

ISD 110 School Board Work Session

Monday, February 12, 2024 7:00 PM

Waconia High School - Room B107, 1650 Community Drive, Waconia, MN 55387

1. Strategic Plan and Strategic Directions Overview



Strategic Planning

February 12, 2024

Agenda

- Review purpose, definitions, history
- Timeline and process
- Reminder on drafted revisions to mission, vision, core values
- Draft strategic directions and measures
- Timeline and next steps

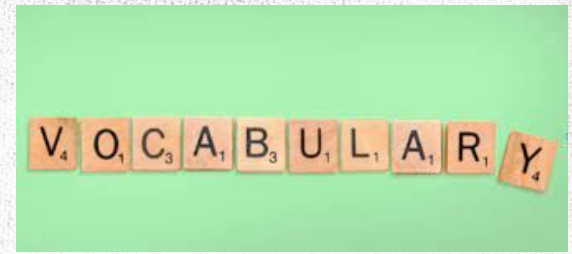


Purpose for Strategic Plan

A strategic plan is intended to be a very clear and concise way to ensure our entire team knows who we are, what we intend to achieve, and how we would measure our success.



Definitions



Mission: The mission statement represented commitment, promise, and focus for the organization. It is the purpose that drives the district, the standards by which all actions are measured, and the compass that gives the district direction.

Core Values: Core values are intended to influence the language, images, and actions of the district. The Board, administration, and staff should be appraised on the degree to which their words and acts reflect the core values, because these values should be lived, not just hung on the wall.

Vision Statement: A vision statement is an articulation of what the district and its schools will be like in three or four years, rooted in the district's mission.

Strategic Directions: Strategic directions define the focus of human, financial, and physical resources of the district which it will take to move from its current state to the future state described by the vision statement. New initiatives that do not align with a specific strategic direction should be discarded, because they will take focus and resources away from priority initiatives that will help the district achieve its vision.





Mission, Vision, Core Values, Theory of Action

MISSION STATEMENT

Our Core Purpose

- ▶ ISD110 empowers students to explore their passions and create their success by providing opportunities for academic, social, and emotional growth.

CORE VALUES

Drivers of Our Words and Actions

- ▶ **Respect**
We honor the perspectives of others and we own our individual actions.
- ▶ **Collaboration**
We work and learn together.
- ▶ **Inclusiveness**
We reach beyond ourselves to value and connect with others.
- ▶ **Empathy**
We respond to others with authentic care.
- ▶ **Resilience**
We work through challenges and setbacks with courage, persistence, and optimism.

VISION STATEMENT

What We Commit to Create

ISD110 students will:

- ▶ **Achieve academic success** through choice, rigor, and relevance
- ▶ **Be inspired** to explore who they are and who they will become
- ▶ **Feel they belong** in school and in the community

WEareONE10!

THEORY OF ACTION

Our Commitment to Continuous Learning

If we...

- ▶ **Believe** all students have the ability to learn and achieve to their potential, and
- ▶ **Create** an environment of safety and belonging, and
- ▶ **Respond** to our students' social, emotional, and academic needs, and
- ▶ **Build** trust and genuine partnerships with students, parents, and colleagues, and
- ▶ **Achieve** learning through high expectations, effective instruction, and established outcomes, and
- ▶ **Inspire and engage** students through a shared responsibility for learning, and
- ▶ **Commit** to continuous learning and improvement, **then all students will...**

...EXPLORE THEIR PASSIONS and CREATE THEIR SUCCESS!

Last Spring: Review of Current Plan

- Original created with community input as part of a large process
- The team believed the existing strategic plan has value, specifically in relation to our Mission, Vision, and Core Values but could benefit from some subtle tweaks for clarity.
- There was also consensus that the section of the plan titled, “Theory of Action,” lacks clarity and is less useful due to its vagueness, and leaves too many options for priorities.
- Team shared a willingness to provide an option for revision.
 - Once we have a revision presented to the Board, it can be accepted, modified, or rejected.
 - We could at that time, choose a different path and potentially select a consultant to support the revision work.



Timeline

- **June 2023: Review of options at Board work session (memo)**
- **Fall: Review of Strategic Plan**
 - **Mission, Vision, and Core Values**
 - **Reviewed with Board November**
- **Winter: Set priorities and frame strategic directions**
 - Develop measures of success
 - Full admin team input and review
 - Staff/department/feedback loops
 - Review with Board (February work session)
 - Revisions and Board adoption (February or March)
- **Spring - Fall: Operationalize**
 - Ensure alignment of resources with priorities





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Inclusiveness

Funding Programs that champion inclusiveness
(Unified, WEB, HS Clubs, Why We Play)

Investment in Staff P.D.
(Implicit Bias Training, Cultural Compt. Committee)

SPED Teaching Model - Team Teaching
Communications - layered approach

Building Expectations For Students re: Inclusiveness
Seeking Multiple Perspectives
Staff Modeling Behaviors/Language
Sense of Community/Pride
Community Partnerships

Small pink sticky note with illegible text.

RESILIENCE

collaborate
grit/determination
problem solving & resourceful
optimism & courage
Keep perspective
* * *

authentic listening/collect feedback
lead by example & modeling
district wide processes
Stakeholder voice = empowerment

Small pink sticky note with illegible text.

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Small purple sticky note with illegible text.

Small pink sticky note with illegible text.

Respect

Listen
Provide Feedback
Seek other's input
Posing Questions
All voices heard

Self: Others
Acceptance

Teamwork
↳ community - students, staff, parents, businesses...

Be engaged
Owning actions & words
Assume positive intent

Avoid
Blaming
Dismissing Others
Not my responsibility

Small blue sticky note with illegible text.

Collaboration

Our needs are seen at
Connectivity of our systems
Synergy of micro and macro connections
Takes a village

Collaborate toward our common goal.
No silos at all levels
Group effort

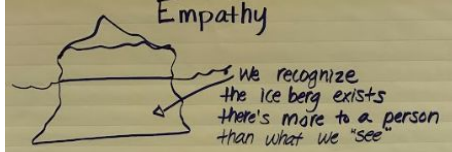
Welcome feedback ~ Create a safe place for positive + negative feedback.

We have each other's back.
Commit to shared goals + processes.

Think with "WE"
Vulnerable
Proactive Communication
Just transparency

Provide opportunities (INTENTIONALLY) to build relationships, trust, belonging *

Empathy



- All individuals belong - Whole Child -
- authentic self
- aware of barriers for some and want to remove them.
- current example: special ed families choose to come here.
- All stakeholders' ^{input} ~~name~~ is valued
→ we listen and act

- Behaviors
- Surveys
 - Decisions not top down
 - School district active in community events
 - Personal connections
 - Connection maps - at WHS
 - Connect Time - WMS
 - PBIS/Caring Heart/Safe, Responsible Kind - Elem.
 - Pyramid Model - PreK



Mission Statement

Our core purpose

ISD 110 maximizes opportunities for all students to explore their passions and create their success by committing to a community that includes academic rigor, social growth, and emotional wellbeing.

Vision Statement

What we commit to create

ISD 110 commits to:

- Establishing efficient systems and structures as part of a world-class school district that will create opportunities for staff to engage in innovative teaching and students to experience academic success.
- Inspiring students to explore a variety of pathways including academic offerings and extra curricular activities that will allow them to recognize who they are and who they will become.
- Fostering a community with a collective sense of belonging and wellbeing.



Core Values

Drivers of our words and actions

Respect

We honor and listen to all voices to ensure everyone feels valued.

Collaboration

We achieve our common goals through trust, teamwork, and partnership.

Inclusiveness

We welcome all and seek multiple perspectives to create one connected community.

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We listen and act with genuine care.

Resilience

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 - Ensure alignment of resources with priorities



Draft: Strategic Directions

- Delivering high-quality instruction that advances academic excellence
 - Facilitated by Director of Education Services Erika Nesvig
- Creating and maintaining an experience where students and staff feel safe and supported, engaged, and belong
 - Facilitated by Director of Human Resources Dr. Enid Schonewise
- Establishing efficient, effective, and sustainable systems and structures to support the fulfillment of district vision



Presentation of Draft Directions

Strategic Direction	Description	Measure / Metric	Levels				
			Level 1	Level 2	Level 3	Level 4	Level 5
Delivering high-quality instruction that advances academic excellence	Elementary student performance on MCA	Percentage of 3rd-5th grade students who meet or exceed proficiency in reading	59% or below	60%-64%	65%-69%	70%-74%	75% or higher
		Percentage of 3rd-5th grade students who meet or exceed proficiency in math	59% or below	60%-64%	65%-69%	70%-74%	75% or higher
	Middle school student performance on MCA	Percentage of 6th-8th grade students who meet or exceed proficiency in reading	59% or below	60%-64%	65%-69%	70%-74%	75% or higher
		Percentage of 6th-8th grade students who meet or exceed proficiency in math	59% or below	60%-64%	65%-69%	70%-74%	75% or higher
	High school student readiness for post-high school success	Percent of students meeting 3 out of 4 benchmarks for the ACT	34% or below	35%-39%	40%-44%	45%-49%	50% or higher
		Percent of students taking at least one course designated for higher ed and future careers at WHS	65%-69%	70%-74%	75%-79%	80%-84%	85% or higher
Creating and maintaining an experience where students and staff feel safe and supported, engaged, and belong	Students and staff feel safe physically and emotionally and have access to resources for growth	Students surveyed agree or strongly agree they feel safe and supported	74% & Below	75% - 81%	82% - 88%	89% - 95%	96% & above
		Staff surveyed agree or strongly agree they feel safe and supported	74% & Below	75% - 81%	82% - 88%	89% - 95%	96% & above
		Students and parent/guardians surveyed agree or strongly agree their students have access to wellness and mental health support needed	74% & Below	75% - 81%	82% - 88%	89% - 95%	96% & above
		Staff surveyed agree or strongly agree they have access to wellness and mental health support they need	74% & Below	75% - 81%	82% - 88%	89% - 95%	96% & above
	Students and staff have the capacity to recognize and respond to cultural commonalities and differences, feel safe, valued and respected, and are prepared to live and work in a diverse world	Students and parent/guardians surveyed agree or strongly agree their student feels welcome, accepted, heard, and respected	74% & Below	75% - 81%	82% - 88%	89% - 95%	96% & above
		Staff surveys agree or strongly agree they feel welcome, accepted, trusted, and proud	74% & Below	75% - 81%	82% - 88%	89% - 95%	96% & above
		Behavior referrals responded to with restorative and non-exclusionary practices	80% & Below	81% - 84%	85% - 88%	89% - 92%	93% & above
	Students and staff achieve success through access to academic, leadership, service, and social experiences that meet their individual needs.	Students and parent/guardians surveyed agree or strongly agree they are engaged and involved in school	74% & Below	75% - 81%	82% - 88%	89% - 95%	96% & above
		High school students involved in a balance of academic, leadership, service, social, fine arts, and athletic clubs or activities	74% & Below	75% - 81%	82% - 88%	89% - 95%	96% & above
		Staff surveyed agree or strongly agree they are engaged and productive in their position	74% & Below	75% - 81%	82% - 88%	89% - 95%	96% & above



Pulling it all together...

WACONIA PUBLIC SCHOOLS 2024-2028 Strategic Plan



OUR MISSION

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OUR STRATEGIC DIRECTIONS



Student Outcomes

- ▶ Elementary student performance on MCAs
- ▶ Middle school student performance on MCAs
- ▶ High school student readiness for post-high school success



Student & Staff Experience

- ▶ Physically and emotionally safe at school
- ▶ Recognize & respond to cultural commonalities and differences. Feel welcomed, respected, and heard
- ▶ Access to inclusive academic, leadership, service and social experiences



Systems & Structures

- ▶ Management of financial resources
- ▶ Proactive planning for and management of facilities
- ▶ Monitor & promote student enrollment



Timeline

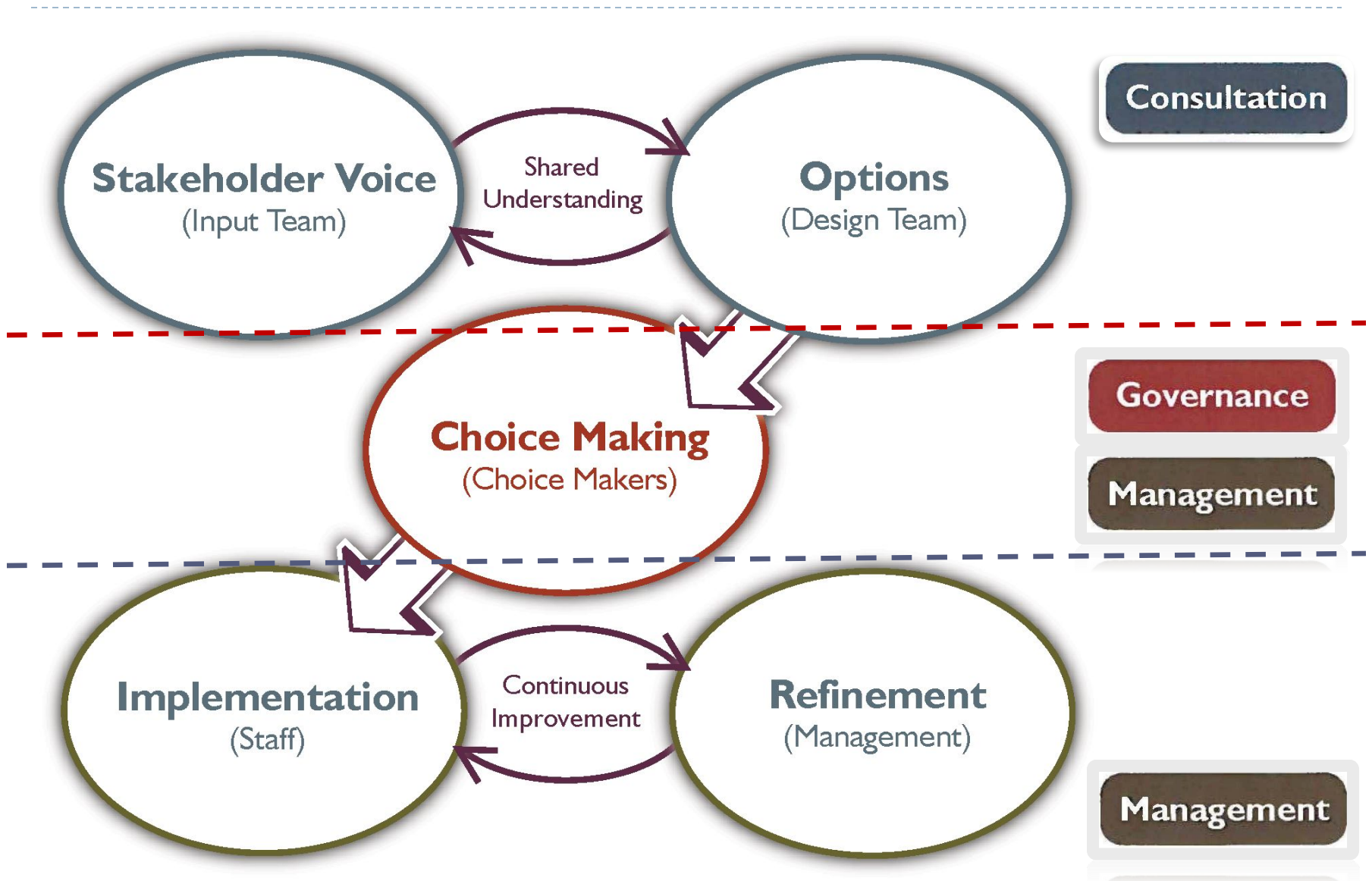
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Decision Making Framework

