

THE ESC OF FRANKLIN COUNTY STRATEGIC MANAGEMENT PROCESS

Among the many expectations a community has for its Board of Education and Superintendent are that:

- They work together to improve student achievement
- They establish and demonstrate mutual trust
- They demonstrate high degrees of accountability

Clearly there are many other expectations, but in the arena surrounding Board and Superintendent relations there is a general level of behavior that citizens scan to determine if “...everything is going well.”

The community wants to believe that the Board and Superintendent are communicating, understand each other’s expectations, and have a clear idea of what direction the district is headed for the upcoming school year.

Awareness of best practices from researchers, successful school districts, and from the world of business have begun to focus more closely on ways to improve communications between the CEO or Superintendent and Board. For high achieving districts, increased intention is focusing on their ability to manage expectations, as well as communicate and demonstrate progress.

- i. The process developed by the ESC of Central Ohio emphasizes Superintendent evaluation and assessment as a communication tool for both the Board and Superintendent.
- ii. Identifies and strategically manages annual objectives for the district. And,
- iii. Provides clear evidence of organization progress on an annual basis through a rigorous assessment process.

References for executive searches (superintendent, treasurer, business manager, etc.) also are available upon request.

Ralph Johnson, Ph.D.
Director, Center for Leadership,
ESC of Central Ohio

Superintendent in Residence,
The Ohio State University

ESC of Franklin County
2080 Citygate Drive | Columbus, OH 43219
p: 614.445.3750 • f: 614.445.3767

www.educationalservicecenter.org



LEADERSHIP DEVELOPMENT

STRATEGIC MANAGEMENT

*A process to promote
communication, accountability and
improved student achievement
through strategic management*

EXECUTIVE EVALUATIONS

*Creating a position description and
process that produces results in a clear
and transparent manner.*

MANAGEMENT OF STRATEGIC GOALS AND OBJECTIVES: PROCESS OVERVIEW

There is abundant new research underscoring the problems associated with poorly conceived and badly executed strategic planning. In fact, there is a growing trend in the corporate world to move their organizations from strategic planning to strategic management.

The Center for Leadership at the ESC of Central Ohio will help your district understand this shift by:

1. Identifying a limited but strategically important number of objectives to accomplish of the course of an academic year
2. Articulating clear and specific actions that need to be accomplished by the Superintendent, Treasurer, administrative team and staff
3. Establishing standards to monitor progress, as well as criteria to measure accomplishment timelines.
4. Creating transparency with the community through a simple but thorough communications plan that updates and shares progress with parents, staff and tax payers.

The Process of Identifying District Objectives

- Keep it simple: This is strategic management not planning—big difference.
- Usually four to six realistic objectives for an organization.

Crafting and Executing the Work Plans

- Superintendent's team crafts workplans that detail the activities, timelines, resources, and measurable standards that reflect the board's intentions.

Communication the Plan

Sharing the Districts Objective and creating transparency with stakeholders. District Objectives become part of the District's communication plan: website, monthly supt' newsletters to the community, faculty meetings, periodic updates of progress at the monthly Board meeting.

Linkage of Work plans to Superintendent's Evaluation Process and Job Description

Two pillars of evaluation are:

- a. Executing an accurate job description
 - b. The year's district strategic objectives
- Superintendent reports at mid-year and end of year based on key functions and workplans

Sample Objectives

[Specific activities that are measureable]

1. To develop and implement a strategy that will address and improve the current AYP scores for middle schools by June of this academic year (Director Curriculum and Instruction).
2. The Superintendent will provide by Oct. 1 the Board of Education with a series of recommendations that will enable students to demonstrate technology skills necessary for success in higher education.
3. The Director of Business affairs will provide the Board of Education a series of recommendations by Dec. 31 that will result in district wide energy savings.

“ The ESC team has helped us focus on our priorities in a simple and straightforward process. We have a strategy that our community understands and a standard to gauge our progress. ”

- Dr. Clarke Berdan II
Board of Education President
Granville Exempted Village School District

Conclusions: Value Proposition to the Board and Superintendent

1. The process will provide the Superintendent and Board with a process that updates the Position Description, and identifies annual objectives the Board wants accomplished,
2. Enhances Board Superintendent Communication by articulating the manner in which the superintendent will accomplish the district objectives,
3. Articulates the standards by which the board can assess and evaluate the superintendent's performance,
4. Clarify to the Superintendent Board expectations, clarifying accountability.
5. Engages the key parties to articulate and be clear about expectations.
6. Prioritizing tasks and responsibilities.

Cost to District

Fees are established on a per diem basis. The size of the district determines the number of days necessary, typically 5-20.

STREAMLINE YOUR
STRATEGIC PLAN