

Hamburg
Community
School District



*Strategic Planning
Committee
2016-2021*

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Process

2016-2021

**Hamburg Community School District
Strategic Plan
2016-2021**

Hamburg Community School District embarked on the strategic planning process in Fall, 2015. Compiled in this document is the *collective work* of our strategic planning committee and the sub-committees. We recognize this document is not a flawless plan but rather a *working document* to guide us in our work.

Our hope is this document will not be placed on a shelf to collect dust, but rather be a valuable guide which is referred to on a weekly, perhaps daily, basis. In education, there is no way to predict what will be occurring in the future, so this is our best guess at the direction of our school. Each summer this document will be reviewed, and plans adjusted to meet the needs of our school at that time. This document is meant as an *accountability tool* for our administration, school board, teachers, support staff and community. If we state we are going to do something we will make every attempt to accomplish the task. The names/positions of those responsible are clearly defined as well as the timeline in which we *EXPECT* the work to be accomplished. We want to put an end to excuses for our school not moving forward. In return for our community's support we vow to create one of the finest educational systems in the country. We vow to work endlessly to provide our children the BEST education. We look forward to working with our families and community to accomplish this goal.

We are asking our community to provide the financial support that is necessary to create a *World Class School*. Our children and community deserve nothing less. We are proud to present our strategic plan to the public. The plan is divided into the following sections:

1. ***Process***: Presentations from our meetings, including small group documents.

2. **Belief, Mission, and Vision Statements:** We started the process by defining what we believe about education. We created a list of belief statements. We created a new mission statement that is measurable. We created a vision statement which will guide where we want our school to be in the future.
3. **State of Art Facilities:** We conducted a facility assessment to identify facility issues. We examined research on school, classroom, and curricular designs. We worked with Jerry Purdy (Design Alliance) to create a facility plan that is a 50 year solution.
4. **Teaching and Learning:** Is the most important element of our plan. We have attempted to expand the programming available to children as well as bringing our curriculum forward to meet the changing needs of our children. Teaching and Learning encompasses; Early Childhood Education, Vocational Agriculture, World Language, Teacher Leadership & Compensation, Career Development, Data Teams (Professional Learning Communities), Literacy, and Science/Technology/Engineering/Mathematics (STEM).
5. **Advanced Technology:** The plan addresses the technology needs of our teachers and students. As we move forward with expanding our curriculum we must have technology that can keep pace with these changes. In order for us to correct current deficiencies, and move forward it will take a considerable financial investment. Professional development for our teachers is a key part of this component. Technology will not be effective unless we have highly trained teachers who are able to integrate technology in their classrooms.
6. **Nutritional Programming:** In the future we would like to work with Fremont County officials to create an *Iowa Healthy Community*. The school feels obligated to be part of the program and assure our school nutritional program is meeting the needs of our children and is tasty and healthy. We are promoting a return to “natural, made from

scratch” preparation. We will work diligently with community partners to utilize their expertise in our programming.

7. **Support Activities**: Our plan will create “academic” clubs and activities for all grade levels that emphasize academic competition. Our students have a tremendous love for athletics and we will continue to support these programs while creating a similar system for academic contests. These programs are based on student interest and will create strong community partnerships.
8. **Community Partnerships**: We rely heavily on our community partners to provide a quality school system. We are blessed with a tremendous community and are hopeful we can create two way partnerships. We have addressed several community issues that can be solved by incorporating school resources and interest. We have an opportunity to work together on projects and save taxpayers money while addressing community needs.
9. **Research and Innovation**: Our plan requires us to give back to the educational community by creating research projects. We will work with the Northwest Missouri State University, Iowa Western Community College, and the University of Northern Iowa on research that will have a positive impact on national education. Our teachers and administrators will be leading the way in Iowa research and providing our students/staff unique opportunities.
10. **Transportation**: Our plan describes our current transportation situation and how we will maintain a quality fleet of vehicles.
11. **Finance**: The last section of the strategic plan is finance. We will provide our financial plan so we can maintain a healthy unspent authorized budget and protect our academic programming.

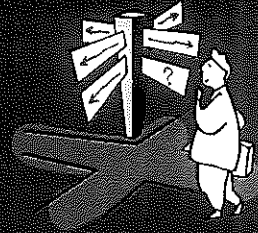
We encourage your feedback and responses about our strategic plan. Please send all correspondence to Dr. Mike Wells, Superintendent at mwells@hamburgcsd.org Thank you for your unwavering support of the Hamburg Community School District.

Hamburg Community Schools

Strategic Planning
2016

BIG PICTURE Remember Alice?

- "Would you tell me, please, which way I ought to go from here?" - Alice
- "That depends a good deal on where you want to get." - the Cat



Introduction

- Welcome-Mike Wells
- Please sign in-there are sheets on your table! E-mails are vital.
- Restrooms
- Introductions
- Why are we here?
- Open/honest discussion-create a REAL plan for the district that will move us to a World Class School.

Why do organizations need to plan?

- Without a plan, the only way you get where you are going is by accident. That is if you know where you are going.
- Strategic planning is both planning where to go and how to get there.

Who are we?

- Warm up activities
- Who are you and what is your vested interest in the Hamburg School District?
- What is your greatest hope for the Strategic Planning Process

Strategic Planning

Disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it.

"An ongoing, future-oriented, values-based process that empowers an organization and its members to identify action strategically necessary to accomplish its mission in an ever-changing and diverse environment"

* We believe that it is impossible to develop a results orientation unless we are clear about the core of the enterprise (mission), about the kind of school we are seeking to become (vision), and the attitudes, behaviors and commitments we need to promote, protect and defend (values)

Barriers to Planning

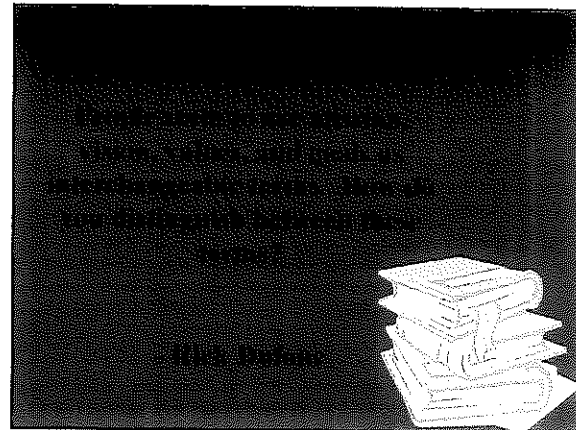
- Time Consuming-(Lots of meetings!)
- "Nothing really changes" - attitude (You go through this process and it's not implemented-waste of time)
- Stakeholders content (School is good, why change?)
- Planning is non-productive use of time
- Previous bad planning experience
- Weak management (administrators never hold anyone accountable and change never happens)

"The Plan"

- We will work from January thru May developing our 5 Year Strategic Plan.
- In the summer, we will do a community meetings discussing the plan and gathering community input. We will make adjustments.
- On August 8, we will present our 5 Year Strategic Plan to the board for their approval.
- August 2016-Implement the Plan.

The biggest barrier is resistance to change

A school district's culture is perfectly aligned to continue to produce the current results
- Larry Lezotte, Effective Schools



This Spring - Four products

- Mission Statement
- Vision Statement/Document
- Beliefs and Values
- Goals and Action Plans- (5 Year Strategic Plan)



All are important!

Values: HOW? How must we behave?

Mission: WHY? Why do we exist?

Vision: WHAT? What do we hope to become?

Goals: WHICH STEPS AND WHEN?

Beliefs and Values

- What organization stands for
- What is important to an organization
- Takes into account the current situation
- Guides for our actions

Goals and Action Plans

- Establish goal statements that state what the district needs to do to make the Vision a reality
- Write action plans that define what people in the organization must do to accomplish the goal and thus achieve their Vision.

Mission:

- Why organization exists
- 'Who does what to who and how' - a commitment
- Persistent over time, Believable, Attainable, Unique, Limited, Strong Verbs, and Focused

Today's Work

Let's Start!

Vision:

- What organization will look like in the future
- The headlines we want to be written
- The dream of what we want to become

Process

- Ground rules for the group meetings:
 - All participants have the opportunity to speak
 - Challenge ideas, not people
 - Input adds to others' ideas and responses
 - Respect the strategic planning process schedule
 - We will work through sufficient consensus

Three Formats

- Large Group - for consolidation, validation and approval
- Small Group - for input, dialogue and participation
- Executive Committee - representatives from small group working on a specific task - usually to consolidate

Values are the link between emotion and behavior, the connection between what we feel and what we do... With everything changing around us we need something unchanging to hang on to... values are our moral navigational devices

-James Champy (1995)

Decision Making Process

- Nominative Process
 - Nomination
 - Clarification
 - Consolidation
 - Pro Statements
 - Con Statements
 - Selection

Sufficient Consensus

Beliefs/Values about Learning

One word -descriptors

- What characteristic did your favorite teacher possess?
- What characteristic do you most want your child to possess?
- What personal value do you most highly prize?
- What should everyone know?
- What makes a successful teacher? Student? Parent?
- What value must all students have to be successful?
- What is the most important thing a school must do?

Values describe how we intend to operate on a day- to-day basis as we pursue our vision.

Peter Senge, 1992, 302

Which one are you?

We believe all kids can learn...

based on their ability

- Charles Darwin

if they take advantage of the opportunity we give them to learn

- Pontius Pilate

something, and we will help all students experience academic growth in a warm and nurturing environment

- Chicago Fan Club

and we will work to help all students achieve high standards of learning

- Henry Higgins

Table Beliefs/Values

- Keep them few in number
- Be direct - best when explicit
- Focus more on behaviors than beliefs
(behaviors describe action, beliefs do not, if you use a belief include an supporting behavior)
- Focus more on ourselves than others

Table Share

- Share in turn, go round
- Record on chart paper
- No discussion or explaining
- No repeats
- Passing is allowed
- Continue until all values record

Table Facilitator: Lives closest to the Elementary School

Recorder: Most years in district

So statements should start with. . .

- We (I) believe . . .

For example, "We believe what is best for students should be the driving force in your decision making." (Kids First)

Clarification

- Examine each statement for understanding
- Explanation given by person who contributed item
- Clarify only - no discussion
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Individual Reflection

- Understand the task?
- 3 minutes to write 5 "I believe . . ." statements
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Combination

- If two are alike should they be combined
- Recommendations made by team guided by facilitator
- Combination must be agreed to by those who authored originals

Pro & Con

- Speak on behalf or for eliminating an item
- No debate
- No repeat
- In-turn response

Large Group Reporting

- Each table will report prioritized values
- Facilitator will report to large group

Applause is welcome

Clear Out Voting

- Majority rule
- Consider each item
- Open hand "keep"
- Closed hand "eliminate"
- Everyone votes
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Executive Committee

- Select representative from table for additional meeting
- Representative will meet with other representative to develop a draft set of Values/Beliefs for the Hamburg district.
- Draft Values/Beliefs will be presented to group for consideration at the February 15th meeting
- Executive Committee meets immediately after this meeting

Weighted Voting

- Vote by assigning values to each item (one to five fingers)
- Record results
- Vote on each item
- Rank results

End of session 1
Next Meeting: February 15 @
Marnie Simons Elementary
at 6:30 to 8:00 p.m.

Session #2 Agenda

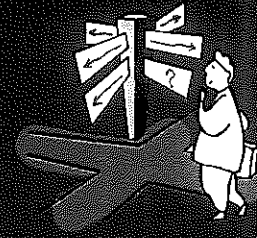
- Review Beliefs and Values (work of Executive Committee) Reach Team consensus
- Review Hamburg's current Mission Statement and consider updating
- Begin work on Hamburg's Vision Statement

Hamburg Community Schools

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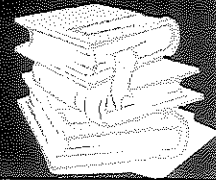
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Current Statements

Mission Statement

The mission of the Hamburg Community School District is to educate all children as individuals, to foster a love of learning, and to prepare children for a responsible and successful future in a diversified and changing world.

Curriculum Essential Learning

All students will be able to:

- Communicate effectively
- Apply knowledge and skills to life
- Work together and independently
- Solve problems
- Practice responsible citizenship, and
- Use technology

District Belief Statements

Hamburg Community School District does not have district belief statements so we will develop them through the strategic planning process.

Vision Statement

Hamburg Community School District does not have a vision statement so we will develop the vision of the district through the strategic planning process.

Hamburg Strategic Planning

February 15, 2016
Session #2: 6:30-8:00 p.m.

Review

Values/Beliefs: **HOW?** How must we behave?

