
**PROPOSAL:
STRATEGIC PLANNING**

PREPARED FOR:

**CESA 10
CHIPPEWA FALLS, WISCONSIN**

September 18, 2012

**PRESENTED BY
MICHAEL W. SCHOCH**

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SUMMARY OF EXPERIENCE

Michael W. Schoch

Education:

- BA and MST – University of Wisconsin – Eau Claire
- Ed Specialist – University of Wisconsin – Superior

Work Related Experience:

- Teaching – Kohler School District - Kohler, WI – 4 years
- Teaching – School District of Cameron – Cameron, WI – 9 years
- Principal – School District of Cameron – Cameron, WI – 10 years
- Superintendent – Fall Creek School District – Fall Creek, WI – 5 years
- Superintendent – Chippewa Falls School District. – Chippewa Falls, WI – 5 years

Past Community Involvement:

- CESA 10 Nucleus and Ad Hoc Technology Committees
- Chippewa County Meth Task Force
- Chippewa Falls Chamber of Commerce – Leadership Chippewa Falls
- Chippewa Falls Rotary Club
- Chippewa Area Mentor (Current)

Board Membership:

- Community Foundation of Chippewa County (Currently PR Committee)
- Chippewa Valley Junior Achievement
- Chippewa River Industries (Career Development Center for Special Needs Adults) (Current)
- Saint Joseph's Hospital Advisory Board
- Chippewa Falls Parents 4 Learning (Current)

Strategic Planning:

- Cameron School District – Participant
- Fall Creek School District – Facilitator
- Chippewa Fall School District – Participant/Organizer
- Chippewa River Industries – Facilitator
- Parents 4 Learning – Facilitator
- Bloomer School District – Facilitator

WHAT IS STRATEGIC PLANNING

Why Is It Valuable For the Organization?

Cooperative Service Agencies are complex structures made up of people in various roles, charged with meeting the multiple needs of a variety of school districts and their students. They are dependent on support from stakeholders and communities and are pressured by internal challenges and external mandates. Like most organizations, CESAs can easily become led and managed in an operational planning mode. In an operational planning mode, an organization plans on a short term basis, plans year-to-year budgets, deals with parts or pieces of the total organization, maintains existing practices and programs, and is mostly in a reactive posture as it concerns internal and external events.

In comparison, a strategic organization is proactive in its planning, deals with the longer term future, quality and change, the whole, not the parts of the system, and is driven by vision and mission.

Strategic Planning has many valuable definitions that explain its intent:

- Strategic Planning is a process designed to focus on the future by establishing a strong foundation of beliefs and mission in the present.
- Strategic Planning is defining the gap between the current status of the organization and its preferred or desired future.
- Strategic Planning is designed to stretch an organization to new levels of accomplishment and achievement by focusing the organization on its critical issues.
- Strategic Planning as a thinking process can be a cause rather than merely an effect of change.

Strategic Planning answers four critical questions about an organization:

1. Why does the organization exist?
This can be answered in the unearthing of organizational values and mission and in the unity of a mission statement, which defines the purpose, and function of the organization.
2. What should be the major work of the organization?
This is answered in the development of strategic goals, which are based in the critical issues and needs facing the organization.
3. How will the work of the organization be completed?
Strategies and tactics will be developed, with specific details of implementation written in an action-planning format.
4. How will the stakeholders and the organization as a whole know it is making progress or achieving success?
The accountability piece is the discipline of regular reports and yearly updates, as well as the development of benchmarks and indications of success.

Strategic Planning has brought about improved organizational performance, improved governance, and an enhanced culture of learning and positive behaviors in organizations. Key to this success is the following ten criteria of organizational effectiveness and operational efficiency.

- Defines Leadership roles clearly in the organization.
- Involves and brings together the larger Educational Community.
- Creates a Common Language for the organization.
- Develops an Understanding and Application of Consensus Building and Collaboration within the professional learning community.
- Develops a culture or atmosphere of Accountability.
- Causes purposeful use of Data and Information.
- Puts into action Professional Development and improvement of Student Learning.
- Creates reason to update Job Descriptions and the Evaluation process of administrators and staff.
- Puts the Goal Setting process and implementation of goals into motion throughout the organization.
- Develops a Strategic and Systemic Thinking Mentality and Decision-making Process for the organization.

If an entire organization operates around a strategic plan, it has clarity of purpose and its efforts are more focused. A culture of reciprocity is created where the needs of the CESA districts are addressed and where the necessary resources are provided for the achievement the organization's goals and strategies that support those needs. From the Board of Control to district administrators and each CESA employee, the mission is clear and the focus on member schools is defined.

COMPONENTS OF THE RECOMMENDED PLANNING PROCESS

1. Confirm Readiness and Commitment – The governing Board and management team of the organization need to understand the purpose and potential outcomes of strategic planning as well as commit to the process long term.
2. Prepare for Planning Session – The managers of the organization need to identify the strategic planning team members and communicate to them about the process and expectations. Pertinent data regarding the current and historical status of the organization should be gathered in order to establish a baseline for the gap analysis.
3. 1st Planning Session – During this phase of strategic planning the following will take place:
 - Clearly define the purpose of the process.
 - Establish the “good faith” commitment by the team to the process.
 - Develop the mission, vision, and strategic goals, etc.
4. Communicate a Draft of the Plan – Stakeholders need to be aware of the outcomes of the 1st planning session, increasing their understanding of and commitment to the strategic planning process.
5. Action Teams – Organization members should be grouped into teams and trained in the action-planning model that is preferable to the organization, i.e., SMART goals. These teams will be charged with the creation of long and short range planning documents that address the strategic goals of the organization and measure the progress of the organization with respect to those goals.
6. 2nd Planning Session – The original strategic planning team meets for the purposes of:
 - Reviewing and reaching consensus on the action plans created by the action planning teams.
 - Affirming the Strategic Plan of the organization.
7. Formal Approval by Board – This provides the official approval and commitment of the governing Board to the Strategic Plan.
8. Implementation – Action Plans are carried out.
9. 1st Annual Update – This usually occurs approximately one year from the formal approval of the Strategic Plan by the governing Board. Ideally the original strategic planning team members should take part. Outcomes of the action plans are shared with the strategic planning team. This gives the strategic planning process validity and ensures its continuity in the future.
10. Yearly Updates – Each successive year should involve an annual update unless internal or external factors require the organization to go through the entire strategic planning process again.

