WASB
WISCONSIN ASSOCIATION OF SCHOOL BOARDS

Organizational Consulting

Stakeholder–Driven
Strategic Planning

Stakeholder-Driven Strategic Planning: Data Organization Analysis
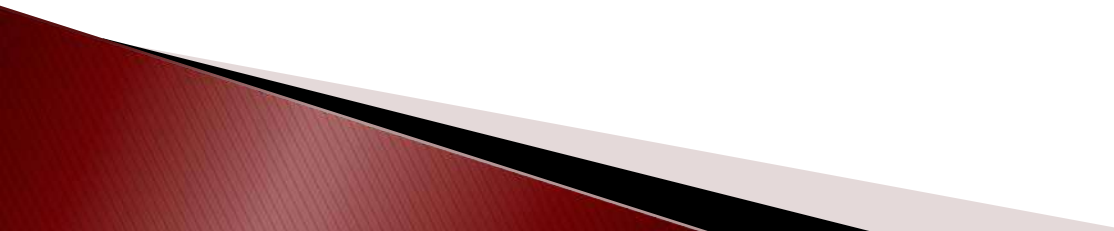
Guy Leavitt, Organizational Services

Email: gleavitt@wasb.org
Phone: 608-864-0631

WASB
WISCONSIN
ASSOCIATION OF
SCHOOL BOARDS

Meeting Goals

1. Presentation and review of the survey results
2. Review of the Pareto Analysis
3. Identification of strategic objectives
4. Organize strategic objectives into strategic themes or goals

Survey Results

Presentation of the Survey Results

▸ Review of the survey process
  ◦ Overview by Superintendent Mans
▸ Presentation of the results
  ◦ Guy Leavitt, WASB
▸ Each Team Member should have:
  ◦ Survey results
  ◦ Pareto Chart for each answer
  ◦ Summary of answers to open-ended questions (7 & 8) and WORDLE
 ◦ Summary of SOAR activity

Pareto analysis

From Wikipedia, the free encyclopedia

Pareto analysis is a formal technique useful where many possible courses of action are competing for attention. In essence, the problem-solver estimates the benefit delivered by each action, then selects a number of the most effective actions that deliver a total benefit reasonably close to the maximal possible one.[citation needed]

Pareto analysis is a creative way of looking at causes of problems because it helps stimulate thinking and organize thoughts. However, it can be limited by its exclusion of possibly important problems which may be small initially, but which grow with time. It should be combined with other analytical tools such as failure mode and effects analysis and fault tree analysis for example.[citation needed]

This technique helps to identify the top portion of causes that need to be addressed to resolve the majority of problems. Once the predominant causes are identified, then tools like the Ishikawa diagram or Fish-bone Analysis can be used to identify the root causes of the problems. While it is common to refer to pareto as "80/20" rule, under the assumption that, in all situations, 20% of causes determine 80% of problems, this ratio is merely a convenient rule of thumb and is not nor should it be considered immutable law of nature.

The application of the Pareto analysis in risk management allows management to focus on those risks that have the most impact on the project.[1]
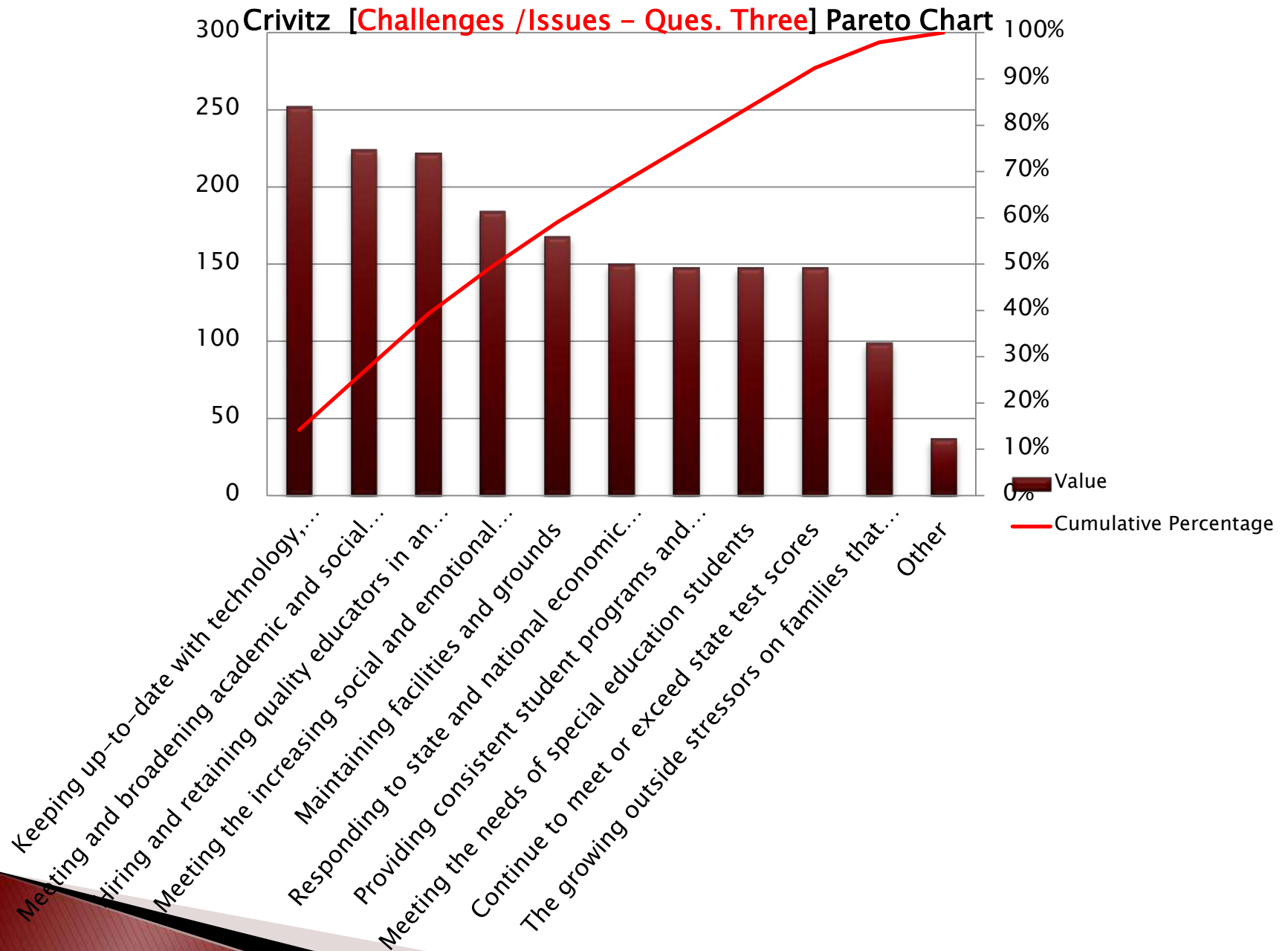

A Pareto analysis in a diagram showing which cause should be addressed first.
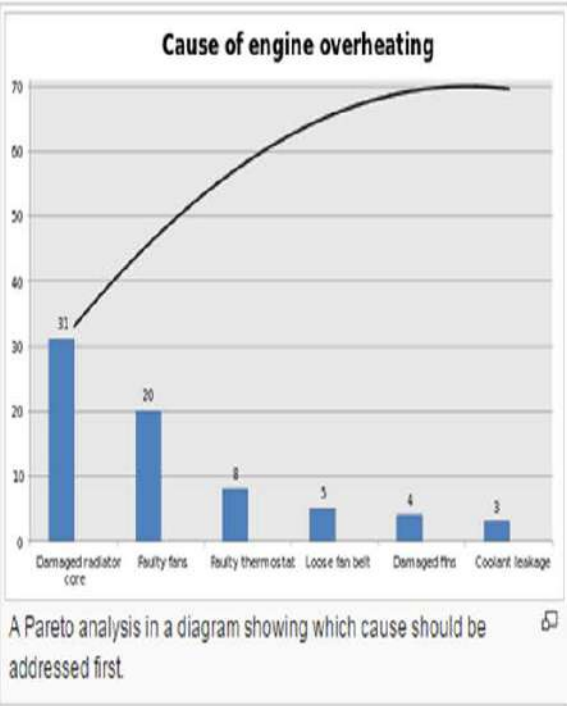
Please select your title. (although you may fit multiple categories, choose only one)

(375 responses)
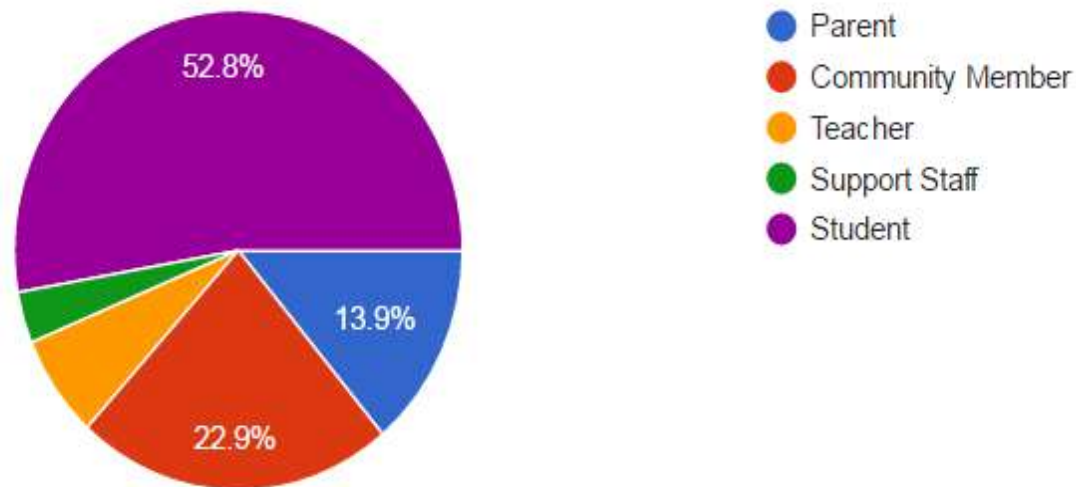
Pareto Chart Data -- CRIVITZ

Challenges / Issues - Question Three	Value	Percentage	Cumulative Percentage
Keeping up-to-date with technology, software, applications, and support	252	14%	14%
Meeting and broadening academic and social needs of our student population	224	13%	27%
Hiring and retaining quality educators in an increasingly competitive market	222	12%	39%
Meeting the increasing social and emotional concerns of students	184	10%	50%
Maintaining facilities and grounds	168	9%	59%
Responding to state and national economic conditions that affect the levels of financial support the district receives	150	8%	67%
Providing consistent student programs and services with declining enrollment	148	8%	76%
Meeting the needs of special education students	148	8%	84%
Continue to meet or exceed state test scores	148	8%	92%
The growing outside stressors on families that impact parental support and quality of student work and behavior	99	6%	98%
Other	37	2%	100%
Total	**1780**		

Crivitz [Challenges /Issues – Ques. Three] Pareto Chart

Value
Cumulative Percentage

Keeping up-to-date with technology…
Meeting and broadening academic and social…
Hiring and retaining quality educators in an…
Meeting the increasing social and emotional…
Maintaining facilities and grounds
Responding to state and national economic…
Providing consistent student programs and…
Meeting the needs of special education students
Continue to meet or exceed state test scores
The growing outside stressors on families that…
Other

Pareto Chart Data -- CRIVITZ

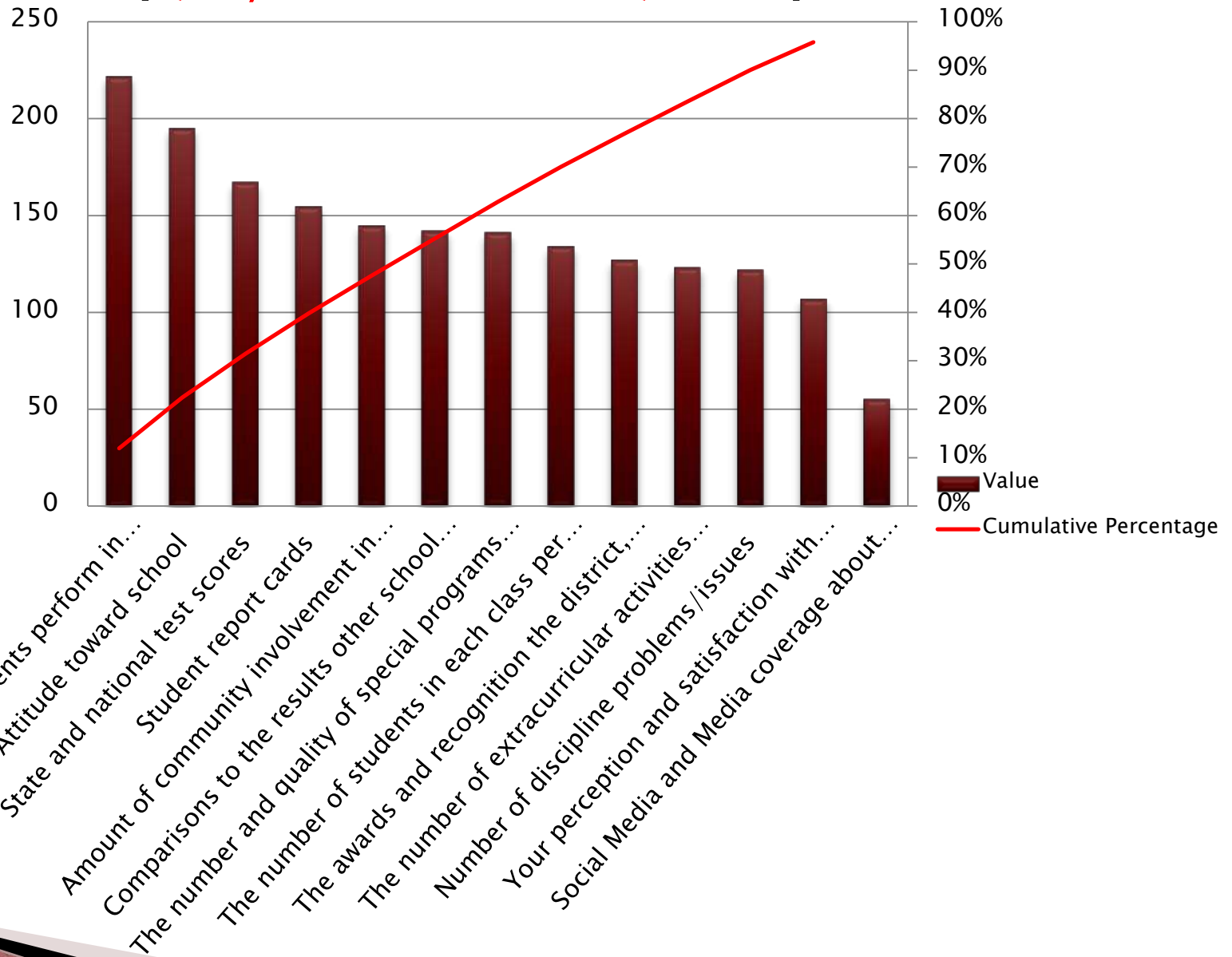| *Important Skills - Question 4*	Value	Percentage	Cumulative Percentage
The ability to collaborate and work productively with others and resolve conflicts when they arise	226	12%	12%
The ability to organize, prioritize, set goals, and manage them	210	11%	24%
Mastery of the communication skills writing, speaking, listening	186	10%	34%
Mastery of reading	176	10%	43%
The ability to use computer technology to extend learning and master subjects	156	8%	52%
The ability to locate information and use it appropriately	150	8%	60%
Mastery of Mathematics	135	7%	67%
Positive character traits	134	7%	74%
Consumer and financial skills	130	7%	82%
The ability to be a creative and critical thinker	121	7%	88%
Volunteerism and community service	64	3%	92%
Mastery of Science	60	3%	95%
Learn a foreign language	42	2%	97%
Mastery of Social Studies	33	2%	99%
Mastery of fine arts	21	1%	100%
Other	21	1%	101%

Total   **1844**

Crivitz [Important Skills – Quest. 4] Pareto Chart
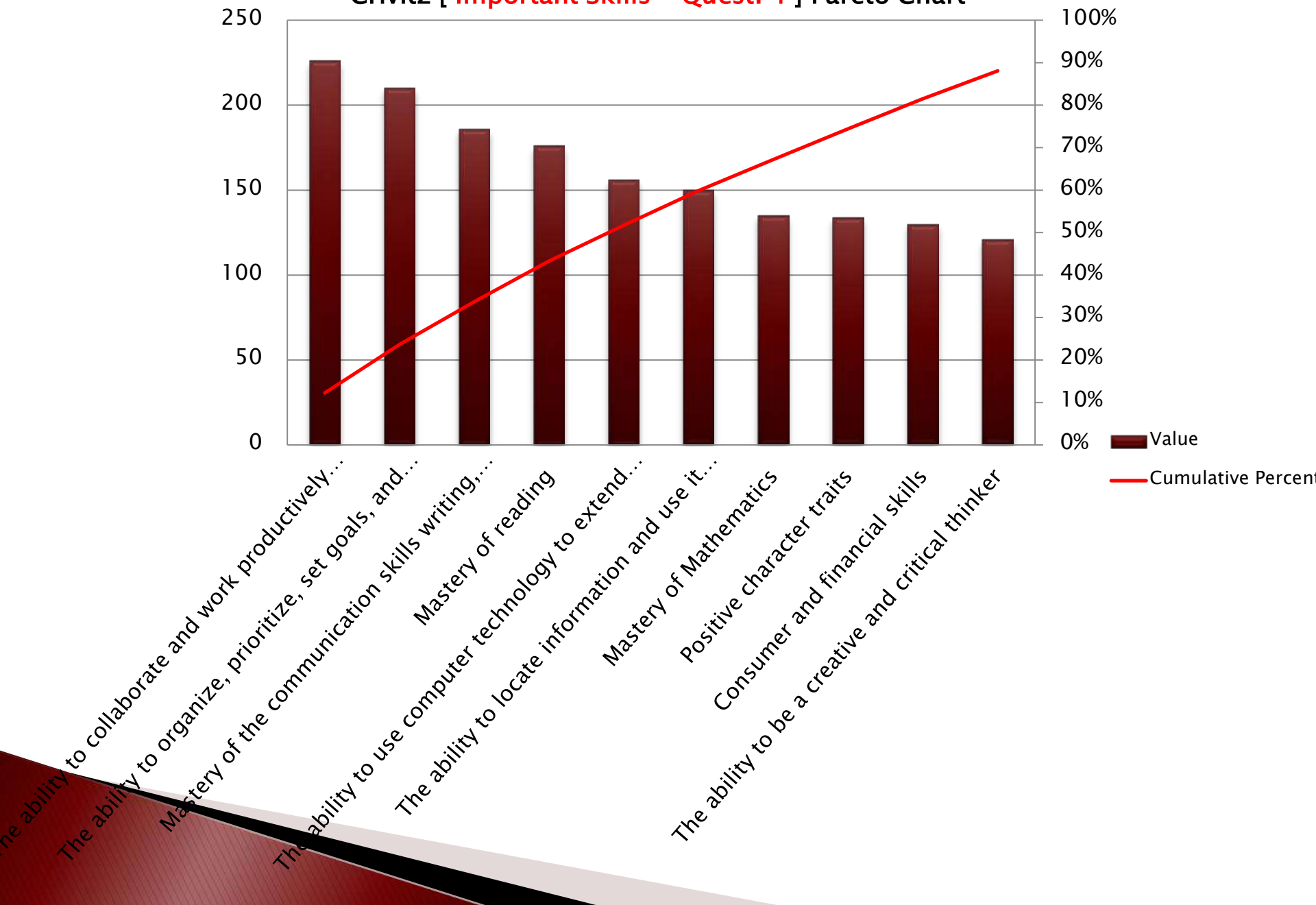
Pareto Chart Data - CRIVITZ

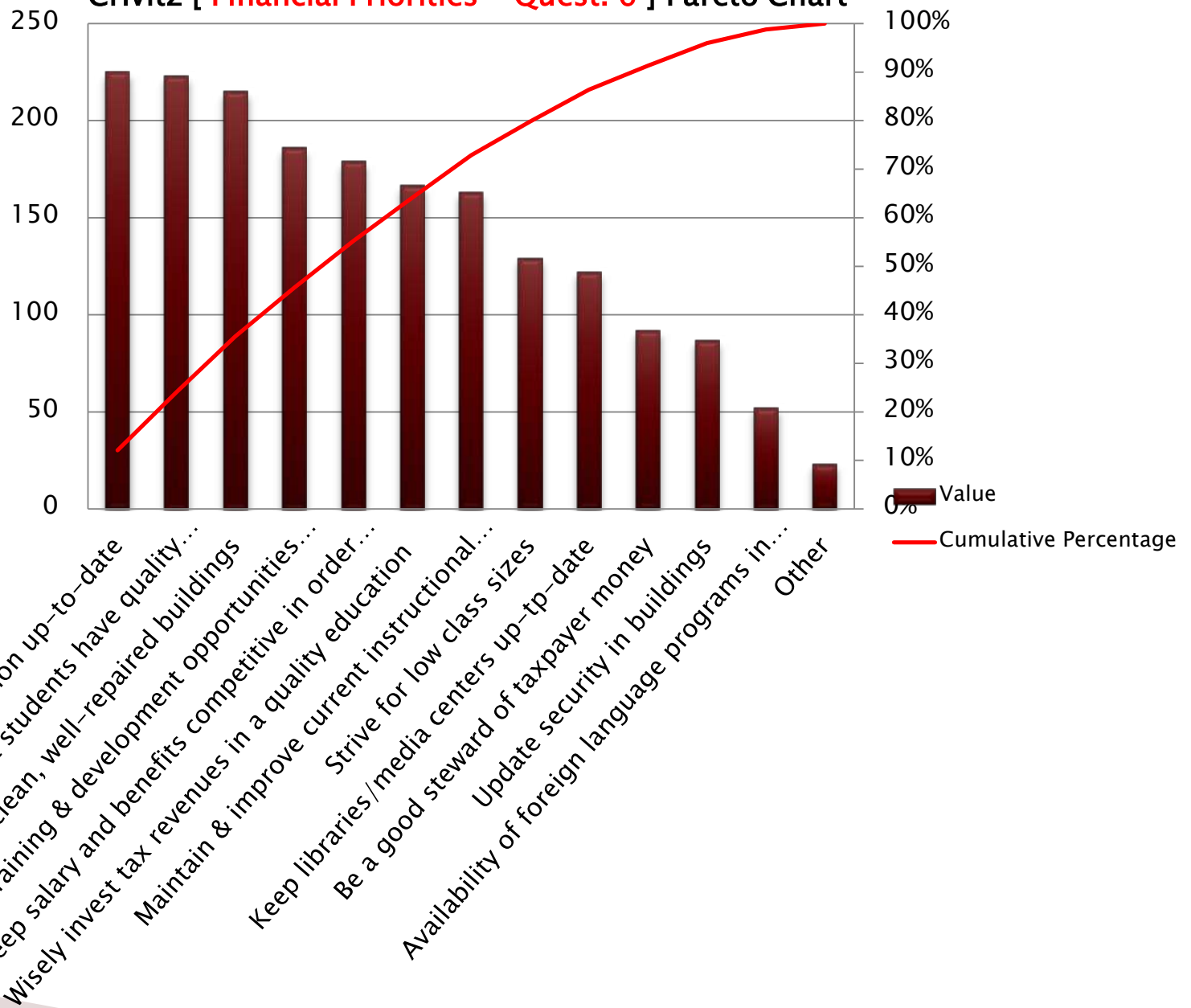| *Quality of Education Evidence -- Question Five*	Value	Percentage	Cumulative Percentage
How well the district students perform in high school (graduation rates, attendance, ACT scores)	222	12%	12%
Student Attitude toward school	195	10%	22%
State and national test scores	167	9%	31%
Student report cards	155	8%	40%
Amount of community involvement in school & student activities	145	8%	48%
Comparisons to the results other school districts achieve	142	8%	55%
The number and quality of special programs available to meet student needs	141	8%	63%
The number of students in each class per teacher (class size)	134	7%	70%
The awards and recognition the district, schools, teachers, or students receive	127	7%	77%
The number of extracurricular activities (clubs, sports, etc) that are offered	123	7%	83%
Number of discipline problems/issues	122	7%	90%
Your perception and satisfaction with district schools	107	6%	96%
Social Media and Media coverage about school and district achievements and recognition	55	3%	99%
Other	23	1%	100%
Total	**1858**		

Crivitz [Quality of Education Evidence – Quest. Five] Pareto Chart

Bar categories (left to right):
- How well the district students perform in…
- Student Attitude toward school
- State and national test scores
- Student report cards
- Amount of community involvement in…
- Comparisons to the results other school…
- The number and quality of special programs…
- The number of students in each class per…
- The awards and recognition the district,…
- The number of extracurricular activities…
- Number of discipline problems/issues
- Your perception and satisfaction with…
- Social Media and Media coverage about…

Legend:
- Value
- Cumulative Percentage

Pareto Chart Data -- Crivitz

Financial Priorities -- Question Six	Value	Percentage	Cumulative Percentage
Keep technology and integration up-to-date	225	12%	12%
Make sure that students have quality educational materials in the classroom	223	12%	24%
Maintain clean, well-repaired buildings	215	12%	36%
Provide training & development opportunities to keep staff skilled & competent	186	10%	46%
Keep salary and benefits competitive in order to attract and retain quality staff	179	10%	55%
Wisely invest tax revenues in a quality education	167	9%	64%
Maintain & improve current instructional programs	163	9%	73%
Strive for low class sizes	129	7%	80%
Keep libraries/media centers up-tp-date	122	7%	86%
Be a good steward of taxpayer money	92	5%	91%
Update security in buildings	87	5%	96%
Availability of foreign language programs in elementary grades	52	3%	99%
Other	23	1%	100%
Total	**1863**		

Crivitz [Financial Priorities – Quest. 6] Pareto Chart

Value
Cumulative Percentage

Keep technology and integration up-to-date
Make sure that students have quality…
Maintain clean, well-repaired buildings
Provide training & development opportunities…
Keep salary and benefits competitive in order…
Wisely invest tax revenues in a quality education
Maintain & improve current instructional…
Strive for low class sizes
Keep libraries/media centers up-tp-date
Be a good steward of taxpayer money
Update security in buildings
Availability of foreign language programs in…
Other

Question #7

What information or advice would you give the strategic planning team as they make decisions about long-term (3-5 year) priorities and goals?

