



The Strategic Plan of Ekalaka Public Schools

Updated: December 2022

Overview

The Ekalaka Public Schools has created a new direction for the school district to strategically focus its resources on identified needs of students and the Ekalaka community. As part of this process, Ekalaka Public Schools has been engaged in a visionary and strategic planning and thinking process since 2009. This strategic planning process is intended to help Ekalaka Public Schools in focusing resources in a manner that will best benefit our students and the community we serve.

The Ekalaka Board of Trustees began this strategic planning and thinking process to continually adapt to changing conditions while honoring and embracing the District's Core Purpose and Core Values. The Board, staff, and community, through this process, have discussed how to best meet the present and future needs of the students of the Ekalaka Public Schools and the expectations of the community.

The Ekalaka Public Schools' Board and Staff Leadership Team view the process of strategic planning as an ongoing collaborative process with the community. This is not a "strategic planning project" that is completed. Adoption of a plan is an affirmation of the general intent and direction articulated by the Core Ideology, Envisioned Future and Goals, and Strategic Objectives. It is understood that progress toward achieving strategic objectives will be assessed annually, and the plan will be updated based on achievement and changes in the needs of the students served by Ekalaka Public Schools.

Executive Summary

The following are the key components of the District's Strategic Plan. A more comprehensive description of these components is included in this publication following this Executive Summary:

THE CORE PURPOSE OF EKALAKA PUBLIC SCHOOLS IS TO:

develop the full potential of each student so they possess the knowledge and skills to thrive in a competitive world.

THE CORE VALUES OF EKALAKA PUBLIC SCHOOLS ARE:

- **Communication:** The district is committed to open, timely, effective, and honest communication through teamwork and consistency.
- **Leadership:** The district is committed to a culture of forward thinking and building strong leadership skills to build a strong educational foundation for the students of our community.
- **Respect, Pride, and Passion:** We are committed to ensuring that the students, staff, parents, and community maintain a high level of respect, pride, and passion for Ekalaka Public Schools.
- **Safe, Positive Environment:** The District is committed to a positive school culture where safety and security is the corner stone for each student to achieve their highest level of education.
- **Excellence:** We are committed to a culture of educational excellence and standards of high expectations for all.
- **Accountability and Achievement:** We value a culture of personal accountability and celebration of successes.

OUR LONG-TERM ENVISIONED FUTURE:

Ekalaka Public Schools is a symbol of excellence with state of the art facilities and customized educational programs and opportunities that meet the needs, desires, and attributes of each student.

OUR SHORT-TERM GOALS AND STATEMENTS OF INTENDED OUTCOME ARE AS FOLLOWS:

Goal Area 1: Student Opportunities: Statement of Intended Outcome: *We have successfully enhanced the learning opportunities available to each student both academically and through extra-curricular activities.*

Goal Area 2: Staff: Statement of Intended Outcome: *We have successfully recruited qualified candidates for open positions and have enhanced the working environment and professional growth opportunities for all staff.*

Goal Area 3: Facilities: Statement of Intended Outcome: We have successfully developed a comprehensive facilities/infrastructure plan to meet the current and future needs of our students, staff, and community.

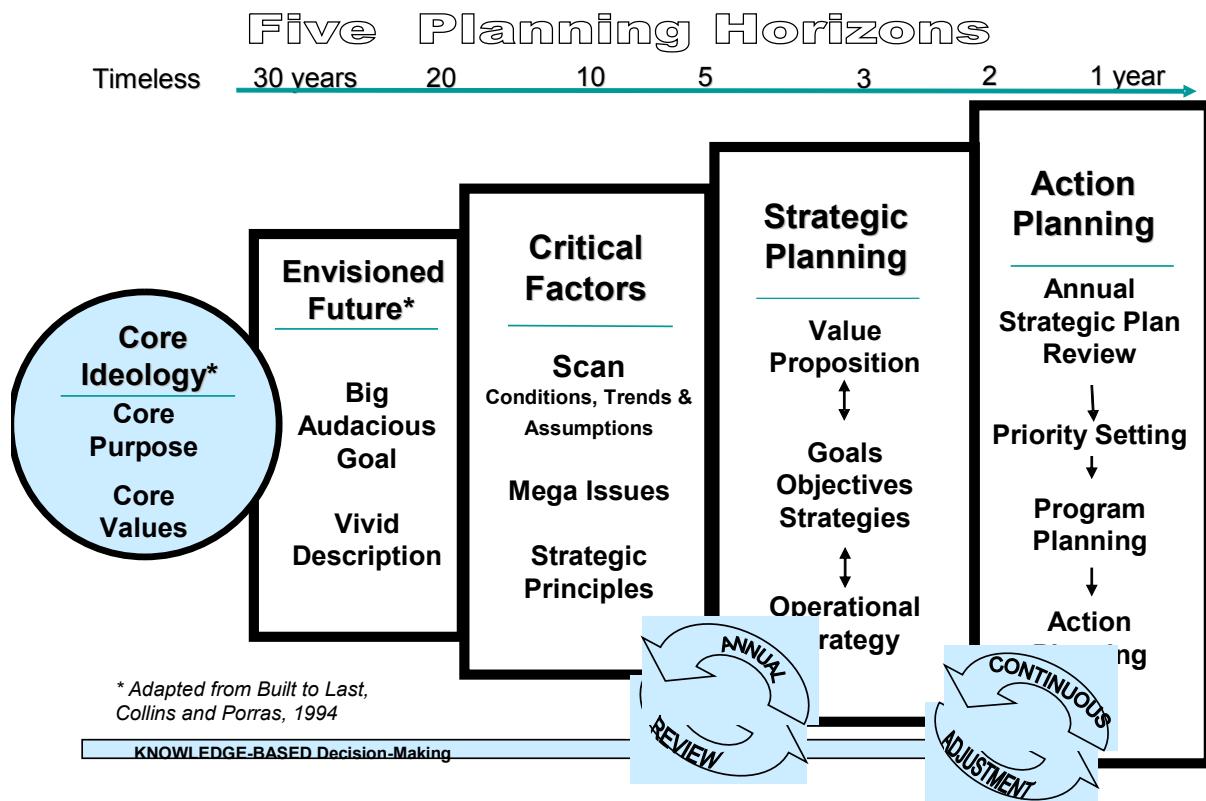
Goal Area 4: Community and Parent Engagement: Statement of Intended Outcome: We have successfully engaged our community and our parents in our schools, in understanding our successes and our challenges, and in our quest to develop the full potential of each student.

