



## Leadership System - *Allocate Resources to Support the District Mission*

District leaders forecast multiple scenarios and conditions to support the long-term viability of district resources, programming, and infrastructure.

### **PRACTICE 14**

#### **PREPARATION**

##### *GETTING AWARE*

District leaders explore research and examples of environmental scanning, forecasting, and scenario planning as they relate to the broader practice of strategic planning. District leaders review educational policy trends, and seek out examples of trends that align with the district's needs assessment planning and protocols.

##### *GETTING READY*

District leaders are trained in scenario and contingency planning, and practice this concept around small projects of limited scope. District leaders engage in environmental scanning to understand factors that may impact planning for short and long-term programming and resource allocation.

#### **PROGRESS INDICATORS**

##### *GETTING STARTED*

District leaders develop priority and backup options for program and policy implementation. Backup options identify conditions that would lead to implementation in lieu of the prioritized plan. If constraints are based on resource or capacity, budget options might be developed for executive review and approval.

##### *GETTING BETTER*

District leaders identify factors of their system, community perception, or state/federal policy that might influence programs or policies of the district and develop multiple scenarios for implementation that are based upon changes in these factors. District leaders prioritize decisions in advance and project their decisions for resource allocation, programming, or infrastructure needs for their systems based upon external conditions.

##### *KEEP IMPROVING*

District leaders utilize scenario planning to identify trends and patterns in data based upon internal and external factors to the district. District leaders use these scenarios and monitor the contextual factors that would influence which scenario they pursue to determine both strategic and operational decisions. District leaders develop and prioritize plans, including budgets (resource allocation), staffing and contracts (talent management), programming (instruction and/or student support), and infrastructure (facilities, transportation, and resource allocation) for each scenario, using those that best align to the district context.

## RESEARCH REFERENCES FOR THIS PRACTICE:

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