

## **TAB 5: TECHNICAL PROPOSAL**

### **A. GENERAL NATURE OF THE STUDY**

The SAU #11 School District wishes to create a Strategic Plan for the school system to maintain and enhance the delivery of high-quality, comprehensive educational services.

#### **Elements of a Good Plan**

A good strategic plan, by definition, should have value for all of its stakeholders. It should build a shared vision for the entire district. It should garner broad-based support throughout the district and in the community, and it should increase the likelihood of success for the district's schools and its students. In addition, the plan should enable the district to be responsive to a dynamic and changing environment. A successful planning process should afford the district the opportunity to prepare responses to change in a thoughtful way, especially if the planning is done in an open and inclusive environment.

#### **Why An Expedited Strategic Planning Approach?**

Strategic planning can be expensive and frequently overly-expansive in format, development time and scope. The report itself can be unwieldy and unnecessarily complex. For this reason, NESDEC proposes an **expedited strategic planning process** which will include an efficient yet thorough data gathering phase, practical input mechanisms and effective strategies for reaching convergence on the priorities to be addressed. All of these elements are designed to result in a cost-effective, manageable planning process as well as a readable, useful **Strategic Plan Action Framework** designed to capture people's imaginations and prompt people into action.

### **B. SCOPE OF WORK**

**NESDEC would provide a Lead Consultant to assist with strategic planning as follows:**

#### **1. Assist in Identifying Roles and in the Development of a Planning Process Schedule**

NESDEC would assist the School Board/Administration in identifying the participants in the planning process and their respective roles. Frequently, a District Leadership Team is involved in various stages of the planning process. As chief agent for the School Board, the Superintendent of Schools would be involved in consultation with the NESDEC representative for all phases of the project.

The NESDEC consultant would meet with the Superintendent/District Leadership Team to develop an event schedule for the entire strategic planning process. This schedule would include major tasks in the planning process and would delineate the responsibilities for the various components of the process.

## **2. Develop Demographic Abstract**

NESDEC would develop a Demographic Abstract for the district which would include a ten-year enrollment forecast and an overview of the assumptions upon which the forecast is based.

## **3. Generate a Profile of the Present State of the District**

- a. NESDEC would review prior studies and selected documents (for example: accreditation reports, standardized test result summaries, professional development plans, program of studies, etc.) provided by the district that would be used to support the planning and decision-making process.
- b. Using data and information derived through the above review as well as through the Demographic Abstract, NESDEC would then generate a Profile of the Present State of the District.

## **4. Assist with the Development of Focus Group Prompts and Facilitate Focus Group Sessions**

- a. Based upon the Profile of the Present State of the District, and in conjunction with the Superintendent, NESDEC would assist in the process of identifying focal points (usually three to four) that the strategic plan should address (i.e., curriculum development, assessment, professional development, changing demographics, resource allocation, technology, facilities, etc.).
- b. NESDEC would communicate with the Superintendent (electronically and/or by telephone) to review potential focus group prompts relating to the focal points identified. After discussion with the Superintendent, NESDEC would refine the focal points into prompts for use in focus groups.
- c. Using the prompts developed above, the NESDEC consultant would conduct up to six focus groups (scheduled over two days) with specified stakeholders. Using the focus groups as a vehicle to work toward consensus, the NESDEC consultant would encourage focus group participants to review and discuss the district's strengths, as well as the challenges and/or areas in need of attention, in order to determine the relative priorities in planning for the future.
- d. If, as part of the strategic planning process, the school district decides to conduct its own community/stakeholder survey, NESDEC, if requested, would advise the district in the development of the survey items and assist in the analysis of the survey responses.
- e. NESDEC, in conjunction with the Leadership Team, would analyze focus group (and, if applicable, survey) results.
- f. Through review and analysis of the data and information accumulated in the District Profile, focus group sessions and survey responses, NESDEC would provide summaries which would include the identification of district strengths, weaknesses, opportunities and challenges.

**5. Assist in the Development of Goals, Goal Attainment Strategies and Action Plans**

- a. Utilizing the above referenced summaries as a basis, NESDEC would lead ongoing discussions with the Superintendent and District Leadership Team to identify district goals and to develop goal statements. (In addition, if deemed necessary, the consultant would assist in the development of a vision statement and mission statement.)
- b. Subsequent to the development of goal statements, in a half-day (approximately) workshop, and with the assistance of the consultant, the Superintendent and District Leadership Team would go about the task of developing goal attainment strategies and general timelines for completion.

*Note: If deemed suitable by the Superintendent, to assure efficient use of time and resources as well as continued progress throughout the planning process, the consultant would suggest interim assignments/tasks to be prepared through the Superintendent/District Leadership Team in advance of each work session and, when applicable, in advance of other planning meetings and/or telephone conference calls.*

- c. With assistance from NESDEC, the Superintendent/District Leadership Team would develop a working draft of the Strategic Plan Action Framework for the district (assistance typically provided via email and telephone conference calls).
- d. Prior to finalization, an Open Forum for community stakeholders would be scheduled, at which time the Goals and Goal Attainment Strategies would be presented.

**C. THE STRATEGIC PLAN ACTION FRAMEWORK**

At the conclusion of the above planning process, NESDEC would provide the final Strategic Plan Action Framework for the District.

The format for the Strategic Plan Action Framework would be as follows:

1. Table of Contents
2. Introduction (possibly authored by the Superintendent and/or School Board Chair)
3. Executive Summary (including a brief description of the process)
4. Profile of the Present State of the District
5. Vision and Mission Statements
6. Goals
7. Goal Attainment Strategies
8. Action Plans (including means of assessment)
9. General Timelines for Completion
10. Appendices

#### **D. THE CONDUCT OF THE STUDY**

- a. NESDEC would provide the staff for conducting the expedited strategic planning process.

The School Board, acting through the Superintendent of Schools or a designee, would:

- take such action as appropriate to facilitate the process;
  - make necessary arrangements to provide access to municipal and school reports and records;
  - make available such files and summaries of data as are collected and maintained by the school system;
  - provide access to school buildings and classrooms, and;
  - designate members of the staff of the district to work with appropriate personnel of NESDEC.
- b. Three copies of the Strategic Plan Action Framework would be submitted to the Superintendent/School Board. The Framework would be published in PowerPoint, primarily in annotated bullet format, as determined by the NESDEC study staff. An additional copy of the Framework would be provided in the form of a PDF.

#### **E. TIMELINE FOR THE STUDY**

A planning project as describe above can usually be completed within six to eight months of the signing of an Agreement or other mutually acceptable commencement date, contingent upon school vacation schedules, availability of district data and information, and availability of school and municipal officials.