



Jordan School District #717
Workshop Meeting Agenda

Monday, November 22, 2021 at 6:30 PM
Workshop Meeting
CERC Multi-purpose Room
500 Sunset Drive; Suite 3
Jordan, MN 55352

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| 1. MSBA Strategic Planning Presentation | 2 |
| 2. Food Service Department Update | 8 |

Standards for School Board Leadership

The Role of the School Board

As the entity legally charged with governing a school district, each school board is responsible to its community for governing efficiently and leading effectively to provide for equitable education, resulting in high student achievement.

The following five standards are essential to being an effective, high-performing school board team.

Standard 1: Conduct and Ethics

The school board, as a whole, provides leadership to the community on behalf of the school district by conducting its business in a fair, respectful, legal, and responsible manner.

An effective, high-performing school board strives to meet the following benchmarks:

- A. Recognize the school board team consists of school board members and the superintendent and evaluates its performance at least annually.
- B. Take full responsibility for its activity and behavior at and away from the school board table.
- C. Encourage its members to express their individual opinions, respect others' opinions, and vote according to their convictions.
- D. Speak with one voice after reaching a decision.
- E. Spend time on board governance work rather than staff work - focuses on the ends not the means.
- F. Provide for orientation and ongoing training for all school board members.
- G. Follow established policies, including the chain-of-command, by directing people with concerns to the appropriate staff.
- H. Set an example of respectful and civil leadership.

Standard 2: Vision

The school board, with community input, envisions the educational future of the community and then formulates the goals, defines the outcomes, and sets the course for the school district.

An effective, high-performing school board strives to meet the following benchmarks:

- A. Use clear, focused, attainable, and measurable goals and outcomes to support gains in student achievement.
- B. Develop a strategic plan which includes well crafted school district belief statements, mission statement, vision statement, goals, and objectives that enable the school board to evaluate school district performance.
- C. Regularly monitor the strategic plan to evaluate progress toward goal achievement and school district success.
- D. Ensure that the school district belief statements, mission statement, vision statement, goals, and objectives are reflected in school board policies, mirrored in the budget planning and implementation efforts, and is supported district-wide.
- E. Communicate the strategic plan and the progress to the community.

Standard 3: Structure

The school board, to achieve its vision, establishes organizational and physical structures for student and staff success.

An effective, high-performing school board strives to meet the following benchmarks:

- A. Create organizational and physical structures based on equity in which all students and staff have the resources and supports to maximize achievement.
- B. Advocate and provide for learning through rigorous curriculum, effective technology, and a safe and secure environment.
- C. Select and employ one person – the superintendent – as the school district’s chief executive officer to lead and manage the school district.
- D. Hold the superintendent accountable for school district performance and compliance with written school board policy.
- E. Delegate the authority to the superintendent to recommend and evaluate all school district staff within the standards established through written school board policies.
- F. Accept ultimate responsibility for the care, management, fiscal oversight, and control of the school district while understanding that the day-to-day operations will be conducted by the staff.

Standard 4: Accountability

The school board is accountable to the community for constantly monitoring the conditions affecting the school district as a whole.

An effective, high-performing school board strives to meet the following benchmarks:

- A. Recognize the duty to itself and the community to determine whether the authority delegated to the superintendent is being used as intended.
- B. Evaluate the superintendent’s performance at least annually.
- C. Use student achievement data and other indicators when available as the basis for assessing progress toward school district goals and compliance with school board policies and state and federal laws.
- D. Recognize the distinction between “monitoring data” (data used by the school board to address accountability) and “management data” (data used by the staff for operations).

Standard 5: Advocacy and Communication

The school board advances its vision at the local, regional, state, and national levels.

An effective, high-performing school board strives to meet the following benchmarks:

- A. Focus on community-wide concerns and values that best support equity and student achievement rather than being influenced by special interests.
- B. Develop communication strategies to build trust between the school board and the superintendent, staff, students, and community.
- C. Utilize a public relations strategy that supports the flow of information into and out of the school district.
- D. Engage and build relationships with both public and private stakeholders.
- E. Advocate on local, state, and national levels.

Strategic Planning Services



Gail Gilman

Set your direction with MSBA's Strategic Planning Services

Effective school boards and superintendents provide leadership to set high expectations for student achievement and learning. School board teams accomplish this by clarifying the school district's purpose and direction. MSBA's experience and knowledge can help you put your district's strategic plan on the right course. **Contact Gail Gilman today at 800-324-4459 or ggilman@mnmsba.org and ask about MSBA's Strategic Planning Services.**

Testimonials

"Without hesitation, I would recommend any district in need of positive change, a new direction, or simply an updated vision to contact the MSBA for assistance. MSBA worked with parents and community members in our district to formulate a plan that will no doubt bring prosperity to our school."

– Superintendent

"For strategic planning, this was probably the best process I have participated in."

– Board Member

How does your district benefit from doing this work?

Setting the school district's strategic direction and goals:

- Helps meet the legal requirements for a school board to adopt a comprehensive, long-term strategic plan to support and improve teaching and learning (M.S. 120B.11, Subd. 2).
- Builds strong school board and superintendent relationships by clearly stating expectations.
- Creates clear expectations for school district operations.
- Drives the school district to continually improve in pursuit of excellence.
- Provides clarity for the school district's staff.
- Enables performance monitoring and evaluation.
- Ensures the school board speaks for the community.
- Guarantees alignment between community values and school district operations.
- Helps meet requirements to establish a plan to develop the World's Best Workforce.
- Establishes a Strategic Governance Framework.

How much does this cost?

What does this service include?

Generally, there are five meetings.

- One Listening Session Meeting.
- Three meetings to create the district's belief statements, mission statement, vision statement, goals and objectives.
- One meeting to clarify the Strategic Planning Committee's work.

There is a base fee for this service that includes MSBA's expenses, materials and follow-up reporting. MSBA can customize a model to meet your school district's needs.

What are school district goals?

- Goals are the desired end result of the school district's efforts.
- Goals specify what the school district wishes to accomplish.
- Setting school district goals is about working on ends.

In a school district, ends are composed for five components:

1. **Mission:** What is our purpose? Who are we?
2. **Vision:** Where do we want to go? What will it look like when we get there?
3. **Beliefs:** What do we care about regarding public education in our community? What guides our decision-making?
4. **Goals:** What do we need to do to get there? What does the school district need to achieve to get there?
5. **Objectives:** What steps do we have to take to meet the school district's goals?



MSBA's Gail Gilman leads a strategic planning session.

The role of the school board

- School boards are the entity legally charged with governing a school district.
- One of the school board's duties is to clarify the school district's purpose and direction.
- School boards convey the school district's direction by setting clear, well-crafted goals.
- School district staff is responsible for developing the action plans to achieve the school district's goals.
- School boards give final approval of the action plans, designate funding to support the school district's goals, and develop a monitoring and evaluation plan to measure improvement.

The role of the staff and community

MSBA will facilitate community engagement-related activities to gather stakeholder (internal and external) feedback to help shape school district priorities.

School districts can use a survey to solicit input from stakeholders about school district strengths and needs. Survey responses are confidential. All responses will be collected and analyzed by MSBA. The information collected through the survey will help shape the strategic plan priorities. MSBA will share key themes with the school board and superintendent.

Benefits of MSBA Facilitation

MSBA brings expertise about the school board's role in setting school district direction and goals. MSBA has assisted groups – both large and small – composed of board members, school district leaders, students and community members, in studying specific school district topics. MSBA guides the process for managing group input and decision-making so that decisions can be reached and all school board-superintendent team members can participate. MSBA will record the work in a report format that can set the stage for further strategic planning by school district staff. And, as MSBA member school districts, school boards can access these services for a reasonable fee.

Districts that have used the service include:

Big Lake	Kerkhoven-Murdock-Sunburg	
Blue Earth Area	Mahtomedi	
Dassel-Cokato	Maple River	
East Grand Forks	Marshall	
Fairmont Area	Milaca	
Floodwood	Minnesota Valley Education District	
Forest Lake Area	Mora	5
Granada-Huntley-East Chain	New London-Spicer	
Kaleidoscope Charter School	Paynesville Area	
		River Bend Education District
		Staples-Motley
		United South Central
		Westbrook-Walnut Grove
		And more



**“Gopher Valley” Public School
2021 Strategic Planning Timeline Example (~ 12-14 Weeks)
DRAFT**

Month TBD 2021	<ul style="list-style-type: none"> ● Superintendent/School Board Representative: holds planning meeting with MSBA Staff, adopts strategic planning timeline, determines strategic planning committee membership, and processes for stakeholder input
Month TBD 2021	<ul style="list-style-type: none"> ● School Board/Superintendent: reviews strategic planning process & timeline
Month TBD 2021	<ul style="list-style-type: none"> ● Superintendent: gathers school district reports, plans, budget, testing data, etc., analyzes information, prepares “State-of-the-District Report”; sends invitations to Strategic Planning Committee members; links External Stakeholder Survey to district website; promotes Internal and External Stakeholder Survey; extends invitation to Listening Sessions to students, staff, administrative team, board and community
Month TBD 2021	<ul style="list-style-type: none"> ● MSBA: Information gathering begins via External and Internal Stakeholder Surveys. Survey window dates (TBD)
Month TBD 2021	<ul style="list-style-type: none"> ● MSBA: gathers stakeholder input via “Listening Sessions” on (TBD) ● MSBA: Provides link for School Board Self-Evaluation to district; a 5 to 7 day window for the Board Team (Superintendent and School Board) to complete the SBSE is identified (Optional)
	<ul style="list-style-type: none"> ● MSBA: analyzes stakeholder input, reviews school district reports, prepares for Strategic Planning Committee meetings, and prepares summary of stakeholder-engagement activities
Approximately Two-Three Weeks Later – Month TBD	<ul style="list-style-type: none"> ● School District: hosts 1st Strategic Planning Committee meeting – “Thinking About the Future: Visioning-Related Activities” and includes Superintendent’s State of the School District Report, Stakeholder Engagement Summary, and Environmental Scan: (Must Have Analysis)
	<ul style="list-style-type: none"> ● MSBA: prepares summary document in between meetings

Approximately Two-Three Weeks Later – Month TBD	<ul style="list-style-type: none"> • School District hosts 2nd Strategic Planning Committee meeting – “Developing Foundational Elements of the Strategic Plan” – Belief Statements, Mission Statement and Vision Statement • MSBA: Compiles School Board Self-Evaluation Report in preparation for Month TBD Board Team In-service (Optional)
	<ul style="list-style-type: none"> • MSBA: prepares summary document in between meetings
Approximately Two-Three Weeks Later – Month TBD	<ul style="list-style-type: none"> • School District: hosts 3rd Strategic Planning Committee meeting – “Developing the Strategic Focus Areas” Writing of goals and objectives, indicators and measures of progress
Approximately Two-Three Weeks Later – Month TBD	<ul style="list-style-type: none"> • MSBA: prepares Strategic Plan – Plan on a Page Draft and Strategic Planning Governance Document Working Draft (district beliefs, mission, vision, goals, and objectives) for School Board Representative, Superintendent and Administrative Team to review and identify timelines
Approximately Two-Three Weeks Later – Month TBD	<ul style="list-style-type: none"> • MSBA: prepares final Strategic Plan – Plan on a Page Draft and Strategic Planning Governance Document (district beliefs, mission, vision, goals, and objectives) • MSBA: Compiles School Board Self-Evaluation Summary (Optional)
Approximately Two-Three Weeks Later – Month TBD	<ul style="list-style-type: none"> • School Board: reviews and approves Strategic Plan – Plan on a Page • MSBA: Conducts Board Team In-service on roles and responsibilities for implementing the Strategic Plan utilizing the Plan on a Page and the School Board Self-Evaluation Overview Report (Optional)
Date TBD	<ul style="list-style-type: none"> • Superintendent and staff: develop action plans (activities, assign responsibility, timeline), and prepare monitoring schedule
Date TBD	<ul style="list-style-type: none"> • School Board Team: reviews Plan on a Page and School Board Self-Evaluation and establishes goals for the School Board and goals for the Superintendent based on the Strategic Plan (Optional)
Ongoing	<ul style="list-style-type: none"> • Superintendent: updates School Board per the Strategic Plan Monitoring Schedule
One Year After Implementation of Strategic Plan	<ul style="list-style-type: none"> • MSBA: holds accountability meeting via Skype or on-site (Approximately one (1) year after plan implementation)

