

Horseheads Central School District

Strategic Plan Implementation Team Operational Guidelines

PLC ASSOCIATES, INC.

Building People and Organizations



Horseheads Central School District

03.02.10

The Strategic Plan Implementation Team (IT)
Operational Guidelines
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Purpose:

To facilitate the implementation of The District Strategic Plan, in collaboration with District Leadership. The IT will maintain ongoing communication, operate with transparency, invite participation and continually build the community-wide coalition necessary to support high performance as an organization. Additionally, the IT will collaborate with Site Based Teams in order to establish and maintain alignment between District and Site Goals.

Membership:

The District will identify the composition of the Implementation Team, designating stakeholder groups, number of members from each as well as appointed positions. Terms for members of the Site Based Teams will rotate as they are selected from the various Sites. Of the remaining members, terms shall be established for one or two years. This decision will be made by the IT, assuring that the group has stability. In order to maintain consistency during transitions of members, a “buddy system” shall be established so that incoming members have a designated partner who will assist in providing background information and guidance around IT operations. (Reference: School Board approved IT Membership)

Election/Selection:

Stakeholder groups shall conduct their own process and provide the identified number of individuals as indicated by the District. Members may serve additional, consecutive terms. In the case of “All Call”, the District will select members from the listing of interested candidates.

Training/Support:

The Implementation Team shall receive training / support at least annually. Additional sessions may be requested.

Meetings:

An organizational meeting shall be held every year. Agenda items will include:

1. Introduction of new members
2. Review of Implementation Team Operational Guidelines
3. Identification of Co-Leaders (IT Decision. Neither the Superintendent nor members of the School Board shall operate as Co-Leaders.)
4. Determination of meeting schedule
5. Other general business as necessary to operate

Roles:

Co-Leaders will be responsible for facilitating meetings, maintaining agendas and minutes. It is highly recommended that the Co-Leaders represent the internal / external stakeholders groups. Other supportive roles including Facilitator(s), Timekeeper, and Minutes Taker, will be established. Recorders/Observers, as needed.

Schedule:

The Implementation Team will meet monthly for the first year through December 2010, with the exception of July and August. Following, the IT will set a preferred schedule of every other month / quarterly. The Implementation Team is able to designate additional meetings as needed, as well as create subgroups for areas of specified purpose. This includes recommendations for new Task Forces.

Scope of Authority:

The Strategic Plan is a School Board-approved document. The Implementation Team may offer recommendations to the District on any aspect of the Strategic Plan. The Implementation Team shall have capacity to recommend the Strategic Intents which should have corresponding Site Specific Indicators of Success, recommend annual targets and the go forward Key Initiatives and Action Plans. District Leadership may exert final approval on the recommendations of the Implementation Team. In the first year of implementation, District Leadership will provide initial guidance for the annual targets and other key components as described according to the Scope of Authority.

Decision – Making:

A quorum shall be present for Key Decisions. Key Decisions include modifications to Vision, Mission, Beliefs, Parameters, Strategic Intents, setting of annual targets, Key Initiatives and corresponding Action Plans. All Implementation Team Key Decisions will be made by 75% agreement with the quorum present, subject to approval by District Leadership / Board of Education. In the event that the Implementation Team is unable to ratify a Key Decision and the forward progress of the Strategic Plan is in jeopardy, the Co-Leaders have authority to request the District Leadership to make the decision. The Superintendent has ultimate authority for modifying any recommendations of the Implementation Team, if deemed necessary.

Ground Rules:

Ground Rules Include:

1. All are important contributors in a highly participatory process.
2. Strive for actions/solutions.
3. Contribute timely, on-target information. Monitor contribution.
4. Be respectful in disagreement.
5. Build support, conviction and a united coalition.

Additional Ground Rules may be added by the Implementation Team as deemed necessary.

Reporting / Use of Protocols:

The Implementation Team shall utilize a set format outlining agenda items, needed materials, outcomes for discussion, time and person(s) responsible for introducing the agenda item. Minutes shall be available within one week of the meeting; agenda shall be provided two weeks in advance. All agendas and minutes shall be posted on the district website, minimally (other venues as deemed appropriate). Site Based Teams and other key groups / continuing Task Forces will be part of the IT agendas. The IT will report out at least twice per year to the community and stakeholder groups.

Data Collection/Use of Information:

The IT shall create the proper timing of key assessments which will include, but not be limited to: The District Performance Scan (DPS), The Student Voice (SV), The Community Engagement Survey (CES) and the Assets Survey conducted through the county. The DPS, CES and SV are protocols authored by PLC Associates, Inc. which have been released to the District for continued use.

Annual Comprehensive Review:

The Implementation Team shall hold an Annual Comprehensive Review of all aspects of the Strategic Plan. This will include:

1. Progress of Strategic Intents as measured by Goal / Actual / Gap.
2. Number of Key Initiatives / Action Plans in process / implemented.
3. Modifications, additions to any part of the Strategic Plan. This could include, if needed, any new Task Force.

Strategic Plan Implementation Team

The Implementation Team's composition (37 members) was approved by the Board of Education on January 7, 2010, as follows:

Membership

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| 14 - 1 District Employee and 1 Parent/Community Person from Each School's Site-Based Team | 4 - Central Office Admins. |
| 1 - Superintendent | 2 - Community/Business Members |
| 2 - Board of Education Members (from Planning & Development Sub-Committee) | 2 - Building-level Admins. for PreK-6 |
| 4 - Students (2 from Middle School and 2 from High School) | 2 - Building-level Admins. for Grades 7-12 |
| | 4 - Support Staff |
| | 2 - Parents from the District Parent Council |

These Operational Guidelines were originally developed by PLC Associates, consultant to the district. They are approved by the District and shall be the standing Operational Guidelines. The IT, during the Annual Comprehensive Review, may make recommendations for modifications of these Operational Guidelines.

