



Strategic Plan 2021-2026

Spearfish School District 40-2



Superintendent's Welcome

In the spring of 2021, the Spearfish School District initiated the process of creating a five-year strategic plan. The Board enlisted students, parents, staff and community members to engage in discussions that aided in the creation of our strategic plan. The plan focuses on our vision for the future of the school district, defines our mission and guiding values and provides pillars of focus that will guide us in our decisions to strengthen our effort to provide every child with a safe, healthy, engaging, supportive and challenging learning environment.

A strategic plan is a document that articulates our district's mission and vision, as well as the goals and objectives needed to achieve the vision. The strategic plan provides the framework and guidance for our district to fulfill our mission with optimal efficiency and impact. Strategic planning is also a cyclical process that, through consistent monitoring and realignment with strategically agreed-upon values and goals, is continually implemented, evaluated, and revised in order to improve student achievement and district performance.

Successful strategic planning provides the following advantages:

- ⇒Articulates organizational priorities and stakeholder values;
- ⇒Aligns workforce and resources to the strategic goals and objectives;
- ⇒Establishes a mission, vision, and guiding principles for effective decision making;
- ⇒Increases stakeholder commitment to a common vision;
- ⇒Provides a communication vehicle to inform stakeholders about district initiatives and;
- ⇒Effectively and authentically engages employees and other stakeholders.

In closing, I would like to thank everyone who took the time out of their busy schedules to engage in the necessary and important conversations that guided the creation of the strategic plan, as well as aiding us in defining what our goals and objectives should encompass. I am extremely optimistic that by working collaboratively with our community, the Spearfish School District will continue to build on its strengths and take advantage of opportunities to foster a district where equity and excellence thrive and empowers all students to succeed in a changing world.

Kirk Easton, Superintendent
Spearfish School District





TABLE OF CONTENTS

SUPERINTENDENT’S WELCOME	2
BOARD PRESIDENT’S MESSAGE	4
ACKNOWLEDGEMENTS	5
PLANNING SESSIONS & DEFINITIONS	6
EXECUTIVE SUMMARY	7
STRATEGIC PLANNING MODEL	8
VISION, GUIDING VALUES, AND MISSION	9
FOUNDATIONAL PILLARS & FOCUS AREAS	10
STRATEGIC GOALS AND OBJECTIVES	12
IMPLEMENTATION PLAN	14



Board President's Message

Strategic planning is an exciting and worthwhile investment for the Spearfish School District, its students, their families, staff, faculty, administration, the board of education and the taxpayers of the community. Bringing together representative populations to review and reflect, revisit and revise, and ultimately put everyone's words into measurable actions, is the best way to ensure quality outcomes for all stakeholders.

Open dialogue builds trust and understanding. The process affirms the short-term, and long-term goals. It gives clear communication to the board where, and how, resources should be allocated through qualitative and quantitative data. All of these exercises are done with one goal in mind – empowering all students to succeed in a changing world.

Thank you to everyone who participated in the strategic planning process. Bringing your voices to the table and sharing with others form the building blocks of this ever-evolving plan. We look forward to the continuous quality improvement these discussions facilitate for the Spearfish School District.

Best regards,



Mistie Caldwell, Board President
Spearfish Board of Education

WHAT IS A STRATEGIC PLAN?

- ◆ A self-created roadmap to guide decisions, growth, and change, and help realize our collective mission and vision for future impact
- ◆ A process of stakeholder engagement yielding a set of carefully considered goals and objectives that bring our core priorities—students, educators, curriculum—into focus for the next five years
- ◆ A living document that will be revisited and revised on a regular basis

A STRATEGIC PLAN IS *NOT*...

- ◆ A tactical plan
- ◆ A static document
- ◆ Everything everyone wants nor everything the system does



ACKNOWLEDGEMENTS...

Thank you,

The Spearfish School District's strategic planning process involved many internal and external stakeholders in developing a plan that describes visionary aspirations needed for the District's mission success. Thank you to the board, staff, parents and community members who provided their input and selfless efforts in the strategic planning process. We especially appreciate those who now advocate for students and hold us accountable in the pursuit of equity, excellence and empowerment; —everyday, for every student.

Kirk Easton
Superintendent

Participants

Parents/Community Members

Tiffany Carlson
Rosie Sprague
Sydney Haugland
Anna Ford
John VanBenthuisen
Anne Miller
Jessi Hughes
Natalie Owens
Carmen Heaphy
William Domagall
Carrie Whitlock
Jodi Garcia
Sarah Mosset
Garrett Stevens
Christine Pierson
Brandy Kean
Marybeth Blair
Angie Duncan
Urla Marcus
Verla Little
David Berberick
Karen Niehaus
Anna Marrs

Staff

Samantha Peil
Jessica Zwaschka
Chad Spear
Elise Fowlkes
Pat Gainey
Traci Fransen
Tricia Gainey
Liz Mentele
Ashley Anderson
Kori Meredith
Dale Singer
Teri Aberle
Becky Sukstorf
Amanda Moser
Cody Powers
Katie Garcia
Laurie Anglin

Students

Tayler Duncan
Lars Knudson
Anna Peldo
Natalie Dean
Zade Dohman

Board of Education

Mistie Caldwell,
Board President
Ellen Plocek,
Board Vice-President
Ryan Niesent
Eric Skavang
Nathan Hoogshagen

Administration

Kirk Easton
Craig Crosswait
Carole Schaffan
Nick Gottlob
Dan Olson
Brady Sumners
Jim Seyer
Stephanie Ornelas
Steve Morford
Sarah Heilman
Don Lyon



PLANNING SESSIONS & TIMELINE

DISTRICT IMPROVEMENT TEAM MEETING - MARCH 16, 2021 @ 3:45 PM

Review Strategic Planning process

Review logistics of Strategic Planning meeting & retreat

Review relevant data to be shared with all stakeholders at March 30th meeting and April 14th retreat.

STAKEHOLDER ENGAGEMENT INFORMATIONAL MEETING - MARCH 30, 2021 from 5 PM to 7 PM

Review SSD's proposed Vision, Guiding Values and Mission.

Review SSD's proposed Pillars and Focus Areas.

Introduce highlighted themes from 2017 SSD Strategic Planning Data.

Review SSD's 2017-2021 strategic planning priorities, approach, elements, & timelines.

Review of comprehensive, current, and relative school district data.

STAKEHOLDER RETREAT - APRIL 14, 2021 from 1:30 PM to 5:30 PM

Engage SSD stakeholders to ensure diverse perspectives and community participation for SSD's strategic planning process.

Conduct a Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) analysis for each Pillar.

Capture potential goals & objectives.

Provide a networking platform for SSD Board members, administrators and participating stakeholders.

DISTRICT IMPROVEMENT TEAM MEETING - APRIL 20, 2021 @ 3:45 PM

Conduct a brief internal and external assessment to identify potential strategic plan goals & objectives based on input from the Stakeholder Retreat.

DISTRICT IMPROVEMENT TEAM MEETING - May 11, 2021 @ 3:45 PM

Conduct a brief internal and external assessment to identify potential strategic plan goals & objectives based on input from the Stakeholder Retreat.

Discuss the SSD 2021 – 2026 Strategic Plan formal document outline.

Preview & discuss additional action planning, review processes & tracking tools.

BOARD/ADMINISTRATION MEETING - MAY 18, 2021 (Special Board Meeting @ 4:30 PM)

Review with the SSD Board of Education the proposed Vision, Guiding Values, & Mission.

Review draft copy of the Spearfish School District 2021-2026 Strategic Plan.

Establish action planning processes to develop short-term and long-term strategies & tactics as well as an implementation plan.

STAKEHOLDER INFORMATIONAL MEETING – JUNE 9, 2021

Review proposed 2021-2026 Strategic Plan

REGULAR BOARD MEETING – JUNE 14, 2021

2021-2026 Spearfish School District Strategic Plan - First Reading

REGULAR BOARD MEETING – July 12, 2021

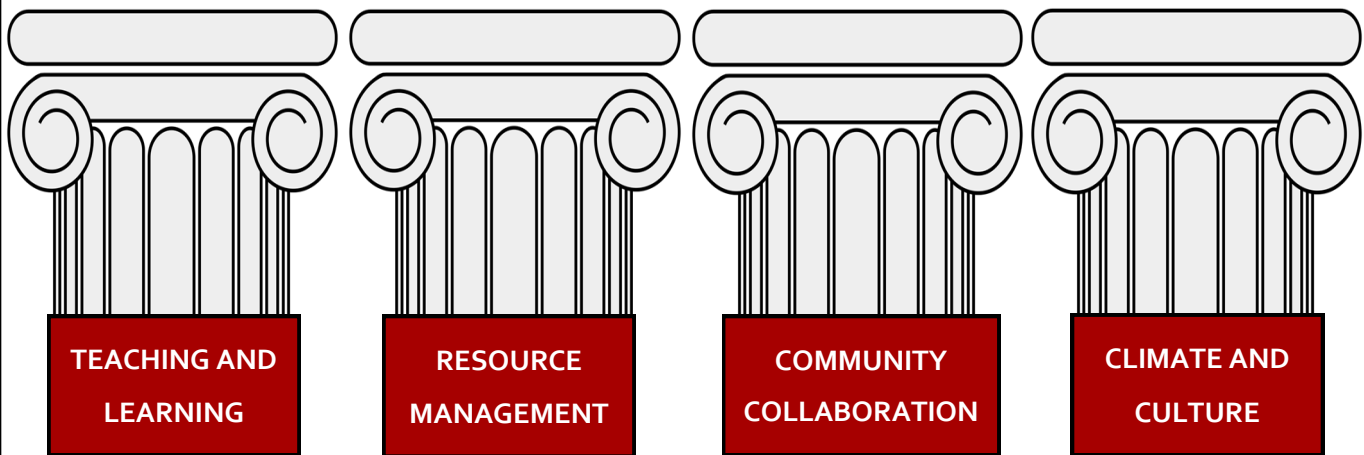
2021-2026 Spearfish School District Strategic Plan - Second Reading/Approval



EXECUTIVE SUMMARY

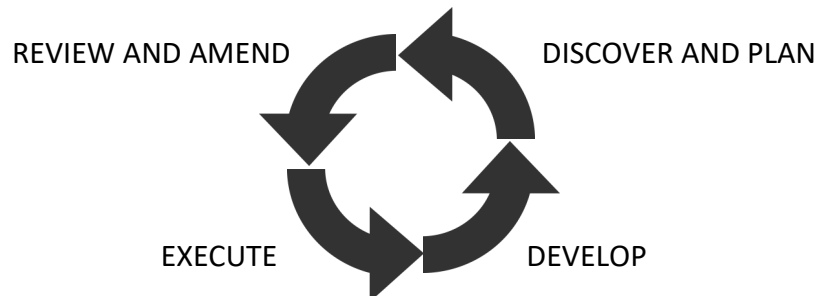
Education is an investment in our children’s future, our community’s future, and our world’s future. The Spearfish School District (SSD) is committed to investing in education excellence and leveraging resources in order to make an impactful difference for our children’s todays and tomorrows.

The Spearfish School District 2021—2026 Strategic Plan serves as a lens of that promise and responsibility through a clear vision, guiding values, a purposeful mission and measurable priorities under our **four foundational pillars**:

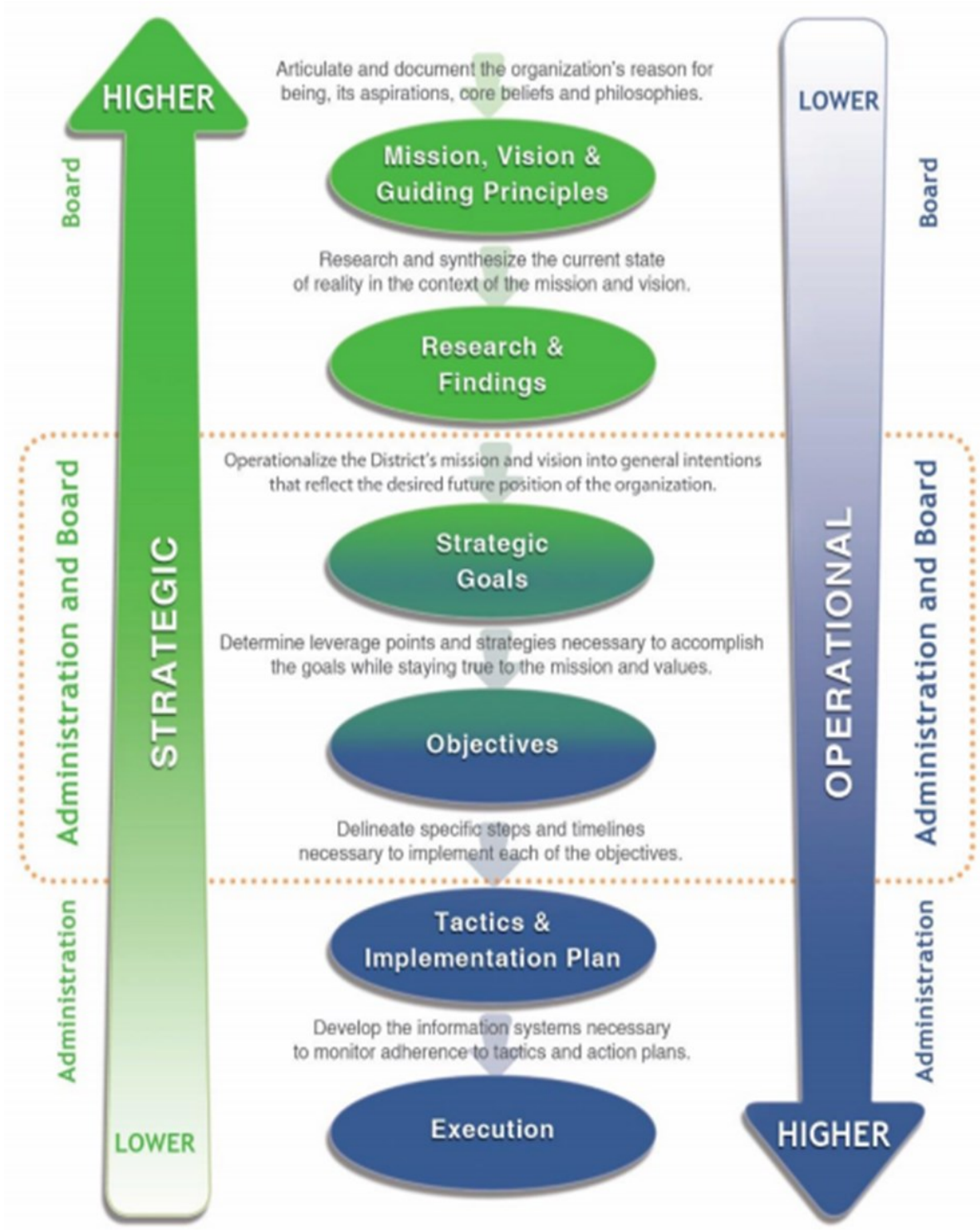


Strategic planning is viewed as a best practice in accelerating goals. It is a proven structure used by SSD to assess where the Spearfish School District is today, where it wants to be in the future, what does it want to do, and how will it do it. In March of 2021, the Spearfish School Board approved to embark in a customized strategic planning process to ensure the District is proactively meeting the needs of students and aligning resources for child-centric environments. A customized strategic planning process embedded with long-term, macro-picture planning, leadership development, and community collaboration will guide the District through the next five years and beyond.

The customized strategic planning process for the Spearfish School District is comprised of four phases:



Strategic Planning Model



MISSION, VISION & GUIDING VALUES



VISION

The way we envision success...

In partnership with our community, the Spearfish School District prepares graduates who are respectful, responsible and engaged citizens. Through equitable access to high academics, social and applied learning, students are inspired to excel in college, careers and life.



GUIDING VALUES

The way we make decisions...

EQUITY— Equity means that all students have equal access to quality staff, courses, activities, services and resources based on their individual needs.

EXCELLENCE—Excellences means that students achieve at their highest potential and develop their capacity to succeed in educational and career pathways of their choice.

EMPOWERMENT—Empowerment means that students will gain the ability and the authority to make decisions in their own learning.



MISSION

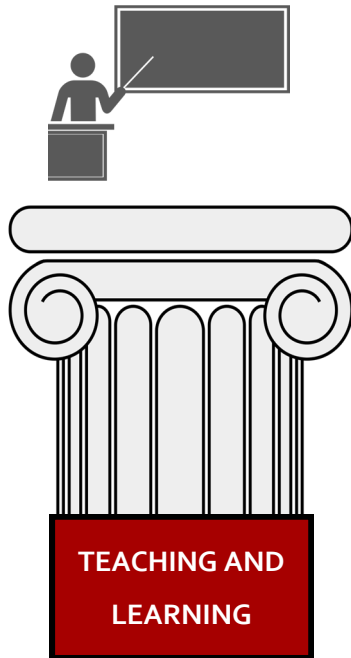
The way we define our purpose...

