

# **Banner County School 5 Year Strategic Plan**



## **2020 Vision and Beyond**

# Acknowledgments

To everyone who shared their thoughts, ideas, concerns, hopes, and dreams to create this Strategic Plan for Banner County School.

It is, as we all are, a “work in progress.”

“Coming together is a beginning,  
staying together is progress,  
and working together is success.”

– Henry Ford



# Table of Contents

A Message from Our Board of Education.....	1
Our Strategic Planning Process.....	2
Strategic Planning Participants.....	3
Vision, and Mission.....	4
Core Values.....	5
Students.....	6
Teachers & Administrators.....	6
Parents.....	7
Patrons.....	7
Goal 1.....	8
Goal 2.....	9
Goal 3.....	10
Goal 4.....	11
Appendix: Action Plans	

# A Message from Our Board of Education

“If you fail to plan, you are planning to fail.” -- Benjamin Franklin

The Banner County Board of Education has many important responsibilities. One of those responsibilities is to work with the community to improve student achievement in our district. The Board derives its power and authority from the state and then must comply with state and federal laws to establish policies and regulations to govern and ensure that adequate resources are available to accomplish its mission. First and foremost, the Board must focus on the needs and success of students. Education is not a line item on the Board’s agenda—It is the only item.

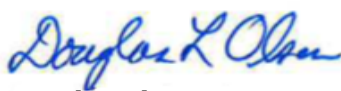
Among the many challenges and responsibilities that fall to the Board is that of ensuring effective organizational planning and the determination, monitoring, and strengthening of the district’s programs and services. This can only be successfully accomplished with effective deliberation and strategic planning.

The 2020 Vision and Beyond Five Year Strategic Plan is essentially a road map which shows the final destination and possibly the best way to arrive at that destination. We are hopeful this plan will help us to reach our goals faster and arrive more safely. Is this plan perfect? Possibly not, but as George S. Patton was known to say, “A good plan today is better than a perfect plan tomorrow.” As we strive for perfection it will become important that the plan becomes a working document which is frequently reviewed, evaluated, and revised as needed. It can’t merely become a document that sets on the shelf and gathers dust.

This Strategic Plan sets us on the right path as we continue to improve our ability to provide education to the students and serve the families of our school. We are proud of the work that went into this plan, and thank those who contributed their time and effort in making this plan a reality.



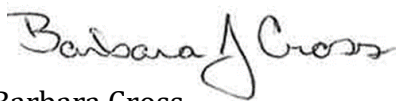
Ronald E. Johnson  
President



Douglas Olsen  
Vice-President



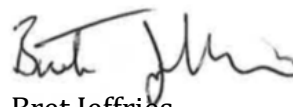
Wittni Boettcher  
Treasurer



Barbara Cross



Larry Pahl



Bret Jeffries



# Our Strategic Planning Process

This 5 Year Strategic Plan is the product of a collaborative process that included students, staff, board, and community members in both formal and informal conversations over the past 18 months. In August 2018, teachers and support staff began the process by identifying key elements of a Mission Statement that would best support the realization of our Vision for students. Over the six Strategic Planning sessions, student focus groups, and analysis of survey data that followed, we defined and discussed our district’s strengths, weaknesses, challenges, and opportunities.

This plan is not just aspirational—it is actionable! It presents a framework to guide and inform decisions that are in the best interests of our students by optimizing funding, technology, facilities, and personnel resources.

Each goal in the Strategic Plan aligns with our Mission Statement and reflects our core values. The rich and passionate exchange of ideas among participants throughout the planning process suggests that Banner County School is not only vital to the preparation of our students, but central to the health and social fabric of our community.

***2020 Vision and Beyond*** represents a commitment to a process of continuous improvement, meeting both the current and future needs of our community, and in which we can all have a role. We look forward to further strengthening community partnerships and working together to provide opportunities and resources for our students to “realize their dreams.”



