



Public Focus Group Information Packet

January 13, 2022

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INTRODUCTION

The purpose of the 2022 State of the Schools and Public Focus Group event is to provide an overview of the school district as reported in our 2020-21 Annual Report, share components of the school district's Strategic Plan, and receive feedback from the community on the direction of Fargo Public Schools (FPS). The feedback and input provided will assist the district in renewing its current Strategic Plan.

The Strategic Plan is a contract between the Fargo Public School District and its patrons – the residents of the Fargo school district. The 2022 State of the Schools and Public Focus Group event will allow the district to solicit direction from the broader community we serve in order to complete a comprehensive review and update to the existing Strategic Plan to reflect the values of the FPS community. This comprehensive review will address all levels of operations in the district and help pave the road for Fargo Public Schools in the upcoming years.

Fargo Public Schools' mission is to *educate and empower all students to succeed*. To meet that mission, it is important that we continue to engage in thoughtful discussions about our district with the community we serve. Thank you for taking the time to join us for the 2022 State of the Schools Address and Public Focus Group. Working together, we can create a better future for the students we have the privilege of serving.

Sincerely,



Rupak Gandhi
Superintendent



Rebecca Knutson
Board of Education, President

PUBLIC FOCUS GROUP DISCUSSION QUESTIONS

The School Board and administration value your input as part of their strategic decision-making to ensure the continuation of high-quality education within the Fargo Public Schools.

The questions below are based on Shirley D. McCune's Guide to Strategic Planning for Educators. According to McCune, "Strategic plans are designed to provide a sense of direction for a relatively long period. In most instances the strategic plan will remain relevant over time. It should be recognized, however, that situations change, and we will learn and gain experience from implementing plans. It is important to set aside time to carefully evaluate the plan and to renew and modify it to reflect new insights and learnings."

To participate in the public focus group, please review the current Strategic Plan (Appendix) with this packet and be prepared to share your answers to the following questions with the members of your discussion group. The discussion questions are listed below.

Public Focus Group Questions Topic – FPS Strategic Plan

Question #1: What conditions have changed in the external environment or organizational environment since we wrote the strategic plan in 2014 that should be considered for potential updates?

Question #2: Do the mission statement and strategic goals continue to express our vision of schools and the things we need to do to reach that vision?

Question #3: Have we learned anything from our implementation efforts that would require modifications in our strategic plan?

Question #4: What is missing from the current FPS Strategic Plan that must be included as it is renewed?

According to McCune, these questions can help us decide if any modifications of the strategic plan are in order. "Only when this has been done should the implementation plan be revised."

DISCUSSION QUESTIONS BACKGROUND INFORMATION

FPS Strategic Plan – History and Why Now?

The District began work on its first Strategic Plan in 2000. During the 2014-15 school year, a new Strategic Plan was created. The current FPS Strategic Plan was approved by the Fargo Board of Education on June 9, 2015, and was developed with an intentional process that allowed for a wide variety of stakeholder input.

Although the plan is a living document that is updated annually with slight modifications, it is also imperative for a periodic comprehensive review to ensure alignment with the Fargo Public Schools mission of *Educating and Empowering All Students to Succeed*.

While COVID-19 has presented many challenges to Fargo Public Schools during the 2019-2020, 2020-2021 and 2021-2022 school years, it has also created many opportunities for growth and innovation. One of the greatest successes during these challenging times was witnessing the staff of Fargo Public Schools provide high quality instruction to our students in a variety of instructional models. A renewed FPS Strategic Plan will allow all patrons to incorporate lessons learned from recent opportunities and replace completed goals of the current strategic plan to keep pushing FPS forward in fulfilling its mission of educating and empowering all students to succeed.

FPS Strategic Plan – Purpose

The FPS Strategic Plan is developed based on the mission, vision, and values of Fargo Public Schools.

FPS MISSION

Achieving excellence by educating and empowering all students to succeed

FPS VISION

Fargo Public Schools is committed to excellence through a student-centered learning environment supported by positive collaborations with students, staff, parents, school, and community.

A Fargo Public Schools education will provide students with a broad knowledge base by engaging in a standards-based curriculum with co-curricular opportunities. Graduates will possess sound character and the 21st Century skills in communication, critical thinking, collaboration, and creativity necessary to participate in an ever-changing and culturally diverse world.

Equitable opportunities will ensure a quality educational experience to stimulate and support all students in their intellectual, social, and personal growth.

