

Strategic Planning Committee

Presentation to Board of School Trustees

September 21, 2009

Committee Members

Linda Bayne
Larry Baysinger
Janet Boyle
Jeannine Browning
Heidi Burgett
Michelle Burris
Cheryl Christen
Brady Clements
Shelley Coover
Claire Cross
Chris Cross
Laurie Curtis
Rob Daniels
Pam Davis
John Degenhardt
Patti Duckworth
Becky Edlin
John Frank
Paul Gabriel
Meresa Girdley
Kris Griffith
Scott Gudeman
Laura Hacker

Bruce Haddix
Pam Hering
Laura Hilden
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Elisa Horne
Scott Johnson
Shelly Jones
Trael Kelly
Victor Landfair
Bill Long
Catherine Long
David Mandelbaum
Lucas Matney
Linda McCoy
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Susan Mullendore
Linda Mullis
Danielle Myers
Amie Myers
Greg Noble
Jack Parker
Jeff Peterson
Chris Pratt

Cindy Price
Brian Proctor
Brian Quinlan
Heidi Richmond
Lynn Ripberger
Ron Rose
Jack Russell
Matt Shockley
Gigi Shook
Hannah Slaughter
Terry Spradlin
Dave Statler
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Michelle Strauch
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Amy Warner
Marlene West
Terry West
Peggy Young

Category: Student Achievement/Learning

Goal # 1 – Educate and empower students to adapt to a changing global environment so they are able to think, communicate, and compete using 21st Century skills.

Committee Members

- Janet Boyle
- Brady Clements
- Chris Cross
- Patti Duckworth
- Ron Rose
- Emily Stube
- Amy Warner

Category: Student Achievement/Learning

Goal # 1 – Educate and empower students to adapt to a changing global environment so they are able to think communicate and compete using 21st Century skills.

Gap	Strategies	Resources Needed	Timeline	Adjusted Timeline
<ul style="list-style-type: none"> Need definition and consensus on what global education involves Need teachers, parents & community to understand 21st Century skills 	<ul style="list-style-type: none"> Determine & clearly communicate to all stakeholders key components of global education and embed in K-12 curriculum 	<ul style="list-style-type: none"> Continued study and implementation of 21st Century education needs of students (Move to STRATEGIES?) 	<ul style="list-style-type: none"> Clear definition of global education for the 21st Century should be established by spring 2010 	<p>Begin Fall 2010 – ongoing</p>
<ul style="list-style-type: none"> Need more individualized, differentiated, and project-based instruction 	<ul style="list-style-type: none"> Provide professional development for teachers on strategies for individualized/differentiated instruction and PBL 	<ul style="list-style-type: none"> Time 	<ul style="list-style-type: none"> Ongoing professional development 2012 - 21st Century skills embedded in curriculum 	
<ul style="list-style-type: none"> Need equitable distribution of technology in all classrooms Need more on-line learning for students 	<ul style="list-style-type: none"> Equip every classroom and school with the technology necessary to enable 21st Century learning 	<ul style="list-style-type: none"> Additional technology for expansion of distance learning and on-line learning 	<ul style="list-style-type: none"> Fall of 2010 all classrooms equipped with multi-media technology 	<p>Based on funding, Fall of 2012</p>
<ul style="list-style-type: none"> Need for more science & math (STEM) 	<ul style="list-style-type: none"> Hire science specialists in every elementary school 	<ul style="list-style-type: none"> Funding to support new positions and recommended professional development (general fund referendum) 	<ul style="list-style-type: none"> Fall 2011 science specialists in elementary schools 	
<ul style="list-style-type: none"> Need for foreign language to be offered earlier 	<ul style="list-style-type: none"> Develop feasible and effective program to offer foreign language in grades K - 8 Hire appropriate staff in elementary schools to teach world language 	<ul style="list-style-type: none"> Funding to support new positions and recommended professional development (general fund referendum) 	<ul style="list-style-type: none"> Fall 2011 world language staff and curriculum fully implemented 	<p>Staff begins 2011 with full implementation by 2012</p>
<ul style="list-style-type: none"> Larger class sizes negatively impact student achievement 	<ul style="list-style-type: none"> Provide additional staff and redistrict to create equitable class sizes 	<ul style="list-style-type: none"> Funding to support new positions (general fund referendum) 	<ul style="list-style-type: none"> Fall 2010 redistrict and rebalance class sizes 	<p>Fall 2010 redistrict in place Fall 2011 reduce class sizes</p>

Category: Student Curriculum & Organizational Structures

Goal # 2 – Create and maintain a learning environment that identifies and addresses student needs and provides opportunities for all levels of students to learn through curricular, co-curricular, and extracurricular activities.

Committee Members

- Jeannine Browning
- Heidi Burgett
- Bill Long
- Chris Pratt
- Cindy Price
- Heidi Richmond
- Lynn Ripberger

Category: Student Curriculum & Organizational Structures

Goal # 2 – Create and maintain a learning environment that identifies and addresses student needs and provides opportunities for all levels of students to learn through curricular, co-curricular, and extracurricular activities.

Gap	Strategies	Resources Needed	Timeline	Adjusted Timeline
<ul style="list-style-type: none"> Not all students have needs met 	<ul style="list-style-type: none"> Develop a clear process for identifying and nurturing students' diverse needs 	<ul style="list-style-type: none"> Staff support – teachers & support staff 	<ul style="list-style-type: none"> Past and current process should be reviewed 	
<ul style="list-style-type: none"> The challenge for all stakeholders is to create knowledge of each opportunity and organizational structure and needs for each level of student (unclear) 	<ul style="list-style-type: none"> Create an organizational structure to address the needs of the 21st Century student that will help them to be successful in the classroom Class sizes will be as low as possible (move to goal 1) Board will set goals for class size numbers (move to goal 1) CGCSC will immediately redistrict for balanced class sizes in all schools (move to goal 1) Prioritize necessary educational initiatives and assessments to focus and best implement instruction and impact student achievement Any small learning community implemented in the high school will be relationship driven and follow national models (clarify) 	<ul style="list-style-type: none"> Community support and action group. (More specific – for what purpose?) Administration/School Board open to listening and incorporating concerns Student buy-in 	<ul style="list-style-type: none"> necessary groups be formed immediately 	<p>Ongoing</p> <p>As Implemented</p>
<ul style="list-style-type: none"> Technological needs are not kept in balance with curriculum needs (Move to goal 1) 		<ul style="list-style-type: none"> Funds 		
	<ul style="list-style-type: none"> Negotiate teacher preparation time that will be expanded and kept as sacred time and uninterrupted (Does this match goal 2? Move elsewhere?) 	<ul style="list-style-type: none"> Collective Bargaining 		Ongoing

Category: Student Curriculum & Organizational Structures

Goal #3 – Provide focused, meaningful and relevant professional development supporting all district initiatives.

Committee Members

- Larry Baysinger
- Michelle Burris
- Shelley Coover
- Laura Hacker
- Lucas Matney
- Linda McCoy
- Susan Mullendore
- Jeff Peterson

Category: Student Curriculum & Organizational Structures

Goal # 3 – Provide focused, meaningful and relevant professional development supporting all district initiatives.

Gap	Strategies	Resources Needed	Timeline	Adjusted Timeline
<ul style="list-style-type: none"> Professional development seems to be scattered and without an overall plan <ul style="list-style-type: none"> Little staff input as to topics covered 	<ul style="list-style-type: none"> Establish a district-wide professional development plan for all staff that includes teachers and support staff <ul style="list-style-type: none"> The plan should include activities for the next year including programs speakers, areas of training, etc. Professional development will be personalized to individual teacher needs Professional training should coincide with district initiative with pre-training, implementation training and post-training if applicable Support staff will be provided with pertinent professional development 	<ul style="list-style-type: none"> Adequate budget to cover the costs of the professional development plan District Needs Analysis 	<ul style="list-style-type: none"> Plan to be developed with input from staff – Fall 2009 Begin implementation – Spring or Fall 2010 	<ul style="list-style-type: none"> Plan to be developed Spring 2010 Begin Implementation Fall 2010
<ul style="list-style-type: none"> Many opportunities are available to teachers – the key is when should it be offered and in what topics <ul style="list-style-type: none"> So much to cover, but yet so little time in everyone’s busy schedule 	<ul style="list-style-type: none"> Encourage staff to participate in on-line staff development through a variety of web sites 			
<ul style="list-style-type: none"> Parents and community members don’t understand the importance of professional development 	<ul style="list-style-type: none"> Describe importance and current status of professional development in school newsletters/website 			Spring 2010 Ongoing
<ul style="list-style-type: none"> Elementary and HS teachers lack a collaborative prep time 	<ul style="list-style-type: none"> Pursue collective bargaining solutions to increasing professional development and prep time Research best practices in successful districts to increase collaborative prep time 		Collective bargaining – Fall 2009	

Category: Materials & Resources

Goal # 4 – Obtain necessary district funding to support and enhance educational programs.

