



STRATEGIC PLAN

Academic Years 2023 – 2025

January 23, 2023

MISSION: The MPSD commits to educate, engage and inspire all learners to thrive in a global community.

VISION: Inspiring Education-Empowering Community-Unleashing Potential.

CORE VALUES: Relationships-Compassion-Collaboration-Dedication-Integrity-Inspiration

Every child is an individual and learns in different ways. Children of the same age and in the same grade may have different levels of achievement and that is why MPSD teachers use a wide variety of teaching methods. It is our responsibility to:

- Value the individuality of each student
- Analyze the unique needs of each student
- Differentiate instruction — teach with student variance in mind
- Scaffold instruction to meet the student at the right level while using an appropriate delivery model
- Provide early and ongoing assessment and intervention to meet the needs of struggling students
- Communicate regularly with parents and students
- Encourage all students to reach their full potential

WHAT IS A STRATEGIC PLAN?

A strategic plan is the roadmap or framework that guides MPSD’s focus and priorities over a span of time. It is used by School Board, District Administration and Staff to address identified opportunities. The strategic plan ensures that everyone in the district has a shared purpose and direction in moving the district into the future. The Strategic Plan that follows reflects the input of the MPSD community as to what they see as priorities across the district for the next three years.

HOW WAS THIS PLAN DEVELOPED?

The development of this Three-Year Strategic Plan began in August 2022 after the Board of Education determined the development of the strategic plan was appropriate and a facilitator was identified. During the months of August 2022 to January 2023, the following steps were taken:

1. Key Stakeholder Surveys Conducted and Summarized including:
 - a. Board of Education (BOE)
 - b. MPSD leadership, educators, and staff
 - c. Community
2. Determined draft set of strategic plan pillars based on survey results and presented to Board of Education
3. Held listening sessions with MPSD leadership, educators, and staff to present the survey results and received feedback related to the draft strategic plan pillars
4. Based on listening sessions, the strategic plan framework and goals were developed and presented to the Board of Education for approval.
5. The district leadership team (working with educators and staff) developed specific action items to achieve the goals of the strategic plan.

STRATEGIC PLAN PILLARS

1. **Student Success:** Reach, challenge and prepare every student for success, through academic capacity and social emotional development, for success in school and life.
2. **Student Culture:** Foster a responsible, caring, and inclusive culture that prepares students for a positive and productive life through development of interpersonal skills, relationships and a commitment to the community.
3. **Workforce Engagement:** Recruit, develop, support, and retain effective educators, staff, and school leaders through investment in all employees, encouraging innovation, and celebrating success.
4. **Infrastructure and Funding:** Champion the needs of MPSD and be responsible stewards of the public's investment.
5. **Stakeholder Relationships:** Produce meaningful communication, foster collaboration, and develop relationships with all stakeholders to build trust across the school community.

KEY PERFORMANCE INDICATORS

The purpose of the strategic plan is to drive overall performance in all facets of MPSD. The following items are the key performance indicators (KPI) that are tracking the improvement of MPSD through implementation of the strategic plan. Refer to the 2023-2025 MPSD KPI Dashboard.

FIVE YEAR PLAN

1. **Student Success: Reach, challenge and prepare every student for success, through academic capacity and social emotional development, for success in school and life.**
 - 1.1. For each respective action item, conduct a gap analysis related to effectiveness of current resources and potential needed resources (i.e., human capital, technology, physical space, etc.) to address the category and advance student achievement.
 - 1.2. Provide high quality classroom instruction by ensuring systems and structures are in place for every student. The goal is that 100% of students will be at grade level and experience a year of academic growth in a year's time.
 - 1.2.1. Implement Kindergarten Readiness assessment for students entering kindergarten. Include communication to caregivers regarding readiness expectations.
 - 1.2.2. Improve student growth, close achievement gaps, and perform at or above the State mean for all Wisconsin Public Schools for ELA and Math achievement as measured by the 2021-2022 WI State Report Card. Goal is to achieve "Meets Standards" or better (i.e., Exceeds or Significantly Exceeds) for all MPSD schools.
 - 1.2.3. Research, identify and implement a common curriculum in all subject areas to support consistent instruction and improve academic growth.
 - 1.2.4. Evaluate curriculum quality and rigor to ensure it supports the diverse learning opportunities for students. Conduct a district-wide audit to determine that every student has access to the educational resources needed to "catch up" and succeed.
 - 1.2.5. Maintain a curriculum review process, systematically examining content and ensuring effectiveness of standards-based curriculum to meet the learning needs of all students.
 - 1.2.6. Provide learning opportunities aligned to student's specific learning styles and needs utilizing instructional practices and technology.
 - 1.2.7. Abandon instructional initiatives, programs, materials, and other resources that do not directly support district student achievement goals.

