

Strategic Planning and SMART Goal Setting

NMSBA Annual Meeting

December 3, 2022

Session II 9:45-10:45

AGENDA

- ▶ Why is Strategic Planning Important?
- ▶ What is Strategic Planning?
- ▶ Strategic Planning Steps
- ▶ SMART Goal Setting
- ▶ Action Planning
- ▶ Executing and Managing the Plan
- ▶ Review and Revise the Plan

A little bit about me...

▶ Pascual Maestas

- ▶ Town of Taos Mayor 2022-2026
- ▶ Town of Taos Councilmember 2018-2022
- ▶ Taos Municipal Schools Board Member since 2020
- ▶ US Navy Veteran
- ▶ Undergraduate degrees in economics and international studies from the University of South Florida
- ▶ Graduate degree in economics and public utility regulation from New Mexico State University
- ▶ Former Taos High School mathematics and economics educator
- ▶ Current professor of economics at UNM-Taos

Why is Strategic Planning Important?

- ▶ “The greatest leaders mobilize others by coalescing people around a shared vision.” - Dr. Ken Blanchard
- ▶ Strategic planning creates shared vision through the process
- ▶ Establishes a heading for the Board, Superintendent, and Staff
- ▶ Gives your superintendent clear directives
- ▶ Three ways the Board can influence the district

What is Strategic Planning?

- ▶ Strategic planning is an ongoing process that uses available data to document a district's direction
- ▶ If you were asked by a constituent “what direction is your district going?” how would you answer?
- ▶ The Strategic Planning process allows the Board of Education to consider stakeholders and align efforts
 - ▶ It is NOT a one-time process
 - ▶ It is a living process that allows an organization to monitor direction

Strategic Planning Steps

- ▶ Identify key stakeholders
 - ▶ Board
 - ▶ Superintendent
 - ▶ School Staff
 - ▶ Parents
 - ▶ Community
- ▶ Review (or create) mission, vision, and core value statements
- ▶ Review current data including district, state, national data
- ▶ Develop SMART goals
- ▶ Action Planning
- ▶ Community Review
- ▶ Approval

Mission, Vision, Core Values

- ▶ Mission Statements are action-oriented statements that define a district's purpose
 - ▶ To educate students and prepare them for college and career
- ▶ Vision Statements describe a long-term future outcome for a district
 - ▶ Every student will be prepared with the life skills to overcome adversity
- ▶ Core Values state the traits that the district admires and wants to instill in the culture and climate
 - ▶ Integrity, Teamwork, Perseverance, Discipline, and Honesty

What is a SMART Goal?

- ▶ **S** - Specific
- ▶ **M** - Measurable
- ▶ **A** - Attainable
- ▶ **R** - Relevant
- ▶ **T** - Time-Bound

Why Use SMART Goals?

- ▶ Use unambiguous language to ensure everyone has the same understanding of the goal
- ▶ The goal is defined using data and numbers
- ▶ Can align goals to superintendent evaluation

Example 1 - Specific

- ▶ *Increase student performance*
- ▶ Increase student math performance
- ▶ Increase 3rd grade math proficiency by 50 percent
 - ▶ Proficiency increases from 30% to 45%. Was the goal met?
- ▶ Increase 3rd grade math proficiency by 50 percentage points

Example 1 - Measurable

- ▶ Increase 3rd grade math proficiency by 50 percentage points
 - ▶ How do we measure it?
- ▶ Increase 3rd grade math proficiency by 50 percentage points as measured by student grades.
 - ▶ Is this an objective, fair, and standard measure of proficiency?
- ▶ Increase 3rd grade math proficiency by 50 percentage points as measured by MAPS testing.

Example 1 - Attainable

- ▶ Increase 3rd grade math proficiency by 50 percentage points as measured by MAPS testing.
 - ▶ Is this goal attainable?
- ▶ Increase 3rd grade math proficiency by 5 percentage points as measured by MAPS testing.
 - ▶ Is this goal attainable?

