

NORTH MARION  
SCHOOL DISTRICT 15



# **STRATEGIC PLAN**

2022 - 2025

*NORTH MARION, LEARNING TOGETHER TO  
CULTIVATE LIFELONG GROWTH.*

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and Colonna Education Consulting Services***

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## SUPERINTENDENT'S MESSAGE

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Dear North Marion Community,

I am excited and proud to introduce a NMSD Strategic Plan that will serve to move us into the future. Over ten years ago, the North Marion Community engaged in a strategic planning process that led to the development of a facilities plan, a successful general obligation bond, major safety and security improvements in all buildings, renovation of the Career Technical Education center, track, gym, and the addition of a two-story academic wing at the High School. The previous Strategic Plan has been completed. So we started the process again.

Over the last three years the North Marion School District staff and our School Board gathered feedback from students, parents, community members, and staff on a variety of topics. We used varied approaches required during the COVID-19 pandemic years. The feedback we obtained strongly indicated that we needed to improve school programs, offer students more challenging learning experiences, be culturally responsive as we connect with our school community, and increase support for students with diverse learning needs.

We examined our student enrollment and demographics and discovered that our student population has changed significantly since the previous Strategic Plan. We also found that our enrollment has been in decline since 2015. This plan serves to address the concerns of families seeking access to enriched academic programs, access to affordable childcare, and access to world language and multilingual programs.

Next, we formed a Strategic Core Planning team with broad representation from our diverse school community. The team gathered additional information and reviewed survey results. Based on this feedback, the team developed our new mission, vision, and the core values that will guide us. An Implementation Team developed strategic goals, and identified the measures of progress we will use to hold ourselves accountable during implementation. Students who served on these committees played critical roles in establishing our mission, vision, and goals. They shared their hope for increasing our learning options and providing more personalized student educational experiences. Collaboratively, we created a challenging but attainable districtwide, three-year improvement plan.

I thank the Strategic Core Planning and Implementation Committees for their commitment to the process, for seeing it through to the end during challenging times, and for sharing their hope and ideas. A special thank-you goes to our student leaders who allowed us to see school through their eyes.

Sincerely,

**Ginger Redlinger**  
Superintendent

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# DISTRICT STRATEGIC PLANNING TEAM

## DISTRICT IMPLEMENTATION WORKGROUP

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### District Strategic Planning Team

**Tami Badinger** ~ Middle School Principal

**Kira Barber** ~ High School Social Studies Teacher

**Jerome Colonna** ~ Facilitator/Consultant

**Rubi Contreras** ~ Home Liaison/Migrant Recruiter

**Jillian Daley** ~ Communications Specialist

**Alicia Fritz** ~ Primary School Learning Specialist

**Cory Gaub** ~ Intermediate School Principal

**Ime Guzman** ~ High School Senior

**Glenn Holum** ~ School Board Chair

**Allison Hunt** ~ Primary School Principal

**De Ann Jenness** ~ High School Principal

**Mark John** ~ Middle School Science Teacher

**Craig Johnson** ~ Pastor of Christ Lutheran Church

**Amanda Kahle** ~ Middle School Financial Literacy,  
Algebra Teacher and Instructional Coach

**Diane Laubsch** ~ Executive Assistant to the  
Superintendent & School Board Secretary

**Connie Lindsay** ~ Marketing & Communications  
Manager GK Machine

**Cyndi Nelson** ~ OSEA- Chapter 116 President

**Irma Patton** ~ Director of Equity, Inclusion, & Title  
Programs

**Rafael Pelaez** ~ Family Outreach Advocate

**Ginger Redlinger** ~ Superintendent

**Bill Rhoades Ed.D** ~ High School Principal  
of Teaching and Learning

**Kymerlee Rhodes** ~ -Primary School Teacher, Grade 1

**Yadira Romero Navarro** ~ High School Junior

**Sara Wilson Hughes** ~ PTO President (parent group)

### District Implementation Workgroup

**Jerome Colonna** ~ Facilitator/Consultant

**Charyl Dyer** ~ Director of Special Programs

**Allison Hunt** ~ Primary School Principal

**De Ann Jenness** ~ High School Principal

**Tiffany Kullowatz** ~ Primary School Learning Specialist

**Chelsea Landry** ~ Middle School Instructional Coach

**Connie Lindsay** ~ Marketing & Communications Manager  
GK Machine

**Irma Patton** ~ Director of Equity, Inclusion, and Title Programs

**Ginger Redlinger** ~ Superintendent

**Bill Rhoades Ed.D.** ~ High School Principal of Teaching  
and Learning

**David Sheldon** ~ Middle School Principal

**Tully Wagner** ~ High School Social Studies Teacher

## PROCESS USED FOR STRATEGIC PLAN DEVELOPMENT

The strategic planning work started in December 2021. It originated from Superintendent Ginger Redlinger and North Marion School District Board members' decision to undertake a comprehensive, 10-month, districtwide improvement process. A multi-year strategic plan was developed and will become operational in September 2022. It is scheduled to



continue through the end of the 2024-25 school year. NMSD contracted with Jerome Colonna of Colonna Education Consulting Services to facilitate the overall process.

The first step was to put a representative District Strategic Planning Team in place.

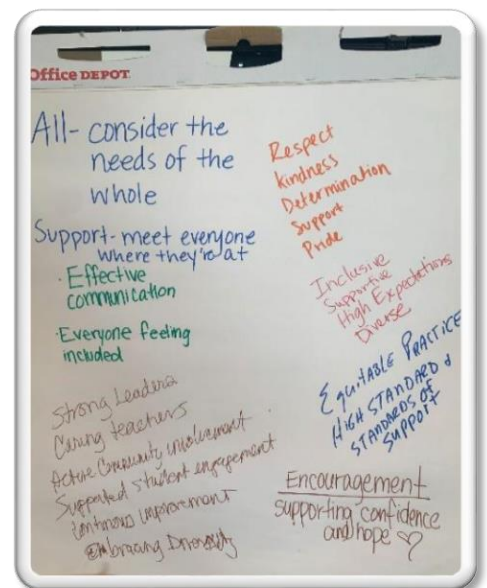
This 20-member team held six, five-hour meetings between December 13, 2021, and May 17, 2022. The initial task was to identify trends within the *North Marion School District Focus Group Report* to help guide the team in what improvements should be made based on comments from over 170

stakeholders.

The six focus group questions asked respondents about district strengths, what key improvements should be made over the next three years, what core values should form the foundation of the plan, how the district can better serve all students, what the district should do to create a greater sense of partnership with community members, and a final open question inviting any other comments.

Based on identification of major trends in the focus group report and meeting discussions, the planning team started developing the first four individual components of the report:

1. District Core Values
2. District Mission Statement
3. District Vision Statement
4. District Strategic Goals





The Strategic Core Planning Team completed its work after the strategic goals were drafted. Then Superintendent Redlinger appointed a new group, the District Implementation Team, to identify performance indicators for each goal, to select measurements for each performance indicator, to agree on accountability and monitoring guidelines and to



designate tasks to be completed in the first school year (2022-2023) of the multi-year plan. This second group completed its tasks during meetings on May 26 and on June 8, 2022.

In June and July two drafts of the plan were written. The second draft was presented to NMSD Board members, and modifications were made based on board recommendations. The plan then had final editing, design, and formatting, then was turned over to Yes Graphics for professional printing.



Presentations were scheduled for September through December in each NMSD school and for various representative groups throughout the greater North Marion School District community.

The completed document has a quick link on the front page of the NMSD website. <https://www.nmarion.k12.or.us/district/page/our-strategic-plan-2022-2025>.

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## STRATEGIC PLAN COMPONENTS AT A GLANCE

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### CORE VALUES

#### **Community**

*Diverse cultures rooted in caring and collaboration*

#### **Innovation and Learning**

*Through a spirit of curiosity and creativity*

#### **Diversity**

*Will be our strength when all voices are valued, heard, and represented*

#### **Expectations**

*High standards with support for all students and staff*

#### **Responsibility**

*Each of us is accountable for our words, actions, and results*

### MISSION STATEMENT

North Marion, learning together to cultivate lifelong growth.

### VISION STATEMENT

Communities engaged and unified in providing **all** students **equitable** access to their chosen path.

### STRATEGIC GOALS

Implement rigorous and aligned Pre-K-12 curriculum standards, instruction, and materials that are culturally responsive.

Empower each student to develop skills across the curriculum in ways that build their confidence to challenge themselves.

