



# Friend Public Schools

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2023-2028 DISTRICT STRATEGIC PLAN

Derek Anderson, Superintendent of Schools

# FRIEND PUBLIC SCHOOLS

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# FRIEND PUBLIC SCHOOLS

Derek Anderson

Superintendent

# BOARD OF EDUCATION

Jamie Tuttle, President

Tyler Bartels

Tiffany Shonerd

Scott Spohn

Nancy Vossler

Megan Weber





## Introduction

This strategic plan is a recognition by the Friend Public Schools' Board of Education that its mission requires not only the commitment and contributions of the teachers, administrators, and staff of FPS, but also the commitment and contributions of our district's internal and external stakeholders: parents, students, community leaders, and citizens of our community. We all have a stake in the success of FPS and we should all have the opportunity to help shape the idea of what success looks like for our district. Therefore, it was central to this entire strategic planning process that we engage all stakeholder groups.

We would like to thank members of the Strategic Overview Committee for their considerable contributions to the creation of this strategic plan.

### Friend Public Schools

#### Strategic Overview Committee

##### Administration

Derek Anderson  
Elizabeth Stutzman

##### Board Members

Nancy Vossler  
Tyler Bartels  
Scott Spohn  
Megan Weber  
Tiffany Shonerd

##### Other Members:

Paul Martin, Teacher  
Abby Brandt, Teacher  
Jay Hitchcock, Teacher  
Amy Wiese, Teacher  
Christy Svehla, Parent

Justin Kirchoff, Parent  
Jen Stutzman, Parent  
Jordan Lawver, Student  
Shelby Steyer, Student





## Strategic Process

Working with facilitators from the Nebraska Association of School Boards, we established a Strategic Overview Committee comprised of board members, administrators, teachers, students, parents, and community leaders. The Strategic Overview Committee reexamined our district mission and beliefs for our future and helped guide the strategic planning process. We conducted a community focus group meeting to engage parents, patrons, and business leaders utilizing online surveys. Internal stakeholders were also engaged in the need's assessment including the board of education, administrators, certified staff, classified staff, parents, and students. We asked all of these groups to share their thoughts, ideas, and concerns about the district. We listened.

This process allowed us, as a community, to closely examine where we are now as a district. We examined our strengths, but also had frank conversations about what our most pressing needs are today and the challenges we are sure to face in the days ahead. To be clear, while we reaffirmed that we have much to be proud of in our district, we also learned that we have many areas in which we must improve if we are to fulfill our mission.

Because all of us – the Friend Public Schools' board, administrators, teachers, and staff – are committed to doing all we can to improve our district, we used those identified areas of need to form the structure of this strategic plan. These are the priorities we have set for our district for the next three years. The effort to address these priorities – by setting goals, defining specific strategies, and completing concrete actions – will inform much of what the district does over the next three years. Methodologies employed in individual classrooms, programs enacted in buildings, district-wide initiatives implemented by district administration, and policy set by the Friend Public Schools' board will all be influenced by this plan.





## Guiding Principles, Objectives, Strategies, and Performance Indicators

Our process enabled us to identify needs and establish priorities (guiding principles). To have an impact on student learning, however, a strategic plan must include a plan of action for affecting change. In the following strategic plan, each Guiding Principle is further defined in the form of an objective. Each objective state with specificity a goal that, when achieved, will have a direct impact on FPS’s ability to meet our mission. For each objective, strategies have been created that define the action necessary to meet the objective. Each strategy is expressed through manageable and measurable action steps (performance indicators).

### Implementation of the Strategic Plan Phase I

This strategic plan represents our collective resolve to inspire and empower students. The guiding principles, objectives, and strategies set forth below are the building blocks of the path we have laid out to reach the 2023-2028 benchmarks for student learning. Meeting those benchmarks depends on more than just designing a path – we must be dedicated, at every level, to the consistent and effective implementation of the specific strategies and measurable action steps (performance indicators) and work to integrate the strategic plan into the regular operation of the district.

