

# Manhattan Public School's Strategic Plan 2021

## Overview:

**The Manhattan Public School District** is committed to strategically focusing its resources to identify wants, preferences, and needs of its community. As part of this process, Manhattan Public School began a strategic planning and brainstorming process that will lead to a stronger and more vital school district. This process is ongoing as Manhattan Public School moves into the future. This Strategic Plan is intended to help Manhattan Public School focus its resources in a manner that will best benefit the students enrolled in Manhattan Public School.

The Manhattan Public School Board of Trustees and Staff Leadership Team began the strategic planning and thinking process necessary to fit with its commitment to students, to community engagement, to moving the District forward, and to utilizing a knowledge-based decision making process.

The Manhattan Public School Board and Staff Leadership Team view the process of strategic planning as an ongoing process within the school system. This is not a "strategic planning project" that is completed. Nor is it intended as the end of a conversation, but rather as the beginning of one – a conversation regarding how Manhattan Public School can best serve the community and maximize the focus and impact of its resources on its Core Purpose. The Manhattan Public School Board intends that this plan become the means by which the Manhattan community's values, needs and priorities can be regularly discussed, clarified, documented, prioritized and pursued by our school system over time.

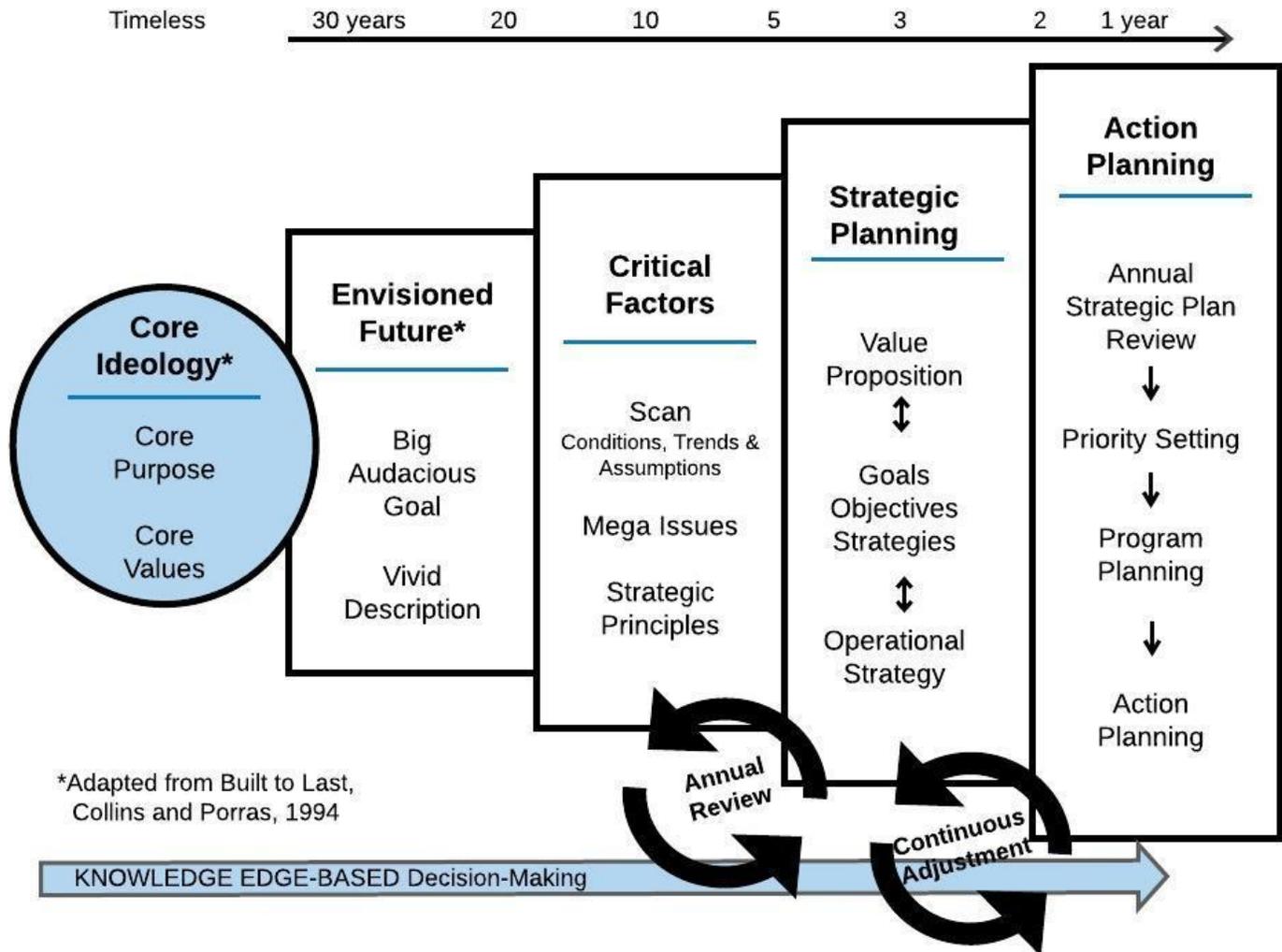
Adoption of a plan is an affirmation of the initial general intent and direction articulated by the Core Ideology, Envisioned Future, Goals and Strategic Objectives. It is understood that the strategies identified in this document will change over time as we implement the plan and gain a deeper understanding of what does and does not work and incorporate the feedback of our constituents to ensure that the plan remains relevant and contemporary over time.

