

Hankinson Public Schools

Strategic Planning 2019-24

Empowering Success: Every Student, Every Opportunity, Every Day



Prepared for:

Hankinson Board of Education

Chad Benson, Superintendent

2019

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Hankinson Public Schools Strategic Plan 2019-2024

Our Mission

Empowering Success: Every Student, Every Opportunity, Every Day

Our Belief

We believe in a safe, caring, and respectful learning environment where students are at the center of our educational decisions. In a partnership between the school and community, students will be supported, encouraged, and challenged to reach their full potential.

Our Vision

We will seek to empower students with authentic and innovative educational experiences in a safe and supportive environment. Every student will be provided the opportunity to develop the essential skills of communication, collaboration, critical thinking, and creativity. These skills will prepare our students for an ever-changing world where they will become confident, community-minded, and productive members of society.

Our Strategic Focus

- I. Academic Engagement
- II. Professional Learning and Development
- III. School Culture and Climate
- IV. Resource Management and Planning
- V. Continuous Improvement and Accountability

Executive Summary

Hankinson, ND is located 27 miles Southwest of Wahpeton and 60 miles South of Fargo. With a population of 900, Hankinson is a progressive community diligently working to grow business opportunities and residential capacity. This growth directly affects the vitality of the Hankinson Public School District.

The Hankinson Public School consists of about 263 students K-12. The Hankinson High School has been recognized nationally by U.S. News as one of the Best High Schools with a bronze medal in 2013, 2017, and 2018.



The Hankinson Public School has developed its first strategic plan. A strategic planning process is a powerful approach to helping organizations figure out what is important. The strategic planning process allowed us the opportunity to look at the big picture as well as specific, targeted actions. The planning process involved the Hankinson School Board, district staff, students, and community members.

Through this process, we identified 5 Initiatives which will serve as guides to make positive improvements to our school over the next five years. The leadership team will serve as the driving force for implementation of the strategic plan.

Chad Benson, Superintendent
Hankinson Public Schools

Hankinson School Board

Dave Muehler – President
Mat Asp – Vice President
Glenn Hangaard – Director
Angie Evans – Director
Nick Foertsch - Director

Hankinson Leadership Team

Chad Benson – Superintendent
Anne Biewer – Elementary Principal
Kent Dennis – High School Principal
Leah Sherbrooke – High School English
Sarah Pohl – High School Business/Computers
Connie Theede – Elementary Title I
Anne Bladow – Elementary SPED

Hankinson Strategic Planning Committee

Angie Evans – School Board member
Steve Mauch – School Board member (farmer)
Chad Benson – Superintendent
Kent Dennis – High School Principal/Athletic Director
Anne Biewer – Elementary Principal/elementary PE instructor
Leah Sherbrooke – High School English Teacher
Sarah Pohl – High School Business/Computer Teacher
Anne Bladow – Elementary SPED Teacher
Connie Theede – Elementary Title 1 Teacher
Deeann Bilben – Business Manager
Kristi Jean – Parent (Engineer) (Former College Professor)
Sara Krump – Parent (Business Owner)
Sam Hernandez – Parent (Sheriff's Deputy)
Tony Lopez - Parent
Jeremy Steffens – Parent
Jeremy Post – Parent (Business Owner)
Steve Gurulé – Community Leader
Loren Hovel – Community Leader (Mayor)
Jaxon Mauch – Student
Skylar Keller - Student

Dr. Jeffry M. Schatz served as the Chair/Facilitator while the district administrators played the role of the support team and assisted in facilitating the process.

Strategic Planning Overview

School District Systems Alignment

There are three main tenants of a quality school district organization – board governance, strategic planning, and operational planning. The following definitions help clarify the roles each play in a strategically aligned school district.

Board Governance

The governance of a school district is provided by the School Board, which is tasked with supervising the superintendent, overseeing the finances of the district, setting the mission and vision, and monitoring the results of the district. School Boards across the nation differ in the methods used to govern a district, with options including a traditional operational oversight to an overarching policy governance model.

Strategic Planning

A strategic plan is a living document used to communicate the organizations goals, the priorities needed to achieve those goals, and metrics used to measure progress on those goals. The plan outlines a mission, vision, values, and strategic initiatives (focus) for the three- to five-year period. A focused strategic plan strengthens operations and ensures that employees, board members, and stakeholders are all working toward common goals. Once strategic goals are established, the strategies for achieving the goals are developed. These strategies are generally three- to five-year strategies, depending upon the arc of the strategic plan.

