



Strategic Planning Services for Crosby-Ironton Public School

Minnesota School Boards Association Proposal December 1, 2025

Overview

Minnesota School Boards Association (MSBA) is pleased to have the opportunity to assist **Crosby-Ironton Public School** with our Strategic Planning services. As your “Go To” Association for everything school board, MSBA is committed to facilitating the development of a Strategic Plan to launch your school district into the next three to five years as you work towards equitable student achievement for all students. In addition, the Strategic Plan will drive your school district to continually improve in its pursuit of excellence.

MSBA’s Strategic Planning services include a significant amount of Internal and External Stakeholder engagement in the process to ensure all voices are heard, recognized, and valued. Thus, our process reflects the values and voices of your entire school community.

In leading this process, MSBA will be mindful of and honor the past including the past challenges and changes with the pandemic, racial and social injustice, and “learning loss” while at the same time gently and caringly move stakeholders toward visioning the school district’s future in the next three to five years and beyond.

Description of Strategic Planning Process

MSBA will provide the following strategic planning services:

- **Stakeholder Engagement Activities:**
 - Provide two on-line surveys for the purpose of gathering stakeholder feedback. One will be for internal stakeholders, and one will be for external stakeholders. Your school district will advise MSBA on the stakeholder groups and survey questions.

- Conduct facilitated meetings (Listening Sessions) utilizing Plus/Delta/Vision Analysis with Board, Superintendent/Administrators, Staff (licensed and non-licensed), Parents/Guardians/Alumni/Business Partners/Community, Students (middle school and high school), and any other suggested stakeholder groups. All meetings will be conducted via virtual meeting and will be held during the same calendar day, if possible. Provide a detailed, written summary of the stakeholder-related activities prior to the first Strategic Planning Committee meeting.
- **Strategic Planning Committee meetings:**
 - Facilitate three meetings with the Strategic Planning Committee. All three meetings will be conducted via virtual meeting.
 - Meeting 1: Strategic Planning Committee will receive information about the school district from the Superintendent and a summary of the stakeholder-related activities and results from MSBA. MSBA will conduct an Environmental Scan to identify Prouds/Possibilities/Must Haves-Must Address.
 - Meeting 2: Strategic Planning Committee will review results of the Environmental Scan and consider Strategic Focus Areas (Themes) for the strategic plan and develop/review/revise Core Values, Belief Statements, Mission Statement, Vision Statement, and Portrait of a Graduate Traits.
 - Meeting 3: Strategic Planning Committee will review suggested Core Values, Belief Statements, Mission Statement, Vision Statement, Portrait of a Graduate Traits, and review Focus Area related Goals and Objectives.
- **Strategic Planning Sub-Committee/Writing Team meetings:**
 - MSBA will meet with a sub-committee of the Strategic Planning Committee/Writing Team (TBD) to clarify the Strategic Planning Committee's developed Core Values, Belief Statements, Mission Statement, Vision Statement, Portrait of a Graduate Traits, and Focus Areas and their related Goals and Objectives. This meeting will be conducted via virtual meeting, by phone or by email between Meeting #2 and #3 and after Meeting #3.
- MSBA's strategic planning services do not include facilitation of the action plans. However, MSBA will provide a template (Implementation Document) for developing the action plans and will be available to answer questions as the action plans are being developed. MSBA will also suggest a timeline for monitoring the Strategic Plan.
- Between meetings (Listening Sessions and Strategic Planning Committee meetings), MSBA will develop draft documents that includes the data from stakeholder activities (Surveys and Listening Sessions - Plus/Delta/Vision analysis); Environmental Scan – Prouds/Possibilities/Must Have-Must Address; Strategic Planning Committee's recommended Core Values, Belief Statements,

Mission Statement, Vision Statement, Portrait of a Graduate Traits; Focus Areas and their related Goals and Objectives.

- When the strategic planning process has been completed, MSBA will meet the Board-Superintendent Team to review the strategic planning process and discuss implementing the Strategic Plan from a Governance (Board) and Management (Superintendent) perspective. This meeting will be conducted via virtual meeting.

During the review with the Board-Superintendent Team, MSBA will:

- Review the Board Governance Model. Discuss role of the Board, Superintendent, and other advisory groups.
 - Review the strategic planning process. Introduce the Plan on a Page. Suggest next steps with the Strategic Plan.
 - Discuss the development of a Strategic Governance Framework (alignment of goals in the new Strategic Plan with goals of the Board, Superintendent, Staff, and Students).
 - Review the Standards of School Board Leadership.
 - Assist in identifying Board Goals.
 - Reference the Board's role in collaborating with the Superintendent in determining Superintendent Goals.
 - Discuss alignment of Goals from the Strategic Plan with Board and Superintendent Goals.
- MSBA will provide the Superintendent/Designee with a Toolkit of Resources and Links i.e., sample letters of invitation, meeting notices, resolution to adopt the new strategic plan, social media notices, etc. to assist in administering the strategic planning process.
 - Following the School Board's adoption of the Strategic Plan, MSBA will be available for consultation on an ongoing basis and will follow-up one (1) year later via virtual meeting or phone for a check-in, if requested.

