ABSTRACT
        This document outlines the steps necessary for the
development and implementation of a five-year plan for an educational
system. It first presents a framework for a five year program plan
which includes a yearly statement of the goals of the organization,
review or evaluation of the program, a yearly statement of
priorities, determination of effort in each component of an
organization, and reporting. The document also looks at the process
for developing a five year program plan and analysis, skills
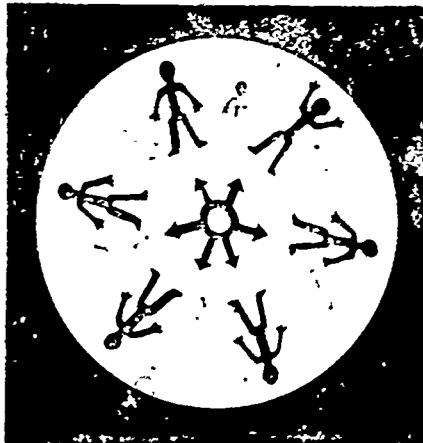development, report preparation, and work scope. (CD)

A PLAN FOR DEVELOPING A NEED RESPONSIVE

FIVE YEAR PROGRAM PLAN

AND A

HANDBOOK FOR SYSTEMATIC PROGRAM DEVELOPMENT AND MONITORING

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Introduction

Designing a need responsive educational program for an educational system in a given region or place which emphasizes quality educational program, responsiveness to employment opportunities, efficient use of personnel, and resources, careful facilities planning, utilization and investment requires a clear interrelated framework for action. This framework should identify the present, the yearly, and the near future expectations of an educational agency. The framework should allocate existing and projected dollars, programs, personnel, facilities in terms of the specific Mission and Priorities of the educational agency as explicitly stated by the Governance Body.

In one sense the framework serves as a visible road map for administration staff and as a clear amendable pattern for allocating resources in terms of known directions. In another sense the framework is the carrier system for connecting the different kinds of activities different persons and groups do to create the educational program and agency for the place they serve. In both instances the framework serves as a planning tool and its utilization by the group becomes the basis for a handbook on program development.

The key objectives of this plan discussed below are:

(1) to develop a framework for a Five Year Program Plan

(2) to implement a process for developing a Five Year Plan for a specific site by June 30th in any given year beginning in late Fall or early Winter.

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A FRAMEWORK FOR A FIVE YEAR PROGRAM PLAN

Attachment A is a representation of the components of a Five Year Program
Plan. It should be noted that an organization can develop a plan by arti-
culating the actual status of organization activity at any given point in
time. Once the present status is completed, filling in the gaps and amending
the plan occurs as the yearly cycle of activities develops. In the case of
an on-going agency, the cycle can be tapped as follows:

A. Present Organization Status Analysis

(1) programs

(2) personnel

(3) facilities

(4) transportation

(5) equipment

(6) budget

B. Internal Reporting Development

(1) installation

(2) review of needs

C. Mission Review

D. Organization Review .

(1) Board activity and structure

(2) management activity

(3) constituency contact and feedback system

E. Organization Priority Setting by Governing Body

F. Completion of Annual Plan

G. Completion of Five Year Plan .

The key to developing a Five Year Program Plan is a willingness on the part of
the Administration, the Governing Board, and the Staff and the Constituency to
provide explicit written reports to each other. 4

The Five Year Plan includes all of the following pieces for each year.

I. Mission

Any organization has a rather consistent purpose which it articulates uniquely yearly. This statement should indicate the Values and Visions of those in charge of the organization at a given point in time. This statement provides ongoing direction for review and priority setting for the organization.

The specific site management team usually has such a statement in different forms floating around in peoples' heads. Existing material could be organized in a Mission statement form. The draft statement accompanied by some questions would be the basis for having a clear Mission statement as part of the Plan. Someone needs to decide who is asked about Mission and who is the formal approval body for the Statement.

II. Review

Review is a three directional activity that:

(a) checks the Mission Statement for present acceptability to the organization's governance body

(b) checks organization status reports for effect in reaching Mission and gaps that remain

(c) checks functioning of organization efficiency in allocating re- sources to last year's priorities.

This activity usually occurs at six-month intervals December and June to allow for amending plans to realities. The result of this activity is a written one page document which lists good things that are on target, old things that need to be dropped, a few new things that need to happen, and any reallocations or redirections expected with indication of the basis for action, e.g., budget cut, loss of key staff.

The specific site management team would have to make explicit things like rate of growth, change in character of region, quality expectation and perception of program, dollar availability, etc. In addition, an internal report from the administrator would have to prepare a one page status report on what happened, what didn't happen, what could happen in terms of directions previously agreed to at last review. In this instance, approval of the plan should be scheduled for mid-June as a check point on the planning process and the basis for installing the Five Year Plan.

III. Priorities

The key document in providing context for organization activity is a set of written priorities which indicate the major directions for activity for the forthcoming year. The Priorities document should indicate maintenance, problem-solving and new directions for the organization in terms of its Mission as perceived by the Governance Body. The document should list no more than six priorities for action: four maintenance, one problem-solving, and one innovative. This statement becomes the basis for objectives for the management of the organization.

The specific site management team has such priorities now that have grown from using opportunities as they have developed. As the organization grows, some selectivity criteria will be needed. The priority setting activities should follow the review process in June and result in a one page document that states objectives for 1976-1977 and objectives presently allocated to subsequent years, e.g., facilities planning in 1977-1979

IV. Organization Components

The Five Year Plan gives specific targets for action in each component of an organization. These targets are not specific achievement outcomes but rather

types of activity in each component. For example, the program's targets

for year one may be four operational, two in planning; and for year three,

may be ten operational, two in planning, two in phase out, one in revision.

Similar projections are made in personnel, budget, etc. A key part of a

Five Year Plan is to determine in advance the amount of personnel effort

expected in planning, evaluation, reporting training as well as in operating

programs.

The specific site management team would develop inventories of existing prac-

tice in a systematic fashion. By building up history, trends and patterns

could be identified. In addition, by determining the scope of some activity

in advance would allow for the effective allocation of energy to organiza-

tional growth rather than worrying. Thus directions and type of information

needed can be identified at the same time.

V. <u>Reporting</u>

In many instances reporting is included in Organization Components. Drawing

it out as a key component of the plan allows for the identification of when

reports will be due and the levels of information due from different com-

ponents. Then the use of reports for Mission revision, Organization review,

and Priorities setting becomes a systematic occurrence.

The specific site management team will need to develop a simple reporting

system with identified report formats and written reporting responsibilities

for all staff personnel including the director. The key to a planning pro-

cess is written documents which record and evaluate the organization components

activity which the governing body can analyze in terms of Mission and

Priorities.

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Process for Developing a Five Year Program Plan

The development of a Five Year Program Plan requires the following activities. The documentation of the materials, processes, products and reports of the process becomes the historical record of the process and the basis for developing a Handbook for Systematic Program Development and Monitoring. The following phases need to be accomplished to produce a Five Year Program Plan Document.

A. Framework Development

. descriptive proposal

. development of key questions for each part

. adaptation of site specific framework and key questions

. revised framework including site specific questions

. listing of persons or groups who will answer questions and description of process to be used to provide answers.

B. Framework Analysis

. organization of answers into framework

. allocation of answers to appropriate level and year in framework

. development of missing parts

. development of site specific reporting system including time schedule

. development of program lists, forecasts, etc.

. completion of all components

. review of Five Year Plan by Governing Board

. revision of plan as per requests of Governing Board and Administration

. Plan approval by Governing Board

C. Skills Development

. workshop on clarification of framework and preparation of specific
  answers

. workshop on reporting system and content

. workshop on analysis and review of document, answers, mission,
  priorities, time schedules, etc..

. techniques for maintenance of plan

Report Preparation

. drafting and expansion of key questions

. organization of individual and group answers

. identification of missing parts

. prepare completed Five Year Plan

. prepare draft Handbook for Systematic Program Development

. prepare analysis of process of project

Starting at mid year, it is possible to arrange a work schedule which would
lead to the first semi-annual organizational status report and review by
mid-June. The following work scope would allow for this to occur:

Work Scope

January

. prepare plan

. approve plan

February

. questions drafted

. question revised (workshop)

. site specific framework developed and approved

March

. answers provided by key groups

. reporting system developed, and installed

April

. draft Five Year Plan with answers prepared

. review of draft Five Year Plan with identification of missing parts

May

. filling in of missing parts

. review of reporting system.

June

. preparation semi-annual status report

. first semi-annual review held to develop actual Five Year Plan

After June

. Five Year Plan document prepared

. Handbook prepared

ATTACHMENT A.

Five Year Program Plan

	Present Year	Projected Year	Year III	Year IV	Year V
	I. MISSION Statement . What is purpose? . What is vision?	MISSION (Revised) What changes need to occur? Base	MISSION	MISSION	MISSION
Governance Body Domain	II. Review . effect . rate . report	Review	Review	Review	Review
	III. Priorities . maintenance . problem solving . new	Priorities	Priorities	Priorities	Priorities
Administration Domain	IV. Organization Components (1) programs . what are they . why are they . what number we expect to educate . constituency served	Organization (1) programs . what changes needed etc. new consti- tuency?	Organization (1) what programs dropped etc.	Organization etc.	Organization
	(2) personnel . who are they . how select . what training needed . how evaluate	(2) personnel . who needed.	(2) personnel how use elsewhere		
	(3) facilities . what are they . how negotiated . how utilized	(3) facilities . type utilized? . needs or gaps?	(3) facilities what acquire, build		
	(4) transportation . what is it . cost . schedule	(4) transportation . needs-gaps? . new schedules?	(4) transportation		
	(5) equipment . what have . cost	(5) equipment . what need? . what require?	(5) equipment . what have? . what sell or give?		
	(6) budget . what is it . how expend : income sources . program allocation	(6) budget . survival budget . allocation for growth?	(6) budget . revised allocation . main- tenance . growth	(6) budget . capital needs? . cost experience	(6) budget . report on cost effective -ness?
	V. Reporting . component monthly reports . semi-annual status reports . forecasts reports yearly	Reporting	Reporting	Reporting	Reporting

report

III. Priorities   Priorities   Priorities   Priorities   Priorities
 . maintenance
 . problem solving
 . new

Administration Domain

IV. Organization
 Components   Organization   Organization Organization Organization

Components	Organization	Organization	Organization	Organization
(1) programs	(1) programs	(1) what	etc.	
. what are they	. what changes	. programs		
. why are they	needed	dropped		
. what number we	etc.	etc.		
expect to educate	. new consti-			
.. constituency	tuency?			
served				
(2) personnel	(2) personnel	(2) personnel		
. who are they	. who needed	how use		
. how select		elsewhere		
. what training				
needed				
. how evaluate				
(3) facilities	(3) facilities	(3) facilities		
. what are they	. type	. what acquire,		
. how negotiated	utilized?	build		
. how utilized	needs or gaps?			
(4) transportation	(4) transportation	(4) transportation		
. what is it	. needs-gaps?			
. cost	. new schedules?			
. schedule				
(5) equipment	(5) equipment	(5) equipment		
. what have	. what need?	. what have?		
. cost	. what require?	. what sell		
		or give?		
(6) budget	(6) budget	(6) budget	(6) budget	(6) budget
. what is it	. survival budget	. revised	. capital	. report
. how expend	. allocation for	allocation	needs?	on cost
. income sources	growth?	. main-	. cost	effective
. program allocation		tenance	experience	-ness?
		. growth		

V. Reporting   Reporting   Reporting   Reporting   Reporting
 . component monthly reports
 . semi-annual status
 reports
 . forecasts reports yearly
 . needs reports yearly
 . organization accomplishment
 report yearly
 . mission
 . priorities
 . programs
 . outcomes
 . evaluation
 . expenditure
 : Staff and Board