

Crook County School District #1

# Leadership Governance Policies

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2017

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## Introduction

Superintendents and school districts welcome a system of leadership that both distinctly defines the role of the board and clarifies the authority delegated to the superintendent. Policy Governance is not designed to create a “hands off” board, but rather to ensure the board has its “hands on” the right things. Through its written policies, the board gives clear guidance to the superintendent. Through careful monitoring of these policies, the board holds the superintendent accountable for organizational performance.

Specifically, the board develops four categories of policy: policies to guide the superintendent about what should be accomplished and what situations should be avoided. In addition, the board develops policies to guide its own internal operations and to define its relationship with the board’s only employee, the superintendent.

Policies are explicit statements of values and perspectives on various topics that guide current and future decisions. By debating and articulating its values, the board can gain efficiency. While the board discusses issues in many voices, it must speak officially in one voice. The policies are that one voice of the board.

Let’s be clear. Policy governance is a means, not an end. It is a tool for helping the board fulfill its responsibilities efficiently. The effective board provides leadership to the superintendent and the school district.

# Explanation of Process

## Making the Commitment

Crook County School District #1 Board of Trustees asked the Wyoming School Boards Association for help in gaining understanding the basic principles of Leadership Governance.

The entire board made a commitment as a team to explore the idea of developing a form of Leadership Governance for CCSD#1. The board formed a plan, set a timeline, and selected a responsible party to move the team through the process of policy development that had clear results and expectations for the finished product.

## Developing and Adopting Policy

The entire board participated in the development. Policies were developed in the following areas: governance, operations, mission, vision, and expectations.

Governance contains policies which concern: commitment, covenants, code of conduct, conflict of interest, the process of addressing board member violations, the chairman, committees, and the development of future policies.

Operations contains policies which concern: general board/superintendent relations, regulations, meetings, budgets, instruction, personnel, school community relations, labor relations, students services, facilities, planning, and board orientation.

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Strategic Plan 2015-2020

## 1.1 Commitment

Board members are expected to govern responsibly and hold themselves to the highest standards of ethical conduct.

The Board will provide leadership to the district through the establishment of written policies.

The Board believes that its primary responsibility is to act in the best interests of all students in the district.

The Board is committed to:

1. students
2. parents/guardians
3. members of the communities
4. district employees
5. laws pertaining to public education
6. established policies of the district.

The Board will:

1. govern with emphasis on organizational vision
2. encourage diversity in viewpoints
3. focus on strategic leadership rather than administrative detail
4. establish, through policy, Board and Superintendent roles and responsibilities
5. make collective decisions rather than individual decisions
6. govern proactively rather than reactively.

The Board's major policy focus will be on the intended long-term benefits for students. Accordingly:

1. The Board will:
  - a. cultivate a sense of group responsibility
  - b. work in partnership with the Superintendent with input from staff, students, parents and the communities
  - c. use the expertise of individual board members to enhance the ability of the Board to govern as a body.
2. The Board will hold itself accountable for governing with excellence. This self-discipline will apply to:
  - a. attendance at meetings
  - b. preparation for meetings
  - c. respect for differentiation of roles
  - d. continued board training.
3. Existing Board members and the Superintendent will facilitate a review of the Leadership Governance policies for new members as soon as possible after being sworn into office. This same process will be followed upon employment of a new Superintendent.
4. The Board will not allow any officer, individual or committee of the Board to be an excuse for not fulfilling its commitments.
5. The Board will monitor its process and performance annually.

## **1.2 Board Member Covenants**

Board members shall maintain a system of communication and interaction that builds upon mutual respect and trust.

Accordingly, members will participate within the following guidelines:

### General Communications:

1. focus on issues
2. promote candor in discussions while supporting the integrity and promoting the positive image of the Board, individual board members, and the district.

### Listening:

1. listen to each person who speaks and respect all points of view
2. when dealing with an individual use appropriate non-verbal behavior
3. avoid engaging in side conversations.