Operational Planning

An operational plan is a yearly plan that focuses on the work of the district during one school year. The operational plan is the mechanism used to implement a strategic plan. It is directly aligned to the strategic plan and includes metrics to measure the progress of the plan throughout the school year. A one-year operational and action plan becomes the strategic assignments for administration and staff to address. The operational plan emphasizes both the academic and operational aspects of the school district. This integration provides the proper balance between planning and acting to assure forward movement of the strategic plan. The key is to make this challenging, yet manageable, as the school district still must meet its day-to-day responsibilities.

In short, an aligned district has a governing board that approves policy and budget while monitoring results and helps to shape the vision of the district by approving a strategic plan. Then, the administration executes an annual operational plan to carry out the initiatives listed in the strategic plan.

Elements of a Strategic Plan

A comprehensive strategic plan includes both the academic and operational aspects of a school district as identified in the district's accreditation process: the AdvancED school improvement model. This model consists of three domains:

- ❖ Leadership Capacity
- ❖ Learning Capacity
- ❖ Resource Capacity

The Domains are statements that define the capacity of a school district to provide quality student experiences as measured by a set of standards and meet the rigorous demands of continuous school district improvement. A Strategic Plan will align the work of the school district in both academic and operational strategic initiatives, goals, and result metrics.

The elements of a good strategic plan include: Mission Statement, Vision Statement, Belief or Value Statements, Strategic Initiatives, Goals, and Results and are aligned with the AdvancED performance standards for continuous school improvement.

Strategic Planning vs. Operational Planning

A strategic plan is a living document used to communicate the organization's goals, the priorities needed to achieve those goals, and metrics used to measure progress on those goals. It outlines your mission, vision, values, and strategic initiatives (focus) for the next three to five years. A focused strategic plan will strengthen operations, and ensure that employees, board members, and stakeholders are all working toward common goals.

An operational plan is a yearly plan which will focus the work of the district during the current school year. It is the mechanism used to implement a strategic plan. The operational plan is directly aligned to the strategic plan and includes metrics to measure

Environmental Scanning

Engaging in a strategic planning process involves looking at the internal and external factors, both perceptual and factual associated with the school district's current performance. A method typically used to complete this task is called "Environmental Scanning."

Environmental scanning is a process where both internal and external factors that impact the effectiveness of a school district are examined. The method identifies the strengths and challenges facing the school district.

Environmental scanning occurs through several different processes to include a review of the following:

- Current strategic and operational plans
- District policies which pertain to operational practices
- Advanced Reports
- ND Insights review – DPI dashboard
- Internal academic measurements and metrics
- District demographic trends
- Review of current district initiatives

SWOT Analysis

In addition to the review of these documents, the Strategic Planning Committee engaged in a strength, weaknesses, opportunities, and threats or SWOT analysis activity. A SWOT analysis is a process where both internal and external factors that impact the effectiveness of a school district/organization are examined. A SWOT analysis can assist in identifying these factors.

Strengths

Strengths are internal factors which represent the things your organization/school district does well. The following is a list of strengths identified by the strategic planning committee.

- Caring Staff
- Manageable class sizes
- Accommodating families with special circumstances
- Facility and staff retention
- Accountability
- Good communications
- Expectations of excellence
- Well maintained building
- Multiple ages/grades that work together as a group
- Academic achievement

Weaknesses

Weaknesses are internal factors which hinder progress. They inhibit your district/organization from functioning effectively. The following is a list of weaknesses identified by the strategic planning committee.

- School culture
- Communication
- Functioning as a cohesive group that leverages individual strengths
- Enforcement of rules
- Administrative support
- Staff involvement outside of the classroom
- Teacher buy into new procedure/initiatives
- Access to services
- Funding social/emotional needs of students

Opportunities

Opportunities are external factors which, when considered, could help your school district/organization enhance overall effectiveness. By identifying possible external opportunities, the school district/organization can be proactive in their approach to communicating and collaborating with external resources. The following is a list of opportunities identified by the strategic planning committee.

