



**SALIDA SCHOOLS R-32-J**



**COLORADO**  
Department of Education

# **Establishing a Focal Point: Aligning Planning Processes for Effective Board Governance**

Colorado Association of School Boards  
Annual Conference  
December 7, 2023

# Establishing a Focal Point: Alignment for Effective Governance

**Session Description:** Board members often encounter a wide variety of planning processes during their service. This session will explore how these sometimes-disparate processes may be drawn together to improve board governance. Specifically, this session will examine how to bring together district strategic planning, unified improvement planning, and board policy to create a more coherent and high functioning system.

# Governance & Planning: Background



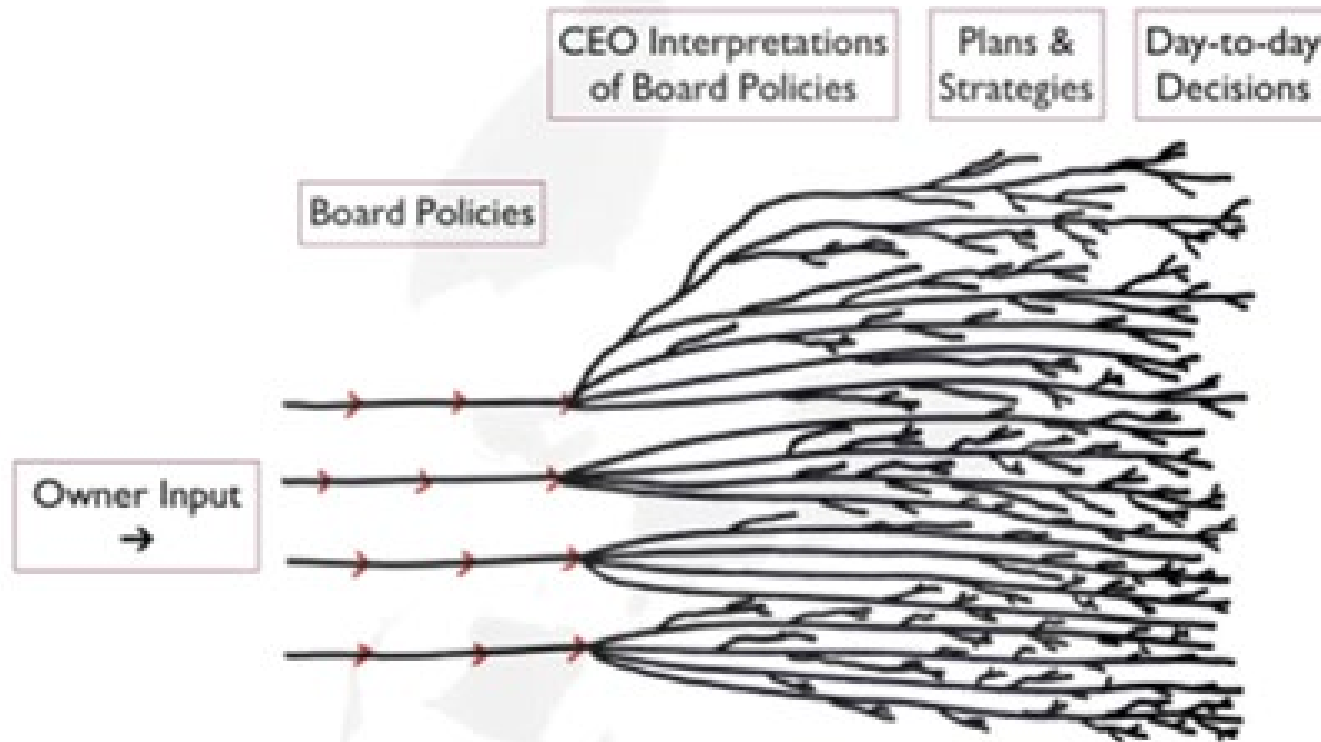
# Warm up Activity: Planning Processes

What do you consider  
important elements of a  
robust planning process?

# Guiding Questions for your Board

- What questions would you ask, as a an individual Board member and as a Board unit, about budgets, improvement plans, and strategic planning?
- What outcomes do you believe the Board is responsible for in these planning processes?
- What are the discussions you need to schedule next, as a Board (not as a member of the Board), to have to connect vision, values to processes?
- How can the Board and the Superintendent help 'translate' and 'bridge' the community's hopes into academic language and formal submissions?

# Relationship between Governance & District Planning



© 2019 Brown Dog Consulting. All rights reserved.  
[www.browndogconsulting.com](http://www.browndogconsulting.com)

**\*All planning activities should be connected from the boardroom to the classroom.**

# Governance and Operational Planning

- **Key Similarities:**

- All planning processes reflect the appropriate level of due diligence to ensure district outcomes are met and best practices are followed.

- **Key Differences:**

- The **Superintendent** is responsible for the appropriate design and implementation of district activities that adhere to Board policy, statutory requirements, and district priorities as defined by the Board. The Superintendent is not responsible for defining district wide outcomes.
- The **Board of Education** is responsible for examining planning processes to ensure alignment with policies and district goals. The Board is not responsible for implementation or managerial tasks.

# Planning Processes

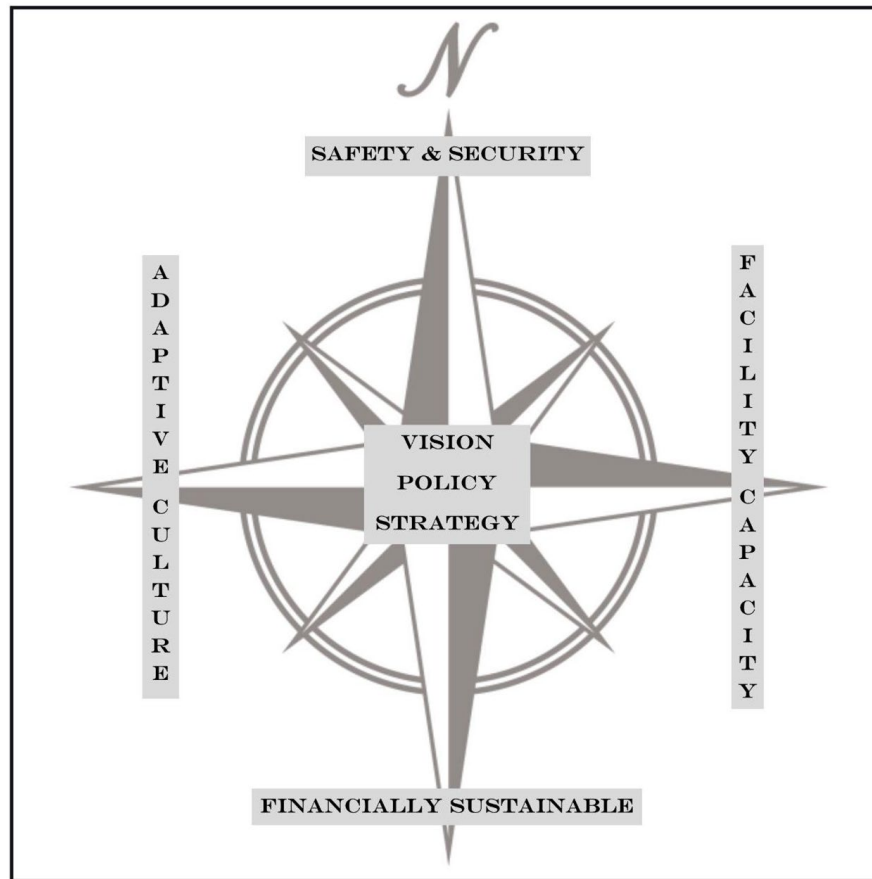


# Board Planning Processes

- Adopt/Monitor Strategic Planning  
Success Criteria Defined by Board  
generating monitoring data
- Adopt Improvement Plans
- Approve UIP and SPF/DPF
- District Indicators of Success
- Annual Agenda Setting  
The importance of getting  
recommendations at the right time to  
prepare a BOE for decision making
- Budget Adoption



# Salida Member Compass of Priorities



# Salida Strategic Plan Values → Vision → Indicators

## Our Values:

**Thinking Skills:** Salida School District believes thinking skills are more important than fact gathering. Curriculum's primary purpose is to ensure that every student can think critically, as well as problem solve inductively, deductively, and creatively.

**High Expectations:** Salida School District believes that humans rise to the level of expectations. Students should be challenged to reach their potential, moving beyond minimums.

**Success:** Salida School District believes that success is individual in nature. Students, whose needs are met socially and emotionally, will be reflected in test scores—BUT, test scores are not comprehensive in defining success.

**Emotional Intelligence:** Skills Salida School District values communication and interpersonal skills including written and oral communication, speaking and listening, as well as non-violent conflict resolution. Intellectual capacity can set potential; however, emotional intelligence allows individuals to actualize their dreams.

**Basics/Fundamentals:** Salida School District believes the priority for each student should be competency in the basics of reading, writing, math, and science.

**Global Awareness:** Salida School District believes that students will benefit from a global understanding, appreciation and preparation.

**Life-long Learners:** Salida School District provides its students with skills to teach themselves throughout life.

**Health:** Salida School District values balance and sees the importance of humans that are healthy: academically, mentally, physically, socially, emotionally, and environmentally.

Board of Education Focus

Persistent Academic Focus—Fostering Relationships—Effective Leadership—Financially Responsible—Proactive Planning

**Technology:** A balance of technology and human engagement is essential in the 21<sup>st</sup> Century

### Community's Guiding Principles

- Accountability at all levels—Board, Staff, Parents, and Students
- Bring Balance to Education (ie. Technology, but not at the expense of the basics)
- Teach in a Nurturing Environment—Relational
- Students Ability to master a concept regardless of their age and grade. —Rigor
- Application to life and future?—Relevance
- Maintain small class sizes
- Maintain financial stability
- Quality upkeep and care of facilities
- Comprehensive family-centered education system: good communication between family and schools, social support as well as academic support
- Educational Process—allow students and staff to absorb the process
- Environmental/Green buildings and renewable energy

## Our Mission:

*The mission of the Salida School District, in active partnership with family and community, is to ensure that each and every student is prepared to succeed in life, by providing quality instruction and progressive curriculum in a secure and challenging environment which will empower students with the skills necessary to achieve their greatest potential.*

## Our Vision:

*By honoring these shared community values and visions, Salida Schools will be known as The Education Community.*

*Every child will develop, own, and achieve annually a success plan.*

## Indicators of Our Success:

### The Minimum Academically:

Monitored by the UIP

- Score better than the state's achievement average in 5 of the 8 grade levels in ELA, Math, and 2 of 3 in Science and Social Studies.
- Achieve 80% of the possible points on the District Performance Framework for Growth and Growth Gaps.
- Score in the Meets or Exceeds category for Post-Secondary Readiness on the District Performance Framework.
- Be ranked in the top 40% of districts in Colorado (73<sup>rd</sup> or better out of 183).

### IF the Minimum Academic Indicators Are Met THEN:

*Our MTSS and RtI system will be used to monitor and sustain levels of academic achievement.*

- We will drop other initiatives and efforts to refocus upon good instruction that is responsive to student needs.
- If only one department or school is below the minimum that program will drop all other initiatives until the minimum levels are met, while the rest of the district moves ahead.
- We will conduct and monitor the use of the 9 most effective instructional strategies, per
- We will add resources in time, money, and personnel to our RtI system to ensure that every student's needs are being addressed.
- We will review data to identify areas of weakness by specific standards and skill and will monitor student achievement and growth in those identified areas.
- Administration will monitor student engagement and on-task behavior.
- Instructional minutes will be reviewed to analyze for areas to increase time on task.
- Non-fictional writing will be increased in all areas.

