

## THE CAMBRIAN GROUP

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February 1, 2016

Washington USD  
Linda Luna  
Superintendent  
930 Westacre Road  
Washington, California 95691

Dear Linda:

We are pleased to submit our proposal for **STRATEGICS®**, including Thinking, Planning and Action. We have built in a tentative schedule and can adjust where necessary. This proposal also includes information about our **Internal Facilitator Training Program** and our **Web-Based Planning Software**.

As you know, our firm, established in 1978, is the originator of the authentic strategic planning for education. In fact, we wrote the book on it, **Strategic Planning for America's Schools**. This is the classic text used by colleges and the genesis of almost all planning by education professionals. Complete information about our Firm, Associates, Programs and Publications can be seen at [www.thecambriangroup.org](http://www.thecambriangroup.org)

We have facilitated plans in over 1,200 schools school systems and have trained over 13,500 strategic planning facilitators. The Cambrian Process and Discipline is still the ultimate in Strategic Planning. Not only has our original version been strengthened and deepened, but it is enhanced by Strategic Thinking, as the preliminary activity, and Strategic Action, as the only way to guarantee successful implementation. In addition, our exclusive software enables a district to track, monitor and report all aspects of the plan.

Thank you for the opportunity to present our holistic planning system. We pledge you our very best effort.

All the best,



William J. Cook, Jr., Ph.D.  
Founder and President

5795 Carmichael Parkway/ Montgomery, AL 36117/334-356-7158/[www.thecambriangroup.org](http://www.thecambriangroup.org)

A PROPOSAL FOR

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**STRATEGICS®**  
**Thinking, Planning and Action**

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*Submitted to*  
**Washington Unified  
School District**

*Prepared by*  
**William J. Cook, Jr., Ph.D.**

**The Cambrian Group**  
5795 Carmichael Parkway • Montgomery, AL 36117  
334-356-7158 • 334-356-7159(fax)  
[www.thecambriangroup.org](http://www.thecambriangroup.org)

THIS PROPOSAL CONTAINS COPYRIGHTED AND PROPRIETARY INFORMATION. IT IS INTENDED STRICTLY FOR THE USE OF CAMBRIAN PROSPECTIVE CLIENTS.  
IT IS NOT TO BE DISTRIBUTED TO OR SHARED WITH ANY ORGANIZATION. THANK YOU IN ADVANCE FOR YOUR COOPERATION.

**NOTE: THIS PROPOSAL IS DIVIDED INTO THREE PHASES\*:**

**PHASE I**

**Strategic Thinking (Step 1)**

**PHASE II**

**Strategic Planning (Steps 2-10)**

**PHASE III**

**Strategic Action (Steps 11-13)**

**\*Please see attached chart.**

# STRATEGICS: THINKING / PLANNING / ACTION

## THINKING

1. The Five Arenas of Strategic Thinking
  - Definitions
  - Condition vs. Cause
  - Leaders vs. Leadership
  - The Nature of Systems
  - Dynamics of Organization

## PLANNING

2. Commitment and Preparation
  - Internal Facilitator(s) training
  - Awareness Sessions
  - Exploration of System Capacity and Design
  - Information Base
3. Strategic Planning Team
  - Manageability
  - Inclusivity
  - Microcosm
  - Goodwill
4. First Planning Session
  - Cardinal Features**
    - \*1. Beliefs
    - \*2. Mission
    - \*3. Parameters
    - \*4. Objectives
    - \*5. Strategies
  - Formative Features**
    - 6. Internal Analysis
    - 7. External Analysis
    - 8. Competition
    - 9. Critical Issues
5. Communication of Draft Plan
  - Organizational Awareness
  - Public Awareness and involvement
6. Action Teams
  - Participation and Balance
  - Trained Leaders
7. Action Plan Development
  - \*10. Action Plans
    - Programs
    - Projects
    - Prototypes
8. Second Planning Session
  - Presentation of Action Plans
  - Preparation of Final Draft
9. Implementation Schedule
  - Phasing of Plans
  - Resource Allocation Plan
10. Board Approval

