

## Introduction

# Carrington Public Schools



### Strategic Plan

Approved February 11, 2014

#### Updated:

December 8, 2014

January 9, 2015

March 6, 2015

May 11, 2015

July 7, 2015

September 3, 2015

December 7, 2015

April 8, 2016

February 14, 2017

September 1, 2017

February 13, 2018

October 3, 2018

September 10, 2019

# Introduction

## Strategic Planning Process

In October 2013, a group comprised of the Carrington Public Schools (CPS) school board, administration, teacher representatives, parent representatives, and community representatives took part in an environmental scanning process aimed at identifying the main things the CPS needed to pay attention to and plan for during the next five years.

Participants were divided into five small groups tasked with responding to five questions in order to identify Strengths, Weaknesses, Opportunities, and Threats/Trends. Finally, participants were asked to analyze their responses and identify the main things they believed the CPS system should pay attention to and plan for in the next five years. “Main Thing” was defined as a factor that is likely to affect the CPS such as a current or emerging problem, issue, opportunity, threat, or trend. After working in small groups, a representative of each group reported their findings to the large group.

Throughout the planning process, the concept of “building from strength” was emphasized. The philosophy adopted by the group was that nothing in a Strategic Plan should diminish the strengths of CPS, which have enabled the organization to be successful to this point. The following major strengths were identified:

- **PEOPLE:** Every group mentioned the qualifications, training, care, and dedication of school staff and administrators as one of the district’s greatest strengths.
- **PROGRAMS AND SERVICES FOR STUDENTS:** There are a wide variety of classes. Some classes are dual credit (students earn both high school and college credit). Students perceive they are well prepared for college. The school develops strong student leaders (e.g., FFA, National Honor Society, Student Council, FBLA, FCLA, Speech, Close Up). Reading is emphasized school-wide. There is a wide variety of extra-curricular activities.
- **SCHOOL OPERATIONS AND PRACTICES:** There is a low teacher to student ratio. Graduation rate (about 95%) is above the state average. The bus fleet has been upgraded. There is an effective committee structure in place, and recommendations from these committees are taken seriously. There have been significant efforts to prepare students for major transitions to the next level (i.e., kindergarten to 1<sup>st</sup> grade, 6<sup>th</sup> to 7<sup>th</sup> grade). CPS is recognized as a “Blue Ribbon” school.
- **LEADERSHIP:** The school board is dedicated and forward thinking. There is strong, positive administrative leadership. The district is financially stable. The school board policies are up to date.
- **TECHNOLOGY:** There is wide use of technology, and hardware and software are up to date.

## Introduction

- **CLIMATE:** There is very positive morale due, in part, to strong, effective administrators and collaboration among teachers at all levels. Professional Learning Communities (PLCs) have promoted collaboration. Teacher no longer work in isolation from each other. In general, there is a safe and respectful learning environment.
- **FACILITIES:** There have been recent efforts to modernize and improve existing buildings and grounds. There is a dedication to continually improving and updating facilities.
- **COMMUNITY SUPPORT:** There is a positive community attitude toward schools. There is a sense of pride in the schools. Many parents are involved in the education of their children.

In addition to strengths, the groups identified a cluster of “main things” CPS might pay attention to and plan for during the next five years. From this list, five were recommended to be included in a strategic plan. These included the following:

- **STAFFING:** The school staff is aging and will turn over due to retirement. It is imperative that CPS have a plan in place to recruit and retain quality staff as retirements occur.
- **FACILITIES:** While there have been significant efforts in recent years to upgrade and modernize building and grounds, more needs to be done with the elementary school and other areas such as the gym, locker rooms, Ag. Ed. Building, storage, and parking lots.
- **PROGRAMS AND SERVICES:** Start a pre-school program, but be aware of the space limitations at the elementary school. Initiate academic enrichment programs beyond the standard curriculum.
- **SCHOOL PRACTICES:** Place greater emphasis on character building. Work with others in the community to define the school’s role in addressing what appears to be an increase in student alcohol/tobacco/drug use. Place greater emphasis on promoting academic achievement in the community. Place greater emphasis on career awareness.
- **COMMUNICATION:** Improve and expand the school’s communication systems (e.g., students to counselors, parents to teachers, teachers to parents, school to the community).

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In October 2013 the group convened again. Most of the people who attended the first session returned. Recommended goals to address the “main things” identified in the previous session were reviewed and approved. Five small groups were formed with each group focusing on one of the potential goals. The task of each group was as follows: 1) Review the language of the goal and make recommended changes (WHAT), 2) List the rationale for the goal that included the desired outcomes wished to be achieved (WHY), 3) List potential strategies to achieve the potential goal (HOW), 4) Explore the implications of each strategy and eliminate those that are not promising, 5) List special considerations during implementation, and 6) List potential assessments to monitor progress or measure success during implementation. All of the recommendations were displayed online, and the planning session participants were invited to rate how much they agreed with the recommendations made by each group. They also ranked the degree of priority CPS should give each recommended goal. The response rate was 25 of 31 or 81%, and the results are displayed in a document titled “Strategic Priorities Summary Report,” which is on file at the CPS Superintendent’s office and may be reviewed upon request.

## Strategic Goals

The goals and strategies on the following pages are intended to address the main things the Carrington Public School district needs to pay attention to and plan for during the next five years.

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## Carrington Public Schools Strategic Goal 1

**Goal 1** The Carrington Public Schools will develop a Facilities and Land Master Plan that addresses maintenance and upgrading of existing facilities, identifies needs for possible new facilities, and ensures facilities and land are used effectively and efficiently.

**Background:** The groups identified facilities as both a strength and a weakness that should be planned for. While there have been significant efforts in recent years to upgrade and modernize building and grounds, more needs to be done with the elementary school and other areas such as the gym, locker rooms, Ag. Ed. Building, storage, and parking lots.

**RATIONALE:**

**Desired outcomes we want to achieve:**

Carrington Public Schools wishes to provide its students with a safe, inviting, and fully functional learning environment that will continue to meet future student needs. To achieve this outcome the current facilities must be evaluated for their ability to meet the educational needs of the students. Operating costs and effectiveness must be evaluated as well.

Strategies/Action Steps	Timelines	People Responsible or Involved	Considerations	Assessment
<p>Establish a facility and grounds committee to evaluate all facilities and grounds for strengths and areas of improvement. The task of the committee is to identify what must be renovated, what needs maintenance, what needs replacement, and what must be added. Facilities and grounds must also be evaluated as to their ability to meet future needs. Evaluate each building/ area separately and establish goals for each one.</p>	<p>Create by July 2014.</p> <p>Meet twice a year</p>	<p>Responsible: Supt.</p> <p>Involved: Supt., school board, employees, and community members.</p>	<p>Establish current baseline of facilities and grounds.</p> <p>Create a current facility and grounds working document of current facility and when repairs and updates are made.</p> <p>What needs to be addressed within a year, two years, five years, ect.</p>	<p>Committee has been established.</p> <p>Facility baseline handbook has been created.</p>

**Carrington Public Schools  
Strategic Goal 1**

<b>Strategies/Action Steps</b>	<b>Timelines</b>	<b>People Responsible or Involved</b>	<b>Considerations</b>	<b>Assessment</b>
If needed, secure independent reviews by engineering and/or building experts	When needed	Supt.	Will want confirmation that facility is sound, meets codes, meet needs, is energy efficient	Useful reports are received by the committee.
Develop a maintenance plan for all facilities (buildings and grounds) including a schedule for regular evaluation.	August 2014	Supt.	Such a plan is likely to keep facilities up-to-date.	Written plan is in place.
Regularly create and update a list of recommendations for improvements, additions, repairs, etc.	Ongoing	Supt.	Will need input from each building's users.	List of recommendations is written.
Secure cost estimates for recommended updates.	When needed	Supt.	May need to employ an architect.	Cost estimates are received.
Establish a schedule for regular reporting to the school board.	Twice a year	Supt.	The school board and community must know needs, costs, and priorities.	A schedule of regular reporting is established.

**Goal 1 Status:**

[Enter Status Report Here](#)

**Item 1**

Establish a facility and grounds committee to evaluate all facilities and grounds for strengths and areas of improvement. The task of the committee is to identify what must be renovated, what needs maintenance, what needs replacement, and what must be added. Facilities and grounds must also be evaluated as to their ability to meet future needs. Evaluate each building/ area separately and establish goals for each one.

## Carrington Public Schools Strategic Goal 1

Facility Committee: Brian Duchscherer, Dave Nowatzki, Juanita Short, Dale Perhus, Kenny Albrecht, and Joel Lemer. To date committee has not met. (Updated August 10, 2014)

Facility Committee met on November 4, 2014. Committee members: Brian Duchscherer, David Nowatzki, Juanita Short, Dale Perhus, Kenny Albrecht, Joel Lemer, Matt Paulson, Jason Jarrett, Red Skytland, and Kim Edland. Committee review documents showing the general break down of each school building with dates of major repairs and renovations to each building. (Updated December 8, 2014)

Facility Committee met on November 25, 2014. Committee reviewed current facility needs and priority recommendations for elementary and high school and decided to expand committee. (Updated December 8, 2014)

Facility Committee met on December 9, 2014. Additional members added were Kevin Wolsky, Angela Kutz, and Brock Lura.

Facility Committee met on January 14, 2015. Discussed working with a consultant to guide the school district through a community facility discussion. (Updated March 6, 2015)

Facility Committee met on February 17, 2015. Reviewed and discussed bids on Program Management and Construction Management. (Updated March 6, 2016)

Facility Committee met on March 4, 2015. Met with Dave Bergeron and Jason Splett from FJJ Solutions. (Updated March 6, 2015)

School District signed consulting contract for facility planning with FJJ Solutions in April 2015. (Updated May 11, 2015)

School District decided to hire YHR Partners as the architectural firm to work with FJJ Solutions for facility planning and possible future architectural service on a new elementary school. (Updated July 2, 2015)

YHR Partners and FJJ Solutions have developed a floor plan and rendering of a possible new elementary school, gymnasium, locker rooms and auditorium. (December 7, 2015).

School District held referendum vote on February 16, 2016. The vote on the referendum was defeated. (Updated April 8, 2016).

School Board voted to create a new plan and have another referendum vote on May 24, 2016. (Updated April 8, 2016).

School District held building referendum vote on May 24, 2016. The vote on the referendum was successful. (Updated February 1, 2017)

School Board facility committee is currently working with YHR Partners on new elementary school project as well as possible other updates to current high school facility. (Updated February 1, 2017).

School Board has established a facility construction team consisting of two school board members and superintendent. These representatives along with the business manager, high school principal, and high school head custodian will all be present at construction meetings that are held every two weeks. (Updated September 1, 2017).

## Carrington Public Schools Strategic Goal 1

School board representative and superintendent are allowed to make change order approvals to the amounts under \$15,000. Board representative reports back to full board each month on the progress of the new elementary school. (Updated September 1, 2017).

New Elementary School has been substantially completed and occupied on August 21, 2018. Facility committee continues to work with architects and contractors on punchlist items and other items in the totally complete the project during this school year. (Updated October 3, 2018).

The School Board representative and Superintendent continue to work with YHR architects and contractors to complete the warranty list items on the new elementary school. (Updated September 10, 2019).

The School Board and administration continue to make needed improvements to other areas of the school facilities. This past year the school district improved the welding area with new booths and exhaust system, installed an irrigation system on most of the school grounds, improved overflow parking area, and renovated the resource transition room. (Updated September 10, 2019).

The School District sold the land at old elementary school site. (Updated September 10, 2019).

### Item 2

If needed, secure independent reviews by engineering and/or building experts

Engineer: School district has a working relationship with structural engineer Douglas Sharbono and with electrical engineer firm (KLJ). (Updated August 10, 2014)

School District received on June 10, 2015 an independent review from FJJ Solutions of facility educational adequacy of the elementary school and high school. (Updated July 2, 2015)

On August 11, 2015, School District received presentation on condition of elementary school and high school from FJJ Solutions and YHR Partners. (Updated September 2, 2015)

School district and FJJ Solutions decided to end working relationship as of March 22, 2016 and decide to work with YHR Partners, to develop a new referendum plan. (Updated April 8, 2016).

School district hired MBN Engineering to design and manage installation of new high school boilers. (Updated February 1, 2017).

School district is working with YHR Partners as district architect for new elementary school facility. (Updated February 1, 2017).

School district hired Ben McKay as owner's representative for new elementary school facility project. (Updated February 1, 2017).

School district hired TF Powers Construction as general contractor, Midwest Mechanical as mechanical contractor, and Scott's Electric as electrical contractor on January 31, 2017 for new elementary school facility. (Updated February 1, 2017).



## Carrington Public Schools Strategic Goal 1

School district hired NTI services to conduct quality control services in regard to compaction test, concrete testing, and steel quality control on the new elementary school. (Updated September 1, 2017).

School district continues to work with YHR Partners, Architects to build new elementary school and make improvements to current high school. (Updated February 13, 2018).

School district hired VCI Environmental and Legend Technical Services to remove asbestos from old elementary in preparation to the demolition of the old elementary school. (Updated October 3, 2018)

### Item 3

Development Maintenance Plan for all facilities:

Beginning to compile a plan for each building. (Updated August, 2014)

A document and facility map has been created for each building showing repairs and renovations on each building. (Updated December 8, 2014)

School district received a facility access summary and presentation by FJJ Solutions at the June 2015 school board meeting. Superintendent and custodians will meet with FJJ and YHR on July 7, 2015 to access the elementary facility. (Updated July, 2 2015)

### Item 4

Regularly create and update a list of recommended improvements.

Many energy and air conditioning improvements were planned and completed during June, July, and August of 2014. No new list of recommended improvement is currently created. (Updated August 10, 2014)

Reviewed at November 25, 2014 committee meeting. (December 8, 2014)

Replaced high school interior gymnasium doors the summer of 2015. (Updated July 2, 2015).

No facility improvements planned for the summer of 2016. (Updated April 8, 2016).

School district facility committee is evaluating and considering renovations to high school facility. (Updated February 1, 2017).

## Carrington Public Schools Strategic Goal 1

School district facility committee meets every two weeks with general contractor, electrical contractor, mechanical contractor, and architect to discuss progress on new elementary school. (Updated September 1, 2017).

Superintendent and school board representative talk and meet regularly in regard to the construction of the new elementary school. (Updated September 1, 2017).

The facility committee updates the school board during each monthly school board meeting on current construction and any change orders requested. (Updated February 13, 2018).

The facility committee continues to give monthly reports to the school board and community on the current and future facility issues at each school board meeting. (Updated October 3, 2018)

The school board representative and superintendent regularly discuss school campus facilities and make recommendations regarding facilities to the full board at monthly meetings. (Updated September 10, 2019).

### Item 5

#### Secure cost estimates:

Estimated cost projections for building project of \$23,750,000 presented to school board on December 7, 2105. (Updated December 7, 2015)

Estimated cost projections by YHR Partners for building cost without financing is approximate \$16,000,000 as presented at March 22, 2016 school board meeting. (Updated April 8, 2016).

Estimated construction cost for new elementary school facility is \$13,365,110.00 (Updated February 1, 2017).

School board secure cost to remove asbestos from the old elementary school at \$104,685 with air monitoring at \$19,500. (Updated October 3, 2018).

### Item 6

#### Report to school board:

First report to the school board August 12, 2014. (Updated August 10, 2014)

Committee report to the school board occurred on November 11, 2014. (Updated December 8, 2014)

## Carrington Public Schools Strategic Goal 1

Committee report to the school board occurred on December 4, 2014. (Updated December 8, 2014)

Committee report to the school board occurred on January 13, 2014. (Updated January 13, 2015)

Report to the school board on March 10, 2015. (Updated March 6, 2015).

Committee will meet in May, along with FJJ Solutions, to review Request for Qualification for Architectural Services. (Updated May, 11, 2015)

FJJ Solutions reported to the school board on June 10, 2015. (Updated July 2, 2015)

Updated strategic plan report to the board on July 7, 2015. (Updated July 2, 2015)

FJJ Solutions reported to the school board on August 11, 2015. (Updated September 2, 2015)

Updated strategic plan report to the board on September 8, 2015. (Updated September 2, 2015)

Updated strategic plan report to the school board on December 7, 2015. (Updated December 7, 2015)

Public Long Range Planning Meeting presentations were held on October 7, 2015 and December 2, 2015. (Updated December 7, 2015)

At the March 15 and 22, 2016 special school board meetings a new plan was presented to the school board for a proposed estimated \$16,000,000 (without financing) building project. (Updated April 8, 2016).

There is a monthly facility committee report by a school board member and superintendent at each school board meeting. (Updated February 1, 2017).

There is biweekly construction meeting with school facility committee, contractors, and architect. There is a monthly update to school board members at each monthly school board meeting. (Updated February 13, 2018)

Biweekly construction meetings continue, along with a monthly update to school board members at each school board meeting. (October 3, 2018).

Each month there is a facility report by a board member and superintendent to the entire school board and public. (Updated September 10, 2019).

## Carrington Public Schools Strategic Goal 2

### Goal 2

The Carrington Public Schools will develop and implement a plan to recruit and retain high quality professional staff in anticipation of potential high turnover of staff in the foreseeable future.

**Background:** One of CPS's strengths is the quality of its professional staff. The school staff is aging and will turn over due to retirement. There are also a high number of young teachers and administrators that may also leave due to professional or personal opportunities. It is imperative that CPS have a plan in place to recruit and retain quality staff as turnover occurs.

#### **RATIONALE:**

##### **Desired outcomes we want to achieve:**

- Retain high quality existing staff
- Recruit excellent candidates for open teaching positions
- Retain high quality and effective administration who foster a positive teaching environment
- By retention of highly effective teachers and outstanding administration we can maintain a climate of high quality education and continue to achieve higher levels of student achievement and teacher satisfaction

Strategies/Action Steps	Timelines	People Responsible or Involved	Considerations	Assessment
Continue to promote the excellent learning culture that exists in the district.	Ongoing	Building principals.	We want to avoid returning to low morale, loss of interest in teaching or administration.	Accurate and honest evaluations of all employees reveal a continued excellent learning culture.
Use community involvement to help attract top candidates.	October 2014	Supt., principals, Carrington Convention and Visitor's Bureau	Address areas of concern to include housing, activities for young	Some type of report to school board from superintendent on potential

## Carrington Public Schools Strategic Goal 2

Strategies/Action Steps	Timelines	People Responsible or Involved	Considerations	Assessment
			singles/couples, medical availability.	community projects that address the issues.

**Goal 2 Status:**

[Enter Status Report Here](#)

**Item 1**

Continue to promote excellent learning culture:

All employees are evaluated each year, with a team created to look at a new teacher/principal evaluation model. (Updated August 10, 2014).

Dave Weber a national motivational speaker was the keynote speaker at fall professional development day. (Updated August 10, 2014)

School district will use a research based evaluation system (Danielson) starting 2015-2016 to evaluate all classroom teachers. (Updated July 2, 2015)

Principals will be trained to use the Danielson evaluation system to help create and maintain the learning environment. (Updated July 2, 2015).

School district was successful in hiring replacements for all certified personnel for the 2015-2016 school year. (Updated July 2, 2015).

School district provided professional development training on Google School, poverty, and mental health during professional development days on August 18, 19, & 20, 2015. (Updated September 8, 2015).

School district provide early dismissal professional development days and technology training on October 21 and November 6, 2015. (Updated December 7, 2015).

School district provided early dismissal professional development days on January 29, 2016 and March 11, 2016. (Updated April 8, 2016).

School district is planning a spring social appreciation and recognition evening on May 20, 2016 for all school employees. (Updated April 8, 2016).

School district purchased during the 2016-2017 school year the book *Embedding Formative Assessment* to conduct a book study and professional development opportunity for all teachers. (Updated February 1, 2017).

## Carrington Public Schools Strategic Goal 2

The school district provided 6 early dismissal for the purpose of teacher professional development during the 2016-2017 school year. (Updated February 1, 2017).

The school district will provide 8 early dismissals for the purpose of teacher professional development during the 2017-2018 school year. (Updated September 1, 2017).

A teacher and principal committee from both the high school and elementary school are currently being trained to implement the Muti Tier System of Supports (MTSS) frameworks. (Updated September 1, 2017).

Elementary and high school MTSS teams are continuing professional development activities with in-school meetings and working with the SEEC. (Updated February 13, 2018)

The district will provide 8 early dismissals for the purpose of professional development during the 2018-2019 school year. Elementary school and high school will continue to implement Muti Tier Systems of Supports frameworks strategies. (Updated October 3, 2018).

### Item 2

Use community involvement to help attract top candidates:

Superintendent provides all teaching candidates being interviewed a “Welcome to Carrington” packet provided by the Carrington Area Chamber of Commerce. (Updated July 2, 2015)

Superintendent is currently attending Carrington Chamber, “Consider Carrington” monthly roundtable discussion to help promote the city of Carrington. (Updated February 1, 2017).

Superintendent continues to be a member of the Consider Carrington monthly roundtable discussion meeting with the Carrington Chamber. (Updated February 13, 2018).

The School District continues to provide professional development activities with the help of the SEEC for all teachers and administrators. (Updated September 10, 2019).

School District was successful infilling all needed positions for the 2019-2020 school year. (Updated September 10, 2019).

School District continues to enroll new teacher’s into the state supported first year teacher mentorship program. (Updated September 10, 2019).

## Carrington Public Schools Strategic Goal 3

**Goal 3** The Carrington Public Schools will develop and implement a plan to assess the development of student character, career/academic awareness, and healthy choices. The Carrington Public Schools will also develop and implement a plan to assess and prioritize new program and service needs.

**Background:** School operations and practices were identified as one of the district’s strengths. However, the groups recommended that the school place greater emphasis on character building, work with others in the community to define the school’s role in addressing what appears to be an increase in student alcohol/tobacco/drug use, place greater emphasis on promoting academic achievement in the community, and place greater emphasis on career awareness.

Programs and services were identified as one of the district’s strengths. However, specific recommendations in this area included enriching the curriculum.

**RATIONALE:**

**Desired outcomes we want to achieve:**

- Graduates that are prepared for success in career/college
- Respect for self, others, and community
- Establish habits for healthy life choices
- Prepare students for future leadership roles
- Measure success after graduation from Carrington Public School.
- Create a culture that every student is safe, secure, and valued at Carrington Public School

Strategies/Action Steps	Timelines	People Responsible or Involved	Considerations	Assessment
Establish a committee or use an existing committee to assess the development of student character, career/academic awareness, healthy choices, and curriculum.	October 2014	H.S. Principal		Committee is in place with clear expectations.
Develop an assessment or use the North Dakota youth risk survey to get base-line data about student character, career/academic awareness, and healthy choices.	October 2014	H.S. Counselor H.S. Principal		Assessment tool is in place.

Carrington Public Schools  
Strategic Goal 3

Strategies/Action Steps	Timelines	People Responsible or Involved	Considerations	Assessment
Develop an application process for a job-shadowing program.	September 2014	H.S. Counselor H.S. Principal	<p>Students should have the opportunity to apply for a job shadow experience at least yearly.</p> <p>Be aware of transportation needs, places to job shadow, and who will facilitate the program.</p> <p>Job Shadowing has to be a “win” for the business.</p>	There is a two- and five-year follow-up survey for graduates, which evaluates the effectiveness of job-shadowing.
Continue and expand present programs regarding drug, alcohol, and tobacco use.	September 2014	H.S. Counselor H.S. Principal Elem. Counselor Elem. Principal	<p>Be aware of the extra-curricular contracts of conduct and loss of academic instruction time.</p> <p>Be sure to include community stakeholders.</p>	Data from Youth Risk Behavior survey reveal fewer incidents of drug, alcohol, and tobacco use.
Continue and expand student leadership opportunities (e.g.. Student Council, Honor Society, FFA, FBLA, FCCLA)	Yearly	H.S. Principal H.S. Teachers		More students are actively participating in student



## Carrington Public Schools Strategic Goal 3

Strategies/Action Steps	Timelines	People Responsible or Involved	Considerations	Assessment
				leadership programs, clubs, or activities.
Progress Report and recommendations are made to the school board regarding the development of student character, career/academic awareness, and healthy choices.	December and May School Board Meetings	H.S. Principal	Might want to report at least semi-annually.	Report is reviewed by the school board.

