

School District of La Crosse Board of Education Strategic Plan

Vision

Students will discover their talents and abilities and will be prepared to pursue their dreams and aspirations while contributing effectively to their local, national and global communities.

Mission Statement

The Board of Education is comprised of locally elected officials who establish policies to ensure

- Quality, equitable, and innovative educational opportunities for all students
- Programs are designed to develop the student as a whole
- Resources are available to provide excellence in education
- Accountability to the public
- Effective communication and collaboration with the community

Strategic Goals for Continuous Improvement

We will...

- Become the school system of choice in the region
- Graduate students who are career and college ready
- Promote student-centered, transformative practices
- Practice good stewardship of resources
- Add value to the community
- Engage in continued Board development

Strategic Goals	Objective	Indicators	Person(s) Responsible	Measure Progress Toward Objectives (Evidence)	Timeline
I. Become the school system of choice in the region	A. Increase student enrollment	1. Semi-annual student enrollment count	Administration & Board	Comparison of 3 rd Friday counts to prior three years	Semi-annually- October/February
		2. Net gain/loss in open enrollment	Administration & Board	Comparison of 3 rd Friday counts to prior three years	Semi-annually- October/February
	B. Manage the school district's reputation	1. Public surveys	Administration & Board	Survey Results	Annually
		2. Public relations strategy (print, radio, TV)	Administration & Board	Communications Committee Action Plan	March 2012
		3. Recognitions (Board, staff, and student)	Administration & Board	Board Minutes	Ongoing
	C. Increase satisfaction of students and parents	1. Parent and student surveys	Administration & Board	Graduate Survey Benson Study	Annually Every three years
		2. Linkages	Board	GP-7E (Board)	Ongoing
		3. Public engagement sessions	Board	Board Report	As needed
	D. Improve facilities to better support instructional programming and learning environment	1. Annual capital improvement and maintenance report	Administration & Board	Reports to the Board	March
		2. Progress on long range facility plan	Administration & Board	Reports to the Board & Board Action	Ongoing
		3. Progress on referendum capital improvement projects	Administration & Board	Reports to the Board & Board Action	Quarterly or as requested
	E. Maintain and expand choices and options for learning	1. Annual choice and options report	Administration & Board	School Profiles Curriculum Brochures	Annually Annually

Strategic Goals	Objective	Indicators	Person(s) Responsible	Measure Progress Toward Objectives (Evidence)	Timeline
II. Graduate students who are career and college ready	A. Increase the number of students continuing their education after high school	1. Percentage of students who enroll in post-secondary within two years of high school graduation (NSC)	Administration	National Student Clearinghouse Data	Annually-September
		2. Graduate survey indicating intentions to continue their education after high school	Administration	Survey Results	Annually-June
		3. Percentage of seniors having performed community service	Administration	School Sponsored Community Activities School Profiles	Annually-December Annually-October
	B. Increase the number of students who are completing college preparatory standards	1. Percentage of students taking the ACT test	Administration	ACT Report	Annually-September
		2. Percentage of students who are college ready in the core areas on ACT	Administration	ACT Report	Annually-September
		3. Percentage of seniors taking at least one AP course in their high school career	Administration	AP Report	Annually-September
		4. Percentage of seniors taking an AP test during their high school career	Administration	AP Report	Annually-September
		5. Percentage of seniors meeting college board recommendations for course of study	Administration	New Report	Annually-TBD

Strategic Goals	Objective	Indicators	Person(s) Responsible	Measure Progress Toward Objectives (Evidence)	Timeline
II. (continued)	B. (continued)	6. Percentage of seniors receiving college credit	Administration	Youth Options AP Report	Semi-annually- June/Dec Annually-September
	C. Increase the number of students who complete professional certifications, internships, mentoring, etc.	1. Percentage of seniors receiving professional certifications	Administration	CTEERS	Annually-November
		2. Percentage of seniors completing internships	Administration	Internship Report	Annually-November
		3. Percentage of seniors participating in a mentorship program	Administration	Mentorship Report	Annually-November
D. Increase the percentage of students who are scoring proficient and advanced on state assessments (reading, mathematics, social studies, and science)	1. Percentage of district students scoring proficient or advanced in reading, mathematics, social studies, and science	Administration	WKCE District Reading Assessments	Annually-June Annually-November	

Strategic Goals	Objective	Indicators	Person(s) Responsible	Measure Progress Toward Objectives (Evidence)	Timeline
III. Promote student-centered, transformative practices	A. Promote futuristic learning trends and techniques	1. Coherent, flexible, research-based, innovation-focused, teaching and learning processes	Administration & Board	Program Profiles	Annually and as needed or requested by the Board
	2. Integrated technology and delivered learning options	Administration & Board	District Technology Plan District Technology Profile	Every three years Annually	
	3. Student learning needs with schools as the base from which students and teachers work	Administration & Board	School Profiles Program Profiles New Report	Annually-October Annually-TBD Annually-TBD	
	B. Address and meet the individual needs of all students	1. Customized learning plans and processes for all students	Administration	Customized Learning Report	Annually-TBD
	2. Development of student assets	Administration	Senior Student Survey Benson Asset Survey Results	Summer Summer	
	3. Modified instruction to address the academic, social, and emotional needs of every child	Administration	TAPS Reports RTI Reports	Annually-TBD Annually-TBD	
4. Advance learning/ progress-based grouping	Administration	TBD-March	TBD-March		
5. Real life learning experiences	Administration	TBD-March	TBD-March		

Strategic Goals	Objective	Indicators	Person(s) Responsible	Measure Progress Toward Objectives (Evidence)	Timeline
IV. Practice good stewardship of resources	A. Provide facilities that support instructional programming	1. Capital maintenance and improvement report	Administration	Budget Document Capital Maintenance and Improvement Report	Annually Annually-April
		2. Long range facility plan consistent with the Board's facility guidelines as adopted and updated	Administration & Board	Adoption of a Plan Implementation of a Plan	March TBD
	B. Maintain and promote long-term financial stability	1. Sound fund balance	Board	Audit	Annually or as requested by Board
		2. Balanced budget with diversified/alternative funding sources	Administration & Board	Financial Reports Budget	Quarterly Annually
		3. Referendum renewal cycle (operational and facilities)	Board	Staggered Referendum Communications Committee Action Plan Legislative Committee Report	TBD Ongoing Ongoing
	C. Recruit, attract, develop, and retain high performing staff	1. Retention rate of staff	Administration	Human Resources Reports	Annually-September Ongoing
2. Reflect diversity of community		Administration	Human Resources Reports	Annually-September Ongoing	
3. Professional development report		Administration	Human Resources Reports	Annually-September Ongoing	
4. Quality of pool of applicants		Administration	Human Resources Reports	Annually-September Ongoing	

Strategic Goals	Objective	Indicators	Person(s) Responsible	Measure Progress Toward Objectives (Evidence)	Timeline
IV. (continued)	D. Advocate for improved public education funding	<ol style="list-style-type: none"> 1. Legislative Advocacy Plan 2. Linkages with legislators and the community 	<p>Board</p> <p>Board</p>	<p>Legislative Committee Report</p> <p>Linkage Summary Reports</p>	<p>Annually</p> <p>Ongoing</p>
	E. Other	<ol style="list-style-type: none"> 1. Shared services and resources in the community report 2. Report to the community how use of resources reflects community values 3. Budget priorities reflect Board strategic goals 4. Disposable resources minimized/Conservation of resources in an environmentally friendly manner 	<p>Administration</p> <p>Administration & Board</p> <p>Administration & Board</p> <p>Administration</p>	<p>Community Integration Report</p> <p>Communications Committee Action Plan</p> <p>Budget Planning Priorities</p> <p>Buildings & Grounds Energy Report</p>	<p>Annually-TBD</p> <p>Ongoing</p> <p>Annually-March/April</p> <p>Ongoing</p>

Strategic Goals	Objective	Indicators	Person(s) Responsible	Measure Progress Toward Objectives (Evidence)	Timeline
V. Add value to the community	A. Provide quality school facilities to improve the community	1. Community property values	Administration & Board	Assessment Value Report from city & county	Ongoing
		2. Revitalized neighborhoods	Administration & Board	Assessment Value Report from city & county	Ongoing
		3. Long range facility plan adopted	Board	Facility Plan adoption & subsequent reviews	July 2011
		4. Use of our facilities for public purposes	Administration & Board	School Profiles & Community Integration Report	Annually-October
	B. Continue and expand collaboration and partnerships in the community	1. Recognition of community partners including foundations	Board & Administration	Board Agendas	May 2011 & Ongoing
				Community Integration Report LPEF & La Crosse Community Foundation presentations	Ongoing
		2. School and program profiles	Administration & Board	Review of School Profiles	Annually-October
	3. Increased enrollment	Administration & Board	3 rd Friday enrollment count each semester	Ongoing	
			C. Maintain an ongoing dialogue with community and elected officials	1. Linkages	Board
	2. Public engagement sessions	Board & Administration		As needed	Scheduled sessions
	3. Legislative forums	Board & Legislative Committee		Board Policy GP-7E	Bi-yearly

Strategic Goals	Objective	Indicators	Person(s) Responsible	Measure Progress Toward Objectives (Evidence)	Timeline
V. (continued)	C. (continued)	4. Communications Committee Action Plan	Board & Communications Committee	Board Policy GP-7E Board articles in Community Talk Add a link to BoardDocs on all school websites	Annual Review Ongoing
	D. Address the challenging trends facing our school district	1. Free and reduced lunch	Administration & Board	School Profiles Data Retreat Report	Annually-October Annually-June
		2. School demographics	Administration & Board	School Profiles Data Retreat Report	Annually-October Annually-June
		3. Local government reports (city, county, townships)	Administration	Challenging Trends Report	Annually
		4. Utilization of non- curricular student services	Administration	Medical & Nursing Report Students Services Report	Annually Annually
		5. Enrollment	Administration	3 rd Friday enrollment count each semester	Annually

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VI. Engage in continued Board development	A. Align goals of Board, district and schools	1. School profiles	Administration	Alignment document	Ongoing
		2. Administrative Strategic Plan	Administration	Alignment document	Ongoing
		3. Evidence of ends policies in student materials	Administration	Inclusion in Student Code, school handbooks & curriculum guide	Fall 2012
		4. Communicate board roles and goals to students and staff	Administration	Linkage Summary Reports Board Student Representative Reports Add a link to BoardDocs on all school websites District Bulletins to staff from the Board	Ongoing Ongoing Quarterly
	B. Conduct periodic training on governance - boardmanship - meeting process - roles - leading with vision - community trends - other issues pertinent to be an effective Board	1. Workshops for professional development and strategic planning	Board Executive Committee	Board policy schedule & recommendations from Executive Committee	Semi-annually
		2. Invited public speakers	Board Executive Committee	Board Agendas	As needed
		3. Participation in WASB or other educational workshops and events	Board	Attendance Report to Board & WASB certification	Ongoing
		4. Participation in CESA #4 governance and events	Board CESA representative	Attendance Report to Board	Ongoing
		5. Representation on Tax Incremental Finance Committee	Board TIF	Attendance Report to Board	As needed

Strategic Goals	Objective	Indicators	Person(s) Responsible	Measure Progress Toward Objectives (Evidence)	Timeline
VI. (continued)	B. (continued)	6. Orientation for prospective or new board members	Board	Workshops	Semi-annually
	C. Define policy compliance parameters	1. Board monitoring reports	Board	Documentation regarding individual policy compliance	Board Policy GP-7E & Policy monitoring review
		2. Reviewing policy intent	Board	Documentation regarding individual policy compliance	Board Policy GP-7E & Policy monitoring review

Reports will include trends and data for three years.