# Strategic Plan 2014 (Phase 1)

# Teton School District 401 Driggs, Idaho





#### **Mission Statement**

Provide a safe and exceptional learning environment where career and college readiness are the academic cornerstones of a relevant and progressive education.

**Vision Statement** Empowering our students to realize their full potential.

# STRATEGIC PLAN 2014-2015 PHASE ONE

Each school district and public charter school in Idaho shall develop and maintain a strategic plan that focuses on improving the student performance of the district or public charter school. The board of trustees and the superintendent shall collaborate on the plan and engage students, parents, educators and the community as appropriate. The board of directors and the administrator of a public charter school shall collaborate on the plan and engage students, parents, educators and the community as appropriate. The board of directors and the administrator of a public charter school shall collaborate on the plan and engage students, parents, educators and the community as appropriate. The strategic plan shall: Be data driven, specifically in student outcomes, and shall include, but not be limited to, analyses of demographic data, student achievement and growth data, graduation rates, and college and career readiness; Set clear and measurable targets based on student outcomes; Include a clearly developed and articulated vision and mission; and Include key indicators for monitoring performance. Idaho Code 33-320

#### Message from the Superintendent

Teton School District 401 strives to provide a safe and exceptional learning experience for all students. In partnership with our community and education foundation, the area of Teton Valley provides opportunities for outdoor education with Expedition Yellowstone for our 5th grade students, Winter Sports at Grand Targhee for all students, and field trips to facilitate place based learning. With improving technology and higher standards, we work to prepare students for career and college options upon graduation. Community support through bonds for newer schools (Teton High School 1998, Teton Middle School 2008), and a two year supplemental levy of \$3.1 million allow for more staffing and higher wages than the state currently funds. All of these efforts are made to provide the best education for the students in our community.

Monte Woolstenhulme

#### **School Board Trustees**

Nancy Arnold, Delwyn Jensen, Doug Petersen, Ben Kearsley, and Bonny Etchemendy

#### **Overview of District**

Teton County School District #401 is located in east Idaho and has 449.46 square miles of land area and 1.10 square miles of water area. As of 2010, the total Teton County School District #401 population is 10,170.



Type: Regular Local School District Grade: Prekindergarten to Grade 12 Number of Schools: 7 Number of Students: 1900 Staff Members: 225 Population10,170 (2010) Population Growth: 20.76% since 2005-2009 Population Density: 22.57/sq mi Time Zone: Mountain GMT -7:00 with Daylight Saving in the summer Land Area: 449.46 sq mi, rank Water Area: 1.10 sq mi (0.25%) State: Idaho County: Teton County City: Victor, Driggs, Tetonia, Felt

#### Student enrollment populations include:

English Limited Language – 25% Free & Reduced – 45 % Special Education – 13%

# Schools

Basin Jr/Sr High School (Alt)	Grades 9-12	510 North 1st East, Driggs ID 83422
Driggs Elementary School	Pre K, K-3	481 N. Main Street, Driggs ID 83422
Rendezvous Upper Elementary	Grades 4-5	211 E. Howard Ave, Driggs ID 83422
Teton High School	Grades 9 -12	555 E. Ross Ave, Driggs ID 83422
Teton Middle School	Grades 6-8	935 N. 5 <sup>th</sup> E, Driggs ID 83422
Tetonia Elementary School	K-3	215 South 5th St, Tetonia ID 83452
Victor Elementary School	K-3	43 East Center St, Victor ID 83455

	Facility summary:					
1	<u>School</u> Teton High School/Vo-Ag Teton Middle School Rendezvous Up. Elem. Driggs El./Basin HS Tetonia Elem.	<u>sq.ft</u> 90,000 70,000 26,036 46,538 15,158	<u>age</u> 1998/2008 2008 1958 1952/1972 1953	<u>acres</u> 40 40 6.58 8 4	<u>classrooms</u> 25/4 (29) 20 13/2 (15) 22 8	enrollment 484 392 255 292/20 82
<sup>+</sup> Tetor	Victor Elem.	22,382	1941	2.5	9/2 (11)	204

Basin High School is housed in the 3 upstairs classrooms on the east side of Driggs Elementary.

Teton Middle School has 20 classrooms, including 2 computer labs.

