2023-2026

BRISTOL SCHOOL DISTRICT #1

3-YEAR
STRATEGIC PLAN

BOARD APPROVED ON FEBRUARY 15, 2023

BEING A POSITIVE AND LASTING INFLUENCE FOR ALL!

INTRODUCTION

In the fall of 2022, Superintendent Jack Musha created a Strategic Planning Team to develop a forward-looking strategy to be better prepared for future changes and needs, and in order to assure we are the best stewards of public funds.

In order for a team to be successful, the plan needs to be a very inclusive and representative body made up of all district constituents. To that end, the following team members were chosen to represent the district.

Jean Koessl ------------------- Administrative Assistant - District Office
Jessi Fiscal ------------------- Teacher- Special Ed Grade 6
Erin Miner ------------------- Teacher- Grade K
Christine Thorson ---------- Teacher- Counselor
Kirk Johnson ------------------ Teacher- 6th Grade Math
Stephen Grimm ------------- Board Member- Treasurer
Michelle Kerkman ---------- Teacher- Grade 4
Erin Pawlowski -------------- Teacher- Grade 7 ELA
Tea Mohn --------------------- Director of Special Education and Pupil Services/School Psychologist
Ashley Koeshall ------------- Behavior Interventionist
Lori Baird --------------------- Communication & Employee Engagement Specialist
Alejandra Medina ---------- Director of District Communication & Employee Engagement
Susan Jarvis ----------------- Business Manager
Lawrence Green ------------- Network Administrator
Thomas Blair ---------------- Principal of Safety & School Culture
Keri Heusdens -------------- Principal of Curriculum & Instruction
Jack Musha ------------------- District Administrator
Unnamed -------------------- Student Representative

OUR STRATEGIC PLAN JOURNEY

01 RECRUIT MEMBERS
- Recruit voluntary members for Strategic Plan Committee that represent all stakeholders
- Schedule committee meetings
- Communicate as necessary

02 FIRST STRATEGIC PLAN COMMITTEE MEETING
Map out Bristol's current & future state
- A S.W.O.T (strengths, weaknesses, opportunities and threats) analysis
- Create opportunity for team members to share their visions for the future to facilitate the development of Bristol's values
- Identify internal and external forces that impact our current/future needs and practices

03 SECOND STRATEGIC PLAN COMMITTEE MEETING
Map out Bristol's current & future state
- Identify priorities
- Draft S.M.A.R.T. (Strategic, Measurable, Achievable, Results oriented and Time-bound) goals

04 THIRD STRATEGIC PLAN COMMITTEE MEETING
Determine how to achieve the shared vision
- Share identified priorities and S.M.A.R.T. goals
- Explore required actions to reach goals
- Identify goal leads
- Design the plan's internal and external communication

05 LEADERSHIP REVIEW
Further define and identify actionable steps
- Review each S.M.A.R.T. goal to further define goal and required actions
- Obtain leadership consensus

06 BUILD CONSENSUS
Confirm further defined goals align with committee's intentions
- Seek feedback from Strategic Plan Committee members on further developed plan
- Address questions
- Obtain Strategic Plan Committee Consensus

07 DEPLOYMENT
Communicate Vision
- Present to Bristol's Board of Education
- Present to Bristol Staff
- Share our to Bristol Community

Strategic Priorities and Definitions

Utilizing the process outlined above, the Strategic Planning Team developed these five (5) strategic priorities. The priorities will be used each year to update the plan, evaluate ongoing progress and assure accountability to the district for plan implementation. These priorities were arrived at through extensive data research as well as discussion and input from team members representing the broader community.

STUDENT ACHIEVEMENT

Provide our students with effective staff who provide clear, systematic instructional practices that support student engagement in learning and maximum growth potential.

ENHANCED LEARNING OPPORTUNITITES

Offer learning experiences that create authentic applications for all students.
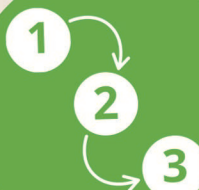
A VALUED AND DEDICATED WORKFORCE

Develop a workforce who understands their role and contributions to the larger purpose (big picture) and believes their actions impact the organization.

COMMUNITY ENGAGEMENT

Build relationships between Bristol School organizations and community in order to facilitate communication, involvement and mutual support.

SYSTEMS TO FACILITATE EFFICIENT OPERATIONS

Clarify roles, processes and procedures in order to create transparency and long-term stability.

Student Achievement

Eighty percent of our students will meet or exceed their individual targets.*

It is important for students and teachers to know where they are in their learning progression.

In most cases, growth targets will be the projected growth from the Spring to Spring in reading and math using the NWEA MAP assessments data. Some students with IEPS who do not take the MAP assessments will have specific goals identified in their IEPs that will be used for this purpose. 4K students will have goals based on ESGI data in the areas of reading and math.

