

Board of Education Agenda Item

Board Meeting Date: June 16, 2018

Title and Subject: Strategic Planning Report 2017-18

Originator: Rob Stein, Superintendent

Action/Information/Discussion: Discussion

2017-18 Strategic Initiatives and Outcomes

The board approved 25 strategic outcomes for the 2017-18 school year in August and a 26th was added midyear (mental health). An end-of year report (see [Strategic Initiatives and Outcomes 2017-18a](#) and [Strategic Initiatives and Outcomes 2017-18b](#)) shows that 22 outcomes are completed or on track and four are off track. Overall, the district has made great progress, especially in the most important strategic pillars of academic excellence and culture of character--most important because these are the areas that most directly affect students. Areas where we made less than satisfactory progress are where resources are limited or where we have had to rely on external partners and conditions to fulfill the objective.

Highlights:

- We continue to experience success and make progress in the empowerment of team leaders in content areas to allow planning and professional development to be more teacher-led within broad goals and parameters established through the strategic plan.
- Crew continues to develop and strengthen in all grade levels. Elementary and middle school implementation is still ahead of high school, but progress has been made at all levels.
- All 2018 graduates completed capstone projects!
- While maintaining a focus in leadership professional development on coaching, administrators have also been working on developing teacher efficacy in all schools through the engagement of building staff in the strategic planning process.
- Trust has been built through collaboration with teachers in the IBB process and the creative solution to support teachers while keeping school open during the school funding rallies.
- The school district admirably navigated the challenges of bridge construction.
- We successfully opened the new Riverview school, and revitalized learning spaces in almost every other school in the district. Bond construction was completed on time and on budget. Final projects will be wrapping up in summer and fall 2018.
- Staff have already occupied many new housing units; 61 units will be occupied by the end of 2018. Construction has begun on our first foray into an ownership program at Basalt Vista.
- At a time of national controversy, the district responded with strong expressions of support for all members of the community. In addition to a board resolution and a strong public statement, we partnered with other community organizations to provide outreach and education for parents, teachers, and students. This work will be ongoing next year.

- The district completed Core Beliefs and Common Components for student behavior support. Additionally, all administrators received initial training in Restorative Practices and are set to implement the restorative belief/mindset across the district and schools in 2018-19. The team supported and received a grant from the state for Expelled and At Risk Student Services to continue professional development and coordination of services.

Challenges:

- Limited financial resources make it difficult for us to pay competitive and, in some cases, equitable salaries and benefits. We will need to continue to work on this as funding allows. Staff housing helped in recruiting teachers on the lower end and middle of the salary schedule, and we anticipate that it will also strongly aid in retention. We still lack the incentives to retain and recruit hard-to-fill positions and leaders.
- We did a very good job of anticipating the impact of bond construction and the Grand Avenue Bridge project; however, those things still took their toll on all staff members. It will be nice for our schools to open in the fall without the noise, mess, and distraction of construction.

Next Year Goals:

The leadership team and executive team have not yet had the full opportunity to reflect on progress this year and regroup for the purpose of establishing strategic goals to recommend to the board of education for the 2018-19 school year. This year we had 16 fewer strategic outcomes and initiatives than in 2016-17, and did a much better job of streamlining projects; however, the district still needs to develop discipline and realistic expectations about how much it can expect its staff members to take on at once.

Five-year Strategic Planning Report

The visioning and strategic planning process that led to this strategic plan was undertaken in 2013-15. That work set the course for the following five years, and the district has been rigorous in pursuing the goals established by the community. Using a “concerns based adoption model,”* we have prepared a [five-year report](#) to show progress over the longer term.

As the report shows, the district has made a great deal of progress in four of the five pillars. Many of the initiatives undertaken five years ago have become routinized through the annual strategic planning process and regular operations of the district: use of a common instructional model; crew; Habits of a Scholar; differentiated supports for different student needs and learning challenges; more robust and embedded professional development; a commitment to instructional and leadership coaching; teacher and staff engagement in planning and decision-making; one-to-one laptops; aligning district and school budgets to strategic planning; increased and improved staff recruitment efforts; and higher quality and more systematic communications. The voters approved a bond which allowed the district to modernize all of its facilities and launch a staff housing program. We are making progress though not yet in full implementation of project-based learning, and funding remains a barrier to achieving many of our goals. The area in which we have made less progress is in authentically engaging families, especially in ways that help them support their own children’s education and participate in the governance and decision-making of their schools.

As next year concludes a full five-year cycle of implementation of the strategic plan, we intend to go back to the community for deep engagement around the community’s hopes and desires for the future of their school district. Rather than starting with a blank slate, we will build on the foundation of the five-year strategic plan that has been underway, and especially focus on those areas where there is a need for more growth. This work will launch in the fall of 2018.

* Concerns Based Adoption Model					
Awareness	Understanding	First Implementation	Routine	Refinement	Replication
I know people are discussing change and that there may be a need for new practices. I know team members may have done some initial research but I don't know how to explain, nevermind how to begin, the new practices.	I know team members have been researching and planning to formally address new practices. I know the purpose and understand the expectations for beginning new practices. I could even explain the parts of the new practices but I am not ready to put them into practice.	I am trying to put the pieces together. I have prioritized plans in place to guide my implementation, making sure that the most important practices are in place first. I am working systematically to formalize new practices.	I regularly and willingly use new practices as part of my daily work. I can identify data showing positive growth. Much of my planning and new instructional strategies come easy to me.	I have reviewed and refined my practices over multiple years. I have data showing continuous improvement and demonstrating positive growth trends for 3 or more years.	I have the capacity and experience to assist other individuals with these practices. I have made available to interested individuals proven highly effective examples of current practice.