



**BOARD OF EDUCATION
POLICY GOVERNANCE RETREAT**

AUGUST 12 & 13, 2010

BASEMENT CONFERENCE ROOM

**W.E. UPJOHN INSTITUTE
FOR EMPLOYMENT RESEARCH**

**300 SOUTH WESTNEDGE
KALAMAZOO, MI**

8:30 A.M.

**PORTAGE PUBLIC SCHOOLS
BOARD OF EDUCATION
POLICY GOVERNANCE RETREAT**

**Basement Conference Room
W.E. Upjohn Institute for Employment Research
300 S. Westnedge
Kalamazoo, MI 49007**

AUGUST 12, 2010, 8:30 A.M.

AGENDA

1. Call to Order.....Board President
2. Policy Governance Session
3. Closed Session
4. Adjournment

**PORTAGE PUBLIC SCHOOLS
BOARD OF EDUCATION
POLICY GOVERNANCE RETREAT**

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300 S. Westnedge
Kalamazoo, MI 49007**

AUGUST 13, 2010, 8:30 A.M.

AGENDA

1. Call to Order..... Board President
2. Long Term Strategic Planning and Goal Setting
3. Other
4. Adjournment

**PORTAGE PUBLIC SCHOOLS
BOARD OF EDUCATION
POLICY GOVERNANCE SESSION
BASEMENT CONFERENCE ROOM – W.E. UPJOHN INSTITUTE
AUGUST 13, 2010, 8:30 A.M.**

Note Page

2. Long Term Strategic Planning and Goal Setting

A. SWOT Analysis

B. Organizational Domains

C. Strategic Goal Identification

3. Other

4. Adjournment

PPS Strategic Priorities

A High Reliability Organization Continually Develops Stronger Systems To Achieve Its Mission

The driving goal is for all students to be successful learners of academic, analytical, and social skills in order to effectively navigate the next stage of their lives. They will need solid core academic skills and knowledge, as well as high end imaginative and analytical problem solving skills to compete globally as adults.

To accomplish that end, the emphasis in a highly reliable organization is on total system improvement over time in a culture of collaboration and learning at all levels.

High Performance Work

- *The Board & Administration provide leadership, with staff and stakeholder engagement.*
- *There exists a culture of trust and a value placed on intentional change.*
- *Efforts are aligned with the Ends Priorities for students and their achievement*
- *The focus is on established measurable goals, data driven decision making and continuous improvement that strengthens individual employee performance and eliminates system errors.*
- *There is District support for improvement efforts and innovations.*
- *There will be failures but, based upon data, there will be corrections and adjustments in continuous improvement efforts.*
- *There will be celebrations of student, staff, school and District accomplishments.*

PPS Strategic Priorities

Strategic Priorities

High Academic Achievement

Students will have an empowering set of knowledge bases that will enable them to succeed at the next stage of their lives. This will be evidenced through several data sources; such as, graduation rates, ACT college readiness reports, and by having the % of students achieving acceptable performance on Michigan assessment programs rank among the top 10% of the districts in the State.

Strengths:

Highly skilled staff, multiple pyramids of intervention & student support systems; consistent curriculum, assessment & professional development processes; common summative assessments in core academic areas; effective instructional programs; strong extended learning opportunities; strong parent & community engagement.

Weaknesses:

Inconsistent accessibility & use of student performance data by individual staff, by schools & by the District; reductions in personnel at a time of increase in State & Federal mandates; inconsistent monitoring of the fidelity of implementation of the adopted curriculum; inconsistent methods and structures for delivering academic interventions and student support systems.

Opportunities:

Improvements in District technology infrastructure; increased training in continuous improvement processes; exploration of world cultures at elementary schools.

Threats:

Potential severe and ongoing loss of operating revenue.

PPS Strategic Priorities

Human Resource Development PPS will retain a highly skilled work force through effective processes for recruitment, evaluation and ongoing training of staff at all levels of the organization.

Strengths:

Highly skilled staff throughout the District; significant professional development processes for teachers & administrators; strong employee assistance program; ability to attract experienced labor pool when openings occur; experienced staff.

Weaknesses:

Technological system difficulties; inconsistency and/or lack of systems for human resource operations; inconsistent and/or lack of systems for recruitment, interviewing & selection of staff, training for support staff, rigorous evaluation of staff

Opportunities:

Reorganization of HR Department in conjunction with Business Dept.; tighter alignment of effective staff hiring and retention practices

Threats:

Potential severe and ongoing loss of operating revenue; potential high rate of teacher turn over due to retirements could impact effective delivery of programs

PPS Strategic Priorities

Fiscal Management

PPS will maintain fiscal integrity such that resources are available to support and advance the District's Mission and Ends.

Strengths:

Highly skilled staff who take pride in accuracy in reporting; multiple systems for managing and tracking the District's financial operations & investments; third party recognition of excellence in business operations for several years.

Weaknesses:

Technological system difficulties; understaffing by 2 positions due to illness & retirement during past 2 years while implementing \$119 Bond Projects has slowed initiating significant operational improvements in the Business Dept.

Opportunities:

Improvements in District technology infrastructure; reorganization of HR Department in conjunction with Business Dept.; new hires in the Business Department; potential outsourcing and/or consolidating of services internally and with other governmental agencies.

Threats:

Potential severe and ongoing loss of operating revenue.

PPS Strategic Priorities

Long Term Asset Protection

PPS will provide grounds, facilities, and infrastructures that are aligned with the Ends priorities and long term needs of the community.

Strengths:

Five new building projects to replace aging facilities with inefficient mechanical systems; Energy Education Alliance; multiple controls in place to protect District assets.

Weaknesses:

Twelve aging buildings with inefficient & deteriorating mechanical systems and infrastructures; limited staff & funding to care for buildings & grounds.

Opportunities:

Potential to substantially reduce energy consumption through use of new buildings & Energy Education Alliance.

Threats:

Potential severe and ongoing loss of revenue [ie. Declining property values, interest earnings].