School 11:45 AM -12:45 PM Parent Focus Group Greeley School 7-8 PM	14	15 <i>No School Conference/ Reporting Day</i>	16 <i>No School Conference/ Reporting Day</i>	17
18	19	20 School Board meetings 5 PM; 7:15 PM	21	22	23	24
25	26 <i>No School Spring Break</i>	27 <i>No School Spring Break</i>	28 <i>No School Spring Break</i>	29 <i>No School Spring Break</i>	30 <i>No School Spring Break</i>	31

Communication

Communication is essential throughout the Strategic Planning process. All stakeholders must be kept informed about the planning process, opportunities to participate, progress, and the final plan.

The District's two electronic newsletters, The Winnetka Wire and Board Highlights, will include monthly strategic planning updates beginning in November 2011. The following communications are planned; additional items may be added. A detailed schedule can be found in Appendix CO-A1.

December 2011

Strategic Planning page added to District website
Opt-in Strategic Planning email list created

January 2012

Letter mailed to 2009 Strategic Planning Team
Letter distributed to staff
Letter mailed to community
Parent focus group email sent
Community focus group postcard sent

February 2012

Survey letter mailed to community

March 2012

Survey postcard mailed

April–August 2012

Electronic updates

September 2012

Strategic Plan presented and distributed

January Update

The Communication sub-committee met on January, 5 2012. The communication scheduled was further developed; a detailed communication calendar can be found in Appendix CO-A1.

Sample Letter: Community Members



District Office
1235 Oak Street
Winnetka, IL 60093
847-447-9400
www.winnetka36.org

January 9, 2012

RE: STRATEGIC PLANNING

Dear Community Members:

The Winnetka Public Schools Board worked with District Superintendent Dr. Thomas Hagerman to identify six goals for the 2011-2012 school year. Work toward these goals is underway, and progress is reported monthly at Board meetings. The complete document is available on the District website www.winnetka36.org/strategicplanning.

The broad goal areas are:

- **Curriculum, Instruction & Student Assessment** – Continue to improve curriculum and instruction by focusing on assessment practices that inform instruction and student learning.
- **Metrics and Reporting** – Establish key performance metrics that will be measured at least annually.
- **Communication** – Develop a comprehensive communication plan that informs key stakeholders regularly.
- **Human Resources** – Continue efforts to recruit, hire, develop, and retain the highest-quality staff.
- **Strategic Planning** – Develop, adopt, and initiate a Strategic Planning process that ensures the long-term success of our high-quality instruction, programs, and services.
- **Board Development** – Focus on student achievement, clear and targeted outcomes, policy development, and broad governance.

The Board and administrative team began discussing Strategic Planning last summer; an action plan was formally approved at the December 13, 2011, Board meeting and is available on the District website. Community input is a key component of the process. There are two opportunities for you to participate – focus groups that will commence on February 2, 2012, and an online survey that will launch in March 2012.

A Community of Learners

The Board will use input from the community, parents, students, and staff to establish priorities and goals for the District. A mission statement that clarifies the beliefs, values, and approaches that will be consistently utilized while working toward this vision will be one of the first outcomes of the Strategic Planning process.

Although this is a fresh start to Strategic Planning, the work that has been done by both the 2009 Strategic Planning Team and the Caucus will provide the foundation for the current process. Members of the 2009 Strategic Planning Team have already been contacted and invited to participate in the work that will be done this winter. We want to acknowledge their time, commitment, and invaluable contributions.

In the past, the Strategic Planning Team has been a large group with representatives from many stakeholder groups, including the Board, staff, administration, parents, and the broader community. The process will be streamlined to remove filters between the Board and the community. There will be opportunities for all stakeholders to address the Board directly by participating in focus groups and surveys. Therefore, your participation in this process is essential.

The Strategic Planning Process and Timeline

Phase I – Plan Development (November 2011-December 2011)

Stakeholder groups will be identified, historical information will be analyzed, and a review of best practices in educational strategic planning will be conducted during the initial planning phase. Process and timeline will be defined.

Phase II – Data Collection (February-March 2012)

Twenty-four focus groups (10 parent groups, 10 staff groups, and four open community groups) will be conducted. Participants will identify and prioritize key District issues and strengths that staff should continue to develop. Community, parents, staff, and students will all have the opportunity to participate in online surveys in March.

Phase III – Synthesize Findings (April-July 2012)

The Board and administrative team will analyze the information collected in the focus groups and surveys, and use this information to craft data-informed Vision and Mission Statements that reflect an inspiring future, beliefs, and values. These priorities will guide decision-making, and be used to optimize personnel, budget, and other resource allocations. Data highlights and plan drafts will be discussed in open Board meetings during these months.

Phase IV – Adoption and Implementation (August 2012-June 2017)

It is expected that the Board will formally approve the Strategic Plan at the August 2012 Board meeting and that goals (as well as evidence and measures of success) for the 2012-2013 school year will be aligned with the plan. Typically, education strategic plans are three to five years in duration, with the first few years being the intensive work years and the final year or two used for assessment and refinement

This is a compressed timeline, but we are committed to fulfilling the community's expectations and:

- Continuing the District's commitment to delivering high-quality instruction, programs, and services.
- Working collaboratively with students, staff, parents, and other community members.
- Recruiting, retaining, and developing talented staff.

Your input is a crucial throughout this process. Please plan to attend one of the focus groups, and participate in the March survey. We encourage you to stay informed by attending Board meetings, viewing podcasts and Board packets on the District site, and/or joining the District's email list www.winnetka36.org/communications.

If you have any questions or concerns about Strategic Planning, please contact us at strategicplanning@winnetka36.org.

Thank you for your support of The Winnetka Public Schools, and for joining us as we move ahead.

Sincerely,

The Winnetka Public Schools Board

Dana Crumley, President
Beth Moritz Filip, Secretary
Matthew Hulsizer
Jon Kaplan, Vice President
Bill Meuer
Thomas Shannon
Susan Crowe Whitcomb



Strategic Planning Focus Group Schedule

Audience	Location	Date	Time
Hubbard Woods School Parents	Hubbard Woods School	February 2	10:00–11:00 A.M.
The Skokie School Parents	The Skokie School	February 2	7:00–8:00 P.M.
Crow Island School Parents	Crow Island School	February 8	10:00–11:00 A.M.
Carleton Washburne School Parents	Carleton Washburne School	February 9	10:00–11:00 A.M.
Crow Island School Parents	Crow Island School	February 9	7:00–8:00 P.M.
The Skokie School Parents	The Skokie School	February 13	10:00–11:00 A.M.
Community Members	Carleton Washburne School Room N101	February 13	7:00–8:30 P.M.
Community Members	Carleton Washburne School Room N101	February 22	10:00–11:30 A.M.
Community Members	Carleton Washburne School Room N101	February 23	10:00–11:30 A.M.
Community Members	Carleton Washburne School Room N101	February 23	7:00–8:30 P.M.
Greeley School Parents	Greeley School	March 1	10:00–11:00 A.M.
Hubbard Woods School Parents	Hubbard Woods School	March 1	7:00–8:00 P.M.
Carleton Washburne School Parents	Carleton Washburne School	March 6	7:00–8:00 P.M.
Greeley School Parents	Greeley School	March 13	7:00–8:00 P.M.

Please note:

- All focus groups will have similar agendas and formats.
- No RSVP is required and everyone is encouraged to attend.
- School-specific focus groups are for parents with students *currently* attending those schools.
- Parents with more than one child enrolled in a District 36 school can attend a group at any school where they *currently* have a student enrolled.
- **Community groups are open to all community members**, including parents who are not able to attend a school-specific group.
- If school is closed for a weather-related event, focus groups will be cancelled. Check the District website www.winnetka36.org for school closure updates.

Sample Letter: Staff



District Office
1235 Oak Street
Winnetka, IL 60093
847-447-9400
www.winnetka36.org

January 6, 2012

RE: STRATEGIC PLANNING

Dear Winnetka Public Schools Staff Members:

Happy New Year! We hope that you had a fun-filled and relaxing winter break. As you know, The Winnetka Public Schools Board has worked with District Superintendent, Dr. Thomas Hagerman, to identify six goals for the 2011-2012 school year. One of those goals is to develop, adopt, and initiate a Strategic Plan that ensures the long-term success of our high-quality instruction, programs, and services. You are, of course, an integral part of creating and implementing this Plan.

The Board and administrative team began discussing Strategic Planning as far back as last summer. Fast-forward many months, meetings, and discussions later, and, as you know, our action plan was formally approved at the December 13, 2011, Board meeting. You can find more information about this on-line at: www.winnetka36.org/strategicplanning.

The Board will use input from the staff, parents, students, and the community to establish priorities and goals for the District. At the macro level, these will be folded into a Vision Statement that will guide the remainder of this work. A Mission Statement will clarify the beliefs, values, and approaches to this work. Progressive education is one of our foundational beliefs; it will not be a separate goal because it should be infused in all of our collective work.

