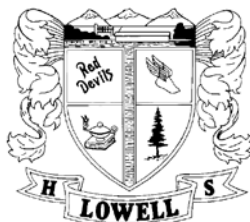


Lowell School District #71



Strategic Plan

Board of Directors

Joyce Donnell, Chair
Dennis McCallum, Vice Chair
Suzanne Kintzley
Mike Galvin
Jim Chapman

Superintendent

Walt L. Hanline, Ed.D.

Secondary Principal

Kay Graham

Elementary Principal

Johnie Matthews

STRATEGIC PLAN OVERVIEW

The **Lowell School District #71** Strategic Plan, adopted by the Board of Trustees, is the management plan for the District. The following is a description of the purpose, components, definitions, process, and timeline related to the plan.

The Strategic Plan has three main purposes. First, the plan defines the District's vision, mission, and strategic goals. Second, the plan details how the District will achieve those goals. Third, the plan serves as the common tool for managing changing priorities, as indicated by the ordering of the objectives. All District decisions should reflect the priorities of the Strategic Plan.

The components of the Strategic Plan are defined below:

- **VISION**
What the District is striving to do.
- **MISSION**
What the District will accomplish by the end of the five-year Strategic Plan.
- **STRATEGIC GOALS**
Actions to be completed by District and site staff.
- **OBJECTIVES**
Actions by District and site staff to achieve the strategic goals.
- **EVALUATION CRITERIA**
Measurement of how the school and district will assess their annual progress against the objectives.
- **ACTION PLANS and PROJECT ACTIVITIES**
Administered by the Superintendent, Action Plans are the specific plans, which must be completed by each school to achieve the specific objectives.

The implementation of the Strategic Plan follows a yearly update cycle to ensure that the plan reflects the priorities defined by the Board of Trustees. Implementation of the Strategic Plan continues throughout the year and is evaluated, analyzed, and revised annually.

Key Objectives:

Key objectives for the district will be measured against districts/schools with similar demographics.

Questions regarding the Strategic Plan should be directed to the Superintendent.

Lowell School District #71

Strategic Plan

Vision Statement:

Dedicated to the educational achievement and the success of every student.

Mission Statement:

Together with families and the community, we will provide each student a challenging, quality education, in a safe and supportive small school environment. We are committed to:

- Providing rigorous standards-based teaching and learning programs that are responsive to each student's needs
- Ensuring that each student makes measurable yearly academic progress
- Preparing all students for personal success by providing college and career opportunities and programs
- Promoting diverse opportunities, in and out of the classroom
- Maintaining our unique environment that assures participation in team sports, arts, clubs, or extra-curricular activities
- Inspiring creativity, critical thinking, leadership skills, and life-long learning
- Cultivating respectful students with a strong work ethic, grit and determination, who are self-directed, responsible community members

Strategic Goals:

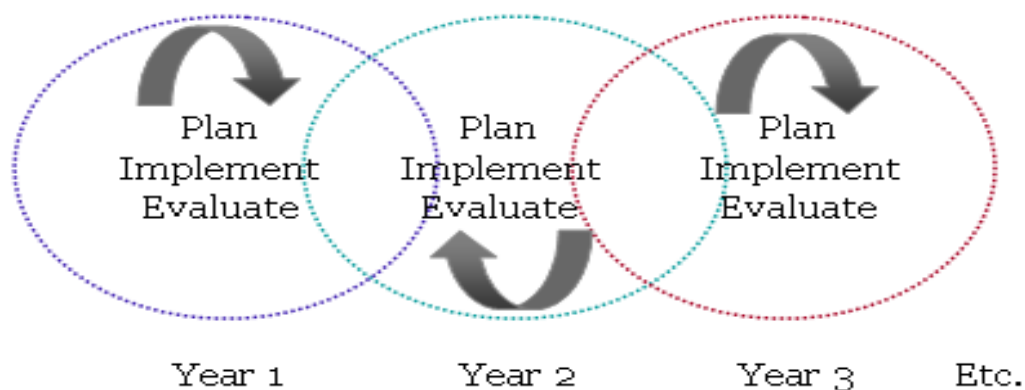
- **Curriculum and Instruction:** Continue to design, implement, evaluate, and improve instructional programs to ensure every student meets the district standards
- **Human Resources:** Recruit, select, develop, evaluate and retain the highest quality staff
- **Student Services:** Continue to design, implement, evaluate, and improve programs and services to support success for all students
- **Family and Community Partnerships:** Design, implement, evaluate, and improve partnerships that support the goals and objectives of the District
- **Facilities and Equipment:** Provide an environment that is safe, clean and attractive that promotes student learning and fosters student, staff, and community pride
- **Alternative and Optional Educational Programs and Services:** Provide for alternative and optional educational programs and services for our students, families and communities
- **Strategic and Financial Planning:** Continue to design, implement, evaluate, and improve the strategic planning process to ensure that the short-term and long-range human, financial and capital resources are efficiently and effectively allocated

