

SBE STRATEGIC PLANNING PROCESS FOR 2010

BACKGROUND

At the November 2009 Board meeting, the SBE members began a preliminary conversation on the strategic planning process for 2010. There are many reasons why it makes sense for the Board to begin this process soon:

- The Race to the Top Steering Committee and its subcommittees, with the help of the McKinsey consulting firm, are creating a Theory of Action¹ to share with stakeholders and to serve as a strategic guide for all of the education reform work in our state.
- The Office of Financial Management requires each state agency to submit a strategic plan by mid June, prior to its budget submittal to the Governor, for the following biennium.
- Most importantly, it is time to look more than two years ahead for the Board to determine a path for advocacy and oversight roles². Even where the Board has no direct authority, it can influence the work of other partners.

Staff is preparing a request for proposal (RFP), to solicit through a competitive process, a consultant with expertise in strategic planning to work with the Board on its strategic plan. See Attachment A for the draft scope of work. We envision the following tentative timeline to address the strategic plan:

1. January 2010: Consultant RFP completed.
2. March 2010: Consultant hired.
3. April 2010: New Executive Committee and one additional member (need less than quorum) will work with Consultant or special board meeting?
4. May 2010: The Board will refine the draft plan.
5. July 2010: The Board will adopt the final plan.

¹ A Theory of Action provides a framework for developing a set of strategies and objectives about what is needed to meet aspirational goals.

² The purpose of the State Board of Education is to provide advocacy and strategic oversight of public education; implement a standards-based accountability framework that creates a unified system of increasing levels of support for schools in order to improve student academic achievement; provide leadership in the creation of a system that personalizes education for each student and respects diverse cultures, abilities, and learning styles; and promote achievement of the goals of RCW 28A.150.210.

POLICY DISCUSSION

At the January meeting, staff envisions presenting some of the Race to the Top products on a Theory of Action and state education reform plan, which may help inform our strategic planning process.

In reflecting on your work you may want to consider the current Board goals and the following questions:

Board Goals

- Improve student achievement.
- Improve graduation rates.
- Improve student preparation for postsecondary education and the 21st century world of work and citizenship.

Potential Questions

1. What does the Board expect from a strategic plan?
2. What role does the Board want a consultant to play?
3. What key topics should the strategic plan address?

Example topics:

- How the Board's work relates to current state and national catalysts for education reform:
 - HB 2261 (Including the Quality Education Council).
 - Public and private organizations working on education reform (e.g., STEM Center, Partnership for Learning, etc.).
 - National education reform agenda (e.g., common core standards; college and work readiness, etc.).
- How the Board drives and sustains momentum for its key policy issues (e.g., what are the next steps for the accountability and Core 24 initiatives?).
 - What role the Board should play in assuring that students are prepared for postsecondary education and careers.
 - What role the Board should play in assuring that schools improve student achievement.
- How the Board defines its advocacy role.

EXPECTED ACTION

Provide direction for the executive director to complete the RFP and begin the strategic planning process.

Attachment A

Draft of Work for Consultant

- Consultant will propose a framework for developing the SBE Strategic Plan for 2011-2013, work plan, and budget as a part of the selection process for being hired to work with the SBE.
- Consultant must be familiar with national and state education reform agendas.
- The SBE Strategic Plan for 2009-2011 will build from, and refine the format of the current plan, setting the Board's activities in the context of the overarching goals of the Board, as well as the Race to the Top. Specific activities and strategies for the Board itself will be appropriate to its unique role, and will reflect the strategic opportunities (objectives) on which the Board plans to take tangible action on over the next 2-5 years to achieve its longer term goals. The Board's plan will be a plan for action, rather than a collection of aspirations.
- Consultant will review, with the Board:
 - Progress on Board's work to date, Race to the Top, Race to the Top Theory of Action stakeholders, and other considerations.
 - Current Strategic Plan.
 - Goals and objectives, strategies, and activities for six fiscal years, beginning July 2010.
 - Outcome/performance measures associated with major activities.
- The Consultant will work with a small committee of the Board to develop the 'meat' of the Plan with input from, and approval of, the full Board.
- The Consultant will draft the new Strategic Plan to OFM specifications. The Executive Director and SBE staff will be responsible for reviewing and editing the final draft Plan before submitting to the Board in early June and OFM in mid-June.
- The Board will work with the Consultant considering steps needed to develop a joint strategic plan with OSPI and PESB (DEL and Higher Ed??).

