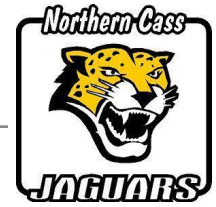


Northern Cass School District #97: Operational Plan 2023-24



Our Why: We believe every learner can change the world; therefore, we will provide a world class education.

Our Values: Northern Cass will commit to purposefully build trust, develop authentic relationships, and engage in innovative practices which will empower learners to be choice ready.

Collective Commitments

1. We are dedicated and passionate about relationships, teaching and learning, acknowledging greatness, self-reflection, and service to the Northern Cass community.
2. We are dedicated to continuous improvement.

Our Strategic Themes and Priority Areas

Choice Ready-Theme 1

- a. Priority Areas: Culture, Portrait of Learner, Signature Learning Experiences

Evidence-Based Decision Making-Theme 2

- b. Priority Areas: Multi-Tiered Systems of Support (MTSS) Academic and Behavioral

Personalized Learning-Theme 3

- c. Priority Areas: Social Emotional Learning, Learner Agency, Competency-Based Education

Stakeholder Engagement-Theme 4

- d. Priority Areas: Family Engagement

Quality Characteristics for Cognia

Four key characteristics are evident when institutions effectively adopt the Cognia Performance Standards and engage in Cognia's peer review process for accreditation and continuous improvement.

CULTURE OF LEARNING: the institution's focus on the challenges, joys, and opportunities for learning, and the coherence with its mission and vision

LEADERSHIP FOR LEARNING: the responsibility of an institution's leaders to influence and impact all aspects of the institution in positive ways

ENGAGEMENT OF LEARNING: the inclusion of all learners in the learning process, and their development of confidence and love of learning

GROWTH IN LEARNING: the growth of learners in the programs and curricula provided by the institution and their readiness to successfully transition to next levels of learning

These characteristics serve as our model for identifying and discussing school and system quality.

Theme 1: Choice Ready	Level 3: Guaranteed and Viable Curriculum (page 14-15 in strategic plan)
<p>Priority Area: Portrait of a Learner Attributes and Competencies Northern Cass Public School District believes it is essential to assess and provide evidence of choice ready skills for all learners from birth to graduation. The district has identified critical skills and believes it must provide support for learners to develop these competencies at a proficient level. These competency areas are: accountability, communication, adaptability, leadership, and a learner's mindset. These encourage the achievement of every learner by defining the knowledge, dispositions, and skills learners must demonstrate to be proficient.</p>	
<p>Goal 2023-24: Northern Cass educators will provide explicit instruction on Portrait of a Learner attributes and competencies.</p>	
2023-2024 Operational Task	Responsible Person(s) or Team
<ol style="list-style-type: none"> 1. Personalized professional learning support will be provided for educators on the Portrait of a Learner attributes and the corresponding competencies. 2. Portrait of a Learner is referenced on a regular basis. 3. Educators will provide feedback to each learner on a different competency (from the previous year) for each Portrait of a Learner attribute. 4. Educators will identify a Portrait of Learner attribute and corresponding competency for every priority standard (utilize reDesign Framework). 5. Educators will utilize the reDesign Framework when explicitly teaching Portrait of a Learner attributes and competencies. 6. Educators will implement gateway projects and processes for Levels 3, 5, and 8 which are directly linked to the Portrait of a Learner. Educators will provide feedback and assess learners on their presentation. 7. Educators will implement a capstone process for Level 12 which is a graduation requirement. Educators will provide feedback and assess learning on their presentation. 8. Educators will guide Level 9 and 10 learners to utilize the Mastery Transcript and/or a corresponding platform. 	<ol style="list-style-type: none"> 1. Leadership Team 2. Educators 3. Educators 4. Educators 5. Educators 6. Educators in Levels 3, 5, and 8 7. High School Educators and Leadership 8. Director of Personalized Learning, Superintendent, Secondary Counselor, Director of College, Secondary Principal, Career, and Life Readiness, and Literacy Specialist
<p>To Do:</p> <p><input type="checkbox"/> Develop tracking form for Portrait of a Learner and standards. This could be done through Abre.</p>	

Theme 1: Choice Ready	Level 3: Guaranteed and Viable Curriculum (page 14-15 in strategic plan)
<p>Priority Area: Signature Learning Experiences Northern Cass Public School District believes learners deserve the opportunity to engage in authentic learning experiences. This includes, but is not limited to, job shadows, internships, and professional presentations. These opportunities will allow learners to not only understand what they may want to do in the future, but also understand what is not the right fit for them. A key intention of this goal is to create partnerships between Northern Cass, local businesses, colleges, and the military. Stronger relationships will help develop seamless transitions through a learner's educational career.</p>	
<p>Goal 2023-2024: Engage every learner in career awareness, exploration, preparation, and training.</p>	
2023-2024 Operational Task	Responsible Person(s) or Team
<ol style="list-style-type: none"> 1. The CTE and counseling department will develop career pathways linked to current course offerings. 2. The district will continue and expand authentic CTE experiences (ie: the Game of Life simulation; Amazing Shake) 3. The district will continue to use a playlist in Empower for learners who are engaging in an internship. 4. The district will develop a robust internship program including developing business partnerships throughout the region. This will include a formal evaluation of the program which will also include a presentation by learners. 5. The district will continue to submit for the articulation of credit for experiences outside of the traditional learning center via HB 1478 on an ongoing basis for all formal partnerships. 	<ol style="list-style-type: none"> 1. Director of College, Career, and Life Readiness and Secondary Counselor 2. Director of College, Career, and Life Readiness, Secondary Counselor, and CTE educators 3. Director of College, Career, and Life Readiness, Secondary Principal, and CTE Educators 4. Director of College, Career, and Life Readiness 5. Superintendent

Theme 2: Evidence Based Decision Making	Level 1: Safe, Supportive and Collaborative Culture (page 8 in strategic plan)
<p>Priority Area 1: Multi Tier Systems of Support (MTSS)-Academic and Behavioral <i>Multi-Tier System of Supports (MTSS) is a framework to provide all learners with opportunities to succeed academically, socially, emotionally, and behaviorally in school. MTSS-B focuses on providing high-quality instruction and social, emotional, and behavioral interventions matched to learner needs while monitoring progress frequently. Evidence is used to allocate resources to improve learning and support implementation of effective practices.</i></p>	
<p>Goal 2023-2024: All learners will demonstrate growth in their academic interim assessments as well as in their Habits of Work.</p>	
2023-2024 Operational Task	Responsible Person(s) or Team
<ul style="list-style-type: none"> • Educators will continue to implement pathways for English Language Arts in Levels K-12. Educators in Levels 9-12 will implement courses with support. • Educators in Levels 4-12 will utilize No Red Ink to provide skill building in ELA. • Learners will be benchmark assessed according to the assessment calendar and educators will report out results. • All educators will be trained in content-area reading strategies. • District will utilize ALEKS in Levels 3-12 (only through Algebra II). • Age level discipline matrices will be adhered to and continually reviewed. • Northern Cass Public School will provide ongoing training opportunities for current staff and new educators to ensure implementation of appropriate discipline strategies. • The district will continue to offer training sessions on the Nurtured Heart Approach. • Northern Cass educators will develop their learning center ‘Collective Commitments’ and/or CHAMPS with learners. They will post, reference, and revisit on a regular basis. • Northern Cass certified educators will identify the tight/loose learner and educators behaviors for PK-12. <p>To Do:</p> <p><input type="checkbox"/> Administrators will work with their educators to develop the tight/loose learner and educator behaviors during Back to School professional learning.</p>	<ol style="list-style-type: none"> 1. MTSS Team and Educators 2. ELA Educators Levels 4-12, Literacy Specialist, and Director of Technology 3. Interventionists and Educators 4. Literacy and Media Specialist 5. Math Educators 6. Administration and Educators 7. Leadership and Educators 8. Nurtured Heart Approach (NHA) Trainers and Administration 9. Educators 10. Administration and Educators

Theme 3: Personalized Learning	Level 1: Safe, Supportive and Collaborative Culture (page 9 in strategic plan)
<p>Priority Area: Social Emotional Learning <i>Social and emotional learning (SEL) is the process through which children and adults understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions. The Strategic Planning Committee identified a need to develop a system to address expectations for learner behavior and to ensure a positive school culture.</i></p>	
<p>Goal 2023-2024: Northern Cass commits to meeting the needs of the whole child through purposeful implementation of social emotional learning practices.</p>	
2023-2024 Operational Task	Responsible Person(s) or Team
<ol style="list-style-type: none"> 1. The leadership team will apply for grants to help fund the School-Based Mental Health Program as well as continue to send referrals as needed. 2. The counseling department will conduct needs assessments of all learners in order to offer support services. 3. The counseling department will utilize Second Step as an SEL curriculum for learners in PK-5. 4. The counseling department will continue their partnership with NDSU Counseling. 5. Northern Cass will offer a Social Emotional Learning course co-taught by counselors and a learning center educator for high school. 6. Northern Cass will utilize the Close Gap app to assess and support learner wellness in Levels 6-8. 7. Northern Cass will identify social emotional learning best practices and provide training on implementation in learning centers. 8. Northern Cass will engage educators with Safety Net in order to identify learners who have connections in the building. 	<ol style="list-style-type: none"> 1. Superintendent and Site Coordinator 2. Elementary and Secondary Counselor 3. Elementary Counselor 4. Elementary and Secondary Counselor 5. Elementary and Secondary Counselor, Learning Center Educator, and Secondary Principal 6. Secondary Counselor and Middle School Educators 7. Elementary and Secondary Counselor and Leadership Team. 8. Leadership Team and Educators

Theme 3: Personalized Learning	Level 2: Effective Teaching in Every Classroom (page 12 in strategic plan)
<p>Priority Area: Learner Agency Learner agency is a learner’s willingness and capacity to identify and balance when, what, why, and how they will learn, and who they need to learn with in order to develop self-efficacy and empowerment. Learners will develop voice, choice, and ownership over their learning.</p>	
<p>Goal 2023-2024: Learners will identify learning as being relevant and self-directed.</p>	
2023-2024 Operational Task	Responsible Person(s) or Team
<p>1. Educators will continue to visually track learner progress in all subjects and/or classes.</p> <p>2. Educators will survey learners at the end of all priority standards to solicit feedback to inform future instruction.</p> <p>3. Northern Cass will implement middle school studios and continue with the high school independent studios as well as incorporate conditions of studios into regular high school courses as well as utilizing ‘sparks’ at the elementary level.</p> <p>4. Educators will engage learners in an interest survey as part of developing a learner profile.</p> <p>5. Educators will facilitate learners practicing and developing their ability to independently set goals.</p> <p>6. Educators will facilitate learning through flexible grouping strategies.</p> <p>To Do: <input type="checkbox"/> Educators must send priority standard survey feedback to their administrator.</p>	<p>1. Educators</p> <p>2. Educators and Administration</p> <p>3. Educators, Director of Personalized Learning and Personalized Learning Coach</p> <p>4. Educators</p> <p>5. Educators</p> <p>6. Educators, Director of Personalized Learning and Personalized Learning Coach</p> <p>7.</p>

Theme 3: Personalized Learning	Level 5: Competency Based Education (page 16 in strategic plan)
<p>Priority Area: Continue Transition to Competency-Based Education <i>A competency-based system is a system of instruction where learners advance to higher levels of learning when they demonstrate mastery of concepts and skills regardless of time, place, or pace. Learners demonstrate proficiency in a combination of competencies and priority standards to ensure they are progressing towards being choice ready.</i></p>	
<p>Goal 2023-24: Northern Cass will continue to make growth towards being High Reliability School Certified at Level 5.</p>	
2023-2024 Operational Task	Responsible Person(s) or Team
<ol style="list-style-type: none"> All educators will utilize competency-based best practices (Northern Cass Instructional Framework) in their learning center. <ol style="list-style-type: none"> Educators will utilize a rounds/station model. <ol style="list-style-type: none"> Coaching Conferencing Flexible Grouping Educators will utilize seminars for whole group instruction as needed. Educators will reflect on the framework and work toward the districtwide goal/s. Educators will identify/revise matrices for all content. Educators will update Habits of Work and pacing in Empower (as deemed appropriate based on level) on a weekly basis. Northern Cass will review and revise their strategic plan for transitioning to full competency-based learning. Educators will reflect on the PCBL vision and set a professional goal. Every educator will identify learners who have not made adequate progress towards proficiency on a priority standard. Educators are responsible to accept new learners (to their learning center) where they are at in their current learning (whether they are behind, at, or ahead of their level). Educators will develop multiple pathways to proficiency. Educators will document pre and post assessment scores for guaranteed vocabulary. District will build a systematic process for learners to complete ‘In Progress’ standards. Northern Cass will submit for certification for Level 5 for High Reliability Schools in the spring of 2024. 	<ol style="list-style-type: none"> Educators and Administration Educators Educators PCBL/Transcend Team Educators, Administration, Interventionists, and Special Educators Educators, Interventionists, and Special Educators Educators and Administration Leadership and Educators HRS Team

Theme 4: Stakeholder Engagement	Level 1: Safe, Supportive and Collaborative Culture (page 11 in strategic plan)
<p>Priority Area: Family Engagement <i>Effective engagement with all internal and external stakeholders is critical in maintaining a quality school culture. The Strategic Planning Committee identified the need to improve engagement, both internally and externally, with the many different communities served by the school district. Engagement is defined as interacting with the school environment which includes, but is not limited to, attending events, reading communications, participating in committees, volunteering at the school, and donating time or resources.</i></p>	
<p>Goal 2023-2024: Northern Cass will increase stakeholder engagement.</p>	
2023-2024 Operational Task	Responsible Person(s) or Team
<ol style="list-style-type: none"> 1. Northern Cass Public School will continue to utilize a communication plan to ensure consistent and timely communication using a variety of platforms to allow access for all stakeholders. Northern Cass Public School will continue to use Facebook, Twitter, the Cass County Reporter, the school website, Empower, SeeSaw, community meetings, and a newsletter to dispense information. 2. Northern Cass will host a variety of events including, but not limited to ‘Grandparents Day’, Book Fair, Senior Tour Day, and Business Luncheon in order to engage stakeholders. 3. Host site visits for families and community members to observe teaching and learning. 4. Host two Northern Cass State of the District addresses to update progress on current district commitments. 5. Continue the use of the weekly memo (Superintendent) updating the district on upcoming events and/or issues. 6. Northern Cass coaches/advisors will utilize either the Remind App or email for communication during activities and/or classes. 	<ol style="list-style-type: none"> 1. Superintendent, Director of Technology, Administrative Assistant to the Superintendent, Executive Administrative Assistant in Charge of Office Operations, and Activities Director 2. Leadership Team 3. Director of Personalized Learning and Personalized Learning Coach 4. Administration 5. Superintendent, Administrative Assistant to the Superintendent and Executive Administrative Assistant in Charge of Office Operations 6. Activities Director, Advisors, and Coaches

Theme 3: Personalized Learning	Level 1: Safe, Supportive and Collaborative Culture (page 7 in strategic plan)
<p>Priority Area: School Culture: School culture is a group’s shared beliefs, customs, and behaviors. School climate are the things we do on a daily basis which impact and maintain a positive school culture. A positive and nurturing school culture will be the outcome of our efforts.</p>	
<p>Goal 2023-2024: Northern Cass will engage in the continuous improvement process (plan, do, study, act) to create a world class culture.</p>	
2023-2024 Operational Task	Responsible Person(s) or Team
<ol style="list-style-type: none"> 1. Complete the School Perception survey on an annual basis. Focus group interviews will be conducted again during the 2023-24 school year. Note: This may not be necessary depending on the work of Steve Hegele. 2. Contract with Steve Hegele to engage in a deeper study of our current culture while also focusing on building skills in leaders and educators. 3. The Northern Cass Board of Education will recognize educator and learner greatness on a monthly basis via the regular Board of Education meetings. This will be included in the weekly update to board members as well as part of our board feedback. 4. Create a one-pager sharing pay and benefits from like districts for certified, non-certified and extracurricular positions. 5. Conduct exit interviews for educators who leave Northern Cass. 6. Develop a pipeline to teaching for non-certified educators who are interested in becoming a certified educator. 7. Create a committee representing the Northern Cass Education Association (NCEA), Staff Advisory Council (3 members), leadership, and the Board of Education to meet three times per year to discuss concerns, questions, and potential issues. 8. Conduct a mock threat assessment at least once per year. Will also conduct safety training yearly. 9. Will engage a Learner Advisory Council (led by Superintendent and Dean) on a monthly basis. 	<ol style="list-style-type: none"> 1. Superintendent and Board of Education 2. Superintendent and Board of Education 3. Superintendent and Board of Education 4. Business Manager 5. Business Manager 6. Superintendent 7. Superintendent, NCEA Representatives, Staff Advisory Council Representatives, Leadership, and Board of Education 8. Crisis Team and School Resource Deputy 9. Superintendent and Dean of Learners

Theme 4: Family Engagement	Level 1: Safe, Supportive and Collaborative Culture (page 10 in strategic plan)
<p>Priority Area: Full Service Community Schools: Northern Cass has committed to becoming a Full Service Community School (FSCS). The Full-Service Community Schools (FSCS) program provides support for the planning, implementation, and operation of full-service community schools that improve the coordination, integration, accessibility, and effectiveness of services for learners and families. A FSCS coordinates comprehensive supports for learners and families through partnerships in the following pipeline service areas: Early Childhood Development, Remedial & Academic Enrichment Activities, Family Engagement, Community-Based Supports, Wellness, Juvenile Justice & Delinquency Prevention, Workforce Readiness & Development and Mentoring & Other Youth Development Programs. This includes the hiring of a Site Coordinator and Family Case Manager.</p>	
<p>Goal 2023-2024: Northern Cass will continue implementation of a FSCS model by increasing services and partnerships.</p>	
2023-2024 Operational Task	Responsible Person(s) or Team
<ol style="list-style-type: none"> 1. Continue our FSCS Implementation Team monthly meetings. 2. Northern Cass will provide on-site therapy four days per week. 3. Provide parenting coaching and support via the Cook Institute. 4. Continue to host an annual Early Learning Fair. 5. Continue PK screening for all 3 and/or 4 year old learners. 6. Explore further partnerships with community-based organizations to provide services. 7. Expand the wellness pantry to serve all communities in the district. 8. Begin holding board meetings for the Northern Cass Community Health and Wellness Center and identify priorities including fundraising, by-laws, and sustainability. 	<ol style="list-style-type: none"> 1. FSCS Implementation Team 2. Site Coordinator and The Village Family Service Center 3. Site Coordinator 4. FSCS Implementation Teamt 5. FSCS Implementation Team 6. FSCS Implementation Team 7. FSCS Implementation Team 8. Northern Cass Community Health and Wellness Center Board of Directors, Superintendent, Site Coordinator, and Business Manager