- 1.3. Create a plan for providing a district-wide Science, Technology Engineering, Arts, and Mathematics (STEAM) program.
 - 1.3.1. Assess current STEM offerings and identify any school or grade level gaps where STEAM programs can be enhanced or created.
 - 1.3.2. Identify and implement programs that address gaps identified in item 1.3.1.
 - 1.3.3. Identify and implement art elements (e.g., design, production) that can be successfully integrated into STEM for the creation of a STEAM program.
- 1.4. Identify in current curriculum where Real-World Learning (RWL) activities that emphasize the importance of personal life skills including work ethic, character, integrity, and personal confidence reside.
 - 1.4.1. Explore ongoing community connections to identify RWL opportunities, project development, and field experiences.
 - 1.4.2. Identify and implement civics education opportunities.
- 1.5. Utilize data-driven collaborative meetings to ensure teachers accurately identify the knowledge and skills students need to be academically proficient.
- 1.6. Assess current community partnerships to determine enhancements or additions to support student success.
- 1.7. Identify and implemented a district mental health strategy to maximize academic achievement and social emotional development.
 - 1.7.1. Provide guidance and build professional capacity and system to support and equip staff with tools and techniques to address mental health and wellness behaviors.
 - 1.7.2. When further intervention is necessary, make referral for mental health services.
- 1.8. Develop student outcome goals and competencies to support social-emotional development for the purpose of improving in classroom learning, enhancing student decision-making skills, responsible behavior, and a student's independent role personally, at school, and as a community member.
 - 1.8.1. Ensure students have access to and ability to provide feedback about social emotional support systems.
 - 1.8.2. Integrate social and emotional development practices within the instructional environment to strengthen student learning, engagement and wellbeing.
 - 1.8.3. Develop and implement a system to support and equip staff with current tools/programs to address social-emotional skills and behaviors in the classroom.
- 1.9. Aligned percentage of special education students within MPSD with the State-wide average for disability grouping.

2. Student Culture: Foster a responsible, caring, and inclusive culture that prepares students for a positive and productive life through development of interpersonal skills, relationships and a commitment to the community.

- 2.1. For each respective action item, conduct a gap analysis related to effectiveness of current resources and potential needed resources (i.e., human capital, technology, physical space, etc.) to address the category and advance student achievement.
- 2.2. Provide an environment that is safe for students, staff and community from physical and emotional harm with defined safe school policies and procedures.

- 2.2.1. Review and update current school safety policies to ensure effectiveness and establish consistent drills at each school.
- 2.2.2. Create a system to support and equip staff with tools and techniques to address school safety issues and outcomes.
- 2.2.3. Foster collaboration and develop relationships to enhance the safety, connectedness, and well-being of students.
- 2.2.4. Develop a consistent and effective communication strategy during emergency situations.
- 2.3. Implement a plan that enables students and staff to connect through a culture that embraces accountability, fairness, diversity, equality, inclusion, respect, inspires pride, and promotes learning.
 - 2.3.1. Create and launch a monthly Superintendent’s Student Advisory Council to seek student voice.
 - 2.3.2. Create and commit to consistent expectations for staff and students to hold everyone equally accountable.
 - 2.3.3. Develop, implement, and monitor a fair and equitable student discipline policy and process.
 - 2.3.4. Create and launch a Student Engagement Survey at Elementary Schools (Grades 3 through 5), Middle Schools and High School.
- 2.4. Develop and implement a recognition and reward system to celebrate the successes of students.
- 2.5. Assess current community partnerships to determine enhancements or additions to support the development of interpersonal skills, relationships, and a commitment to the community.

3. Workforce Engagement: Recruit, develop, support, and retain effective educators, staff, and school leaders through investment in all employees, encouraging innovation, and celebrating success.

- 3.1. Conduct a district-wide culture assessment to identify specific action items related to improving workforce retention and recruitment.
- 3.2. Complete annual compensation and benefits review to ensure competitiveness for each job/role with a focus on surrounding schools/districts for comparison purposes.
- 3.3. Develop and implement a teacher and administrator recruitment and selection process that makes MPSD a career destination. Ensure the process recruits, hires, and retains a diverse teacher workforce that is reflective of student diversity and the community.
- 3.4. Develop and implement a substitute teaching recruitment process and structure focused on increasing the overall number of substitute teachers.
- 3.5. Develop a years of service recognition program and a recognition program for teacher and school administrator success.
- 3.6. Provide opportunities for advancement and/or leadership roles making MPSD an organization that values and develops talent at all levels.
- 3.7. Identify and implement a plan for staff and administration to work cooperatively, building trust and the capacity to establish relationships that sustain long-term improvements in student achievement.
 - 3.7.1. Complete an audit/time study related to teacher activities per day with the goal to improve the amount of time focused on instructional and preparation time (individual or team).
 - 3.7.2. Create a new teacher mentor program for first- and second-year teachers that is driven by administrators and teacher leaders.
 - 3.7.3. Allow and encourage regular collaboration amongst staff and administrators to provide feedback for growing and improving student achievement.

- 3.7.4. Provide time for collaboration, inquiry-based, job-embedded discussions of best practices in teaching and learning.
- 3.8. Encourage and improve open communication between district/school administration and staff.
 - 3.8.1. Develop a communication plan that supports and keeps all staff informed of the district's efforts to meet its strategic goals.
 - 3.8.2. Develop and implement a leadership (i.e., superintendent, principals, and associate principals) rounding program to enhance communication and building trust.
 - 3.8.3. Provide administration and staff opportunities to voice their concerns in a way that is just, civil, fair, and builds trust between administration and staff.
- 3.9. Cultivate a positive learning culture for staff and administrators through an organized and purposeful professional development plan to support relationships, skills, knowledge, and application of instruction for long-term improvements.
 - 3.9.1. Work collaboratively to identify areas of growth in the professional development topics and presentations that administration can provide for staff.
 - 3.9.2. Consider teacher input when identifying and providing professional development to ensure teacher needs are being met.
 - 3.9.3. Provide a structured and relevant professional development plan and training to encourage the use of best practice, support programs and initiatives and enhance staff knowledge and skills.
 - 3.9.4. Budget and allocate resources to support the professional development plan and training.
 - 3.9.5. Engage staff and administration to assess personal development progress, impact, and benefits to initiatives, instruction, and personal development
 - 3.9.6. Evaluate the effectiveness of the professional development opportunities given to the staff.
- 3.10. Utilize a teacher evaluation system to provide timely feedback to identify opportunities for growth and to refine professional skills/knowledge.
 - 3.10.1. Review and update the teacher evaluation tool to include criteria supporting the systematic process in which the evaluation is conducted.
 - 3.10.2. As part of the evaluation process, require all staff to develop personalized goals to guide their personal and professional growth.
 - 3.10.3. Evaluate the effectiveness of the teacher evaluation process.
- 3.11. Establish and sustain a professional and collaborative working relationship between the Board of Education and the superintendent to support the implementation of the strategic plan.
 - 3.11.1. Evaluate the superintendent's performance based upon defined expectations in the job description and mutually identified goals based on the strategic plan.
 - 3.11.2. Work with the superintendent to achieve mutual trust and commitment to each other through teamwork and clear communications. Thoughtfully consider the superintendent's recommendations prior to making decisions.
 - 3.11.3. Demonstrate collaborative problem solving and decision-making with superintendent.
 - 3.11.4. Share responsibility for the orientation of new board members with superintendent.
 - 3.11.5. Using policy, delegate authority to the superintendent to manage district operations and implement policy.
- 3.12. Conduct annual employee opinion survey to identify specific areas of opportunity for improvement related to retention, culture, communication and overall employee relations.

4. Infrastructure and Funding: Champion the needs of MPSD and be responsible stewards of the public's investment.

- 4.1. Complete a facilities and technology assessment with the goal to provide a safe, well-maintained learning environment conducive to academic needs and priorities that addresses both short-term and long-term goals including but not limited to expanding, updating, and maintaining facilities and grounds and upgrading, adopting or replacing technology.
 - 4.1.1. Develop a master facility plan that evaluates current facility needs, building utilization, and current/projected enrollment to ensure facilities will accommodate the visionary needs of educational programs and priorities. The master facility plan should include but not be limited to:
 - 4.1.1.1. Building Maintenance
 - 4.1.1.2. Functional and Appropriately Sized Learning Spaces
 - 4.1.1.3. Capacity to Support Growth
 - 4.1.1.4. Safety and Security Effectiveness
 - 4.1.1.5. Extracurricular Activities
 - 4.1.2. Identify facility projects to be completed and an associated roadmap for completion of each project.
 - 4.1.3. Continue to engage stakeholders to educate and inform the community of the identified needs and plans for addressing facilities and grounds, maintenance and upkeep, replacement and renovations.
 - 4.1.4. Develop funding sources for projects, determining if referendum is required.
 - 4.1.5. Develop a master technology plan that evaluates current technology needs, utilization, and current/projected enrollment to ensure technology will accommodate the visionary needs of educational programs and priorities. The master technology plan should include but not be limited to:
 - 4.1.5.1. Replacement cycle for everyday use items (i.e. computers, Smart Boards, printers, etc.)
 - 4.1.5.2. Adequate Training for Staff in Usage
 - 4.1.5.3. Capacity to Support Growth
 - 4.1.5.4. Adequate Support Infrastructure (i.e., Wi-Fi, Tech Support, etc.)
 - 4.1.5.5. Appropriate Devices Based on Age/Grade Level
- 4.2. Create an adhoc committee to serve as a Facility Advisory Committee (FAC) to provide advisement to the Board of Education regarding facility maintenance, renovation and replacement plans including future growth needs.
- 4.3. Build resource capabilities of internal and external opportunities to grow diverse district offerings such as partnerships, necessary staffing levels, space allocation, resource expenditures, etc.
 - 4.3.1. Designate internal leaders and champions to study the need and scope of programs and services to address the diverse student demographic population.
 - 4.3.2. Evaluate current operations, programs, facilities, and the investment of resources to ensure the district meets the diverse needs of enrollment.
 - 4.3.3. Commit the resources needed to sustain integrated technology to support instructional needs and access to learning for the students.
- 4.4. Distribute, manage, and advocate for resources to support student needs and defined student learning outcomes, accomplishing the mission of MPSD.

- 4.4.1. Adopt and adhere to a fiscally responsible budget aligned to financial projections and the mission, vision, and strategic planning goals.
- 4.4.2. Commit the resources in each building and district-wide to enhance student learning effectiveness.
- 4.4.3. Expand support for district funding among decision-makers, community and taxpayers.
- 4.4.4. Develop transparent, collaborative, and regular communication with stakeholders to ensure financial alignment to annual budgets and sound decision-making occurs.
- 4.4.5. Evaluate the overall effectiveness of the allocation of resources to support the growth and success of MPSD.
- 4.5. Provide professional learning to promote the use of effective practices for school safety and emergency preparedness.

5. Stakeholder Relationships: Produce meaningful communication, foster collaboration, and develop relationships with all stakeholders to build trust across the school community.

5.1. Caregivers:

- 5.1.1. Build and nurture caregiver/school partnerships to support student learning by engaging caregivers in the education of students, ensuring high attendance and graduation rates.
- 5.1.2. Build trust through dialogue and engagement with caregivers. Use a variety of tools to encourage communication between teachers, administrators, and caregivers.
- 5.1.3. Track and monitor the progress of the caregiver experience by collecting data using a survey tool and implementing listening sessions on an ongoing basis.
- 5.1.4. Develop “Get to Know MPSD” video series focused on caregiver engagement, informed by annual caregiver survey.

5.2. Community:

- 5.2.1. Expand collaboration with industry and community representatives for job shadow opportunities, career pathways exploration, student internships, and teacher externships to increase awareness of career opportunities.
- 5.2.2. Engage the community to build understanding and support for public education and the school district.
- 5.2.3. Provide the community with regular reports and information regarding student achievement. Ensure that community feedback is shared across the district.
- 5.2.4. Strategically leverage community partnerships to support the district in the achievement of the district’s strategic goals.
- 5.2.5. Create and launch a community satisfaction survey to measure and improve community’s perceptions and satisfaction with the district.

5.3. Establish meaningful, consistent, clear and accurate communication with stakeholders through actively engaging caregivers, students, staff, and community members with the intent to promote the district’s image, build positive working relationships and sustain long-term partnerships that advances student achievement.

