A Strategic Plan for the Next Life-Cycle of Centennial Schools

September 10, 2012

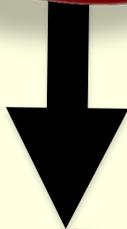**Centennial** School District 12

Planning Process

Inform the Plan → Create Goals → Assess Opportunities & Challenges → Inform the Plan → Prioritize → Board & Community Discussion → Decision → Implementation (dashed back to Assess Opportunities & Challenges)

Centennial School District 12

We Asked The Community About Centennial Schools

400 District Residents

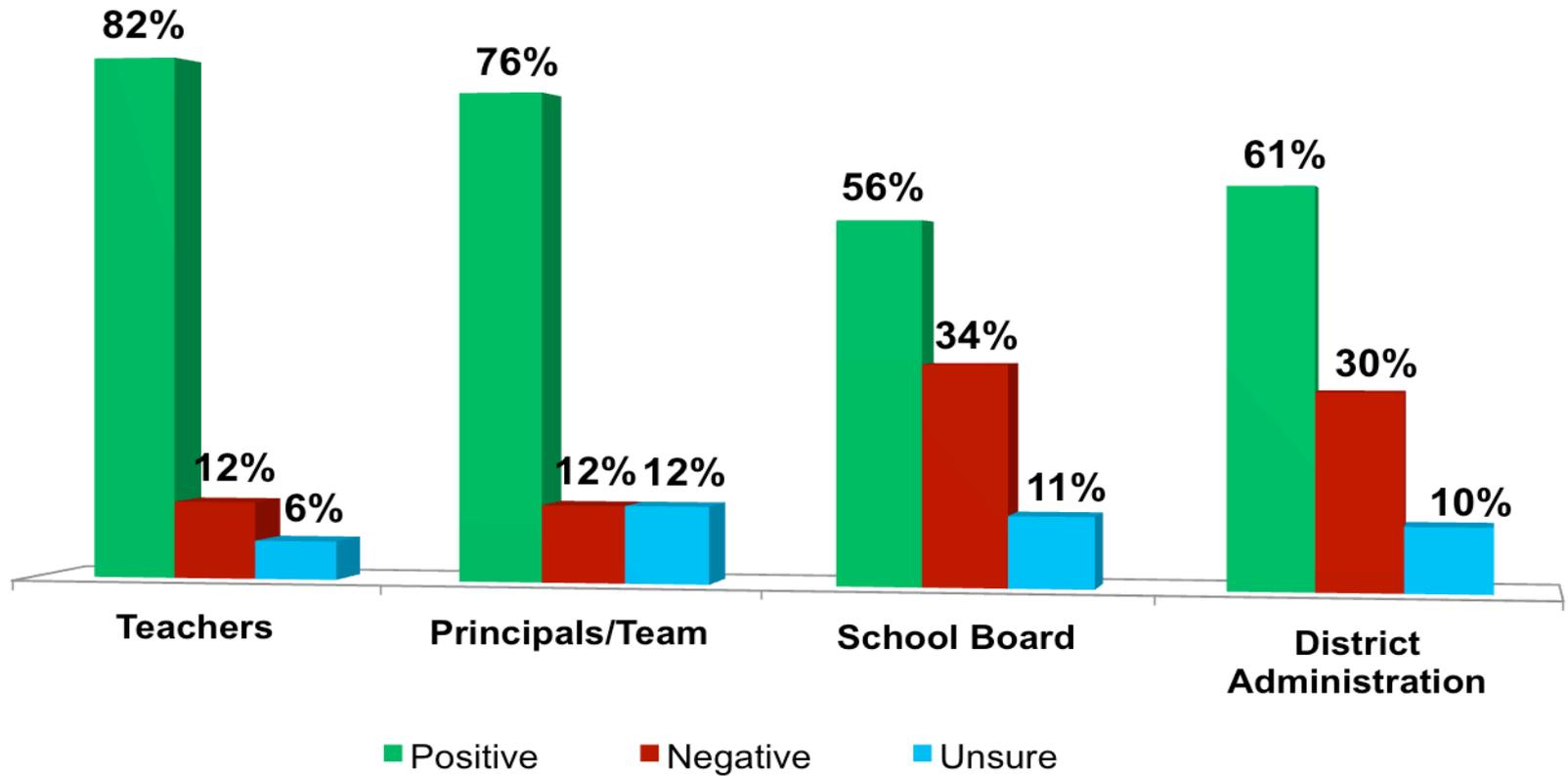**250 District Parents**

250 External Parents Not Open Enrolling

Five Listening Sessions

On-line Community Poll

Mail-in Poll of In-bound Parents

Individualized Interviews

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We Asked Them How We Are Doing

