

Using Stakeholder-Driven Strategic Planning to Build Community Consensus and Trust

Dr. Kevin Castner and Dr. Frank Morgan

Ames Community School District



Sabrina Shields-Cook
Board President



Michelle Lenkaitis
Board Vice President



Brett Becker
Board Member



Allen Bierbaum
Board Member



Alisa Frandsen
Board Member



Amy Erica Smith
Board Member



Kelly Winfrey
Board Member

“Excellence is never an accident. It is always the result of high intentions, sincere effort and intelligent execution!”

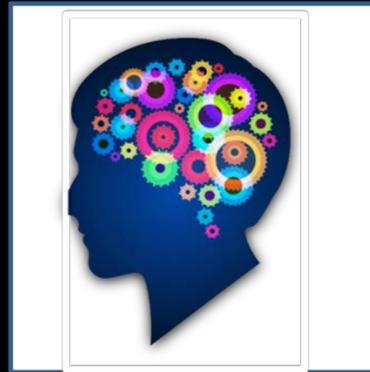
Why Strategic Planning?



Why Now?



Rapid changes in technology/literacy and the way the world learns and works
How do you do school and where we do school?



Evolving skills needed for success in the future
Impact of COVID
What has changed and how have we changed?



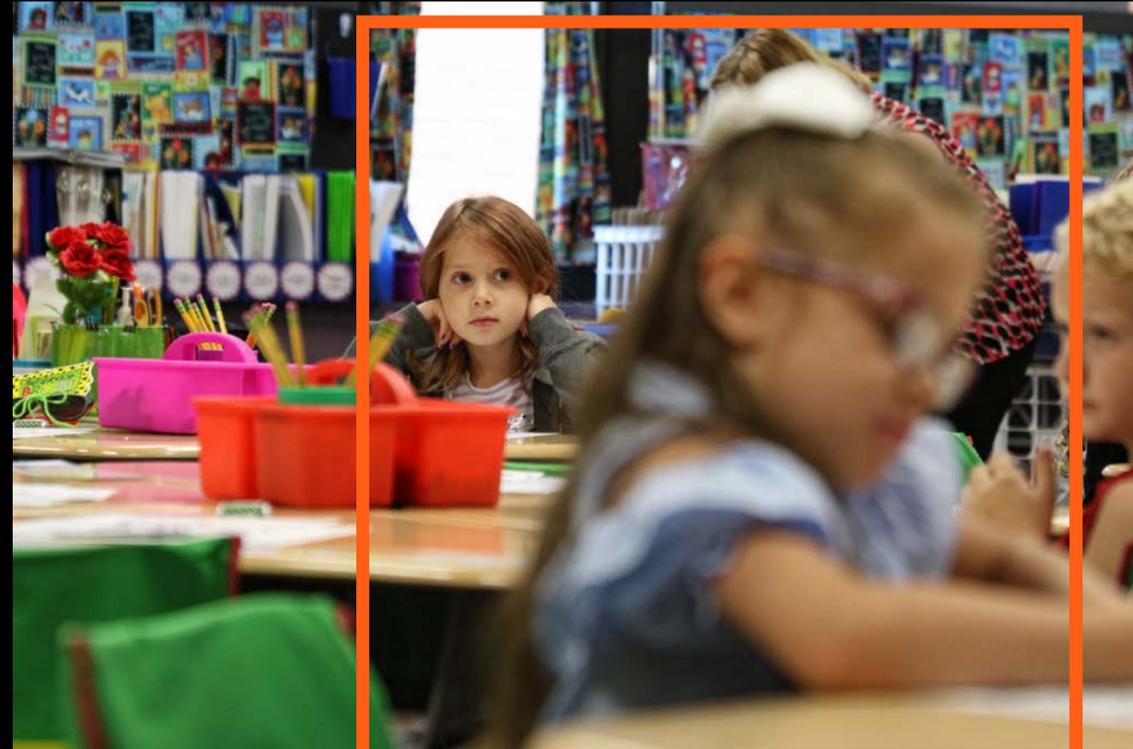
Community growth and shifts in demography
Societal changes
New leadership



Development of a shared vision
to move forward



Blurring the Lines



How do you do school? Where do you do school?

What has changed in the last year?

How have we changed as a result?

What Do **YOU** Believe?

- We can, whenever and wherever we choose, successfully teach all children whose schooling is of interest to us.
- We already know more than we need to do that.
- Whether or not we do it must finally depend on how we feel about the fact that we haven't so far. (Ron Edmonds)

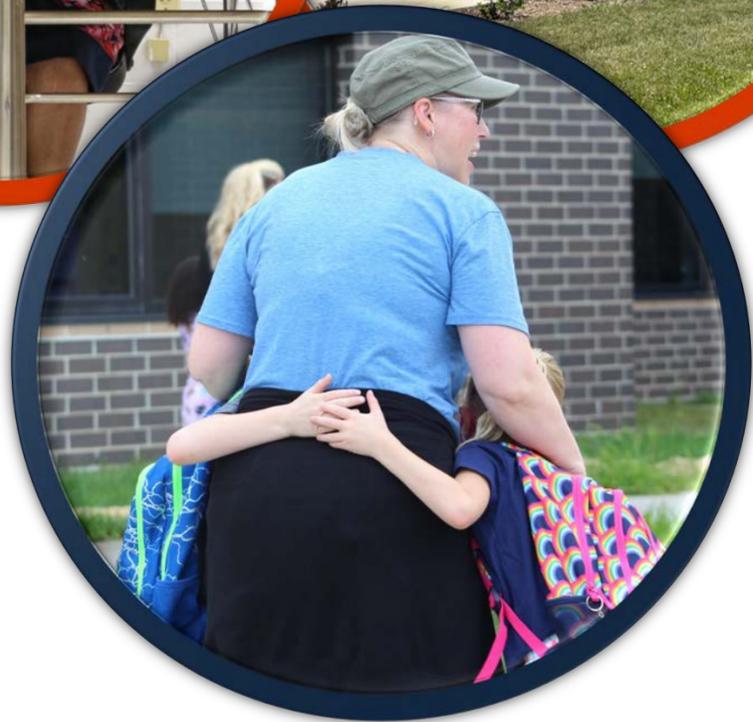
Central Questions

Do we in **Our Schools** have the will to:

- Implement action plans/steps to promote the success/wellbeing of each/every child?
- Challenge each student to prepare so they will make something of themselves?
- Engage parents and the community in the education enterprise?
- Commit to assuring that each student will develop workplace readiness skills?
- Discover the wealth in each and every student?

TRIANGLE OF SUPPORT

"Preparing Every Learner for Success"



HOME

SCHOOLS

COMMUNITY



What-Process

Pre-planning

Phase 1: Readiness

Communicate

Build Participation

Strategic Planning

Phase 2: Design

2 Strategic
Planning
Sessions

Action Planning
Process

Action Planning
Process

Strategic Action

Phase 3: Create Continuously

Organize to Action

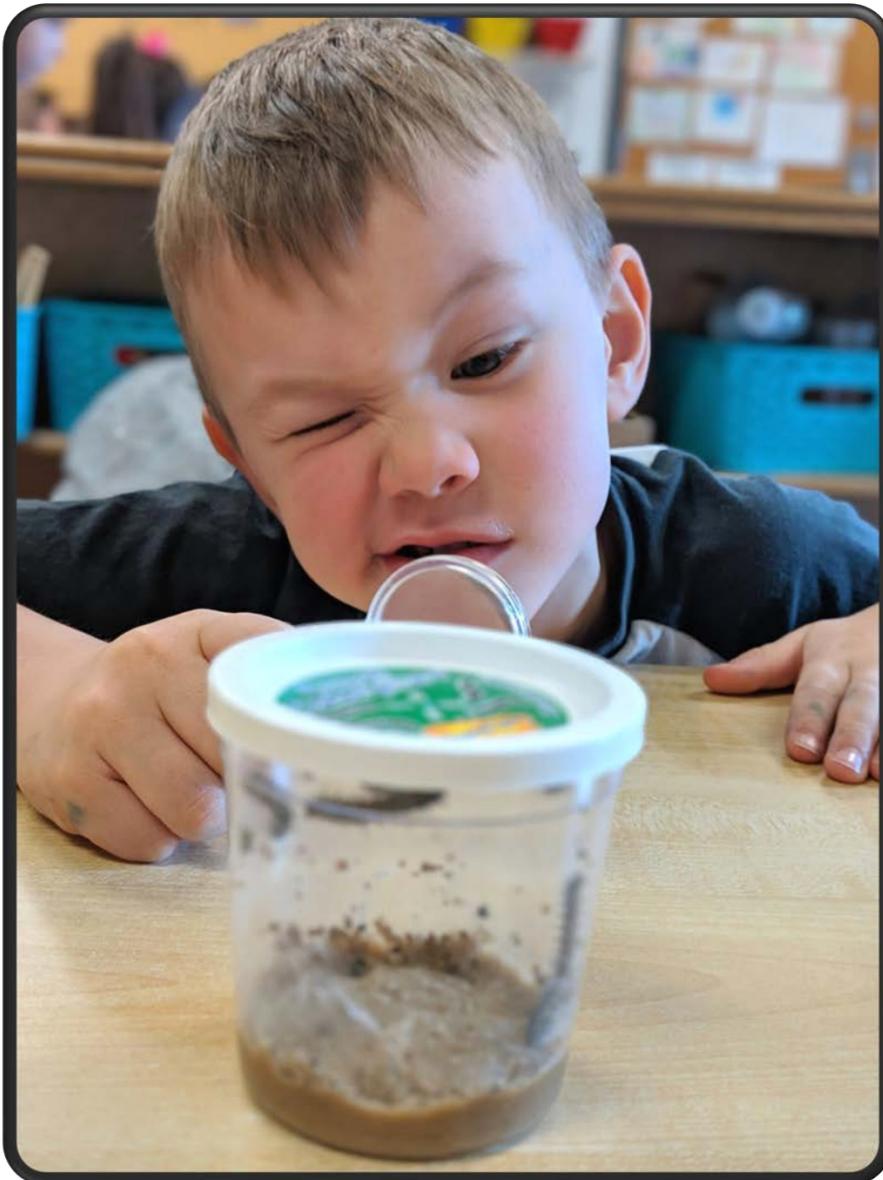
Strategic
Abandonment

Strategic
Momentum
& Continuity



Phase I

Readiness



WHY

- Build capacity to imagine the future
- Generate interest of community
- Gather input from a broad base of stakeholders

HOW

- Demonstrate trust in process
- Presentations to civic organizations
- Staff development
- Communication/Collaboration
- Prepare representative team
- Collect vital signs





Setting the Stage

STEP 01

Establishing a strategic steering committee consisting of 25–30 staff and community members

STEP 02

Community Summit to communicate the process with the board and the larger community about the progress

STEP 03

Use engaged stakeholders serve as an Ambassadors to the community about the strategic plan

Strategic Plan Team

Community

Parents

Business leaders

Civic leaders

Board members

District

Secondary staff

Elementary staff

Central office

Students

PHASE II: Design

1

- Strategic Planning session
 - Planning Team with all stakeholders
 - First Planning session -20+ hours
 - Decisions by agreement

2

- Action Planning

3

- Second Strategic planning session

Starting the Work



01 STEERING COMMITTEE

meets for several days to discuss strengths, needs and aspirations of district

02 AGREEMENT VERSUS MAJORITY VOTE

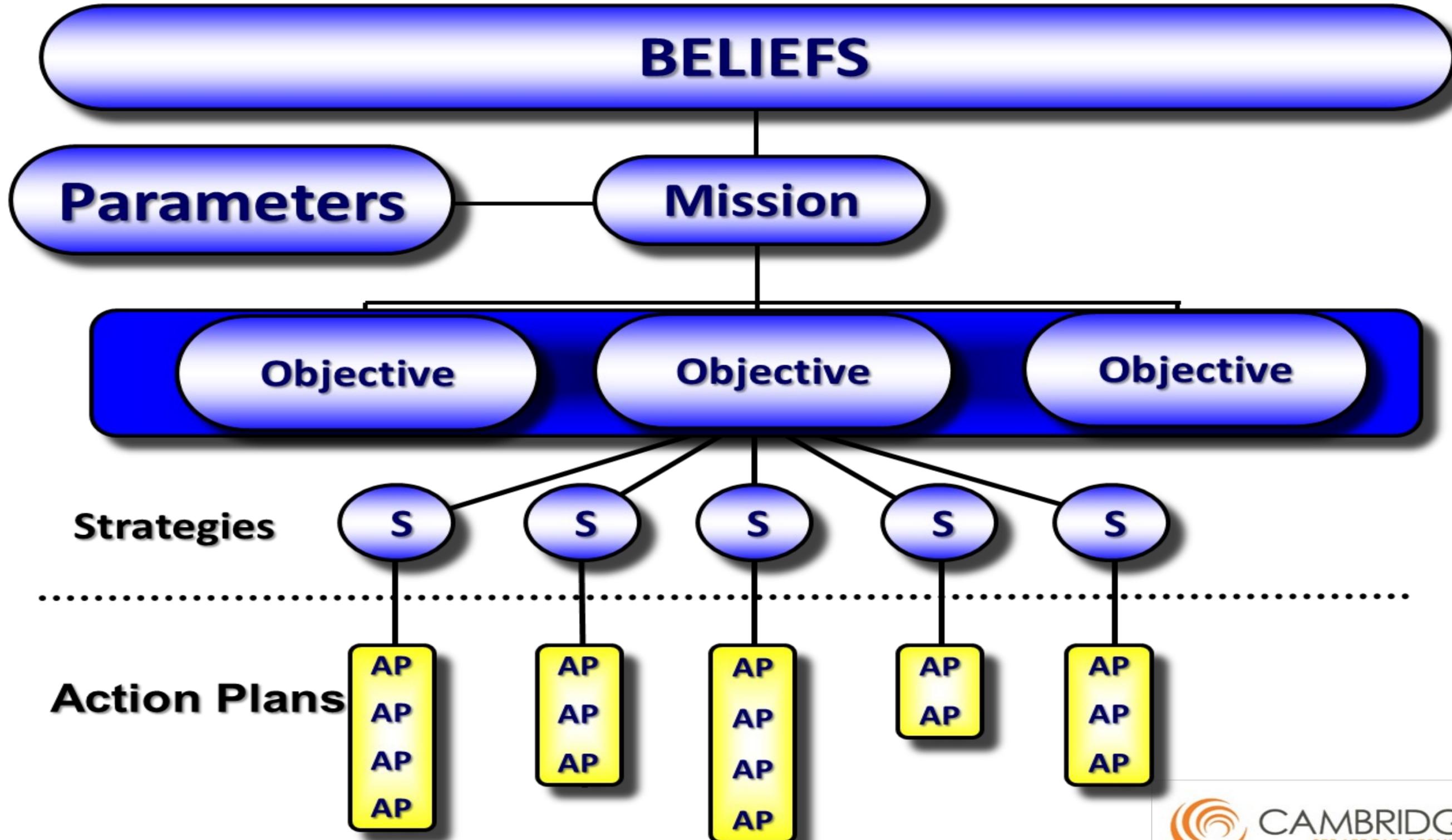
to foster "buy-in" and support

03 DRAFT STRATEGIC PLAN DEVELOPED

disseminated and additional people recruited to work on action plans

Phase II. Strategic Plan

CONVICTIONS – CONDITIONS – COMMITMENT



Analyses

✓ Internal Factors

–A thorough, unbiased, tripartite examination of the organization: *strengths, weaknesses, and the critical analysis of organization.*

✓ External Factors

–Social, technological, economic, educational, political, and demographic factors, circumstances, and conditions over which the organization has no direct control.

Developing Action Plans

01

WIDE CROSS-SECTION OF COMMUNITY MEMBERS

Identify chair and co-chair

*training for action team
leaders*

02

THE WORK

100 calendar days to
develop specific action
plans

*review best practices
and cost -benefit
analysis*

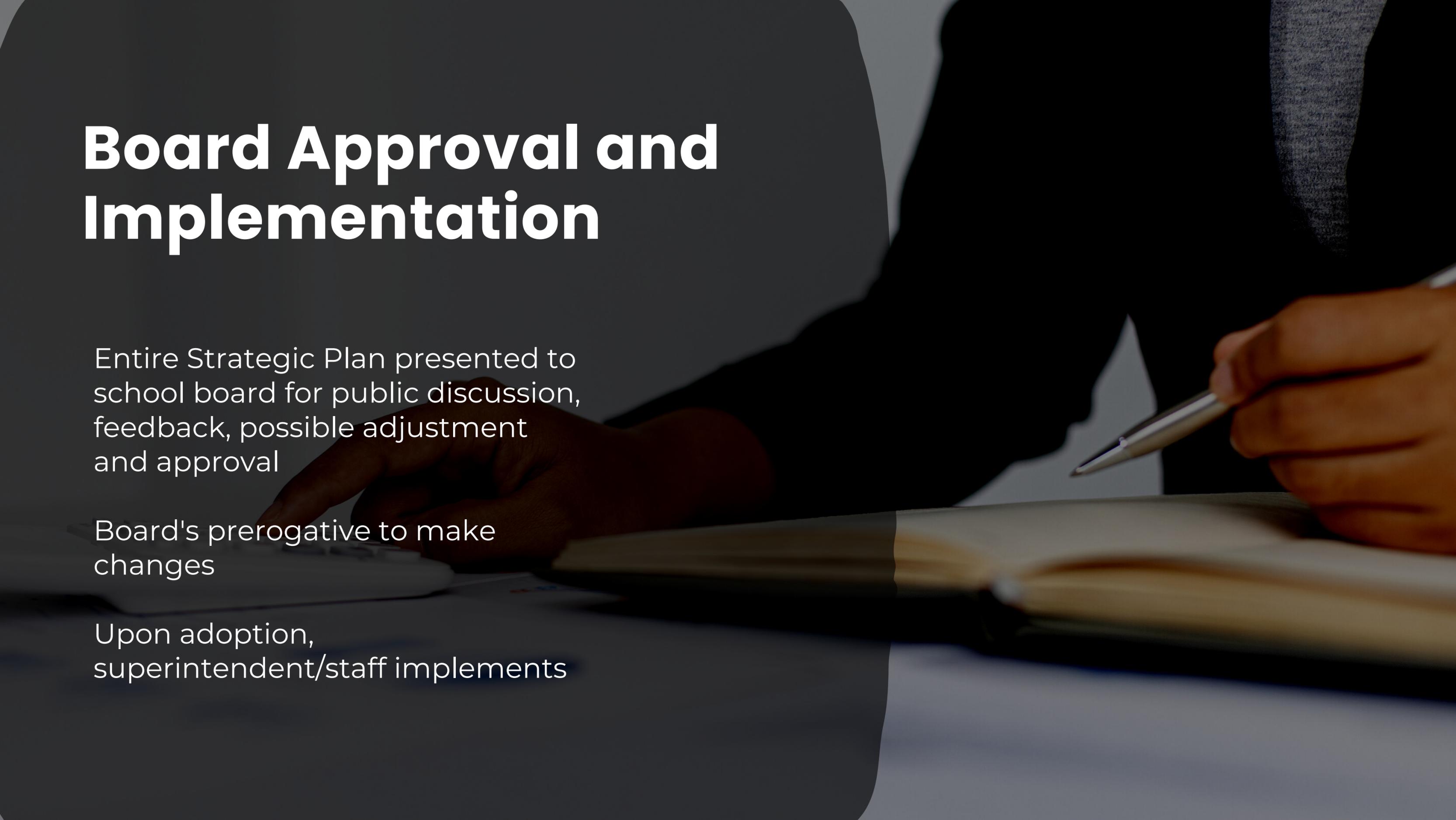
03

STRATEGIC ABADONMENT

Teams present
proposed action
plans

*Steering committee
approves and revise*

Board Approval and Implementation

A background image showing a person's hand pointing at a document on a table, while another person holds a pen over it, suggesting a meeting or discussion.

Entire Strategic Plan presented to school board for public discussion, feedback, possible adjustment and approval

Board's prerogative to make changes

Upon adoption, superintendent/staff implements

Community Engagement

Indicators of Community Involvement, Strategies, Action Plans, and Highlights

Snapshot of the Numbers:

- *Strategic Planning Team: 32 people x 751 hours over 3 days*
- *Action Team Leader Training: 21 people x 63 hours*
- *Action Teams: 182 people x 2,673 hours*
- *55 Action Team Meetings + 4 Strategic Planning Team Meetings*
- *Dozens of Small Group Action Team Meetings • Estimated Small Group/Research Hours = 450+*
- *Student Involvement:*



182+
People

3,487+
HOURS

67
Days

450+

Research Hours



59+
MEETINGS



IMAGINE 2026

TEXARKANA INDEPENDENT SCHOOL DISTRICT

SUMMARY REPORT

Indicators of Community Involvement, Strategies, Action Plans, and Highlights

Snapshot of the Numbers:

- Strategic Planning Team: 36 members
- Action Team Leader Training: 12 Leaders; 2 hours
- Action Teams: 6 Action Teams; 126 members
- Action Team Meetings: 32 meetings; 86 hours (after the school day)
- Strategic Planning Team Meetings: 36 members x 8 hours x 4 meetings = 1,152
- Dozens of Small Group/Research Hours: 163 hours+
- Student Involvement: 4 students on SPC, varied students on individual action teams
- SPC Summit: 100+ (open to the public); 2 hours
- Action Team Kick-Off: 100+ (open to the public); 2 hours



PHASE III: Action/Implementation

1

- Create implementation timeline
- Communicate plan
- Budget for implementation

2

- **Board Adoption**
- Mutual commitments and expectations
- Determine measurement strategies for objectives

3

- Implementation Periodic updates
- Annual Strategic Plan Team review

Strategic Planning –

a means to build a district vision and build community support and trust

School Board
Superintendent
Administrative Staff
Principals
Teachers
Schools
Home
Community Stakeholders

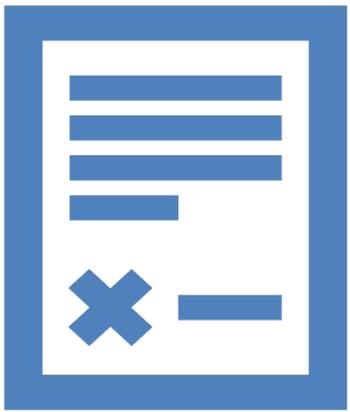




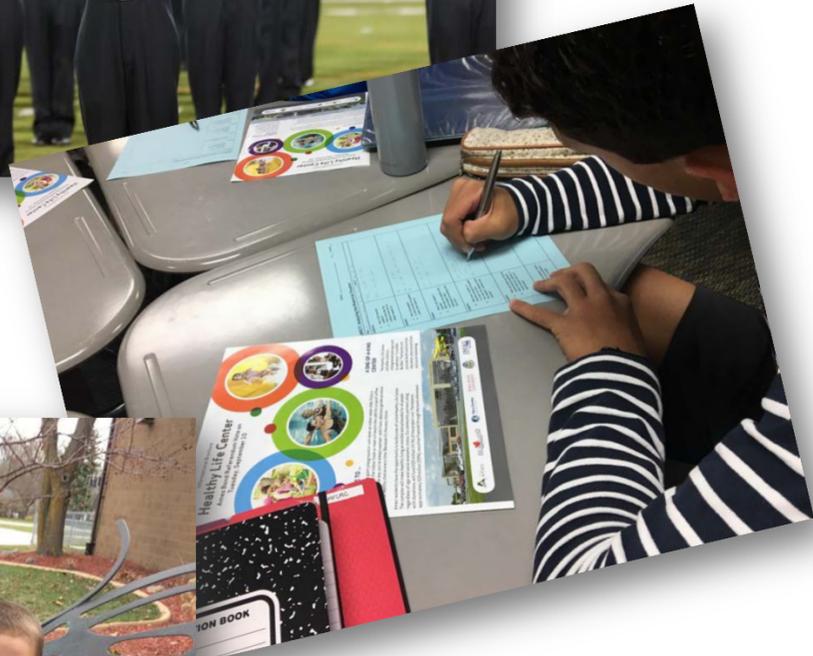
GOOD CHOICES



Trust that ...



People of good will, working for the common good, will always make good choices.



What the best and wisest parent wants for his own child, that must the community want for all its children.

–John Dewey