

**FAIRBANKS NORTH STAR BOROUGH SCHOOL DISTRICT
BOARD OF EDUCATION**

October 29, 2015

**Work Session with Borough Assembly & Mayor:
Strategic Plan Overview; Budgeting Considerations to include Fund Balance
Practices, the Lapse Ordinance, In-Kind Contributions, Local Funding Calculation,
and Payment in-lieu of Taxes and Impact Aid**

5:30 p.m.
Board Room
Administrative Center
520 Fifth Avenue

AGENDA

- 1. Call to Order**
- 2. OUR MISSION** is to provide an excellent, equitable education in a safe, supportive environment so all students will succeed and contribute to a diverse and changing society.
- 3. Roll Call**
 - Heidi Haas, President
 - Wendy Dominique, Vice President
 - Allyson Lambert, Treasurer
 - Lisa Gentry, Clerk
 - Sue Hull, Board Member
 - Michael O'Brien, Board Member
 - Sean Rice, Board Member
- 4. Strategic Plan Overview**
- 5. Budget Considerations**
 - Fund Balance Practices
 - Lapse Ordinance
 - In-Kind Contributions
 - Local Funding Calculation
 - Payment in-lieu of Taxes and Impact Aid
- 6. General Comments/Announcements**
- 7. Adjournment**

Executive Session: The board reserves the right to enter into executive session on any agenda item as and to the extent allowed for in State law. Executive sessions will be entered into by motion for the following subjects as permitted by law: (1) matters the immediate knowledge of which would clearly have an adverse effect upon the finances of the District; (2) subjects that tend to prejudice the reputation and character of any person, provided that the person may request a public discussion; (3) matters which by law, municipal charter, or ordinance are required to be confidential; (4) matters involving consideration of government records that by law are not subject to public disclosure. Motions to go into executive session should specify the subject of the proposed executive session without defeating the purpose of addressing the subject in private. Reference: AS 44.62.310 and Board Policy 264, D.

Work Sessions are an opportunity to study and review, in-depth, matters that may be too lengthy for a regular or special meeting. No action may be taken at a work session. All work sessions, special, and regular meetings are open to the public.



FY15-FY19 STRATEGIC PLAN

Adopted: June 2, 2015
Amended: October 6, 2015

PROCESS OVERVIEW

The FY15/16-19 planning process was initiated in the fall of 2014, in response to a shared desire among the Fairbanks North Star Borough Board of Education and Executive Leadership to develop a comprehensive Strategic Plan and Directional Roadmap to guide the District over the next 5+ years. Additional outcomes of the planning process included linking to the budget to ensure resources are more closely aligned to priorities and initiating an organizational conversation about values and culture. The process was guided by the Board and inclusive of the management team, principals, staff and community through various forms of input. Below is a summary of the four-phase development of the strategic plan.

	Phase 1: Determine Position Dec-March 2015	Phase 2: Develop Strategy Feb-March 2015	Phase 3: Build the Plan April-June 2015	Phase 4: Execute the Plan May-Aug 2015
	<i>Collect Stakeholder Perspective</i>	<i>Envision Our Future and Set District Priorities</i>	<i>Build the District Plan</i>	<i>Build Action Plans, Rollout the Plan</i>
Outcome	<ul style="list-style-type: none"> Synthesized Stakeholder Perspective District's Strategic Position 	<ul style="list-style-type: none"> Established Mission, Vision and Values Strategic Priorities District Goals 	<ul style="list-style-type: none"> District Objectives, Roadmap and Metrics 	<ul style="list-style-type: none"> Aligned Department and Site-Level Actions Execution management system and process Communicate the plan to all stakeholders
Process	<p>Stakeholder Input:</p> <ul style="list-style-type: none"> Executive Team & Board Input: 1:1 Interviews Management Team & Principal Input: Online Qualitative Survey Staff Input: Online Employee Survey Community Input: Online Community-wide Survey <p>Research Reports:</p> <ul style="list-style-type: none"> Develop Survey Reports Develop SWOT 	<p>Board Planning Session, Feb 7</p> <ul style="list-style-type: none"> Define Mission, Vision and Values Establish Long-Term Strategic Priorities Create District-Level Goals 	<p>Management Team & Principal Input Session, April 17</p> <ul style="list-style-type: none"> Management Team feedback to the Board Inform District Objective Setting Process <p>Board Planning Session, April 18</p> <ul style="list-style-type: none"> Confirm Strategic Foundation Establish District-Level Objectives Develop 3-Year Roadmap Develop a Scorecard 	<ul style="list-style-type: none"> Action Planning: Develop aligned Department & Site-Level Action Plans Execution: Develop Implementation management process. Communicate the Plan: Develop Communication Document/Flier

PLAN STRUCTURE

Below is a diagram outlining the components of the Fairbanks North Star Borough School District Strategic Plan including who is accountable for each component and the timeframe for each.