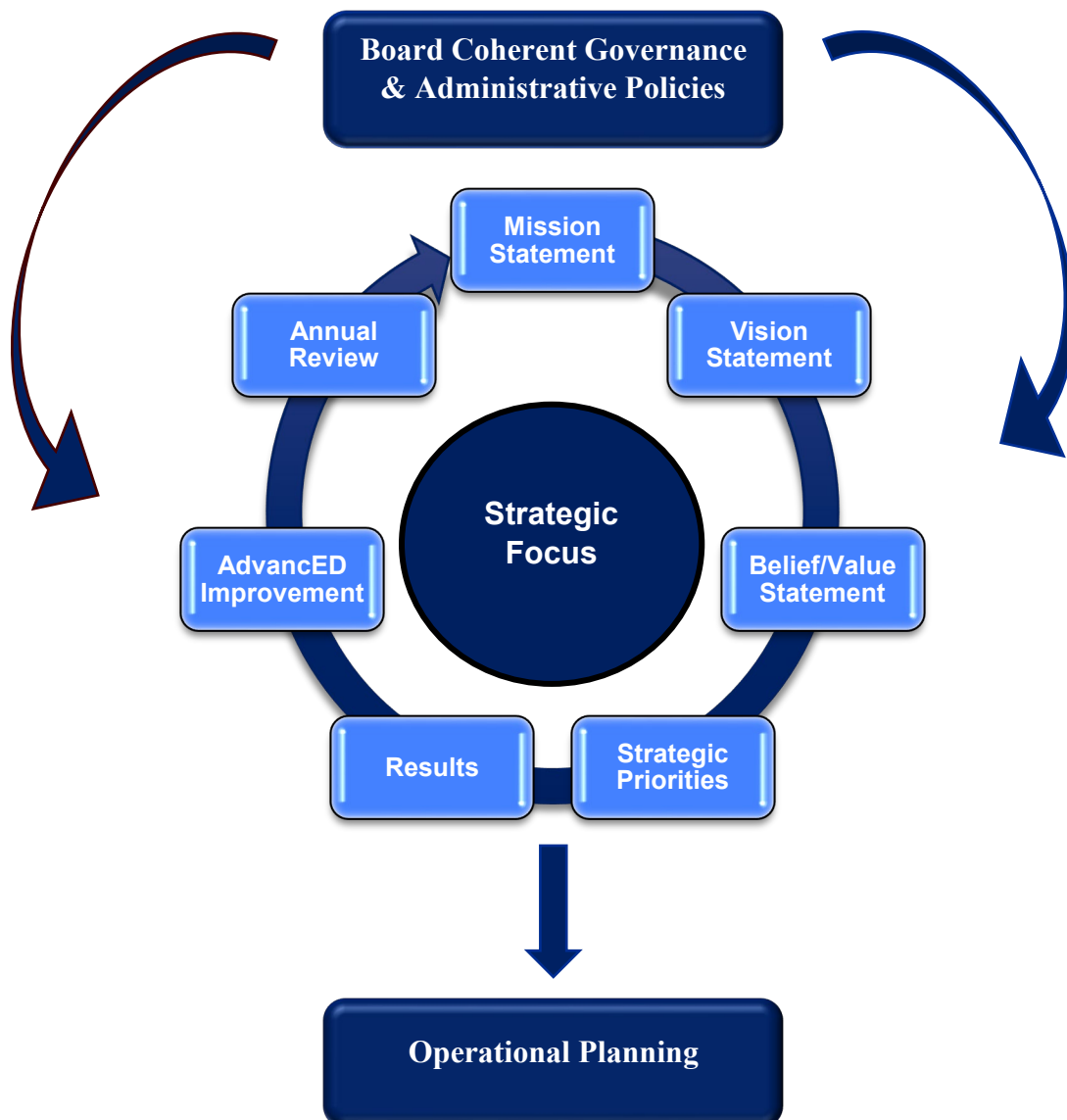
- Community support
- Opportunities for scholarships
- Professional development
- Technology: staff use and efficiency, student usage, and interaction
- Education Foundation
- Volunteers

Threats

Threats are external factors which can negatively impact your school district or organizations. The following is a list of threats identified by the strategic planning committee.

- Teacher availability
- Social Media
- Small school enrollment /declining enrollment
- Lack of affordable housing
- Threat of vaping
- Negative rumors
- Lack of parental involvement
- Behavioral issues
- Barriers to implementing classroom practices or proven methods
- NDDPI initiatives – too many

STRATEGIC PLANNING MODEL



STRATEGIC INITIATIVE 1

ACADEMIC ENGAGEMENT

Hankinson will offer a school learning environment that encourages each student to engage in their own learning experience. By engaging students in the learning process, students can focus their attention to reach a higher level of critical thinking skills and participate in meaningful learning experiences.

GOAL 1: 21st Century Readiness and Personalized Learning

Hankinson will use the 21st Century skills of collaboration, communication, creativity, and critical thinking to provide the structure for teaching and learning. 21st Century skills encourage high achievement of every student and support the teaching of the North Dakota State Standards.