Empowering All Students to Succeed in a Changing World.





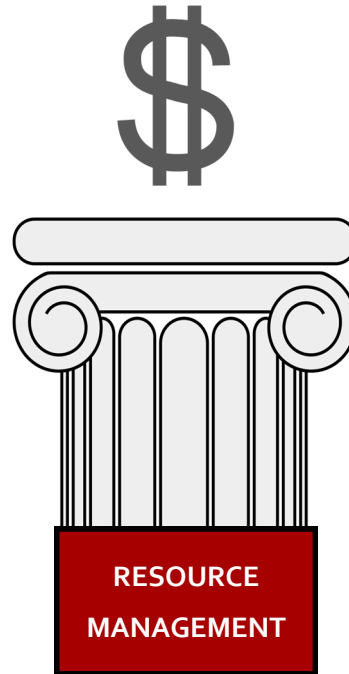
FOUNDATIONAL PILLARS AND FOCUS AREAS



The process and impact of curriculum, instruction and assessment in the Spearfish School District leading to measurable, continuous improvement.

FOCUS AREAS:

- ⇒ Curriculum
- ⇒ Instruction
- ⇒ Programming
- ⇒ Professional Development

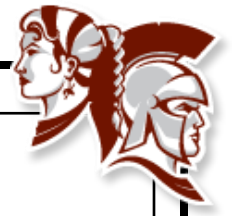


The efficient planning, acquisition and allocation of the fiscal, physical and human resources to achieve the mission of the school district.

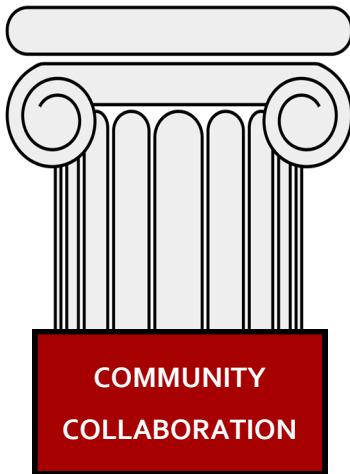
FOCUS AREAS:

- ⇒ Human Resources
- ⇒ Fiscal Resources
- ⇒ Facility Resources





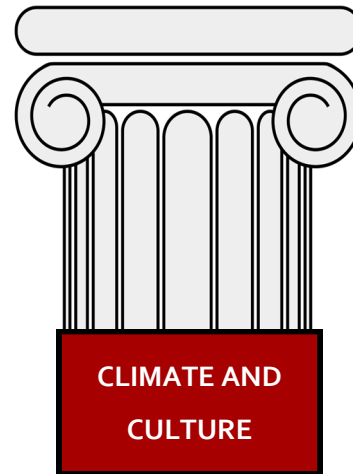
FOUNDATIONAL PILLARS AND FOCUS AREAS CONTINUED.....



The cooperative actions, planning and support capitalizing on the strengths and resources of the school system and the Spearfish community creating a synergy to improve student learning.

FOCUS AREAS:

- ⇒ Communications
- ⇒ Community Resources
- ⇒ Community Engagement
- ⇒ Community Partnerships



The shared and supported beliefs, values and norms that guide and influence school relationships and decision-making.

FOCUS AREAS:

- ⇒ Relationships
- ⇒ Character Development
- ⇒ Physical Safety
- ⇒ Emotional Safety





TEACHING AND LEARNING



STRATEGIC GOAL #1:

The Spearfish School District will provide a comprehensive, innovative education for each student to promote life, career, and post-secondary success.

OBJECTIVE 1.1 Ensure a guaranteed and viable curriculum is implemented for all content areas at all levels.

- ⇒ An in-depth curriculum study will be conducted before the adoption of new curriculum. This study will involve the careful evaluation of curriculum for efficacy and adherence to SD Content Standards.
- ⇒ As part of the curriculum adoption process, teachers will be provided with professional development to ensure they are prepared to use the new curriculum with fidelity in their classrooms. Ongoing professional development will be provided after the adoption of the new curriculum to ensure new teachers are prepared to use the curriculum.
- ⇒ Coordinate curriculum review, alignment, professional learning, and implementation objectives to support the coherence and consistency of teaching towards the SD Content Standards.

OBJECTIVE 1.2 Maintain an effective system of assessment at all levels that informs instructional decision making and school improvement planning.