Mission: **WHY?** Why do we exist?

Vision: **WHAT?** What do we hope to become?

Goals/Commitments: **Targets and Actions**

Guidelines

- On your table is a document.
- 1. "Hamburg CSD Belief Statements". This document captured our work and put it in the 5 areas.

■ Your task:

- a. Read the Proposed Belief Statements.
- b. Does the proposed statement capture what the group statements intended?
- c. Each table add/delete from the proposed belief statements. Write each statement on a sheet of paper if there are changes. (These will be posted on the walls later)
- e. You will have 15 minutes to complete this work, then we will share out to the large group.

Executive Committee

- Each group should share their changes to the belief statement.
- The group needs to finalize the belief statements.

Mission

Three questions for Mission

- What do we want to do?
- How will we know if we are succeeding?
- What will we do to ensure success?

"Failure is not an Option"

Mission

Clarity of purpose should be the goal of any mission statement. Our mission gives focus to the question, Why do we exist?

Persistent over time, Believable, Attainable, Unique, Limited, Strong Verbs, and Focused, Measurable and speaks to Failure.

Accountability Statement

Our mission statement should have an accountability statement describing what we do if we fail.

What is the Hamburg CSD Mission Statement?

Hamburg CSD Mission Statement

The mission of the Hamburg Community School District is to educate all children as individuals, to foster a love of learning, and to prepare children for a responsible and successful future in a diversified and changing world.

Well Known Missions

- "To solve unsolved problems innovatively"
 - 3M
- "To give unlimited opportunity to women."
 - Mary Kay Cosmetics
- "To preserve and improve human life."
 - Merck
- "To give ordinary folk the chance to buy the same things as rich people."
 - Wal-Mart
- "To make people happy."
 - Walt Disney

Early Mission Statements

Ford Motor Company (early 1900's)

- "Ford will democratize the automobile"

Sony (early 1950's)

- "Become the company most known for changing the worldwide poor-quality image of Japanese products"

Boeing (1950)

- "Become the dominant player in commercial aircraft and bring the world into the jet age"

Wal-Mart (1990)

- "Become a \$125 billion company by the year 2000"

As a progressive, suburban school district, the _____ writes students, families, and community in developing responsible, lifelong learners through educational excellence.

The mission of _____ is to create student successes by maximizing student achievements.

In cooperation with family and community, the mission of the _____ is to prepare all students to be productive responsible citizens in a changing society through superior educational programs in a safe and supportive environment.

The mission of _____ is to provide an appropriate educational environment for all students to achieve competency, knowledge, skills, and attitudes to meet the challenges and choices of the future by encouraging personal growth and by recognizing their ability to learn in cooperation with home and community.

The mission of the _____ is to guarantee all students learn the academic and life skills necessary for personal success and responsible citizenship in a global society by creating a world-class educational system characterized by innovative and diverse opportunities designed to challenge each student.

Mission Work

Review and suggest any changes to the Hamburg Mission Statement

Table Talk

- Review Hamburg Mission statement
- Consider any modifications of the statement
- List at your table
- When requested—share with whole team.
- Decide if suggested changes should be included

Begin Vision Work

- Vision Purpose
 - What does vision look like?
 - What new information will we use?
 - How does Vision impact district?
 - How does Vision guide goals/commitments?

Vision Statement

A Definition

A Vision Statement is: your districts best effort to define its desired future!!

The process and outcomes of visioning may at times seem vague (because you are looking into the future) and superfluous, but the benefits are substantial!! It becomes a roadmap to the future!!

What are some Vision Thwarters?

- Tradition!!!! We have always done something a certain way and you are asking us to do it differently. It won't work!! It may require some CHANGE!!
- Complacency of those asked to carry out the Vision!!!
- Fatigued leadership!!! This includes all leadership positions in an organization
- Short-term thinking!!! Not willing to think to the future, but only in the present!!
- Naysayers!!! Every organization has those who simply do not believe a new future or different future can become a reality!!! It is too much work! No capacity!

What does Visioning do?

What are the benefits to the Hamburg School District?

- It will break you away from possible existing boundary (thinking)
- It provides for planned continuity of effort!
- It identifies a strong direction and purpose!
- It may inform stakeholders that change is needed to reach a desired state!
- It promotes interest and commitment on the part of stakeholders!
- It creates a very strong focus on what needs to happen!
- It encourages openness to unique and creative solutions!
- It builds loyalty through involvement (ownership)!
- It results in better efficiency and productivity!

