Elder Grove Public School

Strategic Plan

2016

Overview

The Elder Grove Public School (hereinafter referred to as "District") has created a new direction for the school district to strategically focus its resources on identified wants, preferences, and needs of its community. As part of this process, the District has begun a strategic planning and thinking process that will lead to a stronger and more vital school district. This process will be ongoing as the District moves into the future. This strategic plan is intended to help the District in focusing its resources in a manner that will best benefit the children enrolled in the District.

The Elder Grove Board of Trustees and staff began the strategic planning and thinking process necessary to fit with its commitment to children, to community engagement and to knowledge-based decision making processes.

As part of its preparation for strategic planning, the District brought in Debra Silk of the Montana School Boards Association to help facilitate the strategic planning process.
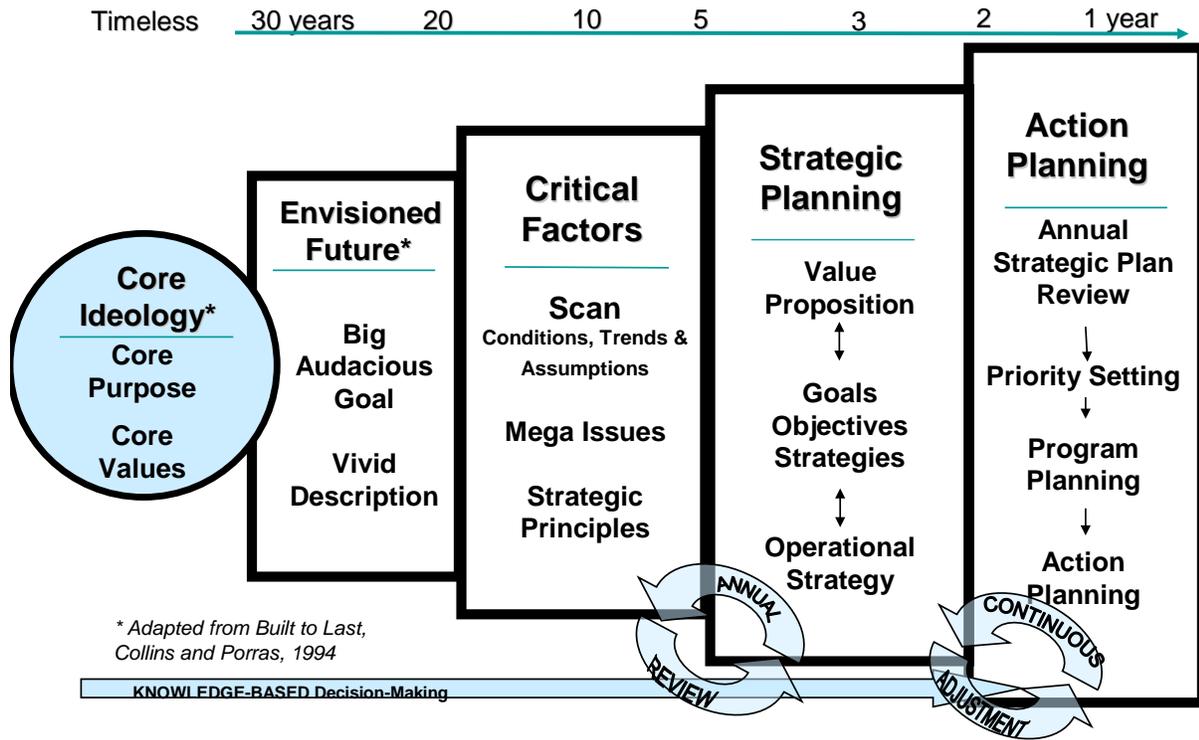
On May 29th, 2016, the Elder Grove Public School Board of Trustees formally adopted its new strategic plan.

The District views the process of strategic planning as an ongoing process within the school system. This is not a "strategic planning project" that is completed. Adoption of a plan is an affirmation of the general intent and direction articulated by the Core Ideology, Envisioned Future and Goals and Strategic Objectives. It is understood that progress toward achieving plan strategic objectives will be assessed at least annually, and the plan will be updated based on achievement and changes in the needs of the children served by the District.

Strategic Planning Framework

The framework used by the District for its strategic planning process was adapted from a model developed by Jim Collins, author of "Built to Last" and "Good to Great." The Board focused on five different planning horizons, starting with the long term issues first to provide focus to shorter term efforts.

Five Planning Horizons

Timeless   30 years   20   10   5   3   2   1 year

Core Ideology*

Core Purpose

Core Values

Envisioned Future*

Big Audacious Goal

Vivid Description

Critical Factors

Scan
Conditions, Trends & Assumptions

Mega Issues

Strategic Principles

Strategic Planning

Value Proposition
↕
Goals
Objectives
Strategies
↕
Operational Strategy

Action Planning

Annual Strategic Plan Review
↓
Priority Setting
↓
Program Planning
↓
Action Planning

ANNUAL REVIEW

CONTINUOUS ADJUSTMENT

* Adapted from Built to Last, Collins and Porras, 1994

KNOWLEDGE-BASED Decision-Making

Core Ideology of the Elder Grove Public School District

Core ideology describes a school district's consistent identity that transcends all changes related to its relevant environment. It consists of two elements - **core purpose** - the school district's reason for being - and **core values** - essential and enduring principles that guide a school district. **Envisioned future** conveys a concrete yet unrealized vision for the school district. It consists of a **big audacious goal** - a clear and compelling catalyst that serves as a focal point for effort - and a **vivid description** - vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.

DRAFT CORE PURPOSE

The Core Purpose of Elder Grove Schools is to provide a nurturing environment where each student reaches his/her full potential and where <u>values are embraced and honored that cultivate first-rate citizens.</u>

DRAFT CORE VALUES

TRUST *– We believe that trust is essential in everything we do. Trust fosters respect, honesty, responsibility and integrity.*

SAFETY *– The safety of our students is a high priority. Providing a safe, <u>secure,</u> nurturing, stimulating environment that fosters learning and positive interactions with others is vital to each student's success.*

FAMILY *– We are a family-oriented school and community that genuinely cares for one another and firmly believes that modeling positive behaviors are the expected standards.*

LEADERSHIP *– We believe that strong, confident leadership is critical to fostering an environment that is positive, inspirational, enthusiastic and collaborative.*

15-20 Year Planning Horizon

Envisioned Future of the Elder Grove Public School

Big Audacious Goal:

Elder Grove is a dynamic, visionary community school that provides each student with the tools and supports to be successful in life.

A Vivid Description of the Desired Future:

- Our small class sizes support an individualized approach to educating each student.
- Our students enjoy a variety of enriching academic opportunities and experiences that support our students' skills and <u>aspirations</u>.
- Our students have a variety of extra-curricular (academic and non-academic) activities in which to participate to enrich their experience in our schools.
- We have fully integrated technology into all aspects of our curriculum, our infrastructure and our operations.
- Our students and staff are well versed in contemporary technological applications that will benefit them into the future.
- Our facilities support the contemporary needs of our students, staff and community.
- Our community fully supports our schools, our programs, <u>our</u> services and our vision for the future.
- Through both traditional and non-traditional methods of funding, we have the resources to ensure that our students have the best experiences and opportunities.
- Through our collaboration with other school systems, our students transition smoothly and are well prepared for their futures.

5-10 Year Planning Horizon

Assumptions Regarding the Relevant Future for the Elder Grove Public School

In order to make progress against the 20 year Envisioned Future, Elder Grove Public School must constantly anticipate the strategic factors likely to affect its ability to succeed, and to assess the implications of those factors. This process of building foresight about the future will help the District to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan on an annual basis. As the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on this foresight, annual review of these statements will be an appropriate method of determining and ensuring the ongoing relevance of the strategic plan.

Creating the Assumptions - during the Strategic Planning meetings held in 2016, the Elder Grove Public School Board of Trustees, Staff Leadership Team, and faculty made many assumptions

about the future. While many different assumptions were made, see Appendix "A" to this Plan for those assumptions that are likely to have the greatest influence on the success of Elder Grove Elementary Public School.

Five-Year Planning Horizon

Outcome-Oriented Goals and Strategic Objectives

The following thinking represents goals for the next five years. They are areas in which Elder Grove Public School will explicitly state the conditions or attributes it wants to achieve. These outcome statements will define, "what will constitute future success." The achievement of each goal will move the school district toward realization of its Envisioned Future.

Strategic Objectives provide direction and actions on how the school district will accomplish its articulated goals. All strategies included in the strategic plan should be considered accomplishable at some point in the future. Strategic Objectives are reviewed annually by the Elder Grove Elementary School Board, Staff Leadership Team, and faculty.

Goals of the Elder Grove Public School

Goal Area 1: Enhanced Student Opportunities
Statement of Intended Outcome, Five years: Elder Grove-Public School has greatly enhanced the opportunities for our students. As a result of our efforts, our students have enriching experiences that support student learning, engagement and reaching each student's full potential.

1-2 Year Strategic Objectives:
- We will enhance student extra-curricular activities, both academic and non-academic.
- We will develop programs and processes to ensure that, as a District, we know what student's will need to be successful when they are in our District and when they are ready to exit our system.
- We will increase community service opportunities for our students.
- We will increase teacher buy-in to the paradigm shift necessary to enhance student achievement. This will include, but not be limited to, a focus on wellness, personal responsibility, project-based learning and other strategies.
- We will increase professional development opportunities for our staff in the areas of inquiry-based instruction, technology, team-learning, and other areas that enhance student achievement.
- We will provide enhanced opportunities for students to have challenging educational courses and inquiry based learning opportunities.
- We will enhance the opportunities and experiences for our special needs students.
- We will enhance our STEAM (science, technology, engineering, arts and math) programming for students.

Goal Area 2: Communication/Community Outreach

Statement of Intended Outcome, Five Years: We have successfully enhanced our internal and external communications and our community outreach. As a result of our efforts, we have built trust with our stakeholders, our community, parents, students and staff. All are well informed about District initiatives and our vision for moving forward.