### Speaking:

1. stay calm
2. contest a person's position, but resist questioning his/her integrity or motivation
3. share any knowledge or expertise regarding the issue
4. be brief, honest, and clear when expressing ideas, thoughts or concerns
5. focus on exchange of ideas and consensus.

### Decision Making:

1. withhold judgment until fully informed on the issue
2. focus on the district's vision, mission and expectations
3. identify areas of agreement and options for solutions
4. support the board's decision.

## **1.3 Board Member Code of Conduct**

The Board commits itself and its members to ethical, businesslike and lawful conduct. The Board acting in its legislative capacity will have the authority and responsibility to interpret and apply standards of conduct.

- ▶ Board members will represent the interests of the students and patrons of the entire school district. This representation supersedes any conflicting loyalties including, but not limited to: interest groups, parental conflicts, and relationships with employees of the district.
- ▶ Individual board members recognize they have no authority over the Superintendent or staff unless explicitly authorized by the Board.
- ▶ When speaking for the entire Board, individual board members will only report on explicitly stated board decisions.
- ▶ Individual Board members will not publicly express negative opinions about students, fellow board members, the Superintendent or staff performance. Any such expressions should only be made when the Board is meeting in executive session.
- ▶ Board members will maintain the confidentiality of issues discussed in executive session and of other issues of a confidential or sensitive nature.
- ▶ Board members will follow Policy BBF(2) Board Member Code of Conduct

## **Board Member Code of Conduct**

**BBF(2)**

The Board has the authority and responsibility to apply the following standards of conduct:

1. Board members will act in an ethical, lawful, and respectful manner.
2. Board members will represent the interests of the patrons of the entire school district. This representation supersedes any conflicting loyalties including: interest groups, parental conflicts, and relationships with employees of the district.
3. Board members will not attempt to exercise individual authority over the organization.
  - a. Board members have no individual authority over the Superintendent.
  - b. Board members have no individual authority over staff.
  - c. When interacting with the public or the press, individual board members will speak for the entire Board only by reporting official Board decisions.
4. Board members will maintain the confidentiality of issues discussed in executive session and of other issues of a confidential or sensitive nature.
5. Board members will operate in a manner that will avoid actual and apparent conflicts of interest. A conflict of interest arises when a board member is unable to devote complete loyalty and singleness of purpose to the interest of the district (refer to Policy BBFA – Board Member Conflict of Interest).

Adopted: March 15, 2007

## **1.4 Board Member Conflict of Interest**

Board members will operate in a manner that will avoid actual and apparent conflicts of interest. A conflict of interest arises when a board member is unable to devote complete loyalty and singleness of purpose to the interests of the district.

1. A Board member shall not furnish directly any labor or equipment to the district without disclosing his/her interest. He/she shall not attempt to influence the Board in making its decision, and will not vote on the issue before the Board.
2. Board members will adhere to the Wyoming Ethics and Disclosure Act and all other applicable conflict of interest laws, which shall include but is not limited to the following:
  - A board member shall not apply for a position as an employee of the district until he/she has duly resigned his/her position on the Board.
  - No board member will make or vote on an official decision if he or she has a material personal interest in the matter.
  - No board member may use the position or any public funds, time, personnel, facilities or equipment for his or her private benefit or that of another unless the use is authorized by law.
  - No board member may participate in the employment, transfer, discipline, or advancement of a family member in the district.

## **1.5 Process for Addressing Board Member Violations**

Board members will comply with the provisions of the board's policies. In the event of a member's violation of policy, the Board will seek remedy by utilizing part or all of the following process:

1. Constructive conversation in a private setting between the board member and the board chairman and/or other board member.
2. Discussion in executive session between the board member and the full Board regarding the violation.
3. Mediation may be offered to the board member.
4. As a last resort, public censure of the board member.
5. See Policy BBFA.