UIP (Unified Improvement Plan)—Academic Measurement—goals will be submitted to the state April 2018



# Salida Annual Board Agenda + Monitoring Tool

## BOE Monitoring—Strategic Plan

| Month     | AREA   | TOPIC  | PERSON  | All Paper Reports Focus On   |
|-----------|--|--|---|--|
| August    | Facilities<br>Safety<br>Technology<br>Transportation<br>Food   | Is School Ready to Go?   | Sean, Evalyn, Cassie,<br>William, Will, Andrea, David | Is School Ready?   |
| September | Student Achievement<br>Emotional Intelligence<br>Individual Success Plans<br>Activities<br>Accreditation | How did we score?  | Will<br>David<br>Marko                                | Student Achievement<br>Data and Enrollment                               |
| October   | Student Achievement  | ECC  | Theresa   | Student Growth Data  |
| November  | Student Achievement  | Crest  | Servis  | Thinking Skills  |
| December  | Student Achievement  | LES  | Cory  | Individual Success<br>Plans  |
| January   | Student Achievement  | SHS  | Jesse   | Discipline   |
| February  | Student Achievement  | SMS  | Michelle  | High Expectations  |
| March     | Student Achievement  | HEA  | Servis  | Emotional Intelligence   |
| April     | Professional Development<br>Gifted and Talented<br>Special Education<br>Title Programs                   |  | David<br>Will   | Evaluations  |
| May       | Leadership<br>Evaluations<br>Curriculum  | Sustainability?  | David<br>Will   | Celebrations   |
| June      | Facilities<br>Safety<br>Technology<br>Transportation<br>Food   | What changes will be in<br>place for next year?<br>Report on Action Items... | Sean, Evalyn, Cassie,<br>William, Will, Andrea, David | Staff Satisfaction<br>Community<br>Satisfaction<br>Business Satisfaction |



## SALIDA SCHOOL DISTRICT R-32-J

### BOARD OF EDUCATION

Joe Smith, President

Jodi Breckenridge Petit, Vice-President, Carrie Mattix, Treasurer  
 Directors: Ben Hill, Matthew Hobbs, Mandy Paschall, Jenn Schuchman

Dr. David Blackburn, Superintendent  
 William Wooddell, Assistant Superintendent

### Unified Improvement Plan Layout (UIP):

| <u>Priority Performance Challenge</u> | <u>Root Cause</u>                     | <u>Improvement Strategy</u>  | <u>Goal</u>  |
|---------------------------------------|---------------------------------------|--|--|
| #1 Matriculation                      | Under-developed high school systems   | Change Scheduling<br><br>Add a Counselor<br><br>Add clarity to career exploration  | 55-60%   |
| #2 Academic Growth—English            | Instructional Disruption due to COVID | Develop, Improve MTSS Systems to support struggling students;<br><br>Return to <u>pre-covid</u> pedagogical (teaching) practices (WHHW)                                  | 63% of possible pts earned overall and for FRL demographic |
| #3 Academic Growth—Math               | Instructional Disruption due to COVID | Develop, Improve MTSS Systems to support struggling students<br><br>Return to <u>pre-covid</u> pedagogical practices (WHHW)<br><br>New k-5 math curriculum and resources | 63% of possible pts earned overall and for FRL demographic |



## Colorado's Unified Improvement Plan for District

Salida R-32 UIP 2020-21 | District: Salida R-32 | Org ID: 0500 | Framework: Accredited with Distinction  
 Meets 95% Participation (Revised) | Draft UIP

### Executive Summary

#### District Context

#### If we...

Major Improvement Strategy: An overall approach to improvement that will reduce or resolve the identified root causes.

#### IMPLEMENT THE TEACHING AND LEARNING CYCLE DISTRICT WIDE

By the end of 2020-2021, teachers across the district will share a common language and best instructional practices in day to day instruction as well as blended learning that incorporate the elements of the teaching and learning cycle. As a result, daily instruction will be aligned to standards and clear to students, assessment will be based on clear expectations of students aligned to standards, daily learning activities will be engaging, meaningful and aligned to standards, and differentiation will be intentional and integrated into weekly planning. Students will have a clear understanding of what they are learning and what it looks like when they have reached their goals.



#### INCREASE POSTSECONDARY ENGAGEMENT

By the end of the 2020-2021, Salida High School and Horizon's Exploratory Academy will increase student engagement in real world learning experiences through increased internships, workforce development, capstone project completion and credit completion to meet the newly adopted graduation guidelines.

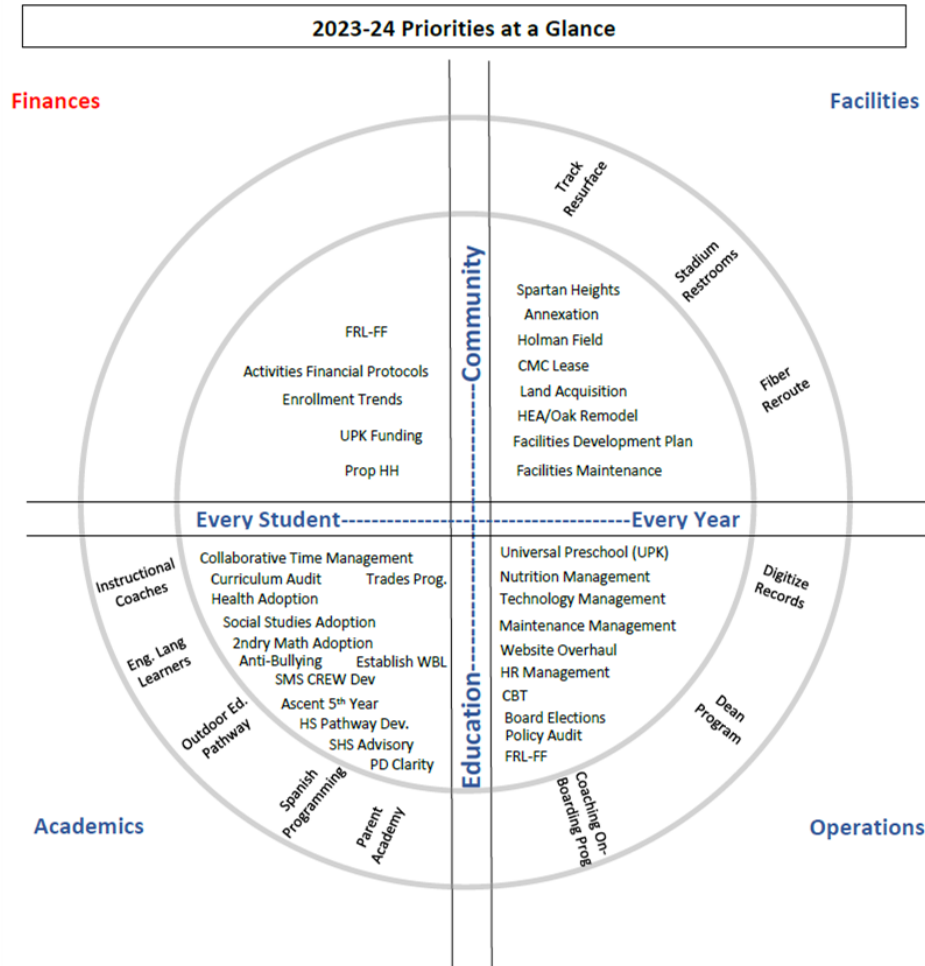


#### K-12 LITERACY

By the end of the 21-22 academic year, Salida will have fully implemented a comprehensive and articulated literacy programming K-12 adopted in 2019 and 2020. Each grade level or content area will use common practices and common resources aligned to the CAS. As a result, students will



# Salida Target (Blank + EOY + Superintendent Evaluation)



# Salida Annual Budget Calendar

| Federal Legislature   | Final Budget Approved |                      |   |     |                               | President's Budget Proposal                    |   |                            |                    |   |   |                           |  |
|-----------------------|-----------------------|----------------------|---|-----|-------------------------------|--|---|----------------------------|--------------------|---|---|---------------------------|--|
| State Legislature     |                       |                      |   |     | Governor's Future Budget      |  | JBC Reviews Future Budget Current-Final Allocations | Funding Predictions        | Revisions?         |   | Budget Approved                                 |                           |  |
|                       |                       | Retreat??            |   |     |                               |  | Retreat   |                            |                    |   |   |                           |  |
| BOE Decisions         |                       |                      | Update Strategic Plan Approve CPP Slots |     | Certify Oct. Count            | Salary Adjustments Approve Mills Approve Audit | Approve Current Budget                              | Approve ECC                |                    | Approve Insurance Approve Contract Renewals | Approve Initial Budget Approve Salary Schedules | Ratify DNA Approve Budget |  |
| BOE Date              |                       |                      |   |     |                               |  |   |                            |                    |   |   |                           |  |
| Calendar-Fiscal Year* | July                  | Aug                  | Sept                                    | Oct | Nov                           | Dec  | Jan   | Feb                        | March              | April                                       | May   | June                      |  |
| Admin Recommendations | Current Budget        | Draft Strategic Plan |   |     | Complete Oct. Count           | Audit Final Appropriations                     | Final Budget  | Revisions?                 |                    |   |   |                           |  |
| SAC Recommendations   |                       |                      | Building Goals                          |     |                               |  |   |                            |                    |   |   |                           |  |
| DAC Recommendations   |                       |                      | Strategic Plan Input                    |     |                               |  |   |                            |                    |   |   |                           |  |
| CBT Recommendations   |                       |                      |   |     | Initial Appropriation Changes | Finalize Negotiations                          |   |                            |                    |   |   |                           |  |
| Admin Recommendations | Next Budget           |                      | Initial 1x (Capital) Wishlist           |     |                               |  | Final 1x (Capital) Wishlist                         | Initial Recurring Wishlist |                    | Insurance Contract Renewal                  | Salary Schedules Initial Budget                 | DNA Final Final Budget    |  |
| SAC Recommendations   |                       |                      |   |     | 1x (Capital) Wishlist         |  |   |                            | Recurring Wishlist |   |   |                           |  |
| DAC Recommendations   |                       |                      |   |     |                               | 1x (Capital) Wishlist                          |   |                            |                    | Final Budget Input                          |   |                           |  |
| CBT Recommendations   |                       |                      |   |     |                               |  |   |                            | Insurance          | Salary Schedules Budget Input               |   |                           |  |

\*ECC Fiscal Year is March - February  
 State Fiscal Year is July - June  
 Fed Fiscal Year is Oct-Sept

Questions: 1. When do you post new positions? 2. What Else?



# Table Talk Activity



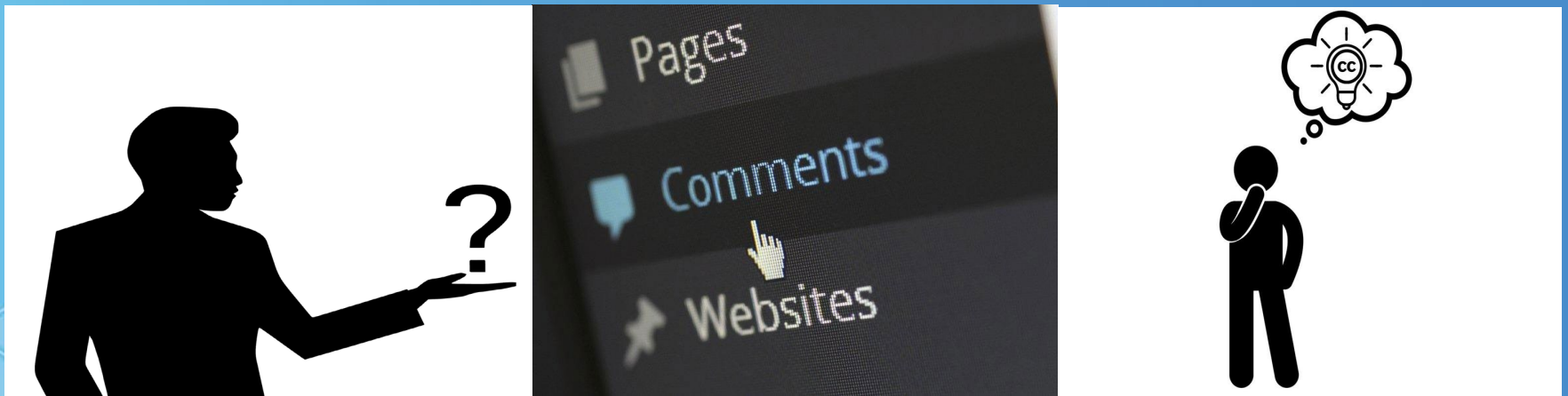
# Table Talk Activity

Briefly discuss with a partner or small group the following questions:

- How might the examples that were shared by Salida School District be adopted by your board?
- What other approaches does your board use to make district planning decisions more cohesive?
- Where might your Board improve in regards to planning processes?

Share out any ah-ha's from your conversations (time permitting).

What questions, comments, or insights do you have from this session?



# Contacts



# Accountability | Improvement Planning

## Contact Us:

- Erin Loften
  - [loften\\_e@cde.state.co.us](mailto:loften_e@cde.state.co.us)
- Dan Jorgensen, PhD
  - [Jorgensen\\_D@cde.state.co.us](mailto:Jorgensen_D@cde.state.co.us)
- David Blackburn, EdD
  - [dblackburn@salidaschools.org](mailto:dblackburn@salidaschools.org)



# CDE Resources



# Accountability | Improvement Planning

- Please contact our office for support and technical assistance

We can provide **personalized assistance** for your **school and district accountability and support needs** regarding:

- ❖ School and District Performance Frameworks
- ❖ Request to Reconsider Process
- ❖ Alternative Education Campuses
- ❖ Student Achievement and Growth
- ❖ Data Literacy and Interpretation
- ❖ Improvement Planning
- ❖ School Board Governance

✓ [http://www.cde.state.co.us/uip/uip\\_training](http://www.cde.state.co.us/uip/uip_training)



# Related Resources

- **Unified Improvement Plans: The role of the School Board in plan development and adoption. Resource to be posted at:**  
[https://www.cde.state.co.us/uip/uip\\_general\\_resources](https://www.cde.state.co.us/uip/uip_general_resources)
- **Facilitated Board Training for School Improvement, EASI board service.**  
<https://www.cde.state.co.us/fedprograms/facilitatedboardtraining>
- **SchoolView, CDE Data Tools/Resources:**  
<https://www.cde.state.co.us/schoolview>

# Other CDE Conference Sessions

- **Educational Accountability 101: Overview & Updates.**  
Thursday, 1:15pm-2:15pm, Colorado Hall D
- **Educational Accountability 201: A System Retrospective.**  
Friday, 9:15-10:15, Colorado Hall B
- **Finding your Focus: Leveraging Local & State Data.** Friday, 2pm-3pm, West CD
- **Designing Stakeholder Engagement to Drive Effective Board Governance.**  
Saturday, 1:20-2:30, West AB