Objectives

1. Personalized Learning - Hankinson teachers will use instructional best practices to meet the needs of diverse learners, positive learning environments responsive to different student needs and populations, and a variety of learning platforms to create individual student pathways based on student needs and requirements.
2. Portfolio revisions will be used to ensure individualized student pathways.

Progress Monitoring

1. Portfolio completion to reflect ESSA requirements.
2. Portfolio committee reviews process annually.
3. Annual review of graduation rates.

GOAL 2: Technology and Innovation

Hankinson will increase the integration of technology as a learning tool for students and staff.

Objectives

1. Offer professional development opportunities in the area of technology.
2. Develop and implement a plan for technology lessons in the areas of computer science, digital citizenship, computer applications, keyboarding, and basic computer fundamentals.
3. Increase the availability of devices for classroom use.

Progress Monitoring

1. Annual review of the district technology plan.

GOAL 3: Data-Driven Decision Making

Hankinson will use assessment data to make decisions about student achievement and growth.

Objectives

1. Hankinson will develop a comprehensive data analysis process to consistently collect, analyze, and apply findings from multiple data sources to verify student learning and assess programs.
2. Implement a district-wide support system for students modeled on research-based methods.

Progress Monitoring

1. Hankinson teachers will review student data throughout the school year to make decisions about student learning and engagement.
2. Student engagement surveys will provide feedback about student classroom experiences.

STRATEGIC INITIATIVE 2

PROFESSIONAL LEARNING AND DEVELOPMENT

Hankinson will promote individualized and focused professional development on enhancing professional practice that will positively impact student learning.

GOAL 1: Professional Development for Staff

Hankinson staff members will participate in professional development activities as organized by the school districts leadership team. Opportunities for professional development will be targeted and implemented as appropriate for teachers and support staff.

Objectives:

1. Staff members will be encouraged to participate in professional development activities as planned during the school year.

Progress Monitoring

1. Professional development will be planned, tracked, and organized by the administrative and school district leadership team.

GOAL 2: Professional Development for School Board

Hankinson School Board members will engage in Professional Development activities throughout the school year.

Objectives:

1. School Board members will be encouraged to participate in professional development activities to include the North Dakota School Boards Association conferences and seminars.
2. School Board members will engage in professional development through NDSBA videos during board meetings.

Progress Monitoring

1. Professional development will be planned, tracked, and organized by the Administrative Team.
2. Individual professional development will be tracked by the administration to ensure consistent participation from all School Board members.

STRATEGIC INITIATIVE 3

SCHOOL CULTURE AND CLIMATE

Hankinson will support our students in their intellectual, social, and emotional growth by providing a safe and caring environment and positive relationships among students, parents, staff, and community members.

GOAL 1: Student Leadership and Citizenship

Increase awareness and opportunities for community service for students.

Objectives:

1. Align the community service component of the portfolio to ESSA standards.
2. Create a peer mentoring program either 7-12 or K-12, where students serve as role models and work with other students.
3. Promote student leadership opportunities.

Progress Monitoring

1. Completion of the portfolio as a graduation requirement.
2. Obtain feedback about peer mentoring and leadership opportunities from participants and teachers.

GOAL 2: Positive Behavior Management

Hankinson Public School will improve school climate and school-wide positive behavior support for all students.

Objectives:

1. Promote positive school-wide behavior.
2. Implement a district-wide support system for students modeled on research-based methods.

Progress Monitoring

1. Discipline procedures will be reviewed annually with the staff.
2. Annually review discipline matrix.
3. Monitoring behavioral referrals.
4. Complete the suspension, truancy, and expulsion report on STARS.

GOAL 3: Communications

Hankinson will practice open communication and transparency among staff, students, parents, and community.

Objectives:

1. Develop new lines of communications that build trust and morale among staff and equip them to be effective communication liaisons between our school and stakeholders.
2. Use data from surveys to improve communication efforts.
3. Develop an advisory team which provides input on facilities planning, technology planning, etc.
4. Develop feedback surveys for the student to teacher, teacher to principal, and teacher to superintendent.

Progress Monitoring

1. Conduct elementary, high school, and joint staff meetings.
2. Review school improvement survey annually.
3. Quarterly advisory team meetings.
4. Conduct annual feedback surveys.

STRATEGIC INITIATIVE 4

RESOURCE MANAGEMENT AND PLANNING

As a result of the Hankinson Public School's efforts, the school district will secure and allocate resources needed to fund and carry out this strategic plan adequately. Meeting the needs of all students by providing equitable opportunities across the school district will be a priority in all decisions made to educate our students. We will accomplish this by ensuring that we create and maintain current long-range and yearly operational plans to include a Long-Range Technology Plan.