Lowell School District #71 Strategic Plan Timeline

		Strategic Plan Year 2016-2017	Strategic Plan Year 2017-2018	Strategic Plan Year 2018-2019
Planning	1. Approval by the Board of Trustees of Strategic Plan and Evaluation Criteria for the Next School Year	February of 2016	February of 2017	February of 2018
	2. Initial Budget Study Session of the Board to Address Preliminary Budget Options	May	May	May
	3. Final Budget Study Session of the Board to Address Preliminary Budget Options	May	May	May
	4. District Budget Approved by Board of Trustees	June	June	June
	5. Strategic Plan Implementation	July 2016- June 2017	July 2017- June 2018	July 2018- June 2019
Evaluation	6. Quantitative Evaluation of Data - Collect and Organize Data	Sept. – Oct.	Sept. - Oct.	Sept. - Oct.
	7. Annual Strategic Plan Report Submitted to the Board for Acceptance, Reflecting Qualitative and Quantitative Data for Prior Year	February 2018	February 2019	February 2020
	8. Superintendent and Principals' Evaluation Completed, Reflecting the Annual Strategic Plan Report Approved by the Board for Prior Year	Feb. - Mar. 2018	Feb. - March 2019	Feb. - Mar. 2020

Timeline

Continuous process



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Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: **Business Services**

Site: **District Office**

STRATEGIC GOAL: Financial Planning									
1.0 OBJECTIVE: FISCAL INTEGRITY AND ACCOUNTABILITY Continue to design, develop, implement, and evaluate the short-term and long-range financial and human resource allocation system to ensure fiscal accountability and for the implementation of the goals and prioritized objectives of the District's strategic plan.									
EVALUATION CRITERIA FOR 2017-2018:			X = MET						
1.1	Create and maintain a reserve for economic uncertainties of 8% within the General Fund balance.								
1.2	Create and maintain an ongoing equipment replacement fund/reserve of 2%.								
1.3	Create and maintain an ongoing Special Education uncertainty reserve of \$75,000.								
1.4	Create and maintain a 3% Unrestricted General Fund contribution to routine Maintenance and Repair.								
1.5	Provide funding for the implementation of the Strategic Plan priorities, as evidenced by a balanced budget approved by the Board that is not in deficit spending, not later than July 1, 2016.								
1.6	Contribute 1% of the annual budget to the Post Retirement Benefit Reserve.								
1.7	The Superintendent shall ensure that Mountain View Charter School provides a monthly fiscal report to the Board, which will ensure that the Charter School is in a sound financial condition.								
1.8	Recognizing the need to be competitive and the requirements associated with the implementation of Oregon Core Standards, all classrooms at the K-6 level shall be grade specific classrooms (combination classrooms will not exist)								
1.9	Recognizing that the District is funded based upon average ADM, maintain the level of class size in each grade level as reflected below: <table><tr><td>Kindergarten – Third Grade</td><td>22 to 1</td></tr><tr><td>Fourth – Sixth Grade</td><td>26 to 1</td></tr><tr><td>Seventh – Twelfth Grade</td><td>28 to 1</td></tr></table>	Kindergarten – Third Grade	22 to 1	Fourth – Sixth Grade	26 to 1	Seventh – Twelfth Grade	28 to 1		
Kindergarten – Third Grade	22 to 1								
Fourth – Sixth Grade	26 to 1								
Seventh – Twelfth Grade	28 to 1								
1.10	To ensure the continued existence and financial integrity of Lowell School District #71, investigate the opportunity of placing a tax initiative before the voters.								

