

To: Members of the School Board
From: Dr. Michael J. Lovett, Superintendent of Schools
Date: March 7, 2011

A work-study session of the White Bear Lake Area School Board will be held on Monday, March 28, 2011, at 5:30 p.m. in Room 201 at the District Center, 4855 Bloom Avenue, White Bear Lake, MN.

WORK-STUDY AGENDA

A. PROCEDURAL ITEMS

5:30 p.m.

1. Call To Order

2. Roll Call

B. DISCUSSION ITEM

1. Update on School Board/Superintendent Objectives

- Goal 1a – Establish clear district and site goals for student growth using Measures of Academic Progress (MAP), MCA II and other measures in which demonstrate student progress and proficiency. 5:35 p.m.

- Goal 6e - Design and implement a program review of White Bear Lake Area Schools preschool programming, including early childhood and family education, special education, and preschool programs. 6:30 p.m.

- Goal 3 - Ongoing Financial Stewardship on Investments and Budget Management. 6:50 p.m.

- Goal 4b - Develop strategies which would permit the district and community to be prepared for a referendum levy campaign should one be scheduled for the fall of 2011.

*2. Review of Proposed Lease with YMCA for Classrooms at Birch Lake Elementary 7:20 p.m.

3. Status Report on Strategic Planning 7:30 p.m.

**4. Negotiations Study Session

C. ADJOURNMENT

8:00 p.m.

* This item may be switched to begin at 6:50 p.m. with Goals 3 and 4b following.

**This portion of the meeting may be closed to consider strategy for labor negotiations, including negotiation strategies or developments or discussion and review of labor negotiation proposals, conducted pursuant to Minnesota Statutes 179.A.01 to 179.A.25.

**White Bear Lake Area School District #624
School Board/Superintendent Goals
2010-2011**

1. Develop Measures of Student Success and Plan for Accountability and Reporting

Goals:

- a. Establish clear district and site goals for student growth using Measures of Academic Progress (MAP), MCA II and other measures in which demonstrate student progress and proficiency.
- b. Review teacher and administrative appraisal protocols, and use student progress and achievement as one measure of evaluating performance.
- c. Implement the new organization of the teaching and learning office with the purpose of strengthening the links and accountability among preK-12 curriculum, assessment, and student achievement and progress.
- d. Develop protocols and organizational capacity to measure and publicly report progress and achievement in curricular areas in addition to those currently tested by MCAII (math, reading and science).
- e. Prepare a comprehensive program review of District gifted and talented programs (preK-12).

Rationale: Student success is at the heart of the School District's mission and public accountability is essential. In addition, it is the proper role of the School Board to help establish those measures of success which reflect the priorities of the White Bear Lake Area Schools.

During the 2009-10 school year, the School District achieved MCA-II test results which showed a five percentage point gain in math, a ten percentage point gain in science, with reading showing only modest gain.

NWEA MAP (Measures of Academic Progress) results showed that in grades 1-10, math improvement grew by an average of 1 year, eight months and reading grew by an average of 1 year, four months.

Other measures of student success are still being evaluated.

This year's goals are more specific than those identified in 2009-10, and represent an effort to further build a school culture that supports student success.

Each goal addresses a component of the system, especially embedding accountability, and encouraging us to look closely at setting high standards for all students, and continuing to look for opportunities that assure all students will be challenged and grow significantly each year.

Evaluation: Strategies to implement this goal will be designed to be consistent with the District AYP plan, but will go beyond the AYP plan, identifying additional measures of success. During the year, each building principal and the leaders of District-wide programs will report to the Superintendent and School Board on goals, strategies, and progress. The results of site and District student achievement will be reported by August 30, 2011. The comprehensive program review of District gifted and talented program will be a separate study.

The administration will develop a timeline and detailed plan to address each of the five goals above.

Status Update: At the October work-study session, the administration proposed a model for a Gifted and Talented program review, and began implementation immediately thereafter to begin to fulfill goal 1e. On January 24, the administration provided an update on the Gifted and Talented program review.

At the School Board meeting of November 8, the administration provided a recommendation that the School Board authorize the superintendent to complete and submit the District's AYP plan due November 11. This plan was developed consistent with goal 1a.