What effective Vision statements do—Vision Characteristics

- *They are clear and unambiguous!
- *They describe a bright future! Paint a picture where people and organizations want to go!
- *Memorable and engaging wording!
- *The aspirations are real!
- *They align with organizational values, beliefs, and mission!
- *They establish areas of commitment/desired targets!

Vision Characteristics--continued

Vision Statements Address:

- student achievement
- finance/enrollment
- Iowa Core Curriculum
- 21st Century Skills
- Community-School Relations
- Other

Sample Vision Statements

- Five years from now, Roger's Pizzeria will be rated as a five star restaurant in the Greater Hamburg area by consistently providing the combination of perfectly prepared food and outstanding service that creates an extraordinary dining experience!
- Within the next five years, Table Five Tours will become the premier eco-tour company in the Council Bluffs area, increasing revenues to 1 million dollars in 2011 by becoming internationally known for the comfort and excitement of the whale watching tours it offers.
- Within the next five years, Megamart.com will become a leading provider of management software in Iowa small businesses by providing customizable, user-friendly software scaled to small business needs!
- From each of these Vision statements we could create vision objectives, vision targets, vision commitments—with action plans to follow

Sample Education Vision Statement

- We believe that the most promising strategy for achieving the mission of _____ is to develop our capacity to function as a professional learning community. We envision a school in which staff:
 - Unite to achieve a common purpose and clear goals.
 - Work together in collaborative teams.
 - Seek and implement promising strategies for improving student achievement on a continuing basis.
 - Monitor each student's progress
 - Demonstrate a personal commitment to the academic success and general well-being of all students.

Let's Begin!!

- It is five years from today's date and you have, marvelously enough, created your most desirable district. Now it is your job, as a team, to describe it as if you were able to see it, realistically around you!!!!
 - What does it look like?
 - Describe it and articulate it!!

Writing Personal Visions

- Getting Organized
 - Today's Facilitator will be the most recent HS graduate
 - Write a Personal Vision –
 - Reflect on previous slide regarding characteristics
 - 15 minutes to reflect and write.
 - Keep in mind what you want the Hamburg Schools future to look like!

Building Table Vision

- Read each Personal Vision
 - Record each on chart paper
 - Highlight key words, phrases, ideas
 - Keepers
- Write Table Vision including bullets
Recorder: Most recent HS graduate

Vision Gallery Walk

- Table Draft Vision Statement posted
- Reporter selected to stay with draft
 - Ask questions, comments?
 - What are the keepers?
- Two minutes at each table
- Two minutes back with table group to review process

Executive Committee Prep

- Select 2 Executive Committee Reps at each table
 - What are the key "things" you should capture in the new vision?
 - What is the essence of the vision?
 - What are the words that we want to keep?
 - What is essential?
 - What are the big ideas?
- Facilitator – Tables

Progress Report

- * Team Reports – 30 seconds – Facilitator
- Review work yet to be done
- Executive Committee meet at front
- Next meeting Monday, March 14, 2016

Belief, Mission and Vision Statements

2016-2021

We believe...

- all decisions (**we make**) will be based on what is best for students.
- our school will be a World Class School and will offer a World Class Education for ALL students.
- our school is a quality facility for students to learn and teacher to teach.
- our school is a respectful, loving, safe, and compassionate environment.
- students can discover the leader within.
- high expectations, accountability, and appropriate discipline to lead to high achievement in and out of the classroom.
- a quality education is a shared responsibility that is achieved through meaningful collaboration among staff, students, families, and community members.

Hamburg Community School District

Mission Statement

The mission of the Hamburg Community School District is to empower students to become intellectual explorers.

Hamburg Community School District

Vision Statement

The Hamburg Community School District will create an environment dedicated to empowering all students to achieve individual excellence. The vision will be supported by:

- Outstanding Facilities
- Strong Community Partnerships
- Financial Stability
- Excellent Teaching & Quality Learning
- Cutting Edge Innovation & Research
- 21st Century Technology
- Healthy Nutritional Programming
- Safe & Quality Transportation
- Student Learning & Opportunities-What academic and support programs do we need?
- System Accountability