

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 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

Strategic plan 2014-2015

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

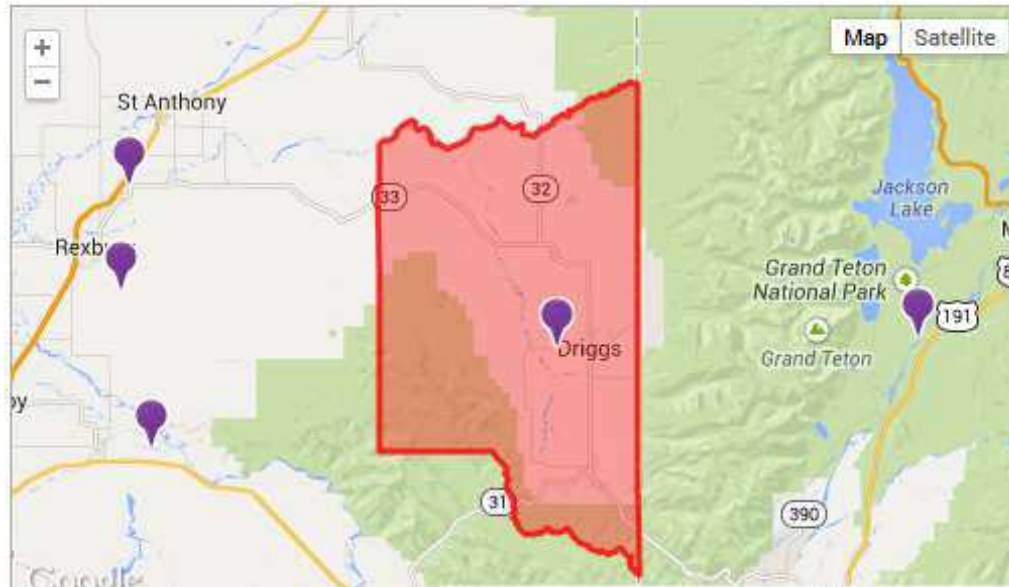
School Board Trustees

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

Strategic plan 2014-2015

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

Population 10,170 (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%

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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 th 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:

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

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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

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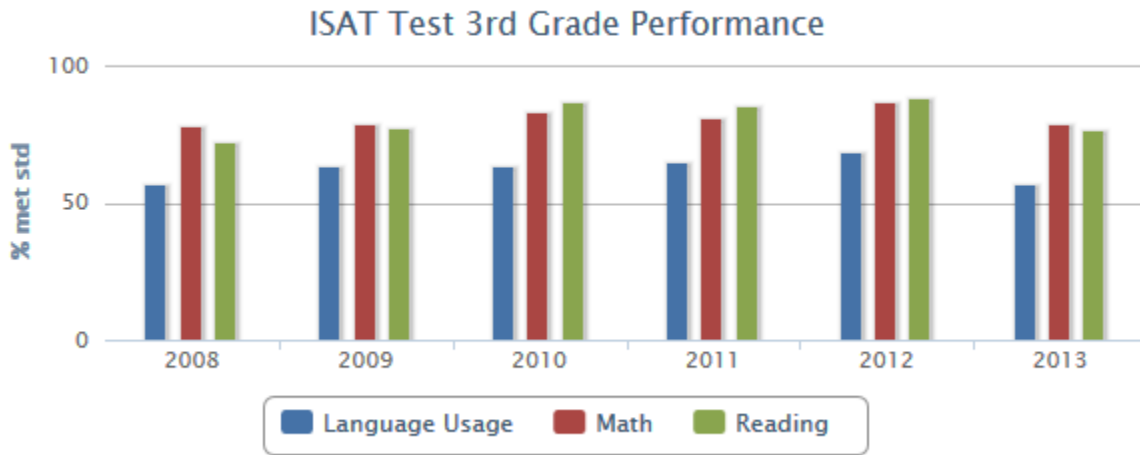
Professional Qualifications of Public Elementary and Secondary School Teachers							
BA degree	BA +12 credits	BA +24 credits	MA degree	MA +12 credits	MA +24 credits	PhD degree or MA + 36 credits	Total
22.00	6.63	14.00	17.75	13.75	12.63	1.00	87.76
Public Elementary and Secondary School Teachers With Emergency/Provisional Certification							
2.55%							
Core Academic Subject Elementary and Secondary School Classes not taught by Highly Qualified Teachers							
In High Poverty Schools				In Low Poverty Schools			Total
0.00%				7.53%			9.05%

