

GLOBAL FAMILY SCHOOL - STRATEGIC PLAN



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Agenda

- **Our Project**
- Overview of GFS
- Progress Toward Goals
- Three Focus Areas
 - Resources Development
 - Operations
 - Marketing

Strategic Plan Project

➤ Who are we?

- Rebecca Browning
- Raja Mukhopadhyay

Haas School of Business students working for OSSF

➤ What did we do?

- Seven in-depth interviews with teachers, administrators, and consultants
- Met with principal and dual-immersion consultant to present draft of the plan
- Incorporated suggestions and survey data

Strategic Plan Project (Cont)

➤ Where did we do it?

- Global Family School, Oakland

➤ When?

- October '07 through April '08

➤ Why?

- Global Family has unique offering, but limited resources and no unifying plan
- Plan creates school-wide, big-picture strategy to prioritize and meet goals in a sustainable way

Our Process

- *Phase 1: Oct-Dec*
Reviewed documents, attend GFS meetings and events, understand the school's priorities
- *Phase 2: Dec-Feb*
Interviewed key individuals, developed template for the deliverable
- *Phase 3: Feb-Mar*
Produce draft of the Strategic Plan and get feedback from leadership team
- *Phase 4: Apr*
Present plan to staff and work with GFS leadership to facilitate implementation

Priority Goals for the Leadership Team

Three key focal points:

- Establish a successful dual-immersion language program
- Achieve API and AYP targets mandated by the state, as well as performance targets to measure dual-immersion effectiveness
- Provide an environment where students and families are engaged and excited to learn about their multi-cultural, global community

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Overview of GFS

- Small school in first year of operation, currently operates kindergarten to third grade
- Enrollment around 275 students, with a 15-teacher staff
- Launching a dual-immersion Spanish and English language program
- More than 90% of GFS students speak Spanish as a first language

Aspirations of GFS

- Students receive the education they need to become global citizens
- Base instruction on a dual-immersion curriculum
- Maintain a focus on arts and culture as an integral part of students overall educational experience

Strengths and Weaknesses

➤ Strengths

- Dual-immersion program is a unique differentiator
- Science taught three times a week
- Well funded arts programs
- Experienced, high-quality teachers
- Bilingual teaching staff
- Supportive parent community

➤ Weaknesses

- Lack of clarity in vision and the absence of specific goals
- No clear leadership team
- Little delegation, no succession plan
- Little outreach to the community

Opportunities and Challenges

➤ Opportunities

- Fresh start – no past history of scores
- A successful dual-immersion program can be a model and a valuable fund-raising tool
- Possibility of pooling research and resources with other dual-immersion schools

➤ Challenges

- Implementation of the student population ratio required for a true dual-immersion language program
- Developing comprehensive, targeted fundraising programs
- Risk of outgrowing facilities

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 - **Resource Development**
 - **Operations**
 - **Marketing**

Focus Area: Resource Development

- Fundraising
- Staff Resources
- Family Resources
- Community Partnerships

Fundraising

<i>Current Situation</i>	<i>Optimal</i>
<ul style="list-style-type: none">➤ Grants obtained on an ad-hoc basis➤ No organized fundraising efforts	<ul style="list-style-type: none">➤ GFS's unique dual-immersion program can be marketed as an attractive differentiator for fundraising
<i>Next Steps</i>	<i>Next Year and Beyond</i>
<ul style="list-style-type: none">➤ Develop marketing plan➤ Develop fundraising materials➤ Leadership Team develops a mailing list	<ul style="list-style-type: none">➤ Develop a comprehensive fundraising plan, with events for the 2008-09 school year➤ Plan should include everything from grants to t-shirts and coupon book sales

Staff Resources

<i>Current Situation</i>	<i>Optimal</i>
<ul style="list-style-type: none">➤ GFS boasts a staff of highly experienced teachers➤ Current teaching staff motivated to build a strong school, united in support of dual-immersion plan	<ul style="list-style-type: none">➤ Teachers have development opportunities outside of the classroom➤ Recruiting strategy in place for coming years
<i>Next Steps</i>	<i>Next Year and Beyond</i>
<ul style="list-style-type: none">➤ Leadership Team forms sub-committees to assist with new teacher recruiting and outreach➤ Post job opportunities with organizations like Teach for America	<ul style="list-style-type: none">➤ GFS should create a staff role to manage the dual-immersion program➤ Develop a succession plan to address changes in leadership

Family Resources

<i>Current Situation</i>	<i>Optimal</i>
<ul style="list-style-type: none">➤ Many parents recent immigrants with limited English skills➤ School does not have plan for harnessing support of the parent community	<ul style="list-style-type: none">➤ Active Parent Leadership Team contributes to fundraising and recruiting efforts➤ Parent volunteers work consistently in each classroom➤ Accountability Reports to parents
<i>Next Steps</i>	<i>Next Year and Beyond</i>
<ul style="list-style-type: none">➤ Find space for Family Resource Center➤ Develop guidelines for consistent parent involvement➤ Engage English-speaking parents	<ul style="list-style-type: none">➤ The Family Resource Center includes full time bilingual staff and computers for parent use➤ 100% parent participation in conferences and possible home visits

Community Partnerships

<i>Current Situation</i>	<i>Optimal</i>
<ul style="list-style-type: none">➤ In its first year, GFS has not focused on community outreach➤ Few partnerships and the community is not familiar with the school	<ul style="list-style-type: none">➤ Outreach to the larger community including non-profits, individuals, and businesses forms the basis for a solid fundraising platform
<i>Next Steps</i>	<i>Next Year and Beyond</i>
<ul style="list-style-type: none">➤ Brainstorm and list potential community partners➤ Mail GFS marketing materials to potential partners➤ Possible in-person follow up visits	<ul style="list-style-type: none">➤ Refine strategic plan to develop partnerships➤ School should aim for 2-4 mailings to potential strategic partners per year➤ Partners participate in events

Focus Area: Operations

- Financial Management
- Data Management
- Infrastructure Development

Financial Management

<i>Current Situation</i>	<i>Optimal</i>
<ul style="list-style-type: none">➤ No concrete, specific projections for GFS's funding needs➤ Working with a district budget coach	<ul style="list-style-type: none">➤ Defined budget targets for all programs and fundraisers➤ All staff participates in systematic budgeting process
<i>Next Steps</i>	<i>Next Year and Beyond</i>
<ul style="list-style-type: none">➤ Set fundraising goals based on projects to be completed➤ Formalize budgeting process with standardized internal planning activities➤ Include more team members to share budgetary responsibilities	<ul style="list-style-type: none">➤ Once targets are in place, set up fundraising events➤ Process should be easily taught and delegated to other staff members➤ Maintain district coach

Data Management

<i>Current Situation</i>	<i>Optimal</i>
<ul style="list-style-type: none">➤ Currently no data management system in place➤ Little budget or student performance data to track in school's first year	<ul style="list-style-type: none">➤ Data management supports promoting results in marketing materials and in community outreach
<i>Next Steps</i>	<i>Next Year and Beyond</i>
<ul style="list-style-type: none">➤ Not a key area of focus for GFS at this time	<ul style="list-style-type: none">➤ Area to be revisit and develop in two years

Infrastructure Development

<i>Current Situation</i>	<i>Optimal</i>
<ul style="list-style-type: none">➤ Leadership Team was formed mid-year➤ Principal beginning to delegate more responsibilities	<ul style="list-style-type: none">➤ Leadership team works together to measure results and revise strategic plan as needed➤ Leadership Team manages majority of school operations
<i>Next Steps</i>	<i>Next Year and Beyond</i>
<ul style="list-style-type: none">➤ Leadership Team needs to aggressively evaluate and manage dual-immersion platform➤ Leadership Team agrees on objective performance measures➤ Strict timeline to achieve success	<ul style="list-style-type: none">➤ Leadership Team continues to meet regularly, providing direction and managing operations➤ Subcommittees are refined

Focus Area: Marketing

- Marketing to Families
- Marketing to the Funding Community
- Community Relations
- Internal Marketing

Marketing to Families

<i>Current Situation</i>	<i>Optimal</i>
<ul style="list-style-type: none">➤ School currently has no formal plan to attract and recruit new students➤ Currently has a general information pamphlet and basic web page	<ul style="list-style-type: none">➤ One-third of recruited students speak English as a first language➤ Parents and teachers involved in marketing to families
<i>Next Steps</i>	<i>Next Year and Beyond</i>
<ul style="list-style-type: none">➤ Fine tune existing marketing materials➤ Make superficial improvements to office – new paint, display student art work etc➤ Improvements to school yard	<ul style="list-style-type: none">➤ Build online presence on third party websites➤ Add performance data to marketing materials

Marketing to Funding Community

<i>Current Situation</i>	<i>Optimal</i>
<ul style="list-style-type: none">➤ Currently no marketing plan in place➤ Principal takes full responsibility for marketing and grant applications	<ul style="list-style-type: none">➤ Several fundraising events per year➤ Website allows donations to be made online
<i>Next Steps</i>	<i>Next Year and Beyond</i>
<ul style="list-style-type: none">➤ Leadership team should start planning fundraising events➤ Existing marketing materials need to be modified and all materials should have English and Spanish versions	<ul style="list-style-type: none">➤ Marketing plan to reach potential donors should include a regular newsletter, consistent, branded marketing materials (Website, T-shirt etc.)

Community Relations

<i>Current Situation</i>	<i>Optimal</i>
<ul style="list-style-type: none">➤ GFS has focused on building essential systems and infrastructure➤ Not had a chance to engage in the community	<ul style="list-style-type: none">➤ Local residents, business, and organizational partners are aware of GFS and its programs➤ Partners engaged in strategic plan of school
<i>Next Steps</i>	<i>Next Year and Beyond</i>
<ul style="list-style-type: none">➤ Participate in Fruitvale community fairs➤ Improve building signage➤ Field trips to visit local businesses	<ul style="list-style-type: none">➤ As the school gains recognition, continue to build strategic partnerships that align with school goals

Internal Marketing

<i>Current Situation</i>	<i>Optimal</i>
<ul style="list-style-type: none">➤ The GFS staff fully supports the dual immersion strategy➤ Committed to making the program successful	<ul style="list-style-type: none">➤ Teachers and district managers support the Leadership Team's strategy➤ District works with needs and strengths of GFS
<i>Next Steps</i>	<i>Next Year and Beyond</i>
<ul style="list-style-type: none">➤ Select assessments that align with the school's dual range strategy➤ Build relationship with the student assignment office	<ul style="list-style-type: none">➤ Focus on improved communication with district➤ Student assignment office must become a key supporter to the school and dual immersion program

Thank You

➤ GFS Staff

- Principal Rosalind Sarah
- Teachers