Although this is a fresh start to Strategic Planning, the work that has been done by both the 2009 Strategic Planning Team and the Caucus will be reviewed and discussed along with the data that is collected this winter. Staff and community members who served on 2009 Strategic Planning Team were contacted earlier this week. We want to acknowledge their time, commitment, and invaluable contributions.

A Community of Learners

In the recent past, Winnetka used a Strategic Planning Team to facilitate this work. This was a large group with representatives from many stakeholder groups, including the Board, staff, administration, parents and the broader community. In 2012, the process will be streamlined to remove filters between the Board and stakeholders. There will be opportunities for everyone to address the Board directly by participating in both focus groups and surveys. Everyone's individual and collective participation in this process is essential to its success.

There will be multiple opportunities for you to provide input during the coming months. Staff focus groups will be held at each building in February and March. Your building principal will provide more specifics about dates and times. Additionally, an online survey will be launched in March. And staff will work collaboratively to create a common definition of progressive education, and begin to build a framework for progressive practice in the twenty-first century. These conversations will begin in February at the Institute Day, continue throughout the year, and be a focus area for the 2012 Summer Institute.

The Strategic Planning Process and Timeline

Phase I—Plan Development (November 2011-January 2012)

Stakeholder groups will be identified, historical information will be analyzed, and a review of best practices in educational strategic planning will be conducted during the initial planning phase. Process and timeline will be defined.

Phase II—Data Collection (February-March 2012)

Twenty-four focus groups (10 parent groups, 10 staff groups, and four community groups) will be conducted. Participants will identify and prioritize key District issues and strengths that staff should continue to develop. Community, parents, staff, and students will all have the opportunity to participate in online surveys in March.

Phase III—Synthesize Findings (April-July 2012)

The Board and administrative team will analyze the information collected in the focus groups and surveys, and use this information to craft data-informed Vision and Mission Statements that reflect an inspiring future, beliefs, and values. These priorities will guide decision-making, and be used to optimize personnel, budget, and other resource allocations. Data highlights and plan drafts will be discussed in open Board meetings during these months.

Phase IV – Adoption and Implementation (August 2012-June 2017)

It is expected that the Board will formally approve the Strategic Plan at the August 2012 Board meeting and that goals (as well as evidence and measures of success) for the 2012-2013 school year will be aligned with the plan. Typically, education strategic plans are three to five years in duration, with the first few years being the intensive work years, and the final year or two used for assessment and refinement.

This is a compressed timeline, but we are committed to fulfilling the community's expectations and:

- Continuing the District's commitment to delivering high quality instruction, programs, and services.
- Working collaboratively with students, staff, parents, and other community members.
- Recruiting, retaining, and developing talented staff.

Your input is a crucial component of this process. We hope you will attend one of the staff focus groups, provide feedback by filling out the March survey, and participate in the collaborative discussions.

If you have any questions or concerns about Strategic Planning, please email us at strategicplanning@winnetka36.org.

Thank you for the work you do on behalf of our students and the District, and for joining us as we move ahead.

Sincerely,

The Winnetka Public Schools Board

Dana Crumley, President
Beth Moritz Filip, Secretary
Matthew Hulsizer
Jon Kaplan, Vice President
Bill Meuer
Thomas Shannon
Susan Crowe Whitcomb

Sample Letter: 2009 Strategic Planning Team



District Office
1235 Oak Street
Winnetka, IL 60093
847-447-9400
www.winnetka36.org

January 3, 2012

RE: 2012 STRATEGIC PLANNING

Dear 2009 Strategic Planning Team Members:

First, we want to thank you for the time you have invested in The Winnetka Public Schools, most particularly the District's most recent Strategic Planning efforts. Your team's accomplishments will be the launching point for the next phase of this work. We recognize that there may be some frustration about the pause that occurred when District leadership changed and the Board shifted its focus to hiring a new superintendent. Please know that we value your work, and we welcome you to partner with us as we embark anew on Strategic Planning.

We wanted you to be among the first to hear the specifics about the plans that the Board and District Superintendent Dr. Thomas Hagerman began discussing last summer. Developing, initiating, and adopting a Strategic Plan that ensures the long-term success of the District's high-quality instruction, programs, and services is one of six goals we set for the 2011-2012 school year.

Dr. Hagerman has led comprehensive Strategic Planning processes in two other school districts. He has extensive specialized training in this area, and 13 years of experience with site-based and district-level planning that includes working with a wide variety of stakeholders. We are confident in his abilities and excited that he will be leading the Strategic Planning process for the Winnetka Public Schools.

An action plan was formally approved at the December 13, 2011, Board meeting, and is available on the District website www.winnetka36.org/strategicplanning. Focus groups will commence on February 2, 2012, and the perspective and insights of those who participated in 2009 effort will be especially helpful.

A Community of Learners

Although this is a fresh start to Strategic Planning, your work, Caucus input and the “Winnetka: A Community Of Learners” (WACOL) document will be the foundation for this winter’s work. We will reflect on where the District has been, where we are today, and where we want to go as we identify and acknowledge new priorities.

The structure of the planning team has been streamlined to remove filters between the Board and the community. As you know, in the past the Strategic Planning Team has included representatives from many stakeholder groups, including the Board, staff, administration, parents, and the broader community. This process will provide opportunities for all stakeholders to address the Board directly by participating in focus groups and surveys. Your participation in both of these is both welcome and necessary.

You will be receiving a second letter addressed to the entire Winnetka community next week that outlines the Strategic Planning process and timeline, and includes a list of focus group dates. We hope that you will be able to share your knowledge at one of the groups, participate in the survey, and use your leadership role to encourage your friends and neighbors to do the same.

We encourage you to stay informed by attending Board meetings, viewing podcasts and Board packets on the District site, and/or joining the District’s email list www.winnetka36.org/communications.

If you have any questions or concerns about Strategic Planning, please contact us at strategicplanning@winnetka36.org.

Thank you for your continued support of The Winnetka Public Schools, and for joining us as we move ahead.

Sincerely,

The Winnetka Public Schools Board

Dana Crumley, President
Beth Moritz Filip, Secretary
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Thomas Shannon
Susan Crowe Whitcomb

Focus Groups

Community members, parents and staff will have multiple opportunities to participate in focus groups that will provide qualitative feedback to the Board. These one-hour interactive research groups will all have a similar structure and format. However, community groups will be one and a half hours long to include a brief District overview for some additional context to the process.

Participants will work collaboratively to identify and prioritize District strengths, opportunities, and challenges. District administrators will facilitate the community and parent groups; principals will lead the staff groups. Representatives of the Board will attend all sessions.

There will be a total of 24 focus groups:

Parents	10	Two per school
Staff	10	Two per school
Community	4	Open to all community members
	24	Total

Times, dates, and locations are detailed on the calendar and in the letter to the community.

January Update

The focus group sub-committee met on January, 5 2012, and identified the following priorities:

- Create lesson plans for the community, parent and staff focus groups
- Coordinate logistics, communication, and supplies
- Share data with the the survey sub-committee on a timely basis

An additional focus group was added for District Office staff; a revised schedule can be found in Appendix FG-A1. A moderator's guide (Appendix FG-A2) was also developed.

Surveys

Community members, current parents, staff, and students will participate in an online survey in March or April 2012. The survey will solicit both quantitative and qualitative data. More information on the exact instrument will be shared when it is developed.

January Update

The survey sub-committee met on January, 5 2012, and set the following priorities:

- Identify and screen vendors
- Align with other sub-committees throughout the process for the purpose of:
 - Focus Groups* – Using input provided to reflect community priorities and craft survey questions
 - Data Synthesis and Reporting* – Providing survey output in an appropriate format
 - Communication* – Coordinating the flow of information about the survey to community, parents, staff, and students
- Set expectations and scope for survey questions

Staff Input

There will be multiple opportunities for staff to participate in the Strategic Planning process. In addition to participating in focus groups and surveys, staff will work collaboratively to create a common definition of progressive education and begin to build a framework for progressive practice in the twenty-first century. These conversations will begin in February 2012 at the Institute Day, continue throughout the year, and be a focus area for the 2012 Summer Institute.

January Update

The planning and process sub-committee and the Superintendent's Cabinet met throughout the month to develop the activities and agenda for the February 17, 2012, certified staff Institute Day.

Data Synthesis and Reporting

Focus group findings, survey data, and output from the Teacher's Institute Day activity will be analyzed for themes and common elements, and prioritized according to frequency and other measures. It will be shared with the Board and other stakeholders and used to develop the Mission and Vision Statements which will provide a framework for setting goals.

January Update

The data synthesis and reporting sub-committee met on January 5, 2012, to begin planning. They recognized that, while that their biggest tasks will begin after data collection is underway, they must coordinate with the other sub-committees to:

- Insure that data is collected and reported in manageable, useable formats
- Outcomes are communicated in a timely, understandable manner