Test Performance

	Schools	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	\$7,067	\$7,067	\$7,067	\$7,067
(Budget of \$12,000,117/Enrollment 1,698= \$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%

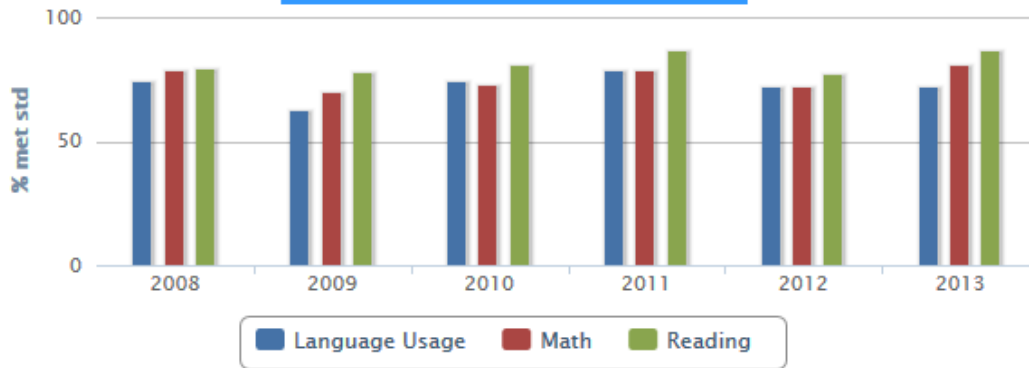
Idaho implemented the Common Core State Standards in 2010. With that implementation the standardized assessment being the ISAT will transition to the new SBAC (Smarter Balanced Assessment Consortium), which many of our students took as a 'field-test' only spring, 2014. For spring 2015 students in grades 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.

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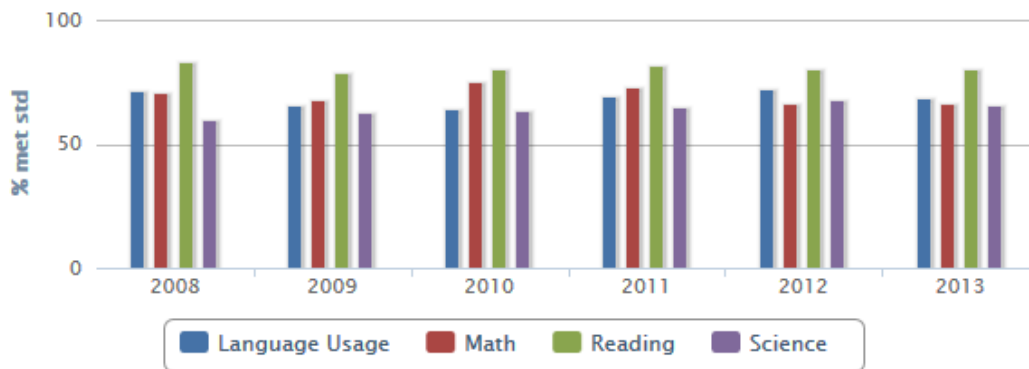


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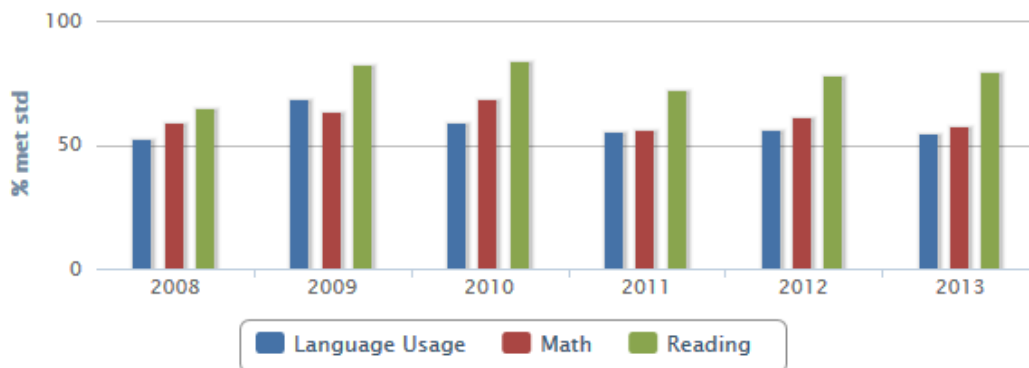
ISAT Test 4th Grade Performance



