Strategic Plan Proposed Revisions
Excerpted from the Report of the President, Board of Trustees Meeting, July 13, 2011

This spring, the Strategic Planning Team reconvened for what likely will be our final update session; you’ll recall that our current Plan is for 2007-2012. Part I of our update session was held March 7-8. At that time, we:

- reaffirmed our Beliefs, Mission Statement (with a minor edit) and Objectives.
- reaffirmed and retained as written Strategies 1 (whole person development), 2 (personalized learning), 3 (expansion of products and services), 5 (innovation and entrepreneurship) and 6 (funding diversification).
- reaffirmed the need for a scholarship generation strategy, Strategy 4. To strengthen our commitment to produce and share evidence/data/metrics/indicators of the value of "the IMSA way" (ref: standards of significant learning, core competency, etc.), we rewrote Strategy 4 as follows: "We will generate scholarship that demonstrates the effectiveness of our practices and transfers knowledge produced by our work."
- asked leaders of Strategy 1 and 3 to continue implementing their action plans.
- asked leaders of Strategy 2 to redesign their action plans and present recommendations to the Planning Team in June.
- asked leaders of current Strategy 4 to continue implementing their action plans and asked that a new Action Team be established to write new action plans for the revised Strategy 4 (I subsequently named Arnold Crater to lead the new Action Team).
- credentialed Strategy 5 action plans as “sufficiently operational” and asked the leaders to write some new action plans, including at least one dealing with mobile and social technologies, and present recommendations to the Planning Team in June.
- asked leaders of Strategy 6 to rewrite one action plan and possibly others, consider IMSA 25, and present recommendations to the Planning Team in June.

On June 8, the Planning Team reconvened to review recommendations and make decisions for Strategies 2, 4, 5 (one plan was moved to 3), and 6. The results of our work are linked to the agenda. At the Executive Committee meeting, Trustee Núñez asked that we note several highlights:

- **Strategy 2**: The new action plan is designed to address a key question that Dr. McLaren articulated at our session: “How do we more effectively trigger responses and interventions when students struggle on benchmark assessments?” In addition, we are dropping several action plans related to a formalized system of PLP (personalized learning plan) mentors and advisers assigned for all students in favor of more effective utilization of existing staff positions and parents who already have relationships with students.
- **Revised Strategy 4**: The new action plans focus on documenting, packaging and sharing “the IMSA way.” The Action Team jump-started thinking on how to do this, and the Planning Team asked Dr. McLaren, Ms. Kolar, Ms. St. Pierre and me to further develop the action plans.
- **Strategy 3**: Strategy 5 leaders proposed an action plan related to “IMSA online.” The Planning Team finalized the wording to be “Design IMSA’s online learning presence” and moved this action plan to Strategy 3, a more appropriate placement. As we think about “expansion” going forward, we are very excited about the opportunity and
responsibility to envision and enact a portfolio of distinctive offerings for IMSA’s online learning presence, offerings that enable us to reach and serve more teachers and students in substantive and meaningful ways.

- **Strategy 5**: The new action plans focus on empowering (give license to) and enabling (give support to) faculty, staff and students to be more innovative and entrepreneurial. Design thinking and methods, a safe “sandbox” environment to test emerging technologies, and identification and elimination (or mitigation) of “prototyping constraints” are three specific ideas in the action plans.
- **Strategy 6**: The most significant change is the rewrite of the action plan to increase funding from federal sources. The revisions emphasize an approach based on collaboration with other institutions and consortia.