## ACTION

11. Organizing to Action
  - Strategic Context
  - Concepts of Action
  - The Dimensions of Whole-Context Organization
12. Capacity Through Action
  - The Dynamics of Whole-Context Organization
  - Mutual Commitments and Expectations
  - Morphing Formations
13. Action Cluster Planning
  - Strategic Context/Intent
  - Kinds of Agency
  - Planning Process & Discipline
  - Discovery of Possibilities

## PLANNING

14. Continuous Creation
  - Constant Emergence
  - New Realities
  - Evolving Design

## PROPOSAL

This proposal is written as a script in order to impart a sense of continuity and timing. Both the Process (planning) and the Discipline (plan) are based on Strategics: The Art and Science of Holistic Strategy and its three areas of emphasis – **Strategic Thinking, Strategic Planning, and Strategic Action**. Of course, the components are severable, but, taken together, in the proper sequence; they constitute a single developmental project from idea to action.

## OBJECTIVE

The objective of this project is two-fold:

- (1) To develop a strategic plan by which the district can continuously create systems to serve its unique, extraordinary purpose.
- (2) To ensure the dedication of all resources and energies to strategic intent through complete organizational alignment and systemization of site plans and action.

All planning activity will be characterized by:

- An uncompromising dedication to the best interest of students
- A commitment to honor all previous and current plans and planning activity
- Full involvement by members of the education system as well as the community
- Agreement-based decisions and plans
- Emphasis on measurable, observable objectives
- Accountability for performance effectiveness
- Continuous review and evaluation

## **PHASE I - THINKING**

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### **1. STRATEGIC THINKING – The Five Arenas of Strategic Thinking**

(March, 2016) – *Optional but recommended*

This is actually a graduate level course, intended to ensure that in our planning we deal with *strategic issues* and make *strategic decisions*. Five arenas of Strategic Thinking are explained in very practical terms: 1) Definitions (corporate-management, institutional-administrative, and futuristic); 2) Cause vs. Condition; 3) Leaders vs. Leadership; 4) The Nature of Systems (control, life-span, kind, motivation); and Organizing to Action. While this may sound academic, it is not. This course actually deals with relevant aspects of your current situation. This session may include your staff as well as board members, or, at your discretion, only members of the strategic planning team.

## **PHASE II - PLANNING**

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### **2. COMMITMENT AND PREPARATION FOR PLANNING**

(February-March, 2016)

Two very important activities must be conducted by the district:

- a) An Internal Facilitator(s) will be trained to assist in the development of the district's strategic plan, to coordinate action planning, and to facilitate school/site plans.
- b) The Superintendent should ensure a general awareness throughout the district and community regarding the strategic planning process. Personal presentations and/or other forms of communication may be used to reach all constituents.

### **FACILITATOR TRAINING** (4 days)

(Feb. 29-March 3, 2016) – See attached Program Flier

This course is based on Dr. Bill Cook's book STRATEGICS: The Art and Science of Holistic Strategy. It features training and practical exercises in Strategic Thinking, Strategic Planning, and Strategic Action. The intent is to ensure that participants can lead genuine Level II change in their school district – that is, change *of* the system rather than just change *in* the system.

The training includes:

- Creative facilitation techniques
- Sound theory and practice regarding “holistic” strategy
- Disciplines and processes of Thinking, Planning and Action
- The attributes of authentic leaders
- The dimensions and dynamics of emerging organization
- Effective ways to engender community support

### **3. BUILD STRATEGIC PLANNING TEAM**

(February, 2016)

This is the Superintendent's prerogative and responsibility. He will be assisted by the district internal facilitator(s) in constituting a team with the following characteristics:

- Manageable; no more than thirty.
- Inclusive of all levels and functions within the school system.
- Reflective of all values and perspectives in the larger community.
- Having a disposition of good will – willing to make agreement-based decisions.

It is recommended that at least half the team be community members, that is, other than school personnel. Cambrian has extensive experience in building such teams and will be happy to provide advice upon request.