FPS VALUES

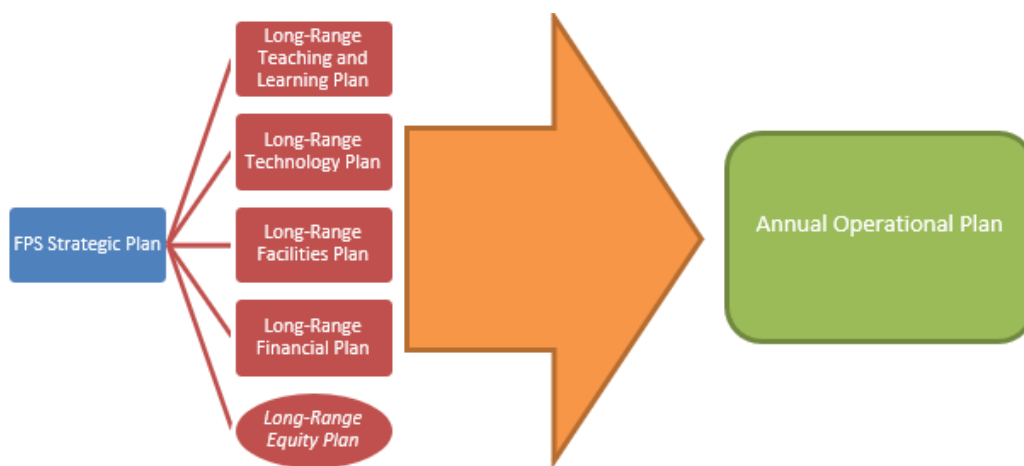
Fargo Public Schools are committed to:

- *Believing that all students can learn and grow*
- *Creating a supportive and positive school climate*
- *Ensuring that all students receive effective, rigorous, and relevant instruction from highly qualified teachers*
- *Engaging leadership in all student, parent, and community partnerships*

- *Making data-driven decisions for continuous improvement*

The purpose of the FPS Strategic Plan is to be a proactive road map to create the kind of educational experiences we want for children. A balanced mix of current practice and new initiatives can be found throughout the plan, which is comprehensive and addresses all areas of district operations. The academic and operational branches of the District are melded together to create consistency in practice.

The plan makes the district’s priorities clear, ensures full transparency, and uses measurable outcomes to hold FPS accountable for maintaining focus on what benefits students. As depicted in the graphic below, the FPS Strategic Plan is the overarching governing document for Fargo Public Schools. From the Strategic Plan come the long-term plans and annual operational plans, which guide the scope of work for the district.



FPS Strategic Plan – Process Moving Forward

The Strategic Plan is grouped by seven strategic initiatives which are directly aligned to the results monitored by the Board of Education based on their policies:

1. Student Achievement and Growth
2. Science, Technology, Engineering, Arts and Mathematics (STEAM)
3. Positive School Culture and Safety
4. Co-Curricular Activities
5. Community Outreach and Communication
6. Equitable Resources and Planning
7. Continuous Improvement and Accountability

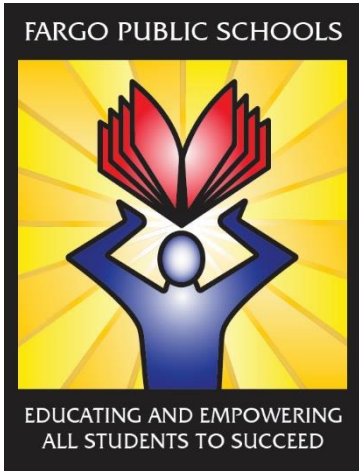
At the 2022 State of the Schools and Public Focus Group Event, attendees will have the opportunity to provide feedback on each of the seven strategic areas by answering a broader ranger of questions applicable to the Fargo Public Schools. Parents and community members will provide insight on these topics and help the district develop considerations for future indicators of success.

The feedback that is collected will be shared with staff who will be able to utilize the data to renew the strategic plan as needed. Once FPS Staff (department leaders) receive the data from the 2022 State of the Schools and Public Focus Group event, they will be able to schedule more detailed and refined input sessions, if needed, for clarity, work to incorporate changes within the current strategic plan and redevelop the Strategic Plan in Spring and Summer 2022. In the Fall of 2022, the Board of Education will be presented a renewed Strategic Plan reflecting the comprehensive review and updates for final approval.

This process is based on researched best practices for effectively developing and updating strategic plans. Specifically, the questions asked at the 2022 State of the Schools Address and Public Group and process being utilized by Fargo Public Schools originated from *Guide to Strategic Planning for Educators* by Shirley D. McCune.

McCune, S. D. (1986). *Guide to Strategic Planning for Educators*. Publication Sales, Association for Supervision and Curriculum Development, 125 North West Street, Alexandria, VA 22314 (Stock No. 611-86044; \$6.00).

APPENDIX



Strategic Plan

August 2020

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To Our Community...

The Fargo Public Schools established its current Strategic Plan in 2015 through a strategic planning process involving the community. The Strategic Plan is proactive and provides a road map to create the kind of educational experiences we want for today's and tomorrow's children. A balanced mix of current practice and new initiatives can be found throughout the plan. The plan is comprehensive and reaches all corners of the district. Both the academic and operational branches of the district are melded together to create consistency in practice.

The following plan makes our priorities clear, ensures full transparency, and will use measurable outcomes to hold us accountable for maintaining focus on what will benefit our students. The plan is reviewed annually.

The Fargo Public Schools Strategic Plan sets the course for the future of our district. We invite the Fargo community to join us as we *educate and empower all students to succeed!*



FARGO PUBLIC SCHOOLS STRATEGIC PLAN

Our Mission

“Educating and empowering all students to succeed”

Our Vision

Fargo Public Schools is committed to excellence through a student-centered learning environment supported by positive collaborations with students, staff, parents, school, and community.

A Fargo Public Schools education will provide students with a broad knowledge base by engaging in a standards-based curriculum with co-curricular opportunities. Graduates will possess sound character and the 21st Century skills in communication, critical thinking, collaboration, and creativity necessary to participate in an ever-changing and culturally diverse world.

Equitable opportunities will ensure a quality educational experience to stimulate and support all students in their intellectual, social, and personal growth.

Our Values

The Fargo Public Schools are committed to:

- *Believing that all students can learn and grow*
- *Creating a supportive and positive school climate*
- *Ensuring that all students receive effective, rigorous, and relevant instruction from highly qualified teachers*
- *Engaging leadership in all student, parent, and community partnerships*
- *Making data-driven decisions for continuous improvement*

Our Strategic Initiatives

The following strategic initiatives will guide our efforts as we “educate and empower all students to succeed.”

- *Student Achievement and Growth*
- *STEAM – Science, Technology, Engineering, Arts, and Mathematics*
- *Positive School Culture*
- *Engagement and Experiences in Co-Curricular Activities*
- *Community Outreach and Communication*
- *Equitable Resources and Planning*
- *Continuous Improvement and Accountability*

STRATEGIC INITIATIVE 1

Student Achievement and Growth

As a result of the Fargo Public Schools efforts, our students will meet or exceed individual learning goals toward the achievement of district standards and benchmarks for academic proficiency in all content areas. We will accomplish this through the use of *Professional Learning Communities (PLCs)* and the following strategic initiatives and goals in the areas of *Lifelong Learning* and *Support for Learning*.

Lifelong Learning is the ongoing self-motivated pursuit of knowledge for either personal or career reasons. All students enrolled in the Fargo Public Schools will engage in a comprehensive curriculum designed to provide a variety of academic experiences. As a result of the Fargo Public Schools efforts, this strategic initiative will be achieved through the following goals:

Goal 1 – Standards

North Dakota State Standards – The Fargo Public Schools will use the North Dakota State Standards to provide the structure for teaching and learning. Standards encourage the highest achievement of every student by defining the knowledge and skills that students should acquire at each grade level. (*Reference: Teaching and Learning Long Range Plan*)

21st Century Standards – The Fargo Public Schools will use the 21st Century skills of collaboration, communication, creativity, and critical thinking to provide the structure for teaching and learning. 21st Century skills encourage the highest achievement of every student, by defining the knowledge and skills that students should acquire at each grade level and support the learning of the North Dakota State Standards. (*Reference: Teaching and Learning Long Range Plan*)

Indicators of Success or Results

- Fargo Public Schools Standards/Standards-Based Instruction Dashboard – The percentage of courses meeting district standards/standards-based instruction expectations will increase annually:
 - By the end of the 2020-21 school year, elementary core content areas (science, and social studies) will have selected essential learning outcomes and created proficiency scales
 - By the end of the 2020-21 school year, teacher leaders and professional learning communities will review their essential learning outcomes to ensure 21st Century Learning Standards are explicitly defined as part of their essential learning outcomes
- Annual report to the Board of Education

Goal 2 – Standards-Based Education – Standards-based instruction provides educators an ongoing collaborative process to proactively plan instruction, interventions and extensions that will result in improvements to student learning. Fargo Public Schools teachers will use a standards-based education model to deliver the curriculum adopted to

FARGO PUBLIC SCHOOL STRATEGIC INITIATIVES

meet North Dakota State Standards and 21st Century skills. (*Reference: Teaching and Learning Long Range Plan*)

Indicators of Success or Results

- Fargo Public Schools Standards/Standards-Based Instruction Dashboard – The percentage of courses meeting district standards/standards-based instruction expectations will increase annually:
 - By the end of the 2020-21 school year, elementary core content areas (science, and social studies) will have selected essential learning outcomes and created proficiency scales
 - By the end of the 2020-21 school year, teacher leaders and professional learning communities will review their essential learning outcomes to ensure 21st Century Learning Standards are explicitly defined as part of their essential learning outcomes
- Annual report to the Board of Education

Goal 3 - Integrated Technology – Today’s learning environments should reflect what we know about how people learn and take advantage of technology to optimize learning. Our system must support administrators, teachers, and support staff in their efforts to leverage the power of technology to provide engaging, personalized learning experiences and ensure students have the skills to be lifelong learners. Technology provides access to more learning resources and connections to experts and audiences beyond the classroom. The Fargo Public Schools will integrate technology within the curriculum to optimize the individual learning of each student. Integrated technology assists students to:

- Gather, evaluate, and or use information for learning
- Conduct research, solve problems, and or create original works for learning
- Communicate and work collaboratively for learning

(*Reference: Long Range Technology Plan*)

Indicators of Success or Results

- Yearly surveys of students and staff indicating the level of technology integration in classroom activities
- Yearly review of the *Long Range Technology Plan* to ensure implementation fidelity
- Annual report to the Board of Education

Goal 4 - Assessment – Assessments provide students, educators, parents, and the public with a range of information about standards-based student achievement. The Fargo Public School teachers will use both formative and summative assessments to measure student achievement. Results from these assessments will assist teachers in making decisions to determine the best practices and procedures that will result in improvements to student learning. (*Reference: Teaching and Learning Long Range Plan*)

Indicators of Success or Results

- Grade K-5 Students Meeting Their Individual Growth Target – The percentage of students meeting their individual growth target on the district’s benchmark

FARGO PUBLIC SCHOOL STRATEGIC INITIATIVES

- (aimswebPlus) assessments will increase annually
- Grade K-5 Students Meeting Grade Level Reading Target – The percentage of students meeting Fargo Public Schools Grade Level Reading Target on the district’s reading benchmark assessments will increase annually
- Grade 3-9 Students Meeting Their Individual Growth Target – The percentage of students meeting their individual growth target on the district’s interim (Measures of Academic Progress) assessments will increase annually
- Grade 3-8 Students Meeting North Dakota State Standards – The percentage of students meeting North Dakota State Standards for language arts, math and science will increase annually
- Grade 11 Students Meeting American College Testing (ACT) Benchmark Scores – The percentage of students meeting ACT Benchmark Scores for English Composition, College Algebra, Social Sciences, and Biology will increase annually
(Benchmarks are scores on the ACT subject area tests that represent the level of achievement required for students to have a 50% chance of obtaining a B or higher or about a 75% chance of obtaining a C or higher in corresponding credit-bearing first-year college courses.)
- Students Meeting Advanced Placement (AP) Test Scores Standards – The percentage of students earning an AP exam score of 3 or higher will increase annually
- Academic Rigor – The percentage of high school students taking at least one rigorous course (AP, Dual Credit) will increase annually
- Graduation Rates – The percentage of high school students who graduated on time will increase annually
- Student Eligibility and Career Readiness – The percentage eligible and ready for careers based on industry certifications, end of year assessments, or career readiness competencies will increase annually
- Student Life After High School – The percentage of students indicating they plan to enroll in the military or attend a two-year or four-year institution of higher education will increase annually
- Annual report to the Board of Education

Support for Learning is the ongoing system-wide practices utilized by the Fargo Public Schools to ensure the highest possible student achievement in both academic and behavioral pursuits. All teachers in the Fargo Public Schools will engage in an ongoing process of collective inquiry and action research (PLCs) to achieve better results for the students they serve. In addition, all teachers will engage in a system-wide student support system (MTSS) that provides interventions and extensions for students who are needing additional support.

Professional Learning Communities (PLCs) are educators working collaboratively in ongoing processes of collective inquiry and action research in order to achieve better results for the students they serve. PLCs operate under the assumption that the key to improved learning for students is continuous, job-embedded learning for educators.

FARGO PUBLIC SCHOOL STRATEGIC INITIATIVES

PLCs ask the following questions:

- 1 – What do we want all students to know and be able to do?
- 2 – How will we know if they have learned it?
- 3 – How will we respond if students don't learn?
- 4 – How will we respond if students already know it?
- 5 – What professional development is needed?

Adapted from DuFour, DuFour, Eaker, & Many (2006)

As a result of the Fargo Public Schools efforts, Strategic Initiative 1 will be strengthened through the following goals:

Goal 1 - Professional Learning Communities – Collaboration among teachers in each academic area will enhance the ability of teachers to examine all practices in light of their impact on learning. This collaborative process proactively assists teachers in planning for standards-based instruction, interventions and extensions. The Fargo Public Schools will accomplish this goal by ensuring that the time needed to conduct PLCs is scheduled at least once a week during the school year. PLCs are one of the components of the district's needs assessments to determine professional development sessions.

Goal 2 - Multi-Tiered System of Support (MTSS) – MTSS is a school-wide process, beginning with quality core instruction within the general education classroom. Academic and behavioral interventions or extensions are provided to students based on data collection and analysis. These interventions or extensions vary in intensity based on student needs and may be provided by a variety of personnel, starting with the general education teachers. The MTSS model supports:

- *Strategic Intervention:* Supports that augment primary instruction to directly address an area of need; often implemented in a small group setting but may be individualized; often associated with Tier 2.
- *Intensive Intervention:* An academic or behavioral intervention characterized by increased length, frequency, and duration of implementation and administration to students significantly below grade level; often associated with Tier 3.
- *Progress Monitoring:* A scientifically based practice to assess students' academic performance and evaluate the effectiveness of the instruction that can be used with individual students, a small group, or an entire class. Also, the process used to monitor implementation of specific interventions.
- *Extensions:* Supports that augment primary instruction to directly address content, product and process.

The Fargo Public Schools will accomplish this goal by developing policies, practices, and protocols throughout the K-12 system.

Indicators of Success or Results

- Fargo Public Schools Multi-Tier System of Support Handbooks – Completed and annually reviewed MTSS handbooks that includes information for elementary school, middle school, and high school
- Completed components of the MTSS-B plan will increase annually

FARGO PUBLIC SCHOOL STRATEGIC INITIATIVES

- Annual report to the Board of Education

STRATEGIC INITIATIVE 2

STEAM – Science, Technology, Engineering, Arts, and Mathematics

The Fargo Public Schools will enhance student experiences by ensuring that every student has the opportunity to engage in a well-rounded education. This will be accomplished by adopting a philosophical stance that Science, Technology, Engineering, Arts and Mathematics (STEAM) are essential core curriculums.

STEAM is not a program, but a philosophy that spreads throughout the K-12 system. Breakthrough thinking and creative innovation are the pillars of a STEAM related philosophy. STEAM emphasizes the 21st Century skills that are critical to our students' future. The 21st Century skills of collaboration, communication, creativity, and critical thinking are emphasized through project-based learning, usually through interdisciplinary activities.

The A in STEAM stands for the Arts and Humanities, which include dance, theatre, visual arts, media arts and music, and also includes the liberal arts. The liberal arts include Language Arts, Foreign Languages, Social Studies, and Career and Technical Education, which each enhance the components of the STEAM fields. (Reference: *Teaching and Learning Long Range Plan*)

Goal 1 - STEAM – The Fargo Public Schools will encourage teachers and students to see and think in new ways across disciplines. Knowledge creation, innovation and breakthrough thinking will assist the process of making connections across disciplines. As a result of our efforts, the Fargo Public Schools will accomplish this goal through the district's STEAM related strategic initiatives as articulated in the *Teaching and Learning Long Range Plan*.

Indicators of Success or Results

- Number of grade 6-12 students enrolled in STEAM related courses will show positive trends
- Number of teachers participating in STEAM related professional development opportunities will show positive trends
- Number of co-curricular STEAM related activities occurring in the schools will increase
- Annual report to the Board of Education

STRATEGIC INITIATIVE 3

Positive School Culture and Safety

School Culture is a group's shared belief, customs, and behavior. A positive and nurturing school culture will be the outcome of our efforts. Each school will develop and maintain a culture plan to support student learning. A positive school climate and school culture promote students' ability to learn. There are four elements important to a positive school culture:

- Leadership from the building principal, but also from other staff and the students themselves
- A school wide sense of community
- Participatory student leadership. Student leadership empowers students to develop a feeling that "this is our school, and we are responsible for making it the best school it can be."
- A climate of mutual respect and cooperation that pervades all relationships, those among adults as well as those between adults and students

School climate refers to the school's effects on students, including teaching practices; diversity; and the relationships among administrators, teachers, parents, and students.

Character is the development of the traits of a good person. A good person has a mindset that is open and willing to grow. They know the difference between right and wrong and always try to do what is right. They set a good example for everyone and strive to make the world a better place. Therefore, as a result of our efforts, students will possess sound character and self-esteem that allows them to accept and respect themselves and others.

Cultural Proficiency is a mind-set, a worldview, a way a person or an organization makes assumptions for effectively describing, responding to, and planning for issues that arise in diverse environments. Cultural proficiency is a paradigm shift from viewing cultural differences as problematic to learning how to interact effectively with a variety of cultures. Therefore, as a result of our efforts, students and staff will accept and respect the diversity of gender, race, culture, and age differences.

Safety of students, staff, and all other individuals at Fargo Public Schools will always be a district priority. The district will continue to engage in conversations monitoring and reviewing the safety of all FPS patrons. Additionally, the district will continue to review policies, practices, and interactions working towards providing the safest atmosphere possible for all. Therefore, as a result of our efforts, students and staff will continue to engage in safe learning environments for all.

Goal 1 – School Culture – As a result of our efforts, each school will develop and maintain a culture plan that emphasizes character development, cultural proficiency, and safety.

Indicators of Success or Results

- Survey Data on school culture will show positive trends
- Verification of school culture plans for each building will be completed
- Annual report to the Board of Education
- Safety committee will develop recommendations for consideration by administration and the Board of Education

STRATEGIC INITIATIVE 4

Engagement and Experiences in Co-Curricular Activities

Students who engage in co-curricular experiences enhance their overall educational experience and improve their skills in the areas of time management, long term commitments, collaboration, creativity, and in building positive relationships. Those involved in co-curricular activities are more connected to their school and tend to have higher grades.

Therefore, the Fargo Public Schools supports participation by all students in co-curricular activities. Co-curricular activities are those activities that occur outside of the regular school day and serve to enhance student learning. Co-curricular activities offered by the Fargo Public Schools are academic activities, athletics, clubs, drama and music. As a result of our efforts, students will be provided the opportunity to engage in a variety of co-curricular activities designed to enhance their overall educational experience. This will be accomplished through the following goals:

Goal 1 - Diverse Activities – Fargo Public Schools will provide a broad range of diverse activities for our students.

Goal 2 - High Quality Activities – Fargo Public Schools will provide high quality activities for our students.

Goal 3 - Enhanced Learning – Fargo Public Schools will enhance the learning of our students through co-curricular activity participation.

Indicators of Success or Results

- Participation data from season summary report will show positive trends
- Participant satisfaction survey data will show positive trends
- Activities “Honor Roll” will show positive trends
- GPA of participants will show positive trends
- Team scholar award recipients will show positive trends
- Annual report to the Board of Education

STRATEGIC INITIATIVE 5

Community Outreach and Communication

Community Outreach – As a result of our efforts, Fargo Public Schools will establish partnerships and relationships with non-profit agencies, area businesses, and local college and university teacher preparation programs to support student academic success. External partnerships with the community provide additional support and enrichment opportunities for students and staff. As a result of the Fargo Public Schools efforts, this strategic initiative will be achieved through the following goals:

Goal 1 - City of Fargo and Fargo Park Board Relations – The Fargo Public Schools will continue to foster a positive partnership with the City of Fargo and Fargo Park District. Positive and healthy relationships between administrations and elected officials will enhance the ability of all three entities to serve the public in a collaborative and meaningful way.

Indicators of Success or Results

- Administration and elected officials will meet annually to discuss current and relevant issues associated in providing quality services to the citizens of Fargo. These meetings will be a shared responsibility and hosted by each entity in a rotational cycle.

Goal 2 - Fargo Public Schools Development Foundation – The Fargo Public Schools will maintain a relationship with the Fargo Public Schools Development Foundation for financial resources to support student and critical needs and innovative educational programs.

Indicators of Success or Results

- Funds raised for the Got No Milk Program/Critical Needs Programs
- Number of endowments, education grants, scholarships and awards
- Funds raised for special projects
- Continuation of the Adopt-A-School Program
- Annual report to the Board of Education

Goal 3 - College and University Partnerships – The Fargo Public Schools will continue to work with local college and university teacher preparation programs to ensure that we are partners in the preparation of future teachers. In addition, we will partner with the colleges and universities to ensure that our current staff have access to professional development and college course credit programs.

Indicators of Success or Results

- Continue relationships with area college teacher preparation programs by attending the local college dean advisory committee meetings.

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- Continue to partner with the University of North Dakota Resident Teacher Program
- Continue to work with local colleges in the placement of student-teacher field experience students and other internship opportunities.

Goal 4 - Career and Technical Education Partnerships – Career and Technical Education (CTE) is an essential component of the educational system, preparing learners for life, careers, and college. With an emphasis on real-world and real-life skills, occupational content and academics come to life through application. Students develop 21st Century skills as they communicate and collaborate on activities and utilize creativity and critical thinking to design projects and solve problems.

Teachers work directly with business and industry partners to bridge high school curriculums with relevant skills and experiences needed in today’s world of work. Implicit to the CTE program are the components of advisory committees and community relations outreach as well as workplace experiences, business partnerships, and post-secondary connections. Therefore, as a result of the Fargo Public Schools efforts, we will engage in outreach initiatives designed to support our programs and students.

Advisory Committee and Community Relations - The Career and Technical Education (CTE) Advisory Committee’s purpose is to strengthen the programs it serves. The committee exists to advise, assist, support and advocate for career and technical education. Members from community businesses and organizations are volunteers who share content expertise and performance knowledge based on the program area and its related occupations. Advisory committees work cooperatively with school administration and instructors in planning and carrying out committee work. They are advisory only and has no legislative, administrative or programmatic authority. Committees may serve a specific CTE program or a combined committee may serve several CTE programs.

Indicators of Success or Results

- The advisory committee’s action plans will be posted on the Fargo Public Schools Strategic Plan Dashboard
- Annual report to the Board of Education

Workplace Experiences, Business Partnerships, and Post-Secondary Connections - Career awareness and other workplace learning activities take place within the CTE classroom and create the opportunity for community partnerships with teachers, students, and the business community. Business partnerships will be cultivated to expand career connections in the classroom and work placement options for students. As a result of the Fargo Public Schools efforts, our staff will connect students with post-secondary institutions to support CTE program alignment and create opportunities for dual credit coursework or industry certifications.

Indicators of Success or Results

- Number of community and industry partners that align with CTE program pathways for each program area

FARGO PUBLIC SCHOOL STRATEGIC INITIATIVES

- Number of events and activities that occur between the CTE program instructors and the business community
- Course enrollments to improve non-traditional student participation and retention in non-traditional programs
- Number of job shadowing and cooperative learning experiences
- Annual report to the Board of Education

Goal 5 – Mental Health, Dropout Prevention, & Youth Risk Services – As a result of our efforts, Fargo Public Schools will implement a K-12 Multi-Tiered System of Support (MTSS) process, for Academics as well as Behavior, to identify and assist students who experience mental health and alcohol/drug issues, are in need of additional support for academic and social/emotional development, or are at risk of dropping out of school. The FPS Positive Student Behavior Action Plan includes staff utilization, policy implementation and professional development in support of improving student self-regulation skills. Fargo Public Schools will collaborate with community agencies to help secure needed assistance for students.