At the work-study session of November 22 the administration provided updates to the School Board on goals 1a and 1c. A more comprehensive update on goal 1a was presented at the February work-study session, with an hour set aside at the March work-study session for principals to meet with School Board Liaisons.

2. **Complete Phase 2 of Planning for Long Range Facility Needs**

Goal: The long range facility use study is designed to develop a solution to address the needs of the District during the next five to ten years. Due to the magnitude of this project, it is being phased over a two-year period.

Building on Phase 1 of facility planning done during the 2009-10 school year, for 2010-11 we will develop a comprehensive long range facility plan encompassing all district programs, consistent with the strategic plan.

Initiatives to be explored during this phase will include:

- Exploring the need for changes in the number of District buildings; continued exploration of boundary issues and their impact on school populations; and

potential changes to preK-12 grade configuration, following a more complete review of educational programming;

- Models to further develop innovative and competitive programs;
- Efficiencies in the utilization of space and facilities to aid in maintaining financial stability;
- Partnerships with other public and private entities for instructional, co-curricular, and recreational facilities; and
- Developing a transition plan which would assure a smooth transition from the current organizational model to the recommended model taking into account facility and programmatic needs.

Rationale: The White Bear Lake Area Schools are faced with demographic changes, including a shift of school-age population from the southern to the northern portion of the District, and after a decade of declining enrollment we have a relatively high ratio of building space per student compared to other school districts.

The broad nature of this study and the related timelines necessary for full implementation require a very thoughtful and methodical process, resulting in our plan for a phased study.

Evaluation: The District will develop methods and strategies of delivery that will maximize the resources that go into instructional programs, and emphasize efficiency in the number and operation of school sites.

Status Update: At the School Board work-study session of November 22, the administration provided a status report on work completed thus far including analysis of demographics, space and facility utilization, and status report on partnerships and leased space. In addition, on November 9 the District presented the opportunity for community members and school members to participate in strategic planning action teams.

Phase II initiatives are included in the strategic planning process related to Goal #5. The District will continue to discuss our planning timelines with all potential partners. We want to increase the likelihood that we can make our educational space decisions in a way and on a schedule that will enable other public or private non-profits to buy or lease space we will not need. Strategic Planning Action Team #3 is addressing this goal; the recommendations from the Strategic Planning process will be presented at the March work-study session.

3. **Ongoing Financial Stewardship on Investments and Budget Management**

Goal: Considering the budgetary challenges resulting from uncertainty of state funding, continue to identify greater efficiencies in operations to help maintain financial stability and to continue improvements in program quality and student success.

Rationale: Over the past decade, the District has established an excellent record of financial management, as evidenced by ten consecutive years of recognition for excellence in financial reporting by both ASBO and GFOA, and also achieving an AA Bond Rating in 2008.

However, considering the financial challenges presented by the slowly recovering economy, the state's continuing budget crisis and the district's need to renew its operating levy in 2011, it is important for the District to develop strategies to meet these challenges to help maintain financial stability.

Evaluation: The District's ongoing financial stewardship on investments and budget management will be reviewed annually as part of the financial audit. The audit report was presented to the Finance Committee in the fall and to the School Board and public at the regular school board meeting in December.

Status Update: At the October School Board meeting, the School Board accepted two awards for excellence in financial reporting from both the Association of School Business Officials (ASBO) and the Government Finance Officers Association (GFOA).

At the October and November work-study sessions, the administration has provided background information related to the option and advisability of a renewal levy referendum for 2011.

Administration presented its initial financial forecast for 2012-2016 to the School Board at its November 22, 2010 work-study session. Administration developed enrollment projections during the month of October and incorporated the latest state financial projections into the forecast assumptions.

Development of the 2011-2012 budget began shortly after January 1, 2011 with the target date for presentation at the School Board work-study session on May 22, 2011. The final budget for the 2011-2012 school year is scheduled for adoption at the regular school board meeting of June 13, 2011.

Administration will continue to work with the School Board throughout the winter and spring to update its financial forecast using the most current data available from the governor, the state legislature and federal sources.

The 2010 financial audit was presented to the Finance Advisory Committee in draft form on November 16, and presented to the School Board at the School Board meeting of December 13, 2010.

The District's Finance Committee continues to meet on a quarterly basis with our OPEB investment advisors, most recently on February 22, 2011. The committee continues to analyze the data and recommendations of the advisors and make prudent investment decisions. The committee reviewed scenarios showing how

the latest financial forecast impacts the cash flow needs of the trust, and will evaluate the district's cash flow needs for the coming year.

4. **Communications and Marketing Plan for the District**

Goals:

- a. Implement the Communications and Marketing plan presented to the School Board in July, 2010.
- b. Develop strategies which would permit the district and community to be prepared for a referendum levy campaign should one be scheduled for the fall of 2011.

Rationale: The implementation of successful outreach initiatives is especially important in the current environment, as area school districts compete for students. A net gain in open enrollment numbers would provide the District with financial benefits.

It is important for the District to understand perspectives of White Bear Lake area community members in order to remain a trusted steward of resources. Responsible stewardship is an important component in continued community support.

A long-range vision and plan about District communications will ensure resources are appropriately utilized. Additionally, it is beneficial to have such a plan to allow for prioritization of communications and marketing projects and activities.

Evaluation: The communications and marketing plan will serve as a base against which current and future communications and marketing projects and ideas will be analyzed. The plan will be evaluated periodically to ensure it continues to be in alignment with the District's objectives.

One key evaluation piece will be whether or not a levy referendum passes, should it be scheduled, in the fall of 2011.

Status Update: An update was made at the January 24, 2011 School Board Work-Study Meet, highlighting:

- a. Related to Goal 4a, recent projects have included oversight of:
 - PreK-12 Registration materials (complementary guides for Early Childhood, Elementary, Middle School and High School)
 - District-wide "Welcome to White Bear" events
 - District website redesign (including District and individual school websites)
 - A Realtor Workshop scheduled for February 10.

- b. The Administration provided an update of Goal 4b at the January 24 Work-Study meeting.

At the February and March work-study sessions, a comprehensive presentation will be made pertaining to levy planning.

5. **Strategic Planning**

Goal: By October, 2010, initiate a strategic planning process which will address programs, facilities, and finances with initial recommendations ready for implementation for the 2011-12 school year.

Rationale: The School District is currently in a stable financial situation, but faces:

- Continuing ramifications of the state and federal economic downturn and uncertain prospects for the next State biennial;
- Changing demographics, including the expansion in the northern portion of the School District;
- Improving student achievement, especially in 2009-10, as measured by local, state, and national tests but further opportunities to improve;
- Several key public-private partnerships, with opportunities for growth and refinement, and;
- A competitive market in which families have the opportunity to choose schools for their children.

Given these and other factors, comprehensive strategic planning will allow the District to establish priorities and align District resources with these priorities.

Evaluation: The administration will lead a strategic planning process during the 2010-11 school year, which will dovetail with the 2010-11 School Board/Superintendent goals, and will provide recommendations for the 2011-12 school year.

Status Update: The administration reviewed a detailed process and timeline for strategic planning at the August 23, 2010 School Board work-study session.

During September and October the administration provided presentations to school staff and community members regarding the strategic planning process. On October 26 and 27, a strategic planning team of thirty individuals met for a total of twenty hours to review and affirm the District's core values, and draft a mission statement, objectives, parameters, and six strategies. At the strategic

planning kick-off event at South Campus on November 9, the administration presented this work to the community and through press releases, communications and information on the website invited interested citizens and employees to be involved in the action teams which meet through the end of February. A detailed timeline for the strategic planning process was publicly presented. Presentations are continuing to parent groups and community organizations.

At the School Board work-study session on January 24, the administration provided an update on the progress of the six action teams. The District website features regular updates on action team meetings and the next stages of the process. At the March work-study session, the administration will present a communication plan and timeline for the strategic plan.

6. **Operational Improvements/New Strategic Areas**

Goals:

- a. Extend new protocols for recruitment, selection and support of employees to all employee groups.
- b. Develop a comprehensive performance appraisal and evaluation system for all employee groups; tie ongoing professional development to appraisal.
- c. Implement Phase I of the Technology Audit completed during January 2010.
- d. Implement the Student Activities Audit completed in December 2009.
- e. Design and implement a program review of White Bear Lake Area Schools preschool programming, including early childhood and family education, special education, and preschool programs.
- f. Prepare a program review of the district's food service program, including reviewing the most current research and findings for child nutrition, auditing our current practices and menus, and make recommendations for improvement.
- g. Design and implement a comprehensive program for recognizing students, staff, and community.

Rationale: These represent priority areas for 2010-11.

Evaluation: In each case above, the activity will be made operational and a report made to the School Board.

Update on Early Childhood Review

3-28-11

Board Work Study

RATIONALE

Beginning in the fall of 2010 we have been engaged in a comprehensive review of the Early Childhood Program as part of the superintendent's annual goals (6e). The White Bear Lake Area Schools are committed to offering a wide range of highest quality early childhood and family education programs. The pre-school programs available to the community have increased dramatically over the past several years. The district programs must remain competitive, accessible and vibrant to draw families into our schools. Reviewing our present Early Childhood programming will ensure that we will continue offer excellent programming to our youngest learners and their families.

STEPS

1. Focus groups were held to **LISTEN** to our families, support staff, service providers and teachers.
 - Parent Group
 - Staff Group at Hugo
 - Two Staff Groups at Normandy
2. Interviews, observations, and contacts were made to gather and analyze information from surrounding public and private early childhood programs and pre-schools.

Public

- Roseville
- Mounds View
- North St. Paul/Maplewood/ Oakdale
- Stillwater
- Mahtomedi
- Forest Lake

Private

- St. Andrews
- St. Mary's of the Lake
- Kids Under Construction
- Lake Area Discovery
- South Shore Trinity

- YMCA
- W.B.L. Montessori
- St Pius
- First Discoveries
- Garden of Hope

3. Program components to compare and analyze:

- Ages Served
- Staffing Ratios
- Tuition Rates
- Time/Day Options
- Childcare Availability
- Curriculum
- Staffing Costs
- Marketing
- Transportation

Preliminary conclusions identified four critical areas that needed to be addressed immediately. The following changes have been initiated:

- The WBLAS Early Childhood website updated.
- A new catalog was created and published.
- Two program re-designs that will take place in the fall of 2011. Class length will go from two hours and fifteen minutes to two hours and thirty minutes per session. The school year will be two weeks longer. This change aligns more closely with the district calendar.
- The Early Childhood staff has been attending the monthly kindergarten meetings throughout this school year by rearranging schedules and freeing staff to attend. Critical communication is happening between programs.

There are several issues that we are reviewing and will make further recommendations as the review is completed. These areas include:

- Expanding Transportation for families with need
- Reviewing need for before and after class childcare
- Complete Fee Comparison
- Saturday Program Options
- Leadership Model
- Review curriculum and make sure it feeds into district curriculum in elementary programs
- Possible expansion of sites(co-location in elementary building)
- Review clerical support model.
- Additional marketing initiatives

*****We expect the entire review to be completed and presented in July 2011*****

Status Update:

- a. On January 24, administration provided an update on this goal; final report is anticipated at the May work-study session.
- b. Work in progress.
- c. On January 24, the District's new Instructional Technology Coordinator provided an update on progress and plans on two components of our audit follow-through: support for teachers and students to improve utilization of technology; and improving our web-based communications.
- d. At the November 22, 2010 work-study session the administration provided an update on the student activities audit, completed and presented to the School Board in December of 2009.
- e. At the September work-study session the administration proposed a model for program review of White Bear Lake Area Public Schools preschool programming, and that program review is underway with completion anticipated by Spring, 2011. A progress report will be made at the work-study session on March 28, 2011.
- f. At the November 22, 2010 work-study session the administration provided an update on initiatives already taken to improve our food service offerings, and additional steps planned. These include utilization of a \$5,000 grant, approved by the School Board at the meeting of November 8, to be used in supporting this objective in partnership with Washington County.

**Tentative Timeline for
School Board Agendas**

**Items Pertaining to Potential
Referendum Renewal Levy
Fall of 2011**

February – May, 2011

Meeting Schedule

February 28, 2011

- ✓• Preliminary discussion on alternative facilities levy.
- ✓• Continue discussion on data practice policy.
- ✓• Continue discussion on primary election option.