Example 1 - Relevant

- ▶ Increase 3rd grade math proficiency by 5 percentage points as measured by MAPS testing.
 - ▶ Is this goal relevant?
- ▶ Increase 3rd grade math proficiency by 15 percentage points as measured by MAPS testing.
 - ▶ Finding the balance between “attainable vs. relevant”

Example 1 - Timebound

- ▶ Increase 3rd grade math proficiency by 15 percentage points as measured by MAPS testing.
 - ▶ How long will it take to attain this goal?
- ▶ Increase 3rd grade math proficiency by 15 percentage points as measured by MAPS testing within 4 years.
 - ▶ It is time-bound and attainable, but is it relevant?
- ▶ Increase 3rd grade math proficiency by 15 percentage points as measured by MAPS testing within 2 years

Example 1 - How

- ▶ Increase 3rd grade math proficiency by 15 percentage points as measured by MAPS testing within 2 years
- ▶ Additional letter “H” telling your superintendent “how” to achieve the goals
- ▶ SMARTH isn’t a word!
- ▶ Leave the “how” up to your superintendent

Example 2 - SMART

- ▶ Increase teacher satisfaction
 - ▶ No need to start with “S” - Start with any appropriate SMART letter
 - ▶ How to measure teacher satisfaction?
- ▶ Increase teacher satisfaction using the Taos Municipal Schools Teacher Satisfaction Survey - Measurable
- ▶ Average teacher satisfaction of the TMS Teacher Satisfaction Survey increases to a 4 (Satisfactory) within two years.

Example 2 - SMART

- ▶ Average teacher satisfaction of the TMS Teacher Satisfaction Survey increases to a 4 (Satisfactory) within two years.
 - ▶ Is it Specific?
 - ▶ Is it Measurable?
 - ▶ Is it Attainable?
 - ▶ Is it Relevant?
 - ▶ Is it Time-Bound?
- ▶ Remember, your strategic plan is a working document.
- ▶ 95% of teachers will take the Teacher Satisfaction Survey by the end of the current school year.

Example 3 - SMART

- ▶ Win a Division AAAA District 2 Football Championship by 2025
 - ▶ Is this goal SMART?
 - ▶ Is it relevant?
 - ▶ Is this the measure by which you evaluate your superintendent?
 - ▶ Consider the opportunity costs and the feedback you have heard from community members

Example 4 - SMART

- ▶ Decrease drop out rate to 15% by 2024
 - ▶ You should also consider how you will present your goals to the public

- ▶ Increase graduation rate to 85% by 2024
 - ▶ Is this goal SMART?

Example 5 - SMART

- ▶ Reduce substance abuse in the school district by 20%
- ▶ Is this a SMART goal?

ACTION PLANNING

SMART Goal

State the Goal That Will Be Addressed

Rationale for Goal

Why is This Goal Important, Why is it Needed?

Action Plan (To Address Goal)	Strategies to Accomplish the Action Plan	Evaluation (KPI)	Completion Date	Responsible Party

Approve the Strategic Plan!

- ▶ Mission, Vision, Core Value Statements
- ▶ Baseline Data
- ▶ SMART Goals
- ▶ Action Plans
- ▶ Community Review and Input
- ▶ Board Final Review and Approval

Executing and Managing the Plan

- ▶ The hard work now belongs to your superintendent and their staff
- ▶ Vision has been aligned and action plans are followed through
- ▶ Board's responsibility is ongoing monitoring of Key Performance Indicators
 - ▶ Identify progress and recognize successes!
 - ▶ Identify shortcomings, understand failures
- ▶ Review and Revise and necessary

Review and Revise

- ▶ Remember, Strategic Planning is an ongoing process.
- ▶ Ongoing Board review of Key Performance Indicators at Board meetings
- ▶ Superintendent may adjust Action Plans based on new information
- ▶ Annual full review of the Strategic Plan
- ▶ Full update of the Strategic Plan every two or three years

Thank You!

▶ Questions?

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