- 5.3.1. Facilitate opportunities for internal and external stakeholders (i.e. caregivers, students, community members, and business leaders) to have a voice and meaningful leadership opportunities to support the advancement of strategic goals in the district.

- 5.3.2. Develop accessible, consistent, and purposeful media for all stakeholders to grow an understanding of the district's efforts.
- 5.3.3. Maintain a marketing plan that uses a mix of communication channels including the website, school newsletters, and social media to build trust and ensure a consistently conveyed image to the community.
- 5.3.4. Develop an internal communication plan that focuses on effective, consistent, clear, and accurate communication between all school and district staff.
- 5.4. Annually review the district's vision and mission statements, and progress/updates of the strategic plan to support the mission.
 - 5.4.1. Include internal and external stakeholders in the review, revisions and/or development of the district's mission, vision, and goals.
- 5.5. Continually monitor the progress and success of the strategic plan and hold the superintendent accountable to providing timely and purposeful updates.
- 5.6. Consistently complete a board self-assessment to measure progress and success of the board standards and governance.
- 5.7. Align board agenda discussion and action items to the strategic plan.

**Manitowoc Public School District
2023 - 2025 Strategic Plan Dashboard**

Strategic Plan Pillar	Key Performance Indicator
<p align="center"><i>Student Success</i></p> <p>Reach, challenge and prepare every student for success, through academic capacity and social emotional development, for success in school and life.</p>	1. ACT scores by category for 11th grade
	2. Graduation Rate
	3. Reading Scores (Forward, TBD Curriculum based measure, TBD nationally normed measure)
	4. Elementary Math scores (Forward, Bridges Curriculum based measure, TBD normed measure)
	5. Secondary Math scores (Forward, CPM Curriculum based measure, TBD nationally normed measure (ACT Aspire, ACT))
	6. Special Education: Identify % within categories and align with State %
	7. Kindergarten Readiness % (goal to improve or is first step to determine baseline?)
<p align="center"><i>Student Culture</i></p> <p>Foster a responsible, caring, and inclusive culture that prepares students for a positive and productive life through development of interpersonal skills, relationships and a commitment to the community.</p>	1. Develop a consistent district-wide plan to address and manage in classroom behavioral issues.
	Level 2 & 3 Behaviors
	Expulsion Number
	Suspension number measured in days
2. Student attendance # per month	
<p align="center"><i>Workforce Engagement</i></p> <p>Recruit, develop, support, and retain effective educators, staff, and school leaders through investment in all employees, encouraging innovation, and celebrating success.</p>	1. Reduce voluntary turnover to ≤ X%
	2. Reduce vacancy rate at beginning of school year to ≤ X%
	3. Reduce days to fill open positions to ≤ X% (separate by category: Professional, Paraprofessional, Clerical, Maintenance/Custodial, Administration)
	4. Increase the new employee 2-year retention rate to X
	5. Increase the new employee 5-year retention rate to X
	6. Staff Engagement Survey metric (Provided the necessary tools to do my job, Involved in the decisions that affect my work, Recommend MPSD for employment, Recommend MPSD to parents for education)
<p align="center"><i>Infrastructure & Funding</i></p> <p>Champion the needs of MPSD and be responsible stewards of the public's investment.</p>	1. Increase revenue per student by X%
	2. Become a destination school district by increasing Open Enrollment In by X% each year and decreasing Open Enrollment Out by X%.
	3. Develop Comprehensive Capital Improvement Plan and Track/Communicate Progress Annually
	4. Increase budget for Capital Improvements by X% over 5 years
	5. Reduce District Experience MOD by X% each year to promote a safe working environment and save on Workers' Compensation Rates
	6. Budget performance targeted at ≤ X% change from Original to the Amended budget.
<p align="center"><i>Stakeholder Relationships</i></p> <p>Produce meaningful communication, foster collaboration, and develop relationships with all stakeholders to build trust across the school community.</p>	1. Increase the number of employers engaged in MPSD partnerships
	2. Increase attendance at parent-teacher conferences (Year 1: Establish Baseline Data)
	3. Increase the rating for the annual family survey question: I would recommend my child's school to a friend
	4. Create District-level Parent-Teacher Organization Advisory Committee and Special Education Parent Advisory Committee
	5. Rally the community around Lincoln High School's 100-year anniversary celebration