March 7, 2011

March 28, 2011

- Update on progress of community survey.

April 14, 2011

- If needed, placeholder for first reading of changes in data practices policy.
- Resolution on timeline for School Board candidates.

April 28, 2011

- Review results of community survey.

May 9, 2011

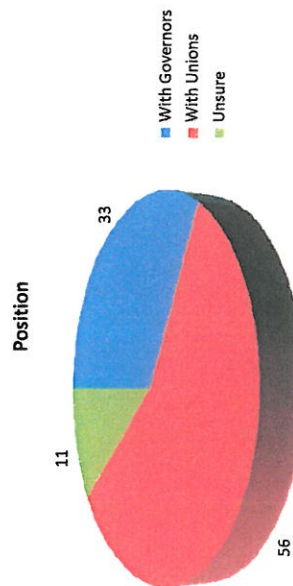
- If needed, placeholder for action on alternative facility levy.

May 23, 2011

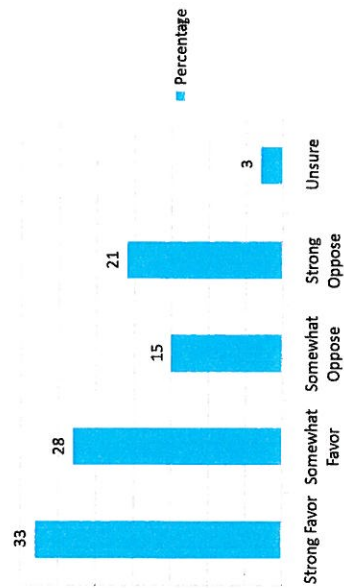
Anything But Normal: Madison, Tea Parties, and Public Schools

Bill Morris
Decision Resources, Ltd.
March 18, 2011

In the disputes across the nation between Governors and their states' public sector union workers, do you agree more with the Governor or the union for teachers and other state employees?



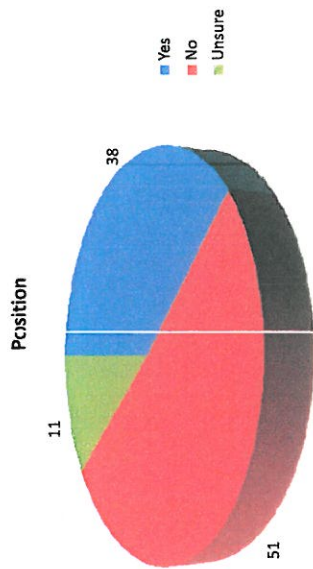
Do you strongly favor, somewhat favor, somewhat oppose or strongly oppose unions for private sector employees?



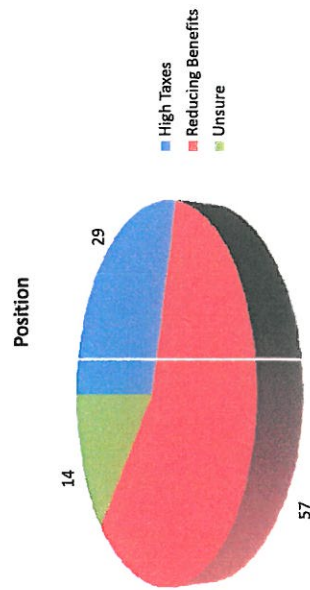
Do you strongly favor, somewhat favor, somewhat oppose, or strongly oppose unions for public employees?



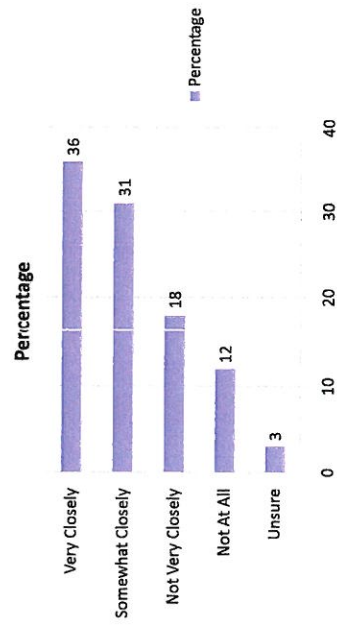
Should public school teachers be allowed to strike?



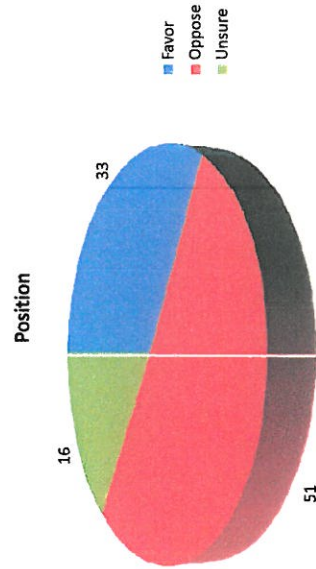
If you had to choose between: paying higher taxes to ensure all pension benefits promised to public employees were paid or reducing those promised benefits, which would you choose?

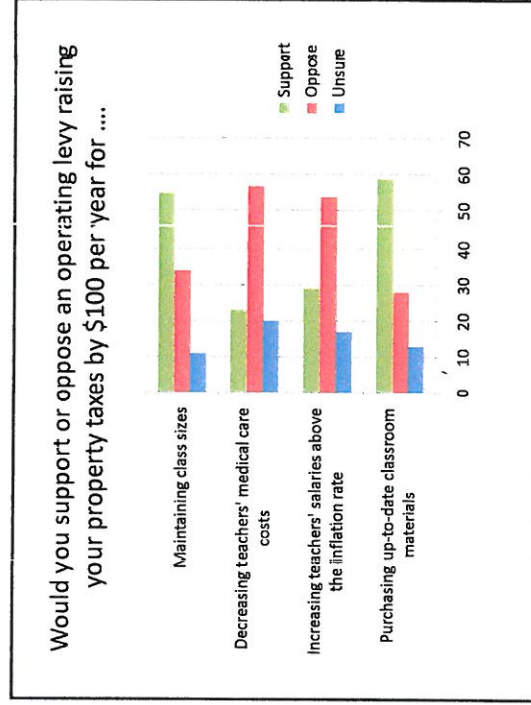
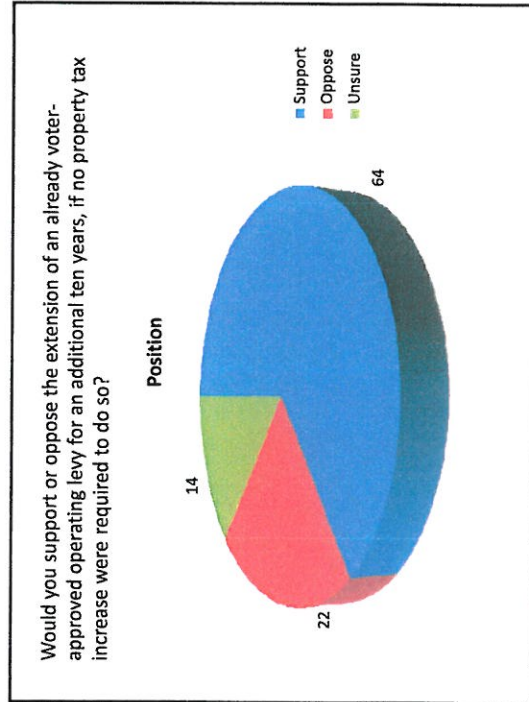
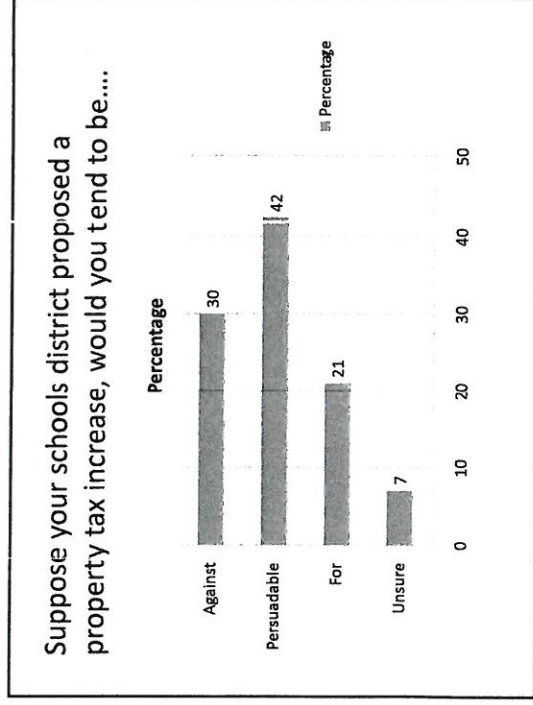
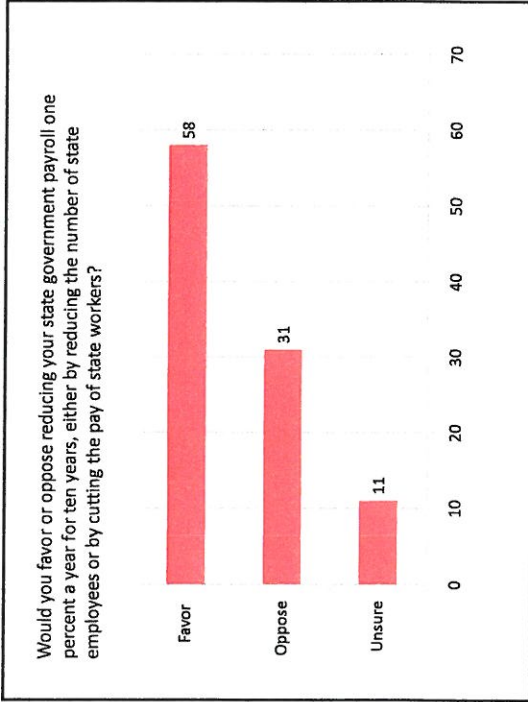