Progress toward achieving identified strategic objectives will be assessed at least annually, and the plan will be updated based on achievement and changes in the needs of the students served by Manhattan Public School.

## Strategic Planning Framework

The framework used by the Manhattan Public School 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 on shorter term efforts.

# Five Planning Horizons



## Core Ideology of the Manhattan Public School

**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**.

## **Core Purpose of the Manhattan Public School**

*The Core Purpose of Manhattan Public Schools is to provide an environment that promotes student success in education and in life.*

## **Core Values of the Manhattan Public School**

*The Core Values of Manhattan Public School are*

**Respect** – *We value respect for others at all times. We believe that respecting others' individuality and accepting the unique attributes of everyone is vital to our success. We believe in being kind to everyone, even those in which we may disagree.*

**Integrity**- *Manhattan Public Schools values integrity. We believe that honesty is the best policy. We believe that having a strong work ethic, showing respect and professionalism towards others even in situations where there are strong differences of opinion, values or views is critical to our success.*

**Community** – *We value the sense of family and community. We believe everyone needs to work together for a common goal through compromise, transparency and openness.*

**Work Ethic** - *We value self-discipline and we promote the benefits and fulfillment of achieving individual goals. We also believe that in order to be successful, it is vital that we work as a team for the betterment of our students, staff, community and society in general.*

**Citizenship** – *We believe in the importance of citizenship. We also believe that the value of serving others builds trust and resourcefulness in the community.*

## **20 Year Planning Horizon**

## **Envisioned Future of the Manhattan Public School**

### **Big Audacious Goal**

*The Manhattan Public School will be a model school, for students and staff, to the surrounding communities for social, academic and innovative accomplishments.*

*Every staff member, administrator and board member works in a united partnership with students, parents and our community where a sense of unity is felt to provide every student every day with a safe and encouraging learning environment. Students will be provided with a quality education that prepares them to be a productive, hardworking and moral citizen to be able to succeed in life.*

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

- Manhattan Public Schools will have a 100% graduation rate and very little attendance problems.
- The school will provide a Preschool/day care program.
- Manhattan Public Schools will find the financial ability to meet student's goals from the very basic (low end) through the gifted (high end).
- We will have facilities that meet the needs of our students, staff, and community.
- We will provide programs that address the needs of at-risk students.
- All students will graduate without a need for remediation.
- All students will be engaged and grounded on the values of this community.
- Student support to allow for all students to attend college/career training (endowments).
- Full academic programming that is not limited by funding.
- Continual access for all ages to education.
- Ability to attract and keep the highest quality employees.
- Students will be employed in desirable jobs post-graduation.
- Students will be socially aware, kind, and upstanding citizens.
- Manhattan Public Schools will have an increased percentage of college based kids.
- The students will have involvement in the community.
- The students will have an interest in local government and economy.
- The students will have respect and show kindness for all members of the community.
- Manhattan Public School will provide a safe learning environment where everyone wants to go to school.
- Manhattan Public School will continue to seek highly qualified teachers.
- Individualized junior high and high school plan based on testing and interests.
- Academic path in place for 2-year and 4-year college.
- Our students will be in groups of learning rather than in the traditional classroom.
- Increased computer skills as schools will become paperless.
- Students will have access to classes outside of the traditional setting (on-line courses, teachers away from home base).
- Manhattan Public Schools will provide top of the line technology with support for all students and classrooms.
- Manhattan Public Schools will provide national and international training for all teachers in all disciplines.
- Family support and community access to services and facilities at our school as a community based education, to include health, education, safety, shelter, and the Arts.
- Manhattan Public School has a strong, positive, flexible and long-term committed leadership who is willing to listen and seriously consider all stakeholder suggestions or ideas.
- Manhattan Public School will increase the use of technology within the classroom.

## **5-10 Year Planning Horizon**

In order to make progress against the 20 year Envisioned Future, Manhattan 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 Manhattan 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 Process, the Manhattan Public School Board, Staff Leadership Team, and community members 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 Manhattan Public School's Strategic Plan.

### **Assumptions About the Future**

#### **Demographics**

- We will see an increase in business.
- There will be less commuters to outside cities.
- People will begin to stay longer in our community.
- We will see an increase in the elderly population.
- Home school population will remain steady or increase (more elementary home school students).
- We will see an increase in student population due to increase in businesses.

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

- Increase in businesses.
- Upswing with building additions.
- Workforce will continue to replenish.
- Agriculture will remain stable.
- Location is great for highway business.
- May see an increase in motels, restaurants, and niche markets.
- Water infrastructure is an issue.
- May become a retirement resort.
- Affordable housing for staff and students' families is an issue.

#### **Legislation/Regulation**

- State and Federal regulations will continue to shrink our freedoms to choose how we educate our students.
- We will continue to see unfunded mandates.
- We will see a continuance of local control.

#### **Technology /Science**

- Technology is here and not going away.
- Teaching methods will change from hardcopy/book learning to computer based learning.
- Technology will continue to impact everyone.
- Certain teaching principles in regard to science are unchanging and will continue to be taught in the same fashion.

## **Politics and Social Values**

- There will be a trend to seek alternative education forums.
- Tax base will increase.
- Social issues will continue to rise.
- There will continue to be an increased pressure on schools to deal with more community/social issues.
- We will continue to see a lack of responsibility and accountability from families.

## **5-10 Year Planning Horizon**

### **Mega Issues facing the Manhattan Public School**

**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 Manhattan Public School's 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 mega-issue questions are not necessarily arranged in priority order.*

### **Mega-Issue Questions for consideration by the District**

- Are we going to ask our teachers to teach the curriculum and deal with all of the social issues?
- How do we encourage our home school population to reconsider attending our public school?
- How do we ensure that we have adequate funding to continue providing a quality education for the students in our community?
- How can we ensure that technology is effectively incorporated into our programs and services so that our students will be ready to compete in post-high school education and the job market?
- How are we going to support our staff having the ability to live in our community?

### **Knowledge-Based Decision Making Questions**

The Board should prioritize the above-referenced mega issues and decide which of these issues require immediate attention on the part of the Board. Once the identified mega-issues are prioritized, the Board will set aside time at scheduled meetings to analyze a particular mega issue. At such meetings, the Board's primary focus will be on the mega-issue at hand. All other business (routine or otherwise) will be conducted at the end of the meeting once the dialogue and deliberation on the mega-issue has been concluded for that meeting. When analyzing mega issues, the Board will utilize a knowledge-based decision making process. This will keep the focus of the Board on relevant factors

to consider as it develops strategies to overcome particular impediments/barriers that may impact the Board's strategic direction. The Board will analyze mega-issues by answering the following questions:

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

## **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 Manhattan 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. Objectives are reviewed annually by the Manhattan Public School Board, Staff Leadership Team, and faculty.

### **Goals of the Manhattan Public School**

#### **Goal Area 1: Community Involvement**

**Statement of Intended Outcome, Five years:** Manhattan Public School continually works to gain community trust and unity. The staff, administrative team, board and community work in collaboration for the betterment of all our students. As a result of our collective efforts, resolutions to the issues that polarize the school and community are addressed and resolved in a timely manner.

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

- The District communicates with stakeholders through an updated website and quarterly newsletters to provide the community with information on the happenings throughout the District.
- The District will have an active presence and maintain communication with local community organizations such as law enforcement, rotary, chamber, city council, Amsterdam, and Manhattan Christian schools.
- The District will provide opportunities for community engagement throughout the year by soliciting input and feedback through multiple platforms.

- The District will hold a student-supported “community appreciation events” to thank the community for all of the support they have given our students throughout the year.
- The District will continue to allow community members opportunities to utilize our facilities.

## **Goal Area 2: Enhanced Student Achievement**

**Statement of Intended Outcome, Five Years:** Manhattan Public School has enhanced the educational opportunities, programs and services to promote supporting student social, emotional, and academic development and developed systems that promote continuous improvement.

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

- Teachers implement a standards-based curriculum, utilizing the Montana standards, best practices in instruction, and local and state assessments for monitoring student achievement, identifying individual needs, and planning for continuous improvement.
- We will develop and implement an academic schedule which will allow students the flexibility to receive additional credits through nontraditional means.
- We will provide staff with continual professional development that will enhance their abilities to better promote student academic, social, and emotional growth.
- We will continue to utilize systematic programs including MTSS to support students’ academic, social, emotional and behavioral development.

## **Goal Area 3: Technology**

**Statement of Intended Outcome, Five Years:** Manhattan Public School has made technology a priority to ensure that we are effectively using technology to enhance learning opportunities for our students and to improve the delivery of our educational programming.

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

- We will use one staff development day to provide ongoing training in the use of current technology.
- Update district technology plan by the spring of 2021 (tie to technology levy)
- Pass a technology levy by 2023
- Update all telecommunications equipment by the end of the 2022 school year
- Maintain technology committee consisting of teachers and administrators

## **Goal Area 4: Staff**

**Statement of Intended Outcome, Five Years:** The recruitment and retention of highly qualified staff is a top priority for Manhattan Schools. We employ professional educators that effectively incorporate the latest technology and instructional strategies to inspire students to do their best; and we support teachers/staff with a variety of opportunities to engage in professional learning throughout the year in areas that align with strategic objectives.

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

- We will continue to hire the best qualified staff who serve as role models to our students.

- Each year we will provide at least one in-service for professional growth.
- We will develop and implement a program to recognize inspirational staff members.
- We value input and will collect feedback from employees and constituents for school improvement.
- We are committed to supporting teacher wellness.

## **Goal Area 5: Facilities**

**Statement of Intended Outcome, Five Years:** Manhattan Public School takes great pride in the appearance and functionality of our school facilities. Our facilities are inviting, safe, energy efficient and support our programs, services and our continued technological advancements.

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

- We will identify and implement the best practices in facility care.
- We will conduct a yearly open house to show and thank the community what their overwhelming support is doing for our schools.