



**Bozeman Public Schools**  
**Long Range Strategic Plan (LRSP)**  
**Annual Report 2021-2022**

**June 13, 2022**

BSD7 Board of Trustees, Staff, and Community Supporters,

Bozeman School District uses a **Long-Range Strategic Plan (LRSP)** to guide and focus the District. The LRSP process was launched in the fall of 2007 to bring more rigor to the process of setting goals; to ensure the wants, preferences, and needs of the community are well understood; and to strategically focus District resources. Bozeman Public Schools' Board, staff, and leadership team view the process of strategic planning as an ongoing process within Bozeman Public Schools. The LRSP is not a "strategic planning project" that was completed, but rather is a living document that continually evolves as the needs of the District change. The LRSP has undergone significant revisions via a community consensus process about every 5-6 years. The District anticipates launching the LRSP revision process during the 2023-2024 school year.

The LRSP is operationalized in Bozeman Public Schools in a variety of ways. The five areas below are key in focusing resources and attention on the goals of the District and the LRSP. This LRSP Annual Report is intended to provide details, progress, and accountability related to each of the areas below:

1. BSD7 Five Year Plan - District Goals

2. School Site LRSP Action Plans

3. School Site Board Luncheons

4. Budgeting Process

5. Board Policy and Procedures

Addendum - Long Range Strategic Plan (LRSP) Overview

This LRSP Annual Report is a "looking back" endeavor intended to capture District and site-specific LRSP implementation efforts over the past school year. The Superintendent will provide Trustees and the community with an initial "looking forward" plan as the draft 2022-2023 LRSP and Five Year Plan is discussed at the Board Retreat scheduled for July 25, 2022.

Thank you for your continued support of Bozeman Public Schools.

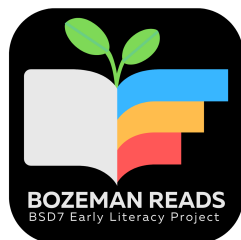
Casey Bertram, Superintendent

*CORE Purpose - 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.*

## 1. BSD7 Five Year Plan - District Goals

Bozeman Public Schools approved three goals as part of the 2021-2022 Five Year Plan to help focus implementation efforts of the LRSP. Additionally, it has been foreshadowed that the Five Year Plan would add a graduation goal beginning in the 2022-2023 school year. Details on the focus goals and anticipated graduation goal are below:

**Early Literacy Goal:** *By 2025, 85% of all children entering Kindergarten will have requisite literacy skills as measured by Acadience.*



Bozeman Reads was launched in the fall of 2021 to directly address the early literacy goal that is focused on students who have not yet entered our kindergarten classrooms. Much was accomplished during the 2021-2022 school year. Program Director, Megan Roth, has detailed plans to continue to grow and scale up the program, thus expanding the community impact. Click [HERE](#) for details related to Bozeman Reads.

Baseline data for the fall of 2021 showed that **69%** of incoming kindergarten students showed requisite literacy skills as measured by the Acadience literacy assessment. Celebrations and challenges associated with the initial launch year of Bozeman Reads are below:

### Celebrations -

- Book It Forward
  - Over a thousand books were collected in a book drive
  - These books are given to families at dinner events
- Preschool Partnerships
  - Offering 6 week preschool partnerships
  - Includes: professional development, coaching, student activities, and a family celebration
- Lee Pesky Materials
  - BSF funds allowed for the purchase materials for 1000 interactive learning kits
- Literacy Dinners
  - BSF funds supplied 10 dinners and supplies
  - 8 in English and 2 in Spanish
  - 4 attendance areas targeted

### Challenges -

- Target Populations
  - Understanding barriers to access
- Program Efficacy
  - Find a reliable and valid data collection tool

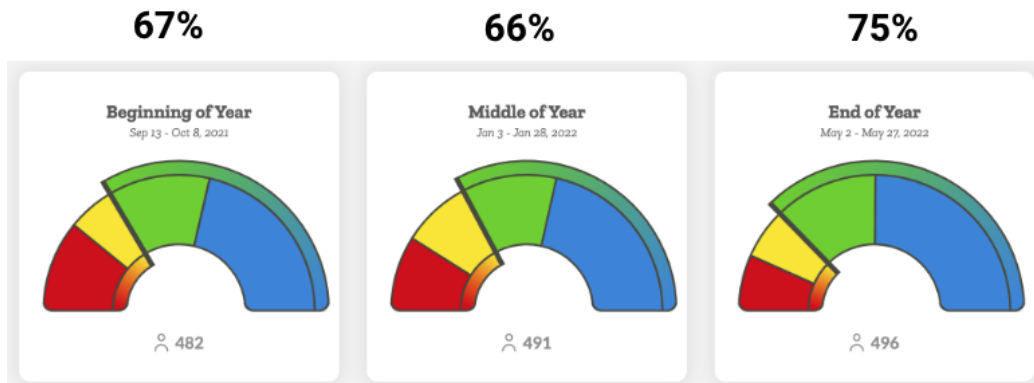
**Grade Level Reading Goal:** *By 2025, 90% of all BSD7 3rd Grade Students will demonstrate grade-level reading skills by achieving a proficient score on the Acadience reading assessment at the end of the school year.*



Bozeman Public Schools is seeing great progress related to literacy achievement in the District. The K-5 elementary schools have spent the last three years focused on implementation of the science of reading. That plan included robust professional development, adoption of new core materials, and a shift in literacy benchmark assessments. For details on the K-5 literacy plan and the science of reading click [HERE](#).

Spring 2022 Acadience benchmark data for 3rd grade shows that **75%** of students are demonstrating grade-level reading skills. That number was up from **67%** in the fall of 2021.

# 3rd Grade – Acadience (Literacy)



Below is preliminary spring 2022 summative Literacy/ELA data by grade level and assessment type:

	K	1st	2nd	3rd	4th	5th	6th	7th	8th	11th
Spring 2022 Acadience % Proficient	71%	70%	72%	75%	79%	70%				
Spring 2022 Star Reading % Proficient							56%	57%	42%	
Spring 2022 SBAC % Proficient				61%	67%	66%	67%	72%	66%	
Spring 2022 ACT % Proficient										63%

The District is focused on “rolling-up” the science of reading professional learning to the Middle School and High School settings. The core purpose of Bozeman Public Schools is 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. Ensuring every student can read is an absolutely essential part of achieving our core purpose.

**PLC Goal:** *By spring of 2025 all BSD7 schools PK-12 will have fully implemented PLC’s in place that will support the closing of the achievement gap, thus qualifying BSD7 as a Solution Tree Model PLC District.*



Bozeman Public Schools is making great strides in rolling out a professional learning communities (PLC) model across the District that includes a braiding of our Multi Tiered Systems of Support (MTSS) with focused and embedded teacher collaboration time. It is important to note that the District chose this goal not for the accolades of being a Model PLC District, but rather for what the award truly means; having systems in place for teacher collaboration and interventions/extensions that actually move the achievement needle for students.

BSD7 K-5 schools launched the IMPACT schedule during the 2020-2021 school year, and all K-5 staff have engaged in professional learning around PLC implementation. It is anticipated that a variety of K-5 elementary schools will submit their applications to be considered for designation as Model PLC Schools in the fall of 2022. Currently, Hawthorne Elementary is the [only school](#) in the State of Montana designated as a Model PLC School.

Middle School leadership teams will be attending PLC focused professional learning over the summer. The middle school master schedule is already conducive to embedded teacher collaboration time and the schedules at both middle schools will be adjusted to ensure that there are weekly opportunities for teachers who share the same standards to meet and engage in the PLC process.

The High School administrative team will be attending PLC focused professional learning over the summer. The master schedule and MTSS structures at the high school are complex and working towards implementation of PLC's will be done via a *Mega Issues* consensus process, beginning January 2023. For details, click [HERE](#).

***TBD Graduation Goal: Tied to Graduation Rates - Developed During the 2021-2022 School Year - Launched Fall 2022***



Bozeman Public Schools launched the Student Inclusion and Resiliency Initiative (SIRI) during the 2020-2021 school year. Over the past two years the SIRI committee, which is a standing board committee, has dug deeply into graduation and achievement data within Bozeman Public Schools. Three major areas of focus for the SIRI committee include:

- The SIRI committee will be formally recommending a **graduation goal** to the superintendent and Board of Trustees to be added as part of the District five year plan beginning in 2022-2023.
- The SIRI committee identified current K-12 **math pathways** (tracking) as an area of concern to be studied by a subcommittee beginning in the spring of 2022.
- The SIRI committee identified seven goal areas for K-12 **MTSS implementation**, to be completed by June of 2025. See Below.

By June, 2025, MTSS in the Bozeman Public Schools shall include:

- A completed resource map for each school that includes personnel, facilities, curriculum and intervention, time allocation and requirements, additional resources, and schoolwide data
- A common understanding of MTSS that goes beyond pathways to single-student interventions or special education pre-referral
- A systemic, consistent MTSS process spanning K-12
- A commitment and process to regularly and continuously monitor for and respond to “implementation drift” with a philosophy of “core plus intervention” instead of “core replacement”
- Tier 1 core instruction is built with the principles that provide an integrated structure of student support allowing every student access to high-quality resources and engaging curriculum, as well as the use of common assessments to discontinue the practice of tracking.
- An efficient and effective data system, including early warning system drop-out prevention indicators, that accesses and uses a wide variety of student data as well as matching resources to support individual student needs
- The use of evidence-based progress monitoring tools, interventions, and curriculum

The **DRAFT** goal below was recommended by the SIRI committee and will be discussed by the Board of Trustees during the summer of 2022 for possible inclusion in the five year plan as a District goal beginning the fall of 2022.

**DRAFT Graduation Goal** - By 2025, 95% of BSD7 students in each graduation cohort will earn a regular high school diploma in four years or fewer.

## 2. School Site LRSP Action Plans

Building principals in collaboration with site-based leadership teams are responsible for completing an LRSP implementation framework and associated action plans each school year. The 2021-2022 site LRSP plan documents include four key components:

1. School goal/s and action plans for ELA/Literacy
2. School goal/s and action plans for Math
3. School goal/s and action plans for Social Emotional Learning (SEL)
4. Building/Principal Professional Goal - Each site used a consistent professional goal this year tied to completing MTSS Resource Mapping.

School Principals meet with the Superintendent and Deputy Superintendents three times (Oct., Feb., May/June) during the school year to discuss progress related to the LRSP plans above. Below are the completed LRSP documents from each of the school sites for the 2021-2022 school year:

### Elementary Schools:

- [Emily Dickinson](#)
- [Hawthorne](#)
- [Hyalite](#)
- [Irving](#)
- [Longfellow](#)
- [Meadowlark](#)
- [Morning Star](#)
- [Whittier](#)

### Middle Schools:

- [Chief Joseph Middle School](#)
- [Sacajawea Middle School](#)

### High Schools:

- [Bozeman High School](#)
- [Gallatin High School](#)

### Charter Schools

- [Bozeman Charter School \(BOCS\)](#)



### 3. School Site Board Luncheons

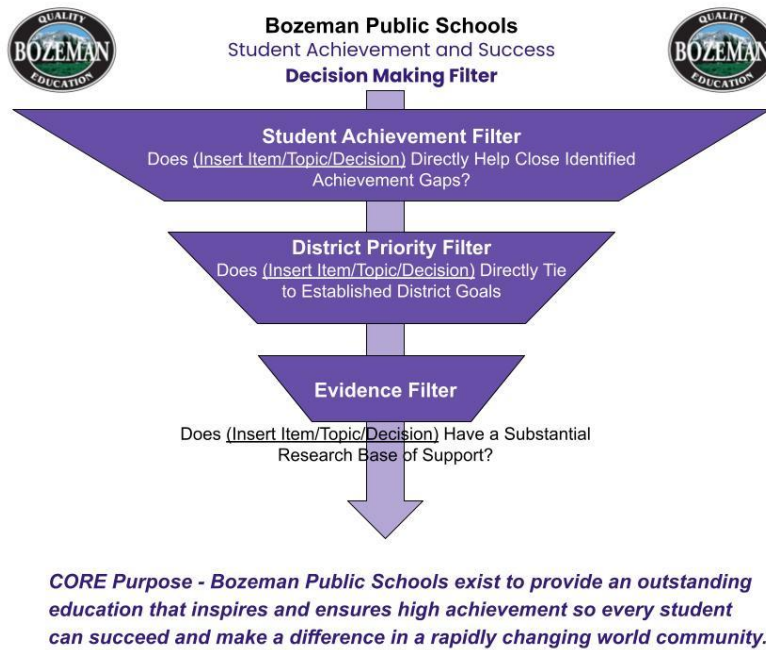
Bozeman Public Schools uses Board Luncheons to ensure the Board of Trustees spends dedicated time in each of our buildings. Starting in November and continuing through May 2022, the Board is invited to each school for a short presentation and opportunity to visit classrooms. Principals focus their presentation and classroom visits around one or more of three critical areas: ELA/Literacy, Mathematics, and Social-Emotional Learning (SEL). Additionally, presentations include information related to the MTSS and PLC work associated with the critical area/s. The District also provides trustees a data sheet with applicable data related to the school site. Board Luncheon schedule, presentations, and data sheets for all sites are below:

School	Date	Presentation	Data Sheet
BHS	11/2/2021	<a href="#">BHS Presentation</a>	<a href="#">BHS Data Sheet</a>
Bridger Charter Academy	11/16/2021	<a href="#">BCA Presentation</a>	<a href="#">BCA Data Sheet</a>
Emily Dickinson	11/30/2021	<a href="#">ED Presentation</a>	<a href="#">ED Data Sheet</a>
SMS	12/7/2021	<a href="#">SMS Presentation</a>	<a href="#">SMS Data Sheet</a>
Hawthorne	2/8/2022	<a href="#">HA Presentation</a>	<a href="#">HA Data Sheet</a>
Longfellow	2/22/2022	<a href="#">LO Presentation</a>	<a href="#">LO Data Sheet</a>
BOCS	3/1/2022	<a href="#">BOCS Presentation</a>	<a href="#">BOCS Data Sheet</a>
Whittier	3/22/2022	<a href="#">WH Presentation</a>	<a href="#">WH Data Sheet</a>
Morning Star	3/29/2022	<a href="#">MS Presentation</a>	<a href="#">MS Data Sheet</a>
Meadowlark	4/5/2022	<a href="#">ML Presentation</a>	<a href="#">ML Data Sheet</a>
Irving	4/19/2022	<a href="#">IR Presentation</a>	<a href="#">IR Data Sheet</a>
GHS	5/3/2022	<a href="#">GHS Presentation</a>	<a href="#">GHS Data Sheet</a>
CJMS	5/10/2022	<a href="#">CJMS Presentation</a>	<a href="#">CJMS Data Sheet</a>
Hyalite	5/17/2022	<a href="#">HY Presentation</a>	<a href="#">HY Data Sheet</a>

## 4. Budgeting Process

The Additional Budget Request process continues to evolve as we work to align our budget with our LRSP, District Goals, and instructional priorities. Site LRSP action plans include an area for each of the three critical areas (ELA/Literacy, Math, and SEL) to include “*What, if any, additional resources are needed to achieve the goal?*” Administrators also have the opportunity to make budget requests outside of the three areas identified in their LRSP action plan.

