

NewMARC

New Mexico Association of Regional Councils

NMSBA Board Institute

Pascual Maestas,
Executive Director

Agenda

1. Why is Strategic Planning important?
2. What is Strategic Planning?
3. Strategic Planning Steps
4. SMART Goal Setting
5. Action Planning
6. Executing and Managing
7. Review and Revise

Introduction - Pascual Maestas



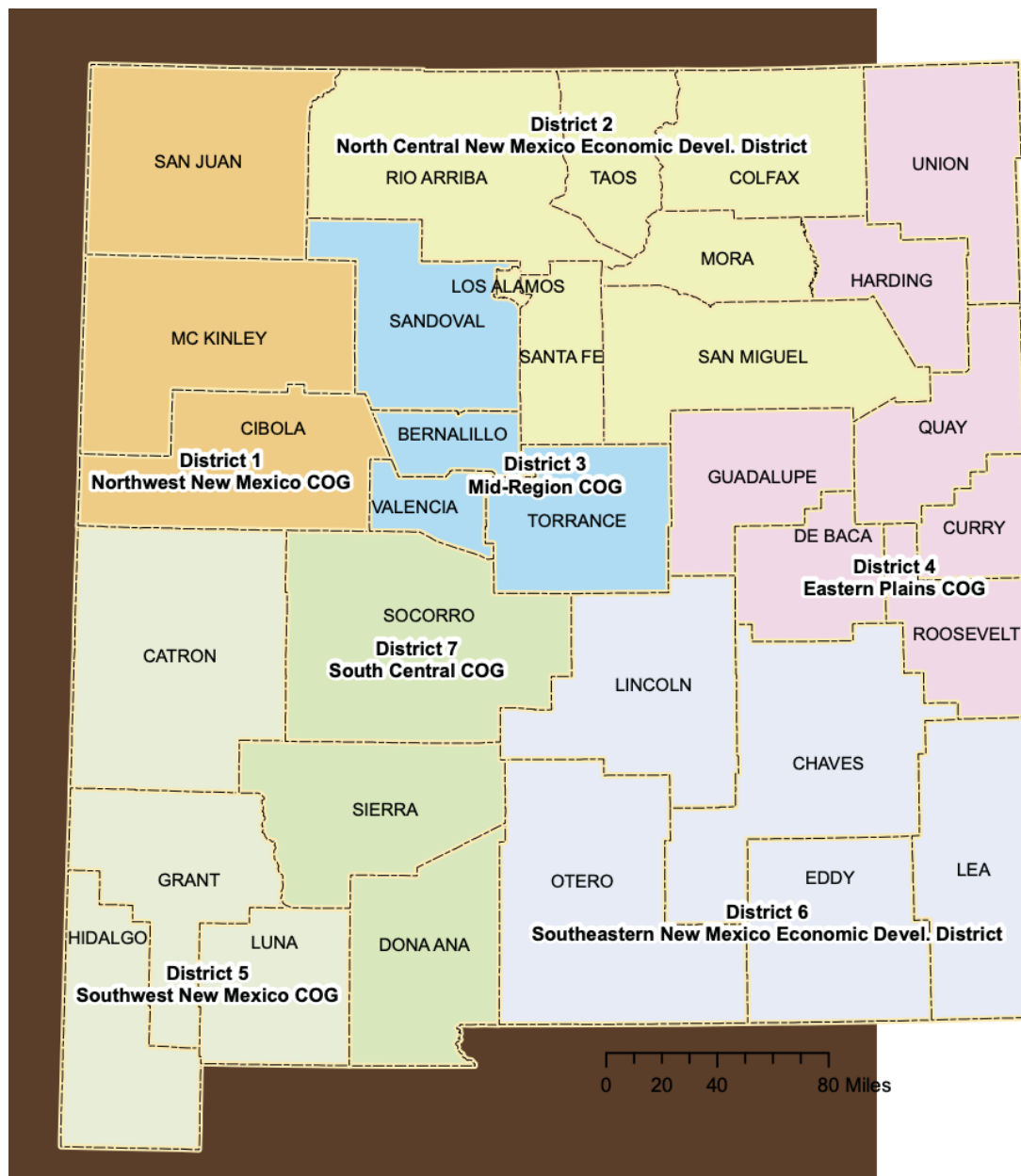
- Taos High School Graduate
- US Navy Veteran
- Bachelor's Degrees in Economics and International Studies from the University of South Florida
- Master's Degree in Economics and Public Utility Regulation from NMSU
- Former Taos High School Teacher (Math and Economics)
- Former UNM-Taos Adjunct Professor of Economics
- Town of Taos Council member (2018-2022)
- Taos Municipal School Board member (2020-2024)
- Town of Taos Mayor (2022-2026)

Introduction - NewMARC



The New Mexico Association of Regional Councils (NewMARC) works with the seven Councils of Government to facilitate inter-CoG communication, promote best practices, build/maintain partnerships with state agencies, and advocate on behalf of the CoGs in Santa Fe.

Councils of Government



Councils of Government Contacts

- North West Council of Governments - Evan Williams Executive Director
- North Central NM Economic Development District – Monica Abeita Executive Director
- Mid Region Council of Governments – Bianca Borg, Program Manager
- Eastern Plains Council of Governments – Sandy Chancey, Executive Director
- South West Council of Governments – Priscilla Lucero, Executive Director
- South East NM Economic Development District – Dora Batista, Executive Director
- South Central Council of Governments – Jay Armijo, Executive Director

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 the 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
- 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



Who has interest in student success?

- Board of Education
- Superintendent
- School Staff
- Parents
- Community Members
- Students
- Community Organizations
- Local Business

Mission, Vision, Core Value



- 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

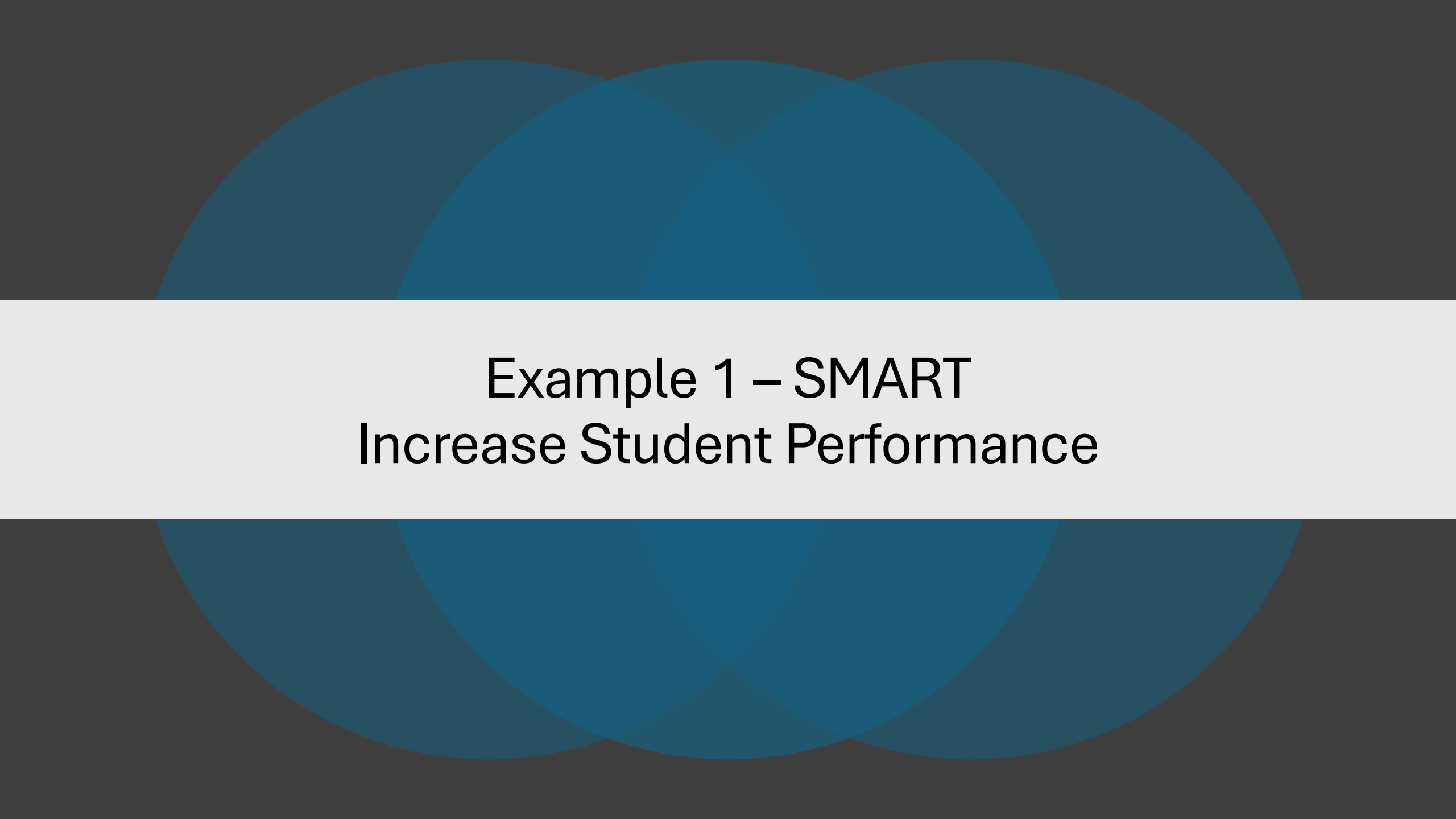
SMART Goals

- **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 – SMART
Increase Student Performance

Example 1 - Specific

- Increase student math performance
- Increase 9th grade math proficiency by 50 percent
 - Proficiency increases from 30% to 45%. Was the goal met?
- Increase 9th grade math proficiency by 50 percentage points

Example 1 - Measurable

- Increase 9th grade math proficiency by 50 percentage points
 - How do we measure it?
- Increase 9th grade math proficiency by 50 percentage points as measured by student grades.
 - Is this an objective, fair, and standard measure of proficiency?
- Increase 9th grade math proficiency by 50 percentage points as measured by PSAT testing.

Example 1 - Attainable

- Increase 9th grade math proficiency by 50 percentage points as measured by PSAT testing.
 - Is this goal attainable?
- Increase 9th grade math proficiency by 5 percentage points as measured by PSAT testing.
 - Is this goal attainable?

Example 1 - Relevant

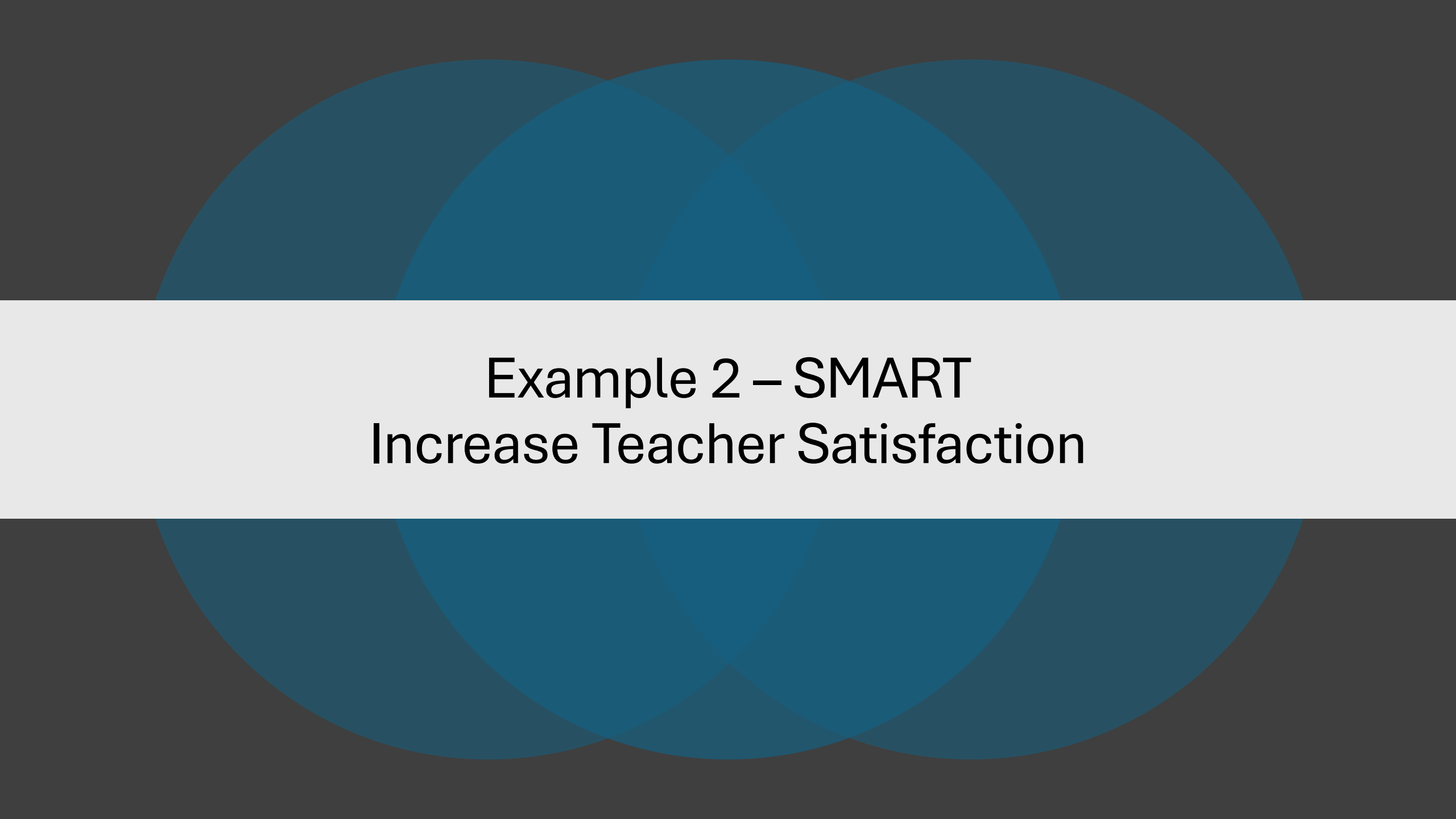
- Increase 9th grade math proficiency by 5 percentage points as measured by PSAT testing.
 - Is this goal relevant?
- Increase 9th grade math proficiency by 15 percentage points as measured by PSAT testing.
 - Finding the balance between “attainable vs. relevant”

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

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.

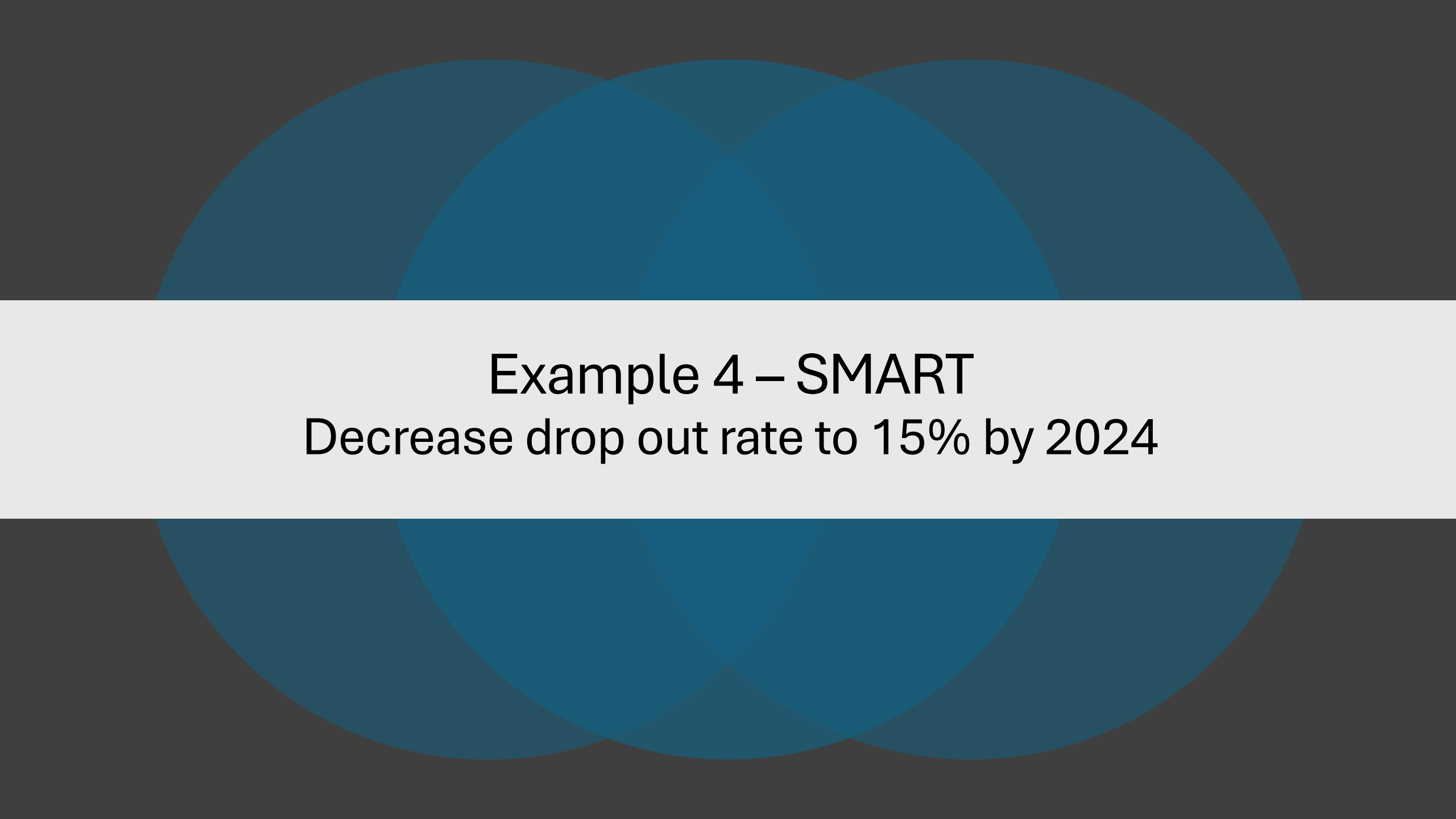


Example 3 – SMART

Win a Division AAAA District 2 Football Championship by 2025

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

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

Exam Time!

- Reduce substance abuse

Take 5 minutes and turn this into 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 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!

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