### Goal 3 Status:

[Enter Status Report Here](#)

#### Item 1

Establish a committee or use an existing committee to assess the development of student character, career/academic awareness, healthy choices, and curriculum:

The CTE Counselor Advisory Committee will meet the needs of this action step. The committee is currently chaired by Joan Copenhaver, high school counselor, and Glorie Odden, elementary school counselor, and includes vocational/transitional coordinator Vickie Becvar, teachers, parents, local business members, and students. The committee meets twice a year (last met on November 25, 2014) to make recommendations for the school district. (Updated December 8, 2014)

The elementary school counselor has started a program of visiting classrooms twice a month. Her lessons focus on a positive character trait. Each month students are recognized for exhibiting positive traits. Their pictures are displayed in the main hallway trophy case. Students get a pin-on button that says "Student of Character". They are also recognized at quarterly assemblies. Daily announcements sometimes have a focus statement dealing with the character trait. (Updated December 19, 2014)

The elementary students are involved in service activities. Sixth grade students participate in assisting with the Gearing Up for Kindergarten program. Fifth grade students help with a food drive and a community clean up project. All students were invited to help put up flags at the cemetery for Memorial Day last May. About 15 elementary students and several staff took part in the activity. (Updated December 19, 2014).

Teachers in the elementary school and high school are involved in a book study using the book, "Choosing Civility". Teacher training is the first step in motivating change in a building. Teachers will model civility in the classroom and practice it with students. The civility topics will match up well with the character traits. (Updated December 19, 2014)

## Carrington Public Schools Strategic Goal 3

The CTE Counselor Advisory Committee will meet the needs of this action step. The committee is currently chaired by Joan Copenhaver, high school counselor, and Gloria Odden, elementary school counselor, and includes vocational/transitional coordinator Vickie Becvar, teachers, parents, local business members, and students. The committee meets twice a year (will meet again on May 12, 2015) to make recommendations for the school district. (Updated May 11, 2015)

The CTE Counselor Advisory Committee will meet the needs of this action step. The committee is currently chaired by Joan Copenhaver, high school counselor, and Gloria Odden, elementary school counselor, and includes vocational/transitional coordinator Vickie Becvar, teachers, parents, local business members, and students. The committee meets twice a year (met on Sept. 29, 2015) to make recommendations for the school district. (Updated December 7, 2015)

The school district held a local career fair during the 2016-2017 school year with state colleges and university representatives present, along with business and industries booths available for students grades 8-12. (Updated September 1, 2017)

The CTE Counselor Advisory Committee will meet the needs of this action step. The committee is currently chaired by Joan Copenhaver, high school counselor, and April Foth, elementary school counselor, and includes vocational/transition coordinator Vicki Becvar, teachers, parents, local business members, students and high school principal. The committee meets twice a year (on Sept. 5, 2017 and again in the spring of 2018) to make recommendations for the school district. (Updated September 1, 2017)

The school district will continue to host a local career fair during the 2018-2019 school year. (Updated October 3, 2018)

The school district established safety team to review and help implement new ALICE strategies for intruder within the facility. (Updated October 3, 2018).

The school district continues to use committees consisting of school board members, administrators, teachers, parents, students, and community members in the areas of CTE advisory boards, technology committee, lunch committee, communication committee, crisis team committee, and other internal employee committee meetings. (Updated September 10, 2019).

### Item 2

Develop an assessment or use the North Dakota youth risk survey to get base-line data about student character, career/academic awareness, and healthy choices:

The high school will continue to administer the ND Youth Risk Behavior survey every two years. (Updated December 8, 2014)

The high school will continue to administer the ND Youth Risk Behavior survey every two years. (Updated December 7, 2015)

Every student in 8<sup>th</sup> grade will complete the Safe Dates program in their health class. Safe Dates is a research-based program that targets the attitude and behaviors associated with dating abuse and violence. The curriculum is facilitated and co-taught by guest instructors from Foster Co. Public Health, CHI St. Alexius Carrington, and Safe Shelter in Jamestown. (Updated February 14, 2017).

## Carrington Public Schools Strategic Goal 3

Students 7-12 will participate in the ND Youth Risk Behavior in January 2017. (Updated February 14, 2017).

Will continue providing the Safe Dates curriculum to every 8<sup>th</sup> grade student in their health class. Safe Dates is a research-based program that targets the attitude and behaviors associated with dating abuse and violence. The curriculum is facilitated and co-taught by guest instructors from Foster Co. Public Health, CHI St. Alexis Carrington, and Safe Shelter in Jamestown. There is discussion with Jan Bakke from CHI St. Alexis Carrington about following up on the Safe Dates concepts with the seniors. The focus of the presentation would be college safety/violence prevention tactics. (Updated September 1, 2017)

Foster Co. Public Health and CHI St. Alexis Carrington will provide a one-day Safe Date overview for our Seniors on April 18, 2018. Their presentation will focus on safety in relationships and strategies for protecting yourself at college and other post-secondary settings. (Updated February 13, 2018).

Principal reported latest ND Youth Risk Behavior survey to school board a January 2018 school board meeting. (Updated February 13, 2018).

The school district provided training to teachers in the area of student vaping and recognizing the signs of dating abuse and violence. (Updated September 10, 2019).

The school district provided training to teachers in the area of secondary trauma impact to teachers within their position as teachers. (Updated September 10, 2019).