Budget requests aligned with District goals and focus areas are prioritized. Additionally, the BSD7 Decision Making Filter (below), established in Board Procedure 3610P is used to help filter budget requests.



Additionally, it is important to note that Bozeman Public Schools is facing upcoming budget challenges and has initiated a *Mega Issues* consensus conversation via the Board Budget Committee process. Details related to the general fund budget imbalance and consensus process can be found [HERE](#).

## 5. Board Policy and Procedures

Bozeman Public Schools' Board of Trustees adopted a new policy, [#3610 Student Success](#), and associated [Decision Making Filter #3610P](#) as a foundational policy/procedure tied to the Long Range Strategic Plan (LRSP). Student Success Policy #3610 has an equity focus and boldly puts the District on the hook for the success of all students. Key commitments within Policy #3610 include:

- Providing all students with access to resources, opportunities, supports and interventions to maximize the success of each student.
- Assuring that all BSD7 staff members, with deliberate effort, continue to examine and eliminate beliefs, policies, practices, and teaching that may perpetuate disparities in achievement.
- Raising the achievement of each student while eliminating any identified or perceived opportunity or achievement gaps.
- Filtering programs, initiatives, and budget supports to maximize student success.

The accountability section of Student Success Policy #3610 links directly to the LRSP and this annual report:

“Each school year, the Superintendent (or designee) will prepare a report on progress toward the Long Range Strategic Plan. District and site level goals and action plans will detail programs, resources, and strategies to be used during the school year. The Board will review and approve the plan and will make it available to the public.”



## Addendum - Long Range Strategic Plan (LRSP) Overview

Key foundational pieces of the LRSP include the District's Core Purpose, Core Values, Goal Areas, and the Five-Year Plan which includes measurable District goals:

**Core Purpose** - *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.*

### Core Values

- High Student Achievement: We are committed to ensuring that all students achieve at high levels
- Committed, Quality Staff: We employ and retain well qualified and talented staff members who demonstrate a commitment to the core purpose of the District.
- Community and Family Engagement: We believe that parents and the community are essential contributors in the achievement of our goals.
- Climate: We operate in a climate of respect, honesty and hard work, recognizing the need to be adaptable and open to change.
- Fiscal Responsibility: We are fiscally responsible in the management and expenditure of all District resources.
- Decision Making: We rely on best practices research to guide our decision-making.

### Goal Areas

- Goal Area 1: Academic Performance - Each student meets or exceeds the high academic standards necessary for college and career readiness.
- Goal Area 2: Operations and Capacity Building: District operations, facilities and human resources promote an efficient and innovative educational system.
- Goal Area 3: Community Engagement and Partnerships: Bozeman Public Schools has created an environment in which all education stakeholders at the local, state and national level are supportive, engaged, and contribute to successfully educate our students.
- Goal Area 4: Student and Staff Safety/Health/Welfare: Bozeman Public Schools has effective systems in place for students and staff to learn and work in a safe and healthy environment.

### Five Year Plan - Measurable District Goals

- **Early Literacy Goal:** By 2025, 85% of all children entering Kindergarten will have requisite literacy skills as measured by Acadience.
- **Grade Level Reading Goal:** By 2025, 90% of all BSD7 3rd Grade Students will demonstrate grade-level reading skills by achieving a proficient score on the Acadience reading assessment at the end of the school year.
- **PLC Goal:** By spring of 2025 all BSD7 schools PK-12 will have fully implemented PLC's in place that will support the closing of the achievement gap, thus qualifying BSD7 as a Solution Tree Model PLC District.
- **TBD Graduation Goal:** Tied to Graduation Rates - Developed During the 2021-2022 School Year - Launched Fall 2022

For more information on Bozeman Public Schools' LRSP plan navigate to our website [HERE](#).