

Strategic Objective:		
Existing At The Peak Of Excellence In All That We Do!		
	Strategic Areas	
Key		Academic Excellence
NOT STARTED		Student Life Excellence
IN PROCESS		Faculty Excellence
COMPLETED AND SUSTAINING		Governance and Leadership Excellence
RECENTLY UPDATED		Communications Excellence
PASSED TIMELINE		Community Connections Excellence
Regular text = 2015 - 2016 school year		
<i>Bold and Italic text = 2016 - 2017 school year</i>		

ACADEMIC EXCELLENCE – In order to ensure excellence in programming, we will:	Responsible Parties	Timeline	Fiscal Note	Outcomes for success	Result / Progress	Result / Progress	Result / Progress	Result / Progress
a. Implement the International Baccalaureate program to integrate academics, experiential learning, critical thinking, life skills, global awareness and service learning for all students.	Dustin, Alex, Board, all BSSD staff **Coordinator?	Diploma Program = Authorization beginning Fall 2017; start immediately Primary Years Program / Middle Years Program = Authorization beginning Fall 2018	Ongoing after adoption = approximately 25K – 30k USD per year	Authorization and students in the program as of the above timelines. Specific deliverables regarding authorization and timelines developed internally.	**Hiring of coordinator **Application for accelerated authorization done and sent in. **IB visitors on campus in June	Training: All PYP teachers trained by April 15th; All high school teachers with training by October 2016. All PYP staff trained; scope and sequence deadline of this school year; teacher leaders assigned; PYP units of inquiry to be taught this year (2).	Teachers of all programs beginning the process of creating inquiry based integrated units.	Application for DP submitted; application for PYP candidacy in progress.
b. Continue to strengthen the academic program of the High School.	Dustin and Alex; high school faculty	Immediately and ongoing Process – data analysis (SAT, ACT, PSAT, MAP and other) to rank our students on statewide, national and international scales. Immediately and ongoing Process – Use the data to decision make / problem solve areas of need in the program.	None	Year end report to the board and community containing achievement data and recommendations for change	Data in ACT, AIMS, Smarter Balance and MAP testing collected PSAT for grades 9-11 and AP Through MB: closer analysis of the scope and sequence of teaching and learning across the spectrum of middle and high school.	Presentation to the community via the coffee morning Writing assessment conducted at k-5, MAP data at 2-10 being utilized to inform instructional approaches to all areas. (This is an area that will always be in progress)		
c. Evaluate the effectiveness and modify as necessary classes in mathematics and foreign languages, k-12	Dustin, Alex	1. Immediately and ongoing Process – in depth evaluation of the teaching strategies used in each of these disciplines. Process – in depth evaluation of the curriculum / instruction / planning in these disciplines (k-12).	0 and modified as necessary	Explicit articulation of curriculum and instruction in the disciplines, to include: defining clear outcomes for students at each grade level and course.	Math for 16 - 17 is moving towards an integrated approach for lower high school. Split classes happening at the middle school level. Math a major area of focus for the elementary in 16-17. PD in IB approaches to teaching and learning at the high school / middle school level. PD at elementary in the way of Greg Tang conference. More to attend. Meet to place a teacher on special assignment to put a committee in place and begin analysis of the curriculum and instruction.	World language going to the elementary school. TOSA has met with math teachers in the MS / HS; initial exploration of everyday math and Engage NY math curriculum	World languages curriculum and instruction reflective of authentic use of target language; approach that is most effective for comprehension and acquisition of the language.	Integrated approach to mathematics at the pre-IB level.
d. Continue leadership in the implementation of educational technology	Dustin, Alex, Andrew, Tech Committee	Immediate and on-going	< 15,000 for PD	BSSD 72 will host a tech professional development two day conference for MEA 2016. Technology use in the classroom will be supportive of curricular skills and content as measured by documentation of teachers, administration and analysis of online traffic.	Committee working towards this goal. Data currently being collected on: sites visited, app usage, print vs. digital text	October 20 and 21 hosting conf. Purchase of online text books for IBDP students.		

e. Continue to expand online and other means of supplementing classroom learning.	Dustin, Alex, Counselor, Teachers	Immediate and on-going	< 15,000 for PD	Based on student and program need, adjust online learning opportunities as needed	Online learning in 16-17 now includes upper middle school students. more and different MTDA courses being opted into by LPHS students. Have added 2 new providers of online coursework.			
				Support for on line learning in the school.	<i>time table reflects students taking online coursework having a period in their schedule where they are accountable at school</i>			
				Student area dedicated for on line learning	<i>Students taking online courses are monitored each and every period they have the class</i>			
f. Review and strengthen the Capstone project	Dustin, Alex, Coordinator, Teachers	Immediate and on-going	< 15,000 for PD	Increased awareness of the Capstone and the responsibilities	All 2016 grads to complete Capstone			
				Increased integration of classroom teachers with the students completing the Capstone process.	All students from class of 2017 on track to complete process			
				100% completion for 12th grade students	All 2016 grads completed			
				All 9th and 10th grade students can articulate the process of CAS (community, action and service).	PACE time being utilized to set the foundations for the CAS program. CAS coordinator has been identified.			

Student life Excellence: In order to assure that co-curricular and student culture experiences are at a level of excellence comparable to our academics, we will:	Responsible Parties	Timeline	Fiscal Note	Outcomes for success	Result / Progress	Result / Progress	Result / Progress	Result / Progress
a. Expand student support services, including counseling and advising.	Dustin, Alex, Board , Teachers	Immediate and on-going *Identify holes in the current counseling program, programmatically and personnel. *Analysis of PACE time and providing structure to this time.	Up to 50K for additional counseling resource	Robust Advisor time during PACE time, K-12 counseling program, students needs met at each and every level with regard to post secondary placements, social / emotional well-being, academic tracking and support	Counselors hired ;	curriculum being developed with the IB learner profile at the core	PACE time being used for counseling as well as school and class wide initiatives.	Weekly assemblies at elementary level recognizing exemplary performance of the learner profile.
				Submission of structure and curriculum for advising program and counselling program to board in April of 2017.	We are creating the curriculum now. At K-5 we are seeking national accreditation through the American Counselors Association.	Counselors at both levels working with new students		
b. Expand student leadership opportunities including the role of student council.	Dustin, Alex, Patty, high school faculty	Immediate and on-going. *Year long plan of student council activities. *Leadership opportunities for student council identified by the advisor and presented to admin. *Attendance at national and regional student council workshops.	Currently there is a stipend for SC; <10k for future	Student council representation is known and felt throughout the school	New student council for 2016, fundraising campaign monthly, new organization of leadership (school culture, activities, athletics and fundraising).			
				Attendance at a regional or national conference by the SC leadership				
c. Continue to provide a rich menu of sustainable non-athletic student activities	Dustin, Alex, teachers, mentors, club sponsors	Immediate and ongoing. *Explore a MUN (model United Nations) team. *Create after school activities clubs (robotics, programming, speech / debate, cooking, etc. etc.) sponsored by teachers	1. Minimal - <10k (potential for partnership with Boyne)	Students participating in more non athletic events as demonstrated by enrollment data	Boys state for the first time. American Legion oratory contest for the second time. Robotics / tech club at the elementary level. Model United Nations starting Fall 2016; advisor identified, sign up complete. Robotics courses both booked to capacity at the end of last year.	Model United Nations club on campus for first time		
			Poetry outloud, spelling bee	Program efficacy analysis	Spellers competed at county level, 2015.	poets competed at local competition	Sons of the American legion oratory contest	

<p>d. Create opportunities to learn workplace readiness skills</p>	<p>Dustin, Alex, board, community</p>	<p>immediate and ongoing. *Curriculum review and course offering reflective of college and career readiness for students. *Creation of strong internship programs for students to engage in as well as a school to work partnership with community businesses.</p>	<p>1. Minimal - <5k</p>	<p>Students graduate from LPHS with options for career and college as measured by post secondary placements in workforce or Univ. via exit interviews</p>	<p>100% of graduates from the class of 2016 attending a 2 or 4 year post secondary institution in the Fall of 16</p>			
				Students participate in school to work programs				
				Community businesses positively evaluate our students as interns or as workers				
<p>e. Emphasize a culture of respect for others and appreciation of diversity in all its forms</p>	<p>Dustin, Alex, board, community</p>	<p>immediate and ongoing. *Adopt a curriculum model that emphasizes character development. *Adopt a curriculum model that emphasizes the study of diversity and cultures.</p>	<p>depending on curriculum at</p>	<p>Adoption of a curriculum that promotes respect, appreciation and diversity</p>	<p>IB curriculum encompasses character development, study of diversity and cultures.</p>	<p><i>As teachers return from training, the IB learner profile will become more and more prevalent and eventually more deliberate in our curriculum.</i></p>	<p>Learner Profile now the anchor for the student of the month.</p>	
		*Schedule of assembly speakers / guest speakers to address student of the month characteristics and additional pertinent topics.*Student ambassador program via student council leadership.			Had a guest speaker address the implications of modern world.			
				Student surveys results indicative of a positive change in culture regarding respect and diversity	We have collected baseline data from students.	HATCH assemblies for beginning of the year.		
<p>f. Provide opportunities for educational student travel as a part of the program</p>	<p>Board, Dustin, Alex, Teachers, staff, community</p>	<p>immediate and ongoing. *Promote student travel (domestically and abroad) as part of regular educational programming. *Emphasis on service learning through the curriculum and travel.</p>	<p>Unknown</p>	<p>We currently have 4 travel programs in place (DC, Expedition, Costa Rica, EY); success would be doubling that number in two years and doubling again in 4 years; to include college counseling trips for high school juniors</p>	<p>Putting together a potential college trip for LPHS juniors for Spring of 2017; DC in place; Expedition in place; EY in place; exploring options for fall 2017 IB cohort to participate in a week without walls.</p>	<p>Art Harvest in Fall; Partnering with Big Sky Arts Council for Spring trip to Seattle.</p>		

g. Develop and consistently apply uniform policies on attendance and homework	Dustin, Alex, Board, Teachers	Immediate		0 Policy regarding homework and attendance is taken to board by the January meeting, consistently followed through June 2015	Policy and Practices in place for 16/17 school year			
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1. FACULTY EXCELLENCE – Because an excellent faculty is essential to a great school, we will:	Responsible Parties	Timeline	Fiscal Note	Outcomes for success	Result / Progress	Result / Progress	Result / Progress	Result / Progress
a. Articulate clear high expectations for teacher excellence and establish support and evaluation systems accordingly.	Dustin, Alex, Board , Teachers	Immediate and on-going	< 15,000 for PD	All teachers demonstrate expectations 95% of the time as measured by administrative protocols.	Expectations being crafted currently. To be implemented for 16-17 school year.	working with negotiations team to adopt the Montana Educator Performance Appraisal System.	Handbook explicitly outlines expectations for teachers	Evaluation / observation system contains explicit expectations
				Teachers gain support of community through the use of communication, best practices as identified by research and supported by administration.	Collected baseline data from 2016			
				Teachers and admin participate in Professional Learning Communities and utilize collaborative time to solve problems for students and align curriculum and standards.	Timetable and meeting time structured for deliberate collaboration	Each Wednesday is a Professional learning or collaborative time for teachers.	PYP teachers have grade level meetings with Coordinator and Principal bi-weekly.	
b. Continue to provide strong and targeted teacher professional development.	Dustin, Alex, board	Immediate and on-going	Approximately 50k per year / same as current	75 – 85% of staff will participate in professional development annually	100% participated last year and ongoing.	100% of staff participated in Inquiry based PD and project based learning held on campus	100% of current staff and 50% of new staff have attended at least a Category 1 PD event	100% as of January 1
c. Establish structures for faculty support, recognition and appreciation	Dustin, Alex,	Immediate and on-going	Approximately 2000 USD per year	Recognition of teachers of the month at the assemblies along with the student of the month.	Will start 16-17 school year	at elementary happening each week		
				Other, yet to be determined, programs for staff recognition and support.	Board Sponsorship of an after school reception			
				PTO partnerships Teacher mentor program for new staff; orientation program for new staff.	New teachers will have a mentor assigned. Orientation will be conducted by Dustin and Alex. Will have a general procedures for orienting a new staff member.	New teacher / staff orientation started 16/17 school year.		

Strategic Goal - GOVERNANCE AND LEADERSHIP – In order to have leadership that is accessible, transparent and effective, we will:	Responsible Parties	Timeline	Fiscal Note	Outcomes for success	Result / Progress	Result / Progress	Result / Progress	Result / Progress
a. Clarify and articulate the respective roles of the Board and Administration	Dustin and Board	current and ongoing	0	Policy adopted which delineates the roles of board and admin	Policies have all been reviewed and revised. Board has reviewed and approved all policies; linked on our website.			
b. Make available information about the state law and the parameters within which we must operate.	Dustin and Board	current and ongoing	0	Information is provided in policy access to all	Policies have all been reviewed and revised. Board has reviewed and approved all policies; linked on our website.			
c. Expand connections, accessibility and transparency of the board	Dustin and Board	Ongoing and now	0	Board meetings at a time conducive to working families	Time has been rotating between 330 and 5:30 for all board meetings.			
				Soft postings on Facebook and website	Postings of entire board packet is now on Facebook. Agenda within 48 hours and the entire packet within 24 hours of upcoming meeting.			
				Hard Postings in more places (newspaper, school, Post office, other)	We post in additional places, Post office, both schools, reader board.			
d. Examine and modify as necessary, the administrative structure of schools	Dustin, Alex, Board	1 – 2 years	0 for examination, up to 100k for modification	Sustainable administrative structure recommendation made for the best educational experience for the students made by Spring 2017	Currently, admin structure is: .5 Superintendent, .5 elementary principal, 1.0 principal for 6-12. Data to be collected and systems established with: Curriculum Coordinator at k-12, 2 FTE counselors,			
		Admin structures of other like size, like program schools: Principals, coordinators, superintendents			1 - 2 year time frame.			
		Make recommendations for admin structure to implement / innovate programming for the school.			1 - 2 year time frame.			
e. Continue to update and support facility development to reflect learner needs	Board, Community, Administration	now and ongoing	approximately 900,000 to finish current school and grounds	current school finished and in full use for all 2016, long term facility plan in place for fall 2017	Levy passed, work finished for 16/17; working towards long term facility planning.			
f. Establish, support and implement administrator appraisal criteria and systems	Board, Superintendent, Principal	now and ongoing	0	Administrative staff (superintendent, principal) demonstrate proficiency towards criteria in 95% of instances as measured by constituent tool and board created evaluation model.	Personnel committee of the board has conducted the evaluation of the superintendent using strategic planning criteria; survey data and job responsibilities.			

Strategic Goal - COMMUNICATIONS EXCELLENCE – In order to provide effective and accurate information to both families and community members, we will	Responsible Parties	Timeline	Fiscal Note	Outcomes for success	Result / Progress	Result / Progress	Result / Progress	Result / Progress
a. Expand the effective use of electronic / social media communication tools	Dustin, Alex, office staff, social media committee	Immediate and ongoing		0 All communication platforms of the district are: Timely, Accurate, Easily accessible, Relevant	Committee work has started; FB updated daily with current and upcoming events. Data from FB indicates that more people are utilizing this as a communication tool. Andrew and Alex have begun the work of revamping the website. Emails from the school blanketing the community are down significantly from the beginning of the year.	revamping of the website so it is relevant.		
				as measured by survey feedback				
b. Standardize and optimize communications between teachers and parents, and between the school and parents	Alex and Dustin and Andrew	Timeline – 2015 school year second semester	5k + depending on recommendation	A unified, comprehensive portal in place for student / teacher; parent / teacher communication in Fall 2016	Committee explored and recommended, board adopted, teacher training and currently utilizing for upcoming year. We now have a unified platform for which we will triangulate communication with Students, Parents, School!	Parents have more access to more information than they have had in the past.		
				A parent training evening to introduce and demonstrate use of the selected portal	Planned for Fall 2016	Individually problem solved for many parents. Adopted weekly reporting system for ease of accessing current performance.		
c. Intentionally create and tell the terrific “BSSD Story” so that our community can more accurately understand and take pride in “our schools” for more than just the successes of the Miners and Big Horns	Dustin, Alex, Board, community, BSSD staff	now and ongoing	1k	Student created media detailing our school history and achievements	Tori Pintar, Alex and Patty have been working with seniors to create "senior spotlights" and post those video shorts to our FB page and eventually linking those to our website.	FB group for "storyboard"	Amanda Ricker working with students on creating the BSSD story through FB.	
				Additional media detailing our history and achievements				
				Consistency in local media	Superintendent has a column in the newspaper each edition. Coverage of local sporting events in apparent in each issue. Have had 3 meetings with Outlaw Partners continuing to build relationship and keep the school and school news on their radar for coverage of the community.			

Strategic Goal - COMMUNITY CONNECTIONS EXCELLENCE – In order to both maximize the use of community resources to support the school, as well as make the school a resource to and source of pride for the community, we will:	Responsible Parties	Timeline	Fiscal Note	Outcomes for success	Result / Progress	Result / Progress	Result / Progress	Result / Progress	
a. Intentionally bring more of the local resources to the program of the school	Dustin, Alex, Board, Counselor, Teachers, Community members	starting now and ongoing	<5k	Weekly or bi-weekly assemblies (15-20 minutes in length) in which students are exposed to the people in our community through talks, performances, demonstrations or conversations.	City Term presentation by an alumni of City term presenting. Hatch Ostinato and Writing; continue partnership with HATCH				
				Community to school partnerships through: internship programs, school to work programs and cultural programs (WMPAC)	As per the capstone projects.	Ostinato, Elke			
b. Establish an alumni outreach program	Dustin, Alex, Counselor	now and ongoing	0	contact made with all of our alumni, they are on our mailing lists, they demonstrate engagement with the school activities					
c. Continue to earn the support of private funding	Dustin, Board, entire community	now and ongoing	0	School issues needing additional funding outside of the state budgets are funded. Clear, mission oriented initiatives are funded completely.	Have verbal commitments from constituents to fund long term sustainability of the strategic plan	Have a grant for long term sustainability of the strategic plan. Balance of 120k with a goal of 250K by August 2017			
d. Dispel mis-information and inform better two way communication between the schools and the Big Sky Community	all Big Sky Schools community members	Immediate, when faced with conflicting information, all community members encourage constituents to approach the school admin or board.	0	Community will support the school in all endeavors.	A 10% swing in voters supporting the school as evidenced by the recent levy election				
		Immediate, column in the paper of widest circulation in the Big Sky catchment area.			Superintendent has a column in the newspaper each edition.				