#### **4. FIRST PLANNING SESSION**

(April, 2016)

The strategic planning team will meet, in a retreat environment, for the initial three-day planning session. The vital statistics of the district and community, along with existing district plans, will be available for their consideration. During the first session, the team will develop the following Cardinal Features of the draft plan based on agreement.

- **Beliefs** (The unequivocal expression of fundamental values, convictions, and character.)
- **Mission** (A clear, definitive statement of highest aspiration including unique identity, specific purpose, and critical attributes.)
- **Parameters** (Strict pronouncements that establish the boundaries, limits, and rules within which the mission is to be accomplished.)
- **Objectives** (The desired measurable, observable, or demonstrable results that realize the mission.)
- **Strategies** (Largely stated initiatives through which the mission and objectives are to be achieved.)

In addition, the team conducts extensive analysis of critical Formative Features:

- Internal Factors (Strengths, Weaknesses and Organization)
- External Analysis (Conditions and Circumstances)
- Competition (Any provider of the same or similar good, products, and services to the same general clientele.)
- Critical Issues (The convergence of internal and external factors that impends crisis.)

#### **5. COMMUNICATION OF THE DRAFT PLAN**

(April, 2016)

Immediately following the first planning session, the Superintendent will communicate the draft plan to the various publics. Special presentations will be made to the Board, Administrators, and auxiliary organization. With each presentation, invitations to serve on Action Teams will be extended.

## **6. BUILD ACTION TEAMS**

(May, 2016)

An action team will be formed for each strategy. Each team will reflect a cross-section of the school system and the community. The Superintendent will designate a leader for each team. Once the team leaders are chosen, a Cambrian Associate will conduct action team leader training. This is an intensive one-day session that prepares the leaders to facilitate the development of action plans. Detailed action planning guidebooks will be provided, resources identified, and communication/support protocols established.

## **7. DEVELOP ACTION PLANS**

(May-June, 2016 and August-October, 2016)

This activity will require three to four months. The district internal facilitators will provide the direct coordination and support for this phase of the planning process, with continuing support from Cambrian. Cambrian facilitators will conduct, in addition to the initial training, regular review sessions with the action team leaders and internal facilitators. Their progress will be assessed, support and assistance provided as needed. The intent is to insure that they develop action plans that are not only relevant to their strategy, but also positive in terms of return on investment. All plans, must be implementable – not merely plans to plan. And each must be accompanied by a cost-benefit analysis.

## **8. SECOND PLANNING SESSION**

(November, 2016)

This two-day session involves the strategic planning team in the assessment of the plans developed by the action teams. On the first day, the action team leaders will formally present their plans, and will answer questions posed by the members of the planning team. After all the presentations have been made, the strategic planning team will begin assessment of the plans and, on the second day, will render one of four dispositions for each plan: accept, reject, accept with stipulations, or return for more work.

## **9. PREPARE IMPLEMENTATION SCHEDULE with RESOURCE ALLOCATION PLAN**

(December, 2016)

The strategic plan with all its attendant action plans will be implemented over a number of years. And, of course, it is the Superintendent who will make the final

recommendations regarding timing and resource allocation. The planning team's recommendations will be immediately formatted and turned over to the Superintendent, who, working through necessary processes, will develop a five-year scenario of implementation. This will go forward with the plan as it is submitted to the Board for approval.

## **10. BOARD APPROVAL**

(January, 2017)

Approval of the plan will be accomplished under the direction and guidance of the Superintendent. Cambrian will, however, gladly provide advice and counsel, in addition to that already included in the Internal Facilitator's Manual and training upon request.

## **PHASE III –Action**

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### **11. ORGANIZING TO ACTION - Strategic Organization**

(February, 2017)

### **12. CAPACITY THROUGH ACTION – Capacity Development**

(February, 2017)

If a strategic plan is to be carried into action, there are two major commitments that must be made: 1) the development of the capacity to insure implementation and 2) organizational alignment with the district's strategic intent. Both can be accomplished through Mutual Commitments and Expectations that:

- Align all jobs and programs within the district with the strategic intent;
- Determine best use of time for all administrators, and
- Infuse the action plans into the specific job accountabilities of individual administrators.

