

# **Corvallis School District Strategic Plan 2013**

**Adopted by the Corvallis Board of Trustees  
May 14, 2013**

## **Strategic Planning Process**

The Corvallis School District has begun a strategic planning and thinking process to help it become a stronger and more vital school district. This ongoing process is intended to help the district focus its resources in a manner that will best benefit the students it educates. The strategic planning process is not intended as the end, but rather as the beginning, of a conversation regarding how the Corvallis School District can best serve students and the community and maximize the focus and impact of its resources on its core purpose. Progress towards achieving identified strategic objectives will be assessed at least annually, and the plan will be updated based on achievement of goals and changes in the needs of students. The Corvallis School District intends that this plan become the means by which the Corvallis community's values and needs for its schools can be regularly discussed, clarified, prioritized, and implemented over time.

## Strategic Planning Framework

As part of its preparation for strategic planning, the Corvallis School District Board of Trustees and Staff Leadership Team brought in staff from the Montana School Boards Association facilitate the group through the initial stages of the process. The framework used by the Corvallis School District in its strategic planning process was adapted from a model developed by Jim Collins, author of “Built to Last” and “Good to Great.” The board and staff leadership team focused on five different planning horizons, starting with the long-term issues first to provide focus for shorter term efforts. The diagram below illustrates the framework used in this plan.



## **Core Purpose of the Corvallis School District**

*The Core Purpose of the Corvallis School District is to achieve excellence in educating the whole child in a safe environment so that students are prepared to succeed in life and become productive members of society.*

## **Core Values of the Corvallis School District**

### **Integrity**

*We value acting in a respectful, honest, trustworthy, responsible and professional manner at all times.*

### **Sense of Community**

*We value the community in which we live. We believe that a strong sense of community is important to the success of our students.*

### **A Culture of Collaboration**

*We value collaboration among students, staff, parents and community members. We know that when we all work together, we can accomplish goals that could not be met otherwise.*

### **Students First**

*We value our students and believe that we can provide for the needs of each and every student attending our schools.*

### **Positive Climate**

*We value a positive school environment and believe that our students, staff, parents and community benefit tremendously from a safe, welcoming and positive environment.*

### **Open-mindedness**

*We value a culture in which people are open-minded, understand the value of diversity, and do not judge others because of differences in background or opinions.*

## **20 year Planning Horizon**

### **Envisioned Future of the Corvallis School District**

#### **Big Audacious Goal:**

The Corvallis School District is recognized statewide and nationally as a leader in education.

#### **Vivid Descriptors of the Desired Future:**

- We have a culture of caring and capable staff and students.
- Students are prepared to live and work in a global society.
- Students take ownership of their learning and aspire to achieve at a high level.
- We have state-of-the-art facilities and equipment.
- We excel in our educational programming.
- The community values and supports its schools and we work in close partnership with the community.
- We obtain ongoing grants from a variety of sources to assist the district with its programs and services.
- We stay current with advancements in technology while maintaining and promoting the value of human interactions in learning.
- We support access to technology in and out of the classroom.
- We have teachers who continually adapt to enhance student learning.
- We have an educational environment that fosters creative thinking.
- We utilize the best instructional practices, both time-honored and innovative.
- We recruit and retain highly trained and effective staff in all areas.
- Students see value in the diversity within our society and the world.
- All levels of government adequately support education and community control of our schools.

## **5-10 year Planning Horizon**

### **Assumptions Regarding the Future for the Corvallis School District**

During the strategic planning process, the Corvallis Board of Trustees and Staff Leadership Team made the following assumptions about the future.

#### **Demographics**

- Corvallis will continue to have an aging population, and many of the new residents will be retirees.
- Per capita income in our district will remain relatively low.
- We will continue to see a transient population.
- We will continue to have a large at-risk, high needs student population in our community.
- We anticipate that the overall population will increase slightly.

#### **Business/Economic Climate**

- We anticipate that healthcare will continue to be the largest economic contributor in the valley.
- We will continue to see a lot of business turnover.
- We do not anticipate a large influx of new businesses.

#### **Legislation/Regulation**

- Federal education legislation will continue to have a huge impact on our schools.
- We anticipate that unfunded mandates will continue to increase.
- We anticipate that we will continue to struggle with inadequate funding from the state.
- We will have charter schools in Montana and an increased focus on virtual education.
- We anticipate that the way we educate students will be significantly different.
- We anticipate that we will continue to operate at or close to 80% of our maximum allowed budget.
- We anticipate the advancement of the Common Core State Standards.

#### **Technology/Science**

- We anticipate that our schools will be asked to adapt to changing needs, wants and preferences of students and parents.
- We anticipate that mobile devices will have a bigger role in education.
- We anticipate a continuing need to address the issue of ensuring that every student has access to technology.
- We expect challenges in making smart use of technology.

#### **Politics and Social Values**

- We anticipate that our student population will continue to have conflicting values and opinions and may at times be less respectful of other views than is desired.
- We anticipate that society will continue to be polarized on many issues.

# **Mega Issues Facing the Corvallis School District**

Mega issues are issues of strategic importance in long-range planning.

