

Strategic Plan

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| <p>Mission: The mission of the Kiel Area School District is to provide an opportunity for each student to receive a comprehensive, personal, future-focused education in a safe, supportive environment for the purpose of achieving excellence in their life-long pursuits, through a partnership of family, school, and community.</p> | <p>Vision:</p> |
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Pillar #1: Academic Success

Board Vision Statement for Academic Success: As a School Board, we believe that...

Key Areas and Strategies

1. State Report Card Growth and Accountability
 - a. Enhance PreACT and ACT Prep to better prepare students for college and career readiness
 - b. Integrate state and ACT standards into curriculum (8-12) to better prepare students for college and career readiness
 - c. Establish a positive testing culture district wide to ensure students demonstrate their academic knowledge
 - d. Continue to focus on achievement, growth, and target groups to increase math and ELA scores district wide
2. Balanced Course Offerings and Pathways
 - a. Expand workforce, tech schools, and collegiate opportunities for students throughout their middle school and high school career in order to promote pathways based on student interests
 - b. Grow ACP program, YA Program, and academic program offerings to better meet needs of students and their identified pathways (high school courses, art, agriculture, STEM, dual credit, college credit, etc.)
 - c. Increase dual credit certified teachers and courses to ensure students have opportunities to earn credits toward two year and four year colleges
 - d. Enhance multicultural course offerings, including Spanish, American Sign Language, etc., in order to increase student cultural experiences and multilingual proficiency district wide
 - e. Enhance health curriculum district wide to help students acquire functional health knowledge needed to maintain healthy behaviors throughout their lives
3. Teacher Professional Development
 - a. Increase meaningful professional development opportunities in order to better meet identified needs and create a positive learning culture district wide (Ex: teaching in the block, technology integration, standards based grading, personalized learning, classroom management, etc.)
 - b. Promote district wide vision of professional development with an emphasis on relationship building in order to promote teacher efficacy
 - c. Restructure PLC time to better meet the needs of staff through individual time, K-12 vertical collaboration, strategic planning, team collaboration, and continued professional development
 - d. Increase professional development connected to Academic and Career Planning and Social Emotional Learning competencies to support employability and college and career readiness
 - e. Establish and enhance a clear instructional delivery protocol to enhance student learning district wide
4. Teaching, Learning, and Grading
 - a. Establish a consistent curriculum cycle to review materials and resources needed to enhance student learning and achievement
 - b. Establish K-12 Curriculum Department Chairs to promote fluency, scope and sequence, and vision for learning across the district
 - c. Collaborate with stakeholders, business partners, etc., to establish district wide employability skills in preparation for college and career readiness
 - d. Enhance the eSchool and BTLVA offerings both locally and state-wide to increase student learning and support students across the state
 - e. Review and enhance Special Education Delivery Model in order to provide equal access and opportunities for all students
 - f. Continue to improve the district wide Standards Based Grading model to better meet the needs of learners and create assessments based on

- high rigor and expectations for all students
- g. Review and enhance Raider Time (intervention block) across the district to increase student access to intervention, academic opportunities, and career experiences

Pillar #2: Culture and Climate

Board Vision Statement for Culture and Climate: As a School Board, we believe that...

