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inspire • challenge • prepare



STRATEGIC PLAN

2017-2022



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SUPERINTENDENT'S MESSAGE



Dear Mt. Angel School District Parents, Students, Staff and Community,

We have completed year two of our 5-year District Strategic Plan. We are pleased to share several successes from the 2018-2019 school year, which demonstrates why Mt. Angel School District is a great place to teach and learn. Our

District Goal is, "By June of 2022, all students will be on track to graduate and be prepared for life beyond high school." Nine Performance Indicators define the strategies and targets our district focuses on to meet our goal. We added a 10th indicator this year to keep our Graduation Rate at the forefront of our efforts.

As a reminder, a planning committee, utilizing local surveys, several focus groups and community meetings to collect beliefs and values of the community collaboratively developed this plan. This information was put together to develop a plan for Mt. Angel Schools that reflects the community and has clear measureable expectations. Progress reports are

presented to the school board at the regular board meetings in December, March and June. The June report provides a summary of the year and board members make any needed changes to the expectations in the plan.

The most notable highlights in the final report to the Mt. Angel School Board on June 11, 2019, included improved implementation of effective teaching strategies, increased preschool experiences for incoming kindergarten students, increased student participation in clubs, sports, and activities in all three schools, significant improvements on State English Language Arts Assessments, and improved graduation rate.

Our growth and successes are a reflection of great students and staff supported by parents, volunteers and community members who have a sincere interest in success for every Mt. Angel student.

Thank you for your continued support with getting kids to school every day. We are committed to "Inspire, Challenge & Prepare" every child every day.

Sincerely,

Troy Stoops
Superintendent



PROCESS USED FOR STRATEGIC PLAN DEVELOPMENT

The strategic planning work started in August 2016 with a commitment from the Mt. Angel School Board and Superintendent to undertake a year-long process to review where the District currently is and then create a multi-year, Strategic Plan that starts in July 2017 and stays in place through the end of 2021-22 school year. The District contracted with strategic planning consultant, Jerome Colonna, to facilitate the process.

The first step was to put a strategic planning team in place. The team members were:

Pete Wall

Community Citizen

Jasmine Winslow

Collaboration Grant Project Leader

Kristi Brackinreed

Manager of Columbia Bank

Christi Seiler

Elementary School Teacher/Parent

Katie Voss

Elementary School Principal/Parent

Angie Traeger

Middle School Teacher/Parent

Jennifer McCallum

Middle School Principal

Rachel Ayers

High School Special Ed. Teacher

Sean Aker

High School Principal/Parent

Erica Gordon

Special Services Director

Janet Jones

Administrative Assistant

Troy Stoops

Superintendent

The team met once a month from August 2016 to May 2017 to create this Strategic Plan. The team's initial task was to organize a District and community-wide series of focus groups to collect baseline information for the creation of the overall plan. On October 17 and 18, 2016, Mt. Angel School District staff, students, parents and various other interest groups participated in nine individual focus group sessions held throughout the community.

When the focus group report was completed the team started developing the five individual components of the report: District Beliefs and Values, District Mission Statement, District Vision Statement, Strategic Goal, Performance Indicators and Measures; and Implementation and Accountability Strategies.



DISTRICT BELIEFS AND VALUES

Core beliefs and values form the ethics and ideals an organization holds that underpin the foundation of its culture. They are the basis from which work is performed and how employees are expected to conduct themselves. The Mt. Angel School District has many beliefs and values but some are so primary and important that they need to be codified. Even in the ever-changing landscape of public education in Oregon, these six statements can stay constant and impact all aspects of the District's business. They represent the compass from which MASD will fulfill its mission, vision, achieve its goal and make major decisions.

The Mt. Angel School District:

Embraces diversity and believes we are stronger together;

Recognizes success achieved through personal development, inquiry and relevant experiences;

Honors the culture and traditions of our small community through involvement and volunteerism;

Believes communication is essential to collaborative relationships that foster growth;

Values a systematic approach that supports students in their relentless pursuit of academic excellence; and

Develops, models and celebrates virtuous citizenship.

The District Strategic Planning Team created these beliefs and values from the MASD Strategic Plan Focus Group Report available on the District website at www.masd91.org.



DISTRICT MISSION STATEMENT

A mission statement identifies the purpose of an organization. It should clearly communicate what has heart and meaning in an organization. It must capture the organization's culture in a few well-chosen words so that it is remembered. The MASD mission statement was built from its stated beliefs and values.

We develop virtuous students who honor Mt. Angel's diverse culture and inspire their pursuit of academic success.

DISTRICT VISION STATEMENT

A vision statement is a concise description of what an organization wants to achieve and become over a given period of time (for the MASD it is the next five school years). The purpose is to inspire, energize, motivate and stimulate creativity. It is intended to serve as a guide for selected current and future actions.

Vision statements focus on the organization's most hopeful future, not on what is already in place. The statements are designed to say a lot in just a few words.

The Strategic Planning Committee selected the wording for the Mt. Angel School District's vision from the Focus Group Report, District Beliefs and Values, District Mission Statement, Committee participants' experience and from other public and private sector vision statements.

We provide exceptional educational experiences that inspire, challenge and prepare each student to achieve personal and academic success.



DISTRICT STRATEGIC GOAL, PERFORMANCE INDICATORS AND MEASURES

Strategic Goals

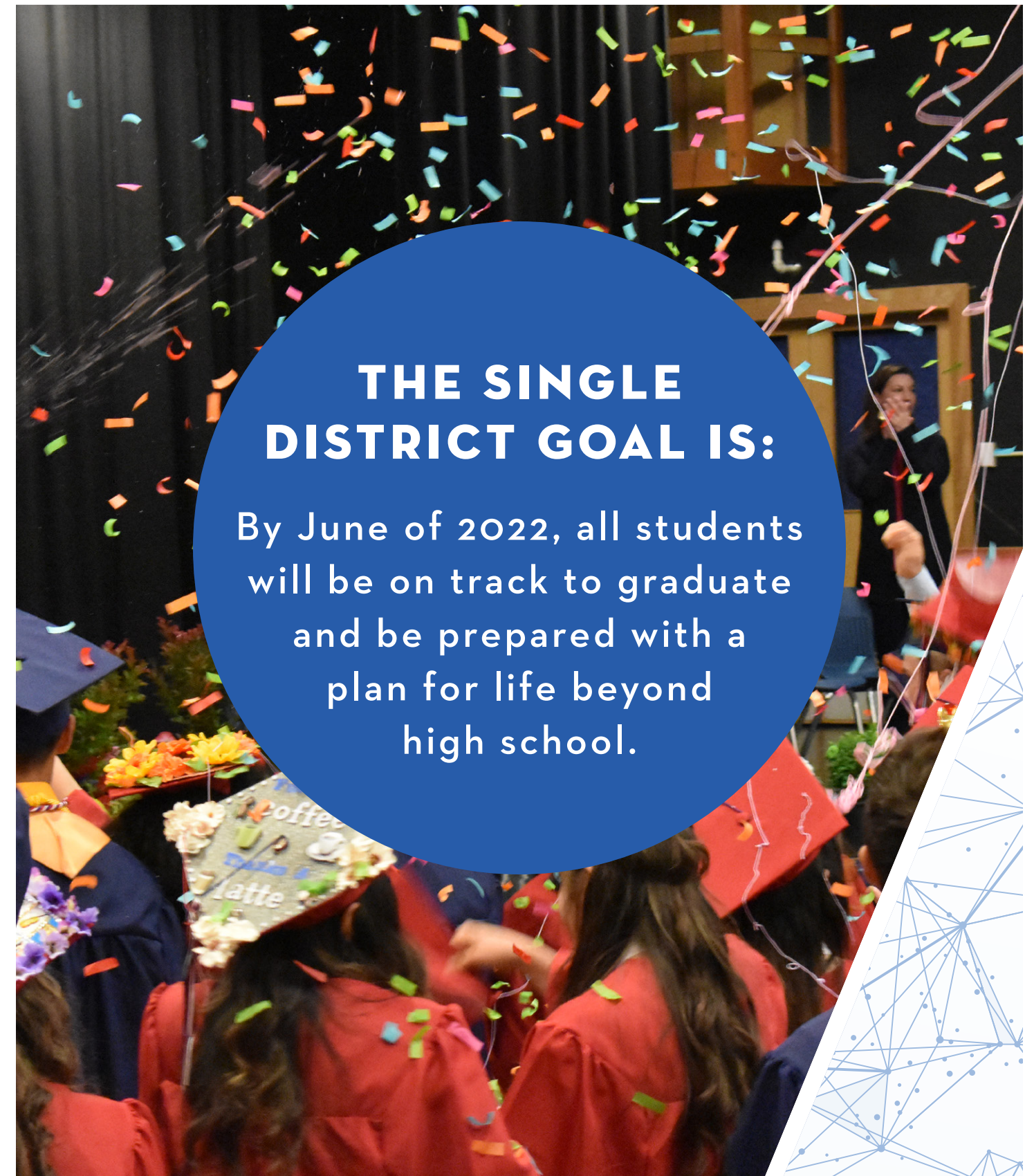
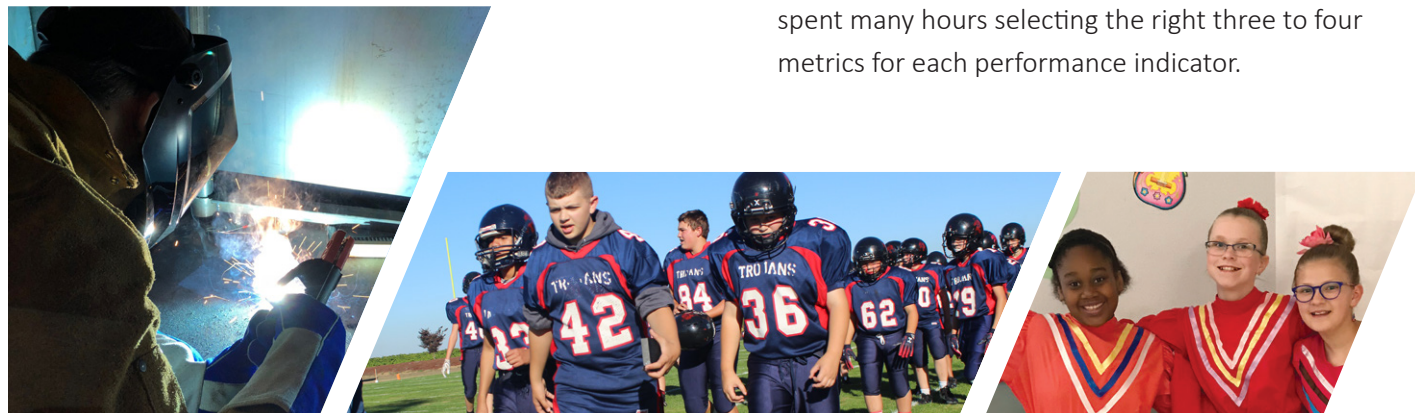