# Strategic Planning Participants

Brandon Avila

Jennifer Blanke

Evelyn Browne

Rick Caudillo

Barb Cooper

Bob Cooper

Chris Cooper

Melisa Fesmire

Deb Griebe

Kinsey Groves

Vicki Grubbs

Sue Harrison

Angie Hilbert

Karyn Holt-Olsen

Ron Johnson

Charles Jones

Ashley Knaub

Lacy Krakow

Sharon Lease

Deb Leffers

Sonja Lind

Kelsey Loutzenhiser

Edward Montgomery

Nancy Olsen

Pamela Olsen

Robin Parsons

Nathan Rogers

Kasandra Rossi

Brittany Serres

Kristen Smith

Katie Stauffer

Priscilla Stauffer

Sara Steer

Sue Talkington

Rebecca Wenger

Tod Wenger

Sandy Wounded Arrow



## Vision

“Preparing the students  
of today for the world  
of tomorrow!”



## Mission

Our mission is to create a school  
in which students are heard,  
cared for, and valued  
as individuals,  
with access to the tools  
and technologies that will  
prepare them for success in life.

We will strive to develop  
critical-thinkers,  
problem-solvers, and leaders  
who can advocate for themselves  
and contribute to their  
communities,  
and find opportunities  
that help them  
realize their dreams.

# Core Values

Our Core Values serve as the foundation of our school community and culture. These values were identified and articulated through many discussions in our strategic planning process.

Everyone has a part to play in shaping our school community.





# Students

Come to school ready to learn.

Respect the educational experience, teachers, staff, and each other through their words, deeds, and actions.

Engage academically and take personal responsibility for their learning, seeking support when needed.

Participate in activities and sports to develop teamwork, commitment, communication skills, mental toughness, accountability, and friendships.



# Teachers & Administrators

Work collaboratively to realize the Vision and Mission of the school.

Deliver instruction to foster academic excellence and preparation for life-long learning.

Maintain a safe environment for learning.

Engage in continuing growth and professional development.

# Parents

Reinforce respect, responsibility, and accountability at home to ensure positive engagement and learning at school.

Work in partnership with teachers and administrators to ensure student success.

Recognize the need to support school staff, policies, and procedures.



# Patrons

Appreciate the opportunities afforded to students through the school's educational and extra-curricular programs and rich tradition of service to the community.

Are valued as visitors, volunteers, and contributors to the school.

Support the school by participating in school events and activities.



# Goal 1

**Create a school in which students are heard, cared for, and valued as individuals.**



## Strategies

- 1.1 Create systems that allow for student voice and choice.
- 1.2 Offer access to Advanced level classes, distance learning, and Dual Credit courses.
- 1.2 Maintain classrooms and interior spaces for optimum learning.
- 1.3 Maintain safe and secure play and learning areas.
- 1.4 Maintain confidential list of student health concerns and alerts and communicate to relevant staff.
- 1.5 Provide safe, well-maintained, transportation for daily school routes and activities.
- 1.6 Develop additional learning and recreation space to meet expanded program offerings, health & safety requirements, and ADA compliance.

# Goal 2

**Provide access to the tools and technology that will prepare students for success in life.**



## Strategies

- 2.1 Students have access to technology tools for daily instructional activities.
- 2.2 Students use digital tools appropriately for assignments and communication.
- 2.3 Students use technology to support personal health and well-being.
- 2.4 Students engage in and explore tech-based learning beyond the regular school curriculum.
- 2.5 Teachers have access to technology daily for both planning and instruction.
- 2.6 Teachers include blended learning and SAMR model across content areas.
- 2.7 Increase student access to CTE programs and Computer Science electives.
- 2.8 Increase student awareness of college and career options.

# Goal 3

**Develop critical-thinkers, problem-solvers, and leaders who can advocate for themselves and contribute to their communities.**



## Strategies

- 3.1 Students meet or exceed academic standards of achievement to be college and/or career ready.
- 3.2 Students apply a systematic approach to solving a problem or design challenge.
- 3.3 Students develop communication skills, confidence, and creativity.
- 3.4 Students develop leadership capacity and engage in community service.



# Goal 4

**Help students realize their dreams.**



## **Strategies**

- 4.1 Students identify a variety of career/study options.
- 4.2 Students are self-aware and confident.
- 4.3 Students participate in workplace learning, career shadowing, certificate programs, and internships.
- 4.4 Students possess the information needed to make informed college and career choices.
- 4.5 Students enroll in college preparatory and Dual Credit courses for successful transition to post-secondary education.

# Action Plans



## BCS Action Plans

**Goal 1: “Create a school in which students are heard, cared for, and valued as individuals.”**

Objective	Action Items/Strategies	Responsible	Financial Resources Required	Source	Timeline (Frequency)				
					2020	2021	2022	2023	2024
1.1 Create systems that allow for student voice and choice.	1.Develop student surveys on climate, safety, OEF	1.Administrators	1.None	1.NA	*	*	*	*	*
	2.Seek student input on school activities, events, etc.	2.Activities Director; Principal; STUCO and Class Advisors	2.None	2.NA					
1.2 Offer access to Advanced level classes, distance learning, and Dual Credit courses.	1.Provide individual course scheduling and counselling to all students.	1.Guidance Counselor, Principal, WildCat Pride teachers.	1.Course fees	1. General Fund	*	*	*	*	*
1.3 Maintain classrooms and interior spaces for optimum learning	1.Upgrade/replace HVAC units in classrooms; 2.Ensure adequate lighting, ventilation, and acoustics to support learning. 3.Replace/cover asbestos flooring throughout building; 3.Maintain physical appearance of hard and carpeted floor surfaces	Transportation & Grounds Committee Maintenance Supervisor Administrators	1.Get quote	1.Depreciation Fund; lease purchase; ESCO	*	*	*	*	
			2.Get quote	2.General Fund	*	*			
				3.General Fund	*	*	*	*	*
					*	*	*	*	*



<p>1.4 Maintain safe and secure play and learning areas</p>	<p>1. Create common set of playground safety rules; 2. Conduct regular inspections of playground equipment, fencing, &amp; gates; 3. Replace stone with rubber/protective mulch</p>	<p>1.Elementary Teachers; Safety Committee; Principal 2.Teachers on recess duty; Maintenance Supervisor 3. Maintenance</p>	<p>1.None 2.None 3.Get quote</p>	<p>1.NA 2.General Fund 3.General Fund</p>	<p>*</p> <p>*</p>	<p>*</p> <p>*</p>	<p>*</p> <p>*</p>	<p>*</p> <p>*</p>	<p>*</p> <p>*</p>
<p>1.5 Maintain confidential list of student health concerns and alerts and communicate to relevant staff</p>	<p>1.Post health alerts in JMC student information system</p>	<p>1.JMC administrator; School Nurse</p>	<p>1.JMC annual subscription</p>	<p>1.General Fund</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>1.6 Provide safe, well-maintained, transportation for daily school routes and activities</p>	<p>1.Vehicle replacement schedule 2.Extend bus barn to service/wash vehicles</p>	<p>1.Transportation &amp; Grounds Committee Bus Mechanic Maintenance Supervisor</p>	<p>1.Request bids 2.Get quotes</p>	<p>1.Depreciation Fund; General Fund; Grants 2.Genral Fund</p>	<p>*</p>	<p>*</p>	<p>*</p> <p>*</p>	<p>*</p>	<p>*</p>
<p>1.7 Develop additional learning and recreation space to meet expanded program offerings, health &amp; safety requirements, and ADA compliance.</p>	<p>1.Explore options to build a Wildcat Recreation Center, multi-use facility annex to the school. 2.Engage community members in planning 3.Identify architect/engineer firm or ESCO</p>	<p>1.Administrators; board Transportation &amp; Grounds Committee.</p>	<p>1. Explore construction options for WRC; bidding process; financing</p>	<p>1.Special Building Fund; Depreciation Fund; lease/purchase</p>	<p>*</p>	<p>*</p> <p>*</p>	<p>*</p> <p>*</p>	<p>*</p>	<p>*</p>

**Goal 2: “Provide access to the tools and technology that will prepare students for success in life.”**

Objective	Action Items/Strategies	Responsible	Financial Resources Required	Source	Timeline (Frequency)				
					2020	2021	2022	2023	2024
2.1 Students have access to technology tools for daily instructional activities	1.Teachers in K-5 coordinate shared device usage	1.Teachers; Tech Support	1.None	1.NA	*	*	*	*	*
	2.Students in Grades 6-12 issued personal laptop	2.System Administrator; Tech support	2.1:1 laptop purchase/replacement	2.General Fund	*	*	*	*	*
2.2 Students use digital tools appropriately for assignments and using digital tools to collaborate and have opportunities to expand tools.	1.Teachers will design assignments using Google Classroom;	1.Teachers; Principal; Tech Support; Peer Coaches	1.None	1.NA	*	*			
	2.Students (4-12) will complete at least one assignment each semester in Google Classroom;	2.Students; Teachers; Tech Support; Principal	2.None	2.General Fund	*	*			
	3.Digital citizenship curriculum will be implemented in grades 2-12	3. Teachers; Tech Support; Principal	3.Get quote for curriculum	3.General Fund	*	*			
2.3 Students use technology to support personal health and well-being.	1.Provide steps and heart rate pedometers to monitor daily PE activity.	1.PE teacher; School Nurse	1.Get quote	1.General Fund Grant Funding	*	*			
	2.Utilize time management and statistical software to analyze health data,	2.Teachers	2.None	3.General Fund		*	*	*	*

	performance, and productivity.								
2.4 Students engage in and explore tech-based learning beyond the regular school curriculum	1.OEF schedule. 2.Distance Learning. 3.Community partnerships: WNCC, WildCat Hills, 4-H Extension, Field Trips.	1.Teachers; Community Volunteers; Tech Support 2,3.Guidance Counselor, Principal	1.Cost for supplies and instructional materials  2,3. None	1.General Fund  2,3. NA	*	*	*	*	*
2.5 Teachers have access to technology daily for both planning and instruction.	1.Teachers coordinate usage (3 Elementary, 3 Middle School, 2 High School wing) 2.Replace Epson projectors with ClearTouch boards in all classrooms	Transportation & Grounds Committee Maintenance Supervisor Administrators	1.Get quote  2.\$20,000 (5) \$20,000 (5)	1.Depreciation Fund  2.REAP grant	*			*	*
2.6 Teachers include blended learning and SAMR model across content areas.	1.Teachers participate in district provided professional development opportunities	1.Teachers; Technology Integration Support; Tech Support 2.Professional Development providers; ESU	1. 1 FTE Tech Support; .5 FTE Tech Support	1. General Fund  2. Title IIA; ESU contract	*	*	*	*	*
2.7 Increase student access to CTE programs and Computer Science electives.	1.Develop partnerships with WNCC 2.Hire Computer Science/Information Tech teacher 3.Map curriculum to ensure integration of	1. Guidance; Principal  2. Principal	1.Per pupil costs  2.Approve negotiated contract  3.Curriculum mapping software	1.General Fund; Perkins Funding  2.General Fund  3.General Fund		*	*	*	*
						*	*	*	*

	essential productivity tools (e.g., Quick books, Spreadsheets)	3. Teachers, Curriculum support	(\$1,197/yr)						
2.8 Increase student awareness of college and career options.	1.Develop core “clusters” with prerequisites 2.Campus visits; GearUp; Connect the Dots, VR Visits, College recruiter visits on-site.	1. Guidance; CTE staff; Principal 2. Guidance; college reps	1.None 2.Transportation & registration fees	1. NA 2.General Fund	*	*	*	*	*

**Goal 3: “Develop critical-thinkers, problem-solvers, and leaders who can advocate for themselves and contribute to their communities.”**