The strategic value of the planning process can only be achieved when the process becomes institutionalized. By following the recommendations above the organization is closer to achieving this end.

PLANNING PROCESS AND COST

What follows is the Strategic Planning Facilitation Proposal submitted in response to your RFP of September 5, 2012.

Pre Planning Phase

Board Presentation - No Charge

Consultation services provided to CESA leadership for the preparation leading up to the facilitation process. These services may include the development of a tentative time line, public relations, planning team selection and data collection. Any consultation services related to this Pre Planning Phase will require additional compensation at the rate of \$1200 per 6-hour day.

Phase I – 1st Planning Sessions – \$1,600 (8 hours) to \$2,200 (11 hours)

Pre-planning Team Meeting – Approximately 2 hours

This meeting is a large group session and is usually held a few days before the 1st Planning Team meeting for the purpose of introducing the strategic planning process to the Planning Team. The organization has an opportunity at this point to distribute and explain any data collected that would impact the planning process. Nametags, table tents, and handouts with the above materials for each team member should be created by CESA. A staff member needs to be the official recorder for the planning session.

1st Planning Team Meeting – Approximately 6 to 9 hours

Facilities needed: one large group meeting area with presentation equipment, several breakout rooms for small groups to work independent of each other.

Materials needed: Post-its, flip charts, markers, and refreshments.

Part 1 - involves group work on the organizational beliefs, vision and mission. Upon completion of this segment the Planning Team will reach consensus and the official recorder will document the outcome. 2 – 3 hours

Part 2 - involves group work analyzing various internal factors including strengths and weaknesses of the organization, identifying the external factors that impact the organization that it has little or no control over and the critical issues that constitute potential threats and/or opportunities. 2 – 3 hours

Part 3 - the Planning Team will develop the strategic goals of the organization and identify strategies for allocating resources in order to accomplish the district's goals. 2 – 3 hours

The Planning Team will arrive at consensus on each of these critical pieces of the process. There will also be an introduction to the action planning process.

Additional facilitation recommendations not included in the RFP above

The proposal outlined above represents the strategic planning process proposal that I have been asked to submit. As important as the identification of goals are to an organization, the institutionalization of the planning process is really the long-term benefit of this strategic planning. The **strategic planning process is not a “one and done” exercise**. The process should become an integral part of how the organization functions and the plan continuously updated and revised to meet the needs of the organization. The benefits of strategic planning identified on page 5 of this proposal cannot be realized unless the process is institutionalized by the organization. The following proposal includes what I believe are the additional components of the planning process that will accomplish these ends.

Phase II – Action Team Planning

This phase begins with consultation regarding action planning team organization and membership. The on-site work of this session will focus on developing action plans that use the strategies identified in the strategic planning document to accomplish the organization’s goals. Emphasis will be placed on creating plans that measure progress and thereby provide a level of accountability throughout the organization.

Phase III – 2nd Planning Session

This is a meeting of the original Strategic Planning Team and occurs after the action planning teams have completed their plans and before they are implemented. The purpose of this session is to show the Strategic Planning Team how the goals are being implemented in the organization by the action planning teams. This step requires tentative approval by the original Strategic Planning Team. The Board may formally approve the plan following this session.

Phase IV – 1st Annual Update

The 1st update should be held after the completion of the first cycle of the planning process. Action planning team members will present their plans and accomplishments. The objective of this phase is to bring as many of the original Strategic Planning Team members back together for the purpose of evaluating the impact of the plan and to recommend any changes or revisions.

The conceptual planning framework above includes several additional meetings and can be modified and adjusted per the client request.

STRATEGIC PLANNING FACILITATION AGREEMENT

This document formalizes the facilitation agreement between Michael Schoch and the CESA 10 Board of Control.

Michael Schoch (Mike), for the agreed upon compensation, will facilitate a strategic planning process, described in the proposal above, for the CESA 10 Board of Control (Board). This agreement includes all facilitation and consulting sessions directly related to the proposed planning process on page 7. Any additional consultation or facilitation services not specifically included in this agreement will require an addendum to this agreement or another separate agreement.

EXPECTED OUTCOMES

Each organization has its own characteristics, cultural dynamics and mission. The Board can expect to develop its own strategic plan based on the work done during the planning process that could include the following components: Vision, Mission, Goals, and Strategies. (See proposals above for specific details.)

MATERIALS

The Board will provide an appropriate site, equipment, and other materials for the planning team. A partial list has been identified in the proposal.

FACILITATOR COMPENSATION

Mike will be compensated at the rate of \$200 per hour or \$1,200 for a six-hour day. The specific costs for this proposal are listed in "Phase I – 1st Planning Session" on page 7 of the proposal above. Any additional facilitation or consultation not included in that section will be compensated at the rate of \$200 per hour.

The Board will reimburse any additional expenses incurred by the facilitator that are directly related to the planning process described above. Payments to the facilitator will be made within 30 days after the completion of each phase. Either party can review this agreement at any time. Changes to this document may be made by mutual agreement.

AGREED TO

For the Board:

Date:

Facilitator:

Date: