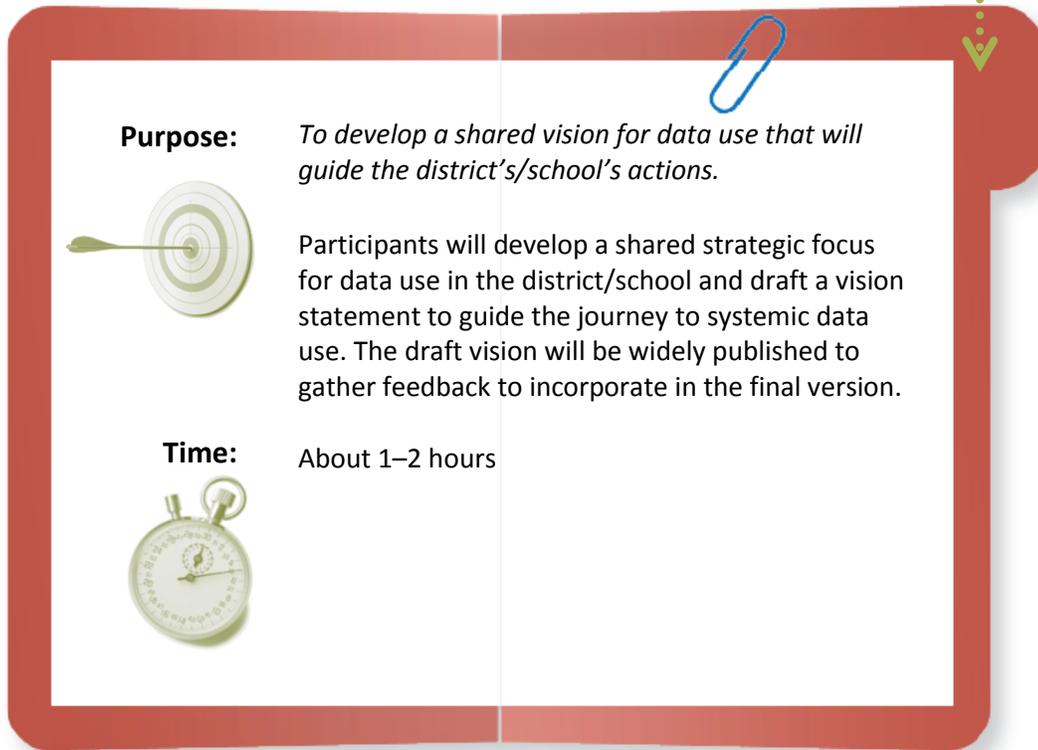


1.1A – Creating a Vision for Data Use¹



Purpose: *To develop a shared vision for data use that will guide the district's/school's actions.*



Participants will develop a shared strategic focus for data use in the district/school and draft a vision statement to guide the journey to systemic data use. The draft vision will be widely published to gather feedback to incorporate in the final version.

Time: About 1–2 hours



Directions:

This activity will be most effective if a broadly representative group of district and school-level staff participate. It is critical, however, that district leaders (both formal and informal) participate and are committed to this process.

¹ Portions of this protocol were developed within the DATAUSE project (Using Data for Improving School and Student Performance) by the consortium of partners including: Public Consulting Group, University of Twente (the Netherlands), Institute of Information Management Bremen GmbH (Germany), Modern Didactics Center (Lithuania) and Specialist Schools and Academies Trust (UK). For more information on the project please visit: www.datauseproject.eu

Part 1: Finding a Shared Strategic Focus

A vision statement looks to the future and defines a desired end state. The vision describes what your district/school would look like if all of your best ideas were realized. The purpose of this activity is to begin to articulate a vision for the district's/school's use of data by developing a shared strategic focus which will then be articulated in a succinct draft vision for data use.

1. Take about five minutes on your own to write your idea of what the ideal use of data in the district/school would be. Think about these questions as you draft your vision:
 - What do you want the future of data use in the school to look like?
 - What data use practices are needed to fulfill the school's mission?
 - What organizational structures need to be in place to make effective data use possible?
2. After you have drafted your statement, dissect it into its major component ideas. Write each idea on a separate sticky note.

Example:

Idea for ideal data use = High quality data are collected and disseminated to appropriate stakeholders in a timely manner so that all decisions can be informed by data.

Dissection (one per sticky note)

- Need to have high quality data
 - All stakeholders need capacity to analyze data
 - Organizational structure in place for collection and dissemination
 - Organizational expectation that all decisions are informed by data
3. Post your component ideas, along with those of your colleagues, on one large piece of chart paper. With your colleagues, sort all of the ideas so that similar ideas are grouped together. Sets and sub-sets of ideas will emerge through this process.
 4. Discuss and arrange the notes until all team members are satisfied with the groupings. Give each grouping a descriptive title such as *Informed Decision Making*.
 5. As a group, review the assembled statements and add any key ideas that seem to be missing. Reach consensus on any ideas that should be removed.
 6. What remains on the chart paper is an outline of a shared strategic focus. The diagram outlines priority areas and is beginning to paint a picture of what systemic data use in the school would look like (e.g., your desired end state).

Part 2: Acting on the Shared Strategic Focus

1. If your district/school already has a vision statement which includes data use:
 - Compare it to the shared strategic focus that was just created. Determine if the existing vision is in alignment with the shared strategic focus. If it is not aligned, consider whether it is the existing vision or the strategic focus that needs revising.
 - Reach consensus on the changes that need to be made and delegate several members of the team to make the revisions for review.
 - Craft a plan to gather feedback from stakeholders on the draft of the revised vision statement.
2. If the district/school does not have an existing vision statement which includes data use, move on to Part 3 of this activity.

Part 3: Crafting a Vision Statement

Writing a succinct, meaningful, vision statement by committee is virtually impossible. It is, however, not only possible, but desirable to have a group provide input on the content of the statement and delegate one or two team members to draft the statement. The following steps will help each team member use the shared strategic focus to contribute to the draft vision statement.

1. The facilitator should write the following sentence starter on a new piece of chart paper:

Our district will “*accomplishments or end states*” by “*methods or strategies*” that will be used to achieve the vision.

For example: use data to...; collect and analyze data to...; create a culture of data use; support the use of data by all staff members; inform all decisions with data; allocate resources based on analysis of relevant data.

For example: creating school data teams; collecting and disseminating high quality data in a timely manner; supporting data use to inform all decisions.

Example of a Completed Statement:

Our district will *use data to inform all decisions* by *collecting and disseminating high quality data to all stakeholders in a timely manner*.

2. Each member of the team should use the sentence starter as a guide to help them write a draft vision statement that incorporates the team’s *shared strategic focus* on a piece of chart paper (be sure to write large enough for the whole team to read your statement).
3. As a group, review the statements. Look for opportunities to combine similar ideas and identify unique ideas.



4. Merge all of the ideas into a clear statement of your district's/school's vision for data use. The statement may be multifaceted or bulleted, but it should include the essential elements of the original sentence starter:
 - Accomplishments or end states
 - Methods or strategies that will be used to achieve the vision
5. Delegate several people to refine the statement and bring it back to the full group at a subsequent meeting for review. At that meeting, ensure that the draft statement captures the group's priorities and vision for data use in the district/school.

Part 4: Follow-Up Activities

1. Once the group has reached consensus on a succinct vision statement, craft a memo to all stakeholders sharing the vision and the rationale for its development. Solicit feedback on the vision from stakeholders. Consider presenting it at faculty meetings in schools, and within department meetings in the district office. Sharing your new vision through personal communication and in open forums will return excellent feedback and help to expand the vision's support district-wide.
2. Refine the vision statement based on stakeholder feedback.
3. Take the refined vision statement to the district's/school's governing body for adoption.