Develop systems to expand the percentage of staff who are skilled in the use of culturally responsive practices that reflect the demographics of our community.

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## DISTRICT CORE VALUES

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North Marion School District's fundamental beliefs and core values represent the ethics and ideals that form the foundation of its everyday culture. Agreed upon core values are the basis from which the district's work should be performed and how employees and volunteers are expected to conduct themselves. The District Strategic Planning Team and survey respondents identified several core values and beliefs. However, the five listed below were determined to be so essential that they will be systematized, districtwide over the three-year period that the new NMSD Strategic Plan is carried out. Even in Oregon's ever-changing economic and political landscapes these five core values should stay constant and influence all aspects of the NMSD's business. They represent the compass from which the district wants to navigate its mission, follow its vision, achieve strategic goals, measure progress, utilize resources, hire staff, and make major decisions.

After lengthy discussions in portions of four of its six meetings, the District Strategic Planning Team members selected the core values listed below. The *North Marion School District Focus Group Report to Inform the Strategic Planning Team*, completed in March 2022, was a helpful reference the District Strategic Planning Team (DSPT) used at each of its meetings.

***North Marion School District is motivated and inspired by our community's shared core values.***

**Community...** *Diverse cultures rooted in caring and collaboration*

**Innovation and Learning ...** *Through a spirit of curiosity and creativity*

**Diversity...** *Will be our strength when all voices are valued, heard, and represented*

**Expectations...** *High standards with support for all students and staff*

**Responsibility...** *Each of us is accountable for our words, actions, and results*



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## DISTRICT MISSION STATEMENT

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A mission statement identifies the purpose of an organization, why it was founded, and why it exists. The statement below clearly communicates what has heart and meaning in the North Marion School District and was inspired by the two student representatives on the DSPT, Yadira Romero Navarro and Ime Guzman Martinez.

It is easy to understand, it is memorable, and it captures the district's culture in eight carefully selected words.

The NMSD mission statement was built from the many survey responses in the *North Marion School District Focus Group Report to Inform the Strategic Planning Team* and the new district core values. It is:



***North Marion, learning together to cultivate lifelong growth.***



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## DISTRICT VISION STATEMENT

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“If you spend time researching the fundamental ingredients of any successful organization, one thing that immediately becomes apparent is a deeply ingrained shared vision.”

- **Ben Owens**  
Education Week



The North Marion School District's vision statement is a concise description of what it wants to focus on during the next three school years (2022-2025).

The purpose of this vision is to inspire, energize, and motivate all parts of the organization. The vision is intended to serve as a guide for major current action and key future decisions. The statement focuses on the district's most hopeful, successful, and ideal future. It is not about what is already in place or what might easily be implemented.

The words challenge the status quo and influence significant districtwide system changes. Like the district mission statement, it is designed to say a lot in just 14 words. While the sentence does not indicate how NMSD will achieve its strategic goals, it does set a definite direction for the overall continuous improvement process.

The planning team selected conceptual ideas for the following vision statement from the *North Marion School District Focus Group Report to Inform the Strategic Planning Team*, new district core beliefs, and mission statement.

### THE NMSD VISION STATEMENT

Communities engaged and unified in providing **all** students **equitable** access to their chosen path.

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# DISTRICT STRATEGIC GOALS, PERFORMANCE INDICATORS, AND MEASURES

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## Strategic Goals

If an organization wants to be successful, it needs to set challenging goals and achieve them on time. Without strategic goals, most organizations experience a lack of focus and direction. Goals provide benchmarks, so accomplishments can be measured. Goal setting was the most important part of The NMSD's overall strategic plan development. The District Strategic Planning Team limited the number of goals to only three so that what was selected will have a tight focus and resources will be aligned with actions to drive the district vision. An emphasis was placed on selecting three challenging improvements and doing them really well. These three goals were formed from and connected to the new district core values, mission statement, and vision statement. The key function of these three strategic goals is to guide achievement of the district's vision through the end of the 2024-2025 school year. *Being strategic is about making difficult choices regarding what to start doing and what to stop doing.*

## Performance Indicators

Each new district strategic goal has three performance indicators and each performance indicator has three measures of progress. Performance indicators break goal efforts into manageable units and guide steps in the achievement action plan. They help define key tasks selected to accomplish the goals. Identifying the right performance indicators is a proven way to measure and assist what progress is being made toward achieving a specific strategic goal. Without a series of measurable performance indicators, the strategic plan would most likely fail, and the district would not have precise data to determine at what level it is achieving its goals. *Performance indicator progress is the most important measure of the plan to report to NMSD constituents and especially to school board members.*

## Measures

To gain success, this strategic plan has to be monitored so that, periodically, each performance indicator can be accurately assessed. These measures are composed of quantitative and qualitative factors that gauge the progress being made. They not only show progress or lack thereof but they also provide a tool to determine if adjustments to the goals, indicators, measures, or dedicated resources should be considered.

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# First Year (2022-2023) Implementation of Strategic Plan

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**GOAL 1:** Implement aligned PK-12 curriculum standards, instruction, and materials that are rigorous, relevant, and culturally responsive.

**Performance Indicator 1a:** Build capacity to align and assess common high-leverage instructional strategies throughout our PK-12 curriculum.

- Measures:**
- High-leverage instructional frameworks are identified and implemented.
  - Professional Learning Team calendars reflect time for grade level, department, and cross-building collaboration.
  - Professional learning plans include support for implementing common instructional frameworks for academic areas and for social and emotional learning.

**Performance Indicator 1b:** Determine and support best practices for implementation of the newly adopted English Language Arts (ELA) curriculum and materials.

- Measures:**
- ELA projection maps are reviewed and revised to reflect new standards and materials.
  - Professional learning plans for implementing new materials are developed.
  - Monitor implementation and level of use of new materials.

**Performance Indicator 1c:** Apply a culturally responsive framework to the process for the adoption and implementation of K-12 mathematics curriculum, instruction, and materials.

- Measures:**
- A standards revision and materials adoption process that applies a culturally responsive lens is developed and timelines are established.
  - A K-12 mathematics steering team is established.
  - Curriculum standards and instructional practices are reviewed and refined and instructional materials are selected that support them.

**GOAL 2: Empower each student to develop skills across the curriculum in ways that build their confidence to challenge themselves.**

**Performance Indicator 2a:** Build capacity to use practices that develop a growth mindset and to use tools to recognize and assess growth mindset in our students.

- Measures:**
- Professional learning systems integrate practices for building a growth mindset.
  - Frameworks for common growth mindset practices are established.
  - Tools are developed for assessing and recognizing growth mindset behaviors and dispositions.

**Performance Indicator 2b:** Establish common instructional frameworks that build our capacity to provide access to high levels of learning for students in our multicultural and multilingual community.

- Measures:**
- An Implementation plan for school-wide English Learning practices is developed.
  - Instructional frameworks for school-wide English Learning are established.
  - Instructional approaches and/or frameworks for culturally responsive teaching are established.

**Performance Indicator 2c:** Establish and implement an aligned and coordinated PK-12 professional development/learning plan designed to build capacity in areas of instructional focus.

- Professional learning team plans reflect alignment to strategic planning goals and areas of instructional focus within content areas.
- Instructional leader roles are aligned to support areas of instructional focus in the strategic plan.
- The Director of Teaching and Learning roles and responsibilities are aligned to support areas of instructional focus in the strategic plan.



**GOAL 3: Develop systems to expand the percentage of staff who are skilled in the use of culturally responsive practices and that reflect the demographics of our community.**

**Performance Indicator 3a:** Prepare our school community for implementation of our strategic plan using varied types of communication, through our professional learning sessions, and our parent engagement activities.

- Measures:**
- A plan for communicating elements of the NMSD Strategic Plan is developed and implemented.
  - A calendar for implementation of goal 3 actions is developed.
  - A plan for teacher/parent communication regarding goal 3 is developed.

**Performance Indicator 3b:** Develop a year-long equity plan that includes systems, strategies, and partnerships for recruiting, training, and retaining quality staff.

- Measures:**
- Culturally responsive practices for staff recruitment and hiring are researched, planned, and implemented.
  - Bilingual Teacher Pathway program opportunities are expanded.
  - Culturally responsive practices for retaining staff are researched, planned, and implemented.

**Performance Indicator 3c:** Revise and refresh NMSD Human Resources systems and processes for hiring and supporting high-quality staff within the context of our district culture, values, and identity.

- Measures:**
- An audit of NMSD Human Resources systems is conducted.
  - Models of highly effective human resource systems are researched.
  - NMSD Human Resource Department systems are revised to reflect audit findings and best practices in the field.

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## IMPLEMENTATION AND ACCOUNTABILITY

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As mentioned to the NMSD School Board and District Strategic Planning Team at the start of this process, most strategic plans do not achieve their stated goals. According to research in the field, only about **20%** of all public and private sector plans are fully implemented on time. Accountability measures must be put in place to ensure implementation steadily progresses. During the implementation process, it is essential to monitor the success and challenges of the goals, performance indicators, and important metrics.

Periodically it may be necessary to retool the plan and its assumptions if any element is not progressing satisfactorily. *It is important to remember that creating a written strategic plan is the easy part in comparison to the difficulty of achieving district goals through implementation of the performance indicators and properly applying the indicator metrics.*

This plan was created to be successful. The following list of best practices may be helpful in assisting the district in meeting its strategic goals by the end of the 2024-2025 school year.



- ▶ The plan involves new responsibilities and a significant number of additional resources. District leadership should determine what it is currently doing now that it could stop doing once the NMSD Strategic Plan implementation starts.

- ▶ It is recommended that the School Board hold the Superintendent accountable for showing districtwide, measurable progress on the overall Strategic Plan. She should hold individuals in charge of specific goals and performance indicators accountable for gaining measurable progress for the specific goals and/or performance indicators they lead.
- ▶ This plan should be carefully reviewed and modified as necessary on or before mid-April of each school year. The Superintendent, at least one board member, and members of those involved in the development of the plan should form a team to provide oversight and evaluation of implementation.
- ▶ The early communication of this plan should include teacher leaders, classified staff, and team members in partnership with the School Board and administrators.

- ▶ The NMSD General Fund Budget should be aligned with the plan's resource needs for each year of the plan.
- ▶ It is recommended that periodically, professional learning community time at each school be used to discuss Strategic Plan progress. Findings could then be reported out to all school faculty, then to the Strategic Plan Oversight Committee, and on to school board members.
- ▶ Ideally, the district should carry out actions based on specific strategies detailed in this plan and be responsible for comprehensively collecting and analyzing data to measure progress. Every four months, school board members should receive progress report presentations that include the following information for **each** performance indicator:
  1. The amount of progress made since the last report based on measures specific to each indicator,
  2. The challenges encountered with facilities, technology, funding, professional development, etc.,
  3. Recommendations for possible modifications of performance indicators, measures, and/or strategic goals; and
  4. An outline of planned activities from the date of the most current report up to when the next report will be presented.
- ▶ It is recommended that each quarterly progress report be posted on the school website, shared with media, and communicated to constituents.



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## APPRECIATION, THANK YOU, AND CONCLUSIONS

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A well-deserved thank-you goes to all those who contributed to the December 2021 through September 2022 process involved in creating this *District Strategic Plan for the 2022-2025 School Years*. This includes the more than 170 people who participated in the district survey conducted in February and March of 2022.

A special thank-you is sent to members of the District Strategic Planning Team and District Implementation Workgroup, Executive Secretary Diane Laubsch, and Communications Specialist Jillian Daley.

This strategic improvement effort would not have been accomplished without the visionary commitment of North Marion School District's Board of Directors, Superintendent Ginger Redlinger, and Principal of Teaching and Learning Dr. Bill Rhoades and their desire to invest time, energy, innovative thinking, and the necessary resources to a three-year, districtwide improvement process.

This report provides a combination of new values, renewed purpose, and challenging goals for prioritized, large-scale improvements. It communicates clarity for the forward direction of the district by aligning the NMSD Board of Directors with the Superintendent, each of the four district schools, and district staff.

The alignment will strengthen over time through widespread agreement on the new vision and as progress is being made on the three strategic goals.

Implemented with fidelity, this NMSD Strategic Plan can result in additional use of long-term perspectives, greater productivity, clearer communication, improved decision-making, and more efficient use of resources. In addition, it can attract students, potential employees, and outside funding for the district.

Most importantly, it can lead to increased access, opportunity, and achievement for the students of the North Marion School Community.

**This NMSD Strategic Plan provides a focused direction for what North Marion School District wants to become and how it can get there over the next three school years.**



NORTH MARION  
SCHOOL DISTRICT

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*Proudly serving the communities of Aurora, Broadacres,  
Butteville, Donald, Hubbard and Woodburn*