



Bozeman School District #7 Long Range Strategic Plan Annual Report 2008-09



Great work has been accomplished in 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 implementing the Long Range Strategic Plan (LRSP) in its first year. This report contains:

- Overview of Developing the LRSP
- Executive Summary of 2008-09 Progress
- Status Reports on School/Department Action Plans

I hope the reader finds this report an example 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!

Kirk J. Miller, Ed.D.
Superintendent

Overview of Developing the LRSP

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 established 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 deliver on our long term vision. The Bozeman Board and Staff Leadership Team used the “Above & Beyond” and various other community engagement processes to ensure this process reflected community needs and desires.

Bozeman Public Schools' Board and Staff Leadership Team view the process of strategic planning as an ongoing process within Bozeman Public Schools. This is not a "strategic planning project" that is ever 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.

In the fall of 2008-09 this work was shared with the entire education team with the charge to begin the process of implementing the plan establishing Action Plans for the 46 Strategic Objectives. This charge to the education team has resulted in 161 Action Plans developed at the site-level intended to bring rigor and a culture accepting of change in the best interest of students. Emphasis has been place 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 for our community in a variety of formats (web-based, brochures and posters, presentations and dialogue with organizations) has been a big part of this work throughout the year.

LRSP Committee

The Board LRSP Committee, consisting 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 lead to dialogue about the governance of the plan. This included how we use assessments and measures to focus on performance of students and our operation, the need to develop clarity in how to track progress on the plan, and how we can simplify the information in a way that will help the Board and community use the plan to make decisions.

Continuing Work

Based upon the suggestions from the LRSP Committee, the Board of Trustees and Leadership Team held a workshop (with no action taken) on February 11, 2009 to discuss the elements brought forward by the Committee and establish future direction. This workshop was the first step in establishing strategies of governance of the plan and procedures to evaluate progress.

Executive Summary

Establishing the LRSP has created energy and enthusiasm in our schools focused on performance and a culture of change. More work to clearly define the scope and outcomes of the plan will continue. 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. We are off to a great start and our continued effort will have 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.

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. The Action Plan Matrix below shows the progress of in 2008-09 with Strategic Objectives listed horizontally and School/Department listed vertically.

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 to begin work on aligned to the Core Ideology. Action Plan Team Leaders used Status Reports to indicate progress on the 161 Action Plans.

Action Plans organized by school/department can be found at www.bsd7.org/lrsp/actionplans . Status Reports organized by school/department can be read at www.bsd7.org/lrsp/statusreports2009 .

Substantial progress has been made on 151 of 161 Action Plans during the 2008-09 school year. Action Plan Team Leaders report the following status of the Action Plans:

Category of Status	Action Plans
Completed	25
In Progress	126
Begins in 2009-10	2
Action Plan to be written in 2009-10	8

Action Plan Team Leaders shared their view of the impact of the LRSP on Bozeman Public Schools way of doing business during the Instructional Cabinet meeting on April 29, 2009. The following are excerpts from the dialogue about the LRSP:

“Consistency at the district level transfers itself to the school and classroom level. LRSP creates an alignment. Appreciates that it is a 3-5 year plan so there is time to accomplish meaningful goals.” *Sacajawea Middle School*

“LRSP implementation is related this to Lezotte’s Effective Schools research. Focus is on all students. Changed vocabulary - included P+ in discussions and Action Plans are tied to Strategic Objectives. Teachers are excited about it. Developed into a belief system. The conversation has changed from what is being done to staff and students, to what value is the activity doing to enhance to student learning. Changed the teacher conversation. This is important in developing the culture of change.” *Primary Centers*

“We have kept it in front of us so it becomes the culture of our school. Instructional Coach has been instrumental in helping differentiate and make it more systematic. Instructional Coach has helped with the fundamental shift from just doing the lesson plan to analyzing standards and the reasons why they are doing the activity. This has changed many lessons and strategies, with this approach and will continue to grow.” *Morning Star Elementary*

“Staff embraced the LRSP after getting over the thought that it was just another initiative.” *Longfellow Elementary*

“We introduced the LRSP at a summer Leadership Retreat. All staff were included. Worked to keep it alive at staff meetings.” *Whittier Elementary*

“Our main focus this year was improving performance of lower achieving students. Want an action plan for the high ability student next year. Department meetings and PLC in language arts, math, etc. are being used to keep the LRSP alive. The LRSP helps when we visit with our building team as a launching point for why we are visiting.” *Chief Joseph Middle School*

“Great dialogue when trying to establish curriculum standards. Requires the standards to come off the shelf and be alive — it is the center that the CLT’s keep coming back to. Assessments are now viewed as done for a reason – to address the LRSP. No more discussion of why we are doing this? Establishes a purpose.”
Curriculum/Assessment Department

“Health Enhancement and CLT getting closer to being on the same page in transitions. CLT’s now filter out into the schools better. Music strategic objectives have been in place for years. The format of our Action Plans streamlined the process and required dialogue.” *Music/Health Enhancement Department*

“It has allowed consistency in our programs.” *Adult Education Department*

“We used the LRSP as the first question when requests came in from staff and community — if it doesn’t fit the plan, then it is not considered. Led to dialogue about getting away from seat time and developing performance criteria. It has focused attention on areas of need. Cross curricular concepts – needing to help focus on reading and math ... what is the value to their department? ... many have come along well. It has given the power to take things off the plate and move in a different direction. Given teachers and administrators the ability to think and talk about the issues. In the future it will enhance our ability to say ... are we doing what is best for students, staff and our school?” *Bozeman High School*

Status Reports on School/Department Action Plans

In order to grasp the depth of what has been accomplished with our LRSP this school year, status reports on each of the 150+ Action Plans have been prepared by the Team Leaders with input from each school/department team. 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 2009**. 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) 2009. 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.

SAMPLE STATUS REPORT

1.01 CI P+ Communication SR 2009

Strategic Objective (SO): 1.01 The Proficient Plus (P+) Concept will be outlined and communicated with the BPS Education Team and the community.

Department/School: Curriculum and Instruction

Leader: Marilyn King

Team Members: Robin Arnold, Chad Berg, Instructional Cabinet

In a year, we hope to see the following progress on this strategic objective:

Teachers and principals using the P+ concept to raise the level of professional discourse regarding best practices in instruction to assist in differentiating instruction for all students.

Measurable progress toward Annual Measurable Objectives (CRT scores) for students in the Novice and Nearing Proficient ranges.

PROGRESS SUMMARY

On-going. Instructional Cabinet received and discussed LRSP at the August 11th Instructional Cabinet Retreat. Sample action plans were created and discussed at the Retreat. Principals discussed LRSP with staff on September 25th. As District committees met, the LRSP was discussed.

Progress toward AMOs (Annual Measurable Objectives) will be determined upon release of CRT scores.

All Status Reports are located at www.bsd7.org/lrsp/statusreports2009 . The Status Reports will be utilized by the Board of Trustees and education team to set the course of action for the 2009-10 LRSP work while keeping in mind the 3-5 year horizon of the planning process.

The Superintendent's office thanks our education team and community for embracing the Long Range Strategic Plan. This report is evidence of our commitment to move from "Good to Great" in educating the next generation of students in Bozeman Public Schools who will become the bright future of our community, state, nation and world!