Used For:

- Choice Making
- Managing Participant's Time and Roles
- Clarification of Authority



Thank You





MEMORANDUM

TO: ISD 110 School Board

FROM: Brian Gersich, Superintendent

DATE: June 12, 2023

SUBJECT: Strategic Planning

Introduction:

The purpose of this document is to provide a summary of the options for ISD 110 as we review and consider our future and direction. A strategic plan is intended to be a very clear and concise way to ensure our entire team knows who we are, what we intend to achieve, and how we would measure our success.

Creating clarity around this plan is critical, particularly for leading the process and getting results. As noted in his book *The Advantage: Why Organizational Health Trumps Everything Else in Business*, Patrick Lencioni (2012), clarity can be provided by the ability to respond to 6 critical questions including:

- Why do we exist?
- How do we behave?
- What do we do?
- How will we succeed?
- What is most important right now?
- Who must do what?

Through reaffirming a strategic plan, our intent is to operationalize the plan and report progress to the Board and community.

Definitions:

To support a common language for discussion, the following definitions can help support understanding the purpose of each section of the strategic plan. As the district previously worked with Teamworks International as the consultant for strategic planning and leadership development, the source for these definitions is *Teamworks International (2012) Education Leadership System Guidebook: Living out your District's Mission by Aligning the Adults in Partnership* pages 23-24.

Mission: The mission statement represented commitment, promise, and focus for the organization. It is the purpose that drives the district, the standards by which all actions are measured, and the compass that gives the district direction.

Core Values: Core values are intended to influence the language, images, and actions of the district. The Board, administration, and staff should be appraised on the degree to which their words and acts reflect the core values, because these values should be lived, not just hung on the wall.

Vision Statement: A vision statement is an articulation of what the district and its schools will be like in three or four years, rooted in the district's mission.

Strategic Directions: Strategic directions define the focus of human, financial, and physical resources of the district which it will take to move from its current state to the future state described by the vision statement. New initiatives that do not align with a specific strategic direction should be discarded, because they will take focus and resources away from priority initiatives that will help the district achieve its vision.

Options:

Generally speaking, there are essentially 3 options for the process to review our strategic plan:

- Path 1: Recommit to our existing strategic plan with some minor edits. This would be conducted internally with the administrative team facilitating this process and bringing progress reports to the full Board.
- Path 2: Ask for support to make more substantive changes to our strategic plan. This could result in a similar plan but with revisions that would require some minor consulting to support the facilitation of this process.
- Path 3: Completely start over with our strategic plan, and facilitate a community process to develop an entirely new strategic plan. Such a plan would require consulting and a full RFP for services. Potential consultants can include but are not limited to:
 - Minnesota School Board Association
 - TeamWorks International
 - PartnersEd
 - Elevated Performance 4U

Proposal:

Earlier this spring, the current strategic plan was reviewed with the ISD 110 leadership team. The team was asked to review the plan and denote all items that would be critical to maintain, items that are unclear, or items that would be critical to change. The team then engaged in some general discussion and ideas sharing in the review of the plan and potential options to move forward. After doing so, the general consensus of the administrative team included:

- The team believes the existing strategic plan has value, specifically in relation to our Mission, Vision, and Core Values. While some statements might benefit from subtle tweaks for clarity, the substance is largely relevant to our current needs.
- There was also consensus that the section of the plan titled, "Theory of Action," lacks clarity and is less useful due to its vagueness. As it leaves too many options for

priorities, there is agreement that we would be better served to replace the entire theory of action section with our priorities, or what had been referred to as strategic directions in the definitions noted.

