

CENTRAL CASS

STRATEGIC PLAN

"Fostering Student Excellence"



2023-2027

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Letter from the Superintendent

Over the past nine months, the Central Cass School Board has embarked on developing an updated Strategic Plan. We had completed our first Strategic Plan in 2019, the Cognia Accreditation process was underway, and we are growing as a district and community. It is an exciting time for Central Cass, and we hope that this document will help provide a roadmap for as we work to plan responsibly while providing quality education for the students we serve as our growing community.

In the past seven years, The Central Cass School Board and Administration conducted a full master plan that analyzed our situation and helped establish strategic priorities, such as Academic Achievement, Professional Development, and School Climate and Culture. Additionally, long-range Financial and Facility plans were created upon our successful \$26 M building project in 2018.

A few of the highlights include updating and unifying our facility into one Geothermal HVAC system, creation of a Stem Center to assist with PBL opportunities, expansion of Career and Technical Education and dual credit classes, upgraded athletic facilities, expansion of extracurricular participation, and collaboration with community partners to raise funds for a Community Center that includes a theater, wellness center, and shared space for programming.

Our updated Strategic Plan is a three-to-five-year plan for our school district as we look forward. It is meant to be a living document that will help guide our board, faculty, staff, and community as we work to educate students for the future. Our mission is ***"Fostering student excellence by empowering individuals to make a positive impact."***

I look forward to being a part of this mission as the districts works toward the strategic priorities that the committee brings forward to everyone.

I want to thank the 35 committee members across a broad spectrum of stakeholders listed in this document who have taken the time to be a part of such an essential process of helping set the course for the future of our Central Cass.

~ Morgan Forness, Superintendent



Our Strategic Plan

A comprehensive strategic planning process provides both short-term and long-term operational structure to assist in making day-to-day decisions that follow a larger vision while creating a direction for our school district's best practices and maximizing our opportunities for influencing our academic learning environment. Therefore, Central Cass School District has developed a comprehensive strategic plan to provide clear direction for initiatives that meet our students, families, and community outlook for the future.

The strategic plan was completed during the 2022 -2023 school year. A Strategic Planning Committee engaged in multiple discussions to establish a mission, vision, and belief/values statement. In addition, the committee engaged in a process to identify the critical attributes of high school graduates. Furthermore, the strategic anchor's priority areas are developed to guide the School District's direction and effective use of resources to achieve the student outcomes that will prepare students for their future.

This plan aims to create a clear strategic focus for supporting student learning built upon foundational practices driven by strategic direction, consistency, and achievement outcomes. Operational practices will be aligned with strategic priorities to ensure the resources necessary to achieve the goals and improve student engagement and achievement.

OUR MISSION

Fostering student excellence by empowering individuals to make a positive impact.

OUR VISION

A Central Cass education will provide students with an innovative curriculum supported by a variety of extra and co-curricular opportunities. We aim to foster student excellence through collaboration between students, staff, family, and community. We will achieve this while helping our students grow intellectually, socially, and emotionally in a safe and caring environment.

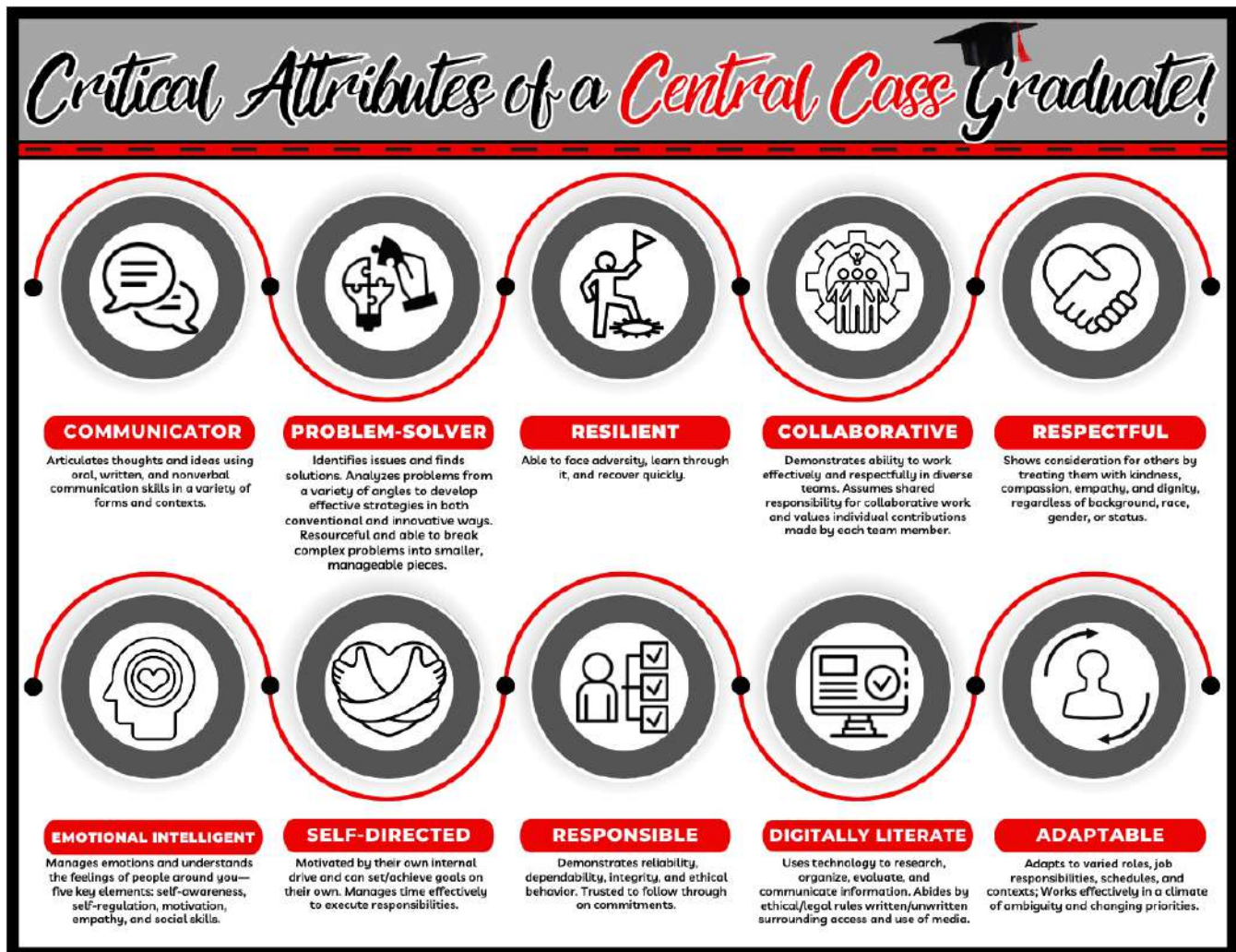
OUR VALUES

At Central Cass, we believe in the relationships we foster among our students, staff, families, and community. We value Students First, Community Always, and Excellence Forever.



Critical Attributes of a Graduate

The strategic planning committee identified the following ten Central Cass High School Graduate's Critical Skills and Aptitudes:





Foundational Practices

Foundational practices are what we currently do with fidelity to inspire and provide a high-level educational experience for each student. The following are considered foundational to the work we do to achieve our desired outcomes.

Guaranteed Viable Curriculum

Central Cass School District implements the North Dakota state standards and has a process to ensure the curriculum is updated as the standards are adjusted at the state level. These standards are the foundation of instructional methodology and purchasing of instructional materials. Central Cass commits to the yearly evaluation of instructional proficiency by incorporating common assessments and devoting time to vertically aligning the standards in all content areas.

Tiered Instruction and Supports

Tiered instruction provides a framework at Central Cass to support every student academically and behaviorally. English Language Arts, Math, and Behavior pathways are developed in each school and continuously monitored for effectiveness and continuity across the district. The frameworks will be implemented with fidelity to promote student success.

Professional Development

Central Cass is devoted to providing employees with professional development based on personal, school, and district initiatives. Employees are also encouraged to commit to personal growth and seek unique professional development opportunities. These opportunities will align with our strategic plan priorities and be communicated to all eligible employees.

Marzano Teacher Framework

Central Cass has made strides in this area by creating meaningful documents that support the Marzano model but focus on Central Cass's foundational beliefs, as seen in our district's Model of Instruction. All employees will be observed and evaluated yearly utilizing role-appropriate observation tools.

Safe and Secure Schools

Central Cass Schools promote the protection of all students from violence, threats, and other emergencies. We believe having a safe and secure school leads to an environment where students and academic progress thrive. Central Cass foundational practices include having consistent BERT (Building Emergency Response Teams), establishing annual school safety goals and priorities, and maintaining an emergency drill schedule and practice plan.



STRATEGIC PRIORITY #1

ACADEMIC ENGAGEMENT

Academic Engagement is a deliberate effort to engage students, faculty, and staff in meaningful academic activities that align with our strategic priorities. Central Cass will provide a comprehensive educational experience where students will engage in various learning experiences that will help them meet the district and state standards for each grade level and content area.

Rationale:

We believe investing and prioritizing academic engagement is fundamental to Central Cass School District operations. Engagement is linked to improved performance, higher graduation rates, and increased student motivation. Academic engagement is a strategic priority to create a positive learning environment and support student success while preparing them for future educational and career opportunities.

Goal 1.1: Student Engagement

Objectives/Strategies:

- Central Cass will develop a method of self-assessment for students and teachers focused on the critical attributes of a graduate to determine how we teach the attributes and whether students are growing in each attribute.
- Central Cass will ensure Choice Ready Indicators are met upon graduation by creating a PreK – 12 Choice Ready Framework.

Indicators of Success:

- Implementation of Self-assessment protocol
- Analysis of North Dakota Choice Ready Report
- Continued Progress in CTE program offerings
- Completion of Career Planning in RUReady
- Development and Implementation of PreK – 12 community service plans
- Monitoring of extra and co-curricular activity participation rates

Goal 1.2: Data Analysis

Objectives/Strategies:

- Central Cass Elementary, Middle, and High schools will complete and implement reading, math, and behavior-tiered learning pathways to ensure effective and continuous growth during transition grade levels.
- Central Cass administration will create a plan for data analysis at each school level.
- Central Cass faculty will engage in data analysis of interim and summative district and state assessments to address trends and gaps in student learning.

Indicators of Success:

- Implementation of Assessment Calendar
- Creation of a plan for data analysis
- Completion and Analysis of Interim and Summative Assessment results (ex. STAR, NDSA)
- Documentation of MTSS team meeting minutes
- Documentation of grade-level team data analysis findings

Goal 1.3: District Vertical Alignment of Curriculum

Objectives/Strategies:

- Central Cass teachers will engage in PreK-12 vertical alignment to ensure continuity and mastery of content and skills with respect to grade level.
- Central Cass teachers will create their respective scope and sequence based on grade level and content area regarding the current North Dakota state standards and their District approved curriculum.
- Common assessments will be developed, analyzed for appropriate rigor of standards assessed, and implemented at consistent timelines.
- Central Cass will evaluate the curriculum regularly to ensure relevant, appropriate, and sound materials are part of the student experience.

Indicators of Success:

- Commitment to monthly vertical team meetings with progress updates.
- Development of scope and sequence for each grade and subject area housed at the district level and reviewed annually by teachers and administration.
- Creating a common assessment timeline by administration and fulfillment by teachers using scheduled professional development.
- Planned and documented Curriculum cycle utilizing the Academic Leadership Team and housed at the district level.



STRATEGIC PRIORITY #2

EMPLOYEE GROWTH AND RETENTION

Building our Human Resources department to prioritize employee growth and engagement will attract and retain highly qualified faculty and staff and increase organizational productivity and effectiveness. Aligning processes will create efficiency and provide structure and transparency for our current and new employees. Employees effectively equipped with a growth mindset, proper training, and resources necessary to succeed in their roles will help build the desired culture of Central Cass.

Rationale:

Employee growth and retention is critical to building a high-performing and engaged team that is committed to achieving the goals of the Central Cass School District. We believe positive and successful employees are our biggest asset. We strive to create awareness and consistency of the available resources and services to each employee. A transparent communication and personal growth approach will build a positive work culture and increase staff retention within the district.

Goal 2.1: Personalized Professional Development

Objectives/Strategies:

- Strategize and implement personalized professional development for certified teachers based on individual goals aligned with district needs and the mission and vision of Central Cass. <https://rb.gy/jo1z0>
- Align paraprofessional learning opportunities with individual staff members.

Indicators of Success:

- Implementation annual self-assessment
- Creation of short and long-term goals using self-assessment results
- Alignment of professional learning opportunities to individual goals
- Tracking of completed professional development
- Implementation of paraeducator learning opportunities

Goal 2.2: Mentoring and Onboarding

Objectives/Strategies:

- Faculty and Staff
 - Create consistent procedures for onboarding and continuous check-in.
 - Develop and implement district specific mentoring programs.
 - Review and update the handbook annually.
- Substitutes
 - Implement an onboarding program for new and returning substitutes.
 - Execute and review consistent use of substitute binder.
- Coaches & Advisors
 - Create a handbook and review it annually.

Indicators of Success:

- Analyze employee retention patterns for faculty and staff in their first five years beginning August 2023.
- Implementation of a district mentoring program.
- Implementation of a faculty handbook by Fall 2023.
- Implementation of a staff handbook by Fall 2023.
- Implementation of a substitute binder by Fall 2023.
- Implementation of a coach and advisor handbook by Fall 2023.

Goal 2.3: Continued Job Efficacy

Objectives/Strategies:

- Establish a job description review rotation cycle for accuracy and efficiency and publish all job descriptions on the employee portal.
- Maximizing the skillsets of current staff through yearly evaluation of personnel.

Indicators of Success:

- Develop job descriptions for all positions in the district and implement a process for updating job descriptions.
- Analyze employee evaluation data to determine efficiencies and inefficiencies.



STRATEGIC PRIORITY #3

BUILDING POSITIVE RELATIONSHIPS

Establishing and maintaining positive relationships among students, staff, and the broader community is the foundation of a quality learning environment and school culture. Building trust and a culture of respect involves promoting open communication and fostering collaboration and mutual understanding.

Rationale:

We believe that positive relationships among all stakeholders will build and maintain the desired culture for the Central Cass School District. Students who have positive relationships with educators will learn. Employees who have positive relationships with their colleagues will be retained. Community members who have a positive relationship with the school district will support, contribute, and celebrate Central Cass's and its students' successes.

Goal 3.1: Building positive relationships with and among students.

Objectives/Strategies:

- Central Cass will further develop Social Emotional Learning (SEL) opportunities in the PreK-12 setting to contribute to a proactive approach to mental health.
- Central Cass will monitor Extra and Co-Curricular Activity participation to align all students with an area of interest.

Indicators of Success:

- Implementation of SEL curriculum and lessons PreK-12
- Fidelity of SEL implementation monitored
- Participation rate in extra/co-curricular activities monitored

Goal 3.2: Building positive relationships with and among staff.

Objectives/Strategies:

- Central Cass will create a 'Stay Interview' procedure to retain employees and improve operations.
- Central Cass will develop a plan that promotes transparency through communication and includes crucial conversation protocols.
- Central Cass will develop a plan to promote collegiality, celebrate success, and recognize peers to promote a positive school culture.

Indicators of Success:

- Implementation of the 'Stay Interview' procedure.
- Creation of an internal and external plan for transparent communication
- Collaboration and sharing opportunities for faculty and staff.
- School board updates are provided to all staff by the superintendent.
- Consistent team, school, and district meetings outside of PD.

Goal 3.3: Building positive relationships with and among school stakeholders.**Objectives/Strategies:**

- Central Cass will streamline communication using consistent frameworks in each school and all extra/co-curricular activities.
- Central Cass will provide a State of the School address annually.
- Central Cass will develop a plan for consistent stakeholder feedback.

Indicators of Success:

- Development and implementation of consistent communication frameworks
- Creation and implementation of a stakeholder feedback plan
- Completion of annual State of the School Address



STRATEGIC PRIORITY #4

RESOURCE MANAGEMENT

Resource management is an ongoing process of monitoring, reviewing, and updating the long-range financial, technology, facility, and stakeholder communication plans. It is necessary to ensure financial resources are allocated in a manner that has the greatest impact on the successful implementation of the district's overall strategic plan.

Rationale:

Casselton and the surrounding communities are experiencing great economic growth. 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 the foundational practices identified above and move forward with appropriate funding to fully execute the identified strategic priorities of the district.

Goal 4.1: Strategies Preparing for Growth

Student Enrollment

- Regular demographic study updates for long-range staffing, financial, and facility planning every five years.
- Regular participation in local economic development meetings to be aware of business and residential growth within the district.
- Regular enrollment updates from Mapleton School District.
- Review and monitor course class sizes for maximum space utilization without harming academic progress.

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.

Curriculum & Programming Offerings

- Regular review of curriculum and support resources used to maximize program implementation and minimize duplication of resources.
- Regularly review academic course offerings to ensure we provide the greatest variety and participation.
- Regularly review co-curricular and extracurricular offerings to ensure we provide the greatest variety and participation.

Technology

- Monitor online subscription usage to ensure the best resources for making the most significant impact.
- Annual review of the long-range technology plan to confirm current equipment, rotation cycles, resources, and technology uses are still appropriate for academic and operational needs.

Goal 4.2: Strategies for Maximizing Funding Options

State Funds

- Regular meetings with local representatives to share the positive and negative impacts of the current funding formula and the financial implications of other legislative bills.
- Optimize all levying options.

Local Funds

- Annual meetings with local stakeholders to include 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.

Federal Funds

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

Other

- Annual review of the long-range financial plan to analyze trends that may need to be adjusted to ensure best practices for long-term positive financial positioning.
- Continue to pursue existing and new cooperative opportunities.
- Continue to pursue grant opportunities as they become available or known.



STRATEGIC PRIORITY #5

FACILITY MANAGEMENT & PLANNING

In the next five years, Central Cass anticipates a need for facility expansion because of the district's rapid growth. An in-depth facility assessment will be 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:

A 2018 addition and expansion of the current facility, growing student enrollment, increased staffing needs, and recent business and housing additions 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

- 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.

Goal 5.2: Building Addition

- Create criteria for establishing when to pursue a building addition.
- Create a timeline and process for a building addition referendum.
- Create a communication plan for public education of a building addition referendum need.

Goal 5.3: Building Fund Levy

- Create criteria for establishing why and when to pursue a building fund levy.
- Create a communication plan for public education of a building fund levy purpose and need.



CONSIDERATIONS FOR FUTURE STUDY

CONSIDERATIONS FOR FUTURE STUDY

- Community education opportunities or GED support

CONTINUOUS IMPROVEMENT AND ACCOUNTABILITY

The Central Cass, Public School District, is committed to making data-driven decisions to ensure continuous improvement and accountability. The school district will conduct a comprehensive building and district-level evaluation and accreditation process. This will be accomplished by using the Cognia School Improvement and Accreditation Model.

This year, the school district is engaged in a review process and will note any suggested improvement areas once the Cognia Review team report is completed.

STRATEGIC PLAN MEASURES, EVALUATION, AND ANNUAL REVIEW

The Central Cass School District Strategic Plan will serve as a compass 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 administrative leadership team and presented to the Board of Education to consider annual adjustments to the plan.

This strategy will allow the School District Administrators and Teacher Leadership Team to significantly contribute to the overall Strategic Plan and how it is measured. The progress indicators must be either qualitative and quantitative metrics or both. Specific measures will be identified through the operationalizing of this plan and will include:

- Indicators of success monitoring are identified in each strategic priority category.
- 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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