

School District of Rhineland

Five-Year Strategic Plan

Fall 2014 - Summer 2019

School District of Rhineland Belief Statements:

- * We know that effective education must have the learner as its focus;
- * We know that students have unique abilities and needs that require varied instruction;
- * We know that a positive learning environment is welcoming, caring, safe, and assures the dignity of everyone; and,
- * We believe in excellence and equity in educating all students for life-long learning.

Special thanks to all District employees, community members, Board members, and administrators that worked together to create a strategic plan that will guide the district as it continues to provide challenging opportunities for each student to succeed in post-secondary education, as well as in the world of work upon graduation from the School District of Rhineland.

The Superintendent of Schools will provide the Board of Education monthly updates on the progress of this Strategic Plan.

School District of Rhineland

Five-Year Strategic Plan

2014-2015 / 2015-2016 / 2016-2017 / 2017-2018 / 2018-2019

The School District of Rhineland Mission Statement

To create an environment that provides challenging opportunities for each student to succeed in a changing world

District Goals

<p><u>GOAL 1:</u> STUDENT SUCCESS</p>	<p><u>GOAL 2:</u> HIGH QUALITY LEARNING ENVIRONMENT</p>	<p><u>GOAL 3:</u> RECRUIT/RETAIN HIGH QUALITY EMPLOYEES</p>	<p><u>GOAL 4:</u> FINANCIAL STABILITY OF DISTRICT</p>	<p><u>GOAL 5:</u> COMMUNICATE & CONNECT</p>
<p><u>Goal 1 - Priorities</u></p>	<p><u>Goal 2 - Priorities</u></p>	<p><u>Goal 3 - Priorities</u></p>	<p><u>Goal 4 - Priorities</u></p>	<p><u>Goal 5 - Priorities</u></p>
<p>Deliver quality instruction, opportunities, and services for the success and achievement of all students</p>	<p>Maintain current facilities and prepare to meet future facility needs to provide high quality instruction</p>	<p>Offer competitive wages, benefits, and working conditions</p>	<p>Ensure the community is well-informed about school funding</p>	<p>Increase communication in and out of the District</p>
<p>Develop and encourage good student citizenship and character</p>	<p>Celebrate successes and pride in employees accomplishments and contributions</p>	<p>Increase support for and communication with all employees.</p>	<p>Ensure effective and efficient operations</p>	<p>Survey parents, employees, and community for input</p>
	<p>Remain a leader in the use of technology for advanced learning</p>		<p>Increase student enrollment</p>	<p>Strengthen and grow community partnerships</p>
			<p>Continue presence in Madison (State funding)</p>	
<p>Board Review September & June</p>	<p>Board Review October & March</p>	<p>Board Review August & May</p>	<p>Board Review April & January</p>	<p>Board Review November and February</p>

NOTE: There will be no Board Review of Goals during the Months of July and December

Five-Year Vision/Goals

In five years, the School District of Rhinelander will be recognized for.....

- Goal #1: Student Success Graduating students who are successful in academics and co-curricular achievements, and who are prepared for success in the world of work or post-secondary education
- Goal #2: High Quality Learning Environment Develop and maintain facilities and grounds that are recognized as above the standard among districts, with a focus on student centered environments that are caring, clean, and safe
- Goal #3: Recruit and Retain High Quality Employees Attracting and employing the best employees, with a compensation plan that is competitive, motivating, and incentivizing; and, providing professional development and support to maintain and retain these quality employees
- Goal #4: Financial Stability of the School District of Rhinelander Maintaining a financially sound school district that educates students cost-effectively, while keeping the community informed of the District's finances and changes to school funding at the state level
- Goal #5: Communicate and Connect Effective communication that connects, engages, and supports our families and community and keeps lines of communication open

Goal #1: Student Success (*Updates/Reports to the School Board during the months of September and June*)

Monitor individual student achievements to guide instructional decisions and programming with the utilization of data collection.

Priorities	Action Steps	Timeline	Responsibility
1. Deliver quality instruction, opportunities and service for the success and achievement of all students	Continue to monitor the academic success of all students and communicate to the students and their parents/guardians if there are concerns that may prevent a student from graduating. Make it a goal of the District to increase graduation rates by 2% each year with a goal for 100% of our Rhinelander High School students obtaining graduation status.	Annually	District Employees; All Administrators
	Continue professional development and monitor the progress and achievement of District students so that all schools meet or exceed expectations on the Wisconsin School Report Card	Annually	District Employees; All Administrators
	Develop and implement school improvement plans for those schools not meeting expectations or not showing improvement on the school report card	Two times per year – (October and June)	School Employees of Individual Buildings; Building and District Level Administrators
	Use District assessments to identify achievement gaps, plan interventions to close achievement gaps, and continue to support classroom teachers	Updates at the Regular Board Meeting during the Board’s Professional Development session in September and June	School Employees of Individual Buildings; Building and District Level Administrators
	Continually monitor assessments and student progress throughout the school year. Progress monitoring spreadsheets will be kept current and available for administrators to review	Updates at the Regular Board Meeting during the Board’s Professional Development session in the month that Goal #1 is discussed	School Employees of Individual Buildings; Building and District Level Administrators

	Align curriculum to the Common Core State Standards in English/Language Arts and Mathematics	Completed by June 30, 2015	Director of Instruction
	Align science curriculum to the 'Next Generation Science Standards'	Completed by June 30, 2016	Director of Instruction
	Increase participation in co-curricular activities in an effort to keep students involved academically and socially. (2% increase per year from baseline.)	2% per year for 5 years	Building Level Administrators; 7-12 Activities Director
2. Develop and encourage good student citizenship and character.	Implement Positive Behavior Interventions and Supports (PBIS) in all buildings with 80%-85% of students successful at Tier I/Universal level	Updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #1 is discussed	District Employees; All Administrators
3. Provide online programming options for students.	Utilize online and virtual options for students at all levels to provide additional opportunities and meet student needs	Updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #1 is discussed	Virtual Coordinator; Building and District Level Administrators

Goal #2: High Quality Learning Environment (*Updates/Reports to the School Board during the months of October and March*)

Develop and maintain facilities and grounds that are recognized as above the standard among districts, with a focus on student centered environments that are caring, clean, and safe.

Priorities	Action Steps	Timeline	Responsibility
1. Maintain current facilities and prepare to meet future facility needs to provide high-quality instruction.	Continually update and prioritize the District's maintenance list to ensure facilities are maintained on a regular basis	Ongoing with updates provided to the Operations and Strategic Planning Committee on a quarterly basis	District Level Administration
	Maintain clean and safe environments	Updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #2 is discussed	Principals, Supervisor of Buildings & Grounds
	Maintain a long-range facilities plan to guide facility decisions in the future	Updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #2 is discussed	Superintendent
	Review building grade level configurations following the 3rd Friday in September enrollment count to ensure space is being used effectively and efficiently. If necessary, adopt a plan to manage possible increased enrollment for the following school year	Report to the Board within 90 days after the 3rd Friday enrollment count	District Level Administration; Principals; School Board
	Explore school year options to best meet student needs	Annually	District Level Administration

2. Celebrate successes and pride in employees accomplishments and contributions	District will recognize ongoing and new projects and staff participation, as well as leadership in professional development	Ongoing	All Administrators; Community Education Program/Public Relations Coordinator; Professional Employees
	Recognize District programs and classroom achievements at the state, local, and regional conferences and workshops	Ongoing	
3. Remain a leader in the use of technology as it pertains to student success.	Continue being a regional leader in the area of technology by supporting a variety of resources (human, hardware, and digital) to better meet the needs of all students and employees	Updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #2 is discussed	
	Continue to provide professional development opportunities in and out of the District throughout the calendar year that are aligned to District initiatives, and ensure that all employees participate.	Ongoing	Principals; District Level Administration

Goal #3: Recruit and Retain High-Quality Employees (*Updates/Reports to the School Board during the months of August and May*)

Attracting and employing the best employees with a compensation plan that is competitive, motivating, and incentivizing; and, providing professional development and support to maintain and retain these quality employees.

Priorities	Action Steps	Timeline	Responsibility
1. Offer competitive wages, benefits, and working conditions to attract and retain quality employees at all levels	Complete the Salary Restructuring Plan	Completed by June 2015	Superintendent; Employee Relations Committee; District Committee
	Update employee handbooks in an effort to clarify and simplify handbook information	Ongoing	Superintendent; Employee Relations Committee; District representatives
	Offer a competitive benefit package, including Other Post-Employment Benefits (OPEBs)	Ongoing	District Level Administration; Board of Education
2. Support for all employees	District to provide professional development to meet the needs of teachers to support implementing District initiatives	Updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #3 is discussed, or at a monthly Instruction and Accountability Committee meeting	Principals; District Level Administration
	Ensure that a mentoring plan has been developed and training sessions are being conducted more consistently in all buildings for all employee groups, with follow-up by building principals	As needed and ongoing	Principals; District Level Administration
	Implement Educator Effectiveness as a process to inform and improve instruction and student achievement	Annually with updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #3 is discussed	Principals; District Level Administration

	Provide opportunities for professional employees to observe in other classrooms	As needed	Principals; Mentors
3. Frequent internal communication and support for all employees	Superintendent to hold monthly communication meetings in each building and remind staff of "open door" policy	Monthly and Ongoing	Superintendent
	Conduct individual communication meetings weekly (as needed 1st quarter) for new employees, and then monthly as may be necessary	Ongoing	Principals; Reading Specialist; District administrators
	Develop a "welcome" folder for new professional employees	Update Annually	District Level Administrators

Goal #4: Financial Stability of the District (*Updates/Reports to the School Board during the months of January and April*)

Maintain a financially sound District that educates students cost-effectively and maintains quality educational programs and instruction.

Priorities	Action Steps	Timeline	Responsibility
1. Ensure effective and efficient operations	Evaluate all employee benefits on a yearly basis for cost efficiencies	Annually	Director of Business Services
	Invest in energy efficiency measures to decrease energy costs	Ongoing with included in annual budget and budget revisions	Director of Business Services
	Explore ways to find efficiencies in bus transportation costs	Updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #4 is discussed, or at a monthly Operation and Strategic Planning Committee meeting	Director of Business Services
	Seek additional funding as needed to maintain quality educational programs and facilities.	Ongoing	Director of Business Services
2. Increase student enrollment	Develop a local and regional marketing plan for the District's academic and co-curricular programs	Updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #4 is discussed	District Level Administration; Virtual Program Coordinator
	Create and distribute a District promotional video and welcome packet to be distributed throughout the community and surrounding regions	Ongoing	Community Education Program Coordinator; Superintendent; Other Administrators

	Build stronger relationships with home school community and private schools, and opportunities to be involved in the District's academic and co-curricular activities	Ongoing with updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #4 is discussed	Superintendent; District Level Administrators; Building Principals; 7-12 Activities Director
	Maintain enrollment of students in the District (reduce the number of students open enrolling out of the District or participating in other District's online programs), and increase non-resident student enrollment	Ongoing with updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #4 is discussed	Community Education Program Coordinator; Superintendent; Other Administrators
3. Ensure the community is well-informed about school funding	Provide information to parents and community about school funding	Ongoing with updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #4 is discussed	District Level Administration; Community Education Program Coordinator
4. Strong, continued conversations with state legislators regarding school funding.	Continue our presence in Madison and our contact and conversations with legislators in an effort to share school funding formula concerns and inequities. Continue our membership and involvement with the Wisconsin Rural Schools Alliance and the Oneida/Vilas Administrative/School Board Group.	Ongoing with updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #4 is discussed.	Superintendent; Board of Education; District Administrators; Community Members
5. Continued involvement with state, local, and regional organizations and groups that have a strong interest and focus on improving school funding	Continue our membership and involvement with the Wisconsin Rural Schools Alliance and the Oneida/Vilas Superintendent/School Board Group.	Ongoing	Superintendent; Board of Education; District Administrators; Community Members

Goal #5: Communicate and Connect (*Updates/Reports to the School Board during the months of November and February*)

Effective communication that connects, engages, and supports our families and community and keeps lines of communication open.

Priorities	Action Steps	Timeline	Responsibility
1. Increase communication in and out of the District.	Use a variety of communication methods to inform staff, parents, and the community about student achievement, ongoing and new projects and programs, funding, academics and co-curricular programs, and professional development activities	Ongoing	Community Education Program Coordinator
	Professional employees share information about professional development projects and programs, regional and state conferences and workshops where they presented information to other professionals/school boards/organizations	Ongoing with updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #5 is discussed	
	Continue to publish press releases to share District-wide news	Ongoing	Community Education Program Coordinator; Superintendent's Office
	Continue to provide weekly articles for the 'Education Page' of the District's legal newspaper	Weekly	Principals; District Level Administration
	Continue to record monthly media spots	Monthly	Superintendent
	Continue Superintendent communication meetings in all buildings for employees (open door policy shared at each)	Monthly per building and updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #5 is discussed	Superintendent

	Publish articles and news reports at least monthly, informing the community of ongoing and new projects completed by professional employees. Professional employees will share announcements of the conferences and workshops at which they were presenters and instructors in an effort to inform the community of their professional effectiveness	Ongoing	All Administrators; Community Education Program/Public Relations Coordinator; Professional Employees
	Continue with and expand the activities and functions of the Community Education Program and make all activities well-known to staff, students, and the community	Ongoing with updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #5 is discussed	Community Education Program/Public Relations Coordinator
3. Seek parent, employee, and community input when considering changes to operations and programming.	Survey parents, students, employees, and community for their input when changes in District/school operations and programming are proposed	Ongoing with updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #5 is discussed	Principals; District Level Administration, Community Education Program Coordinator
	Use previous self-assessment and strategic planning family data sets to identify priorities and develop a 'Family Engagement Plan'	August 2015	Pupil Services Employees; Title I Employees; Building and District Level Administration
3. Strengthen and grow community partnerships	<u>Partners in Education (PIE)</u> – Continue to strengthen and increase our partnership with local businesses and industrial manufacturers in an effort to connect with Rhinelander and the surrounding communities, and to provide the District with opportunities for academic and financial support	Ongoing with updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #5 is discussed	District Level Administration; Principals

	<u>Nicolet Area Technical College PreK-16 Community Partnership for Education</u> - Continue to collaborate with Nicolet Area Technical College in an effort to enhance our capacity to serve the needs of our students ages PreK-16	Ongoing with updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #5 is discussed	District Level Administration; Principals
	<u>Community Foundations</u> , i.e. Hodag Schools Foundation (HSF) - Continue to collaborate and partner with all community foundations interested in providing the District with opportunities for academic, co-curricular, and financial support	Ongoing with updates at the Regular Board Meeting during the Board's Professional Development session in the month that Goal #5 is discussed	District Level Administration; Principals

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