

Kenmare Public School District #28



Strategic Plan 2022-2027

Presented by Dr. Jeffrey M. Schatz, Strategic Planning Consultant, Schatz & Associates, LLC.
In collaboration with the Kenmare School District #28 Strategic Planning Committee and Administrative Leadership Team.



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Letter from the Superintendent

In 2022, the Kenmare Public School Board embarked on the development of a new strategic plan. This document will help provide a roadmap for the Kenmare Public School District as we work to continue providing a quality education for the students we serve.

A committee of teachers, administration, parents, and community members conducted a full analysis review of our District and established strategic priorities. That analysis of the school district helped organize a planning committee that made recommendations to meet our current and future needs. This is an ongoing process of goals that we will work toward completing and adjusting as we continue educating all students to succeed.

Kenmare Public School is a state-accredited K-12 school district. We recently consolidated all students to one building and we serve around 300 students per year, preschool through twelfth grade. The Kenmare Elementary School was constructed in 1955 and demolished in 2023. The Kenmare High School was constructed in 1971.

Kenmare Public School participates in various educational partnerships to expand the course offerings to our students. Students take classes through the North Dakota Center for Distance Education, Great Northwestern ITV Consortium, and Central Regional Area Career and Technical Center.

The following document is a three to five-year strategic plan for our school district. This is meant to be a living document that will help give our board, staff, and community guidance as we work to educate our students about what lies ahead. This Strategic Plan makes our priorities clear, ensures transparency, and provides measurable outcomes to hold us accountable for maintaining focus on what will benefit our students.

We want to say thank you to the committee members listed in this document who have taken the time to be a part of such an essential process of helping set the course for the future of our District. We invite the Kenmare Community to join us as we follow our Mission to "educate all students to succeed."

Alex Hennix, Superintendent

Kenmare Public School Acknowledgments

Many individuals and volunteers contributed significantly to the Kenmare School District #28 Strategic Plan, including staff, community members, and students. Thank you to the individuals listed below for their time and commitment to the strategic planning process.

Core Planning and Writing Team

Joan Bodmer, Teacher

Amy Harris, Administrative Assistant

Alex Hennix, Superintendent

Keely Heidel, Elementary Principal

Fay Froseth, High School Principal

Strategic Planning Committee

Brenna Stroklund, Student

Diontreia Anderson, Student

Rick Harris, Community Member

Troy Hedberg, Community Member

Sara Keen, Parent

Melissa Sagness, Parent

Joan Bodmer, Teacher

Ben Curdy, Teacher

Laura Mibeck, Teacher

Leah Holsten, Teacher

Ruth Wallstrum, Teacher

Jessica Gesvalli, Teacher

Amy Harris, Administrative Assistant

Alex Hennix, Superintendent

Keely Heidel, Elementary Principal

Fay Froseth, High School Principal

Jason Zeltinger, School Board Member

Current School Board Members and Positions

Jason Zeltinger, School Board President

Lars Christensen, School Board Vice President

Tawnya Gill, School Board Director

Angelina Patterson, School Board Director

Donna Schmit, School Board Director

Mike Pugh, School Board Director

Josh Cook, School Board Director

Dr. Jeff Schatz served as the facilitator of the Strategic Planning Committee.

Our Strategic Plan

The Kenmare Public School District #28 created a strategic plan during the 2021 -2022 school year. The Strategic Planning Committee engaged in multiple discussions to establish a mission, vision, and belief statement. In addition, the committee engaged in a process to identify the critical attributes of high school graduates. Furthermore, the strategic anchor's priority areas are developed to guide the School District's direction and effective use of resources to achieve the student outcomes that will prepare students for their future.

This plan aims to create a clear strategic focus for supporting student learning built upon foundational practices driven by strategic direction, consistency, and achievement outcomes. Operational practices will be aligned with the strategic priorities to ensure the resources necessary to achieve the goals and improve student engagement and achievement.

Our Mission

Our Mission is to educate all students to succeed.

Our Vision

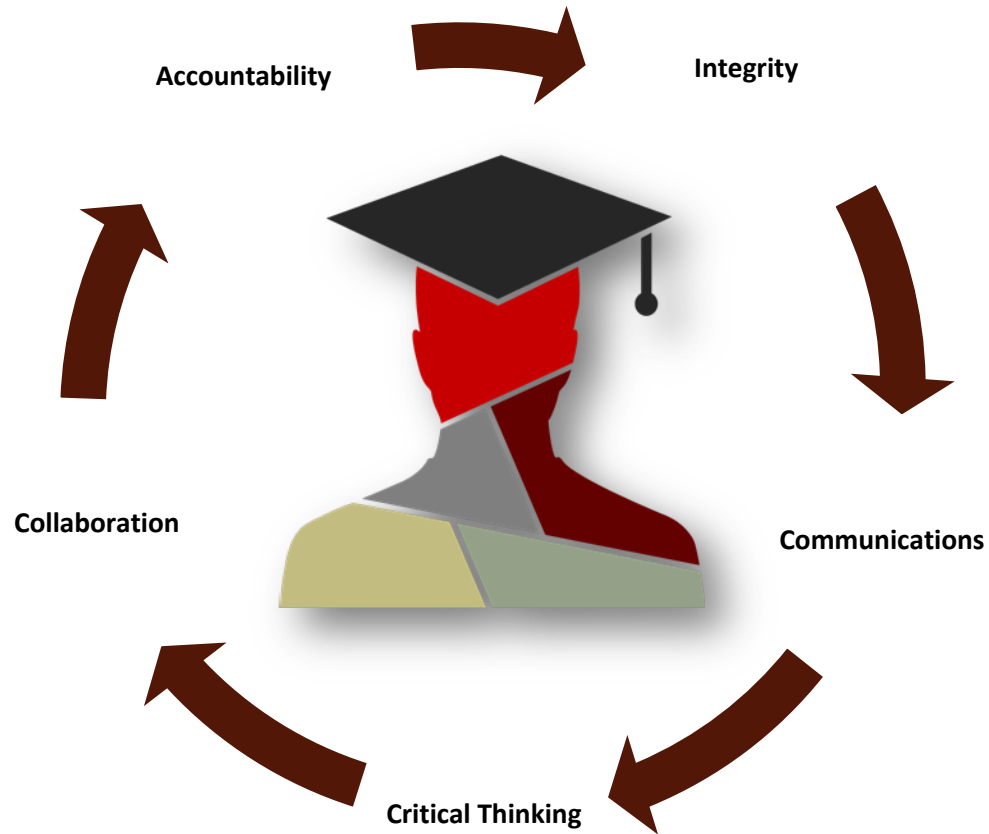
Our Vision is to promote student excellence by engaging in an instructional model that provides tiered instruction driven by data to deliver an education tailored to each student's needs. We will accomplish this while improving students' social and emotional intelligence in a caring and supportive environment strengthened by community and family involvement.

Our Values

We believe in providing a safe environment where healthy relationships and student growth are priorities.

Critical Attributes of a High School Graduate

The strategic planning committee identified a high school graduate's desired outcomes or critical skills and aptitudes. The collective critical skills and aptitudes that the committee members identified include:



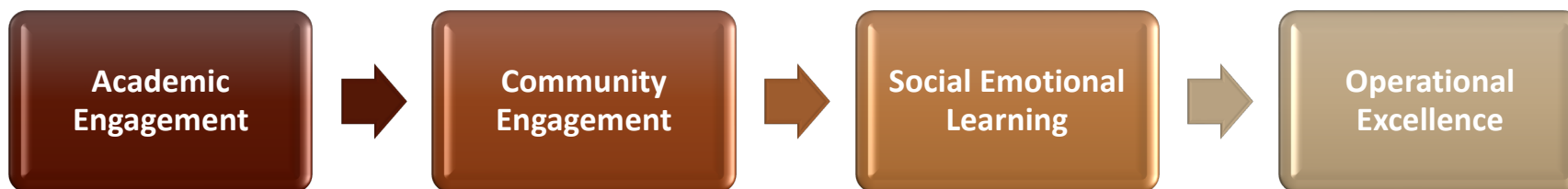
Our Foundational Practices

Foundational practices are what we currently do with fidelity to inspire and provide a high-level educational experience for each student. The following practices are foundational to our work as a school district:

- **Safe and Secure Schools**
Safe and secure schools are critical to the school community's well-being and students' academic success. The Kenmare Public School District has created a nurturing, positive school climate of inclusion and acceptance. The schools have established expectations about behaviors with clearly stated policies and expectations applied to all students and staff.
- **Multi-Tier System of Supports**
North Dakota's Multi-Tier System of Supports (NDMTSS) is a framework to provide all students with the best opportunities to succeed academically, socially, emotionally, and behaviorally in school. Kenmare Public Schools focus on providing high-quality instruction and research-based interventions to meet individual student needs and progress monitoring to make decisions about changes in instruction or goals. Multiple forms of data are used to allocate resources to improve student learning and support staff implementation of effective practices.

Our Strategic Anchors

The Kenmare Public School District #28 will achieve its Mission, Vision, and Values by fulfilling its Strategic Plan. The following strategic anchors and subsequent sub-categories (strategic priorities) will guide our efforts as we "***Educate all students to succeed.***"



STRATEGIC ANCHOR - ACADEMIC ENGAGEMENT

The Kenmare Public School District #28 will provide a comprehensive curriculum for various academic experiences. Students will meet or exceed individual learning goals to achieve district standards and benchmarks for academic achievement. The school community will work together to accomplish the following strategic priorities and goals.

Strategic Priority #1 Tiered Learning

The Kenmare Public School District 28 has implemented a Multi-Tiered System of Support in elementary reading and math. The tiered system will continue throughout high school.

Rationale

The tiered system is in place to support students at their level so they can meet or exceed individual learning goals toward achieving district standards and benchmarks for academic proficiency in all content areas. We believe in the standard of learning for all and making learning engaging and relevant for all students.

Goal - We will Implement Tiered Learning in Grades 6-12. We will provide math intervention.

Objectives/Strategies - The following objectives/strategies will be used to achieve our goal.

- Research and select intervention materials for math and reading.
- Professional development.
- Utilize Star assessment data to guide instruction.

Progress monitoring

- Monitor Star assessment results.
- Ensure the use of the research-based curriculum.

Strategic Priority #2 Integrated Technology

Integrated technology assists students in gathering, evaluating, and using information to conduct research, solve problems, and create original works.

Rationale

The Kenmare Public School District #28 will utilize technology that is embedded in student learning and development. Technology will be used to its fullest potential by students and staff. "Effective technology integration is achieved when students select technology tools to help them obtain information quickly and analyze and synthesize it. The technology should become an integral part of how the classroom functions -- as accessible as all other classroom tools." -- National Educational Technology Standards for Students, International Society for Technology in Education (ISTE).

Goal 1 - We will integrate technology within the curriculum to optimize each student's learning experiences in computer literacy, research, and the evaluation of information.

Objectives/Strategies - The following objectives/strategies will be used to achieve our goal.

- Provide staff with professional development on equipment and application.
- Integrate technology into students' daily routines.

Progress Monitoring

- Performance Measures
- Activity Measures
- Student Progress Monitoring

Strategic Priority #3 Professional Development

Rationale The Kenmare Public School District #28 staff will continuously develop professionally to improve academic achievement for students.

Goal 1 – Obtain and sustain school district funding to support:

- Attend regional educational association meetings.
- Schedule for professional learning community activities.
- Individual professional development opportunities.

Objectives/Strategies - The following objectives/strategies will be used to achieve our goal.

- Support continuing education.
- Support enrollment in advanced degrees.
- Support participation in professional organizations.

Progress Monitoring

- Monitor personal and professional development teacher data.
- Monitor professional development data.
- Monitor mindfulness data.

STRATEGIC ANCHOR - COMMUNITY ENGAGEMENT

The Kenmare Public School District #28 will be committed to building a valued and trusting relationship between the community and families by engaging in and enhancing our communication strategies.

Strategic Priority #4 Communication

Rationale for Priority: Research shows that consistent and effective communication with the community and families contributes to school success. Therefore, Kenmare Public School District #28 seeks to improve communication between the school district and community stakeholders. The well-being and continual improvement of the District will be fostered through meaningful relationships and community involvement.

Goal 1 – We will improve communication by developing a communications plan for internal and external stakeholders.

Objectives/Strategies - The following objectives/strategies will be used to achieve our goal.

- Create and implement a communication plan
- Develop training opportunities for families in various programs

Progress Monitoring

- Parent/community involvement with participation numbers provides numerous activities or training.
- Results of the NDDPI Parent engagement surveys.

STRATEGIC ANCHOR - SOCIAL EMOTIONAL LEARNING

A positive school climate results from a school's attention to fostering safety; promoting a supportive academic, disciplinary, and physical environment; and encouraging and maintaining respectful, trusting, and caring relationships throughout the school community. (National Center for Safe and Supportive Learning Environments, 2019) <https://safesupportivelearning.ed.gov/>

Strategic Priority #5 Social-Emotional Learning

Social-emotional learning (SEL) is an integral part of education and human development. SEL is a vital component of student learning and success. SEL is how all young people acquire and apply knowledge, skills, and attitude to develop healthy identities. They learn to manage emotions and achieve goals while showing empathy for others, working on supportive relationships, and learning to make responsible and kind decisions. SEL advances educational equity and focuses on the whole child using meaningful curriculum and instruction.

Rationale:

Social-Emotional Learning is essential to student success. All staff in a school must understand students' emotional well-being to serve the student population better, therefore, positively impacting a school culture that fosters a safe, inclusive, educational, and supportive environment.

Goal 1:

We will support student's social and emotional well-being by understanding their individual needs by adopting and implementing effective identification systems for their social and emotional well-being.

Objectives/Strategies - The following objectives/strategies will be used to achieve our goal.

- Create a survey to gather data to determine social emotional levels and needs.
- Results of survey data will drive the development of strategies and resources to address social and emotional levels and needs.
- Provide a high-quality research-based SEL curriculum for K-12 students.

STRATEGIC ANCHOR #4 - RESOURCE MANAGEMENT

Comprehensive plans for critical operational functions within the District are essential for optimal school district performance. Meeting the needs of all students by providing equitable opportunities across the school district will be a priority in all decisions made to educate our students. The school district will secure and allocate the resources needed to fund and carry out this strategic plan. We will accomplish this by ensuring that we create and maintain current operational procedures to include: *A Master Facilities Plan, a Long-Range Financial Plan, Communications Plan, and Human Resource Planning.*

Strategic Priority #6 Facilities Planning

We believe proactive and comprehensive facilities planning is a foundation for district success. We will develop a long-term facility plan and overall annual operational maintenance plan.

Goal 1:

We will engage in a process to ensure long-term planning for school district facilities and associated operational and maintenance costs.

Objectives/Strategies - The following objectives/strategies will be used to achieve our goal.

- A task force, including school board members and administration, will be developed further to define the Master Facilities Report.
- We will develop a five, ten, and fifteen-year outlook Master Facilities Plan. Planning shall also include using the appropriate resources to maintain existing facilities and design and remodel or build new facilities.
- Annual Operational Maintenance - We will maintain the functionality of District assets on an as-needed basis.
- Deferred Maintenance - The Master Facilities plan will include a detailed list of annual needs and schedules to ensure that designated projects are completed.

Progress Monitoring

- Completed plans.
- Annual Report to the School Board.

Strategic Priority #7 Financial Planning

We believe proactive and comprehensive financial planning is a foundation for district success. Therefore, a plan will be created to illustrate past and current practices and future assumptions for the school district's finances.

Rationale:

In addition to the strategic priority areas, having comprehensive plans for critical operational functions within the District is essential for optimal school district performance. Therefore, the school district will create, monitor, and use a variety of frameworks and plans for Communication, Facilities, Finance, Technology, and Transportation

Goal 1 - We believe proactive and comprehensive financial planning is a foundation for district success. Therefore, a plan will be created to illustrate past and current practices and future assumptions for the school district's finances.

Objectives/Strategies =- The following objectives/strategies will be used to achieve our goal.

- Frequently provide the school board and stakeholders with accurate and up-to-date financial information.
- Annually adjust our financial plan to reflect our goals in the strategic plan.

Progress Monitoring

- Creation of a Long-Term Financial Plan that will be reviewed annually.
- An annual budget with final approval by the school board. The budget will be prepared using data metrics provided by the long-range financial plan, including historical, current, and future forecasted parameters.

Continuous Improvement and Accountability

The Kenmare Public School District #28 is committed to making data-driven decisions to ensure continuous improvement and accountability. The school district will engage in a comprehensive building and district-level evaluation and accreditation process. This will be accomplished by using the Cognia School Improvement and Accreditation Model. Cognia has defined three standards and corresponding indicators to assess overall school district performance. The three standards are:

- **Standard 1: Leadership Capacity Domain**

The capacity of leadership to ensure an institution's progress toward its stated objectives is an essential element of organizational effectiveness. An institution's leadership capacity includes the fidelity and commitment to its purpose and direction, the point of governance and leadership to enable the institution to realize its stated objectives, the ability to engage and involve stakeholders in meaningful and productive ways, and the capacity to implement strategies that improve learner and educator performance.

- **Standard 2: Learning Capacity Domain**

The impact of teaching and learning is the primary expectation of every system and its institutions. Establishing a learning culture built on high expectations for learning and quality programs and services, including an analysis of results, is a critical indicator of the system's impact on teaching and learning.

- **Standard 3: Resource Capacity Domain**

The system examines the allocation and use of resources to ensure appropriate funding levels, sustainability, and system effectiveness. The use and distribution of resources align and support the system's needs and institutions served. They ensure that resources are aligned with their stated purpose and direction and distributed equitably to adequately address the system's needs. The utilization of resources includes support for professional learning for all staff.

*** Beginning on July 1, 2022, the Cognia Model will include a different matrix of accreditation standards.*

Strategic Plan Measures, Evaluation, and Annual Review

The Kenmare Public School District #28 Strategic Plan will serve as a compass to maintain the school district's priorities, goals, and achievements. This plan responds to growth and opportunity, the sustainability of programs, and community needs. The strategic plan will be evaluated for continuous improvement during each school year. Each year, the plan will be reviewed by the administrative leadership team and presented to the Board of Education to consider annual adjustments to the plan.

This strategy will allow the School District Administrators and Teacher Leadership Team to significantly contribute to the overall Strategic Plan and how it is measured. The progress indicators must take the form of either qualitative and quantitative metrics or both. Specific measures will be identified through the operationalizing of this plan and will include:

- Indicators of Success or Results monitoring are identified in each strategic priority category.
- Cognia Accreditation - School accreditation indicators
- Annual Plan Review – a summative determination of the plan's effectiveness and suggested yearly adjustments.
- The ongoing Professional Development Plan is aligned with the strategic priorities outlined in this document.

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ADDENDUM 1 – Suggested Annual Reports to the School Board Schedule

Strategic Priority	Board Report	*Department
Strategic Priority #1 Tiered Learning	Weekly	Superintendent
Strategic Priority #2 Integrated Technology	Weekly	Superintendent
Strategic Priority #3 Professional Development	Weekly	Superintendent
Strategic Priority #4 Communication	Weekly	Superintendent
Strategic Priority #5 Social-Emotional Learning	Weekly	Superintendent
Strategic Priority #6 Facilities Planning	Weekly	Superintendent
Strategic Priority #7 Financial Planning	Weekly	Superintendent
Annual Strategic Plan Review- Renewal (Approval)	Weekly	Superintendent
Operational Plan (Approval)	Weekly	Superintendent

** Department Assignments for Board Reports need to be included*

ADDENDUM 2 – Strategic Plan Road Map Sample **Needs to be further developed by the Leadership Team for each priority.

Strategic Priority				
Goal				
Planning Strategy, Activities, Tasks	Plan for Implementation of Strategies	Person (s) Responsible	Timeline, Dates & Deadlines	Resources – Materials \$ Human
Expected outcome(s)				