



NEW YORK MILLS ISD #553
PREPARING STUDENTS FOR LIFE

Defining Our Future:
New York Mills Schools 2021 Strategic Plan

February 2016

New York Mills Strategic Plan

2016-2021

The Strategic Planning Team of New York Mills Public Schools has developed this plan. It represents a work commissioned by the District's school board and reflects findings and recommendations to elevate the academic and organizational foundations of the school over the next five years. The information provided in this plan is intended to provide clear communications to the various constituents of New York Mills Public Schools. The community's support of this plan will strengthen the plan's compelling Mission, Beliefs and Strategies and its future implementation.

The plan was completed over two days on February 5 and 6, 2016. The planning process focused on several elements, including:

- ▶ Developing a Mission Statement.
- ▶ Developing Belief Statements.
- ▶ A Review of the District's Past.
- ▶ A Review of the Current Setting in the District.
- ▶ A Discussion of the Future of the District over the Next Five Years.

The following strategic plan lays out strategies and action plans that may guide the district for the next five years. A key to making a document that will assist the district in reaching its desired future is to have active and constant school board and superintendent involvement in the implementation, monitoring, adjusting and the annual renewal of the plan.

The following community members and district staff participated in and helped reach common ground on setting directions for New York Mills School in the next five years:

Strategic Planning Team

Community Members

Jayne Whiteford, Early Learning Parent
Kyle Keskitalo, Early Learning Parent
Jeff Preuss, Elementary Parent/Supervisor
Paulette Ohm, Elementary Parent/Business Representative
James Gritz, HS parent/Chief of Police
Jessie Kangas, HS Parent/Business Owner
Jason Schik, Business Representation/Parent
John Sobieski, Business Representation/Parent
Kerrie Steinbach, Health Care Representative/Business Owner/Parent
Amy Mursu, Attorney/Parent
Duane Koehler, Retired Community Member
Latham Hetland, Recent Alumni
August Johnson-Ding, Student

School Personnel

Kendra Geiser, Early Childhood Educator
Heidi Dresser, EM NYM President
Jo Rudnitski, Social Studies Teacher/SPED
Deb Blomberg, Special Education Teacher
Bridget Weller, Kindergarten Teacher
Megan Myers, 6th Grade Teacher
Tonja White, Paraprofessional

Board Members

Jill Carlson, Board Chair
Wendy Hetland, Treasurer
Amy Wallgren, Vice Chair

Administration

Michelle Young, HS Principal
Judith Brockway, Elementary Principal

Facilitators

Terry Quist, Consultant
Julie Critz, Consultant

New York Mills School Mission Statement:

- The mission of New York Mills Public School is to develop flexible, engaged learners and responsible citizens by providing resources through community collaboration.

Belief Statements:

We Believe:

- in valuing all students as individuals for their unique skills and potential to succeed.
- in working together as strategic partners; school and community
- in providing and maintaining a safe and secure learning environment.
- in developing character.
- in fostering a culture of acceptance.
- in providing innovative and creative learning opportunities through real world application.
- in helping students identify their individual assets to be contributing members of society.
- in encouraging accountability and ownership by all stakeholders.
- in utilizing data for informed decision making.

Strategies:

- Create a Marketing and Communication Plan
- Increase Student Academic Programming
- Provide Appropriate Facilities
- Enhance Professional Development-Develop a Highly Trained Staff
- Provide Adequate Financial Resources
- Advance Technology
- Provide Health and Wellness Opportunities

Strategies with Action Steps:

Strategy 1: Create a Marketing and Communication Plan	Completion Timeline	Champion
<ul style="list-style-type: none"> ▶ Utilize Marketing/Communications Specialist <ul style="list-style-type: none"> ○ Identify Volunteer Expert [Lund] ○ Hire a Consultant ○ Review/Renew District Logo/Color Scheme ○ Utilize Print Resources [Newsletter & Newspaper] 		
<ul style="list-style-type: none"> ▶ Update Social Media Presence <ul style="list-style-type: none"> ○ Facebook ○ Twitter 		
<ul style="list-style-type: none"> ▶ Update District Website <ul style="list-style-type: none"> ○ Utilize Website Team to: <ul style="list-style-type: none"> ▪ Drive Content ▪ Make User Friendly ▪ Provide Timely Updates 		
<ul style="list-style-type: none"> ▶ Increase Volunteerism in NYM School <ul style="list-style-type: none"> ○ Clearly Communicate Opportunities ○ Seek Business/Community Partnerships 		

