



# Forest Lake Area Schools STRATEGIC PLAN Summary for 2012-13

Strategic Plan Approved by the School Board August 2, 2012

**BELIEFS...** *An expression of fundamental values; ethical code, overriding convictions, inviolable principles.*

**We believe that...**

*Every person has intrinsic value.*

*All people deserve to be treated with respect.*

*All people have unlimited potential to learn.*

*Honesty and trust are critical for building community.*

*Every person has a responsibility to contribute positively to their community.*

*Every person has a responsibility to contribute positively to their community.*

*The community benefits from individual uniqueness because it brings forth new and better ideas.*

*All people need a safe environment, with caring and supportive networks, to thrive and prosper.*

*Personal success requires hard work and persistent effort.*

*The strength of any public organization is dependent on the level of community ownership.*

*The public education system is essential to a vibrant and thriving community.*

**MISSION...** **A declaration of the unique identity to which the organization aspires; its specific purpose; and the means by which it will achieve its purpose.**

*The mission of Forest Lake Area Schools, as a gateway to unlimited opportunities, is to ensure that each learner will develop the skills and knowledge necessary to experience success and personal fulfillment while actively engaged in a global society. Our exceptional leaders and highly-skilled, caring staff, partnering with families and communities, will engage students through creative, rigorous and relevant educational experiences in culturally responsive, safe, and technologically-advanced learning environments.*

**OBJECTIVES... An uncompromising commitment to achieve specific, measurable, observable, or demonstrable results that exceed its present capability.**

*All students love to learn.*

*All students are creative and apply critical thinking skills.*

*All students are inter-culturally proficient.*

*All students thrive academically.*

*All students achieve their goals and dreams throughout their lives.*

*All students voluntarily provide service to others.*

*All students take ownership of their learning.*

*All students live physically and emotionally healthy lives.*

**PARAMETERS... Boundaries within which the organization will accomplish its mission; self-imposed limitations.**

*We will always consider/reference the Strategic Plan as we review current programs and consider new ones.*

**STRATEGIES... Bold resolutions that dedicate the organization's resources and energies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission and objectives.**

- I. We will create learning environments that support the ability to work effectively within the context of cultural differences.
- II. We will develop a comprehensive understanding of every student's interests, talents, abilities and needs to challenge and inspire them to lead healthy lives and reach their full potential.
- III. We will provide creative, rigorous and relevant educational experiences and service opportunities.
- IV. We will develop a system that recruits, hires, and retains the best staff and provides maximum professional growth.
- V. We will develop a communication system that considers and responds to internal and external ideas and concerns.
- VI. We will develop a process to review facility and technology needs and implement an action plan.
- VII. We will extend current partnerships and foster new ones.
- VIII. We will enhance and create opportunities for learners of all ages.

**Accomplished or started in previous years.**

**New for 2015-16**

**Forest Lake Area Schools  
Strategic Plan  
Action Plans List**

**Strategy I: We will create learning environments that support the ability to work effectively within the context of cultural differences.**

**Action Plan:**

1. The district will utilize an equity analysis to identify achievement gaps, disparities in discipline, occurrence of bullying, participation in extracurricular activities, etc. among groups of students (groups of students including ethnicity, poverty, special education status, sexual orientation, etc.).

*Carolyn Latady has been the lead on this work, along with Jennifer Tolzmann and Lloyd Komatsu. Additionally, EMID staff have contributed to the work. The result is an Equity Portrait that has been developed and will be updated yearly.*

2. The district will utilize a research-based inventory as part of an overall intercultural staff development plan to increase licensed staff's understanding of their beliefs and biases related to cultural differences.

*Various staff members have participated using the IDI. This has been in groups such as department chairs, school staffs, committees, as well as individuals.*

3. The district will integrate the elements of Universal Design for Learning (USL) and culturally responsive teaching into all curriculums to increase student achievement.

4. The district will increase student engagement in all extra-curricular activities and clubs elementary and secondary.

**Strategy II: We will develop a comprehensive understanding of every student's interests, talents, abilities and needs to challenge and inspire them to lead healthy lives and reach their full potential.**

**Action Plan:**

1. Utilize an interactive tool to identify every student's interest, talents, abilities, and needs, documenting goals and progress throughout their pre K to 12+ educational career. Students, their parents, and school personnel will use this information to challenge the learners to lead healthy lives and reach their full potential.

**Strategy III: We will provide creative, rigorous and relevant educational experiences and service opportunities.**

**Action Plan:**

1. The district will create a system to increase awareness and understanding of E-12 educational opportunities for students and families.
2. The district will provide programs and staff development focused on increasing rigor and student engagement by addressing different engagement styles.
3. To support the development of 21<sup>st</sup> Century skills, the district will provide service learning opportunities for all students.
4. The district will compile and communicate a list of service opportunities for all students and the benefits of participating in them.