Committee Members

- Becky Edlin
- John Frank
- Paul Gabriel
- Kris Griffith
- Trael Kelly
- David Mandelbaum
- Linda Mullis
- Michelle Strauch

Category: Materials & Resources

Goal # 4 – Obtain necessary district funding to support and enhance educational programs.

Gap	Strategies	Resources Needed	Timeline	Adjusted Timeline
<ul style="list-style-type: none"> • The public is largely unaware of what is happening with school finance <ul style="list-style-type: none"> ○ The State is not inclined to increase funding for schools ○ It will be difficult to balance the budget with rising costs without additional revenue ○ Cash balance is decreasing 	<ul style="list-style-type: none"> • In light of the bleak picture, plan a referendum for General Fund whereby citizens can express their desires. <ul style="list-style-type: none"> ○ Open lines of communication on school finance to all stakeholders, providing education relative to the financial condition of Center Grove Schools. ○ Develop a Community Support Group to educate the community on the importance of referendums for facilities and General Fund ○ Form a parent and community advocacy group to meet with legislators 		<ul style="list-style-type: none"> • Education meetings concerning financial status of the school district – Fall/Winter 2009 • Schedule a General Fund referendum – May 2010 • Appoint a Community Support Group immediately (referendum) • Initiate planning for a General Fund Referendum in September 2009 • Organize and mobilize a citizens group (advocate to legislators) -- Fall 2009 	
<ul style="list-style-type: none"> • Public agreement/consensus on appropriate use of funds ○ Lengthy process to react to needs 	<ul style="list-style-type: none"> • Request the Board of Trustees to appoint a Financial Priorities Committee to work with the administration in recommending priorities for budget planning and evaluating the need for current programs 		Appoint a Finance Priorities Committee – Fall 2009	Appoint a Finance Priorities Committee – Spring 2010
<ul style="list-style-type: none"> • Community with high expectations and a limited budget <ul style="list-style-type: none"> ○ Enhancing programs will be difficult to accomplish 	<ul style="list-style-type: none"> • Increase pursuit of grant money • Actively pursue business partnerships that will generate revenue 			Ongoing
<ul style="list-style-type: none"> • Insufficient staff (Move to goal 6) 				

Category: Materials & Resources

Goal # 5 – Achieve balanced enrollment and equitable, state-of-the-art facilities.

Committee Members

- John Degenhardt
- Pam Hering
- Victor Landfair
- Forrest Mellott
- Jack Parker
- Brian Quinlan
- Dave Statler
- John Steed
- Alli Warner

Category: Materials & Resources

Goal # 5 – Achieve balanced enrollment and equitable, state-of-the-art facilities.

Gap	Strategies	Resources Needed	Timeline	Adjusted Timeline
<ul style="list-style-type: none"> No plans to adjust elementary and middle school enrollment 	<ul style="list-style-type: none"> Board appoint a Community Task Force to implement redistricting on a periodic basis 	<ul style="list-style-type: none"> Community support & participation Demographic Study 	<ul style="list-style-type: none"> Board appoint a Re-districting Committee – Fall 2009 	
<ul style="list-style-type: none"> Long range facility study has not been updated and implemented Some inequalities exist in facilities 	<ul style="list-style-type: none"> Board appoint a community committee to study and update the Long Range Facility Plan and communicate findings. <ul style="list-style-type: none"> Appoint a task force to implement the Long Range Facility Plan. (unclear) 	<ul style="list-style-type: none"> Updated Long Range Facility Plan Facilities/Educational Needs Review by outside architectural firm 	<ul style="list-style-type: none"> Board appoint Long Range Facility Plan Study Committee – Fall 2009 Board appoint Long Range Facility Plan implementation Task Force- Spring 2010 	
<ul style="list-style-type: none"> Struggle to maintain facilities at current staff levels 	<ul style="list-style-type: none"> Provide necessary staff to maintain state-of-art facilities. 	<ul style="list-style-type: none"> Funding for necessary staff to maintain facilities Need general fund referendum 	<ul style="list-style-type: none"> Provide necessary funding for staff – now 	Fall 2011

Category: Human Resources

**Goal #6 – Attract and retain the most qualified staff
in all areas.**

Committee Members

- Claire Cross
- Meresa Girdley
- Bruce Haddix
- Robert Hill
- Danielle Myers
- Hanna Slauter
- Steve Stephanoff
- Peggy Young

Category: Human Resources

Goal #6 – Attract and retain the most qualified staff in all areas.

