

**Putnam County Community Unit  
School District #535**



**-STRATEGIC PLAN-**

**Established: Spring 2022**  
**Approved by the Board of Education on May 17<sup>th</sup>, 2022**

## Strategic Plan Committee

The Strategic Plan Committee was comprised of a variety of stakeholders with interest in the betterment of educational opportunities at PC #535. The following identifies those individuals who participated in the general planning sessions:

- Mike Borri – Board of Education (President), Parent
- Chivohn Holocker – Board of Education (Vice President), Parent
- Nate Bird – Board of Education, Parent
- Keith King – Board of Education, Parent
- Adriane Shore – Board of Education
- Reed Wilson – Board of Education
- Clayton Theisinger – Superintendent
- Megan Goetz – Board of Education Secretary
- Susan McNelis – Direct of Student Services
- Moriah Mott – Principal (PCPS)
- Amy Bell – Teacher (PCPS), Parent
- Abby Delvallee – Teacher (PCPS)
- Claudia Gallup – Paraprofessional (PCPS)
- Courtney Balestri – Principal (PCES)
- Mary Henderson – Teacher (PCES), Parent
- Mike Olson – Principal (PCJH), Parent
- Amy Carboni – Teacher (PCJH)
- Jennifer Dudek – Teacher (PCJH)
- Brenda Shevokas – Paraprofessional (PCJH)
- Jodie Goetz – Teacher (PCHS), Parent
- Carmela Rodriguez – Teacher (PCHS), Parent
- Sandy Neubaum – Paraprofessional (PCHS)
- Amy Jessen – Secretary (PCHS), PCEA Co-President, Parent
- Natalie Hulstrom – Teacher (PCHS), PCEA Co-President
- Josh Boedigheimer – Parent
- Angela Greenwood – Parent
- Angie Heckmen – Parent
- Matt Dean – Parent
- Joselyn Grasser – Parent
- Brandy Sandberg – Parent
- Kari Moore – Parent
- Charlie Lenkaitis – Parent
- Tina Dolder – Parent
- Ed Zimmerlein – Parent
- Jennifer Spratt – Parent

## Process

In recognition of needing to identify a focus for the District, the Board of Education began a strategic planning process in Spring 2022. The purpose of this process was to develop a plan that communicates a shared mission along with goals that will guide the District toward student learning improvement for the next several years.

The Strategic Plan Committee was formed by the Superintendent with consultation and recommendation by the Board of Education. This committee was purposefully organized to include a variety of perspectives and roles from throughout the District. The committee was invited to the initial phase of the planning process.

This initial phase was organized and led by two external consultants, Ralph Grimm and Pat Durley. Over the course of two sessions and a total of 10 hours, the committee engaged in reflective and challenging discussions regarding the District's strengths, opportunities, and areas of improvement. Through these discussions, the committee identified a mission statement and belief statements to provide a foundation for all District and school-related planning and decisions.

Also through this analysis, the committee identified priority areas for focus during the next several years. These areas were identified as follows:

- Buildings and Facilities
- School Discipline
- Cell Phones and Personal Technology
- Retention and Recruitment of Personnel

Sub-committees were formed for each of these focus areas to define a goal and associated action steps for accomplishing it. Other stakeholders were invited to these sub-committees if they presented interest or value to the topic.

The area of teaching and learning was noted to be missing from the focus areas as identified by the committee. As such, PC #535 administration has been and will continue to coordinate a focus on the improvement of teaching and learning. Pending Board of Education approval, this area will be incorporated into the strategic plan as well.

## **Mission Statement**

-Providing foundations together, Cultivating individual growth-

## **Belief Statements**

- We believe that all individuals have the capacity and responsibility for growth
- We believe that our students are our community's greatest resource
- We believe that everyone is entitled to an emotionally and physically safe environment
- We believe in fulfilling the potential and unique success of every student
- We believe every student needs someone to believe in them
- We believe in partnering with the community and continuing to encourage involvement
- We believe school is the foundation of our community
- We believe in lifelong learning for all
- We believe in providing for the academic, physical, social, and emotional growth of every student
- We believe in recruiting, retaining, and supporting high quality personnel
- We believe in fostering a growth mindset for all
- We believe that hard work will pay off

## District Goals & Action Steps

### Focus Area: Buildings and Facilities

**Goal:** Analyze current facilities and capital project opportunities to provide environments conducive to student learning and efficient operations

#### Action Steps:

##### 1. *Study of Facilities*

- Conduct a comprehensive feasibility study of all current buildings and properties, including consideration for the following:
  - Infrastructure maintenance, repairs, and updates
  - Operational efficiency
  - Health/life and safety concerns
  - Teaching and learning
  - Transportation times
  - Transportation costs
  - Enrollment
- Coordinate with SEDAC, or an alternative consultant, to complete an energy efficiency study and assessment of all current facilities
- Coordinate with SEDAC, or an alternative consultant, to simulate energy solutions for potential future buildings/construction
- Produce a formal long-term financial projection/outlook for the District
- Determine financing options for capital needs and potential capital projects that limit burdens on taxpayers

##### 2. *Communication with Stakeholders*

- Provide facilities tours to the Board of Education, community groups, and others
- Develop a Citizens Task Force to review all facilities options

**Committee:** Nate Bird, Mike Olson, Jen Spratt, Angie Heckman, Ed Zimmerlein, Joselyn Grasser, Reed Wilson, Charlie Lenkaitis, Clayton Theisinger, Janice Holst, Courtney Balestri

## **Focus Area: Student Discipline**

**Goal:** Improve consistency and timeliness of student discipline procedures to maximize student learning

### **Action Steps:**

- Provide all faculty and staff with a review of SB100 and any other student discipline related laws or policies
- Establish faculty and staff behavior committees at all schools that routinely analyze behavior data and opportunities for improvement
- Align PCJH and PCHS handbooks in regard to behavior expectations and consequences
- Develop a student referral process for behavior concerns that is consistent across all four schools
- Analyze opportunities to increase and simplify parent communication/notice of student behavior (e.g., text-based notifications through existing learning platforms)
- Provide behavior review assemblies to smaller groups at the start of the year at PCJH and PCHS

**Committee:** Natalie Hulstrom, Susan McNelis, Sandy Neubaum, Keith King, Brenda Shevokas, Matt Dean, Josh Boedigheimer, Kristin Klypchak, Mike Olson, Christopher Newsome

**Focus Area:** Cell Phones and Personal Technology

**Goal:** Implement procedures and provide resources that limit cell phone and personal technology use in schools, allowing for students to focus on learning and development

**Action Steps:**

*1. Policy and Procedure Updates*

- Using the behavior committees at schools, develop procedures and consequences regarding the use of cell phones and personal technology devices during instructional/learning times
- Develop administrative procedures for the management of student cell phone use in schools
- Update student handbooks at PCJH and PCHS to formally provide new procedures and consequences
- Update any necessary personnel procedures/resources regarding use of cell phones during contractual hours
- Provide all faculty and staff with resources and training necessary to implement new and existing cell phone and personal technology procedures (e.g., pocket holders)

*2. Communications*

- Communicate with all personnel regarding the enforcement of policies and procedures starting in 2022-2023
- Communicate with incoming and returning families at PCJH and PCHS regarding the enforcement of policies and procedures starting in 2022-2023
- Communicate with returning students at PCJH and PCHS regarding the enforcement of policies and procedures starting in 2022-2023

**Committee:** Brandy Sandberg, Amy Jessen, Tina Dolder, Kari Moore, Christopher Newsome, Susan McNelis

**Focus Area:** Retention and Recruitment of Personnel

**Goal:** Retain and recruit teachers and staff who provide for the learning and development of students

**Action Steps:**

- Consider the following opportunities during collective bargaining:
  - Signing bonuses
  - Contractual day length
  - EPIC rate
  - Higher education tuition support
  - Salaries, especially for teachers with masters' degrees or mid-career
- Conduct a comparison of insurance plans with regional school districts
- Analyze position turnover trends
- Develop a “grow-your-own” program or other opportunities for high school students interested in teacher education
- Participate as a school district in regional or state job fairs
- Contact universities and colleges to express interest in placement of student teachers
- Expand advertising of vacant positions
- Purchase and use Applitrack or another application platform
- Market vacancies and the culture of the school district using the District’s website
- Promote current faculty and staff using District social media
- Provide wellness opportunities for teachers and staff during early dismissals or other available times
- Minimize duties assigned to teachers
- Implement policy that allows employees to enroll their children in the District without cost for tuition

**Committee:** Moriah Mott, Chivohn Holocker, Abby Delvallee, Amy Carboni, Carmela Rodriguez, Jodie Goetz, Mary Henderson, Amy Bell, Adriane Shore, Lainie Schweickert, Jessica Lenkaitis



## Teaching and Learning

### District Goals:

1. By 2023-2024, all students will score at or above the State average (or meets or exceeds levels) on the IAR and SAT.
2. By 2026, PC #535 will reduce the student chronic absenteeism rate to 10% or less.
3. By the end of the 2023-2024 school year, PC #535 will achieve a graduation rate of 90% or above.
  - a. By the end of the 2023-2024 school year, PC #535 will decrease the dropout rate to 2% or less.
4. By January 2023, PC #535 will have 75% or more of faculty/staff actively involved in a student growth committee with the following successive benchmarks:
  - a. 90% by May 2023
  - b. 100% by August 2023

### PCPS Goals:

1. By May 2023, at least 80% of all students will meet or exceed the end of the year guided reading target level for their grade level. (Kindergarten--Level D, 1st Grade--Level I, 2nd Grade Level--M) (Special education students who receive services in the general education classroom for reading will be a part of the 80% and the general education teacher is responsible for obtaining the GRL.)
  - a. Action: Provide at least 60 minutes of small group instruction at students' guided reading level each week
  - b. Action: Provide at least 5 minutes of individual conferencing for every student each week.
  - c. Action: Provide students with data for review and growth discussion
2. By May 2023, at least 80% of all Kindergarten students will add and subtract fluently within 5. By May 2023, at least 80% of all 1st grade students will add and subtract fluently within 10. By May 2023, at least 80% of all 2nd graders will add and subtract fluently within 20.
  - a. Action: Implement daily math fact homework
  - b. Action: Provide students with data for review and growth discussion
  - c. Action: Implement Rocket Math as a daily practice of math facts
  - d. Action: Continue the use of math fact Mondays and Fridays
  - e. Action: Implement a daily small group fact fluency practice
3. By May 2023, the PCPS staff will create a positive and collaborative school climate.
  - a. Action: Develop a staff charter
  - b. Action: Implement procedures for teachers and staff to readily observe each other and collaborate on teaching practices

### **PCES Goals:**

1. On the 2022-23 IAR Math Assessment, grade levels will increase the “Meet” and “Exceeds” categories, combined, by 5%.
  - a. Action: Strengthen Tier I instruction with enrichment materials
  - b. Action: Implement lessons that break down math story problems to increase math-related vocabulary
  - c. Action: Implement Rocket Math to promote math fact practice and mastery
2. On the 2022-23 IAR ELA Assessment, grade levels will increase the “Meet” and “Exceeds” categories, combined, by 5%.
  - a. Action: Promote independent reading using CBMs and Whooo’s Reading
  - b. Action: Incorporate lessons that allow students to write about their reading
  - c. Action: Increase the RtI Intervention Library
  - d. Action: Differentiate instruction using MyView materials
  - e. Action: Implement opportunities for cross curricular writing practice (e.g., science and social studies)
3. By the end of the 2022-23 school year, the PCES staff will increase communication with families pertaining to their child’s achievement in academics and behavior.
  - a. Action: Develop common subject areas on report cards across all grade-levels
  - b. Action: Increase use of comments on report cards
  - c. Action: Increase knowledge and instructional of SEL

### **PCJH Goals:**

1. By April 2023, PCJH students will perform at the “meets” or “exceeds” level equivalent to the state average on the ELA IAR assessments.
  - a. Action: Implement student led data-tracking in VIP and one-on-one conferencing
  - b. Action: Implement RACES (writing strategy) across all curriculum areas
  - c. Action: Restructure RtI to provide proper intervention and supports in ELA
2. By April 2023, PCJH students will perform at the “meets” or “exceeds” level equivalent to the state average on the IAR Math assessments.
  - a. Action: Implement student led data-tracking in VIP and one-on-one conferencing
  - b. Action: Develop a positive environment about math and students’ abilities and dispositions with the subject
  - c. Action: Focus on math accuracy and rote skills
  - d. Action: Incorporate a spiral review of math topics
  - e. Action: Restructure RtI to provide proper intervention and supports in math
3. By May 2023 PCJH will have a chronic absenteeism rate less than 10%.
  - a. Action: Implement student led data-tracking
  - b. Action: Create a welcoming environment using students and staff at the start of each day
  - c. Action: Use VIP time for lessons on attendance
  - d. Action: Use attendance data for one-on-one meetings with at-risk students
  - e. Action: Review attendance guidelines
  - f. Action: Develop incentive program for positive attendance

## **PCHS Goals:**

1. By the end of the 2022-2023 school year, the percent of scores on the *ERW* (Evidence-based Reading and Writing) PSAT 9, PSAT 10, and SAT that meet or exceed benchmarks will align with the state average.
  - a. Action: Provide all teachers and staff with professional development on the SAT structure, content included in the assessment, and materials/resources
  - b. Action: Provide all teachers and staff with professional development on how to incorporate analytical questions into all curricular areas
  - c. Action: Incorporate analytical questions into all curricular areas
  
2. By the end of the 2022-2023 school year, the percent of scores on the *math* PSAT 9, PSAT 10, and SAT that meet or exceed benchmarks will align with the state average.
  - a. Action: Provide all teachers and staff with professional development on the SAT structure, content included in the assessment, and materials/resources
  - b. Action: Provide all teachers and staff with professional development on the SAT calculator requirements and how lessons can support using or not using calculators
  - c. Action: Incorporate SAT math-type questions into all curricular areas
  - d. Action: Link all students' Khan Academy accounts to CollegeBoard
  - e. Action: Teach test taking skills in all math courses
  - f. Action: Encourage students to utilize Khan Academy when all homework is complete
  - g. Action: Review SAT questions and style with students
  - h. Action: Incorporate assessments that include calculator and non-calculator problems
  - i. Action: Include higher level thinking and multistep problems on homework
  - j. Action: Include higher level thinking and multistep problems on assessments
  
3. By the end of the 2023-2024 school year, the graduation rate will increase to at least 90% and the dropout rate will decrease to 2%.
  - a. Action: Create grade-level teams with regular meetings and common guidelines/expectations
  - b. Action: Increase participation by students and staff in the mentoring program
  - c. Action: Explore opportunities for more in-person credit recovery courses
  - d. Action: Inform families of credit recovery options
  - e. Action: Explore opportunities for credit recovery financial reimbursement
  
4. By January 2023, the percentage of staff actively involved in a student growth committee will be 75%. It will increase to 90% by May 2023 with the end goal being 100% by August 2023.
  - a. Action: Assign staff to committees
  - b. Action: Hold quarterly committee meetings