Food Service Department

Amy Hafemann, Director of Finance
Kelly Raser, Director of Nutritional Services
Jordan Public Schools



Food Service - Recap of FY2020-2021

- FY2021 Food Service Actual Revenue:
 - \$842,828
- FY2021 Food Service Actual Expenditures:
 - \$848,448
- FY2021 Net loss of (\$5,620)

- Final Revised Budget projection for FY2021:
 - Net Loss (\$31,230)

FY2021 Food Service Recap



Food Service - Recap of FY2020-2021

- Revenues were \$84,902 over the projected budget
 - All students were in school beginning in February, 2021
 - Began Grab & Go Breakfast at Elementary School
 - Resulted in serving many more students
 - Breakfasts served - 36,502
 - Lunches served - 134,360
 - Federal revenue from free breakfast/lunch - \$660,500
 - Total revenues received: \$842,828



Food Service - Recap of FY2020-2021

- Expenditures were \$59,292 over the projected budget
 - Overage was mainly in food, supplies, and salaries
- After all audit entries have been made, Food Service Department should have a positive fund balance of \$15,440
- Budget changes are from the increase in breakfast/lunch served when all students were back in school



Food Service - changes for FY2021-2022

- Seamless Summer Option (SSO)-Reimbursement Rates:
 - Breakfast - \$2.4625
 - Lunch - \$4.3175
- Changes made to the Nutritional Services program
 - Simplified menu with each kitchen tailoring the specifics to their students' preferences
 - Menus are now being planned based on the student's food interests; therefore increasing the participation numbers
 - Students have more options for healthy choices:
 - More variety of fresh fruits and vegetables
 - Scratch Made salads and other foods

Food Service - Moving Forward¹²



Food Service - changes for 2021-2022

- More Breakfast options are offered to students based on each schools needs:
 - Grab & Go breakfast offered to all students at the Elementary and Middle Schools as they arrive in the morning
 - Grab & Go breakfast offered later (before SNAP) at the high school which is more appealing to that age group.
 - Students have the option of grabbing their breakfast as they go to SNAP
 - Changing these options has increased participation
 - Previously at the high school; breakfast was serving around 15 breakfasts per day, now they are averaging 200 breakfasts per day



Food Service - changes for 2021-2022

- Lunches are prepared and presented to look more appealing to the students and staff
 - Now using serving platters as opposed to sheet pans
 - Colorful displays; not bland looking food
 - Black polos for the staff - leaving the focus on the food
 - Offering more topping and condiments that appeal to the students
 - Taco bar includes shredded lettuce, pico, black olives, diced onions, salsa, sour cream, jalapenos, etc.
 - Implementing more student involved meals
 - Build your own Mac & Cheese
 - Build your own Sub Sandwich











Food Service - changes for 2021-2022

- Changing the atmosphere and culture of the kitchens - removing the stigma that school lunch ladies cannot be friendly and fun
 - The Food Service Department wants to make lunch time for students a highlight of their day - something to look forward to
 - It's not just about the food - it's also about how the students feel during lunch
 - Creating that positive atmosphere ultimately increase participation





Food Service - changes for 2021-2022

- Increasing Meals Per Labor Hour (mplh)
 - Prior the average was 14 mplh
 - Currently the staff is serving an average 21 mplh
 - The changes made will save on labor costs resulting in an increase in revenue



Food Service - changes for 2021-2022

- Breakfasts and Lunches served April, 2021- 19 days
 - Total Breakfasts - 4,543
 - Total Lunches - 19,505
 - \$95,399.95 in Federal Food Service revenue
- Breakfasts and Lunches served October, 2021 - 19 days
 - Total Breakfasts - 7,547
 - Total Lunches - 25,862
 - \$130,243.68 in Federal Food Service revenue

Food Service - Moving Forward²²