### Item 3

Develop an application process for a job-shadowing program:

Joan Copenhaver, the high school counselor, has designed an application for students to complete when they are interested in a job-shadowing experience. Currently, the HS principal and HS counselor are deciding how to roll out the process to the students, including the management of potentially hundreds of applications. (Updated December 8, 2014).

Currently the HS counselor is aligning job shadows for upperclassmen based on student requests. (May 11, 2015)

Joan Copenhaver, the high school counselor, has designed an application for students to complete when they are interested in a job-shadowing experience. Currently, the HS counselor is aligning job shadows for upperclassmen based on student requests. (Updated December 7, 2015)

During the 2016-2017 school year five students participated in a job shadowing experience. (Updated September 1, 2017).

Students continue job shadowing experiences on site with TF Powers Construction building the elementary school (Updated February 2018)

Job Shadows and requests for information are initiated by the students. Job shadows are offered to juniors and seniors. This was decided by the counseling advisory committee to limit it to those two grade levels. (Updated February 13, 2018)

## Carrington Public Schools Strategic Goal 3

Job Shadowing during the 2017-2018 school year:

Junior/Senior Job Shadows:

- 1 student – participated in a training webinar addressing mental health concerns for members of military
- 2 students – Accounts Payable at Dakota Growers
- 1 student – Engineer at Dakota Growers (waiting for this to be scheduled yet)
- 2 students – Pediatric Nursing through Altru Health in Grand Forks
- 1 student – Dermatology clinic through Altru Health in Grand Forks
- 1 student – Pharmacy with Sarah Richter at Carrington Drug
- 1 student – Physical Therapy at Carrington Health Center
- 1 student – UND Sports Management (Skype)
- 2 students – Dentistry/Dental Hygiene at Carrington Dental/Dr. Bauer
- 1 student – Anne Carlsen Center School
- 1 student – Energy and Environmental Research Center
- 1 student – Lawyer – Kara Brinster – Carrington City Attorney

(Updated February 13, 2018)

8<sup>th</sup> Grade Job Shadows

Retail Management (Hope Carr @ Lionness), Movie Script Writer/Producer (Face Time with Jordan Wold), Zoo Keeper (Skype with Red River Zoo), Interior Designer (Rosie Mozelle at Lumberyard), Bee Keeper (Shirley Charles with Charles Apiaries), Bus Driver (Jay Wolsky at CHS), Construction (Jeremy Hoesel with TF Powers), Speech Therapist (Corrine Frost Carrington Public Schools), Nursing (Golden Acres staff), Physical Therapist (CHC), Paramedic (Jessica Fehlberg at Ambulance Bay), Sheriff (Justin Johnson), Butcher (Barton Meats), Mechanic (Dave Nelson, Erickson Implement), Mechanical Engineer (Mike Ness at Dakota Growers), Video Game Designer (Skype with Wicked Soul), Graphic Designer (Skype with UND Athletics), Dentistry (Dr. Garr during Scrubs Camp), Medicine (Chelsey Zeltinger during Scrubs Camp) (Updated February 13, 2018)

Item 4

Continue and expand present programs regarding drug, alcohol, and tobacco use:

Will continue teaching about substance use and abuse a part of the 7<sup>th</sup> and 8<sup>th</sup> grade health curriculum. Will continue to bring in speakers/presenters sponsored by NDDOT and other organizations. Will continue to work with Healthy Communities in Carrington to provide substance-free events for students. Sources of Strength presented on substance abuse prevention and healthy choices to the elementary and did a variety of awareness activities in the high school during Red Ribbon week this fall. (Updated December 8, 2014).

## Carrington Public Schools Strategic Goal 3

April 2015, the CHS student council with the assistance of the SEEC and the Foster County Sheriff had Lynn Mickelson present to students on the dangers of drinking and driving. (Updated May 11, 2015)

Will continue teaching about substance use and abuse as part of the 7<sup>th</sup> and 8<sup>th</sup> grade health curriculum. Will continue to bring in speakers/presenters sponsored by NDDOT and other organizations. Will continue to work with Healthy Communities in Carrington to provide substance-free events for students. For Red Ribbon Week on Oct. 23-31, 2015, Source of Strength held drug prevention awareness activities in the high school and presented lessons at the elementary school. (Updated December 7, 2015)

Miss North Dakota presented to grades 7-12. The platform was, You Decide the Road Ahead: Don't Drink and Drive in Feb 2017. Assisting the coordinator for the partnership for success grant for Foster County by collecting data on youth alcohol use. (Updated February 14, 2017).

During the 2016-2017 school year the school district started using a private company to provide services for a safety dog. The safety dog will help provide a safe and drug free school campus. (Updated September 1, 2017)

At the start of the school year, David Nowatzki, the high school principal, discussed the rules and policies of the high school in small setting meetings with each grade 7-12. Included in the discussion were the school district and ND High School Activities Association policies that outline the consequences of student use of alcohol, tobacco and drugs. The small setting created opportunities for students to ask questions and reach an understanding of how using substances can affect their health and their eligibility. (Updated September 1, 2017)

Will continue teaching about substance use and abuse as part of the 7<sup>th</sup> grade, 8<sup>th</sup> grade, and high school health curriculum. Will continue to bring in speakers/presenters sponsored by NDDOT and other organizations. Will continue to work with Healthy Communities and Carrington Health Center to provide substance-free events for students. Sources of Strength will conduct a variety of awareness activities at the elementary and high school during Red Ribbon Week in October. (Updated September 1, 2017)

### Item 5

Continue and expand student leadership opportunities (e.g.. Student Council, Honor Society, FFA, FBLA, FCCLA):

Organization meeting during I/E time have allowed greater student participation and greater numbers of members in FBLA, Student Council, etc. Most organizations have sustained or created officer positions, which have allowed for more student leadership opportunities (Sources of Strength added officer positions this year). (Updated December 8, 2014)

Two elementary teachers will be attending Destination Imagination training session on January 10, 2015 to see if this student leadership/enrichment activity is a program we would want to explore for the Carrington Elementary School. (Updated January 9, 2015).

