



Great Falls Public Schools 2017-2018 Strategic Plan: Goals, Key Results and Objectives



The District's mission, vision and belief statements define the core values that shape the District's direction and action. Those can be found at: <http://www.gfps.k12.mt.us/content/mission>

While our District has many strengths and successes to build on, we must also seek continuous improvement to make our vision come true for each student. Therefore, the Board sets forth the following goals and key results that it believes are of the highest priority for action in the upcoming school year and beyond. These goals and key results do not describe everything the District is dedicated to accomplishing. While not all programs and services are specifically addressed in these goals and key results, the District is committed to providing a comprehensive educational experience that meets the needs of each student.

The Board, on behalf of the community, directs staff to actively align available resources towards these goals and towards those activities that enhance learning and deliver the best possible results for each student.



Student Achievement

Goal: Increase student achievement for all students while closing the achievement gap.

The Board is committed to ensuring that all students graduate and are college and/or career ready. Every school must improve teaching and learning with a focus on the Montana Content Standards (MCS). Our expectation is that every student will make at least one year of academic growth in each school year.

Relevant Belief Statements:

- Each student will have fair and equitable opportunity for quality instruction and academic success.
- All students learn when their individual needs are met through a personalized school experience.
- Highly skilled and committed personnel are our greatest asset.
- All students will graduate college, career and citizenship ready.

Key Results:

- The District will develop clear goals for student learning and will focus instruction and assessment on the knowledge and essential skills required for college and/or career readiness.
 - Promote best practice instructional & intervention strategies for MCS
 - Enhance math literacy and achievement
 - Determine ways for students, parents and school to have shared responsibility via authentic parent involvement opportunities
 - Redesign professional development programming given recent budget cuts
 - Continue focus on data-informed instructional decision making
 - Develop and implement a meaningful assessment system that provides data for teaching and learning
 - Enhance weekly Professional Learning Community Time (PLCT) to address the items above

- The District will provide educational opportunity through an instructional core and comprehensive programming within budget limitations
 - Complete a study to prioritize all high school academic programs and make recommendations to allocate existing resources to achieve strategic balance
- The District will increase relevant learning opportunities by giving intentional effort to educational options that provide choice:
 - Study implications of 2017 SB103 regarding alternative proficiency models
 - Develop policy and procedures
 - Explore additional curriculum integration opportunities
 - Explore additional project-based learning opportunities
 - Develop additional internships and pre-apprenticeships
 - Support and enhance Career and Technical Student Organizations (CTSO)
 - New Educator Rising CTSO
- Via the Preschool Development Grant, the District will maintain and enhance pre-school opportunities for three to five year olds emphasizing kindergarten readiness, in order to close the achievement gap.
 - Demonstrate impact
 - Document stories of success (community, family, individual students)
 - Collect data (long term and short term data sources)
 - Seek durable funding
 - Outreach to other foundations for temporary funding
 - Provide political advocacy in preparation of the 2019 legislature
 - Develop community partners
 - Study alternative funding sources
 - Overcome logistical challenges
 - Enhance transition from preschool to kindergarten structures and process
 - Enhance strategies for recruiting students from our highest poverty schools
- The District will increase the graduation rate to 92%. The graduation rate is defined as the percentage of students who complete the requirements on-time with their cohort. The District will increase the completion rate to 95%. The completion rate counts students who complete the high school graduation requirements of a school district, including early graduates, during the previous school year, or complete the high school graduation requirements of a school district at the end of summer prior to the current school year.
 - Work towards Graduation Matters Great Falls goals:
 - Children enter kindergarten prepared to succeed
 - 3rd grade students read proficiently
 - Chronic absenteeism is reduced
 - High school graduation rates increase
 - Continuous process improvement on attendance policy
 - For students
 - For staff
 - Focus on achievement gaps for special populations
 - Indian Education
 - Special Education
 - Spread community awareness and engagement
 - Explore “non-traditional” student engagement opportunities
 - Address student risk behaviors via customized learning strategies and other mechanisms

- Enhance the drug and alcohol prevention and intervention program
 - Continue efforts to be a Trauma Informed School District
 - Develop connections to social services for depression, suicide concerns and mental health issues
 - Develop and institute a Homebound Instructional Program with a particular emphasis in supporting students with social anxiety
 - Address funding challenges
- Via the new P-12 Technology Curriculum and upcoming Technology Plan, the District will strategically use technology to promote greater academic success and achievement.
 - Continue implementation plans for all areas of the curriculum to ensure meaningful technological integration
 - Provide ongoing professional development
 - Develop and/or identify measures of efficacy
 - Determine an ongoing funding strategy for technology
 - Enhance technological opportunities for students such as:
 - K-8 Coding
 - Additional 9-12 Computer Science offerings



Stewardship and Accountability

Goal: Provide prudent stewardship and accountability of public resources to best support educational opportunity and student success.

The Board is committed to directing District resources to providing educational opportunity through both an instructional core and comprehensive programming while maximizing operational efficiency and public accountability within a sustainable budget. The District must recognize a need for a 21st Century learning environment, changing student population with more diverse needs, uncertain revenue streams and escalating costs.

Relevant Belief Statements:

- Quality education is a partnership of students, staff, family, and community engagement.
- District resources and staff are public assets requiring responsible stewardship and community involvement.
- District resources, programs and staff are flexible, adaptable and provide choice to meet the changing needs of all students.
- All students deserve teachers and staff who thrive on student success.

Key Results:

- The District will develop a strategy to address ongoing and significant budget challenges. The strategy will include:
 - Data analysis
 - Forecasting
 - Value setting
 - Goal setting
 - Timelines
 - Public relations

- The District will maintain public involvement in the annual budget setting process in order to continue implementing a sustainable, long-term budget strategy.
 - Continue the work of the Trustee Budget Committee
 - Organize and deploy the 2018-2019 budget setting so revenue decisions made by the Board will be made in early 2018
 - Maintain reserves at current levels to ensure a good bond rating for the next bond sale
 - Continue to explore alternative revenues
 - Identify opportunities for operational efficiencies and cost saving measures
 - Incorporate Cropper enrollment forecasts into future budget considerations
- In order to encourage and enhance communications, understanding, trust and mutual support between the District and the people it serves, the District will provide opportunities for stakeholders to learn about school funding and to provide input.
 - Continue to focus on community partnerships
 - Legislators
 - Home-schooled families
 - Preschool partners
 - Post-secondary partnerships
 - Malmstrom Air Force Base (MAFB)/Montana Air National Guard (MANG)
 - Social Service Organizations
 - Service Clubs
 - Ministerial/Interfaith
 - Police Department
 - Business partnerships
 - Develop a communication strategy around the impact of the 2017 legislature and the tax shift from the state to local tax payers
 - Enhance social and traditional media engagement
 - Reporting school safety events
- The District will determine the needs required to address learning in the 21st century.
 - Address the needs around these concepts:
 - Environmental conditions
 - Flexible learning environments
 - Complete a study to prioritize all high school academic programs in order to allocate existing resources to achieve strategic balance.
 - Review the Committee's recommendations regarding the substitute shortage and assign resources as possible
 - Manage the process associated with the bond funding of the Facility Plan.
 - Internal and external communications
 - Implement the redistricting process as outlined with Cropper
 - Internal and external communications
 - Implement the Transportation Task Force's recommendations as possible
- The District will continue the board policy review process in order to provide a contemporary, integrated, and ongoing look at policies that govern the operations of the District.
 - Continue the work of the Trustee Board Policy Committee
 - Review remaining policy sections (5000 & 7000)
 - Review policies recommended by Cabinet
 - Review policies necessitated by law or other state/federal policy such as Every Student Succeeds Act (ESSA) and the Affordable Care Act (ACA)
 - Review recommended policies by the Montana Schools Boards Association (MTSBA)



Healthy, Safe and Secure Schools

Goal: The District will provide all students a healthy, safe, and secure school environment in which to learn

The Board recognizes its responsibility to protect the health, safety and welfare of all students within the District. The Board is committed to ensuring that plans and supporting resources are available to carry out this important responsibility.

Relevant Belief Statements:

- All students and staff learn and work best in a safe, secure, and nurturing environment.
- Dedication to acknowledging, affirming & including diversity enriches the educational experiences for all.

Key Results:

- The District will coordinate all aspects, as well as enhance and/or expand the Board-adopted District Safety Plan.
 - Modify and enhance the current plan to include:
 - Institute Crisis Manager training for new employees
 - Continue training on specific and coordinated safety procedures for both internal and external audiences
 - Review the Safety Plan with Board and leadership annually
 - Conduct Safety Audits of buildings in collaboration with School Resource Officers (SROs) to include Crime Prevention Through Environmental Design (CPTED)
 - Develop a plan for Point of Entry, Line of Sight, and a Secured Badge System
 - Begin the development of a Disaster Recovery Plan
 - Continue training for armed intruders and protective mindsets
- The District will explore opportunities to enhance the health, welfare and safety of all students.
 - No Child Hungry activities
 - Potentially expand Breakfast in the Classroom (BIC) Program
 - Drug and alcohol counseling
 - Consider ways to expand these services
 - Expand and renew anti-bullying prevention work
 - Explicit middle school programming
 - Olweus renewal
 - Suicide prevention and intervention
 - “Trauma informed schools” and Adverse Childhood Experiences (ACES) work
- The District will continue to investigate best practices to ensure the safety of students and staff as they support the learning of students with mental illness, autism, oppositional defiant disorder, drug and alcohol addictions, etc.
 - Engage in community-wide approach to address concerns
 - Provide continuum of services
 - Consider internal Comprehensive School and Community Treatment (CSCT) services
 - Write Customized Learning Plans (CLPs) to build action plans to support students
 - Enhance The Learning Center (TLC) Program & consider expansion to middle school
- The District will address digital safety and citizenship awareness with students, parents and staff.
 - Emphasize the pertinent Technology and Library/Media Literacy Curricula objectives
 - Implement suggestions from the 2016 Digital Security Assessment
 - Execute strategies around contemporary technological and digital issues:
 - Cyber attacks
 - Safety and security of data
 - Privacy

- Communicate and enlighten both internally and externally via:
 - Tammy's Top Ten
 - Facebook
 - Tribune/TV Stations
- Develop staff and teacher training regarding issues above