How closely have you followed news stories about pension benefits promised to public employees?

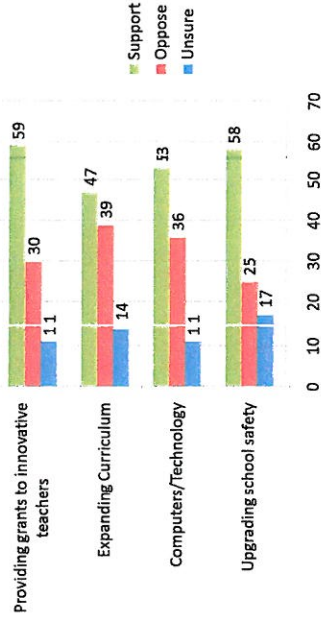


To help reduce state spending would you favor or oppose a 10% pay cut for all state employees?

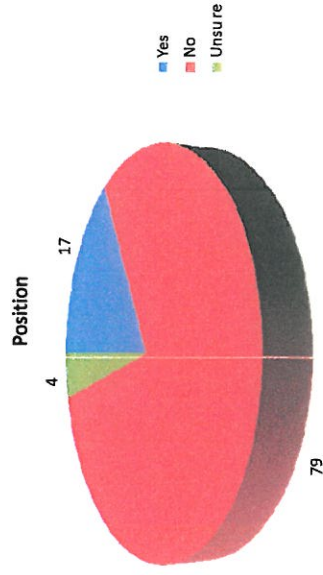




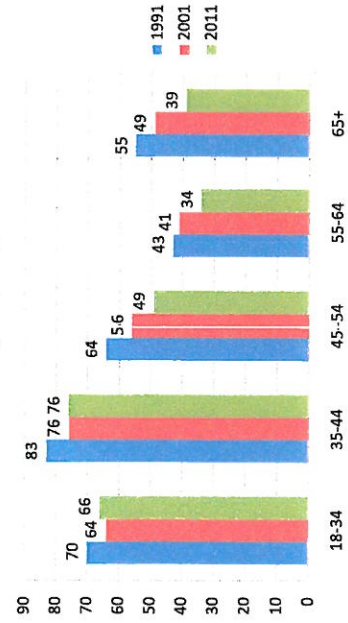
Would you support or oppose an operating levy raising your property taxes by \$100 per year for ...



Do you think the arbitrary firing of effective teachers is a problem today?



Support for \$100 per Month Operating Levy by Age



Would you favor or oppose eliminating tenure for public school teachers and replacing it with, say, seven or ten year renewable contracts?

