

ANCHORAGE SCHOOL DISTRICT
ANCHORAGE, ALASKA

ASD MEMORANDUM # 63 (2011-2012)

September 12, 2011

TO: SCHOOL BOARD

FROM: GRETCHEN GUESS, PRESIDENT

SUBJECT: ADOPTION OF SCHOOL BOARD'S 2011-2012 STRATEGIC
INITIATIVES AND ANNUAL BOARD PROJECTS

RECOMMENDATION:

The School Board approves the attached 2011-2012 Strategic Initiatives and Annual Board Projects.

PERTINENT FACTS:

Based on past board work, in the spring of 2011, the school board embarked on creating a vision to create a high performing district. This work started with specific district board training by the Center for Reform of School Systems, continued through board work sessions of rich and robust discussion, and is now finalized in a document reflecting the 2011-2012 Strategic Initiatives and Annual Board Projects. This document is part of whole picture including our visioning and performance measures.

Regarding strategic initiatives, it is the board's intent that each spring, after board elections and reorganization and before the start of the fiscal year, the board and superintendent will work together to confirm and set strategic objectives, major tactics, and board liaison based on resources and priorities. These initiatives will be rolling, recognizing that strategic initiatives often take more than one year to complete. As such, each year some objectives will be initiated, in process, discontinued or completed. Additionally, once an initiative is to implementation, it will move from board governance to superintendent management. The board may request at this time implementation updates.

Regarding board projects, as a course of action, the superintendent and board have operational and policy matters to address each year. These projects are in addition to strategic initiatives. The following are known board projects for 2011-12. The superintendent and the board will discuss each year those programs being implemented, and any programs where the board would desires an update.

Attachment

Prepared and Approved by: Gretchen Guess, School Board President

Strategic Initiatives

1. Develop a district long-range fiscal plan

Purpose: To create a district fiscal plan based on our fiscal process that on an on-going basis identifies future financial gaps, expense risks, and short and long-term goals to closing the gap.

Start Year: 2010-11

Estimated End Year 2012-13

Board liaison: Board President (Gretchen G)

Major tactics	Date	Status
Develop six year financial gap analysis	2010-2011	Complete
Create financial/fiscal model	2011-2012	
Identify short and long term principles	2011-2012	
Finalize plan and make process operational	2013-2014	

2. Develop a value-based budgeting system

Purpose: To identify the relative value and importance of all ASD programs and services to establish a comparability evaluation and standards for funding allocation. Is part of the fiscal planning.

Start Year: 2010-11

Estimated End Year 2013-14

Board liaison: Budget committee (Crystal K, Chair)

Major tactics	Date	Status
Develop initial process	2010-2011	Complete
Refine department reporting tool	2011-2012	
Determine external benchmarks	2011-2012	
Finalize Process	2013-2014	

3. Review of math curriculum

Purpose: To conduct effectiveness reviews of the K-8 math, and take actions on those reviews as needed, of the effectiveness of the math curricular

Start Year: 2010-11

Estimated End Year 2012-13

Major tactics	Date	Status
CGCS K-12 math review to board	Spring 2011	Complete
Math implementation response from administration	Fall 2011	Complete
Determine math curriculum next steps	Fall 2011	

Board liaison: Board President (Gretchen G)

4. Career/Technical and Vocational Comprehensive Plan

Purpose: To develop a comprehensive plan to address obstacles to expanding career, technical and vocational programs in middle and high schools. Is part of the fiscal planning.

Start Year: 2010-11

Estimated End Year 2011-12

Major tactics	Date	Status
Determine obstacles	2010-11	Complete
Receive additional CTVE state funds	Fall 2011	Complete
Present five-year CTVE plan for approval	Winter 2012	In progress

Board liaison: CTVE Committee (Pat H, Chair)

5. Develop a comprehensive model for staff evaluation based on classroom effectiveness

Purpose: To develop a comprehensive model for evaluation of classroom effectiveness, explicitly incorporating student achievement data and other evidence of academic outcomes, in the evaluation of instructional staff.

Start Year: 2010-11

Estimated End Year 2013-14

Major tactics	Date	Status
Initial report to board	Fall 2011	Complete
Mid-year report and work session	Winter 2012	
Adopt new performance standards	May 2012	

Board liaison: Board President (Gretchen G)

6. Develop improvements in bond and capital improvement plans

Purpose: To review and development improvements in the district's bond approach and Capital Improvement Plan. Is part of the fiscal planning.

Start Year: 2010-11

Estimated End Year 2011-12

Major tactics	Date	Status
Increase deposits to a greater level construction fund	Spring 2011	Complete
Meet with School Bond Yes	August 2011	Complete
Evaluate changes in bond, CIP, CRAC process	Fall Retreat 2011	
Examine legislative alternatives for major maintenance	Fall 2011	In progress

Board liaison: Board President (Gretchen G)

7. Response to Instruction system

Purpose: Implement a district-wide system that supports adjustments in reading and math instruction to meet the needs of each student. Given its importance and complexity, the board will monitor implementation for the first year.

Start Year: 2010-11

Estimated End Year 2011-12

Major tactics	Date	Status
Develop program and plan	2010-11	Complete
Mid year report	Winter 2012	
End of year report	May 2012	

Board liaison: Board President (Gretchen G)

8. Management Review

Purpose: To conduct an administrative review and implement any needed subsequent board actions. Is part of the fiscal planning.

Start Year: 2011-12

Estimated End Year 2011-12

Major tactics	Date	Status
CGCS Administration review to board	Spring 2012	In progress

Board liaison: Audit Committee (Pat H)

9. Review and prioritize Native education services

Purpose: To review and prioritize, with the Native community, Native education services to ensure efficient and effective use of all funds in line with the Native communities' priorities for students. Is part of the fiscal planning.

Start Year: 2011-12

Estimated End Year 2012-13

Major tactics	Date	Status
Develop team and approach with the Native community	Fall 2011	In progress
Mid-year report	Winter 2012	
End-year report and next steps	Spring 2012	

Board liaison: Jeannie Mackie

10. Enhanced effectiveness of board communications

Purpose: To development and implement a board and district comprehensive communication and engagement plan in which the outcome is informed parents and community

Start Year: 2011-12

Estimated End Year 2011-12

Major tactics	Date	Status
Develop comprehensive board plan	Fall 2011	

Board liaison: Board President (Gretchen G)

11. Partnership and merging of services with MOA

Purpose: To work with the Municipality on partnerships and merging of services to more effectively serve all residents. Is part of the fiscal planning.

Start Year: 2010-12

Estimated End Year 2012-13

Major tactics	Date	Status
Offer possible areas to start consolidation	2010	Complete
Respond collaboratively to MOA ideas	On-going	
Determine process to collaborate	2011-12	

Board liaison: Board President (Gretchen G)

2011-12 Board Projects

- Special Board Projects
 - Conduct a superintendent search
 - Implement measures for the board's work to be more electronic

- Annual Projects
 - Finalize a balanced 2012-13 budget
 - Determine 2012 bond requests

- Audit Schedule (known to date)
 - Management Audit (discussion in strategic initiatives)
 - Procurement policy review/audit
 - Food Service/Nutrition Audit

- 2011-12 New or Review of Policies (known to date).
 - Review and update high school graduation requirements
 - Create a public process for construction projects which will impact neighborhoods
 - Review and update the wellness policy
 - Review and update the Multicultural Education Concerns Advisory Committee
 - Finalize the education specifications for schools