If an organization wants to be successful it needs to set challenging goals and achieve them on time. Without strategic goals there is a lack of focus and direction. Goals provide benchmarks so success can be measured. Goal setting is a lengthy process that is the most important part of the overall strategic plan development. The single MASD strategic goal follows the SMART goal format. That is, it is Specific, Measurable, Attainable, Relevant and Time-bound. The Strategic Planning Team spent a great deal of time in the development and prioritization of the individual, multi-year District Strategic Goal that follows. The Team limited the number of goals so that what was selected would have a tight focus and could align resources and actions to drive the District Vision. An emphasis was put on clarity, specificity and achievability. The goal was formed from and connected to the District Beliefs and Values, Mission Statement and especially the Vision Statement. The main purpose of the District's Strategic Goal is to be a guide for the achievement of the District Vision over a given period of time. Being strategic is making hard choices about what to do and what not to do.

Performance Indicators

The District Goal has eight performance indicators. Performance indicators break the goal effort into manageable units and represent steps in the achievement action plan. They represent the key activities the Planning Team selected to accomplish the goal. Strategic plans are one thing, carrying them out with fidelity is the key to success. Identifying key performance indicators is a way to measure and assist with the progress being made toward achieving a specific strategic goal. Without a series of measurable performance indicators the Strategic Plan would fail and the District would not have precise data to identify levels of growth or achievement. The performance indicators are the most important component of the plan to report to the Mt. Angel School District's constituents, especially the School Board members.

