

**Glen Ullin School Board Retreat  
Glen Ullin Public School  
February 25, 2025  
6:00 PM**

**Agenda**

**No formal action of business can be conducted during a retreat by ND Century Code. Agenda items can only be discussed for future planning purposes.**

- 1. Call to Order**
- 2. Roll Call**
- 3. Discuss 10 Year Fiscal Strategic Plan Draft**
- 4. Discuss Negotiations Strategy:** Executive session may be entered for the purpose of Teacher Negotiations Strategy pursuant to NDCC 44-04-19.1 (9).
- 5. Discuss Job Description Drafts**
- 6. Other Needs of the District**
  
- 7. Adjourn**



**Glen Ullin Public School  
10 Year Fiscal Strategic Plan  
2025-2026 to 2034-2035**

***"Funding Our Plan"***

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**2025-2026 Board Strategic Plan Goals  
to Consider**

Staff Expectations-

School Culture and Morale-

Food Service-

Building and Grounds-

Policies and Procedures-

Staffing Needs -

Communication-

Extra-Curricular/Activities-

Technology-

Transportation-

School Budget/Finance-

Parent Engagement-

Student Engagement-

Community Connections-

Health and Safety-

Professional Development-

Curriculum/Textbooks-

MTSS/Title-

Compensation/Benefits-

Other-

### **Glen Ullin Public School Theory of Action**

If we engage stakeholders in the process of improving student outcomes; align curriculum with state standards and provide resources to support these practices; ensure customized educational plans based on student strengths, interests and needs; then we will achieve the Board's Goals.

### **Glen Ullin Public School Be Legendary Student Outcome Goals**

**Goal 1:** Glen Ullin Public School will increase the percentage of students who are proficient or above in Grades 3-8 and 10 ELA as measured by the ND A+ English Language Arts from 29% in Spring 2025 to 72% in Spring 2030.

**Goal 2:** Glen Ullin Public School will increase the percentage of students who are proficient or above in Grades 3-8 and 10 Math as measured by the ND A+ Math from 32% in Spring 2025 to 72% in Spring 2030.

**Goal 3:** Glen Ullin Public School Will Increase the number of seniors graduating Choice Ready from 62% in Spring 2023 to 90% in Spring 2028

### **Glen Ullin Public School Be Legendary Superintendent Guard Rails**

1. Superintendent shall not operate without effective and professional teachers who are engaged
2. Superintendent shall not operate without an efficient and effective system to engage families and community stakeholders in student learning
3. Superintendent shall not operate without ensuring the district's resources are allocated efficiently based on student need.
4. Superintendent shall not operate without ensuring curriculum materials and lesson plans are aligned to the state standards.

### **Glen Ullin Public School Be Legendary School Board Guard Rails**

1. Board members shall not engage in conduct that contradicts the district's values of professionalism, respect, and ethical leadership, ensuring they set a positive example for students, staff, and the community in pursuit of the district's mission.
2. The board shall not operate without challenging student outcome goals, neglect to prioritize the goals, or make decisions that don't align with the superintendent's strategic plan to achieve the goals.
3. Board members shall not come to board meetings unprepared.
4. Board members shall not address stakeholder concerns outside of the superintendent's communication plan.
5. Board members shall not act as individuals when addressing district matters, and board decisions shall not be made except by the board as a whole.

**Glen Ullyn Public School**  
**Plan of Action**  
**Objective: Textbook/Curriculum Rotation**

Last Updates March 2023

Action/Activity to be Taken (Be Specific)	Resources Required	Date Action Is To Be Completed	Individual(s) Responsible For Action
Replace K-12 Math Curriculum	Reviewed Every 7 Years  \$40,000 General Fund	Next Cycle 2027-2028	Principal/Supt.
Replace K-12 Social Studies Curriculum	Reviewed Every 10 Years  \$30,000 General Fund	Next Cycle 2031-2032	Principal/Supt.
Replace K-12 Science Curriculum	Reviewed Every 8 Years  \$20,000- \$25,000 General Fund	2029-2030	Principal/Supt.
Replace K-12 Reading Curriculum	Reviewed Every 5 Years  \$60,000 General Fund	Next Cycle Recommended 2026-2027	Principal/Supt.
Replace K-12 Elective Curriculum  Business/Computers, STEM, Career Ed	Reviewed Every 11 Years  \$15,000 General Fund and Pearson Grant	Next Cycle 2032-2033	Principal/Supt.