1-2 Year Strategic Objectives:
- We will enhance parent involvement and engagement.
- We will improve teacher/parent communications through the use of web pages/ blogs, website upgrades and other strategies.
- We will increase our community's understanding and awareness of District initiatives and our vision for the future through 1-to-1 contact and other strategies.
- We will enhance staff communication and involvement.
- We will enhance the opportunities to showcase student successes.
- We will expand our adult education offerings to support the needs, wants and preferences of our community.
- We will expand our use of social media as a means of effectively communicating our message to parents and our community.

Goal Area 3: Facilities/Infrastructure
Statement of Intended Outcome, Five Years: As a result of our planning efforts, anticipating our future needs and community collaboration, our facilities and infrastructure meet the ongoing needs of our students, staff and community.

1-2 Year Strategic Objectives:
- We will continue to improve our existing buildings to support students and learning opportunities into the future.
- We will plan for the future needs of our District and community by exploring options for land purchase and expansion.
- We will make continued improvements to our technology infrastructure.
- We will explore alternative funding sources to support our initiatives, including the possibility of education foundations, grants, donations, partnerships and other strategies.
- We will collaborate with the community to make sure that we are meeting their expectations, as well as the needs of our students now and into the future.

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Appendix "A"

Megatrend Analysis to Help Inform and Assess Elder Grove Public School District's Strategic Plan

Assumptions about the future (5-10 years)

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Assumptions: The following are 5-10 year assumptions concerning the key external trends, challenges, or issues facing Elder Grove Public School District in the future. They may represent either future opportunities or threats to the District.

5-10 Year Planning Horizon

Assumptions Regarding the Relevant Future for the Elder Grove Public School District

In order to make progress against the 20 year Envisioned Future, Elder Grove Public School must constantly anticipate the strategic factors likely to affect its ability to succeed, and to assess the implications of those factors. This process of building foresight about the future will help Elder Grove Public School to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan on an annual basis. As the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on this foresight, annual review of these statements will be an appropriate method of determining and ensuring the ongoing relevance of the strategic plan.

Creating the Assumptions - during the Strategic Planning meetings, the Elder Grove School Board, Staff Leadership Team, faculty and community made many assumptions about the future. While many different assumptions were made, what follows are those assumptions that are likely to have the greatest influence on the development of Elder Grove Public School's Strategic Plan.

Assumptions about the future

Demographics
- We anticipate that the population of our community within the boundaries of the District will continue to increase.
- We anticipate that we will continue to see an increase in students who qualify for Free & Reduced meals due to the socioeconomic circumstances that exist.
- We anticipate that the families of our students will be 2 income families with both parents working.
- We anticipate that families moving into our district will continue to be young families with children.

Business and Economic Climate
- We anticipate that the Shiloh area will continue to be an area of expanded growth.
- We anticipate that business and economic growth will be limited until such time as infrastructure barriers (city water and sewer, roads, fire, police, etc.) are addressed.
- We anticipate that as more and more farmland is developed into housing and subdivisions, business development will follow.
- We anticipate that expansion of schools in Billings, including without limitation, the Ben Steel Middle School, will impact our student counts in our upper grades.

Politics and Social Values
- We anticipate that our small, intimate school setting will continue to be a positive attribute of our school system.
- We anticipate that the trend of teaching not being viewed as a valued profession will continue.
- We anticipate that a continued mentality of entitlement will continue to plague us.
- We anticipate a continued attitude and increase in support of private schooling, charter schools, vouchers, etc.
- We do not know if the upcoming presidential election will have a direct impact on us.

Technology and Science
- We anticipate that our outstanding teachers will be instrumental in keeping pace with both technology and science.
- We anticipate that we will need to address infrastructure issues in order to keep pace with technology and science.
- We anticipate possible changes in the area of technology and science that will depend on whether the state adopts new and/or different standards.
- We anticipate that it will continue to be a challenge to keep up with the funding and professional development needed in the areas of technology and science.

Legislation and Regulation
- We do not anticipate any substantial increase in funding at the state or federal level.
- We anticipate that there may be changes to the law regarding the current moratorium on high schools, but we do not know how or if this will impact us.
- We anticipate continued changes in content standards as a result of the reauthorization of the ESEA, now the Every Student Succeeds Act (ESSA).

5-10 Year Planning Horizon

Mega Issues facing the Elder Grove Public School District

Mega issues are issues of strategic importance, which represent choices the school district will need to make in defining the ultimate direction of its long-range plan. These issues represent potential impediments to achievement of the Envisioned Future, and form a basis for dialogue about the choices facing the school district. These questions can serve as an ongoing "menu" of

strategic issues that, using a knowledge-based approach in gathering insights relative to Elder Grove Public School's strategic position and directional choices for each of the issues, can be used by the Board to create regular opportunities for strategic dialogue about the future issues facing the school district.

Note: The questions are not necessarily arranged in priority order.

Mega Issues for Consideration

- How do we effectively communicate with all stakeholders to get buy-in for our short-term initiatives and long-term vision for the District?

- How can we adequately plan for the anticipated growth in our area to ensure that we have the resources and infrastructures in place necessary to support our students, staff, parents and community,