

**LEWISTOWN PUBLIC SCHOOLS
BOARD OF TRUSTEES**

Highland Park Elementary—Library
1312 7th Avenue North
Lewistown MT 59457

Thursday, February 12, 2009

BOARD WORK/STUDY SESSION

CALL TO ORDER (5:30 p.m.)

1. Roll Call
2. Public Participation

AGENDA

3. Discussion—Strategic Planning

ADJOURNMENT

LEWISTOWN PUBLIC SCHOOLS
Lewistown, Montana

BOARD AGENDA ITEM

Meeting Date

02/12/2009

Agenda Item No.

3

- Minutes/Claims
 Board of Trustees
 Superintendent's Report
 Action - Consent
 Action - Indiv.

ITEM TITLE: DISCUSSION—STRATEGIC PLANNING

Requested By: Board of Trustees **Prepared By:** Trustees **Date:** 02/12/2009

SUMMARY:

The Board of Trustees needs to discuss the results of the strategic planning sessions and review the rough draft of the Lewistown Public Schools' Strategic Planning Process for 2009.

Once the rough draft is completed, this information will be presented to the staff for their input.

SUGGESTED ACTION: Discussion

Additional Information Attached **Estimated cost/fund source** _____

NOTES:

| <i>Board Action</i> | Motion | Second | Aye | Nay | Abstain | Other |
|---------------------|--------|--------|-----|-----|---------|-------|
| Bristol | | | | | | |
| Byerly | | | | | | |
| Cutler | | | | | | |
| Granot | | | | | | |
| Jackson | | | | | | |
| Monger | | | | | | |
| Schelle | | | | | | |



DRAFT

Lewistown Public Schools' Strategic Planning Process

2009

Overview

The Lewistown Public School District ("Lewistown Public Schools") has created a new direction for the school district to strategically focus its resources on identified wants, preferences, and needs of the Lewistown community and on student achievement. As part of this process, Lewistown Public Schools 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 Lewistown Public Schools move into the future. This Strategic Plan is intended to help Lewistown Public Schools in focusing its resources in a manner that will best benefit the students enrolled in Lewistown Public Schools.

The Lewistown Board of Trustees and Staff Leadership Team began the strategic planning and thinking process necessary to fit with its commitment to children, to community engagement and to knowledge-based decision making processes.

As part of its preparation for strategic planning, Lewistown Public Schools brought in Lance Melton and Debra Silk of the Montana School Boards Association to help facilitate the strategic planning process.