## **Process for Addressing Board Member Violations**

**BBFA**

Board members will comply with the provisions of the Board's policies. In the event of a member's violation of policy, the board will seek remedy by the following options:

1. Constructive conversation in a private setting between the board member and the board chairman and/or other board member.
2. Discussion in executive session between the board member and the board regarding the violation.
3. Public censure of the board member.

Adopted: March 15, 2007

## **1.6 Board Chairman**

1. The Chairman of the Board will supervise or direct the Superintendent only when explicitly authorized to do so by the Board.
2. The Chairman of the Board will be the official board spokesperson for stating board positions and decisions to the media. The Chairman may delegate this authority to other board members or the Superintendent.
3. The Chairman will be the official liaison between the Superintendent and the Board, understanding that individual board members may communicate with the Superintendent at any given time.
4. The Chairman will attend a leadership training session specifically for board chairmen as soon as possible after election as Chairman.
5. The Chairman will preside at all meetings and develop the agenda with the assistance of the Superintendent and input from the other trustees.

## **1.7 Board Committees**

Board committees, when used, will be used to support the work of the Board.

1. Board committees will speak or act for the Board only when formally given such authority.
2. A board committee will make recommendations to the Board, but any resultant actions from those recommendations will be the responsibility of the Board.
3. The board committee policy applies only to committees that are formed by board action, whether or not the committees include board members.
4. Membership on board committees will be appointed annually and/or as needed.

## **1.8 Development and Adoption of Policies**

It is the Board's responsibility to develop governing and operational policy. A systematic, predictable means of developing and adopting policy will promote community, school, parent and student involvement in policy decisions of the Board and encourage careful and well informed decision making by the Board. Accordingly, the Board will develop new policy as follows:

### Policy Introduction

- a. A board member may introduce a new or revised policy if the board member has notified the Board Chairman in sufficient time for the item to be considered and placed on the board agenda.
- b. A community member, student, parent, staff member, teacher or administrator may seek introduction of a new or revised policy by submitting it in writing to the Superintendent or Board Chairman.

### First Reading

Any policy that is formally introduced pursuant to "Policy Introduction" above shall be given a first reading by the Board at the scheduled time on the agenda. After the first reading, the Board will open discussion to those attending the meeting. After all comments have been received, the Board will discuss the policy.

If the policy fails to meet the approval of a majority of the Board, it will be eliminated from further discussion. The policy may be redrafted and resubmitted for formal introduction and first reading of the revised policy.

If the policy, with or without amendments, meets with approval of a majority of the Board it will be placed on the agenda for second reading at the next monthly business meeting.

### Second Reading

A policy that is placed on the agenda pursuant to "First Reading" above, shall receive a second reading. After the reading, the Board will open discussion to those attending the meeting. After all comments have been received, the Board will discuss the policy.

### Adoption

After the second reading, upon motion and second, the policy may be adopted with or without amendments, by approval of a majority of the Board. If extensive or controversial amendments are necessary the Board may table and reschedule another reading pursuant to "Second Reading" above for the next monthly business meeting.

### Form of Readings

Readings may be aloud or silent, at the discretion of the Chairman. Copies of the proposal will be available for review at the district office.

A majority vote of the board of trustees shall be required to adopt a new policy, as well as to revise or repeal an existing policy. All new policies shall be required to receive a first and second reading. Only one reading shall be required to repeal or revise an existing policy. See Policy Adoption BFC.

## **Policy Adoption**

**BFC**

Adoption of new policies or the revision or repeal of existing policies is solely the responsibility of the Board of Education.

The Board shall adhere to the following procedure in considering and adopting policy proposals to ensure that they will be examined before final action.

1. First Meeting - the proposal shall be presented for a first reading, discussion, and first vote.
2. Second Meeting – the proposal shall be presented for a second reading, discussion, and final adoption.