We Asked Them About Our Strengths and Weaknesses

	Importance			Success	
	District Residents	**Parents Inside District**	**Parents Outside District**	**District Residents**	**Parents Inside District**
Safe classrooms and hallways	**9.14**	**9.26**	**9.34**	**2.07**	**2.21**
Strong science and math program	**9.01**	**9.12**	**9.20**	**2.07**	**2.23**
Significant parental input into school decisions	**8.41**	**8.41**	**8.78**	**1.73**	**1.74**
Programs for students with specialized needs	**8.35**	**8.44**	**8.83**	**1.71**	**1.95**
Up-to-date technology in all classrooms	**8.05**	**8.46**	**8.67**	**1.91**	**1.94**
Advanced placement classes for all major subjects	**7.88**	**8.12**	**8.50**	**1.77**	**1.91**
More support staff to help with individual learning problems	**7.86**	**8.22**	**8.68**	**1.66**	**1.72**
Average	**7.83**	**8.10**	**8.43**	**1.74**	**1.80**

Scale of 1-to-10, with 10 being the best mark   *3-point scale, with 3 as best*

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We Learned Why External Parents Might Choose Centennial

- They already like their current schools (90%)

- They seek innovative schools (80%)

- They believe teachers are the most important factor in choosing a school (89%)

- They want student-focus, not schools as community centers (71%)

- Will drive at least 15 minutes, one-way, for a better school (76%)

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Conclusion — Build on Centennial's Current Approach

- Strong community support for local education

- Residents expect school district to <u>manage change</u> – *that's our job*

- Spend smart, focus on improving achievement for all students

***Centennial School District Mission**: Through academic, emotional, and social development, Centennial School District 12 prepares students for life.*

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Conclusion — What Does Centennial's Next Life Cycle Look Like?