## **Mega Issue Questions**

- Given the uncertainty in student enrollment, how do we adequately prepare for staffing and resource allocation?
- How do we best respond to the increasing variety of education delivery systems available to students and parents?
- How do we address the broad spectrum of educational demands from the community?
- How do we make decisions that are environmentally responsible?
- How do we engage students in their education?
- How do we help students become lifelong learners?
- How do we engage parents in the education of their children?
- How do we engage community members in supporting the school district's goals?
- How do we continue to provide quality programs and services to students and ensure that our infrastructure supports these, with limited sources of funding at the state and federal levels?
- How will our aging facilities affect the district's ability to provide a comprehensive education to students?

## **Mega Issue Analysis**

In prioritizing, discussing and analyzing mega issues the board will consider the following questions regarding each issue:

- What do we know about the wants, needs and preferences of our constituents that are relevant to this decision?
- What do we know about the current realities and evolving dynamics facing our constituents/community that is relevant to this decision?
- What do we know about the capacity/strategic position of our school district that is relevant to this decision?
- What are the ethical implications of our choices?

## 5 Year Planning Horizon

### Goals and Strategic Objectives

The goals and strategic objectives identified below represent the 3-5 year priorities for the school district in moving forward.

#### **Goal Area 1: Academic Excellence**

**Statement of Intended Outcome, Five Years:** The Corvallis School District's academic programming promotes student learning through a rigorous curriculum, high standards, effective instructional strategies and meaningful assessments.

##### **Strategic Objectives – Two Year Plan:**

- We will use learning targets and assessments aligned with standards.
- We will continue to involve students in their own learning and goal setting.
- We will provide professional development to ensure effective teaching strategies are being effectively implemented.
- We will set high standards for all students, while providing the necessary supports for students at all levels.

#### **Goal Area 2: Student Readiness for College/Career**

**Statement of Intended Outcome, Five Years:** The Corvallis School District provides programming and services that ensure that our students are prepared for the next step in life when they exit our system. In addition to having a strong academic program, we promote the importance of citizenship, character, positive attitudes and hard work.

##### **Strategic Objectives – Two-Year Plan:**

- We will provide a rigorous and diverse curriculum.
- We will prepare students with the skills and knowledge they will need to deal with challenges in life.
- We will increase student awareness of options after leaving our school system.
- We will explore ways to specialize student coursework and programming.
- We will increase student job and vocational readiness.
- We will focus on life skills, such as behaviors, timeliness, etc. We will incorporate these life skills into the curriculum at an early age, model them, and reward them.
- We will provide training in job readiness skills (resume writing, interview skills, etc.)

#### **Goal Area 3: Positive School Climate**

**Statement of Intended Outcome, Five Years:** The Corvallis School District has created a school climate that is positive and welcoming to students, staff, parents and community.

### **Strategic Objectives – Two Year Plan:**

- We will recognize students who demonstrate positive behaviors and honor student accomplishments.
- We will promote respectful interactions between students.
- We will have older students mentor younger students.
- We will continue to seek student input and engage students in discussions about school climate.
- We will encourage strong connections between staff and students.
- We will improve communications between parents and teachers to increase understanding of our students' home situations.
- We will continue to educate students on appropriate communications via technology and face-to-face conversations.
- We will recognize exemplary practices and achievements of staff.
- We will listen to and support staff when they have suggestions, complaints or concerns.
- We will work to provide competitive salaries and benefits.

### **Goal Area 4: Technology**

**Statement of Intended Outcome, Five Years:** Corvallis School district has effectively incorporated technology into the curriculum and other school operations. We have maintained the needed infrastructure to support the technological needs of our staff, students, parents and community.

### **Strategic Objectives – Two Year Plan:**

- We will provide continuing professional development to effectively integrate technology into the classroom.
- We will promote technology literacy and teach ethical/appropriate uses of technology.
- We will teach students how to find reliable sources of information.
- We will increase the availability and accessibility of technological devices that assist with student learning.
- We will use technology to improve the efficiency of district operations.

### **Goal 5: Community Engagement and Support**

**Statement of Intended Outcome, Five Years:** The Corvallis School District has worked effectively in partnership with the community. As a result of our efforts, the community views our public schools in a positive light. The community understands that its support of our programs and services is vital to the success of our students.

### **Strategic Objectives – Two Year Plan:**

- We will be proactive in frequent, open and honest communication about the school.
- We will showcase academic, co-curricular, and extra-curricular accomplishments.
- We will increase our adult education opportunities to enhance the public's interactions with the district.
- We will engage in strategies to invite community input.
- We will promote school events and activities through a variety of sources.



- We will tap into the expertise and skills of our community members to enhance the educational opportunities for our students.
- We will demonstrate our own pride in our schools.

### **Acknowledgements**

We appreciate the work, collaboration and input of the Corvallis School Board and Staff Leadership Team. Input from the district staff and community, and annual reviews of the Strategic Plan are the next steps in this ongoing process. This will ensure that the Corvallis School District and the community work effectively together for the betterment of the students we serve and our community as a whole.