



# School District of Onalaska

## Strategic Plan

Slogan: Climbing to Excellence

Mission: To work together to ensure high levels of learning for all.

To continue as an exemplary district, we must have a clear sense of our vision for the future. Accountability to this vision comes through collective commitments made by the Board of Education, employees, students, parents and the community. We recognize that our effectiveness will have a significant impact on:

- Student learning
- Curriculum, instruction and assessment
- Parents and community
- Fiscal responsibility

Therefore, we are committed to working together as a Professional Learning Community to create a school district that exemplifies these elements as we transform ideals into reality.

Approved by the Board of Education February 27, 2017

# Vision Statements

## STUDENT LEARNING

An exemplary school district values each student and collectively ensures high levels of learning.

In order to do this, the School District of Onalaska will:

- Engage students in rigorous levels of critical and creative thinking.
- Demonstrate and accept responsibility for the learning of all students as evidenced by planning, instruction, programming and student growth results.
- Target timely resources to students.
- Empower and assist students in the creation of action plans to achieve academic and career goals.
- Cultivate a positive learning culture where everyone is respectful, responsible, productive and heard.
- Celebrate the collective achievements of our school community.
- Commit to and act on eliminating achievement gaps.

# Vision Statements

## CURRICULUM, INSTRUCTION AND ASSESSMENT

An exemplary school district adheres to a curriculum that is engaging, challenging, and relevant to our dynamic world. This curriculum will be delivered through best instructional practices that instill the skills and cultivate the will to innovate and succeed. Students will demonstrate mastery of this curriculum through multiple authentic forms of assessment. In order to do this, the School District of Onalaska will:

- Fully implement a curriculum that meets the rigor and relevance of the Common Core State Standards.
- Provide options and opportunities that will prepare students to be college, career and life ready
- Instill in students that learning is a life-long endeavor
- Ensure that educators are knowledgeable about best practice instruction
- Ensure that educators use best practice instruction
- Focus on learning activities that emphasize and support intellectual flexibility, creativity, critical thinking, collaboration, and communication.
- Use engaging instructional practices, with special attention to the use of technology as a teaching and learning tool.
- Tailor instruction that meets the needs of individual students while fostering self-sufficiency and confidence.
- Use multiple forms of assessment to measure the progress of individual students. These assessments should also be suited to the differing learning styles of students.
- Utilize assessment to inform appropriate instruction to meet individual student goals.
- When possible, collaborate with outside agencies, businesses and schools to enhance educational opportunities for students

# Vision Statements

## FISCAL RESPONSIBILITY

An exemplary school district realizes that in order to reach its vision it must act in a fiscally responsible manner. In order to do this the School District of Onalaska will:

- Maintain a balanced budget.
- Provide ongoing communication of fiscal responsibility efforts to the stakeholders.
- Align resources to support the district vision and student and staff needs.
- Work at becoming the school district of choice.
- Seek additional sources of revenue.
- Continue to include a variety of stakeholders in the budgeting process.
- Maintain and update district facilities.
- Use available resources effectively and efficiently.
- Attract and retain quality staff by providing competitive wages and benefits.
- Assert an active voice in school funding issues at the local and state levels
- Work at increasing the fund balance when possible to reduce the need for short term borrowing
- Explore ways to expand purchasing power
- Explore more efficient ways to deliver student programs and staff professional development

# Vision Statements

## PARENTS AND COMMUNITY

An exemplary school district understands the importance of strengthening partnerships with the larger community. It works to develop mutual relationship and support between the district and the community. Parents will work with the schools to support student learning. In order to do this, the School District of Onalaska will:

- Regularly share information with parents and the community in various ways
- Conduct regularly scheduled solicitation of parent and community feedback (survey)
- Foster adult involvement in student learning
- Expand the ease for parents and community members to volunteer
- Utilize community resources, talents and knowledge
- Inform the community of ways students can provide community service
- Encourage community involvement in and attendance at academic and co-curricular activities.
- Offer parent and community educational opportunities
- Model courteous and respectful behaviors and expect the same of parents and community.
- Develop a community council that meets regularly to provide feedback to and exchange ideas with the school board and administration