Key Areas and Strategies

1. Creating a Positive Student Experience for ALL
 - a. Establish student panels and student leadership committees to increase student voice in our schools
 - b. Increase student involvement in extracurricular activities district wide by establishing clubs and organizations that promote equal opportunities for all
 - c. Establish learning connections and mentoring between elementary, middle, and high school students
 - d. Establish a district wide Social Emotional Learning curriculum to support student mental health and wellness and to ensure ALL students feel supported
 - i. Use of Social Emotional Learning curriculum program to help monitor and support students
 - ii. Creation of district wide themes related to social emotional health and wellness
 - iii. Promotion of celebrations across the district to highlight mental health and wellness
 - e. Continue to consider ways to increase attendance and graduation rates to ensure student success now and in the future
2. Creating a Positive Staff Experience for ALL
 - a. Build a culture of trust community/district wide
 - i. Establish and grow teacher leaders to work collectively with staff, community and administration to achieve vision and mission for the district.
 - ii. Establish positive relationships between and among all staff, administrators, and community members
 - iii. Continue to review and update policies and design a system to inform staff of policy changes/updates
 - b. Build teacher/support staff leaders from within in order to boost employee engagement and improve efficacy district wide
 - c. Continuation of a strong and positive teacher advisory committee in order to ensure collaboration district wide
 - d. Establish a Wellness Program for staff in order to promote health and wellness for all
 - e. Increase positive appreciation opportunities for all staff district/community wide
3. Creating an Equitable Culture of Learning for ALL
 - a. Build a leadership course that identifies leadership skills that we want our students at the middle school and high school to exemplify in preparation for their future
 - b. Consider if creating a plan for virtual school days on weather cancellation days is best for student learning
 - c. Establish a district wide Social Emotional Learning curriculum to support student and staff mental health and wellness and to ensure ALL students and staff feel supported
 - d. Create clear expectations and protocol for student behavior district wide to ensure positive, respectful relationships between students and staff, communicate these expectations to all, and hold accountable those that do not meet these expectations.
 - e. Implement Restorative Justice practices in order to grow a culture of mutual understanding, self-responsibility, community accountability and healthy relationships district-wide
 - f. Create a Culture Committee in each building to help build a positive culture and climate for ALL

Pillar #3: Community Engagement

Board Vision Statement for Community Engagement: As a School Board, we believe that...

Key Areas and Strategies

1. Establish a KASD Profile of a Graduate and a District wide comprehensive report card, to specify the cognitive, personal, and interpersonal competencies that students should have when they graduate
2. Grow partnerships between school, families, businesses, and community
 - a. Increase engagement between students and local businesses through business fairs, field trips, and other exploration opportunities
 - b. Establish more opportunities for families and local businesses to come to schools and participate in student learning activities
 - c. Continue to expand technical education offerings to ensure students have access to a wide range of skills
 - d. Establish Equity and Inclusion Advisory Committee to support equal access and opportunity for all students in our schools and throughout the community
 - e. Establish Human Growth and Development Advisory Committee to support student mental health, physical health, and learning
 - f. Establish a Community Communications Team to collaborate and facilitate open communication between the school district and stakeholders
 - g. Increase school social media usage in order to positively share the story of KASD
 - h. Ensure that all board policies are up to date in order to continue to ensure that all laws and state statutes are followed
 - i. Ensure students understand the history of the community of Kiel in order to increase their community awareness and understanding of Wisconsin history
3. Increase Community Mentoring Programs
 - a. Increase Academic and Career Planning program and options for students through partnership with Inspire Wisconsin and CESA 6
 - b. Consider adding programs that empower students to excel at school and in the community
4. Establish Service Learning Opportunities district wide for students to collaborate with and give back to the community to continue to connect our students with those that live in our community

Pillar #4: Finance and Facilities

Board Vision Statement for Finance and Facilities: As a School Board, we believe that...

Key Areas and Strategies

1. Ensure that our facilities are safe and accessible for ALL
 - a. Create ADA Accessible facilities district wide to better meet the needs of all students
 - b. Complete Facilities Study and work to address issues identified to better meet the needs of students, including working with the community to consider how to address our aging facilities
 - c. Communicate openly with all stakeholders in regards to current state of buildings in the district and changes that need to be made in order to ensure the best possible learning environment and the safety of all students and staff
2. Ensure that our facilities are welcoming for ALL
 - a. Create district wide signage based on mission, goals, and values to better encourage a positive environment with clear expectations for all staff and students
 - b. Establish small class sizes in order to provide a more personalized educational experience for all students.
 - c. Ensure that our agriculture facilities are appropriately maintained and spacious enough for the animals and plants within them
 - d. Create adequate and appropriate space for extracurricular activities so that practice opportunities can maximize performance
 - e. Create engaging spaces in every classroom to promote learning (welcoming, decorative, organized, creative, inspiring)
3. Continue to maintain a balanced budget for the district and communicate the contents of that budget with all stakeholders

- a. Clearly communicate with staff their classroom and program budget numbers to help them better understand what materials can be purchased in support of student learning
- b. Consider the future use of 840 monies in regards to facility, technology and programming needs
4. Continue to make financial decisions in the best interest of students
 - a. Additional pay for dual credit—establish an enhanced compensation schedule for those that teach dual credit or those that continue their education
 - b. Create a plan for spending monies generated by the eSchools in order to provide financial stability for the district
 - c. Ensure technology utilized across the district is up-to-date and is connected to student learning in order to provide the best technology education for students district wide
5. Revise the maintenance schedule in the district in order to better understand maintenance needs district wide and how to best fulfill those needs.
 - a. Continue to ensure facilities and grounds are maintained so that the district is welcoming and facilities last as long as possible into the future

| Next Steps | |
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| Dates | Action Items |
| March 27 | <ul style="list-style-type: none"> ● Bring Strategic Plan outline to the board meeting <ul style="list-style-type: none"> ○ Board will work to create a vision statement based on the following criteria: <ul style="list-style-type: none"> ■ Aligns with the district's mission statement ■ Supports ALL learners ■ Includes key areas outlined in the strategic plan ■ Conceptualizes the future of the district ○ Board will create and finalize vision statements between March 27 and May 3. <ul style="list-style-type: none"> ■ Discussion will include any other considerations for the strategic plan |
| April 5 | <ul style="list-style-type: none"> ● Strategic Plan at KHS <ul style="list-style-type: none"> ○ Share plan with staff, answer questions, explain the sign up process ○ Will not share out spreadsheet until all three buildings have gotten Strategic Plan communication |
| April 12 | <ul style="list-style-type: none"> ● Strategic Plan at ZES <ul style="list-style-type: none"> ○ Share plan with staff, answer questions, explain the sign up process ○ Will not share out spreadsheet until all three buildings have gotten Strategic Plan communication |
| April 26 | <ul style="list-style-type: none"> ● Strategic Plan at KMS <ul style="list-style-type: none"> ○ Share plan with staff, answer questions, explain the sign up process ○ Will not share out spreadsheet until all three buildings have gotten Strategic Plan communication |
| April 28 | <ul style="list-style-type: none"> ● Mackenzi and Brad share out spreadsheet to teaching staff for sign up for their individual interest area related to the strategic plan that they will work on with a small group through the life of this plan |
| April-July | <ul style="list-style-type: none"> ● Admin team gathers baseline data for Strategic Plan goals. |

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| August 30 | <ul style="list-style-type: none"> ● Pillar leader brings key area groups together to review strategic plan and goals of the pillar (short presentation) <ul style="list-style-type: none"> ○ Each key area group will then breakout and follow template created (establishing a leader, reviewing baseline data, creating goals, creating action plan for those goals) |
| PLC Wednesdays (Once a Month) | <ul style="list-style-type: none"> ● Each key area group will review goals, establish action items and plans to complete those goals with metrics ● Each key area group will report out on goal progress throughout the year to their pillar leaders ● Dr. Ebert and Mackenzi continually review progress of all goals and offer suggestions to all key area groups; this work is documented clearly within a district wide template ● Strategic Plan review is a consistent item on the administrative team agenda |
| October | <ul style="list-style-type: none"> ● Dr. Ebert and Mackenzi will finalize the strategic plan baseline data and goals and bring to the school board for approval. |
| Every 6 months (year one) | <ul style="list-style-type: none"> ● Present goals and progress to board |
| Quarterly reviews (year two and beyond) | <ul style="list-style-type: none"> ● Present goals and progress to board |