



# Strategic Planning

Using the REACTS  
Toolkit to Improve  
Records Exchange

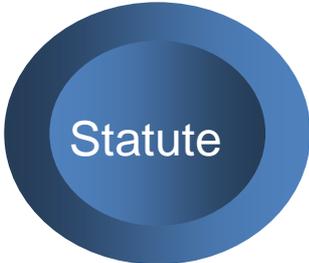


**REACTS**

# Legal reference for Records Exchange

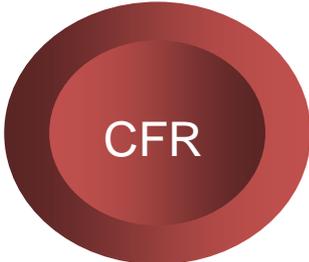
## Transfer of Records

Section 1304(b)(3) requires SEAs to promote interstate and intrastate coordination by providing for educational continuity through the timely transfer of pertinent school records (including health information) when children move from one school to another, whether or not the move occurs during the regular school year.



Statute

Part C of Title I of the Elementary and Secondary Education Act (ESEA) of 1965  
– Sections 1304(b)(3) and 1308(b).



CFR

34 CFR 200.82(c)



NRG

Non-Regulatory Guidance for Title I, Part C,  
Education of Migratory Children  
October 2010, VI (D).



**“If you fail to plan, then you plan to fail.”**

**- Harvey MacKay**

**Best Selling Author of “Swim with the Sharks”**

A photograph of a single red apple with a small stem, resting on a stack of three white books. The background is a solid teal color.

# Topics

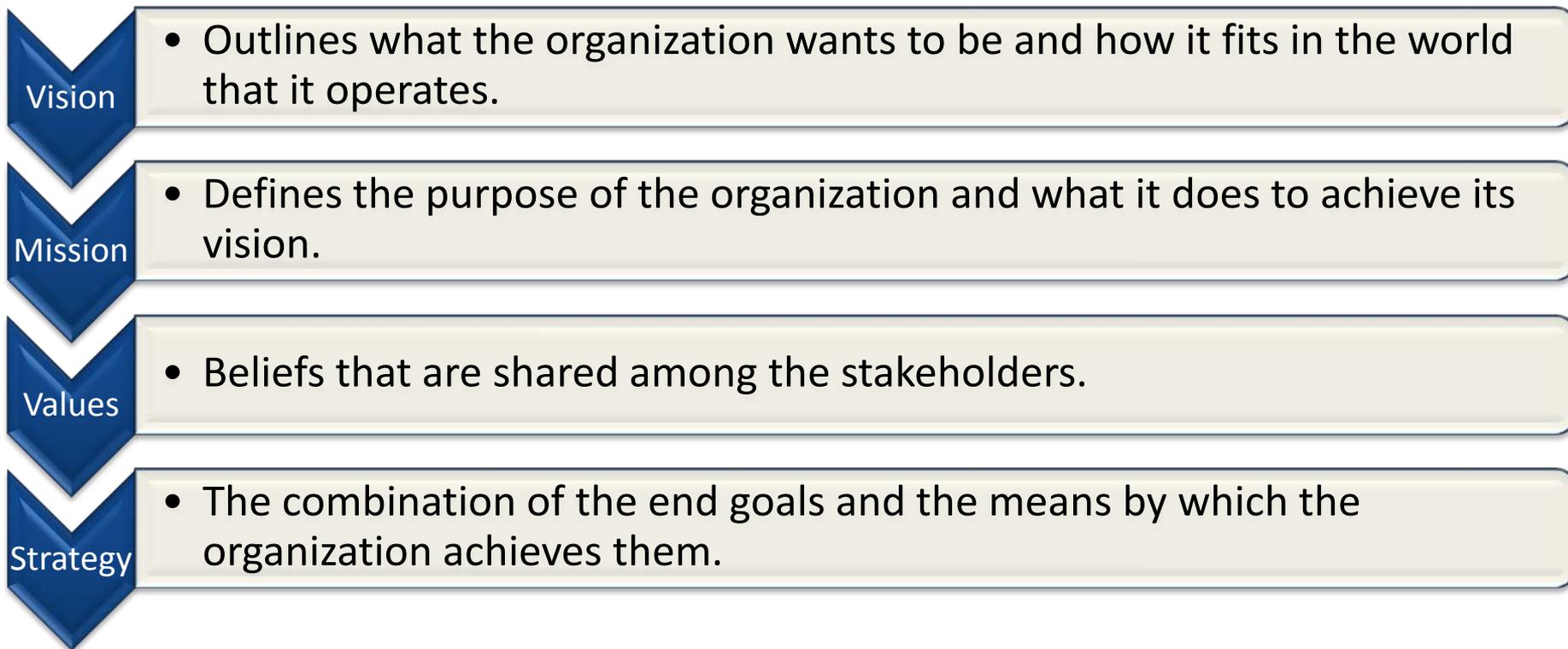
- Why should my State participate in strategic planning?
- What is the strategic planning process?
- What should our State measure and for how long?
- What are the REACTS Tools and how can they help my State with strategic planning?
- What are our next steps?

# The Value of Strategic Planning

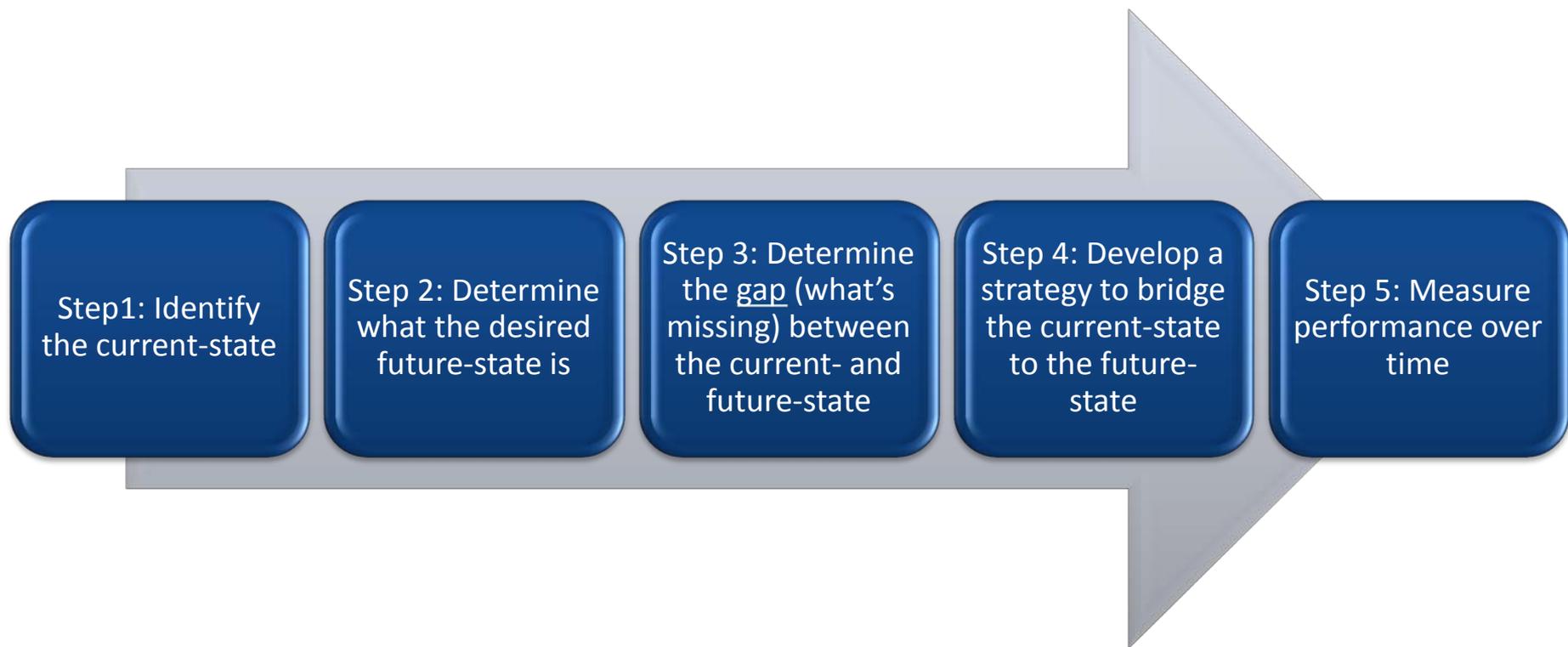
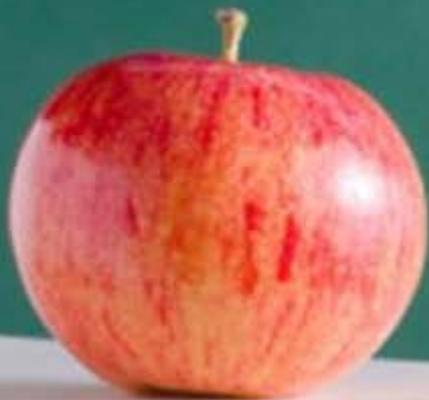


1. Clearly define the purpose of your organization
2. Communicate the goals and objectives to stakeholders
3. Develop a sense of ownership of the “mission”
4. Use resources effectively because of “mission focus” and priority identification
5. Identify a baseline which progress can be measured and adjust when necessary
6. Bring the best and brightest of everyone’s ideas to contribute to the organization’s mission
7. Solve problems

# The Strategic Planning Process



# The Strategic Planning Process





# Measuring Goals

- Determine your goals for your organization and quantify them. For example,
  - Goal: Have more MSIX users in the State.
  - Target: How many new MSIX users?
  - Duration: By when should we have more users?
  - Monitor: How often should we revisit our progress?

# Measuring Goals : Establish More MSIX Users



- Goal: Increase the number of new MSIX users.
  - Target: 60
  - Duration: By 2015
  - Monitor: Annually (20 new users per year)
    - 2013 – 30 new users
    - 2014 – 20 new users
    - 2015 – 10 new users

Total 60 new users by 2015



# REACTS Tools: How can we help your State?

- The REACTS Team has developed 4 tools to assist states.
  - State Self-Assessment
  - Issues and Strategies Data Capture
  - Key Performance Indicator (KPI) Monitor
  - State Strategic Plan Template

# REACTS Tools: How can we help your State?



These are the tools used by the REACTS team in the State strategic planning process. More details and template for these tools can be found in the Knowledge Center on the REACTS website.

(<http://reactsmsix.ed.gov/knowledgecenter.aspx>)



**State Self-Assessment Tool (SSAT):** Provides States with 60 indicators on which to assess their current progress stage

**Issue & Strategy Tool:** Allows States to capture strategies on which to focus in order to move from current to future progress stage

**Key Performance Indicators (KPI) Tool:** Assists States in capturing specific, quantitative goals per strategy in order to monitor performance over time.



# REACTS Tools:

## State Self-Assessment Tool (SSAT)

The State Team will complete a Self-Assessment of the status of their Migrant Program across 60 indicators. This will help the REACTS Team develop a customized strategic plan based on the State's self-assessed ratings of their MSIX and Records Exchange programs. The Self-Assessment is intended to enable the State to advance its program along the scale shown below.

### Progress Steps



# REACTS Tools: SSAT Examples



Indicator #	Description	Early Stage: Start-up	Intermediate Stage: Awareness	Advanced Stage: Widespread Use	Related Notes
1	Is the State collecting the MDEs?		√		
2	Is the State submitting the MDEs?		√		
3	Is the State submitting correct/complete/valid data?			√	
4	Is the State understanding and closely following its records exchange Interconnection Agreement (IA) and Interconnection Security Agreement (ISA)?	√			

*This is an example from an actual State self-assessment submitted by a State prior to a site visit.*

# REACTS Tools: Issue & Strategy Tool

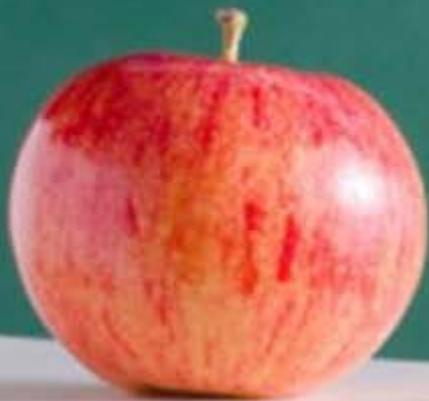


This tool is used during the State site visit to facilitate the State strategic planning process. The REACTS Team will use this tool to capture information during the strategic workgroup session.

Column	Purpose
Issue	What is the problem?
Cause	Why is this issue happening (i.e. reason)?
Effect	What is the issue causing?
Gap	What is missing / absent (i.e. resource, etc...)?
Strategy	How do we resolve the gap which would lead to resolution?
Resolution	What does success look like? If the issue was resolved, the State would be able to ...

# REACTS Tools.

## Issue & Strategy Tool Examples



Indicator # /Issue	Cause	Effect	Gaps	Strategies (priority)	Resolution
#20 Primary and Secondary MSIX users have not mastered the system	<ul style="list-style-type: none"> <li>• Users have not been assessed</li> <li>• They have been exposed to it but lack of practice prevents them from mastering it</li> <li>• Still new users know the system but not how to use the data</li> <li>• One round of training only</li> </ul>	<ul style="list-style-type: none"> <li>• Low usage</li> <li>• Not utilizing MSIX data to make the decisions that benefit migrant student</li> </ul>	<ul style="list-style-type: none"> <li>• More explanation of how to use the data</li> <li>• MEP staff who work closely with the kids and counselors, have not been trained</li> <li>• Not a clear target of who to train</li> </ul>	<ul style="list-style-type: none"> <li>• ID Key people to be trained first, second, third, etc (short)</li> <li>• Have each area ID one or two trainers to be trained by Sue. Then those people go back to the area. ID the key people and train them. Then retrain (short to mid)</li> <li>• Give the districts the tools to have their own TOT and key MSIX contact person (mid/ongoing)</li> <li>• Create/Develop a 'Training in a Box' module for these trainers (short)</li> </ul>	<ul style="list-style-type: none"> <li>• Within 2 years 80% of MSIX users will utilize MSIX on a regular basis and will be able to navigate the system with enough skill to extract any specific data</li> </ul>

*This is an example from an actual issue identified during a State site visit strategic planning session.*



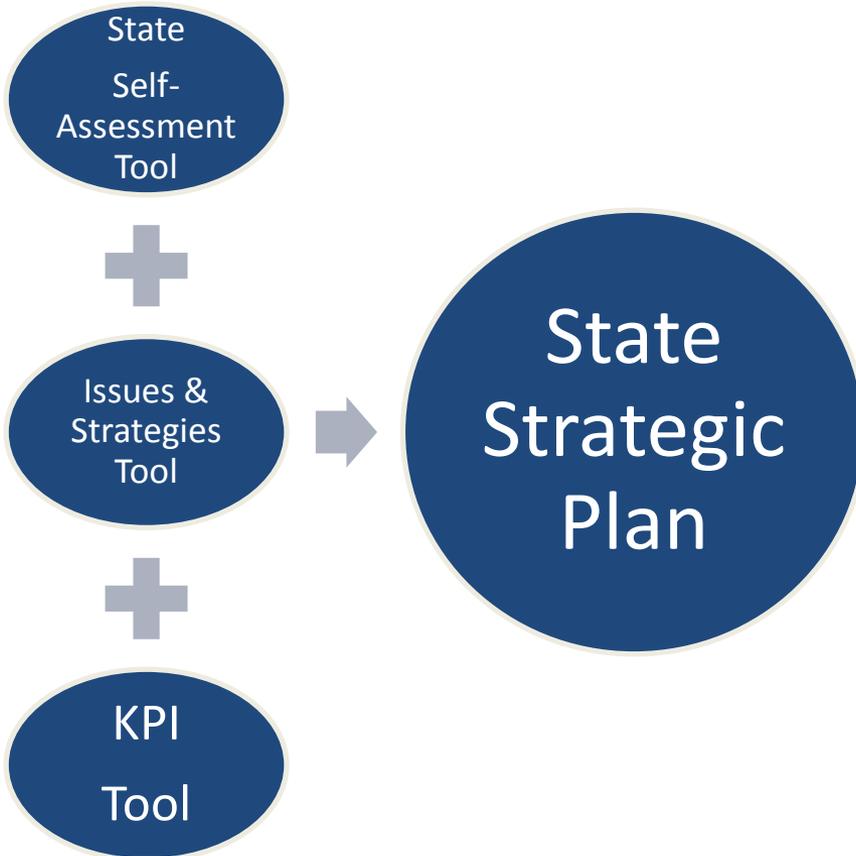
# REACTS Tools.

## Key Performance Indicators (KPI) Tool

The REACTS and State Teams will capture all measurable metrics for identified strategies and goals during this Site Visit into this KPI tool and review them at the post-site visit meeting as well.

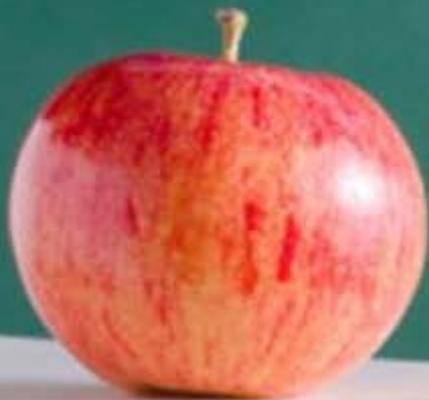
Task ID	Goals/Strategy/Task	Short Term (< 1 Year)			Mid Term (1-3 Years)			Long Term (3+ Years)		
		Target Goal	Actual Result	Variance	Target Goal	Actual Result	Variance	Target Goal	Actual Result	Variance
1	Create MSIX Users	30	29	-1.00	20	---	---	10	---	---
2	Administer MSIX State-wide Training Classes	4	7	+3.00	4	---	---	4	---	---
3	Distribute Quarterly Newsletter	4	4	+0.00	4	---	---	4	---	---
4	Hire New Recruiters	10	4	-7.00	5	---	---	5	---	---

# REACTS Tools: The State Strategic Plan



The ultimate goal of all of the REACTS Tools is to create an operational strategic plan for your State

# REACTS Tools: State Strategic Plan



The title page allows an author to customize his/her page by adding:

- State or organization name
- State or organization logo
- Document subtitle
- Author name
- Creation / Revision date
- Disclaimer information

***Refer to page 3***

A template for a title page, enclosed in a black rectangular border. At the top, there is a horizontal line with the text "State: Records Exchange Strategic Plan -Insert State Name-". Below this line, the text "[INSERT STATE AND DEPARTMENT NAME]" is centered. Underneath that, "[INSERT STATE LOGO]" is centered. The main title "[State's] Records Exchange Strategic Plan" is centered in a large, bold, red font. Below the title, a horizontal blue line is followed by the text "[Type the document subtitle]" in red. Further down, "[Author]" is centered, with "[Pick the date]" centered below it. At the very bottom, a horizontal line is followed by the number "3" centered.

# REACTS Tools: State Strategic Plan



## 1.0 Introduction

Provides a summary of the objectives of the strategic plan. In addition, the section describes the organizational structure of the MEP.

*Refer to page 5*

State Records Exchange Strategic Plan - [Insert State Name]

### 1 Introduction

Provide a summary of the objective of the strategic plan document. The author should mention each section and what will be addressed in the document. Please note that the reader should be able to read this section and understand the information that will be forthcoming. In addition, the author should mention any and all assumptions that were made during the development of the plan. For example, if you are assuming that you will receive grant monies from an outside source, this should be noted in this section.

The author should provide some background information about the migrant education program and the state's current organization. Please allow 3 to 4 paragraphs minimum.

#### 1.1 Organizational Overview

Provide an overview of your current organization and staff. Provide a summary of their roles and responsibilities.

```
graph TD; JD["Jane Doe  
Migrant Director"] --- JDD["John Doe  
Data Specialist"]; JD --- JMD["James Doe  
MEP Coordinator"]; JD --- JRD["Julie Doe  
Recruiter"]
```

Figure 1 - Organizational Chart

#### 1.2 Goals and Objectives

Provide a summary of the goals and objectives of both the organization and the strategic plan.

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# REACTS Tools: State Strategic Plan

## 2.0 Outreach Program

Provides a section to develop a Statewide outreach program that will help States plan training sessions, surveys, focus groups, and publicity.

*Refer to pages 6-10*

State: Records Exchange Strategic Plan <Insert State Name>

### 2 Outreach Program

REACTS recommends that every MSP develop an outreach program to communicate the benefits of using MSIX for all stakeholders – parents, teachers, students, counselors, registrars, recruiters, etc... in addition to educating personnel users on MSIX functionality. »

Provide a narrative describing the state's outreach objectives and outreach plan.

#### 2.1 Training

When developing your training plan, the state should have an idea of who they would like to train, when they would like to train them, and what type of training to provide. For example, provide a narrative of your MSP goals for training. The following table provides an outline to assist the author in developing a training plan. »

What Training is Needed?	What is the benefit of the training to the MSP?	Who should attend the training?	What is the Priority of this Training?	When should this training occur?	What are our estimated costs for the training?
MSIX Basics	Establish 10 new users • 2 Recruiters • 2 Counselors • 4 Data specialists	All MSIX users	Very High	Fall 2012	\$10,000.00
Workflow Evolution	Reduce duplicate data	Data Specialist	Medium	Fall 2012	\$1,000.00
Student Identification	Shortens the time needed for identification for recruiters	Recruiter	High	Spring 2012	\$1,000.0

Table 2 - Training Summary Two States

#### 2.1.1 Training Requirements

Describe or list the skills required to support the MSP. Match these requirements to the existing personnel skill sets to determine the training need for the department. For example, if the training is geared towards recruiters, then the trainer should be the Recruitment Coordinator or have recruiting experience in order to meet the needs and match the skill set of the target audience. »

#### 2.1.2 Roles and Responsibilities

Identify who will be responsible for developing the training materials and conducting the training. »

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# REACTS Tools: State Strategic Plan



## 3.0 Staffing Plan

Provides a description of the staffing plan used to implement the identified projects and strategies. This section details:

- Title / Position
- Job Description
- Salary
- Funding Source

**Refer to page 11**

State Records Exchange Strategic Plan <Insert State Name>

### 3 Staffing Plan

<Provide a narrative summarizing the overall staffing goals in regards to the Records Exchange Initiative and MDEC>

Title / Position	Job Description	Salary	Funding Source
Director data center	Responsible for ensuring MDEC website functionality; handling data center MDEC functionality; managing and providing MDEC client/visitor to MDEC staff as needed.	\$20,000	.75 MDP

Table 3 - State Records Exchange Staffing Plan

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# REACTS Tools: State Strategic Plan



## 4.0 Program Budget

Financial plan detailing funding sources and expenditures. The author can customize it per project or the overall records exchange initiative.

*Refer to page 12*

State Records Exchange Strategic Plan <Insert State Name>

### 4 Program Budget

*Provide a narrative that explains the financial and budget forecast. In addition, mention any assumptions that should be made to justify the projections.*

	Year 1	Year 2	Year 3
<b>REX Funding Awards</b>			
Federal Funding			
<b>Total Federal Funds</b>	\$ 0.00	\$ 0.00	\$ 0.00
<b>Grants</b>			
Federal Grants	\$ 0.00	\$ 0.00	\$ 0.00
State Grants	\$ 0.00	\$ 0.00	\$ 0.00
Local Grants	\$ 0.00	\$ 0.00	\$ 0.00
<b>Total Grants</b>	\$ 0.00	\$ 0.00	\$ 0.00
<b>Total Award Amount</b>	\$ 0.00	\$ 0.00	\$ 0.00
<b>Expenses</b>			
<b>Staff</b> <i>(Use Item Staffing Plan above)</i>			
Employee 1	\$ 0.00	\$ 0.00	\$ 0.00
Employee 2	\$ 0.00	\$ 0.00	\$ 0.00
Employee 3	\$ 0.00	\$ 0.00	\$ 0.00
<b>Total Staff</b>	\$ 0.00	\$ 0.00	\$ 0.00
Travel	\$ 0.00	\$ 0.00	\$ 0.00
Computer and Technology	\$ 0.00	\$ 0.00	\$ 0.00
Contract Labor	\$ 0.00	\$ 0.00	\$ 0.00
Supplies	\$ 0.00	\$ 0.00	\$ 0.00
Training <i>(When meeting given in section 2.1)</i>	\$ 0.00	\$ 0.00	\$ 0.00
<b>Total Expenses</b>	\$ 0.00	\$ 0.00	\$ 0.00
<b>Remaining Balance</b>	\$ 0.00	\$ 0.00	\$ 0.00

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# REACTS Tools: State Strategic Plan



## 5.0 Project Plan and Objectives

Narrative summarizing the overall project Plan, which includes tasks, duration, task owner, and the resources needed. This section is segmented by short-term, mid-term and long-term projects.

*Refer to pages 13 and 14*

State Records Exchange Strategic Plan <Insert State Name>

### 5 Project Plan and Objectives

<Provide a narrative summarizing the overall project plan and descriptions for each of the plan objectives. The project plan is broken down into three categories: short term projects, mid-term projects, and long term projects. This will give states an opportunity to list the state specific objectives, strategies in place to meet those objectives, a time frame and resources needed in order to meet the objective, and persons and / or positions involved.>

#### 5.1 Project A: Short Term Projects

<Provide a narrative summarizing the short-term projects that reflect your objectives for M&EX and Records Exchange. Short Term Projects are projects that will take place within one year.>

<Tasks should be listed in the order in which they need to be completed.>

Task #1 Objective: Create state-wide comprehensive policies and procedures for M&EX			
Strategies	Start Date End Date	Owner Coordinator	Resources Needed
Use the REACTS Policy and Procedure (P&P) Template to write a state-wide plan	12/31/11 01/01/12	State Objectives Coordinator	P&P Template Jim Van Egert Conferences with the strategic planning and follow up meeting
Task #2 Objective: <insert a task objective>			
Strategies	Start Date End Date	Owner	Resources Needed

#### 5.2 Project B: Mid-Term Projects

<Provide a narrative summarizing the state's mid-term projects that reflect your objectives for M&EX and Records Exchange. Mid Term Projects are activities that will take place from one to three years.>

<Tasks should be listed in the order in which they need to be completed.>

Task #3 Objective: Increase non-M&EX staff accounts, specifically consultants, registrars and school placement staff			
Strategies	Start Date End Date	Owner	Resources Needed

# REACTS Tools: State Strategic Plan



## 6.0 Performance Measurement Evaluation

This section provides an overview of the quantitative measures used to assess the progress made on strategies over the course of 1 year, 1-3 years, and 3 years.

*Refer to page 15*

State Records Exchange Strategic Plan <Insert State Name>

6 Performance Measurement Evaluation

Metric ID	Goal / Strategy / Task	Short Term (0-1 years)		Mid Term (2-4 years)		Long Term (5+ years)	
		Target	Actual Results	Target	Actual Results	Target	Actual Results
1	Develop USOP system	100	0	100%	0%	0	0
Comments: This goal was not met because... (explain to meet the goal for next year, the USOP plans to...)							
2	Implement USOP data system	100	75	100%	0%	0	0
Comments: The progress for USOP metrics was higher than expected, as the USOP increased the number of metrics. Users over the USOP plans to add more metrics in the coming year.							
3				100%			
Comments:							
4				100%			
Comments:							

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# REACTS Tools: State Strategic Plan



## 7.0 Glossary and Acronyms

Describes the terminology used in the document.

*Refer to page 16*

State Records Exchange Strategic Plan -Insert Date Name-

7 Glossary and Acronyms

Term	Definition
LEA	Local Education Agency
MDE	Minimum Data Elements
MEP	Migrant Education Program
MSIX	Migrant Student Information Exchange
OME	Office of Migrant Education
REACTS	Records Exchange Advice, Communications and Technical Support
SEA	State Education Agency

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# REACTS Tools: The State Strategic Plan

These are the high-level activities that occur during the State strategic planning process and the deliverables from each activity.

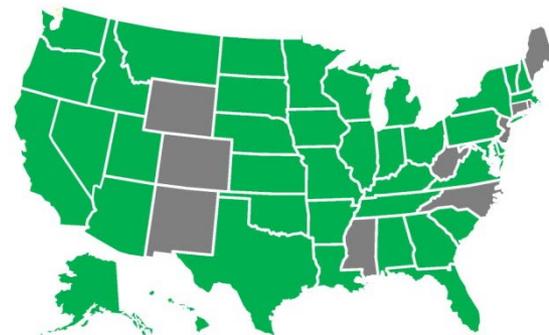


# REACTS

## State Site Visits



The REACTS Team will participate in ten (10) State site visits to assist in the efficient and effective management of records exchange.



While onsite, the REACTS Team will assist with:

- 1) Administering a self-assessment in relation to MSIX and Records Exchange
- 2) Identifying issues and areas for improvement
- 3) Identifying cause and effect relationships
- 4) Identifying GAPS in processes, procedures, and policies
- 5) Establishing strategies for issue resolution
- 6) Prioritizing strategies for short-term, mid-term, and long-term goals and objectives

# REACTS

## State Site Visits

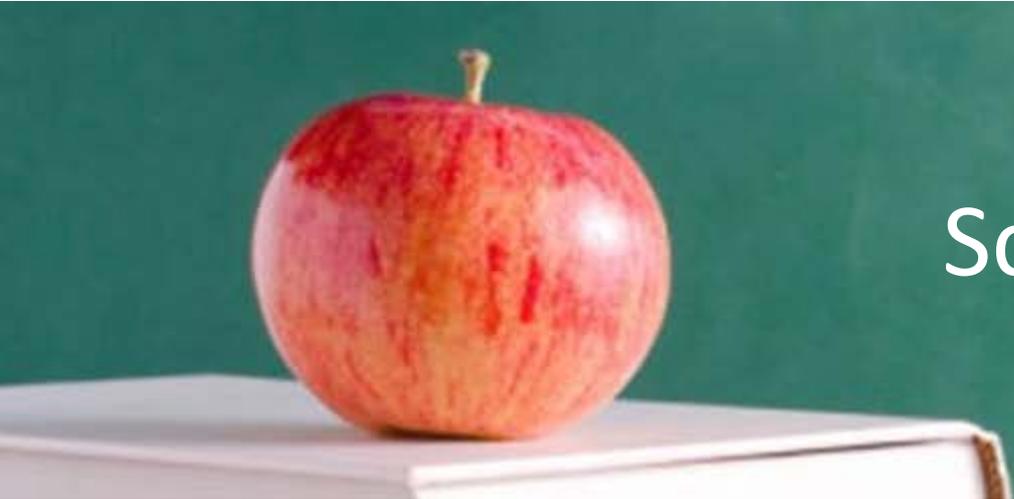


### Who should attend the site visit from your State?

- State Director
- Data Specialist
- Recruiters
- Counselors
- Registrars

### How can we have the REACTS team visit our State?

- Register through the Support Center via 1-888-REACTS-0 or [reactshelp@ed.gov](mailto:reactshelp@ed.gov)
- Conduct a State Self-Assessment
- Review State Self-Assessment results with the REACTS Team



# REACTS

## Schedule a Site Visit

### REACTS Support Center

**1-888-REACTS-0**

**1-888-732-2870**

**Hours of Operation**

**9 AM EST to 8 PM EST**

Operator 1

9 AM EST to 12 PM EST

Operator 2

12 PM EST to 4 PM EST

Operator 3

4 PM EST to 8 PM EST



[reactshelp@ed.gov](mailto:reactshelp@ed.gov)

# Questions