Action Steps

01 Select specific staff to investigate assessment and feedback practices that foster student learning and growth.

02 Deploy a secure dashboard for student data that is accessible to all teachers for their assigned students
- Investigate options
- Select and implement
- Engage teachers in professional learning on understanding, using and manipulating data in the identified dashboard including the NWEA system

03 Establish common planning time for professional learning communities (PLC)

04 Common formative and summative assessment
- Engage teachers in professional learning on assessment literacy including how to create common formative and summative assessments and how to discuss progress toward learning goals using this data as a part of their learning communities.
- Engage staff in professional learning on how to analyze student learning evidence from common assessments
- PLCs create assessments
- Teachers implement within classroom
- PLCs analyze common assessment data

05 Student goal setting
- Create goal setting processes and protocols for students in different grade bands (4K, K-2, 3-8)
- Engage teachers in professional learning on the processes and protocols for student goal setting
- Implement the goal setting processes/protocols with students
- Inform families of student goals and progressions

06 Instructional practices for all teachers
- Engage all teachers in learning sessions regarding their role in supporting students' achievement goals
- Integrate strategies and practices in all classes to support the overall goals and classroom evidence

Enhanced Learning Opportunities

Goal: Explore scheduling and calendar options to include enhanced learning opportunities.

It is important for students and teachers to know where they are in their learning progression.

Action Steps

01
Connect with high school and post-secondary institutions
- Build relationships to learn about available extension and enrichment opportunities
- Explore extension and enrichment opportunities

02
Research other 4K-8 programming to:
- Define a vision for Bristol's student learning and character expectations (21st century learning skills and character development)
- Gather insights from families and students around interest about enhanced learning opportunities
- Investigate elective offerings including how they are implemented and sustained
- Investigate extra-curricular offering including how they are offered and sustained
- Investigate potential student community service opportunities

03
Research school-wide educational events
- Define and identify potential sustainable celebration of learning events
- Explore ways for students to showcase their learning with families, staff and the larger community
- Explore community resources that expose Bristol students to authentic applications

04
Engage Bristol students in Academic and Career Planning (ACP)
- Increase parent awareness about ACP
- Continue to develop the ACP Committee to guide future opportunities
- Yearly review of ACP plan

A Valued & Dedicated Workforce

Goal: Bristol will identify how to invest in staff to cultivate and advance a collaborative, supportive and positive work culture.

Defining and communicating clear work expectations creates transparent, efficient and effective practices that positively impact Bristol's work culture.

Action Steps

01 **Leadership will clarify and define norms of professionalism in collaboration with staff**
- Audit, identify, review, consult and update job descriptions
- Audit, identify, review, consult and update employee handbooks
- Audit, identify, review, consult and update school policies
- Engage appropriate staff in professional development regarding changes made to job descriptions, policies, and handbooks
- Audit, review, consult and update New Staff Training and All Staff Training

02 **Conduct a staff value and dedication survey**
- Investigate options and identify survey approach for a minimum of two years
- Establish timelines for ongoing survey feedback
- Analyze responses
- Report out responses with Bristol Leadership and with staff

03 **Develop committees that encourage staff contributions to the Bristol School Community**
- Identify structure that engages all employee types
- Identify and develop committees' foci
- Pilot committees on various topics
- Create opportunities for committees to contribute to Bristol School Community

04 **Identify, develop and realize innovative recruitment and retention practices**
- Increase awareness of the District's total compensation package
- Utilize committee structure to inform potential offerings that increase retention
- Create awareness about the District and employment opportunities to attract qualified candidates

Community Engagement

Goal: Enhance involvement of all stakeholders to maximize community involvement.

Presently there are many established groups within our community. Our schools, students and families would benefit from collaboration.

Action Steps

01 **Identify current stakeholders and partnerships within the school and community**
- Reach out to individuals that could help with a listing of the above
- Develop a list of all clubs and organizations that are school-based, including contact information
- Develop a list of community-based organizations, including contact info
- Develop a list of Non-Profits in the area that could either/or benefit from, provide services or support Bristol School
- Develop a list of local businesses that could benefit from, and/or provide services or support to Bristol School

02 **Reach out to school-based and community-based organizations and clubs**
- Share the Strategic Plan Priorities and Definitions
- Send a questionnaire to understand the purpose and needs of each club/organization

03 **Review the current communication between the school and current stakeholders, as well as to and from the community**
- Identify responsible parties
- Determine if improvement is necessary, and if so, develop a plan

04 **Identify past, current, recurring and future events at Bristol School and within the community**

05 **Form a committee of interested stakeholders (teachers, parents, students, clubs, organizations, nonprofits and businesses) to explore ways to build relationships between Bristol School organizations and community in order to facilitate communication, involvement and mutual support**
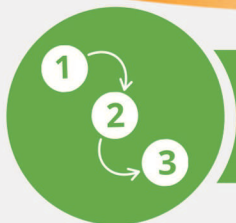
Systems to Facilitate Efficient Operations

Goal: Create standard operating procedures/processes (SOPs) for identified systems

Avoid duplication of processes and efforts, gain clarity on various systems and deploy processes that are efficient, effective and sustainable.

Action Steps

01 Create documentation that outlines the standard operating procedures for each of the following identified areas:
- Skyward data integrity and consistency
- Budgeting
- Multi-layered systems of student support
- Event coordination

02 Engage in collaborative meetings to develop SOP that:
- Defines the audience
- Identifies and engages key stakeholders
- Further defines the scope of specific SOP project and determines metrics to measure effectiveness
- Maps out the current state and future state
- Addresses legal compliance
- Includes rationale on how the SOP will boost productivity
- Addresses blind spots and maximizes missed opportunities

03 Pilot SOP
- Identify pilot group
- Gather ongoing feedback on SOP
- Measure effectiveness\make adjustments prior to full deployment

04 Professional Development
- Train identified staff on SOP
- Measure effectiveness
- Inform impacted staff on deployed SOP
- Identify continuous improvement cycle for that particular SOP