<u>Accountability Structure</u>	<u>Strategic Plan Structure</u>		<u>Planning Time Frame</u>
School Board	Mission, Vision, Values		Every 5 Years
	Strategic Goals		Every 5 Years
	District Objectives		Every 1-3 Years Adapted annually
Management Team Principals	Department Initiatives	Site-Level Initiatives	Every 1 Year Established annually
Staff	Action Items		Annually

MISSION STATEMENT – WHAT IS OUR PURPOSE?

Our mission is to provide an excellent, equitable education in a safe, supportive environment so all students will succeed and contribute to a diverse and changing society.

CORE VALUES – HOW WILL WE BEHAVE?

- **Student-Centered:** Center everything we do on the student and student learning.
- **Respect:** Embody respect for the diversity and dignity of all.
- **Safe Environment:** Strive to provide a safe learning environment.
- **High Expectations:** Maintain high expectations and educational opportunities to inspire high achievement.
- **Collaborative:** Actively collaborate with students, family, and community to support student success.
- **Innovative:** Aim to be innovative and adaptive to student needs.

VISION STATEMENT – WHAT DOES SUCCESS LOOK LIKE?

We envision *learning without boundaries*, where every student achieves his/her path to academic and career success. Learning will be driven by student need, through flexible and adaptive options. Supporting the district's educational system are highly engaged families; proven technology infrastructure; staff that are continually raising the bar in their profession; and a community that is committed to growing our future.

Success looks like...

- Improved achievement for all students, closing the achievement gaps, and accelerating learning.
- Low class size that is conducive to learning.
- Programs that address the needs of under-served students.
- Parents that trust the school district and are engaged in their student's learning.
- Fully implemented effective educator evaluations, AK State Standards & student assessments.
- Technology is used effectively to amplify and personalize learning.

SWOT – WHERE ARE WE NOW?

The current FNSBSD operating environment is shifting as state resources for education are declining due to a fall in oil prices; declining enrollment due to population shifts; and an increase in educational standards in the form of teacher evaluations, student assessments and the Alaska State Standards. The educational innovations are shifting to focus on meeting student needs through a variety of innovating delivery options that have proven to increase student outcomes and manage through resource constraints. Below the SWOT details the key strengths, weaknesses, opportunities and threats used to build the 5-year plan. (Bolded items are those identified to have the biggest impact on the next five years.)

<p>Strengths</p> <ul style="list-style-type: none"> • Strong leadership • Class size • Strongly committed to excellence • Solid reputation • Strong community base • Professional development offerings • Caring environment for students • Solid, caring Board • Quality employees • Programs for advanced students • Parent/family involvement – untapped potential • Integration of current technology • Supportive environment for staff • Supplies/Materials - Resources for staff 	<p>Opportunities</p> <ul style="list-style-type: none"> • Personalizing the system (more options) • Virtual blending model • Community engagement & community groups • New Teacher Evaluation Framework • Creating more efficient systems • Expand/evolve technology • Full-day kindergarten • Distance education • School-business partnerships • AVSEP • Education Tax Credit • Quality and relevant PD and development in technology • Attract & retain quality teachers • Alternative model to RTI approach • Tapping into additional \$ /being proactive • Board engagement • Improved PR and community relations • Financial support for preschool programs • Equity student outcomes • Collaborating with other districts in Alaska • Student career pathways & CTE via community connections • New AK measures of progress (AMP) • Support for at-risk students • Extended E-8 (K-8) • Parent involvement plan • Dual credit, challenging high school credit • Increase graduation and increase attendance
<p>Weaknesses/Challenges</p> <ul style="list-style-type: none"> • Aversion to change • Inconsistent parent engagement • Prioritization • Bullying/district climate • Losing students • Shared direction/clear Roadmap • Variety of secondary options • Tenure turnover/leadership transition • Budget shortfall • Union communication/understanding • Internal communication • Maintaining class size in light of declining budget 	<p>Threats</p> <ul style="list-style-type: none"> • Declining oil prices • State funding • The economic impact of the state budget cuts • Unanticipated crisis • Declining student enrollment • Changes in military • Ketchikan lawsuit (shift in formula) • AMO's

STRATEGIC GOALS – HOW WILL WE SUCCEED?

1. **Personalized Learning:** Provide students with options to meet their needs and achieve academic success.

Personalized Learning includes the following concepts: Flexible, anytime, everywhere learning; expanding options to receive credit or demonstrate mastery; project-based, authentic learning; student-driven learning path; and mastery/competency-based progression/pace (meeting competency vs. based on grade level).
2. **Effective Communication:** Establish transparent and consistent communication to increase student, parent, staff and community connectedness with the District.
3. **Parent & Community Engagement:** Engage parents and community groups with schools to facilitate a stronger learning environment for students.
4. **Organizational Support:** Create an environment that supports the needs of staff to enable a school and organizational climate where students thrive.
5. **Technology Integration:** Expand student access to technology to amplify learning.

DISTRICT SCORECARD – HOW WILL WE MEASURE SUCCESS?

Measure	2014-15 (Baseline)	2015-16 Target
Attendance Rate		
Graduation Rate		
Student Enrollment (Total)	13,765	
<ul style="list-style-type: none"> • Elementary (K-6) - 7,887 • Junior High (7-8) - 1,979 • Senior High - (9-12) 3,899 		
Student Performance/AK State Standards		
Teacher Retention		
Teacher Evaluations		
Staff Turnover/Retention Rate		
Employee Engagement (Employee Survey/NPS Score – All)	-10.5%	
<ul style="list-style-type: none"> • Administrative: + 13.8% • Instructional: -13.8% • Support: -14.7% 		
Balanced Budget (Revenue vs. Expenditures)		
Supplemental Funding/Grants (% Increase)		
Community Recommendation/NPS		

ROADMAP – HOW WILL WE ACHIEVE OUR VISION?

FY15/16 – FY16/17	FY17/18 and Beyond
PERSONALIZED LEARNING	
<ul style="list-style-type: none"> • Class Size: Ensure class size that is conducive to learning. • Independent Learning Center: Design and establish the ILC to open as a new entity by fall 16. • District Correspondence Program: Expand the BEST Program. (Approved 10-6-15) • High School Options: Expand the number of credit and schedule options for high school students by fall 16. • CTE: Expand CTE pathways to ensure equitable options and access to all high school students. • Dual Credit: Expand dual credit options. • K-8 Magnet: Investigate and determine viability of a K-8 Magnet School by end of 2015. • Full-Day Kindergarten: Investigate/pursue fee-based full-day kindergarten. 	<ul style="list-style-type: none"> • Class Size: Ensure class size that is conducive to learning. • Independent Learning Center: Expanded enrollment to accommodate students resulting in the program being self-sufficient. • District Correspondence Program: Expand the BEST Program. (Approved 10-6-15) • High School Options: Expand graduation options for high school students. • CTE: Continue to expand CTE pathways at high schools. • Dual Credit: Offer a full spectrum of dual credit options to include an Associate’s Degree by graduation. • K-8 Magnet: If determined viable, open K-8 Magnet School. • Full-Day Kindergarten: If determined viable, implement fee-based full-day Kindergarten.
EFFECTIVE COMMUNICATION	
<ul style="list-style-type: none"> • Parents: Ensure all parents are informed through systematic, multi-channel delivery of relevant information. • Staff: Ensure frequent and streamlined internal communication to keep all FNSBSD staff feeling connected. • Community: Proactively communicate and invite two-way dialogue between the community and District. • Board Visits: Further connect sites and District through annual Board visits to every school. 	<ul style="list-style-type: none"> • Parents: Continue to implement communication initiatives and assess effectiveness through parent/community survey. • Staff: Assess effectiveness of staff communication initiatives through employee engagement survey. • Community: Assess communication effectiveness through parent/community engagement survey. • Board Visits: Continue to connect sites and District through annual Board visits to every school.
PARENT/FAMILY ENGAGEMENT	
<ul style="list-style-type: none"> • Parent Engagement Committee: Form a standing Parent Engagement Committee to create a more robust parent engagement approach. • Site-Level Parent Organization: Ensure every school has a parent-led organization to promote parent engagement. • Business Partnerships & Community Groups: Expand partnerships with businesses and community groups. 	<ul style="list-style-type: none"> • Parent Engagement Committee: Develop and implement parent engagement strategies based on committee recommendations. • Site-Level Parent Organization: Ensure every school has a parent-led organization to promote parent engagement. • Business Partnerships & Community Groups: Continue to explore opportunities.
ORG SUPPORT	
<ul style="list-style-type: none"> • Admin Support: Re-envision District-wide administrative support to facilitate student learning. • Curriculum System: Redesign our curriculum system to be agile and adaptive to change, keeping materials and resources relevant. • Quality Teaching: Implement New Educator Evaluation Framework. • Teacher Collaboration: Improve the effectiveness of PLC’s. • School Buildings: Develop a facility plan to address changing delivery needs and declining enrollment by Dec 2015. • Culture: Strengthen employee relations to support the mission and instill a culture of continuous improvement. 	<ul style="list-style-type: none"> • Curriculum System: Continuously improving the curriculum system at the speed of change. • Quality Teaching: Fully operationalize/realize the benefits of the new Educator Evaluation Framework. • Teacher Collaboration: Continue to evolve the effectiveness of PLC’s. • School Buildings: Implement the facility plan to address changing delivery needs and declining enrollment. • Culture: Design and pilot a mentoring program, starting with Master Teachers, to reinforce a culture of continuous improvement.
TECHNOLOGY INTEGRATION	
<ul style="list-style-type: none"> • Site Tech Support: Restructure site-level technology support. • Virtual Learning: Expand student access to online courses including hardware and fees. • Technology in the Classroom: Build a plan to move into the digital future starting with digital content and technology for teachers, followed by 1:1. • IT Infrastructure: Continue the IT infrastructure upgrade. 	<ul style="list-style-type: none"> • Virtual Learning: Continue to add courses and expand student access including hardware and fees. • Technology in the Classroom: Rollout 1:1 technology District-wide. • IT Infrastructure: Continue the IT infrastructure upgrade.

