



# Bozeman School District #7 Long Range Strategic Plan Annual Report 2009-10



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 2 of the Long Range Strategic Plan (LRSP). This report contains:

- LRSP Overview of Development and Progress
- Implementation Framework for 2009-10
- Executive Summary of 2009-10 Progress
- 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 that reads "Kirk".

Kirk J. Miller, Ed.D.  
Superintendent

## **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 a very long term vision (a Big Audacious Goal) 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 (see below). 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. The Executive Summary (see below) provides the reader with point and click access to Status Reports for 166 Action Plans for 2009-10. The district is making 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.

### Continuing Work

Updating the LRSP Balanced Scorecard will happen in the fall of 2010-11 when the data for this school year are available. An Implementation Framework for 2010-11 is being prepared to guide the LRSP work for the coming school year. Following approval of the Board of Trustees at its meeting on July 12, 2010, the LRSP Annual Report 2009-10 (including the LRSP Implementation Framework Report 2009-10) will go live on the district website and be advertised to keep the public informed about the progress of the district.

### **Implementation Framework for 2009-10**

The Board of Trustees of Bozeman School District #7 endorsed an Implementation Framework for 2009-10 to continue progress on the Long Range Strategic Plan. The following are components of the framework:

1. Establish a Balanced Scorecard for governing the LRSP from the Board of Trustee perspective. The Balanced Scorecard will focus attention on Key Indicators under each of the Plan's four goals to determine the climate of progress on the Plan. Key Indicators will be defined, a baseline will be established, targets will be set and strategies developed to measure movement toward the targets. The Balanced Scorecard, developed by the LRSP Committee, will be used by the Board to focus attention on the mega issues and trends necessary to be studied in the 5-10 year planning horizon.
2. Continue to move forward with the 3-5 year planning horizon on the Action Plans established in each school/department.
3. All schools/departments will develop the following Action Plans in 2009-10:
  - ⇒ 1.02 Proficiency Plus (P+) in Reading, Math, Writing, Science
  - ⇒ 1.04 Standards-Based Curriculum, Instruction, and Assessment
  - ⇒ 1.09 Response to Intervention
  - ⇒ 1.09 Instructional Coach (Elementary) or 1.09 Professional Learning Community (Middle School and High School)
  - ⇒ 1.13 Technology Proficiency
  - ⇒ 4.01 Foundations

District-wide attention to the identified Action Plans is intended to bring further consistency to the great progress we are experiencing after one year of implementing the LRSP.

4. School and department LRSP Presentation Reports will address each Action Plan.

The Bozeman Public Schools Team launched year 2 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 2009-10 can be found in Appendix A or on our district website by clicking [LRSP Implementation Framework Report 2009-10](#).

## Executive Summary of 2009-10 Progress

Establishing the 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 2 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.

### Action Plans 2009-10

The LRSP has four goals, Strategic Objectives under each goal, and Action Plans for Strategic Objectives that were developed by the school or department team. 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 2009-10](#). You can look at any Action Plan by clicking the X in the cell on the matrix.

### Status Reports on School/Department Action Plans 2009-10

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 166 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 CI P+ Communications SR 2010**. This stands for: Strategic Objective 1.01 (Goal 1, Objective 1) in the Curriculum and Instruction Department (CI), Strategic Objective short title is P+ (Proficient Plus) Communications, Status Report (SR) 2010. 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 2009-10](#). You can review any Status Report by clicking the X in the cell on the matrix.

Substantial progress has been made on all 166 Action Plans during the 2009-10 school year. 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	112
Goal 2: Operations and Capacity Building	15
Goal 3: Community Engagement	18
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.

## **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, July 1, 2010, by



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