East Central School District

2011-2015 Strategic Plan

July 14, 2011

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Process Background

How was the draft plan developed?

The East Central School District 2580 initiated a strategic planning process in February 2011 (See Appendix A - p.14 for process details). Specific objectives included the following:

Phase 1: ***Gathering*** **STAKEHOLDER INPUT** Focus groups were conducted for District stakeholders including parents, students, community citizens, teachers, staff, board members, leaders of key organizations and all others that have a stake in the district's future. The feedback was gathered using the following meetings and mechanisms:

- Meeting 1: Professional Learning Community Focus Group April 6, 2011
- Meeting 2: Community Focus Group - PreK-12 Building April 11, 2011
- Meeting 3: Community Focus Group - Askov Community Center April 12, 2011
- Meeting 4: Community Focus Group - Audubon Center April 14, 2011
- Meeting 5: Community Focus Group - Sandstone Golf Course - April 19, 2011
- Meeting 6: Community Focus Group - Duxbury Store - April 20, 2011
- Meeting 7: Community Focus Group - Duquette Town Hall - April 20, 2011
- Meeting 8: Leadership Team Focus Group - May 25, 2011
- Meeting 9: Custodial and Kitchen Staff Focus Group - May 25, 2011
- Meeting 10: Student Focus Group - June 25, 2011
- Meeting 11: Para-professionals Focus Group - May 25, 2011
- Meeting 12: Secretarial Staff Focus Group - May 25, 2011
- Meeting 13: Community Survey Responses – April – June 2011

Phase II: ***Setting*** **SERVICE DIRECTIONS**: Identified a strategic plan for District growth and development including the following:

- Practical Vision: Identify 3-5 year goals and desired outcomes
- Priority Strategies: Determine 2-3 year strategic directions needed to achieve the vision
- Action Roadmap: Develop steps, roles, measures and steering mechanisms to implement the strategies

Following the stakeholder input activities, over 30 participants representing District students, parents, teachers, staff and administrators gathered July 14, 2011 for a day-long "retreat for the sake of advance." The work session developed draft 3-5 year goals and 1-2 year priority strategies to guide District development.

This is a working draft of the East Central 2011-2015 Strategic Plan.

Plan-At-A-Glance

Mission

Every Student, Every Day!
East Central Public School, in partnership with families and community, is dedicated to achieving educational excellence by developing in all students the confidence, knowledge, and responsibility to succeed.

1-2 Year Strategies

Effective EDUCATION for all students

Strategy A:
Develop
A comprehensive advanced program

Strategy B:
Utilize
Data-driven systems to assure student success

Strategy C:
Develop
District diversity awareness and practices

Supportive RELATIONSHIPS and RESOURCES

Strategy D:
Establish
A system of communication

Strategy E:
Establish
Active community outreach

Strategy F:
Implement
Proactive financial and resource management

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3-5 Year Goals

Goal A:
High-quality opportunities for LIFE-LONG EDUCATION
East Central will be a home which fosters life-long learning including such things as excellence and rigor at all levels, college readiness, career development and adult education opportunities.

Goal B:
Welcoming center of a DIVERSE COMMUNITY
East Central will be a community school - a center that celebrates, embraces and fosters diversity of all learners and contributions of the greater community.

Goal C:
Proactive and inclusive COMMUNICATION SYSTEM
East Central will establish and maintain a multi-faceted communication system that maximizes the sharing of information and multi-directional dialogue by all – parents, teachers, students, support staff and community members!

Goal D:
Supportive and sustainable FINANCIAL FOUNDATIONS
East Central will establish a fiscally sustainable plan that incorporates a balanced budget and community support.

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Current Status

What are current advantages, challenges and needed directions?

The following is a summary of the key themes identified in pre-planning stakeholder input:

Advantages

The Service CUSTOMER advantages related to current/potential students, parents and community

A. Great student body – spirited, positive and engaged students (5 comments)
B. Parent and community involvement in school support activities (6 comments)
C. Increased school promotion efforts (2 comments)
D. Potential for future economic development in the area (1 comment)

The Service STRATEGY advantages related to basic education mission, programs and services

E. Many good programs and departments (13 comments)
F. Many good teachers that relate well to each student and use teaching methods that make a difference (20 comments)
G. Effective education strategies in the elementary school (4 comments)
H. Improvements in curriculum and differentiated instruction (4 comments)
I. Education support for students that need special help (6 comments)
J. Opportunities for extra-curricular activities - athletic and art programs (6 comments)
K. Use of technology to enhance learning (1 comment)
L. Scheduling improvements for the school year and week (5 comments)

The Service SYSTEMS advantages related to delivery support processes and resources

M. Safe, spirited and welcoming school environment for students and parents (10 comments)
N. Improved student discipline systems (7 comments)
O. Building and facilities support school and community activities (9 comments)
P. Improved focus, direction and accountability (4 comments)
Q. Progress implementing the SIC grant and school improvement plans (6 comments)
R. Focusing on decision-making based on data (2 comments)
S. Proactive efforts to increase or effectively use funds and resources (7 comments)

The Service PEOPLE advantages related to teachers, staff and administrators

T. Needed new staff positions added (11 comments)
U. Good staff, both teachers and other service staff (4 comments)
V. Structured staff development activities and opportunities (4 comments)
W. Collaborative leadership approach to school/district administration (5 comments)

Current Status Continued

What are current advantages, challenges and needed directions?

Challenges

The Service CUSTOMER challenges related to current/potential students, parents and community

A. Students falling behind in academic performance due to attendance, life challenges, etc. (13 comments)
B. Need for more parent involvement to support their students and school operations (11 comments)
C. Need to increase school/staff connection and visibility in the community (2 comments)
D. District size and travel time negatively impacts enrollment and student activities (4 comments)
E. Enrollment competition requires more proactive promotion (8 comments)
F. Living with the challenges of being a rural district (3 comments)

The Service STRATEGY challenges related to basic education mission, programs and services

G. Gaps in academic options and important activities (23 comments)
   Overall availability of programs and choices
   Better connection between programs
   Music programs
   Reading and English programs
   Gifted and advanced programs
   Vocational and life skills programs
   Other programs
H. Need support processes for all students to reach their potential at all levels of development and readiness (20 comments)
I. Issues with increasing class sizes and class "levels" assignments (5 comments)

The Service SYSTEMS challenges related to education delivery processes and resources

J. Need to enhance sense of school cohesiveness and relationships (6 comments)
K. Inconsistent enforcement of school behavior policies (8 comments)
L. Need for better internal communication, coordination and relationships (11 comments)
M. Questions, confusion and morale effects of constant and major changes (11 comments)
N. Fluctuating, ambiguous and decreasing financial resources (8 comments)
O. Unclarity about decision-making process and priorities (3 comments)

The Service PEOPLE challenges related to teachers, staff and administrators

P. Changes and increases in staff duties, roles and workloads (10 comments)
Q. Concerns related to human resources processes (4 comments)

Current Status Continued

What are current advantages, challenges and needed directions?

Directions

The Service CUSTOMER directions related to current/potential students, parents and community

A. *Promote* the school in the community and actively work to increase enrollment (16 comments)
B. *Foster* more parent involvement (8 comments)

The Service STRATEGY directions related to basic education programs and services

C. *Diversify* program opportunities to provide options for all students (45 comments)
   High standards and well-rounded education for all
   Specific program suggestions:
   Advanced level options
   Expand community education
   Online classes and use of technology in education
D. *Increase* individual planning, resources and support for student success (24 comments)
   Foster goal-directed students
   Structure student tracking and support
   Match students with appropriate education support and resources
   Improve detention policies and process
   Address attendance issues
   Assure test readiness
   Enable students to progress through levels
E. *Manage* class make-up and sizes to support student learning (4 comments)
F. *Continue* to improve class scheduling to better meet students' degree requirements (5 comments)
G. *Find* ways to make a large district work for students (3 comments)

The Service SYSTEMS directions related to education delivery processes and resources

H. *Increase* school spirit and sense of community (6 comments)
I. *Identify and clarify* individual responsibilities and expectations for school behavior (5 comments)
J. *Assure* important school services that support student safety, health and well-being (17 comments)
   Student transportation
   Food and nutrition services
   School safety and order
K. *Expand* the use of technology to enhance all aspects of school operations (7 comments)
L. *Intensify* involvement, communication and collaboration between all - staff and students (10 comments)
M. *Clarify and improve* job roles, responsibilities and personnel support processes (5 comments)
N. *Institute* effective decision-making to assure a unified direction and clear priorities (7 comments)
O. *Develop* education resources (5 comments)

The Service PEOPLE directions related to teachers, staff and administrators

P. *Develop* across-the-board teacher effectiveness and innovation (9 comments)
Q. *Continue* intentional and regular staff development (8 comments)

Strategic Assessment

How are we positioned for the future?

After reviewing the stakeholder input, planning retreat participants identified key threats and opportunities to consider in developing a strategic road map for the district:

Threats:

What are existing or potential threats to consider in planning for continued district effectiveness?

Planning session discussion comments and conclusions:

- Funds – we could be buried when the SIC resources disappear
- Lack of buy-in of stakeholders and possibilities for sabotage
- We don't have a lot of time to do the rights things
- Student enrollment – having enough options to attract kids and then having enough kids to fill all classes
- How do we keep our kids here with all the competition between public schools, private schools, home schools?
- Needs of families will increase with no economic boon ahead – something we need to be aware and mitigate but cannot control
- Increase in drug use
- District size, family needs and funding are related but also issues to address separately
- District size and transportation issues have a huge impact on family involvement and communication

Opportunities:

What are existing or potential opportunities to leverage in district development?

Planning session discussion comments and conclusions:

- There are funds available for the type of needs our students have
- Technology could solve many rural district challenges
  - Help address access and education issues
  - Infrastructure is in place
  - Help in collecting real, meaningful data, daily information
  - Could even provide on-line classes for home schooling
  - Etc.
- Cooperation, consolidation, combination is a key to effectiveness (e.g. for band schools could combine and anchor various areas of expertise
- Maintaining the preferred, distinctive competences in elementary, band, sports
- High-quality, uniquely-trained teachers and staff
- Have a building!!! Many don't know it is here. The idea was that "if we build it they will come." Now let's let people know it is here!
- Massive opportunity to promote ourselves
- We are identifying needs
- Intentionally making changes and making progress

3-5 Year Goals

What are the "ends" worth striving for? What do we want/need to put in place?
What are the success measures of a "successful District?"

Goal A: High-quality opportunities for LIFE-LONG EDUCATION ***East Central will* be a home which fosters life-long learning including such things as excellence and rigor at all levels, college readiness, career development and adult education opportunities.**	
Related Goals: - A multi-faceted approach and focus on academic rigor and excellence in all students - Be the college and career preparatory school of excellence - Increase opportunities and rigor of academic offerings and activities - Hone-in all learners' strengths and uniquenesses (we're all learners) - Encourage ownership of responsibility of learning	*3-5 Year Success Measures:* ❖ Each department has at least one CIS/AP course ❖ Active tracking and communication with alumni

Goal B: Welcoming center of a DIVERSE COMMUNITY ***East Central will* be a community school - a center that celebrates, embraces and fosters diversity of all learners and contributions of the greater community.**	
Related goals: - Serve as a stabilizing force for our customers and families - Strong parent/community involvement in District - Awareness/understanding of cultural backgrounds, traditions, poverty and other realities of the community - Promote an open, accepting school and student culture - less cliques and drama - Be the school where people want to be - Become a center of the community - Use technology to enhance communication, course offerings, AP - Reduce transportation time for students	*3-5 Year Success Measures:* ❖ Increased us of websites (#'s of hits) ❖ Increased used of questionnaires to track use/value of communication system

Goal C: Proactive and inclusive COMMUNICATION SYSTEM ***East Central will* establish and maintain a multi-faceted communication system that maximizes the sharing of information and multi-directional dialogue by all – parents, teachers, students, support staff and community members!**	
Related goals: - Dissemination of information and ideas throughout the District and community - Use of technology to enhance communication, course offerings, AP, etc. - Make communication on all levels a priority - parents, staff, community, students - Multi-directional dialogue accessible to all - Encouraging ownership of responsibility for communication by everyone - Communication at/on all levels and all timeframes - Systematic customer feedback	*3-5 Year Success Measures:* ❖ Active volunteer system in place with effective coordination of tasks, computer support, parent room and – volunteers! ❖ All staff understand the cultural, racial and other dimensions of District community diversity

Goal D: Supportive and sustainable FINANCIAL FOUNDATIONS ***East Central will* establish a fiscally sustainable plan that incorporates a balanced budget and community support.**	
Related goals: - Maintenance of healthy fiscal operations - Community partnerships in school support and resources - Revenues and costs in balance	*3-5 Year Success Measures:* ❖ Not in SOD (Strategic Operating Debt) Operating after support grants are done ❖ Reserve fund in place

1-2 Year Priority Strategies

What actions, initiatives and major steps are needed to implement/achieve the goals in the next 1-2 years?

Effective EDUCATION for all students

***A. Develop* a comprehensive advanced education program** See Action Plan on page 11

1. *Increase* advanced academic offerings - programs, courses and assignments
2. *Diversify* course choices with more languages, vocational options, co-curriculars, online classes, etc.
3. *Offer* academic enrichment programs for all students embedded in the school day
4. *Encourage* and incent student dedication to academics

Draft Success measures:

- Get off the State watch list!

***B. Utilize* data-driven systems to assure student success** See Action Plan on page 11

1. *Systematize* ongoing evaluation of education delivery - curriculum, teaching, class sizes and scheduling
2. *Build* teaching excellence through training, mentoring and collegial alliances

Draft Success measures:

- Course evaluations show improvement

***C. Develop* District diversity awareness and practices** See Action Plan on page 11

1. *Identify and promote* the uniqueness and diversity of district culture and backgrounds
2. *Increase* staff awareness of district community and student needs and issues
3. *Assure* strong staff support and high expectations for all students

Draft Success measures:

- Organized and active student group
- Actively including all students in all activities
- Identified the District's diversity and cultural profile and have staff awareness

Note: See Appendix B pp.15-17 for more details on suggested actions to implement strategic directions

1-2 Year Priority Strategies Continued

What actions, initiatives and major steps are needed to implement/achieve the goals in the next 1-2 years?

Supportive RELATIONSHIPS and RESOURCES

***D. Establish* a system of communication for students, teachers, parents and community** See Action Plan on page 12

1. *Develop* an improved system for basic school information
    - Update and expand the website
    - Set up needed hotlines
    - Enhance effective mass-messaging with TIES, billboards, etc.
    - Utilize appropriate social media tools
2. *Improve* interactive communication methods for students and all learners
3. *Enhance* parent and family information, interaction and involvement ;
4. *Set up* community Information channels and networking to increase awareness and support

Draft Success measures:

- ❖ Quarterly newsletter that goes out to all District residents and is multi-faceted in its information – news and views

***E. Establish* active community outreach through events, services and ongoing interaction** See Action Plan on page 12

1. Host family-focused events to deepen district-community relationships
2. Provide learning and assistance service for the community
3. Market and promote to increase enrollment
4. Seek community support to enrich district education and effectiveness

Draft Success measures:

- ❖ Making progress on bullying
- ❖ Active parent/community advisory groups
- ❖ System for reaching out to all parents in place

***F. Implement* proactive and sustainable financial and resource management** See Action Plan on page 12

1. *Utilize* a participative and transparent budgeting process to sustain needed programs and staff
2. *Develop* a plan and process for developing grants and new revenues
3. *Collaborate* with surrounding districts for cost-effective solutions
4. *Build* and maintain a robust reserve fund

Draft Success measures:

- ❖ Successfully obtained grants
- ❖ Increased tapping into building and mini grants
- ❖ Referendum/One-Day Bonds passed

Note: See Appendix B pp.15-17 for more details on suggested actions to implement strategic directions

Appendices:

- **Appendix A: Planning Process Description**..... 14
- **Appendix B: Priority Directions Details**……..... 15

Appendix A: Planning Process Description

OBJECTIVE:
The East Central School District 2580 initiated a strategic planning process in February 2011. Consultant Mirja Hanson was retained to facilitate the planning. A Strategic Planning Committee representing key District constituencies was called together by the Superintendent to advise and coordinate the process. Specific objectives include the following:

I. ***Seek* Stakeholder Input**: Conduct and document focus groups for District stakeholders including parents, students, community citizens, teachers, staff, board members, leaders of key organizations and all others that have a stake in the district.

II. ***Set* Service Directions**: Identify a strategic plan for District growth and development including the following:
- Practical Vision: Identify 3-5 year goals and desired outcomes
- Priority Strategies: Determine 2-3 year strategic directions needed to achieve the vision
- Action Roadmap: Develop steps, roles, measures and steering mechanisms to implement the strategies

KEY ACTIVITIES:

A. Process Initiation **February - March**

Step 1: *Initiate* the Planning Process
Conduct a meeting with the Leadership Team to:
1) *specify and finalize* the steps, participants and timing of the planning process
2) *identify* information that needs to be gathered to inform decision-making about future directions and
3) *determine* the most effective ways to let all District stakeholders about the intents and steps of the planning process and opportunities for participation.

Step 2: *Gather* Planning Information
Collect, review and prepare key information for use in the planning process including:
- All the current data and reports about the status of District
- Recent surveys or input regarding District activities and services
- Existing, "living" plans that the District has developed and is committed to implementing and
- Any other information that needs to guide and inform decisions about the future.

B. Stakeholder Input **April - June**

Step 3: *Seek* Stakeholder Input
Conduct and document focus groups to gather input about the strengths, challenges and directions for the District from a wide variety of stakeholders.

Step 4: *Develop* an Input Summary
Compile and synthesize the input from the focus groups in a report to be used for strategic planning.

C. Service Directions **July - August**

Step 5: *Conduct* a Planning Retreat
Conduct a strategic planning retreat for the up to 40 people representing all District interest and groups. The planning group will review the stakeholder input and develop draft strategies for the District.

Step 6: *Develop* an Action Roadmap
Conduct a half-day work session with all those responsible for implementing the Strategic Plan to create a coordinated implementation action plan that identifies the steps, roles, measurable outcomes and timelines required to get the strategic directions initiated. Set up coordination practices and mechanisms needed to sustain and assure effective implementation.

Step 7: *Approve* and launch the Plan
The draft strategic plan will be reviewed and approved by the appropriate bodies and leaders as the official guide for District directions and decision-making.

D. Implementation Monitoring **Spring 2011 and Winter 2012**

Step 8: *Conduct* Periodic Review and Re-direction (*To be contracted in the future)**
Conduct assessment and redirection work sessions to monitor and steer implementation.

Appendix B: 1-2 Year Priority Strategies Details

Effective EDUCATION for all students

A. ***Develop*** **a comprehensive advanced education program**

1. ***Increase*** **advanced academic offerings - programs, courses and assignments**

   Suggested actions, initiatives or major steps to consider:

   - Gifted and talented programs (Goal A)
   - More AP classes for each academic area (Goal A)
   - Dual enrollment classes with the university (Goal A)
   - 25% increase in AP, CIS, honor courses (Goal A)
   - More AP/College in the Schools offerings (Goal A)
   - IB opportunities (accreditation) (Goal A)
   - More "write and cite" opportunities (6th grade at least) (Goal A)

2. ***Diversify*** **course choices with more languages, vocational options, co-curriculars, online classes, etc.**

   Suggested actions, initiatives or major steps to consider:

   - More online classes (Goal A)
   - Create more opportunities for co-curriculars – academic (Goal A)
   - Expand course offerings (e.g. languages, technology, etc.) (Goal A)
   - Hands on occupational courses (Goal A)

3. ***Offer*** **academic enrichment programs for all students embedded in the school day**

   Suggested actions, initiatives or major steps to consider:

   - School day embedded academic enrichment (Goal A)
   - After-school clubs and classes available for all students (Goal A)
   - More sports and teamwork (Goal C)

4. ***Encourage*** **and incent student dedication to academics**

   Suggested actions, initiatives or major steps to consider:

   - Alumni visits! Peers can persuade students to take their academics seriously (Goal A)
   - Establish class weighting in determining grades and GPAs (Goal A)
   - Celebrate academics at the same level as sports (Goal A)

B. ***Utilize*** **data-driven systems to assure student success**

1. ***Systematize*** **ongoing evaluation of education delivery - curriculum, teaching, class sizes and scheduling**

   Suggested actions, initiatives or major steps to consider:

   - Use academic data to drive instruction (Goal A)
   - Willingness to compromise students schedules; reduce class sizes (Goal A)
   - Student evaluations at the end of classes (Goal C)
   - Aligned and coordinated K-12 curriculum (District/State) (Goal A)

2. **Build teaching excellence through training, mentoring and collegial alliances**

   Suggested actions, initiatives or major steps to consider:

   - Establish a master teacher program with public and financial recognition (Goal A)
   - Professional Learning Community focus on students' needs and strategy (Goal A)
   - Continued Mentor Program and collegial development (Goal A)
   - Teamwork in negotiations with the union (Goal D)

C. ***Develop*** **District diversity awareness and practices**

1. ***Identify and promote*** **the uniqueness and diversity of district culture and backgrounds**

   Suggested actions, initiatives or major steps to consider:

   - Identify cultural groups (Goal B)
   - Learn about history, nationalities, cultures (pictures, art, etc.) (Goal B)
   - Place in school where we celebrate how we've come together (Goal B)

2. ***Increase*** **staff awareness of district community and student needs and issues**

   Suggested actions, initiatives or major steps to consider:

   - Annual staff training on cultural and poverty issues and background (Goal B)
   - Identify and in-service regarding diverse subgroups (Goal B)
   - Staff development (Goal A)

3. ***Assure*** **strong staff support and high expectations for all students**

   Suggested actions, initiatives or major steps to consider:

   - More life-skills and study skills in early elementary grades (Goal A)
   - Less favoritism of one student over another (Goal B)
   - Less judgment and racism from teachers and students (Goal B)

<u>Appendix B</u>: 1-2 Year Priority Strategies Continued

Supportive RELATIONSHIPS and RESOURCES

D. ***Establish*** **a <u>system of communication for students, teachers, parents and community</u>**

1. ***Develop*** **an improved system for basic school information**

   Suggested actions, initiatives or major steps to consider:

   Update and expand the website

   - Update and expand the website (Goal C)
   - Video tour for the website (Goal ?)

   Set up needed hotlines

   - Information hotlines (Goal C)
   - Hotline(s) (Goal C)

   Enhance effective mass-messaging with TIES, billboards, etc

   - TIES for mass messages (Goal C)
   - Billboards, etc. (Goal C)

   Utilize appropriate social media tools

   - Facebook and Twitter accounts (Goal C)

2. ***Improve*** **interactive communication methods for students and all learners**

   Suggested actions, initiatives or major steps to consider:

   - Purposeful technology for all learners (also smiley face) (Goal C)
   - Webcasts and webinars, school messages (Goal C)
   - Keep up on entering grades and comments online (teachers) (Goal C)

3. ***Enhance*** **<u>parent and family information</u>, interaction and involvement ;**

   Suggested actions, initiatives or major steps to consider:

   - Keep up on entering grades and comments online (teachers) (Goal C)
   - Build more opportunities for family involvement (Goal B)
   - More communication with parents (Goal B)
   - Outreach toward students and parents (Goal C)
   - Weekly classroom notes and thoughts from teachers for weekly district communication (Goal C)
   - Get to know students and families (Goal C)

4. ***Set up*** **<u>community Information channels</u> and networking to increase awareness and support**

   Suggested actions, initiatives or major steps to consider:

   - Make people aware of funding changes (Goal D)
   - Town hall meetings i.e. budget items (Goal D)
   - K-12 newsletter (monthly) (Goal C)
   - Community/school newsletter (Goal C)
   - Community cheerleaders – people who help promote the school in the communities (Goal B &C)

Appendix B: 1-2 Year Priority Strategies Continued

E. ***Establish*** **active community outreach through events, services and ongoing interaction**

1. **Host family-focused events to deepen district-community relationships**

   Suggested actions, initiatives or major steps to consider:

   - Community talent show (Goal B)
   - Host family-focused activities (Goal B)
   - Provide food at Parent/Teacher conferences (Goal B)
   - Quarterly family and community events (Goal B)
   - Back-to-school event, carnival, etc. (Goal B)

2. **Provide learning and assistance service for the community**

   Suggested actions, initiatives or major steps to consider:

   - Computers at off-site locations for the community (Goal C)
   - Early childhood flexible classes (Goal B)
   - Bookmobile sponsored by the school (Goal B)
   - Volunteer opportunities for students in the community (Goal B)
   - Online course for all ages (Goal A)

3. **Market and promote to increase enrollment**

   Suggested actions, initiatives or major steps to consider:

   - Promote school and attract students (Goal D)
   - Market and promote East Central using an electronic billboard, etc. (Goal C)
   - Intentional, strategic promotion of the school (Goal D)

4. **Seek community support to enrich district education and effectiveness**

   Suggested actions, initiatives or major steps to consider:

   - Reach out to community the community, businesses, etc. (Goal B)
   - Support sponsoring from local businesses (Goal D)
   - Seek and increase community support (Goal D)

F. ***Implement*** **proactive and sustainable financial and resource management**

1. ***Utilize*** **a participative and transparent budgeting process to sustain needed programs and staff**

   Suggested actions, initiatives or major steps to consider:

   - Identify/commit to sustainable programs and staff (Goal D)
   - Transparent budget for learning levels (Goal D)
   - Transparency (Goal D)
   - Review of essential programs and financial footprint (Goal D)

2. ***Develop*** **a plan and process for developing grants and new revenues**

   Suggested actions, initiatives or major steps to consider:

   - Systematic plan to get grants (Goal D)
   - Committee for grant research and initiatives (Goal D)
   - Maintain existing levy and add to levy to replace SIC grant

3. ***Collaborate*** **with surrounding districts for cost-effective solutions**

   Suggested actions, initiatives or major steps to consider:

   - Cooperation with other districts on CIS/AP (Goal D)

4. ***Build*** **and maintain a robust reserve fund**

   Suggested action, initiative or major step to consider:

   - Maintain a reserve (Goal D)