



# STRATEGIC PLAN: VISION 2025



Detailed action plans for:

- Student Achievement & Technology
- Community & Family Collaboration
- Finance
- Student Engagement
- Personnel

# STUDENT ACHIEVEMENT & TECHNOLOGY

**Strategic Goal:** 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.

## Action Plan 1 of 3

## Student Achievement & Technology

**Measurable Objective:** 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.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
Implement the full use of Engineering is Elementary (EiE) kits and increase usage of Makerspace rooms in all four buildings	High	Intermediate and elementary science committee representatives and Library Media Specialists.	2021-2025	Grade level teams will develop a system to implement the use of the EiE kits. EiE kits have been mapped out on the yearly curriculum pacing guides and will be used to guide instruction.
		Master schedule implementation by classroom teachers.	2021-2025	All four buildings have established Makerspace rooms to encourage and develop student-driven investigations. Weekly or bi-weekly usage of these rooms will be scheduled.
Amery High School will continue to grow and expand CTE Academies.	High	High School Principal, AP Teachers, Scheduling Committee	2021-2025	3 Houses Sold Catering Program Microgreens Aquaponics School Store

Amery High School will increase the percentage of students taking the AP exams.	Medium	Administrative team and teaching staff	2021-2025	AP US History moved to 10 <sup>th</sup> Grade for 21-22. The 2019-20 69 tests were taken, 28 tests were dropped due to COVID-19 2020-2021 56 tests were taken Still feeling the effects of COVID-19
Continue to lead CESA 11 in work-based learning.	Medium	CTE staff, High school principal, and work experience supervisor	2021-2025	Apprenticeship - Amery coordinates 30% of the CESA 11 Apprenticeships (83 in 2020-2021). Grant allocation from CESA 11 was \$36,405. Work Experience - This program is used when the employment opportunity does not fit the Apprenticeship program area (Club House)
Amery High School will increase the number of students who complete the articulated credit paperwork for coursework.	High	6 CTE & 2 core academic Amery staff who are teaching the articulated credit courses	2021-2025	The articulated credit paperwork is handed out the first day in class and points are earned if the signed paperwork is turned in. The Guidance department is following up with the students who turned in the registration form.  The curriculum comes directly from WITC and the Amery teacher follow it precisely. 50% or less of the students are currently getting going through the process to receive the credit. In the 2020-21 school year Amery offered 51 articulated credits.  Amery leads the WITC region with the number of articulated credits
The Amery Middle School will continue to offer CTE Course Options to all students.	Medium	Guidance and Principals	2021-2025	MS Students get to experience all classes offered in the CTE areas.
Amery Middle School and High School will offer Career Day Options to all students.	Medium	Guidance, Principals, CTE	2021-2025	Career Days at each building Mad City Money at HS

Amery Middle School and High School will offer Xello Exploration	Medium	Guidance, Principals	2021-2025	Students will experience career exploration through XELLO computer software in Warrior Time
Lien Elementary School and Amery Intermediate School will continue to offer Career Exploration Days/Months	Medium	Guidance, Classroom Teachers	2021-2025	Students complete a career exploration sheet at home. Careers are discussed in classrooms, through announcements, and during specials.
Amery High School will explore transcribed courses through UW-RF	High	Principals/Teachers	2021-2025	Working to create a relationship with UW-RF to offer fully transcribed credits based on teacher certifications.

## Action Plan 2 of 3

## Student Achievement & Technology

Measurable Objective: 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.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
Teaching staff will increase participation in outside workshops through universities, CESA, TEACH grant, professional development offerings, Solution Tree- Professional Learning Community Institute, etc.	High	Administrative team and teaching staff.	2021-2025	PLC worktime, personalizing learning, TEACH grant opportunities, in-district PDH workshops, staff in-service presentations.  Participation in Solution Tree PLC Institution summer training focusing on essential standard identification, formative assessments, grading rubrics and standards-based grading reporting  Extensive PDH staff development program.
Continual assessment of current and future teaching strategies to determine the effectiveness and fidelity of innovative programs.	High	Administrative team and teaching staff.	2021-2025	Data is collected using district benchmarking, state and national assessments on all academic programs. Analysis of the data will take place at the district data retreat. Ongoing PLC work in the areas of identification of essential standards, unpacking the standards, creating pacing guides and writing common formative assessments.

Continue development of non-traditional programming at Lien, the Intermediate & Middle School.	High	Lien, Intermediate and Middle School, administrative team.	2021-2025	CREATE Program was developed at the middle school to serve selected students in a project-based, hands-on environment in the Tech Ed. Department. Genius Hour was created for all students to participate in.
			2021-2025	AIM (Amery Inquiring Minds) is a project-based, multi-age program option at the Intermediate School.
			2021-2025	The Montessori program option is available for students 4K through 5 <sup>th</sup> grade.
			2021-2025	PBL (Project Based Learning) is a program option and multiage option at the ES for grades 1 and 2.

## Action Plan 3 of 3

## Student Achievement & Technology

Measurable Objective: 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.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
Evaluate effectiveness of current technology and device ratios in each building.	High	District Technology Committee	2021-2025	The District Technology Committee meets to develop a long-term plan of action for purchasing, replacing, and repairing district technology  Building level technology teams meet quarterly with technology department
Develop a collaborative approach between curriculum and technology committees.	High	Administrative team, curriculum, and technology committees.	2021-2025	Ongoing collaborative meetings to improve communication between Curriculum and Technology Coordinators
Evaluate the long-range fiscal goals for maintaining and updating educational technology and determine the need for additional resources.	High	Administrative team and school board.	2021-2025  2021-2025	Resources will be identified and budgeted accordingly. District technology committee is working to make decisions for the future purchases of devices when the current lease expires.  Update student and staff devices. ES and IS 1:1 student device purchased with Emergency Connectivity Fund provided by the Federal Government program. Continue the purchasing of technology that support digital and visual learning of ES, IS, MS, and HS devices.

# COMMUNITY & FAMILY COLLABORATION

**Strategic Goal:** 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.

## Action Plan 1 of 3

## Community & Family Collaboration

**Measurable Objective:** 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.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
Gather community perceptions and input through the development, implementation, and analysis of a community-wide survey.	High	Admin Team; Communications Director	Fall 2021	Survey results analyzed and reported to Board of Education.
Gather district staff perceptions and input through the development, implementation, and analysis of an all-staff survey.	High	Admin Team; Communications Director; Support & Certified Staff Representatives	Fall 2022	Survey results analyzed and reported to Board of Education.
Analyze current communication and levels of community and family engagement.	High	Admin Team; Communications Director; IT Director	November 2023	Raw data from communication platforms (e.g., website, social media, PowerSchool, PT conference attendance, family event attendance, and local media) analyzed and reported to Board of Education.
Update the District Communications Plan.	High	Communications Plan Committee	December 2023	District communications plan revised and shared with the community and Board of Education.



## Action Plan 2 of 3

## Community & Family Collaboration

Measurable Objective: 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.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
Revise and enhance the school district's marketing campaign initiatives (e.g., "Like a Warrior" campaign).	High	Communications Director/ Communications Committee; Student Representatives	December 2022	Successful implementation of marketing campaign as determined by committee.
Increase school involvement in Community Club events.	Medium	Administrative Team; Amery Community Club Board	Ongoing	Increased attendance and participation by school personnel and students.
Collaborate with the Amery Ministerium.	Medium	Administrative Team; Pupil Services Staff	Ongoing	Maintain communication; co-promote and co-host events.
Continue to improve PBIS and TSS initiatives throughout all four schools and the community.	High	Building PBIS and TSS Committees	April 2024	Documentation and evaluation of PBIS and TSS data.
Expand district-wide community service initiatives.	Low	Administrative Team; Building Committees	Spring 2025	Data from community service events shared community wide.

## Action Plan 3 of 3

## Community & Family Collaboration

Measurable Objective: 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.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
Maintain our high level of enrollment and credentialing of students in the State Youth Apprenticeship Program.	High	Youth Apprenticeship Coordinators; CTE Department	February 2022	Yearly documentation of at least 50 students enrolled in Youth Apprenticeship Program. 95+% of students enrolled earn the state credential by graduation.
Continue to grow the CTE Programs and Academies by utilizing business partnerships.	High	CTE Department	February 2023	CTE Department will meet with the local business advisory group at least once per school year to work on improving programming and Academy offerings.
Maintain level of students earning industry recognized credentials upon graduation.	High	CTE Department	February 2024	Yearly documentation of at least 20 industry recognized Youth Apprenticeship credentials (e.g., CISCO IT Essentials, Carpentry, Asst. Childcare Teacher) earned by seniors.
Provide Academic and Career Planning (ACP) Training (e.g., staff tours of local businesses, guest speakers, and post-secondary education partnerships) for HS staff.	Medium	ACP Committee	February 2025	Document at least 4 hours of staff development each school year for ACP training (HS). Documentation of ACP concepts incorporated into Warrior Time lessons.
Increase distribution of District newsletters and promotional documents to local industry and business organizations.	Medium	Communications Director	January of 2022	Documentation of drop-off schedule, locations, and documents.
Expand the Clubhouse Early Learning Center and School Age Care programs to better meet the needs of District families and local employers.	High	Clubhouse Director; Board of Education	Spring of 2025	Increase Clubhouse enrollment by 10%. Provide or plan a new or remodeled space to accommodate more children. Partner with local employers to provide childcare to their employees.

# FINANCE

**Strategic Goal:** To achieve a financially sustainable District that maintains quality educational programs and instruction.

## Action Plan 1 of 3

**Finance**

**Measurable Objective:** 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.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
Implement and continue to evaluate innovative programming designed to grow enrollment and align resources to support current programs under review including the all-day 4K option at the elementary school, K-2 Montessori Program, Project Based Learning Program, CTE Academies and the Clubhouse Childcare Center. Programs will be evaluated for effectiveness on an annual basis.	High	Cheryl Meyer	2021-2022	Fully operational and functional all day 4k option.
		Jessica D'Ambrosio	2021-2022	Fully operational and functional project-based learning option.
		Tom Bensen	2021-2022	A PBL program will be fully implemented at Amery Middle School.
		Shawn Doerfler	2021-2022	Academy programming course(s) of study will be fully implemented and operational in all CTE areas.
		Nina Hutton	Every year	Maximum enrollment in Clubhouse Childcare each school year at all times
Improve the child find processes to increase the enrollment in 4K	Medium	Shawn Doerfler, Cheryl Meyer, Brad Baumgartner	2022-2023	Increased enrollment in 4K
Improve our virtual education programming and alternative education programs to keep students enrolled in the Amery schools	Medium	Pupil Services, Administrative Team	Every year	Increased enrollment and retention of students in the Amery schools

## Action Plan 2 of 3 Finance

Measurable Objective: 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.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
Hold a community meeting to share the facilities needs of the District and gather feedback from community (KA and LHB)	High	Shawn Doerfler / School Board	Aug 2021	Community will have a better understanding of the facilities needs in the District / Community will have shared feedback about facility needs.
Hold a community meeting to share the financial picture of the District and gather feedback from community regarding this picture (Baird Financial)	High	Shawn Doerfler / School Board	Sept 2021	Community will have a better understanding of the financial picture of the District / Community will have shared feedback about this picture.
Survey the Amery community regarding the facilities needs of the District (School Perceptions)	High	Shawn Doerfler/School Board	Oct 2021	Community will have had a voice in decisions made about how to address the facilities needs of the District.
Board makes a decision to go to referendum based on community feedback through community survey	High	School Board	Dec 2021	A resolution will be passed to go to referendum in April of 2022.
Establish an information campaign for referendum	High	Referendum Committee	Winter/ Spring 2021-2022	Align social media/print media/visual media/district message around referendum.
Establish a get out the vote campaign for referendum	High	Referendum Committee	Spring 2022	Increased voter turnout linked to referendum committee.

## Action Plan 3 of 3

## Finance

Measurable Objective: To increase the School District of Amery fund balance from 16% to 20% of our overall budget by the school year 2024-2025.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
Allocate an additional 1% to the District fund balance by the school year 2021-2022	High	District Office	2021-2022	An increase in the fund balance from 16% to 17%
Allocate an additional 1% to the District fund balance by the school year 2022-2023	High	District Office	2022-2023	An increase in the fund balance from 17% to 18%
Allocate an additional 1% to the District fund balance by the school year 2023-2024	High	District Office	2023-2024	An increase in the fund balance from 18% to 19%
Allocate an additional 1% to the District fund balance by the school year 2024-2025	High	District Office	2024-2025	An increase in the fund balance from 19% to 20%

# STUDENT ENGAGEMENT

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

## Action Plan 1 of 3

## Student Engagement

**Measurable Objective:** By June 2024, each building will show an increase in student belongingness and engagement based on data over a two-year cycle.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
Continue use of student engagement instrument/survey. Consider development of Survey at the ES.		Pupil Service Teams	2021-2024	Survey Results: Welcome, Youth Risk Behavior & School Climate
Continue to implement opportunities to strengthen relationships between students and staff to ensure all students are connected to at least 1 adult District-Wide.		Pupil Service Teams at: HS, MS, IS, ES	2021-2024	Student data shows an increase in student engagement and connections with staff. (Student engagement surveys, Check-In/Check-Out implemented District-Wide)
Implement Positive Behavioral Interventions and Supports (PBIS) in all schools.		Building & District PBIS Committees, Administration	2021-2024	PBIS staff and student surveys, fidelity checks, etc. (SWIS Data, Implementation of Second-Step K-8, Small Group Interventions). Implemented data systems that enhance information sharing across teams.

Develop ongoing and sustained professional development to address poverty, social-emotional needs of students.		Pupil Services Teams, Teachers, Administrators	2021-2024	PDH/PDUs, In-Service presentations, TSS trainings, etc.
Increase support staff training to improve knowledge and skills in working with at-risk students.		Administrative Team, Support Staff, Pupil Services Team	2021-2024	Increase in Professional Development Hour opportunities and In-Service trainings across employee groups.
Embed curriculum, strategies & activities to support Social Emotional Learning PK-12.		Administrative Team, Pupil Services and PBIS Committees	2021-2024	Active implementation of strategies, interventions and activities monitored through resource mapping.

## Action Plan 2 of 3

## Student Engagement

Measurable Objective: By June 2024, each building will decrease the number of students showing three or more At Risk Factors as identified by building level criteria.

Continue system of tracking and implementing universal 'at-risk' interventions to address academics and behavior.		At-Risk Committee, Building Committee, Pupil Services Team Members	2021-2024	Pupil Services & At-Risk Teams Active in Each School District-Wide. Academic & Social-Emotional interventions targeted toward students 'at-risk.' (CICO, Tier II Interventions & Second Step K-8)
Identify & implement strategies and interventions to increase student attendance and decrease chronic absenteeism.		District Attendance Committee, Building Committees, Pupil Services Team Members	2021-2024	Review of attendance data showing decrease in chronic absenteeism. Adjustments made to attendance procedures/policies.

Integrate School-Wide Trauma Sensitive Schools (TSS) in policies and practices. Maintain & expand TSS practices District-Wide.		PBIS Committees, Pupil Services Team Members and Administration	2021-2024	TSS school goal & data-sharing meetings, PDH opportunities & recommendations made by PBIS Teams, certified staff, support staff & Administration.
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### Action Plan 3 of 3

### Student Engagement

Measurable Objective: 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.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
Implementation of CORE (co-teaching, supported teaching, etc.).		Special Education Teachers, General Education Teachers and Administrators	2021-2024	Co-Teach & Supported Teaching Visible in Core Academics. Staffing review showing increased Co-Teach, Supported and Push-In teaching at Intermediate, Middle and High-School.
Evaluate building schedules and staff assignments to determine effectiveness for delivery of academic intervention. Make recommendations for improvement.		Special Education Teachers, General Education Teachers and Administrators	2021-2024	Evident by increase of academic intervention structures (math, reading, added value or intervention time) in all schools. Use of systems of data collection and review. Training in Response to Intervention & Multi-tiered Systems of Support. Evidence of shared decision-making, collaboration among stakeholders.
Develop standardized procedure for sharing data. Make recommendations for grade-level transition planning.		Title Teachers, Special Education Teachers, General Education Teachers and Administrators	2021-2024	Written Guidance & checklists for Grade-Level Working Files. Increased evidence of transition data sharing communication tools.



# PERSONNEL

**Strategic Goal:** 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.

## Action Plan 1 of 2

## Personnel

**Measurable Objective:** 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.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
<p>Continue the certified and support staff advisory committees consisting of representatives from every employee group.</p> <ul style="list-style-type: none"><li>• Hold regular meetings to keep lines of communication open between staff and administration.</li><li>• Review staff wages and benefits annually and make recommendations as needed.</li><li>• Review professional development program (PDH) annually and make recommendations as needed.</li></ul>	Low	Administrative Team, Certified Staff Advisory Committee, Support Staff Advisory Committee	2021-2025	Meeting agendas and minutes shared with staff groups; wage and benefit adjustments; PDH program improvements.

<p>Develop a mentor program for newly assigned support staff.</p> <ul style="list-style-type: none"> <li>• Create a Support Staff Mentor Committee to develop and implement the action steps below.</li> <li>• Assign mentors to all newly assigned support staff.</li> <li>• Provide mentoring hours for newly assigned support staff and their mentors outside of the regular workday as needed.</li> <li>• Develop a support staff mentor guide including expectations and a list of key topics to be covered with new staff, specific to each employee group.</li> </ul>	<p>High</p>	<p>Support Staff Advisory Committee, District Team</p>	<p>2021-2023</p>	<p>Better trained, more effective staff; improved job satisfaction and retention as evidenced by staff focus groups and retention rates.</p>
<p>Improve orientation and training for certified and support substitute staff.</p> <ul style="list-style-type: none"> <li>• Create a Substitute Staff Orientation Committee to develop the action steps below.</li> <li>• Develop updated materials or a new program to orient new substitute staff to the District.</li> <li>• Develop a means of providing additional training to substitutes when necessary (technology for example).</li> <li>• Assign daily greeters/mentors to welcome substitutes and be available to assist throughout the day.</li> </ul>	<p>High</p>	<p>Substitute Staff Orientation Committee (new), District Team</p>	<p>2021-2023</p>	<p>Attract and retain quality substitute staff.</p>

## Action Plan 2 of 2

## Personnel

Measurable Objective: The School District of Amery will maintain and improve a system for staff communication, collaboration, planning, preparation, and feedback.

Measurable Action Steps	Priority	Responsible Personnel	Time Frame	Evidence
<p>Develop an accessible, district-wide communication structure for all certified and support staff.</p> <ul style="list-style-type: none"><li>• Provide daily access to necessary technology for all staff (email, Google, Office 365, etc.).</li><li>• Provide technology training to staff as needed to ensure effective communication and collaboration between all employee groups.</li></ul>	High	District Team, IT	2021-2023	All staff knowledgeable about District activities and initiatives; increased usage of District technology; devices issued or available to all staff.
<p>Continue implementation of Professional Learning Community (PLC) components throughout the district.</p> <ul style="list-style-type: none"><li>• Continue to train current certified staff at the annual PLC conference.</li><li>• Educate support staff when applicable in key program components.</li><li>• Continue to refine the PLC process within individual buildings.</li></ul>	Medium	The Administrative Team, designated committees in each building	2021-2025	Progress measured annually using available fidelity tools.