

# Bozeman School District #7

## LRSP Annual Report 2010-11



Excellent collaboration has led to the development of a culture of meaningful change that positively impacts the achievement of students attending Bozeman Public Schools. This report is intended to give the reader both an overview and detailed information of the progress accomplished in year 3 of the Long Range Strategic Plan (LRSP). This report contains:

- Executive Summary of 2010-11 Progress
- Background
  - LRSP Overview of Development and Progress
  - Implementation Framework for 2010-11
- Acknowledgements

I hope the reader finds this report an illustration of how the work of our education team aligns with the purpose of our schools: *“Bozeman Public Schools exist to provide an outstanding education that inspires and ensures high achievement so every student can succeed and make a difference in a rapidly changing world community.”*

Enjoy!

A handwritten signature in blue ink, appearing to read "Kirk", is placed above the printed name of the superintendent.

Kirk J. Miller, Ed.D.  
Superintendent

## Executive Summary of 2010-11 Progress

Establishing the [Long Range Strategic Plan \(LRSP\)](#) has created energy and enthusiasm in our schools focused on performance and a culture of meaningful change. The LRSP is new and bold and will require time to become meaningful and embraced by all, i.e., becoming the culture of our school district. In year 3 of LRSP implementation we are focused on continued effort having long lasting positive ramifications on our children and community! Thank you to all who have committed their knowledge, time, energy and heart to this process.

A glossary of terms for the LRSP is available if the reader clicks on any text that is [green](#). Text with [red underline](#) are links to web pages allowing the reader to drill down to information they want to review deeper.

### Impact of the Plan 2010-11

2010-11 was a year of substantial achievement and success in academics, activities and volunteerism for Bozeman Public Schools. Reviewing the [Balanced Scorecard](#), an overview of progress on 27 key indicators, provides the reader with a sense of the climate of our schools. A brief list of successes includes:

- Academic achievement increases across multiple measures
  - State **Criterion Reference Tests** (CRT) results are the measures used to determine **Adequate Yearly Progress** under the Federal **No Child Left Behind** laws. State targets are 83% proficient or advanced in reading, and 68% proficient or advanced in math. In grades 3-8, 92% of all BPS students achieved proficient or advanced in reading and 81% in math. In grade 10, 94% of all BPS students achieved proficient or advanced in reading and 76% in math. BPS scores are well above state averages and continue to increase each year.
  - **ACT** – 217 students took ACT in 2010. Bozeman students scored composite 23.9 and the state average composite is 22.0.
  - **SAT** – 204 students took the SAT in 2010. BPS students scored 570 in Critical Reading (state mean 538, national mean 501), Math 567 (state mean 538, national mean 516), Writing 549 (state mean 517, national mean 492).
  - **Advanced Placement** (AP). In 2010, Bozeman High School was recognized on Newsweek’s list of the Best High Schools in America for our student performance on AP exams as a ratio of the graduating seniors. BHS was 712 out of 1500 (total 27,000) high schools in America. In 2011, 755 AP exams were taken by 418 BHS students, 83% scored 3 or higher (national average is approximately 65%). Bozeman High School has a total of 111 AP Scholars.
  - Nine students were named **National Merit Scholar** Finalists.
- **All-State** selected musicians from BHS totaled 18 in Band, 22 in Orchestra and 5 in Choir, the largest number of participants in each select group from any school in Montana.
- Athletes won five State Championships this school year, the most in history of any school in Montana. Student-athletes in Boys (3<sup>rd</sup> straight title) and Girls (4<sup>th</sup> straight title) Cross Country, Football (1<sup>st</sup> in 93 years), Boys Basketball and Wrestling (1<sup>st</sup> ever AA title and 1<sup>st</sup> title in 39 years) were state champions. BHS won the 2010-11 Gt. Falls Tribune All-Sports Trophy awarded to the Montana school with the greatest athletic achievement.
- Paul Andersen, BHS science teacher, was selected as 2011 Montana Teacher of the Year and was one of four finalists for National Teacher of the year. This is the 2<sup>nd</sup> year in a row that Bozeman Public Schools is the home of the Montana Teacher of the Year as Anne Keith, SMS math teacher, received this recognition in 2010.
- The Montana School Boards Association selected the Bozeman School Board of Trustees as the 2011 Montana School Board of the Year for its excellent vision and governance.
- The graduating class of 2011 provided over 4600 hours of community service and volunteerism.

