

# Canyon Creek School District's Strategic Planning Process

## Overview

The Canyon Creek School District (Canyon Creek School District) has created a new direction for the school district to strategically focus its resources on identified wants, preferences, and needs of its community. As part of this process, Canyon Creek School District has begun a strategic planning and thinking process that will lead to a stronger and more vital school district. This process will be ongoing as Canyon Creek School District moves into the future. This strategic plan is intended to help Canyon Creek School District in focusing its resources in a manner that will best benefit the children enrolled in Canyon Creek School District.

The Canyon Creek Board of Trustees and Staff Leadership Team began the strategic planning and thinking process necessary to amend its current educational goals to better fit with its commitments to children, to community engagement and to knowledge-based decision making processes. The Board and Staff, through this process to date have discussed at length how it could best meet the present and future needs of the students of the Canyon Creek School District.

The information generated from the Board's and Staff's discussion during the initial stages of the Strategic Planning Process was used to prepare a draft of Canyon Creek School District's Strategic Plan. As part of its preparation for setting the direction of the District, Canyon Creek School District brought in Debra Silk and Bob Vogel of the Montana School Boards Association to help facilitate the process.

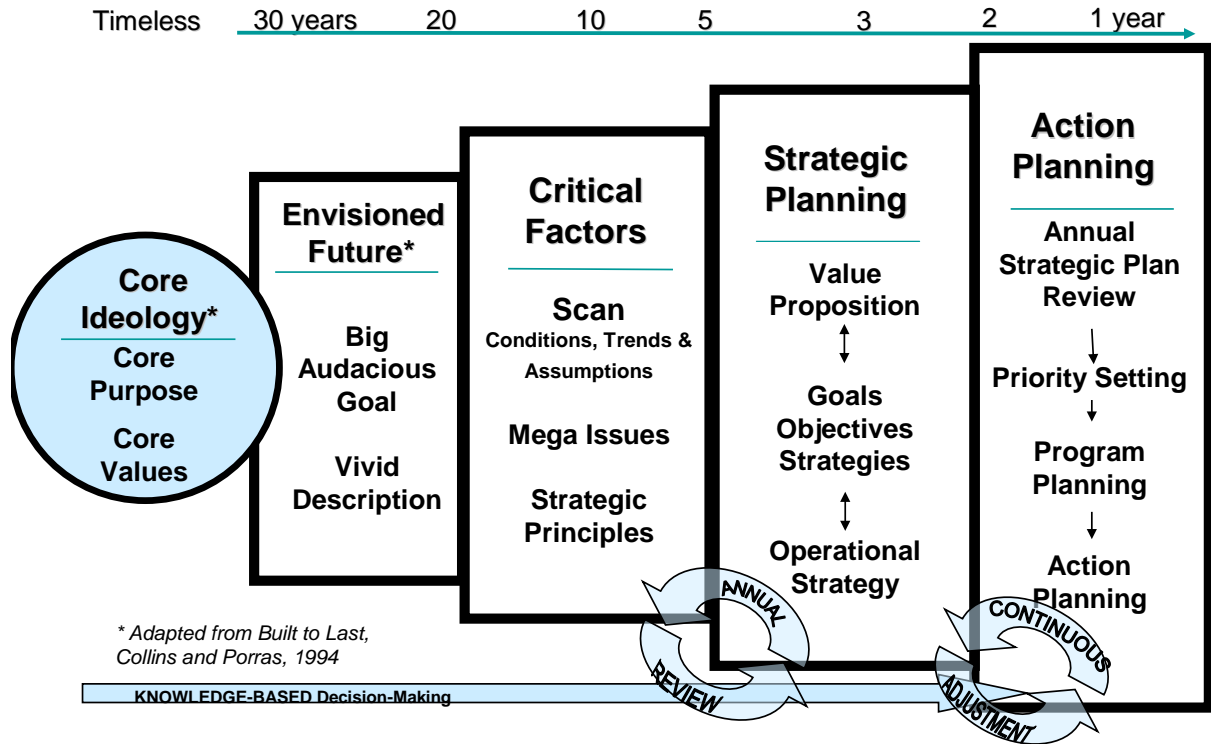
On January 17, 2011 the Canyon Creek School District Board of Trustees formally adopted its new Strategic Plan.

Canyon Creek School District's Board and Staff Leadership Team view the process of strategic planning as an ongoing process and continual work in progress to set the direction of the District for years to come. This is not a "strategic planning project" that is completed. Adoption of a plan is an affirmation of the general intent and direction articulated by the Core Ideology, Envisioned Future and Goals and Strategic Objectives. It is understood that progress toward achieving strategic objectives will be assessed annually, and the plan will be updated based on achievement and changes in the needs of the children served by the Canyon Creek School District.

## Strategic Planning Framework

The framework used by the Canyon Creek School District for its strategic planning process was adapted from a model developed by Jim Collins, author of "Built to Last" and "Good to Great." The Board focused on five different planning horizons, starting with the long term issues first to provide focus to shorter term efforts. The following chart identifies the five planning horizons utilized by the Canyon Creek School District during the strategic planning process facilitated by MTSBA:

# Five Planning Horizons



# Core Ideology of the Canyon Creek School District

**Core ideology** describes a school district's consistent identity that transcends all changes related to its relevant environment. It consists of the following two elements: (1) **Core Purpose** - the school district's reason for being, and (2) **Core Values** - essential and enduring principles that guide a school district. **Envisioned Future** conveys a concrete yet unrealized vision for the school district. It consists of a **Big Audacious Goal** - a clear and compelling catalyst that serves as a focal point for effort – and **Vivid descriptions** - vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.

## Core Purpose of the Canyon Creek School District:

“Canyon Creek School District exists to prepare each student for academic, social and personal success while providing a safe, supportive and academically challenging environment.”

## Core Values of the Canyon Creek School District:

- ✓ **Commitment to Students:** The Canyon Creek School District is committed to making every decision with the students’ best interests as the primary focus.
  
- ✓ **Inspired, Quality Staff:** The Canyon Creek School District values inspired, quality staff that exemplify integrity, professional growth, mutual respect and a passion for children.
  
- ✓ **Challenging Academics:** The Canyon Creek School District is committed to providing challenging academics while addressing each child’s unique and diverse needs.
  
- ✓ **Safe, Pleasant Environment:** The Canyon Creek School District values a safe, pleasant environment designed to support a variety of learning tools that challenge, enrich and advance student learning.
  
- ✓ **Community Engagement:** The Canyon Creek School District values the support and involvement of our community members. We believe that community involvement and support are essential to the achievement of our goals and the success of our students.

## **20 Year Planning Horizon**

### **Envisioned Future of the Canyon Creek School District**

- Our staff, administration, and board provide leadership, collaboration, trust and integrity.
- Our students are provided a holistic education, including the arts and sciences, and lead in academic achievement.
- Our staff works as a team, using creative and varied resources to advance student learning opportunities.
- Our parents are actively involved in their child's education.
- Our environmentally responsible facility serves the needs of our entire community.

## **5-10 Year Planning Horizon**

### **Assumptions Regarding the Relevant Future for the Canyon Creek School District**

In order to make progress toward the 20 year Envisioned Future, Canyon Creek School District must constantly anticipate the strategic factors likely to affect its ability to succeed, and to assess the implications of those factors. This process of building foresight about the future will help Canyon Creek School District to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan on an annual basis. As the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on this foresight, annual review of these statements will be an appropriate method of determining and ensuring the ongoing relevance of the strategic plan.

Creating the Assumptions - During the Strategic Planning sessions, the Canyon Creek Board of Trustees and Staff Leadership Team made many assumptions about the future. While many different assumptions were made, what follows are those assumptions that are likely to have the greatest influence on the development of Canyon Creek School District's Strategic Plan.

### **Assumptions about the future**

#### **Demographics**

- ✓ We will experience an increase in home ownership by the people who reside within the boundaries of our school district.
- ✓ The population in our school district will become less transient.

- ✓ We will experience an aging population.

### **Business/Economic Climate**

- ✓ Businesses that need acreage for operations will locate within school district boundaries.
- ✓ The school district and the community will have input into business development growth.
- ✓ An interchange to the west of Billings will impact growth.
- ✓ National construction slowdown will cause growth in the Billings area.
- ✓ The tax base will increase with business development.

### **Legislation/Regulation**

- ✓ We will continue to see an increase in regulatory authority over schools with unfunded mandates.
- ✓ We will need to examine alternative methods of funding our schools, e.g., development of partnerships with private organizations (foundations).
- ✓ The opportunities for distance learning and on-line courses will increase.
- ✓ Montana will impose a sales tax to assist in the funding for schools.
- ✓ The legal liability exposure for the school district will continue to increase.

### **Technology/Science**

- ✓ Technology will need to be incorporated into all aspects of education.
- ✓ Technology will continue to increase at rapid paces and impact the delivery of instruction.
- ✓ The District will need to be well-versed in multi-media.
- ✓ There will be a greater need for science curriculum at a younger age.
- ✓ Virtual science programs will be part of the curriculum.
- ✓ Technology/science tools will be made available to families and the community so that everyone has access to the same tools.

### **Politics and Social Values**

- ✓ It will become increasingly difficult for schools to manage the social issues that impact student learning and success.
- ✓ There will be increased involvement from the school (both voluntary and involuntary) in social issues that impact student learning and success.
- ✓ There will be a need for greater social services (mental health, dental, medical, counseling, etc.).
- ✓ There will be a unique set of social issues as a result of greater on-line learning/virtual classrooms and technology.

# 5-10 Year Planning Horizon

## Mega Issues facing the Canyon Creek School District

**Mega issues** are issues of strategic importance, which represent choices the school district will need to make in defining the ultimate direction of its long-range plan. These issues represent potential impediments to achievement of the Envisioned Future, and form a basis for dialogue about the choices facing the school district. These questions can serve as an ongoing "menu" of strategic issues that, using a knowledge-based approach in gathering insights relative to the Canyon Creek School District's strategic position and directional choices for each of the issues, can be used by the Board to create regular opportunities for strategic dialogue about the future issues facing the school district.

### Mega-Issue Questions:

#### Demographics

**Mega Issue:** What strategies can Canyon Creek School District implement to ensure that we successfully engage those individuals living in our community that do not have school-aged children so that they understand the needs of the District and become an integral part of our school system?

#### Business/Economic Climate

**Mega Issue:** What can Canyon Creek School District do to help draw commercial/industry into the District to ensure a stronger, more sustainable economical base?

#### Legislation/Regulation

**Mega Issue:** What are the most effective means Canyon Creek School District can utilize to bring public attention to and find solutions to the problems created by unfunded or underfunded state and federal mandates and denigration of local control? How can we best balance the time we spend in pursuing solutions to these issues while also working with what we have and learning to better maximize the positive impact of all resources we receive on behalf of the children in our public schools?

#### Technology/Science

**Mega Issue:** How can Canyon Creek School District best achieve enhancements to its science program and facilities to ensure that students of the district are provided with enriched opportunities in the field of science?

**Mega Issue:** How can Canyon Creek School District incorporate technology into the curriculum in a meaningful and deliberate way in order to maximize the learning

potential of every student and to provide the most innovative methods of teaching in our schools?

### **Politics/Social Values**

**Mega Issue:** How can Canyon Creek School District meet the increased social needs issues of students?

**Mega Issue:** What strategies can Canyon Creek School District employ to overcome achievement gaps that are a function of economic circumstance?

## **Five Year Planning Horizon**

### **Outcome-Oriented Goals and Strategic Objectives**

The following thinking represents goals for the next five years. They are areas in which Canyon Creek School District will explicitly state the conditions or attributes it wants to achieve. These outcome statements will define, "what will constitute future success." The achievement of each goal will move the school district toward realization of its Envisioned Future.

Strategic Objectives provide direction and actions on how the school district will accomplish its articulated goals. All strategies included in the strategic plan should be considered accomplishable at some point in the future. Strategic Objectives are reviewed annually by the Canyon Creek School District Board and Staff Leadership Team and those specified below are designed for the 2009-2014 school year(s).

## **Goals of the Canyon Creek School District**

### **Goal Area 1: Students**

**Statement of Intended Outcome, Five years:** Canyon Creek School District has systems in place to ensure that the needs of students to learn in a safe, pleasant and healthy environment are met. In collaboration with other agencies, programs and organizations, Canyon Creek School District has developed a well-defined preventative crisis and risk management plan addressing issues which negatively impact student success.

#### **Strategic Objectives:**

1. School safety planning (emergency plan, crisis and risk management)
2. Wellness – Food programs, lifetime fitness and health/PE, extra-curricular sports
  - a. Nursing services (dental, vision, medical)
  - b. Counseling services

3. Behavior Management (MBI)
  - a. Address bullying and harassment
4. Social issues awareness (drug, alcohol, meth, computer safety, ethics, sex education, gang activity, soft skills)
5. Collaboration with local agencies (YMCA, Riverstone Health, MSU, Rocky, hospitals, SROs, HRDC and other school districts).  
Provide mini clinics from these resources for the students and community.
6. Continued utilization of Response to Intervention and MBI in addressing student behavioral and academic needs
7. Preparing students for the transition to high school, and middle school. Included in the program would be student responsibility, expectations and preparedness classes.

## **Goal Area 2: Academics**

**Statement of Intended Outcome, Five years:** Canyon Creek School District has developed an educational program which challenges our students and ensures that every student achieves the highest academic performance possible for each student. Canyon Creek School District has integrated interactive technology into all aspects of our educational program in such a manner which prepares our students for the future and enables and encourages families of students to be actively involved in their children's education. Teachers are proficient and accountable with the utilization and implementation of technology/technical instructional tools. Students are accountable and proficient with the utilization and implementation of technical learning tools.

### **Strategic Objectives:**

1. Students reach their full academic potential in all content areas
2. Use of integrated and differentiated approaches to instruction
3. Multiple assessments used to measure academic performance
4. Standards and assessments customized to district needs in core content areas (reading writing, math and science)
5. District continues to adopt, and implement with fidelity, research based curriculum materials
6. Prioritization of budget according to program goals
7. Incorporation of technology and proficient use into all aspects of the District's educational programs
8. Develop middle school concept (philosophy) for grades 6-8

## **Goal Area 3: Community Engagement.**

**Statement of Intended Outcome, Five Years:** Canyon Creek School District has created an environment of collaboration with families of students and with others in the Canyon Creek community. As a result, the community is engaged educationally and interactively in the school environment. The District has developed partnerships with others which are vital to the academic success and well-being of our students.



### **Strategic Objectives:**

1. Before and after school programs
2. Involving our retired community actively in our school
3. Community service program for students
4. Develop a stronger volunteer program.

### **Goal Area 4: Staff**

**Statement of Intended Outcome, Five Years:** Canyon Creek School District has developed a strong recruitment and retention program and professional development program which have resulted in the recruitment and retention of effective, highly qualified staff.

### **Strategic Objectives:**

1. Allocating resources for professional development (national accreditation)
2. Competitive compensation/recruitment incentives
3. Highly qualified and effective staff
4. Staff demonstrates an advanced level of teaching instruction within the core subject areas.
5. Using technology as a tool for student instruction and learning, staff will demonstrate an advanced level of technology skills in which they incorporate into instructional methods to create and enhance higher level thinking in the classroom.
6. Administrative leadership (succession plan). Canyon Creek School District will develop a succession plan for key leadership positions in the district to protect and ensure that a smooth transition of leadership will take place. (Superintendent, business manager, IT services).
7. The district will provide IT services that meet the demands and growth of the district.

### **Goal Area 5: Facilities**

**Statement of Intended Outcome, Five Years:** Canyon Creek School District has facilities that meet the needs of our students. We have designed our facilities with safety and security as a priority. We are environmentally conscience in our decision-making processes. Our facilities are equipped with technological advances intended to equip our students and staff with the necessary tools to achieve high student success.

### **Strategic Objectives:**

1. Assess and monitor junior high and primary roof condition
2. Continue to be progressive in providing an updated technological infrastructure
3. Replacement of windows in primary wing
4. Courtyard developed as a learning center
5. Safety and security within the district.
6. Develop a plan for ensuring the safety of students and staff on Duck Creek Road