GOAL 1: Long-Range Facilities Planning

Hankinson will strive to build and maintain facilities necessary to carry out the mission of the district with appropriate space available for all aspects of education. As a result of our efforts, this will be accomplished through the following objectives:

Objectives

1. Develop a 5-10 year facilities plan.
2. Solicit input annually from staff through the advisory team.

Progress Monitoring

1. Review facilities plan annually with the building committee and school board.

GOAL 2: Long Range Technology Planning

Hankinson will integrate technology within the curriculum to optimize the individual learning of each student. Integrated technology assists students in gathering, evaluating, and or use information, conduct research, solve problems, and or create original works. As a result of our efforts, this will be accomplished through the following objectives.

Objectives

1. Develop a district-wide technology plan.
2. Solicit input annually from staff through the advisory team.
3. Research and adopt technology standards for the district.

Progress Monitoring

1. Ongoing review of the technology plan by the administration.
2. Annual review of technology plan by the School Board.
3. Annual review of Acceptable Use Policy with students.

GOAL 3: Long-Range Financial Planning

Hankinson will develop a long-range financial stability and sustainability plan. This effort will require ongoing state commitment to education funding, local support for the educational experience expected by district stakeholders, and current federal support for federal educational mandates. As a result of our efforts, this will be accomplished through the following objectives.

Objectives

1. Develop an annual budget for the school district to include all funds of the district (General, Building, etc.).

Progress Monitoring

1. Annual review of the financial plan by the budget committee.
2. Annual review and approval of the financial plan by the School Board.

STRATEGIC INITIATIVE 5

CONTINUOUS IMPROVEMENT AND ACCOUNTABILITY

Hankinson is committed to making data-driven decisions to ensure continuous improvement and accountability. The school district will engage in a comprehensive process of building and district level evaluation and accreditation. This will be accomplished by using the AdvancED School Improvement and Accreditation Model. AdvancED has defined three standards and corresponding indicators to assess overall school district performance. The three standards are:

Standard 1: Leadership Capacity Domain

The capacity of leadership to ensure an institution's progress toward its stated objectives is an essential element of organizational effectiveness. An institution's leadership capacity includes the fidelity and commitment to its purpose and direction, the effectiveness of governance and leadership to enable the institution to realize its stated objectives, the ability to engage and involve stakeholders in meaningful and productive ways, and the capacity to implement strategies that improve learner and educator performance.

Standard 2: Learning Capacity Domain

The impact of teaching and learning is the primary expectation of every system and its institutions. The establishment of a learning culture built on high expectations for learning, along with quality programs and services, which include an analysis of results, are all key indicators of the system's impact on teaching and learning.

Standard 3: Resource Capacity Domain

The use and distribution of resources align and support the needs of the system and institutions served. They ensure that resources are aligned with its stated purpose and direction and distributed equitably so that the needs of the system are adequately addressed. The utilization of resources includes support for professional learning for all staff. The system examines the allocation and use of resources to ensure appropriate levels of funding, sustainability, and system effectiveness.

ADVANCED ENGAGEMENT AND REVIEW IMPROVEMENT GOALS

Hankinson has identified and ensured that the recommendations made by the AdvancEd report team are embedded throughout the strategic plan. The suggestions included:

Improvement Priority #1 Strategic Plan

Develop, implement, and communicate a strategic plan to establish long-range goals (Standards 1.3, 1.7).

Improvement Priority #2 Use of Data

Utilize the performance and feedback data to guide decision-making resulting in continuous improvement (Standards 1.10, 2.12)

Improvement Priority #3 Professional Development

Participate in professional learning opportunities aligned with district needs (Standards 3.1, 3.2).

HANKINSON PUBLIC SCHOOL STRATEGIC PLAN ANNUAL REVIEW

The Hankinson Public Schools Strategic Plan will serve as a compass to maintain the priorities, goals, and achievements of the school district. Engaging community stakeholders about what is the most comprehensive approach to providing educational experiences for students we serve is essential to understanding what is critical to the community. This plan responds to growth and opportunity, the sustainability of programs, and community needs. In June of each year, the plan will be reviewed by the administrative leadership team and presented to the Board of Education to consider annual adjustments to the plan.

This plan was facilitated and procured in collaboration with the strategic planning committee and school district administration by *Dr. Jeffry M. Schatz*.

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