Strategic Plan Steering Committee

Meeting 1

March 22, 2021
High-performing A-rated District
Strategic Plan Steering Committee Members

**Student and Parent Representatives**
- **Jasmine Calderon**  
  Senior, Pahokee HS and Leadership for Life Scholarship Winner
- **Santiago Alvarez**  
  Senior, Boca HS and Student Government Association President
- **Charmain Postel**  
  Former PTA President and Member, District Diversity and Equity Committee
- **Lauren Fellman**  
  Current PTA President and Member, Academic Advisory Committee

**Teacher and Principal Representatives**
- **Syndie White**  
  Elbridge Gale ES and 2021 SDPBC Teacher of the Year
- **Toshimi Janiga**  
  Riviera Beach Prep and 2022 North Region Finalist, SDPBC Teacher of the Year
- **Melinda Springman-Herrera**  
  Principal, South Olive ES
- **Oscar Otero**  
  Principal, Conniston MS
- **Cara Hayden**  
  Principal, Wellington HS

**Community Organization Representatives**
- **Julia Dattolo**
- **Lisa Williams-Taylor**
- **Warren Eldridge**
- **Sergio Mariaca**
- **James Gavrilos**
- **Darcy J. Davis**
- **Terry Dwyer**
- **Victoria Young**
- **Verdenia Baker**
- **Christine Sylvain**
- **Suzette Harvey**
- **Randee Gabriel**
- **Patrick Franklin**

**District Division Representatives**
- **Donald Fennoy II**  
  Superintendent of Schools
- **Diana Fedderman**  
  Asst Superintendent, Teaching & Learning
- **Elaine Hubbard-Williams**  
  Director, Support Services
- **Heather Knust**  
  Director, Budget
- **Natasha Bell-Hayden**  
  Director, Project Management Office (PMO)
- **Edwine Michel**  
  Director, Recruitment and Retention
- **Gonzalo La Cava**  
  Chief, Human Resources
- **Crystal Washington**  
  General Manager, Transportation
- **Thomas Hogarth**  
  Director, Building Code Services
- **Alphonso Mayfield**  
  President, SEIU Florida Public Services Union
- **Justin Katz**  
  President, Classroom Teachers Association

**Total Membership = 37**
Students, parents, community members, and District employees are encouraged to participate before the survey closes on April 9.

Surveys are available in English, Spanish, Haitian-Creole, and Portuguese.

Please visit PalmBeachSchools.org to access the survey and share your feedback!
### HELPFUL REMINDERS

- Members of the public can access meetings LIVE via:
  - SDPBC YouTube Channel
  - Listen only option (Dial 866-930-7015 and enter in the Meeting ID 15618801124#)
- All meetings are recorded and posted to [PalmBeachSchools.org](http://PalmBeachSchools.org) (become public record).

### LOGISTICS

- Please keep your video on.
- Unmute yourself only if speaking.
- Use the chat box to:
  - Capture attendance
  - Ask questions
  - Provide feedback at any time
- Need tech help during the meeting? Please call Kathy Villavicencio at (561) 649-6867 or Lee Kolbert at (561) 889-1463.
Our Partner

Shaping public education to help every student realize their amazingness.

Insight's impact on education in the US and internationally

- 20+ States & DC
- 250K Educators
- 4M Students
- $500+M Grants Won for Districts
Our Partner

Insight Education Group

High-performing A-rated District
Today’s Focus

● Review the process and timeline for plan completion
● Understand the steering committee’s role in the process
● Calibrate on the purpose of a strategic plan
● Identify structural and content affinities to inform the plan design template
Meeting Norms

1. Engage

2. Seek to understand other’s views

3. Think short-term and long-term

4. Use an equity lens
# Timeline for Strategic Plan Development

<table>
<thead>
<tr>
<th>Activity - 2021</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
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</thead>
<tbody>
<tr>
<td>School Board Completes Foundational Equity Work</td>
<td>March 9 &amp; 31</td>
<td>April 14</td>
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<tr>
<td>Monthly Steering Committee Meetings</td>
<td>March 22</td>
<td>April 16</td>
<td>May 12</td>
<td>June 9</td>
<td>July 14</td>
<td>August 5</td>
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<tr>
<td>Complete Internal Needs Assessment</td>
<td>Ongoing</td>
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<tr>
<td>Phase 1 Engagement - Survey</td>
<td>Launches March 22</td>
<td>Closes April 9</td>
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<tr>
<td>School Board Reviews Draft Goals and Associated Measures</td>
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<td>Tentative May 19</td>
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<tr>
<td>Phase 2 Engagement - Focus Groups</td>
<td></td>
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<td>Late May</td>
<td>Early June</td>
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<tr>
<td>School Board Approves Goals and Associated Measures</td>
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<td>July 21/28</td>
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High-performing A-rated District
High-performing A-rated District

Framework for Strategic Plan Development

**Steering Committee**
Central Office staff, Principals, Teachers, Parents, Students, CTA, SEIU, PTA, Community Organizations

**MACRO LEVEL FEEDBACK** that is shared with the Steering Committee to inform draft goals and associated measures.

**Superintendent** makes recommendations to the School Board. School Board reviews recommended goals and associated measures and ultimately approves them.

**Focus Groups**
Phase 2 Engagement

**MICRO LEVEL FEEDBACK** that informs revisions to draft goals and associated measures proposed by the Steering Committee.

Informed by School Board Policy 1.06

*Meetings will be broadcast live on YouTube and recorded.*

Key Performance Indicators defined by Divisions/Depts/Schools based on Board-approved goals and associated measures.
Steering Committee Roles

What is the value of a steering committee?

Role of the Steering Committee:
- Co-create the plan
- Elevate the voice of stakeholders
- Be ambassadors for the process
- Provide thought leadership on implementation of the plan
Purpose of a Strategic Plan

A strategic plan is…

Strategic planning is the ongoing organizational process of using available knowledge to document an organization’s intended direction. This process is used to prioritize efforts, effectively allocate resources, align stakeholders and employees on the organization’s goals, and ensure those goals are backed by data and sound reasoning.

-Catherine Cote, HBR Blog, October 2020

is not…
<table>
<thead>
<tr>
<th>Importance of a Strategic Plan</th>
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<tr>
<td><strong>85%</strong> Percent of leadership teams that spend less than 1 hour/month on strategy</td>
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<td><strong>50%</strong> Percent of leadership teams that spend no time at all on strategy</td>
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<td><strong>95%</strong> Percent of employees that don’t understand the organization’s strategy</td>
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<td><strong>90%</strong> Percent of organizations that fail to meet their strategic targets</td>
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Sample Plan Walkthrough

Jackson Public Schools

- What parts of the layout resonated with you?

- What parts of the content resonated with you?

- What aspects of the layout or content should we replicate and avoid as we develop the SDPBC plan?
Sample Plan Analysis
Three Steps

1. Each person reviews their assigned plan and at least one other plan of their choice.

2. Record likes and dislikes about layout and content using Jamboard:
   - Each frame represents one strategic plan.
   - Each frame is divided in half (layout and content).
   - Each person uses green post-it notes to indicate likes and pink notes to indicate dislikes.

3. Debrief and elevate themes.
# Plan Assignments

*Access here: https://drive.google.com/drive/folders/1VaMZtX2fwNsP9jM88uxdPbtUqLxIiXv?usp=sharing*

<table>
<thead>
<tr>
<th>GROUP 1 - Alexandria City Public Schools</th>
<th>GROUP 2 - Boston Public Schools</th>
<th>GROUP 3 - Chicago Public Schools</th>
<th>GROUP 4 - DC Public Schools</th>
<th>GROUP 5 - Guilford County Schools</th>
<th>GROUP 6 - Miami-Dade County Public Schools</th>
<th>GROUP 7 - Waukee School District</th>
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Debrief Questions
Identifying Structural and Content Affinities

● What themes are emerging across all post-it notes/plans?
● Which plans are particularly effective at communicating to stakeholders?
● What should we try to replicate in terms of layout & content?
● What should we try to avoid in terms of layout & content?
## Monthly Topics

<table>
<thead>
<tr>
<th>Month</th>
<th>Topic</th>
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<tbody>
<tr>
<td>MARCH</td>
<td>Plan Use and Design Structure</td>
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<tr>
<td>APRIL</td>
<td>Data and Equity</td>
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<tr>
<td>MAY</td>
<td>Goals (part 1)</td>
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<td>JUNE</td>
<td>Goals (part 2)</td>
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<td>JULY</td>
<td>Finalize</td>
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<tr>
<td>AUGUST</td>
<td>Implementation</td>
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Wrap Up

Next Steps

- Share Phase 1 Survey with colleagues and encourage their feedback
- Attend Meeting 2 on April 16, 2021
- Be prepared to focus on data, equity analysis and goal structure