ISAT Test 5th Grade Performance

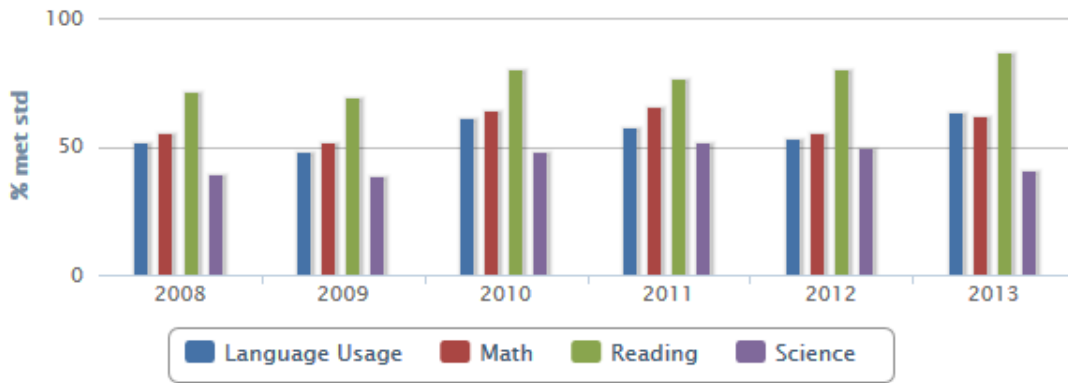


ISAT Test 6th Grade Performance

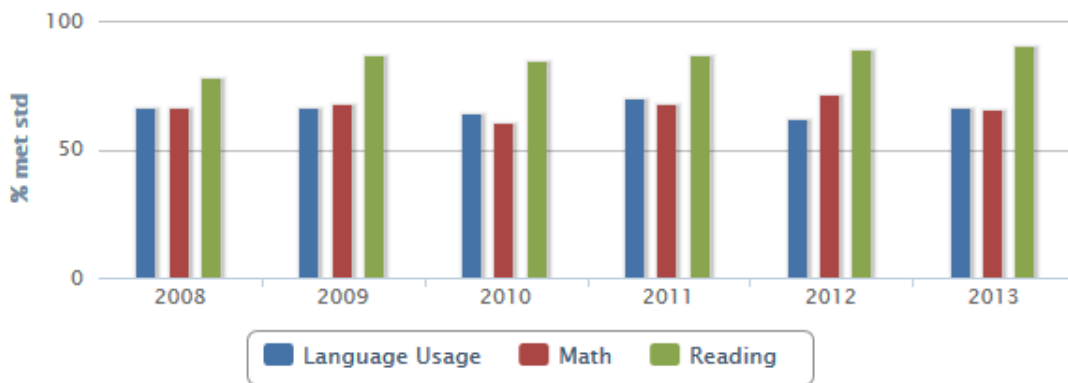


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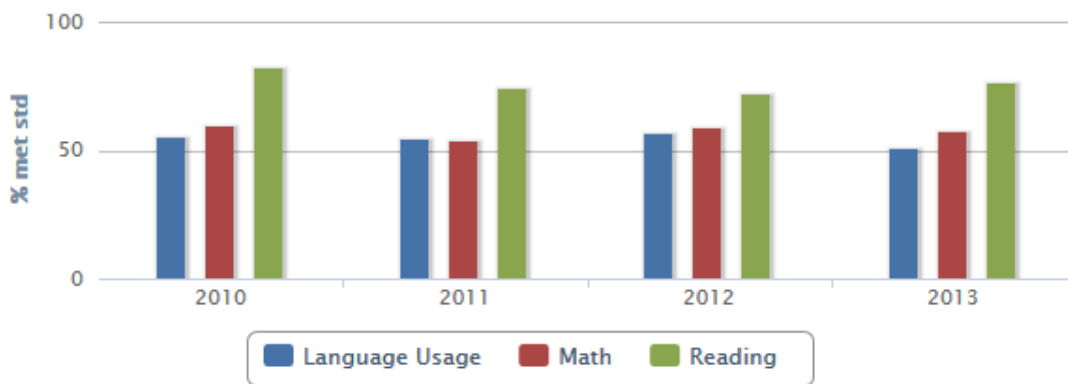
ISAT Test 7th Grade Performance