This will be accomplished under the direction of a Cambrian facilitator based on 40 participants per session (principals, assistant principals, district office personnel). We are recommending (and budgeting) that the training be scheduled as follows: one group will attend a two-day session, with follow-up by correspondence. Each administrator will re-conceptualize his/her job responsibilities in terms of the strategic plan, identify results, and establish specific objectives within the context of district support. The format and process establish the basis for continuous evaluation of both district and individual performance. We are budgeting for only one session, but others may be scheduled if desired.

### **13. ACTION CLUSTER PLANNING - SCHOOL (Site) PLANNING**

(March, 2017) - *Optional*

Campus leaders will be trained in each school (2-day program) in order to replicate the process and discipline of the district. Option 1: We recommend the principal and a facilitator are trained in each school. Option 2: We recommend the principal, facilitator, community persons and teachers are trained as a team of 5 from each school. If the training is conducted in the spring, the school plans could be completed by December, 2015.

## **PLANNING**

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### **14. CONTINUOUS CREATION**

Annual Updates are not reflected in the proposed budget, but typically are priced at 60% of the initial cost of the strategic planning process (Steps 2-10). (Proposal upon Request)

## **SOFTWARE**

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**\*Strategic Planning Software** – The entire Strategic Plan can be managed by a web-based software designed specifically for the Cambrian planning process. It will allow you to access, track and monitor progress on the entire plan from the initial planning session, action plans and implementation of the district plans to Site Planning and Annual Updates. The level of access is assigned by the software administrator within the district. Training is included with the purchase of software and online demonstrations are available.

## **PROPOSED BUDGET – Washington USD**

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*Fees include materials, communication, document preparation (as needed), consultation and coaching. Travel expenses are not included and will be invoiced as incurred.*

### **PHASE I – Optional/Recommended to strengthen the Strategic Planning Results**

#### **Strategic Thinking Program**

30 participants @ \$550.00 **\$16,500.00**  
(Additional participants @ \$500 each)

**Internal FACILITATOR TRAINING PROGRAM – See Attached Program Flier 1,895.00 per person**

### **PHASE II**

#### **Strategic Planning**

Steps 1-10 - \$ **40,500**  
Billed in 2 installments (60% after First  
Planning session and 40% after  
Second planning session) **39,500.00**

### **PHASE III**

#### **Strategic Action –**

**Organization to Action and  
Capacity through Action**  
Steps 11, 12 – Mutual Commitments and Expectations  
2 days h @ \$3,500.00 per day **7,000.00**

### **PHASE III**

#### **Strategic Action – *Optional***

**Action Cluster Planning  
(School/Site Planning Training Program) Step 13**  
*Option 1:* 2 per 12 schools plus 6 central office  
30 participants @ \$600.00 (1 session) **18,000.00**

**\*SOFTWARE – District Planning- Initial Subscription/License**  
Based on Enrollment 7,538 Students **\$2,261.40**

**AGREEMENT**

We agree to the proposal as outlined on the preceding pages.

**Washington Unified School District**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

**The Cambrian Group**



\_\_\_\_\_  
Signature

William J. Cook, Jr. Ph.D., President

Title

February 1, 2016

Date

5795 Carmichael Parkway/ Montgomery, AL 36117/334-356-7158/[www.thecambriangroup.org](http://www.thecambriangroup.org)

## **THE CAMBRIAN GROUP- REFERENCES**

Dr. Dennis Peterson  
Superintendent  
Minnetonka School District  
Minnetonka, Minnesota  
(952) 401-5000  
7,700 Students  
[www.minnetonka.k12.mn.us](http://www.minnetonka.k12.mn.us)

Dr. David Title  
Superintendent  
Fairfield Public Schools  
Fairfield, CT  
(203) 255-8371  
4,000 Students  
[www.fairfieldschools.org](http://www.fairfieldschools.org)

Dr. Steven Ebell  
Asst. Superintendent  
Clear Creek ISD  
League City, TX  
(281) 284-0121  
40,000 Students  
[www.ccisd.net](http://www.ccisd.net)

Dr. Joseph Coburn  
Exec. Dir. of Sec. Ed.  
Tyler ISD  
Tyler, Texas  
(903) 262-1000  
18,000 Students  
[www.tylerisd.org](http://www.tylerisd.org)

Mr. Jay Haugen  
Superintendent  
Farmington Area Public Schools  
Farmington, Minnesota  
(651) 463-5013  
6,200 Students  
[www.farmington.k12.mn.us](http://www.farmington.k12.mn.us)

Dr. Roger Stock  
Superintendent  
Rocklin USD  
Rocklin, California  
(816) 489-7000  
11,400 Students  
[www.rocklinusd.org](http://www.rocklinusd.org)

Mr. Bob Poisal  
Assistant Superintendent  
Belton School District  
Belton, Missouri  
(816) 489-7000  
4,800 Students  
[www.beltonschools.org](http://www.beltonschools.org)

Barbara Alejandre  
Internal Facilitator  
San Bernardino County Schools  
Colton, CA  
(909) 777-0978  
400,000 Students  
[www.sbcss.k12.ca.us](http://www.sbcss.k12.ca.us)

Karin Reynolds  
Deputy Superintendent  
Colorado Sprints School District 20  
Colorado Springs, CO  
(719) 234-1209  
17,000 Students  
[www.asd20.org](http://www.asd20.org)

Dr. Donna O'Neal  
Director - Assessment, Evaluation & Planning  
San Juan USD  
Carmichael, California  
(916) 971-7104  
47,800 Students  
[www.sanjuana.edu](http://www.sanjuana.edu)

Mary Fox-Alter  
Superintendent  
Pleasantville Union Free Schools  
Pleasantville, New York  
(972) 600-5406  
1,840 Students  
[www.pleasantvilleschools.com](http://www.pleasantvilleschools.com)

Dr. Raymond Queener  
Superintendent  
Cambridge-Isanti Schools  
Cambridge, MN  
(763) 688-6188  
5,200 Students  
[www.cambridge.k12.mn.us](http://www.cambridge.k12.mn.us)

Dr. Susan Viccaro  
Superintendent  
Newburyport Public Schools  
Newburyport, MA  
(978) 465-4456  
2,300 Students

Don Clark  
Superintendent  
Eastern Sierra USD  
Bridgeport, CA  
(760) 934-0031  
400 Students

Dr. Joseph Hochreiter  
Superintendent  
Hendrick-Hudson Schools  
Montrose, NY  
(914) 257-5112  
2,400 Students  
[www.henhudschools.org](http://www.henhudschools.org)

Tammy Henderson  
Chief Communications Officer  
North Kansas City Schools  
Kansas City, MO  
(816) 413-5000  
18,971 Students  
[www.nkcschools.org](http://www.nkcschools.org)

Dr. John Brazell  
Director of Business  
Beatrice Public Schools  
Beatrice, NE  
(402) 223-1500  
2,000 Students

Barry Cain  
Superintendent  
Ellsworth Community Schools  
Ellsworth, WI  
(715) 273-3900  
500 Students  
[www.ellsworth.k12.wi.us](http://www.ellsworth.k12.wi.us)

Dr. Perry Berry  
Superintendent  
Queen Creek USD  
Queen Creek, AZ  
(480) 987-7463  
5,300 Students  
[www.qcusd.org](http://www.qcusd.org)

Linda Barbere  
Director of Communications  
San Bernardino City USD  
San Bernardino, CA  
(909) 381-1463  
57,000 Students  
[www.sbusd.com](http://www.sbusd.com)

# FEBRUARY 29-MARCH 3, 2016

# STRATEGIC PLANNING

## Internal Facilitator Training Program

*Featuring Strategic Thinking and Strategic Action*

**HOSTED BY –Arizona School Administrators - ASA**

**WITH Dr. William Cook and John Messelt**

This course is based on Dr. Bill Cook's book Strategies: The Art and Science of Holistic Strategy. It features training and practical exercises in Strategic Thinking, Strategic Planning, and Strategic Action. The intent is to ensure that participants can lead genuine Level II change in their school district – that is, change **of** the system rather than just change **in** the system. You Will Learn:

- Creative facilitation techniques
- Sound theory and practice regarding “holistic” strategy
- Disciplines & processes of Thinking, Planning, & Action
- The attributes of authentic leaders
- How to distinguish cause from condition
- The dimensions and dynamics of Whole-Context Organization™
- Effective ways to engender community support

### Guarantees:

- Total concentration of energy and resources on the district's own unique needs and aspirations
- The localized context for satisfying all state and federal requirements
- One process by which all necessary planning is accomplished
- The rationale for conforming all aspects of the organization to strategic action, including: elimination of redundancy and/or duplication, justification of all programs and projects based on return on investment, and abandonment of irrelevant or non-productive activities.

Dr. Bill Cook is generally considered the foremost authority in strategic planning for education. His classic book, Strategic Planning for America's Schools, first published in 1988, quickly became the definitive source for both the theory and practice of planning. Following the principles detailed in this book, and drawing from extensive experience in the military and business, he and his Associates have facilitated over 1,200 plans for educational systems in both the United States and abroad. They have trained more than 12,000 planning facilitators in graduate-level courses.

Strategies® represents Dr. Cook's most fully developed theory of strategy as well as his recognition of the new realities facing school districts. His advanced thinking, his generative process and discipline of planning, and his refined facilitation techniques realize the ultimate power of strategy.

### THE CAMBRIAN GROUP

5795 Carmichael Parkway  
Montgomery, AL 36117  
334-356-7158  
334-356-7159 fax

[www.thecambriangroup.org](http://www.thecambriangroup.org)

Feb. 29-March 3, 2016  
Phoenix, AZ

**Feb. 29-March 3, 2016 - \$1,895 Registration Fee** (includes instruction, materials, breakfast and lunch each day)

AGENDA	REGISTRATION FORM
<p><b>DAY ONE</b>            8:00am – Noon     Strategic Thinking            1:00 – 5:00       Strategic Planning Discipline            Evening             Case Study</p> <p><b>DAY TWO</b>            8:00am – Noon     Strategic Planning Process            1:00 – 5:00       Strategic Planning Process            Evening             Case Study</p> <p><b>DAY THREE</b>            8:00am – Noon     Strategic Planning Process            1:00 – 5:00       Strategic Planning Action</p> <p><b>DAY FOUR</b>            8:00am – 1:00     Strategic Action and                                          Software Demonstration</p>	<p>Name _____</p> <p>Position _____</p> <p>District _____</p> <p>District _____            Address _____            _____</p> <p>Office Phone _____</p> <p>Cell Phone _____</p> <p>Email _____</p> <p>SIGNATURE _____  <i>By affixing my signature to this application, I hereby agree that I will use the training materials received during the program to facilitate plans ONLY in the district or organization set forth in this registration form, or in such other district or organization for which I may be employed on a full-time basis. I will not engage in strategic planning or plan facilitation, which relies on or is derived from either the training or the materials received during the program, for any other school district or organization by contract or separate agreement.</i></p>
<p><b>To Register:</b>            Email or Fax completed registration form to  <u><a href="mailto:vcnclain@thecambriangroup.org">vcnclain@thecambriangroup.org</a></u>            or 334-356-7159</p> <p><b>Credit Cards Accepted</b>  <b>Call 334-356-7158</b>  <b>or</b>  <b>Make Check Payable to:</b>            The Cambrian Group            5795 Carmichael Parkway            Montgomery, Alabama 36117</p>	<p><b>MEETING LOCATION:</b>            Desert Willow Conference Center            4340 East Cotton Center Blvd.            Phoenix, AZ 85040  <i>Participants are responsible for their own lodging.</i></p> <p><i>Suggested lodging:</i></p> <p><b>Homewood Suites by Hilton</b>  <b>Phoenix Airport South</b>  <b>4750 East Cotton Center Blvd.</b>  <b>Phoenix, AZ 85040</b></p> <p><b>For Reservations:</b>  <b><i>Phoenixairportsouth.homewoodsuites.com</i></b>  <b>or 877-536-1375</b></p> <p><i>Please note that this is a very intensive seminar and commuting is not recommended unless you live in the immediate area.</i></p>

# THE CAMBRIAN GROUP

## E. Lindsey Gunn, Senior Associate

Lindsey is a Senior Associate with The Cambrian Group.

A native of Arkansas, Dr. Gunn completed a Bachelor of Arts in Education degree in mathematics at the University of Mississippi where he also lettered as equipment manager for the Ole Miss Football program. While serving in a variety of youth ministries in the Dallas area, he completed a Master of Arts degree at Dallas Theological Seminary. Subsequently, he earned both a Master of Education degree in guidance and counseling and a Doctor of Philosophy degree in higher education at the University of North Texas.

Dr. Gunn has conducted training sessions on strategic planning throughout the United States and abroad. He has facilitated strategic plans in over 100 districts and organizations in 25 states and three countries.

Internationally, he has worked with several groups in the Cayman Islands, British West Indies, including Cayman Airways, Cayman Ministry of Health, and the Vision 2008 team. He has presented Strategic Planning training programs in Spain, Nova Scotia, and Ontario.

During his nineteen year career in the Plano Independent School District, a large suburban school system in north central Texas, he served as high school math teacher, high school and senior high school guidance counselor, senior high school assistant principal, district research and planning analyst, and district director of quality improvement. As Director of Quality Improvement, his primary focus was the district's strategic planning process, school improvement process and Total Quality initiatives. He also conducted numerous staff workshops and directed several special projects.

Some of Dr. Gunn's current clients include San Bernardino City Schools, North Kansas City Schools, Belton School District, Birdville ISD, Victor Elementary School District, Rocklin USD, Bullis Charter School, San Bernardino City Schools, and Pleasantville Union Free Schools.

Dr. Gunn and his wife, Mary, live in Oxford, Mississippi.

# THE CAMBRIAN GROUP

## William J. Cook, Jr., Ph.D.

Founder and President

A native Alabamian, he holds a Bachelor of Arts degree in English and History from Jacksonville State University and a Master of Arts degree in English and a Doctor of Philosophy in British Literature from Auburn University. A distinguished military graduate, he served three and one-half years as a regular army officer; his last assignment was company commander in an air mobile division.

After the army, he served as assistant vice president and associate professor at Auburn University (at Montgomery). He was also assistant to the president of Hudson-Thompson Inc. In addition, he has served on several boards and advisory councils. He is founder of the original Cambridge Group and served as President until 2010 when the brand was retired and replaced by The Cambrian Group, LLC.

His experience in strategic planning includes:

- Participation in the development of the air assault concept by the U.S. Army
- The creation of a new four-year state university with a 500-acre campus -(Auburn University Montgomery)
- The positioning of private companies for public offering
- The creation of holding companies (U.S. and abroad)
- Moving companies from NASDAQ to NYSE
- Planning and training for National and Provincial Ministries of education, health systems, and aviation
- Strategic Planning for numerous commercial enterprises in manufacturing, banking, public utilities, insurance, retail, entertainment, real estate development, energy, as well as religious denominations
- Two years' study at the Planning Center, American Management Association.

Since 1977, Dr. Cook and his Associates have facilitated over 1,250 strategic plans for and trained more than 13,000 facilitators of strategic planning in educational systems in the U.S. and internationally.

His book, Strategic Planning for America's Schools introduced strategic planning to education in 1986 and has become a standard text for college courses. His most recent books are STRATEGICS: The Art and Science of Holistic Strategy; THE EVOLVING CORPORATION: A Humanist Interpretation; UNENCORPORATING EDUCATION: Teaching and Learning in a Free Society. His most popular monographs are: "When Reform Becomes the Status Quo", and "Leaders vs. Leadership." Two of his speeches on education have been published in the congressional record.

He is a member of several academic and professional societies and is listed in several Who's Who publications. In 1986 he was named a Distinguished Professor of the National Academy of School Executives.

He has been married to Judy Wallace for 55 years. They have three daughters and five grandchildren.

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