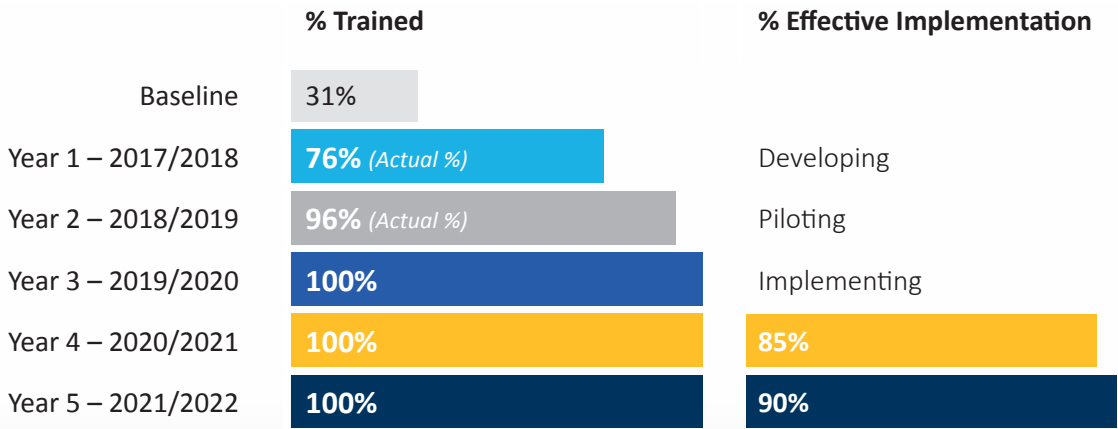
Measures

To help gain Strategic Plan success the plan must be specifically monitored so the performance indicators for the individual goal can be easily assessed over time. The measures or metrics are quantitative and qualitative factors used to gauge the progress being made with the indicators. They not only show progress, or lack thereof, they also provide a tool to determine if adjustments in the goal, indicators or measures themselves need to be made. The team spent many hours selecting the right three to four metrics for each performance indicator.



PERFORMANCE INDICATORS:

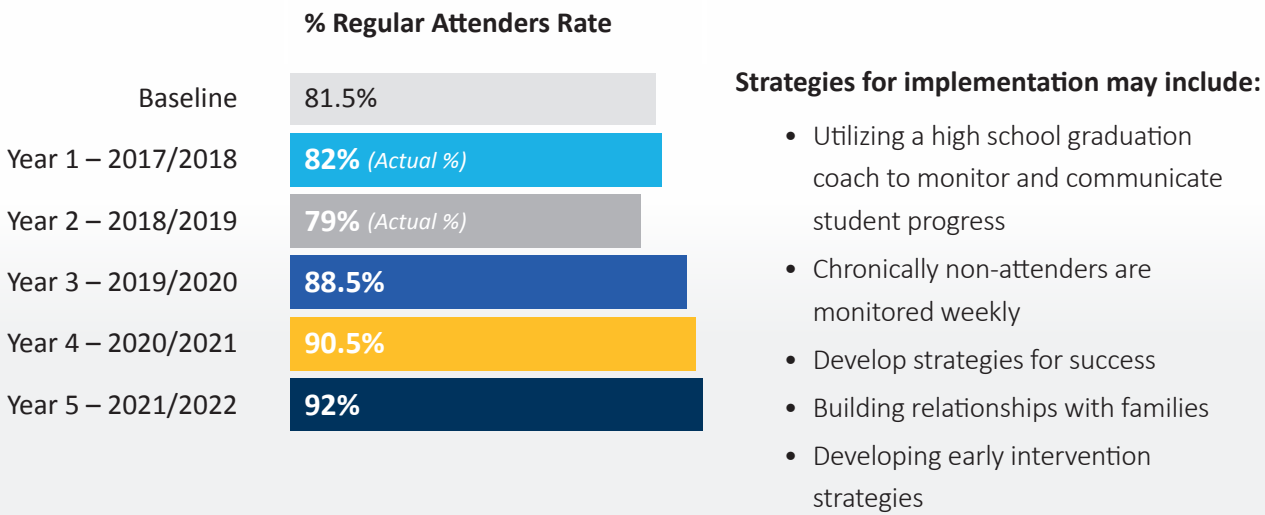
1 Through AVID all staff will implement effective strategies and methodologies. (AVID District Director Jasmine Winslow)