STRATEGIC GOALS & FY15/16-FY16/17 DISTRICT OBJECTIVES – WHAT IS IMPORTANT RIGHT NOW?

1. **PERSONALIZED LEARNING: Provide students with options to meet their needs and achieve academic success.**
 - **Class Size:** Ensure class size that is conducive to learning.
 - **Independent Learning Center (ILC):** Design and establish the ILC to open as a new entity by fall 16.
 - **District Correspondence Program:** Expand the BEST Program. (Approved 10-6-15)
 - **High School Options:** Expand the number of credit and schedule options for high school students by fall 16.
 - **CTE:** Expand CTE pathways to ensure equitable options and access to all high school students.
 - **K-8 Magnet:** Investigate and determine viability of a K-8 Magnet School by end of 2015.
 - **Full-Day Kindergarten:** Investigate/pursue fee-based full-day kindergarten.

2. **EFFECTIVE COMMUNICATION: Transparent and consistent communication to increase student, parent, staff and community connectedness with the District.**
 - **Parents:** Ensure all parents are informed through systematic, multi-channel delivery of relevant information.
 - **Staff:** Ensure frequent and streamlined internal communication to keep all FNSBSD staff feeling connected.
 - **Community:** Proactively communicate and invite two-way dialogue between the community and District.
 - **Board Visits:** Further connect sites and District through Board visits annually to every school.

3. **PARENT & COMMUNITY ENGAGEMENT: Increase the level of involvement of parents and community groups with schools to facilitate a stronger learning environment for students.**
 - **Parent Engagement Committee:** Establish a standing Parent Engagement Committee to create a more robust parent engagement approach.
 - Update the existing Parent Involvement Policy.
 - Create a means of honoring parent engagement throughout the year.
 - **Site-Level Parent Organization:** Ensure every school has a parent-led organization to promote parent engagement.
 - **Business Partnerships & Community Groups:** Expand partnerships with businesses and community groups.

4. **ORGANIZATIONAL SUPPORT: Create an environment that supports the needs of staff to enable a school and organizational climate where students thrive.**
 - **Admin Support:** Re-envision District-wide administrative support to facilitate student learning.
 - **Curriculum System:** Redesign our curriculum system to be agile and adaptive to change, keeping materials and resources relevant.
 - **Quality Teaching:** Implement New Educator Evaluation Framework.
 - **Teacher Collaboration:** Improve the effectiveness of Professional Learning Communities (PLCs).
 - **School Buildings:** Develop facility plan to address changing delivery needs & declining enrollment by end of 2015.
 - **Culture:** Strengthen employee relations to support the mission and instill a culture of continuous improvement.

5. **TECHNOLOGY INTEGRATION: Expand student access to technology to amplify learning.**
 - **Site Tech Support:** Restructure site-level technology support.
 - **Virtual Learning:** Expand student access to online courses including both hardware and fees.
 - **Technology in the Classroom:** Build a plan to move into the digital future starting with digital content and technology for teachers, followed by 1:1.
 - **IT Infrastructure:** Continue the IT infrastructure upgrade.