## Carrington Public Schools Strategic Goal 3

CHS students in Student Council, Future Business Leaders of America, and National Honor Society were elected to ND state-level officer positions during the 2014-2015 school year. (Updated May 11, 2015)

Two recent CHS graduates were elected to state FFA offices, one elected as State President and the other elected as State Parliamentarian. (Updated July 2, 2015).

Organization meetings during I/E time have allowed greater student participation and greater numbers of members in FBLA, Student Council, etc. Most organizations have sustained or created officer positions, which have allowed for more student leadership opportunities. During the 2015-2016 school year, CHS students are serving state-level and national-level positions in Student Council, Future Business Leaders of America, and National Honor Society. (Updated December 7, 2015)

A CHS junior was elected to be a state FBLA regional vice president at the April 2016 state convention. (Updated April 8, 2016).

At the April 2016 state FCCLA convention a CHS junior was elected to a FCCLA state office position. (Updated April 8, 2016).

Organization meetings during I/E time continue to allow greater student participation and greater numbers of members in FBLA, Student Council, etc. All organizations have created officer positions, which have allowed for more student leadership opportunities. During the 2017 ND State FBLA convention, a CHS Junior was elected Region 4 Vice-President. For two years in a row, CHS has had two graduates recognized as National FFA American Star finalists. (Updated September 1, 2017).

A CHS junior was elected to a state student council office during the 2018-2019 school year. (Updated September 10, 2019).

### Item 6

Progress Report and recommendations are made to the school board regarding the development of student character, career/academic awareness, and healthy choices:

(Update to School Board by the HS Principal at December School Board meeting).

(Update to the School Board by the HS Principal at the May School Board meeting).

(Update to School Board by HS Principal at the December 2015 School Board meeting).

(Update to School board by HS Principal at the September 2017 School Board meeting).

The high school principal and elementary principal both give monthly school board reports on school activities including student leadership and academic performance. (Updated September 10, 2019).

Carrington Public Schools  
Strategic Goal 3

Carrington Public Schools  
Strategic Goal 3

Strategies/Action Steps	Timelines	People Responsible or Involved	Considerations	Assessment
<p>Establish a committee or use an existing committee to assess and prioritize new program and service needs. The committee should pay particular attention to assessing the need for expanding the curriculum.</p>	<p>August 2014</p>	<p>Building principals</p>	<p>The committee must be volunteers.</p> <p>The committee should include teachers, administration, parents, and students with a variety of curriculum interests.</p>	<p>Committee is in place with clear expectations.</p>
<p>Develop tools and systems to track and measure student success after graduation</p>	<p>May 2015</p>	<p>Supt., H.S. Principal, and H.S. Counselor</p>	<p>Be sure to involve outside stakeholders (e.g., college entrance counselor, community employers, and graduates).</p> <p>Be sure to consider short- and long-term tracking.</p>	<p>Tools and systems are in place and they work.</p>

**Goal 3 Status:**

Item 7



## Carrington Public Schools Strategic Goal 3

Establish a committee or use existing committee to access or prioritize new programs or services needed:

Currently, a committee is being formed and a meeting has been planned. (Updated December 8, 2014)

The 2014-2015 district data team meetings led to expanding the interventions for students struggling in math at the 7<sup>th</sup> grade level for the 2015-2016 school year. (Updated May 11, 2015)

District data team meetings led to expanding interventions for students struggling in math at the 7<sup>th</sup> grade level for the 2015-2016 school year. Input from the teachers of the math department led to an Enrichment Algebra II class. (Updated December 7, 2015).

CHS data team members have taken Multi-Tiered Systems of Support training during the 2016-2017 school year and are planning to implement MTSS in the 7<sup>th</sup> & 8<sup>th</sup> grade in the area of reading for the 2017-2018 school year. (Updated February 14, 2017).

In collaboration with Grand Forks Public School and Golden Acres offered new CNA on-line curriculum and practicum class during 2016-2017 school year. (Updated February 14, 2017).

Developing new AP Biology class that will be offered during 2017-2018 school year. (Updated February 14, 2017).

During the 2017-2018 school year the high school will be entering the second year of MTSS training and implementation. The elementary school will be entering their first year of MTSS training and implementation. (Updated September 1, 2017).

Members of the high school MTSS team will be attending school-wide behavior expectation training in January, March, April and May of 2018 with the goal of creating behavior pathway for Tier 1 – 3 for CHS. (Updated February 13, 2018).

Developed new curriculum classes within our existing curriculum at the high school. Added Dual Credit Physics and computer science class. (Updated October 3, 2018).

The School District started providing additional social/emotional/behavioral counseling for students in grades K-12 by providing an in house clinical counselor one day a week. (Updated September 10, 2019).

### **Item 8**

Develop tools and systems to track and measure student success after graduation:

## Carrington Public Schools Strategic Goal 3

Currently in contact with an outside vendor (Life Track Services) regarding tracking our students' progress after they graduate from CHS. (Updated December 8, 2014)

Contract for services with LifeTrack Services will be presented to the school board at the January school board meeting. (Updated January 9, 2015).

Signed contract with LifeTrack Services March 2, 2015 to survey this year's seniors and we plan to continue this agreement in futures years. (Updated March 6, 2015).

The superintendent, high school principal, and high school counselor chose the questions for the senior year survey from a bank of questions provided by LifeTrack Services. The senior year survey will be administered to the senior class on May 11, 2015. (Updated May 11, 2015)

Surveyed graduating seniors May of 2015 using LifeTrack Services. (Updated July 2, 2015).

Received results from graduating seniors (2015). Provided results to high school teachers and to school board at September school board meeting. (Updated September 8, 2015)

LifeTrack Services was contracted to provide a survey to our seniors at the end of their senior year, as well as additional surveys at one and five-year after high school. The superintendent, high school principal and high school counselor chose the questions for the senior year survey from a bank of questions provided by LifeTrack Services. The senior year survey was administered to the senior class on May 11, 2015 and results received during the following summer. This May, the Class of 2016 will take the end of year survey. The Class of 2015 will be contacted by LifeTrack Services to take a one-year after high school survey. (Updated December 7, 2015)

The LifeTrack Services senior survey will be given in May of 2016 to the class of 2016. (Updated April 8, 2016).