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STRATEGIC PLAN 2017-2018

Site/Division: **Business Services**

Site: **District Office**

STRATEGIC GOAL: FACILITIES AND EQUIPMENT			
2.0 OBJECTIVE: SAFE, FUNCTIONAL, ACCESSIBLE, CLEAN, AND ATTRACTIVE CLASSROOMS, FACILITIES AND GROUNDS Continually improve staff and student performance and to foster community pride by providing for safe, functional, accessible, clean, and attractive classrooms, facilities and grounds.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	2.1	On a Likert Scale survey, with a minimum of 100% return, staff will rate safe, clean, sustainable and attractive classrooms, facilities and grounds to establish baseline.	
	2.2	Report on the updated and completed projects of the Master Facility Plan will be provided to the Board on an annual basis, not later than March of each year.	
	2.3	Monthly Site Facility Inspection Reports of each school site to be communicated to the Board.	

Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: **Human Resources**

Site: **District Office**

STRATEGIC GOAL: Human Resources			
3.0 OBJECTIVE: RECRUITMENT, SELECTION, PROFESSIONAL DEVELOPMENT, EVALUATION AND RETENTION OF STAFF			
Continue to improve the processes of recruitment, selection, professional development, evaluation and retention to provide high quality staff.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	3.1	Evaluation of classified and certificated staff will be completed within required timelines, with appropriate recommendations and commendations.	
	3.2	Provide an annual assessment of each staff member, to the Board, in February of each school year.	
	3.3	Provide a report to the Board, not later than March, on the professional development needs for certificated, classified, administrative staff and the Board.	

Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: **Educational Services**

Site: **District Office**

STRATEGIC GOAL: Family and Community Partnerships				
4.0 OBJECTIVE: OUTREACH AND PARTNERSHIPS				
Continue to design, develop, implement, improve, and evaluate student, family, staff and community outreach and partnerships that provide direct and indirect support to the schools and the District.				
EVALUATION CRITERIA FOR 2017-2018:				X = MET
	4.1	Review each office area in each school site and make structural changes that would provide a welcoming reception area for students and parents.		
	4.2	Review and revise the Visitor policy and procedures to ensure that parents feel welcomed to the school and classrooms.		
	4.3	Develop and Implement a marketing program that will result in the increase of students attending Lowell School District.		
	4.4	Increase student enrollment in Lowell School District by 3% annually.		
	4.5	Increase by 3% the overall government grants and donations received by the Lowell School District #71.		
	4.6	Establish a program whereby each school site has an active community business partnership.		
	4.7	Report to the Board on the degree to which families are being engaged in the academic lives of their children by qualitative and quantitative data, as well as other data points specific to the school.		
	4.7.2	Increase by 5% the number of parents and family members who volunteer at their children's schools.		
	4.7.3	Increase, by 5% parent and family attendance at parent conferences, Back to School Nights, PTA and PTSC meetings.		

Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: **Business Services**

Site: **District Office**

STRATEGIC GOAL: Facilities and Equipment			
5.0 OBJECTIVE: IMPROVE TECHNOLOGY			
Continue to design, develop, implement, evaluate, and improve technology hardware, software, and infrastructure to meet administrative and instructional requirements.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	5.1	On a 5-point Likert Scale Survey, with a minimum of 100% return, staff will rate satisfaction with information technology services to establish baseline.	
	5.2	Provide a complete report to the Board, not later than September 2016, on the documentation and mapping structure in our technology program.	
	5.3	Technology Committee will meet quarterly and will provide the minutes of the meeting to the Board. A focus on availability to the internet will be a high priority.	

Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: Educational Services

Site: District Office

STRATEGIC GOAL: Curriculum and Instruction			
6.0 OBJECTIVE: READING/LANGUAGE ARTS PROGRAM			
Continue to design, develop, implement, evaluate, and improve the standards-based Reading/Language Arts Program			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	6.1	Fully implement the common core state standards and instructional practices associated with K-12 Literacy: Reading/Writing/Language Development in every classroom in the District, as demonstrated by observations from Professional Peers, Principals, Vice Principals, and Educational Services Staff. Provide a report to the Board, on the progress made in fully implementing the Oregon Common Core State Standards.	
	6.2	Provide a report to the Board on the opportunities and programs provided to students to improve their public speaking skills.	
	6.2	Provide an annual report of the student progress on State Assessment criteria.	

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Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: Educational Services

Site: District Office

STRATEGIC GOAL: Curriculum and Instruction			
7.0 OBJECTIVE: MATH PROGRAM Continue to design, develop, implement, evaluate, and improve the standards-based Math Program.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	7.1	Fully implement the common core state standards and instructional practices associated with K-12 Math Program in every classroom in the District, as demonstrated by observations from Professional Peers, Principals, Vice Principals, and Educational Services Staff. Provide a report to the Board on the progress made in fully implementing the Oregon Common Core State Standards.	
	7.2	Provide an annual report of the student progress on State Assessment criteria.	

STRATEGIC PLAN 2017-2018

Site/Division: Educational Services

Site: District Office

STRATEGIC GOAL: Curriculum and Instruction			
8.0 OBJECTIVE: SCIENCE PROGRAM Continue to design, develop, implement, evaluate, and improve standards-based Science Program.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	8.1	Fully implement Next Generation Science Standards and instructional practices associated with K-12 Science Program in every classroom in the District, as demonstrated by observations from Professional Peers, Principals, Vice Principals, and Educational Services Staff. Provide a report to the Board on the progress made in fully implementing State Standards.	
	8.2	Provide an annual report of the student progress on State Assessment criteria.	

Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: Educational Services

Site: District Office

STRATEGIC GOAL: Curriculum and Instruction		
9.0 OBJECTIVE: HISTORY/SOCIAL SCIENCE PROGRAM Continue to design, develop, implement, evaluate, and improve the standards-based History/Social Science Program.		
EVALUATION CRITERIA FOR 2017-2018: Grades K-12:		X = MET
	9.1 Fully implement the common core state standards and instructional practices associated with K-12 History/Social Science Program in every classroom in the District, as demonstrated by observations from Professional Peers, Principals, Vice Principals, and Educational Services Staff. Provide a report to the Board, on the progress made in fully implementing State Standards.	

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Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: Educational Services

Site: District Office

STRATEGIC GOAL: Curriculum and Instruction			
10.0 OBJECTIVE: CAREER AND TECHNICAL EDUCATION Continue to design, develop, evaluate implement, and improve the Career and Technical Education Program.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	10.1	Update the Career Technical Educational Plan.	
	10.2	Increase the number of students entering College and Vocational Programs including College Now offerings that are articulated through Community College, inclusive of all high school students by 5%.	
	10.3	The high school will expand the opportunities for students to participate in "post-secondary" informational events, including on and off site College and Career Fairs.	
	10.4	Report on the number of students earning a certification/college credit.	

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Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: Educational Services

Site: District Office

STRATEGIC GOAL: Curriculum and Instruction		
11.0 OBJECTIVE: MODERN/WORLD LANGUAGE Continue to design, develop, implement, evaluate, improve, and expand the standards-based Modern/World Language opportunities for all K - 12th grade students.		
EVALUATION CRITERIA FOR 2017-2018:		X = MET
11.1	Expand Modern Language opportunities for students and ensure that at least <u>25%</u> of the students enrolled receive at least one year of Modern Language instruction.	
11.2	Provide a report to the Board on the progress made in fully implementing the State Standards.	

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Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: **Educational Services**

Site: **District Office**

STRATEGIC GOAL: Student Services			
12.0 OBJECTIVE: EXTRA CURRICULAR ACTIVITIES			
Continue to design, develop, implement, evaluate and improve extra-curricular activities.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	12.1	Maintain the percentage of students in grades 7-12 participating in extra-curricular activities.	
	12.3	A Board Report will be presented by the high school leadership on the Annual Student Council Leadership Conference.	
	12.4	Coaches will be annually evaluated by the Athletic Director and said evaluations will be reviewed and approved by the designated administrator assigned by the Superintendent.	
	12.5	The high school student leadership will present a report on the outreach activities provided to the elementary students.	

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Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: **Human Resources**

Site: **District Office**

STRATEGIC GOAL: Human Resources		
13.0 OBJECTIVE: COMPETITIVE SALARIES AND BENEFITS Provide competitive salaries and benefits for all employees as compared with districts with similar demographics.		
EVALUATION CRITERIA FOR 2017-2018:		X = MET
	13.1 Review salary and benefit data for each employee group (Classified, Licensed and Management) from comparable Lowell School District #71 within and outside the recruiting area and provide a recommendation to the Board and Associations on ensuring the competitiveness of the salaries for each group of staff members	

Lowell School District #71

STRATEGIC PLAN

2017-2018

Site/Division: **Educational Services**

Site: **District Office**

STRATEGIC GOAL: Curriculum and Instruction		
14.0 OBJECTIVE: PHYSICAL EDUCATION PROGRAM Continue to design, develop, implement, evaluate, and improve the standards-based Physical Education Program.		
EVALUATION CRITERIA FOR 2017-2018:		
		X = MET
14.1	K-12 Physical Education Program curriculum will be 100% aligned with state frameworks, as evidenced by District audit.	
14.3	95% of students enrolled in PE in grades 7-9 will pass the five Fitness Gram components as established by district and state requirements.	

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Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: **Educational Services**

Site: **District Office**

STRATEGIC GOAL: Curriculum and Instruction				
15.0 OBJECTIVE: VISUAL AND PERFORMING ARTS				
Continue to design, develop, implement, evaluate, and improve the standards-based Visual and Performing Arts Program.				
EVALUATION CRITERIA FOR 2017-2018:				X = MET
	15.1	Board Report on a plan of action to increase opportunities and participation in Visual and Performing Arts.		
	15.1.1	100% K-6 elementary students will be provided choral and instrumental instruction.		
	15.1.2	In grades 7 th -12 th the percentage of students participating in band instruction will be maintained.		
	15.1.3	Assess and report to the Board on the performing arts offerings within the K-12 program.		

Lowell School District #71
**STRATEGIC PLAN
2017-2018**

Site/Division: Educational Services

Site: District Office

Alternative and Optional Educational Programs and Services:			
16.0 OBJECTIVE: ALTERNATIVE AND EDUCATIONAL OPTIONS Continue to design, develop, implement, evaluate, and improve alternative and optional educational services and programs for students, parents, and the community.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	16.1	Review each of the educational options presently provided by the District and present a report to the Board reflecting areas for improvement and/or expansion.	

Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: **Business Services**

Site: **District Office**

STRATEGIC GOAL: Facilities and Equipment		
17.0 OBJECTIVE: NEW AND MODERNIZED EQUIPMENT Continue to design, develop, and implement a plan to maximize resources to provide new and modernized equipment that improve services to students and staff efficiency.		
EVALUATION CRITERIA FOR 2017-2018:		
	17.1	Ensure that the equipment replacement needs of the District are met, as reflected within the Master Equipment Plan approved by the Board.
		X = MET

Lowell School District #71
STRATEGIC PLAN
2013-2014

Site/Division: **Educational Services**

Site: **District Office**

STRATEGIC GOAL: Student Services			
18.0 OBJECTIVE: DECISION-MAKING AND BEHAVIOR Continue to design, develop, implement, evaluate, and improve services that promote self-confidence, positive decision making, community pride, and the skills necessary to be a respectful, self-directed, productive citizen.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	18.1	Present a report to the Board of the services, activities, projects, and programs that promote positive student decision-making.	
	18.2	Ensure the ongoing implementation of the approved Positive Behavioral Instructional Support (PBIS) Program at both schools.	
		18.2 Provide data to support the progress made with implementing PBIS.	