Gap	Strategies	Resources Needed	Timeline	Adjusted Timeline
<ul style="list-style-type: none"> Beginning teacher salary is 4/6 in county Unequal benefits for all employee groups 	<ul style="list-style-type: none"> Create and maintain competitive salary/benefits 	<ul style="list-style-type: none"> General Fund Referendum Collective Bargaining Community Action Group to lobby legislators 	ASAP	Fall 2011
<ul style="list-style-type: none"> Evaluation system for all employees is ineffective Salary is not commensurate with job responsibilities 	<ul style="list-style-type: none"> Improve evaluation system for all employees 			Ongoing
<ul style="list-style-type: none"> No cohesive understanding of what “performance-based rewards” means 	<ul style="list-style-type: none"> Develop a group to investigate “performance-based rewards” 			Begin 2011
<ul style="list-style-type: none"> Job posting and hiring process needs improvement Need additional staff to meet students’ needs <p>(move to goal 1)</p>	<ul style="list-style-type: none"> Publicize job openings in a variety of venues to increase awareness and re-visit hiring process annually 			Ongoing

Category: Community Involvement

Goal #7 – Promote diverse opportunities for community and engagement in all programs.

Committee Members

- Cheryl Christen/Linda Bayne
- Pam Davis
- Elisa Horne
- Shelly Jones
- Jack Russell
- Terry Spradlin
- Carol Tumey
- Casey Voelz

Category: Community Involvement

Goal # 7 – Promote diverse opportunities for community and engagement in all programs.

Gap	Strategies	Resources Needed	Timeline	Adjusted Timeline
<ul style="list-style-type: none"> Elementary schools are more successful than middle school and high school involving parents in classroom activities 	<ul style="list-style-type: none"> Increase communication regarding opportunities for involvement in the schools through a community engagement and partnership liaison Provide a comprehensive list of opportunities for parents to participate in K-12 schools using all communication vehicles to promote this list of opportunities 			<ul style="list-style-type: none"> Spring 2010
<ul style="list-style-type: none"> Lack of personnel designated to engage with the larger community 	Promote community leadership for academic clubs in K-12	<ul style="list-style-type: none"> Funding for a full-time community engagement and partnership liaison by possibly reclassifying PR position and use for this position and seek grants or sponsorships (Unclear) General Fund Referendum 		<ul style="list-style-type: none"> Fall 2011

Category: Leadership

Goal # 8 – Our school board and administration will be strong advocates for students, share a common vision, and engage in open, honest, ongoing communication with all stakeholders, creating an environment of unity and trust.

Committee Members

- Laurie Curtis
- Rob Daniels
- Laura Hilden
- Cathy Long
- Amie Myers
- Greg Noble
- Matt Shockley
- Terry West

Category: Leadership

Goal # 8 – Our school board and administration will be strong advocates for students, share a common vision, and engage in open, honest, ongoing communication with all stakeholders, creating an environment of unity and trust.

Gap	Strategies	Resources Needed	Timeline	Adjusted Timeline
<ul style="list-style-type: none"> • Current disagreements of board and administration • Insufficient dialogue among the board, administration, and all stakeholders 	<ul style="list-style-type: none"> • Clearly define and communicate the role of the board, administration and staff in fulfilling the mission of the school district • Conduct a board workshop to assess the current role of the board and administration in providing quality education in the Center Grove Schools • Collectively the board, administration and staff will carry out the strategic plan of the district • Leaders should consider other viewpoints <i>(is this a gap or a strategy?)</i> 	<ul style="list-style-type: none"> • Indiana School Board Association programs for school board training and consensus building 	<ul style="list-style-type: none"> • Board workshop – Fall 2009 • Display vision and goals throughout the district – Fall 2009 • Carry out strategic plan – Fall 2009 	<p>Ongoing</p>
<ul style="list-style-type: none"> • Community uninformed about school issues 	<ul style="list-style-type: none"> • Post detailed school board agenda prior to meeting so stakeholders understand what will be discussed during the meeting • Communicate the vision and goals of the district throughout the schools and community through a variety of media • Create a vehicle for community and all staff to have an active voice and engagement. (Some examples might include podcasts, blogs, webcasts, public access television, public forum, meetings, etc.) ○ Webcast or podcast board meetings 	<ul style="list-style-type: none"> • All types of communication resources. • Committed stakeholders 	<p>Create communication vehicles – Fall/Winter 2009</p>	<p>Fall 2010</p>