

Marshfield R-1 Continuous School Improvement Plan (2021-2026)

(Board of Education Reporting Timeline)

| Mission | |
|---|---|
| Prepare each student for a successful future | |
| Vision | |
| <u>Student Success</u> <i>The district will promote the individualization of learning in order to maximize student success.</i> | |
| <u>High Quality Staff</u> <i>The district will attract, employ, develop, and retain motivated faculty and staff who are committed to preparing each student for a successful future.</i> | |
| <u>Facilities and Resources</u> <i>The district will provide safe, clean, and effective settings that promote learning.</i> <i>The district will provide quality instructional resources that promote learning.</i> | |
| <u>Parent and Community Involvement</u> <i>The district will partner with families, businesses, and the community to prepare each student for a successful future.</i> | |
| <u>Leadership and Governance</u> <i>The school board will set student-focused policy and provide supportive leadership.</i> <i>The administration will facilitate a collaborative climate focused on individual student success.</i> | |
| Evidence-Based Strategies | |
| <ul style="list-style-type: none"> * Each student in Marshfield R-1 will take age appropriate ownership of his/her education as measured through the increase in personal plans of study, individual achievement goals, and other measures as appropriate. * Through their coursework, students will demonstrate growth in critical thinking, communication, collaboration, creativity, and emotional intelligence in order to be prepared for a successful future. * The district will recruit and retain high quality certified and classified staff. * The district will provide high quality professional development that allows staff to continually grow in their job. * The district will provide safe, clean, and effective settings that promote learning. * The district will provide quality instructional resources that promote learning. * The district will continually seek to improve the communication process with parents and the community. * The district will seek partnerships with parents and the community to enhance and support the learning process for all students. * The Marshfield Board of Education and administrative team will create a culture that promotes innovation and collaboration. * Marshfield R-1 Leadership will be "lead learners" by seeking and modeling best practices for all staff in an effort to foster student success. | |
| SMART Goals | |
| Student Success | 1. MAP and EOC scores will increase by 2-4% on an annual basis. 2. ACT composite scores will be 21.5 by 2026 with a focus on growth on an annual basis. 3. Evaluate benchmark assessment data will increase by 2-4% on an annual basis. 4. 80% of K-3 students will meet or exceed reading on grade-level on the NWEA reading assessment. 5. K-12 student attendance will be a minimum of 92% each semester or improve on an annual basis until it reaches 95% by 2026. |
| High Quality Staff | 6. Staff retention will be a minimum of 95% (certified) 88% (classified) of those that are offered contracts for the following school year. 7. Staff compensation will increase by a minimum of 2% on an annual basis as finances allow. 8. The district will be in the top 10 schools in average salary of 24 comparison/competing districts on an annual basis 9. 100% of staff will engage in professional learning on an annual basis. 10. 50% of teaching staff will attain a master's degree or higher by 2026. 11. Workman's compensation claims will be reduced on an annual basis when reviewing expected claims vs. actual claims. |
| Facilities and Resources | 12. Fund four will increase to \$5 million by 2027. 13. The district will achieve a 100% on all safety inspections for facilities and transportation. 14. 100% of students and staff will have access to technology and resources. |
| Parent and Community Involvement | 15. Results from the annual community satisfaction survey will be 90% very agree or strongly agree. 16. Community partnerships will increase by 2-3 on an annual basis. 17. Parent volunteer hours logged at buildings will increase by 10% on an annual basis. |
| Leadership and Governance | 18. The Annual Secretary of the Board Report (ASBR) will reflect an unrestricted fund balance of 22-26% on an annual basis. 19. 100% of certified staff members will regularly participate in collaborative team meetings focused on student learning. 20. 100% of administrators and Board of Education members will participate in professional development on an annual basis. |

| Vision Focus: Student Success | | | | | |
|---|--|---|--|---|---|
| SMART Goal 1: MAP and EOC scores will increase by 2-4% on an annual basis. SMART Goal 2: ACT composite scores will be 21.5 by 2026 with a focus on growth on an annual basis SMART Goal 3: 3. Evaluate benchmark assessment data will increase by 2-4% on an annual basis. SMART Goal 4: 80% of K-3 students will meet or exceed reading on grade-level on the NWEA reading assessment. SMART Goal 5: K-12 student attendance will be a minimum of 92% each semester or improve on an annual basis until it reaches 95% by 2026. | | | | | |
| Goal Reference | Rationale | Evidence-Based Strategies for Student Success | | | |
| SG1, SG2, SG3 | Goal selected based on assessments providing evidence of student learning for purposes of individual, group, and organizational reflection. Trends in MAP, EOC, and ACT data are an important measure of district performance. Review of data necessitates a continued focus on improving assessment scores. | * Each student in Marshfield R-I will take age appropriate ownership of his/her education as measured through the increase in personal plans of study, individual achievement goals, and other measures as appropriate. * Through their coursework, students will demonstrate growth in critical thinking, communication, collaboration, creativity, and emotional intelligence in order to be prepared for a successful future. | | | |
| SG4 | Goal selected based on reading proficiency as a significant predictor of student success. Local and state assessments indicate opportunities for improvement in reading proficiency. State guidance requires a CSIP goal in this area. | | | | |
| SG5 | Goal selected based on school attendance as a significant predictor of student success. Local data indicates a need for continued focus in this area. | | | | |
| Goal Reference | Action Steps | Start Date | Person(s) Responsible | Funding Source | BOE Review Date |
| SG1, SG2, SG3 | A) Offer students authentic learning experiences that include opportunities for critical thinking, collaboration, communication, and creativity | 08/2021 | Assistant Superintendent of Academics Principals | Fund I, Fund II, Title I | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG1, SG2, SG3 | B) Provide students with opportunities for goal setting, self evaluation, and personal growth. | 08/2021 | Assistant Superintendent of Academics Principals | Fund I, Fund II, Title I | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG1, SG2, SG3, SG4 | C) Continually develop, improve, and implement a relevant and viable curriculum that leads to the growth of academic and social skills | 08/2021 | Assistant Superintendent of Academics | Fund I, Fund II, Title I, Title II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG1, SG2, SG3, SG4, SG5 | D) Promote a healthy, positive, inclusive learning environment. | 08/2021 | Assistant Superintendent of Operations Principals | Fund I, Fund II, Title I | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG1, SG2, SG3 | E) Continue to increase opportunities for 21st century academic and job related skills. | 08/2021 | Assistant Superintendent of Academics Principals | Fund I, Fund II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG1, SG2, SG3, SG5 | F) Increase student opportunities to engage in leadership/ownership of their learning. | 08/2021 | Assistant Superintendent of Academics Principals | Fund I, Fund II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG1, SG2, SG3, SG5 | G) Continue to improve processes during students' transitions within the district. | 08/2021 | Assistant Superintendent of Operations Principals | Fund I, Fund II, Fund IV | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG1, SG2, SG3, SG4, SG5 | H) Continued district focus on student wellness-physical, mental, emotional. | 08/2021 | Building Counselors, Assistant Principals | Fund I, Fund II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG1, SG2, SG3, SG4 | I) Develop and implement a district-wide framework for best-practices in instruction | 08/2021 | Assistant Superintendent of Academics | State 1% PD Funding, Title II, Fund 1, Fund 2 | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG1, SG2, SG3, SG4, SG5 | J) Develop and implement a K-12 virtual learning program taught by Marshfield teachers offering Marshfield curriculum | 08/2021 | Assistant Superintendent of Academics, Coordinator of Virtual Learning | Fund I, Fund II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |

| Vision Focus: High Quality Staff | | | | | |
|---|--|--|--|--|--|
| SMART Goal 6: Staff retention will be a minimum of 95% (certified) 88% (classified) of those that are offered contracts for the following school year. SMART Goal 7: Staff compensation will increase by a minimum of 2% on an annual basis as finances allow. SMART Goal 8: The district will be in the top 10 schools in average salary of 24 comparison/competing districts on an annual basis SMART Goal 9: 100% of staff will engage in professional learning on an annual basis. SMART Goal 10: 50% of teaching staff will attain a master's degree or higher by 2026. SMART Goal 11: Workman's compensation claims will be reduced on an annual basis when reviewing expected claims vs. actual claims. | | | | | |
| Goal Reference | Rationale | Evidence-Based Strategies for Student Success | | | |
| SG6 | Goal selected based on stakeholder feedback and staffing trends in this area. | * The district will recruit and retain high quality certified and classified staff. * The district will provide high quality professional development that allows staff to continually grow in their job. | | | |
| SG7, SG8 | Goals selected based on stakeholder feedback and continued need to maintain competitive wages in area and existing area comparisons. | | | | |
| SG9 | Goal selected based on stakeholder feedback, staffing trends and research on staff retention. | | | | |
| SG10 | Goal selected based on review of existing data denoting a lower percentage of advanced degrees and correlation between teacher effectiveness and student performance. | | | | |
| SG11 | Goal selected based on district financial review and previous year's workman's compensation claims. | | | | |
| Goal Reference | Action Steps | Start Date | Person(s) Responsible | Funding Source | BOE Review Date |
| SG6, SG7, SG8 | A) Strive to continually improve the salary schedule for certified and classified employees. | 08/2021 | Superintendent | Fund II, | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG9 | B) Continue to develop, improve and implement a professional development plan that aligns with the needs of staff members and proven best practices | 08/2021 | Assistant Superintendent of Academic Services District Professional Development Committee | State 1% PD Funding, Title II, Fund I, Fund II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG6, SG10 | C) Continue to develop, improve and implement a consistent process for the selection of high quality personnel. | 08/2021 | Assistant Superintendent of Operations | Fund I | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG6, SG9 | D) Continue to utilize evaluation protocols and products that measure teacher growth on research-based standards for effective teaching, including self-evaluation. | 08/2021 | Assistant Superintendent of Academics Principals | Fund II, Title II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG6, SG9 | E) Maintain the quality and quantity of time available for professional learning. | 08/2021 | Assistant Superintendent of Academics Principals | State 1% PD Funding, Title II, Fund 1, Fund 2 | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG10 | F) Implement a Master's Degree cohort for teachers to attain master's certification in-district. | 08/2021 | Assistant Superintendent of Academics | Retention Grant | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG6, SG9 | G) Continue to provide a high-quality mentoring/advising program for new teachers and teachers new to the district. | 08/2021 | Assistant Superintendent of Academics Mentoring Coordinator | State 1% PD Funding, Fund I | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG6 | H) Continue to find ways to assess and improve culture/morale. | 08/2021 | Central Office Administrators Principals | Fund I, Fund II, Title I | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG6, SG9 | I) Continue to increase district capacity for ongoing, job-embedded professional learning by training and developing district instructional coaches. | 08/2021 | Assistant Superintendent of Academics | State 1% PD Funding, Title II, Fund I, Fund II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG6 | J) Provide improvements to staff wellness program. | 08/2021 | Assistant Superintendent of Operations | Fund I | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |

Vision Focus: Facilities and Resources

SMART Goal 12: Fund four will increase to \$6 million by 2027.

SMART Goal 13: The district will achieve a 100% on all safety inspections for facilities and transportation.

SMART Goal 14: 100% of students and staff will have access to technology and resources.

| Goal Reference | Rationale | Evidence-Based Strategies for Facilities and Resources |
|----------------|---|--|
| SG12 | Goal based on review of past district financial data and stakeholder input. | * The district will provide safe, clean, and effective settings that promote learning. * The district will provide quality instructional resources that promote learning. |
| SG13 | Goal based on stakeholder input and seeking to ensure a safe learning environment to promote high levels of learning. | |
| SG14 | Goal based on stakeholder input and seeking to ensure adequate resources to support learning in the 21st century. | |

| Goal Reference | Action Steps | Start Date | Person(s) Responsible | Funding Source | BOE Review Date |
|----------------|--|------------|--|-----------------|--|
| SG12, SG13 | A) Conduct annual evaluations in order to identify facility, grounds, and safety/security needs. | 08/2021 | Assistant Superintendent of Operations | Fund I | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG12, SG13 | B) Continually use and update the district's collaboratively formed Long Range Plan for maintaining and upgrading district facilities, grounds, and safety based on annual evaluations. | 08/2021 | Superintendent | Fund I, Fund II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG14 | C) Provide up to date resources, including technology, that enhance teaching and learning. | 08/2021 | Assistant Superintendent of Operations Director of Technology | Fund I, Fund IV | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG12, SG13 | D) Develop and implement a financial plan to support facilities and resources. | 08/2021 | Superintendent | Fund I, Fund II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG14 | E) Implement K-12 learning management systems to enhance technology-driven instruction and delivery. | 08/2021 | Assistant Superintendent of Academics Coordinator of Virtual Learning | Fund I, Fund II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |

Vision Focus: Parent and Community Involvement

SMART Goal 15: Results from the annual community satisfaction survey will be 90% very satisfied or satisfied on key indicators.

SMART Goal 16: Community partnerships will increase by 2-3 on an annual basis.

SMART Goal 17: Parent volunteer hours logged at buildings will increase by 10% on an annual basis.

| Goal Reference | Rationale | Evidence-Based Strategies for Parent and Community Involvement | | | |
|------------------|---|---|---|------------------------------------|---|
| SG15 | Goal based on MSIP 6 requirements and stakeholder feedback. | * The district will continually seek to improve the communication process with parents and the community. * The district will seek partnerships with parents and the community to enhance and support the learning process for all students. | | | |
| SG16 | Goal based on stakeholder feedback and desire to create a stronger community/school partnership. | | | | |
| SG17 | Goal based on stakeholder feedback and desire to increase parent involvement in student learning and success. | | | | |
| Goal Reference | Action Steps | Start Date | Person(s) Responsible | Funding Source | BOE Review Date |
| SG15, SG16, SG17 | A) Develop and consistently utilize multiple methods of communication with parents and the community to both inform and gather feedback. | 08/2021 | Assistant Superintendent of Operations | Fund I, Fund II, Title I, Title II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG15, SG17 | B) Develop and offer multiple avenues to engage parents in the education and preparation of their students. | 08/2021 | Assistant Superintendent of Academics Federal Programs Coordinator Principals | Fund I, Fund II, Title I, Title II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG15, SG17 | C) Teachers will make regular contact with parents in order to provide academic feedback and engage parents in their child's education. | 08/2021 | Assistant Superintendent of Academics Principals | Fund I, Fund II, Title I, Title II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG16 | D) Increase community partnerships to enhance the educational process. | 08/2021 | Superintendent Principals | Fund I, Fund II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |

Vision Focus: Leadership and Governance

SMART Goal 18: The Annual Secretary of the Board Report (ASBR) will reflect an unrestricted fund balance of 22-26% on an annual basis.

SMART Goal 19: 100% of certified staff members will regularly participate in collaborative team meetings focused on student learning.

SMART Goal 20: 100% of administrators and Board of Education members will participate in professional development on an annual basis.

| Goal Reference | Rationale | Evidence-Based Strategies for Leadership and Governance |
|----------------|---|---|
| SG 18 | Goal based on stakeholder feedback. | * The Marshfield Board of Education and administrative team will create a culture that promotes innovation and collaboration. * Marshfield R-I Leadership will be "lead learners" by seeking and modeling best practices for all staff in an effort to foster student success. |
| SG 19 | Goal based on stakeholder feedback and research on effective leadership principles. | |
| SG 20 | Goal based on stakeholder feedback and research on effective leadership principles. | |

| Goal Reference | Action Steps | Start Date | Person(s) Responsible | Funding Source | BOE Review Date |
|----------------|---|------------|---|---|---|
| SG19 | A) District and building leadership will create school structures to facilitate collaboration and encourage staff to be active participants in the decision making process. | 08/2021 | Central Office Administrators Principals | State 1% PD Funding, Fund I, Fund II, Title I, Title II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG19 | B) Develop and implement collaborative processes focused on increasing student achievement by capitalizing on the collective expertise of staff and intervening for student success. | 08/2021 | Assistant Superintendent of Academics Principals | State 1% PD Funding, Fund I, Fund II, Title I, Title II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG19 | C) Continue to develop administrator capacity for instructional leadership. | 08/2021 | Assistant Superintendent of Academics | State 1% PD Funding, Fund I, Fund II, Title II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG20 | D) District and building-level leadership will participate in professional development opportunities designed to achieve district and building goals. | 08/2021 | Superintendent Assistant Superintendents | State 1% PD Funding, Fund I, Fund II, Title II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG19 | E) District and building leaders will continually work to improve/maintain a positive work and learning environment. | 08/2021 | Central Office Administrators Principals | Fund I, Fund II | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |
| SG20, SG18 | F) All school board members will participate in district and state level training programs and become board member certified. | 08/2021 | Superintendent | Fund I | Quarterly Review (September, December, March, June) SMART Goal Report Calendar |