**Strategy IV: We will develop a system that recruits, hires, and retains the best staff and provides maximum professional growth.**

**Action Plan:**

1. The district will have a recognition system for exceptional professional accomplishment and milestones.
2. The district maintains an evaluation system that provides positive feedback where staff members are doing well and provides improvement plans in areas where staff members are doing well and provides improvement plans in areas where staff members are not meeting the basic expectations of their assignments.

*Qcomp was reinstated in the district in 2014-15 with a very positive response. Teacher and principal evaluation systems were also implemented as directed by legislative action. Classified staff members continue to use the over evaluation process with certain departments employing additional evaluation components as well.*

3. The district has a recruiting system that leads to the hiring of ideal candidates for all positions.
4. The district maintains mentorship and professional coaching programs for each employment group or department, as appropriate to provide a positive on-boarding experience as well as professional coaching into employment.
5. The district will have wage and compensation targets that are competitive with nearby or metro districts.

*This work was completed in 2013-14.*

*It will be repeated in 2015-16.*

**Strategy V: We will develop a communication system that considers and responds to internal and external ideas and concerns.**

**Action Plan:**

1. District community members will know their input is valued and they will be provided with current tools to send and receive information.
2. District staff will know their input is valued.
3. District students will know their input is valued.
4. All teachers and secondary activities maintain an interactive website.
5. The district will implement a universal web-based calendar program.
6. Implement a “Partnering with Parents” series.

**Strategy VI: We will develop a process to review facility and technology needs and implement an action plan.**

**Action Plan:**

1. Establish a committee that meets regularly to identify future needs and investigate trends in the areas of technology and building & grounds, evaluating their potential value to the Forest Lake Area School District and offering recommendations for future growth in both areas. (Possible to have two different committees – one for technology and one for buildings & grounds.)
2. Establish a school district-wide program to encourage employees and community members to make suggestions for improving district facilities and technology by making facilities/technology more efficient or effective, increasing savings and/or improving safety.

*A task force was formed to:*

- *Update the Gap Analysis Report*
- *Make a recommendation to the School Board regarding the facility needs within the district. The recommendation was to include specific work to be completed at each site, an overall cost target and timing of a bond vote by the public.*

*The task force was comprised of 55+ community members and staff members. The group met in the evening from October through April to discuss information and options. They also met during three Saturdays from 8 a.m. until 4:00 p.m. to tour all district facilities. At the April 2013 School Board meeting, the task force presented their recommendations to the School Board. In summary, the recommendation included: shifting all 7 – 12 graders to the high school/Century campus, moving all schools/programs/staff from the Central Learning Center to Southwest, tearing down the Central Learning Center, upgrading all elementary schools, setting the cost of the recommendations not to exceed \$130 million and setting the date for the bond vote at March 2014 or later. The task force provided the School Board with a PowerPoint and a video to illustrate their recommendations.*

*The decision was made to hold a bond election in May 2014 which was unsuccessful. A second task force was formed to review the information and make recommendations to the School Board. This task force was led by a community member and only community members (not employed by the district) provided input and crafted the final recommendation.*

*After reviewing the work of the task force, the School Board voted to place two questions on the November 3, 2015 ballot – question #1 at \$143 million and Question #2 at \$18 million.*

## **Strategy VII: We will extend current partnerships and foster new ones.**

### **Action Plan:**

1. Building upon the district's partnership with TEFFLA, the district will explore a process enabling businesses and organizations to donate to the district and receive recognition for their support.

*The idea of having TEFFLA as the flow through organization to streamline donations to the school district, from various sources, was explored. The TEFFLA Board of Directors thoroughly discussed the idea and considered it. Although they could see the need for such a function within the community, their work centers on providing grants to individuals and groups.*

*Being the organizing entity between those that want to donate to the district for a number of reasons and the various entities within the school district is not within their scope or mission. The need certainly exists, but TEFFLA is not the organization to provide this function.*

2. The district will communicate to parents and community members about resources supporting students and families, including how to access help, volunteer or donate. (Strategy III, Action Plans 3 & 4 link back.)

3. The district will have personnel coordinate a committee of ambassadors that work to enhance connections with current partners and foster new partnerships.

*This work has started with administrators in the district. The superintendent and directors have been involved in many partnerships for the past few years and continue that work. The principals have worked to enhance and increase the partnerships within the boundaries of their schools and throughout the district. School Board members also are part of many partnerships throughout the community.*

*This will continue in 2015-16.*

**Strategy VIII: We will enhance and create opportunities for learners of all ages.**

**Action Plan:**

1. Before or during the 2014-2015 school year the Forest Lake Area School District will explore all-day every day (ADED) kindergarten for all students of kindergarten age.

*ADED kindergarten was implemented in 2013-14, one year prior to the entire state moving to ADED kindergarten through legislative action.*

2. The district will initiate a minimum of three activities at each elementary for preschool children and their families to participate during the school year.

*Each elementary has provided activities for pre-school students. Early childhood has also expanded to school at the borders of our district for half day and full day opportunities.*

3. Create an inter-generational community by pairing schools with organized senior/adult communities and/or organizations. All schools within the district would create at least three activities during the school year, either at the school or the senior/adult community and/or organization.