MSBA Staff Team Facilitation and Support

- Lead facilitator will be Gail Gilman, MSBA Director of Strategic Planning and Board Leadership. Ms. Gilman holds degrees from the University of Minnesota in Family and Youth Education. Gilman served on the University of Minnesota faculty for over 26 years and is Professor Emeritus. She has served with MSBA since 2017 and is a former school board member. Gilman has facilitated the strategic planning process for over 75 schools of all sizes and in all geographic areas of the state.
- Ms. Gilman receives support and assistance from MSBA Team members in Communications, Board Development, Management Services, Policy Services, Technology, Admin Support, as needed. Credentials of her team include licensed Superintendents, school Business Official, licensed attorneys, Human Resources, former public and charter school teachers, higher education professor, four former school board

members, and two current school board members who served in varying sizes of school districts and served on their area Education District board.

Similar Projects/Experiences and References

- MSBA has been facilitating strategic planning since 2015 and has assisted over 120 traditional public schools, public charter schools, Education Districts, and Education Consortiums.
- References for traditional public schools include: Atwater-Cosmos-Grove City (ACGC), Lake Crystal Wellcome Memorial (LCWM), Forest Lake, Moorhead, Martin County West, Big Lake, Becker, GFW (Gibbon Fairfax Winthrop), Warren-Alvarado-Oslo, Underwood, Battle Lake, McGregor, Mabel-Canton, Lyle, Pine Island, Menahga, Jordan, Janesville-Waldorf-Pemberton (JWP), Win-E-Mac, Aitkin, Nashwauk-Keewatin, Lake Superior, Howard Lake-Waverly-Winsted, Ely, Holdingford, Nicollet, Ortonville, ROCORI, and Winona.
- Feel free to contact any of these schools for references. MSBA collaborated closely with the Superintendent/Superintendent and Board Chair so one or both individuals would be appropriate contacts.

Timeline to Complete the Strategic Planning Process

- The entire process is usually completed over a 12 - 14 week period of time with the specific dates/times determined based on your school district's schedule. This timeline includes preparing surveys, promotion of the process, invitations to participate in process, selection of strategic planning committee, survey distribution and collection, Listening Sessions, three Strategic Planning meetings, process review and goal alignment with the Board, creation of the final Plan on a Page. MSBA can condense or expand the timeline to meet your needs.
- MSBA is providing and facilitating this service in a hybrid format via a virtual platform and in person as determined in consultation with the school district. MSBA has had remarkable success with Strategic Planning utilizing the virtual platform. In fact, attendance has been higher, and the discussions and interactions have been very engaging and productive. Stakeholders appreciate the flexibility and accessibility options.

Cost for Strategic Planning Services

MSBA keeps the fees for strategic planning services low and reasonable for its Association Members. The fee to conduct strategic planning in your district is **\$11,850**. The Strategic Plan is designed to serve the school district for 3 - 5 years. Based on your student numbers, your school district would be investing just over **\$2.30 per student per year**. This small investment per student is a terrific value!

This fee includes:

- Toolkit of resources for Superintendent/Designee to implement the process including templates for news releases, invitations, website postings, board meeting postings, internal and external surveys, resolution to adopt strategic plan, etc.

- MSBA staff facilitation for all activities outlined in this proposal.
- MSBA staff recording of all work and developing all reports.
- Assistance from MSBA Team (Communications, Board Development, Management and Policy Services, Technology, Admin Support, as needed).
- Development of a Strategic Plan on a Page.
- Support and work with the Administrative Team in development of an Implementation Document to assist in scheduling out next steps and related tasks.
- Development of a Strategic Governance Framework in aligning the district goals of the Strategic Plan with the Board and Superintendent Team goals.
- A one-year follow-up, if needed.
- Ongoing support as needed before, during, and following the process as requested.

Product Delivered upon Completion

Upon completion of the strategic planning process, MSBA will create its signature Strategic Plan on a Page personalized with your school district colors and logo/mascot. The Strategic Plan will include the school district's Core Values, Belief Statements, Mission Statement, Vision Statement and Portrait of a Graduate Traits as well as the newly identified Focus Areas and their Goals and Objectives. In addition, MSBA will provide an Implementation Document for internal use by the Superintendent. The Implementation Document includes all elements of the Plan on a Page in addition to the Action Steps created by the Superintendent and other administrators.

Customization

MSBA's strategic planning process is not a "boiler plate" process. The outlined services and process will be customized to your school's specific needs. Please do not hesitate to share your specific needs with us.

Board Development and Board Leadership

MSBA is your "Go To" Association for everything school board. Thus, we embed a significant amount of board development and board leadership into our process which will equip you to successfully govern utilizing the goals of your new Strategic Plan.

Summary

This is a broad overview of our Strategic Planning process. If you have any questions or would like additional information, feel free to call or email MSBA. In addition, MSBA would welcome a visit with the Board-Superintendent Team during a regular or special meeting to respond to questions and provide clarification of our services.

"Where School Boards Learn to Lead"

Gail Gilman, MSBA Director of Strategic Planning and Board Leadership
 507-720-4783 (cell)
 800-324-4459, ext. 130 (office)
ggilman@mnmsba.org