

Meeting Memory for VISA Team Planning Meeting

Date: Friday, Nov 30; Saturday, Dec 1, 2007

Time: Friday, 10:00am – 4:30pm; Saturday, 9:00am – 12:00pm

Place: OSBA offices

Purpose of the meeting

- *To review the information learned from the Historical Synopsis, the Customer Feedback and the Trend Analysis so that all are on the same page for planning.*
- *To agree on shared Mission, shared Vision, Vision Priorities and Guiding Principles for OSBA.*
- *To review the OSBA infrastructure to ensure it supports the Vision Priorities.*

Desired Outcomes of the meeting:

- *Agreement on at least a draft of shared Mission, shared Vision, Vision Priorities and Guiding Principles*

Pre work for Meeting:

Please read the meeting memory from our 9-14-07 meeting paying special attention to the Action Register and anything you were assigned to do; Phase 3 Tab in your Organizational Planning© manual; read the completed Historical Synopsis, the External and Internal Customer Feedback and the Trend Analysis which should be completed and distributed to the VISA Team by Nov 23rd.

Friday, Nov 30th, 2007

Meeting Topics	Desired Outcome	Time
Meeting Opening: 1. Introductions 2. Review agenda, ground rules, issues bin, action register, consensus 3. Where are we in the planning process?	Everyone understands why we're here and how we will proceed for the meeting.	20"

We began with introductions since we had three team members who were not at the last meeting. Sue asked for any questions or comments from the reading in the Organizational Planning manual. She pointed out that the tab sections in the manual will provide steps for taking OSBA through planning in subsequent years. The team shared that the reception to the idea of OSBA strategic planning was generally positive. Sue shared that we were going to finish Phase 2 and do most of Phase 3 in this meeting. (5 Phases total)

Review the information from the Historical Synopsis	Everyone has the context of where the organization has been	30"
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We reviewed the Historical Synopsis. Sue asked two questions about reflections on the history and captured comments as a summary to keep in mind for strategic planning. The two questions were:

1. What do we do well as an Association?
2. What should/could we deliberately choose to leave behind or do differently?

Things we do well:

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- Growth of the Capital Conference is a success.
 - Responding to societal changes.
 - Continuity of staff.
 - Conferences/workshops have grown.
 - Legislative/lobbying done well.
 - Fiscal responsibility as an organization.
 - Entrepreneurial among other state School Board Associations.
 - Among the lowest in dues in contrast to other states.
 - Stability of our membership.
 - Breadth/quality of services we offer.
 - Adapted our communication vehicles to technology while continuing to meet needs.
 - Recognition of board members in the state.
 - We've kept our processes/services relevant – dropping when obsolete.

Things we could change or do differently:

- Other groups are starting up. Are we covering the bases?
- Until we have a clear vision, we don't entirely know what to leave behind.
- Should we put lots of effort into 100% membership?
- Evaluate lifecycle of programs. Develop a formal process to do that continuously.
- Be more tuned to members in communication. (be member-focused)
- How do we work with urban districts?
- How do we work with rural/local districts?
- Offer places to check which services or sections members want to receive.

Before leaving the Historical Synopsis, Sue asked the group how OSBA could utilize this document in other ways besides planning. (See Action Register)

Review the information from the External Customer Feedback	Everyone understands how satisfied the members and partners are	30"
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We discussed the member feedback from 222 OSBA members that was done by phone interviews. We also added the information from the 2006 Needs Assessment.

What one thing do you like best about OSBA? (summarized by the VISA Team)

- People find conferences/workshops good.
- Information/communication.
- Services and advocacy.
- Legal services.
- Comments overwhelmingly positive from members.
- Themes are consistent among superintendents, board members, treasurers.
- Capital Conference.
- Communication from OSBA to the members and facilitation of communication among members.
- Sharing of information (conferences/publications/through services).

What other services could OSBA offer members? (summarized by the VISA Team)

- Education around becoming the leader in overall education lobbying – be the contact.
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- Education around how to change how board members are perceived.
- More regionalization of workshops.
- Labeling/organizing for different levels of board members (basic to refresher and technical as well as layperson)
- More attention to diversity of districts.
- Teaching boards how to teach others about major issues.
- Provide opportunities and teach mentors.
- Using board members and peers for presentations/training (OSBA staff person + board member).

What one thing could OSBA improve? (summarized by the VISA Team)

- Become the leader in overall educational lobbying – be the contact. We should be quoted. Concentrate on expertise and money for participation.
- We need to work on how board members are perceived.
- Need to maintain relationships within education and other groups. Keep dialogue going but understand competition. Partner more frequently with ODE.
- Regionalization of training – timing of offerings and online webinars.
- Provide (mandatory?) board training.
- Communication with our districts more personal – one on one.
- Different uses of technology with communication and training.
- Become more of the voice.

<i>Break</i>		10”
Review the information from the Internal Customer Feedback	Everyone understands how the staff feel about working at OSBA	30”

We reviewed the results of the staff survey and summarized the content. Overall, the staff survey was very positive. The staff seemed very willing to be honest on the survey which is also a sign of a healthy organization. As one trustee put it, “a healthy place to work.”

Those areas for improvement are:

- Increase communication.
- More recognition for work done.
- Role clarity/clear expectations.
- Respect for deadlines – tension.
- Respect for each other.

We talked about taking the results of the internal feedback back to staff (see Action Register)

Review the information from the Trend Analysis	Everyone understands the current trends and how they will impact OSBA’s work	30”
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We reviewed the Trend Analysis looking for those implications that will significantly impact our work. The VISA Team summarized their thoughts:

- We need to legitimize program review.
- Finances are intricately involved in all areas.
- We need to be the leader.
- We need to look more globally – what are schools going to look like?
- We need to make people more aware of reality of competitive environment. (charter schools vs. public schools).
- Should we be encouraging or discouraging other organizations (in education) around the

state?

- With a goal of “student achievement”, should we be inviting charter school boards or home schools to join?
- How proactive vs. reactive should we be?

We will revisit the Trend Analysis when we are writing Goals. (Phase 4)

Agree on the shared Mission for OSBA	Agreement on, at a minimum, a draft of the shared mission	30”
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The group began discussing mission by answering three questions:

Whom do we serve? (numbers beside the items were the prioritization we did)

School board members (17)

Public schools (15)

Superintendents (4)

Treasurers (2)

Students (11)

Education community (6)

Administrators

Community-at-large (1)

Business community

Parents

Press

Legislature (3)

ODE

Taxpayers (1)

What products or services do we provide?

Training

Support

Advocacy

Information

Ways to save \$\$

Different resources to education themselves

Leadership

Expertise

Opportunity for growth

Ways to connect with other members

Motivation and recognition

Professional development

Legal services/policy development

Labor relations

What makes OSBA unique?

One-stop shopping

Grass-roots

Diverse membership/boards we serve

Elected by the people
 We represent the whole board/administration/district – a broader focus
 Customization of services
 Customer-driven
 Unique perspectives (diversity)
 Professionally run – 1st rate
 Success we've had and where we are – longevity
 High standards
 Culture (standards)
 Not profit-driven
 Evolving membership (every 3 years)
 High representation of membership (99%)
 Resource network abundant (state and national)
 The value of a membership
 Represents high level of volunteerism – dual volunteer roles

The VISA Team worked in 4 smaller groups to draft statements of mission. We then combined the statements and (after working through the Vision statement) got agreement on the following new mission:

OSBA Mission

OSBA leads the way to educational excellence by serving Ohio's public school board members and the diverse districts they represent through superior service and creative solutions.

Sue talked with the team about how to use the mission statement throughout the organization. (see Action Register)

<i>Lunch</i>		45''
Agree on the shared Vision for OSBA (break included)	Agreement on, at a minimum, a draft of the shared Vision	90''

The VISA Team envisioned the year 2012 (from a huge hot air balloon!) and described what OSBA looks like, what they are doing, who they are serving and partnering with in 2012. From that list (see Vision Priority list) as well as below, the small groups, again, drafted vision statements and we combined them into one for agreement:

OSBA Vision

OSBA is the recognized and respected voice of public education leading through demonstrated expertise, active and engaged membership, and superior service in a competitive, global environment.

Description of 2012:

- More focus on individual student rather than classroom
 - Where student learns will change
 - Sharp line between high school and post-secondary will change.
 - Teachers will be seen as coaches.
 - Year-round; longer school days.
 - More international experience.
 - Teaching students how to teach themselves.
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Better incorporation of career education.
 Strong emphasis on pre-school education.
 Life-long education – continuing education.
 More learning of school districts as learning communities.
 School buildings have more than education – health services, community services, etc.
 Partnerships between schools and businesses.
 OSBA’s relationship to higher ed will be different.
 Higher ed will be different (early college).
 Training people to work with students.
 Last budget year of lame duck Governor.
 Big shift in health care debates.
 Construction/renovation of buildings slowing down.
 Work will move to where the work is (learn from companies/corporations).
 5-6 years into core curriculum with change – curriculum must incorporate full range (teacher in a box).
 STEM significant increase.
 SERS and STRS we’ll need to be working more closely with.
 Economic development across state will include school systems in discussions.
 Demographic shift in baby boomers (2013 peak retirement).
 Turnover in OSBA staff.
 OSBA will be more involved in curriculum. Curriculum specialist on staff.
 Board members must understand curriculum enough to be decision-makers.
 Continuing to move toward high-quality education.
 Teachers’ jobs might be different and buildings decrease so possibly less funding need increase.
 Taking “stands” might work against trying to unify.
 Could have reduced costs due to less union involvement.

Break		10”
Identify the Vision Priorities	Agreement on the list of Vision Priorities	60”

Based on the agreed-upon OSBA vision, the VISA Team described the following Vision Priorities. These still need to be worked a bit at our next meeting. These describe the most important areas of focus for the Association over the next 5 years in order to achieve the vision:

We are effectively using 21st Century technology.

- There are virtual schools.
- All training is online.
- Innovation, creativity and teamwork.

We are providing members and non-members with superior services.

- 70% of our members will be different in 2012 OR there might be less turnover because of our training and services.
 - We are communicating our value.
 - We have continuous training programs in place (they are enforced).
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School board members have a world view (perhaps younger, bi-lingual, etc.).

We have fewer members due to consolidations.

The number of students is either less or more.

We have more and expanded services.

Board members understand better customer service for their districts.

Provide better customer service assistance training.

We communicate internally and externally with our stakeholders (members).

We have distance-learning.

More people are using Blackberries

We have member-driven communication.

We provide the right amount and just-in-time communication.

We are communicating with members, businesses and communities.

Our infrastructure, processes and procedures are flexible, dynamic and fluid to support mass customization.

Our governance structure is improved/different.

We are more member-driven.

The staff is working virtually – satellite offices (if necessary or appropriate).

The staff has more autonomy for decision-making – more horizontal than vertical organization.

Leadership styles have changed.

Our support staff is taking on more responsibility – the line between support and professional staff is grayer.

Staff, school board members, etc. are more diverse.

Staff more cross-utilized.

Move toward more regional/state model due to funding source reduction.

School of choice and vouchers may expand – not go away.

Partnerships....

Students and families have more ownership in education (bigger responsibility).

Regularly meeting with partners.

Collaborate with other organizations.

We are the pivotal player in the political and educational arena.

People recognize the economic impact of schools on communities.

We are pivotal player in political arena.

We create new political/business leaders to become the pivotal player.

We have a think tank.

We have solved the school funding issue.

We have active and engaged members...

We have dedicated efforts to build expertise and research-based information.

Trends, data, best-practices.

Method for evaluating schools will drastically change.

Determine what's already being done in the U.S.

Other comments from the flipcharts that we will fit in:

2012 there will be universal support for public education – it will be viewed as an investment.

We need to educate the public for this perception – we take the lead.

We have created a perception of public education being the preferred education (over charter schools).

Helping our members meet the needs of newborn – 18 year olds.

Meeting closure	Meeting completed	10"
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Saturday, Dec 1, 2007

Meeting Topics	Desired Outcome	Time
Review of yesterday – recap and final agreements, if necessary	Everyone re-focused.	20"

Agree on OSBA Guiding Principles	Agreement on the Guiding Principles and how they will be used and measured.	60"
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We did not get to the Guiding Principles in this meeting. We will complete them in our next meeting.

Break		10"
Review OSBA’s infrastructure to ensure it supports the new vision and strategy	Actions recorded to make any changes necessary. Awareness of the whole picture of the Association and how work flows.	60"

Likewise, this will be examined in our next meeting.

Meeting Wrap Up: <ul style="list-style-type: none"> • Next steps in planning • Complete the Action Register • Empty the Issue Bin • Evaluate the Meeting 	Meeting concluded.	30"
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Issues Bin:

Better process for member feedback.

Redesign external partner survey. – segregate competitors’ answers from those who would be unbiased. Consult with former SBM’s in legislature – how can we do better?

Create ongoing process or committee to serve as think tank for “raw” ideas and innovation.

Action Register

What will be done	By Whom	By When
Re-examine member needs assessment survey format – shorten it?		
Smaller group look at both member surveys and possibly meld? Validity in questions is important	Coordinated by C & I (regions)	Mar/Apr

Share staff survey results with staff	Rick	12/31/07
Send electronic talking points to Janice, example of Mission and Vision bubbles to Julia and timed slides to Kathy.	Sue W.	12-4-07
Create a template for all agendas with mission and vision. Also, include the mission and vision on other printed materials.	DB/RL	After adoption by Trustees
Put definitions (in bubbles) for the important words in the Mission and Vision statements	Julia, Cathy	Soon, before Trustee meeting
Send email to members to look at meeting memory, mention in video update and Briefcase.	Drew, Gary	Each time new meeting memory is available.
Include pieces (e.g. one row) of the Historical Synopsis Matrix in all regular communications.	Gary	Ongoing
Post Historical Synopsis on website	Drew/Jeff	
Use Historical Synopsis for orientation for new staff	RL,JS, RD	
Use Historical Synopsis for orientation for new Trustees	Marty, Tawana	
Embed Historical Synopsis in proposal packets (separate document?) to show stability and success.	Kathy, Judy, Amanda	
Respond to biennial survey results to membership – next time have a smaller group of VISA Team do a summary.	Communication and Info Services	Subsequent to the survey (ongoing)

Meeting Evaluation:

Things that went well?	Things that could be changed?
Good food	Hard to read the flipcharts. Sue will write larger!
We thought outside the box.	Continue to wear jeans at our meetings.
Good process.	Donuts and fruit (Michelle will provide them in Feb.)
Good amount of word smithing – not too much.	