

# Strategic Plan Focus Areas, Goals, & Objectives

Revised September 2019

## Student Achievement

**SCHOOL DISTRICT GOAL #1** Achieve the goals of the World's Best Workforce (WBWF) for all students in the district.

**Objective A -- Kindergarten Readiness:**

- 1) By September of 2025, the school district will provide fully funded preschool and some level of transportation for all children residing in the district who are 4 years old on or before September.
- 2) Conduct a yearly review of the Kindergarten Readiness Assessment Tool (KRAT) no later than May 1 of each school year. Make necessary updates prior to Kindergarten Orientation.
- 3) Share KRAT with Parents/guardians at Spring Orientation meeting each year. b) Use KRAT to compile spring data and generate class lists from June-August of each year. c) Continue to track MDE Kindergarten Entrance Requirements: Students must be five years old on or before September 1 of the calendar year student begins kindergarten, students must be screened and students must have up-to-date immunizations.

**Objective B -- Grade Level Literacy at Third-Grade:** By June 30, 2020 and continuing each year until 2024, the NRHEG third-grade reading scores will be at or above the state average of proficiency in reading as measured by the MCA III reading assessment.

**Objective C -- Closing Achievement Gap:** Elementary Goal: 80% of students will increase reading proficiency by one grade. Secondary School: The number of failing grades will be reduced by 25%.

**Objective D -- College and Career Readiness:** By 2024, 100% of 12th grade students completing the Minnesota Career Information System activities, (including a Career Cluster Survey, the Ideas Interest Assessment, online portfolios and career planning) will increase from 0% in 2019 to 100% in 2024.

**Objective E -- All Students Graduate:** By June 2020 NRHEG's 4 year graduation rate will meet or exceed the Minnesota state average. By June 2022 NRHEG's 7 year graduation rate will maintain at 97%.

**SCHOOL DISTRICT GOAL #2** Expand how we define, measure, and report student achievement with a focus on each student's mastery in areas that extend beyond traditional academic indicators.

**Objective A:** Teachers will have clearly defined essential learner outcomes and assessments for their content areas.

**Objective B:** The school district will use multiple measurements to determine student proficiency in creativity, critical thinking, collaboration, and communication.

## Student Support

**SCHOOL DISTRICT GOAL #1** Develop and implement a sustainable and well-defined support system that enables all students and staff to achieve at high levels.

**Objective A:** Develop and implement a support system for students in transition from the elementary school to the secondary school.

**Objective B:** Develop and implement a system to document the number of unduplicated students participating in school activities and establish baseline of number of students in school activities.

**Objective C:** Increase the number of unduplicated students participating in school activities that occur outside the normal school day.

**Objective D:** Reduce the number of students receiving school discipline referrals.

**Objective E:** Increase student attendance rate.

## **Facilities**

**SCHOOL DISTRICT GOAL #1** Ensure that the facilities and infrastructure of the school district are designed to optimize staff performance and student learning in a safe, sustainable, and attractive environment.

**Objective A:** Ensure construction and remodel project achieves teaching and learning needs identified in planning; addresses infrastructure (maintenance) needs identified in planning; and minimizes disruption to student instruction and activities.

**Objective B:** Ensure construction and remodel project achieves goals as identified in Objective 1 while remaining within budget.

**Objective C:** Develop long-range facility plan for addressing needs identified in assessment but not part of 2020 remodel.

## **Workforce**

**SCHOOL DISTRICT GOAL #1** Recruit and retain quality educators and provide opportunities for development of all staff.

**Objective A:** Gather data to develop a system to measure the effectiveness of hiring and retaining quality staff. Use the data to improve the ability to hire effective staff.

- 1) By June 15, 2020, review preliminary baseline data regarding employee retention. Indicators to be used may include: retention % trends; industry employee retention standards researched; categories/reasons for employee exit.
- 2) By June 15, 2020, review a draft action plan to be used to identify root causes, targets, benchmarks, and strategies for determining and addressing retention-related gaps.

**Objective B:** Develop, coordinate, and implement a staff development plan for the school year.

## **Communication & Marketing**

**SCHOOL DISTRICT GOAL #1** Foster partnerships with parents, communities, businesses, and organizations in support of the district's mission and vision.

**Objective A:** Improve communication and engagement with staff, parents, businesses and community members in order to maximize student success.

**Objective B:** Work in cooperation with community groups to increase pride in NRHEG Public Schools.

## **Finance**

**SCHOOL DISTRICT GOAL #1** Preserve the district's strong financial standing while maintaining programs, services, and facilities at maximum efficiency.

**Objective A:** By June 30, 2020, adopt a planned budget for 2020-2021 that achieves the Board's fund balance target range while minimizing a projected deficit budget to not exceed \$200,000.

**Objective B:** By June 15, 2020, integrate the Finance Committee into the budget development process with the purpose of annually planning and managing revenue and expenditure budgets that meet or exceed the fund balance goal.