



INDIANA STATE BOARD OF EDUCATION
STRATEGIC PLANNING COMMITTEE MEETING MINUTES

December 3, 2013
9:00 AM

Indiana Government Center South – Conference Room 1
402 West Washington Street
Indianapolis, Indiana 46204

Committee Members

Present: Superintendent Glenda Ritz, Mr. Dan Elsener (committee chair), Dr. David Freitas,
Ms. Sarah O'Brien, Dr. Brad Oliver, and Mr. B.J. Watts

Absent: none

Board Staff Members: Anne Davis, Claire Fiddian-Green

CELT: Rick Rozzelle, Chris Craig, Harvey Perkins

The meeting was called to order by Chairperson Dan Elsener at 9:05 AM with all Committee Members present. The meeting was facilitated by the Committee's strategic planning consulting firm, the Center for Education Leadership and Technology ("CELT").

Rick Rozzelle, President of CELT, provided an overview of strategic planning and its value to an organization. The overview included an explanation of the importance of aligning resources to priorities so that the significance of the priorities is clear. Mr. Rozzelle explained that a strategic planning process can strengthen relationships within an organization by helping those groups involved to focus their efforts and work together to make information easier to share.

Chris Craig from CELT introduced the Balanced Scorecard Process. He explained a Balanced Scorecard allows agency leaders to let go of initiatives that will no longer be a focal point of the entity and allows the agency to instead focus on the priorities identified in the Balanced Scorecard. Mr. Craig explained the difference between an organization's mission and vision, noting that a mission captures what the organization is, who it serves and the services offered, while a vision captures where the organization wants to be in 20 years. He explained that the general trajectory of an organization is what lies between an organization's mission and vision.



Mr. Craig explained goals as very large priority areas and clarified that these are not the same as SMART goals, which in this process are objectives. Mr. Craig stated that overwhelmingly the goals of educational organizations are consistent, and added that while the goals may be consistent, the key is implementation and how an organization chooses to accomplish those goals. Mr. Craig stated that if an organization has too many priorities, nothing will be accomplished. Mr. Rozzelle explained the correlation between the Balanced Scorecard and what happens in schools. He asked that the committee be mindful during the Strategic Planning process of how the plan is both meaningful and a service to schools as they go through this process.

Harvey Perkins summarized the importance of fewer goals to allow for focused priorities. He explained that the mission and vision are addressed first in strategic planning, as redefining an organization's mission and vision is not an annual process. Mr. Craig stated the importance of metrics in a Balanced Scorecard, as the metrics define a strategy in more detail than a strategy statement alone. Mr. Craig stated the two questions to be asked when evaluating a strategy are: (1) Is the strategy being carried out with fidelity?, and if so, (2) Is the strategy providing the intended results? Mr. Craig explained that the answers to those questions will guide the follow-up needed for each strategy during implementation.

Mr. Perkins introduced the concepts of mission and vision for an organization. He explained that while people often want to develop goals first, an organization should first stop and reflect. Mr. Perkins explained the need for an organization to agree on its purpose and vision prior to embarking on goals. He stated vision, mission, and goals are all intertwined, but they vary based on the individual organization. Next, Mr. Perkins asked Committee members to discuss the definitions of mission, vision, and goal with the person seated closest to them. After the discussion, Committee members reported back to the full group and Mr. Perkins summarized the discussion.

Mr. Perkins transitioned the Committee into a working session and divided the Committee into two groups, with three members in each group. Superintendent Ritz led one of the groups, and Committee Chair Dan Elsener led the second group. Each group was provided a list of mission statements from Fortune 500 companies and asked to review the list for commonalities in style and intent. The groups were also asked to discuss initial concepts they would like included in the mission statement for this strategic plan. The groups were encouraged to draft a mission statement if they had sufficient time. The groups were then provided time to complete the exercise. At the end of the allotted time, Mr. Perkins called the Committee members together. He asked each small group to share their draft mission statement and then asked the other



group to comment on what they liked about the draft mission statement presented by the other group. Mr. Perkins repeated the exercise, shifting the content to vision statements. At the end of the exercise Mr. Perkins stated he would summarize the work done during the small group activities and provide it to the full Committee at a later time with directions for the next step.

Mr. Rozzelle provided an introductory overview of the involvement of constituent groups in the process. He explained the different input that can be gathered from constituent groups, including gathering constituent group opinions and allowing for input and feedback. He stated the type of involvement by a constituent group may depend on the nature of the group as well as the involvement desired by the Committee. Mr. Rozzelle provided options for consideration as to who the Committee may wish to have gather the information and facilitate sessions with constituent groups. Mr. Craig added that the Committee may wish to think about gathering input from constituent groups related to how the constituent group can support the implementation of the Strategic Plan beyond input related to the development of the goals themselves.

Mr. Rozzelle provided a brief explanation of the January meeting process as well as the February constituent group involvement. Mr. Craig provided an explanation of the Committee members' homework, which included the drafting of three goals by December 20. Mr. Craig provided detail as to how the draft goals should be submitted by the Committee members, compiled, and then reviewed by CELT for consistent themes.

Mr. Elsener thanked the Committee members and CELT for the day's work.

The meeting was adjourned at 2:00 p.m.