

LINCOLN COUNTY SCHOOL DISTRICT
Board of Directors - Work Session
Thursday, September 22, 2005 – 1:00 p.m.
Newport Recreation Center
Newport, Oregon

Minutes

PRESIDING: Ron Beck, Chairman

Present: Ron Beck, Chairman; Sue Ryan, Vice-Chairman; Jean Turner, Billie Jo Smith, Brenda Brown, Directors

Also Present: Tom Rinearson, Superintendent; Greg McKenzie, OSBA; Laurie Urquhart, Secretary

Call to Order- Establishment of a Quorum

Chairman Ron Beck convened the meeting and called the session to order at 1:15 p.m. with a quorum of five board members present.

Discussion on Long-Range, Strategic Planning

OSBA representative Greg McKenzie lead the Board through a discussion pursuant to the different components of long-range planning, and said the group would be developing a plan to create a long-range plan.

Purpose

McKenzie asked the Board to discuss the purposes of a strategic plan; they offered the following items.

- **Continuity**; longer-range view of where the district is going
- **School Improvement**, including:
 - Student Achievement
 - Facilities
 - School Programs and extra-curricular
 - Employee morale
 - Student morale
 - Higher expectations
- **Community engagement**, including:
 - Community members helping to make schools better
 - Support of business community
 - Use of mentors and volunteers
 - School/Community partnerships
 - Welcoming environment at schools
 - Stable funding

The group next discussed differing components of a strategic plan, including vision, mission, strategic directions (core values; guiding principles; heart and soul), goals and an action plan. Please see attached diagram, “Five-Year Strategic Plan Components.” Mr. McKenzie asked what part of this generic model should be pursued to do strategic planning; Director Turner asked if it is possible to go directly to goals and action plans without considering mission and vision, as groups sometimes get “bogged down.” Superintendent Rinearson commented that other boards have felt core values are part of the mission. A vision statement should be ‘short and sweet,’ no longer than seven words and is an organization’s motto. The mission statement is best suited to 14 words so it is easier to remember. McKenzie stated one good exercise when meeting with community groups is to ask them “what do you think the core values of the school district should be?.”

The Board considered the **length of the plan, and reached consensus it may have some target dates, but will have no time limit.** The Superintendent noted the plan should be ongoing and should infuse the concept of planning and looking forward, rather than crisis management. A discussion about work of the board pursuant to the plan followed, which led to a consideration of presentations to the Board. It was agreed presentations are important for accountability and evaluation, as well as advocacy. Presentations should be limited to no longer than ten minutes. If the presenter is sharing information for advocacy, he/she should have a “fact sheet” the board could use to share information with community members.

Superintendent Rinearson mused whether schools and districts truly have the option of deciding on mission and goals, given the many requirements of the Continuous Improvement Plan and federal/state requirements. Mr. McKenzie noted the process the state suggested for continuous improvement planning is a good one, if enough time is allotted to do it properly. Mr. Rinearson said the best work the Board can do is to help get ready for the next Continuous Improvement Plan.

Board Role

The Board discussed their role in the long-range planning process, and noted different pieces of the Board’s role include those of **vision, structure, accountability/evaluation and advocacy.**

Scope

Mr. McKenzie asked if the long-range plan should be comprehensive, gauged to facilities, to student achievement, or “other.” The Board reached consensus the plan should be **comprehensive.** The Superintendent noted it is important to continue to consider **student learning** in all decisions.

Investigation/Building a Profile

In order to plan where an entity will go, it is necessary to determine where it is currently. Much statistical data must be gathered, including:

- **Student achievement (disaggregated data)**
- **Demographics**
- **Population studies**
- **Attitudes** (of staff, community, students; survey and focus groups may be used to determine)
- **Facilities inventory**

- **Differences between the four population centers**
- **Safety/security of facilities**
- **Grade configuration**
- **Revenue forecasting**
- **Impacts of state and federal legislation**
- **Safety/security (attitudes)**

Mr. McKenzie asked if the Board would like to consider planning using the model of one district, with four or five communities buying into the same idea, or having separate plans for each area. Board members indicated they like the model being used currently, i.e., that of one central structure, with areas given the ability to make decisions for their respective area. The Superintendent noted he has heard, in each area of the district, feelings that a particular area may be able to garner more revenue than currently if the district were to divide. (Some people in each region feel their region may be better off if the district divided). He said he thought it may be prudent to provide statistical information to prove or disprove those notions.

Process Structure

A discussion ensued regarding the structure of the proposed process (i.e., who will investigate). Greg noted the Board could use a task force, the board and administration, or a consultant. They reached consensus the **Board and administration would do the investigation, using consultants as needed**. After the information is gathered, the Board should go to the community and say “here is what we look like now. Tell us what we should look like in five years.”

Superintendent Rinearson stated his belief that many in the community will register surprise when they learn “what we are now,” with regard to student achievement and safety. Middle school students answered questions last year geared to determine how safe they felt in their school; the results indicated students from different areas of the district have witnessed bullying of many types.

Budget

Mr. McKenzie noted several portions of the investigation phase could have a cost associated with them. He indicated the Board should identify approximately \$20,000 for the effort. Chairman Beck and Director Brown suggested seeking grant funds to help pay some of the costs, and Superintendent Rinearson said perhaps funds from the safety grant could be tapped. Mr. Beck also suggested using junior and senior students for the demographic gathering phase. Mr. McKenzie noted most statistics are gathered by the National Center for Education Statistics and from the national Census.

Funding for the strategic planning effort could come from: **grants; the contingency fund; in-kind resources; or budget transfers.**

Calendar

A suggestion was offered to add “strategic plan” as a regular board agenda item at each meeting. Superintendent Rinearson suggested having a focus group in each area the night a board meeting is scheduled in that area. Mr. McKenzie offered that the group should be comprised of invitees, with three to four questions per focus group. He said Saturday mornings work well, especially during

December, January and February. Though administrators from the area should be present, they nor the board member from that area should facilitate the meeting. **Facilitators for focus groups must be identified and trained.** Director Brown has been trained as a facilitator for the Chalkboard Project.

Superintendent Rinearson noted the calendar should also consider a possible local option effort.

Goals

Three primary goals and lengths of time to accomplish them were identified:

- 1. Long-range comprehensive plan- 12 months**
- 2. Local Option investigation- six to 12 months**
- 3. Graduation Requirements- three to six months**

Mr. McKenzie suggested Mr. Rinearson develop a calendar to accomplish these goals.

The superintendent asked Board members to decide what kinds of information should be gathered from surveys of staff, community and students (i.e., schools in tsunami zones). Mr. McKenzie noted OSBA now has a “toolkit” demonstrating ways to frame messages to the community.

Mr. Rinearson asked the Board to keep in mind the possibility of overloading the system; Director Smith asked him to let them know when this occurs.

The meeting was adjourned at 4:40 p.m.

Chairman

Superintendent

FIVE-YEAR STRATEGIC PLAN COMPONENTS

VISION

(the “dream”) (motto)

MISSION

(Purpose/Constituency)

Strategic Directions

-Core Values
-Guiding Principles
(Heart and Soul)

GOALS
(3- 5)

ACTION PLAN
(Administration)