

# **2007-2010 Long-Range Strategic Plan**

**PLAN UPDATE**  
**SEPTEMBER 11, 2007**

Nekoosa School District  
September 2007

Nekoosa School District  
2007-2010 Long-Range Strategic Plan

Table of Contents

District Vision, Mission and Goal Statement	1
District Board and Administration	1
Plan Development Process	2
Goals, Objectives and Action Steps	
<b>A. Learning &amp; Instruction</b>	3
B. Budget/Finances	6
C. Enrollment	7
D. Communications/Community Involvement	8
E. Human Resources	11
F. District Cooperation Plan	12

**Nekoosa School District**  
2007-2010 Long-Range Strategic Plan

**Vision**

To become the school district of choice for parents and students in central Wisconsin.

**Mission**

Develop students who excel academically; act responsibly; display good character and citizenship; and reason and solve problems rationally.

**Board of Directors**

Steve Bechard, President  
Cory Gerzmehle, Vice President  
Darin Olson, Clerk  
Wayne Freeman, Treasurer  
Dan Koble, Director

**Administration/Supervisors**

Dr. Wayne Johnson, Superintendent  
Steve Fasching, Director of Pupil Services  
Mike Kumm, Director of Ancillary Services  
Robb Jensen, Nekoosa High School Principal  
**Barb Sparish**, Principal, Alexander Middle School  
Leonard Englert, Principal, Humke Elementary School  
Edward Robatcek, Director of Buildings and Grounds  
**Michael McArdle**, Business Manager

# Nekoosa School District 2007-2010 Long-Range Strategic Plan

## Plan Development Process

One of the outcomes of the Nekoosa School District Board of Education's August 2004 planning retreat was that a long-range strategic plan would be developed. This document is the result of that board-level goal, was completed, has been updated, **and is ongoing. In August 2007 a planning meeting was held involving School Board members, Administrative Team members, and Teachers for a current update of the plan.**

The original planning process was started when the school board and administrative team worked together to identify who would be involved to represent the staff and community. First it was agreed that the representatives should cover the broad scope of people in the district. It was then decided that this could be done through four committees; parents of current students, business leaders, staff and the community-at-large. A total of 84 people were recruited to serve on the four committees.

The planning process included a total of 10 committee meetings held January through March, 2005. The committee schedule started and ended with a joint meeting of all four committees. Each committee met individually two times between the first and concluding joint committee meetings. The initial joint meeting was to explain the process and the intended outcome; the long-range strategic plan. Each of the individual committee meetings were used to identify the district's strengths, weaknesses, opportunities and threats; identify and prioritize key issues facing the district; and to list and prioritize general goals for the district. The concluding joint meeting was held to present to all committee participants the findings from each of the individual committees.

Once the committee input was available, the administrative team worked together to incorporate the input into a comprehensive plan. Using the information and prioritization provided by the committees, the strategic plan addresses six major topics: Curriculum, Budget/Finances, Enrollment, Communications/Community Engagement, Human Resources and Intra-District Cooperation. Goals, objectives and action steps are provided for each topic along with the person(s) primarily responsible and a timeline for completion.

This plan, based on a wealth of information from the committee participants in addition to primary and secondary research data, provides the direction for the school board, administration and the entire staff for the next several years as they strive to reach the district's vision: To become the school district of choice for parents and students in central Wisconsin.

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**A. Learning & Instruction**

GOAL 1. Continue to create a curriculum that puts the focus on the individual student, regardless of their academic level, so that each student can reach his or her highest academic potential while allowing flexibility in teaching methods and maintaining accountability to the state testing standard established through the No Child Left Behind legislation.

Primary Responsibility: Principals

Timetable/Deadline: Ongoing

OBJECTIVE 1: Plan and conduct a comprehensive K-12 curriculum evaluation based on the following schedule:

Responsibility for Objective: Curriculum Specialist

Timetable/Deadline

**Ongoing - Math**

2007-08 - Social Science

2008-09 - Language Arts/Reading

2009-10 - Math

2010-11 - Fine Arts **K-12**, Tech Ed **7-12**, PE **K-12**, Music **K-12**,  
FACE (Family & Consumer Ed) **K-12**, Health **K-12**

**2011-12 - Science**

Action Steps

- a. For the math and science curriculum, complete supplements, update full series, and evaluate by Fall 2008. - **PRINCIPALS - Math Coordinator and Teachers 2008.**
- b. Continue the parent communication plan for math curriculum. - **Math Coordinator 2007-T0 INCLUDE WEB PAGE SAMPLES, ECLIPSE/BENCHMARKDS (MATH LINKS) - Math Coordinator 2008. Parents' night held for every grade with student participation, with a focus on Math instruction and MAP.**
- c. Develop college prep courses (not necessarily Advanced Placement) 2007-08 - **High School Principal - IN PROGRESS - Distance Learning Classes will help meet this goal**
- d. Emphasize academic basics, particularly reading, writing and arithmetic at the K-8 level to put an emphasis on student mastery of the basic skills  
**L. Englert/B. Sparish CURRICULUM MAPPING LINKED TO STANDARDS - TEST ITEM ANALYSIS - SUMMER SCHOOL CLASSES . MAP ASSESSMENT IN PLACE ANNUALLY- FALL AND SPRING FOR SCIENCE, READING, AND MATH. High School Curriculum maps completed for all JUNIOR AND SENIOR classes by May 2008. - R. Jensen**

- e. Continue to Recognize academic achievers throughout all grade levels (awards night, honor roll students notice in district newsletter, etc - Principals
- f. Consider expanding current programs and explore new delivery systems;  
**EXPLORE COLLEGE CREDIT FOR HIGH SCHOOL CLASSES;  
NOVA NET FOR CREDIT RECOVERY AND COOPERATIVE  
PROGRAMS WITH OTHER SCHOOL DISTRICTS, AND WITH THE  
HO-CHUNK NATION. - Recommendation from Principals January 2008**
- g. Continue to use CESA 5 for a consultant in curriculum
- h. Continue curriculum mapping and the 5-year cycle of curriculum review  
**[Update curriculum maps grades K-8, complete curriculum  
maps 9-12] - Robb Jensen - Junior/Senior Classes completed May 2009**
- i. **Budget time for teachers to implement the above action steps.**
- j. **Administrative Professional Development Focus on supporting individual  
teachers and continued improvement of instruction - 2007-08 school year.  
- Superintendent.**
- k. **Technical Education 6-12 transformation to Technology & Engineering  
with established partnerships with Mid-State Technical College - High  
School Principal**
- l. **Establish and/or further develop Professional Learning Communities in  
each school building. High School departments to meet a minimum of  
twice monthly on student learning and common assessments.  
Communities to have a stronger focus on student learning in the middle  
school. Elementary school to continue practice. - Principals**

GOAL 2. Establish clearly defined expectations regarding students' academic performance

Primary Responsibility: Principals/CESA 5 Curriculum Consultant

Timetable/Deadline: Annually

OBJECTIVE 1. Develop target scores for WKCE, Criterion Reference, and ACT to set a course for continual improvement

Responsibility for Objective: Principals

Timeline/Deadline: Annually

#### Action Steps

- a. Communicate targets for achievement test performance to students, parents, staff, and community. (See Communications, Goal 1, Obj. 1, Action step t) Newsletter, WEB site, Board meeting and posted within school district for these targets. - **October 2007 & every October in the future. - Principals**
- b. Identify students who are achieving below their potential and establish appropriate interventions to help them meet academic expectations (i.e., tutoring, after school programs, summer school, credit recovery, etc.)

- c. Establish appropriate interventions for students who fail to meet academic expectations (i.e., retention, summer school, after school programs tutoring, etc.) **Summer School goal 2008 of serving over 750 students.**
- d. Establish homework guidelines where homework is an appropriate extension of the instructional program to reinforce learning. - **Principals establish guidelines then follow through and COMMUNICATE! August 2008 Data Retreat with CESA 5 Curriculum Specialist; academic goals being established and then reported to the superintendent each Fall including targets for the ACT average composite scores with requirements for students to participate in pre-ACT preparation programs.**
- e. **Communicate Homework guidelines to students and parents annually. - Principals**

GOAL 3 Continue district-wide staff development committee

Primary Responsibility            Superintendent

Timetable/Deadline:            Ongoing

OBJECTIVE 1 Coordinate staff development throughout the school district

**Action Steps**

- a. **Recruit representative staff members from each school building to serve on the committee.**
- b. **Establish district-wide staff development goals**
- c. **Report activities, goals, and progress to Board of Education**

GOAL 4. Establish clearly defined expectations and interventions regarding students' behavioral performance

Primary Responsibility:            Principals/Director of Pupil Services/**Teachers**

Timetable/Deadline:            Ongoing/Annually

OBJECTIVE 1. Student/staff/chaperone/coach handbooks to include clear, easy to understand definitions and examples of expectations to be approved by the School Board each Spring.

Responsibility for Objective: Assistant Principals & Elementary Principal

Timetable/Deadline:            Ongoing/Annually

**Action Steps**

- a. Recruit employees, parents and students to form a Student's Behavioral

- Expectations Committee to draft expectations for the student handbook
- b. Establish logical consequences for failure to meet behavioral expectations
- c. Student handbooks to be approved by the board of education by May 1, 2006 and by that day each year after.

GOAL 5. Continue the implementation of map assessment with emphasis on staff to analyze data and improve student learning. - **Principals**

**B. Budget/Finances**

GOAL 1. Increase district revenue without undue burden to district taxpayers.

Primary Responsibility: Board of Education/Superintendent/***Business Manager***

Timetable/Deadline: Ongoing

OBJECTIVE 1: Incorporate new, non-traditional sources of revenue into the school budget for board evaluation and approval by (next budget approval).

Responsibility for Objective: Board of Education/Superintendent/**Business Manager**

Timetable/Deadline: Ongoing

Action Steps

- a. Investigate options for sources of revenue including non-traditional sources; grants, advertising, and community contributions (alumni donations, memorials) - **Mike Kumm/Mike McArdle**
- b. Develop a district fundraising program that, in addition to generating income, would improve school spirit and increase involvement within the district and throughout the community - **Mike McArdle/Mike Kumm**
- c. Investigate the program at Port Edwards (E. Heuer) - **Mike Kumm**
- d. ***Expand use of Fund 80 - Mike McArdle***

GOAL 2. Increase district financial assets through a greater emphasis on effective financial management

Responsibility for Objective: Board of Education/Superintendent/**Business Manager**

Timetable/Deadline: Ongoing

OBJECTIVE 1: Analyze major expense items to identify cost saving measures to be included in the 2007-08 district budget.

Responsibility for Objective: **Business Manager**

Timetable/Deadline: Ongoing

Action Steps

- a. Improve purchasing practices (and accounting procedures) - **Mike McArdle**
- b. Develop a 5-year capital expenditure budget - Mike McArdle**

**OBJECTIVE 2: Explore alternative forms of cost reduction for health Care Costs - Mike McArdle**

**C. Enrollment**

GOAL 1. Increase district enrollment through three approaches; (1) retaining current students, (2) attracting district students not currently enrolled in the district and (3) increasing the number of students enrolling in the district through the open enrollment program

Primary Responsibility: Principals

Timetable/Deadline: Ongoing

OBJECTIVE 1: Develop and implement enrollment strategies to increase district enrollment by 1% each year for the next three years beginning in 2007-08.

Responsibility for Objective: Principals

Timetable/Deadline: Annually

Action Steps

- a. Monitor net gain/loss from open enrollment and annually re-evaluate the implications for local planning; revise goals related to enrollment increases and losses.
- b. Continue research to provide information about reasons people have for using open enrollment, home schooling, private schools and other educational options.
- c. Make the district attractive, specifically in regard to academics; athletics and other extracurricular activities; safety and security; and the overall district size with an optimum student-teacher ratio
- d. Use of on-line courses while students are enrolled in NSD; offer in school during school hours
- e. Develop ways to make students want to come to the Nekoosa School District
- f. Proactively seek new students (home school, private schools, open enrollment)
- g. Attract/retain students by offering a wider variety of alternative education options
- h. Involve more students by identifying students not currently involved in any extra-curricular activities and use counselors, teachers, other staff and

students to encourage those students to get involved in at least one extra-curricular activity.

- i. Develop and implement a program of new (transfer) student orientation - and support - ***Principals***
- j. Consider alternative programs as means to increase revenue including charter schools and user fees. - Mike McArdle
- k. Look for and develop potential partnerships in the district including adding 4K at the reservation and add/expand head start. - Mike McArdle
- l. Continue District affiliation with the Community Progress Initiative and economic development within the school district. - Mike Kumm & Wayne Johnson**

OBJECTIVE 2: Continue Providing accurate information to parents and all district residents on the enrollment issue as a primary focus of the district communications plan. - **Mike McArdle**

Responsibility for Objective: Superintendent

Timetable/Deadline: Ongoing

#### **D. Communication/Community Involvement**

GOAL 1. Continue to refine on-going, two-way communications between the district and the publics it serves

Responsibility: Superintendent (EVERYONE!)

Timetable/Deadline: Ongoing

OBJECTIVE 1. Prepare a district-wide communications plan to be submitted to the board of education by September 15, 2007 with implementation to follow immediately.

Responsibility for Objective: Superintendent/PR Coordinator/Business Manager

Timetable/Deadline: September 15,2007 - Ongoing

Action steps

- a. Develop a communication plan, which identifies available communication tools, district messages and the role of each person in the plan

The implementation of the plan will address the following issues and actions:

1. Identify strategies for improving the district's ability to communicate effectively with the public regarding all district accomplishments
2. Analyze negative perceptions and respond by making appropriate changes while continuing to expand on the positives
3. Maximize the use of the media to improve public perception and become more competitive with all education providers – other districts, home schooling, private/parochial schools
4. Use alumni to communicate importance of higher education to current students (use alumni, professors and area business reps) - Principals
5. Brand the Nekoosa School District's vision so that it will become recognized by all district employees, parents, community members and throughout our student recruitment area
6. Promote the district's good people, teachers, facilities and safe schools
7. Utilize district brochure and distribute it to new families, realtors, potential employees and other audiences - **Mike Kumm/Mike McArdle**
8. Communicate targets for achievement test performance to students, parents, staff, and community. - Principals - October each year.

- b. Evaluate the substance of parent-teacher conferences to be more meaningful/productive and the scheduling of the conferences to be more convenient for parents.
  1. Continue back-to-school nights
  2. Explore and develop alternative improved parent conferences at Nekoosa High School

**OBJECTIVE 2. Continue to engage Staff & General Public in the Planning Process**

Responsibility for Objective: Board of Education/Superintendent

Timetable/Deadline: Fall 2007 - Ongoing

Action steps

- a. Continue to invite all employees to the first day in-service
- b. Continue to expand the planning sessions for the Strategic Plan utilizing the administrative team and professional staff members

**GOAL 2:** Continue the involvement of district personnel in community organizations, events and activities and more residents in district activities to build a stronger relationship between the district and the community

Primary Responsibility: Principals

Timetable/Deadline: Annually

OBJECTIVE 1: Engage at least 6 school groups (classes, homerooms, clubs, etc.) with local civic organizations to work on community service projects.

Responsibility for Objective: Principals

Timeline/Deadline: Annually

Action steps

- a. Identify at least six employees who will coordinate the student groups affiliation with a local service organization
- b. Establish a plan between the student group and the civic organization to complete the community service project before the end of the current school year.
- c. Investigate a service-learning requirement for 8th grade and 12th grade graduation. - ***Barb Sparish & Robb Jensen***

OBJECTIVE 2: Increase by 20% the number of parents and other community representatives in district wide and individual facility committees, events, activities and other district-sponsored programs by January 30, 2008

Responsibility for Objective: Principals

Timetable/Deadline: Annually

Action Steps

- a. Identify all existing committees, events, activities and other programs that involve community representatives and the number of community representatives currently involved by January 30, 2007
- b. Establish target numbers for the number of volunteers to serve on those committees and other programs
- c. Develop a recruitment plan for each committee and other program to meet the 20% increase in volunteers

GOAL 3. Track the opinions and perceptions of key audiences to identify progress and where additional attention needs to be focused to improve the overall image of the district.

Primary Responsibility: Principals

Timetable/Deadline: Annually

OBJECTIVE 1: The district will repeat the 2004 market research project involving students, parents and employees in the fall of 2008

Responsibility for Objective: Superintendent

Timetable/Deadline: December 1, 2008

Action steps

- a. Revise questionnaires as necessary and repeat same methodology
- b. Distribute surveys in December 2006 with results presented in January 2007

OBJECTIVE 2: Implement an ongoing customer satisfaction survey program, focusing on both students and their parents, corresponding to the curriculum review schedule.

Action Steps

- a. Design two questionnaires, one for students and one for parents, that would measure their satisfaction with a specific curriculum. The questionnaire would be designed so that some questions would remain the same regardless of the curriculum (except for the name of the curriculum or course) and some questions that could be changed to address issues specific to each curriculum.
- b. Following the curriculum evaluation schedule, plan the survey process so that results would be available for use at the beginning of each department's curriculum evaluation.

#### **E. Human Resources**

GOAL 1. The district will work proactively to maximize each individual employee's performance within the organization so that the district maintains high quality, dedicated, professional employees.

Primary Responsibility: Principals

Timetable/Deadline: Annually

OBJECTIVE 1: Utilize the staff evaluation process to emphasize student achievement and performance data annually.

Responsibility for Objective: Principals

Timetable/Deadline: Ongoing

Action Steps

- a. Establish a process to define district performance expectations for all staff including coaches, students and parents. **Update annually - Principals**
- b. Develop a process of self, peer and supervisory analysis of job performance for all employees (a multi-faceted approach) - **Principals & NTA**
- c. Implement staff development to improve the performance of employees through mentoring, additional education and other resources - **Superintendent &**

***Staff Committee***

- d. Expand the mentoring program for all new teachers - Jon Sprehn**
- e. All teacher evaluations to be completed by the end of first semester each year with probationary teachers also receiving a second evaluation second semester each year. - Principals - *Annually*.**

OBJECTIVE 2: Promote a system to maintain and continually improve district morale and professionalism

Responsibility for Objective: Principals/Superintendent

Timetable/Deadline: Annually

Action Steps

- a. Appoint committee to determine characteristics of positive staff morale and professionalism
- b. Develop a tracking system to evaluate employee morale and professionalism on an on-going basis

**F. District Cooperation Plan**

GOAL 1. Expand upon and/or develop a plan for cooperation with area school districts to improve upon services for students and staff.

Primary Responsibility: Board of Education

OBJECTIVE 1: Continue a dialogue between the Nekoosa School District and other area school districts on the following topics:

- 1. Staff development
- 2. Academic programs
- 3. Special programs
- 4. Vocational programs
- 5. Investigate ways to save money through shared programs & services