- ⇒ An assessment audit will be conducted to identify the impact of each assessment on teaching and learning.
- ⇒ Develop plans for student assessment and evaluation of instructional programs and materials.
- ⇒ Build teacher capacity to monitor student learning through interpretation of assessment data.
- ⇒ Utilize student performance data to improve individual student academic achievement at every level.
- ⇒ Common content area summative assessments will be utilized to measure curriculum alignment and provide data to drive instruction.

TEACHING AND LEARNING CONT....



STRATEGIC GOAL #1:

The Spearfish School District will provide a comprehensive, innovative education for each student to promote life, career, and post-secondary success.

OBJECTIVE 1.3 Provide research-based academic opportunities and supports for all students that will accelerate learning.

- ⇒ Continue to implement academic programs and strategies to support a Multi-Tiered System of Support in grades K-5.
- ⇒ Continue with and create new academic programs tailored to deliberately and intentionally meet individual learners' specific needs.
- ⇒ Expand Gifted and Talented programming.
- ⇒ Provide library/research instruction and resources.

OBJECTIVE 1.4 Educators will utilize a variety of instructional strategies and technology to engage learners.

- ⇒ Provide professional development for instructional best practices and support implementation through instructional coaching.
- ⇒ Provide opportunities for staff and students to become proficient at applying pertinent technology to attain professional and academic goals.

OBJECTIVE 1.5 Expect and support collaborative teamwork among teachers at all levels, using data to improve instructional practice and student learning.

- ⇒ Explore, implement, and/or expand opportunities for staff professional collaboration.
- ⇒ Build teacher capacity on high yield instructional strategies through quality professional development and building collective efficacy through Professional Learning Communities.



COMMUNITY COLLABORATION



Strategic Goal #2:

The Spearfish School District will cultivate partnerships with families and the community to support and expand learning opportunities for each student.

OBJECTIVE 2.1 Partner with families to provide resources to assist their students in making informed decisions regarding their education.

- ⇒ Explore and identify approaches that will significantly increase positive family engagement.
- ⇒ Develop connections which will engage parents/families and the community to enhance student learning.
- ⇒ Ensure effective communication with parents and provide training and support –as needed- to engage parents as partners with the school to improve student learning and development.

OBJECTIVE 2.2 Establish community partnerships that provide students with life, career, and service learning opportunities.

- ⇒ Continue, expand, and create new successful community partnerships to support student academic, civic, and social interests.
- ⇒ Provide learning opportunities in a variety of settings, times, and formats that include opportunities for students to align knowledge, skills, and personal interests with career and higher educational opportunities including job shadowing and internships.
- ⇒ Build partnerships with local, state, and national businesses, organizations, and governments to support a variety of learning experiences.

OBJECTIVE 2.3 Utilize a universal communication platform to consistently inform parents and the community of school related information.

- ⇒ Communicate with, engage, and support parents/guardians and community members as partners in the school community through a new website, mobile app, and various communication platforms.

CLIMATE AND CULTURE



Strategic Goal #3:

The Spearfish School District will be an inclusive and trusting community that emphasizes the principles of respect and responsibility.

OBJECTIVE 3.1 Provide the support necessary to students and staff to ensure a safe, positive, and inclusive learning environment.

- ⇒ Continue and implement programs to identify risks and early indicators of mental, emotional and behavioral needs among youth and to refer youth with such needs to appropriate services.
- ⇒ Promote and support wellness for all district employees with targeted programming to address mental and physical well-being to include, but not limited to, access to counseling, professional development, conflict resolution, shared leadership, and positive workplace climate & culture.

OBJECTIVE 3.2 Establish/maintain programs that promote school pride.

- ⇒ Celebrate achievement and acknowledge the potential for all students to succeed.
- ⇒ Provide opportunities for authentic student voice to participate in shared decision-making and consequent actions.
- ⇒ Conduct student surveys to identify perceptions of school culture and classroom practice.

OBJECTIVE 3.3 Promote student involvement, and provide opportunities for development and recognition of student leadership, character, and academic skills.

- ⇒ Embed global competencies, critical thinking, creative thinking, collaboration, communication, and citizenship into curriculum and instruction.
- ⇒ Continue and expand on character education.
- ⇒ Continue with and expand school PRIDE programming.
- ⇒ Provide and encourage participation for all students to be involved in inclusive events.