

Manhattan Public School's

Strategic Planning Process

2012

Overview

The Manhattan Public School has created a new direction for the school district to strategically focus its resources on identified wants, preferences, and needs of its community. As part of this process, Manhattan Public School has begun a strategic planning and thinking process that will lead to a stronger and more vital school district. This process will be ongoing as Manhattan Public School moves into the future. This Strategic Plan is intended to help Manhattan Public School in focusing 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.

As part of its preparation for planning strategically, Manhattan Public School brought in staff from the Montana School Boards Association with expertise in strategic planning for public schools to help facilitate the group through the initial strategic planning process.

On October 9, 2012, the Manhattan Public School Board of Trustees formally adopted its new strategic plan.

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.

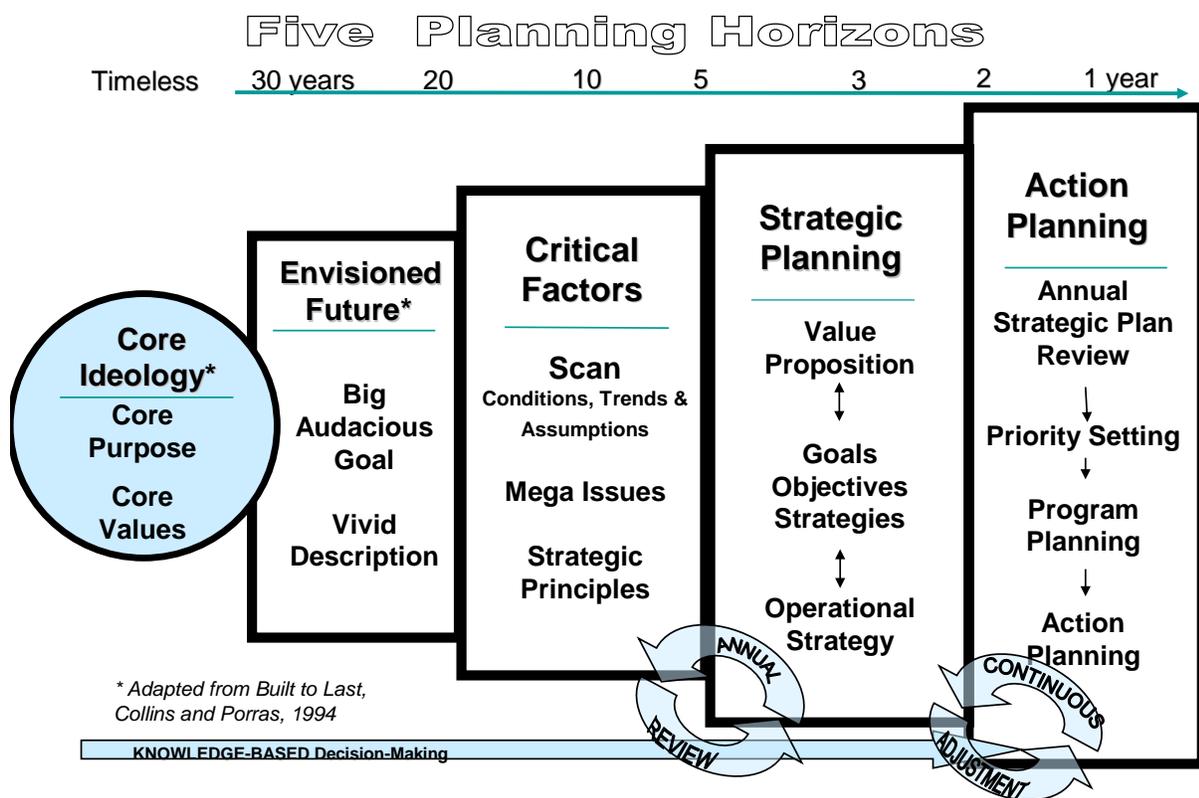
Adoption of a plan is an affirmation of the initial general intent and direction articulated by the Core Ideology, Envisioned Future and Goals and Strategic Objectives. It is understood that the strategies identified in this document will change over time as we implement the plan and gain a

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.



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 other’s individuality and accepting the unique attributes of everyone is vital to our success.*

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 Pre-school/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 the 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 highest quality employees.
- Ability to fix family issues before they get to school.
- Students will be employed in desirable jobs post-graduation
- Students will be more socially mature and upstanding citizens
- Manhattan Public Schools will have an increase 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 for all members of 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.
- A tract in place for 2-year and 4-year college.
- Our students will be more in groups of learning than in the traditional classroom.
- Increased computer skills as schools will become paperless.
- Students may not be housed at school in traditional setting (on-line courses, teachers away from home base).
- Manhattan Public Schools will provide top of the line national 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

Assumptions Regarding the Relevant Future for the Manhattan Public School

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

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 are our students will be ready to compete in post-high school education and the job market?

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.

Strategic Objectives provide direction and actions on how the school district will accomplish its articulated goals. All strategies included in the strategic plan should be considered accomplishable at some point in the future. Strategic 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 has worked effectively 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, resolution to the issues that polarize the school and community have been addressed and resolved.

Strategic Objectives – Two Year Plan:

- By the end of the 2012-13 school year, the District will have updated and improved the school website to be a more informative and user friendly site.
- We will develop a schedule to have a school representative attend community forums such as Rotary, Chamber, Council meetings, etc.
- We will have public forums throughout the year to update community members on the happenings within the school district.
- We will hold a student sponsored “community appreciation night” to thank the community for all of the support they have given our students throughout the year.
- We will develop and implement a plan to allow community members an opportunity to utilize our facilities for adult education, open gym night, and community meetings.

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 enhanced student achievement and developed systems that promote continuous improvement.

Strategic Objectives – Two Year Plan:

- We are advancing in the direction to fully adopt the common core standards and assessment.
- 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 meaningful training that will enhance their abilities to better promote enhanced student achievement.
- We will expand the use of RTI to the middle school and, eventually, the high school.

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 develop and implement a plan to have WiFi installed throughout the District prior to the 2013-14 school year.
- We will use one staff development day to provide ongoing training in the use of current technology.
- We will form a technology committee of staff, students, administration, and community members to develop a technology plan for hardware and software.

Goal Area 4: Staff

Statement of Intended Outcome, Five Years: Manhattan Public School have highly qualified staff that serve as role models for our students, that have effectively incorporated the latest technology into our educational programming and who are effective instructional leaders inspiring our students to do their best.

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 per year for professional growth.
- We will develop and implement a recognition and reward program to recognize highly effective and inspirational staff.
- We will develop, implement, and utilize the results of an employee relations survey to identify areas of concern.

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.