

Bozeman School District #7

LRSP Implementation Framework 2011-12



An update of progress as of December 16, 2011 is provided (in italics) for the review of the Trustees.

An update of final progress as of June 11, 2012 is provided in bold italics.

A glossary of terms for this document is available if the reader clicks on any text that is [green](#).

The first three years of the Long Range Strategic Plan (LRSP) focused on creating a culture of meaningful change. The Board of Trustees of Bozeman School District #7 endorses this [implementation framework](#) for 2011-12 to continue progress on the LRSP. The following are components of the framework:

1. Functioning in a culture of meaningful change

Looks Like...

- ⇒ Personalizing learning opportunities for students.
- ⇒ Job-embedded professional development for staff.
- ⇒ Use of [consensus process](#) to continue to reach solutions to challenges.
- ⇒ Enhanced collaboration with Montana State University and other agencies/organizations.
- ⇒ Effective communication with all stakeholders important to Bozeman Public Schools.

Update 12/16/11: Functioning in a culture of meaningful change includes:

- *Each school and department has developed [Action Plans](#) intended to personalize learning opportunities for students. See 1.01 Personalize Learning Action Plans for schools/departments on the Action Plan Matrix.*
- *The Instructional Coach model was expanded to include both middle schools and the high school with five Instructional Coaches in grades K-5, one for grades 6-8 and two at BHS. This research-based model is providing significant job-embedded professional development for teachers. Schools report that coaches are being accessed by 90%+ of their staff.*
- *Professional development for teachers has been personalized allowing individual professional development plans for twelve hours of training to be agreed upon by the teacher and school administrator.*
- *Consensus process is being used for the Teacher Standards and Evaluation Committee and the School Calendar Task Force. Use of consensus for large group initiatives has proven successful in our district and continues to be promising in our work with the two groups described. See 2.03 HR Evaluation Process on the Action Plan Matrix.*
- *The district intends to use the consensus process for teacher negotiations in the spring 2012. See 2.05 HR Negotiate Agreements on the Action Plan Matrix.*
- *Outreach to President Waded Cruzado and Provost Martha Potvin, established regularly scheduled leadership meetings with the intention of broadening our relationship with MSU. These discussions have led to increased dual credit offerings for BHS students. Professional development for the Bridger Performance-Based strategies grew out of the cooperative atmosphere established. Planning is currently occurring to develop pre K-16 collaboration on the Common Core State Standards and College and Career Readiness.*

- *A deeper partnership is being developed with Gallatin College Program, emphasizing new efforts to establish career oriented two-year post-secondary training in the Gallatin Valley. The Superintendent, Assistant Superintendent for Curriculum and Instruction, and Director of Adult and Community Education for Bozeman Public Schools serve on the Gallatin College Program Advisory Board. The Superintendent and Director of Adult and Community Education for Bozeman Public Schools participated in a University planning retreat to redesign and invigorate two-year higher education opportunities for Montana students on December 15-16, 2011.*
- *Superintendent Advisory Councils for Parents, Teachers, Classified Staff, Students and Business Community meet on a regular schedule to provide effective two-way communication. See 3.01 SPT Transparency/Accountability/Communication on the [Action Plan Matrix](#).*
- *Superintendent and Board have created a public information campaign to “Tell Our Story” in the community. Currently 24 presentation sessions have been held with stakeholders involving over 500 community members. A YouTube video has been created to allow access to the “Tell Our Story” presentation for anyone interested. The video is on our website homepage at [Tell Our Story](#).*

Update 6/11/12:

- *Each school and department developed **Status Reports** for 1.01 Personalize Learning Action Plans. These **Status Reports** can be reviewed on the [Status Report Matrix](#).*
- *The Instructional Coaching model continues to work successfully as expanded in our elementary, middle and high school. The effectiveness of using instructional coaches who embed professional development in all environments is reflected in continued engagement of teachers for individual and small group professional development, use of coaches by principals for whole staff professional development, and use of coaches by central office for district-wide professional development. A review of school and department **Status Reports** for 1.01 Personalize Learning Action Plans will reveal improved student performance.*
- *Consensus process was used to make progress in both the Teacher Standards and Evaluation Committee and School Calendar Task Force. See the Status Report for 3.04 HR Consensus Process 2011-12. Relationships developed by using the Consensus process for several years allowed the District and Bozeman Education Association to settle contract terms for 2012-13 by plainly describing issues, making decisions in the best interest of students, and determining what will be worked on during the school year next year.*
- *Collaboration with MSU continues in a deep way. Gallatin College will expand its use of the Bozeman High School facility next year and offer 2-year transfer degrees that relate to College and Career readiness. Dual credit opportunities have been expanded for 2012-13 to include an Educator/Teacher course in which an MSU education professor will teach at BHS. Further exploration of opportunities continues. Ongoing dialogue about the MSU Innovation Campus (a future Technology Park) has included the Superintendent and Assistant Superintendents.*
- *Superintendent Advisory Councils (Students, Parents, Teachers, Classified, and Business) all completed the year with surveys indicating the value of this way of*

communicating District issues. Suggestions were made to continue each in the 2012-13 school year.

- *“Tell Our Story...,” “Did You Know ...,” and School Election presentations (41 community presentations to over 1000 citizens) all provided expanded opportunities to engage the Bozeman community to improve understanding of important information about our District.*

2. Creating a culture of opportunity

Looks Like...

- ⇒ Attention to the next 3-5 year planning horizon by focusing and compacting **Strategic Objectives** to best support personalized education, standards, **Response to Intervention (RtI)**, and Technology.
- ⇒ Creative thinking to see things from a new perspective.
- ⇒ Collaborative (subject matter, grade level, and partners, e.g. the **Optimization Task Force**) team building within the school district and with our partners to improve student learning.
- ⇒ Monitoring innovation.
- ⇒ Alignment of resources to advance progress on LRSP.

Update 12/16/11: Progress to create a culture of opportunity includes:

- *The LRSP Committee (Denise Hayman, Bruce Grubbs, Ed Churchill, Kirk Miller, Marilyn King) met on 6/20/11 to review the LRSP Implementation Framework 2010-11 Report and discuss the LRSP Implementation Framework 2011-12. The Board dialogued about attention to the next 3-5 year planning horizon and aligning resources to advance progress on the LRSP during the Board Retreat on 7/20/11, setting the tone for establishing this part of the LRSP Implementation Framework 2011-12.*
- *Executive Council worked with input from the Instructional Cabinet in the spring/summer of 2011 to establish a draft of the LRSP Implementation Framework 2011-12.*
- *Draft LRSP Implementation Framework 2011-12 was shared with the entire BSD7 education team requesting input in August-September 2011. The Framework was revised to reflect input collected. The Framework was confirmed by the Board of Trustees in the Superintendent’s Report at the 10/11/11 Board meeting.*
- ***Strategic Objectives** were reviewed and revised (moved from 46 to 21 Strategic Objectives) to reflect more focus and provide additional flexibility. This created a new 3-5 year planning horizon for the LRSP.*
- *The **Balanced Scorecard** and **Action Plans** have been updated in order to best align resources around priorities in the LRSP.*
- *Schools and departments have created Action Plans for Personalized Learning, Standards, Response to Intervention and Technology. See 1.01 Personalize Learning, 1.03 Assess and Report Standards, 1.01 Personalize Learning – RtI, and 1.04 Technology Productivity Action Plans for schools/departments on the **Action Plan Matrix**.*
- *Creative thinking to see things from a new perspective examples and monitoring those innovations, include:*
 - *Bridger Alternative Program is piloting a performance-based system to best prepare students for achieving competency in the Bridger Expected Academic Results. See 1.07 BAP College and Career Ready on the **Action Plan Matrix**.*

- *Development of awareness and understanding by all staff of the Common Core State Standards (CCSS). See 1.07 CI College and Career Ready – Common Core State Standards on the [Action Plan Matrix](#).*
- *Implementation of the Pearson Inform, the district performance management system to provide data and results for decision making. See 1.02 CI Best Practices Instruction – General C&I on the [Action Plan Matrix](#).*
- *Plan for new elementary school to meet growing enrollment in grades K-5. See 2.01 OP Enrollment, Placement & Facility Decisions on the [Action Plan Matrix](#).*
- *Collaborative team building within the school district and with our partners to improve student learning include:*
 - *Optimization of Relationships and Resources Task Force has cooperated with the Regional Educational Service Agency for Region IV (RESA4U) to prepare to promote a regional service agency model for a 12 county, 70 school district, 35,000 student region. The purpose is to improve student learning and increase efficiency for all districts involved. The model will use SB 329 incentive funds to establish a multi-district cooperative with governance structure to provide initial services of professional development, hardware/software purchase and bulk supply purchase. A stakeholders meeting of the 70 school district is scheduled for 1/5/12 in Townsend. Trustee Lusin, Superintendent Miller, and Assistant Superintendent King have provided leadership and organization for this effort. See 3.06 BD Advocacy on the [Action Plan Matrix](#).*
 - *Chamber School-Business Partnership Committee has become very active in connecting the business community needs with our schools, Gallatin College Program, and MSU. In order to promote visibility and increase membership on the School-Business Partnership Committee, Jamie Vollmer (international business/education speaker) will come to Bozeman on 2/29/12 to present “Schools Can’t Do it Alone” to the business community and in other venues for the public. His presentation ties directly to our [Tell Our Story](#) information campaign and our communications plan for the spring school election. Trustee Grubbs has provide leadership and organization to the Chamber School-Business Partnership Committee. See 3.01 SPT Transparency/Accountability/Communication on the [Action Plan Matrix](#).*
- *Alignment of resources to advance progress on the LRSP is underway. Examples are:*
 - *The creation of 98 Action Plans by our team of 750 promotes those elements that are most important for improving student learning. This naturally leads to aligning the available budget with those elements that are most important.*
 - *Trustees approved 14 new course offerings at Bozeman High Schools on 12/12/11 intended to increase opportunities for College and Career Readiness.*
 - *The Budget Development process has started using budget calendar timelines approved by the Board. Materials will be distributed to principals in January to collect input on needs. Review of revenue allocations from the state and feds is underway in order to determine budget parameters and school election requests.*

Update 6/11/12:

- ***The LRSP Committee (Denise Hayman, Bruce Grubbs, Ed Churchill, Kirk Miller, Marilyn King, and Rob Watson) met on June 6, 2012 to review progress of the LRSP for***

2011-12 and make recommendations for 2012-13. The Board of Trustees, at their meeting on June 11, 2012, will consider adopting the [LRSP Annual Report 2011-12](#) (including the LRSP Implementation Plan Report 2011-12), and review a draft [LRSP Implementation Plan 2012-13](#).

- *Focusing and compacting the **Strategic Objectives** (from 46 to 21) as revised has helped the District to refine progress in the LRSP **Status Reports** outlined on the LRSP [Status Report Matrix](#).*
- *A review of these Status Reports describes progress. See 1.01 Personalize Learning, 1.03 Assess and Report Standards, 1.01 Personalize Learning – RtI, and 1.04 Technology Productivity Status Reports for schools/departments on the [Status Report Matrix](#).*
- *Creative thinking to see things from a new perspective examples and monitoring those innovations, include:*
 - *The Bridger Alternative Program pilot of a proficiency-based system to best prepare students to achieve competency in content standards made great progress. Student performance is measured by meeting proficiency standards and the time to accomplish this is variable. See 1.07 BAP College and Career Ready on the [Status Report Matrix](#).*
 - *All District staff have achieved understanding of the **Common Core State Standards (CCSS)**. See 1.07 CI College and Career Ready – Common Core State Standards on the [Status Report Matrix](#). An implementation plan for the next three years has been developed to provide a road map for continued progress in the effective use of these standards.*
 - *Implementation of Pearson Inform, the district performance management system to provide data and results for decision-making, has accomplished beginning steps of a soft roll out with BSD7 staff. See 1.02 CI Best Practices Instruction – General C&I on the [Status Report Matrix](#).*
 - *Plan for new elementary school to meet growing enrollment in grades K-5 reached the critical stage resulting in a \$26.375 million bond approving land, a new elementary school, expansion to the support services building and renovation/expansion of Longfellow elementary school. See 2.01 OP Enrollment, Placement & Facility Decisions on the [Status Report Matrix](#).*
- *Collaborative team building within the school district and with our partners to improve student learning include:*
 - *The Bozeman Board effectively created and organized RESA4U (Region IV Education Service Agency) to optimize resources while promoting high student achievement. Fifty-five of 70 school districts in the greater Gallatin area have joined this work. Legislation that ultimately passed the 2011 Legislative Session, SB 329, provides \$2 million in funding for development of multi-district education cooperatives across Montana using the template of the work led by the Bozeman Trustees. RESA4U has been established using the incentive funding from member districts. RESA4U offered excellent professional development opportunities this school year and will begin to offer services for bulk purchase, and technology development to all member schools next school year. BSD7 is the fiscal agent for the new multidistrict cooperative. An executive director is in the process of being hired for RESA4U. See 3.06 BD Advocacy on the [Status Report Matrix](#).*
 - *Great progress has been made in collaborative relationships with the Chamber School-Business Partnership Committee, MSU, Gallatin College and many other*

efforts. See 3.01 SPT Transparency/Accountability/Communication on the Status Report Matrix.

- *Alignment of resources to advance progress on the LRSP is underway. Examples are:*
 - *98 **Status Reports** by created by our team of 750 describe those elements that are most important for improving student learning. This aligns available budget with those elements that are most important.*
 - *Staffing based on student requests for course offerings at Bozeman High School is aligned with opportunities for College and Career Readiness as outlined in the LRSP.*
 - *The Budget Development process has been completed with requests made by buildings and departments. The Comprehensive Annual Report (CAFR) was prepared and approved by the Trustees along with the District audit report for 2010-11. MQEC settlement with the state allowed the inflation factor of 2.43% as outlined in law for the school funding formula 2012-13. The Elementary District passed a \$235,000 general fund operating levy. Budget requests have been aligned with the LRSP to create allocations for staffing and program needs for 2012-13.*
- *A culture of opportunity has a good start as a result of the actions taken. Work will be continued in the 2012-13 school year.*

The Bozeman Public Schools Leadership Team was enthused about launching year four of the Plan, energizing our team to remain committed to long-term strategic change that inspires and ensures high achievement so every student can succeed.

Achievement of progress on the Implementation Framework is the collective, collaborative work of our entire education team at Bozeman Public Schools. We will continue to use an updated Framework to guide us in 2012-13.

Respectfully submitted by  on 6/11/12