Further, we continue to make great progress on many important issues that will continue a bright future for the students in our schools. Some examples are:

- The Bozeman Board has effectively created and organized the regional **4 Rivers Optimization Group** to look at optimizing resources while promoting high student achievement. Many state-wide groups have followed this work with interest. This led to legislation that ultimately passed the 2011 Legislative Session. SB 329 will provide \$2 million in funding for development of multi-district education cooperatives across Montana using the template of the work lead by the Bozeman Trustees.
- **College and Career** planning has become a major focus at BHS. A job shadow program for teachers to help them understand the workplace of the 21<sup>st</sup> century was implemented. Our bio-medical program completed its 2<sup>nd</sup> year with significant student interest in the program and an addition of the 3<sup>rd</sup> year next year. An engineering career pathway is being developed and the 1<sup>st</sup> course will be offered next fall. **Dual credit** opportunities in Math and English have been created for our students through Gallatin College Programs. The dual credit is targeted towards those students who may be entering a 2-year post secondary program.

- **Instructional coaching** is supporting great progress in student learning in our elementary schools. Seventy-eight percent of K-5 teachers (110/141) have had high impact instructional coaching. Several schools have 100% participation in the instructional coaching model. The research, collaboration, modeling, and sharing of effective teaching strategies are making a difference in the achievement of our students. The instructional coaching model will be expanded to the middle schools and high school next year as a result of this demonstrated success.
- The district solidified its partnerships with MSU by strongly supporting the effort to have the Montana Board of Regents establish 2 year post secondary education opportunities for students in the Gallatin Valley. Gallatin College Program became a reality in the fall of 2010 with strong support from Bozeman Public Schools, as a part of MSU-Bozeman. A **dual credit** opportunity for high school students was offered (MA 145/Advanced Math at BHS), with many more opportunities on the horizon.

Our entire community contributed a great deal to the success of our students in 2010-11 and we are thankful for the outstanding support.

### Action Plans 2010-11

The LRSP has four goals, **Strategic Objectives** under each goal, and **Action Plans** for Strategic Objectives that were developed by school or department teams. Action Plan teams generally have a leader responsible for monitoring and reporting performance on the Action Plan. Each Strategic Objective has one or more Action Plans depending on the work of the school/department team in choosing a given Strategic Objective as meaningful work aligned to the **Core Ideology**. An Action Plan Matrix with Strategic Objectives listed horizontally and school/department listed vertically gives the reader easy access to the Action Plan as created by the teams. The Action Plan Matrix can be found in Appendix B or on our district website by clicking [LRSP Action Plan Matrix 2010-11](#). You can look at any Action Plan by clicking the X in the cell on the matrix.

### Status Reports on School/Department Action Plans 2010-11

In order to grasp the depth of what has been accomplished with our LRSP this school year, Action Plan team leaders, with input from each school/department team, used **Status Reports** to indicate progress on the 157 Action Plans. The Status Reports are organized by school/department in a standard format that includes:

- Strategic Objective
- Department/School
- Leader and Team Members
- The progress expected by the end of the year for the Strategic Objective
- Progress Summary

The short-hand name for the files tells you a lot about the report; an example is **1.01 C&I P+ Communications SR 2011**. This stands for: Strategic Objective 1.01 (Goal 1, Objective 1) in the Curriculum and Instruction Department (C&I), Strategic Objective short title is P+ (Proficient Plus) Communications, Status Report (SR) 2011. Each Status Report is concise (about a page long) but when reviewed as a compilation will certainly give the reader a feel for the breadth and depth of the LRSP and the impact it is having on our organization.

A Status Report Matrix, organized by Strategic Objective and school/department, gives the reader easy access to the Status Reports. The Status Report Matrix can be found in Appendix C or on our district website by clicking [LRSP Status Report Matrix 2010-11](#). You can review any Status Report by clicking the X in the cell on the matrix.

Substantial progress has been made on all 157 Action Plans during the 2010-11 school year. You can have an overview of 20 Status Reports that would provide you with context for all Status Reports by clicking [LRSP Status Reports Top 20 2010-11](#). A quick review shows the following breakdown of Action Plan Status Reports under the four goals of the district.

District Goal	Action Plan Status Reports
Goal 1: Academic Performance	107
Goal 2: Operations and Capacity Building	13
Goal 3: Community Engagement	16
Goal 4: Student Success/Safety/Health/Welfare	21

This is the work of the district intended to support and improve student learning. The four goal areas encompass plans to make progress on the 3-5 year planning horizon while aligned with 5-10 year planning horizon, Envisioned Future, and the Core Ideology of the district. This helps us to measure progress in incremental steps while keeping our eye on the big audacious goal and our future in a thoughtful, cultural way.

## Background

### LRSP Overview of Development and Progress

#### Overview

Bozeman Public Schools launched a new strategic planning process in the fall of 2007 to bring more rigor to the process of setting goals; to ensure the wants, preferences, and needs of our community are well understood; and to strategically focus our resources. We initiated this process to build a stronger and more vital School District that is widely recognized as delivering outstanding education to our students.

The Board and Staff Leadership Team followed a knowledge-based decision-making process. In so doing, we reviewed and updated existing mission, vision and goal statements for the District. This type of systematic review will be an ongoing element of our strategic planning and evaluation process.

We also established an [Envisioned Future](#) to guide us over the next 20 years. We then developed interim five-year goals and identified trends and issues that are likely to have significant impact on achieving those goals. The Board has committed itself to studying and analyzing these issues in a proactive manner to ensure the District is best positioned to accomplish its long term vision. The Bozeman Board and Staff Leadership Team used “Above & Beyond” (a community engagement process in 2006-07) and various other input mechanisms to ensure this process reflected community needs and desires.

Bozeman Public Schools’ Board and Staff Leadership Team view strategic planning as an ongoing process within Bozeman Public Schools. This is not a "strategic planning project" that is simply completed and put on a shelf. Adoption of the plan is an affirmation of the general intent and direction articulated by the [Core Ideology](#), [Envisioned Future](#), [Goals](#), [Strategic Objectives](#) and a guide to decision-making in the district. The Board and Leadership Team will assess the strategic objectives annually in collaboration with the community.

#### Progress 2008-09

In the fall of 2008-09 this work was shared with the entire education team with the charge to begin LRSP implementation by establishing [Action Plans](#) for the 46 [Strategic Objectives](#). This charge to the

education team resulted in 161 Action Plans intended to bring rigor and a culture accepting of change in the best interest of students. Emphasis was placed on doing thoughtful, quality work in developing the Action Plans while thinking about the long range nature of the plans to align with the **Goals, Envisioned Future and Core Ideology** of our district. Making this work available to our community in a variety of formats (web-based, brochures and posters, presentations and dialogue with organizations) was a big part of the effort throughout the year.

#### LRSP Committee

The LRSP Committee was formed in 2008-09 (as part of the **Implementation Framework** 2008-09) to establish strategies for governance of the LRSP. The original committee in 2008-09, made up of Trustees Sarah Glover, Martha Collins, and Carson Taylor, and Leadership Team members Kirk Miller and Marilyn King, met on December 11, 2008 to review and discuss the Conceptual Framework, Goals, Action Plan Matrix, and Action Plans. The meeting led to dialogue about governance of the plan, including using assessments and other measures to focus on performance of students, monitoring progress on the plan, and how to best simplify the information in ways that will help the Board and community use the plan to make decisions.

The 2009-10 LRSP Committee, made up of Trustees Denise Hayman, Bruce Grubbs, Carson Taylor (until April), and Ed Churchill (started in April), and Leadership Team members Kirk Miller and Marilyn King, met to research strategic plan governance structures to provide information about and accountability for the LRSP for the Board and public. Committee meetings on August 8, 2009, September 24, 2009, November 5, 2009, and December 15, 2009 allowed review of tools called Data Dashboards or Balanced Scorecards intended to determine and define key indicators, establish baseline information and set targets 3-5 years into the future. The Committee used the meetings to determine and define the key indicators and set baseline and targets under the four goals of the district. The Committee presented recommendations to the Board at a retreat on January 21, 2010 and discussed the **Balanced Scorecard** concept at the Board meeting on February 8, 2010. On February 9, 2010, the Balanced Scorecard went live on the district website with advertising in the community to make the public aware of this easy to use governance tool.

#### Progress 2009-10

In the fall of 2009-10, under the governance of the LRSP Committee and Board of Trustees, an Implementation Framework to guide the continued progress of the plan was developed. The entire district education team has been involved in the dialogue about the importance of the LRSP and participated in the development of **Action Plans** for schools and departments for 2009-10. The Action Plans were posted on the district website using a matrix to allow individuals easy access to any Action Plan for any school or department. **Status Reports** for 166 Action Plans for 2009-10 were developed by the school and department teams. The district has made great strides in creating a culture of meaningful change as a result of the Action Plan and Status Report framework that allows every area of the school district to consistently establish a plan and report on progress in the 3-5 year planning horizon.

#### Progress 2010-11

The LRSP **Balanced Scorecard** was updated in the fall of 2010-11. An **Implementation Framework** for 2010-11 guided the LRSP work for the school year. The Board of Trustees at its meeting on July 12, 2010, approved the LRSP **Annual Report** 2009-10 (including the LRSP **Implementation Framework** Report 2009-10) and went live on the district website and was advertised to keep the public informed about the progress of the district. **Action Plans** for the 2010-11 school year were developed by school and department teams during the student achievement related day in the fall and posted on the district web site. Plans were monitored for progress throughout the school year by the school and department teams. The Executive Summary (see above) provides the reader with point and click access to **Status**

Reports for 157 Action Plans for 2010-11. The district has made great strides in creating a culture of meaningful change as a result of the Action Plan and Status Report framework that allows every area of the school district to consistently establish a plan and report on progress in the 3-5 year planning horizon.

## Implementation Framework for 2010-11

The Board of Trustees of Bozeman School District #7 endorsed this [implementation framework](#) for 2010-11 to continue progress on the Long Range Strategic Plan (LRSP). The following are components of the framework:

1. Continued development of a culture of meaningful change.

*Looks Like...*

- ⇒ Attention to the next 3-5 year planning horizon by institutionalizing best practices and realigning and compacting [Strategic Objectives](#) to best support focused attention on Strategic Objectives for personalizing education, standards, [Response to Intervention \(RtI\)](#), and Technology.
- ⇒ Align resources to advance progress on LRSP.

2. Professional Development for the Bozeman Public Schools Education Team.

*Looks Like...*

- ⇒ Leadership training and expansion of leadership opportunities at all levels to cultivate the District philosophy that all members of our Education Team are responsible, through their voice, vision, values, expertise, persistence and caring to build programs that support children in meeting challenging standards.
- ⇒ [Cultivate Professional Learning Communities \(PLC\)](#) as a powerful professional development approach and a potent strategy for educational change and student achievement.
- ⇒ Use [Student Achievement Related Days](#) to engage members of our [Education Team](#) in meaningful dialogue related to specific [Strategic Objectives](#).

3. Seek and provide opportunities to build effective relationships.

*Looks Like...*

- ⇒ Use consensus process to continue to reach solutions to challenges.
- ⇒ Build stronger collaboration with Montana State University.
- ⇒ Communicate effectively with all stakeholders important to Bozeman Public Schools.

The Bozeman Public Schools Team launched year 3 of the Plan and energized our team to remain committed to long-term strategic change that inspires and ensures high achievement so every student can succeed. The report of progress on the [Implementation Framework 2010-11](#) can be found in Appendix A or on our district website by clicking [LRSP Implementation Framework Report 2010-11](#).

## Acknowledgements

The Superintendent's office and Board of Trustees of School District #7 thank our education team and community for embracing the Long Range Strategic Plan. A quality product is dependent on a quality process. We know that lasting, exceptional progress takes time. We appreciate the effort of all in the past and continued effort in the future to provide the very best opportunities for our students. It is not a race to the finish, but a journey to excellence! This report is evidence of our commitment to move from

“Great to Greater” in educating the next generation of students in Bozeman Public Schools who will become the bright future of our community, state, nation and world!

Respectfully submitted on behalf of the Bozeman Public Schools Education Team, June 30, 2011, by



Kirk J. Miller, Ed.D.  
Superintendent, Bozeman Public Schools