



## District Strategic Plan Development Process

### StoryWall Session Report

April 19<sup>th</sup>, 2021



## Introduction

Hastings Public Schools launched its Strategic Plan Development Process in partnership with TeamWorks International, Inc. and its innovative and proven “Classroom to Boardroom Planning Process”. On April 19<sup>th</sup>, 2021 a team of approx. 50 employees engaged in the first session of the process; the Story Wall. The district also is engaged in survey and focus groups for the Desired Daily Experiences of Students, Families, and Staff from March into late April. The StoryWall process is designed to engage employees in reflecting on what brought us here and setting our course for the path ahead with three key objectives of:

1. To identify the current and historical stages of the School District’s lifecycle and the balance of Prime
2. To define the multiple characteristics of the School District’s past and present peak performance and what is purposefully rewarded (or possibly abandoned) in the future.
3. To discuss next steps and choices for *Partnership Leadership* as the school district prepares its strategic plan.



This Report contains the outcomes of five (5) teams organized into time periods of employment going back to 1985 to 2021. The input and assessment of the teams demonstrates the district and community journey through continuous change, accomplishments, disappointments, learning, and growth. The stages of lifecycle describe a district and community living through times of fast change from Adolescence and Go-Go to Bureaucracy and back again, The Covid 19 pandemic of 2020 was clearly a time of upheaval and change as the team assessment was of pre-covid Early Bureaucracy/recrimination rapidly shifting to Infancy during the past year.

The group also engaged in utilizing the Leadership Choices FrameWork from TeamWorks International to assess the experiences and conditions of partnership and isolation in the district and input into a 90 Day Action Plan of what to do more of, and less of to engage in more partnership and diminish isolation.

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| <p><u>Partnership</u></p> <ul style="list-style-type: none"> <li>• Feeling valued</li> <li>• Giving voice</li> <li>• Shared experience</li> <li>• Connections between staff</li> <li>• Coaching</li> <li>• Common goal</li> <li>• Rapid innovation</li> </ul>   | <p><u>Isolation</u></p> <ul style="list-style-type: none"> <li>• Lack of follow through-not doing their job</li> <li>• Not having voice</li> <li>• Feeling of overwhelm</li> <li>• Inability to carry out action</li> <li>• Critique</li> <li>• Big Brother</li> <li>• Communication mishaps</li> <li>• Inconsistent follow through</li> </ul> |
| <p><u>More of</u></p> <ul style="list-style-type: none"> <li>• Clear goals for 20 closure and 21 start</li> <li>• Listening/asking</li> <li>• Check-in with colleagues</li> <li>• Social/fun</li> <li>• "Normal" activities</li> <li>• Mimic district</li> <li>• Open/respectful communication</li> <li>• Assuming positive intent</li> </ul> | <p><u>Less of</u></p> <ul style="list-style-type: none"> <li>• Assumptions</li> <li>• Top-down, assuming need to fix</li> <li>• Scattered communication</li> <li>• Judgment</li> <li>• Criticizing</li> </ul>  |


## Key Messages (Value and Benefit)

- Rich tradition, despite changes
- Partnership/isolation is a choice
- Everyone has something to add
- History drives future
- Action to take now for positive impact
- Adolescence-Yeah!!


| Period                     | Major Events/Actions of Hastings Public Schools   | Observations/Characteristics  | Lifecycle(s)                        |
|----------------------------|---|---|-------------------------------------|
| 1986<br><br>To<br><br>1995 | <p>1986-1987</p> <ul style="list-style-type: none"> <li>• Music and athletics</li> <li>• Culture-family relationships</li> <li>-family is: school board, admin, teachers, support staff</li> <li>• 4 Elementary K-5</li> <li>-Cooper</li> <li>-Kennedy</li> <li>-Tilden</li> <li>-Pinecrest</li> <li>• Middle School 6th-8th</li> <li>-School house square</li> <li>• High School (current MS) 9th-12th</li> <li>• Activity Bus</li> <li>• Don May-longtime School Board Chair</li> <li>• Ken LaCroix -Superintendent</li> <li>• Gary Evanson-Kennedy</li> <li>• Carolyn Mortenson-PC</li> <li>• Earl Anderson-Tilden, Cooper</li> <li>• Lenny Swartz-MS</li> <li>• Rod VanVleet-HS</li> <li>• Typing classes</li> <li>• No phones</li> <li>• No computers</li> <li>• Ditto machine-horrible smell!</li> <li>• Transparency rolls</li> <li>• Attendance sheets-paper carbon copies</li> </ul> <p>1987</p> <ul style="list-style-type: none"> <li>• Loren Gratz-2nd special services director-until 1995</li> </ul> <p>1989</p> <ul style="list-style-type: none"> <li>• Carolyn Mortenson-1st curriculum director</li> <li>• McAuliffe opened-1st principal Gary Evanson</li> </ul> <p>1989-1990</p> <ul style="list-style-type: none"> <li>• Catholic churches combined, tough time (Irish/German)</li> <li>• HS principal swap</li> <li>-Rich Clymer-head</li> <li>-Rod VanVleet-Assistant</li> <li>-Vicki Davis-Assistant</li> <li>• We had staff parties with food</li> </ul> |   <p><b>Key Events</b></p> <ul style="list-style-type: none"> <li>• Growth in community</li> <li>• Changes in leadership</li> <li>• Advancement in technology</li> </ul> <p><b>Behaviors Rewarded</b></p> <ul style="list-style-type: none"> <li>• Being a part of the Hastings community</li> <li>• Risk taking with technology</li> <li>• Collaboration</li> </ul> <p><b>Characteristics of Successes</b></p> <ul style="list-style-type: none"> <li>• District support for trying new things</li> <li>• Grass roots (bottom up)</li> <li>• Thirst for knowledge</li> <li>• Strong team/family feel</li> </ul> <p><b>Characteristics of Failures</b></p> <ul style="list-style-type: none"> <li>• Senior staff/newer staff</li> <li>• Divisions around new ideas</li> </ul> | Adolescence<br><br>Community-Townie |

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|  | <ul style="list-style-type: none"> <li>• MS-Gary Jensen</li> <li>• Foreign Language <ul style="list-style-type: none"> <li>-3 German teachers</li> <li>-Spanish began in 1989-Elementary had interactive classes with HS teachers</li> </ul> </li> </ul> <p>1991-1992</p> <ul style="list-style-type: none"> <li>• Grants for tech-mini desk top computers (Macs)</li> <li>• 1st grading program-grade machine (no red books!)</li> <li>• Ran own copies</li> <li>• Vivian Perry-1st board member of color</li> <li>• Anne Skogland, Leslie Nielsen, Karen Moore-School Board members for several years</li> <li>• Community tragedies <ul style="list-style-type: none"> <li>-Russian roulette</li> <li>-electrocution</li> <li>-4-wheeler</li> <li>-drinking/drugs</li> </ul> </li> <li>• Community trust-support</li> </ul> <p>1995</p> <ul style="list-style-type: none"> <li>• Graduating classes over 400 students</li> </ul> |  |  |
|--|---|--|--|



| Period                     | Major Events/Actions of Hastings Public Schools  | Observations/Characteristics  | Lifecycle(s)                      |
|----------------------------|--|---|-----------------------------------|
| 1996<br><br>To<br><br>2002 | <p>1996</p> <ul style="list-style-type: none"> <li>• 5 Elementary schools</li> <li>• Daycare bus</li> <li>• Activity bus</li> <li>• Elementary classroom parties</li> <li>• Superintendent Wayne Haugen brings advanced placement to High School</li> <li>• Rising/increasing enrollment (all 6 years)</li> <li>• After school staff socials</li> </ul> <p>1997</p> <ul style="list-style-type: none"> <li>• ALC gets approved to start in Hastings</li> <li>• Teen suicide</li> </ul> <p>1998</p> <ul style="list-style-type: none"> <li>• New High School referendum passes</li> <li>• HS at 11th and Pine</li> <li>• Board decides to build new High School with auto, wood, metal and electronic shops. Architects did not want this</li> <li>• Community will pass referendum only if you do not move Todd Field to new HS site</li> <li>• School Board decides not to name new High School "Hastings Area High School"</li> <li>• Athletics: 4 state titles, 15 state tournaments (in 6 years)</li> </ul> <p>1999</p> <ul style="list-style-type: none"> <li>• Columbine lockdowns</li> <li>• Elementary had languages on TV during school day</li> <li>• Gary Jensen</li> <li>• Long terms</li> </ul> <p>2000</p> <ul style="list-style-type: none"> <li>• Gov. Ventura funding change</li> <li>• John Taylor</li> <li>• Carolyn Mortenson</li> <li>• Don Miller</li> <li>• Rich Clymer</li> <li>• \$1,000,000 donation for Todd Field from Pinky McNamara</li> <li>• Todd Field refurbishment and enhancements</li> <li>• Middle School "German" Book club</li> <li>• Y2K</li> <li>• Middle School evacuation to Todd Field</li> </ul> |  <p><b>Key Events</b></p> <ul style="list-style-type: none"> <li>• Referendum passing (New High School)</li> <li>• Community pride</li> <li>• State funding change (Ventura) changed community attitudes</li> <li>• Referendum failed (Million Dollar Bridge)</li> </ul> <p><b>Behaviors Rewarded</b></p> <ul style="list-style-type: none"> <li>• Participation, engagement was high</li> <li>• No activity fees</li> <li>• There were activity buses</li> <li>• Staff-lots of social/friendship involvement</li> </ul> <p><b>Characteristics of Successes</b></p> <ul style="list-style-type: none"> <li>• Community pride, trust, involvement</li> </ul> <p><b>Characteristics of Failures</b></p> <ul style="list-style-type: none"> <li>• Change to negative attitude, distrust, discord of funds allocation (community)</li> <li>• Staff starting to question</li> </ul> | <p>Prime →</p> <p>Bureaucracy</p> |



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|--|---|---|--|--|
|  | <p>2001</p> <ul style="list-style-type: none"><li>• HHS opens</li><li>• Loren Gratz</li><li>• John Taylor</li><li>• Million dollar bridge</li><li>• Failed operational levy came as big surprise</li><li>• Raccoon to Pirate mascot</li><li>• Change conferences</li><li>• 911</li><li>• Cooper closed-Tilden closed</li></ul> <p>2002</p> <ul style="list-style-type: none"><li>• ESL starts</li><li>• Shirle Meier</li><li>• Laura Bolstad</li><li>• Teacher support network</li><li>• Elementary class numbers were 25-30 students per class</li><li>• Elementary given curriculums to follow-theme based</li><li>• SEED classes for educators</li></ul> |  |  |  |
|--|---|---|--|--|

| Period                     | Major Events/Actions of Hastings Public Schools   | Observations/Characteristics   | Lifecycle(s)   |
|----------------------------|---|--|--|
| 2003<br><br>To<br><br>2013 | 2003 <ul style="list-style-type: none"> <li>• TC</li> <li>• K Center</li> <li>• 3 Kindergarten programs               <ul style="list-style-type: none"> <li>-all day every day</li> <li>-AM/PM</li> <li>-AB</li> </ul> </li> <li>• High class sizes</li> <li>• HMS Zuzek</li> <li>• HHS Johnson</li> </ul> 2004 <ul style="list-style-type: none"> <li>• SOD</li> <li>• Frozen pay scale</li> <li>• No PD</li> <li>• Loren Gratz</li> </ul> 2005 <ul style="list-style-type: none"> <li>• Cecilia Dodge SPED Director 05-07</li> <li>• Book clubs!</li> <li>• HPSF grants</li> <li>• Fed III-classroom back in district</li> </ul> 2006 <ul style="list-style-type: none"> <li>• Better PD training</li> <li>• Obama healthy food</li> </ul> 2003-2006 <ul style="list-style-type: none"> <li>• Pawlenty</li> </ul> 2007 <ul style="list-style-type: none"> <li>• No more Kindergarten A/B</li> <li>• SMART boards came</li> <li>• Smead layoff</li> <li>• Math standards</li> <li>• Student killed at party outside school</li> <li>• Crazy Senior last days</li> </ul> 2008 <ul style="list-style-type: none"> <li>• Tech importance</li> <li>• Safari montage</li> </ul> 2009 <ul style="list-style-type: none"> <li>• Tilden Kindergarten closed</li> <li>• SPED-Cory Graham, Don Schuld, Laura Bolstad</li> </ul> | <p><b>Key Events</b></p> <ul style="list-style-type: none"> <li>• Statutory operating debt               <ul style="list-style-type: none"> <li>-how schools funded</li> <li>- accounting practices</li> <li>-change in population</li> <li>- Ventura → Pawlenty, fiscal impact 8 years-"the school solves it"</li> </ul> </li> <li>• '10-'13 Mental Health               <ul style="list-style-type: none"> <li>-deaths by suicide</li> <li>-Gun event at HMS</li> </ul> </li> </ul> <p><b>Behaviors Rewarded</b></p> <ul style="list-style-type: none"> <li>• Distinction between school vs. community responsibility</li> </ul> <p><b>Characteristics of Successes</b></p> <ul style="list-style-type: none"> <li>• came out of SOD in record time</li> <li>• new fund balance</li> <li>• awareness of mental health</li> <li>• tech initiatives</li> <li>• Hastings Public School Foundation</li> <li>• professional development               <ul style="list-style-type: none"> <li>↑</li> </ul> </li> <li>• grant writing</li> <li>• creative</li> <li>• grit</li> </ul> <p><b>Characteristics of Failures</b></p> <ul style="list-style-type: none"> <li>• high class size</li> <li>• failure to recognize declining enrollment when building high school</li> <li>• \$ driving decisions</li> </ul> | Early<br>Bureaucracy<br>-surprise to the community<br>-stability |