To ensure the success and implementation of the FPS Strategic Plan, district leadership will:

- A. Assign staff to manage and oversee Measures and Objectives
- B. Monitor and assess the implementation, making necessary and appropriate adjustments as needed
- C. Collect evidence to illustrate the progress/success of the implementation of the strategies
- D. Commit resources needed to ensure the progress and success of the plan
- E. Align the plan to the board’s annual calendar and monthly meeting agenda to measure progress and success of the plan
- F. Communicate progress of the plan to internal and external stakeholders annually





## **Strategic Planning Phase II – Strategic Leadership Accountability**

Once the strategic plan has been adopted, superintendent and school administrators will begin implementing strategies. At the end of every year there after the Association will administer a progress analysis to monitor the progress/successes the district has made. The district will continue following the strategic plan, sustaining the strategies where growth has been made and moving forward on other strategies. At the end of year 3 along with the progress analysis, the district will take a deeper dive to assess the impact of the strategic plan related to student learning within the district. Districts will reengage all internal and external stakeholders to gain perspective.

### **Guiding Principles**

The guiding principles highlight the areas FPS will build upon to support the mission and vision of the school district.

### **Objective**

The objective states the area of focus and outcome that FPS will achieve.

### **Strategy**

The strategy provides detail of how the objective will be met

### **Performance Indicator**

The performance indicators identify specific tasks, assignments, or action staff members will follow to realize the stated objective and strategy.

### **Program/Building Level**

The Program/Building Level identifies the point of impact.

### **Responsible**

The assigned responsibility is to ensure progress/success of the Indicator.

### **Target Date**

The Target Date identifies when the indicator is to be assessed for progress and/or a target completion date.



## **Funding**

The Funding identifies an approximate figure for how the program/service will impact district resources.

## **Evidence of Progress**

The Evidence of Progress identifies the action that has been taken to meet the Indicator.

## **Final Steps Remaining**

### **SIT**

The Strategic Implementation Team (SIT) provides accountability and validation of work and progress completed by the assigned staff member.

## **Progress Analysis**

Once the strategic plan has been adopted, superintendent and school administrators will begin implementing strategies. At the end of every year there after the Association will administer a progress analysis to monitor the progress/successes the district has made. The district will continue following the strategic plan, sustaining the strategies where growth has been made and moving forward on other strategies. At the end of year three along with the progress analysis, the district will take a deeper dive to assess the impact of the strategic plan related to student learning within the district. Districts will reengage all internal and external stakeholders to gain perspective.







## Example Snapshot of Strategic Plan Working Document

<b>Priority 1</b>	<b>District Guiding Principle #: Communication</b>				AQuESTT Tenets Aligning to Strategy 1.1: Positive Partnerships, Relationships, and Success; Educator Effectiveness COGNIA: Nebraska Framework: School Improvement Goals:
<b>Objective:</b> To sustain effective and efficient use of resources focused on continuous improvement, expansion and support of student learning, safe and effective learning facilities, and highly effective staff to support our students.					
<b>Strategy 2.1:</b> <i>Creation of a comprehensive facilities plan to address both short-term and long-term goals including, but not limited to, new construction, renovation, and maintenance of facilities and acquiring property to meet the future needs of the district.</i>					<b>Strategy Priority 3</b>
PERFORMANCE INDICATORS	Program, Level, or Bldg.	Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers
2.1(a) Evaluate current facility needs, building utilization, and current/projected enrollment to ensure facilities will accommodate the visionary needs of NASB educational programs and priorities.	District Facilities	Superintendent	<i>The superintendent will identify community members to be part of a community facility committee. This committee will tour the district facilities in May 2022, and will evaluate the 2019 facility study and will adjust to reflect current enrollment, enrollment projections, and building capacities.</i>	<b>December 2022</b>	





**Example Snapshot of Strategic Plan Working Document**

<b>Guiding Principle Priority 2</b>	<b>District Guiding Principle #: District Resources</b>		<p><b>AQuESTT Tenets Aligning to Strategy 2.1:</b> Leadership; Educator Effectiveness; Positive Partnerships, Relationships, and Success  <b>COGNIA:</b> Leadership Capacity Domain; Resource Capacity Domain  <b>Nebraska Framework:</b> Vision and Purpose; Governance and Leadership; Teaching and Learning; Documenting and Using Results; Resource and Support Systems; Stakeholder Communication and Relationships; Commitment to Continuous Improvement  <b>School Improvement Goals:</b></p>		
<b>Objective:</b> To sustain effective and efficient use of resources focused on continuous improvement, expansion and support of student learning, safe and effective learning facilities, and highly effective staff to support our students.					
<i>Strategy 1.1: Increase communication and improve perceptions of district by engaging students, families, employees, and the community.</i>				<b>Strategy Priority 1</b>	
<b>PERFORMANCE INDICATORS</b>	Program, Level, or Bldg.	Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers
1.1(a) Develop a communication plan that supports the district’s efforts to meet its strategic goals.	District Wide	Strategic Implementation Team (SIT)	<i>By the middle of the '22-'23 school year, NASB will have a complete communication plan in place to inform all patrons of the efforts/successes made in the '22-'27 strategic plan by having current and updated email and mailing lists of patrons.</i>	<b>June 2022</b>	



## Friend Public Schools' Mission Statement

Committed to engaging all students, staff, and community to ensure a diverse education through a culture of life-long learning.

## Friend Public Schools' Belief Statements

We believe each individual has value and dignity and is capable of life-long learning.

We believe in sustaining a progressive learning environment that is physically and emotionally safe for learning.

We believe education is a collaborative community responsibility.

We believe every student needs to be invested in all areas of their educational experience.





## Guiding Principle Overview





# GUIDING PRINCIPLES

Careful and collaborative analysis of the data collected through the strategic planning needs assessment process resulted in the identification of a number of priorities. These identified priorities, in turn, informed the creation of several areas of focus that form the structure of the FPS Strategic Plan.

## I. Student Learning Opportunities– Priority 1

Enhancing and expanding learning opportunities, programs, and electives will align with the vision of FPS “**to ensure a diverse education through a culture of life-long learning.**” Comprehensive and diverse learning experiences are critical to student growth. By offering diverse experiences (i.e., AP, HAL, STEM, CTE, non-athletic choices, etc.) students will be able to achieve greater success.

## II. District Resources – Priority 5

We aspire and are committed to providing well-maintained safe buildings and grounds to support an environment in which students can learn and staff can perform effectively. To ensure that we continue to meet this priority, purposeful budget planning, and management will help to sustain financial stability while continuing to improve education throughout the district. We will further invest our resources in meaningful instruction, professional development, technology, and learning opportunities for all students in FPS.

## III. Culture and Connectedness – Priority 4

Creating opportunities for students and staff to establish and maintain a district culture that emphasizes the importance of respect, acceptance, social-emotional, mental health well-being, and school pride is vital to the success of students and staff of FPS.



#### **IV. Curriculum and Instruction – Priority 2**

Relevant curriculum and effective instructional methods are critical to student learning and support the FPS goals and objectives that provides for the needs of all students. Through adopted curriculum, vertical and horizontal alignment, the district promotes effective transitions for students at each grade and level throughout the PK-12 system.

#### **V. Family and Community Partnerships – Priority 3**

Creating the necessary partnerships and shaping the narrative, that emphasizes the importance of the school district to the future of the community, will renew our efforts to model high expectations that inspires excellence and promotes learning for all students. With the partnerships of the community and business leaders, students will be able to participate in job shadowing, mentorships, internships, and more career learning opportunities. To fully engage and empower our staff, community, and partners, FPS must continue to grow and sustain our methods of communication, engagement, and transparency to build trust with partners and the community at large.

#### **VI. Board Governance – Priority 6**

As the board, we will commit resources to support the long-term goals of the school district. Through evaluation, accountability, and policy, we leverage the capacity to ensure the success of our goals. Our collective voice will be represented at the state level by developing a board advocacy committee to tell our district's story.





# PRIORITIZATION SUMMARY

The following list provides the cumulative prioritization (listed top priority to lowest priority) based on the *overall averages* presented in the prioritization report.

## 1) Guiding Principle I: Student Learning Opportunities

1. Strategy 1.3 Continue progress made in Grades K-6 in the Multi-Tiered System of Supports (MTSS) model and increase in Grades 7-12 with fidelity to accelerate academic, career, and social-emotional/behavioral instruction and intervention to prepare and empower students.
2. Strategy 1.2 Expand and integrate High-Ability Learning (HAL) opportunities to challenge identified students to reach goals and potential by advancing their individual academic knowledge, skills, and abilities.
3. Strategy 1.1 Assess and consider expansion and improvement of learning opportunities to support student engagement and preparedness.

## 2) Guiding Principle IV: Curriculum and Instruction

1. Strategy 4.2 Research, study, and consider the current grading system used in Friend Public Schools.
2. Strategy 4.3 Commit and maintain the utilization of data to inform decisions at the classroom, building, and district level.
3. Strategy 4.1 Set high expectations to ensure a diverse learning opportunity vital to the success of students by adopting challenging, creative, and rigorous data-based curriculum and instruction aligned both horizontally and vertically to support the success of students' transitions grade to grade and level to level.
4. Strategy 4.4 Utilize a teacher evaluation system that is aligned to Marzano's Instructional Framework to provide timely and authentic feedback to reinforce growth and identify opportunities to refine professional skills and knowledge.

## 3) Guiding Principle V: Family and Community Partnerships

1. Strategy 5.2 Strengthen family and community participation in student learning and the social-emotional, mental health well-being, and development of students to overcome barriers.



2. Strategy 5.1 Foster a positive working partnership with parents/guardians, employees, and community members to improve and sustain effective and purposeful communications.
3. Strategy 5.3 Increase communication and improve perceptions of FPS by engaging students, families, employees, partners, and the Friend community.

#### **4) Guiding Principle III: Culture and Connectedness**

1. Strategy 3.2 Provide social-emotional and behavioral supports for all students integrated through the Multi-Tiered System of Supports (MTSS) model throughout the entire district to realize the potential and resources accessible to benefit a unified student-centered learning initiative.
2. Strategy 3.4 Cultivate a positive learning culture for staff and administrators through an organized and purposeful professional development plan to support relationships, skills, knowledge, and application of instruction for long-term improvements.
3. Strategy 3.1 Implement a plan that enables administration, staff, and students to connect through a culture that embraces accountability, fairness, diversity, and respect, inspires pride, and promotes learning.
4. Strategy 3.3 Encourage and improve open communication between district/school administration and staff.

#### **5) Guiding Principle II: District Resources**

1. Strategy 2.2 Build district resource capabilities to support internal and external opportunities to grow diverse district offerings such as partnerships, necessary staffing levels, space allocation, and resource expenditures.
2. Strategy 2.1 Provide a safe, and well-maintained learning environment conducive to academic needs and priorities that addresses both short-term and long-term goals including but not limited to expanding/updating/maintaining facilities and grounds.
3. Strategy 2.4 Continue to grow and sustain the Food Service Programs to support student nutrition and academic success.
4. Strategy 2.3 Provide the structure and staffing in each building to ensure that every student is personally connected to the school community and supports the development of the students' academic, social-emotional, and mental health well-being.

#### **6) Guiding Principle VI: Board Governance**

1. Strategy 6.3 Establish effective communication with stakeholders through actively engaging parents, students, staff, and community members with the intent to promote the district's image, build positive working relationships and sustain long-term partnerships that will best serve education.
2. Strategy 6.4 Continuously monitor the progress of district goals utilizing data to support growth and promote shared accountability for maximizing student achievement.
3. Strategy 6.2 Participate in continuous and appropriate training and professional development to build shared knowledge and values.
4. Strategy 6.1 Annually review the district's vision and mission statements, and progress/updates of the strategic plan to support the mission.





<b>Guiding Principle Priority 6</b>	<h2 style="margin: 0;">FPS Guiding Principle VI: Board Governance</h2>	<p><b>AQuESTT Tenets Aligning to Strategy 6.1:</b> Leadership; Positive Partnerships, Relationships, and Success</p> <p><b>Nebraska Framework:</b> Vision and Purpose; Governance and Leadership; Stakeholder Communication and Relationships</p> <p><b>School Improvement Goals:</b> To develop and adopt a methodology to review, update and define Board Policy to support district protocol and procedures. To ensure fiscal accountability and efficiency to support a quality education for the students of FPS.</p>
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**Objective:** To ensure the mission and vision of Friend Public Schools aligns to the goals, community expectations, and outcomes utilized to measure improved learning for all students.

***Strategy 6.1:** Annually review the district’s vision and mission statements, and progress/updates of the strategic plan to support the mission.*

**Strategy Priority**

PERFORMANCE INDICATORS	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers
6.1(a) Include stakeholders and the community in the development and revisions of the district’s mission, vision, and strategic plan.				
6.1(b) Align the mission and vision to drive planning, decision- making, and evaluation of district operations and progress.	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers
6.1(c) Adopt a strategic plan or district goals to support the progress and growth of student learning.	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers
6.1(d) Align board agenda discussion and action items to the strategic plan.	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers
6.1(e) Continually monitor the progress and success of the strategic plan and hold the superintendent accountable to providing timely and purposeful updates.	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers
6.1(f) Consistently complete a board self-assessment	Group/Committee Responsible	Action Plan/	Target Date	Performance



to measure progress and success of the board standards and governance.		SMART Goal		Indicator Barriers

<b>Guiding Principle Priority 6</b>	<b>FPS Guiding Principle VI: Board Governance</b>	<b>AQuESTT Tenets Aligning to Strategy 6.2:</b> Leadership <b>Nebraska Framework:</b> Governance and Leadership; Commitment to Continuous Improvement
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**Objective:** To ensure the mission and vision of Friend Public Schools aligns to the goals, community expectations, and outcomes utilized to measure improved learning for all students.

**Strategy 6.2:** *Participate in continuous and appropriate training and professional development to build shared knowledge and values.*

**Strategy Priority**

PERFORMANCE INDICATORS	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers
6.2(a) Regularly participate in NASB board development opportunities.				
6.2(b) Participate in professional development regarding board- superintendent relations that will lead to mutual trust, teamwork, and clear communications between the board and superintendent.	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers
6.2(c) Evaluate the effectiveness of the board professional development opportunities.	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers



**Guiding  
Principle  
Priority 6**

**FPS Guiding Principle VI:  
Board Governance**

**AQuESTT Tenets Aligning to Strategy 6.3:** Leadership; Positive Partnerships, Relationships, and Success  
**Nebraska Framework:** Governance and Leadership; Stakeholder Communications and Relationships; Commitment to Continuous Improvement

**Objective:** To ensure the mission and vision of Friend Public Schools aligns to the goals, community expectations, and outcomes utilized to measure improved learning for all students.

**Strategy 6.3:** *Establish effective communication with stakeholders through actively engaging parents, students, staff, and community members with the intent to promote the district's image, build positive working relationships and sustain long-term partnerships that will best serve education.*

**Strategy Priority**

<b>PERFORMANCE INDICATORS</b>	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers
6.3(a) Engage the community to build understanding and support for public education and the school district.				
6.3(b) Seek input from internal and external stakeholders (i.e., administrators, certified and classified staff, parents, students, community members, and business leaders) when setting goals.	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers
6.3(c) Maintain a cohesive communications plan to inform and educate the community on district issues.	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers
6.3(d) Ensure that a district report is provided to patrons annually.	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers



<p><b>Guiding Principle Priority 6</b></p>	<p><b>FPS Guiding Principle VI: Board Governance</b></p>		<p><b>AQuESTT Tenets Aligning to Strategy 6.4:</b> Leadership  <b>Nebraska Framework:</b> Vision and Purpose; Governance and Leadership  <b>School Improvement Goals:</b> To develop and adopt a methodology to review, update and define Board Policy to support district protocol and procedures. To ensure fiscal accountability and efficiency to support a quality education for the students of FPS.</p>	
<p><b>Objective:</b> To ensure the mission and vision of Friend Public Schools aligns to the goals, community expectations, and outcomes utilized to measure improved learning for all students.</p>				
<p><b>Strategy 6.4:</b> <i>Continuously monitor the progress of district goals utilizing data to support growth and promote shared accountability for maximizing student achievement.</i></p>				<p><b>Strategy Priority</b></p>
<p><b>PERFORMANCE INDICATORS</b></p>	<p>Group/Committee Responsible</p>	<p>Action Plan/ SMART Goal</p>	<p>Target Date</p>	<p>Performance Indicator Barriers</p>
<p>6.4(a) Engage in discussion related to the state standards and district assessments.</p>				
<p>6.4(b) Sustain an adopted curriculum review policy to require scheduled review and updates of district curriculum in all curricular areas.</p>	<p>Group/Committee Responsible</p>	<p>Action Plan/ SMART Goal</p>	<p>Target Date</p>	<p>Performance Indicator Barriers</p>
<p>6.4(c) Review student achievement data to support the identification of priorities and allocation of resources.</p>	<p>Group/Committee Responsible</p>	<p>Action Plan/ SMART Goal</p>	<p>Target Date</p>	<p>Performance Indicator Barriers</p>
<p>6.4(d) Review data to monitor and assess the progress of student learning.</p>	<p>Group/Committee Responsible</p>	<p>Action Plan/ SMART Goal</p>	<p>Target Date</p>	<p>Performance Indicator Barriers</p>
<p>6.4(e) Promote continuous staff development and mentoring to support a highly effective staff.</p>	<p>Group/Committee Responsible</p>	<p>Action Plan/ SMART Goal</p>	<p>Target Date</p>	<p>Performance Indicator Barriers</p>
<p>6.4(f) Seek input from staff to develop and grow instruction and learning.</p>	<p>Group/Committee Responsible</p>	<p>Action Plan/ SMART Goal</p>	<p>Target Date</p>	<p>Performance Indicator Barriers</p>



6.4(g) Evaluate the monitoring processes implemented.	Group/Committee Responsible	Action Plan/ SMART Goal	Target Date	Performance Indicator Barriers

Strategic Leadership Accountability				
GUIDING PRINCIPLE VI: BOARD GOVERNANCE	(5) Accomplished This strategy has been realized and is sustainable.	(3) Progressing Some measurable progress has been made, but this strategy has not been fully realized.	(1) Developing This strategy has not been initiated.	(0) Unmet This strategy has not been addressed.
STRATEGY	End of Year 1: Evidence of Progress (embed hyperlinks to data, documents, presentations, reports, etc.)	End of Year 2: Evidence of Progress (embed hyperlinks to data, documents, presentations, reports, etc.)	End of Year 3: Evidence of Progress (embed hyperlinks to data, documents, presentations, reports, etc.)	
<b>6.1:</b> Annually review the district’s vision and mission statements, and progress/updates of the strategic plan to support the mission.	0	0	0	
<b>6.2</b> Participate in continuous and appropriate training and professional development to build shared knowledge and values.	0	0	0	



<p><b>6.3:</b> Establish effective communication with stakeholders through actively engaging parents, students, staff, and community members with the intent to promote the district's image, build positive working relationships and sustain long-term partnerships that will best serve education.</p>	0		0		0	
<p><b>6.4</b> Continuously monitor the progress of district goals utilizing data to support growth and promote shared accountability for maximizing student achievement.</p>	0		0		0	





## NASB Strategic Planning Service

**Next Steps:** *Following the presentation of the District Needs Analysis and Strategic Plan Framework, the board may expect that:*

### **\*District Administration/Board Responsibilities**

### **\*NASB Board Leadership Responsibilities**

- 1) Association staff (Kari Stephens) will embed the final Strategic Plan into the working template along with the administrative Prioritization results and forward for board approval.
- 2) **Board will take action in a regular board meeting to adopt the District Strategic Plan. [Timeline: Next Regular Board Meeting]**
- 3) **Board and Administration will re-engage SOC and present the adopted plan.**
- 4) **Administration will assign Priorities to the responsible administrator/building/districtwide.**
- 5) **Administration or Association** will embed the strategic plan goals into SPARQ Meetings and the Board's Annual Board Calendar.
- 6) Association staff (Kari Stephens) will forward the Strategic Implementation Team (SIT) criteria.
- 7) Association staff (Marcia and/or Kari) will conduct a conference call with the Superintendent and Board President to review the progress analysis process and Strategic Implementation Team (SIT) criteria.
- 8) **Board and Administration will align board agenda to monitor and assess monthly progress-success of the Strategic Plan.**
- 9) Association staff will administer a Progress Analysis Survey to administrators at the end of the first, second, and third year of the strategic plan work. A report will be presented to the board following each Progress Analysis.
- 10) Association staff at the end of year three, four, or five, will administer a comprehensive Progress Analysis and initiate the engagement of stakeholders for the purpose of updating the strategic plan (Phase II).

**Questions, please contact Marcia Herring or Kari Stephens at NASB 1.800.422.4572 or via cell phone 979.450.8228.**