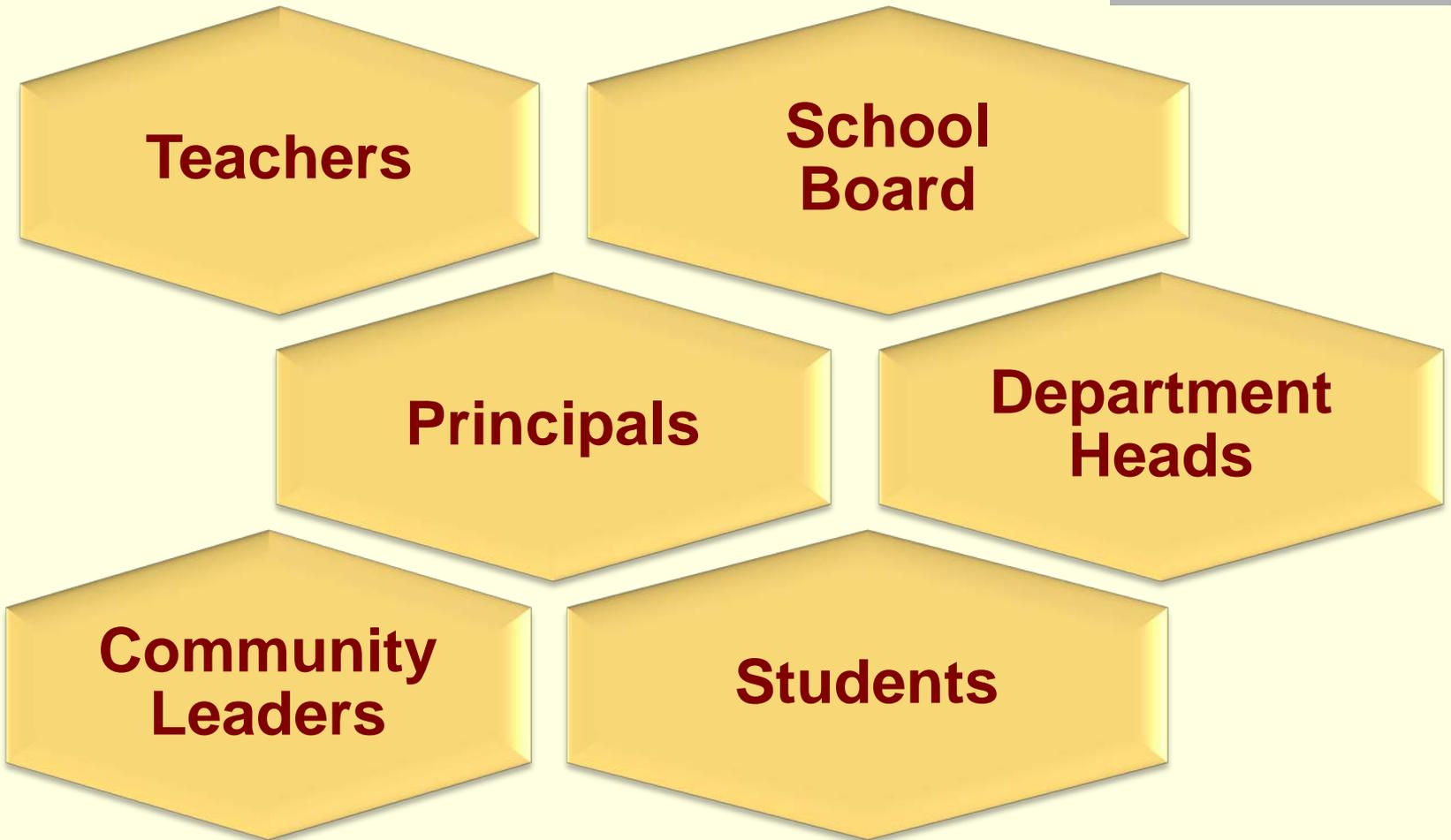- Emphasize our current strengths, rather than changing who we are

- Expected outcomes shouldn't change… how we achieve them should change

Start with a clear vision for education, then create goals to achieve that vision

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We Asked Those Closest to Us How to Meet The Community's Expectations

Teachers

School Board

Principals

Department Heads

Community Leaders

Students

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How Centennial Schools Succeed

1. **We find ways for all students to achieve**
   - ✓ *Literate, analytical, creative and socially-engaged*
   - ✓ *Recognized as individuals with unique needs*

2. **We create safe schools**

3. **We offer a broad curriculum that emphasizes the knowledge needed for lifetime success**

4. **We encourage, listen and respond to community input**
   - ✓ *Parents and taxpayers*

5. **We trust teachers and principals to be the foundation of achievement**
   - ✓ *We will give them the freedom and support to grow in their jobs*

6. **We manage our resources well, providing high value to taxpayers**

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Strategic Plan

Advancement Goals

Great Educational Environments

Ensure the most safe and secure schools in this region

Integrate key systems and processes that are proven to advance educational achievement

How We Achieve

Understand each student, meet their individual needs

Use technology to help us teach, understand, manage and assess

Employ school-based strategies to achieve district-wide goals and standards

Give teachers and principals freedom to design and innovate together

Our Contract With Our Communities

Create connections so residents:
- *Know us*
- *Participate in decisions*

Communicate how our investments improve results

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Ensure the Most Safe and Secure Schools in This Region

Students achieve in places where they can focus on learning. Centennial Schools will create and protect a healthy, secure and cooperative learning environment for all students and staff.

- Improve, teach and enforce safety and security policies within our schools and as students are traveling to/from educational activities

- Design programs and initiatives which respond to the social and emotional needs of students and to the cultural, ethnic and racial differences that exist in the population

- Ensure that needed health and security systems are in place

- Create strategic processes to address infrastructure needs now and in the future considering economic and geographic implications, and the growing diversity of the student population

- Enhance and implement an orderly operations and communications plan to address crisis situations

Success standards addressed: 1, 2, 4

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Ensure the Most Safe and Secure Schools in This Region

Current Initiatives

1. **Redesign job description and increase responsibilities of the Building Safety Coordinator**

2. **Review school security plans and district-wide plan**

3. **Educate community on safety procedures**

Planning Areas

- **Begin a facility assessment that integrates security issues with other identified school needs**

- **Create ways to provide support and cross-training for safety coordinator duties**

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Integrate Key Systems and Processes That Are Proven to Advance Achievement

Successful schools know what works and how to improve what isn't working. Centennial Schools will seek to continually improve its success by tracking and integrating best practices.

- Develop and maintain a common, robust student database system to support curriculum development and instructional needs
- Create a robust, adaptable science and math curriculum for each grade level that prepares students for changing challenges
- Establish processes for timely academic and behavioral intervention and remediation
- Be innovative by expanding existing programs that are known to be successful or establishing new approaches to enhance learning
- Develop a district-wide staffing system which ensures that classroom and specialist teachers are distributed to schools in an equitable manner
- Create a long-term facilities plan that allows the district to invest wisely in infrastructure that supports continued advancement in key systems

Success standards addressed: 1, 2, 3, 4, 5, 6

Centennial School District 12

Integrate Key Systems and Processes That Are Proven to Advance Achievement

Current Initiatives

4. **Continue implementation of Response to Intervention program focusing on student placement**
5. **Review staffing process for specialists**

Planning Areas

- **Conduct deeper analysis and application of student data**
- **Conduct analysis of STEM research available to schools**
- **Create better understanding of Special Education as an innovative program in the District**
- **Complete the superintendent search process**
- **Work with MSBA and Board to update school board policies**
- **Develop principal appraisal process for implementation 2013-14 consistent with Minnesota statute**
- **Study school staff start and end times and order K-5, 6-8, 9-12**
- **Develop a long-rang financial planning model to address budget implementation for the future**
- **Continue Curriculum Review Process in Language Arts, Social Studies and Industrial Technology**

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Understand Each Student, Meet Their Individual Needs

While teaching is often conducted in a group setting, the learning that occurs is highly individualized. Centennial Schools seek to track the progress of each student not only against their peers, but also against levels of expected performance established separately for that student.

- Enhance existing training and professional development activities to align with curriculum adoption and implementation

- Establish a system to support learning with and for each student using data supported by technology`

- Create a continuum of district services for students to achieve at expected levels

- Assess student progress regularly and provide interventions, enrichment and support as needed and in a timely manner

Success standards addressed: 1, 4, 5

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Understand Each Student, Meet Their Individual Needs

Current Initiatives

6. **Expand resources available to staff with focus on Coaching model for teachers**

7. **Improve district's communications about student learning**

8. **Continue implementation of Response to Intervention program**

9. **Articulate relationship of Innovative Programs as a resource in meeting individual needs**

Planning Areas

- **Begin process to define Individual Learning Plans for each student**

- **Study possible implementation of all day kindergarten**

- **Continue implementation of Gifted Services recommendations**

- **Expand Alternative Education Programming**

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Use Technology to Help Teach, Understand, Manage and Assess

Education methods are constantly improving, and technology provides tools for faster and more intensive tracking of success. Centennial Schools integrates best practices for using technology efficiently and effectively to improve educational outcomes.

- Provide online resources for students to enhance classroom teaching

- Improve access to technology for all students

- Electronically store standards, benchmarks and assessments for easy access, and create systems to encourage sharing of data among all educators

- Create strong firewalls to prevent outside access to preliminary and incomplete data on individual students

- Use student data to help all educators improve their own success

Success standards addressed: 1, 2, 5, 6

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Use Technology to Help Teach, Understand, Manage and Assess

Current Initiatives

10. **Expand wireless access for all students and educators**

11. **Test technology pilot programs such as G-3**

12. **Complete the implementation of the Campus Information Management System**

13. **Complete wireless installation**

Planning Areas

- **Expand professional development to improve technology use**

- **Create an effective system for staff access to student data**

- **Study and benchmark technology systems**

- **Begin work on a long-range strategic technology plan**

- **Implement an electronic leave use and reporting system, include sub-calling**

Employ School-Based Strategies to Meet District-Wide Goals

Each of our schools serves students and communities that are bound together geographically, yet have unique needs. Centennial Schools establishes common educational standards for each school to meet district-wide expectations for learning, while empowering educators with the authority and accountability to achieve these expectations within each building's environment.