During the discussion of a policy proposal, the views of the public and staff will be considered. Amendments may be proposed by Board members. An amendment will not require that the policy go through additional reading except as the Board determines that the amendment needs further study and that an additional reading would be desirable.

Under unusual circumstances, the Board may temporarily approve a policy to meet emergency conditions. However, the above procedure is required before the policy shall be considered final.

For any policy to be revised, repealed, or adopted, it must receive the majority vote of the Board.

Legal Reference: W.S. 21-3-110(a)(i)

Revised: May 18, 2015

## **2.1 General**

### **BOARD**

1. The Board's link to the operation of the district is through the Superintendent, except as otherwise required by law.
2. The Board's requests, decisions and directives when acting as an entity, are the only requests, decisions and directives binding on the Superintendent.
3. The Board will invest the Superintendent with the authority and the responsibilities that are in accordance with board policy and state and federal laws.
4. The Board will annually involve the community, parents/guardians, students and staff in developing expectations for the district.
5. The Board will provide community leadership on educational issues and will be advocates for public education at the local, state and federal levels.
6. The Board will participate in professional development and commit the time and energy necessary to be informed and effective leaders.

### **SUPERINTENDENT**

1. The Superintendent will report needs of the district to the Board.
2. The Superintendent will recommend a comprehensive district plan from previous year to meet expectations adopted by the Board.
3. The Superintendent will coordinate, supervise, and manage the operation of the district.
4. The Superintendent will provide leadership to the Board, staff, students and community in meeting district expectations.
5. The Superintendent will keep the Board aware of local, state and national educational developments and changes.
6. The Superintendent will continually upgrade his/her professional knowledge and qualifications.
7. The Superintendent is empowered to delegate authority and responsibilities to staff members, as he/she deems appropriate.
8. The Superintendent will implement board directives.

## **2.2 Policy**

### BOARD

1. The Board will establish and adopt written governance policies and operational policies.
2. The Board, when necessary, will clarify for the Superintendent the intent of board policies.
3. The Board will review and continually monitor the district vision and mission, governance policies, roles and responsibilities policies, and expectation policies by using the adopted monitoring grid.
4. The Board will provide to the Superintendent written policies which prescribe the expectations to be achieved.

### SUPERINTENDENT

1. The Superintendent will implement board policies.
2. The Superintendent will act as an advisor to the Board in areas needing policy development or revision.
3. The Superintendent will maintain a current, up-to-date manual of adopted governance policies and operational policies.
4. The Superintendent will take reasonable steps to avoid causing or allowing conditions, procedures, actions or decisions that are or have the potential of being unlawful or in violation of board policy.

## **2.3 Regulation**

### BOARD

1. The Board need not review administrative procedures, rules and regulations prior to their issuance.
2. The Board reserves the right to review administrative procedures and regulations at its discretion.
3. The Board will direct the Superintendent to revise regulations when, in the Board's judgment, they fail to properly effect the policies adopted by the Board.

### SUPERINTENDENT

1. The Superintendent will develop and maintain a current, up-to-date manual of administrative procedures, rules and regulations.
2. The Superintendent will operate with written procedures, rules and regulations that are consistent with law and board policy.
3. The Superintendent may deviate from administrative procedures, and/or rules and regulations for good cause or in case of emergency.

## **2.4 Meetings**

### **BOARD**

1. The Board will perform all actions in public board meetings in accordance with local, state and federal laws.
2. The Board will hold all meetings, including executive sessions, in the presence of the Superintendent, or his/her designated administrator, except when his/her contract and salary are under consideration, or when due process requires his/her absence from the meeting.
3. The Board will utilize executive sessions in accordance with state statutes.
4. The Board will establish the operational procedures for meetings.
5. The Board chairman and/or vice-chairman, with assistance from the Superintendent will develop the meeting agenda.
6. The Board will identify, for the superintendent, specific information needed to assist the Board in making final decisions.

### **SUPERINTENDENT**

1. The Superintendent will serve as an advisor to the Board during official meetings.
2. The Superintendent will ensure compliance with all legal requirements relative to the posting of notices and maintenance of meeting records.
3. The Superintendent will ensure that board meetings, including executive sessions, meet the requirements of law.
4. The Superintendent will assist the chairman and/or vice-chairman in developing the meeting agenda.
5. The Superintendent will give to the Board as much information as deemed necessary to allow board members to make informed decisions.
6. The Superintendent will provide the Board with the agenda and supporting materials in an agreed upon time frame.

## **2.5 Budget/Finance**

### BOARD

1. The Board will establish priorities for the financial management of the district.
2. The Board will provide the Superintendent with the board's priorities and parameters for development of the budget.
3. The Board will adopt a fiscally responsible budget based on the district's vision and mission, and will continuously monitor the fiscal health of the district.
4. The Board will ensure that internal financial controls are in place.

### SUPERINTENDENT

1. The Superintendent will present to the Board a detailed budget that is based upon the board's priorities and parameters.
2. The Superintendent will administer the budget assuring that all legal requirements are met.
3. The Superintendent shall take steps to ensure that:
  - a. the fiscal condition of the district is consistent with the board's vision and expectations
  - b. the long-term financial health of the district is sound
  - c. the Board is notified prior to any spending that requires the transfer of funds between budget functions
  - d. the Board's ultimate authority to determine the financial matters of the district is adhered to
4. The Superintendent shall ensure that assets are reasonably protected, adequately maintained and appropriately used.
5. The Superintendent will act as a resource to the Board on all financial matters of the district.

## **2.6 Instruction**

### BOARD

1. The Board will establish the vision, mission and expectations for the district.
2. The Board will adopt curriculum and instructional programs as appropriate to meet district, state and federal requirements.
3. The Board will adopt graduation requirements conforming to district, state and federal standards.
4. The Board will approve the annual district calendar.

### SUPERINTENDENT

1. The Superintendent is responsible for the continuous development, implementation, and evaluation of the instructional programs that focus on student learning.
2. The Superintendent will provide leadership in meeting the state and federal laws, rules, and regulations. .
3. The Superintendent will recommend appropriate promotion standards and methods to measure their attainment.
4. The Superintendent will schedule presentations and reports by staff on assessments and instructional programs.
5. The Superintendent will prepare and recommend a district calendar for the next school year.
6. The Superintendent will take reasonable steps to ensure the district maintains accountability to all district standards, programs, and curriculum.

## **2.7 Personnel**

### BOARD

1. The Board will employ and evaluate the Superintendent.
2. The Board will give direction only to the Superintendent, except as required by law.
3. The Board will participate in disciplining employees, other than the Superintendent, only when required by law.
4. The Board will employ certified staff after consideration of the recommendation of the Superintendent.
5. The Board in dealing with personnel complaints, or concerns, will adhere to the district's chain of command.
6. The Board will act on personnel matters after consideration of the superintendent's recommendations.

### SUPERINTENDENT

1. Except as otherwise provided by law, all authority over staff members of the district shall rest with the Superintendent and all staff members of the district shall be accountable to the Superintendent.
2. The Superintendent will make a recommendation to the Board regarding the employment of all certified staff. Either the Superintendent, or in the absence of the superintendent, the Board may initiate the dismissal of certified and classified staff.
3. The Superintendent will be responsible for the employment of classified staff.
4. The Superintendent will establish job descriptions, assign staff, and establish a comprehensive evaluation system for all staff.
5. The Superintendent will serve as the board's liaison with all staff.
6. The Superintendent will take reasonable steps to ensure conditions, procedures, actions or decisions that result in lawful, ethical, safe, respectful and dignified treatment of staff and volunteers.
7. The Superintendent will make reasonable background inquiries and checks for all paid and volunteer personnel.
8. The Superintendent will evaluate district administrators and directors.
9. The Superintendent will report to the Board those employees who are under disciplinary or instructional plans.
10. The Superintendent is empowered to delegate authority to staff members, as he/she deems appropriate.

