



Yellow Springs Schools

National Schools of Excellence Educating Lifelong Learners

Class of 2020 Initiative Update

November 5, 2010

Hello all,

It seems like forever since the last official update on the Class of 2020 Initiative. Having said that, solid progress is being made. Hence, I wanted to provide you with a brief update in case you've missed the monthly reports at our school board meetings. I hope you find this update of interest and will stay tuned as we make further progress on the initiative. If you have any questions, do not hesitate to contact me directly in the meantime.

The selection committee that reviewed the proposals did not select an organization to lead the effort. Instead, the committee recommended breaking the initiative into two distinct but related components: 1) Expansive Thinking and 2) Community Interaction and Plan Development.

Expansive Thinking

The selection committee recommended contracting with the Knowledge Works Foundation to lead this component. As you may have read in the YS News recently, the board of education approved working with Knowledge Works Foundation at their October 30 meeting. Specifically, Knowledge Works was asked to make contributions that will help inform the development of the strategic plan. This includes:

1. Two workshops that help participants envision how 21st century learning might occur (one workshop is specifically with the teachers on December 3 and the other is for the broader community; date TBD)
2. A report and public presentation on schools implementing cutting edge education with an assessment of the pros and cons as well as advice on the appropriateness to Yellow Springs and how it might be implemented here.
3. Example of schools that have implemented novel and successful programs to recruit, retain, compensate, and evaluate topnotch teachers.
4. Examples of radical financial models.

As part of the *Expansive Thinking*, we will also launch a speaker's series on the future of education. This series will include presentations to the public to promote future thinking, inspire involvement, and engage the broader public in the dialogue. The series is slated to begin in the New Year. Topics and speakers are still being formalized at this time.

Community Interaction and Plan Development

In terms of *Community Interaction and Plan Development*, we will work with a facilitator in cooperation with an oversight steering committee comprised of board, teachers, staff, students, and community member to oversee the development of the strategic plan. The process will provide avenues for broad community input and reflection. Also, the process and plan will address the requirements stated in the original request for proposals. The board will be discussing the facilitator options, taking into consideration the cost as well as the quality. Once a facilitator is selected, the board will submit a funding

request to the Yellow Springs Endowment for Education to help pay for the associated costs of the development of the strategic plan.

As stated previously, the purpose of the initiative is to provide a shared vision and implementation plan to meet the educational needs for the future generations of Yellow Springs students. We look forward to collaborating with the teachers, staff, parents, students, and citizens of Yellow Springs as we deliberate on the future of our public schools.

Best, Sean

Class of 2020 Initiative Update

July 26, 2010

Hello Readers,

I am pleased to announce that the Board of Education has released an official request for proposals to select a firm to help develop a ten-year strategic plan (a.k.a. Class of 2020 Initiative). The full proposal is available on the district website. I encourage you to read it as well as share it with anyone you think would find it of interest, especially qualified strategic planners.

We have sent it directly to about 20 firms who specialize in strategic planning. They are mostly located in the state of Ohio, while a few are national and international firms with expertise in design thinking, strategic planning, and education reform. Further, we will share this RFP with hundreds of contacts from around the state of Ohio and beyond to spread the word on our district's intentions.

From the Class of 2020 Initiative, we will develop a plan that sets broad strategic goals for the district that will guide us over the next ten years as we lead our exceptional schools into the future, creating a learning environment that inspires all students.

We hope that you will be part of the Class of 2020 process!

Cheers, Sean

Class of 2020 Initiative Update

June 11, 2010

Dear Everyone,

Like with the superintendent search, I will provide periodic updates on the district website so you can stay in touch with the progress being made on the *Class of 2020 Initiative*. In this first update, I have included a draft document outlining some of the initial thoughts as well as the timeline (please see below). The next two major steps include: 1) the formation of a steering committee by the board; and 2) the development of a request for proposals that will be released to enable us to identify a facilitator that is the right fit to help manage this initiative.

In the meantime, sit tight and look forward to more news on this critical initiative to design and implement an exemplary and sustainable public education system for Yellow Springs.

REQUEST FOR PROPOSAL

STRATEGIC PLANNING FIRM

Yellow Springs Exempted Village School District

Introduction

Yellow Springs is one of the most educated, diverse and beautiful communities in Ohio, recently voted best hometown by Ohio Magazine as well as ranked in the top three of America's coolest small towns by Budget Travel. Our public schools are one of the community's most vital assets, and we have been self-described as the "Education Village." The school district currently serves over 700 students in total (includes 148 students through open enrollment from 15 districts in four counties) and has an annual operating budget of nearly \$8 million. Our schools offer a high-touch learning environment, receiving substantial community support to make this possible.

The Yellow Springs Exempted Village School District (www.yellow-springs.k12.oh.us) is embarking on a search for an exceptional strategic planning firm that will facilitate a process that enables the district to mature from a nationally recognized School of Excellence into an exemplary 21st century model of public education that will be studied by scholars and politicians for decades. We are seeking proposals from firms with experience in facilitating strategic planning for education institutions.

Project

The Board of Education of the Yellow Springs public schools is seeking to develop a ten-year strategic plan referred to as the Class of 2020 Initiative. The purpose of the initiative is to provide a shared vision and implementation plan to meet the educational needs for the future generations of Yellow Springs students. The plan will be developed in the context of the current social and economic environment as well as in consideration of future expectations about the type of 21st Century skills young people will need in order to meet the challenges they confront personally and professionally. In particular, the Yellow Springs Board of Education is singularly focused on ensuring that each graduate is college and/or career ready.

Scope of work

The scope of work includes facilitating the development of a ten-year strategic plan that will result in the design of a school district that reflects an innovative and sustainable model of public education. The selected firm must use a methodology that prioritizes **public engagement**. This means that the firm will coordinate, host, facilitate, and summarize activities that gather substantial and broad-based community input.

The plan will focus on current and future challenges and opportunities. Core areas of examination will include, but are not limited to: 1) curriculum (what students learn): how students learn, how they are evaluated, how teachers will teach, how they will be evaluated, how they will be compensated and what career trajectories they might take; 2) finances; 3) facilities and technology; and 4) local, state, and federal partnerships. The work will also take into consideration the numerous types of individuals that comprise today's diverse student population, including but not limited to: 1) racial, ethnic, cultural, and socio-economic diversity; 2) special education and gifted students, and 3) students from external districts who attend Yellow Springs schools.

The scope of work will include to some extent: 1) research on exemplar models of public education; 2) development of a comprehensive ten-year strategic plan that outlines the future direction of the school district; 3) proposal of new programs, and/or the leveraging of existing programs to better meet the needs of students; 4) financial modeling that illustrates a sustainable model of public education for Yellow Springs; and 5) infusion of technology as an integral part of the plan.

The Yellow Springs Board of Education will assign project liaison(s) in order to effectively coordinate the firm's tasks and to serve as the primary liaison between schools and the firm. As well, the Board of Education office will coordinate meetings between the firm and school leadership team and the entire staff as needed. The Board of Education office will also help coordinate logistics for communication engagement.

Deliverables

At a minimum, we would expect the following deliverables:

1. Report on suggested models for our plan to ensure that every Yellow Springs graduate is college and/or career ready.
2. Strategic plan including:
 - a. vision, mission, values, goals, strategies
 - b. implementation strategy and timeline
 - c. measurable outcomes
 - d. evaluation benchmarks
 - e. forecast of ten-year trends in education
3. Summary of inputs from participants

Minimum requirements

Firm must be fully capable of providing services as described herein as evidenced by experience, certifications, references submitted in response to this RFP. Firm must be able to demonstrate ability to successfully conduct strategic planning for K-12 institutions and/or proven success working with other educational institutions.

Firm must be available to work on this project throughout the period indicated in this RFP.

All plans, reports, and any other materials related to this project will be the property of the Yellow Springs Board of Education.

Fees and Compensation

All proposals must include a Project Estimate that shall itemize estimates of fees, materials, supplies, travel, and other associated costs.

Materials to be submitted with proposal

Certificate that proposer does not discriminate in employment practices and shall abide by all applicable Federal and State statutes.

Provide a description of the scope of services is required to develop deliverables, including (but not limited to) a comprehensive description of the strategic planning process you would recommend for the Yellow Springs schools.

Provide examples of previous experience working with educational institutions and, specifically, K-12 public schools.

Provide specific examples of ability to develop unique, successful solutions for clients (client name may remain anonymous but examples must be sufficiently detailed).

Provide a description of approach to project communication, planning, scheduling and cost control, to include a timetable of key stages for this project. Include a description of expectations of Yellow Springs' school personnel.

Identify the project team members (professionals and consultants) who would be assigned to this project and describe their roles. Include brief qualifications of each person identified.

Provide a summary of similar projects during the last three years, which includes project descriptions and results realized by clients.

Provide a minimum of three references for similar educational projects. References must include names and current phone numbers of clients.

Provide a list of the firm's recent, current, and projected workloads by project name and geographical location.

Outline fees, itemized as described in this RFP.

Class of 2020 Initiative
Strategic Plan for Yellow Springs Public Schools

Introduction

The Board of Education of the Yellow Springs public schools will develop a strategic plan referred to as the "Class of 2020 Initiative." Today's educational environment is one of flux: At the national level modified NCLB, along with "Race to the Top" (RttT), changes in educational and the job market are driving major changes in education. At the local level teacher demographics, budgetary conditions and changing student populations set a context for issues to be addressed.

The purpose of the Class of 2020 Initiative is to provide a shared vision and implementation plan to meet the needs for the future generations of Yellow Springs' students.

Scope

The Class of 2020 Initiative is a board-level strategic plan, which will be developed in the context of the current environment and future expectations, including:

- Superintendent's Education Plan
- 5 Year Budget Forecast
- Financial Opportunities and Constraints
- Union Contracts
- Community Expectations
- State Mandates
- Federal Program

- Changing Needs for Education
- Global Competitiveness

The scope of the strategic plan will be comprehensive in design, including, for example: educational philosophy of the district, curriculum development, finances, facilities, levies, etc. Stakeholder engagement will be central to the plan in addition to looking at exemplar models of public education around the world. While the plan is intended to guide the future of the Yellow Springs public education system, it may serve as a model for other districts around the state.

Steering Committee

A steering committee will be formed to provide oversight of the process. The composition of the committee will be similar to the composition used in the search for the superintendent: board members, teachers, administrators, staff, students, and community members.

Planning Process Timeline

1. June 10	Board meeting update
2. June	Identify steering committee
3. June	Develop RFP
4. July	Release RFP
5. August	Evaluate proposals; Select and interview finalists
6. August	Select consultant
7. September	2020 Education forum kick off
8. September to December	Strategic planning process
9. October	2020 Update
10. November	2020 Update
11. December	2020 Update
12. January	Adopt and disseminate 2020 plan
13. January to March	Preparation to implement
14. March	Begin implementation

Other Resources

Facing the Crisis in K-12 Funding

<file:///Users/screighton/Documents/Microsoft%20User%20Data/Saved%20Attachments/Facing%20the%20Crisis%20in%20K-12%20School%20Funding.htm>

Conducting Strategic Planning

http://managementhelp.org/plan_dec/str_plan/str_plan.htm

2020 Forecast: Creating the Future of Learning

http://www.futureofed.org/pdf/forecast/2020_forecast.pdf

Sir Ken Robinson: Bring on the learning revolution

http://www.ted.com/talks/sir_ken_robinson_bring_on_the_revolution.html

Strategies for school leaders when dealing with customer-service expectations, self-interest and stealth-fighter tactics by Neil Howe

Building a Better Teacher by Elizabeth Green NYT: March 7, 2010

Feb 1991: William Watson Purkey: What is Invitational Education and How Does It Works?

The Finnish Miracle

http://www.greatschools.org/students/finland-education_gs?content=2453&page=all