

BLAINE COUNTY SCHOOL DISTRICT STRATEGIC PLAN

2008-2015

**Draft Recommendation
April 11, 2008**

Overview

The Board of Trustees of the Blaine County Schools commissioned a strategic planning process during the 2007-2008 school year. A Planning Team was organized to engage multiple stakeholders in designing the future of education for their schools. Community conversations were convened and opinion solicited throughout the process via the school district web site.

The vision, mission, core beliefs and goals are being recommended to the Board of Trustees. Upon approval by the Board of Trustees, the district leadership will engage in research and design of strategies and implementation.

Include names of PT

Include Names of Steering Team

Explanation of Terms

Vision: Where we want to be.

Mission: The work we do.

Core Beliefs: The value and conduct expected.

Goals: The results we will achieve to reach the vision.

Strategies: How we will achieve the goals.

Actions: Specific steps leading to achievement of the goals and strategies.

Key Performance Indicators: The gauges of our accomplishments and accountability

Measures: How we measure the key performance indicators

VISION

WE ARE A MODEL SCHOOL DISTRICT IN WHICH:

- **Students** meet *BCSD 21st Century Standards of Performance* ([Please refer to the attached document with that title so that you can see how we integrated the first vision draft and the 21st century skills referenced by Curriculum Focus Area](#))
- **Educators** deliver high, quality, relevant, challenging and interesting instruction that engages all students.
- **Parents** guide and facilitate their children's success throughout their K-12 educational experiences.
- **School and community** collaborate to share resources and talents to prepare students for the 21st century
- **Board of Trustees** embrace transparency and accountability

MISSION

To be a world class, student-focused, community of teaching and learning

[The 2 areas below are important elements of strategic planning. We are proposing that we present these as drafts based on the work, discussions of the Planning Team.](#)

CORE VALUES CONCEPTS

Trustworthiness
Respect
Responsibility
Fairness
Caring
Civic Virtue
High Expectations for all students
We are trustworthy.
We behave respectfully.
We are kind to one another.
Focus on tolerance and compassion
Rigor for each student
Life long learning – instill desire for life long learning
CARE C courage A Attitude R respect E Empathy
Foster an environment of trust in the school district and community
Students demonstrate a healthy respect for themselves and others
Tolerant & inclusive
Strong school spirit - children have strong sense of positive school interaction

KEY PERFORMANCE INDICATORS

1. Graduation rate
2. Numbers of students/performance on college entrance exams
3. Enrollment/performance in AP classes
4. Proficiency on state assessments
5. Attendance
6. Student conduct
7. Student satisfaction
8. Internal and external stakeholder satisfaction
9. Staff qualifications
10. Financial stability

[Blue references the Planning Team recommendations from 3-13-03 document](#)

GOALS

GOAL 1: Each student demonstrates BCSD 21st Century Standards to prepare them for college, career and citizenship. **(1)**
[FOCUS AREA 2: HIGH STANDARDS OF EDUCATIONAL EXCELLENCE GOAL 2.2:](#)

GOAL 2: Every student receives a college preparatory curriculum supported by challenging and relevant instruction.
[FOCUS AREA 2: HIGH STANDARDS OF EDUCATIONAL EXCELLENCE Goal 2.1](#)
[FOCUS AREA 1: CULTURAL AND ECONOMIC DIVERSITY GOAL 1.2](#)

GOAL 3: Our students are culturally competent, multilingual and prepared for a global, multicultural environment. **[FOCUS AREA 1: CULTURAL AND ECONOMIC DIVERSITY GOAL 1.1:](#)**

GOAL 4: We develop the whole child through our curriculum, programs, services and activities.
[FOCUS AREA 5: THE WHOLE CHILD GOAL 5.1:](#)

GOAL 5: Our students demonstrate healthy social and emotional behaviors. **[FOCUS AREA 6: SAFETY AND SECURITY GOAL 6.2:](#)**

