

**West Yellowstone Integrated Strategic Action Plan 23-24 & 24-25**  
**Created 3/21/2024, Updated 12/10/24, Updated 1/14/25**

West Yellowstone School District uses an Integrated Strategic Action Plan to guide and focus the District to bring more rigor to the process of setting goals; to ensure the wants, preferences, and needs of the community are well understood; and to strategically focus District resources. Key foundational pieces of the ISAP include the District's Core Purpose, Core Values, Graduate Profile, Goal Areas, and the Strategic Plan which deals with Open Enrollment (HB203):

**Core Purpose:** The West Yellowstone School District is committed to providing an innovative educational experience for all students so they can compete in an ever-changing world and improve the quality of their lives.

**Core Values**

- High Student Achievement: We are committed to ensuring that all students achieve at high levels
- Committed, Quality Staff: We employ and retain well qualified and talented staff members who demonstrate a commitment to the core purpose of the District
- Community and Family Engagement: We believe that parents and the community are essential contributors in the achievement of our goals
- Climate: We operate in a climate of respect, honesty and hard work, recognizing the need to be adaptable and open to change
- Fiscal Responsibility: We are fiscally responsible in the management and expenditure of all District resources
- Decision Making: We rely on best practices research to guide our decision-making

SMART Goals based off of our CNA and stakeholder input:

**#1. Improving Lines of Communication**

Background: The results of our CNA surveys highlighted a need to improve our communication between the administration and the staff, the administration and the community, and teachers and parents to keep everyone informed in a streamlined manner.

**SMART-** Results of the staff, family, and community survey will show that 50% of respondents will answer the communication question between 3-5 on the likert scale by June of 2025. We will accomplish by:

- Analyzing our current communication methods and frequency between the administration and the staff, the administration and the community, and teachers and parents
- Exploring and expanding the methods of communication between the administration and the staff, the administration and the community, and teachers and parents

- Implementing new methods and refining existing methods of communication between the administration and the staff, the administration and the community, and teachers and parents

#2. Build and maintain a high quality staff through targeted professional development.

**SMART-** By June of 2025, the District will provide at least 50 hours of PD throughout the school year. The teachers will implement at least 5 student engagement strategies learned from the PD on a regular and recurring basis. This will be measured by self assessment, informal walkthroughs, and teacher evaluations.

#3. Improve student learning as measured by the STAR Math and Reading assessments.

**SMART-** By June of 2025, each grade level will increase their average Scale Score by at least 50 points in both the STAR Math and Reading assessments. This will be aided by increased student engagement through teachers utilizing the strategies learned in our professional development plan.

### **Graduate Profile Competencies**

**Perseverance:** Staying steady with something hard and not giving up no matter what. If you have perseverance you push through hard moments of struggling.

**Empathy:** Being in someone else's shoes and seeing what other people are going through or feeling. Empathy is a deep sense of compassion and kindness for other people.

**Integrity:** Having a degree of responsibility combined with moral beliefs and being able to do things on your own and being able to handle the responsibilities of life.

**Organization:** The process of organizing something and making work more efficient and effective for you and anyone reading or seeing said work.

**Critical Thinking:** The deep understanding, analysis, and conceptualization of information that is gathered in a variety of forms, such as observation, experience, reasoning, reflection, communication, or presentation.

**Problem Solving:** A way of thinking and understanding complex concepts, problems, situations, questions, mannerisms, reasonings, and ideas in a philosophical, sensible, cognitive, and considerable way.

**Communication:** Communication is the sharing of ideas, knowledge, news, information, and thoughts between two or more people in a simple and fast way, as to capitalize on the time and amount of content that fits in a series of sentences.

**Leadership:** Leadership is where you are the leader of a group or where you set a good example where you can motivate, plan, communicate, and direct.

**Problem Solving:** The process of finding solutions for complex or difficult problems. Problem solving involves concept formation and ingenuity.

**Creativity:** Creativity is what makes us different from other people. If you have a different type of style, a way you sign things or just what makes you happy is your own sense of creativity.

**Adaptability:** Adaptability is the ability to rapidly change to suit your surroundings and thrive in unlimited situations and being able to deal with various emotions, places, people and objects.

**Responsibility:** Responsibility is to have a duty to deal with something, someone, or yourself. When you are responsible you own up to your actions and deal with situations in a way that can help you and others around you.

**Life Long Learner:**

A lifelong learner is a person who has a desire to learn through life and experiment with their own thoughts and experiences after they have completed their formal education.

**Confidence:** The feeling of trust in oneself or others abilities to perform tasks, or the trust in truth. It can help to perform simple or complex tasks, and it can also help with the passing of information and ideas. It is the state of being clear headed and certain.

**HB203 - ISAP Open Enrollment Guidance**

This guidance document is specifically designed to guide district decision-making regarding HB203 (Open Enrollment) that was passed during the 2023 legislative session. The philosophy and approach expressed below is to ensure that mandatory implementation of the open enrollment legislation within West Yellowstone Public Schools is in alignment with and supportive of the District's Integrated Strategic Action Plan, particularly the key components articulated on page one of this document.

**ISAP Open Enrollment Philosophy and Approach Statements:**

- The District is neither supportive of nor opposed to open enrollment as a concept. The legislation was passed during the 2023 session and WYS 69 will implement the legislation as required by MT law.
- The District's core purpose applies to all enrolled students regardless of a student's District of residence. All Means All and the District commitments articulated in Policy #3610 - Student Success, extended to all students enrolled in West Yellowstone Public Schools.

- The District operates most efficiently (maximizing resources for all students) when school sites maximize the use of available classrooms.
  
- The District will manage open enrollment to help bring available classrooms into use with the following parameters:
  - Class sizes articulated in MT Accreditation Standards will guide classroom capacity in grades K-8.
  - WYS 69's consensus agreement of 30 students per section will guide capacity in grades 9-12.
  - Staffing (Recruitment/Retention) may impact the District's ability to open all available classrooms.
  - The District shall ensure appropriate classroom space is set aside and designated for Special Education, Intervention/Extension, Counseling/Mental Health, and expected/projected K-12 resident student growth.
  - The District shall ensure that appropriate classroom space is designated for HB352 early literacy 4 year-old programming needs.
  
- District policy and procedures for open enrollment shall be constructed in a fashion to:
  - Aid the District in timelines to establish who is leaving and who is coming as early as possible in the winter/spring enrollment process.
  - Prioritize in-district students in timelines and process, and then consider out-of-district requests for attendance.
  - Prioritize applications from students whose parents are at least .75 FTE employees of the District and employees of the District's contracted transportation provider who are scheduled at least 20 hours per week to support recruitment and retention of high-quality staff.
  - Prioritize applications of students with siblings who are currently enrolled in the District as nonresident students.
  - Prioritize applications for admission for the succeeding school year by March 31.
  
- The District recognizes that the tuition structures in place via the open enrollment system established in HB203 do not fully account for the resident taxpayer costs associated with funding West Yellowstone Public Schools. As such, the District may also prioritize applications based upon the anticipated obligations of resident taxpayers.