

# Sweetwater County School District #1 Strategic Plan



Sweetwater County School District #1

Board of Trustees

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Dear Sweetwater County School District Number One Stakeholder:

Sweetwater One is at an important point in its history. Beginning in January 2013 the Board of Trustees began work on what you now hold in your hands: a high-level Strategic Plan. The plan will be adopted in June 2013, and then go into effect beginning with the 2013-2014 fiscal year that begins on July 1st. This Strategic Plan will be the defining document guiding the Board, our new Superintendent, and our neighborhood schools. The goals will cascade throughout this organization and be relevant every day in every classroom.

Why do we need a Strategic Plan? Our district is faced with a daunting task: educating students in the twenty-first century. The Board of Trustees agreed after the current board was seated in December of 2012 that it needed a plan with which to fulfill our duties to govern the district. The individual members of the Board met several times and spent hours determining which issues priorities were most important to the Board as a whole. With the help of an experienced facilitator, the trustees were able to build this plan you now possess.

Note that the priorities set by the trustees are divided into two categories: Driving Priorities, which are those that most contribute to the plan, and Outcome Priorities, which then come about from the foundations laid by the Drivers. Outcomes cannot exist without Drivers, and Drivers have no relevance without Outcomes.

This plan requires that every stakeholder in our District buy into our mission of providing a quality education for every student. If even one group fails to take part in the plan, we fail as a whole. Thus, we need your support, and we respectfully ask that you place your trust in this group of volunteer board members.

The Board recognizes that the greatest indicator of success in schools is that of employing the best educators. The Board also recognizes that in order for our students to begin to love to learn, it is as important for their educators to pursue lifelong learning as well. The Board will take the first step of demonstrating its dedication to professional development by building an annual plan of learning through regular workshops and school visits, along with other activities.

The plan also takes into account that respect for education happens first at home. The Board intends to utilize the resources of the District to help all the communities in which we operate develop a greater sense of ownership of this public education system. When we, a group of people linked by geography, truly value the intellectual wealth that a rigorous education provides, the District will then have made substantial progress.

This plan will take effort from all: parents and students, teachers and administrators, elected trustees and community partners. We will attain our goals, because failing is not an option.



Justin T. Spicer  
Chairman, Board of Trustees  
Sweetwater County School District Number One

## Mission Statement

**To provide a quality education for all students.**

We will accomplish this by:

- Making students our first priority
- Utilizing community partnerships
- Promoting professional excellence
- Being a Board committed to excellence in education
- Providing a safe, orderly and efficient environment for learning



**The Board will conduct all business with integrity, openness and a spirit of partnership.**

## Statement of Beliefs

<b>Students:</b>	We believe schools exist to provide students with the essential Building Blocks for tomorrow's world citizens.
<b>Community:</b>	We believe schools work in partnership with the community to provide quality education through active support and involvement.
<b>Board:</b>	We believe in being committed to excellence in education by maximizing available resources, and understanding our proper role in overseeing the District with openness and integrity.
<b>Educators &amp; Staff:</b>	We believe in a qualified, well-trained, caring group of professionals who have an intensity of purpose and a mission of service, working within an environment that promotes professional growth.
<b>Environment:</b>	We believe in schools that provide a safe, orderly, efficient environment for teaching and learning.



In an effort to fulfill the Mission—

### **TO PROVIDE A QUALITY EDUCATION FOR ALL STUDENTS**

The Board of Trustees has developed the following Strategic Plan in the spirit of the Statement of Beliefs. The Strategic Plan will be fully operationalized with an implementation plan in collaboration among the board, new superintendent, and district within the 2013-2014 school year. The implementation plan will align with the current district efforts such as SMART goals and the Advanced Ed (NCA) submission.

#### ***The Strategic Plan will address the three Primary Drivers of:***

- Board Education
- Identifying and Hiring Highly Qualified Professionals
- Improving Communication Across the District

#### ***And will lead to the ability to accomplish three Desired Outcomes of:***

- Maximizing Available Funding and Resources
- Fostering an Environment of a Professional Learning Community
- Cultivating Learning and Education as a Primary Factor in Improving the Quality of Life within the Communities the District Serves.



## STRATEGIC PRIORITY DRIVERS

### **I. SWEETWATER COUNTY SCHOOL DISTRICT NUMBER ONE will strive to have better board education**

- a. Increase flow of information
- b. Regular workshops to inform trustees
- c. Increase collaboration amongst the board
- d. Planned visits to the schools



### **II. SWEETWATER COUNTY SCHOOL DISTRICT NUMBER ONE will endeavor to identify and hire highly qualified professionals to administer the functions of the district**

- a. Hire a highly qualified superintendent
- b. Develop an ethic of hiring only qualified individuals
- c. Demand excellence and accountability
- d. Celebrate Successes

### **III. SWEETWATER COUNTY SCHOOL DISTRICT NUMBER ONE will improve communication across the district**

- a. Promote open, honest, two-way communication among the board, administration, and staff
- b. Help staff know they are listened to and heard
- c. Identify and implement strategies to communicate without dictating



## **SWEETWATER COUNTY SCHOOL DISTRICT NUMBER ONE WILL STRIVE TO HAVE BETTER BOARD EDUCATION**

The Board of Trustees has identified the need for board education and involvement as a key driver of success in Sweetwater One. The Board will endeavor to increase the flow of information throughout the district in such a manner that the professionals who are employed in the district are aware of the Board's activities, and conversely the Board is aware of the programs and activities taking place by those professionals.

The Board will schedule regular workshops to increase the level of understanding of key District business, and will develop and follow an Agenda Roadmap, which defines the activities of the board throughout each academic year.

