



3-YEAR STRATEGIC PLAN 2017-2020

Mission Statement...

We believe that the four cornerstones of a successful life are character, work ethic, citizenship, and academic achievement. Our community, parents, staff, and students will work together to foster these cornerstones.

Vision...

All students and staff are engaged in a high-quality, learner-centered educational environment which is continuously monitored for relevancy and effectiveness. Resource management creates a learning and teaching environment viewed as the regional school of choice by students, parents and staff.

Belief Statements...

- Every child can learn, demonstrate growth and graduate.
- Each child develops and learns in a different way and has his/her own unique interests, strengths and needs.
- The continuous improvement of student learning is a school's first priority.
- Student academic success in school is impacted most by teacher effectiveness.
- The changing needs of our students will most effectively be met by attracting, hiring and retaining the best staff and investing in their ongoing development.
- An excellent education program provides instruction which develops students' academic skills as well as the ability to personally maintain physical and emotional wellness throughout life.
- Choice, collaboration and innovation are the key to successful learning and teaching.
- Parent, family and community member engagement is essential to the creation and maintenance of a quality educational program.
- Excellence can be achieved through consistent effort and dedication to continuous improvement.

Forward

It has been a pleasure working with the Mondovi School District on their strategic plan for the past six months. This journey began when Greg Corning, Superintendent and the Mondovi Board of Education wanted to create a detailed plan for the future. The Board of Education approved the process after an appropriate amount of research and discussion. Beginning August 2016, we began the Stakeholder-driven Strategic Planning Process, which has been adopted by the WASB as its approach to helping school districts develop their strategic plans.

As we worked together on this strategic plan, I was pleased by the support and participation exhibited by Mr. Corning, the Mondovi administration, staff, and faculty, as well as the community members who participated in the process. The caring and commitment to the children of the school district was present at every meeting.

I can say with a high degree of confidence that this process provided very good data about how the district is performing and it generated excellent information and discussion from the community on how to continue the success the district has experienced over the last few years.

The Mondovi School District has committed to continuous improvement. This plan is but the first step in this long-term process. The Steering Committee has identified a reasonable number of attainable goals and is focused on improving student performance as well as supporting staff and increasing community connections. The strategic plan will be a valuable tool to move the district into the future and it will guide future decisions and to assist in creating policies to reach the District's vision.

The Mondovi School District is like many other school districts in Wisconsin and throughout the United States. There are increasing pressures on the board, administration, staff, and faculty to get better results from fewer resources. This is precisely why this is an excellent time to do a strategic plan. The district must find ways of continue to use purposeful, organized, and strategic efforts to realize excellent results, while saving money.

My general recommendations to the board, administration, staff, faculty, and community include:

1. Continue your focus on student performance. A laser-like focus on students, educational opportunities, and community connections will leverage improved student learning. The district's efforts in improving student performance, position it very well to carry out many of the state-wide initiatives from the last three to five years.

District staff members are critical to the development of academic excellence for all students. The collaboration between the various groups and communities (internal

and external) are critical. An emphasis on student learning in a collaborative atmosphere will address the academic goals and personal growth of all students.

2. Consider the use of a multi-leveled supports for the social emotional well-being of the students engaged in the school district. This system would encompass not only the emotional wellness of students, but all of the other “tiered” systems can be folded into one system. This would not only be a more efficient use of resource allocation, but would allow for an effective connection between academics and social emotional well-being of the students.

3. Create a sustained Community Involvement initiative, including community meetings, coffee hours with the board, “Meet the Board Members” sessions, and other initiatives to enhance the connection between the district, the community-at-large, and the business community.

5. The district should develop a data collection and reporting system that will aid in the progress monitoring of the District’s goals. This data should also measure community support for the district’s efforts, as well as the climate of the district as a work environment for staff, faculty, and administration. The district should also adopt a sustained strategy to collect data from students about the climate of the district as a safe learning environment.

6. The board should adopt a regular schedule of board development sessions, based on the Key Works of School Boards (National School Board Association), focusing particularly on sessions that will help the board learn about continuous improvement, measurement, and visioning.

7. Make the strategic plan a living document, by continually monitoring progress in board meetings. There should be monitoring reports on each of the planning goals being addressed in the yearly plan. Monitoring should extend well beyond compliance. Constant progress monitoring allows the Board of Education to make good decisions regarding resource allocation and policy development. The strategic plan then becomes the vehicle for reaching the district vision.

Good luck on your journey into the future. It takes courage to lead a school district into a future that is constantly changing and evolving. The Strategic Planning Steering Committee has begun this journey and has created a legacy that will impact the school district for years to come. Your work has truly made a difference in the community to which you serve.

Al Brown, Ed.D.

Organizational and Search Services Consultant

Wisconsin Association of School Boards(Al Brown insert)

Introduction

In the fall of 2016, the Board of Education, Administration, Parents, Community, and Staff came together to develop a stakeholder-driven strategic plan. This process was facilitated by Educational Consultants, Al Brown, EdD and Guy Leavitt, EdS, both from the Wisconsin Association of School Boards (WASB). The goal was to develop the roadmap for education system reform and improvement for the next three years. This process was conducted by the Strategic Planning Steering Committee and input was gathered through BOE Retreat Meetings, electronic and paper surveys, as well as individual conversations. The information gathered was analyzed with modern analytic processes including Pareto Analysis. Pareto Analysis is a formal technique useful where many possible courses of action are competing for attention. This technique helps to identify the top portion of causes that need to be addressed to resolve the majority of problems. Once the predominant causes are identified, then a Fish-bone Analysis can be used to identify the root causes of the problems. The application of the Pareto Analysis in risk management allows management to focus on those risks that have the most impact on the project.

The Strategic Planning Steering Committee diligently worked to refine public opinion into measurable goals. These goals align with the results of conversations within the Strategic Planning Steering Committee and through a community survey process. The result of this work is a three-year strategic plan based on stakeholder-driven input. The Superintendent and staff are accountable for making reasonable progress towards reaching the goals stated in this document. The Board of Education will systematically gauge and monitor this progress through scheduled reporting.

The Strategic Plan utilized in this process is based upon the Baldrige Criteria for Educational Excellence. Stakeholder-driven strategic planning incorporates the tenets of the Baldrige Criteria for Educational Excellence and planning for improvements strategically. Robert W. Ewy's book, Stakeholder-Driven Strategic Planning in Education: A Practical Guide for Developing and Deploying Successful Long-Rand Plans, details the planning process tools including community and staff surveys.

The School District of Mondovi is grateful to the staff and community members who participated in this process and who were so generous with their time, talents and insight. This group sorted through the presentations, surveys, plans and documents to provide recommendations and guidance for the development of the district's strategic plan.

Steering Committee Members

Kaylan Altmann, Staff	Ron Keys, Board of Education
Wyatt Anderson, Staff	Margaret Korthauer, Community
Brandon Bee, Board of Education	Lori Larson, Community
Barrett Brenner, Board of Education	Brent Lindstrom, Community
Mike Bruning, Middle/High School Principal	Toby Lubinsky, Community
Tom Casey, Community	Dawn Moy, Community
Greg Corning, Superintendent	Jill Robaidek, Staff
David Dregney, Board of Education	Jean Sandberg, Board of Education
Janet Ede, Community	Lori Vetterkind, Staff
Paul Franzwa, Elementary School Principal	Steve Williamson, Board of Education
Tessa Harmon, Community	Paul Woebeking, Community
Lisa Heike, Board of Education	Barb Wright, Community

Managing a Strategic Process

The District now has a strategic plan; so now what? The Board of Education, Administration, Community, and Staff have developed a strategic plan document with strategies and tactics. This is the first phase of operating strategically. The next phase is to convert the "Plan" into action. This is done by developing specific action plans within each of the five themes.

The School District of Mondovi employs the Plan-Do-Study-Act (PDSA) model to guide the strategic process. The intent of this model is to create a continuous improvement cycle where by the district continuously returns to the plan. The PDSA is comprised of the following four components:

Plan: This is the formal strategic plan document. It is developed with stakeholder input and is designed for a 3-5 year life cycle.

Do: Action teams are formed to create action plans. These action plans are intended to run 90 days or more. The progress of the action plans are communicated and the results are monitored.

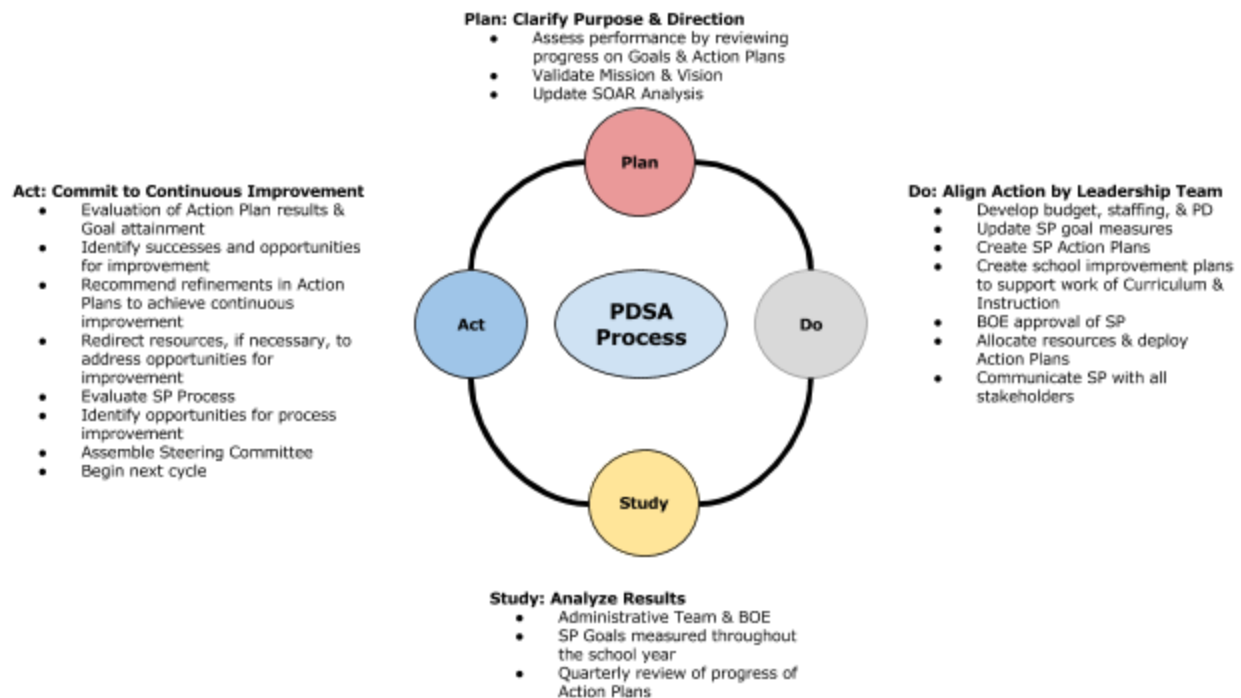
Study: The results of the action plans are communicated to the Board of Education and the results are compared to the district's stated goals. The monitoring reports are presented at Board of Education meetings and the measured results are acted upon by the Board of Education. This action is to monitor if the district is making "reasonable progress" towards achieving the measurable goals or outcomes.

Act: Commit to continuous improvement. As the plan is being deployed, the Board of Education and Administrators identify successes and/or failures, recommend refinements, process data to recommend improvements and plan to begin the next cycle.

The Strategic Plan is to be reviewed and aligned with the resource allocation process. The Strategic Plan Steering Committee will convene once a year to review

the plan results with a goal of starting new strategies and tactics of the plan. This yearly event is designed to keep the Strategic Plan current and connected to the stakeholders and will take place before the final budget is developed.

The PDSA Cycle is intended to keep the plan a living document for continuous improvement. The School District of Mondovi Board of Education functions effectively when it utilizes a governance structure that lends itself to establishing results, monitoring outcomes and creating accountability within the improvement process. This is a key factor in the improvement process. This entire endeavor is about the alignment and management of existing resources, not the addition of trendy latest ideas.



Overview of the Strategic Planning Process

A “Stakeholder-driven” strategic planning process (Ewy, 2009) was implemented by the District, starting with Long-Range Planning Discussion at the April 11, 2016 BOE Retreat Meeting. At the May 2, 2016 BOE Retreat Meeting, presentations were made to the BOE by Rusk Prairie Consulting and Wisconsin School Board Association. On May 23, 2016, at the BOE Regular Meeting, the Wisconsin School Board Association was selected as the official vendor to proceed with the strategic planning process. The steps in the process took place approximately once a month from June, 2016 through February, 2017. The meeting objectives and actions were as follows:

1. Board of Education Regular Meeting, June 27, 2016
 - a. 2016-2017 Strategic Plan Discussion
2. Board of Education Retreat Meeting, July 11, 2016

- a. Steering Committee Members
 - b. Steering Committee Dates
- 3. Board of Education Retreat Meeting, August 15, 2016
 - a. Steering Committee Meeting #1
 - i. Welcome and Introductions
 - ii. Overview of Stakeholder Strategic Planning
 - iii. Data presentations by Administration
 - iv. SOAR (Strengths, Opportunities, Aspirations, Results) Discussion
 - v. Introduction of Community Survey
- 4. Board of Education Retreat Meeting, September 12, 2016
 - a. Steering Committee Meeting #2
 - i. Review of SOAR data collection
 - ii. SOAR discussion
 - iii. Finalize Community Survey
 - iv. Review Community Survey distribution plan
- 5. Board of Education Retreat Meeting, November 14, 2016
 - a. Steering Committee Meeting #3a
 - i. Review Community Survey results
 - ii. Affinity Process for Open-ended survey questions
 - iii. Convert matrix to actionable items
 - iv. Draft copy of actions or objectives into major strategies
- 6. Board of Education Retreat Meeting, November 28, 2016
 - a. Steering Committee Meeting #3b
 - i. Continue discussion of actions/objectives into major strategies
- 7. Board of Education Retreat Meeting, January 9, 2017
 - a. Steering Committee Meeting #4
 - i. Present draft strategies and objectives to Steering Committee
 - ii. Gather feedback
- 8. Board of Education Retreat Meeting, February 13, 2017
 - a. Steering Committee Meeting #5
 - i. Present final draft strategies and objectives to the Steering Committee
 - ii. Gather Steering Committee feedback
 - iii. Steering Committee endorsement of concept for submission to Board of Education

Current state of the District

Geography

The School District of Mondovi covers approximately 204 square miles and includes all of the City of Mondovi and/or portions of the following townships:

Canton, Modena, Mondovi, and Naples in Buffalo County
 Brunswick, Drammen, and Pleasant Valley in Eau Claire County

Albany in Pepin County
Rock Creek in Dunn County

Facilities

City Building - Currently, students in 5K through Grade 12 attend classes in the City Building. The facility contains 69 classrooms, 2 libraries, 4 computer labs (including a Business Education Lab), a wood shop, a welding shop, a distance learning lab, 2 gymnasiums, a multi-purpose room (gymnasium and fine arts performance areas), a weight room, 3 conference rooms, and cafeteria. An outdoor swimming pool is adjacent to the building. The building complex contains 213,000 square feet.

Anthony Building - Students in Early Childhood and 4K attend classes at Anthony Elementary. The Anthony Building contains approximately 7,340 square feet divided into four classrooms, a kitchen, an office, and a gymnasium. On the exterior grounds, playground equipment is also maintained at the site. Adjacent to the Anthony grounds proper is the School District of Mondovi Forest making a combined total of 34.06 acres.

Recreational Complex - The district maintains an outdoor physical education and athletic events area adjacent to the city building complex. This area contains a softball field, two baseball fields, tennis courts, running track, locations for field events (pole vault, shot put, discus, long jump), football field, football practice field, playground equipment, and outdoor basketball hoops. The football field and track facilities include a press box, concession stand, storage area, and bleachers.

In addition to the instructional facilities, a bus garage and two storage buildings are owned by the School District of Mondovi.

2015-2016 District Enrollment

Elementary School		Middle School		High School	
ECE	5	Grade 6	71	Grade 9	69
4K	64	Grade 7	51	Grade 10	67
5K	63	Grade 8	<u>76</u>	Grade 11	61
Grade 1	66	Total	198	Grade 12	<u>68</u>
Grade 2	61			Total	265
Grade 3	67				
Grade 4	59				
Grade 5	<u>76</u>				
Total	461				

Total District Enrollment, September 2015 = 924

Enrollment History (10 years)

Year	Enrollment	Change from previous year
2006-2007	1117	+31
2007-2008	1064	-53
2008-2009	1074	+10
2009-2010	1081	+7
2010-2011	1039	-42

2011-2012	1026	-13
2012-2013	969	-57
2013-2014	967	-2
2014-2015	948	-19
2015-2016	924	-24

District Equalized Valuation, Tax Levy, and Mill Rate History (10 years)

Year	Valuation	Tax Levy	Mill Rate
2006-2007	\$319,900,272	\$2,196,358	6.87
2007-2008	\$331,443,808	\$2,475,444	7.47
2008-2009	\$343,646,631	\$2,712,823	7.89
2009-2010	\$345,078,243	\$3,026,690	8.77
2010-2011	\$351,884,803	\$3,044,812	8.65
2011-2012	\$341,305,459	\$3,205,060	9.39
2012-2013	\$344,560,582	\$3,263,868	9.47
2013-2014	\$350,558,209	\$3,542,549	10.11
2014-2015	\$359,396,904	\$3,515,274	9.78
2015-2016	\$369,221,700	\$3,768,972	10.21

Highlights-to-Date

Mondovi Elementary School

2014 Wisconsin RtI Center/PBIS Network "School of Merit" award recipient

2015 Wisconsin RtI Center/PBIS Network "School of Distinction" award recipient

2015 Destination ImagiNation Global Finals participant

Mondovi Middle School

2004-2005 New Wisconsin Promise "School of Recognition"

Mondovi High School

5 National Merit Finalists since 2000

Advanced Placement exam passing rate of 75.7% since 2009

2013 WKCE Statewide Comparison by Enrollment (50-99 grads) - 3rd out of 105

2014 Stand Up for Rural Wisconsin Award

2014-2015 US News & World Report - America's Best High Schools "Silver Ranking"

ACT in 2014 of 23.0 (local) versus 22.2 (state)

ACT in 2015 of 20.3 (local) versus 19.9 (state)

ACT-tested grads in 2015 of 24.4 (local) versus 22.2 (state), #1 in CESA 10, #20 in state

CVTC Partnership Award for Transcribed Credits

CVTC Silver Certificate for Recognition for Transcribed Credits

SOAR Analysis

At the first two meetings of the Strategic Planning process, a SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis was completed and discussed by the Steering Committee. This process is designed to gather input from the community and staff as to the areas of strength and directions or areas for growth. These were the results:

Strengths

Staff (strong and dedicated)
Community and parents (supportive and caring)
Academics (w/co and extra-curricular)
Students (positive and respectful)
Size and location
Progressive/creative

Opportunities

Educational programming
Lifelong learning and leadership
Post-secondary and community connections
Co/extra-curricular
Facility access and support

Aspirations

Strong educational programming

- o Personalized learning
- o Evidence based learning
- o Project based learning
- o RtI/G-T/Spec. Ed.

College and career readiness

- o Post-graduation preparedness
- o Graduation rate
- o Employability

Facilities (upgrades)
Parent and community Connections
Technology
Enrollment

Results

Increase student enrollment

- o Attract families
- o Marketing

Student learning and academics

- o 100% graduation
- o Employability
- o Student test results

Student leadership
Student social/emotional development

- o Passionate
- o Curiosity
- o Imagination
- o Confidence

Survey

School District of Mondovi and Community Strategic Planning Survey

The School District of Mondovi is currently in the process of revisiting its strategic plan. A strategic plan is vital in providing direction for school districts in the areas of Teaching & Learning, Technology, Community Communication & Engagement, Personnel Development & Engagement, and Facilities & Operations. The current strategic plan, "Focus 2020: Excellence", began in the fall of 2010 and it is now time to refocus those efforts.

The School District of Mondovi has acquired the assistance of administration, board of education, staff, and a community steering committee to help lead us through the revitalization process. We are using community stakeholder-driven feedback as data for the starting point of our journey.

Your opinion is very important to us. In order for the School District of Mondovi to acquire this information, we have created a survey. The survey is being delivered, via the postal system, to each household in the entire district. We will be collecting returns until Friday, October 28. Thanks, in advance, for your cooperation in helping us move the School District of Mondovi forward in becoming the best that we can be. Go Buffs! Please take 10 minutes to provide input into the future planning of the school district. There are several ways to take/return this survey:

- Paper survey (Mailed in. You may send this completed survey directly to our address.)

School District of Mondovi

337 N. Jackson Street
Mondovi, WI 54577

- Paper survey (Drop off site. You may drop off this completed survey directly to one of the many convenient sites.)

Badgerland Financial

967 Oak St. PO Box 68

Buzz's Bar & Grill

152 S. Eau Claire St.

City Hall

156 S. Franklin St.

Lindstrom Equipment

S927 County Rd. J

M.H. Smith Insurance

278 S. Eau Claire St.

Zion Lutheran Church

264 E. Main St.

- Computer survey (Direct URL. You may complete an online version of this survey using the following web address.)

<https://goo.gl/d788Ji>

- Computer survey (You may complete an online version by gaining access via the School District of Mondovi web site.)

www.mondovi.k12.wi.us

1. Please select your title.

- o Parent with children in school
- o Community Member
- o School District Employee

2. What are the greatest challenges the School District of Mondovi has to address over the next five years in order to provide a quality education for all students?

Choose only five of your highest priorities from the list.

- o Providing consistent student programs and services with declining enrollment
- o Hiring and retaining quality educators in an increasingly competitive market
- o Continuing to exceed state report card expectations
- o Meeting the increasing social and emotional concerns of students
- o Maintaining facilities and grounds
- o Meeting the broadening academic and social needs of an increasingly diverse student population
- o Keeping up-to-date with technology, software, applications, and support
- o Meeting the needs of special education students
- o The growing outside stressors on families that impact parental support and quality of student work and behavior
- o Responding to state and national economic conditions that affect the levels of financial support the district receives
- o Other (May address more than one concern in this text window):

3. What are the most important skills and abilities students need to know or be able to do to be prepared for a successful future? Choose only five of your highest priorities from this list.

- o Proficiency in reading/language arts, mathematics science, and social studies
- o College readiness
- o Workforce readiness
- o Proficiency in communication skills: writing, speaking, and listening
- o Proficiency in fine arts: music, art, and theater
- o Physical and emotional wellness
- o The ability to locate information and use it appropriately
- o The ability to use technology to extend learning and master subjects
- o Consumer and financial skills
- o Volunteerism and community service
- o The ability to collaborate and work productively with others and resolve conflicts when they arise
- o The ability to organize, prioritize, set goals, and manage them
- o Learn a foreign language
- o The ability to be a creative and critical thinker
- o Continued support of co/extra-curricular activities
- o Other (May address more than one concern in this text window):

4. What evidence do you use to evaluate the quality of education in the School District of Mondovi?

Choose only five of your highest priorities from this list.

- o Amount of community involvement in school and student activities
- o The number of students in each class per teacher (class size)
- o How well the district students perform in high school (graduation rates, attendance, ACT scores)
- o The number of extracurricular activities (clubs, sports, etc.) that are offered
- o The awards and recognition the district, schools, teachers, or students receive
- o State and National test scores
- o Student report cards
- o Comparisons to the results other school districts achieve
- o Number of discipline problems/issues
- o Social Media & Media coverage about school and district achievements and recognition
- o Your perception and satisfaction with district schools
- o The number and quality of special programs available to meet student needs
- o Other (May address more than one concern in this text window):

5. What should the financial priorities be for the School District of Mondovi during the next five years? Choose only five of your highest priorities from this list.

- o Maintain clean, well-repaired buildings
- o Update security in buildings
- o Provide training and development opportunities to keep staff skilled and competent
- o Wisely invest revenues in quality education
- o Be a good steward of taxpayer money
- o Maintain and improve current instructional programs
- o Maintain low class sizes
- o Keep salary and benefits competitive in order to attract and retain quality staff
- o Keep libraries/media centers up-to-date
- o Keep technology and integration up-to-date
- o Make sure that students have quality educational materials in the classroom
- o Other(May address more than one concern in this text window):

6. What information or advice would you give the strategic planning team as they make decisions about long-term priorities and goals?

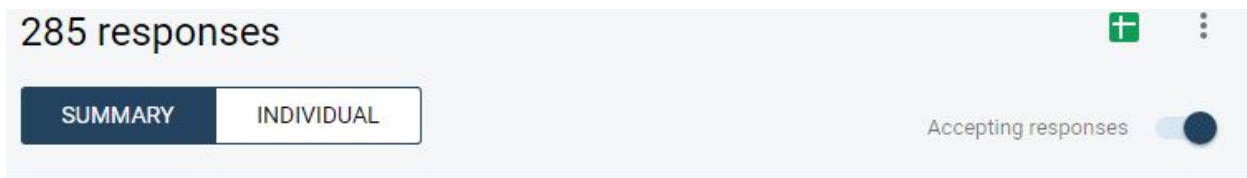
7. What could the School District of Mondovi do that would delight you?

Stakeholder Survey Results

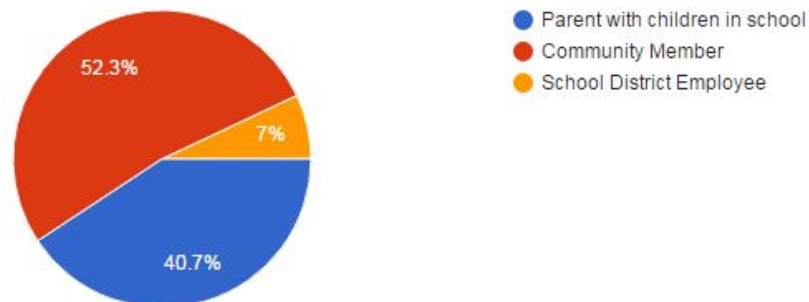
The School District of Mondovi distributed a large number of surveys in a number of ways. Electronic and paper were the main means of distribution. The paper surveys were mailed directly to all box holders within the School District of Mondovi and various electronic means were also used to connect with as many community members as possible. The Steering Committee and staff worked very hard to gather input from all segments of the community. The results depicted in the following section represent this input from all stakeholders.

The questionnaire asked each respondent to choose the top five priorities from the list of responses to the question. The first graph is a summary of responses to each question. The second graph is a Pareto Chart. The Pareto Chart graphs below visually represent the number of times (left side of the graph) a particular item was chosen. The questions (bottom of the graph) are listed in the order of the total number of responses. The right column is the running total of percentage for each item. The last chart is the Pareto Chart data in descending order of frequency from high to low; with accumulating percentages.

The respondent was also asked two open-ended questions that allowed for further input into the strategic direction of the School District. The results of this information was analyzed by qualitative coding and compared to the quantitative results. The purpose of asking open-ended questions is to look for additional topics or ideas to be incorporated as a strategy, objective, or outcome. A copy of this extensive information and survey results can be obtained through the District Office.

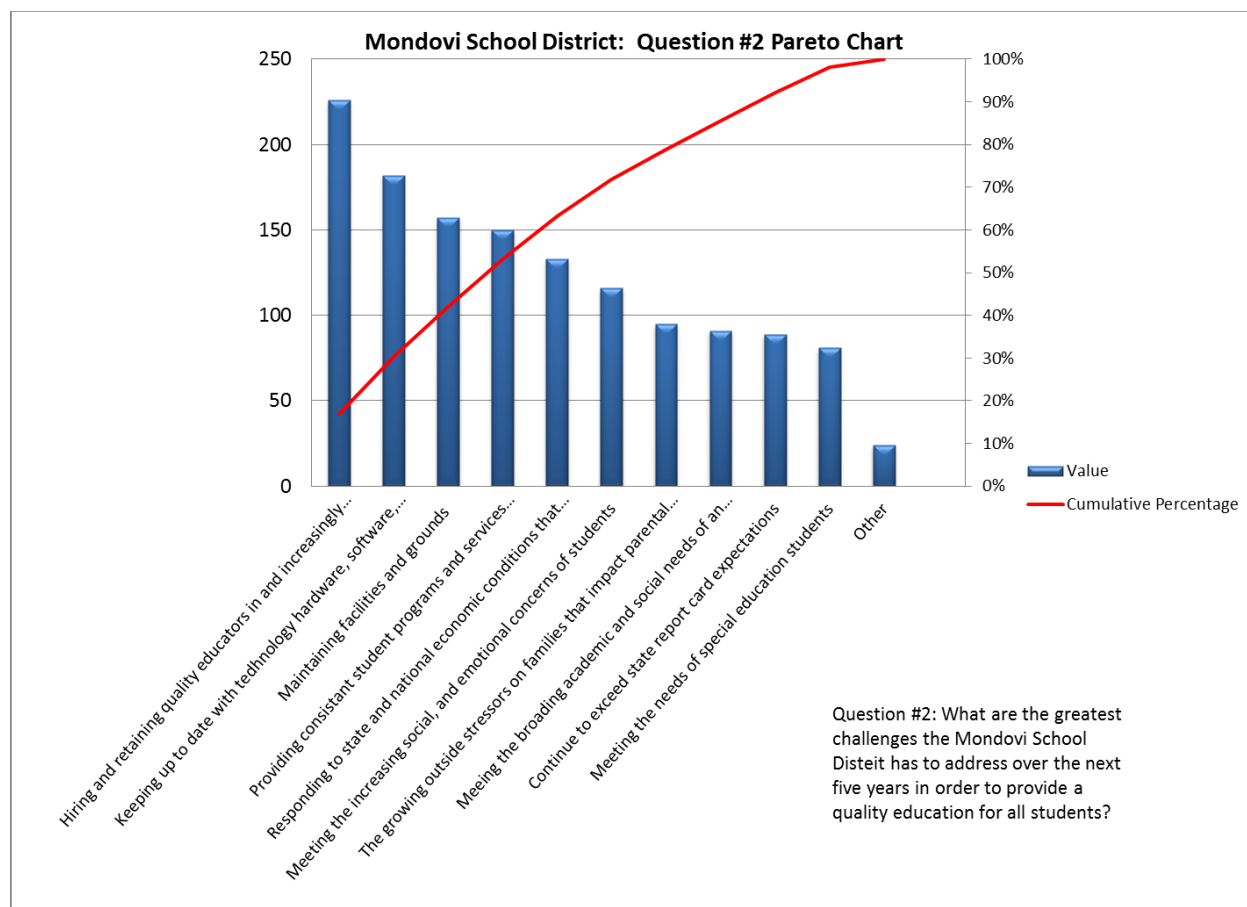
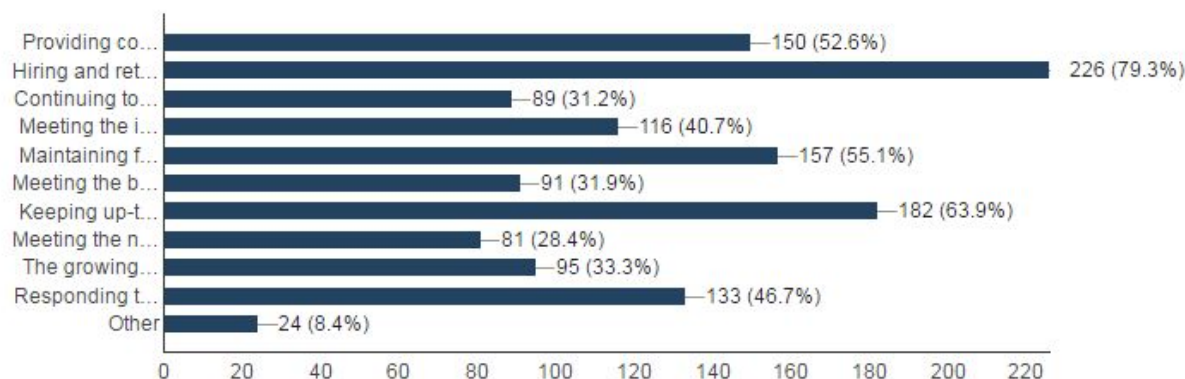


1. Please select your title. (285 responses)



2. What are the greatest challenges the School District of Mondovi has to address over the next five years in order to provide a quality education for all students? ***Choose only five of your highest priorities from the list.

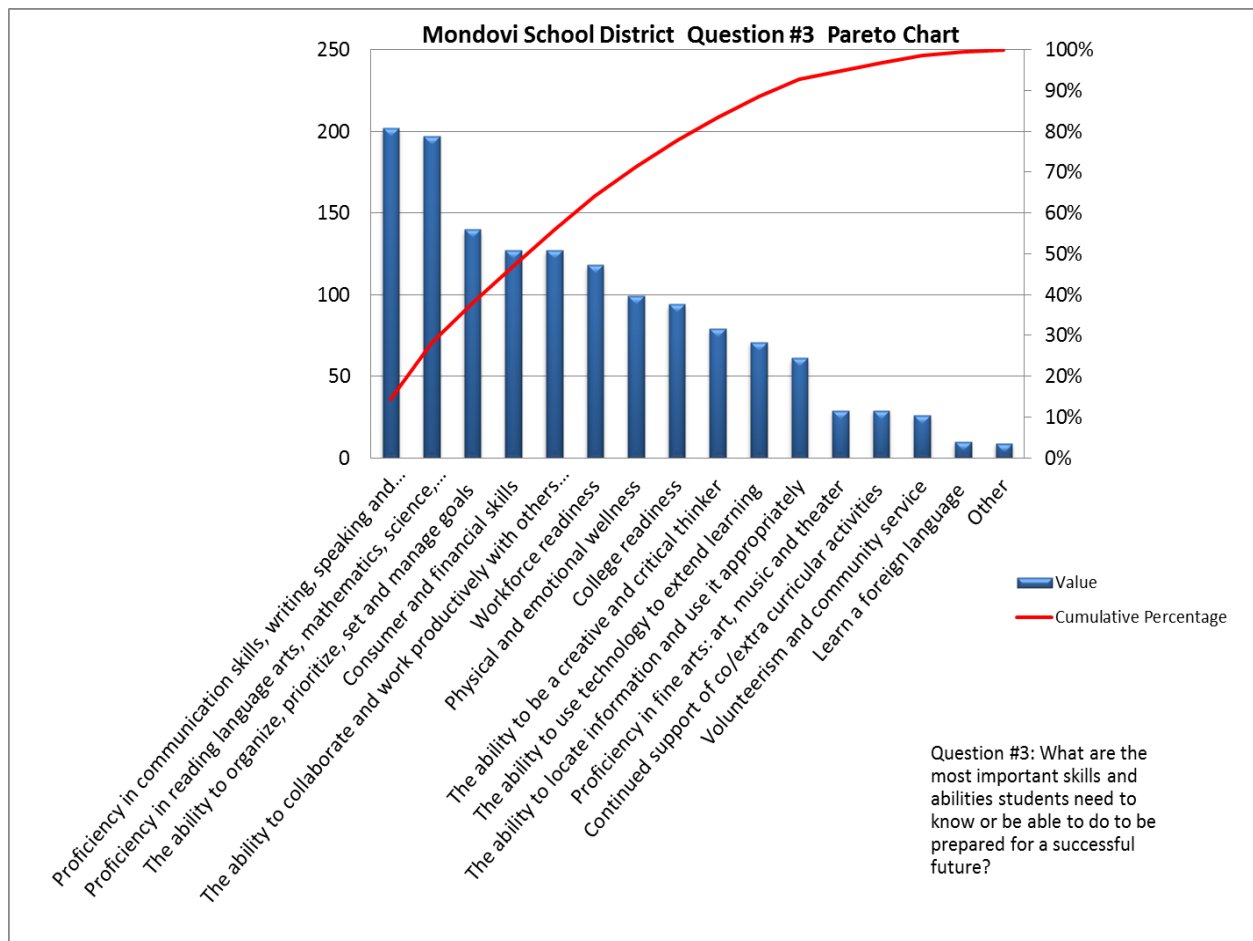
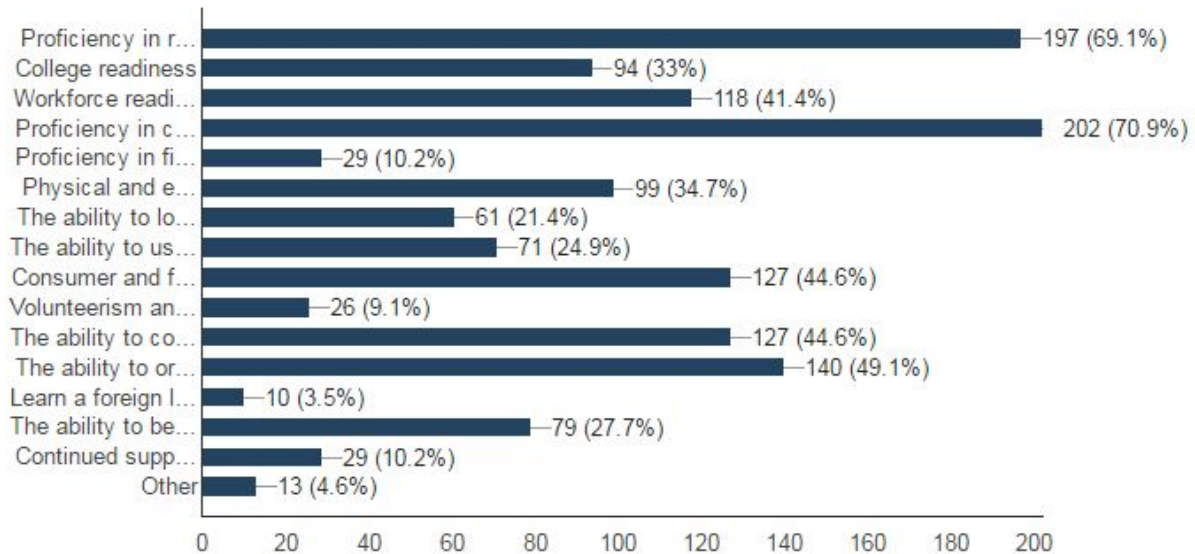
(285 responses)



Pareto Chart Data Question #2			
Category	Value	Percentage	Cumulative Percentage
Hiring and retaining quality educators in and increasingly competitive market	226	17%	17%
Keeping up to date with technology hardware, software, applications, and support	182	14%	30%
Maintaining facilities and grounds	157	12%	42%
Providing consistent student programs and services with a declining enrollment.	150	11%	53%
Responding to state and national economic conditions that affect the levels of financial support the district receives	133	10%	63%
Meeting the increasing social, and emotional concerns of students	116	9%	72%
The growing outside stressors on families that impact parental support and quality of student work and behavior	95	7%	79%
Meeting the broadening academic and social needs of an increasingly diverse student population.	91	7%	86%
Continue to exceed state report card expectations	89	7%	92%
Meeting the needs of special education students	81	6%	98%
Other	25	2%	100%
Total	1345		

3. What are the most important skills and abilities students need to know or be able to do to be prepared for a successful future? ***Choose only five of your highest priorities from the list.

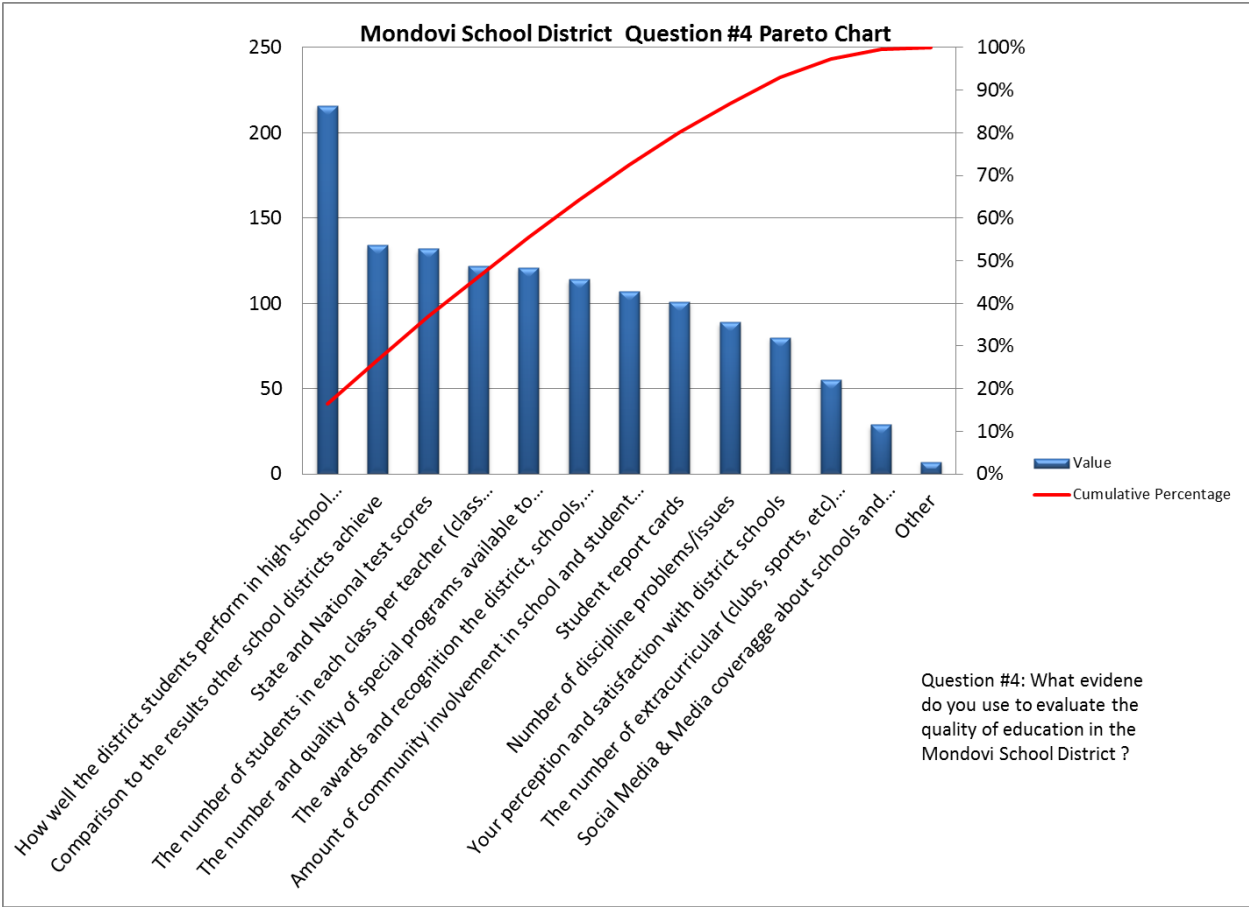
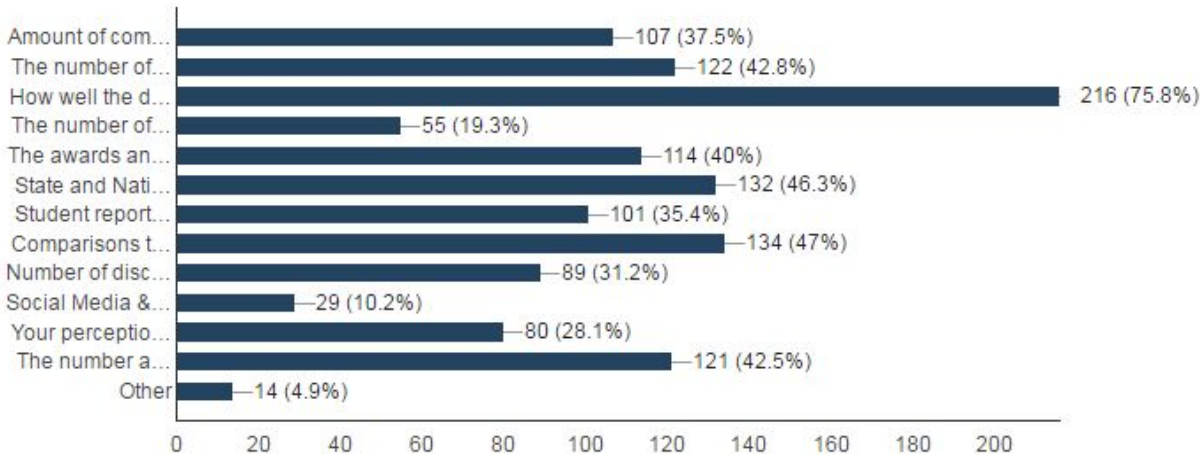
(285 responses)



Pareto Chart Data Question #3			
Category	Value	Percentage	Cumulative Percentage
Proficiency in communication skills, writing, speaking and listening	202	14%	14%
Proficiency in reading language arts, mathematics, science, and social studies	197	14%	28%
The ability to organize, prioritize, set and manage goals	140	10%	38%
Consumer and financial skills	127	9%	47%
The ability to collaborate and work productively with others and resolve conflicts when they arise	127	9%	56%
Workforce readiness	118	8%	64%
Physical and emotional wellness	99	7%	71%
College readiness	94	7%	78%
The ability to be a creative and critical thinker	79	6%	83%
The ability to use technology to extend learning	71	5%	88%
The ability to locate information and use it appropriately	61	4%	93%
Proficiency in fine arts: art, music and theater	29	2%	95%
Continued support of co/extra curricular activities	29	2%	97%
Volunteerism and community service	26	2%	99%
Learn a foreign language	10	1%	99%
Other	8	1%	100%
Total	1417		

4. What evidence do you use to evaluate the quality of education in the School District of Mondovi? ***Choose only five of your highest priorities from the list.

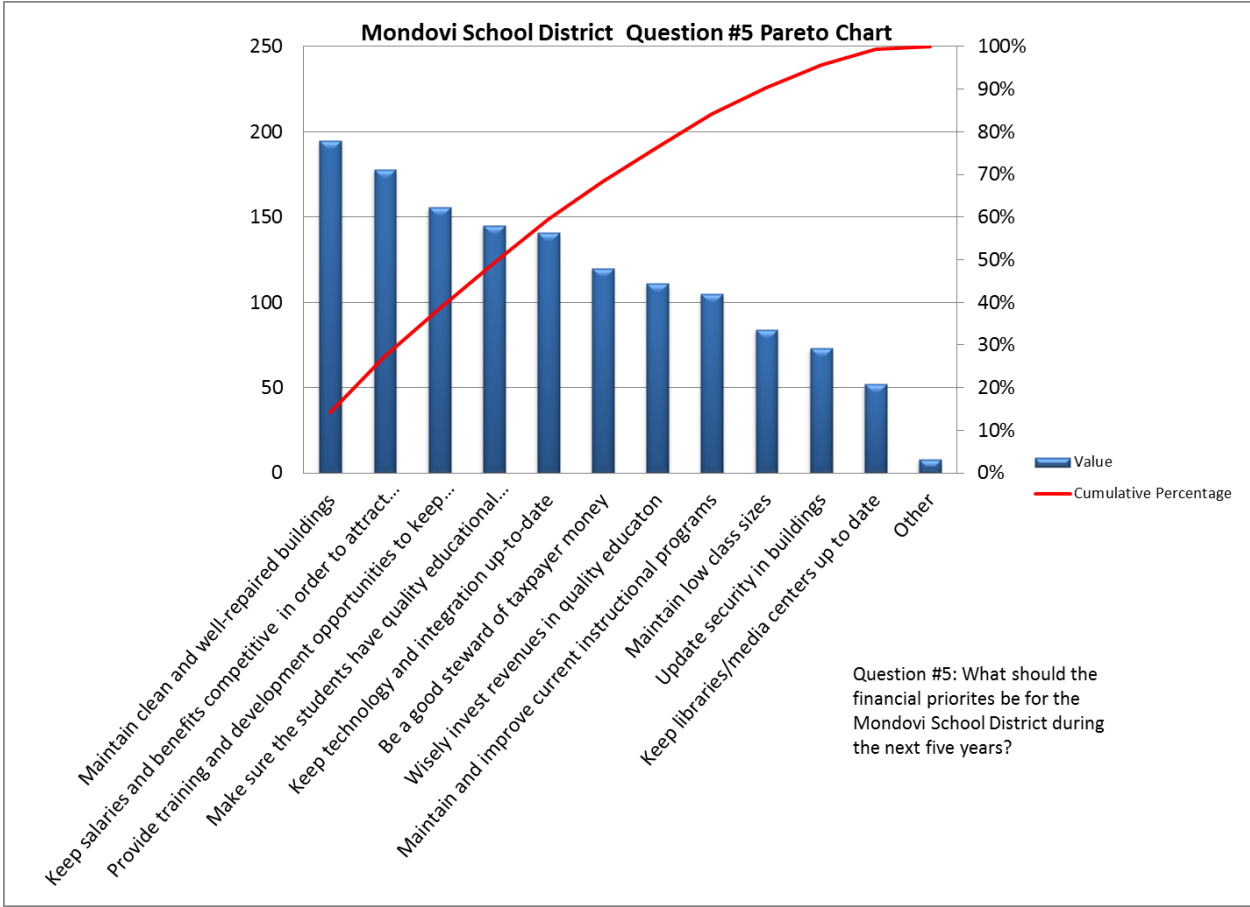
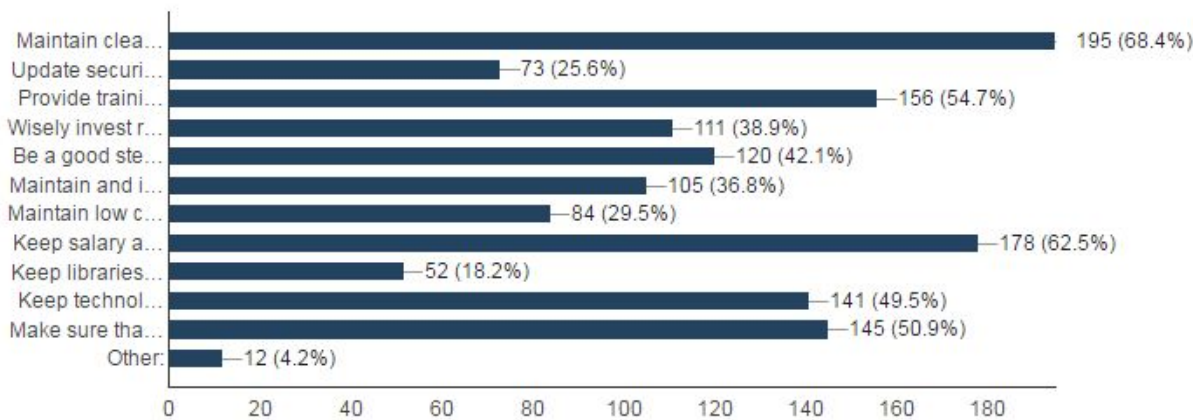
(285 responses)



Pareto Chart Data Question #4			
Category	Value	Percentage	Cumulative Percentage
How well the district students perform in high school (graduation rates, attendance, ACT scores)	216	17%	17%
Comparison to the results other school districts achieve	134	10%	27%
State and National test scores	132	10%	37%
The number of students in each class per teacher (class size)	122	9%	46%
The number and quality of special programs available to meet students' needs	121	9%	55%
The awards and recognition the district, schools, teachers, or students receive	114	9%	64%
Amount of community involvement in school and student activities	107	8%	72%
Student report cards	101	8%	80%
Number of discipline problems/issues	89	7%	87%
Your perception and satisfaction with district schools	80	6%	93%
The number of extracurricular (clubs, sports, etc) activities that are offered	55	4%	97%
Social Media & Media coverage about schools and district achievements and recognition	29	2%	99%
Other	7	1%	100%
Total	1307		

5. What should the financial priorities be for the School District of Mondovi during the next five years? ***Choose only five of your highest priorities from the list.

(285 responses)



Pareto Chart Data Question #5			
Category	Value	Percentage	Cumulative Percentage
Maintain clean and well-repaired buildings	195	14%	14%
Keep salaries and benefits competitive in order to attract and retain quality staff	178	13%	27%
Provide training and development opportunities to keep staff skilled and competent	156	11%	39%
Make sure the students have quality educational and materials in the classroom	145	11%	49%
Keep technology and integration up-to-date	141	10%	59%
Be a good steward of taxpayer money	120	9%	68%
Wisely invest revenues in quality education	111	8%	76%
Maintain and improve current instructional programs	105	8%	84%
Maintain low class sizes	84	6%	90%
Update security in buildings	73	5%	95%
Keep libraries/media centers up to date	52	4%	99%
Other	14	1%	100%
Total	1374		

Question #6

Question #6: Qualitative Coding Key Words (placed in descending order of frequency; highest to lowest)

Question #6 Summary	
High Quality Educational Programming	<ul style="list-style-type: none"> • Career ready • College ready • Innovative/progressive • Academics vs Athletics • Ready for the future
Students	<ul style="list-style-type: none"> • Student focus for the future • Success for <u>all</u> students • Motivation • Adult connections
Community/Parent Collaboration and Partnerships	<ul style="list-style-type: none"> • Attract new people to the community • Partnerships with community organizations

	<ul style="list-style-type: none"> • Pride in community and schools • Input and feedback • Promote school and community • Connect to community and regional resources
Attract and Retain High Quality Staff	<ul style="list-style-type: none"> • Hire good teachers • Keep teachers from leaving • Salary and benefits • Non-monetary compensation
Future planning – Marketing – Stakeholder Satisfaction	<ul style="list-style-type: none"> • Goals • Marketing • Stakeholder satisfaction and input • Planning for the future
Social – Emotional – Physical Well-being	<ul style="list-style-type: none"> • Wellness • Mental health • Safety
School and Taxpayer Finances	<ul style="list-style-type: none"> • Taxes • Return on investment
Safety	<ul style="list-style-type: none"> • Bullying • Keep children safe; both internally and externally
Facilities	<ul style="list-style-type: none"> • Updated • Support teaching and learning • Clean and friendly

Question #7

Question #7: Qualitative Coding Key Words (placed in descending order of frequency; highest to lowest)

QUESTION #7 SUMMARY	
High Quality Educational Programming	<ul style="list-style-type: none"> • Success for all students • College and Career ready • Well-rounded and balanced • Individual program ideas • Continued or expanded learning opportunities • Integrated technology

Positive Learning Environment	<ul style="list-style-type: none"> • Schedules • Best practice • All students graduate – success for all students • Collaboration and innovation • Supervision of students • Positive and friendly
Parent and Community Connections	<ul style="list-style-type: none"> • Communication • Community involvement • Parent involvement • Attract new community members • Taxpayer dollars and fees
Attract and Retain High Quality Staff	<ul style="list-style-type: none"> • Accountability • Salary and benefits • Best practice • Quality
Athletic/Co or Extra-Curricular	<ul style="list-style-type: none"> • Balance athletics and academics • Evaluation • Coaching • Quality
Facility – Clean and Updated	<ul style="list-style-type: none"> • H.S. gym • Commons • Lighting • Auditorium • Library • Pool • Concession stand/bathrooms

Conclusion

The School District of Mondovi is committed to improving education and building strong partnerships within the community. In order to create the desired future a community-based plan must be created, implemented by the district staff, monitored and supported by the Board of Education and reviewed on a yearly basis to renew and adjust the plan. This three-year plan is the road map for the district future. Strategic planning is the vehicle to actualize the district's vision and achieve the mission.

The Staff and Board of Education are ready to accept the challenge of striving for excellence. This strategic plan focuses on not only student achievement, but also the social and emotional well-being of students. This student-centered focus will be supported by a competent and hardworking staff. The community will continue to grow in the support of the district and partnerships will be expanded. All of this work will take place in a learning environment that supports and enriches the learning process.

These goals, within the five main themes of Community Communication & Engagement, Curriculum & Instruction, Facilities & Operations, Personnel Development & Engagement, and Technology, will be monitored constantly throughout the implementation phase and the strategic plan and will be refreshed and updated yearly. A new plan will be created at the end of each planning cycle. In this fashion, the School District of Mondovi has begun a long-term improvement process to create the desired future with staff, community and student input.

Good leadership centers on student learning, eliminating distractions, measuring the results of actions and allocating resources to achieve the vision and mission of the district. The entire organization must focus attention on the components of this plan and contribute to successful implementation. The students, families and community are well served by this body of work.

Community Communication & Engagement

Chair: Mike Bruning

Team Membership: Tom Casey, Susan Deetz, Tessa Harmon, Jerry Jehn, Jean Sandberg, and Andy VanRoo

Defined as:

The School District of Mondovi will communicate, engage, and develop partnerships with students, staff, and citizens to help reach our mission of academic excellence and positive citizenship for all students.

Goals:

- Establish at least one new partnership with a local business, educational institution, and/or individual (career skill development, service).
- Develop a public relations plan that informs and engages the community.
- Create a plan that maximizes community access to, and usage of, district facilities.

Past Accomplishments: Mobile app, Facebook, Twitter, Promo video, Weekly newspaper article, Website development, Buffalo TV, Community outreach

Curriculum & Instruction

Chair: Paul Franzwa

Team Membership: Kaylan Altmann, Melissa Janke, Ron Keys, Tyler Moy, Todd Poeschel, Jill Robaidek, Jill Stadter, Adam Wehling, Kayla Williams, Barb Wright, and Lori Vetterkind

Defined as:

The School District of Mondovi will improve student learning through a rigorous and relevant curriculum delivered by high quality educators who use innovative, research-based strategies to prepare students who are college, career, and life ready to compete in a global environment in the 21st century.

Goals:

- Coordinate RtI structures with comprehensive student learning assessment system (STAR, State tests, etc).
- Establish a comprehensive plan, with emphasis on a standards-based approach in Mathematics and English/Language Arts, for curriculum writing, adoption, review, revision, and implementation (publish learning targets).
- Identify, implement, and monitor research-based best practice instructional strategies.

Past Accomplishments: High School WIN, Middle School MSR, Elementary Target Time, Electronic Data Wall, PLC/Early Release, Advanced Placement additions, Transcribed credits/courses

Facilities & Operations

Chair: Charlie Wiedmaier

Team Membership: Steve Anderson, Greg Bauer, Greg Corning, Kerry Falkner, Bryan Gibbs, Dave Gruber, Adam Julson, and Jim Rud

Defined as:

The School District of Mondovi will provide safe, healthy, orderly, and efficiently operated school facilities to ensure the success of all students and accountability for all stakeholders.

Goals:

- Develop and systematically review a building safety plan (lighting, emergency response procedures, etc.).
- Create a plan to maintain and upgrade the Mondovi School District facilities.

Past Accomplishments: LED conversion at Anthony, LED conversion at City School, Security camera system, Key fob entry system, Entry protocol, Maintenance plan, Track resurface, Grandstands upgrade, Elementary restrooms remodel, Flooring resurface, Cafeteria tables

Personnel Development & Engagement

Chair: Greg Corning

Team Membership: Barrett Brenner, Susan Deetz, Jill Robaidek, Jill Stadter, Carie Thompson, and Steve Williamson

Defined as:

The School District of Mondovi will utilize best practices to hire, retain, engage, and develop a skilled and talented workforce that will enable the District to achieve its mission.

Goals:

- Explore compensation models.

- Develop a plan to attract and retain staff members (including non-monetary benefits).
- Establish a faculty professional development team.
- Provide training and development opportunities to keep staff skilled and competent in conjunction with the current Educator Effectiveness model.

Past Accomplishments: Communication Council, Compensation Points system, Compensation Plan Schedule, WECAN

Technology

Chair: Brad Elkins

Team Membership: Greg Bauer, Anne Fath, Lisa Heike, Ron Keys, Maureen McRoberts, Jim Peterson, Jean Sandberg, Kari Jo Sterry, and Lori Vetterkind

Defined as:

The School District of Mondovi will create classroom environments where students and teachers engage in collaborative integration of technology to transform knowledge and skills into solutions, new information, and products that improve student learning.

Goals:

- Establish and implement a plan for the continued rotation and upgrades of district infrastructure and devices.
- Provide staff development opportunities for staff to understand and expand their knowledge of classroom applications that increase student achievement.

Past Accomplishments: Technology Team, Live streaming Buffalo TV, 5-yr refresh rate, Wireless campus, CINC Partnership (Anthony & City School), E-rate wireless upgrades, Interactive whiteboard installation & training, Junior Buffaloes

Next steps

This document serves as a summary of the strategic planning process. Three additional documents will be created as a result of the continuing work of each of the five Action Teams: Action Plans, Executive Summary, and Plan On A Page.

Action Plans

Each of the five main themes has multiple objectives. Each one of those objectives has multiple Actions Steps that assist in the accomplishment of that particular objective. The skeleton of these documents are provided here and will be added to as each of the five Action Teams completes their work.

Action Plan 1 of 3 Process Form

Community Communication & Engagement

Strategic Goal: Establish at least one new partnership with a local business, educational institution, and/or individual (career skill development, service).

Past Accomplishments: Mobile app, Facebook, Twitter, Promo video, Weekly newspaper article, Website development, Buffalo TV, Community outreach

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of	Progress to Date
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				implementation or measurement?	
Form job shadowing partnerships with local businesses	1	Administration, ACP teacher, Mondovi Business Association (Tessa Harmon contact)	Fall 2017	<ul style="list-style-type: none"> - Businesses willing to host job shadowers will be identified (establish baseline and measure growth) - ACP students will participate in job shadowing placements and mock interviews (baseline and growth) - Feedback forms for businesses and reflection forms for students 	
Partner with CVTC regarding trade job shadowing and/or apprenticeships for college credit	2	Administration and Vocational Education teachers	Fall 2018	<ul style="list-style-type: none"> - CVTC credit agreement - Student placement in the program (baseline and growth) 	
Create student/community service opportunity	3	Administration & Vocational Education Department teachers	2017-2018 School Year	<ul style="list-style-type: none"> - Service project contracts between Voc Ed students and community (woods, graphics, metals and/or accounting) - baseline and growth 	

Action Plan 2 of 3 Process Form

Community Communication & Engagement

Strategic Goal: Develop a public relations plan that informs and engages the community.

Past Accomplishments: Mobile app, Facebook, Twitter, Promo video, Weekly newspaper article, Website development, Buffalo TV, Community outreach

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date
Partnership with City to promote Mondovi	1	Administration, School Board, City Council, City Administrator, Mondovi Business Association	2017-2018	<ul style="list-style-type: none"> - Joint Promotional website and/or brochure 	
Foster more community volunteer opportunities through update	1	Administration, Shelly Teigen, Brad Elkins	2017-18	<ul style="list-style-type: none"> - "Volunteer Button" linking to specific volunteer opportunities (especially for senior citizens) - Increased volunteerism in the school 	

and promote School Website					
Build usage of school website and Facebook page	2	Administration, FBLA (marketing)	2017-18	- Promotion campaign (fliers, ads, handouts at events) -1,000 "Likes" on Facebook page	

Action Plan 3 of 3 Process Form

Community Communication & Engagement

Strategic Goal: Create a plan that maximizes community access to, and usage of, district facilities.

Past Accomplishments: Mobile app, Facebook, Twitter, Promo video, Weekly newspaper article, Website development, Buffalo TV, Community outreach

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date
Develop an online building space availability chart for public access	1	Administration, Activities Department, Shelly Teigen	Fall 2017	-School website link to availability chart -Community will be able to reserve facility space electronically	
Promote public building access opportunities (Step 1 determine what areas, what times, and to whom)	1	Activities Department, Administration, (City recreation partnership?)	2017-18 School Year	-Website and other modes of promotion for meeting space, fitness opportunities, computer labs, music rooms (possibly indoor walking)	

Action Plan 1 of 3 Process Form

Curriculum & Instruction

Strategic Goal: Coordinate RtI structures with comprehensive student learning assessment system (STAR, State tests, etc).

Past Accomplishments: High School WIN, Middle School MSR, Elementary Target Time, Electronic Data Wall, PLC/Early Release, Advanced Placement additions, Transcribed credits/courses

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date
Identify soft/study skills needed to be successful in Middle School		Middle School and High School staff, administration	2017-18 school year	Soft/study skills identified and curriculum is established	

and research best practices					
Determine a process to identify students in need of soft/study skills and when to implement that support (ie: separate course and/or common language used by all)		Middle School and High School staff, administration	2017-18 school year	A process will be in place to identify students in need of soft/study skills Teachers will be trained in a common response to students without soft/study skills	
Coordinate Target Time with results from formative assessments		Elementary School staff and administration	2017-18 school year	Formative assessments will continue to be developed	
Modify longitudinal data system and discuss benefits of individual local assessment folders		Elementary School staff and administration	2017-18 school year	Data wall will include most appropriate assessments	
Determine alternate or additional responses to students who continually fail even after initial interventions		High School staff and administration	2017-18 school year	Involve parents in additional interventions Determine how to involve peer mentors as additional interventions	

*Consider parent communication

Action Plan 2 of 3 Process Form Curriculum & Instruction

Strategic Goal: Establish a comprehensive plan, with emphasis on a standards-based approach in Mathematics and English/Language Arts, for curriculum writing, adoption, review, revision, and implementation (publish learning targets).

Past Accomplishments: High School WIN, Middle School MSR, Elementary Target Time, Electronic Data Wall, PLC/Early Release, Advanced Placement additions, Transcribed credits/courses

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date
Establish a process and a curricular cycle to identify essential outcomes and meet with departments to vertically align the standards (grade level, building level, etc.) *5 year plan	1	4K-12 Staff	2017-18 school year	Essential standards defined per curriculum area Scope and sequence 4K-12	

**Action Plan 3 of 3 Process Form
Curriculum & Instruction**

Strategic Goal: Identify, implement, and monitor research-based best practice instructional strategies.

Past Accomplishments: High School WIN, Middle School MSR, Elementary Target Time, Electronic Data Wall, PLC/Early Release, Advanced Placement additions, Transcribed credits/courses

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date
Identify best practice instructional strategies that can be shared across departments and grade levels		Middle and High School staff		Bank of strategies developed Evidence provided that strategy has been implemented (ie: collaboration in mixed groups K-12)	
Schedule PD days-summer/school year to work on writing curriculum which will include best		Elementary staff - all grade level teams	Summer and Academic Year 2017-2018	Grade level teams will participate in professional development, write vertically aligned curriculum that incorporates best practice strategies	

practice strategies in ELA					
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Action Plan 1 of 2 Process Form

Facilities & Operations

Strategic Goal: Develop and systematically review a building safety plan (lighting, emergency response procedures, etc.).

Past Accomplishments: LED conversion at Anthony, LED conversion at City School, Security camera system, Key fob entry system, Entry protocol, Maintenance plan, Track resurface, Grandstands upgrade, Elementary restrooms remodel, Flooring resurface, Cafeteria tables

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date
Review entry protocols both within buildings and on the grounds		Supervisor Team, Admin Team, Clerical Group			
Petition Xcel Energy for a possible lighting analysis		B&G Supervisor, Superintendent			Strategic Planning Stakeholder Survey
Coordinate emergency response training between MPD, MFD, EMS, and Mondovi School District		Safety Coordinator, Superintendent, B&G Supervisor			Law Enforcement Training

Action Plan 2 of 2 Process Form

Facilities & Operations

Strategic Goal: Create a plan to maintain and upgrade the Mondovi School District facilities.

Past Accomplishments: LED conversion at Anthony, LED conversion at City School, Security camera system, Key fob entry system, Entry protocol, Maintenance plan, Track resurface, Grandstands upgrade, Elementary restrooms remodel, Flooring resurface, Cafeteria tables

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date

Explore alternative fuel opportunities (solar, propane, geothermal, etc.)		Superintendent, B&G Supervisor			
Perform a Facility Audit Report		Superintendent, B&G Supervisor			BOE Presentation - June 26
Create a list of potential facility upgrades (Buffalo Lobby, Swimming pool, Grandstand/Base ball/Softball restrooms, Main gym ceiling, Auditorium, Bus garage, etc.)		Supervisor Team, Admin Team			Strategic Planning Stakeholder Survey

Action Plan 1 of 4 Process Form

Personnel Development & Engagement

Strategic Goal: Explore compensation models.

Past Accomplishments: Communication Council, Compensation Points system, Compensation Plan Schedule, WECAN

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date
Contact CESA 10 for current models					
Acquire CVTC Salary Schedule					
Contact Dunn-St. Croix for current models					
Discover service agencies that assess performance					
Acquire/study Marten Transport Model					

Action Plan 2 of 4 Process Form

Personnel Development & Engagement

Strategic Goal: Develop a plan to attract and retain staff members (including non-monetary benefits).

Past Accomplishments: Communication Council, Compensation Points system, Compensation Plan Schedule, WECAN

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date
Measure turnover in School District of Mondovi					
Discover turnover ratio within CESA 10					
Create a School District of Mondovi promotional program					
Handbook review and identify non-monetary topics					
Staff recognition program					
Survey staff on what resources are desired					

Action Plan 3 of 4 Process Form

Personnel Development & Engagement

Strategic Goal: Establish a faculty professional development team.

Past Accomplishments: Communication Council, Compensation Points system, Compensation Plan Schedule, WECAN

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date
Create a database of professional development attended by staff					
Create the demographic of					

membership onto the PD Team					
Investigate continuing education/professional development into RFP's					

Action Plan 4 of 4 Process Form
Personnel Development & Engagement

Strategic Goal: Provide training and development opportunities to keep staff skilled and competent in conjunction with the current Educator Effectiveness model.

Past Accomplishments: Communication Council, Compensation Points system, Compensation Plan Schedule, WECAN

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date
Develop a calendar that allows for PD					
Evaluate substitute teacher budget					
Investigate alternative master schedule models					

Action Plan 1 of 2 Process Form
Technology

Strategic Goal: Establish and implement a plan for the continued rotation and upgrades of district infrastructure and devices.

Past Accomplishments: Technology Team, Live streaming Buffalo TV, 5-yr refresh rate, Wireless campus, CINC Partnership (Anthony & City School), E-rate wireless upgrades, Interactive whiteboard installation & training, Junior Buffaloes

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date
Analyze ongoing budgetary needs					

Tech. Team participation by staff members					
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Action Plan 2 of 2 Process Form

Technology

Strategic Goal: Provide staff development opportunities for staff to understand and expand their knowledge of classroom applications that increase student achievement.

Past Accomplishments: Technology Team, Live streaming Buffalo TV, 5-yr refresh rate, Wireless campus, CINC Partnership (Anthony & City School), E-rate wireless upgrades, Interactive whiteboard installation & training, Junior Buffaloes

Measurable Action Steps	Priority	Person or Group Responsible	Time Frame	Completion: What will be the visible results of implementation or measurement?	Progress to Date
Offer Google Certified Educator(s) training					
Professional Development for Interactive Classrooms					
Offer students technology trainings					
Continue to reteach PBIS expectations regarding technology for teachers and students					

Executive Summary

The Strategic Plan Executive Summary includes the three-year goals, annual action plans, and District accomplishments related to each theme area. The summary will also include links to the Plan Do Study Act (PDSA) process for each annual goal. These links will provide timely updated information to all stakeholders.

Plan On A Page

The Plan on a Page flowchart will be reviewed annually and updated with new action steps.

The strategic planning process will continue to need stakeholder input. Please feel free to provide the School District of Mondovi with feedback. We look forward to putting the plan into action.

Gregory K. Corning, EdS
Superintendent
School District of Mondovi