

# The Great Conversation

*School District of the*



**Menomonee Area**  
**STRATEGIC PLANNING REPORT**

Approved February 11, 2013

Annual Review Updates:  
January 2014



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# CORE ELEMENTS 2012-2015

## **MISSION STATEMENT - Our core purpose** *Adopted 2003 – District Strategic Planning Process*

The School District of the Menomonie Area, by embracing the unique needs and using the strengths of our diverse community, is dedicated to preparing ALL students to become lifelong learners, caring individuals, and responsible citizens.

## **VISION - What we intend to create** *Adopted 2010 – Board of Education Goal-setting Process*

- Strong partnerships with students, families, and the community in order to increase trust and shared responsibility.
- The alignment of district fiscal resources with established priorities.
- A high quality, well-rounded educational experience to all students that is rigorous, culturally relevant, healthful, and engaging.
- ALL students performing at or above grade level in all academic areas.
- Graduates prepared for college, careers, and life in the 21st century.
- Systems that will provide a diverse staff of competent, dedicated, caring professionals.

## **STRATEGIC PLAN OBJECTIVES – How we will align our resources**

The strategic plan objectives are the district's commitment to achieve specific, measurable end-results on behalf of students. These spring from needs as identified by our community and define the mission.

These are not administrative objectives, operational objectives, nor building objectives. They are district objectives. They are what the district must achieve if we are to accomplish our mission and be consistent with our core values

Each objective will have several action plans that provide detailed description of the action steps required to achieve the specific results that are necessary for the implementation of the strategies.

Six areas for strategic planning emerged as priority areas during the community focus group process.

## **SDMA CORE VALUES - Drivers of our words and action** *Adopted 2005 – District Strategic Planning Process*

### **We value Integrity...Therefore we will...**

- Be honest
- Be courageous
- Be responsible
- Be accountable

### **We value Respect...Therefore we will...**

- Honor others and self
- Protect
- Listen
- Appreciate

### **We value Community...Therefore we will...**

- Care
- Serve
- Unite
- Be loyal
- Celebrate

### **We value Excellence...Therefore we will...**

- Nurture growth
- Be our best
- Expect the best

### **We value Trust...Therefore we will...**

- Share
- Be reliable
- Be consistent
- Follow through

## 1) **LEARNING EXPERIENCE**

We will improve academic outcomes for all students and ensure student engagement and achievement by strengthening curriculum, instruction, assessment, and accountability systems in the district.

Action Plan:

- Use best instructional practices/methods and professional development.
- Improve student achievement in 21<sup>st</sup> century skills.
  - Critical thinking and problem-solving.
  - Communication skills and literacy.
  - Global perspective and world languages.
  - Leadership, teamwork, and personal responsibility.
- Ensure a quality curriculum and higher standards.
- Ensure accountability at all levels of personnel.
- Provide student choices, flexibility in system.
- Conduct an examination of the school calendar.

## 2) **TECHNOLOGY**

We will improve academic outcomes for all students and ensure student engagement and achievement by integrating appropriate technology.

Action Plan:

- Provide professional development and training.
- Develop long-range plan for technology integration.
- Digital materials.
- Virtual/online opportunities.
- Equitable access.
- Conduct an examination of the school calendar.

## 3) **FACILITIES**

We will improve academic outcomes for all students and ensure student engagement and achievement by providing access to healthy, accessible, safe, and effectively designed educational facilities.

Action Plan:

- Develop a new vision and plan for the future of district facilities.
- Provide healthy, accessible, and safe facilities.
- Ensure a systematic plan for maintenance and facility improvements.

## 4) **PERSONNEL**

We will improve academic outcomes for all students and ensure student engagement and achievement by providing highly effective staff.

Action Plan:

- Use effective practices to attract, recruit, develop, and retain high quality staff.
- Assure consistency of expectations and accountability for/of all staff.
- Provide systematic support and professional development.

## **5) RESOURCES**

We will improve academic outcomes for all students and ensure student engagement and achievement by maximizing available resources.

Action Plan:

- Develop and collaborate with community and regional resources, including volunteers.
- Investigate all systems for efficiencies, effectiveness, opportunities for organized abandonment.
- Establish new sources of revenue.
- Increase advocacy efforts.

## **6) COMMUNITY ENGAGEMENT**

We will improve academic outcomes for all students and ensure student engagement and achievement by enhancing and expanding partnerships and public relations.

Action Plan:

- Expand public relation efforts and marketing.
- Build and utilize community partnerships and collaborative project.





## **ACTION PLANS**



# 1) LEARNING EXPERIENCE – Brian Seguin/Stacey Everson

**We will improve academic outcomes for all students and ensure student engagement and achievement by strengthening curriculum, instruction, assessment, and accountability systems in the district.**

## **Learning Experience Action Plan:**

- Use best instructional practices/methods and professional development.
- Improve student achievement in 21<sup>st</sup> century skills.
  - Critical thinking and problem-solving
  - Communication skills and literacy
  - Global perspective and world languages
  - Leadership, teamwork, and personal responsibility
- Ensure a quality curriculum and higher standards.
- Ensure accountability at all levels of personnel.
- Provide student choices, flexibility in system.
- Conduct an examination of the school calendar.

## **Learning Experience Action Team:**

### Action Plan 1

- Anne Hasse – K-5 Teacher, SDMA
- Chris Kyles – 6-8 Teacher, SDMA
- Brian Seguin – Director of Instruction, SDMA

### Action Plan 2

- Mary Begley – K-5 Teacher, SDMA
- David Berger – 9-12 Teacher, SDMA
- Sara Clark – K-5 Teacher, SDMA
- Stephanie Taylor– 9-12 Teacher, SDMA

### Action Plan 3

- Leah Miller – K-5 Teacher, SDMA
- David Muñoz – Menomonie High School Principal, SDMA
- Lori Smith – Oaklawn Elementary Principal, SDMA
- Jeanne Styczinski – K-5 Teacher, SDMA

### Action Plan 4

- Bob Boone – 6-8 Teacher, SDMA
- Tera Ellison – District Reading Specialist, SDMA
- Kristin Humphrey – Knapp Elementary Principal, SDMA
- Kathy Piatz – K-5 Teacher, SDMA
- Sharon Roach – K-5 Teacher, SDMA

### Action Plan 5

- Sue Barnett – K-5 Teacher, SDMA
- Stacy Berg – K-5 Guidance Counselor, SDMA
- Tonia Kowieski – Director of Student Services, SDMA
- Stacey Everson – MS Principal, SDMA



SCHOOL DISTRICT OF THE MENOMONIE AREA

**Action Planning**  
**Action Plan 1 of 5 of Learning Experience Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by strengthening curriculum, instruction, assessment, and accountability systems in the district by using quality curriculum and high standards.

**Measurable Objective:** Implement a quality curriculum and high standards in all 4K-12 classrooms.

Measurable Action Steps	Priority	Responsible Person	Time Frame	Completion: What will be visible results of implementation?	Progress To Date
Implement and support a timeline and process for curriculum review and curriculum mapping.	1	Director of Instruction Instructional Leadership Team	June 2013	Process and timeline for curriculum review and mapping developed and approved by district Instructional Leadership Team.	Process and timeline for curriculum review and mapping developed and approved by district Instructional Leadership Team.
Clearly defined learning targets (I-Can statements) for math and English language arts are developed for grades K-12.	2	Grade level/department teams	June 2014	Clearly defined learning targets are accessible in Build Your Own Curriculum mapping tool.	Complete in the following areas: K-5 Math and ELA 9-12 Math 6-8 developed by department, needs to be formatted for entry in Curriculum Mapping tool.
K-12 writing program has been articulated and implemented with fidelity.	3	Director of Instruction Reading Specialist Building admin with support from grade level/department teams	June 2014 & Ongoing	Curriculum reflects integration of writing vertical alignment, rigor, and depth in all content areas K-12.	Reading Specialist has established and begun working with district writing team K-5. 6-8 has added building-wide writing assessment to all content areas. Plan to work 9-12 is in developmental stages.

Establish data protocols associated with Rtl process	4	Administrative team with support of school psychologists and district Reading Specialist.	August 2013 & Annual Review	Data protocols in place and building teaching staff trained in their use.	K-5 Student Assistance Team process has been refined, and constant protocols are in place across all K-5 buildings. 6-8 and 9-12 process in place and being reviewed at the building level.
Prioritize Common Core standards, including identification of the five most essential standards	5	Grade level/department teams with support of Director of Instruction	August 2014	Essential standards in Build Your Own curriculum.	Planned as part of Summer 2014 curriculum projects.
Complete program and resource review/studies	6	Grade level/department teams with support of Director of Instruction	June 2016 Annual/Ongoing	Program and resource review/studies for all departments completed and presented to the Director of Instruction.	Work has begun on the updated process/tools that will be used for reviews.

SCHOOL DISTRICT OF THE MENOMONIE AREA

**Action Planning**

**Action Plan 2 of 5 of Learning Experience Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by strengthening curriculum, instruction, assessment, and accountability systems in the district by providing professional development in instructional practices/methods.

**Measurable Objective:**

- Identify instructional best practices and methods.
- Professional Development Programing designed to meet areas of academic need.
- Professional Development delivered tied to identified practices/methods.

Measurable Action Steps	Priority	Responsible Person	Time Frame	Completion: What will be visible results of implementation?	Progress To Date
Research and identify instructional best practices and methods.	1	Director of Instruction and/or District Leadership Team	Begin June 2013	Present findings and recommendations of research and identification on instructional best practices to the Instructional Leadership Team and implement district wide.	Process has begun on: <ul style="list-style-type: none"> <li>• 21<sup>st</sup> century skills</li> <li>• Technology integration pilots</li> <li>• Personalized learning plans</li> <li>• Project-based learning</li> </ul>
Deliver Professional Development programing in identified areas of academic need.	2	Building Principals Director of Instruction District Reading Specialist Director of Pupil Services	August 2013 Annually/ Ongoing	Professional Development will be delivered tied to identified areas of academic needs that results in changes in classroom practices as measured by assessment data.  Professional Learning Communities created based on Professional Development goals annually.	Spring 2013: Staff development survey completed. Used to plan Summer Academy & Fall 2013 PD offerings  Review & presentation of Data Retreat findings used to plan ongoing PD (mathematical practices/literacy strategies)

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Deliver Professional Development on identified practices/methods.	3	District Instructional Leadership Team	August 2014 Annually/ Ongoing	Professional Development programing beginning in August 2014 will include instruction on district adopted instructional best practices.	Professional development needs assessment to be conducted December 2013.
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SCHOOL DISTRICT OF THE MENOMONIE AREA

**Action Planning**

**Action Plan 3 of 5 of Learning Experience Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by strengthening curriculum, instruction assessment and accountability systems in the district by having accountability at all levels of personnel.

**Measurable Objective:** Ensure accountability at all levels of personnel.

Measurable Action Steps	Priority	Responsible Person	Time Frame	Completion: What will be visible results of implementation?	Progress To Date
Implementation of Educator Effectiveness model.	1	Human Resources Director Administrators Supervising teaching staff	August 2013	Full use of the Effectiveness Project Evaluation system (My Learning Plan Tool).	OASYS electronic tool in use for evaluations/observations and goal setting beginning Fall 2013.
Deliver Professional Development for Administration on Curricular Priorities and Initiatives.	2	District Administrator Director of Human Resources Director of Instruction Director of Student Services	August 2013	Professional Development calendar for district administrators presented during August Administrative Team retreat.	Developed and training being provided as rolled out as part of training schedule.
Develop district-wide protocols for uniform and consistent use of student achievement data tied to classroom instructional practices.	3	Director of Instruction Administrative Team Instructional Leadership Team	June 2014	Develop and present recommendations for district-wide protocols for uniform and consistent use of student achievement data tied to classroom instructional practices to the Administrative team.	To be developed based on feedback from staff as part of initial year rollout.



SCHOOL DISTRICT OF THE MENOMONIE AREA

**Action Planning**

**Action Plan 4 of 5 of Learning Experience Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by strengthening curriculum, instruction assessment and accountability systems in the district by using ensuring development of 21st century skills.

**Measurable Objective:** Improve student achievement in 21st century skills:

- Critical thinking and problem-solving
- Communication skills and literacy
- Global perspectives and world language
- Leadership, teamwork and personal responsibility

Measurable Action Steps	Priority	Responsible Person	Time Frame	Completion: What will be visible results of implementation?	Progress To Date
Design professional development plan for critical thinking and problem solving instruction skills.	1	Director of Instruction Leadership Team	August 2013, with ongoing review and updating through-out 5-year strategic plan	Annual documentation of completed participation in professional development presented to the administrative team for review and recommendations.	Research In progress. Findings from Action Plan 2 to be incorporated based on information available.
Research and develop teacher instruction and student learning around a collaborative, inquiry-based (workshop-type) model.	2	Director of Instruction Teachers	August 2013 – Spring 2016	Annual working documentation of professional development for collaborative, inquiry-based learning; professional learning community work; completed curriculum maps for review and recommendations by the administration team.	Initial planning & research in progress. Learning team to be formed to move this area forward.

<p>Develop a plan to ensure best practice for instruction of world languages and global perspectives.</p>	<p>3</p>	<p>Director of Instruction World Language department Social Studies department Committee of teachers</p>	<p>Begin Spring 2013 - Spring 2014</p>	<p>A report of findings and recommendations will be reviewed by the administrative team and will be provided to the school board at the completion of the study.</p>	<p>Conversation with World Language department in Fall 2013. Learning team to be developed that includes K-12 representation. Research in progress.</p>
<p>Develop K-12 youth leadership programs in partnership with community groups and businesses.</p>	<p>4</p>	<p>Director of Instruction Committee of teachers Community members</p>	<p>Begin Summer 2014 – Spring 2016</p>	<p>A plan and records of participation will be reviewed annually by the administrative team.</p>	<p>Initial planning in progress</p>

SCHOOL DISTRICT OF THE MENOMONIE AREA

**Action Planning**  
**Action Plan 5 of 5 of Learning Experience Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by strengthening curriculum, instruction assessment and accountability systems in the district by studying and developing flexibility in choices and school calendar.

**Measurable Objective:**

Measurable Action Steps	Priority	Responsible Person	Time Frame	Completion What will be visible results of implementation?	Progress To Date
Research year round school calendars in Wisconsin.	1	Stacey Everson Tonia Koweiski	June 2014	Portfolio of examples of year-round calendars to reference/share with board.  Recommend future potential year-round calendars at SDMA.	We have compiled information about schools with various types of year-round calendars. We are planning school visits to specific locations to discuss details.  We are also brainstorming regarding how to revise our current summer school program to fulfill the potential need for year-round learning options.
Research flexible scheduling options: <ul style="list-style-type: none"> <li>• Early bird</li> <li>• Evening courses</li> <li>• Blended virtual</li> <li>• Extended school year/summer school options K-12</li> </ul>	2	Tonia Koweiski Mary Henry Stacy Berg  HS consultant or representative	June 2014	Portfolio of examples of scheduling options, including, but not limited to, early bird, evening, blended, extended school year, to reference/share with board.  Recommend and develop future potential flexible scheduling options at SDMA.	We have compiled information about schools with early bird and evening courses. We are planning school visits to specific locations to discuss the details. We are examining our own assumptions about blended/virtual school schedules and settings, including our assumptions surrounding our Gifted and Talented program.  Our intent is to develop fair guidelines and steps for all students to experience the courses necessary for success.

<p>Examine current barriers that include/exclude student choice:</p> <ul style="list-style-type: none"> <li>• Credit requirements</li> <li>• Pre-requisites</li> <li>• Acceleration</li> <li>• Waivers</li> </ul>	1	<p>Stacey Everson Brian Seguin HS Counseling Dept.</p>	December 2012 - June 2014	<p>Research results report. *Survey stakeholders. Share with board. Recommend potentials.</p>	<p>We are examining our own assumptions about the current barriers and necessity regarding credits, pre-requisites, acceleration, and waivers including our assumptions surrounding our Gifted and Talented program.</p> <p>Our intent is to develop updated guidelines and steps for all students to experience the courses necessary for success.</p>
<p>Research potential for K-12 foreign language.</p>	2	<p>Stacey Everson</p>	<p>Starting December 2012 - June 2014</p>	<p>Research results report *What do other districts do? Share with board Recommend and develop K-12 foreign language curriculum and instruction proposal plan.</p>	<p>Initial review/conversation with 9-12 World Language in Fall 2013 to discuss historical research.</p> <p>Planning for a K-12 learning team has begun to research potential K-12 program.</p>
<p>Investigate potential for environmental site charter school.</p>	3	<p>TBD</p>	<p>December 2012- Ongoing</p>	<p>Research results report Share with board. *An earlier plan exists as a result of former SDMA strategic planning. Recommend potentials</p>	<p>Progress pending</p>
<p>Investigate multi-age classrooms.</p>	3	<p>Stacy Berg Sue Barnett</p>	<p>December 2012- June 2013</p>	<p>Research results report. *Advantages *Disadvantages Share with board. Recommend potentials.</p>	<p>Progress pending</p>

Investigate performance based schools: <ul style="list-style-type: none"> <li>• Charter</li> <li>• Montessori</li> </ul>	4	Stacey Everson Tonia Kowieski Brian Seguin	December 2012 – June 2013	Research results report *Example/Model schools Share with board. Recommend potentials.	Progress pending
Investigate looping K-8	1	Stacey Everson	December 2012 – June 2013	Research Results Report *Advantages *Disadvantages Share with board. Recommend potentials.	Progress pending





## **2) TECHNOLOGY – Susan Mommsen/Kelly Hoyland**

**We will improve academic outcomes for all students and ensure student engagement and achievement by integrating appropriate technology.**

### **Technology Action Plan:**

- Provide professional development and training.
- Develop long-range plan for technology integration.
- Digital materials
  - Virtual/online opportunities
  - Equitable access system.
  - Conduct an examination of the school calendar.

### **Technology Action Team:**

- Kelly Hoyland, District Technology Coordinator / 9-12 Teacher, SDMA
- Terry Staupé, District Tech Support / Library Media Specialist, SDMA
- Jim Nelson, 6-8 Teacher, SDMA
- Tera Ellison, K-5 Teacher, SDMA
- Stephanie Taylor, 9-12 Teacher, SDMA
- Jane Henderson, Director of Learning Technology, UW-Stout
- Anne Hasse, K-5 Teacher, SDMA
- Sue Molitor, Executive Assistant, Technology Department, SDMA
- Susan Mommsen, Menomonie High School Assistant Principal, SDMA



SCHOOL DISTRICT OF THE MENOMONIE AREA

**Action Planning**

**Action Plan 1 of 3 of Technology Action Team**

**Specific Strategy:** All students will have access to developmentally appropriate online electronic devices for improved student achievement.

