

The Strategic Planning Process of

Noxon Public Schools

**Initially Adopted by the Board of
Trustees**

_____, 2019

Part I: Planning Horizon: Timeless

Core Ideology of Noxon Public Schools

The Core Purpose of Noxon Public Schools is to support a safe environment that promotes the skills necessary for success and empowers each student to reach their full potential.

Core Values of Noxon Public Schools:

P Perseverance – Our District and our Community persevere through challenges and failures. This has made us stronger and has united us. **R Respect** – We believe that being respectful of others and being respected by others is vital to our success. We can have different ideologies and different opinions, but we always show respect. **I Integrity** – We celebrate our successes and we take ownership of our failures. We

have integrity in everything we do! **D Diversity** – We embrace each other’s unique qualities and attributes. **E Enthusiasm** – We are enthusiastic about what the future holds for our youth, our District and our Community.

Part II: Planning Horizon: 10-15 years

Envisioned Future of the Noxon School District

Big Audacious Goal: Each student attending Noxon Public Schools receives an individualized and personalized education for success in life.

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A Vivid Description of the Desired

Future:

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

- Our District is the center of our community.
- Each and every student has an individualized education plan that provides for the needs of the students as well as the interests and skills of each student.
- We have incorporated the necessary flexibilities in our school scheduling to support students and families.
- We have an effective recruitment and retention program that attracts the best and brightest staff who put the interests of each student first.
- We have a progressive and dynamic professional development program for our teachers and staff.
- Our facilities support the contemporary needs of our students, staff and community.
- We have embraced effective and contemporary technologies and innovations that support an individualized approach to education.

- We have vast opportunities for students and staff to job shadow to provide enhanced exposure to different careers and methodologies for success.
- We embrace technologies and innovations that support personalized learning and enhanced District operations.
- Our students have multiple opportunities for dual credits and/or career/technical education.
- We have embraced proficiency-based learning.
- 100% of our students graduate on time.
- 100% of our students are college or career ready.
- 100% of our students are proficient in reading and math.
- Our teachers are nationally board certified.
- Our District is Advanced Education Certified.
- Our students, staff, parents and community embrace long-term academic excellence.

Part III: Planning Horizon: 5-10 Year Planning Horizon

Assumptions Regarding the Relevant Future for Noxon Public Schools

In order to make progress against the 10-15 year Envisioned Future, Noxon Public Schools must constantly anticipate the strategic factors likely to affect its ability to succeed, and to assess the implications of those factors. This process of building foresight about the future will help Noxon Public Schools to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan on an annual basis. As the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on this foresight, annual review of these statements will be an appropriate method of determining and ensuring the ongoing relevance of the strategic plan.

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See Appendix "B" hereto for the assumptions about the future that have been made by the District. The District is committed to a process of continuing to look at the horizon to anticipate barriers to the intended success of the District.

Part IV: Planning Horizon: 3-5 years Five Year Planning

Horizon

Outcome-Oriented Goals and Strategic Objectives

Goal Area 1: Student Driven Education / Personalized Learning

Statement of Intended Outcome, Three-Five Years: Noxon Public Schools has developed a quality, dynamic individualized educational program for each student. Students are highly engaged in their education and take ownership of and responsibility for their failures and successes.

1-2 Year Strategic Objectives:

- We will develop an individualized approach to education for each student. For age-appropriate students, they have buy-in into their educational programming.
- We will increase career and vocational opportunities for students.
- We will enhance the opportunities for hands-on, project-based learning.
- We will extend our summer programming for our youth.
- We will initiate a K-8 STEAM curriculum.

Goal Area 2: High Quality Staff

Statement of Intended Outcome, Three-Five Years: Noxon School District has a dynamic, engaged staff who are all committed to developing the full potential of each student.

1-2 Year Strategic Objectives:

- We will enhance the professional development opportunities for staff to improve their effectiveness and for professional growth.
- We will implement a recruitment and retention program to attract the best and the brightest.
- We will improve the quality of our work environment. All staff feel supported and valued and put their individual differences aside for the greater good – our students!
- We will increase the opportunities for staff collaboration.

Goal Area 3: Technology and Innovation

Statement of Intended Outcome, Three-Five Years: Noxon Public Schools has embraced technology and other innovations that support individual student learning and opportunities. Our students and staff understand the necessity of using technology in a responsible manner.

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1-2 Year Strategic Objectives:

- We will improve school-wide responsible use of technology.
- We will enhance our facilities to support contemporary technologies that support individual student learning and district operations.
- We will explore new technologies and innovations that support personalized learning.

Goal Area 4: Positive and Inclusive School Culture and Climate

Statement of Intended Outcome, Three-Five Years: Noxon Public Schools has a school culture and climate that supports each student, provides a positive working environment for our staff and has enhanced the relationships between the school and our community.

1-2 Year Strategic Objectives:

- We will promote positive student leadership.
- We will improve relationships between students, staff, parents, community members and the Board.
- We will enhance teaching our students social/emotional skills so they can better handle challenges in life.

Goal Area 5: School Safety

Statement of Intended Outcome, Three-Five Years: The safety of our students, staff and facilities are a high priority for our District. As a result of our efforts, our students feel safe and supported at school and our staff have been adequately trained in the area of safety and crisis management.

1-2 Year Strategic Objectives:

- We will make improvements to protect our District, our students and our staff from cyber attacks.

- We will enhance the training of and take proactive measures to protect our students and staff from school shootings and other safety and security risks.
- We will improve our programs and services to assist our students with mental/emotional health issues and the identification and support for students who may be at-risk for suicide.

Goal Area 6: Community Relations

Statement of Intended Outcome, Three-Five Years: Noxon Public Schools has successfully engaged the community in our school and parents in the education of their children. We have a unique and amazing school and community that we value and promote.

1-2 Year Strategic Objectives:

- We will increase community and parent involvement in the school.

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- We will enhance the promotion of our school, our small town and our neighborly values.
- We will increase volunteerism both in the school and outside the school setting.

Appendix “A”

Strategic Planning Framework

The framework used by the Noxon Public Schools for its strategic planning process was adapted from a model developed by Jim Collins, author of “Built to Last” and “Good to Great.” The Board focused on five different planning horizons, starting with the long term issues first to provide focus to shorter term efforts.

Timeless Timeless 30 30 years years 20 20 10 10 5 5 3 2 2 1 1 year year **ActionAction**

Planning Planning Big Audacious Goal

Vivid Description

Core ideology describes a school district's consistent identity that transcends all changes related to its relevant environment. It consists of two elements - **core purpose** - the school district's reason for being - and **core values** - essential and enduring principles that guide a school district.

Envisioned future conveys a concrete yet unrealized vision for the school district. 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.

Critical Critical Factors Factors Strategic Strategic Envisioned Envisioned Future*

Future* Planning

Planning Annual CoreCore Ideology* Ideology* Value Proposition

Strategic Plan Review
Core Purpose

Goals
Priority Setting

Core Values
Program Planning

Action Planning Objectives Strategies

Operational Strategy

KNOWLEDGE-BASED Decision-Making

Scan Conditions, Trends & Assumptions

Mega Issues

Strategic Principles

** Adapted from Built to Last, Collins and Porras, 1994*

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Appendix “B”

Megatrend Analysis to Help Inform and Assess Noxon

Public Schools Strategic Plan

Assumptions about the future (5-10 years)

Assumptions: The following are 5-10 year assumptions concerning the key external trends, challenges, or issues facing Noxon Public Schools in the future. They may represent either future opportunities or threats to the District.

5-10 Year Planning Horizon

Assumptions Regarding the Relevant Future for the Noxon Public Schools

Demographics and Business/Economic Climate

- We anticipate a continued lack of jobs for families with children.
- We anticipate a continued lack of career options in our area. An exception to this would be jobs that allow for teleworking.
- We anticipate a continued change in societal norms with regard to diminishing work ethic.
- We anticipate that the above-factors will continue to have an impact on the enrollment levels of our school.
- We anticipate tourism to be a positive attribute of our community and our economic climate.

Legislation/Regulation and Politics/Social Values

- We anticipate a continuation of unfunded mandates.
- We anticipate a continued advocacy for privatization of schools and public funds to support the same.
- We anticipate a continued trend of our local taxpayers paying for enhanced programs and services for our students.
- We anticipate a continuing need to teach our youth acceptable social skills.

- We anticipate that our school and our community would benefit greatly from legislation and regulation supporting logging and mining.

Technology /Science

- We anticipate that it will be a continued challenge to balance technology with personal interactions and to have our students understanding the need for balance.

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- With the vast nature of information available on-line, there will be a continuing need to evaluate and analyze reliable sources of information.
- We anticipate continued challenges in both funding and the pace of change in the areas of technology and science.
- As technology advances, we anticipate a continued issue with ethics and inappropriate uses of technology.

5-10 Year Planning Horizon

Mega Issues facing the Noxon Public Schools

Mega issues are issues of strategic importance, which represent choices the school district will need to make in defining the ultimate direction of its long-range plan. These issues represent potential impediments to achievement of the Envisioned Future and form a basis for dialogue about the choices facing the school district. These questions can serve as an ongoing "menu" of strategic issues that, using a knowledge-based approach in gathering insights relative to Noxon Public Schools' strategic position and directional choices for each of the issues, can be used by the Board to create regular opportunities for strategic dialogue about the future issues facing the school district.

Note: The questions are not necessarily arranged in priority order.

Mega-Issue

Questions:

Need to identify the critical dilemmas/mega issues facing the District that require the Board and Staff Leadership Team's attention.

Knowledge-Based Decision-Making Questions

The Board should 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:

1. What do we know about the wants, needs and preferences of our constituents that are relevant to this decision?
2. What do we know about the current realities and evolving dynamics facing our constituents/community that is relevant to this decision?

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3. What do we know about the capacity/strategic position of our school district that is relevant to this decision?
4. What are the ethical implications of our choices?