ISAT Test 8th Grade Performance

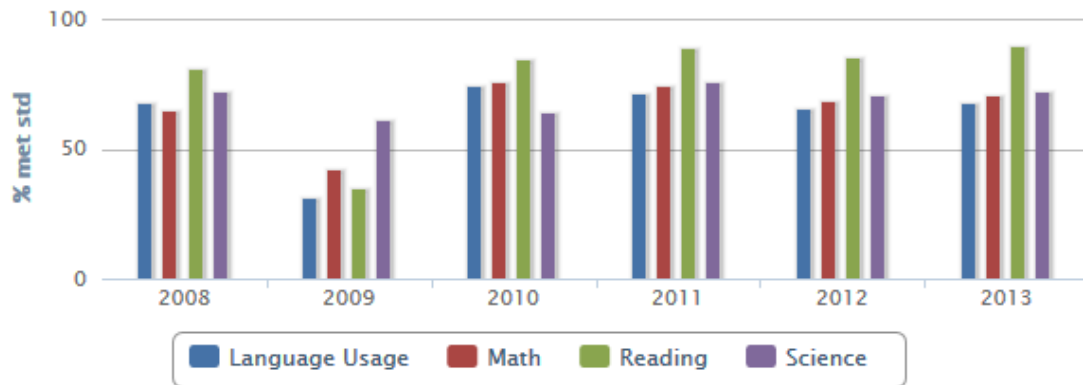


ISAT Test 9th Grade Performance

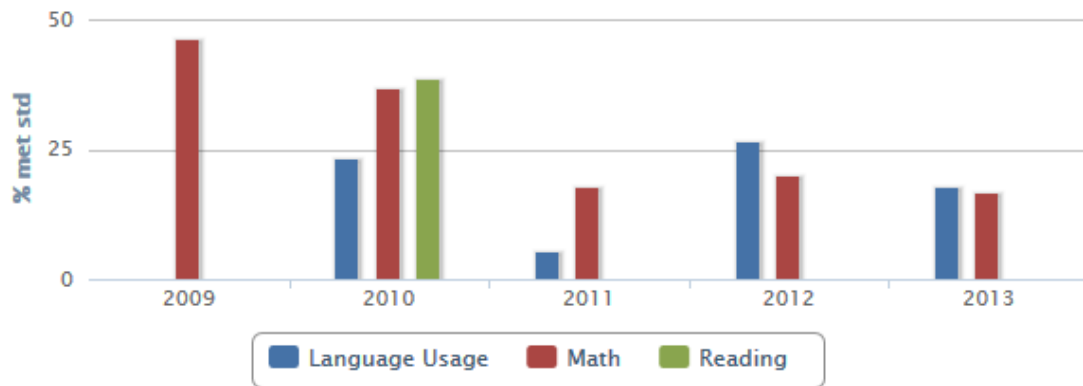


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ISAT Test 10th Grade Performance