Strategy 2: Increase Student Academic Programming	Completion Timeline	Champion
<ul style="list-style-type: none"> ▶ Determine standards of excellence for district, building and departments <ul style="list-style-type: none"> ○ Identify key indicators ○ Examine data ○ Set Targets 		
<ul style="list-style-type: none"> ▶ Implement Goal Setting/Process at all levels (WBWF #2 & #3) <ul style="list-style-type: none"> ○ Set academic targets <ul style="list-style-type: none"> ▪ All Grade levels (PK-12) ▪ By Subgroup ○ Create action plans aligned to goals 		
<ul style="list-style-type: none"> ▶ Complete Preschool Program Study (WBWF-#1) <ul style="list-style-type: none"> ○ Determine measures of success ○ Analyze Space 		
<ul style="list-style-type: none"> ▶ Expand Preschool Programming Options 		
<ul style="list-style-type: none"> ▶ Expand Integrated Learning Opportunities (WBWF #4) <ul style="list-style-type: none"> ○ Explore Project-Based Learning ○ Create Business Partnerships to support learning 		
<ul style="list-style-type: none"> ▶ Create Personalized Learning Model (WBWF #4 & 5) <ul style="list-style-type: none"> ○ Create common definition ○ Support differentiated instruction in all classrooms ○ Create life plans for all students <ul style="list-style-type: none"> ▪ Post-secondary plans 		

<ul style="list-style-type: none"> ▶ Create Professional Development plan <ul style="list-style-type: none"> ○ Align to District priorities ○ Align to building goals ○ Identify expectations and support for implementation ○ Identify measures of success 		
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Strategy 3: Provide Appropriate Facilities	Completion Timeline	Champion
<ul style="list-style-type: none"> ▶ Safe and Secure Schools <ul style="list-style-type: none"> ○ Provide Secure Buildings <ul style="list-style-type: none"> ▪ Monitored Entrances or ▪ Buzzed In Entrances ▪ One Entrance ○ Utilize a Badged System ○ Update/Practice Emergency Operations Plan <ul style="list-style-type: none"> ▪ Collaborate with Emergency Services 		
<ul style="list-style-type: none"> ▶ Conduct Facility Feasibility Assessment <ul style="list-style-type: none"> ○ Build Reallocation Plan ○ Remodel and Renovate ○ Study Building Addition Possibilities <ul style="list-style-type: none"> ▪ Daycare ▪ Pre-K ▪ High School ▪ ECCE ▪ Elementary ▪ Community Fitness Center[24/7] 		
<ul style="list-style-type: none"> ▶ Develop Long Term Maintenance Plan <ul style="list-style-type: none"> ○ Update and Refine Buildings/Grounds ○ Communicate and Collaborate with All ○ Utilize Consultant 		

Strategy 4: Enhance Professional Development-Develop Highly Trained Staff	Completion Timeline	Champion
<ul style="list-style-type: none"> ▶ Build job embedded Professional Development program to expand and/or implement: <ul style="list-style-type: none"> ○ Use of technology ○ Standards Based Instruction/Grading ○ Project Based Learning ○ Networking 		
<ul style="list-style-type: none"> ▶ Build Mentoring Program <ul style="list-style-type: none"> ○ New Teachers ○ Paraprofessionals ○ Substitute Teachers ○ Create Organizational Structure 		

<ul style="list-style-type: none"> ▪ Job Descriptions ▪ Procedures 		
<ul style="list-style-type: none"> ▶ Plan for Meeting credentialing requirements for Higher Learning Commission (CIS): <ul style="list-style-type: none"> ○ Requires Collaboration ○ District Support 		
<ul style="list-style-type: none"> ▶ Utilize Community Experts <ul style="list-style-type: none"> ○ Preparation ○ Pedagogy ○ Recruiting 		
Strategy 5: Provide Adequate Financial Resources	Completion Timeline	Champion
<ul style="list-style-type: none"> ▶ Explore Establishing a School Foundation 		
<ul style="list-style-type: none"> ▶ Establish Community Based Finance Advisory Committee <ul style="list-style-type: none"> ○ Budget Transparency ○ Public Feedback on <ul style="list-style-type: none"> ▪ Needs ▪ Opportunities ▪ Strategic Directions 		

Strategy 6: Advance Technology Utilization	Completion Timeline	Champion
<ul style="list-style-type: none"> ▶ Develop Long Term Technology Plan Based On: <ul style="list-style-type: none"> ○ Data ○ Fiscal Responsibility <ul style="list-style-type: none"> ▪ Sustainability ○ Areas for consideration: <ul style="list-style-type: none"> ▪ Infrastructure ▪ Devices ▪ Learning tools ▪ Minimum expectations 		
<ul style="list-style-type: none"> ▶ Support Flipped Classroom 		
<ul style="list-style-type: none"> ▶ Utilize Learning Management Systems 		
<ul style="list-style-type: none"> ▶ Research the Use of On-line Programs for Standards Based Lesson Planning 		
<ul style="list-style-type: none"> ▶ Collaborate with Other Schools <ul style="list-style-type: none"> ○ Explore Video Conference Systems <ul style="list-style-type: none"> ▪ Tandberg Systems (CISCO) ▪ Write RUS Grant 		
<ul style="list-style-type: none"> ▶ Expand Use of Mobile Computer Labs 		
<ul style="list-style-type: none"> ▶ Integrate Technology with Learning <ul style="list-style-type: none"> ○ Examine best practice instructional models ○ Determine measures of success 		
<ul style="list-style-type: none"> ▶ Provide Additional Technology at the High School 		
<ul style="list-style-type: none"> ▶ Support STEAM Initiative 		

○ Consider purchase of equipment (3D Printer)		
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Strategy 7: Provide Health and Wellness Opportunities	Completion Timeline	Champion
<ul style="list-style-type: none"> ▶ Respond to Mental Health Needs <ul style="list-style-type: none"> ○ Provide Needs Assessment <ul style="list-style-type: none"> ▪ Documentation/history ▪ Surveys ○ Determine Course of Action ○ Expand Use of Lakeland Health Services ○ Hire Full Time Mental Health Professional ▶ Healthy Food Choices <ul style="list-style-type: none"> ○ Increase Education and Awareness ○ Expand Sources [Farm to School] ○ Become more Sustainable 		
<ul style="list-style-type: none"> ▶ Physical Health <ul style="list-style-type: none"> ○ Expand Practical Uses of Eagle Pride Wellness Area for Students, Staff and Community. ○ Expand the Fitness Facility 		

New York Mills Public Schools

Strategic Planning Raw Data - Appendix B

I. Mission Statement

a. Purpose: Why?

- Develop our Youth
- Prepare student for life
- Provide a superior education
 - Academics
 - Arts
 - Character
 - Athletics
- Accountability
- Promote a safe and nurturing environment
- Lifetime learner
- Good citizen
- Involved team player
- Potential stakeholder
- Contributing responsible productive
- Organizational skills
- Opportunities for maximum skill potential
- Growth
- Preparing
- Lifelong learners
- Well rounded students
- Community based
- Personalized learning
- Differentiated instruction
- Leadership
- Professional development
- Technology
- Emotional Intelligence
- Education
 - Academics
 - Social skills
 - Emotional
 - Productive members of the community
- Educate
- Innovation

- Technology
 - Safe place
- Teach students how to be:
 - Lifelong learners
 - Love of learning
- Flexibility
- Sustainability
- Think outside the box
- Innovation lab
- LUNds
- Embedded curriculum

a. Function: How?

- Maintain a positive atmosphere
- Highly qualified educators
- Diversified curriculum
- Establishing high standards
- Teaching self-sufficiency
- Promote/facilitate individual growth
- Student involvement and accountability
- Parent and staff involvement
- Money
- Training
- Community retention
- Collaboration between community and schools
- Family support
- Open-minded
- Leadership
- Student engagement
- How do we teach them
- Support teachers, parents, students & staff
- Resources
 - Smart-boards
 - Curriculum
 - Opportunities for learning
- Collaboration & consistent

II. Belief Statements

- Relationships
 - Family
 - Collaboration
 - All students meeting their individual needs
 - A growth mindset
 - Unlimited opportunities
 - Developing potential
 - Creativity
 - Individuality
 - Character development
 - Compassion and empathy—providing a safe haven
 - Welcoming all
 - A higher standard
 - Small town, great expectations
 - Safe and cared for
 - All students can learn
 - All students have potential
 - Community centered school—school centered community
 - Fair, traditions, pride & kind
 - Students are valued as a whole and individuals
 - Every child can learn
 - Every child will learn
 - Perseverance
 - Individual accountability
 - Promote a growth environment
 - Acceptance culture of
 - Community support extremely valuable
 - Every student has potential to learn
 - Every student as an individual
 - