

DRAFT

Shelby Public Schools' Strategic Planning Process

2008

Overview

The Shelby Public School District (Shelby Public Schools) 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, Shelby Public Schools 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 Shelby Public Schools moves into the future. This strategic plan is intended to help Shelby Public Schools in focusing its resources in a manner that will best benefit the children enrolled in Shelby Public Schools.

The Shelby Board of Trustees and Staff Leadership Team 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.

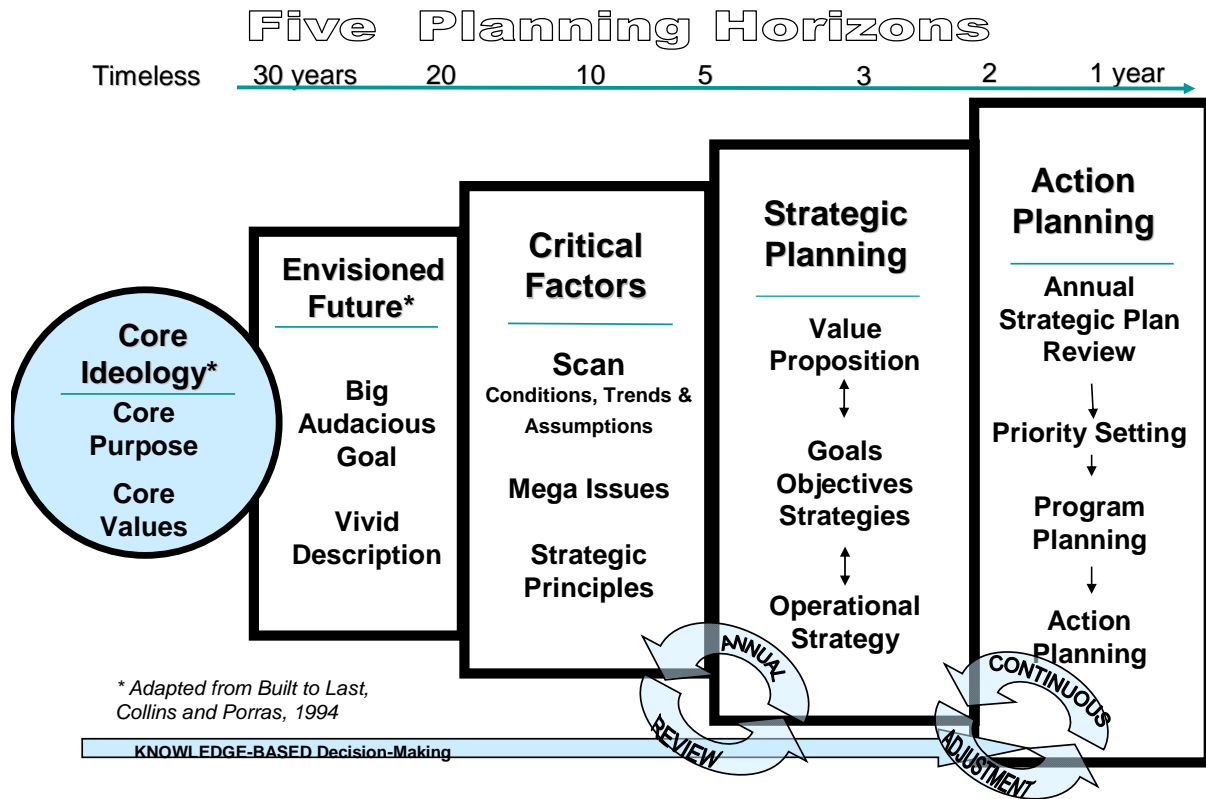
As part of its preparation for strategic planning, Shelby Public Schools brought in Debra Silk and Joe Brott of the Montana School Boards School to help facilitate the strategic planning process.

On _____, 2010, the Shelby School District Board of Trustees formally adopted its new strategic plan.

Shelby Public Schools' Board and Staff Leadership Team view 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 Shelby Public Schools.

Strategic Planning Framework

The framework used by the Shelby Public Schools 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.



Core Ideology of the Shelby 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.

Core Purpose of the Shelby Public School District:

Shelby Public Schools, in partnership with the community, exists to ensure a positive, safe and dynamic learning environment through positive trends in education where every child succeeds to the best of his/her ability. Students are well-prepared to make life choices and are provided the necessary tools to become viable, productive members of society.

Core Values of the Shelby Public School District

- **Education of the whole child:** We are committed to ensuring that all students receive a well-rounded education that includes, but is not limited to, exposure to liberal arts, involvement in extra-curricular activities, programs that encourage individual growth and provide the necessary resources for students to succeed.
- **Respect, Fairness and Integrity:** We are committed to ensuring that all people are treated with respect and fairness. We further believe that espousing to highest level of integrity is vital to the success of our students and our school district.
- **Committed, Quality Staff:** We are committed to hiring and retaining quality staff is vital to the success of our students and our school district.
- **Stewards of Resources:** We are committed to being financial responsible and accountable to the public in the management and expenditure of all district resources, including plant facilities.
- **Community Engagement:** We firmly believe that having our community highly engaged in our school system is crucial to the achievement of our goals and the success of our students.

20 Year Planning Horizon

Envisioned Future of the Shelby Public School District

Big Audacious Goal:

Shelby Public Schools effectively educates every student and prepares our students for a global environment through the integration of all of our educational offerings and programs. Because of our excellent educational offerings and programs, the Shelby community fully supports the school. We have families that go to great lengths to have their child(ren) educated in Shelby Public Schools. We have established a pay and benefit system that attracts and retains high quality staff. Our employees are enthusiastic and energized by our educational offerings and programs. We have been successful and innovative in our approach to adequately funding all of our educational offerings and programs.

A Vivid Description of the Desired Future:

- We have expanded our curriculum offerings for all students K-12 through technology and other distance learning opportunities.
- Upon exiting from our school system, every student has college credits, Vo-Tech experience or is ready for the job marketplace.
- We have a pay and benefit system that is linked to achievement. The staff are recognized through compensation for the value that they bring to our educational programs and offerings.
- We have a highly successful adult education program

- We have programs in place that offers students education in personal finance and healthy life choices and practices.
- Our students can't wait to get to school because of the positive learning environment and the personal, customized programs that we have created for the benefit of our students.
- We have a highly effective counseling program that offers assistance to students in areas that tend to have a negative impact on student achievement.
- Our technology is state-of-the-art.
 - Every student has his/her own computer that has the capability to act as a virtual locker where the student can store all of his/her school work.
 - Our students are linked to other students worldwide
- Our students have educational opportunities to travel to other countries and experience other cultures and students from other countries have the privilege of experiencing the culture and community of Shelby.
- We have funding for scholarships for all students regardless of class rank.
- 97% of students graduating from Shelby Public Schools go on to complete secondary education and choose to return to Shelby to raise their families.
- We went from no education foundation to an education foundation that supports the schools, including providing the necessary funding for state-of-the-art equipment and science labs.
- We have a new high school and athletic facility
- We offer a family-based resource center that includes family and parental counseling services, medical and dental services and mental health services.
- The District uses wind technology as a source of energy
- We have a community-based mentorship program with parents, the community and businesses that provide our students with on-the-job training to prepare them for life opportunities and experiences.

5-10 Year Planning Horizon

Assumptions Regarding the Relevant Future for the Shelby Public School District

In order to make progress against the 20 year Envisioned Future, Shelby Public Schools 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 Shelby Public Schools 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 October 2008 Strategic Planning meeting, the Shelby School Board and Staff Leadership Team 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 Shelby Public Schools' strategic plan.

Assumptions about the future

Demographics

- ✓ Free and reduced lunch count will continue to increase
- ✓ More high school kids will be living on their own
- ✓ Potential for growth in Shelby community
- ✓ Housing shortage in town
- ✓ Average age will continue to increase
- ✓ More diversity in student population
- ✓ Enrollment will be down slightly within the elementary
- ✓ More transient population

Business/Economic Climate

- ✓ Tax base will increase
- ✓ Housing shortage will continue
- ✓ Poverty will continue to be an issue
- ✓ Job market-jobs that exist and needed are low in pay
- ✓ Hard to keep population of workers to work
- ✓ Jobs are hard to fill
- ✓ Unemployment rate to stay low

Legislation/Regulation

- ✓ Larger gap between rural and urban schools
- ✓ NCLB – unpredictable as to what will happen with it
- ✓ School Funding – unpredictable as to what will happen with it
- ✓ Increase in Federal Regulations
- ✓ Continued denigration of local control

Technology /Science

- ✓ Delivery of education will remain status quo unless teachers adapt or more instructors are more accepting on technology in the delivery of educational programs. We need to tap into that!!!
- ✓ Fields of technology and science will continue to increase
- ✓ Classic teaching style will change
- ✓ Difficult to predict when the threshold will be established in science / technology will be reached
- ✓ School day and year will have to be extended in order to keep up with science and technology trends
- ✓ The area of science will grow and other non-assessed areas will shrink in order to accommodate the growth in science.

