



Strategic Roadmap Development Board Work Session

February 26, 2024

Facilitated and submitted by



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CROSSLAKE

COMMUNITY SCHOOL

Student Desired Daily Experiences

I feel appreciated, understood, cared for, and included.

I have the support I need when I'm struggling academically and/or emotionally.

I am able to learn about things that interest me and are relevant to my life.

Online Students

I have flexibility regarding when and where I do my work, in a format that meets my needs.

My online learning platforms and applications are easy to use and understand.

I have opportunities to connect with my peers during the school day and through extracurricular clubs.

Seat-Based Students

I am allowed to be independent, take responsibility, and have opportunities to make choices.

I have fun and feel engaged at school, with hands-on, interactive learning experiences and opportunities to explore and learn outdoors.

I have access to a variety of after-school activities.

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Staff Desired Daily Experiences

I am empowered and entrusted to perform my job well, have the freedom and flexibility to be creative, and the support and direction when I need it.

I engage in relevant training, professional development, and a formal staff evaluation process that helps me continuously grow as a professional and improve my skills.

I am recognized for my contributions, valued for my skills and experience, and satisfied with the compensation I receive.

I have a manageable workload based on my full time equivalent and/or role.

Online Staff

I feel connected to my fellow staff members and they care about me, personally. They lift me up and inspire me to do my best every day.

I am making a difference and feel connected to my students and co-workers.

I have the technology, resources, systems, and support that I need to facilitate my role and communicate effectively with my students, families and colleagues.

I meet the individual needs of my students through a standards-based, flexible learning platform.

Seat-Based Staff

I have a positive, safe work environment with team members who effectively communicate, collaborate and support each other.

I have strong relationships with students, families, and members of our greater community.

I have the furniture, materials, workspace and storage that allows me to be organized and effectively perform my job duties.

We have clear and consistent systems, rules and procedures that support both staff and students, and create a positive, safe environment.

CROSSLAKE

COMMUNITY SCHOOL

Family Desired Daily Experiences

CCS staff care about my student and make them feel safe, welcomed and a sense of belonging at school.

I receive timely, specific, and effective communication from CCS staff.

My student learns things at school that will help them meet their future goals and live a healthy and balanced life in the real world.

My student experiences high quality learning opportunities through standards-aligned content and engaging educational activities.

My student has access to qualified staff, resources and programs to support their needs.

Online Families

My student's schedule and commitments are easily accommodated by the online program.

I have a clear understanding of my role in my student's learning, how to support them at home, and can easily navigate the online platform.

My student has the opportunity to engage with peers in a welcoming environment where staff help them feel comfortable sharing and participating as they desire.

Seat-Based Families

My student is involved in a variety of community impacting activities and events.

I feel welcomed and have a sense of community when I enter CCS.

My student is engaged in environmental education, nature-based learning, and opportunities to be outside.

Classroom Theory of Action Draft

If/when we...

Demonstrate our belief that all students can learn in a safe and supportive environment where each student feels a sense of belonging, and

Provide an encouraging, collaborative environment where authentic relationships are cultivated, and

Ensure high expectations are met through research-based practices in academics, behavior and social emotional learning, and

Support individual student needs by using data to inform targeted tiered instruction and learning, and

Engage students in unique learning activities connected to the community and the environment, and

Support exploration and lifelong learning grounded in student interests, then,

Our district mission and vision will become a reality for ALL students, classroom by classroom.

District Theory of Action Draft

If/when we...

Support all learners and demonstrate our belief that all students can learn, and

Provide a safe and welcoming learning and working environment, and

Value well-qualified staff and believe each member is integral to the school's success, and

Provide fair compensation for staff, relevant training, resources, and continual opportunities for growth, and

Build strong relationships with families and provide them with resources and support to foster student success, and

Ensure and communicate clear policies and procedures, and

Provide leadership in difficult situations, and

Utilize all resources wisely, including authorizer resources, the Lakes Foundation, staff knowledge, teacher strengths, and community resources, then,

Crosslake Community School's vision and mission will be realized for ALL students.

Crosslake Community School • District 3 Year Operational Plan DRAFT • February 2024			
Strategic Directions:	2024-25 SY	2025-26 SY	2026-27 SY
A. Providing effective, relevant and individualized instruction in each classroom.	Learning Work Initiatives <ul style="list-style-type: none"> • Read Act compliance (district) • Disaggregating and Examining Data by Demographic Groups (online) • Use/detection of ChatGPT/AI (online) • New math curriculum, PD and adoption (seat-based) 	Learning Work Initiatives <ul style="list-style-type: none"> • Adding CIS, AP courses (online) • Internships, project-based learning (online) 	Learning Work Initiatives <ul style="list-style-type: none"> • Gamification of curriculum (online)
	Implementation Work Change Readiness <ul style="list-style-type: none"> • Fastbridge/SAEBRS (district) • Catalyst Certification all (Seat-Based) • Responsive Classroom - intro (Seat-based) 	Implementation Work Change Readiness <ul style="list-style-type: none"> • Science of reading based instruction and curriculum (district) • HRS Level 3: Guaranteed and Viable Curriculum (seat-based) 	Implementation Work Change Readiness <ul style="list-style-type: none"> • HRS level 4 with all certified level sustaining (seat based)
	Implementation Work Change Management <ul style="list-style-type: none"> • 	Implementation Work Change Management <ul style="list-style-type: none"> • Fastbridge/SAEBRS (district) • Responsive Classroom (seat-based) • Catalyst Certification (seat-based) • Responsive Classroom - intro (Seat-based) 	Implementation Work Change Management <ul style="list-style-type: none"> • Science of reading based instruction and curriculum (district) • HRS Level 3: Guaranteed and Viable Curriculum (seat-based)
	Standard Work Needs Improvement <ul style="list-style-type: none"> • MTSS (online) • Streamline Course Differentiation Documentation and Communication (Online) • Universal language for accommodations (online) • High Reliability Schools Level 2: effective teaching in every classroom (seat-based) 	Standard Work Needs Improvement <ul style="list-style-type: none"> • MESS-E (Online) • Consistency between SPED and Coach (online) • Schoolwide growth goals 	Standard Work Needs Improvement

Crosslake Community School • District 3 Year Operational Plan DRAFT • February 2024			
Strategic Directions:	2024-25 SY	2025-26 SY	2026-27 SY
B. Enhancing staff professional growth and support systems to ensure a high-quality learning environment.	Learning Work Initiatives <ul style="list-style-type: none"> Explore New Compensation Models (district) Onboarding binder (seat-based) Vision for growing leadership (seat-based) 	Learning Work Initiatives <ul style="list-style-type: none"> Implement leadership strategies for teachers (seat-based) 	Learning Work Initiatives
	Implementation Work Change Readiness <ul style="list-style-type: none"> New staff training/onboarding (district) Staff development procedures balanced Establish process for all teachers to receive training with or without additional pay 	Implementation Work Change Readiness <ul style="list-style-type: none"> Completed onboarding binder (seat based) 	Implementation Work Change Readiness
	Implementation Work Change Management <ul style="list-style-type: none"> Effective/seamless PLCs (seat based) 	Implementation Work Change Management <ul style="list-style-type: none"> New staff training/onboarding (district) Effective/seamless PLC (seat based) 	Implementation Work Change Management
	Standard Work Needs Improvement <ul style="list-style-type: none"> Staff Evaluation Process (seat based) Teacher Evaluation Process (seat based) Peer Coaching (seat based) HR Employee Review/Website and Communication Improvement (seat-based) 	Standard Work Needs Improvement <ul style="list-style-type: none"> Onboarding procedure/binder (district) Assessments Staff Training/Utilization (District) 	Standard Work Needs Improvement

Crosslake Community School • District 3 Year Operational Plan DRAFT • February 2024			
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C. Promoting positive student interactions and a welcome, inclusive learning community.	Learning Work Initiatives <ul style="list-style-type: none"> Deliberate Social skills and interactions WIN time Fly Five training 	Learning Work Initiatives <ul style="list-style-type: none"> Crisis Coach/Counselor (online) After school activities and athletics transportation options (seat-based) Student Clubs (seat based) 	Learning Work Initiatives <ul style="list-style-type: none"> “Traditional” events for online students such as prom, homecoming (online) Athletics (online)
	Implementation Work Change Readiness <ul style="list-style-type: none"> Student Engagement Tracking: coaches reviewing grad plans w/ students (online) Student Clubs (online) 	Implementation Work Change Readiness <ul style="list-style-type: none"> Fly Five SEL 	Implementation Work Change Readiness <ul style="list-style-type: none"> Cultural awareness (online)
	Implementation Work Change Management <ul style="list-style-type: none"> Field Trips (online) 	Implementation Work Change Management <ul style="list-style-type: none"> Student Engagement Tracking: coaches reviewing grad plans w/ students (online) Student Clubs (online) 	Implementation Work Change Management <ul style="list-style-type: none"> Fly Five SEL
	Standard Work Needs Improvement <ul style="list-style-type: none"> Mental Health Resources (online) Safe Supportive culture (1) (Seat-based) HRS Level 1 Sustaining (seat based) 	Standard Work Needs Improvement <ul style="list-style-type: none"> Catalyst School-Wide (Seat-based) Responsive Classroom Training (Seat-based) 	Standard Work Needs Improvement

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Strategic Directions:	2024-25 SY	2025-26 SY	2026-27 SY
D. Improving technology to support effective teaching and learning.	Learning Work Initiatives <ul style="list-style-type: none"> • LMS Evaluation/Research (online) • Secure network (seat-based) • Google suite recurrent training 	Learning Work Initiatives <ul style="list-style-type: none"> • Microsoft account licensing (seat-based) 	Learning Work Initiatives <ul style="list-style-type: none"> • Change mgmt procedures for technology (seat-based)
	Implementation Work Change Readiness <ul style="list-style-type: none"> • Online Testing: MCA & transition to FastBridge (district) • Tech Asset Mgmt (district) • Classroom tech bundles: touch TV, computers, accessories, etc. (Seat-based) • Hardware tracking • Smart board installation and implementation (seat-baed) • Internet safety training (seat-based) 	Implementation Work Change Readiness <ul style="list-style-type: none"> • LMS Change (online) • Staff tech website with tips/tricks, links to approved apps/sites, procedures for tech purchasing (district) • Tech Procedures/Policies (district) 	Implementation Work Change Readiness <ul style="list-style-type: none"> • Utilize emerging technologies and tools, including AI-based apps (online)
	Implementation Work Change Management <ul style="list-style-type: none"> • Expose utilizing AI and CaptFPT 	Implementation Work Change Management <ul style="list-style-type: none"> • Digital Accessibility (online) • Online Testing: MCA & transition to FastBridge (district) • Tech asset management (district) • Classroom tech bundles: touch TV, computers, accessories, etc. (Seat-based) • Hardware tracking • Smart board installation and implementation (seat-baed) • Internet safety training (seat-based) 	Implementation Work Change Management <ul style="list-style-type: none"> • Staff tech website with tips/tricks, links to approved apps/sites, procedures for tech purchasing (district) • Tech Procedures/Policies (district)
	Standard Work Needs Improvement <ul style="list-style-type: none"> • Canvas Engagement (online) 	Standard Work Needs Improvement	Standard Work Needs Improvement

Crosslake Community School • District 3 Year Operational Plan DRAFT • February 2024			
Strategic Directions:	2024-25 SY	2025-26 SY	2026-27 SY
E. Improving and updating school operations, facilities and systems.	Learning Work Initiatives <ul style="list-style-type: none"> Explore new leadership models, admin support structures, reorganization and funding (district) Remodel offices/additional space (seat-based) Outdoor learning space (yurt) - seat-based Sharing (facilities) needs and wants with LAKE foundation (seat-based) 	Learning Work Initiatives <ul style="list-style-type: none"> Assess enrollment growth, capacity and long-range goals (online) Assess space utilization (seat based) Additional outdoor learning spaces (seat-based) 	Learning Work Initiatives <ul style="list-style-type: none"> Community utilizing outdoor spaces
	Implementation Work Change Readiness <ul style="list-style-type: none"> Building access management/new partner (seat-based) 	Implementation Work Change Readiness	Implementation Work Change Readiness
	Implementation Work Change Management <ul style="list-style-type: none"> Vision for building project (seat-based) 	Implementation Work Change Management <ul style="list-style-type: none"> Building access management/new partner (seat-based) Building project (seat-based) 	Implementation Work Change Management <ul style="list-style-type: none"> Complete building project/addition
	Standard Work Needs Improvement <ul style="list-style-type: none"> Attendance Policy refinement (online) Tech/systems infrastructure: Fire/Security/Cameras (seat-based) 	Standard Work Needs Improvement <ul style="list-style-type: none"> CCS marketing and enrollment growth (district) 	Standard Work Needs Improvement

Crosslake Community School’s Strategic Roadmap

District Mission: *Our Core Purpose*

Current <i>“To grow environmentally literate, community-impacting learners of excellence”</i>	Proposed
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Vision: *What We Intend to Create*

Current: <i>“CCS: Where academics lead to a stronger, healthier community”</i>	Proposed:
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Core Values: *Drivers of Our Words and Actions*

To be developed

Strategic Directions: *Focus of Our Improvement Efforts*

- A. Providing effective, relevant and individualized instruction in each classroom.
- B. Enhancing staff professional growth and support systems to ensure a high-quality learning environment.
- C. Promoting positive student interactions and a welcome, inclusive learning community.
- D. Improving technology to support effective teaching and learning.
- E. Improving and updating school operations, facilities and systems.

From 2019 Strategic Plan - Keep?

Our Purpose: “Improve Pupil Learning and Student Achievement”

Guiding Principle: “Excellence in academics with an emphasis on Environmental Awareness and Community Engagement”

District Strategic Roadmap

~ sample from another district ~

District Mission: <i>Our Core Purpose</i>	Core Values: <i>Drivers of Our Words and Actions</i>
<p><i>Every student, every day will be empowered with learning opportunities for growth, creativity and curiosity, in preparation for their future in a global community.</i></p>	<p>Integrity: <i>Align actions and words with values and beliefs while respecting differences.</i></p> <p>Excellence: <i>High expectations, high achievement through purposeful personal improvement. Be our best, expect our best.</i></p> <p>Students First: <i>A safe, healthy environment to challenge, engage and inspire all students.</i></p> <p>Collaboration: <i>Partnerships across our communities.</i></p> <p>Innovation: <i>Finding new ways to excel in our communities, classroom and profession.</i></p>
Vision: <i>What We Intend to Create</i>	Strategic Directions: <i>Focus of Our Improvement Efforts</i>
<p>XXX Public Schools will be a school district that:</p> <ul style="list-style-type: none"> ● Stands apart as the leading choice in the area, one in which our communities are proud and actively involved with effective and efficient use of district resources of time, talent and finances. ● Provides each learner a safe, equitable and respectful learning environment in which one thrives with confidence, fosters excellence and a sense of belonging while honoring differences. ● Recognizes that we are all lifelong learners and thus will provide each learner with a high quality, personally relevant instruction enhanced by all members of the learning community. ● Assures each learner meets rigorous academic standards and is prepared for the future learning and success in an ever-changing society and community. 	

District Strategic Roadmap <i>~ sample from another district ~</i>	
District Mission: Our Core Purpose	Core Values: Drivers of Our Words and Actions
<p><i>The mission of xxxxx is to provide a high-quality education as a catalyst to ignite students' interests and prepare them for a changing world.</i></p>	<p>Community – xxxxx is a supportive community that comes together to encourage and celebrate every student.</p> <p>Accountability – xxxxx has system-wide accountability for all students, staff, administration, and members of the school board.</p> <p>Diversity – All individuals are valued for their diverse talents, backgrounds, cultures, and viewpoints.</p> <p>Responsibility – A student's education is a shared responsibility of the student, family, school, and community.</p> <p>Excellence – The district promotes outstanding performance of students and staff with emphasis on high standards.</p> <p>Integrity - Our actions and words align with our values and beliefs while respecting differences.</p>
Vision: What We Intend to Create	Strategic Directions: <i>Focus of Our Improvement Efforts</i>
<p><i>The vision of xxxxx is to be a model of excellence where:</i></p> <ul style="list-style-type: none"> ● <i>Students are engaged and discover their individuality, love of learning, and demonstrate confidence and capacity for success with high academic standards.</i> ● <i>Curriculum and instruction is innovative, rigorous, and supported by partnerships inside and outside the classroom.</i> ● <i>Communities are connected in the education of their children and work cooperatively to prepare students with life skills.</i> ● <i>Staff and students are part of a safe, equitable, and respectful learning environment in which everyone thrives with confidence and a sense of belonging while honoring differences.</i> 	

Mission ~ Our Core Purpose

Current CCS Mission: *To grow environmentally literate, community-impacting learners of excellence.*

4 key questions every mission statement should succinctly answer:

1. **Who do you serve?**
2. **What do you specifically do for those you serve?**
3. **Why do you do what you do?**
4. **How do you do what you do?**

Vision ~ What We Intend to Create

Thought Starters:

1. As you look to the future, what will student to student relationships be like? Student and staff? Staff and family?
2. In 2027, what will you be most proud of in your schools (seat-based and online)?
3. As you're out and about in the community, what will you be saying about school district academics?
4. What will be a premier CCS program that community members, parents, staff and students will be talking about?
5. What resources or instruction will you see in the classroom that will prove the district is serving the Desired Daily Experiences of students, staff, families?
6. Walk through the future facilities plan for 2027 – what will make you smile?
7. What will staff say about their work and professional development?
8. What are 3 words that describe how the board is supporting the academic model?
9. What will communication about academics be like between school and home?
10. What great things will be said internally about the academic focus of the schools?
11. What will the external community and realtors say about the quality of the district?

Reflect on the 11 questions. What words and phrases come to mind, regarding what CCS intends to create?

1.

2.

3.

4.

5.