Lowell School District #71

STRATEGIC PLAN

2017-2018

Site/Division: **Educational Services**

Site: **District Office**

STRATEGIC GOAL: Student Services			
19.0 OBJECTIVE: PHYSICAL, MENTAL SOCIAL/EMOTIONAL HEALTH			
Continue to design, develop, implement, evaluate, and improve services that promote physical, mental and social/emotional health.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	19.1	Ensure that our Food Services Program has a balanced budget.	
	19.2	Increase by 10% the number of meals served to children in Summer Community Food Service Program.	
	19.3	100% of the students targeted as having health problems through mandatory screenings and assessments (i.e. vision, hearing, and scoliosis, nutritional or other medical conditions) will receive the necessary follow up regarding medical or health services.	
	19.4	In partnership with local agencies, provide support services in social and emotional health. Provide an annual report to the Board on the services provided to the students and families that address the emotional and social health of the students and families.	

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Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: **Human Resources**

Site: **District Office**

STRATEGIC GOAL: Human Resources			
20.0 OBJECTIVE: STANDARDS AND REVIEW PROCEDURES			
To ensure that each employee is paid in an equitable and fair manner, consistent with their job description.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	20.1	Maintain all job descriptions of the district, ensuring that each job description is up to date on the legal issues related to the position and that each individual is paid consistent with the expectations reflected in each job description.	
	20.2	On a Likert scale of 1-5, staff will rate training effectiveness as a tool to improve their job performance with an average score of 3 or higher.	

Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: **Educational Services**

Site: **District Office**

STRATEGIC GOAL: Student Services			
21.0 OBJECTIVE: STUDENT TRANSITIONS			
Continue to design, develop, implement, evaluate, and improve services that ensure smooth transitions within the district.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
21.1	Board Report on the evaluation results of the transition activities provided for each grade level, including the following:		
21.1.1	70% of incoming kindergarten students and their parents will have successfully participated in Kindergarten "Round Up" activities.		
21.1.2	By the end of Grade 8, 100% of students and their parents will have met with guidance counselors to develop their four-year and postgraduate plans.		
21.1.3	95% of students enrolled in Grade 6 will participate in elementary to junior high school transition activities.		
21.1.4	95% of enrolled 6 th and 8 th Grade students will participate in transition activities for families.		
21.1.5	Increase by 5% the percent of parents and senior students participating in post-secondary education planning activities.		
21.2	Provide an annual report, with data, to the Board on % of students who are classified as Special Education, TAG, Socio-Economic Disadvantaged, and ethnic subgroups within the District, the services provided to said students, and the academic assessment of progress of students on State assessments.		
21.3	Increase by 5%, the percentage of students going to four year universities directly from high school.		
21.4	Establish a Four-Year Educational Plan that is an integral part of the Ninth Grade Counseling program offered at the high school.		
21.5	Increase by 5%, the number of students going to community college and career trade school directly from high school.		

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Lowell School District #71
STRATEGIC PLAN
2017-2018

Site/Division: **Business Services**

Site: **District Office**

STRATEGIC GOAL: Facilities and Equipment			
22.0 OBJECTIVE: NEW AND MODERNIZED FACILITIES			
Continue to design, develop, and implement a plan to maximize resources to provide new and modernized facilities to improve the functionality, appearance, and conditions of present facilities.			
EVALUATION CRITERIA FOR 2017-2018:			X = MET
	22.1	Ensure that all timelines for the completion of new construction and modernization projects are met.	