The Board will work to increase collaboration amongst the individual Trustees, keeping ever mindful of the duties and requirements demanded of an elected board and our state's open meetings statute.

Finally, the Board will work to schedule regular visits to schools throughout the District in order to talk to the professionals who work there, and the students who learn there. These visits will be defined in each year's Agenda Roadmap.





## **SWEETWATER COUNTY SCHOOL DISTRICT NUMBER ONE WILL ENDEAVOR TO IDENTIFY AND HIRE HIGHLY-QUALIFIED INDIVIDUALS TO ADMINISTER THE FUNCTIONS OF THE DISTRICT**

The Board of Trustees will work diligently to identify and hire a highly qualified candidate to perform the duties of Superintendent of Schools. The Board will make every effort to develop a relationship with our Superintendent that embodies trust, accountability, and respect.

The Board will endeavor to develop a culture in Sweetwater One of hiring only the highest-qualified candidates, and then retaining those individuals through the development and maintenance of a respectful, accountable, and fulfilling work environment.

The Board will, beginning with its individual members, demand and expect excellence and accountability from all those who serve the District's mission of providing a quality education for all students.

The Board, then, will identify those individuals, schools, and students who exemplify excellence and accountability, and make every effort to publicly and privately celebrate those successes.





## **SWEETWATER COUNTY SCHOOL DISTRICT NUMBER ONE WILL IMPROVE COMMUNICATION ACROSS THE DISTRICT**

The Board of Trustees will work to instill a culture of open and honest communication amongst the board, administration, and staff. The Board will promote open discussion in meetings, and encourage the frank exchange of information between all stakeholders in the District.

The Board will make every effort to make known to the stakeholders in the District that they are not only being listened to, but heard as well.

Finally, a culture of true collaboration, which is Board-led, will be developed in the District. Rather than dictating the execution of programs, the Board will encourage the development and implementation of strategies that increase student achievement through leadership and respect.



## STRATEGIC PRIORITY OUTCOMES

I. SWEETWATER COUNTY SCHOOL DISTRICT NUMBER ONE will implement strategies to maximize available funding resources and to access additional resources as available

- a. Keep abreast of school finance issues within the state
- b. Foster board communication and relationships with state and federal legislature
- c. Better use and stretching of current resources
- d. Ensure financial transparency



## II. SWEETWATER COUNTY SCHOOL DISTRICT NUMBER

**ONE will deploy a system to foster an environment of a professional learning community that encompasses all personnel**

- a. Demand and recognize excellence from everyone
- b. Provide appropriate professional development for all employees as well as on-going board training

III. SWEETWATER COUNTY SCHOOL DISTRICT NUMBER ONE will cultivate an environment of learning and education that will benefit the quality of life in our communities

- a. Support and promote Head Start
- b. Teach to higher expectations
- c. Provide outreach opportunities to students and families highlighting the concrete links between education and quality of life
- d. Involve and ensure buy-in of the communities in the education process

## **SWEETWATER COUNTY SCHOOL DISTRICT NUMBER ONE WILL IMPLEMENT STRATEGIES TO MAXIMIZE AVAILABLE FUNDING RESOURCES AND TO ACCESS ADDITIONAL RESOURCES AS AVAILABLE**

The Board will use its relationships to increase awareness of funding and budget issues. The Board will be very familiar with the school funding model, and how it affects the day-to-day operations of the District.

The Board will continue to encourage and foster deep professional relationships between the District and state and federal officials.

The Board will expect and demand the efficient and responsible spending of taxpayer dollars in the pursuit of providing a quality education for every student. The Board will be accountable for the budgetary performance of the District, and will expect that the individual entities which make up the District to be accountable for their own budgetary results.



The Board will endeavor to provide complete transparency in its financial matters, and will expect total adherence to state and federal funding rules and guidelines. The Board will report its financial condition to its constituents following the conclusion of each fiscal year.



**SWEETWATER COUNTY SCHOOL DISTRICT NUMBER ONE WILL DEPLOY A SYSTEM TO FOSTER AN ENVIRONMENT OF A PROFESSIONAL LEARNING COMMUNITY THAT ENCOMPASSES ALL PERSONNEL**

The Board will, beginning with its individual members, demand and expect excellence and accountability from all those who serve the District's mission of providing a quality education for all students.

The Board will direct the utilization of resources to provide ongoing Professional Development opportunities for the educators who work in the District, as well as for the individual Trustees themselves. The Board will place an emphasis on continuing education for all stakeholders in the District.





**SWEETWATER COUNTY SCHOOL  
DISTRICT NUMBER ONE WILL  
CULTIVATE AN ENVIRONMENT OF  
LEARNING AND EDUCATION THAT  
WILL BENEFIT THE QUALITY OF LIFE  
IN OUR COMMUNITIES**

The Board of Trustees will promote and support the efforts of Head Start. Effective and efficient collaboration between early-childhood education providers within the District boundaries

and Sweetwater One will be highly encouraged.

The Board will stipulate that educators in the District teach to a higher level of expectations for the good of students as well as the communities that make up the District.

The Board will encourage and direct District leadership to execute programs that reach out to parents and guardians of students and begin to develop an understanding of the links between education and quality of life. At-risk students will be identified earlier, and every measure taken to ensure those students complete their education to the greatest degree of success they are capable of.

Finally, the Board will develop and encourage community participation in the education process by encouraging the development of cultural and personal-development programs. The Board will, over the course of time, seek to instill a greater sense of pride and accomplishment from education, as well as to increase the general sense of the value of education in the communities it serves.

