



## Austin Independent School District STRATEGIC PLAN, 2010-2015 Overview

### *Why Does AISD Have a Strategic Plan?*

Strategic planning had its origins in the military, but spread to the private and public sectors, and is now a widely recognized best practice in achieving and maintaining organizational excellence. In the field of education, strategic planning is emphasized in the renowned Baldrige and Broad prize programs.

### *How Was the Strategic Plan Developed?*

- *Planning Expertise*  
The planning process was coordinated by staff with educational specialization in planning, professional planning certification, and considerable experience in planning practice. In addition, community groups and facilitation consultants were contracted to assist in conducting community and task force meetings.
- *Extensive Research*  
Strategic plans from a number of districts in the Council of Great City Schools and other districts across the country were collected and reviewed, and research was also conducted into best practices in strategic planning. In addition, current and historical data in a number of areas (e.g., student academic performance, attendance, graduation, discipline, etc.) were compiled to inform needs assessments and recommendations in the planning process.
- *Broad Stakeholder Input*  
The planning process was conducted under the slogan “The Power of Us.” A special Power of Us website was created to keep stakeholders informed, and is maintained at: [http://archive.austinisd.org/inside/initiatives/strategic\\_plan/powerofus/](http://archive.austinisd.org/inside/initiatives/strategic_plan/powerofus/). Throughout the planning process, stakeholder input was received in several ways, including a Strategic Plan Task Force, focus group discussions, community forums, individual interviews, Board of Trustees and senior staff meetings, and online surveys. In all, input was received from nearly 4,000 sources. Input on needs, issues, and priorities was received early on, and input continued to be received as drafts of the plan were developed.

### *How Was the Strategic Plan Finalized?*

Based on stakeholder input, a final draft of the plan was prepared by the Senior Cabinet and presented to the Board of Trustees by the Superintendent. The plan was formally approved by the Board in a public meeting on December 14, 2009.

### *What Is in the Strategic Plan?*

The Strategic Plan consists of three integrated components:

- *Framework*  
The Framework includes the vision, mission, and values of the district, as well as goals, strategies, and measurable outcomes. The four goals of the plan are all squarely focused on success for all students. The four strategies of the plan balance educational,

community, staff, and resource perspectives for a holistic approach to achieving excellence.

- *Implementation Guide*

The Implementation Guide includes 47 key action steps, arranged by the four strategies. These action steps represent the main pieces of work to be accomplished in the five-year period of the plan. Each step is assigned an implementation year, in which work will be initiated. In many cases, after initiation, work related to key action steps will continue into subsequent years.

- *Scorecard*

The Scorecard includes a number of metrics for assessing the progress of Strategic Plan implementation. These metrics include the results of state academic assessments, district and campus accountability ratings, and an array of indicators related to the “whole child,” such as preparedness of college and career, computer proficiency, participation in fine arts and athletics, and health.

#### *How Is the Strategic Plan Used?*

- *District Improvement Plan*

The District Improvement Plan (DIP) is produced annually, and includes detailed work plans at the district level for each of the key action steps in the Strategic Plan that are in effect for the year of report. Each work plan is assigned to the responsibility of a chief officer of the district. The District Advisory Council (DAC) annually conducts a needs assessment to inform the DIP. The DIP is available on the Power of Us website.

- *Campus Improvement Plans*

Each campus annually produces a Campus Improvement Plan (CIP), based on the individual needs assessment of each campus, which is conducted by the Campus Advisory Council (CAC). Each objective in the campus detailed work plan must show an alignment to one or more of the goals of the Strategic Plan.

- *Budget Development*

The district budget is developed annually, and is informed by the Strategic Plan. Budgetary requests are cross-walked with the key action steps of the Strategic Plan to show alignment. Although the district has faced severe budgetary constraints, it has found the resource capacity to support critical investments directly related to specific key action steps of the Strategic Plan.

#### *How Is the Strategic Plan Monitored?*

- *Monitoring System*

Three times per year, chief officers of the district, who are assigned responsibility for key action steps of the Strategic Plan that are included in the DIP, report on the status of each task in their detailed work plans. An automated, web-based monitoring and reporting system is used. For each monitoring period, a compiled status report is generated and placed on the Power of Us website. As the Strategic Plan is implemented, this process enables district leaders to identify new work that may be needed, as well as work that is completed, still in progress, or has become ongoing. The determination of work status is informed by expected outcomes assigned to each task.

- *Superintendent's Reports*

The Superintendent provides Beginning of School Year and End of School Year reports, as well as a State of the District Address delivered midyear, each of which includes an

assessment of the progress being made related to specific key action steps of the Strategic Plan.

*Can the Strategic Plan Be Revised?*

Although the Strategic Plan is designed to provide a stable focus for the district over a five-year period, it must also be responsive to any major changes in the environment. Therefore, an annual process is conducted to determine whether any revisions are needed to the plan. This process is informed by an annual Strategic Plan Scorecard Report, which is available on the Power of Us website. The Scorecard Report includes results related to all of the metrics included in the Strategic Plan, showing whether targets have been met and whether improvements have been made. Input on possible revisions to the Strategic Plan is gained through an online community survey, as well as recommendations from district advisory bodies. Based on this input, preliminary staff recommendations are provided to the Senior Cabinet, which in turn prepares administrative recommendations presented to the Board of Trustees by the Superintendent. The Board must approve any revisions to the Strategic Plan in a public meeting.