Core Values ~ Drivers of Our Words and Actions

WHAT'S THE DIFFERENCE BETWEEN BELIEFS AND VALUES?	
BELIEFS	VALUES
Beliefs don't need proof	Values stem from our beliefs
Beliefs are assumptions we make about others and ourselves	Values govern the way we behave and interact with others
Beliefs grow from what we experience and think about	Values are things we deem important
Beliefs affect our morals	Values affect behaviour and character

Robyn Roste - "What's the Difference between Beliefs and Values?"

Core value considerations:

- Core values are drivers of a person's actions, words, behavior.
- What does your district deem as important?
- What current adult behaviors are evidence of your values?
- You should be able to see evidence of your core values in your organization now, vs. something you hope to see/have in the future. If a core value is aspirational (something you'd like to see, but don't have evidence of it now), then it should be incorporated into your vision statement (what you intend to create).

Scan the list below. Ignore the definitions for now.

What resonates with you - what words capture and articulate the drivers of your district's work, actions?

Core Value Examples:

Accountability:	<i>To fulfill one's roles and responsibilities and be responsive to the results.</i>
Accountability:	<i>I take responsibility for my actions and decisions.</i>
Adaptability:	<i>Engaging in flexible, continuous and purposeful change grounded in data</i>
Collaboration:	<i>Working together for common goals</i>
Collaboration:	<i>Operating with a preference and capacity for partnership across our community</i>
Community:	<i>It's about all of us, all the time</i>
Community:	<i>We work together to create a sense of unity and shared purpose.</i>
Compassion:	<i>To show empathy, generosity, kindness, patience and sensitivity</i>
Courage:	<i>Facing challenges with hope & persistence</i>
Courage:	<i>To do what is right and to support each other in courageous thought and action</i>
Courtesy:	<i>Doing and saying the right thing at the right time in the right way despite challenges, adversity, or conflicting self-interests.</i>
(Appreciation of) Diversity:	<i>To recognize and honor the dignity of each individual; to celebrate differences among culture, gender, ability; to work cooperatively</i>
Engagement:	<i>Showing up fully present with a Mission-focus and Values-driven attitude</i>
Excellence:	<i>To be our best, expect our best</i>
Excellence:	<i>High expectations for all and in all we do</i>
Excellence:	<i>to be inspired daily to become the very best we can be</i>
Excellence:	<i>A relentless and intentional effort in continuous improvement.</i>
Excellence:	<i>I always aim to do my best, committed to high standards and continuous improvement.</i>
Expectations:	<i>I will set a high bar for myself and others in learning, behavior, commitment to do one's best and service to others and community</i>
Innovation:	<i>Finding new ways to excel</i>
Innovation:	<i>Purposeful, courageous, continuous improvement through research and action.</i>
Integrity:	<i>I will do the right thing...even when no one is looking</i>
Integrity:	<i>by staying true to our convictions in all that we say and do even when no one is watching</i>
Integrity:	<i>Doing the "right thing" at all times with honesty and authenticity</i>
Integrity:	<i>Always aligning our actions with our values and beliefs.</i>
Joyful Learning and	
Joyful Work:	<i>Unlocking human potential through joyful expression in our daily work and learning</i>
Kids First:	<i>Students' diversity and needs drive decisions and actions</i>
Knowledge:	<i>Skilled in accessing, navigating and using a broad array of facts and viewpoints from a global perspective</i>

Learning:	<i>Continuous, meaningful, and challenging effort that results in student success.</i>
Learning:	<i>I am on a continuous journey of discovery and growth.</i>
Nurturing:	<i>I help create an environment of support and growth by being kind and encouraging.</i>
Partnership:	<i>I will engage in relationships and action which empowers learning for ALL</i>
Partnership:	<i>Together, we achieve more than alone</i>
Respect:	<i>I will honor the uniqueness of myself and others, treating others as we wish to be treated</i>
Respect:	<i>Pride in who we are, accepting of our differences</i>
Respect:	<i>I am proud of who I am, what I do, and how I treat others.</i>
Respect:	<i>In thought and action for the individual, for humanity and for the global community we all share</i>
Responsibility:	<i>Shared stewardship of and accountability for our words, acts, choices and results</i>
(Shared) Responsibility:	<i>Working together interdependently and collaboratively, learning from one another, entrusting one's self interest to another, and taking ownership for our individual and collective actions and decisions.</i>
Stewardship:	<i>Care and responsibility for our natural and social environments</i>
Wisdom:	<i>Using our knowledge and experience to elevate our contributions for the benefit of students, staff and community</i>

Make a list of core values you feel best fit your district (feel free to pull from the list above, and/or come up with your own):

Think about how your district "lives out" each core value. What words and phrases come to mind?

1. _____:

2. _____:

3. _____:

4. _____:

5. _____:

