

# Stakeholder Driven Strategic Plan



**Ensuring that all students learn.**

# **Introduction**

## **Stakeholder Strategic Planning Committee**

In May of 2016, the Medford Area Public School District's Board of Education selected the Wisconsin Association of School Boards (WASB) to conduct the Stakeholder Strategic Planning process. The process required approximately 60 committee members, represented by community members, school district employees and board members. The Stakeholder Driven Strategic Planning process involved four meetings, which included data gathering and reporting, district reports and studies, and goal writing and refining. The process was facilitated by Al Brown, of the Wisconsin Association of School Boards.

This report includes the committee members, the process followed and goals developed and refined by the committee during the process. The volunteer committee worked extremely hard to develop the goals contained in this report and their hard work is appreciated.

Approved by the Board of Education on April 24, 2017.

# Committee Membership

Jeff Albers	Jason Lang
John Alexander	Amanda (AJ) Lange
Jason Apfelbeck	Jeff Lange
Michelle Armbrust	Al Leonard
Brent Arndt	Scott Lindow
Jim Bauer	Laura Lundy
Doug Berends	Jill Lybert
Kris Brandner	Dave Makovsky
Brandon Brunner	Eunice Mayer
Roxanne Bull	Dan Miller
John Bull	Marsha Nice
Jennifer Buskerud	Gregg Olson
Chip Courtney	Mark Perrin
Ken Coyer	Jeff Peterson
Paul Dixon	Laurie Peterson
Rachel Dixon	Chuck Prihoda
Don Everhard	Bob Reisenberg
Dave Fleegel	Cathy Reuter
Joseph Greget	Mark Reuter
Andy Guden	Pam Schield
Brian Hallgren	Pat Schilling
Len Hamman	Rick Schneveis
Tammy Hansen	SuAnn Schroeder
Charlie Heckel	Kelly Schultz
Brenda Hedlund	Kathy Schumacher
Dawn Held	Corrie Searles
Jeff Hemer	Mike Shiffler
Dennis Hinderliter	DeDe Strama
Mark Hoffman	Pat Sullivan
Kay Homeyer	Mark Temme
Steve Homeyer	Kristi Tlusty
Angie Hupf	Bill Weiland
Karl Kelz	Cheryl Wibben
Cheryl Ketelhut	Carol Wieman
Barbara Knight	Mike Wellner
Molly Knoll	Brian Wipf
Jennifer Kuenne	Chuck Zenner
Tracey Laffan	

# Committee Process

**The first meeting of the committee, held on Monday, September 19, 2016, included:**

- A. Welcome and Introductions
- B. Overview of Stakeholder Strategic Planning
- C. Data Presentation – Demographic Data Only
- D. SOAR (Strengths, Opportunities, Aspirations, and Results)
- E. Introduce Community Survey

**The second meeting of the committee, held on Monday, October 17, 2016, included:**

- A. Review of SOAR Data
- B. Data Presentations – Continued
- C. SOAR Discussion
- D. Community Survey Finalized
- E. Review Community Distribution Plan
- F. District Vision

**The third meeting of the committee, held on Monday, January 30, 2017, included:**

- A. Review of SOAR Data
- B. Review of Community Survey Results
- C. Affinity Process for Open-Ended Survey Questions
- D. Mission and Vision

**The fourth meeting of the committee, held on Monday, February 20, 2017, included:**

- A. Present the Final Draft of the Strategies and Objectives to the Strategic Planning Committee
- B. Gather the Group's Feedback
- C. Committee Endorses the Plan Concept for Submission to the Board
- D. Board Monitoring Process

# Findings

# **Strategic Goal 1: Academic Skills**

To continually show progress towards meeting or exceeding the Wisconsin State Standards and 21st Century Skills as evidenced by local, state and national assessments, we must work on the following areas:

1. Build capacity in students to take ownership of their learning through the introduction of personalized learning techniques (adding more student voice and choice into the instructional day).
2. Build capacity among staff to implement best practices by offering multiple training opportunities.
3. Creating partnerships with community organizations to enhance student academic skills.

## **Strategic Goal 1: Academic Skills – Action Plan**

- 1.1. By August 2017, the administrative team will create a three-year plan for implementing personalized learning techniques in all appropriate classrooms. The plan will be presented to the Medford Area Public School District's Board of Education.
- 1.2.a. The personalized learning plan (1.1) will include a list of professional development opportunities that staff will be able to participate in during the 2017-18 school year. Through surveys and observations, additional professional development opportunities will be planned for subsequent years and will be dependent on the needs of the teachers.
- 1.2.b. Create peer coaching opportunities for all staff to include literacy coaches at the elementary and instructional coaches at the middle and high school.
- 1.3. We will seek out opportunities for community partnerships through our mentoring, apprenticeship, certificates of completion, Project Lead The Way, and transcribed credit programs. We will also partner with the community on the Reality Fair, Homegrown Success, and Junior Achievement programs.

## **Strategic Goal 1: Academic Skills – Evaluation**

An evaluation of state assessment scores, along with a review of community partnerships programs, will be presented to the Medford Area Public School District's Board of Education in December by the Director of Curriculum and Instruction and the Medford Area Senior High Guidance Department.

# **Strategic Goal 2: Physical / Mental / Social / Emotional Health**

To improve the quality of and increase our services for our students and families who struggle with physical, mental, social and emotional health issues:

1. Update and improve upon our current physical, mental, social and emotional health services.
2. Protect our current physical, mental, social and emotional health services by offering competitive salaries.
3. Seek out additional supports for our students and families.

## **Strategic Goal 2: Physical / Mental / Social / Emotional Health – Action Plan**

- 2.1.a. Before the 2017-18 school year, research the possibility of hiring a second school social worker for the middle and high schools.
- 2.1.b. Before the 2017-18 school year, research and determine if a third school psychologist is needed.
- 2.2. Offer the market rate for specialized positions, such as school psychologists, in order to provide the necessary services to our students.
- 2.3.a. Expand the CARES (Children and Adolescents Reaching Emotional Success) Model to include a mental health counselor available every day, Monday through Thursday in 2017-18.
- 2.3.b. By June of 2017, reach a decision whether or not to expand PBIS (Positive Behavioral Intervention and Supports) to the high school.

## **Strategic Goal 2: Physical / Mental / Social / Emotional Health - Evaluation**

An evaluation of current and new physical, mental, social, emotional health programs will be presented to the Medford Area Public School District's Board of Education in February of each year by the Director of Special Ed and Student Services.

## **Strategic Goal 3: Alcohol and Other Drug Abuse (AODA)**

To encourage a drug free lifestyle in providing a drug free culture on and off campus by:

1. Expand what we do with Raiders Committed by continuing to get student input in the programs and policies related to AODA issues and education.
2. Work with the Drug Endangered Children Committee, Taylor County Meth Prevention Campaign, and Taylor County Drug Opposition Partners to plan activities for our staff, students and community.

### **Strategic Goal 3: Alcohol and Other Drug Abuse (AODA) - Action Plan**

- 3.1. Raiders Committed will meet weekly, under the direction of a certified staff member, to plan activities, review policies, and plan trainings for their peers.
- 3.2. Medford Area Public School District staff, such as the Director of Student Services, guidance counselors and principals, will continue to be active participants in community AODA initiatives.

### **Strategic Goal 3: Alcohol and Other Drug Abuse (AODA) - Evaluation**

In September, members of the AODA committees will present to the Medford Area Public School District's Board of Education a review of the year's activities, data collected, and will share the upcoming year's plans.



# Strategic Goal 4: Life Skills

To prepare our students for the work world and life, we will:

1. Give students opportunities to practice and exhibit 21<sup>st</sup> century learning skills, such as common sense, perseverance, people skills, etc.
2. Be mindful of what employers are looking for in future employees by surveying local employers and postsecondary leaders, and continuing the discussions with them.

## Strategic Goal 4: Life Skills - Action Plan

- 4.1. Students will practice 21<sup>st</sup> century skills within the school day by increasing the amount of responsibility students have for their learning. (Flexible learning spaces, personalized learning, etc.)
- 4.2.a. During the month of September, the Superintendent will meet with local business and postsecondary leaders at the NTC annual meeting.
- 4.2.b. Every three years, we will devote one inservice day to have the entire staff tour local businesses.
- 4.2.c. Students will participate in the Reality Fair, Homegrown Success and Junior Achievement, which partner with community businesses to teach students about the world of work.

## Strategic Goal 4: Life Skills - Evaluation

In March, an update on the teaching of life skills will be given to the Medford Area Public School District's Board of Education by appropriate school employees.

# Strategic Goal 5: Operations / Technology

To keep our students and staff up to date on the latest technology by:

1. Teaching students how to use current technology appropriately.
2. Providing appropriate professional development and encouragement for staff to utilize technology in their instruction.
3. Working with the community members and legislators to expand county-wide broadband accessibility and speed.

## Strategic Goal 5: Operations / Technology – Action Plan

- 5.1. The district's Technology Committee, headed by the district's Technology Engineer, will update the three-year technology plan to ensure that all students have updated technology that they use to help improve their educational experience.
- 5.2. Offering required and optional technology seminars during early release days, inservices and during the summer.
- 5.3. The Superintendent will work with our elected officials to fund the expansion of broadband services.

## Strategic Goal 5: Operations / Technology - Evaluation

In May, the Director of Curriculum and Instruction and the District's Technology Engineer will review the 3-Year Technology Plan, and provide a list of technology-related staff professional development opportunities that were offered throughout the year, along with the upcoming workshops for the summer.

# **Strategic Goal 6: Staff Culture and Satisfaction**

To create a positive staff culture and high level of satisfaction, we will:

1. Provide opportunities for staff to give feedback on district operations.
2. Provide competitive compensation to recruit and maintain high quality staff.

## **Strategic Goal 6: Staff Culture and Satisfaction – Action Plan**

- 6.1. The Superintendent will visit each building, meeting with certified and support staff monthly to gather input and to inform staff members of any changes or issues that pertain to them.
  - 6.1.a. Staff will be given an opportunity, through an annual survey in May, to share their concerns. Results will steer future changes and points of emphasis.
- 6.2. Administration will actively review the market rate for positions, and work within the budget to adjust the salaries in order to maintain competitive compensation for our employees.

## **Strategic Goal 6: Staff Culture and Satisfaction - Evaluation**

When necessary, the Superintendent will update the Medford Area Public School District's Board of Education and Finance Committee on salary changes throughout the year. In June, the Superintendent will review the results of the staff satisfaction survey with the Medford Area Public School District's Board of Education.

# Strategic Goal 7: Infrastructure

To provide quality facilities that sufficiently support education and our community, we will:

1. Update buildings and grounds, as necessary, to keep current with codes, technology and the needs of our students and community.
2. Build new structures, if necessary, to satisfy the ever-changing needs of our students and community.
3. Increase communication with the public about our future facilities' needs.

## Strategic Goal 7: Infrastructure – Action Plan

7.1., 7.2., 7.3.a. The Superintendent, along with school board members, will inform and educate the community about the needs for the following facility changes/additions at the Medford Area Senior High:

- A. Update infrastructure (plumbing, electrical, network cabling, lockers, parking lots, etc.).
- B. Build new science and engineering classrooms.
- C. Build agriculture and tech ed classrooms.
- D. Expand gym space for physical education and athletic practice.
- E. Build a new Red/White Theater, with a larger stage and additional seating

7.1., 7.2., 7.3.a. The Superintendent, along with school board members, will inform and educate the community about the needs for the following facility changes/additions at the Medford Area and Stetsonville Elementary Schools:

- A. Build additional classrooms.
- B. Expand storage.

7.3.b. The Superintendent, along with school board members, will attend local township, county, city, village, and civic club meetings, at least annually, to share this strategic plan.

7.3.c. The Superintendent will share these goals in a variety of mediums throughout the year, such as newsletters, news articles, radio interviews, etc.

## Strategic Goal 7: Infrastructure – Evaluation

In January, the Superintendent will update the board on the previous year's discussions and meetings with the community, along with providing a list of publications/topics that have been shared with the public.

# Evaluation Calendar

Month	Topic	Person Responsible
January	Update on previous year's discussions/meetings with the community, along with providing a list of publications / topics that have been shared with the public	Superintendent
February	An evaluation of current and new physical, mental, social, and emotional health programs	Director of Special Education and Student Services
March	Review / update on the teaching of life skills within the curriculum	Director of Curriculum and Instruction
April		
May	3-Year Technology Plan, and provide a list of technology-related staff professional development opportunities	District Technology Engineer & Director of Curriculum and Instruction
June	Review the results of staff satisfaction survey	Superintendent
July		
August		
September	Review of the year's AODA activities, data collected, and upcoming year's plans	Director of Students Services, guidance counselors and principals
October		
November		
December	An evaluation of state assessment scores, along with a review of community partnership programs	Director of Curriculum and Instruction and High School Guidance Department