TCS in the 21st Century: A Strategic Planning Process
Why is TCS engaged in Strategic Planning?
Accreditation

• Strategic Planning is an expectation for accreditation by the California Association of Independent Schools.

• February 27, 2010 Accreditation report recommended that “The Board of Trustees works with the new Head of School and the TCS community to produce a strategic plan. (Recommendation 2)

• “The plan should specifically address student recruitment and retention, branding, communication, finance, and clarify the purpose and curriculum for the NMY
Best Practices in Strategic Planning Assist Schools in

• Envisioning the future
• Developing and sustaining a shared sense of direction—a blueprint for long-term stability
• Using its resources wisely
• Preparing for a capital campaign
• Inspiring and motivating shared ownership of the school’s direction
• Strengthen quality and accountability
• Improve public relations and enhance
Who is Responsible for Strategic Planning?

Members of the Board of Trustees serve as legal fiduciaries of the school’s well-being.

In short, the Board is charged with planning for the future of the school as part of its duty of care.
All by itself?

While the Board of Trustees is charged with the responsibility for developing a strategic plan, the process includes the participation of the entire community.
Who will be invited to participate?

- Parents
- Students
- Faculty
- Staff
- Administration
- Alumni and their families
What is the process for TCS in the 21st Century?

Preparatory work by the Board:

- Review of current and past documents describing TCS (accreditation reports, parent guide, contracts, surveys)

- Review of the mission statement(s)

- Review of the public image of TCS (website and marketing materials)
Preparing for Strategic Planning Process

Recommendation by CAIS:
“That the Board and the Administration work to clarify and simplify the current mission statement.”

Result:
The mission of TCS is to inspire each child’s unique potential and desire for life-long learning through a strong academic, social and environmental
Preparing for the Strategic Planning Process

Trustee Handbook (9th Edition): A Guide to Effective Governance for Independent School Boards published by the National Association of Independent Schools (page 61) recommends that the Board:

“approve a vision statement and a list of values or value statements that undergird all the school’s decision making.”

Result: a list of Core Values that has been distributed to the community to provide clarity and facilitate alignment of curriculum
Preparing for the Strategic Planning Process

The planning process centers around opportunities for school constituencies to meet and consider three major themes:

Education in the 21st Century Education
Alfie Kohn, January 12, 2012

The 21st Century Student
Dr. Louise Loomis, March 21, 2012

The 21st Century School
Dr. Paula Cordeiro, April 4, 2012
Events to Energize and

- These events will provide the opportunity for members of the community to consider expert opinions and big ideas regarding the future for TCS.

- Each session will be followed by a panel discussion component for gathering perspectives and information from the community.

- Separate discussion will also be held with all constituencies after each event.

- Questionnaires will be developed to capture additional perspectives and information from the community.

- Data collected from the discussion at these events will be used
Who is the on the Steering Committee?

• Chair of the Board
• Head of School
• Members of the BoT Strategic Planning Committee
• 3 faculty members (designated by administration); 3 faculty members chosen by divisions
• Communications Coordinator
• Trustees representing BoT Finance Committee, Facilities Committee and
What is the role of the Steering Committee?

- Identify speakers and panel members for discussion
- Identify preparatory resources for participants
- Identify questions for speakers and panel members
- Participate in and guide discussions in dialogue with constituencies
- Assist with data collection and data analysis
- Assist with developing strategic objectives and indicators
- Attend all three themed events
- Serve as a liaison for strategic planning with cohorts
- Review draft of Strategic Plan prior to presentation to the Board
Where are we in the process?

First rounds of discussion are occurring in the wake of the Alfie Kohn presentation.

Some questionnaires (values, students, learning, faculty, assessment) are ready for input.

Preparations for the next speaker are underway.
Once we have all this data. . .

- Steering Committee will assist with developing strategic objectives and indicators
- The Strategic Planning Committee will finalize the first draft of the Strategic Plan
- The first draft will be circulated for feedback
Questions about process?
Lens for Strategic Planning

Focus on the future of TCS

Consideration of best practices

Predicting what students will need in the future

Assessing what is needed for TCS to survive and thrive
Questions for Discussion

What qualities and competencies should each faculty demonstrate?

What evidence would assure these qualities and competencies?

How could this evidence be best captured?

What mechanisms for professional development would best support these qualities and competencies?
Questions for Discussion

What should the curriculum look like?

What assessment data should help drive curriculum change?

What mechanisms should be implemented to facilitate thoughtful changes to the curriculum on an ongoing basis?
Questions for Discussion

What student outcomes will be critical for students in the 21st Century?

What evidence would demonstrate that students have achieved these outcomes?

How could this evidence be best captured?