Indicators of Success or Results

- Student and family referrals to community resources
- Attendance Rates – The percentage of students with 12 or fewer unexcused days absent per year will decrease
- Graduation Rates – The percentage of high school students who graduated on time will increase and dropped out will decrease annually
- Incident Reports – The percent of minor, major and suspension student violations will decrease annually
- Annual report to the Board of Education

Communication – As a result of our efforts, Fargo Public Schools will communicate effectively and engage with internal and external stakeholders to build community trust and support. The district will communicate proactively and with transparency. This will be accomplished through building comprehensive communications systems utilizing multiple forms of media. A strategic communication plan will be developed to strengthen and organize overall communication efforts to achieve the following goals.

Goal 1 - District Image – As a result of our efforts, the Fargo Public Schools will have strong relationships with the community. Overall, citizens of Fargo will have positive opinions of the education provided to students in the district.

Goal 2 - Parent/Family Communication and Engagement – As a result of our efforts, the school district and individual schools will have established, effective communication between school, parents and families. Uniform communication guidelines will be set for all schools in order for communication processes to be consistent amongst all schools.

Goal 3 - Community Communication and Engagement – As a result of our efforts, the school district will have effective communication and engagement with the community at large. Fargo Public Schools will focus on communicating with the ever changing and

diverse community that exists in Fargo. When applicable and appropriate, the district will provide for public engagement and feedback on the educational processes and decisions.

Goal 4 - Internal Communication and Engagement – As a result of our efforts, Fargo Public Schools will have communication systems that establish open and transparent communication channels throughout the entire organizational system and through all employee groups. Communication processes will be enhanced to improve the flow of information to internal stakeholders. Staff members will be provided with information regarding the schools and district in order to be ambassadors for the district.

Indicators of Success or Results

- Survey data on school communications will show positive trends.
- Number of media releases and coverage percentage
- Website analytics
- Number of social media followers and interaction
- Number of subscribers to electronic newsletter
- Community engagements, feedback opportunities or public forums
- Annual report to the Board of Education

STRATEGIC INITIATIVE 6

Equitable Resources and Planning

As a result of Fargo Public Schools efforts, the district will secure and allocate resources needed to adequately fund and carry out this strategic plan. Meeting the needs of all students by providing equitable resources across the district will be a priority in all decisions made to educate our students. We will accomplish this by ensuring that we employ a highly qualified staff implement a well-developed *Long Range Facilities Plan*, and a proactive *Long Range Financial Plan*.

Human Resources – Fargo Public Schools will strive to attract and retain the highest qualified employees at all levels of the organization. As one of the largest employers in the region, Fargo Public Schools has a broad range of human resources needs including educators, educational support staff, operations staff, and administrative staff. Fargo Public Schools will attract, support, and retain the highest qualified employees at all levels of the organization through the following goals:

Goal 1 - Workplace Culture – Fargo Public Schools will create a culture and work environment that makes the district an employer of choice. There are several motivating factors that attract applicants and retain employees. It is vital to create a culture that recognizes human motivators and allows for flexibility in meeting the wide range of needs facing our existing or potential workforce. We will accomplish this goal by providing:

- Competitive compensation and benefit packages
- High quality new employee orientation programs
- A mentoring program for all new certified staff
- Continuing education and professional development for all staff members

Goal 2 - Recruitment and Promotions – Fargo Public Schools will promote the district as a major employer in the state and region. This goal will be achieved by maintaining a marketing plan that promotes the broad range of employment opportunities available at Fargo Public Schools.

Goal 3 - Recruitment Outreach Efforts – Fargo Public Schools will continually review recruitment efforts and expand our efforts when necessary to attract the best candidates at all levels. In addition, the district will seek to recruit a diverse applicant pool for all openings.

Indicators of Success or Results

- Annual hiring statistics
- Resignation/retirement rates
- Personnel evaluation systems
- Employee longevity
- Exit interview surveys

FARGO PUBLIC SCHOOL STRATEGIC INITIATIVES

- Annual report to the Board of Education

Goal 4 - Teacher and Administrator Evaluation System – The Fargo Public Schools will implement a framework for teacher and principal performance appraisals that are based on research-supported instructional strategies and consistent in application. The evaluation system will provide valid and reliable measures of teacher and principal performance.

Indicators of Success or Results

- Completion of teacher and administrator growth plans
- Annual report to the Board of Education

Goal 5 - Comprehensive Employee Orientation Program – The Fargo Public Schools will conduct comprehensive orientation programs for all new staff prior to the start of each school year. Orientation is the first step in the onboarding process of new employees. The purpose of onboarding is to provide a structured process new hires go through in order to become engaged and productive with Fargo Public Schools. When new hires attend orientation, they are introduced to the Strategic Plan, the District’s mission, vision, goals and initiatives and important information regarding benefits and expectations.

Indicators of Success or Results

- Evaluation data for Category 1 Teachers
- Survey results of New Staff Orientation
- Annual report to the Board of Education

Goal 6 - Comprehensive New Teacher Mentor Induction Program – The Fargo Public Schools will provide support for new teachers by engaging them in a comprehensive mentoring program. Support is focused on accelerating the new teachers’ classroom practice, ensuring student academic success, and developing autonomous self-reflective teachers who are responsive to the diverse cultural, social, academic, and linguistic backgrounds of all students.

Indicators of Success or Results

- FPS New Teacher Induction (NTIP) annual survey results will show positive trends.
- Evaluation data for Category 1 Teachers
- Annual report to the Board of Education

Long Range Facility Planning – Fargo Public Schools will strive to build and maintain facilities necessary to carry out the mission of the district with appropriate space available for all aspects of education. As a result of our efforts, this will be accomplished through the following goals:

Goal 1 - Maintain the Long Range Facilities Plan – In the 2019-2020 school year, Fargo Public Schools will finalize a new Long Range Facilities Plan to guide the district.

FARGO PUBLIC SCHOOL STRATEGIC INITIATIVES

This effort includes an annual review and update so the plan stays current. (*Reference: Long Range Facilities Plan*)

Goal 2 - Annual Operational Maintenance – Fargo Public Schools will systematically plan maintenance projects annually for completion. With the Long Range Facilities Plan, the district enhanced the financial commitment toward operational maintenance. This commitment will require a detailed plan of annual needs and scheduling to ensure designated projects are completed. (*Reference: Long Range Facilities Plan*)

Goal 3 - Long Range Facilities Plan Implementation – Fargo Public Schools will proactively implement the Long Range Facilities Plan. The district must maintain good community partnerships to stay current with city growth trends. Data on Fargo city development will assist the district in implementing each step of the plan, which will assure we have secured the appropriate resources necessary to both maintain existing facilities, and design and build new facilities in a timely manner. (*Reference: Long Range Facilities Plan*)

Indicators of Success or Results

- Designed replacement schedules
- Completion of operational maintenance schedules
- Analysis of available resources compared to upcoming needs
- Annual report to the Board of Education

Long Range Financial Planning – Fargo Public Schools will develop a long-term financial stability and sustainability plan. This effort will require ongoing state commitment to education funding, local support of district stakeholders, and federal support for education mandates. As a result of our efforts, this will be accomplished through the following goals:

Goal 1 - Legislative Interaction – Fargo Public Schools will communicate with state leadership in the legislature regarding funding. The state legislature meets on a biennial basis and provides a significant portion of the District’s funding. In the 2019 session, K-12 education received an increased level of state support. Fargo Public Schools will continue to proactively collaborate with the North Dakota State Legislature to ensure that the highest level of funding possible.

Goal 2 - Local Support for School – Fargo Public Schools will secure and maintain local support for the district. Local taxpayers have a history of supporting educational services. Fargo Public Schools will continue to seek local support and commitment for education.

Goal 3 - Budgeting – Fargo Public Schools will strive to maintain cash flow and balanced budgets including investments, debt structure and fund balances. We will ensure effective and efficient use of public tax dollars through equitable allocation of resources and budget monitoring.

FARGO PUBLIC SCHOOL STRATEGIC INITIATIVES

Goal 4 - Operational Efficiency – Fargo Public Schools will continue to analyze expenses to provide operational efficiency district wide. We will accomplish this goal by ensuring we provide the most cost-effective delivery of high-quality educational services.

Indicators of Success or Results

- Unqualified audit report opinion
- Timely budget certification by Board of Education and Cass County’s Assessor’s Office
- Maintain district fund balance percentages
- Maintain a minimum Aa/AA bond rating
- Annual report to the Board of Education

STRATEGIC INITIATIVE 7

Continuous Improvement and Accountability

The Fargo Public Schools are committed to making data driven decisions to ensure continuous improvement and accountability. Therefore, as a result of Fargo Public Schools efforts, the school district will engage in a comprehensive process of building and district level evaluation and accreditation. This will be accomplished by using the school improvement and accreditation model. Each school, and the district as a whole, will engage in a five-year review cycle. During a review cycle, the following five standards are evaluated:

Standard 1: Purpose and Direction

- The system maintains and communicates at all levels of the organization a purpose and direction for continuous improvement that commit to high expectations for learning as well as shared values and beliefs about teaching and learning.

Standard 2: Governance and Leadership

- The system operates under governance and leadership that promote and support student performance and school effectiveness.

Standard 3: Teaching and Assessing for Learning

- The system's curriculum, instructional design, and assessment practices guide and ensure teacher effectiveness and student learning across all grades and courses.

Standard 4: Resources and Support Systems

- The system has resources and provides services in all schools that support its purpose and direction to ensure success for all students.

Standard 5: Using Results for Continuous Improvement

- The system implements a comprehensive assessment system that generates a range of data about student learning and system effectiveness and uses the results to guide continuous improvement.

Goal 1 - School Site Based Improvement Cycle – Each school will engage in a five-year cycle of school improvement and review.

Goal 2 - District Improvement Cycle – The school district will engage in a five-year cycle of school improvement and review.

Indicators of Success or Results

- Results from School Accreditation visitation and subsequent summative report
- Results from District Accreditation visitation and subsequent summative report
- Annual report to the Board of Education

Continuous Review Process

This Strategic Plan will be reviewed annually by administration and the School Board to ensure that the intent of the plan continues to reflect the practice and improvement of our District. The annually review will be conducted in August of each year.