**Measurable Objective:** All students will be provided a district-owned, developmentally appropriate device

- K-5: Cart in every classroom
- 6-8 Device in hand
- 9-12 Device in hand

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Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Completion: What will be visible results of implementation?	Progress To Date
Develop implementation timeline.	1	Tech Coordinator	July 2013- Spring 2014	<ul style="list-style-type: none"> <li>• Implementation timeline.</li> <li>• Budget &amp; financing options.</li> <li>• Ongoing replacement plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential timelines have been developed.</li> <li>• Sustainable budget needs to be developed</li> </ul>
Exploration of devices & resources.	1	Tech Committee	May 2013 - Ongoing	<ul style="list-style-type: none"> <li>• Comparison of electronic devices.</li> </ul>	<ul style="list-style-type: none"> <li>• Pilots of devices are happening at elementary and middle school.</li> </ul>
Assessment of instructor/student skills.	1	Tech Coordinator	May 2013 - Ongoing	<ul style="list-style-type: none"> <li>• Gap analysis of skills needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff has completed the Educational Technology Profile survey.</li> <li>• Students are participating in the Speak Up Survey.</li> </ul>

Analysis of network capabilities/ infrastructure/support to complete a gap analysis.	1	Tech Department	February 2013	<ul style="list-style-type: none"> <li>Plan to support the implementation.</li> </ul>	<ul style="list-style-type: none"> <li>New wireless has been installed in 5 of 8 buildings.</li> <li>Increased bandwidth is needed: <ul style="list-style-type: none"> <li>In discussion with Chippewa Valley Interconnectivity Consortium.</li> <li>Sourcing fiber for Knapp.</li> </ul> </li> </ul>
Expand the utilization of learning management system.	2	Tech Coordinator/ Admin/ Curriculum	December 2014	<ul style="list-style-type: none"> <li>All 6-12 classes utilizing LMS or website.</li> <li>All K-5 classes utilizing web presence.</li> </ul>	<ul style="list-style-type: none"> <li>Moved to a hosted LMS.</li> <li>Scheduled PD for teachers.</li> <li>Focused course development scheduled for Spring &amp; Summer 2014.</li> </ul>
Develop an asset management tracking system.	2	Tech Coordinator	December 2013	<ul style="list-style-type: none"> <li>Implemented asset tracking system.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented Casper for tracking Apple devices.</li> <li>Chrome devices are tracked in Google Admin Console.</li> <li>Database of devices.</li> <li>New wireless allows tracking of devices in district.</li> </ul>
Update policies.	2	Tech Coordinator/ Board	Adjust based on timeline	<ul style="list-style-type: none"> <li>Updated board policies.</li> <li>Updated building policies.</li> </ul>	<ul style="list-style-type: none"> <li>Updated in June 2013.</li> <li>Detailed expectations need to be developed.</li> </ul>
Explore insurance options.	2	Tech/Business	Adjust based on timeline	<ul style="list-style-type: none"> <li>Insurance plan or options for all devices.</li> </ul>	<ul style="list-style-type: none"> <li>Will be decided after timeline is finalized.</li> <li>List of possible sources has been created.</li> </ul>

Implement 1-to-1 program.	3	Tech Coordinator	July 2014 Adjust based on timeline	<ul style="list-style-type: none"> <li>• Improve student learning including collaboration, adaptation and problem-solving skills.</li> <li>• Equitable access.</li> <li>• Assist with adaptive aspect of education.</li> <li>• Reduce carbon footprint.</li> <li>• Increase in data for external funding opportunities.</li> <li>• Repurpose lab space.</li> <li>• Flexible learning opportunities.</li> <li>• Dynamic delivery of instructional materials.</li> <li>• Assessment for learning made easier.</li> </ul>	<ul style="list-style-type: none"> <li>• 6<sup>th</sup> grade Chrome Book pilot in math and language arts classrooms.</li> <li>• 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup> grade classrooms have 5 iPad minis.</li> </ul>
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**SCHOOL DISTRICT OF THE MENOMONIE AREA**  
**Action Planning**  
**Action Plan 2 of 3 of Technology Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by integrating appropriate technology.

**Measurable Objective:**

- All staff will meet a basic minimum competency of technology skills for job success.
- All staff will have a professional development plan that includes technology to improve efficiency and/or effectiveness for job success.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Completion: What will be visible results of implementation?	Progress To Date
Educate staff about the effects technology can have on classroom or job performance.	1	Tech Coordinator/ PD Coordinator	Completed by July 2013- Ongoing	<ul style="list-style-type: none"> <li>• Improved student assessment scores.</li> <li>• Staff would be more confident and improved job satisfaction.</li> <li>• Improved work environment.</li> <li>• Shift in type of service calls</li> <li>• Methods will be relevant to students.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly email tips are being sent.</li> <li>• PD has been offered.</li> <li>• Flipped learning courses are being developed.</li> </ul>
Develop a group of key people in every building/department who can assist staff. <ul style="list-style-type: none"> <li>• Incentivize staff to share expertise.</li> <li>• Recognize technology "mavericks."</li> </ul>	1	Tech Coordinator	Completed by July 2013	<ul style="list-style-type: none"> <li>• Shift in type of service calls.</li> <li>• Staff would be more confident and improved job satisfaction.</li> <li>• Staff is more confident in technology use.</li> </ul>	<ul style="list-style-type: none"> <li>• Technology Committee has been established.</li> </ul>

Create minimum competency matrix related to technology skills for each employee role.	1	Tech Committee	March 2014	Each professional and student will have a digital portfolio.	<ul style="list-style-type: none"> <li>Draft will be complete in January 2014.</li> </ul>
Potential hires complete a performance-based competency assessment for professional development purposes.	2	Tech Committee/HR	April 2014	<p>Potential hires complete a performance-based competency assessment for professional development purposes.</p> <p>Improved work environment.</p>	
Develop curious and innovative communities of practice.	3	Tech Coordinator/ PD Coordinator	August 2013	Communities of practice established and PD calendar created.	<ul style="list-style-type: none"> <li>Existing PLC teams have included technology discussions.</li> <li>PD calendar has been created.</li> </ul>



**SCHOOL DISTRICT OF THE MENOMONIE AREA**  
**Action Planning**  
**Action Plan 3 of 3 of Technology Action Team**

**Specific Strategy:** All students will have access to developmentally appropriate online learning experiences in all classes to meet student learning outcomes.

**Measurable Objective:**

- Educators will facilitate online courses.
- Educators will develop and design online curriculum and courses.
- Every class will have an online learning experience.

<b>Measurable Action Steps</b>	<b>Priority</b>	<b>Responsible Personnel</b>	<b>Time Frame</b>	<b>Completion: What will be visible results of implementation?</b>	<b>Progress To Date</b>
Staffing/ compensation need to be solidified for fully online environment.	1	HR/Tech Coordinator	April 2014	<ul style="list-style-type: none"> <li>• Compensation model for online teaching and facilitation.</li> </ul>	
Establish a rubric for online components.	1	Tech Committee	January 2014	<ul style="list-style-type: none"> <li>• Educators utilizing rubric to determine online learning activities.</li> </ul>	<ul style="list-style-type: none"> <li>• iNAOCL Quality Standards are being evaluated for local use.</li> </ul>
Develop ongoing online course evaluations.	1	Tech Committee	March 2014	<ul style="list-style-type: none"> <li>• Quality online courses.</li> </ul>	

Every class has at least one developmentally appropriate online learning experience.	1	Admin	October 2013	<ul style="list-style-type: none"> <li>• Every class has a web presence.</li> <li>• Students have access to learning 24/7.</li> <li>• Improved student learning including collaboration, adaptation and problem-solving skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Every teacher has an active webpage.</li> </ul>
Develop a position description (including expectations) for an online teacher.	2	HR/Tech Coordinator	February 2014		<ul style="list-style-type: none"> <li>• Research is in process.</li> </ul>
Blended courses developed by our educators.	3	Tech/Curriculum/Admin	January 2014- Ongoing	<ul style="list-style-type: none"> <li>• Courses developed in our learning management system.</li> </ul>	<ul style="list-style-type: none"> <li>• 2 HS math courses are already being developed.</li> </ul>
Fully online courses developed by our educators.	3	Tech/Curriculum/Admin	June 2015	<ul style="list-style-type: none"> <li>• Courses developed in our learning management system.</li> <li>• Students are prepared for the next step.</li> </ul>	<ul style="list-style-type: none"> <li>• Creating a system to support online course development over Summer 2014.</li> </ul>

### **3) FACILITIES – Mark Burandt/Bart Boettcher**

**We will improve academic outcomes for all students and ensure student engagement and achievement by providing access to healthy, accessible, safe, and effectively designed educational facilities.**

#### **Facilities Action Plan:**

- Develop a new vision and plan for the future of district facilities.
- Provide healthy, accessible, and safe facilities.
- Ensure a systematic plan for maintenance and facility improvements.

#### **Facilities Action Team:**

- Gary Barnett – Director of Parks & Recreation, City of Menomonie
- Bart Boettcher – Menomonie High School Assistant Principal/Activities Director, SDMA
- Mark Burandt – Director of Human Resources, SDMA
- Steve Lindberg – CEO, Mayo Clinic Health System-Red Cedar; Facilities Task Force Member
- Mike Meyers – Director of Buildings & Grounds, SDMA
- Kim Nimsgern – Title III Director, Chippewa Valley Technical College
- Kale Proksch – Facilities & Community Education Coordinator, SDMA
- Danna Schmidt – Menomonie Middle School Athletics & Activities Coordinator, SDMA
- Lee Schwebs – Focus on Energy Advisor / NSP District Manager (Ret); Facilities Task Force
- Jesse Singerhouse – Manager, Admin & Member Services, Dunn Energy Cooperative Facilities Task Force
- Erin Sullivan – Assistant Athletic Director, UW-Stout



**SCHOOL DISTRICT OF THE MENOMONIE AREA**  
**Action Planning**  
**Action Plan 1 of 3 of the Facilities Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by providing access to healthy, accessible, safe, and effectively-designed educational facilities.

**Measurable Objective:** Develop a new vision and plan for the future of district facilities.

<b>Measurable Action Steps</b>	<b>Priority</b>	<b>Responsible Personnel</b>	<b>Time Frame</b>	<b>Completion: What will be visible results of implementation?</b>	<b>Progress To Date</b>
Utilize recently completed facilities study to maintain a long-term building and maintenance plan. Continue to evaluate priorities as they relate to budget.	1	Director of B/G	2013	Updated plan; completion of records and reports; progress record.	Plan to be completed upon final completion of referendum projects. Done to date: painting @ Oaklawn; IMC/other floors @ Oak and MMS; Blacktop – Oak, MMS, ASC; Roof – ASC; Storage Bldg – MMS; Occ. sensors – ASC; AC chiller– MMS
Develop, communicate, and adhere to a long-term plan for single section school buildings within the district.	2	School Board and Admin	2013-14	Implementation of long-range plan.	
Develop, publicize, and train users on a systematic plan for facilities use, care, and expectations.	3	Director of B/G Admin, Community education	2013-14	Building and Facilities Use manual; procedures and processes.	Has been started with frequent users: Community Ed, athletics; custodian trained.  Manual to be developed in Spring 2014.
Investigate and formalize a community use plan for athletic facilities.	4	Director of B/G, UW-Stout, Menomonie AD, City of Menomonie	2013-18	Similar to above, but concentrating on athletics facilities use.	

Create a long-term plan for community partnerships as it applies to facilities sharing, creation, and updating.	5	School Board, Admin., City of Menomonie, UW-Stout	2013-18	Standing community committee; creation of mission, objectives and goals; development of long-range planning and recommendations.	
Develop comprehensive, long-term budget plan for maintenance that will be adhered to.	6	Director of B/G, business office, and School Board	2014-15	B/G 1-10 year plan for maintenance with a long-range capital improvement plan.	Will be developed once referendum projects are completely identified.
Conduct and utilize a new demographics study of the school district to assist in long-term planning for current and potentially additional facilities.	7	Admin, Director of B/G, School Board	2015-16	Up-to-date demographic study provided by outside consultant for the Board.	
Review, revise, and implement a consistent vision for the environmental site as it pertains to becoming a more widely utilized facility for our district, community, and other school districts.	8	School Board, Director of B/G, and Admin.	2014-15	Clearly identified plan regarding uses for facilities.	Some preliminary discussion on specific uses, e.g., mountain bike trails.  New metal roof and siding to building at site for long-term sustainability.
Explore and create a long-term vision for the use of school district facilities outside of the traditional school-year usage.	9	School Board and Admin.	2015-17	Expanded community education, e.g., community use, summer school, year round school.	

**MENOMONIE SCHOOL DISTRICT**  
**Action Planning**  
**Action Plan 2 of 3 of the Facilities Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by providing access to healthy, accessible, safe, and effectively-designed educational facilities.

**Measurable Objective:** Provide healthy, accessible and safe facilities.

<b>Measurable Action Steps</b>	<b>Priority</b>	<b>Responsible Personnel</b>	<b>Time Frame</b>	<b>Completion: What will be visible results of implementation?</b>	<b>Progress To Date</b>
Utilize recently completed facilities study to maintain a long-term building and maintenance plan.	1	Director of B/G	2013-ongoing	Additional and continuing ADA compliance; report to School Board.	Part of referendum remodeling projects
Continue a regularly scheduled plan of building and ground safety inspections.	2	Director of B/G and HR	2013-ongoing	In B/G office: reports, plans for correction, record of change.	Cycle has been established: Cycle 1 (Spring 2014): Wakanda, Oaklawn, Knapp, ASC and MMS; Cycle 2 (Spring 2015): River Heights, MHS, Downsville
Revise and develop a systematic approach for all required safety inspections, trainings, and reports.	3	Director of B/G and HR	2013-14	Annual progress reports, preventative maintenance schedule.	Preventive maint. for HVAC – Bartingale; PM – Maint. Eq. – Delco; Safety Training – in-house & CESA 10; Reporting as required by B/G; sidewalk and playground inspections done; sidewalk repair slated for spring.

Revise and maintain a plan for continued safety planning for users of facilities, students and employees.	4	Director of B/G and HR	2013 (continuous)	Updated Preparedness Manual; continued training and drills.	Drills/protocols in place for 2013-14; Safety meeting attended as scheduled; New entrances planned for Downsville, MHS, & River Heights to increase security.
Develop a plan for use of available budgetary resources to address critical safety and accessibility concerns.	5	Director of B/G	2014-15	5-year plan; Board awareness and commitment.	Will commence upon completion of referendum projects.



**MENOMONIE SCHOOL DISTRICT**  
**Action Planning**  
**Action Plan 3 of 3 of the Facilities Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by providing access to healthy, accessible, safe, and effectively-designed educational facilities.

**Measurable Objective:** Ensure a systematic plan for maintenance and facility improvements.

<b>Measurable Action Steps</b>	<b>Priority</b>	<b>Responsible Personnel</b>	<b>Time Frame</b>	<b>Completion: What will be visible results of implementation?</b>	<b>Progress To Date</b>
Investigate/implement long-term energy efficiency plan.	1	Director of B/G	2013-continuing	Reduced utility bills, focused, up-to-date plan.	Has begun: Off-Peak and Occ. Sensors at ASC; DDC installed at ASC; DDC on MMS chiller; new controller program with Bartingale.
Market our facilities for use by community and other school districts.	2	Administrative staff	2013-ongoing	District-wide marketing plan.	
Prepare, prioritize, and maintain a plan for aging infrastructure in all buildings.	3	Director of B/G		Up-to-date maintenance plan should plan for referendum and no referendum.	Referendum passed Spring 2013. Critical needs at each building to be addressed.  Plans to include those items cited in comprehensive physical facilities study.
Investigate, budget for, and implement a comprehensive plan for utilization of outside consultants and resources.	4	Director of B/G	2014-15	Written plan outlining strengths of current staff and areas for which outside consultants are needed.	Plan to begin in Spring 2014.  Consultants have been used when necessary, e.g., HVAC and throughout the referendum building design phase.

Develop a comprehensive plan for maintaining, inventorying, updating, and replacing all capital equipment on a scheduled, rotating basis, to include budgeting.	5	Director of B/G, Business Office, Administration	2014-15	Preventative maintenance plan and replacement plan for all capital equipment.	Plan to be implemented for 2014-15 school year; vehicle replacement cycle in place Fall 2013 Maintenance plans for vehicles, HVAC, & cleaning equipment in place. To be put into formal plan Spring 2014.
Investigate/implement grounds maintenance and improvement plan.	6	Director of B/G	2014-15	Plan to include implementation process and budget.	Plan to be formalized 2014-15 school year. Beginning stages in place, e.g., spraying rotation and frequency.
Develop a long-range plan resource utilization and prioritization, including a comprehensive examination of human resource needs.	7	Director of B/G and HR	2015-16	3-5 year plan pertaining to human resources needs for B/G.	

#### **4) PERSONNEL – Mark Burandt/Greg Corning**

**We will improve academic outcomes for all students and ensure student engagement and achievement by providing highly effective staff.**

##### **Personnel Action Plan:**

- Use effective practices to attract, recruit, develop, and retain high quality staff.
- Assure consistency of expectations and accountability for/of all staff.
- Provide systematic support and professional development.

##### **Personnel Action Team:**

- Mark Burandt – Director of Human Resources, SDMA
- Greg Corning –Wakanda Elementary School Principal, SDMA
- Holly Galbreath – 6-8 Teacher, SDMA
- Anne Hasse – K-5 Teacher, SDMA
- Kristie Hendrickson – Benefits Specialist, 3M Corporation
- Tyler Miller – School Psychologist, SDMA
- Sheri Miller – K-5 Paraeducator, SDMA
- John Murphy – Human Resources Executive, Walmart Distribution Center
- Bob Thompson – Occupational Therapist, SDMA; WCEA Co-President



**MENOMONIE SCHOOL DISTRICT**  
**Action Planning**  
**Action Plan 1 of 3 of the Personnel Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by providing highly effective staff.

**Measurable Objective:** Use effective practices to attract, recruit, develop, and retain high quality staff.

<b>Measurable Action Steps</b>	<b>Priority</b>	<b>Responsible Personnel</b>	<b>Time Frame</b>	<b>Completion: What will be visible results of implementation?</b>	<b>Progress To Date</b>
Create a marketing plan for the district to prospective employees.	1	Admin. Team	May 14	Examples: promotional DVD; attendance at job fairs, recruiting efforts outside of area; branding of district; partnerships with community resources; provide introductory knowledge to all incoming employees.	District has “branded” with new logo. New teacher in-service has been revamped to be more inclusive.
Develop and maintain a high quality web presence as it pertains to HR.	2	Admin. Team Tech	May 2014	Easy to navigate web page; up-to-date; consistent format.	Web presence has been upgraded; continued refinement to follow. “User tested” before released to public.
Explore, monitor, and adjust employee compensation strategies.	3	HR Director Superintendent Business Manager	Immediate; Implementation in Fall 2013	Visible study of competitiveness; sensitive structure to the surrounding market forces; reflect performance and best practices.	Teacher compensation transition is in process for 2013-14 school year. Hourly compensation to be examined in 2013-14 for possible implementation 2014-15.

Research and develop staff recognition program.	4	HR Director	Spring 2014	District-wide award program; systematic, tangible progression of "gifts"; building admin. to create a list of items already being done; longevity certificate, public recognition, building and district level plan.	Informal walk-around has started. Formalization of the process will be in place Spring of 2014.
Investigate and develop a well-planned system of surveys to provide for staff input.	5	HR Director	2014-15 school year	Exit survey (time frame should be immediate); pre-employment survey; current employee job satisfaction survey.	
Investigate and refine employee recruitment methods.	6	HR Director	May 2015	Post openings in both traditional and non-traditional places; i.e., Craigslist and social media; clear, concise district promotional message; partnering with community resources to promote district and community of Menomonie.	Jobs have been posted to alternative sites.

**MENOMONIE SCHOOL DISTRICT**  
**Action Planning**  
**Action Plan 2 of 3 of the Personnel Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by providing highly effective staff.

**Measurable Objective:** Assure consistency of expectations and accountability for/of all staff.

<b>Measurable Action Steps</b>	<b>Priority</b>	<b>Responsible Personnel</b>	<b>Time Frame</b>	<b>Completion: What will be visible results of implementation?</b>	<b>Progress To Date</b>
Develop and implement a clear, concise, and consistent communication plan for staff.	1	Admin. Team	2013-2014 school year	Guide to include communication of building teams, flow chart of district leadership teams and responsibilities, definition of building team names.	Process to begin in October 2013. Admin asked to I.D. leadership teams, duties, and membership. HR and C/I will compile flow chart. Common names to be established as well.
Continued refinement of employee handbook.	2	HR / QIC	Immediate and ongoing	Fully-implemented Quality Improvement Council; use of electronic file sharing devices for input, e.g., Google; consistent communication to staff regarding proposed changes and implementation processes and timelines.	QIC process being refined. First meeting held in November. Google Doc usage up and running since summer of 2013.
Develop, implement, and communicate various evaluation models for employee groups.	3	HR / C & I	2013-14	Consistently applied, fully-implemented teacher effectiveness model; principal effectiveness model; fully-implemented and district-wide model of evaluation for para-educators and for other hourly employees with timelines and procedures for implementation; clear and well-established expectations of consistency from evaluator to evaluator.	Principal/Teacher evaluation instrument (OASYS) in full operation fall 2013.  Hourly system was implemented Spring of 2013.  Para model being revisited 2013-14 school year for implementation Spring 2014.





**MENOMONIE SCHOOL DISTRICT**  
**Action Planning**  
**Action Plan 3 of 3 of the Personnel Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by providing highly effective staff.

**Measurable Objective:** Provide systematic support and professional development.

<b>Measurable Action Steps</b>	<b>Priority</b>	<b>Responsible Personnel</b>	<b>Time Frame</b>	<b>Completion: What will be visible results of implementation?</b>	<b>Progress To Date</b>
Investigate outside resources for professional collaboration opportunities.		HR, C&I Director(s)	2014-15 school year	List of potential presenters; “teach back” expectations for all staff going to in-service; systematic process for keeping track of staff and in-service.	Emphasis on Google Drive/Docs usage; Summer Academy first used in summer of 2013.
Develop a system to allow for professional libraries and staff sharing.	1	Admin. Team	2014-15 school-year	Secure area on web site for staff sharing; provide area in each building for professional resources; provide for intellectual ambassadors; instrument for sharing activities used to accumulate points in new pay structure.	Some professional libraries already exist within IMCs.
Create an atmosphere to encourage peer-to-peer observation and sharing.		Admin. Team	Spring 2014	Formalized plan of opportunity for peer-provided technology screening and assessment tool; curriculum assistance.	MMS has started this on their own as a pilot. Electronic recording of a lesson is available for sharing.



## **5) RESOURCES – Marleen Clark**

**We will improve academic outcomes for all students and ensure student engagement and achievement by maximizing available resources.**

### **Resources Action Plan:**

- Develop and collaborate with community and regional resources, including volunteers.
- Investigate all systems for efficiencies, effectiveness, and opportunities for organized abandonment.
- Establish new sources of revenue.
- Increase advocacy efforts.

### **Resources Action Team:**

- Marleen Clark – Director of Business Services, SDMA
- Bill Dingwall – School Forest/Environment Education Coordinator, SDMA
- Michelle Dingwall – CEO, Greater Menomonie Area Chamber of Commerce
- Michelle Dupree – K-5 Teacher, SDMA
- Jay Fahl – V. President, SDMA Board of Education; Chief Marketing Officer, WESTconsin Credit Union
- Jason Hausler – Academic Advisor, Educational Talent Search, UW-Stout
- Leni Marshall – Asst. Professor, Department of English and Philosophy, UW-Stout
- Kale Proksch – Facilities & Community Education Coordinator, SDMA
- Amy Reise – Executive Director, Mabel Tainter Center for the Arts
- Tom Schmelzle – Community Member; SDMA Administrator (Ret.)



**MENOMONIE SCHOOL DISTRICT**  
**Action Planning**  
**Action Plan 1 of 4 of the Resources Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by maximizing available resources.

**Measurable Objective:** Increase advocacy efforts.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Completion: What will be visible results of implementation?	Progress To Date
<ul style="list-style-type: none"> <li>• Assign school district personnel as a Public Relations Specialist.</li> <li>• Schedule Town Hall-type meetings with area legislators.</li> <li>• Contact area legislators and let them know about awards/events/celebrations in the district.</li> </ul>	1	Administratively assigned	April 2014  May 2013 and ongoing	<ul style="list-style-type: none"> <li>• Assigned % F.T.E.</li> <li>• One Town Hall meeting completed.</li> <li>• Public Relations plan in place.</li> </ul>	Discussion has taken place. Regional and CESA meetings have occurred in Spring 2013 and Fall 2014.
<ul style="list-style-type: none"> <li>• Create a community- and school-based team to develop a marketing plan for the school district.</li> </ul>	2	Administration, School Board, Public Relations Specialist, marketing intern	August 2013  Annual Meeting  August 2014	<ul style="list-style-type: none"> <li>• Team in place.</li> <li>• Plan in place.</li> </ul>	Have accomplished for the referendum.



**MENOMONIE SCHOOL DISTRICT**  
**Action Planning**  
**Action Plan 2 of 4 of the Resources Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by maximizing available resources.

**Measurable Objective:** Establish new sources of revenue.

<b>Measurable Action Steps</b>	<b>Priority</b>	<b>Responsible Personnel</b>	<b>Time Frame</b>	<b>Completion: What will be visible results of implementation?</b>	<b>Progress To Date</b>
Identify the unmet needs of the district annually. <ul style="list-style-type: none"> <li>• Develop a plan to address the needs.</li> <li>• Connect these needs with potential sources of revenue.</li> </ul>	1	Administration or identified team.	March 2013 and annually in February.	<ul style="list-style-type: none"> <li>• Needs identified.</li> <li>• Plan developed.</li> <li>• Revenue secured.</li> </ul>	The annual budgeting cycle identifies and meets the urgent needs.
Develop a plan to promote opportunities at the environmental site and in the community education program as potential sources of revenue.	2	School Forest Coordinator Community Education Coordinator Public Relations Specialist Add STEP intern	October 2014	Plan presented to School Board.	Promotion plans have been reported in part – expanded community education program, bike trail at environmental site.
Research, evaluate, and implement a corporate/private sponsorship policy.	3	Administration or identified team	May 2014	Policy recommendation to School Board for consideration.	Completed August 2013





**MENOMONIE SCHOOL DISTRICT**  
**Action Planning**  
**Action Plan 3 of 4 of the Resources Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by maximizing available resources.

**Measurable Objective:** Develop and collaborate with community and regional resources, including volunteers.

<b>Measurable Action Steps</b>	<b>Priority</b>	<b>Responsible Personnel</b>	<b>Time Frame</b>	<b>Completion: What will be visible results of implementation?</b>	<b>Progress To Date</b>
Establish a district-wide volunteer coordinator position.	1	Administration	May 2013	Position established.	Duty assigned to HR Director October 2013.
Compile and categorize a list of local and regional service resources available to SDMA staff and families. <ul style="list-style-type: none"> <li>• Survey what current resources are being utilized.</li> <li>• Brainstorm additional resources.</li> <li>• Submit report to the Administration/Board</li> </ul>	2	Volunteer Coordinator	Update as needed June 30, 2014	Report is submitted to the Administration/School Board.	
Identify and develop volunteer opportunities at each district site.	3	Volunteer Coordinator	2014-2016	Volunteer opportunities identified and implemented	
Coordinate community and regional resources.	4	Volunteer Coordinator	2014-2016	Volunteer opportunities identified and implemented.	



**MENOMONIE SCHOOL DISTRICT**  
**Action Planning**  
**Action Plan 4 of 4 of the Resources Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by maximizing available resources.

**Measurable Objective:** Investigate all systems for efficiencies, effectiveness, and opportunities for organized abandonment.

<b>Measurable Action Steps</b>	<b>Priority</b>	<b>Responsible Personnel</b>	<b>Time Frame</b>	<b>Completion: What will be visible results of implementation?</b>	<b>Progress To Date</b>
Determine the feasibility of hiring a systems analyst to examine structures within the district.	1	Administration and School Board	June 2014	Systems Analyst Report to school board and administration.	Discussion has taken place; unsure of feasibility.
Establish procedure for efficiency review: <ul style="list-style-type: none"> <li>• Define and prioritize systems to be evaluated.</li> <li>• Establish timeline for systems to be evaluated.</li> <li>• Implement timeline.</li> </ul>	2	Administration	June 2014 and ongoing	<ul style="list-style-type: none"> <li>• Systems evaluated</li> <li>• Timelines established and implemented</li> </ul>	
Review findings, establish procedures, and implement: <ul style="list-style-type: none"> <li>• Increased efficiency.</li> <li>• Improved effectiveness.</li> <li>• Inefficiency abandonment</li> </ul>	3	Administration	June 2015 and ongoing	Findings are reviewed and procedures are established and implemented.	



## **6) COMMUNITY ENGAGEMENT – Lori Smith/Mark Anderson**

**We will improve academic outcomes for all students and ensure student engagement and achievement by maximizing available resources.**

### **Community Engagement Action Plan:**

- Develop and collaborate with community and regional resources, including volunteers.
- Investigate all systems for efficiencies, effectiveness, and opportunities for organized abandonment.
- Establish new sources of revenue.
- Increase advocacy efforts.

### **Community Engagement Action Team:**

- Barb Anderson – Learning Therapist, Northwest Reading Clinic; Innkeeper, Cedar Trail Guesthouse
- Mark Anderson – Menomonie Middle School Assistant Principal, SDMA
- Mary Begley – K-5 Teacher, SDMA
- Jodi Bird – Youth Services Director, Menomonie Public Library
- Cynthia Bourget – 4-H Program Assistant, Dunn County UW-Extension
- Kristin Bruder – Department Head, Family Living Education, Dunn County UW-Extension
- Michelle Dingwall – CEO, Greater Menomonie Area Chamber of Commerce
- Jay Fahl – V. President, SDMA Board of Education; Chief Marketing Officer, WESTconsin Credit Union
- Holly Galbreath – 6-8 Teacher, SDMA
- Judy Gifford – Director, Child & Family Study Center, UW-Stout; Innkeeper, Country Comfort Bed & Breakfast
- Kathy Hirsch – Director, Educational Talent Search, UW-Stout
- Jim Jasicki – Investigator, Menomonie Police Department; Board of Directors, Positive Alternatives, Inc.
- Gary Johnson – Social Worker, SDMA
- Peg Kolden – River Heights Elementary Principal, SDMA
- Larry Lightfield – Business Banker, Bremer Bank; Board Member, Chippewa Valley Free Clinic
- Tim Miller – 9-12 Teacher, SDMA
- Amy Reise – Executive Director, Mabel Tainter Center for the Arts
- Bonnie Scheel –DFC/AODA Grant Coordinator, SDMA
- Lori Smith – Oaklawn Elementary School Principal, SDMA

Also consulted:

- Marleen Clark – Director of Business Services, SDMA
- Bill Giese – Downsville Elementary School Principal , SDMA (formerly)
- Kale Proksch – Facilities & Community Education Coordinator, SDMA



MENOMONIE SCHOOL DISTRICT

**Action Planning**

**Action Plan 1 of 3 for Community Engagement Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by developing support for public education in our community and beyond.

**Measurable Objective:** Provide more opportunities to inform the citizens of our community and our elected officials about our successes and the challenges facing our school district.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Completion What will be visible results of implementation?	Progress To Date
Provide for self-advocating opportunities for school district utilizing local newspapers, TV and radio stations, and the school district's webpage.	1	District Administrator Technology Team Principals	By start of 2013-14 school year	<ul style="list-style-type: none"> <li>A visual image/brand for the school district.</li> <li>A well-developed and easily accessible school district webpage.</li> <li>Routinely updated school webpages.</li> <li>Increase in the use of webpages by teaching staff.</li> <li>Multimedia public service announcements, upcoming events, highlights of school board meetings, etc.</li> </ul>	<ul style="list-style-type: none"> <li>New letterhead/brand.</li> <li>New webpage software.</li> <li>Webmaster identified at each school site.</li> <li>Expectations for minimal webpage presence. Training ongoing.</li> <li>Blackboard Connect 5 phone and email notifications system.</li> <li>Electronic signage (ASC &amp; MHS)</li> <li>District Administrator column</li> </ul>
Create a schedule for traveling school board meetings and/or school open houses at all school sites.	2	District Administrator School Board Building Principals	2013-14 and on a rotation thereafter	<ul style="list-style-type: none"> <li>Higher attendance at school board meetings.</li> <li>More families and members of the community informed about all school sites.</li> <li>More opportunities for more</li> </ul>	<p>Referendum and remodeling is addressing building inequities.</p> <p>Promotional video in development in conjunction with referendum work projects.</p> <p>Board electronic equipment is difficult to transport.</p>

				students to be involved in Focus on Youth activities.	Monthly rotation of Focus on Youth Activities from each school site.  Explore web-based video archiving of school board meetings.
Host a Town Hall meeting on issues specific to public education and invite elected officials utilizing the internet to involve more citizens via live webinar broadcast and address questions and comments from both audiences.	2	District Administrator School Board Building Principals	2013-14 and annually thereafter	<ul style="list-style-type: none"> <li>• More opportunities for elected officials to be in our school district and/or learn about our school district.</li> <li>• More opportunities for elected officials to interact with citizens regarding issues related to public education.</li> <li>• A school district website link to recorded meetings and related information links.</li> </ul>	
Explore other opportunities and venues to meet with and inform sectors of the community typically less engaged with school district and public education issues.	3	District Administrator School district administration involved in Community Engagement Committee	2014-15	<ul style="list-style-type: none"> <li>• Informational meetings held at venues such as senior center, business fairs, etc.</li> </ul>	



MENOMONIE SCHOOL DISTRICT

**Action Planning**

**Action Plan 2 of 3 for Community Engagement Action Team**

**Specific Strategy:** We will improve the academic outcomes for all students and ensure student engagement and achievement by developing support for public education in our community and beyond.

**Measurable Objective:** Further develop existing and explore new opportunities for mutually beneficial relationships between the school district, community members and other community agencies and organizations.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Completion What will be visible results of implementation?	Progress To Date
Promote the existing Partners for Resilience Coalition and expand upon its current role collaboratively, working with the 12 sectors of our community to promote mental health as a necessary foundation for a safe community and safe schools.	1	District Administrators School Board  Partners for Resilience Coalition	2013-14 and ongoing	<ul style="list-style-type: none"> <li>Expansion of the Resilience/Health Realization training opportunities for both school personnel and community members.</li> <li>Stronger connection in training and resource materials between mental health and safe community, safe schools.</li> <li>Conduct topical listening sessions or “coffee talks” throughout the community related to R/HR, safe community, and safe schools.</li> </ul>	<p>Options and alternatives to the four-day introduction and training have been offered.</p> <p>Town Hall meeting held 11/14/13 at MMS. Speaker panel included local law enforcement.</p> <p>School social worker has been present throughout community, engaging youth and senior citizen audiences.</p>
Co-develop, along with Resource Committee, a Volunteer Coordinator position	1	Director of Human Resources	In place for 2013-14 school year	<ul style="list-style-type: none"> <li>Position established with role and responsibilities shared with school district personnel.</li> </ul>	HR Director will coordinate this position.

Develop a Volunteer Recognition Program	2	Volunteer Coordinator	2013-14 school year and ongoing	<ul style="list-style-type: none"> <li>• Volunteer recognition program presented to school board prior to implementation.</li> </ul>	In progress; tied to the Volunteer Coordinator position.
Explore with Main Street Menomonie and/or United Way of Dunn County how to efficiently connect the identified needs of students and their families with the appropriate service projects of civic organizations and community agencies.	3	Community Engagement Committee	Ongoing	<ul style="list-style-type: none"> <li>• School/Community Resource Guide or Network based upon meeting needs of students and their families.</li> </ul>	<p>Fall 2013 Initial discussions have occurred with community agencies.</p> <p>Web-based community agency directory will be created.</p> <p>Building principals and guidance staff will be informed prior to implementation.</p>
Explore partnering with school district community education program and Menomonie Recreation Department to utilize community-based venues, resources, and expertise for Community Education class offerings.	3	Community Education Coordinator	Ongoing	<ul style="list-style-type: none"> <li>• Community education program with more collaborative effort of the limited personnel and better use of existing resources.</li> <li>• Expanded offering of community education classes at venues such as West Wisconsin Telecom, CVTC, Senior Center, etc.</li> </ul>	<p>Parenting classes offered through community education program.</p> <p>Web-based options will be provided</p> <p>Community education programs held at Arts Coming Together, Broadway Bowl, and 3M Park.</p> <p>Initial contacts made to West Wisconsin Telecom, CVTC, and the Senior Center to explore collaborative offerings.</p>

MENOMONIE SCHOOL DISTRICT

**Action Planning**

**Action Plan 3 of 3 for Community Engagement Action Team**

**Specific Strategy:** We will improve academic outcomes for all students and ensure student engagement and achievement by developing support for public education in our community and beyond.

**Measurable Objective:** Expand upon our current capacity to recruit new and support existing families in our school district.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Completion What will be visible results of implementation?	Progress To Date
Develop extended school day programs at all elementary sites and expand early release day options.	1	School-wide Title Coordinator, Elementary Principals, Building Leadership Teams, Community Ed and/or Rec. Dept. Coordinators	In place for 2013-14 school year	<ul style="list-style-type: none"> <li>Extended school day programs operating at all elementary schools.</li> <li>Schedule of early release day options for 2013-14.</li> </ul>	<p>Early Release options include the pool/field house and public library, as well as Wellness Rocks (MCHS).</p> <p>Extended day at Wakanda and RH.</p> <p>Boys and Girls Club of Menomonie Area in start-up phase. Start date Fall 2014.</p>
Expand upon current offerings of parenting classes.	1	Resilience/Health Realization Steering Committee, Community Ed Coordinator	In place for 2013-14 school year	<ul style="list-style-type: none"> <li>Schedule of parenting classes available for 2013-14 and each year thereafter.</li> </ul>	<p>Classes offered on an ongoing basis through community education.</p> <p>Love &amp; Logic offered through the district and UWEX.</p> <p>Web-based Parent Connection at MMS &amp; MHS.</p>
Develop a "Safe Community, Safe Schools" speakers/topics series	1	Resilience/Health Realization Steering Committee, Police Liaison Officer	In place for 2013-14 school year and ongoing	<ul style="list-style-type: none"> <li>Schedule of presentations for 2013-14 and each year thereafter.</li> </ul>	

<p>Create a promotional video for our school district to be accessed on district webpage.</p>	<p>2</p>	<p>District Administrator, School Board, Technology Team, Other district administration and staff</p>	<p>2013-14 and routinely updated</p>	<ul style="list-style-type: none"> <li>• A high quality PR video.</li> <li>• Guidelines for updating information on PR video.</li> <li>• Annual report to school board regarding use/impact of PR video.</li> </ul>
<p>Bring new families into the school district and community, including open-enrolled and homeschooled families (back) into the school district.</p>	<p>2</p>	<p>Student Services Director, Community Engagement Committee</p>	<p>2013-14 and ongoing</p>	<ul style="list-style-type: none"> <li>• Recommendations to expand enrollment, including study of how to increase open enrollment and a survey of home-schooled families.</li> </ul>

## **APPENDIX**



## **BACKGROUND**

During the 2011-2012 school year, the Board of Education began discussing the importance of renewing the strategic plan for the district. The previous three- to five-year strategic plan was developed in 2003 and reviewed annually through 2008. The district and buildings continued to develop annual improvement plans, but a strategic plan was needed to focus district efforts and resources on the priorities.

A proposal for strategic planning was presented to the Board of Education in December 2011. The plan included the opportunity for the Board of Education to meet in a retreat format to provide the parameters for the process within the community. It was determined that the strategic process would begin with a series of community listening sessions called “The Great Conversation.”

## **FACILITATION**

### **Strategic Planning – Phase I: “The Great Conversation”**

Chris Stratton, SDMA District Administrator, contacted Bruce Siebold, President of Rusk Prairie Consulting Group, to discuss the possibility of facilitating a strategic planning process for the school district. After several planning meetings and the approval of the school board, it was determined to move forward.

Following are the key steps and events that capture Menomonie School District’s 2012 strategic planning process...“The Great Conversation.”

### **STEP 1. Change Management Presentation to the Menomonie School Board (January 11, 2012)**

A two-hour discussion regarding strategic planning challenges and opportunities was facilitated by Bruce Siebold of Rusk Prairie Consulting. The organizational lifecycle was a key component of the discussion:

- Introduction
- Growth
- Maturity
- Decline
- Reinventing

Also discussed was the concept of organized abandonment. The consultant stressed the importance for an organization to continually examine its processes and procedures in order to eliminate outdated or redundant policies. An organization should be aware of not only “adding “to the duties of the employees” but also be willing to “subtract” non-value activities as needed.

## STEP 2. Forming the Steering Committee

A “Great Conversation” steering committee was formed in January 2012. The purpose of the committee was to provide guidance throughout the entire strategic planning process. Careful consideration was given to select individuals that represented a broad cross-section of the school district stakeholders (i.e., business community, parents, education, arts, government, young leaders, senior citizens, non-profit organizations, board of education members, facility/staff, and students).

Listed below are the strategic planning steering committee members:

<u>Name</u>	<u>Title</u>
Dave Berger	MHS Teacher
Kristin Billingsley	Parent/Community
Jodi Bird	Parent/Community
Jon Blomquist	Parent/Community
Bart Boettcher	MHS Associate Principal/Athletic Director
Jessica Bryan	SDMA Board Member
Frank Burdick	SDMA Board Member
Colleen Davis	SDMA Board Member
Tera Ellison	Title 1 Teacher-River Heights Elementary
Stacey Everson	MMS Principal
Jay Fahl	SDMA Board Member
Juliet Fox	Parent/Community
Tanya Husby	SDMA Board Member
Kelly Hoyland	MHS Teacher
Brian Keiffer	SDMA Board Member
Mark Lewis	Parent/Community
Tim Lutz	Music Teacher-Oaklawn Elementary
Christine McMasters	Director of Pupil Services
David Munoz	MHS Principal
Ceil Mueller	Kindergarten Teacher-Wakanda Elementary
Kimberly Nimsgern	Parent/Community
Michelle Radtke	MMS Teacher
Amy Riddle-Swanson	SDMA Board Member
Brian Seguin	Director of Instruction
Jesse Singerhouse	Parent/Community
Max Voss	MHS Student
Jackie Miller	MHS Student
Bruce Siebold	Co-Facilitator, Rusk Prairie Consulting
Christine Stratton	Co-Facilitator, District Administrator

## STEP 3. Putting the Steering Committee to Work (January 23, 2012)

The first steering committee meeting had three primary objectives:

1. Develop a set of standard questions to be used in each focus group session.
2. Identify the various stakeholder groups to be interviewed.
3. Review and provide suggestions on the overall format and mechanics of the interview sessions.

Listed below are the twelve discussion questions used in each focus group session:

- What knowledge and skills will our students need to be successful global citizens in 2025?
- What external changes might impact our organization?



- How will our students interact with their world in 2025? How will we prepare students for that world?
- What resources will we need in order to meet the needs of all students?
- What are we doing now that may not be needed in the future?
- What are the most important strengths to maintain?
- How and when do we want education to be delivered?
- What will our buildings and facilities need to be in order to support our goals?
- How will the district contribute to the sustainability and growth of our community? What will make us a “destination district”?
- What would a collaborative system of education look like? Locally? Regionally?
- If you had a magic wand and anything was possible, what would you wish in regards to our district?

#### **STEP 4. Listening to the Menomonie Voices**

A total of 13 listening sessions was held between January and May 2012. Over 500 individuals participated in the process and all comments and suggestions were captured and recorded.

Following are the various stakeholder groups that were interviewed:

<b>Stakeholder Group</b>	<b>Date</b>
SDMA Staff	2/22/12
Senior Citizens	3/5/12
Arts Community	3/8/12
Government	3/13/12
Parents	3/22/12
Education/University	3/22/12
Open Forum	3/23/12
Business Community	3/26/12
Open Forum	3/27/12
Health/Medical	3/28/12
Non-Profit Organizations	3/29/12
Agriculture	3/29/12
High School Students	5/29/12

#### **STEP 5. The Steering Committee – Sorting and Prioritizing (May 10, 2012, and May 29, 2012)**

The comments and suggestions from the 13 listening session were compiled and distributed to the steering committee for review. During the May 10 session, the committee was asked to sort the voices of the community in various “idea buckets”. After lengthy discussions, six major themes were identified:

1. Learning experiences
2. Public engagement
3. Facilities
4. Personnel
5. Technology
6. Resources

On May 29, the steering committee met to prioritize the items within the six major themes. In addition, the committee was asked to provide possible implementation strategies. A situational approval process was utilized. This process provided a systematic means to assist in breaking complex issues into manageable parts. Steering committee members were asked to rate each suggestion as to High-Medium-Low in regard to Seriousness-Urgency-Growth.

The results of this exercise yielded the following priorities in the six major categories.

### **Learning Experience**

- Quality curriculum and high standards
- Professional development in instructional best practices and methods
- Accountability at all levels of personnel
- 21<sup>st</sup> Century skills
  - Critical thinking and problem solving
  - Communication skills and literacy
  - Leadership, teamwork, personal responsibility
  - Global perspective and world languages
- Flexibility in choices and school calendar

### **Public Engagement**

- Partnerships, collaboration, and networking
- Public relations and marketing

### **Facilities**

- Prepare a vision for the future
- Provide a healthy, accessible, and safe environment
- Systematic plan for maintenance and facility improvement

### **Personnel**

- Attract, recruit, develop, and retain quality staff
- Support and professional development
- Accountability of and consistency of expectations for all staff

### **Technology**

- Professional development and training
- Develop long-range plans for technology integration
  - Electronic textbooks
  - Virtual and online opportunities
  - Equitable access

### **Resources**

- Money, budgets, children
- Community resources, parent volunteers
- Efficiency

## **STEP 6. Presentation to the School Board**

A presentation to the Menomonie School Board was made on July 23, 2012. The Great Conversation process was reviewed, results identified, and implementation strategies suggested.

## STEP 7. Annual Review

Presentations to the School District of the Menomonie Area Board of Education were made on November 11 and November 25, 2014. Subsequent reviews will be scheduled in November of each year.

## Strategic Planning – Phase II: Next Steps/Timeline

An action planning task team will be assigned to each approved strategic area. A member or more of the administrative team will lead the process and work with their task team to develop the specific strategies for each action plan.

The plan will be designed to be carried out over a three- to five-year period. Some action steps will take less time to implement than others. The draft plan will include measurable action steps and a proposed timeline. The draft will be presented to the Board of Education in November 2012 for discussion about priorities. The finalized action plans (see below) will be submitted for approval in January 2013.

The work of the each action team will be ongoing and strategic. An annual review will be held each October to review progress and make any modifications necessary.

MENOMONIE SCHOOL DISTRICT  
**Action Planning**  
**Action Plan [ ] of [ ]**

Specific Strategy: [ ]

Measurable Objective: [ ]

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Completion What will be visible results of implementation?

### Critical areas for the SDMA district to consider in the future include the following:

- Sustainability.** It is important for the district to create an ongoing strategic planning process. The Great Conversation should not be a document that collects dust on the shelves. Rather it should be a living process that is used to continually reinvent the district in order to meet the needs of today's as well as tomorrow's students.

- *Yearly Review.* It is recommended that the board schedule a yearly review. This event should highlight the accomplishments of the strategic plan and, if needed, modify the plan as needed for the upcoming year.
- *Communication.* It is important that a communication plan be developed that informs the citizens of Menomonie about the strategic planning process and accomplishments. Telling the Menomonie school district story will keep all the school district stakeholders informed of the accomplishments as well as the challenges that lie ahead.
- *Priorities.* Numerous recommendations were heard during the Great Conversation. But, due to time and money constraints, the board must determine what the district's priorities will be (see Action Planning Form). In addition, the board should consider establishing a task force to determine what it should not be doing. The "Organized Abandonment" process will be a worthwhile exercise for the district and will subtract unnecessary duties, processes, procedures, and simple outdated protocols.

School District of the Menomonie Area

THE GREAT CONVERSATION 2012

Steering Committee Priorities and Recommendations

<p><b>Strategic Area</b> Listed in order by highest priority based upon most serious and/or urgent</p>	<p><b>Possible Implementation Strategies to Recommend to the Action Teams</b></p>
<p><b>Learning Experience</b> Best instructional practices/methods and professional development</p> <ul style="list-style-type: none"> <li>• Development of 21<sup>st</sup> century skills: critical thinking and problem solving</li> <li>• Development of 21<sup>st</sup> century skills: communication skills/literacy</li> <li>• Development of 21<sup>st</sup> century skills: global perspective and world languages</li> <li>• Development of 21<sup>st</sup> century skills: leadership, teamwork, personal responsibility</li> <li>• Quality curriculum and higher standards</li> <li>• Accountability at all levels of personnel</li> <li>• Choices, flexibility in system, school calendar</li> </ul>	<ul style="list-style-type: none"> <li>• Compare curriculum versus other similarly sized districts</li> <li>• Common core.</li> <li>• Use internet model – teachers teaching teachers.</li> <li>• Relevant and applicable.</li> <li>• Time to complete objectives/initiatives.</li> <li>• Begin foreign language at the elementary level.</li> <li>• Include organized abandonment. (What will you no longer do?)</li> <li>• Build in choices and flexibility to curriculum.</li> <li>• Build appropriate curriculum for students who do not plan to attend postsecondary schools.</li> <li>• Explore year-round school curriculum choices.</li> </ul> <p>Additional recommendations:  <u>Frank Burdick</u>: Minimum of 1 credit in Fine Arts required for graduation; emphasize teamwork and collaboration as high priority in each building.  <u>Kelly Hoyland</u>: Review curriculum &amp; methods for incorporating 21<sup>st</sup> century skills (Do we have an idea of what this looks like at various levels?); review blended learning options  <u>Tim Lutz</u>                      Define Common Core (under possible implementation strategies to recommend to the Action Teams)</p>
<p><b>Facilities</b></p> <ul style="list-style-type: none"> <li>• New vision; a plan for the future of our facilities</li> <li>• Healthy, accessible, and safe facilities</li> <li>• A systematic plan for maintenance/improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities study already started.</li> <li>• 5-year maintenance plan already laid out.</li> <li>• Develop a 20-year building plan.</li> </ul> <p>Additional recommendations:  <u>Kelly Hoyland</u>: Open houses in all facilities so community can tour to understand the vision and the needs.</p>

<p><b>Personnel</b></p> <ul style="list-style-type: none"> <li>• Attract, Recruit, Develop, and Retain Quality Staff</li> <li>• Consistency of Expectations and Accountability for/of All Staff</li> <li>• Systematic Support and Professional Development</li> </ul>	<ul style="list-style-type: none"> <li>• Ramp up mentoring program, strategically pick mentors, 3 years, provide time during day.</li> <li>• Evaluate method of delivery for PD and self –directed.</li> <li>• Benchmark other districts regarding PD activities and expenditures.</li> </ul> <p>Additional recommendation:</p> <p><u>Amy Riddle-Swanson</u>: Allow staff to have input, especially at MHS, but all schools as well, on curriculum taught, scheduling, etc.; promote an atmosphere of trust between administration and staff.</p> <p><u>Jon Blomquist</u>: Celebrate and reward staff accomplishments at a community level; ask businesses for prizes for achievements that merit a reward.</p>
<p><b>Technology</b></p> <ul style="list-style-type: none"> <li>• Professional Development /Training</li> <li>• Digital Textbooks</li> <li>• Virtual/Online Opportunities</li> <li>• Equitable Access</li> </ul>	<ul style="list-style-type: none"> <li>• Develop long-range plan for technology.</li> <li>• Develop long-range plan for online/virtual.</li> </ul> <p>Additional recommendations:</p> <p><u>Kelly Hoyland</u>:</p> <ul style="list-style-type: none"> <li>• Restart &amp; utilize technology committee</li> <li>• Evaluate if current infrastructure can support initiatives</li> </ul>
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Alignment of resources with children; access to additional revenue sources; budget</li> <li>• Develop and collaborate with community resources, parents, and volunteers</li> <li>• Look for efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Increase advocacy to legislature.</li> <li>• Increase advocacy to community for funding.</li> <li>• Start networking with other districts.</li> <li>• STEP program already utilized – very positive.</li> <li>• Work with the foundation.</li> <li>• Grant writing.</li> <li>• Explore a capital campaign.</li> <li>• Determine solutions needed to increase district resources.</li> </ul> <p>Additional recommendations:</p> <p><u>Frank Burdick</u>: Advocate for the legislature to reform school aid formula; develop new formula that is not based on property values and is fair and equitable for all districts; schedule regular face-to-face meetings between area legislature and all members of the board to discuss high priority public school issues, e.g., school aid formula, revenue limits, new methods of compensation, standardized testing, class size, parental involvement in school, etc.</p> <p><u>Kelly Hoyland</u>: Sponsorship of facilities? PD for staff on how to write successful grants</p> <p><u>Jon Blomquist</u>: Investigate transportation operations for effectiveness and efficiency. (See idea under Personnel.)</p>

<p><b>Community Engagement</b></p> <ul style="list-style-type: none"> <li>• Utilization of partnerships, networking</li> <li>• Public relations, marketing, perceptions</li> </ul>	<ul style="list-style-type: none"> <li>• DVD selling the district given to prospective families and posted online.</li> <li>• Develop a community volunteers program.</li> <li>• Develop a “good news” communication program.</li> <li>• Increase co-op and internship opportunities.</li> </ul>
	<p>Additional recommendations:</p> <p><u>Frank Burdick</u>: Expand communications program to include face-to-face listening sessions as well as all apps on internet.</p> <p><u>Kelly Hoyland</u>: Utilize social media (YouTube channel, Twitter feed, etc.); Look at non-traditional internships (summer experience?)</p> <p><u>Jon Blomquist</u>: Are there open house opportunities for prospective students? Possibly have student ambassadors to represent the school at public outreach events, area fairs, job fairs, parades. Possible public speaking credit or other such credit.</p>

**Additional Comments:**

Frank Burdick: I regret not being present at the May 29<sup>th</sup> meeting. I think the process overall was excellent and this document accurately represents the concerns and ideas expressed by the community during the listening sessions.

Jodi Bird: I didn't have any additional comments.

Tanya Husby: I appreciate the well organized and thought out documentation of the strategic areas with the corresponding goals to meet the area. I attended the planning meeting when all the comments were handed out. Very impressed of how the individual comments all could be represented in the matrix/grid you forwarded.

Bart Boettcher: It looks good to me. Thanks.

Ceil Muller: I have read it over and don't have any changes to add.

Tim Lutz: Thank you for allowing me to part of this process.