ISAT Test 11th Grade Performance



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TETON COUNTY TETON COUNTY SCHOOL DISTRICT # 401

COMBINED STATEMENT OF REVENUES & EXPENDITURES WITH CHANGES IN FUND BALANCES

JULY 1, 2011- JUNE 30, 2012

ACCOUNT	GOVERNMENTAL FUNDS					PROPRIETARY FUNDS		FIDUCIARY	TOTALS
	GENERAL	SPECIAL	FOOD	DEBT	CAPITAL	ENTERPRISE	INTERNAL	TRUST	(MEMORANDUM ONLY)
	M & O 100	REVENUE 200	SERVICE 290	SERVICES 300	PROJECTS 400	FUNDS 500	SERVICE 600	710/720	FUNDS 100-600
REVENUE									
Taxes	2,806,591	-	-	1,343,356	401,723	-	-	-	4,551,670
Other Local	517,504	10,575	175,899	-	59,204	-	-	-	763,182
State Sources	6,632,663	112,858	-	-	-	-	-	-	6,745,521
Federal Sources	234,021	831,501	445,747	-	-	-	-	-	1,511,269
Other Sources	175,010	-	-	-	-	-	-	-	175,010
TOTAL REVENUE	10,365,789	954,934	621,646	1,343,356	460,927	-	-	-	13,746,652
Transfers In	36,503	654,512	-	-	33,876	-	-	-	724,891
TOTAL REVENUE & TRANSFERS	10,402,292	1,609,446	621,646	1,343,356	494,803	-	-	-	14,471,543
EXPENDITURES									
Elementary School Program	3,307,844	421,436	-	-	-	-	-	-	3,729,280
Secondary School Program	2,017,057	44,670	-	-	-	-	-	-	2,061,727
Alternative School Program	164,024	-	-	-	-	-	-	-	164,024
Vocational-Technical Program	-	51,016	-	-	-	-	-	-	51,016
Exceptional Child Program	430,761	490,096	-	-	-	-	-	-	920,857
Preschool Exceptional Program	119,282	19,029	-	-	-	-	-	-	138,311
Gifted & Talented Program	10,609	-	-	-	-	-	-	-	10,609
Interscholastic Program	162,927	-	-	-	-	-	-	-	162,927
School Activity Program	-	-	-	-	-	-	-	-	-
Summer School Program	-	-	-	-	-	-	-	-	-
Adult School Program	-	-	-	-	-	-	-	-	-
Detention Center Program	-	-	-	-	-	-	-	-	-
TOTAL INSTRUCTION	6,212,504	1,026,247	-	-	-	-	-	-	7,238,751
Attend./Guidance/Health Program	333,845	-	-	-	-	-	-	-	333,845
Special Services Program	211,878	189,096	-	-	-	-	-	-	400,974
Instruction Improvement Program	46,025	-	-	-	-	-	-	-	46,025
Educational Media Program	190,909	-	-	-	-	-	-	-	190,909
Instruction-Related Technology Prg	30,613	358,225	-	-	-	-	-	-	388,838
Board of Education Program	63,662	-	-	-	-	-	-	-	63,662
District Administration Program	425,431	-	-	-	-	-	-	-	425,431
School Administration Program	874,942	-	-	-	-	-	-	-	874,942
Business Operation Program	93,941	-	-	-	-	-	-	-	93,941
Central Service Program	-	-	-	-	-	-	-	-	-
Administrative Technology Service	-	-	-	-	-	-	-	-	-
Buildings-Care Program	936,976	-	-	-	-	-	-	-	936,976
Maintenance-Bldgs. & Equip	-	-	-	-	-	-	-	-	-
Maintenance-Student Occ.	403,022	-	-	-	-	-	-	-	403,022
Maintenance-Grounds	-	-	-	-	-	-	-	-	-
Security Program	-	-	-	-	-	-	-	-	-
Transport-School Program	678,958	-	-	-	-	-	-	-	678,958
Transportation-Activity Program	96,315	-	-	-	-	-	-	-	96,315
General Transportation Program	-	-	-	-	-	-	-	-	-
Other Support Services Program	-	-	-	-	-	-	-	-	-
TOTAL SUPPORT SERVICES	4,386,517	547,321	-	-	-	-	-	-	4,933,838
Food Services Program	14,030	-	653,030	-	-	-	-	-	667,060
Community Services Program	-	-	-	-	-	-	-	-	-
Enterprise Operations Programs	-	-	-	-	-	-	-	-	-
TOTAL NON-INSTRUCTION	14,030	-	653,030	-	-	-	-	-	667,060
Capital Assets-Student Occ.	9,464	-	-	-	500,932	-	-	-	510,396
Capital Assets Program	-	-	-	-	16,563	-	-	-	16,563
Debt Services Prg - Principal	-	-	-	630,000	-	-	-	-	630,000
Debt Services Prg - Interest	-	-	-	640,725	-	-	-	-	640,725
Debt Services Prg - Refunded Debt	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	10,622,515	1,573,568	653,030	1,270,725	517,495	-	-	-	14,637,333
Transfers Out	688,388	36,503	-	-	-	-	-	-	724,891
TOTAL EXPENDITURES & TRANS	11,310,903	1,610,071	653,030	1,270,725	517,495	-	-	-	15,362,224
Excess (Deficiency) of Revenue 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	-	-	-	3,036,845
Fund Balance as of June 30, 2012	1,460,964	3,364	72,262	587,868	21,706	-	-	-	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:

- 21st 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 5th 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

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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.

Scholarship awarded, and college credits earned

2014	\$ 1,727,783	837 college credits
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 plan 2014-2015

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 Krumpfen (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.

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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.