



Forward Thinking, High Achieving.

MISSOULA COUNTY PUBLIC SCHOOLS
Ad Hoc Strategic Plan Committee Meeting
Thursday, May 27, 2021
12:00 p.m. – 1:00 p.m.
Virtual

AGENDA

1. Welcome
2. Discussion Item: Review the Draft MCPS Strategic Plan with Deborah Silk, MTSBA Associate Executive Director and General Counsel
3. Next Meeting
4. Public Comment
5. Adjourn

The Strategic Planning Process of the Missoula County Public Schools (MCPS)

DRAFT – May 2021

Part I: Planning Horizon: Timeless

Core Ideology¹ of MCPS

The Core Purpose of MCPS is to engage all students in a high quality education that empowers, inspires and prepares each student for their future.

Core Values of MCPS:

Student-Centered: We value an environment in which each student is engaged, inspired and challenged each and every day.

Equity: We value equitable access to opportunities where each student receives a high quality, comprehensive education.

Innovation: We value a culture of creativity, curiosity, forward-thinking, leadership, and excellence for all.

Safety: We value a safe environment where our students and staff feel secure and valued.

¹ **Core Ideology** describes an association's consistent identity that transcends all changes related to its relevant environment. It consists of two elements - **Core Purpose** - the Association's reason for being - and **Core Values** - essential and enduring principles that guide an association. **Envisioned Future** conveys a concrete yet unrealized vision for the association. 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.

Inclusion: We value a culture of respect that embraces diversity where individuals feel a strong sense of belonging.

Relationships: We value the trust, interdependence, support and collaboration we have with our staff, with families and with our communities.

Part II: Planning Horizon: 10-15 Years

Envisioned Future of MCPS

Big Audacious Goal:

To inspire locally and globally minded citizens through a culture of inclusion, equity, leadership and excellence.

A Vivid Description of the Desired Future:

MCPS will have successfully achieved its Envisioned Future when the following are commonly agreed to have become present realities:

MCPS has enhanced learning opportunities for each student.

- Students take ownership of their learning through shared-decision making with establish clear outcomes for success.
- Students have ample art and music opportunities to choose from.
- Our programs and services are adaptable and flexible to meet the needs and attributes of students.
- Students have opportunities for learning through before, after and summer programs, recreational programs, community partnerships and engagement experiences, apprenticeships, and other work-based opportunities.
- Students have multiple pathways and are supported to meet graduation goals. As a result, we have 100% graduation success.
- Our students are provided with a holistic, multi-disciplinary, multi-cultural and integrated curriculum.
- Our students are technology proficient and have the supports and tools to learn in any setting. At the same time, we teach students the importance of balance in their lives between technology and personal connections.
- Our students are provided with youth leadership opportunities.

MCPS has created a school environment that is inclusive, safe and gives students, staff, families and visitors a sense of belonging.

- We have successfully implemented restorative and social justice strategies that support the needs of our students and their families.
- We have successfully transformed discipline issues into learning opportunities for our students, through conflict resolution and other strategies.
- We provide education and other supports to students and staff to make healthy decisions regarding their physical, mental, behavioral social and emotional well-being.
- We have successfully implemented trauma-informed strategies that support our students, families, and staff.

MCPS Staff are valued, have the supports and training to be highly effective in their positions.

- Our staff are well-versed and trained in our trauma-informed strategies and programming.
- We utilize knowledge and data to drive our decisions keeping students at the center of everything we do.
- We have a culturally diverse and inclusive staff that represent our dynamic and caring community.
- We support our staff through the provision of both tangible and intangible benefits and supports.
- We have increased the number of school counselors, social workers, special education and support staff to meet the on-going needs of our students.
- We have implemented a robust professional development/learning model for all staff that provides opportunities for leadership, professional growth and as a means of implement best practices
- We have improved our team-building and collaboration opportunities for staff.

MCPS has greatly enhanced our communications, connection to, and engagement with families and our community.

- We have enhanced the community use and support of school facilities.
- We have succeeded in making our schools community centers for the neighborhoods they serve.
- We have greatly enhanced community and family engagement, partnerships and community programs and services.
- We have enriched the pride in our schools with our staff, students, families and community members. It shows in everything we do.
- We have enhanced the connectivity to and with our rural and urban areas.
- We have seamless, effective and meaningful communication between our District, families, students, and staff.
- In collaboration and through partnerships with our community, we have District-wide sustainable and responsible systems and operations that result in zero waste.

Part III: Planning Horizon: 3-5 Years

Outcome-Oriented Goals and Strategies

Goal Area 1: Enhanced Learning Opportunities

Statement of Intended Outcome: MCPS has taken appropriate measures to ensure that each student has access to enhanced opportunities that will lead to individual student success now and into their future. As a result of our efforts, we have vastly improved opportunities for each student in MCPS.

1-2 Year High Priority Strategies to Make Progress Towards this Goal:

1. Rejuvenate engaging learning environments for all students;
2. Enhance differentiated learning experiences to meet the needs of each student and their circumstances;
3. Expand the use of technology and on-line learning to provide equitable access to programs and opportunities;
4. Improve the resources and training of staff to make progress towards this priority.

Goal Area 2: Trusted and Valued Staff

Statement of Intended Outcome: MCPS values its greatest resource—our staff. We trust our staff with the important work they do every day. We have successfully improved the supports, trainings and resources needed for our staff to be successful.

1-2 Year High Priority Strategies to Make Progress Towards this Goal:

1. Expand the District's' mentorship and onboarding program to recruit and retain quality staff;
2. Enhance the support of existing employees and recruit a culturally diverse and inclusive staff;
3. Increase number of counselors, social workers, special education and support staff required to meet the needs of our students.

Goal Area 3: Inclusion and Equity

Statement of Intended Outcome: MCPS's philosophy is that every student can succeed. We value an inclusive culture where every individual is valued, feels a sense of belonging and can succeed. We have the necessary supports and resources to focus on the needs of our students and families so that each student can succeed.

1-2 Year High Priority Strategies to Make Progress Towards this Goal:

1. Improve our school culture to ensure a sense of belonging for each student and their families;
2. Enrich our restorative practices, SEL and trauma-informed programs that support our students and families;

3. Enhance the opportunities for student-to-student mentorship and leadership opportunities.

Goal Area 4: Community Engagement

Statement of Intended Outcome: Our engagement and relationship with our communities and families is vital to our success and the success of each student. We have significantly enriched our relationships with community organizations, community members and families.

1-2 Year High Priority Strategies to Make Progress Towards this Goal:

1. Enhance the communications between organizations to improve collaboration and support of MCPS mission and vision;
2. Improve our connections and collaboration with organizations that support our communities.
3. Expand opportunities to better inform the public of our needs, our mission and vision, and in celebrating our success;
4. Improve the effectiveness of our communications and engagement among staff, students and families.

DRAFT

Appendices to Strategic Plan

Strategic Planning Process Tool:

Megatrend Analysis - Planning Horizon: 5-10 Year

Assumptions Regarding the Relevant Future for MCPS

In order to make progress toward our Envisioned Future, we must constantly anticipate the strategic factors likely to affect our ability to succeed and assess the implications of those factors. This process of building foresight about the future will help Montana's Public Schools innovate and adapt to succeed in the face of barriers to our success. Periodic review and update of these factors will help ensure the ongoing relevance of our Vision for the future and our efforts to achieve it.

Assumptions: The following have been collectively identified as *the most* (but not all) critical trends, challenges, or issues facing MCPS at this time that could affect our ability to achieve our Envisioned Future.

Demographics:

- We anticipate growing population in Missoula and communities that feed into MCPS.
- We anticipate continued diversity of our population and the students we serve.
- We anticipate continued economic disparity in our community and the students we serve.

Business and Economic Climate:

- We anticipate continuation of the strong community and business support.
- We anticipate a continued rise in the cost of living (wages v. cost).
- We anticipate our business community to continue thriving.

Legislation and Regulation:

- We anticipate a continued movement of using public resources for private education.
- We anticipate continued reliance on passage of local bonds and levies to support MCPS schools.
- We anticipate additional flexibilities for local control, flexibilities in teacher licensure and enhanced opportunities for students.

Technology and Science:

- We anticipate continued increasing costs of keeping up with technologies that support student learning,
- We anticipate that technology will continue to be a driving force to enabling our staff and students to connect and engage globally.
- We anticipate that ongoing climate changes and challenges will continue to impact us locally and globally.

Politics and Social Values:

- We anticipate continue polarization and the need for respect of viewpoints and opinions of others.
- We anticipate that politics and social values will continue to impact voting outcomes and funding for public education.
- We anticipate that it will be vital for our youth to be engaged in civics, politics and issues that will impact them during their lives.

Mega Issues that will impact the success of our students and the MCPS community:

Using the list of assumptions, challenges and critical trends in the previous section, the Administration and the Board will identify mega issues each year that require further analysis and discussion.

Strategic Planning Process Tool:

Knowledge-Based Decision Making Questions

The Board will prioritize the above-referenced mega issues and decide which of these issues require immediate attention on the part of the Board. Once the identified mega-issues are prioritized, the Board will set aside time at scheduled meetings to analyze a particular mega-issue. At such meetings, the Board's primary focus will be on the mega-issue at hand. All other business (routine or otherwise) will be conducted at the end of the meeting once the dialogue and deliberation on the mega-issue has been concluded for that meeting. When analyzing mega-issues, the Board will utilize a knowledge-based decision making process. This will keep the focus of the Board on relevant factors to consider as it develops strategies to overcome particular impediments/barriers that may impact the Board's strategic direction. The Board will analyze mega-issues by answering the following questions, informed by background papers prepared by staff to support the quality of such dialogue:

- 1. What do we know about the wants, needs and preferences of our stakeholders that are relevant to this decision?**
- 2. What do we know about the current realities and evolving dynamics facing our stakeholders that is relevant to this decision?**
- 3. What do we know about the capacity/strategic position of MCPS that is relevant to this decision?**
- 4. What are the ethical implications of our choices?**