Politics and Social Values

- ✓ New generation of parents believe that the school is responsible for raising their children.
- ✓ Increased enrollment in alternative school
- ✓ People are fed up with the denigration of social values

5-10 Year Planning Horizon

Mega Issues facing the Shelby 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 Shelby Public Schools' 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-Issue Questions:

Demographics and Business/Economic Climate

- (1) How will the District address the issue of shortage in housing, which in turn, impacts the ability of the District to both attract and retain high quality staff?
- (2) What can the District do to address the specific needs of at-risk students and students living in poverty?

Legislation/Regulation

- (1) What can the District do to minimize the negative impact of NCLB?
- (2) In light of the predictability of school funding at both the state and federal level, what innovative steps can be taken to ensure that the District has the necessary resources for its educational programs, services and offerings?
- (3) How can the District adequately address the issue of empathy and educate the public about the needs of the District and programs, services and offerings of the District?

Technology /Science

- (1) How does the District incorporate technology into all aspects of the curriculum in a meaningful way?
- (2) What measures can the District implement in order to get the staff to effectively utilize technology in the delivery of the District's educational programs?

- (3) How does the District ensure that students are prepared for a global environment when they have completed their education at Shelby Public Schools?
- (4) What can the school district do to enhance its science programs and provide students will every opportunity to excel in the area of science?

Politics / Social Values

- (1) What can the District do to minimize the effects of poverty and negatively impact student achievement?
- (2) How can the District reach out to parents to educate them about the importance to involvement in their child's education and the positive impact that parental involvement has on student achievement?
- (3) How can the District promote positive social values?

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 Shelby Public Schools 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 Shelby School Board and Staff Leadership Team.

Goals of the Shelby Public School District

Goal Area 1: Technology and Science:

Statement of Intended Outcome, Five years: *Shelby Public Schools has developed educational programs that are fully integrated, that utilize technology in a meaningful and effective manner. Our Vo-Tech program is one of the best and utilizes state-of-the-art technology to prepare students for on-the-job requirements. Our teachers and other staff have been provided professional development opportunities that provide them with the skills and tools to incorporate technology into all aspects of our curriculum to ensure that our students are equipped for a global environment.*

Strategic Objectives: (1 to 3 year base camp objectives)

1. Develop/Revise Technology Plan in order to meet the needs of students and staff (e.g., hardware, software, professional development trainings for staff, rotation plan, etc.). Technology Plan will dictate how technology levy dollars are spent.
2. Evaluate TAGLIT to determine staffing technology needs.
3. Develop technology component as part of the teacher evaluation instrument.
4. Align district resources to professional development training for staff.
5. Develop class/subject specific relevant technology/tool objectives that meet the overall objective of the class/course.
6. Keep current with different tools/machines/technology in Vo-Tech program. As part of this objective, the District will develop hands-on training opportunities for students using state-of-the art tools/equipment through collaboration with the business community (i.e., automotive, construction, agriculture, etc.)

Goal Area 2: Community Engagement:

Statement of Intended Outcome, Five years: *Shelby Public Schools has created an environment of collaboration with families of students, teachers and the community. As a result, the community is engaged educationally and interactively in the school environment. Partnerships vital to the academic success and well-being of our students have been formed with our local educational foundation, business leaders, and the Shelby community at large. We have been successful in the development of a mentorship program that provides community members with the knowledge and tools they need to become engaged in all aspects of our school and our programs and offerings. Because of our collaborative efforts and through our commitment to our students, Shelby Public schools is fiscally sound and our community understands and supports our fiscal needs.*

Strategic Objectives:

1. Increase the flow of information to the community regarding the needs of the District in order to ensure passage of levies and the importance of voter turn-out.
2. Conduct a needs assessment to determine the level of volunteers needed, promote volunteerism and the need for volunteers, and then tap into the community for volunteers who can assist the District in meeting the educational needs of students.
3. Ensure that the District's website remains current and relevant and provides information for parents, business leaders and the community at-large.
4. Development of an alumni program that includes a research and survey component, scholarship program, support for school programs, etc.
5. Develop a media relations plan through PSA's and other local media (sponsored, if necessary) to better inform the Shelby community about current events in our schools. Seek out potential sponsors for school-related announcements.
6. Encourage participation in school activities through an outreach program that includes collaboration with local businesses to assist in promoting school activities.
7. Designate staff/volunteer resources to ensure that we are effectively reaching out to the community.

Goal Area 3: Effective and Open Lines of Communication:

Statement of Intended Outcome, Five Years: *Shelby Public Schools has created an environment of transparency in our communications, both internally and externally. We are responsive to parents, teachers and the community in their concerns and/or ideas to improve the quality of our educational programs and offerings. Our Board of Trustee has committed to a rigorous training program that provides trustees with the skills, understanding of duties and responsibilities and tools to effectively communicate with our community and advocate for our schools which is vital to the success of our students and our school district.*

Strategic Objectives:

1. Attend trainings to keep current on school law issues and how to be an effective trustee and operate as a highly effective board.
2. Develop a new trustee tool kit (e.g., new trustee orientation, etc.
3. Establish a trustee candidate forum that includes information on the duties and responsibilities of being a trustee, the time commitment necessary and the rewards of being a trustee and making a difference in lives of students attending school in Shelby, information on the District's Strategic Plan, etc.)
4. Develop an internal and external communications plan that includes specific criteria on how staff and board communicate effectively with one another, with parents and with the community through a variety of forums including electronic communications, newsletters, regular staff meetings, regular administrative meetings and an atmosphere of openness at all levels up to and including the Board.
5. Include in the evaluation instruments how effectively employees are utilizing the communication tools that are available.

Goal Area 4: High Quality Staff:

Statement of Intended Outcome, Five Years: *Shelby Public Schools has developed a recruitment and retention program to ensure that the District hires and retains high quality, effective personnel. We support paying staff for what they are truly worth. Our K-12 staff is united and collaborates in an effective manner in order to maximize student achievement. Our evaluation instruments are designed to clearly identify the District's high expectations and to assist our staff and the District in meeting those high expectations. We have a professional development program in place that promotes positive relationships with students and the promotion of a positive learning environment.*

Strategic Objectives:

1. The District will take the steps necessary to develop a competitive recruitment package to attract high quality staff.
2. The District will take the steps necessary to develop a program that provides financial rewards for employees that excel in some respect that maximizes student achievement.

3. We have developed programs (including opportunities) that support the collaboration and cooperation amongst all staff.
4. We have revised our evaluation instruments to ensure that the evaluation tool adequately evaluates the performance of our employees while meeting the expectations of the District.
5. The District has implemented RTI and OLWEUS (anti-bullying) at K-6. The District will incorporate these programs district-wide.

Goal Area 5: Positive Learning Environment:

Statement of Intended Outcome, Five Years: *Shelby Public Schools has systems in place to ensure that the needs of students to learn in a positive learning environment are met. Like our staff, we have successfully united our K-12 students. We have completed our curriculum alignment, integration and assessment to ensure that our educational programs are the best. Our school environment prepares students for their future. Our students have taken ownership of their education. In collaboration with other agencies and programs, Shelby Public Schools has developed a well defined preventative crisis and risk management plan addressing issues that negatively impact student success and have further developed programs to promote and engage students in positive life choices.*

Strategic Objectives:

1. The District has implemented RTI and OLWEUS (anti-bullying) at K-6. The District will implement these programs district-wide.
2. The District will continue to enhance its alternative educational program, including the incorporation of a case-by-case assessment program and integration of 3-8 students into the program.
3. The District will continue to enhance the "Advisor - Advisee" program.
4. The District will continue to stress the importance of parent involvement in their child (ran)'s education, including but not limited to, the importance of attendance at parent-teacher conferences.
5. The District will continue to work with the ALTACARE program in order to ensure that the needs of students are being met.
6. We continue to update our curriculum alignment, integration and assessment to ensure that our students are achieving at high levels.