Strategies for implementation may include:

- Increasing % of trained staff each year
- Focus on teacher effective implementation of: WICOR – Writing, Inquiry, Collaboration, Organization, and Reading
- Develop a tool and process for measuring levels of effectiveness by Year 3

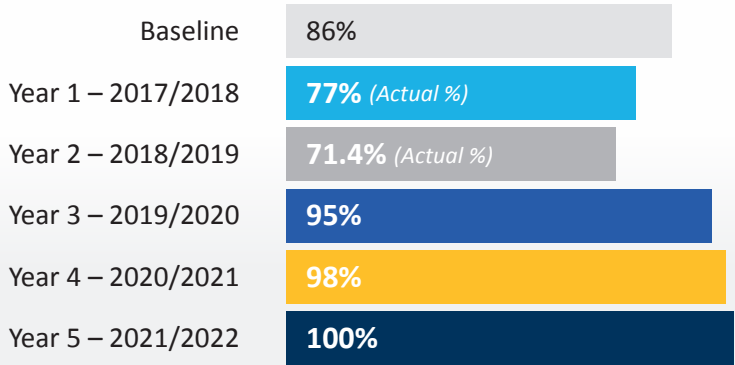
2 District will have at least a 92% regular attenders rate. (Superintendent Troy Stoops)



Strategies for implementation may include:

- Utilizing a high school graduation coach to monitor and communicate student progress
- Chronically non-attenders are monitored weekly
- Develop strategies for success
- Building relationships with families
- Developing early intervention strategies

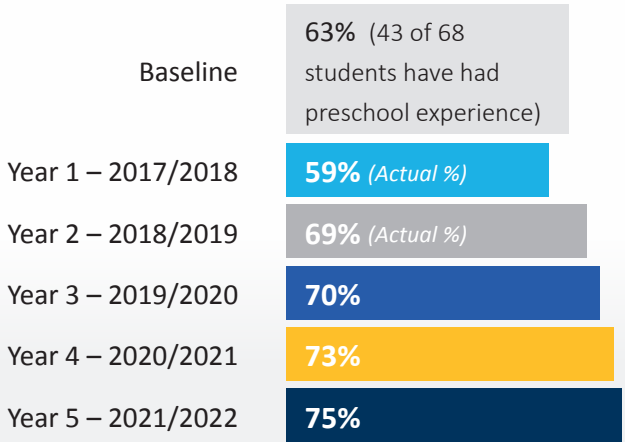
3 All 9th graders earn 7.0 credits. (High School Principal Dale Pedersen)



Strategies for implementation may include:

- Develop transition plan for 8th grade students
- Develop 4-year personal plans for all 9th graders
- Monitor the progress of all 9th grade students monthly in high school Advisory
- Utilizing a high school graduation coach to monitor and communicate student progress

4 Students entering kindergarten will have preschool experience. (St. Mary’s Principal Katie Voss)

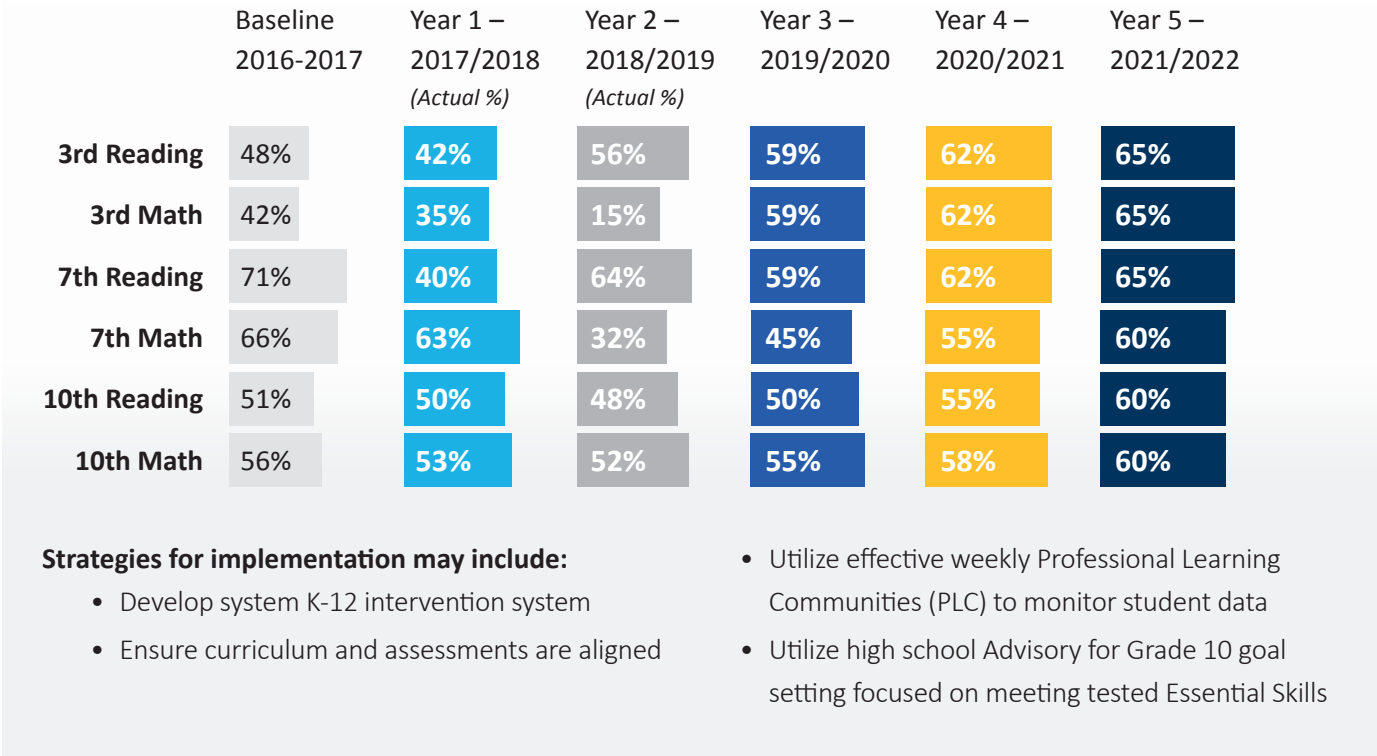


Strategies for implementation may include:

- Continue partnership with Early Learning HUB and Kindergarten Partnership Initiative
- Continue and Expand “Ready! for Kindergarten” classes 3 times per year to include 3-5 year olds and parents
- Expand relationships with local preschool providers (OCDC, Oregon Child Development Coalition), Littlest Angels, Providence Benedictine Child Care Center, Trinity Lutheran Church

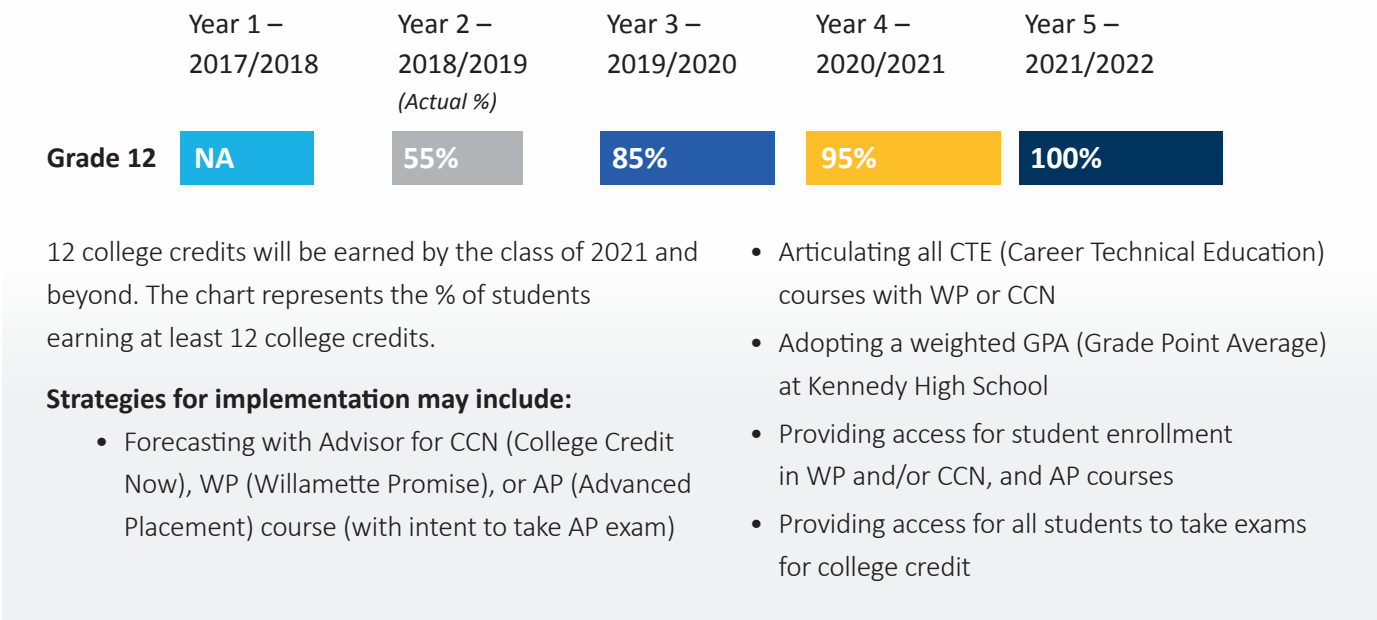
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Students in grades 3, 7 and 10 will meet growth goals on district-wide tests in reading and mathematics.
(District Assessment Director Troy Stoops)



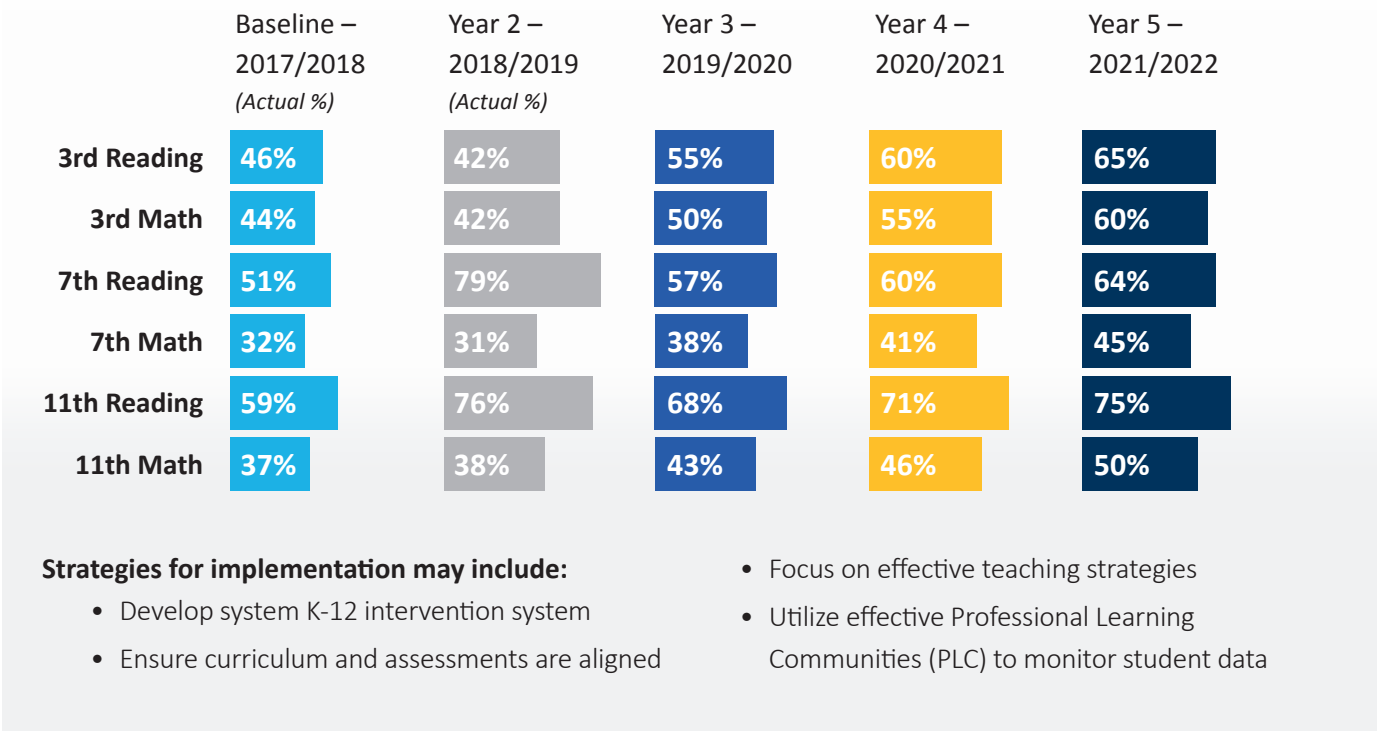
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Students will graduate with a minimum of 12 college credits.
(High School Principal Dale Pedersen)



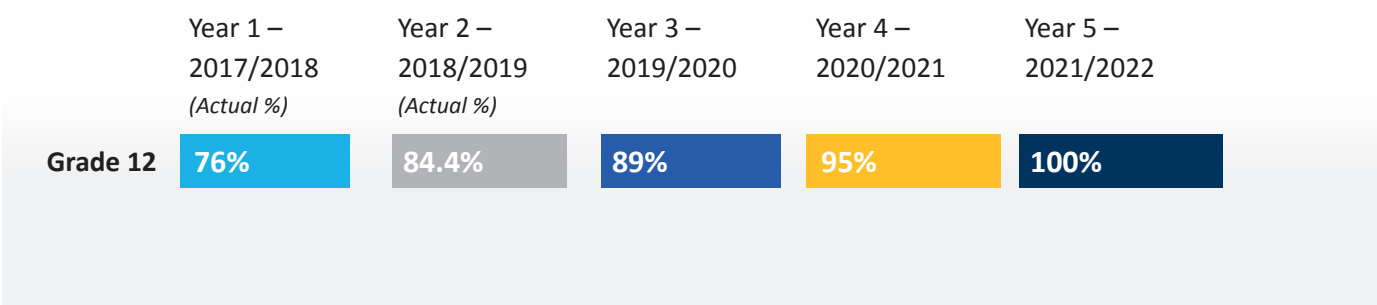
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Students in grades 3, 7, and 11 will meet achievement goals on State tests in reading and mathematics.
(District Assessment Director Troy Stoops)



10

Graduation Rate of 100% by 2022.
(High School Principal Dale Pedersen)



IMPLEMENTATION AND ACCOUNTABILITY STRATEGIES

Mt. Angel School Board, Superintendent and internal leadership team are committed to the urgency of carrying out the Strategic Plan. The majority of strategic plans achieve their stated goals when monitored routinely with a high level of accountability. Accountability measures are included in this Strategic Plan to ensure that implementation produces steady gains. During the implementation process, the leadership team will monitor the success and challenges of the goal, performance indicators and metrics. It may be necessary to retool the plan and its assumptions if any plan element is not progressing satisfactorily. It is important to remember that creating a plan is only the initial step in the improvement process. This Strategic Plan will guide decisions, strategies and use of resources to meet the goals set for each of the performance indicators.

The MASD Strategic Plan indicators and strategies were identified as key elements for the District to meet its Strategic Plan goal by the 2021-22 school year. Implementation and accountability strategies include:

- Staff members will receive a letter from the Superintendent that explains the importance of their efforts toward supporting the plan.
- Posters outlining the plan’s main components will be posted in each work area.
- The District School Board will ensure the District General Fund Budget aligns with the plan’s resource needs.
- The plan will be used to guide decision-making.
- School Site Councils will review the plan every fall to determine professional development priorities for each school’s staff.
- The Board will hold the Superintendent accountable for showing measurable progress on the overall plan.

- The Superintendent will hold the individuals in charge of the performance indicators accountable for gaining measurable progress.
- District leadership will review current practices to determine what is no longer necessary for meeting the indicators in this plan.

The staff will implement actions based on the strategies detailed in this plan and will be responsible for collecting and analyzing data to measure progress. The plan will be reviewed annually by the School Board on or before the July Board meeting. The Board will receive a formal progress report at the December, March and June Board meetings that will include the following information for each of the eight performance indicators:

- Amount of progress made since the last report based on the metrics specific to each indicator
- Successes and challenges
- Possible modifications for performance indicator metrics
- Planned activities until the next report is delivered

