

Appendix A



Bozeman School District #7 LRSP Implementation Framework 2009-10

An update of progress as of December 31, 2009 is provided (in italics) for the review of the Trustees.

A final update of progress as of July 1, 2010 is provided (in bold) for the review of the Trustees.

The Board of Trustees of Bozeman School District #7 has endorsed an implementation framework for 2009-10 intended to continue progress on the Long Range Strategic Plan. The follow 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 4 goals with the intention of determining the health 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.

Update 12/31/09: The LRSP Committee (Denise Hayman, Bruce Grubbs, Carson Taylor (Ed Churchill replaced Carson in April), Kirk Miller, Marilyn King) met on 8/8/09, 9/24/09, 11/5/09 and 12/15/09 to research strategic plan governance structures intended to provide information and accountability of the LRSP for the Board and public. Notes from each of these meetings are available for any Trustee who wishes to follow the dynamic change that has occurred during discussions at the committee level. Progress has been made in establishing Key Indicators under each of the 4 goal areas. Key Indicator definitions, unit of measure, baseline and targets have been discussed at length by the committee. The committee recommendations will be shared with the Trustees and Leadership Team during the Retreat on January 21 in hopes of creating dialogue that can lead to Board action this Spring. Significant progress has been made blending the research on Balanced Scorecards/Data Dashboards and the will of the Trustees to measure the climate of progress on our LRSP.

Update 7/1/10: The Committee proposed and defined key indicators, established baseline information, and set targets 3-5 years into the future. 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. The Balanced Scorecard can be found on our district website by clicking [LRSP Balanced Scorecard](#). Plans to update the annual information in the Balanced Scorecard will occur in the fall when data for the current year is finalized.

2. Continue to move forward with the 3-5 year planning horizon on the Action Plans established in each school/department.

Update 12/31/09: Emphasis on the “long range” nature of the plan was established in the fall during Instructional Cabinet and building level staff meetings. The LRSP was, and continues to be, a key element in discussions of the future of our district, including the recently held consensus negotiations process on November 18-20, 2009. True to the comprehensive nature of the plan and guiding framework established, the LRSP must continue to be shared with our education team and community. Ideas for continuing to emphasize the “long range” essence and communication of the plan were developed during the consensus negotiations process. This information will be used to continue to help our education team understand that this work is part of the culture of meaningful change in our district.

A memo to all staff was sent on December 28, 2009 acknowledging the great work of our team on the LRSP and to emphasize that district committees will be slowed and revised with the intent of providing our educators with more time for the classroom work necessary to improve instructional strategies for all students’ achievement. It is not a race to the finish, but a journey to excellence!

Update 7/1/10: In January the Superintendent and BEA President worked together to establish listening sessions with groups of veteran teachers in order to continue to hear the views of our team regarding the LRSP. The Superintendent and BEA President met with teaching teams on February 3, 2010 at Bozeman High School/Bridger Program, April 13, 2010 at Sacajawea Middle School, April 19, 2010 at Chief Joseph Middle School, and May 24, 2010 at Irving Elementary School. Data were collected at the high school, middle school and elementary levels in order to create strategies for 2010-11 that will continue progress under the LRSP.

These data assisted in the planning of the new Student Achievement Related Days per the 2010-11 Collective Bargaining agreement to add 2 days (14 hours) of planning time for staff in order to create effective collaboration around student learning and efficient use professional educator time to embed the LRSP and student achievement plans at the classroom level. Each school developed a plan for the use of the 14 hours and the plans were reviewed and approved by the Superintendent. Much of what was heard during the listening sessions will be incorporated during the Student Achievement Related Days.

Additionally the listening sessions provided information for launching the 2010-11 school year at the Board Retreat in September, the Instructional Cabinet Retreat in August and the Opening Assembly and Kick-Off to the school year at the end of August. A clear emphasis on our school district's place and time in the world to impact children requires all members of our team to engage in implementing their work under the LRSP. This is intended to create more ownership in the plan and focus on the long range nature of creating a culture of meaningful change.

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.

*Update 12/31/09: All school/departments have developed Action Plans for 2009-10. Each school has included the Action Plans specified above as developed by their LRSP team. The updated Action Plans can be viewed on our district website by clicking [LRSP Action Plan Matrix 2009-10](#). The LRSP Action Plan Matrix 2009-10 was created so that clicking on the **X** for any Strategic Objective will point directly to the plan established for review. This feature will be activated following review of the Action Plans at the Board-Leadership Team Retreat on January 21, 2010.*

Update 7/1/10: All schools/departments worked to complete the Action Plans creating Status Reports for 2009-10 that describe the progress for the year. The focus on the recommended Action Plans has assisted in the development of consistency of progress under the LRSP in year 2 of implementation. The Status Reports for each area can be viewed on our district website by clicking [LRSP Status Report Matrix 2009-10](#). The LRSP Status Report Matrix was created so that clicking on the **X for any Strategic Objective will point directly to the report for review. Technology allows quick access to the 166 reports created to assist the reader in understanding progress on our comprehensive LRSP.**

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

Update 12/31/09: The Board and BSD7 Leadership Team attended 11 LRSP Luncheons at each school during the fall and early winter 2009. Action Plans for each school were discussed in detail by the building leadership. Further, the LRSP Reports have been approved by the Trustees as consent action items on Board agendas this fall following the report made at the school. Feedback will be collected from the Board (at the Retreat on January 21) and Instructional Cabinet (in January) to determine the value of, and future direction for the LRSP Reports.

Update 7/1/10: Two additional LRSP Luncheons occurred after the winter break with Music/Health Enhancement Departments and Adult/Community Education Departments reporting. Feedback regarding the LRSP Reports was collected from the Board and Instructional Cabinet. The survey results indicate that the timeline (all schools completed before the winter break) and timing (12:00 – 1:30 one day each week) met the needs of the Board and leadership team. There was strong consensus that the LRSP Luncheons were valuable in assessing district progress, being present in the school where the students and staff were doing the work, and value in personalization of the report by individual school/department teams. Suggestions for next year were to continue the LRSP Luncheons with some modifications to the presentations, more time for observation of programs and conversation with members of the education team, while still getting complete information on progress.

We understand 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! The Bozeman Public Schools Leadership Team is enthused about launching year 3 of the LRSP and energizing our team to remain committed to long-term strategic change that inspires and ensures high achievement so every student can succeed.

Respectfully submitted by  on 7/1/10.