



INDIANA STATE BOARD OF EDUCATION
MEETING MINUTES: STRATEGIC PLANNING

January 15, 2014
9:15 AM

Indiana Government Center South – Auditorium
402 West Washington Street
Indianapolis, Indiana 46204

State Board of Education Members

Present: Superintendent Glenda Ritz (Board chair), Mr. Troy Albert, Mr. Dan Elsener (committee chair), Dr. David Freitas, Mr. Gordon Hendry, Ms. Andrea Neal, Ms. Sarah O'Brien, Dr. Brad Oliver, Mr. Tony Walker, Mr. B.J. Watts, and Ms. Cari Whicker

Absent: none

Board Staff Members: Anne Davis, Claire Fiddian-Green

CELT: Chris Craig, Harvey Perkins

The strategic planning meeting was called to order by Strategic Planning Committee Chairperson Dan Elsener following the end of the State Board of Education's business meeting earlier that morning and short break. Mr. Elsener noted that the full Board would be working on further developing the draft mission and vision statements developed by the Strategic Planning Committee, and that the final plan would be a plan for K-12 education in the state of Indiana. Mr. Elsener asked for approval of the December 3, 2013, Strategic Planning Committee minutes. Dr. Freitas moved to approve the minutes. Dr. Oliver seconded. The minutes were approved unanimously by voice vote. The meeting was facilitated by Chris Craig and Harvey Perkins of the Center for Education Leadership and Technology ("CELT"), the Board's strategic planning consulting firm.

Superintendent Ritz welcomed participants to the meeting and recognized CELT to begin the day's work. Mr. Perkins provided an overview of what makes an organization's mission and vision unique to that agency. He explained the consistency of most states' mission and vision statements and explained the goals, strategies and metrics are what provide the state-specific



flavor. He stated that as the Board develops its own strategies and metrics, the plan will become specific to Indiana. Mr. Perkins briefly reviewed the purpose of a mission (establishing what an organization is, what it does, and who it serves) as compared to a vision (identifying where the organization wants to be in 10 years). Mr. Perkins then transitioned to the two draft mission statements created by the Strategic Planning Committee during its December 3, 2013, meeting. Board members were seated in three separate groups, and Mr. Perkins asked each group to work separately on the task. He stated the groups would have 10-15 minutes to discuss the two draft mission statements and address three questions: (1) Which draft mission statement best communicated the Board's purpose?, (2) Are there any concepts in the other draft mission statement that the group wants to capture?, and (3) What concepts, if any, were not captured in either draft mission statement, but should be considered? Mr. Perkins explained to the groups that the purpose was to capture concepts and ideas, and that CELT would take care of the word-smithing and provide a synthesized document at a later date. After the groups addressed the questions, Mr. Perkins brought the groups back together and each small group shared their responses with the full group. During the small group sharing, Board members and the CELT consultants discussed the importance of the final plan capturing those areas over which the Board has control and can manage.

Mr. Perkins introduced the next activity, which addressed proposed vision statements. He indicated the Board would repeat the activity they had just completed, but this time the focus would be the two draft vision statements created by the Strategic Planning Committee during their December 3, 2013 meeting. Mr. Perkins reminded the Members that vision is aspirational for an organization and clarifies where the organization wants to be in the future. Mr. Perkins provided Board members with the two draft vision statements previously generated by the Committee and repeated the questions used to guide the small group discussion for the mission statement activity. He gave the groups 15 minutes to complete the activity, at which time the small groups reported out to the large group. After each group shared the outcomes of their discussion, Mr. Perkins stated he would synthesize the groups' work and provide the resulting vision statement at a later time.

Mr. Perkins transitioned to an activity focusing on goals, and explained that the goals within a strategic plan should capture all of the work. He summarized the homework of the Strategic Planning Committee from their December 3, 2013, meeting. Mr. Perkins explained that after three goals were submitted by each Committee member, CELT reviewed the proposed goals for commonalities. CELT's analysis for commonalities led to the five goals being proposed. Mr. Perkins explained the activity completed for mission and vision would now be applied to the five goals presented. The teams were provided 20 minutes to discuss the goals and respond to



the three questions. At the end of the small group discussion, each group reported out to the full group. The Board came to consensus that the three goals they would address during the afternoon would be learning, community, and human capital.

Mr. Perkins and Mr. Craig recommended working on the goals' objectives, as the objectives would help to flush out the specific language of the goals. Members were invited to work on the goal they were most interested in, and each goal ended up with at least three Board members selecting it for the afternoon's work. Once the Members divided themselves among the three goals, they were given 20 minutes to work on the objectives for their individual goal. At the end of the 20 minutes, each small group reported out the objectives they generated to the full group.

Mr. Craig commented that each of the goals is intended to ultimately impact student achievement. Committee Chairperson Dan Elsener asked about the turnaround time for the Board to receive the compiled information from CELT. Mr. Perkins stated that the information would be compiled and provided within the next few business days. He explained that the next step would be for him and Mr. Craig to take the work from today and create one mission and one vision statement. He commented there was still considerable work surrounding objectives, and the agenda for the Committee meeting scheduled for February 6 would be adjusted to allow the committee to complete the work related to SMART goals.

Mr. Perkins introduced the concept of Goal Teams, and explained that for each goal area there would be a champion from the Board and a sponsor from Department of Education ("Department") executive leadership. He said content area experts from the Department and other organizations would work to provide the detail, with ongoing communication and interaction with the Committee and Board. Mr. Elsener requested that each Goal Team also have a Board staff member assigned. He explained the importance of the alignment of resources to this plan to assist those implementing it with appropriate resources.

Anne Davis, Board Director, explained the three-phase process that would be used to gather constituent input. She outlined the February 7, 2014, constituent group session which would be facilitated by CELT. The constituent group activities would consist of two separate sessions in which to gather input about the mission, vision and goals from a wide variety of Indiana entities representing the educational community and community at large. The second phase would be gather input and share the proposed plan with the Career Council and Educational Roundtable. Phase three would involve sharing with legislative leadership. Board members



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provided feedback on the list of constituent groups represented, and Ms. Davis invited members to submit additional suggestions as soon as possible.

Mr. Craig and Mr. Perkins thanked the Board for their work. Mr. Elsener thanked the Committee and Board for their efforts and dedication in the strategic planning process. The meeting was adjourned at 3:00 PM.