Students	Think about students first in all decisions
	Reduce class sizes, especially elementary
	Make sure students have life skills
	Push students but don't overwhelm them
	Elementary students most affected by decisions
	Keep focus on student achievement
	Plan for educating students well
	Challenge students to seek success
Staff	Hire and retain quality staff
	Need a compensation system
	Invest in good teachers
	quality teaching is most important
	staff who relate well to students
Technology	Stay on top of technology trends
	Keep technology updated
	unblock the wi fi
	Keep pace with technology
Work/Career Readiness	Prepare students for life
	Not every student is college bound
	More hands/on education for students
	College and work readiness
	Train students for skilled labor jobs
	more vocational training opportunities
Facilities	Keep buildings updated
	fix the school up a bit
	hot spots/ cold spots
Decisionmaking	Make wise fiscal decisions
	Invest in technology improvements
	spend money wisely
	Funding is limited
	Tell people where funding is being used

Question #8

**What could the District do
that would delight you?**

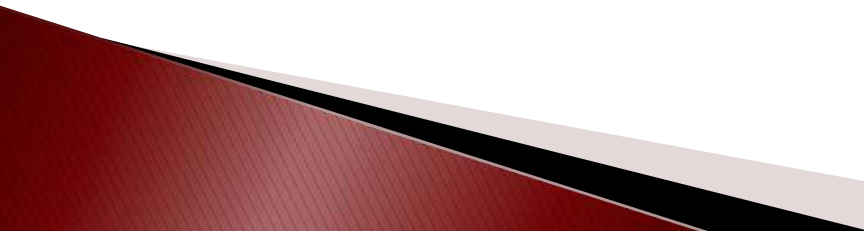| Class size	Think about students first in all decisions
	Reduce class sizes, especially elementary
	Make sure students have life skills
	Push students but don't overwhelm them
	Elementary students most affected by decisions
	Keep focus on student achievement
	Plan for educating students well
	Challenge students to seek success
Student Learning	low class sizes, especially at elementary
	help kids who don't fit
	consider weighted grades
	stress reading/comprehension
	literacy support in elementary/middle school
Technology	Stay on top of technology trends
	Keep technology updated
	unblock the wi fi
	Keep pace with technology
	work to become a 1-1 school
	wi fi that students can connect phones to
Real world/work prep	Prepare students for life
	Not every student is college bound
	More hands/on education for students
	College and work readiness
	Train students for skilled labor jobs
	more vocational training opportunities
	more college classes outside of NWTC
Food Service	more food, better lunches
	gluten-free food options
Facilities	upgrades needed in elementary building
	bring grades 7 & 8 to high school building
	hot spots/ cold spots
Co-curricular	Make wise fiscal decisions
	Invest in technology improvements
	spend money wisely
	Funding is limited
	Tell people where funding is being used

Affinity Process

Affinity Diagram – organize large number of ideas into natural relationships.

- Groups of 4
- Sticky note pads
- Seating in groups
- Instruction: Each group is to take the survey results and identify outcomes from each of the major elements (based on the Pareto Analysis)
  ◦ One goal/action per sticky note
  ◦ Collect all of the Post-it notes and arrange on the wall
- SOAR can also be used to identify outcomes (Aspirations and Results)

Organize Outcomes into Related Groups

- No Talking!!!
- Each committee member has the opportunity to organize the Post-it notes into like groups
- "Loners" are ok
- It is ok to move a note that someone has moved
- If a note seems to belong into two groups, make a second note.

Patterns, Discussion, and Other Moves

- Discuss the shape of the chart
  - Surprises
  - Reasons
  - What is the number of groups? Can they be combined or enlarged?
- Controversial notes or issues?
- Loners
  - Reason
  - Actions
- Heading for each group (Themes/Strategies)

Next Meeting

Meeting #4 – Agenda Goals

- Draft strategic plan DATE???
    - Draft plan to be assembled from the findings of tonight's work
- Review of the written responses
    - Are there items that warrant a closer look or a strategic objective? In which strategy does it belong?
- Discussion of the draft strategies and objectives
- Minor modifications and revisions
    - Finalize the plan for board approval