

## An Overview of the Raytown Quality Schools Vision and Strategic Plan Development Process

### Introduction

Organizations that move forward quickly and successfully move beyond simple mission statements to paint a very clear picture of where they want to go and how they want to evolve their current state; this is a comprehensive vision. To develop a comprehensive vision, Raytown Quality Schools, in partnership with G&D Associates, facilitated activities that resulted in a set of narratives which will drive priorities and outcomes over the next several years. These narratives attend to five key areas: learning, teaching, leadership, professional learning, and wider community engagement. Our comprehensive vision paints the picture of what RQS will look like in the near future and serves as a clear and actionable document that articulates direction, mission, and a set of guiding principles. It is important to remember when reading the vision that it illustrates the “what.” The “how” will be detailed in a strategic plan.

### Process

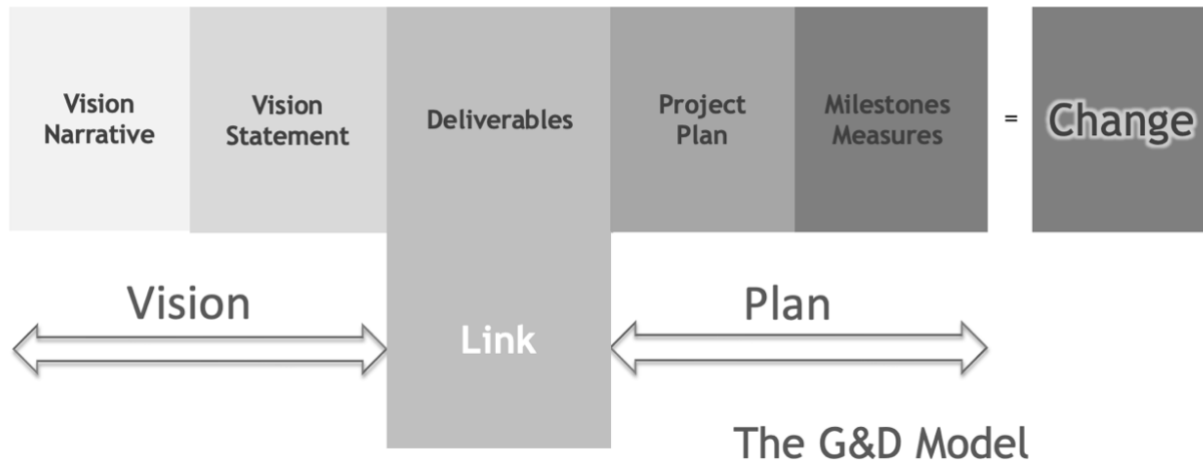
Understanding the needs of our students, families, community, and staff members is the foundational element of our visioning and strategic planning work. To develop an understanding of the needs of the district as well as the Raytown community, we leveraged several inputs including:

- Existing district data, organizational structures, communications, and demographics
- Conversations with district and school leaders
- Data from a community survey that had 516 responses including:
  - 54 community members without children in the district
  - 462 parents and guardians
- Interviews and focus groups with 288 members of the Raytown community including:
  - 13 community members
  - 159 school-based staff members
  - 38 RQS classified staff members
  - 37 students
  - 41 members of school and central office leadership
- A vision workshop with district and school leadership

The collective information from these engagement activities provided a clear view of the Raytown community’s beliefs, goals, strengths, and challenges, which ultimately enabled the development of a vision tailored to the specific needs of the district.

### Vision to Action (Strategic Planning)

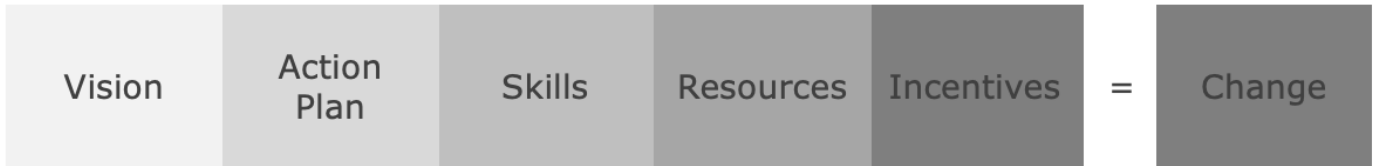
Our strategic planning is drawn from the vision. Where the vision serves to paint the picture of where we are going, the strategic plan outlines the goals, objectives, and implementation specifics in manageable and measurable ways. A set of collaboratively created deliverables which map out what we plan to do and how we intend doing it have been developed against each statement from the vision, essentially mapping out the work over the coming years.



Using these deliverables, we have developed a set of manageable projects aligned to district priorities. Each project is aligned to proven change management structures which utilize an 11-point planning process that includes specific milestones and success criteria in S.M.A.R.T. (Specific, Manageable, Attainable, Realistic, and Time-bound) goal format. This structure enables the district and our schools to easily align our state-required improvement plans and other reporting criteria.

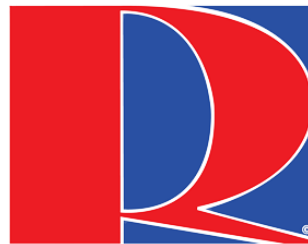
Raytown Quality Schools' planning is grounded in a proven structure called the Knoster Model for Managing Complex Change. Knoster suggests that five components must be securely in place to ensure that innovative change occurs and is sustainable. These components consist of having a comprehensive vision, a detailed action plan, being intentional around developing the capacity of our educators and students to enact the plan, providing the necessary resources that enable implementation, and understanding the incentives that will lead to buy-in throughout the Raytown community.

*The Knoster Model for Managing Complex Change*



Together, our comprehensive narratives serve as the vision, mission, and guiding principles of the district while the strategic plan outlines the goals, objectives, and implementation specifics in manageable and measurable ways.

We look forward to regularly communicating progress toward our vision and encourage our community to reach out with questions and good things you see happening in the district.



**RAYTOWN  
QUALITY  
SCHOOLS**  
Expect the Exceptional