

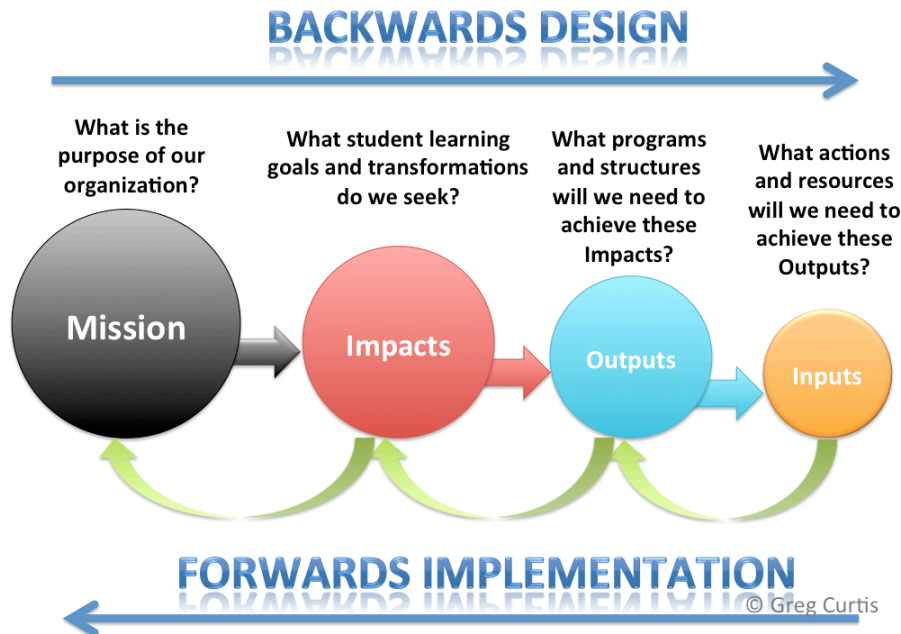
It's Not Your Dad's Strategic Plan

CEESA Pre-Conference Handout

Input-Output-Impact™

This simple framework will serve as the organizing concept for much of our work:

Backwards Design – Forwards Implementation



Source: Leading Modern Learning, McTighe and Curtis, Solution Tree, 2015

The Why

The days of the traditional, fixed-term strategic plan have passed.

Here are just a few reasons why:

- The future is too fluid to predict meaningful actions 3 or 5 years in the future
- VUCA demands a level of agility that fixed-term plans cannot satisfy
- Traditional strategic plans tend to separate systems within schools, rather than aligning them around common, high-level goals (Impacts)
- Traditional strategic plans tend to focus on the implementation of strategies rather than the achievement of long-term goals for learning
- Measures of Success tend to focus on Inputs and Outputs, not on desired Impacts (see above)

The What

In order to address some of the issues listed above, strategic planning must take on a different form. The modern “strategic plan” should:

- Clearly articulate desired goals for student learning (Impacts) as its core
- Establish measures of success for Impacts, including diverse sources and types of evidence
- Identify pathways and strategies chosen or designed to achieve Impacts
- Identify the implications of these strategies across all systems and the efforts to align them
- Sketch out a potential roadmap for 2 to 3 years across multiple workstreams
- Establish specific goals (Outputs) and the actions planned to achieve them (Inputs) for the coming school year
- Establish process for on-going evaluation of progress to inform the next year of Outputs and Inputs

The How

- Establish the premise for an agile, design-driven, rolling strategic approach
- Gain a futures orientation by engaging in a *futures thinking* process (see below)
- Identify long-term, transformational Impacts for students that represent foresights gained through the futures thinking process
- Place these concise Impacts as the long-term strategic goals of the organization
- Establish the Measures of Success for Impacts, moving beyond indicators of implementation to focus on evidence of achievement of Impacts via the processes and products of student learning
- Engage Design Teams to dig deeply into potential and promising pathways to achieve Impacts
- Engage all systems in finding their place within these pathways to move into alignment with the achievement of Impacts
- Use the Input-Output-Impact framework to plan, implement and gather rich evidence of progress and success



IMPACTS

Source: [Leading Modern Learning](#), McTighe and Curtis, Solution Tree, 2015