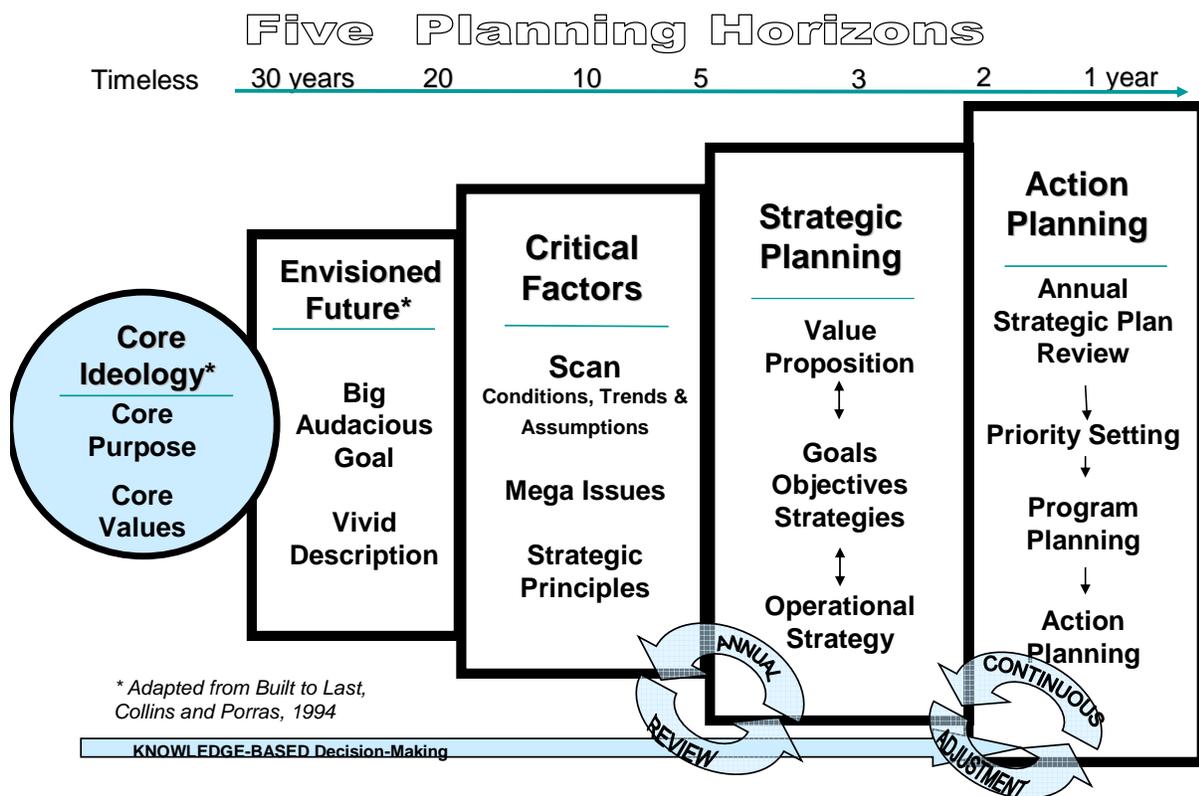
On _____, 2009, after seeking input from the staff and community, the Lewistown Public Schools Board of Trustees formally adopted its new strategic plan.

Lewistown Public Schools' 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; rather this is a process that is on-going and requires a long-term

commitment from the Lewistown Public Schools. Adoption of a plan is an affirmation of the general intent and direction articulated by the Core Ideology, Envisioned Future and Goals and Strategic Objectives. It is understood that progress toward achieving plan strategic objectives will be assessed at least annually, and the strategic plan will be updated based on achievement and changes in the needs of the students served by Lewistown Public Schools.

Strategic Planning Framework

The framework used by the Lewistown Public Schools for its strategic planning process was adapted from a model developed by Jim Collins, author of “Built to Last” and “Good to Great.” Lewistown Public Schools focused on five different planning horizons, starting with the long term issues first to provide focus to shorter term efforts.



Core Ideology of the Lewistown Public Schools

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 Lewistown Public Schools:

Lewistown Public Schools, as entrusted by the Lewistown Community, provides children with an accountable, high quality, rigorous education in a safe, nurturing environment; developing the full potential of each child and preparing them for lifelong success in their personal lives and careers, wherever they may be in the world.

Core Values of the Lewistown Public Schools:

- **High Standards:** Lewistown Public Schools upholds high standards and expectations for the Board, staff and students of the district. We strive to provide challenging curriculum taught by innovative leaders in the field of education, utilizing research-based curriculum and implementing best practices.
- **Student-Centered:** The motivation for everything we do is based upon what is right and best for the children of our community. We ensure the development, well-being and education of students through a variety of academic and extracurricular activities. We assist students in overcoming challenges and help them celebrate their successes, all as part of a plan to maximize the potential of each student.
- **Effective and Efficient Practices:** Lewistown Public Schools is committed to effective and efficient stewardship of our resources.

- **Accountability:** Lewistown Public Schools is accountable for all that we do from fiscal management to the performance of students, staff, administration and the Board.
- **Community Support:** Lewistown Public Schools understands that community support is vital, earned and continually renewed through consistent dedication to quality service. We believe the key to success is found through mutual engagement of the community and the schools, effective interaction between parents, students, staff, administrators, trustees and all elements of the Lewistown Community. We value the trust the community has invested in our public schools and we strive to earn and maintain that trust.
- **Communication:** Lewistown Public Schools values effective and open communication with parents, students, staff, trustees and the community.

20-Year Planning Horizon

Envisioned Future of the Lewistown Public Schools

Big Audacious Goal:

Lewistown Public Schools provides an enriching positive learning environment that produces independent and successful graduates. Students perform at high levels on achievement tests and in extra and co-curricular activities. Our programs and offerings allow students to achieve at their highest level while preparing for a global environment and career and life success.

Lewistown Public Schools enthusiastically and effectively ensures the success of our students, and is recognized as a role model to schools across Montana and the nation. The parents of our students and the Lewistown Community are actively involved in our schools, programs and services. We are THE educational leader in this State. We have completed a 20-year state-of-the-art building and renovation project through the support of the community at every phase.

Wherever and whatever they do, students who graduate from Lewistown Public Schools frequently cite their interest in replicating the positive experiences and influences they enjoyed as students in our schools.

A Vivid Description of the Desired Future:

- We offer a diverse, rigorous and challenging curriculum.
- Because of our diverse offerings, we have a 0% dropout rate.
- We have a 100% graduation rate while maintaining our high standards.
- Our students' average scores are in the top 5% nationally on the ACT and SAT tests.
- We have numerous highly qualified applicants for all open positions.

- We offer small, diverse courses.
- Our open houses are well attended by our community.
- The parents of our students are actively involved in the education of their child(ren).
- We have 100% participation in our parent-teacher conferences.
- Our district has numerous individuals who are volunteering in our schools.
- Our administration and staff are well informed of the skill set needed in order for our students to succeed.
- We have empowered our staff through professional development and other programs and opportunities to ensure that every student succeeds to the best of his/her ability.
- We have secured adequate funding to support all of our programs and offerings.
- Our Board of Trustees has committed to a rigorous training program that provides them with the skills, understanding of duties and responsibilities, and tools to effectively communicate with our community and advocate for our schools.
- We have incorporated technology into every aspect of our programs and offerings.

5-10 Year Planning Horizon

Assumptions Regarding the Relevant Future for Lewistown Public Schools

In order to make progress against the 20 year Envisioned Future, Lewistown Public Schools 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 Lewistown Public Schools 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 October 27, 2008, Strategic Planning meeting, the Lewistown Board of Trustees and Staff Leadership Team 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 Lewistown Public Schools' Strategic Plan.

Assumptions about the future

Demographics

- Continued declining enrollment
- Continued aging population (both locally and state-wide)
- Increase in families with school-aged children living in poverty
- Continued increase in free and reduced lunch counts

- Shift from rural to urban
- Loss of agricultural families in the Lewistown area
- Lewistown Public Schools will be better off than eastern Montana schools
- Growing gap between lower-socioeconomic vs. retired professional non-family

Business/Economic Climate

- Continued stable local economy so long as government and public agencies remain stable
- Ability of District to hire/retain quality employees (classified and certified) will continue to be an issue
- New administration will impact schools one way or the other
- The agricultural base will continue in Fergus County, but the employment base is changing from primarily agricultural to government and service industries
- Lewistown will remain geographically isolated

Legislation/Regulation

- Assumptions about the Future
- Change is coming. State funding suit will be decided. There will be changes at the federal level as well. Present challenge is, not knowing!!!
- Lack of programs/funding for gifted/talented students
- Same or increased governmental control of schools
- Continued earmarking of funds.
- Continued increase in one time only allocation of funds (OTO funds).
- Lack of discretion on part of local boards.
- Underfunded/funded mandates.

Technology /Science

- Technology will continue to change at rapid rates
- Possibility of more money to schools in the areas of science/technology
- Challenge of spending money wisely on technology and its effective use in education
- Continued struggle to remain current in the fields of technology and science
- Increase in technology-based instructional opportunities
- Challenge to compete globally

Politics and Social Values

- Change is coming with a new administration
- Increase severe health for students and behavioral issues impacting students at younger ages
- Apathy in public education issues

Mega Issues facing the Lewistown Public Schools: 5-Year to 10-Year Horizon

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 Lewistown Public Schools' 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 questions are not necessarily arranged in priority order.

Mega-Issue Questions:

- **Demographics**
 - How will the District address the issue of anticipated declining enrollment?
 - What can the District do to minimize the impact of families living in poverty with school-aged children?
- **Business/Economic Climate**
 - What steps can the District take to ensure that we hire quality certified and classified employees and what can we do to retain these high quality employees?
 - What can we do as a school district and as a community to attract families with school-aged children into the Lewistown community?
 - How will the state of our economy impact local business on a long-term basis and how will we address those issues as a Board?
- **Legislation/Regulation**
 - What can the District do to ensure that we have adequate resources to support our school and retain the discretion on where such resources are needed and spent?
- **Technology and Science**
 - With the increased use of technology by students, what measures can the District take to ensure student safety and compliance with ethical/legal standards?
 - How can the District implement a technology plan that ensures that the money spent on technology is needed and implemented effectively to guarantee the greatest benefit to students and staff?

- What can the District do to stress the importance of incorporating technology into our programs and offerings by our staff and to have the staff both buy-in to and be enthusiastic in the implementation of our technology plan?
- **Politics and Social Values**
 - What can the District do to effectively communicate with the public about our school's programs, services and needs in order to engage the Lewistown community in our school environment?
 - What steps can we take as a school district to address the issue of continuing severe health issues of students and the behavioral issues of students, the onset of which is continually starting at younger ages?

Knowledge-Based Decision Making

In addressing identified mega-issues that have the potential of impeding the District's ability to achieve its Envisioned Future, Lewistown Public Schools is committed to applying a knowledge-based decision making process. Using a knowledge-based decision making process, Lewistown Public Schools will use the following as a framework:

- **Question #1** – What do we know our students' / parents' / community's / needs, wants and preferences that is relevant to this decision?
- **Question #2** – What do we know about the current realities and evolving dynamics of our community / marketplace / industry / profession that is relevant to this decision?
- **Question #3** – What do we know about the capacity and strategic position of the Lewistown Public Schools that is relevant to this decision?
- **Question #4** – What are the ethical implications of our choices?

Five-Year Planning Horizon

Outcome-Oriented Goals and Strategic Objectives

For Lewistown Public Schools

The following thinking represents goals for the next five years. They are areas in which Lewistown Public Schools 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 will be reviewed at least annually by the Lewistown Public Schools.

Goals of the Lewistown Public Schools

Goal Area 1: Measurable Student Achievement

Statement of Intended Outcome, Five Years: *Lewistown Public Schools has developed an outstanding educational program that ensures that every student achieves the highest academic performance possible and has multiple opportunities to actively participate in both co-curricular and extra-curricular activities offered by our district. We use a multitude of measures to gauge student performance based on district-created progress goals. We adequately prepare students for their career/job choices and life choices. Our staff is highly supporting and enthusiastic about our differentiated approach to instruction.*

Strategic Objectives:

1. Response to Intervention (RTI) is embraced and consistently implemented by staff in every building in the district and is used to monitor and improve student achievement.
2. The District is consistent in each building in developing and implementing both curricula as well as intervention programs to insure student achievement and success.
3. ???
4. ???

Goal Area 2: Plant Facilities

Statement of Intended Outcome, Five years: *Lewistown Public Schools has developed a state-of-the-art plant facilities program that meets the needs of our students and staff on a long-term basis. We have prioritized our facility needs and have a plan in place for resources necessary to achieve our plant facilities program. Our plant facilities program is fully supported by our community. In planning for our facilities, we have adequately addressed the issue of technology and incorporated that in to our facilities plan.*

Strategic Objectives:

1. Complete a comprehensive plan to address the District's building and facilities needs to insure our physical plant can effectively and efficiently address the needs of our students, staff and community for the next 20 years.
2. Secure community support and funding necessary to implement the comprehensive facilities plan.
3. Use gifting and fund-raising via the Central Montana Foundation to assure long-term funding for critical needs in our buildings and grounds.
4. ???

Goal Area 3: Community / Parental Engagement

Statement of Intended Outcome, Five Years: *Lewistown Public Schools has created an environment of collaboration with families of students and with other our community. Families of students are actively involved in their children's education. The community is highly engaged in our school environment. As a result of our community and family commitment to public education, we have established a positive voice in the legislature and a collaborative approach to solving public education issues with our local legislators.*

Strategic Objectives:

1. Develop, implement and maintain a consistent, district-wide effort to involve parents and interested community members in our schools.
2. Implement an accepted and used communication system so that information can be shared quickly and effectively with parents and interested community members and to allow easy and effective communication from parents and interested community members with the Board, administration and district staff.
3. Implement a program whereby those parents and community members interested and willing to advocate for public schools with the legislature and state agencies are empowered to do so.
4. ???

Goal Area 4: Technology

Statement of Intended Outcome, Five Years: *Lewistown Public Schools has developed a technology plan that incorporates regular upgrades of both hardware and software and training of staff on existing and new programs. We have successfully incorporated technology into our plant facilities and all aspects of our educational program in a methodical and effective manner that prepares our students for the real world. We have systems in place to ensure the safety of our students and compliance with District standards.*

Strategic Objectives:

1. Keep technology infrastructure current and sound (routers, switchers, servers, internet service and work stations). Continue to prevent problems and keep technology accessible (security, filtering, preventative updates).
2. Have implemented steps to leverage social networking and other technology to support better teaching and learning by expanding student-to-student and student-to-faculty connections for collaborating beyond the classroom.
3. ???

Goal Area 5: Highly Qualified Staff

Statement of Intended Outcome, Five Years: *Lewistown Public Schools has developed a recruitment and retention program to ensure that the District hires and retains high quality, effective personnel. Our teachers and other staff have been provided professional development opportunities that directly correlate to the high academic standards set by the District. Our teachers and other staff have embraced the use of technology into all aspects of our educational programs. The staff shares the vision of the Board in providing differentiated educational programs in order to meet the needs of our students and in achieving the District's high academic standards.*

Strategic Objectives:

1. Implement a consistent, rigorous and fair assessment and evaluation process for staff that is understood and supported by administrators and staff.
2. ???

Goal Area 6: Fiscal Management/Responsibility

Statement of Intended Outcome, Five Years: *Lewistown Public Schools has secured adequate, sustainable funding from the state and has developed a process to prioritize the financial resources that we have according to the educational goals set by the District. We have secured funding sources that are not earmarked for specific causes and have the discretion to determine where funds are needed in order to achieve our high standards and our goals. Through our community engagement initiative, our community understands our budgeting process, they support our schools and they understand our needs and the strategic direction of our District.*

Strategic Objectives:

1. ???.
2. ???

One-Year 2008-2009 Planning Horizon

Outcome-Oriented Goals and Strategic Objectives

For Lewistown Public Schools

The following thinking represents goals for 2008-2009.

Goal Area 1: Measurable Student Achievement

Statement of Intended Outcome, 2008-2009: *Lewistown Public Schools has developed an outstanding educational program that ensures that every student achieves the highest academic performance possible and has multiple opportunities to actively participate in both co-curricular and extra-curricular activities offered by our District. We use a multitude of measures to gauge student performance based on district-created progress goals. We adequately prepare students for their career/job choices and life choices. Our staff is highly supporting and enthusiastic about our differentiated approach to instruction.*

Strategic Objectives:

1. Involve staff and community in a discussion to determine whether full-time kindergarten is in the best interest of students and the district.
2. ???.
- 3.

Goal Area 2: Plant Facilities

Statement of Intended Outcome, 2008-2009: *Lewistown Public Schools has developed a state-of-the-art plant facilities program that meets the needs of our students and staff on a long-term basis. We have prioritized our facility needs and have a plan in place for resources necessary to achieve our plant facilities program. Our plant facilities program is fully supported by our community. In planning for our facilities, we have adequately addressed the issue of technology and incorporated that in to our facilities plan.*

Strategic Objectives:

1. Begin a constructive dialog with airport officials and community members to begin developing a win-win solution for the bus barn at the Lewistown Airport.
2. Finalize and place the QZAB issue approved by voters in 2008.
3. Have in place and underway a process to develop, with staff and community, a 10-year facilities plan.
4. Begin process of designing the elementary buildings HVAC restoration work approved by voters in 2008.
5. ???

Goal Area 3: Community / Parental Engagement

Statement of Intended Outcome, 2008-2009: *Lewistown Public Schools has created an environment of collaboration with families of students and with our community. Families of students are actively involved in their children's education. The community is highly engaged in our school environment. As a result of our community and family commitment to public education, we have established a positive voice in the legislature and a collaborative approach to solving public education issues with our local legislators.*

Strategic Objectives:

1. Obtain feedback on the Infinite Campus portal and parent use of it.
2. Implement steps to reach out to the community (don't wait for people to come to us), such as: visiting local coffee clubs, radio programs, newspaper articles and columns/opinions (from staff, administrators and trustees).
3. ???
4. ???

Goal Area 4: Technology

Statement of Intended Outcome, 2008-2009: *Lewistown Public Schools has developed a technology plan that incorporates regular upgrades of both hardware and software and training of staff on existing and new programs. We have successfully incorporated technology into our plant facilities and all aspects of our educational program in a methodical and effective manner that prepares our students for the real world. We have systems in place to ensure the safety of our students and compliance with District standards.*

Strategic Objectives:

1. Keep technology infrastructure current and sound (routers, switchers, servers, internet service and work stations). Continue to prevent problems and keep technology accessible (security, filtering, preventative updates).
2. Begin a discussion about how best to address the technology generational gap (between staff and students) and what role the District can play in educating parents about the ways their children use technology (in and out of school, for good and bad reasons).
3. ???
4. ???

Goal Area 5: Highly Qualified Staff

Statement of Intended Outcome, 2008-2009: *Lewistown Public Schools has developed a recruitment and retention program to ensure that the District hires and retains high quality, effective personnel. Our teachers and other staff have been provided professional development opportunities that directly correlate to the high academic standards set by the District. Our*

teachers and other staff have embraced the use of technology into all aspects of our educational programs. The staff shares the vision of the Board in providing differentiated educational programs in order to meet the needs of our students and in achieving the District's high academic standards.

Strategic Objectives:

1. Seek input from staff on non-financial ways to make jobs more rewarding.
2. Seek to remain competitive with classified, certified and administrative wages and benefits.
3. ???
4. ???

Goal Area 6: Fiscal Management/Responsibility

Statement of Intended Outcome, 2008-2009: *Lewistown Public Schools has secured adequate, sustainable funding from the State and has developed a process to prioritize the financial resources that we have according to the educational goals set by the District. We have secured funding sources that are not earmarked for specific causes and have the discretion to determine where funds are needed in order to achieve our high standards and our goals. Through our community engagement initiative, our community understands our budgeting process, they support our schools and they understand our needs and the strategic direction of our District.*

Strategic Objectives:

1. Review all financial processes; streamline and consolidate these processes where possible; find ways to improve efficiencies and accountability in our financial processes while reducing, if possible, staff frustration with them.
2. Involve employees in budget development.
3. Maintain a strong presence (Board and administration) in legislative proceedings.
4. ???
5. ???

Two-Year 2009-2010 Planning Horizon

Outcome-Oriented Goals and Strategic Objectives

For Lewistown Public Schools

The following thinking represents goals for 2009-2010.

Goal Area 1: Measurable Student Achievement

Statement of Intended Outcome, 2009-2010: *Lewistown Public Schools has developed an outstanding educational program that ensures that every student achieves the highest academic performance possible and has multiple opportunities to actively participate in both co-curricular and extra-curricular activities offered by our District. We use a multitude of measures to gauge student performance based on district-created progress goals. We adequately prepare students for their career/job choices and life choices. Our staff is highly supporting and enthusiastic about our differentiated approach to instruction.*

Strategic Objectives:

1. Implement whatever recommendations are approved by the Board during 2008-2009 regarding full-time kindergarten.
2. ???
3. ???

Goal Area 2: Plant Facilities

Statement of Intended Outcome, 2009-2010: *Lewistown Public Schools has developed a state-of-the-art plant facilities program that meets the needs of our students and staff on a long-term basis. We have prioritized our facility needs and have a plan in place for resources necessary to achieve our plant facilities program. Our plant facilities program is fully supported by our community. In planning for our facilities, we have adequately addressed the issue of technology and incorporated that in to our facilities plan.*

Strategic Objectives:

1. Complete the process to develop, with staff and community, a 10-year facilities plan. Research financing options, and develop and implement a plan to secure community understanding and approval of it.
2. Complete design of the elementary buildings HVAC restoration work approved by voters in 2008, go to bid and have project completed during the summer of 2010.
3. ???
4. ???

Goal Area 3: Community / Parental Engagement

Statement of Intended Outcome, 2009-2010: *Lewistown Public Schools has created an environment of collaboration with families of students and with our community. Families of students are actively involved in their children's education. The community is highly engaged in our school environment. As a result of our community and family commitment to public education, we have established a positive voice in the legislature and a collaborative approach to solving public education issues with our local legislators.*

Strategic Objectives:

1. Assess our efforts to reach out to the community – including steps taken during FY2008-09 – and fine tune and improve for 2009-2010.
2. ???
3. ???

Goal Area 4: Technology

Statement of Intended Outcome, 2009-2010: *Lewistown Public Schools has developed a technology plan that incorporates regular upgrades of both hardware and software and training of staff on existing and new programs. We have successfully incorporated technology into our plant facilities and all aspects of our educational program in a methodical and effective manner that prepares our students for the real world. We have systems in place to ensure the safety of our students and compliance with District standards.*

Strategic Objectives:

1. Keep technology infrastructure current and sound (routers, switchers, servers, internet service and work stations). Continue to prevent problems and keep technology accessible (security, filtering, preventative updates).
2. Develop a plan to insure that we are investigating and, wherever necessary and affordable, implementing new technologies for cost-efficient delivery of technology for students and staff (such as expanding terminal services, implementing virtualization, proven open-source software solutions).
3. Encourage and support the expanded use of instructional aides for the classroom (projectors, interactive white boards, document cameras).
4. Develop and implement efforts to develop a consistent approach/philosophy by our staff to the use of technology in the classroom as an effective and proven learning tool.
5. Insure that, beginning in FY2009-10, the technology staff is consulted and included in textbook/publisher decisions as these decisions increasingly have technology components and impacts.
6. Develop and implement a plan to address the technology generational gap (between staff and students).
7. Determine if and how the district should help educate parents about the ways their children use technology (in and out of school, for good and bad reasons).

8. Develop a timeline on researching, understanding and implementing a plan to leverage social networking and other technology to support better teaching and learning by expanding student-to-student and student-to-faculty connections for collaborating beyond the classroom.
9. ???

Goal Area 5: Highly Qualified Staff

Statement of Intended Outcome, 2009-2010: *Lewistown Public Schools has developed a recruitment and retention program to ensure that the District hires and retains high quality, effective personnel. Our teachers and other staff have been provided professional development opportunities that directly correlate to the high academic standards set by the District. Our teachers and other staff have embraced the use of technology into all aspects of our educational programs. The staff shares the vision of the Board in providing differentiated educational programs in order to meet the needs of our students and in achieving the District's high academic standards.*

Strategic Objectives:

1. By September 30, 2009, assess and implement efforts to improve communication with our staff (including roundtables, regular building visits by administrators and suggestions from staff).
2. ???
3. ???

Goal Area 6: Fiscal Management/Responsibility

Statement of Intended Outcome, 2009-2010: *Lewistown Public Schools has secured adequate, sustainable funding from the State and has developed a process to prioritize the financial resources that we have according to the educational goals set by the District. We have secured funding sources that are not earmarked for specific causes and have the discretion to determine where funds are needed in order to achieve our high standards and our goals. Through our community engagement initiative, our community understands our budgeting process, they support our schools and they understand our needs and the strategic direction of our District.*

Strategic Objectives:

1. Review all financial processes; streamline and consolidate these processes where possible; find ways to improve efficiencies and accountability in our financial processes while reducing, if possible, staff frustration with them.
2. Seek ways, prior to Jan. 1, 2010, to better involve staff in budget development.
3. Carefully assess specific ways in which we can involve community, staff and the Board in better maintaining a strong and influential presence in the next Montana Legislature (2011).
4. ???
5. ???