



**SCHOOL DISTRICT  
of  
SHELL LAKE**

**STRATEGIC PLAN 2023-24**

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## **VISION STATEMENT**

**A thriving student body contributing to their school, their community, and their future.**

## **MISSION STATEMENT**

**Inspire and support each student to thrive and contribute to society through educational challenges, community engagement, and high expectations.**

## **Strategic Objectives - Summaries**

### **Student Learning**

Provide quality curriculum, instruction, and support for all students, instilling foundational skills to best prepare students for their future.

### **Facilities**

Ensure that our facilities provide our students with exceptional educational opportunities.

### **Community Engagement**

Invite community involvement by communicating activities and accomplishments and identifying skills and expertise within the community that enhance education.

### **Human Resources**

Provide a supportive environment to empower, retain, and develop educators and staff.

### **Finance**

Provide transparent and efficient use of district resources.

### **Co-curricular**

Provide excellent co-curricular activities that are competitive and play an important role in student engagement and character development.

# Strategic Plan-Steps for Success

## Student Learning

Provide quality curriculum, instruction and support for all students, instilling foundational skills to best prepare students for their future.

Action steps:

<b>Task</b>	<b>Accountability</b>	<b>Person(s) Responsible</b>
Promote communication between school and families to facilitate student learning; particularly for students who are struggling academically or socially/emotionally.	Report use of Remind, email or phone logs.	Teachers and administration.
Use Professional Learning Communities and online learning communities to identify strategies to increase student achievement in reading and math performance. Demonstrate student growth in reading and math performance with regard to previous year / test.	On-going review of tier 2 strategies and progress by educators. Report annually to the board. AGR reports (K-6) Following SLIP meetings June/November/February	Professional Learning Communities meeting regularly
Adequately prepare our students as evidenced by an increase in proficiency on state assessments.	November review of state assessments and 5 year trends.	High School Leadership Team
Recognize the whole child. Partner with county and local resources to support mental and physical wellness and implement the mental health grant, allowing students to focus on learning.	Trimester review of services utilized. (Create baseline) June/November/February YRBS, internally visits to guidance or nurse related to mental health	Guidance Pupil Services
2-3 Year Post Grad follow up survey on the effectiveness of SLSD in preparing student for life after high school	Each July emailed, August report of results.	Guidance
Initiate integrating Redefining Ready.	Create subcommittee	

## **Facilities**

Ensure that our facilities provide our students with exceptional educational opportunities.

Action steps:

<b>Task</b>	<b>Accountability</b>	<b>Person(s) Responsible</b>
Continue annual deposits into Fund 46 to support larger capital improvements.	Annually September	Superintendent
Conduct thorough analysis of facilities that address present and future needs of the district and community ensuring that the overall goal of providing excellent facilities is met.	Facility analysis report January August Annual board tour	Facilities Manager Superintendent School Board Administrative Team
When facility or transportation upgrades are needed or warranted, environmentally friendly and energy efficient options will be favored.	As Needed	Facilities Manager Superintendent School Board Administrative Team

## **Finance**

Provide transparent and efficient use of district resources.

Action steps:

<b>Task</b>	<b>Accountability</b>	<b>Person(s) Responsible</b>
Provide educational programs and resources to best meet student needs and attract/retain students.	Annual report of commitments to complete task. Review/preview.	Administrative Team Superintendent; District staff
Continue seeking and utilizing grant opportunities, incentives, and other programs.	Ongoing	Superintendent; CESA 11, CLC Coordinator
Maintain adequate fund balance to avoid short-term borrowing.	Ongoing	Superintendent

## Community Engagement

Invite community involvement by communicating activities and accomplishments and identifying skills and expertise within the community that enhance education.

Action steps:

<b>Task</b>	<b>Accountability</b>	<b>Person(s) Responsible</b>
Communicate to the public the state of the District.	Report at annual meeting and on website.	Administrative Team
Highlight Shell Lake School District accomplishments and events to the community via social media, email, newsletters and newspaper.	Report on-going, engagement to different platforms.	Social Media Coordinator
Invite community members to participate in our classrooms and connect students to community businesses and organizations to explore future opportunities.	Report initiatives and impact at March board meeting. Example: Laker Outreach	Career Technical Education Team and Guidance Counselor All staff
Offer adult learning opportunities within our schools that are accessible to community members.	Report data annually at June board meeting highlighting most successful programs and impact. *Quilt Board	Community Education Coordinator
Seek service projects that contribute to the community.	Report annually in July.	<i>Community service leader?, co-curriculars. Student council, FFA.</i>

## **Human Resources**

Provide a supportive environment to empower, retain and develop educators and staff.

Action steps:

<b>Task</b>	<b>Accountability</b>	<b>Person(s) Responsible</b>
Utilize data driven Professional Learning Communities and professional development. Support utilization of stretch Student Learning Outcome goals.	Staff surveys following professional development	Administrative team All staff
Continued use of mentoring program so employees are supported during their first few years of employment.	Use teacher insight / survey results to ensure effectiveness. Administered by November each year.	Administrative team
Create a supportive environment where educators and staff feel empowered and have opportunities for leadership.	Annually conduct climate survey - Jan/Feb survey, results March Board Meeting	Administrative team, all staff.
Providing a competitive salary and benefits package and to inform potential hires / new hires of local resources.	on-going	Administrative team.
Employee Recognition Program annually.	April	Admin/school board

## **Co-curricular**

Provide excellent co-curricular activities that are competitive and play an important role in student engagement and character development.

Action steps:

<b>Task</b>	<b>Accountability</b>	<b>Person(s) Responsible</b>
Conduct a study on student demographics participating in co-curricular programs. Goal of 80% of student participation in co-curricular offerings.	Report July Board Meeting	Athletic Director, administration, faculty advisors
Support professional learning development for co-curricular staff with clear expectations that promote excellence and strong character development.	Ongoing as seasons begin	Athletic Director High School Principal

This Strategic Plan originated in 1994 when 40 citizens of the Shell Lake School District met for three days with a facilitator to develop a strategic plan for the district. In late 2018 the Strategic Plan committee of the Shell Lake School Board, made a commitment to revitalize the plan and bring it back to the forefront of our school community. It has been a long journey and it is a document we will continue to work with and adjust as our school needs evolve. The Core Beliefs and the SWOT analysis are what guided us in setting these goals.

## **CORE BELIEFS**

At the 1994 session to establish the strategic plan, the following ten core beliefs of the Shell Lake school district were identified. These core beliefs provide the foundation for the plan.

1. We believe all people have equal inherent worth.
2. We believe we are responsible for ourselves and our actions.
3. We believe education is an ongoing process that contributes to a more meaningful life.
4. We believe family is the primary influence in the development of the individual.
5. We believe in a Supreme Being and everyone's right to freely pursue his or her understanding of and relationship to that Supreme Being.
6. We believe integrity, honesty and respect are foundations for a free, democratic and productive society.
7. We believe that to achieve an improved quality of life, we must work cooperatively.
8. We believe goal setting and a strong work ethic are a formula for successful living.
9. We believe children and young people are unique individuals and worthy of our attention and investment.
10. We believe stewardship of the natural environment is essential to our quality of life.



## **SWOT Analysis**

A critical part of the work in developing the strategic plan was an analysis of our Strengths, Weaknesses, Opportunities and factors that could threaten the School District of Shell Lake. Below is a table of the items identified in the process:

<p><b>Strengths:</b>          Supportive community          Quality staff          Accessibility of administration          Great Facilities          Positive programs – AGR, RTI, Gifted-Talented, Wolf Ridge          After school Program, Summer school program          Organizations – FFA, Student Council, National Honor Society          Activities - Science Olympiad          Proximity to Shell Lake Arts Center          Strong arts program          Size – smallness –          Pride          Positive student attitude          Public library          Local media          High graduation rate          Strong PTA          School Forest          Scholarships          Attractive community (lake, Hunt Hill)</p>	<p><b>Weaknesses:</b>  <i>Limited cultural opportunities</i>          Competing fund raising          Math program          Lack of reading          Lower pay schedule of region          Communication within district          Inadequate space for classes and extracurricular activities          Universal database and grade reporting system          Kids aren't reading for pleasure          Limited collaboration within content discipline 7-12          Limited collaboration time for PLC</p>
<p><b>Opportunities:</b>          Grants          Volunteers          Virtual schooling-Distance learning – ITV          Open enrollment          Community businesses as partners in education          Technology          County Building project          Sale of Primary building          Construction project - growing and learning          Distance professional learning and collaboration</p>	<p><b>Threats:</b>          School safety          Alternative schooling          Apathy towards education          Resistance to tax increases          Technology -budget, safety issues, student engagement          Time constraints          State Funding          Aging population          Cost of living          Limited economic growth          Failure to deliver what public expects - facility          Mental health          Encroachment of co-curricular/extra curricular on curricular activities</p>

## **Strategic Plan Reports for Monthly Agenda Items**

January	Facility Analysis Report to inform Fund 46 priorities
February	Student Services Report - Pupil Services Director AGR report - PK6 Principal
March	Report results of Climate Survey Report initiatives and impact. Example: Laker Outreach
June	Review of Tier 2 Strategies and Progress - PK12 Principal Community Engagement Report - Community Ed Final Student Services Report - Pupil Services Director AGR Report - PK6 Principal
July	Report on Co-Curriculars- Athletic Director/7-12 Principal Service Projects report
August	Post-grad survey result Facility Tour
November	State Assessment Data - 3-11 Principals Student Services Report - Pupil Services Mentoring Report from New Staff - PK12 Principals

### **ANNUAL MEETING**

Annual State of the District  
Annually review/preview financial commitments to provide educational programs and resources.