Rendezvous Upper Elementary has 13 classrooms and 2 classrooms in the modular.

Driggs Elementary has 22 classrooms, including the computer lab.

Tetonia Elementary has 8 classrooms, including the computer lab, teacher work room.

Victor Elementary has 9 classrooms and 2 classrooms in the modular.

# **Students and Teachers**

	2010-2011	2009-2010	2008-2009	2007-2008
Total Students:	1,576	1,566	1,589	1,554
English Language Learner Students:	158	172	209	187
Total Teachers:	94.82	88.64	87.80	82.70
Prekindergarten:	1.63	1.00	1.00	1.00
Kindergarten:	5.00	4.50	4.50	4.50
Elementary:	35.00	41.60	39.90	34.60
Secondary:	53.19	41.54	42.40	42.60
Ungraded:	NA	NA	NA	NA
Total Other Staff:	79.85	75.06	68.20	65.20
Instructional Aides:	23.70	19.15	15.70	15.60
Instructional Coordinators & Supervisors:	2.90	3.85	4.90	3.90
Total Guidance Counselors:	5.08	4.00	5.00	5.00
Elementary Guidance Counselors:	3.00	2.50	2.50	2.50
Secondary Guidance Counselors:	2.08	1.50	2.50	2.50
Other Guidance Counselors:	NA	NA	NA	NA
Librarians/Media Specialists:	2.00	2.00	2.00	2.00
Library/Media Support:	0.68	0.00	0.40	0.40
District Administrators:	1.00	1.00	1.00	1.00
District Administrative Support:	2.12	2.00	2.00	2.00
School Administrators:	6.00	4.00	3.00	4.00
School Administrative Support:	6.10	6.10	4.60	4.60
Student Support Services:	1.00	1.00	0.00	0.00
Other Support Services:	29.27	31.96	29.60	26.70
Student-Teacher Ratio:	16.62	17.67	18.10	18.79

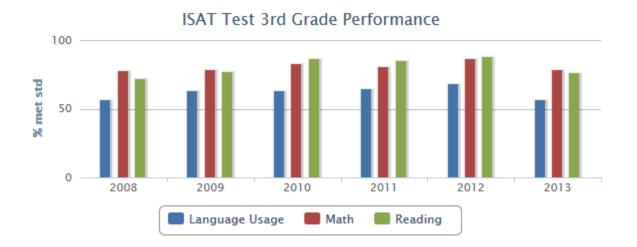
#### Strategic plan 2014-2015

		Professional Qua	alifications of I	Public Elementary	and Secondary Sch	ool Teachers	
BA degree	BA +12 credits	BA +24 credits	MA degree	MA +12 credits	MA +24 credits	PhD degree or MA + 36 credits	Total
22.00	6.63	14.00	17.75	13.75	12.63	1.00	87.76
	Core Acade	mic Subject Elem	entary and Sec	condary School Cla	asses not taught by	Highly Qualified Teachers	
	Core Acade		entary and Sec	-	asses not taught by In Low Poverty Sch		al

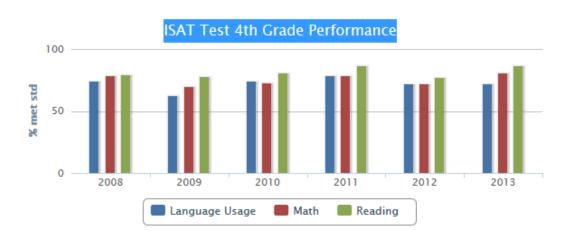
# **Test Performance**

	Schools						
	Driggs El.	Tetonia El.	Victor El.	Rendezvous Up. El.	Teton Midd.	Teton High	Basin Alt.
Star Rating	2 (Gr. 3)	4 (Gr. 3)	3 (Gr. 3)	2	3	4 (Gr. 10)	(w/THS)
Grade level	Pre-K-3	K-3	K-3	5-Apr	8-Jun	12-Sep	12-Sep
Enrollment	292	82	204	255	392	484	20
Expenditure \$/per pupil							
(M&O)	\$7,067	\$7,067	\$7,067	\$7 <i>,</i> 067	\$7 <i>,</i> 067	\$7 <i>,</i> 067	\$7,067
(Budget of \$12,000,117/	Enrollment 1,6	98=					
\$7,067/student )							
Attendance (May,							
2014)	93.70%	94.70%	94.90%	93.90%	92.74	96.67	88.5
ISAT-2013 District:							
- All students AMO	Adv./Prof.						
ISAT - Language	64.1%	64.1%	64.1%	64.1%	64.1%	64.1%	64.1%
ISAT - Math	69.1%	69.1%	69.1%	69.1%	69.1%	69.1%	69.1%
ISAT - Reading	84.3%	84.3%	84.3%	84.3%	84.3%	84.3%	84.3%