Objective	Action Items/Strategies	Responsible	Financial Resources Required	Source	Timeline (Frequency)				
					2020	2021	2022	2023	2024
3.1 Students meet or exceed academic standards of achievement to be college and/or career ready.	1.Teachers design instruction and assessments through which students can demonstrate understanding, critical-thinking processes, and unique approaches to solving problems	1.Teachers; Principal	1.None	1.NA	*	*	*	*	*
	2. Teachers map/revise curriculum to align to current standards.	2.Teachers; Principal; Curriculum coach	2.Quote for program materials; summer stipends for	2.General Fund	*	*	*	*	*
	3.Differentiated	3.Teachers, ESU specialists		3. NA	*	*	*	*	*

	instruction and assessments meet the learning needs of all students, both supporting and challenging as appropriate.		curriculum work						
3.2 Students apply a systematic approach to solving a problem or design challenge	1.Schoolwide adaption of problem-solving steps aligned to state content standards. Lead teachers develop steps and train colleagues.	1.Lead Teachers; Teachers; Paraprofessionals; Principal	1.None	1.NA		*		*	
3.3 Students develop communication skills, confidence, and creativity.	1.Students participate in sports, competitions, conferences, and activities within and outside of school. 2.Access to practice space, materials, and equipment: Wildcat Recreation Center. 3.OEF activities. 4.Mentor Program.	1.MathCounts, State Fair, Spelling & Geography Bee, One Act, Speech, FFA sponsors and facilitators. 2.Administrators; board Transportation & Grounds Committee. 3.Community volunteers, facilitators. 4.Community volunteers.	1.Fees & transportation; x-duty schedule 2. Explore construction options for WRC 3.Fees and/or material costs 4.None	1.General Fund 2. General Fund; Purchase/lease 3.Genrerel Fund; Grants 4.NA	*	*	*	*	*
3.4 Students develop leadership capacity and engage in community service.	1.Implement program and/or identify appropriate content to grow leadership capacity.	1. Teachers; Administration	1.Program or material costs. 2. None	1. General Fund; Grants 2. NA		*	*	*	*

	<p>2.Students engage in volunteer and/or service learning projects.</p> <p>3.Encourage students to attend the conferences, and opportunities, for students.</p> <p>4.Communicate with parents regarding leadership opportunities for students.</p>	<p>2.Students; Community partners; club organizers.</p> <p>3.Teachers and Administrators.</p> <p>4. Teachers and Administrators.</p>	<p>3.Travel and registration fees</p> <p>4.None</p>	<p>3.General Fund; Activity Fund; Grants</p> <p>4.NA</p>		*	*	*	*
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**Goal 4: “Help students realize their dreams (i.e., Understand future possibilities, opportunities, choices, and options).”**

Objective	Action Items/Strategies	Responsible	Financial/ Resources Required	Source	Timeline (Frequency)				
					2020	2021	2022	2023	2024
4.1 Students identify a variety of career/study options.	1.OEFs, field trips, trade and industry guests, assemblies.	1.Teachers; Community volunteers; Administrators	1.Fees, transportation costs	1.General Fund; Grants	*	*	*	*	*
4.2 Students are self-aware and confident.	1.Students contribute to digital or physical “suggestion box” – discussion and reflection during Wildcat Pride each month.	1.Wildcat Pride teachers; School Counselor; Principal; System Administrator	1.None	1.NA	*	*	*	*	*

<p>4.3 Students participate in workplace learning, career shadowing, certificate programs, and internships.</p>	<p>1.Career “clusters” and pre-requisite courses support student career paths. 2.Develop flexible schedule for 11<sup>th</sup> &amp; 12<sup>th</sup> grade students to participate in work-based learning or to attend WNCC classes on campus.</p>	<p>1.Guidance; CTE teachers; Principal; business and community partners 2.Guidance; Principal</p>	<p>1.None  2.Transportation; program fees</p>	<p>1. NA</p>		<p>*</p> <p>*</p>	<p>*</p> <p>*</p>	<p>*</p> <p>*</p>	<p>*</p> <p>*</p>
<p>4.4 Students possess the information needed to make informed college and career choices.</p>	<p>1.College search support; campus visits; career exploration software program access, GearUp, Connecting the Dots, VR Campus visits.</p>	<p>1.School Counselor; Teachers; Principal</p>	<p>1.None</p>	<p>1.NA</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>4.5 Students enroll in college preparatory and Dual Credit courses for successful transition to post-secondary education.</p>	<p>1.Communicate extensive electives and Dual Credit courses to students, parents, and community.</p>	<p>1.School Counselor, Principal, Superintendent.</p>	<p>1.None</p>	<p>1.NA</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>