- Review existing boundaries and grade configurations to ensure that student populations are appropriately and productively balanced
- Establish a district-wide core curriculum with common assessments and accountability
- Develop site-driven instructional plans through the leadership and staff of each school that meet district curricular goals
- Identify best practices and support teacher use of them with an emphasis on meeting each student's needs
- Establish and enforce criteria to ensure that opportunities for each school to meet the district's educational expectations are equitable

Success standards addressed: 1, 2, 3, 4, 5, 6

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Employ School-Based Strategies to Meet District-Wide Goals

Current Initiatives

14. **Complete effective teaching workshop — Charlotte Danielson**

15. **Create and employ common assessments across curriculum**

16. **Create and employ standards in all curriculum areas**

Planning Areas

- **Establish a common definition of "Good Teaching"**
- **Complete a demographic study of the District**

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Give Educators Freedom to Design and Innovate Together

Centennial Schools empowers its principals, teachers and staff with the flexibility and tools needed to create an instructional plan that aligns with the educational standards of the district and meets the needs of their students.

- Support a sustainable district-wide organization to achieve educational outcomes through teamwork, building and district-wide learning, and development of leadership opportunities and training

- Create opportunities for educators to be exposed to innovative methods and new approaches

- Identify and implement pilot programs designed to improve outcomes and show positive results

- Develop a strong collaboration with our employee groups and their leadership to achieve educational objectives

- Work with other community stakeholders to improve learning opportunities for students

Success standards addressed: 1, 3, 4, 5, 6

Centennial School District 12

Give Educators Freedom to Design and Innovate Together

Current Initiatives

17. **Continue Pilots such as G-3 and Flipped Instruction**

18. **Expand use of iPads in classrooms and assessment**

19. **Continue implementation of hybrid instruction technologies**

Planning Areas

- **Establish a process for implementation and evaluation of innovative programs by teachers and principals**

Create Connections So Residents Know Us and Participate in Decisions

The best schools have a strong community of parents and supporters who are engaged in both the methods and the results that define success. At Centennial Schools, we make decisions within the district and our schools once we listen to educators, parents, affected residents and other interested parties.

- Utilize existing technologies to enhance two-way communication

- Expand community use of school buildings and facilities

- Encourage stronger connections between educators and the communities they serve

- Increase opportunities to involve parents and community members in school activities and decision-making

- Strengthen our methods to engage the community in ongoing discussion and input to inform major educational decisions and referenda plans

Success standards addressed: 4, 5, 6

Centennial School District 12

Create Connections So Residents Know Us and Participate in Decisions

Current Initiatives

20. **Fully implement voice mail — messenger**

21. **Create a prominent strategic planning community group**

22. **Coordinate with Legislative Action Committee**

23. **Engage PTO leadership in strategic plan implementation**

24. **Expand use of collaboration within Quality Steering Committee**

25. **Systems Accountability Committee**

Planning Areas

- **Through the Quality Steering Committee, evaluate the conference/open house effectiveness as a tool for parent communication and community outreach**

Centennial School District 12

Communicate How Our Investments Improve Results

Centennial Schools believes taxpayers are our partners in creating great schools. We will be transparent in how we use tax dollars and we will establish benchmarks to evaluate the success of the investments we make in improving education.

- Create outcomes and benchmarks for educational success that are easily communicated and understood by the community

- Provide timely and relevant information to all stakeholders that identifies and emphasizes the value received from community investments

- Proactively inform the community of the district's long-term objectives and strategies

- Regularly assess the district's progress in communicating results

Success standards addressed: 4, 6

Centennial School District 12

Communicate How Our Investments Improve Results

Current Initiatives

26. **Expand good faith negotiations through Quality Steering Committee process**

27. **Employ more paperless communications**

28. **Expand use of web page communications**

Planning Areas

- **Establish a centralized communications office**

- **Develop a comprehensive internal and external communications plan**

- **Implement parent portal in elementary schools**

- **Continue development and implementation of the Strategic Plan**

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Next Steps