

SCHOOL DISTRICT OF AMERY

STRATEGIC PLAN: VISION 2025

The **strategic planning process** is intended to provide a disciplined and thoughtful process that links the values, mission, and goals of a school system with a set of coherent strategies and tasks designed to achieve those goals. Our work culminated in five strategic goal areas:

Strategy #1 - Student Achievement & Technology

Strategy #2 - Community & Family Collaboration

Strategy #3 - Finance

Strategy #4 - Student Engagement

Strategy #5 - Personnel

The School District of Amery is committed to the importance of the identified strategies, and the community has worked together to create action plans that are focused, brief, and that provide consistent monitoring and evaluation. We will continue the implementation with confidence that the strategies will truly influence student achievement.



OUR MISSION

"Why we exist"

The mission of the School District of Amery is to foster academic excellence, life-long learning, and citizenship.



OUR VISION *"what we would like to be"*

Innovate. Lead. Succeed.

OUR VALUES *"what we believe"*

We believe that . . .

- Public education in a safe, respectful environment is vital.
- Every student can learn and grow to excel as responsible, productive, global citizens.
- Staff is valued, respected and essential for the success of our students.
- Partnerships with families are vital to support their role as the primary influence in the development of the individual.
- Healthy school and community partnerships foster economic and educational success.



A Message from the District Administrator

Dr. Shawn Doerfler

The School District of Amery takes great pride in the responsibility in providing a learning environment where students can thrive as learners, individuals, and members of our community. The strategic plan set forth here is an action plan with measurable objectives. It will serve as a means to assess the progress which has been made towards established District goals.

Goals have been set in the areas of student achievement and technology, community and family collaboration, finance, student engagement, and staff and personnel. The School District of Amery staff plan to be intentional in their efforts to target and achieve the goals in each of these areas. We consider the 2021-2025 strategic plan to be the road map for our success.

Through the strategic planning process, we have listened and given a voice to stakeholders employed a collaborative approach to author, and now to re-author, this strategic plan. Our commitment is to report progress in each of these strategic plan areas on an annual basis to keep our focus on the established goals of this plan.

We are further committed to providing an excellent educational experience for our students. Our firm contention is that where there are **STRONG SCHOOLS** there is a **STRONG COMMUNITY**.

The Strategic Planning Process

The process began in January 2015 with thirty community members, parents, district staff, school board members and administrators. From January to April, the initial thirty members began to collect feedback regarding the needs, strengths and opportunities specific to the district. An original draft document was completed.

In August 2016 a plan was developed to expand the feedback and stakeholders for the strategic planning process. The original draft was integrated into the process. Additional community members, staff, parents, and students were invited to participate in the expanded process. The members of the strategic planning steering committee mirrored the composition of the community.

The district pursued additional feedback through a staff survey, staff feedback focus groups, and community feedback through a series of community-based meetings. The Steering Committee was guided through a situation appraisal process to prioritize the issues and concerns of the school district.

Following the yearlong series of meetings and feedback, the steering committee prioritized five strategic goal areas. Further feedback was sought by presenting the cumulative work and seeking input from staff, community, and the board of education. Each strategic area was assigned to an action planning team. The teams were responsible for reviewing the feedback, research, and potential actions for each goal.

Each team developed action plans to serve as the 'road map' for getting the word done over the next three to five years.

Strategic Planning Steering Committee team members were asked to reaffirm all of the elements of the district's Strategic Plan which included: District Mission Statement, District Vision Statement, District Belief Statements, Strategic Goals and Action Plan Strategies.

The Mission Statement, Vision and Belief Statements developed during the 2015 strategic planning process were also embraced and reaffirmed by the Board of Education.

In the summer of 2021, the District Leadership Team expanded on the work of the 2015 committee. This team re-authored the goals and the associated action plan for each goal. Stated within the action plan are measurable objectives which will be used to determine District progress in the areas of: student achievement and technology, community and family collaboration, finance, student engagement, and staff and personnel. The end product of this work is the School District of Amery strategic plan for 2021-2025.

Participant Focus

During the strategic planning process, a set of questions were asked of groups of staff, students, community members, school board members and other stakeholders.

- *What does the School District of Amery do better than other organizations? What are we proud of?*
- *What would we like to improve? What are the challenges, threats, and/or roadblocks to improving our organization and student achievement?*
- *Our students will be global citizens. What skills and knowledge must we emphasize to prepare them for their future lives and work?*
- *What are the most essential resources we must have to meet the needs of ALL students? (i.e. curriculum, technology, professional development, facilities...)*
- *What external influences might impact our organization in the next five to ten years?*
- *What are we doing now that may not be needed in the future?*
- *What will make us stand out as a "destination district?"*
- *How can the school district contribute to the sustainability and growth of the community?*
- *Are there any questions we should be asking but have not?*

The responses from more than 250 participants were reviewed and sorted into focus areas to guide the next steps in strategic planning. The information was added to the committee work completed in 2015 and the strategic goal areas emerged from a series of planning meetings.

The School District of Amery reviews the Strategic Plan on an annual basis. Each action plan team meets regularly to review progress toward goals, evidence of progress, and make recommendations for improvement to the plans. The action teams will provide an annual report to the Board of Education, staff, and community.

The District Leadership Team reshaped this plan to reflect initiatives central to the work of educating kids in the next five years, 2021-2025. In doing so, our Leadership Team, once again, answered the above questions. New goals and action plan were written, and each measurable objective was reevaluated. Found here, is the established strategic plan for the School District of Amery which will chart a path forward for students, staff, and community success.

Steering Committee & Action Team Members

Amanda Aizpurua - Elementary Teacher, Parent
Teri Anderson-Hoyer - Intermediate Teacher, Parent
Brad Baumgartner - Director of Pupil Services
Tom Bensen - Middle School Principal
Sam Bosley - High School Teacher, Parent
Elizabeth Bowman - Community
Allen Carlson - Middle School Teacher, Parent
Todd Christiansen - Custodian
Brenda Croes - Intermediate Teacher
Shayne Curtis - Intermediate Teacher, Parent
Rick Dado - Community, Agriculture, Parent
Jessica D'Ambrosio - Intermediate School Principal
Shawn Doerfler - District Administrator
Dan Draxler - Community, Banking
Andrew Dyb - Business Manager
Kay Erickson - Retired Teacher, Former Mayor
Jeff Fern - Athletic Director
Eileen Flatten - Paraeducator
Karen Ganje - High School Counselor
Josh Gould - High School Principal, Parent
Jennifer Helbig - High School Teacher, Parent
Tracy Hendrickson - Dir. of Community Ed & Communications
Nina Hutton - Director of Clubhouse Child Care
Paul Isakson - Community, Mayor
Deanna Johnson - Pupil Services
Katie Johnson - Pupil Services, Parent
Matt Johnson - Community, Business Owner
Jena Kaiser - Elementary Teacher, Parent
Jana Kastanek - Middle School Teacher, Parent
Dan Kegley - Community, Military, Parent
Dawn Kegley - Community, Parent
Sally Klevgard - Community, Business Owner
Rose Kuebker - District Nurse

Yvonne Kurtzhals - High School Counselor, Parent
JoNell Leadholm - Retired Teacher, Community
Lori Leitzke - Middle School Teacher
Ramona Lockwood - High School Teacher, Parent
Jon McBride - Director of School Nutrition
Bryan Melberg - Parent
Cheryl Meyer - Elementary School Principal
Michelle Moore - School Nutrition Secretary
Heidi Moreau - High School Teacher
Colleen O'Brien - Intermediate Teacher
Jana Oman - Paraeducator, Parent
Meredith Oman - Parent
Paul Oman - Community, Clergy, Parent
Dave Osero - Community, Manufacturing, Parent
Ryan Pease - Director of Transportation & Grounds
Steve Schieffer - Retired Teacher, Community
Dave Schilling - Community, Retired
Becky Schmidt - District Administrative Assistant
Oralee Schock - Former Principal, Community
Justin Schuh - High School Teacher, Parent
Paul Shafer - Community, Economic Development
George Sigsworth - Director of Facilities
Twila Sikkink - Human Resources
Jessica Smith - Middle School Teacher, Parent
Tom Stangl - Community, Newspaper Editor
Paula Stevens - High School Teacher
Becky Swanson - Special Education Teacher, Parent
Kathy Vincent - Middle School Teacher
Clint Waalen - Director of Technology, Parent
Wendy Wade - Community, Parent
Kate Weisenbeck - Middle School Counselor, Parent
Lynette Wentz - Elementary Teacher, Parent

Board of Education



BACK ROW:

Keith Anderson, President
Charlotte Glenna, Treasurer
Dale Johnson, Clerk

FRONT ROW:

Chelsea Whitley, Vice President
Erin Hosking, Director

Strategic Goal #1

Action Team Members

Jessica D'Ambrosio
Josh Gould
Clint Waalen

Student Achievement & Technology

The students at the School District of Amery will demonstrate academic success as well as college and career readiness through a continuum of diversified academic opportunities encompassing real life opportunities and alternative ways to demonstrate success.

Measurable Objectives:

- To better prepare Pre-K through 12th grade students for life after high school, the District will increase the amount of time each student has access to makerspace rooms in all buildings. The district will increase the percentage of students in our Junior and Senior class who complete the requirements to obtain college credits via transcribed courses, AP courses and the start college now program. The district will increase access to work-based learning programs, entrepreneurship, and STEM programs through the number of participating students by June 2025.
- The School District of Amery will continue to provide traditional programming and increase access to non-traditional programs at all grade levels to meet the diversified needs of all students by fall of 2023.
- The School District of Amery will expand and upgrade resources and access to technology for all staff and students. This will be accomplished through an annual review of curriculum and instructional technology needs as well as reflective of best educational practices by August 2025.

Strategic Goal #2

Action Team Members

Tom Bensen
Tracy Hendrickson
Nina Hutton
Katie Johnson
Rose Kuebker
Ramona Lockwood

Community & Family Collaboration

The School District of Amery will advance strong two-way communication and collaboration systems to ensure all district stakeholders, including parents, students, staff, businesses, industry, churches, civic organizations, and local municipalities are informed and engaged partners.

Measurable Objectives:

- By December of 2022, the School District of Amery will analyze current parent outreach, communication, and engagement to revise our district communication plan to improve parent outreach, communication, and engagement as measured by pre and post survey results.
- By the spring of 2024, the School District of Amery will build and maintain new relationships and continue existing relationships with stakeholders in all district communities (e.g., families, business, industry, churches, local government) by documenting and reporting efforts to establish tangible partnerships and create a connected community.
- By 2025 the School District of Amery will partner with local businesses and industry to positively impact the local economy as measured by local municipal and District data.

Strategic Goal #3

Finance

To achieve a financially sustainable district that maintains quality educational programs and instruction.

Measurable Objectives:

- To increase student enrollment in the School District of Amery to achieve a total number of students equal to those enrolled in the District in the school year 2019-2020 by the school year 2024-2025.
- To hold a referendum (as specifically stated by the Amery Board of Education) in April of 2022 to address the facility needs of the School District of Amery.
- To increase the School District of Amery fund balance from 16% to 20% of our overall budget by the school year 2024-2025.

Action Team Members

Shawn Doerfler
Andrew Dyb
Ryan Pease
George Sigsworth

Strategic Goal #4

Student Engagement

The School District of Amery will improve the learning environment for all students in order to increase student engagement, both social emotionally and academically.

Measurable Objectives:

- By June 2024, each building will show an increase in student belongingness and engagement based on data over a two-year cycle.
- By June 2024, each building will decrease the number of students showing three or more At Risk Factors as identified by building level criteria.
- By June 2024, each building will increase the number meeting their individual targeted growth rate among the group of students receiving Tier II and Tier III reading and math interventions based on data over a two-year cycle.

Action Team Members

Brad Baumgartner
Lisa Bensen
Maddison Bohrnstedt
Jeff Fern
Karen Ganje
Deanna Johnson
Katie Johnson
Rose Kuebker
Yvonne Kurtzhals
Troy Mlynarczyk
Ryan Pease
Becca Pierson
Kate Weisenbeck

Strategic Goal #5

Personnel

The School District of Amery will strive to create the conditions that will build and maintain high quality staff in order to provide excellence in education for all students.

Measurable Objectives:

- The School District of Amery will continue to maintain and enhance workplace policies and culture to create conditions that will build and maintain highly qualified staff.
- The School District of Amery will maintain and improve a system for staff communication, collaboration, planning, preparation, and feedback.

Action Team Members

Teri Anderson-Hoyer
Eileen Flatten
Jena Kaiser
Lori Leitzke
Cheryl Meyer
Michelle Moore
Heidi Moreau
Becky Schmidt
Twila Sikkink
Jessica Smith
Becky Swanson

Additional Information

Each of the five strategic goal action plans has further detail including specific action steps, timelines, and evidence sought. Visit the School District of Amery website to view the detailed Action Plans for each of the Strategic Goals.

www.amerysd.k12.wi.us

Contact: Dr. Shawn Doerfler, District Administrator

Email: doerflers@amerysd.k12.wi.us

Phone: (715) 268-9771 ext. 272



Like a Warrior

Innovate. Lead. Succeed.