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Strategic Planning Framework

The framework used by Ekalaka Public Schools for its strategic planning process was adapted from a model developed by Jim Collins, author of “Built to Last” and “Good to Great.” The Board focused on five different planning horizons, starting with the long-term issues first to provide focus to shorter-term efforts.



Part I: Planning Horizon: Timeless

Core Ideology¹ of the Ekalaka Public Schools

Core Purpose of the Ekalaka Public Schools:

The Core Purpose of Ekalaka Public Schools is to develop the full potential of each student so they possess the knowledge and skills to thrive in a competitive world.

Core Values of the Ekalaka Public Schools:

- **Communication:** *The district is committed to open, timely, effective, and honest communication through teamwork and consistency.*
- **Leadership:** *The district is committed to a culture of forward thinking and building strong leadership skills to build a strong educational foundation for the students of our community.*
- **Respect, Pride, and Passion:** *We are committed to ensuring that the students, staff, parents, and community maintain a high level of respect, pride, and passion for Ekalaka Public Schools.*
- **Safe, Positive Environment:** *The District is committed to a positive school culture where safety and security is the corner stone for each student to achieve their highest level of education.*
- **Excellence:** *We are committed to a culture of educational excellence and standards of high expectations for all.*
- **Accountability and Achievement:** *We value a culture of personal accountability and celebration of successes.*

¹ **Core ideology** describes a school district's consistent identity that transcends all changes related to its relevant environment. It consists of two elements - **Core Purpose** - the school district's reason for being - and **Core Values** - essential and enduring principles that guide a school district.

Part II: Planning Horizon: 10-15 Years

Envisioned Future² of the Ekalaka Public Schools

Big Audacious Goal:

Ekalaka Public Schools is a symbol of excellence with state of the art facilities and customized educational programs and opportunities that meet the needs, desires, and attributes of each student.

A Vivid Description of the Desired Future:

Ekalaka Public Schools will have successfully achieved its envisioned future when the following are present realities.

- Each student reaches their highest goals and possibilities through established educational goals.
- We provide high quality programs and opportunities for our students, curricular and extra-curricular alike.
- Former students are described as proud graduates of our school, knowledgeable, self-assured, and productive members of society.
- We have a safe, secure, and uplifting environment where students and staff love to learn and work.
- We have incorporated cutting-edge technologies and innovations that support an individual approach to education and in our overall district operations.
- We embrace collaboration and team-building so that our board of trustees, staff, students, parents, and community members all work together for the common good of all.
- We embrace effective and meaningful professional development for the staff and board.
- We are a model school others look to because of our achievements in academic excellence and providing students with a foundation for a successful life.
- In addition to agriculture, we have expanded industries that support our community and our school. As a result of these expanded business developments, we are a self-sustaining community and school district with a culture of embracing innovation and growth opportunities.

² Envisioned Future conveys a concrete yet unrealized vision for the school district. It consists of a **Big Audacious Goal** - a clear and compelling catalyst that serves as a focal point for effort - and **Vivid descriptions** - vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.

- We have successfully tapped into the talents of our alumni and business leaders to provide our students with enhanced opportunities.
- We have an effective recruitment and retention program where we attract and retain high quality staff who embrace our culture of success for each student.