- Kindergarten to Elementary, 5th to MS
- Vote Yes!
- Obama healthy school lunch
- School House Square

2010

- Gun
- Fun staff parties

2011

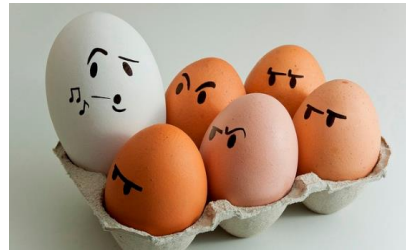
- Harbor Shelter in basement 2010-2013
- Riverside gains national status




2012

- New bridge
- IPLAN (sped)
- 6 period day MS

2013

- PSA hours reduced to 5.75 hours per day
- Employee contracts-steps
- Suicides
- Changing Sped and Curriculum Director a lot




| Period                     | Major Events/Actions of Hastings Public Schools   | Observations/Characteristics   | Lifecycle(s)                                      |
|----------------------------|---|--|---|
| 2008<br><br>To<br><br>2015 | <p>2008</p> <ul style="list-style-type: none"> <li>• Smart boards</li> <li>• Kindergarten at a center independent of elementary</li> <li>• Treasures lit</li> <li>• 1-5 at elementaries</li> <li>• Expressions math</li> <li>• PLC's</li> </ul> <p>2009</p> <ul style="list-style-type: none"> <li>• Large hiring group due to levy being passed</li> </ul> <p>2010</p> <ul style="list-style-type: none"> <li>• Kindergarten was back into the Elementary sites</li> <li>• 5th grade to MS</li> <li>• HMS school shooter</li> </ul> <p>2011</p> <ul style="list-style-type: none"> <li>• Mentoring program revamp</li> </ul> <p>2012</p> <ul style="list-style-type: none"> <li>• Safari montage</li> <li>• New principal at McAuliffe</li> <li>• Student deaths</li> <li>• PBIS-HMS-MDE training-original 8</li> <li>• New bridge</li> </ul> <p>2013</p> <ul style="list-style-type: none"> <li>• New director of Teaching and :Learning</li> <li>• Budget cuts-mo media specialist</li> <li>• 45 min. PLC per month</li> <li>• HMS-switch to 6 period day from 7 period day</li> <li>• Vision 2025</li> </ul> <p>2008-2013</p> <ul style="list-style-type: none"> <li>• Elementary grade level team leaders</li> </ul> <p>2009-2013</p> <ul style="list-style-type: none"> <li>• MAP testing</li> </ul> <p>2014</p> <ul style="list-style-type: none"> <li>• Learning targets at elementary</li> <li>• Balance literacy, making meaning, dropped phonics</li> <li>• No more break room, lots of books in classroom organized by levels</li> <li>• Welcome back open days more casual</li> <li>• Learn pads and elementary tech integration</li> <li>• New director and asst. director at special services</li> </ul> |  <p><b>Key Events</b></p> <ul style="list-style-type: none"> <li>• Closing Tilden and moving 5th to MS</li> </ul> <p><b>Behaviors Rewarded</b></p> <ul style="list-style-type: none"> <li>• Willingness to adapt to change, put in the extra hours, and create the "elementary feel" where rewarded and encouraged</li> </ul> <p><b>Characteristics of Success</b></p> <ul style="list-style-type: none"> <li>• Staff supported one another-tireless</li> <li>• Family/community involvement</li> <li>• Maintain K/5th identity</li> <li>• Staff movement-flexible, springboard to be better, perseverance</li> </ul> <p><b>Characteristics of Failures</b></p> <ul style="list-style-type: none"> <li>• Staff movement/retirements-overwhelmed, grief, anxiety</li> <li>• Technology implementation-too much!</li> <li>• Recovery time/time to find your place</li> </ul>   | <p>Staff: Go Go</p> <p>Community: Adolescence</p> |

- HMS Assistant Principals Joe Haas and Justin Hahn
- New principal at KEL
- Tech integration at elementary

2015

- Last year of TIES
- Change to infinite campus coming
- Mark Zuzek HMS Principal
- Standards curriculum mapping
- MS math intervention begins (Math Lab)
- Self directed PLC's (Elementary focus)
- Common summative assessments
- Reading intervention continues (Reading Lab)
- Raider Way continues
- Assemblies
- RR tickets
- PBIS
- Relationships
- New Director of Teaching and Learning, new Athletic Director, New Principal at Kennedy



| Period                        | Major Events/Actions of Hastings Public Schools  | Observations/Characteristics  | Lifecycle(s)   |
|-------------------------------|--|---|--|
| 2016<br><br>To<br><br>Present | 2016 <ul style="list-style-type: none"> <li>• Number talks</li> <li>• Trump elected</li> </ul> 2017 <ul style="list-style-type: none"> <li>• Bridges</li> <li>• Seesaw</li> <li>• Great Rivers ABE</li> <li>• Flexible seating/furniture</li> <li>• Referendum passed</li> </ul> 2018 <ul style="list-style-type: none"> <li>• Literacy work</li> <li>• Joint resolution city-schools</li> <li>• AVID</li> <li>• Wrestling controversy</li> </ul> 2019 <ul style="list-style-type: none"> <li>• School Board election</li> <li>• Turf field</li> <li>• MS construction</li> <li>• Family Resource coordinator</li> <li>• DASH to HS</li> <li>• 50+ acres donation to district</li> <li>• RCD</li> </ul> 2020 <ul style="list-style-type: none"> <li>• Learning model planning</li> <li>• COVID-19</li> <li>• New HR Director</li> <li>• New Director of Special Services</li> <li>• New Assistant Director of Special Services</li> <li>• Standards work (Literacy)</li> <li>• STARS at HS</li> <li>• New Superintendent</li> <li>• Elementary LEAP-2 new programs</li> <li>• Biden elected</li> </ul> 2021 <ul style="list-style-type: none"> <li>• CLP</li> <li>• Equity team</li> <li>• George Floyd</li> <li>• Strategic planning</li> </ul> |  <p><b>Key Event</b></p> <ul style="list-style-type: none"> <li>• Most influential event: COVID</li> </ul> <p><b>Behaviors Rewarded</b></p> <ul style="list-style-type: none"> <li>• technology</li> <li>• flexibility</li> <li>• patience</li> <li>• collaboration</li> <li>• innovation</li> <li>• stay connected with families</li> </ul> <p><b>Characteristics of Success</b></p> <ul style="list-style-type: none"> <li>• Rapid innovations</li> </ul> <p><b>Characteristics of Failures</b></p> <ul style="list-style-type: none"> <li>• sweeping the tough stuff under the rug</li> <li>• mental health</li> <li>• Black Lives Matter</li> <li>• wrestling</li> <li>• avoiding honest conversations</li> </ul> | Pre-covid: Early Bureaucracy/recreation<br><br>Infancy |

- One-to-one devices
- Learning model change
- BLM
- Disproportionate in suspension and setting IV placement of students of color
- Hiring new HS AP
- Hiring new Director of Teaching and Learning
- Testing and vaccines
- Budget!

2016-2021

- 1 high school
- 1 middle school
- 3 elementary sites
- 1 ALC
- 1 community/pre site
- Mental health needs

