

Williams Bay School District

STRATEGIC PLAN

2023-2025

DISTRICT MISSION

The Williams Bay School Community empowers all students to achieve and excel academically, socially and civically to reach their individual goals.

DISTRICT VISION

Dream. Aspire. Achieve

VALUES & BELIEFS

- ◆ Exercising the right to learn in a safe, healthy and nurturing environment
- ◆ Learning and becoming a lifelong learner
- ◆ Making a positive contribution to society
- ◆ Developing individuals with good character, compassion and integrity.
- ◆ Understanding the importance of respect & responsibility in our global society



GOALS

- ◆ Ensuring a positive learning climate and school culture to promote continuous student growth and achievement in Williams Bay School Community
- ◆ Developing a systematic process to attract, train and retain high quality staff
- ◆ Managing facilities and resources in a responsible, efficient and effective manner
- ◆ Fostering community partnerships to benefit the overall development of the school community

Goals

Action Steps

GOAL ONE:

Ensure a positive learning climate and school culture to promote continuous student growth and achievement in Williams Bay School Community

Ongoing

- ❖ Continue implementation of the Continuous Improvement Model. Building administrator will identify specific components of the model that will be implemented for the current school year. These components will include engaging students in monitoring, evaluating, and directing their own learning.
- ❖ Each school will identify one to three school-wide goals and provide a yearly presentation to the Board.
- ❖ Maintain a balanced assessment system that includes a focus on research-based formative and summative assessment strategies.
- ❖ Continue to implement policies and practices that assure that K-12 curriculum remains aligned to standards, adheres to curriculum-development best practices and is accessible to all teachers and administrators.
- ❖ Continuously review and maintain a research-based Positive Behavioral Intervention Strategies (PBIS) and procedures.
- ❖ Review and revise 4K-12 RTI and Interventions. Develop intervention plans that will help students who are struggling to be academically successful. Identify and provide programming for at-risk students. Identify at-risk students earlier. Provide interventions and instruction that support student mental health and well-being.
- ❖ Promote student training, skills, and use of technology.
- ❖ Create opportunities for students in all grade levels to engage in extracurricular activities including student interest clubs, volunteerism, civic engagement, and visual and performing arts. Increase the number of students participating in one or more activities per year.

2023-2024

- ❖ Continue to refine school wide counseling programs focused on meeting the cognitive, emotional, and creative needs of students.
- ❖ Increase parent, student, and staff knowledge of College and Career Readiness (CCR) criteria and utilize the CCR report card to inform areas for school improvement.
- ❖ Expand Academic and Career Planning activities for students and incorporate these into FAST/Advisory.
- ❖ Refine and Expand stay and play.
- ❖ Establish and expand partnerships with outside entities to support the socio-emotional and mental health needs of students.
- ❖ Promote and expand access to technical and career education programs by increasing internship and work-experience opportunities for career-bound students. Continue to develop and implement DPI approved career pathways for students. Provide access to an increased number of industry certifications available to students. Provide access to vocational fairs and school sponsored college visit trips.
- ❖ Increase the number of college credit offerings for students, including non-accelerated courses and increase the number of students earning college credit by graduation. Explore options for incentivizing teachers to be certified to teach these courses.
- ❖ Increase the opportunity for advanced content pathways and courses offered in elementary, middle, and high schools.
- ❖ Create a pathway for students to be recognized for community service.
- ❖ Identify and implement Gifted/Talented programming and opportunities to meet all student needs.

2024-2025

- ❖ Develop a portrait of a graduate that includes essential skills necessary for each students future success.
- ❖ Develop and implement a curricular evaluation cycle.
- ❖ Establish a formal structure to ensure students develop positive relationships with adults and peers who support their educational experience.

GOAL TWO:

Develop a systematic process to attract, train and retain high quality staff

Ongoing

- ❖ Provide meaningful professional development and growth opportunities and establish leadership opportunities for staff that are aligned to the District Strategic Plan.
- ❖ Collaborate with employees on potential retention strategies including compensation, financial incentives, benefits, and recognition.
- ❖ Maintain competitive wage/benefits by gathering comparable data from state and region, and review annually with the Board of Education. Continue to assess annually the need for salary adjustments for individuals and positions.
- ❖ Continue to provide programs that assist staff in financial planning and health related decisions.
- ❖ Continue to conduct exit interviews of all employees leaving the district and meet annually with the Board to review information gathered.
- ❖ Maintain up to date website and recruitment page.
- ❖ Consistently celebrate school and staff successes
- ❖ Advertise and post vacancies with job descriptions in multiple publications/websites that reach a broader audience.

2023-2024

- ❖ Assess employee satisfaction and feelings regarding support and school/district culture. Conduct “stay” interviews district wide. Conduct yearly school-based perception surveys.
- ❖ Limit Employee Handbook and five hundred policy series changes
- ❖ Develop recruitment strategies for potential local employees with bachelor’s degrees who would like to become certified to teach in hard to fill areas. Continue to explore alternative certification programs and pathways for potential candidates.
- ❖ Develop a “Grow Your Own” Program
- ❖ Train mentors through CESA 2 New Teacher Project
- ❖ Strengthen outreach and connections with regional university teacher education programs to engage with talented future teachers. Recruit future teaching candidates to intern or student teach in the district.
- ❖ Provide enhanced training on reading and mathematics instruction to teachers at the elementary level.
- ❖ Provide up-to-date Title IX training for administrators and staff.

2024-2025

- ❖ Explore salary compensation models.
- ❖ Explore strategies to incentivize teachers to become certified to teach college credit bearing courses.
- ❖ Investigate adjusting stipends and other incentive-based compensation.
- ❖ Explore strategies for increasing staff retention (5 to 10 years).

GOAL THREE:

Manage district finances, facilities, and resources in a responsible, efficient and effective manner

Ongoing

- ❖ Regularly update five-year financial projections and continue to explore long-range enrollment projections. Identify opportunities to reduce expenses while maintaining or improving services for students.
- ❖ Maintain a financial system that has complete transparency and accountability and develop a strategy for informing stakeholders about school financial planning.
- ❖ Maintain a fund balance of 25% or higher.
- ❖ Continue to designate funding for fund 46: Capital Improvement Trust for future maintenance projects.
- ❖ Utilize funding mechanisms permitted by statute to maintain financial stability.
- ❖ Revise and maintain long-range plan for facility maintenance/enhancements.
- ❖ Evaluate and update security measures to optimize staff and student safety.
- ❖ Maintain clean and healthy school facilities while engendering a sense of pride with students, staff, and community partners to care for their educational spaces.

- ❖ Collaborate with neighboring districts to share staff and programs.
- ❖ Budget for unexpected maintenance issues and other unplanned expenses.
- ❖ Continue to update virtual servers, switches, bandwidth, wireless capacity, and storage to meet demand as needed.

2023-2024

- ❖ Educate community members about school finance, the financial options under consideration by district leaders, and raise the level of dialogue on critical issues. Provide budget presentations to the community and community organizations.
- ❖ Develop list of potential budget reductions and cost saving measures
- ❖ Present an operational referendum question to the school district voters.
- ❖ Revise and refine the budgeting process so that a balanced budget is maintained.
- ❖ Work with M3 to explore health and dental insurance plan options to reduce/control the financial impact of the district and employees.
- ❖ Evaluate physical plant security as well as all district/school security protocols through a security assessment by an outside consultant. Develop and practice enhanced school security protocols to continuously provide the safest possible environment for students and staff.

2024-2025

- ❖ Explore options to reduce OPEB liability.
- ❖ Begin preparation for the 2025-2026 Biennial budget. Begin contacting local legislators to advocate for the needs of the district.

GOAL FOUR:
Foster community partnerships to benefit the overall development of the school community

Ongoing

- ❖ Improve District website and social media use as a form of school information and communication. Continue to use the internet, social media, and other tools to enhance parent and community partnerships and communication.
- ❖ Create and maintain opportunities for parent involvement and input.
- ❖ Continued development of a working relationship with Village Board.
- ❖ Continue efforts to “tell our story” of district success (Marketing) with website improvements, quarterly district newsletters, and other various innovative communication efforts.
- ❖ Foster partnerships with community groups, local government, and individuals to strengthen and maintain relationships with the school district. Expand collaboration opportunities with businesses, military, faith-based, civic and city organizations to benefit students and families.
- ❖ Provide free community nights for athletic and co-curricular events.

2023-2024

- ❖ Provide engagement opportunities and information about Williams Bay Schools to younger students in the community and their families. Engage and inform residents without children in the schools about events, accolades, and the value of their investment in the Williams Bay School District.
- ❖ Establish opportunities for alumni to engage with Williams Bay, each other, and the Williams Bay community.
- ❖ Provide opportunities for community members to visit the schools.
- ❖ Continue the Superintendent Advisory Committee (SAC).
- ❖ Increase opportunities for community involvement (Veteran’s Day, students volunteering in the community, opportunities for adult volunteers in the district) and invite various community groups and members to utilize district facilities for recreation, meetings, and programs.
- ❖ Establish events and activities to allow for the community to volunteer in our schools.
- ❖ Expand opportunities for staff and students to present to the Board of Education and community organizations.
- ❖ Utilize district newsletters, websites, and other media to highlight the best of the best.
- ❖ Publish and distribute a “Year in Review.”
- ❖ Explore methods for making the Bay Window more accessible to community members.