GOAL 6: Our students demonstrate their performance through multiple forms of measurement. **[FOCUS AREA 5: THE WHOLE CHILD GOAL 5.1 \(There were multiple comments regarding other forms of assessment we thought this might be best addressed as its own goal\)](#)**

GOAL 7: We employ technology to provide students and staff with full working and learning capability independent of their location. **[FOCUS AREA 4: TECHNOLOGY GOAL 4.2](#)**

GOAL 8: We actively recruit and retain highly qualified staff. **[FOCUS AREA 7: HIGH QUALITY PERSONNEL GOAL 7.1](#)**

GOAL 9: We provide a comprehensive professional development program to expand potential for all faculty and staff. **[FOCUS AREA 7: HIGH QUALITY PERSONNEL GOAL 7.2](#)**

GOAL 10: We engage community members in developing, supporting, and extending excellence in students' 21st century learning experiences. **[FOCUS AREA 3: MAXIMIZE STUDENT POTENTIAL THROUGH COMMUNITY Goal 3.1](#)**

[Blue references the Planning Team recommendations from 3-13-03 document](#)

GOAL 11: Our schools are highly secure environments that adapt to an ever-changing world. FOCUS AREA 6: SAFETY AND SECURITY GOAL 6.1:

GOAL 12: Our facilities, grounds and classrooms create conditions for sustainability and optimal learning. FOCUS AREA 9: FACILITIES GOAL 9.1; FOCUS AREA 8: SUSTAINABILITY/HEALTHY LIVING GOAL 8.1 The sustainability group has recommended that this area be integrated in facilities and in curriculum. Sustainability practices can be integrated in many of these goals actually as a strategy.

GOAL 1: Each student demonstrates *BCSD 21st Century Standards* to prepare them for college, career and citizenship.

POSSIBLE STRATEGIES	POSSIBLE ACTIONS
<ul style="list-style-type: none"> ▪ Integrate BCSD 21st Century Standards across curriculum K-12 	<ul style="list-style-type: none"> ▪ Investigate promising practices that are centered on BCSD 21st Century Standards http://www.21stcenturyskills.org
<ul style="list-style-type: none"> ▪ Redesign school day/year to incorporate opportunities to develop 21st century skills 	<ul style="list-style-type: none"> ▪ Utilize No Excuses University
	<ul style="list-style-type: none"> ▪ Hire a college counselor ▪ Have ‘graduation coaches’ or college coaches
	<ul style="list-style-type: none"> ▪ Have College night
	<ul style="list-style-type: none"> ▪ Do an 8th grade project for each student: “Face book page of learning styles, goals, for high school teachers to see

GOAL 2: Every student receives a college preparatory curriculum supported by challenging and relevant instruction.

POSSIBLE STRATEGIES	POSSIBLE ACTIONS
<ul style="list-style-type: none"> ▪ Initiate International Baccalaureate (IB) Programme 	
<ul style="list-style-type: none"> ▪ Implement AVID program 	
<ul style="list-style-type: none"> ▪ Implement Math Academy K-12 	
<ul style="list-style-type: none"> ▪ Continue and expand academies 	
<ul style="list-style-type: none"> ▪ Increase science and technology 	
<ul style="list-style-type: none"> ▪ Investigate promising practices for college preparatory curriculum school/district wide 	<ul style="list-style-type: none"> ▪ Investigate College Knowledge University Success Standards http://cepr.uoregon.edu ▪ Bellevue School District, WA http://www.bsd405.org/
<ul style="list-style-type: none"> ▪ Expand the range of differentiated curriculum and programs and access to these programs, to match each students needs <ul style="list-style-type: none"> - Research and implement new programs and curriculum that support the goals - Provide an individual learning plan for each students that allows for student growth - Increase access to programs to challenge, differentiate and build 21st century skills - Establish relationships with education foundations, universities and grant projects 	
<ul style="list-style-type: none"> ▪ Ensure that sustainable living components are in our curriculum 	<ul style="list-style-type: none"> ▪ Investigate available curricula ▪ http://www.walkingthetalk.bc.ca/taxonomy/term/85
<ul style="list-style-type: none"> ▪ Develop curriculum that centers on cultural exchange 	

GOAL 3: Our students are culturally competent, multilingual and prepared for a global, multicultural environment.

