

To: Members of the School Board

From: Dr. Michael J. Lovett
Superintendent of Schools

Date: August 18, 2010

A work-study session of the White Bear Lake Area School Board will be held on Monday, August 23, 2010, 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

1. Call To Order
2. Roll Call

B. DISCUSSION ITEM

1. Review of Proposed School Board/Superintendent Goals for 2010-11 5:30 p.m.
2. Update on Potential Facility and Service Improvements to the District Center 6:15 p.m.
3. Review of Strategies for Strategic Planning 6:30 p.m.
4. Continuation of Discussion from July Work-Study session 7:15 p.m.

C. ADJOURNMENT 8:00 p.m.

**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 six 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: Ongoing

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 will be phased.

Building on Phase 1 of facility planning done during the 2009-10 school year, 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 (over

1,000 students), 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:

Phase II initiatives will be included in the strategic planning process related to Goal #5. However, the timeline that the District is planning to use may dovetail into a similar planning process that our intermediate district is doing. While they will be identifying long-term needs through their process, we will most likely be identifying options that they would be able to consider to meet their identified needs.

We continue to discuss our planning timelines with other 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.

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 will be presented to the Finance Committee later this fall and to the

School Board and public at the regular school board meeting in November or December.

Status Update: The District's Finance Committee continues to meet on a quarterly basis with our OPEB investment advisors. The committee continues to analyze the data and recommendations of the advisors and make prudent investment decisions. For its next quarterly meeting the committee will be presented with some scenarios showing how the latest financial forecast impacts the cash flow needs of the trust.

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

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.

Development of the 2011-2012 budget will begin 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.

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 provides 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: Ongoing.

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 will review a detailed process and timeline for strategic planning at the August 23, 2010 School Board work-study session.

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: To be developed.

Status Update: Ongoing.

Option for Proposed Timeline for
White Bear Lake Area Schools
Strategic Planning
2010-11
(Draft of 8/16/10)

Step	Activity	Dates	Responsibility
1.	Develop School District Profile, including trend data on student achievement, finances, programming, and staffing.	August and September 2010	Superintendent Cabinet
2.	Publicize the Strategic Planning Progress to staff and community.	September and October, 2010	Superintendent Director of Communications and Community Relations
3.	Identify members of the Strategic Planning Team (25-30) representative of the schools and community.	September, 2010	Superintendent School Board
4.	Hold two day initial planning session to review the District's Core Values and Mission Statement, and engage in process that will result in initial draft of objectives and strategies.	October, 2010 Dates TBD	Superintendent Cabinet School Board Representatives (2) Planning Team Facilitator (either internal or TBD)
5.	Review Progress with the School Board at work-study session. This work would include analyzing the draft strategic objectives and strategies and their relationship to the School Board/Superintendent goals for 2010-11.	October 25, 2010	Superintendent School Board
6.	Assignment of responsibilities to Action Teams, one for each of the broad strategies identified by the planning team, and coordinated with relevant School Board/Superintendent goals for 2010-11.	November, 2010 through January, 2011	Action Teams, each co-chaired by one School District staff member and one community member, and made up of volunteer staff and community members.
7.	Second planning session. The Planning Team works for 2 more days reviewing the work of each of the Action Teams, including recommendations for specific steps for reaching the strategic objective, and an assessment of the costs and benefits of each step.	February, 2011 Dates TBD	Planning Team

8.	Review Progress with the School Board at work-study session in February and March	February 28, 2011 March 28, 2011	Superintendent Cabinet
9.	Recommendation of Strategic Plan to the School Board	April, 2011 or May, 2011 TBD	Superintendent Cabinet
10.	Communications on Strategic Plan.	May and June, 2011	Superintendent Director of Communications and Community Relations
11.	Operationalization of the Strategic Plan. The summer of 2011 will be a transition in the “naming” and implementation of School District objectives. For the 2010-11 school year, the administration will have regularly reported on progress on the School Board/Superintendent goals for 2010-11. With the completion of the initial draft of the Strategic Plan, for 2011-12 the overall objectives will be called “District Strategic Goals for 2011-12”, and will be developed consistent with the Strategic Plan. Specific responsibilities for carrying out these goals will be embedded in the responsibilities of members of the administrative and leadership team.	June, July, and August, 2011	Superintendent Cabinet Leadership Team
12.	Reporting and Progress on the Strategic Plan and objectives.	Ongoing monthly	Superintendent Cabinet

Draft Plan for Strategic Planning for the
White Bear Lake Area Public Schools
2010-11 School Year

BACKGROUND

As the White Bear Lake Area Schools face the next decade, it is critically important for us to build on the successes of recent years and the long history of strong community connections between the School District and community.

The District annually identifies significant strategic and operational objectives for improving student achievement, addressing issues of financial stability and predictability, program improvement and sustainability, for responsibility to our taxpayers, and long range facility planning.

The following plan outlines a strategic planning process which will engage school staff, school board members, and community leaders in the development of the strategic vision and major goals to guide our decision making over the course of the next five years and longer.

Section A: Steps of Preparation and Events of Strategic Planning

During July, August and September, the District administration will develop a profile of the School District showing multiply year trends and projections as appropriate for the following:

- A. Financial history and projections, including patterns of revenue and expenditures by normal acceptable category and comparisons with other school districts.
- B. An overview of personnel and staffing patterns, including total number of staff and staff by unit, and costs associated with staff.
- C. An overview of current School District facilities used both for instructional and operational purposes, history of facility use, including recent changes in the utilization of facilities, comparisons of the District's efficiencies and use of facilities compared with other districts, and other pertinent information.
- D. Partnerships, including identification on partnerships for programmatic and for facility purposes, costs associated with the partnership and opportunities provided.
- E. Student achievement and progress, including a record of recent student achievement and progress on major measures such as state MCA results, national norm test such as MCA and other appropriate measures.

Section B: Initial Steps in Preparing for Strategic Planning

1. Core Values

The District currently has a set of core values (attachment A) adopted in 2001, which are commonly shown on District literature and promotional materials, and prominently displayed within the school community. Does the School Board approve these values as fundamental to the operation and culture of the District or wish to consider a review of these core values as part of the strategic planning process?

2. Mission Statement

The School District clearly has a mission, adopted by School Board action in 1994, and prominently displayed in every School Board packet and other materials provided by the School District. Does the School Board wish to affirm the current mission, or should the mission review be part of the preliminary portion of the strategic planning?

3. The Development of a School District Vision

Currently, the District does not have any commonly known District vision, other than those general policy statements found in School Board policies, which are consistent with those found in most other school districts. Does the School District, and in particular the School Board, wish to engage in a process which would identify and describe a vision for the School District that would define our high aspirations and our expectations for staff, students, and community.

4. The Development of Strategic Directions

As part of the strategic planning process, the District would develop a participatory process for our school community, which would result in broad strategic directions for the School District for the period of 2010-15.

5. Follow Through

Using the broad strategic directions and goals, the District would address more immediate operational and strategic goals, including decisions on finances, facilities, student achievement, and the District's priorities.

Carried over from July 12
work-study session
as agenda item 4

**INDEPENDENT SCHOOL DISTRICT NO. 624
WHITE BEAR LAKE, MN 55110**

To: Members of the School Board

From: Dr. Michael J. Lovett
Superintendent of Schools

Date: July 6, 2010

A special work-study session of the White Bear Lake Area School Board will be held on **Monday, July 12, 2010** from 1:00 – 5:00 p.m. at Hugo Elementary, 14895 Francesca Avenue, Hugo, MN. For the purpose of:

1. Reflections on Accomplishments during 2009-10, Including School Board/Superintendent Goals.
2. Consideration of Priority School Board/Superintendent Goals for 2010-11.
3. School District Vision
4. Evaluation of School Board and Superintendent
5. Public Engagement
6. School Board Working Protocols
7. School Board Training