## Savage Public Schools

## Strategic Plan

## 2016

## Overview

**The Savage Public School (hereinafter referred to as “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, the 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 the District moves into the future. This strategic plan is intended to help the District in focusing its resources in a manner that will best benefit the children enrolled in the District.

The Savage Board of Trustees, staff and community began the strategic planning and thinking process necessary to fit with its commitment to children, to community engagement and to knowledge-based decision making processes.

As part of its preparation for strategic planning, the District brought in Joe Brott of the Montana School Boards Association to help facilitate the strategic planning process.

On August 16, 2016, the Savage Public School Board of Trustees formally adopted its new strategic plan.

The District views the process of strategic planning as an ongoing process within the school system. 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 plan strategic objectives will be assessed at least annually, and the plan will be updated based on achievement and changes in the needs of the children served by the District.

**Strategic Planning Framework**

The framework used by the 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.

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# Core Ideology of the Savage Public School District

**Core ideology** describes a school district's consistent identity that transcends all changes related to its relevant environment. It consists of two elements - **core purpose** - the school district's reason for being - and **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 a **vivid description** - vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.

***The Core Purpose of Savage Public School is to provide a quality, well-rounded education in a nurturing, positive, safe environment where our students succeed as life-long learners.***

***Core Values of the Savage Public School******:***

***Respect – We value having respect for others at all times.***

***Pride – We value pride and believe there is strong pride in our school and the tradition of being a Savage graduate.***

***Community – We value our community where people genuinely care for each other. We value the loyalty to our community and school by our students, staff, parents, and community.***

***Honesty and Integrity – We believe in and expect open, honest communication at all levels.***

***Responsibility- We believe that responsibility is an important part of integrity in all age groups.***

# 15-20 Year Planning Horizon

## Envisioned Future of the Savage Public School

### Big Audacious Goal:

Savage Public School is the destination school for students, teachers, and student teachers.

### A Vivid Description of the Desired Future:

**Staff:**

* The most valuable resource for our students is our staff.
* Savage has the best qualified tech person
* Savage Public School has increased salaries and benefits to be competitive within the region
* Savage Public School teachers are supported by the community
* Savage provides some teacher housing for a pre-determined amount of time and rent.
* Savage Public School has dedicated junior high teachers to teacher junior high, which allows high school teachers more flexibility in offering electives.

**Facility:**

* Savage Public Schools have state of the art classrooms
* The school has all of the latest technology necessary to educate the students of Savage
* The Savage Public School facility is completely ADA accessible
* We have a centrally located entrance and office designed for safety
* We have an additional gym which includes a walking track and increased locker room space
* Bigger classrooms
* Bigger library----accessibility to all students
* Continue work on infrastructure
* The Savage Public School has charging stations throughout the school for BYOD’s
* Community classroom---community centered
* Community centered school that will increase the amount of adult education courses offered

**Community:**

* The community of Savage has to work together to improve the school facility under the approval and guidance of the administration
* The community has developed processes to attract people to the community and to the school
* The community of Savage has united to support the school and community
* The community has grown together to see and appreciate each other’s work.

**Students:**

* Our students are getting the best education in technology without losing interpersonal relationship skills
* The Savage Public School has developed a curriculum which entails one-to-one instruction
* Our students have excellent critical thinking skills which can enhance self-advocacy

**Curriculum:**

* We have developed a Vo. Ed. curriculum
* Our class structure is developed to have K-12 interaction
* Our music program is one of the best in the state
* The Savage Public School library is a complete media center
* We have a foreign language program with an on-site qualified teacher.
* We have developed the most appropriate elementary math program for our students
* Our K-12 curriculum has continuity throughout and in all subject areas.
* We have an established pre-school program

# 5-10 Year Planning Horizon

## Assumptions Regarding the Relevant Future for the Savage Public Schools

In order to make progress against the 20 year Envisioned Future, Savage Public School 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 the 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 meetings held in 2015, the Savage Public School Board of Trustees, Staff Leadership Team, community, and faculty made many assumptions about the future. While many different assumptions were made, see Appendix “A” to this Plan for those assumptions that are likely to have the greatest influence on the success of Savage Public School.

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 Savage Public School 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 Savage Schools Board, Staff Leadership Team, faculty and community members.

## Goals of the Savage Public Schools

**Goal Area 1 – Parent – Community Involvement**

**Statement of Intended Outcome, 3-5 Years:** Because of our outreach initiative, our community is engaged in all aspects of the school and the parents of our students are actively involved in their child(ren)’s education.

**1-2 Year Strategic Objectives:**

* We will encourage community engagement and parent involvement of our students by:
  + Moving our Parent/Teacher conference to the cafeteria where parents have better access to all staff;
  + Providing food/snacks during Parent/Teacher conferences;
  + Developing an automated communication system, as determined by administration, for parents that includes the most used avenue for technology
  + Developing a system for parent involvement in classroom activities;
  + Developing and promoting a “give back to the community” program;
  + Developing guidelines for school-sponsored fund raisers;
  + Developing a program to expect the community to model good behaviors, starting with sportsmanship

**Goal Area 2 -- Facilities**

**Statement of Intended Outcome, 3-5 Years:** We have effectively improved our school facilities to provide enhanced safety and increase the utilization of our facility.

1-2 Year Strategic Objectives:

* We will improve the safety of our students and staff by:
  + Instituting a plan for updating the entrance and central office area;
  + Working with the County to improve the road next to the school, and;
  + Assigning a committee to prepare a plan, and present to the Board, for instituting and equipping an inside commons area for students.
* We will develop a plan to more efficiently utilize our facilities that include:
  + Increasing the size of the library for better utilization
  + Updating the science room

**Goal Area 3 –Curriculum**

**Statement of Intended Outcome, 3-5 Years**: We have improved our K-12 curriculum to meet the needs of the students in our district.

1-2 Year Strategic Objectives:

* We will develop a needs assessment for our reading/writing (Literacy grant) program.
* We will initiate a K-12 alignment process for the Literacy curriculum.
* We will evaluate the math curriculum and begin a K-12 alignment process.
  + Develop a math committee (teachers/administration)
  + Revisit Saxon math and possible additional training for staff.
  + Pre-school program is estabished

**Goal Area 4 -- Staff**

**Statement of Intended Outcome, 3-5 Years:** The Savage Public Schools have recruited and retained the most highly qualified staff.

1-2 Year Strategic Objectives:

* We will remain progressive on the certified staff pay scale.
* We will look at innovative ways to attract teachers.
  + A program to help payback student loans.
* We will develop materials to use when recruiting teachers and selling them on the values of teaching in a smaller school.

**Appendix “A”**

**Megatrend Analysis to Help Inform and Assess Savage Public School District’s Strategic Plan**

**Assumptions about the future (5-10 years)**

# Assumptions: The following are 5-10 year assumptions concerning the key external trends, challenges, or issues facing Savage Public School District in the future. They may represent either future opportunities or threats to the District.

5-10 Year Planning Horizon

## Assumptions Regarding the Relevant Future for the Savage Public School District

In order to make progress against the 20 year Envisioned Future, Savage Public School 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 Savage Public School 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 meetings, the Savage School Board, Staff Leadership Team, faculty and community 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 Savage Public School’s Strategic Plan.

### Assumptions about the future

**DEMOGRAPHICS**

* We anticipate student body increase (including out of district students)---but not overall population
* We anticipate the completion of the upgrade sewer system—2 fields have been included for dwellings
* The elderly population will remain stable
* Price of oil may fluctuate
* If intake is removed there will be no irrigation and farming will go out (Pallid Sturgeon fish)
* Westmoreland mine may close and money will disappear
* There will be an increase in struggling families
* An increase in students will be coming to school not clothed properly
* Drugs have increased with the oil increase and may continue to rise

**BUSINESS/ECONOMIC CLIMATE**

* There is not affordable housing available for staff and we feel this will continue.
* If the dam and mine are closed, our local economy and agriculture may dry up.
* Cost of living will continue to be a struggle for teachers.

**LEGISLATION/REGULATION**

* Local taxes will continue to increase.
* Schools are going to be more dependent on local levies.
* Schools will need to continue going to the legislature to fight for funding.
* Continue to fight to keep local control.
* Federal government will continue to have strings attached to funding.
* Schools will continue to be controlled by paper work.
* There will be an increase in regulations to acquire funding.
* A continued pattern of less compromise in the legislature will remain.

**TECHNOLOGY/SCIENCE**

* Technology will continue to increase.
* Schools will be forced to keep the pace of technology at the local level.
* We anticipate an increase of technology usage in the vocational curriculum.
* Tech providers are not offering the speed (industries need to update their speed so schools can upgrade)
* Need to look at updating the science department.
* Small class sizes are a benefit to our students and staff.

**POLITICS/SOCIAL VALUES**

* The district will have an increase in free and reduced lunch percentage.
* There will be a continual rise in grandparents raising kids.
* There will be an increase in fathers raising kids.
* There will be a rise in extended families.
* There will continue to be a decline in student respect for adults..
* Parents will continue to rely on school and teachers for teaching social values.
* Politics will continue to play a role in the discipline of students.
* The use of social media will increase.

# 5-10 Year Planning Horizon

## Mega Issues facing the Savage Public 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 Savage Public Schools’ 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.

Note: The questions are not necessarily arranged in priority order.

Mega Issues for Consideration

* How do we adequately plan for the anticipated turnover in our staff in order to ensure that our educational programs and services remain excellent?
* How do we effectively engage our parents and our community to partner and collaborate on initiatives that positively support our students and our community?
* How do we enhance student opportunities, particularly in the areas of science, technology, engineering, math and coding so that our students are prepared for the future?