

# Mapleton Public School

## STRATEGIC PLAN 2024-2027

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## Letter from the Superintendent

Our district has experienced remarkable growth over the past seven years. We have embarked on a comprehensive strategic planning process to effectively manage this growth and secure a sustainable, prosperous future. I am excited to introduce our district's strategic plan and emphasize the importance of long-term planning in achieving our objectives.

This strategic plan is the result of a collaborative effort involving key stakeholders from various sectors within our district. It provides a clear roadmap for our growth and development, outlining our vision, mission, values, and strategic goals for the next five years.

We believe that long-term planning is crucial for our district's success. By adopting a proactive and forward-thinking approach, we can address community needs, anticipate challenges, and seize emerging opportunities.

Our strategic plan will be vital for decision-making, resource allocation, and performance evaluation across the district. It will guide our initiatives in facility development, educational excellence, and stakeholder well-being. Moreover, it reflects our commitment to transparent governance and active community engagement.

Thank you for your unwavering support and dedication to our district's growth and development. With this strategic plan as our guide, we are confident in our ability to navigate challenges and capitalize on future opportunities.

Sincerely,

Jenna Farkas, Superintendent & Principal

## **Acknowledgments**

### **Strategic Planning Committee**

We deeply appreciate the strategic planning committee's unwavering commitment, valuable time, and wholehearted support in developing our district's strategic plan. Your dedication to this process has been instrumental in shaping a comprehensive and forward-thinking roadmap for our district's future.

Blaine Anderson

Trish Bublitz

Justin Cole

Jennifer Helland

Kyle Kuznia

Heidi Oien

Shannon Parvey

Mindy Sackrider

Luke Steckler

Carrie Walz

### **School Board Members**

Josh Radcliffe- President

Kara Hendrickson- Vice President

Nathan Lotvedt- Board member

Luke Steckler- Board member

Collin Miller- Board member

Dr. Jeffry M. Schatz served as the consultant for this process and plan.

## **Our Strategic Plan 2022-2027**

The strategic planning committee conducted multiple discussions to establish a mission, vision, and values/belief statement. Furthermore, strategic priority areas were developed to guide the district's focus and effective use of resources to achieve student outcomes that prepare students for their future.

The Mapleton Public Schools strategic plan will drive our education system with a clear and focused strategy to accomplish the goals we agree to execute. Ultimately, we want well-prepared students to be successful as they take their next journey in middle and high school.

## **Our Mission**

Inspire all students to succeed

## **Our Vision**

Our vision is to:

- Create a dynamic learning community where every individual's uniqueness is celebrated, and curiosity is ignited
- Foster a lifelong love of learning and empower each individual to reach their full potential so students are prepared for their middle and high school experiences

## **Our Beliefs**

Mapleton School believes in creating a community where integrity and accountability are practiced, creating a nurturing and supportive environment where every child can thrive.

- **Pride**  
Collaboration between educators, students, families, and the community enriches the educational experience and promotes student success
- **Integrity**  
Respect, empathy, and kindness are fundamental values that guide our interactions and relationships
- **Accountability**  
Empower all to be accountable for learning and to contribute positively to the school community

## **Strategic Priority 1 Academic Engagement**

As a result of Mapleton Public Schools' efforts, our students will meet or exceed individual learning goals toward achieving district standards and benchmarks for academic proficiency in all content areas. All students will engage in a comprehensive curriculum that provides a variety of academic experiences. This strategic priority will be achieved through the following initiatives, goals, and objectives/strategies.

### **I. Academic Pathways**

North Dakota's Multi-Tier System of Supports (NDMTSS) is a framework that provides all students with the best opportunities to succeed academically and behaviorally in school. NDMTSS focuses on providing high-quality instruction and interventions matched to student needs, monitoring progress frequently to make decisions about changes in instruction or goals. Data are used to allocate resources to improve student learning and support staff implementation of effective practices.

#### **Rationale**

"To meet the needs of all learners, we must create inclusive and equitable systems that ensure that all students have equal opportunities to learn at high levels. We must ensure students and educators get the support they need academically, behaviorally, and social-emotionally to succeed. To do this, we must challenge beliefs, skills, and systems so our work is learner-driven and evidence-informed." (Katie Novak, <https://www.novakeducation.com/blog/what-is-mtss-and-why-do-we-need-it>)

#### **Goal 1.1**

We will ensure that all students have equal opportunities to learn the curriculum content at a high level.

#### **Objectives/Strategies**

- Continue to develop further academic pathways for a system-wide (K-6) approach.

#### **Desired Outcomes**

- Annually update the elementary school academic pathways to meet students' needs.
- Develop a math academic pathway in the elementary (grades K-6).
- Evaluate resources based on yearly data and determine area of needs.
- Use assessment data to monitor student performance on academic pathways.

## **II. Effective Teaching**

Effective teaching focuses on student outcomes. To learn, students must effectively receive feedback, receive content instruction that triggers specific types of thinking, and have a mental context in which their basic needs are met. An effective teacher must reflect, collaborate with colleagues, and continue professional development.

### **Rationale**

What a teacher does in the classroom directly affects student achievement. Therefore, we must help teachers continuously improve their instructional skills. These skills are developed and refined over years of practice and reflection. The more expertise a teacher has with instructional strategies, the better the teacher will create lessons that optimize student learning.

#### **Goal 1.2**

We will develop a comprehensive and specific vision for the best practices associated with classroom instruction.

#### **Objectives/Strategies**

- Communicate a clear vision and common language as an instructional model of practice based on best practices research.

#### **Goal 1.3**

We will increase teacher effectiveness in classroom instruction and management through professional learning.

#### **Objectives/Strategies**

- New teachers to the teaching profession will participate in the state mentorship program.
- Staff will work to learn and develop their expertise to stay current in educational best practices.
- Staff will participate in professional learning throughout the year to ensure alignment with school goals.
- Staff will work to increase opportunities for engagement and growth with the support of an instructional coach.

#### **Goal 1.4**

Curricular resources will be aligned to state standards.

#### **Objectives/Strategies**

- Staff will develop comprehensive grade-level scope and sequences that are aligned to state standards.
- Staff will develop and align assessments that monitor standard growth.
- Staff will work collaboratively to align resources across grade levels vertically.

### **Desired Outcomes**

- Develop schoolwide foundational practices
- Teachers will use assessment information (Fastbridge, and classroom assessments) to identify missing skill sets and create learning pathways for students.
- Teacher lesson plans will reflect differentiation.
- Teacher lesson plans will be skill-focused and driven by state standards.
- Staff will utilize an instructional coach to grow and reflect

### **III. Data Analysis and Academic Growth**

The data analysis includes qualitative and quantitative information to find patterns or emerging themes.

#### **Rationale**

The analysis of student data can help teachers discover patterns of academic achievement. Once those patterns are found, adjustments to instructional methods can be made to help students achieve their goals.

#### **Goal 1.5**

Administrators and teachers will demonstrate proficiency in data analysis, interpretation, and utilization to guide instruction.

#### **Objectives/Strategies**

Staff will receive professional development on utilizing and interpreting student data produced by FASTBridge and NDSA assessments for use in their classrooms.

- Staff will receive professional development on using the FASTBridge data.
- Staff will participate in several data team meetings.

#### **Desired Outcomes**

- Teachers will analyze trend lines and adjust instruction. Results will be used to measure overall student achievement and growth.
- Academic achievement expectations will be set and monitored annually.



## **Strategic Priority 2 Student Engagement**

Student engagement is vital for fostering an enriching educational environment. Engaged students are likelier to excel academically, develop critical thinking skills, and cultivate a lifelong love of learning. By prioritizing engagement through innovative teaching methods, integrated technology, and aligned behavior supports, we aim to create a dynamic and supportive atmosphere that motivates students to participate actively in their education. This commitment not only enhances individual student success but also contributes to a positive, vibrant, and cohesive school community.

### **I. Integrated Technology**

Integrated technology assists students in gathering, evaluating, and using information to conduct research, solve problems, and create original works.

#### **Rationale**

Mapleton Public School recognizes the importance of technology, technology integration, and technology application to provide a high-quality education for all students. "Effective technology integration is achieved when students select technology tools to help them obtain information quickly and analyze and synthesize it. Technology should become an integral part of how the classroom functions -- as accessible as all other classroom tools." -- National Educational Technology Standards for Students, International Society for Technology in Education (ISTE).

#### **Goal 2.1**

Technology will be integrated into the curriculum to optimize students' learning experience.

#### **Objectives/Strategies**

- Create a committee of educators to research best practices (ISTE Standards) in integrating technology applications and skills in the K-6 educational experience.
- Investigate artificial intelligence (AI) use in an educational setting and identify its pros and cons.

#### **Desired Outcomes**

- Develop a final report with recommendations by a committee of educators who researched best practices and create a plan for future frameworks to enhance technology integration in the overall student educational experience.

## **II. Behavior Supports**

Behavior supports are essential for creating a consistent and positive school environment, ensuring all students understand and adhere to shared expectations and values.

### **Rationale**

These supports foster a sense of fairness and community, reduce behavioral issues, and enhance the overall learning experience for everyone by ensuring that all students and staff understand and adhere to shared expectations and values.

### **Goal 2.2**

Mapleton Public School will demonstrate comprehensive and consistent behavior supports, including shared expectations and values.

### **Objectives/Strategies**

- Implement a schoolwide positive behavior support plan.
- Improve student engagement and academic performance because of a more positive and focused educational environment.
- Develop a behavior pathway for individualized support.
- Develop a toolbox of resources for pathway support.

### **Desired Outcomes**

- Develop a system to track both positive and behavior referrals and utilize the data to adjust behavior supports
- Create a stronger sense of community and mutual respect among students, staff, and parents, promoting collaboration and support

## **Strategic Priority 3 School Culture**

School culture refers to the shared values of the individuals who populate the school and their shared social behaviors and norms. Shared values form the basis for most decisions made in a school, and shared social practices and norms are rules of conduct that people tend to follow. Given the importance of school culture and its effects on people's behavior, schools must create a positive school culture.

### **Rationale**

#### **I. Social and Emotional Learning/ Executive Functioning**

The importance of social and emotional learning (SEL) and executive functioning cannot be overstated in today's educational landscape. SEL equips students with essential self-awareness, self-regulation, and interpersonal skills, fostering emotional intelligence and resilience.

Executive functioning skills, including planning, organization, and time management, are crucial for academic success and daily life.

SEL and executive functioning together create a holistic approach to education, promoting well-rounded development, reducing behavioral issues, and enhancing students' capacity to navigate complex social situations and academic challenges. This comprehensive emotional and cognitive growth focus prepares students for lifelong success and well-being.

#### **Goal 3.1**

Mapleton Public School will increase the social, emotional, and executive functioning learning skills of all students and staff.

#### **Objectives/Strategies**

- Implement SEL resources to develop an increase in skills.
- Develop a committee to research best practices in executive functioning and create a plan to implement schoolwide.
- With strengthened executive functioning skills like planning, organization, and time management, students will achieve higher academic success and productivity.

#### **Desired Outcomes**

- Develop a final report with recommendations from a committee of educators who researched best practices and developed a plan for future frameworks to enhance the overall school culture and the social-emotional strategies used by the school district.
- Develop a final report and schoolwide plan to implement and practice executive functioning skills
- Monitor student achievement through formal and informal data collection

**Goal 3.2**

Mapleton Public School will increase family engagement opportunities.

**Objectives/Strategies**

- Develop a schoolwide family engagement calendar.
- Develop a list of family engagement opportunities including various options to include all types of stakeholders.
- Develop community outreach programs through collaborative efforts with outside agencies.

**Desired Outcomes**

- Track family and student attendance at engagement events.
- Survey families and community members for feedback to increase and develop more personalized engagement opportunities.
- Increase outreach programs to offer community support and opportunities.

**Goal 3.3**

Mapleton Public School will develop a clarified communication plan.

**Objectives/Strategies**

- Develop both internal and external communication expectations and pathways.

**Desired Outcomes**

- Communication timelines and roles will be established, clarified, and communicated
- Monitor increased transparency both internally and externally through increased communication.

## Strategic Priority 4 Resource Management

Resource management is an ongoing process of monitoring, reviewing, and updating long-range financial models that can inform quality decision-making and ensure financial resources are allocated in a manner that has the most significant impact on the successful implementation of the district's overall strategic plan.

### Rationale

Mapleton Public School and the surrounding communities are experiencing significant economic growth. *(RSP and Metro Cog reports - reference)* Understanding how, where, and when growth will impact the school district is vital to creating a resource management plan that ensures the District is financially prepared to support its identified strategic priorities.

### Goal 4.1 Preparing For Growth

#### Objectives/Strategies

##### Student Enrollment

- Regular demographic study updates for long-range staffing, financial, and facility planning every two years.
- Review and monitor course elementary class sizes for maximum space utilization without harming academic progress. Music, band, art, PE, Student Leadership, Lego League, and after-school club community members.
- Develop policies regarding B & G Basketball programs (5<sup>th</sup> - 6<sup>th</sup>) development of MOUs for programs.

##### Economic Growth

- Promote and develop regular participation in local government (city, park district, Mapleton Township) regarding economic development meetings to be aware of business and residential growth within the district.
- Analyze economic growth trends in Mapleton Public School and surrounding communities to understand their impact on the school district, incorporating these insights into the resource management plan.

##### Ensuring Quality Staffing

- Evaluate staff salaries, benefits, and local trends to ensure we remain competitive and maintain high-quality staff.
- Regularly evaluate professional development opportunities for all staff to provide the most significant opportunities within the allotted resources.
- Create a school culture and climate where teachers and support staff seek employment.

## **Goal 4.2 Maximizing Funding Options**

### **Objectives/Strategies**

#### **State Funds**

- Optimize all levying options, bond with purpose, and align with the strategic goals.
- Engage in the legislative process advocating for financial support for schools.

#### **Local Funds**

- Conduct frequent meetings with local stakeholders, including school district taxpayers, parents, staff, students, city council, county officials, Metro COG, JDA, EDC, etc., to understand school funding and our local realities and challenges.
- Develop a set of assumptions and realities about the Mapleton Public School community's financial capacity to support the school district's needs.

#### **Federal Funds**

- Monitor current federal fund program options available.
- Continue to search for additional federal funding program offerings.

#### **Other**

- Develop strategies and an annual review of the long-range plan to financially prepare the district for anticipated growth, ensuring that infrastructure, staffing, and educational resources are adequate to support the expanding student population.
- Continue to pursue grant or capital campaign opportunities as they become available or known.

### **Desired Outcomes**

- Achieve financial stability by developing and maintaining accurate long-range financial models, enabling proactive planning and resource allocation.
- Financial resources will be allocated efficiently and effectively to support the successful implementation of the district's strategic plan, maximizing impact on student achievement and support services.
- The district will effectively adapt to economic growth in Mapleton Public School and surrounding areas, ensuring that financial plans are responsive to changing economic conditions.

## **Strategic Priority 5 Facility Management & Planning**

Mapleton Public School anticipates a need for facility expansion due to the district's continued growth. A facility assessment has been conducted to guide appropriate financial resources necessary to maintain and expand the facility and give a timeline to determine how and when to best move forward with a strategy.

### **Rationale**

Increased student enrollment, staffing needs, and recent business and housing development to the community make this a strategic priority for assessing future building fund levies and building addition referendums. Goals and strategies to address facility management and planning include:

#### **Goal 5.1: Building Assessment**

##### **Objectives/Strategies**

- Complete a facility assessment to plan for short- and long-term needs, creating a maintenance replacement schedule and appropriate repair budget.
- Develop a long-range facility plan and appropriate budget to address and reduce deferred maintenance issues identified in the building assessment.
- Create a communication plan for public education on building maintenance needs.

##### **Desired Outcomes**

- The district will be well-prepared to accommodate future growth in student enrollment and community needs, maintaining high-quality educational services and facilities.

#### **Goal 5.2 Building Addition**

##### **Objectives/Strategies**

- Create criteria for establishing when to pursue a building addition to address additional classroom spaces and other associated facility needs.
- Create a timeline and process for a building addition referendum.
- Create a communication plan for public education of a building addition referendum need.

##### **Desired Outcomes**

- Stakeholders will be engaged in the resource management process, fostering transparency, trust, and community support for financial decisions and strategies.

## Goal 5.3 Building Fund Levy

### Objectives/Strategies

- Create criteria for establishing why and when to use or increase the building fund levy.

### Desired Outcomes

- Timely and relevant financial data will inform decision-making processes for a building fund levy, facilitating strategic resource allocation aligned with district priorities.

## Continuous Improvement and Accountability

Mapleton Public School is committed to making evidence-based decisions to ensure continuous improvement and accountability. The school district will conduct a comprehensive building—and district-level evaluation and accreditation process using the Cognia School Improvement and Accreditation Model.

## Strategic Plan Measures, Evaluation, and Annual Review

Mapleton Public Schools strategic plan will serve as a guide to maintain the school district's priorities, goals, and achievements. This plan responds to growth and opportunity, the sustainability of programs, and community needs. The strategic plan will be evaluated for continuous improvement during each school year. In June of each year, the plan will be reviewed by the administration team and presented to the school board to consider adjustments to the plan.

This strategy will allow Mapleton Public Schools administration and staff to significantly contribute to the overall strategic plan and how it is measured. The desired outcomes and measures must be either qualitative and quantitative metrics or both. Specific measures will be identified through the operational plan. The operational plan will include:

- Indicators of expected outcomes monitoring for each strategic priority area
- Cognia Accreditation- school accreditation indicators.
- Annual plan review- a summative determination of the plan's effectiveness and suggested yearly adjustments.
- The ongoing professional development plan is aligned with the strategic priorities outlined in this document.



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