

Alcester-Hudson school district 61-1

Strategic Plan & Workbook 2018-2020

Adopted December 2017

Introduction

Beginning in May 2017, with the assistance of Sage Project Consultants, LLC (a Vermillion, SD-based small business that specializes in strategic planning and evaluation), the Alcester-Hudson School Board commenced a planning process designed to ask for and incorporate stakeholder feedback. Feedback was solicited from four key constituent groups: current students, community members, teachers and staff, and school leadership (including school board members and administrative staff). Current students (Junior and Senior High School Student Council members) participated in a focus group led by the external consultants. Individual interviews were conducted with nearly a dozen individuals with leadership responsibilities at or within the School District, including school board members and administrative staff. Teachers, staff, and the community at large were queried through electronic,

confidential surveys managed by the external consultants.

Each constituent group was asked the same core set of questions, which garnered feedback in areas of strength as well as areas of opportunity for the Alcester-Hudson School District officials to consider as it defined its strategic priorities for the coming three-year period.

As part of the facilitated planning discussions, school board members and administration were asked to imagine an Alcester-Hudson School District given 'the best of



times'. A summary of those features is featured to the right, with focus on creating and fostering a collaborative environment that meets if not exceeds the expectations of students, teachers, and the community.

In comparison, the school board also considered an Alcester-Hudson School District given 'the worst of times', whereby factors such as budget cuts, poor internal culture, and decreased enrollments may negatively impact the progressive vision of the school and community at large.

Foundation for the Future

The following rubrics represent a high-level summary of their feedback, identifying strengths and areas for improvement when asked of each constituent group.

Current Students • teachers • hands-on, personalized learning • small community size • class sizes are smalll • students are provided more individual attention	 Key Stakeholders supportive, engaged community members specific facilities administration and teachers current board composition and energy reputation of the school for high quality education
Community Members • superior in quality compared to other school districts • class size • caring and attentive teachers • community support	Teachers & Staff •teachers •small class size •level of community support
Current Students • lack of advanced classes (e.g. physics) • enhanced foreign language instruction • ag program / ag shop • consistent policies for how teachers interact with / talk to students	 Key Stakeholders facilities, namely the high school and support for regular maintenance communication consistency in policy and curriculum parent participation / engagement
Area Impro Community Members •facilities •teacher quailty •communication between school and parents •consistency in policy regarding discipline	r for vement Teachers & Staff • facilities • communication at all levels • consistency in policy regarding discipline
A detailed analysis of the data colle be found in the attached appendix.	ection supporting the development of this plan can

Through this work the School Board came to understand that four key areas of growth and enhancement were central to the success and long-term viability of Alcester-Hudson School District. These four areas include facilities and infrastructure, teacher and staff development, improved communication frequency and methods, and increased involvement and engagement across all sectors – students, parents, and the community.

The following workbook will serve as a guiding document for the School Board and administrative staff as they move the District through 2020.

Performance Indicators

The following rubric captures a series of factors that establish baseline performance and can be used to monitor forward progress of this strategic plan. These measures reflect both standardized assessment outcomes in alignment with the South Dakota Student Teacher Accountability and Reporting System as well as internal measures unique to the Alcester-Hudson School District. All indicators will be assessed annually unless otherwise noted.

Indicator	Baseline 2016-17	2017-2018	2018-2019	Goal 2019-20
STARS/District: Classification	Progressing	2017 2010	2010 2017	Status
STARS/District: Percent attending 94% or more of enrolled days	80.89%			
STARS/District: ELA Multi-Year Proficiency	54.86%			
STARS/District: Math Multi-Year Proficiency	44.44%			
STARS/District: ELA Academic Growth	50.00%			
STARS/District: Math Academic Growth	56.03%			
STARS/District: Four-year cohort graduation	92.86%			
STARS/District: High school completion	93.33%			
STARS/District: Career readiness	93.75%			
STARS/District: English college readiness	68.75%			
STARS/District: Math college readiness	37.50%			
Internal: Average ACT scores, senior class				
Internal: Number of foreign language courses offered				
Internal: Number of STEM courses offered				
Internal: Class size <mark>[ratio to capacity?]</mark>				
Internal: Teacher retention rate, by school				

	Baseline			Goal
Indicator	2016-17	2017-2018	2018-2019	2019-20
Community Survey: Perceived quality [much better or somewhat better] of the school district in comparison to neighboring districts	59.1%			
Community Survey: Perceived relationship [excellent or good] between school leaders, the school board, and the community	78.5%			
Community Survey: Communication [very satisfied or satisfied] between community and the (a) school board, (b) superintendent, and (c) other leaders	 (a) 55% (b) 83% (c) 64% 			(a) (b) (c)
Personnel Survey: Relationship between administration and teachers/staff [excellent or good]	90.3%			
Personnel Survey: Communication [very satisfied or satisfied] between personnel and the (a) school board, (b) superintendent, and (c) other leaders	 (a) 50.0% (b) 83.3% (c) 75.0% 			(a) (b) (c)
Student Survey: [to be included]				

Priority Area A: Facilities



Provide an environment for our students that improves learning and increases extracurricular competitiveness.

Goal A.1: Create a plan to upgrade or remodel sports facilities by August 2018.

Task	Lead	Timeframe
 A.1.1: Attain an estimate of upgrading or replacing the following facilities: Football field bathrooms, concessions, and storage Football field visitor seating Track field – Phase 2 	Board Administration	May 2018
A.1.2: Present estimates to school board. Prioritize projects in phased approach. Incorporate into five-year financial plan.	Board Administration	August 2018

Goal A.2: Create a master facility plan for the elementary school building by December 2019.

Task	Lead	Timeframe
 A.2.1: Attain an estimate of upgrading or replacing the following facilities: Security system Landscaping Restrooms / locker room updates HVAC updates in gym Playground equipment Smart School capabilities for energy efficiencies Technology – internet, audio-video In-ground sprinkler system 	Board Administration	September 2019
A.2.2: Present estimates to school board. Prioritize projects in phased approach. Incorporate into five-year financial plan.	Board Administration	December 2019

Goal A.3: Address supporting infrastructure, including signage and a bus barn, in the master facility plan by May 2020.

Task	Lead	Timeframe
 A.3.1: Attain an estimate of upgrading or replacing the following infrastructure: Signage and directions to schools Billboard(s) Signs on bleachers Present estimates to school board. Prioritize projects in phased approach. Incorporate into five-year financial plan. 	Board Administration	April 2018
A.3.2: Attain an estimate of constructing a bus barn or purchasing building. Determine go or no go decision.	Board Administration	May 2020

Goal A.4: Explore options to sell or repurpose existing high school building.

Task	Lead	Timeframe
A.4.1: Develop a list and contact prospective	Board	May 2018
buyers to tour building and develop a proposal.	Administration	May 2018
A.4.2: Present options to school board for go/no go decision.	Board Administration	TBD

Priority Area B: Personnel

Facilitate teacher and retention professional development to increase retention and student outcomes.

Goal B.1: Partner with regional school districts to host an in-service program in 2020 that is responsive to the needs and professional interests of our teachers and staff.

Task	Lead	Timeframe
B.1.1: Develop a partnership agreement and project plan with regional schools. Agree on budget, location, and dates.	Administration	November 2018
B.1.2: Attain teacher feedback on suggested training topics. Based on feedback, develop agenda.	Administration	March 2019
B.1.3: Market in-service program.	Administration	September 2019 – February 2010
B.1.4: Host in-service program.	Administration	March 2020
B.1.5: Conduct a post-evaluation to inform next in-service program.	Administration	April 2020

Goal B.2: Identify and implement innovative strategies that increase teacher retention.

Task	Lead	Timeframe
B.2.1: Investigate retentions strategies and present to the Board meeting.	Administration Board	September 2018
B.2.2: Consider a retention bonus agreement.	Administration Board	December 2018
B.2.3: Consider an alternative schedule. Engage teachers in the analysis.	Administration Board	March 2019
B.2.4: Identify mentoring and preparing potential internal candidates for new roles.	Administration	August 2019
B.2.5: Analyze organizational infrastructure and plan ahead or retirements of key players annually at each February Board meeting.	Administration	Annually in February
B.2.6: Continue to have a relationship with USD and other higher education institutions to have USD student teachers. Facilitate a post interview.	Administration	Annually in December and May

Priority Area C: Communication

Increase and improve communication between personnel, school board members, parents, students, and the community.

Goal C.1: Develop a comprehensive communication program, and present recommendations for implementation to the school board by February 2018.

Task	Lead	Timeframe
 C.1.1: Develop guidelines and expectations of communication from school. Determine chain of command and appropriate channels. Website (developed and updated) Social media (Facebook) Newsletter (every two months; paper and website) Text messages Define responsibilities and frequency of communication. 	Tim Rhead Tara Cole Jay Hallaway	January 2018
C.1.2: Recommend communication plan to school board.	Board	February 2018

Goal C.2: Ensure 100% utilization of Infinite Campus across all grade levels among teachers, and leverage that tool as the primary vehicle for communicating academic plans and status to students and parents.

Task	Lead	Timeframe
C.2.1: Ensure teachers know how to use platform. Provide guidelines on posting syllabus, homework, and grades.	Leeann Haisch	Guidelines – June 2018
C.2.2: At fall elementary (grade 3+), junior and high school conferences, offer parents and guardians training on how to use platform.	Leeann Haisch	October annually
C.2.3: Send reminders to use platform in newsletter and social media.	Tim Rhead	September annually February annually

Goal C.3: Create and foster a culture of open communication between the community and the school board.

Task	Lead	Timeframe
C.3.1: Post pictures and biographies of school board members.	Each board member Kathy Johannson	March 2018
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
C.3.3: In the communication plan (C.1), include frequency and method to address questions and answers.	Board	TBD

Goal C.4: Create and launch a mobile app for the school district by August 2020.

Task	Lead	Timeframe
C.4.1: Outline requirements of mobile app.	Administration	May 2018
C.4.2: Reach out to vendors to attain proposal on initial and maintenance costs.	Administration	July 2018
C.4.3: Launch app. Release app announcement in all communication methods.	Administration	January 2019
C.4.4: Consider training parents at conferences (concurrent with Infinite Campus).	Administration	March 2019

Priority Area D: Community

Increase student, parent, and community involvement in support of academic programming and extracurricular activities.

Goal D.1: Increase student interest and engagement in academic and extracurricular activities through regular exposure and positive reinforcement.

Task	Lead	Timeframe
D.1.1: Update website and create mobile phone app. Engage students to define requirements and test.	Administration	March 2018
D.1.2: Post photos of students participating in activities on social media and website with information on how to get involved.	Administration	Launch August 2018
D.1.3: Highlight seniors with biography in print and/or social media.	Administration	Launch August 2018
D.1.4: Continue to leverage booster club programming to incentivize students to participate in sports.	Booster Club	Ongoing
D.1.5: Engage K – 5 students and expose kids to sports by partnering with Booster Club, volunteers, high school students, and high school coaches.	Administration	Launch August 2018
D.1.6: Facilitate a student survey.	Student Council	Annually in March

Goal D.2: Create opportunities for all parents to engage in academic and extracurricular activities, and market through enhanced communication strategies (e.g. mobile app).

Task	Lead	Timeframe
D.2.1: Update website and create mobile phone app. Engage parents to define requirements and test.	Administration	March 2018
D.2.2.: Host a kindergarten graduation in conjunction with spring picnic.	Administration	Annually in May
D.2.3: Recruit and recognize parent volunteers to help with academic and extracurricular activities.	Booster Club	Launch August 2018

Goal D.3: Create and foster an environment where community engagement drives academic and extracurricular activities, supported by capital improvement and fundraising campaigns.

Task	Lead	Timeframe
D.3.1: Update website and create mobile phone app.	Administration	March 2018
D.3.2: Partner with the community on special events. For example, farmer's market, fireworks at homecoming.	Board	May 2019
D.3.3: Participate in Hudson Homecoming (band, football kids, royalty)	Board Administration	Launch September 2018
D.3.4: Two - four times per year, open gyms for community game nights.	Administration	Launch September 2019
D.3.5: Participate in Meals on Wheels program.	Board	Launch September 2019
D.3.6: Participate in community service projects.	Board	4 each year

Goal D.4: Leverage Cub Days to be the district's premier event for student, parent, and community involvement.

Tasks	Lead	Timeframe
D.4.1: Create a Cub Days Planning Committee.	Board	Annually in February
D.4.2: Create Cub Days model of events and plan.	Cub Days Planning	Annually February
	Committee	through September
D.4.3: Host All school reunion at Cub Days.	Cub Days Planning	Annually in
	Committee	September

Timeline

In order to better manage the strategic plan, the tasks under each goal are ordered chronological order. The Board and Administration may use the timeline below to drive agendas and action items.

Task	Lead	Timeframe
JANUARY 2018		
 C.1.1: Develop guidelines and expectations of communication from school. Determine chain of command and appropriate channels. Website (developed and updated) Social media (Facebook) Newsletter (every two months; paper and website) Text messages Define responsibilities and frequency of communication. 	Tim Rhead Tara Cole Jay Hallaway	January 2018
D.1.4: Continue to leverage booster club programming to incentivize students to participate in sports.	Booster Club	Ongoing
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
FEBRUARY 2018		
C.1.2: Recommend communication plan to school board.	Board	February 2018
C.3.3: In the communication plan (C.1), include frequency and method to address questions and answers.	Board	TBD
C.2.3: Send reminders to use platform in newsletter and social media.	Tim Rhead	September annually February annually
B.2.5: Analyze organizational infrastructure and plan ahead or retirements of key players annually at each February Board meeting.	Administration	Annually in February
D.4.1: Create a Cub Days Planning Committee.	Board	Annually in February
D.4.2: Create Cub Days model of events and plan.	Cub Days Planning Committee	Annually February through September
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
MARCH 2018		
C.3.1: Post pictures and biographies of school board members.	Each board member Kathy Johannson	March 2018
D.1.1: Update website and create mobile phone app. Engage students to define requirements and test.	Administration	March 2018
D.1.6: Facilitate a student survey.	Student Council	Annually in March
D.2.1: Update website and create mobile phone app. Engage parents to define requirements and test.	Administration	March 2018
D.3.1: Update website and create mobile phone app.	Administration	March 2018

Task	Lead	Timeframe
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the
APRIL 2018	-	month
A.3.1: Attain an estimate of upgrading or replacing the following infrastructure: - Signage and directions to schools - Billboard(s) - Signs on bleachers Present estimates to school board. Prioritize projects in phased approach. Incorporate into five-year financial plan.	Board Administration	April 2018
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
MAY 2018		monun
 A.1.1: Attain an estimate of upgrading or replacing the following facilities: Football field bathrooms, concessions, and storage Football field visitor seating Track field – Phase 2 	Board Administration	May 2018
A.4.1: Develop a list and contact prospective	Board	Mar. 2019
buyers to tour building and develop a proposal.	Administration	May 2018
A.4.2: Present options to school board for go/no go	Board	TBD
decision.	Administration	IBD
B.2.6: Continue to have a relationship with USD and other higher education institutions to have USD student teachers. Facilitate a post interview.	Administration	Annually in December and May
C.4.1: Outline requirements of mobile app.	Administration	May 2018
D.3.6: Participate in community service projects.	Board	4 each year
JUNE 2018	Doard	4 each year
C.2.1: Ensure teachers know how to use platform. Provide guidelines on posting syllabus, homework, and grades.	Leeann Haisch	Guidelines – June 2018
JULY 2018		_
C.4.2: Reach out to vendors to attain proposal on initial and maintenance costs.	Administration	July 2018
AUGUST 2018		
A.1.2: Present estimates to school board. Prioritize projects in phased approach. Incorporate into five-year financial plan.	Board Administration	August 2018
D.1.2: Post photos of students participating in activities on social media and website with information on how to get involved.	Administration	Launch August 2018
D.1.3: Highlight seniors with biography in print and/or social media.	Administration	Launch August 2018
D.1.4: Continue to leverage booster club programming to incentivize students to participate in sports.	Booster Club	Ongoing
D.1.5: Engage K – 5 students and expose kids to sports by partnering with Booster Club,	Administration	Launch August 2018

Task	Lead	Timeframe
volunteers, high school students, and high school coaches.		
D.2.3: Recruit and recognize parent volunteers to help with academic and extracurricular activities.	Booster Club	Launch August 2018
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
SEPTEMBER 2018		
B.2.1: Investigate retentions strategies and present to the Board meeting.	Administration Board	September 2018
C.2.3: Send reminders to use platform in newsletter and social media.	Tim Rhead	September annually February annually
D.3.3: Participate in Hudson Homecoming (band, football kids, royalty)	Board Administration	Launch September 2018
D.4.3: Host All school reunion at Cub Days.	Cub Days Planning Committee	Annually in September
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
OCTOBER 2018		
C.2.2: At fall elementary (grade 3+), junior and high school conferences, offer parents and guardians training on how to use platform.	Leeann Haisch	October annually
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
NOVEMBER 2018		
B.1.1: Develop a partnership agreement and project plan with regional schools. Agree on budget, location, and dates.	Administration	November 2018
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
DECEMBER 2018		
B.2.2: Consider a retention bonus agreement.	Administration Board	December 2018
B.2.6: Continue to have a relationship with USD and other higher education institutions to have USD student teachers. Facilitate a post interview.	Administration	Annually in December and May
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
JANUARY 2019		
C.4.3: Launch app. Release app announcement in all communication methods.	Administration	January 2019
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
FEBRUARY 2019		
B.2.5: Analyze organizational infrastructure and plan ahead or retirements of key players annually at each February Board meeting.	Administration	Annually in February
D.4.1: Create a Cub Days Planning Committee.	Board	Annually in February
D.4.2: Create Cub Days model of events and plan.	Cub Days Planning Committee	Annually February through September

Task	Lead	Timeframe
C.2.3: Send reminders to use platform in newsletter and social media.	Tim Rhead	September annually February annually
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
MARCH 2019		
B.1.2: Attain teacher feedback on suggested training topics. Based on feedback, develop agenda.	Administration	March 2019
B.2.3: Consider an alternative schedule. Engage teachers in the analysis.	Administration Board	March 2019
C.4.4: Consider training parents at conferences (concurrent with Infinite Campus).	Administration	March 2019
D.1.6: Facilitate a student survey.	Student Council	Annually in March
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
APRIL 2019		
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
MAY 2019		
D.3.2: Partner with the community on special events. For example, farmer's market, fireworks at homecoming.	Board	May 2019
B.2.6: Continue to have a relationship with USD and other higher education institutions to have USD student teachers. Facilitate a post interview.	Administration	Annually in December and May
D.2.2.: Host a kindergarten graduation in conjunction with spring picnic.	Administration	Annually in May
D.3.6: Participate in community service projects.	Board	4 each year
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
AUGUST 2019		
B.2.4: Identify mentoring and preparing potential internal candidates for new roles.	Administration	August 2019
D.1.4: Continue to leverage booster club programming to incentivize students to participate in sports.	Booster Club	Ongoing
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
SEPTEMBER 2019		
B.1.3: Market in-service program.	Administration	September 2019 – February 2020
 A.2.1: Attain an estimate of upgrading or replacing the following facilities: Security system Landscaping Restrooms / locker room updates HVAC updates in gym Playground equipment Smart School capabilities for energy efficiencies 	Board Administration	September 2019

Task	Lead	Timeframe
- Technology – internet, audio-video		
In-ground sprinkler system C.2.3: Send reminders to use platform in newsletter and social media.	Tim Rhead	September annually February annually
D.3.4: Two – four times per year, open gyms for community game nights.	Administration	Launch September 2019
D.3.5: Participate in Meals on Wheels program.	Board	Launch September 2019
D.4.3: Host All school reunion at Cub Days.	Cub Days Planning Committee	Annually in September
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
OCTOBER 2019		
C.2.2: At fall elementary (grade 3+), junior and high school conferences, offer parents and guardians training on how to use platform.	Leeann Haisch	October annually
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
NOVEMBER 2019		
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
DECEMBER 2019		
A.2.2: Present estimates to school board. Prioritize projects in phased approach. Incorporate into five-year financial plan.	Board Administration	December 2019
B.2.6: Continue to have a relationship with USD and other higher education institutions to have USD student teachers. Facilitate a post interview.	Administration	Annually in December and May
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
JANUARY 2020		
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
FEBRUARY 2020		
B.2.5: Analyze organizational infrastructure and plan ahead or retirements of key players annually at each February Board meeting.	Administration	Annually in February
D.4.1: Create a Cub Days Planning Committee.	Board	Annually in February
D.4.2: Create Cub Days model of events and plan.	Cub Days Planning Committee	Annually February through September
C.2.3: Send reminders to use platform in newsletter and social media.	Tim Rhead	September annually February annually
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
MARCH 2020		
B.1.4: Host in-service program.	Administration Student Council	March 2020
D.1.6: Facilitate a student survey.		Annually in March By the end of the
C.3.2: Post minutes from school board meetings. APRIL 2020	Board Secretary	month
AI 1111 2020		

ALCESTER-HUDSON SCHOOL DISTRICT STRATEGIC PLAN --- 2018 TO 2020

Task	Lead	Timeframe
B.1.5: Conduct a post-evaluation to inform next in-service program.	Administration	April 2020
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
MAY 2020		
A.3.2: Attain an estimate of constructing a bus barn or purchasing building. Determine go or no- go decision.	Board Administration	May 2020
B.2.6: Continue to have a relationship with USD and other higher education institutions to have USD student teachers. Facilitate a post interview.	Administration	Annually in December and May
D.3.6: Participate in community service projects.	Board	4 each year
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
AUGUST 2020		
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
SEPTEMBER 2020		
C.2.3: Send reminders to use platform in newsletter and social media.	Tim Rhead	September annually February annually
D.4.3: Host All school reunion at Cub Days.	Cub Days Planning Committee	Annually in September
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
OCTOBER 2020		
C.2.2: At fall elementary (grade 3+), junior and high school conferences, offer parents and guardians training on how to use platform.	Leeann Haisch	October annually
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
NOVEMBER 2020		
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month
DECEMBER 2020		
B.2.6: Continue to have a relationship with USD and other higher education institutions to have USD student teachers. Facilitate a post interview.	Administration	Annually in December and May
C.3.2: Post minutes from school board meetings.	Board Secretary	By the end of the month