The LifeTrack Services senior survey will be given in May of 2017 to the class of 2017. The first of two follow-up surveys was sent to the Class of 2015 this past November. (Updated February 14, 2017).

Received and distributed from LifeTrack Services the first post graduate (Class of 2015) survey results to the school board at the August 2017 school board meeting. (Updated September 1, 2017)

The LifeTrack Service senior survey will be given in May of 2018 to the class or 2018. (Update February 13, 2018).

Carrington Public Schools  
Strategic Goal 3

## Carrington Public Schools Strategic Goal 4

**Goal 4** The Carrington Public Schools will develop and implement a plan to assess and improve its internal and external communications.

**Background:** Several groups listed improved communication as a high priority to plan for. It was recommended that the district improve and expand its communication systems. Examples included parents to teachers, teachers to parents, and school to the community. Among the groups it was frequently mentioned that there needed to be multiple methods of communication.

**RATIONALE:**

**Desired outcomes we want to achieve:**

To ensure students, parents, staff, faculty, community members, and all stakeholders are aware of all aspects of the school (e.g., progress of the school, curriculum, schedules, facilities, security).

Strategies/Action Steps	Timelines	People Responsible or Involved	Considerations	Assessment
Establish a committee or use an existing committee to assess and improve internal and external communications.	May 2014	Supt. H.S. Principal Elem. Principal Technology Dir.	The committee should include representation by all the stakeholders listed in the Rationale.	Committee is in place with clear expectations.
Assess current communication methods to determine what is working, what is not working and why.	June 2014	Administration and Technology Dir.	Be sure to listen to and honor feedback, especially from students and parents, that may shake-up and challenge existing norms.	Baseline assessment is completed.
Explore using forms of social media (e.g., Facebook & Twitter). Attach link to school homepage.	June 2014	Administration and Technology Dir.	Should be used for positive information.  Disable comment.	The idea is accepted or rejected based on sound rationale.

Carrington Public Schools  
Strategic Goal 4

Strategies/Action Steps	Timelines	People Responsible or Involved	Considerations	Assessment
Explore televising board meetings	Ongoing	Supt.	Will need to work out logistics with Dakota Central.	The idea is accepted or rejected based on sound rationale.  If pursued, Viewership Reports reveal significant viewing.
Do more to promote the PowerSchool website and link the PowerSchool website to Facebook & Twitter.	August 2014	Technology Director	The aim is to use PowerSchool to improve two-way communication between parents and teachers and to communicate what is going on in the school.	Monitor "hits" (the number of times the system is used).
Progress Report and recommendations are made to the school board regarding improved communication.	July and December	Supt.	Might want to report monthly at first and then at least semi-annually thereafter.	Report is reviewed by the school board.

**Goal 4 Status:**

[Enter Status Report Here](#)

Item 1

Establish a committee or use existing committee to assess and improve internal and external communications:

## Carrington Public Schools Strategic Goal 4

Superintendent will create subcommittee of technology committee to meet spring of 2018 to discuss internal and external communication. (Updated February 13, 2018).

Committee did not meet in the spring will plan on organizing at the scheduled November 14, 2018 technology committee meeting. (Updated October 3, 2018).

Communication committee was established and met three times to create a district communication plan. Principals met with Kindergarten and seventh grade parents to explain different forms of communicating with and from the school. (Updating September 10, 2019).

### Item 2

Assess current communications methods to determine what is working and what is not working, and why:

### Item 3

Explore using forms of social media:

School has developed a twitter account and a school app for mobile devices. (Updated August 10, 2014)

School newsletter is now on our website and on the school app. (Updated December 19, 2014)

E-funds for school has been developed to allow parents to pay on-line for lunch tickets, participate fees, and other school fees. (Updated December 19, 2014)

An electronic school calendar is now available on our website and school app which allows the community, parents, and students real time access to the latest calendar adjustments. (Updated December 19, 2014).

Daily announcements are now located on our school website and school app. (Updated December 19, 2014).

The school district uses Instant Alert (electronic communication system) to contact all parents and staff on emergency notices.

All staff and students will have an updated email account in association with state network using Microsoft Office 365. (Updated December 19, 2014).

Elementary school created an on-line scheduler for parents to use to schedule a time for the spring 2015 Parent-Teacher conference. (Updated March 6, 2015)

## Carrington Public Schools Strategic Goal 4

School created Facebook page in fall of 2017. (Updated February 13, 2018).

### Item 4

Explore televising school board meeting:

Board meeting are currently being televised. (Updated August 10, 2014)

Superintendent will have school board meeting review session with local radio station the Wednesday morning after each monthly meeting. (Updated May 11, 2015)

Starting the 2015-2016 school year, school district created new high school class and curriculum to start a new DCT TV channel called Cardinal TV. (Updated September 8, 2015)

School Board meetings are no longer being televised due to the discontinuation of Cardinal TV and DCT TV no longer broadcasting local content. (Updated September 1, 2017).

### Item 5

Do more to promote the PowerSchool website and link PowerSchool to social media:

Parents received log-in and password information more than once a year for the Power School data base as well as Accelerated Reader. The elementary administrative assistant is developing a template to print log-in information on to a magnet for parents. This will allow parents to check a student's progress on the website.

PowerSchool has been linked to social media with the addition of our school app. (Updated December 19, 2014)

PowerSchool switched (2015-2016 school year) to a single sign on procedure for parents to locate all of their children's information with one password. (Updated September 8, 2015)

## Carrington Public Schools Strategic Goal 4

School district is using email addresses from PowerSchool to email district newsletter to parents. (Updated February 13, 2018)

### Item 6

Progress Report and recommendations are made to the school board regarding improved communication:

Report to school board at May school board meeting. (Updated May 11, 2015)

Report to school board at December school board meeting. (Updated December 7, 2015)

Report to school board at October 2018 school board meeting. (Updated October 3, 2018).

School Board approved communication committee recommended plan in the spring of 2019. (Updated September 10, 2019).