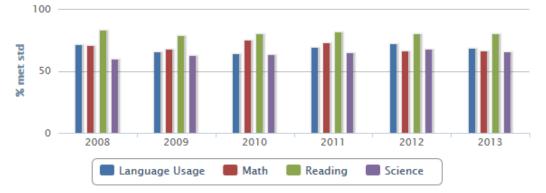
Idaho implemented the Common Core State Standards in 2010. With that implementation the standardized assessment being the ISAT will transition to the new SBAC (Smarter Balanced Assessment Consortium), which many of our students took as a 'field-test' only spring, 2014. For spring 2015 students in grades 3-11 will take the SBAC and get results back to see how students perform on that new assessment being aligned to the Common Core State Standards.

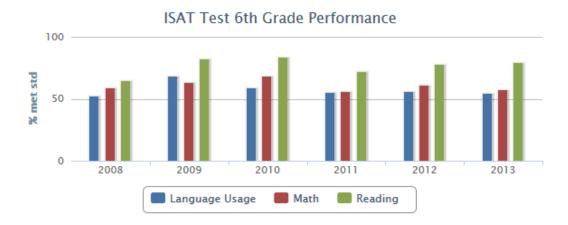


Strategic plan 2014-2015

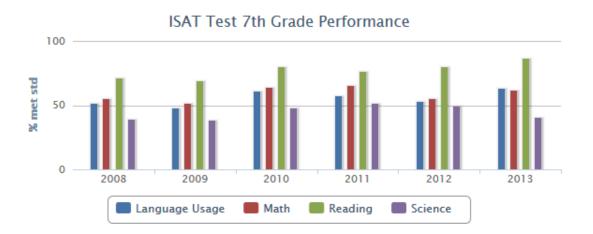


ISAT Test 5th Grade Performance

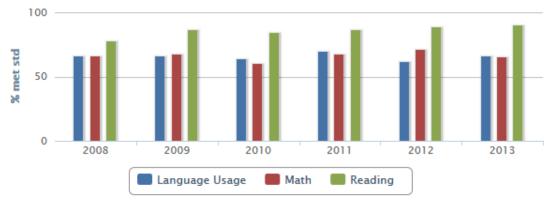


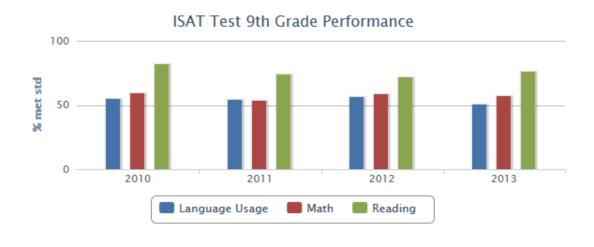


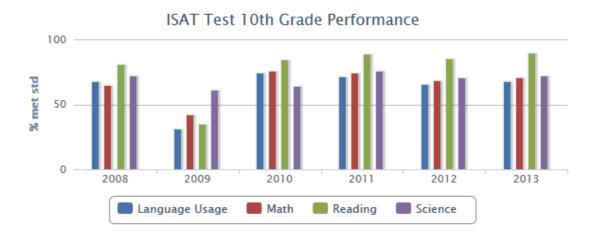
Strategic plan 2014-2015

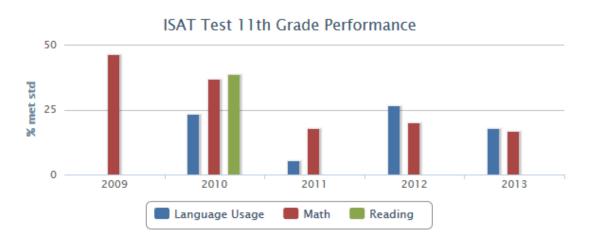


ISAT Test 8th Grade Performance









	TETO	NCOU	00.000	ON COUNT		PICT	# 401		
	IEIU		NITO			RICI	# 401		
	COMBINED ST	ATEMENT OF		EXPENDITURE		GES IN FUN	D BALANCE	S	
	12.	GOV	JULY 1,	2011- JUNE 30, DS	2012	PROPRIET	ARY FUNDS	FIDUCIARY	TOTALS
ACCOUNT	GENERAL M & O 100	SPECIAL REVENUE 200	FOOD SERVICE 290	DEBT SERVICES 300	CAPITAL PROJECTS 400	ENTERPRISE FUNDS 500	INTERNAL SERVICE 600	TRUST 710/720	FUNDS 100-600
REVENUE									
Taxes Other Local	2,806,591 517,504	10,575	175,899	1,343,356	401,723 59,204				4,551,670 763,182
State Sources	6,632,663	112,858	170,099		39,204				6,745,521
Federal Sources	234,021	831,501	445,747	. <u>-</u>		: ÷	· ·	. <u>-</u>	1,511,269
Other Sources	175,010	•	*		0		š 🔆		175,010
TOTAL REVENUE	10,365,789	954,934	621,646	1,343,356	460,927				13,746,652
Transfers In TOTAL REVENUE & TRANSFERS	36,503	654,512 1,609,446	621,646	1,343,356	33,876				724,891 14,471,543
	10,792,202	1,009,990	OPO, Fac	1,040,000	600,000				(4,411,043
EXPENDITURES Elementary School Program	2 207 844	101 100		0			1	1 (d)	0 700 000
Elementary School Program Secondary School Program	3,307,844 2,017,057	421,436 44,670			- 2			- <u>-</u>	3,729,280 2,061,727
Alternative School Program	164,024				( Ř		· ·	0 Ř	164,024
Vocational-Technical Program		51,016					× .		51,016
Exceptional Child Program	430,761	490,096		*					920,857
Preschool Exceptional Program Gifted & Talented Program	119,282	19,029			9	•	· ·		138,311 10,609
Interscholastic Program	162,927	-							162.927
School Activity Program		÷.		· ·	1 <b>i</b>	: ÷	· ÷	S 8	
Summer School Program		×.							
Adult School Program	11.								
Detention Center Program TOTAL INSTRUCTION	6,212,504	1,026,247							7,238,751
TOTAL INSTRUCTION	0,212,004	1,020,247		ñ an an Air	in an			Terrar Internet	1,230,131
Attend/Guidance/Health Program	333,845	and the second sec		8	0	•	· ·		333,845
Special Services Program	211,878	189,096			Ú		š		400,974
Instruction Improvement Program Educational Media Program	46,025								46,025
Instruction-Related Technology Prg	30,613	358,225							388,838
Board of Education Program	63,662								63,662
District Administration Program	425,431	9		8	9 4	1		)	425,431
School Administration Program	874,942		•	i		•	•		874,942
Business Operation Program Central Service Program	93,941							- ÷	93,941
Administrative Technology Service	-			÷					
Buildings-Care Program	936,976		14	2.	1		14	-	936,976
Maintenance-Bldgs. & Equip	-	1		2					i
Maintenance-Student Occ.	403,022						· ·		403,022
Maintenance-Grounds Security Program	11							- ÷	
Transport-School Program	678,958								678,958
Transportation-Activity Program	96,315								96,315
General Transportation Program	16.0				<u>~</u>		) ÷	<u> </u>	()
Other Support Services Program TOTAL SUPPORT SERVICES	4,386,517	547,321		•			C X 10		4,933,838
TO THE OUT ONLY DERVICED		Jer 221		SUM MUMBER	<u>ennunun i</u>				4,000,000
Food Services Program	14,030		653,030	3. · · · · · · · · · · · · · · · · · · ·		•			667,060
Community Services Program	<i>1</i> ) =						•		
Enterprise Operations Programs TOTAL NON-INSTRUCTION	14,030	•	653,030		<u> </u>				667,060
TO THE HOM INC INCOM	14,000	1111111111111111	003,030					1	007,000
Capital Assets-Student Occ.	9,464	÷		÷	500,932		÷	. · · · · · · · · · · · · · · · · · · ·	510,396
Capital Assets Program			*	· ·	16,563			2	16,563
Debt Services Prg - Principal	//•	•		630,000					630,000
Debt Services Prg - Interest Debt Services Prg - Refunded Debt		•		640,725					640,725
TOTAL EXPENDITURES	10,622,515	1,573,568	653,030	1,270,725	517,495				14,637,333
Transfers Out	688,388	36,503			6	÷	· · · ·	. R	724,891
TOTAL EXPENDITURES & TRANS	11,310,903	1,610,071	653,030	1,270,725	517,495	1.		9	15,362,224
Excess (Deficiency) of Revenue					<u>,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,</u>				
Over Expenditures & Transfers	(908,611)	(625)	(31,384)	72,631	(22,692)				(890,681
Fund Balance as of July 1, 2011	2,369,575	3,989	103,646	515,237	44,398			r R	3,036,845
Fund Balance as of June 30, 2012	1,460,964	3,364	72,262	587,868	21,706		5 ¥	S	2,146,164

### **School District Grants**

Teton School District #401 participates in the following grants to assist with becoming a high performing school district. These grants include:

21<sup>st</sup> century after school program, running for 5 yrs, started 2013-2014 was year 1 Idaho lives project – national peer mentoring support, voice program, suicide prevention – ISEE phase 2 grant, state reporting, school improvement, Schoolnet- student data system, management program for teachers with student data Discovery Ed, online resources aligned to Common Core State Standards RTI – response to intervention, differentiated instruction support and training for teachers

In addition Teton School District #401 has received numerous grants from the Teton Education Foundation. These grants funds student programs like Expedition Yellowstone for 5<sup>th</sup> grade classes, Space Camp and outdoor learning for GT classes at TMS, technology and curriculum resources for teachers, Google Chromebooks for students to use in the Wi-Fi BYOD (bring your own device) environment in our schools.

### **Graduation Rate**

Graduation rate – 94%

### **College and Career Readiness**

#### **ACT Average Scores**

72% of the class of 2012 (81) took the ACT. 69% of the Class of 2013 (94) took the ACT.

\*SAT data: http://www.idahoedtrends.org/schools/333/achievement

Year	English	Math	Reading	Science	Composite
2012	19.7	19.6	21.2	20.8	20.5
2013	21.4	20.4	22.4	21.9	21.7

ACT composite scores are up from 20.5 in 2009 to 21.9 in 2013

#### **AP AND DUAL CREDIT**

AP Courses offered include: AP World History (10th graders), AP US History (11th-12th graders), AP English Literature and Composition (11th graders), AP English Language and Composition (12th graders), and AP Biology (11th and 12th graders). Additionally, THS students may choose to take additional AP classes through Idaho Digital Learning Academy.

Dual Enrollment Coursework Through ISU: AP US History, English 101, English 110, COMM 101 Through EITC: Principles of Speech, and Calculus, Economics Through CSI: US Government and Pre-Calculus

In addition, the Technology Department has articulated with Eastern Idaho Technical College and the College of Southern Idaho to award college credit for the following Level 2 and 3 courses: Introduction to Cabinetry, Advanced Cabinetry, and Introduction to Drafting/CADD, Architectural/Mechanical Drafting, Construction Systems I, and Construction Systems II. The Business Department has articulated with EITC to offer college credit to Juniors and Seniors (who meet certain requirements) for Keyboarding, Office Tech I and II, and Accounting. Through the Agriculture Department, students can earn credit through EITC for Agriculture Fabrications, and credit in Leadership through CSI for participation in FFA for 2 years, and Spanish Dual Enrollment course.

837 college credits

#### Scholarship awarded, and college credits earned

2014	\$ 1,727,783
2013	\$ 1,821,310
2012	\$ 2,500,000
2011	\$ 1,225,000
2010	\$ 589,649
2009	\$ 815,304
2008	\$ 292,880
2007	\$ 1,017,201
2006	\$ 320,553
2005	\$ 494,431

# **Strategic Planning Committee**

The Teton County #401 School Board began the process of review of the district's strategic plan in May 2014 to ensure it was in compliance with Idaho Code 33-320. The Board reviewed Mission and Vision Statement at a meeting on May 22, 2014. The Mission statement was unanimously approved and the Board decided to review the Vision statement at the following meeting. The Board brainstormed a list of stakeholders to invite to the next meeting to participate in the drafting of the 2014 – 2015 Strategic Plan in compliance with IC 33-320.

On June 16, 2014 the board and a group of stakeholders gathered for a six hour planning session. The Strategic Planning Advisory Committee members included:

Board: Doug Petersen, Nancy Arnold, Bonny Etchemendy, Delwyn Jensen, Ben Kearsley Monte Woolstenhulme (Supt.), Julie Krumpen (Teacher), Alix Jeppson (THS Student Body Pres.) Zach Smith (Mayor of Victor), August Christensen (City Council of Driggs), Gloria Hoopes (Mayor of Tetonia) Diane Temple (Education Foundation Ex. Dir.), Kelly Chircop (Education Foundation Chair) Alexis Bagley (Parent), Sue Berkenfield (Parent) Kim Hulet (Teacher, minutes) and Jackie Hopper (ISBA facilitator)

This group went over the required elements of the plan, district statistics, and educational data. The Vision Statement was rewritten and will be presented to the Board for their approval at a following meeting. The group also conducted a SWOT analysis of the District.

The Board of Trustees met June 30th for the initial review of the work completed on June 16, 2014. Further discussion of goals will be conducted with the Board of Trustees and the Leadership Team of the District.

The Board met July 14, 2014 to review the Strategic Plan. Several suggestions were made to the plan. The Leadership Team of the District will continue to meet to refine the goals for the District.

On August 11, 2014 the Board met and approved the plan.

# **Clear and Measurable Targets**

In comparing district leadership and student achievement, Waters and Marzano (2006) identified five specific district leadership responsibilities that positively correlated with student achievement:

- Establishing a collaborative process to set goals;
- Establishing "non-negotiable goals" (that is, goals all staff must act upon once set by the board) in at least two areas: student achievement and classroom instruction;
- Having the board align with and support district goals;
- Monitoring goals for achievement and instruction;
- Using resources to support achievement and instruction goals.

- See more at: http://www.centerforpubliceducation.org/Main-Menu/Public-education/Eight-characteristics-of-effective-school-boards/Eight-characteristics-of-effective-school-boards.html#sthash.VhnirE6J.dpuf

As such the Teton County School District #401 overarching goal is to improve student achievement and close all existing achievement gaps by providing an engaging, rigorous, standards-based instructional program coupled with strategic supports for ALL students. Each student will achieve appropriate gains each year and be prepared for the next academic level.

Specific student achievement goals with measurable targets are being determined by the Superintendent, the District's Leadership team and the Board of Trustees and will be included in the Strategic Plan by October 30, 2014.

In addition, the following Goals will be the work of the Board for the academic year 2014 -2015.

1. Looking at the things that count

Student safety will be increased through social emotional programs and increased education regarding healthy adult/child relationships

Student progress will be monitored for continual improvement, with a focus on graduation rates, attendance rates, student achievement on standardized test (new SBAC/ISAT for Spring, 2015).

The School Board, the Superintendent, and the Leadership Team will monitor the District's Wise Tool, AYP, and Star Rating through monthly analysis of user-friendly data and evaluate effectiveness of interventions and strategies in order to make necessary changes for increased student achievement.

2. Supporting our teachers

Master Agreement put in place and will be reviewed annually.

Survey teachers/staff for how the board could support them.

The School Board and Superintendent will ensure that Professional Development is built into the school schedule. The Board will encourage and support systems that allow sharing of best practices in district across grade level cohorts.

#### 3. Collaboration

The Board will work to align policies and resources to the strategic plan and communicating the mission, vision, and strategic plan to the public.

The School Board will work with teachers association to determine the best way to support teachers and staff.

Strategic planning committee will continue to meet and work to put in place phase 2 of the strategic plan beginning with the September board meeting. The School Board will involve key school and community leaders in regularly updating the Strategic Plan.