**Plan of Action**  
**Objective: Technology Replacement**

**Last Updated: December 2025**

Action/Activity to be Taken (Be Specific)	Resources Required	Date Action Is To Be Completed	Individual(s) Responsible For Action
One to one devices for all students PK-12 -Google Chromebooks for Grades 2-12  -Chromebooks Replacement every five years,  -Ipads for Grades PK-1   Est. Life Span of Technology 5 years	Purchase 25 Chromebooks each year for 5 year purchasing cycle  \$8,000-\$10,000 annually in REAP, Title 1, Gen Fund monies	July 2025  and  July 2026	Supt. and IT
Replace Smart Boards or Smart TV's in classrooms as needed  Avg. replacement should be 1-3 a year  Est. Life Span 10 Years	\$3,000-\$7,000 per year: Gen. Fund, REAP, Pearson Grant, Other Grants	Continuous	Supt. and IT
Replace Teacher Computers and Mrs. Christensen's Lab computers.  Lab Est. Life Span 7 Years Teacher Computers Est. Life Span 3-5 Years.	\$15,000-20,000 during cycle year.	Teachers 25-26  <b>Completed</b> Next Cycle 28-29  Lab 27-28	Supt. and IT
Inspect and upgrade as needed Wireless, cameras, security doors  Photocopiers  Life Span 5 Year Contract Wireless Lifespan-7 Years Cameras Lifespan-10-15 Years	Federal E-Rate Funding Source: \$20,000 to 25,000 every five years. Oil and Gas Grant, Pearson Grant.  5 Year Rotation Estimated monthly cost of contract \$1,400-\$1,500 a month.	<b>Completed</b> 24-25  Continuous Next Cycle 30-31 Apply in 29-30  Next Cycle July 2026	Supt. and I.T.  B.M., Supt, and Board

## Plan of Action

## Objective: Transportation Fleet Replacement

Last Updated: December 2025

Action/Activity to be Taken (Be Specific)	Resources Required	Date Action Is To Be Completed	Individual(s) Responsible For Action
Replace 1995 BRCAT 7	<p>Purchase 47 Passenger Bus-Gas Engine</p> <p>\$125,000 Special Res.</p> <p>Fund. Board should consider a SRF in July 2026 for transportation needs or energy monies in GF</p> <p>Trade In Bus BRCAT 7</p>	TBD 2027-2028?	Supt.
Replace 1999 BRCAT 4	<p>Purchase 47 Passenger Bus-Gas Engine</p> <p>\$125,000 General Fund</p> <p>Trade in Bus BRCAT 4</p>	TBD 2029-2030?	Supt.
Replace 1999 BRCAT 1	<p>Purchase 47 Passenger Bus-Gas Engine</p> <p>\$125,000 Special Res.</p> <p>Fund, Trade in BRCAT 1</p>	TBD 2031-2032?	Supt.
Replace 2004 BRCAT 9 White Mini-Bus	<p>Purchase 14 Passenger Bus-Gas Engine</p> <p>\$105,000 General Fund</p> <p>Trade In B R C A T 9 White Mini Bus</p>	TBD 2033-2034?	Supt.

Replace 2011 BRCAT 10 White Mini-Bus	Purchase 14 Passenger Bus-Gas Engine  \$105,000 General Fund  Trade In BRCAT 10 White  Mini Bus	TBD 2035-2036?	Supt.
Replace 2011 BRCAT 3	Purchase 47 Passenger Bus-Gas Engine  \$125,000 Special Res. Fund  Trade In BRCAT 3	TBD 2037-2038?	Supt.
Replace 2017 BRCAT 8 Activity Bus	Purchase 47 Passenger White Activity Bus-Gas Engine  \$125,000 Special Res. Fund Trade In BRCAT 3 Will this be needed if a new coop emerges?	2039-2040?	Supt.
Do Not Replace BRCAT E Electric Bus	Sell in 2028-2029 for Parts	2028-2029	Supt.
Replace 1997 BRCAT 11 Suburban	Purchase 6 Passenger Mini Van  \$25,000 General Fund Trade In BRCAT 11	2026-2027	Supt.
Replace 2014 BRCAT 13 Mini-Van	Purchase 6 Passenger Mini Van  \$25,000 General Fund Trade In BRCAT 13	TBD	Supt.

License	Year	Make	Model	Size	VIN
BRCAT 10	2011	Chev	Express Cutaway G3500	15	1GB3G2BG6B1102631
BRCAT 3	2011	IC Bus	CE SB	53	4DRBUAAM3BB258570
BRCAT E	2023	LION mfg. Corp.	LION C V2	71	7TFCP2747PT000040
BRCAT 7	1995	INT	3800	66	1HVBBABP4SH671267
BRCAT 12	2016	Blue Bird Body	School Bus/ Transi	42	1BAKBCPH2GF320406
BRCAT 11	1997	GMC	Suburb	8	3GKFK16R4VG525151
BRCAT 13	2014	Chrysler	Town & Country	6	2C4RC1BGXER383845
BRCAT 9	2004	Chev	Express Cutaway G3500	14	1GBJG31U541133506
BRCAT 8	2017	IC	CE SB	50	4DRBUC8P5HB271535
BRCAT 14	1997	INT	3000 Series 3800	48	1HVBBABM3VH448762
BRCAT 1	1999	INT	3000 Series 3800	35	1HVBBABM8XH202860

Updated 12-11-2025



**Glen Ullin Public School**  
**Plan of Action**  
**Objective: Building Fund Allocation**

**Last Updated: December 2025**

Action/Activity to be Taken (Be Specific)	Resources Required	Date Action Is To Be Completed	Individual(s) Responsible For Action
School Lighting	\$25,000 General Fund  Approved for \$50,000 in ND DOC Energy Efficiency Monies	Summer 2025  <b>Completed</b>	Supt.
Replace Section 1 of the Roof (Gym)	\$107,052 Building Fund in 2025 dollars  Building Fund Required by 2027 or dedicated Energy Monies to stay on track with deferred main	2029-2030 The a roof maint. plan can begin.	Supt., Board
Replace Section 2 of the Roof (Sixth Grade Wing)	\$120,000 Building Fund or Energy Monies in 2025 dollars	2030-3031	Supt., Board
Replace Section 3 of the Roof (Ag Shop Wing)	\$110,000 Building Fund Or Energy Monies in 2025 dollars	2031-2032	Supt., Board
Replace Section 4 of the Roof (HS Wing)	\$120,000 Building Fund or Energy Monies in 2025 dollars	2032--2033	Supt., Board
Replace Section 5 of the Roof (Lower Elem Wing)	\$110,000 Building Fund or Energy Monies in 2025 dollars	2033-2034	Supt., Board
Replace Section 6 of the Roof (Office and Foyer)	\$30,000 Building Fund or Energy Monies in 2025 dollars	2034-2035	Supt., Board



**Glen Ullin Public School**  
**Plan of Action**  
**Objective: Staff Compensation**

**Last Updated: December 2025**

Action/Activity to be Taken (Be Specific)	Resources Required	Date Action Is To Be Completed	Individual(s) Responsible For Action
Certified Staff Compensation Increased to a base salary of \$50,000 by 2027-2028	Base Pay Increase of \$3,000 Each Year for 2 Years.	Spring 2026- 2027	Board and GUEA
All Non-Certified Staff Above Possible \$15.00/HR Coming Minimum Wage Requirement	Increase 3 Employees above \$15.00 per hour in 2026-2027  Increase 2 Employee above \$15.00 per hour.in 2027-2028	Spring 2026	Board, Supt.
Supt. Salary and Benefit Package to \$160,000 for a <b>1 FTE</b> , \$80,000 for a .5 FTE Glen Ullin Position.  Combination of Salary, TFFR, and/or Health Benefit.  Goal: To create a competitive compensation package to recruit a new Supt. in Spring (JAN/FEB) of 2027	Increase Total Compensation by \$39,000/\$19,500 Salary, Health Benefit, TFFR	2026-2027	Board
Non-Certified Staff Wage Increase of 3% to 4% per Year	General Fund	Ongoing	Board, Supt.
Coaches/Advisors/AD/Specialists Salary Increase of 2.5% to 3% Per Year	General Fund	Ongoing	Board, Supt.

**Glen Ullin Public School**  
**Plan of Action**  
**Objective: Fiscal Oversight and Practices**

**Last Updated: December 2025**

Action/Activity to be Taken (Be Specific)	Resources Required	Date Action Is To Be Completed	Individual(s) Responsible For Action
Develop and Maintain Strong Fiscal Practices	To Be Determined	Ongoing	Business Manager, Board, Supt. Staff
-Maintain Strong Audit Process -In Person Audit Presentation from Audit Vendor -Audit Report Mailed independently to Board President	\$15,000 Per Year Currently Point CPA	Ongoing	Business Manager, Board, Supt.
Create Process to follow orders from PO to Receiving	To Be Determined	Ongoing Completed	Business Manager, Admin Asst.
Create Process to Reconcile Credit Card Statements	To Be Determined	Ongoing	Business Manager, Admin Asst.
Create Capacity to Maintain Business Office Operations	To Be Determined	Ongoing	Business Manager, Admin Asst., Supt., Board
Consider Approval of a 3 Mill Special Reserve Fund up to 15 Mills Maximum	To Be Considered in July 2026	July 2026	

Glen Ullin Public School  
Plan of Action  
Objective: Grant Funded Special Projects

Last Updated: December 2025

Action/Activity to be Taken (Be Specific)	Resources Required	Date Action Is To Be Completed	Individual(s) Responsible For Action
Purchase Mental Health Services due to increased need.	\$9,800 Annually– Grant Funds  Sustained Through Pearson and BC/BS, Burgum Foundation	August 2026	Board, Supt.





**Glen Ullin Public School**  
**Plan of Action**  
**Objective: Grant Funding for Budget Enhancement**

**Last Updated December**  
**2025**

Action/Activity to be Taken (Be Specific)	Resources Required	Date Action Is To Be Completed	Individual(s) Responsible For Action
Title I, and V Grants	Web Grants Training 5 Year Review Monitoring Binder End of Year Reports	Ongoing	Supt
BC/BS Caring Foundation Mental Health Services	BCBS Form Use	Ongoing	Supt
REAP Grant-Technology	Maintain Sam, GS, and Grants.Gov Accounts	Ongoing	Supt
CTE Grants	Maintain CTE BRP Applications 5 Year Review End of Year Report	Ongoing	Principal, Supt, CTE Staff
Carl Perkins CTE Grant	CTE Carl Perkins Application End of Year Report	Ongoing	Principal, Supt, CTE Staff
Best In Class	Grant Application End of Year Report	Ongoing	Principal, Supt.
21st Century Grant	Grant Application Monthly Reports and Payroll Spreadsheet End of Year Report	Consider applying in 2025-2026	21st Century Coordinator, Principal, BM, Supt.
Fresh Fruit and Vegetable Grant	Grant Application Monthly Reports End of Year Report	Ongoing	Food Service Director, BM Supt.

## Future Risks to the Glen Ullin District

**Critical Institutional Memory:** Current Fiscal Status is Stable and Sustainable But will Require Strong Fiscal Discipline and Require Board and Administration to Strictly Follow the Strategic Plan or When Flexibility is Required or When a Critical New Initiative is Determined, a Sustainable Trade-Off Must be Identified Before Implementing the New Initiative.

### **1. Availability of Teachers to Fill Future Positions**

#### **Challenges:**

- a. Certification alignment with needs (highly qualified)
- b. Available Housing for Teachers in Glen Ullin
- c. Lack of Teachers in Teacher Education Programs
- d. Teacher Compensation

#### **Possible Remedies:**

- a. Paid Student Teacher Experience
- b. Signing Bonuses
- c. Allow Outside Teachers to Bring in Sick and Personal Days to Glen Ullin
- d. Fully Paid FMLA for Teachers
- e. Alternative Certification Programs
- f. Para to Teacher Pathways
- g. Teacher Apprenticeship Programs
- h. Partnership MOU's with other Districts
- i. Grow Your Own Initiatives
- j. Increase Teacher Compensation
- k. School Build Housing for Teachers
- l. Community Scholarships for Graduates Who Go Into Teaching and Come Back Home to Glen Ullin to Teach

### **2. Student Enrollment**

#### **Challenges:**

- a. Energy Development Impacts
- b. Availability of Low Cost Housing and Single Family Housing
- c. School Culture
- d. Low Income Challenges

#### **Possible Remedies:**

- a. Monthly Monitoring of Energy Revenue and Price Futures
- b. Community Partnerships to Build Housing
- c. School Build Housing for Teachers.

### **3. Transportation**

#### **Challenges:**

- a. Cost of Maintenance
- b. Cost of Vehicle Replacement
- c. Age of Fleet
- d. Inability to Safely Transport Students

#### **Possible Remedies:**

- a. Special Reserve Fund
- b. Maintenance Upkeep. Deferred Maintenance will Drive Up Maintenance Long Term Costs. Fix it Now to Save Money Down the Road
- c. Yearly Maintenance Inspections of Vehicles