Therefore, I recommend we follow path 1. Certainly, our team is ready and willing to facilitate any direction the Board would like to see in this regard. The importance of a strategic plan is to serve as an agreement of our priorities for resources and measures of success. That said, I believe our team supports the current plan and can internally work to provide an option for revision. Once we have a revision presented to the Board, it can be accepted, modified, or rejected. Realistically it means if the Board does not like it, we could then at that time, choose a different path and potentially select a consultant to support the revision work.

General Draft Timeline:

Assuming we move forward with the proposed plan, the generalized timeline for progress is below. That said, the Board would be informed of changes to the timeline during the process in the event progress is faster or slower than the original projection.

1. Mission, Vision, Core Values: Review and offer revisions by Fall 2023
 - Subcommittee / Task Force meets to review
 - Full Admin Team Input
 - Review with Full Board

2. Develop Strategic Directions by Winter 2023-24
 - Leadership teams develop priorities and frame them into strategic directions (high-level priorities)
 - Leadership teams develop measures of success
 - Full admin team input and review
 - Review with full Board, adopt

3. Implementation of plan and priorities Spring-Fall 2024
 - Operationalize, take into consideration budget development as needed
 - Ensure alignment of resources with priorities
 - Identification of initiatives that need to leave the system

4. Progress reports to the Board (outcomes based on measures of success) during the 2024-2025 school year

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		Staff surveyed agree or strongly agree they feel safe and supported	80% & Below	81% - 85%	86% - 90%	91% - 95%	96% & above
		Percentage of district safety and emergency plans/drills followed with fidelity	86% & Below	87% - 89%	90% - 93%	94% - 96%	97% & above
	Recognize and respond to culture commonalities and differences. Feel welcome, respected and heard.	Students and parent/guardians surveyed agree or strongly agree their student feels welcome, respected, and heard	80% & Below	81% - 85%	86% - 90%	91% - 95%	96% & above
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	Access to inclusive academic, leadership, service, and social experiences	Students and parent/guardians surveyed agree or strongly agree they are engaged and involved in school	80% & Below	81% - 85%	86% - 90%	91% - 95%	96% & above
		High school students involved in academic, leadership, service, social, fine arts, and athletic clubs or activities	67% & Below	68% - 72%	73% - 77%	78% - 84%	85% & above
		Staff surveyed agree or strongly agree they are engaged and productive in their position	80% & Below	81% - 85%	86% - 90%	91% - 95%	96% & above
Establishing efficient, effective, and sustainable systems and structures to support the fulfillment of district vision	Management of financial resources	Unassigned fund balance at fiscal year-end	Less than -1,000,000	-1,000,000 to 999,999	1,000,000 to 2,999,999	\$3,000,000 to \$4,999,999	\$5,000,000 or greater
		Findings from the annual ISD 110 audit	4 or more	3	2	1	0
	Proactive planning for and management of facilities	Percentage savings realized through competitive bids for buildings and group supplies, projects	less than -10%	-9.9 to 0%	0 to 1.9%	2 to 9%	10% or greater
		Facilities condition survey results indicate clean spaces in buildings (ranking from 1 to 5, 5 being the highest)	1.0 - 1.9	2.0 - 2.9	3.0 - 3.9	4.0 - 4.4	4.5 - 5
	Monitor and promote ISD 110 student enrollment	Net open enrollment for ISD 110	Less than -200	-200 to - 101	-100 to -51	-50 to 0	Greater than 0
		% Wildcat Preschool students retained in Kindergarten or Preschool	less than 74%	75% to 79%	80% to 84%	85% to 89%	90% or greater

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Systems & Structures

- Management of financial resources
- Proactive planning for and management of facilities
- Monitor & promote student enrollment

2. **Superintendent Updates**

Presenter: Brian
Gersich,
Superintendent

3. **MSBA Conference Attendance**

4. **Committee Determination**

5. **March Board Retreat Planning**

6. **Enter Closed Session RE: Labor Negotiation
Strategy**