Part III: Planning Horizon: 5-10 Years

Assumptions Regarding the Relevant Future for the Ekalaka Public Schools

In order to make progress toward the 10-15 year Envisioned Future, Ekalaka Public Schools must constantly anticipate the strategic factors likely to affect its ability to succeed and assess the implications of those factors. This process of building foresight about the future will help Ekalaka Public Schools to constantly recalibrate its view relevant future view, a basis upon which to update the strategic plan on an annual basis. As the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on this foresight, an annual review of these statements will be an appropriate method of determining and ensuring the ongoing relevance of the strategic plan.

See Appendix "A" for the Assumptions about the future that impact the success of our District and our students.

Part IV: Planning Horizon: 1-5 Years

Outcome-Oriented Goals and Strategic Objectives

The following thinking represents goals for the next five years. They are areas in which Ekalaka Public Schools will explicitly state the conditions or attributes it wants to achieve. These outcome statements will define, "what will constitute future success." The achievement of each goal will move the school district toward the realization of its Envisioned Future.

Strategic Objectives provide direction and actions on how the school district will accomplish its articulated goals. All strategies included in the strategic plan should be considered accomplishable at some point in the future. Strategic Objectives are reviewed annually by the Ekalaka Public Schools Board, Staff Leadership Team, and those specified below are identified using a 1-2 year timeframe.

Goals of the Ekalaka Public Schools

Goal Area 1: Student Opportunities: Statement of Intended Outcome: We have successfully enhanced the learning opportunities available to each student both academically and through extra-curricular activities.

1-2 Year Strategic Objectives:

- We will enhance elective courses that are available to our 7-12 students.
- We will enhance and implement data driven instructions that support each student's opportunities for learning.
- We will expand opportunities for our students to learn from the talents and skills of our community members.
- We will initiate after-school opportunities for our students.

Goal Area 2: Staff: Statement of Intended Outcome: We have successfully recruited qualified candidates for open positions and have enhanced the working environment and professional growth opportunities for all staff.

1-2 Year Strategic Objectives:

- We will enhance our recruitment and retention efforts to encourage qualified applicants and hires to accept and stay in the position for which they are hired.
- We will enhance the opportunities for our staff to engage in team-building and collaboration related to academic achievement and data driven teaching and learning.
- We will improve our professional development processes and opportunities for all staff.

Goal Area 3: Facilities: Statement of Intended Outcome: We have successfully developed a comprehensive facilities/infrastructure plan to meet the current and future needs of our students, staff, and community.

1-2 Year Strategic Objectives:

- We will improve our facilities as it relates to our transportation program.
- We will initiate a comprehensive evaluation process for greater utilization and possible expansion of our school facilities to better meet the educational needs of our students.

Goal Area 4: Community and Parent Engagement: Statement of Intended Outcome: We have successfully engaged our community and our parents in our schools, in understanding our successes and our challenges, and in our quest to develop the full potential of each student.

1-2 Year Strategic Objectives:

- We will enhance parental engagement through timely and meaningful communication.
- We will increase and maintain consistent involvement of parents and community members.

APPENDIX "A"

MEGATRENDS ANALYSIS

5-10 Year Planning Horizon

Creating the Assumptions – On an ongoing basis, the Ekalaka Public Schools Board and Staff Leadership Team made many assumptions about the future. While many different assumptions are made, what follows are those assumptions that are likely to have the greatest influence on the development of Ekalaka Public Schools's strategic plan.

Assumptions:

Demographic

- We anticipate affordable housing for staff and others who desire to live in our community will continue to be a challenge.
- We anticipate continuity of staff will continue to be a challenge.
- We anticipate the traditional family structure will continue to change and can put our students at-risk.
- We anticipate corporate ranching could change the dynamics of our community and have an impact on our schools.

Business/Economic Climate

- We anticipate drought conditions will continue to impact our local agricultural industry.
- We anticipate wind farms could bring in families with children and economic growth for our community.
- We anticipate more local goods and services will be needed to attract families to our community. We also believe there is a need to better promote the businesses that operate locally.

Legislation/Regulation

- We anticipate tighter regulations and increased control, including forced curriculum.
- We anticipate the need for legislation that favors business and economic growth in our community. This will likewise benefit our schools.

Technology/Science

- We anticipate our area will continue to be underserved for broadband.
- We anticipate that we will need to place more emphasis on our STEAM programs to remain competitive and provide for the needs and wants of students.
- We anticipate that we will need to continually balance the utilization of technology v. the need for in-person communication and instruction.

- We anticipate that the ability of teleworking may impact and increase people moving into our community.

Politics/Social Values

- We anticipate that our community will remain conservative on the political spectrum.
- We anticipate the utilization of technology has and will continue to change socialization and communication.

Mega Issues facing the Ekalaka Public Schools

Mega issues are issues of strategic importance, which represent choices the school district will need to make in defining the ultimate direction of its long-range plan. These issues represent potential impediments to achievement of the Envisioned Future, and form a basis for dialogue about the choices facing the school district. These questions can serve as an ongoing "menu" of strategic issues that, using a knowledge-based approach in gathering insights relative to Ekalaka Public Schools' strategic position and directional choices for each of the issues, can be used by the Board to create regular opportunities for strategic dialogue about the future issues facing the school district.

Mega-Issue Questions: