“Where there are no organizational goals or people do not know what they are, people will default to their own personal goals, their personal interests...the role of the leader is to emphasize organizational goals....”

(Clark & Estes)
The Law of Navigation

Anyone can steer the ship, but it takes a leader to chart the course

- Give the trip the best chance of being a success...
  - Draw on Past Experience
  - Examine the conditions BEFORE making commitments
  - Listen to what others have to say
  - Make sure their conclusions represent both faith and fact

- Have a strategy...
  - Predetermine a course of action.
  - Lay out your goals.
  - Adjust your priorities.
  - Notify key personnel.
  - Allow time for acceptance.
  - Head into action.
  - Expect problems.
  - Always point to the successes.
  - Daily review your plan.

Source: 21 Irrefutable Laws of Leadership, John Maxwell
“In preparing for battle I have always found that plans are useless, but planning is indispensable”.

Dwight D. Eisenhower, Supreme Commander Allied Forces WW II
“The secret of getting ahead is getting started. The secret of getting started is breaking complex overwhelming tasks into small manageable tasks, and starting on the first one”.

Mark Twain, American author & humorist
ON PLANNING...

The general who wins the battle makes many calculations in his temple before the battle is fought. The general who loses makes but few calculations beforehand.

Sun Tzu, The Art of War, 500 BC.
ON PLANNING...

“Heavier-than air flying machines are impossible”
- Lord Kelvin, President – Royal Society, 1805

“We choose to go to the moon....”
WHY STRATEGIC PLANNING: LIFE CYCLES OF ORGANIZATIONS

I: Birth  II: Growth  III: Maturity or Stabilization  IV: Decline

Rebirth?
PLAN...EXECUTE...

Formula 1 Pit Stop
https://www.youtube.com/watch?v=aHSUp7msCIE
What is the process to develop the LCAP?

Consultation with:
- Teachers
- Principals
- School personnel
- Pupils
- Local bargaining units

Present for review and comment to:
- Parent advisory committee
- English learner parent advisory committee
- The superintendent must respond in writing to comments received

Opportunity for public input:
- Notice of the opportunity to submit written comment
- Public hearing
- The superintendent must respond in writing to comments received

Adoption of the plan:
- Adopted concurrent with the LEA’s budget
- Submitted to COE for approval
- Posted on district website
- COE posts LCAP for each district/school or a link to the LCAP
“Douglas Fisher and Nancy Frey explain that efforts to improve teaching only work when we see our classrooms as systems: every person and process impacts all the others, and seemingly small changes can have large effects on learning”

- Lauren Porosoff, middle school teacher, Ethical Culture Fieldston School New York

San Juan Unified: LCAP and Strategic Plan
https://vimeo.com/136780745

Goleta USD 2017-2020: LCAP and Strategic Plan
What are the State priorities for LCAP?

Figure 7
Eight Areas of State Priority Must Be Addressed in LCAPs

- Student Achievement
- Student Engagement
- Other Student Outcomes
- School Climate
- Parental Involvement
- Basic Services
- Implementation of Common Core State Standards
- Course Access

LCAP = Local Control and Accountability Plan.

From LAO’s LCFF Overview
What data is required for LCAP priority areas?

**Figure 8**

**Required Data for Each of Eight State Priority Areas**

<table>
<thead>
<tr>
<th>Student Achievement</th>
<th>Parental Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance on standardized tests.</td>
<td>Efforts to seek parent input.</td>
</tr>
<tr>
<td>Score on Academic Performance Index.</td>
<td>Promotion of parental participation.</td>
</tr>
<tr>
<td>Share of students that are college and career ready.</td>
<td></td>
</tr>
<tr>
<td>Share of ELs that become English proficient.</td>
<td></td>
</tr>
<tr>
<td>EL reclassification rate.</td>
<td></td>
</tr>
<tr>
<td>Share of students that pass Advanced Placement exams with 3 or higher.</td>
<td></td>
</tr>
<tr>
<td>Share of students determined prepared for college by the Early Assessment Program.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Student Engagement</th>
<th>Basic Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>School attendance rates.</td>
<td>Rate of teacher misassignment.</td>
</tr>
<tr>
<td>Chronic absenteeism rates.</td>
<td></td>
</tr>
<tr>
<td>Middle school dropout rates.</td>
<td></td>
</tr>
<tr>
<td>High school dropout rates.</td>
<td></td>
</tr>
<tr>
<td>High school graduation rates.</td>
<td>Facilities in good repair.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Student Outcomes</th>
<th>Implementation of Common Core State Standards (CCSS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other indicators of student performance in required areas of study. May include performance on other exams.</td>
<td>Implementation of CCSS for all students, including EL.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>School Climate</th>
<th>Course Access</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student suspension rates.</td>
<td>Student access and enrollment in all required areas of study.</td>
</tr>
<tr>
<td>Student expulsion rates.</td>
<td></td>
</tr>
<tr>
<td>Other local measures.</td>
<td></td>
</tr>
</tbody>
</table>

*From LAO’s LCFF Overview*