

## STRATEGIC PLANNING

### Resource and Service Center (RSC) Planning

#### RSC Team Responsibility

During 1994-95, a resource and service center planning team shall be established and maintained at the resource and service center in the district. The purpose of the team will be to provide on-going information and feedback between the strategic planning council and the resource and service center and to develop an organizational improvement plan for that center. If needed, prior to the formation of the planning team, the resource and service center may designate an existing committee or a representative network from which the strategic planning council can collect information.

#### RSC Team Composition

The team shall consist of two each: community members, classified staff, certificated staff, and administrators. The superintendent shall be both a member of the team and technical adviser to the team. The composition of the team should assure that the resource and service center's diversity is adequately reflected on the team with particular reference to ethnic minorities and disabled employees. The members of the resource and service center planning team shall be selected by application by the group they represent on a one year rotational basis. In the absence of an election, an open process for application and appointment by the board shall be established.

#### RSC Planning Team Operations

The resource and service center planning team shall develop its own norms and operating principles to govern its operations. At a minimum, the norms and operating principles shall:

1. describe acceptable practices for meeting and working together on a team;
2. emphasize decision by consensus in order to encourage the development of decisions which have the support of most of the community;
3. provide for annual self-evaluation of the work of the team as part of a report to the board;  
and
4. identify the communications responsibilities of the team and its members for the purpose of keeping all people with an interest in the work of the center informed.

#### RSC Improvement Plan Approval

The resource and service center improvement plan developed by the RSC team shall be reviewed, seconded and approved by employees of the resource and service center before being submitted to the school board. If the employees do not approve the improvement plan, the resource and service center shall conduct a public hearing on the plan and may refer the plan back to a resource and service center planning team with recommendations for change. When approved by the employees, the plan will be submitted to the board for approval.

#### Implementation and Evaluation

Once the resource and service center improvement plan has been approved by the board, the plan shall be implemented. The team shall meet at regular intervals to review progress toward the center's mission, goals and activities contributing to the plan's success, and annually to evaluate and report to the board and strategic planning council on the progress of the center's improve-

ment plan. The annual reports from the resource and service center planning team shall be considered by the board in conjunction with its annual review of the district's strategic plan.

#### RSC Planning Team Training

The district shall provide site based planning training as a prerequisite for establishing the resource and service center planning team. Training for team members shall provide for understanding the role of the team, for developing the skills to be effective on the team, for knowing the steps in the process of shared decision making and site based planning and for understanding the various educational issues which affect organizational improvement.

#### Communication

The resource and service center improvement plan shall identify specific communication activities that will keep the general community informed about efforts to improve the organization as well as keep specific audiences, such as school teams, informed about the work of the team. The communications responsibilities of members of the resource and service center improvement team shall be identified in the team's norms and operating principles.

#### RSC Planning Team Accountability

The superintendent in collaboration with the resource and service center planning team shall develop evaluation instruments and procedures for the teams, which include the following criteria:

1. the team developed and adhered to norms, beliefs and operational principles;
2. the team developed a mission statement and goal statements aligned with district vision, mission and goals and state goals;
3. the team developed specific activities and evaluation techniques;
4. evidence that those activities improve organizational performance, organizational climate, and support for the center among schools and the community;
5. the team effectively used the shared decision making process including consensus building;
6. evidence as to trust among team members within the center, the community and the district;
7. reflection of the team's consideration of the need for consistency and compatibility between the center's plan and the schools' plans in the district; and
8. consideration for reaction of community at-large.

Annually, the team shall assess its performance and include its conclusions in its report to the board. Since the resource and service center planning team is an agent of the school board, the board remains liable for their actions which must act reasonably within the authority granted to them. Therefore, the board reserves the right to review the work of a team at any time.

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