

Responsive. Innovative. Solutions.

STRATEGIC PLAN 2009-2013



Intermediate District 287
Partner in Education



A LETTER FROM THE SUPERINTENDENT

This is an exciting time to be in the business of thinking, teaching and learning. Many of you may have seen the popular YouTube video series, “Did You Know...,” created by self-described zealot for 21st Century learning, Howie DiBlasi. One of the video’s most profound statements concludes, “We are currently preparing students for jobs that don’t yet exist, using technologies that haven’t been invented, in order to solve problems we don’t even know are problems yet.”

Clearly, this is a time that requires responsive, innovative solutions to meet the challenges facing public schools. Recognizing the immediacy of these new demands, Intermediate District 287 set out to create a new strategic plan that would direct our energies to meet member districts’ emerging needs.

To bring about long-term, significant change for our entire school district required a serious and deliberate conversation. Intermediate District 287 began that conversation in the fall of 2007 with a simple, but bold question, “Should we continue to exist?” The thought was both arresting and liberating.

Strategic planning, by its very nature, demands a different approach that allows us to break out of “business as usual” thinking. We envisioned wholly different ways of meeting needs and driving results.

Our planning has allowed us to:

- **Identify our core values**
- **Declare our core purpose, and**
- **Design the means to achieve that purpose**

To put our new framework into practice will take time. We expect to implement the plan over the next five years. Our work will be guided by well-researched action plans and supported by both district and board leadership.

Our new strategic plan creates the conditions for us to go beyond incremental improvement, to true transformation. As Superintendent, I would like to thank the more than 60 individuals who worked so hard on this plan over the past year. Their participation in the process has given us an internal understanding from which we can build a broader awareness. Their deliberate and thoughtful efforts will help steer our actions and ensure our success.

Sandy Lewandowski
Superintendent

Who We Are

Intermediate District 287, one of only three intermediate districts in the state, was founded in 1967 by a group of school districts seeking to provide students with vocational education options. Since then, District 287 has grown to a consortium of 13 west metro suburban districts and added special education, gifted education, world language and other academic specialties to its long list of services and programs for students and staff. District 287 member districts serve a combined student enrollment of 100,000 students.

Sharing staff and resources is an effective way for District 287’s member districts to provide highly specialized educational programs to their students and families.

MEMBER DISTRICTS

Bloomington, Brooklyn Center, Eden Prairie, Edina, Hopkins, Minnetonka, Orono, Osseo, Richfield, Robbinsdale, St. Louis Park, Wayzata and Westonka.

For more than 40 years, school districts have relied on Intermediate District 287 to customize services for their most challenging students and complex business needs.

What We Believe

CORE VALUES

- All people have intrinsic value.
- All people have the capacity to contribute to society.
- When people with varying perspectives collaborate, the impossible becomes possible.
- Learning unlocks human potential.
- Integrity is essential for sustaining effective relationships.
- Respect for all people and the diversity of ideas enriches the individual and strengthens society.
- Responsiveness and innovation are key to thriving in a changing world.
- People perform best when they are engaged, connected and supported.

MISSION

The mission of Intermediate District 287 is to be the premier provider of innovative specialized services to ensure that each member district can meet the unique learning needs of its students.

Strategic Objectives

By 2013, each member district will:

- Declare satisfaction with the value and effectiveness of specialized services delivered to it by Intermediate District 287.
- Declare that Intermediate District 287 services are vital to ensure that the member district can meet the unique learning needs of its students.

Conditions of satisfaction, agreed upon in structured conversations between District 287 and the member district, will drive program design, delivery and measurement.



Strategy 1

We will design and implement communication systems to include accurate and trusted data that guide individual and collective decision-making and clarify perceptions.

This strategy begins to address two realities. First, different districts have different priorities (based on size, student demographics, staff experience, budget) that all play a role in how they approach meeting the needs of their students. Second, districts look at the reams of data and

need help converting raw data into meaningful and useful information to make decisions. Strategy 1 attempts to identify the “universe of data” available to districts, interpret and characterize that data quickly, and ultimately, help districts make sound decisions based on good information.

Results to be achieved over the next five years:

All District 287 and key member district staff understand the mission and process for assessing the strategic objectives.

Dynamic and flexible measurement tools essential for assessing the strategic objectives are being used by District 287 and each member district.

A system is in place to make collaborative decisions based on aggregate data measuring satisfaction.

Results to be achieved over the next five years:

District 287 and member districts participate in the development, selection and annual review of data elements critical to making decisions and clarifying perceptions about 287 programs and services and agreed upon ways to collect and measure those elements.

Optimal web based and/or other tools have been selected and launched that visually present real time customized data for each district in order for them to make decisions.

District 287 and a representative sample of at least three member districts have piloted and provided feedback on the usability of real time customized visual data tools.

District 287 provides real time customized visual data tools that member districts use for making informed decisions.

Strategy 2

We will develop streamlined and transparent communication and decision-making systems to build trust and relationships to achieve our strategic objectives.



The issues of communicating and making decisions are complex and by nature intertwined. Strategy 2 goes to the heart of how District 287 and its member districts coexist and do business together. Results outline a plan for engaging in open and transparent two-way communications to deliver more individualized services.

Strategy 2 also envisions a more flexible and responsive decision-making process, unencumbered from decision-making by consensus. By taking decision-making out of the current group one-size-fits-all advisory structure, genuine problem solving on a deeper scale can occur.

Results to be achieved over the next five years:

A system is in place for member districts and 287 to engage in professional learning, information sharing, collaboration, identification of needs, and problem solving.

A clear, concise system of communication is established and understood by District 287, member districts, and their families.

A clear, concise system of decision-making is established, understood, and used to meet the unique needs of individual districts.

An array of communication and meeting-facilitation skills that develop and foster trusting relationships will be used among members and District 287.

The decision-making system provides an accountability structure to build trust and relationships to achieve our strategic objectives.

Strategy 3

We will design and when necessary redesign a continuum of direct and indirect innovative services with the priority to ensure that each member district can meet the unique learning needs of its students.

This strategy's results aim to create a flexible, durable and responsive system that fosters innovation. The first four results focus on creating a system to increase innovation in our district and member districts.

The last two results focus on creating a climate of innovation in our district and with our member districts. As with strategies 1 and 2, implementation of strategy 3 will be carefully evaluated at every step and adapted as needed.

Results to be achieved over the next five years:

District 287 has an established mechanism that responds to internal and external needs and ideas and generates innovative solutions.

District 287 uses a responsive system that effectively designs, develops, and/or implements an array of innovative direct and indirect services.

District 287 uses quality indicators to evaluate, modify, and continually improve a spectrum of cost-effective direct and indirect services.

District 287 engages in collaborative processes both internally and externally to share expertise, practices, and solutions that promote consistent quality and value.

District 287 has a thriving, collaborative culture that embraces shared core values and is committed to achieving our mission.

District 287 has a thriving, collaborative culture that embraces risk-taking, fosters innovation and flexibility, celebrates success, and encourages fun.

RESPONSIVE. INNOVATIVE. SOLUTIONS.

Our strategic plan recognizes the unique needs of each member district and creates a new way to work together at the speed of business.



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