POSSIBLE STRATEGIES	POSSIBLE ACTIONS
<ul style="list-style-type: none"> ▪ Take radical steps: Have foreign languages for all students; Have Spanish offered in an immersion format to all students ▪ Require foreign language for graduation K-12 foreign language 	
<ul style="list-style-type: none"> ▪ Expand dual immersion program 	
<ul style="list-style-type: none"> ▪ Provide multilingual instruction (pre-K to HS) in addition to dual immersion 	
<ul style="list-style-type: none"> ▪ Provide primary language instruction (bilingual education) ▪ 	
<ul style="list-style-type: none"> ▪ Build student’s assets in language and culture 	
<ul style="list-style-type: none"> ▪ Provide opportunities for study abroad 	
<ul style="list-style-type: none"> ▪ Encourage teachers to come from other countries and develop summer institutes 	

GOAL 4: We develop the whole child through our curriculum, programs, services and activities.

POSSIBLE STRATEGIES	POSSIBLE ACTIONS
<ul style="list-style-type: none"> ▪ Students who have emotional, social, ethical, physical well being and opportunities to become a creative, productive, independent life-long learner using a variety of ways to express themselves 	<ul style="list-style-type: none"> ▪ State the whole child definition
<ul style="list-style-type: none"> ▪ Increase music, art, drama, creativity ▪ Aesthetically educating and artistically developed ▪ Incorporate arts, music in core subjects 	
<ul style="list-style-type: none"> ▪ Expand preschool education 	

GOAL 5: Our students demonstrate healthy social and emotional behaviors.

POSSIBLE STRATEGIES	POSSIBLE ACTIONS
<ul style="list-style-type: none"> ▪ Provide strong systemic character education programs across the district ▪ Provide strong systemic character education programs across the district ▪ Ethics development 	
<ul style="list-style-type: none"> ▪ Incorporate service learning—community service combined with practical learning and reflection 	
<ul style="list-style-type: none"> ▪ Implement health and wellness program 	
<ul style="list-style-type: none"> ▪ Enact and encourage the Idaho Meth project 	<ul style="list-style-type: none"> ▪ Use the restorative justice concept----as promoted by the ‘connections’ in-house suspension program) We have it –let’s use it
<ul style="list-style-type: none"> ▪ Zero tolerance of alcohol and drugs in school 	
<ul style="list-style-type: none"> ▪ Parent networking and commitment to reduce partying 	
<ul style="list-style-type: none"> ▪ Continue, expand, and modernize prevention education 	
<ul style="list-style-type: none"> ▪ Proactive strategies to prevent cyber bullying and harassment 	<ul style="list-style-type: none"> ▪ On-going education for staff, adults and students
<ul style="list-style-type: none"> ▪ Recycling—educate on how and what??? 	
<ul style="list-style-type: none"> ▪ Provide environmental and outdoor educational opportunities ▪ Outdoor education as a curriculum 	

GOAL 6: Our students demonstrate their performance through multiple forms of measurement.

POSSIBLE STRATEGIES	POSSIBLE ACTIONS
<ul style="list-style-type: none"> ▪ Develop a multifaceted tool for measurement ▪ Shift current perception of students and parents that testing is a single measure of the success of the whole child 	
<ul style="list-style-type: none"> ▪ Create a system of accountability for academic and values standards 	
<ul style="list-style-type: none"> ▪ Measures <ul style="list-style-type: none"> - Number of times kids ask questions - Writing across the curriculum - Willingness and ability to volunteer answers in class - Participation in class discussions 	<ul style="list-style-type: none"> ▪ How do we measure computer knowledge and instructional improvement in students learning?

GOAL 7: We employ technology to provide students and staff with full working and learning capability independent of their location.

POSSIBLE STRATEGIES	POSSIBLE ACTIONS
<ul style="list-style-type: none"> ▪ Create a platform that connects all schools fiber between building; software and serve 	<ul style="list-style-type: none"> ▪ Include adequate funding for technology in five year plan ▪ Bring together all pertinent personnel (curriculum director, principals, librarians, teachers, computer lab staff) to consolidate and streamline our delivery systems for increasing computer, technology , and information literacy
<ul style="list-style-type: none"> ▪ Imbed on-line learning during school day to enhance opportunities for students ▪ Embed technology into whatever they are learning 	<ul style="list-style-type: none"> ▪ Do we teach kids how to read, judge, and evaluate critical thinking about info found on the internet---this is a part of literacy
<ul style="list-style-type: none"> ▪ Create system to measure and track technology learning and instructional use 	
<ul style="list-style-type: none"> ▪ Improve teacher access to internet educational content 	
<ul style="list-style-type: none"> ▪ Improve Tech support to help teachers in the classroom—more software-education and how to use the tech ▪ 	
<ul style="list-style-type: none"> ▪ Communication through computers—family connection 	

GOAL 8: We actively recruit and retain highly qualified staff.

POSSIBLE STRATEGIES	POSSIBLE ACTIONS
<ul style="list-style-type: none"> ▪ Develop recruitment plan 	<ul style="list-style-type: none"> ▪ Continue to develop online recruitment with application materials ▪ Continue to develop additional ways to share information with staff and applicants via the web ▪ Cultivate relationships with institutions of higher education in the US and abroad to increase the applicant pool
<ul style="list-style-type: none"> ▪ Provide multilingual resources and staff 	<ul style="list-style-type: none"> ▪ Hire bilingual staff
<ul style="list-style-type: none"> ▪ Continue to develop teacher/staff housing options; <u>affordable housing</u> 	
<ul style="list-style-type: none"> ▪ Develop strategies for increased funding salaries 	
<ul style="list-style-type: none"> ▪ Seek ways to continually improve employee satisfaction 	
<ul style="list-style-type: none"> ▪ Continue to develop and use effective teacher evaluation systems to improve instruction and help the teacher meet the district goals 	<ul style="list-style-type: none"> ▪ Expand 360 evaluation and have more teachers involved ▪ Student and parent assessments

GOAL 9: We provide a comprehensive professional development program to expand potential for all faculty and staff.

POSSIBLE STRATEGIES	POSSIBLE ACTIONS
<ul style="list-style-type: none"> ▪ Establish an innovative internship program where intern teachers receive intense mentorship beyond the usual few months incorporating learning theory, school structure, and pedagogy 	
<ul style="list-style-type: none"> ▪ We need qualified teacher coaches ▪ Strengthen the mentoring relationship using retired teachers. ▪ Need coaching and long term teacher support ▪ Provide full time professional who works only as a mentor to improve teach performance 	
<ul style="list-style-type: none"> ▪ Continue efforts to expand programs such as ‘grow your own’ 	
<ul style="list-style-type: none"> ▪ Seek ways to create opportunities to build stronger professional teams through methods such as effective PLC and redesigning the school day 	<ul style="list-style-type: none"> ▪ Time for teacher collaboration vs. professional development
<ul style="list-style-type: none"> ▪ Provide professional development opportunities that will support instruction in the 21st century skills. This shall include frequent training in enrichment and intervention strategies, and time for teacher collaboration 	<ul style="list-style-type: none"> ▪ Set expectations for professional development
<ul style="list-style-type: none"> ▪ Develop more comprehensive in-service programs and different level of teachers 	<ul style="list-style-type: none"> ▪ More staff teaching staff about curriculum ▪ What kind of support is in place for existing teachers who are struggling? ▪ Continue to grow into higher education—more certified teachers
<ul style="list-style-type: none"> ▪ Improve instruction through professional development encompassing enrichment, not only intervention strategies. 	
<ul style="list-style-type: none"> ▪ Provide opportunities for teacher follow-through and time allocated for teacher collaboration 	
<ul style="list-style-type: none"> ▪ Continue to offer opportunities for staff to remain current in areas such as technological literacy and second language proficiency ▪ Promote and offer more technology profession development 	
<ul style="list-style-type: none"> ▪ Encourage existing staff to become bilingual ▪ More emphasis on bilingual development 	
<ul style="list-style-type: none"> ▪ Add more professional development opportunities for classified staff 	

GOAL 10: We engage community members in developing, supporting, and extending excellence in students' 21st century learning experiences

POSSIBLE STRATEGIES	POSSIBLE ACTIONS
<ul style="list-style-type: none"> ▪ Create a network or utilize existing entity to manage and connect community resources with appropriate school personnel and maintain these relationships. ▪ Create a system for coordinating community members and volunteers with in schools---know needs/ know resources and connect them ▪ Develop procedures for incorporating qualified community volunteers (education students from area colleges) into the instructional process to provide increased flexibility in teaching schedules for professional development 	<ul style="list-style-type: none"> ▪ Utilize students as community liaisons, especially as bilingual liaisons ▪ Insure that academies are interfacing with relevant local businesses ▪ Student job service internships and volunteer ▪ Community volunteer members for seniors and their families opportunities ▪ Volunteer appreciation is critical; appreciate community diversity—economic and cultural
<ul style="list-style-type: none"> ▪ Expand community and school programs that develop the following: <ul style="list-style-type: none"> - Character development/accountability - Problem solver/critical thinker - Civic responsibility - Collaboration - Financially and economically literate - Global awareness - Cultural and historic background of other nations - Adapting to new technologies - Development of other languages 	<ul style="list-style-type: none"> ▪ Good placed for service learning sustainability
<ul style="list-style-type: none"> ▪ Develop communication and public information outreach ▪ School communication with community---engage parents with child's education 	
<ul style="list-style-type: none"> ▪ Strengthen the relationship with the community---parents, businesses, and citizens (also retired teachers) 	
<ul style="list-style-type: none"> ▪ Promote cross-cultural community involvement and integration (inside and outside the classroom) 	
<ul style="list-style-type: none"> ▪ Alumni outreach and mentoring specifically in career interest areas ▪ Need a mentoring program to help develop these in kids 	

GOAL 11: Our schools are highly secure environments that adapt to an ever-changing world.

POSSIBLE STRATEGIES	POSSIBLE ACTIONS
<ul style="list-style-type: none"> ▪ Implement procedures and guidelines to enhance security practices 	<ul style="list-style-type: none"> ▪ Hire security director, increase security staff in schools
<ul style="list-style-type: none"> ▪ Expand surveillance systems 	<ul style="list-style-type: none"> ▪ Provide complete coverage with cameras ▪ Provide perimeter control, automatic door systems and lockdown
<ul style="list-style-type: none"> ▪ Improve safety on school grounds during recess and before and after school 	
<ul style="list-style-type: none"> ▪ Standardize discipline procedures across all schools 	

GOAL 12: Our facilities, grounds and classrooms create conditions for sustainability and optimal learning.

POSSIBLE STRATEGIES	POSSIBLE ACTIONS
<ul style="list-style-type: none"> ▪ Practice and model sustainability in our programs, services and environments ▪ Provide facilities and infrastructure that incorporate sustainable and healthy strategies to provide optimum learning environments 	<ul style="list-style-type: none"> ▪ Investigate sustainability practices in K-12 http://www.bridgew.edu/sustainability/k12.cfm ▪ http://www.zerowaste.org/schools/about.htm ▪ http://www.creativechange.net/who/k12/index.htm ▪ Define sustainable ▪ Utilize green standards in design and planning processes
<ul style="list-style-type: none"> ▪ Evaluate growth through out the District including demographic irregularities ▪ Prioritize current and future facility needs 	<ul style="list-style-type: none"> ▪ Locate and acquire appropriate building locations
<ul style="list-style-type: none"> ▪ Incorporate building practices that maximize learning opportunities 	<ul style="list-style-type: none"> ▪ Assemble a comprehensive faculty committee