

24th Annual California Charter Schools Conference

Wednesday, March 22nd, 2017

2:15 p.m. – 3:30 p.m.

Understanding and Applying Strategic Leadership

PRESENTERS

- Annie Crangle, *Senior Director, Third Plateau*
- Ruth Dutton, *Superintendent, The Academies*
- Stacy Emory, *School Director, San Carlos Charter Learning Center*

OBJECTIVES

- Understand the importance of strategic planning and leadership in education
- Prepare school leaders to implement strategic planning processes and best practices
- Engage school leaders in the preliminary exercises of strategic planning

Opening

- *What are the BIG questions critical to your organization's future (that you currently don't have the time or capacity to address)?*

Part I: Trends and Context for Strategic Planning

- Sector trends
 - LCAP changes
 - Alignment of LCAP and Renewal
 - Financial uncertainty
- School leader demands
 - Day-to-day responsibilities and external aims
 - Limited capacity to elicit stakeholder input, engage community partners
- The case for strategic planning
 - Focus organizational efforts, resources, and partnerships

- Solidify organization identity, support strategic decision-making
- Maintain clear and consistent external messaging and communication

Part II: Process Overview

- Strategic planning defined
 - Creating a goal, or set of goals, for an organization to work towards over a given time period, and designing action steps for how to achieve set goals.
 - A series of essential questions, answered in sequential order:
 - *What is our reality?*
 - *What are we ultimately working towards?*
 - *What are the specific outcomes we aim to achieve?*
 - *What is standing in our way?*
 - *What actions do we need to take in order to get there?*
 - *How will we measure our progress?*
- Process overview (see session handout)

Part III: Critical Exercises

- Activity #1: What is your reality?
 - Draft a preliminary SWOT analysis of your school/organization
 - Map stakeholders and next steps
- Activity #2: What are we ultimately working towards?
 - Reflect on your vision for long-term impact
 - Small group work: *What is our vision for the K-12 charter school movement in California?*

Closing

- What would strategic planning look like in your organization?
- What do you anticipate will be the biggest challenges? In what areas would you need additional support?