# Vision Statements

## PROFESSIONAL LEARNING COMMUNITY

An exemplary school district engages all stakeholders in professional learning communities to ensure high levels of learning for all. The School Board and administration will recruit, hire and retain individuals who embrace the district's commitment to professional learning community practices. In order to do this the School District of Onalaska will:

- Engage in ongoing analysis of assessment results of student learning in order to provide extra time, support or enrichment and monitor student growth.
- Provide and receive job-embedded professional development through the collaborative team process to improve instructional practices.
- Live and honor the Mission, Vision and Collective Commitments of the District.
- Commit to high performing collaborative teams (grade, school, and district).
- Ensure high levels of learning/success and engage in reflection on best practices.
- Demonstrate mutual respect, trust and norms while actively participating in the professional learning community culture.
- Provide opportunities for teachers and administrators to develop their leadership skills

# GOALS 2016-2023

## Board Goals 2016-2023

### Goal Area #1

#### College and Career Ready

By 2022-2023:

- A. 100% of all seniors who indicate they are applying to a 4-year college or university will have a composite score of 23 or higher on the ACT college entrance test.
- B. 100% of all seniors who indicate they are applying to a 4-year college or university will have successfully completed one Advanced Placement (AP) exam with a score of 3 or higher.
- C. 90% of all seniors who take the ACT exam will achieve an individual composite score of 19 or higher.
- D. 95% of those juniors participating in the WorkKeys assessment will receive a Silver rating or higher.

### Goal Area #2

#### State Assessment Achievement

By 2022-2023:

- A. 80% of the students in grades 3-10 will meet or exceed the proficiency benchmark in all of the subject areas tested on the state assessments (Aspire, Forward and DLM)

### Goal Area #3

#### Student Reading Goal

By 2022-2023:

- A. 100% of students taking the STAR exam in each cohort grades (3-10) will read at or above the score of Basic as measured on the STAR assessment.
- B. The number of students in each cohort grades (3-10) scoring at the 25%ile or lower on the STAR spring reading assessment will be reduced by 20% annually.
- C. The number of students in each cohort grades (3-10) scoring at the 85%ile on the STAR spring reading assessment will increase by 20% annually.

## INITIATIVES FOR 2016-2023

1. A Professional Learning Community (PLC) culture will continue to be implemented, refined and fostered at all levels of the district.
2. Staff will implement curricula, instruction and assessment with fidelity.
3. Focus will be on educating the Whole Child.
4. Focus will be on students being college, career and life ready.

## PROJECTS FOR 2016-2023

1. Teachers will work collaboratively, and interdependently assume responsibility for high levels of student learning at their grade/subject.
2. The District will implement the Wisconsin State Standards in Reading/Language Arts and Math in all grades.
3. District curricula in all subjects in all grades will be updated to reflect the latest content knowledge.
4. The District-wide assessment results will drive teacher instruction and student learning.
5. Resources will be aligned to the needs of the curriculum committees.
6. All schools will implement Results Driven Accountability (State requirement for special education to make and report progress in reading).
7. A plan will be developed and implemented that helps students understand the dynamics of our state assessments.
8. Support seminars will offer Professional Learning Community (PLC) training to teachers new to the district.
9. District staff will participate in PLC training as a way to strengthen their PLCs and their leadership skills.

10. Staff professional development will be job-embedded.
11. Additional time and resources will be provided to schools based on need.
12. The Educator Effectiveness process will be implemented with fidelity to meet with the goal of continuous individual improvement.
13. A more systematic way for students to pursue Career and Technical Education Career Clusters will be designed and implemented.
14. Student enrollment in Advanced Placement (AP) will increase from the 2016-2017 level of participation.
15. Student participation in AP exams will increase from the 2016-2017 level.
16. Opportunities for students to participate in service and leadership activities will be expanded.
17. A system of instructional coaching will be implemented in PK-12.