



The State of the District, Strategic Directions, and 2010-2011 Budget Planning and Development

School Board Meeting
January 12, 2010





High Expectations,
High Achievement for All.
No Excuses.



Strategic Directions and Budget Planning

- The purpose of budget planning and development is to align our resources with our purpose, vision, and identified needs and directions within our strategic plan, positioning us to make effective decisions now and in the future
- Ultimately, it's about aligning our resources so that we are able to support staff in continuously meeting the needs and improving the learning of each of our students





Purposeful alignment of resources with strategic directions *What have we done in the recent past?*

- Spring Lake Park Learning Community Framework: Aligning our work around improving student learning
 - Professional Learning Community Teams
 - Refined and updated learning outcomes and continuously improving assessment for learning
 - Small Learning Communities at the High School
 - Professional reflection and growth through work with colleagues and coaches
 - Principal professional learning





Purposeful alignment of resources with strategic directions *What have we done in the recent past?*

- **Spring Lake Park Learning Community Framework: Aligning our work around improving student learning**
 - Personalization of instruction
 - System of Interventions
 - Our continued focus in 2009-2010:
 - continue working on our strategic directions to continuously improve student learning – personalization, system of interventions, improved planning at each of our schools





Purposeful alignment of resources with strategic directions *What have we done in the recent past?*

- **Improved facilities throughout the district**
 - All of our schools have been updated and improved to better meet the needs of our staff and students
 - Greater accessibility for our community members
- **Improved integration of technology**
 - Each classroom is set up to be a 21st Century Classroom (although we don't have all of the technologies in place yet)
 - Teachers are integrating the use of technology in their day to day instruction
 - Parents have access to student learning progress through Parent Portal
 - Various e-technologies to communicate with parents and community members





Purposeful alignment of resources with strategic directions *What have we done in the recent past?*

- **Systemic structural changes to be more efficient, while at the same time being more effective with our students**
 - Implemented modified block schedule at our middle school
 - Changed structure of our elementary schools
 - We have conducted program audits to realize efficiencies at the district-level over the past five years (technology, teaching and learning, etc.)
 - Springsted Companies is currently conducting an effectiveness and efficiency study to identify any further modifications – staff or process – that may be realized





Purposeful alignment of resources with strategic directions *What have we done in the recent past?*

- **Improved class size**

- Spring Lake Park Schools has consistently improved its class size standing in recent years, with less variability in class sizes from school to school and grade to grade
- Purposeful allocation of resources has allowed us to maintain and improve our class sizes while metro districts have increased their class sizes.
- We have accomplished this while also putting in place important teacher and student supports including instructional coaches and basic skills staff
- We have not increased class size, in fact we have lowered class size ceilings and ratios, despite district reductions in expenditures at the district level





Purposeful alignment of resources with strategic directions *Leading to improved results.*

- We have great staff working throughout our schools, implementing the programs and resource efficiencies mentioned earlier
- Student learning results are improving
 - Local fluency assessments: Increased the number of proficient readers at our elementary schools
 - Measures of Academic Progress: Increased the number of students achieving growth targets each of the past three years
 - Minnesota Comprehensive Assessments - Series II: We have improved the percentage of students proficient each of the past three years





Purposeful alignment of resources with strategic directions *Leading to improved results.*

- **Student learning results are improving**
 - Increased the number of students taking Advanced Placement courses at the High School
 - Increasing number of students report feeling inspired, valued, and developing skills for the 21st Century





Purposeful alignment of resources with strategic directions *Leading to improved results.*

Recognition from national experts:

“You have created a system that is clearly focused on improving student learning, yet honors the work of your teachers and staff.”

“It is exciting to see the professional conversations teachers are able to have with one another.”

“I know of no other district that has both the coherence and care that you folks have. “

Dr. Jennifer York-Barr, University of Minnesota





Purposeful alignment of resources with strategic directions *Leading to improved results.*

Recognition from national experts

"This is a great district. Your teachers, administrators, and staff are clearly impressive."

"The K-3, 4-5, and middle school buildings are really doing great things."

"The high school has a ways to go, but they are farther along with this than almost any high school I have worked with."

Dr. Matt Burns, University of Minnesota





Purposeful alignment of resources with strategic directions *Leading to improved results.*

Recognition from regional experts

"It is so evident the teachers have had excellent professional learning - and that is what they said when asked - that has resulted in their being able to now work so effectively in embedded teams."

Dr. Chad Schmidt, Director of Research and Evaluation, Edina Schools





Strategic Directions, Budget Planning and Development *Emerging Influences and Challenges*

- We live in a global economy in which technology is continuously evolving and having an ever-expanding influence. *We need to prepare our students for this changing world.*
- These changes require students to develop 21st Century Learning skills and ways of thinking: Digital Age Skills, Personal and Social Skills, Learning and Thinking Skills
 - Self-direction: If someone needs to be managed, they are no longer employable – Ken Kay
 - Isolation is the enemy of Improvement – Tony Wagner
 - Decrease in routine jobs – Michael Horn, Clayton Christenson
 - Growing agreement that college-ready skills are essential – ACT, EdTrust, Partnership for 21st Century Skills...





Strategic Directions, Budget Planning and Development *Emerging Influences and Challenges*

- We live in a global economy in which technology is continuously evolving and having an ever-expanding influence. If we are to successfully prepare our students, *we need to adapt and thrive as a school district.*
- **Emerging influences for our district**
 - Online learning is expanding: 45,000 students in 2000, 2 million students in 2009, projections that as many, or more than 50% of all high school students will go to school online in 2019
 - Increasing sense of consumerism among parents as they look at education. We are experiencing decreasing market share as parents look at charter schools, private schools, and open enrollment options.





Strategic Directions, Budget Planning and Development *Emerging Influences and Challenges*

- Increasing needs and expanding diversity of our students and community
 - students living in poverty has increased each of the past five years
 - our diversity has increased each of the past five years
 - the number of English Language Learners has increased
 - expanding needs in Special Education





Responding to emerging influences and challenges *Current implementation and learning work*

Current Implementation (Adaptive Work)

- Continued focus on system of interventions and personalization of instruction
- Ongoing focus on supporting staff through purposeful alignment and coherence of structures – *Spring Lake Park Schools Learning Community Framework*

Current studies or pilots (Learning work positioning the district for the future)

- Powerful Learning Practice Cohort
- Spanish Language Immersion pilot
- World language pilot at Westwood Intermediate School
- 21st Century Learning Tools Cohorts





Budget Planning and Development

Current reality

- We are faced with numerous challenges as we make adjustments to our current year budget. Even more challenges as we develop our budget for next year and future years.
- For 2009-10, the district made \$1.5 million in budget cuts and modifications; none at the classroom level, virtually none at the school level. Reductions were made in previous years that were also kept from the school and classroom level





Budget Planning and Development

Current reality

- Levy for Learning Results
 - The great news is that our community approved the renewal of an existing levy in November.
 - We also proposed a second levy question that would have provided additional revenue for the district that was not approved





Budget Planning and Development

Current reality

The **per pupil funding** we will receive from the State for the current school year is the same amount as last year. There was no increase.

However, there are **funding shifts** – when we receive the money from the state – that will result in our having less net revenue for the current school year than we did in 2008-2009

In addition, we have also experienced **decreasing levels of reimbursement** for various programs, including Special Education and extended time revenue, while also seeing increasing levels of needed services





Budget Planning and Development

Current reality

- As we look to developing a balanced budget for 2010-2011, it would be optimistic to assume that schools will receive current (flat) levels of funding. A decrease in the current level of funding is a possibility we must anticipate.
- At this time, the State of Minnesota is faced with a budget shortfall of \$1.2 billion for the current biennium. This deficit could grow even larger by the next projection in February.





Budget planning and development

Current reality

- We are projecting flat levels of student enrollment. We must pay attention to our decreasing market share as education consumerism is increasing, resulting in increased competition, such as charter schools and open enrollment.
- Our current structured state (schedules, staffing ratios, and programs) and choices influence our budget and fund balance





Budget Planning and Development

Guiding Change: Desired Results

The options created:

- *will* result in a balanced general fund budget currently projected at \$42.4 million for the 2010-11 school year, while also planning for the 2011-12 school year
 - this requires \$2.3 million modifications for next year, projected to be \$4 million over two years
 - this would maintain our current fund balance projected at \$300,000 as of June 30, 2010
- *will* align resources with the strategic plan to put us in a position to be a world class learning community of choice; improve student learning results; and accomplish our strategic directions





Budget Planning and Development

Guiding Change: Desired Results

The budget options we create:

- *will* position our district to make effective decisions now and in the future by reflecting internal and external influences
- *will* be developed following a review of all aspects of our current system and allocation of resources
- *will* be developed following a review of all possible revenue sources that align with our strategic plan
- *will* be developed and approved by June 1 resulting in the ability to implement key strategic directions and priorities at the start of the 2010-11 school year





Budget Planning and Development

Guiding Change: Unacceptable Means

In creating options, we:

- will *not* violate state statute or negotiated agreement
- will *not* make arbitrary percentage-based program reductions
- will *not* avoid substantive discussions regarding QComp and its annual \$1.2 million in new revenue (this would lower the \$2.3 million budget modification target by \$500,000 or more)
- will *not* utilize non-sustainable ideas or strategies





Budget Planning and Development

Guiding Change: Unacceptable Means

In creating options, we:

- will *not* inhibit our ability to accomplish strategic directions
- will *not* avoid substantive review of in-place cost structures (schedules, staffing ratios, administrative structure, etc.)





Budget Planning and Development

The Process

- November: Wrap up 2008-2009 budget
- December: Initial enrollment and budget projections for 2010-11, while also updating current year budget
- January: School Board development of budget planning and development desired results through *Guiding Change* document
- [2010-2011 Budget Planning and Development Process](#)





Moving Forward With Pride and Dedication

- We have one of Minnesota's finest school districts and quite possibly it's best staff.
- District has made a lot of progress this past year and in recent years.
- We could not be prouder of our great, hard-working, and committed staff
- We will continue to make progress, to work harder than ever before, continue to align our resources, however limited, with improving student learning.