## **2.8 Community Relations**

### BOARD

1. The Board will hold itself accountable to the citizens of the district by focusing on the vision, mission and expectations of the district.
2. The Board will maintain an awareness of community values, concerns and interests with an annual stakeholder survey on board expectations.
3. The Board will channel all complaints and/or grievances through the district's chain of command.
4. The Board will regularly report to the community the status of education in the district

### SUPERINTENDENT

1. The Superintendent will take reasonable steps to ensure district patrons are informed of school programs and activities.
2. The Superintendent will establish a working relationship with the news media.
3. The Superintendent will make recommendations to the Board for resolution of complaints not resolved at the administrative level.
4. The Superintendent will serve as the board's liaison with standing and advisory committees.
5. The Superintendent will take reasonable steps to ensure conditions, procedures, actions or decisions that result in lawful, ethical, safe, respectful and dignified treatment of students, parents and district patrons.

## **2.9 Labor Relations**

### BOARD

1. The Board will establish guidelines for the salary discussion process for certified and classified personnel.
2. The Board will adopt salary schedules and/or set salaries for all employees.
3. The Board is responsible for the Superintendent's contract, benefits and salary.

### SUPERINTENDENT

1. The Superintendent will develop and recommend to the Board, compensation and benefit plans.
2. The Superintendent will provide factual data to the Board and/or salary committee for the adoption of salary schedules.
3. The Superintendent will administer contracts and/or agreements in accordance with all regulations.

## **2.10 Student Services**

### BOARD

1. The Board will establish district policies and expectations for student programs.
2. The Board will focus the district on learning and achievement for all students
3. The Board requires that the Superintendent develop and implement administrative procedures, and/or rules and regulations for maintaining student services.
4. The Board requires that the Superintendent develop and consistently maintain administrative procedures, and/or rules and regulations to ensure that a safe and appropriate educational environment is provided to all students.

### SUPERINTENDENT

1. The Superintendent will take reasonable steps to create a school environment that is safe, conducive to the learning process and free from unnecessary disruption.
2. The Superintendent will develop and implement administrative procedures, and/or rules and regulations to maintain adequate student services including, but not limited to, admission, attendance, activities, discipline, rights and responsibilities.
3. The Superintendent will develop and implement administrative procedures, and/or rules and regulations to deal with health and safety issues, including emergencies.
4. The Superintendent will promote an environment that focuses on success for all students.
5. The Superintendent will provide for the direction and supervision of student activities.

## **2.11 Facilities, Transportation, Food Services**

### BOARD

1. The Board will develop and adopt policies for governing the use of public buildings, grounds and equipment.
2. The Board will prioritize construction and building renovation needs of the district.
3. The Board will develop and adopt policies for governing transportation and food services.

### SUPERINTENDENT

1. The Superintendent will develop and implement administrative procedures, and/or rules and regulations that adhere to district policy, for the supervision of public use of buildings, grounds, facilities and equipment.
2. The Superintendent will be responsible for the upkeep of facilities and prioritize long-range plans for preventive maintenance of buildings, grounds and equipment.
3. The Superintendent will develop and implement administrative procedures, and/or rules and regulations that adhere to district policy, for the supervision of the district's transportation service, food service program and assign staff as appropriate.

## **2.12 Board/Superintendent Relationships**

### BOARD

1. The Board will support the distinction between the Board's role and the role of the superintendent.
2. The Board and individual board members will avoid interference with the Superintendent's duties.
3. The Board encourages open discussion and diverse opinions in addressing important and sensitive issues.
4. The Board will provide regular opportunities for open communication between the Board and the Superintendent.

### SUPERINTENDENT

1. The Superintendent interprets, clarifies, assembles data, and provides professional guidance and assistance to the Board.
2. The Superintendent provides recommendations for Board action on agenda items.
3. The Superintendent is responsive to Board requests and directives for information.
4. The superintendent provides regulations, instructions, and follow-up for employees in such a way as to oversee the Board of Trustee's implementation of district policies.
5. The Superintendent keeps the Board informed of district programs, operations, condition of the schools, and other issues or problems.
6. The Superintendent brings special issues to the attention of the Board in a timely fashion.
7. The Superintendent will assist the Board in board development leadership training.

## **2.13 Planning**

### BOARD

1. The Board sets a “clear direction” for the district, by establishing the district vision, mission, goals, and student achievement expectation(s) for the instructional program of the district.
2. The Board annually establishes expectations for student achievement and regularly monitors progress toward those targets expectations during the school year.
3. The Board and Superintendent collaborate on the development of long and short term expectations and a process for the assessment of progress and performance through the use of an annual Superintendent Evaluation and Board Self Evaluation.
4. The Board requires the Superintendent to report progress on all expectations at designated intervals during the year.

### SUPERINTENDENT

1. The Superintendent will provide assistance to the Board in setting a “clear direction” as they establish the district vision, mission, and student achievement expectations.
2. The Superintendent will provide assistance to the Board in the establishment of annual expectations for student achievement.
3. The Superintendent will provide assistance to the Board as they regularly monitor progress on expectations.
4. The Superintendent will report progress to the Board on expectations at designated intervals during the year.

## **2.14 BOARD ORIENTATION of PROFESSIONAL DEVELOPMENT**

### BOARD

1. The board has a process in place to orient newly-elected or appointed board members.
2. This process of orientation shall include the following components:
  - a. details the differences in responsibilities between the Board and administration
  - b. review of the Leadership Governance manual
  - c. explains the education relationships and chains of command
3. The Board will subscribe to and read professional publications and educational periodicals.
4. The Board will stay informed and promote its own professional development.
5. The Board will attend training opportunities, i.e. conferences, workshops and training sessions.
6. The Board will use pertinent data, research, and consulting services as needed.

### SUPERINTENDENT

1. The Superintendent will assist the Board in establishing a process to orient newly-elected or appointed board members.
2. The Superintendent will provide the Board with updates on professional development, conferences and workshops.
3. The Superintendent will provide the Board with relevant data and research as deemed timely and appropriate.

# **STRATEGIC PLAN 2015-2020**

## **VISION**

Preparing Today for Success Tomorrow

## **MISSION**

CCSD#1 will prepare and empower all students for successful, lifelong learning through effective teaching.

## **VALUES & BELIEFS**

- CCSD#1 believes patriotism, citizenship, and a solid moral and ethical foundation are necessary for success in learning and life experiences.
- Education must take place in a safe and caring environment which values high expectations, honesty, trust, and respect.
- Every student is unique and must have the opportunity to learn. To promote lifelong learning, students must experience success individually and collectively.
- To meet individual needs, CCSD#1 will provide superior teaching through differentiated instruction and learning opportunities through implementation of the best educational practices.
- In order for all members to feel valued and successful, education needs to be a shared obligation of the student, the family, the school, and the community.
- Career Technology Education and technology implementation is valued and necessary to meet student needs.

## **STRATEGIC GOALS**

### **Educational and Learning Environment**

Goal 1: All staff will implement, with 80% accuracy, a creative, dynamic, and motivational educational experience as measured by the CCSD#1 academic walk-through.

### **Accountability**

Goal 2: All staff will implement best teaching practices to create a conducive environment to support all students as measured by MTSS (Multi-Tiered System of Support) and the WAEA (Wyoming Accountability in Education Act) Growth Model.

### **Involvement**

Goal 3: Parents and community members will partner together to encourage, support, and enhance the education of all students as measured by the CCSD#1 Communication Plan.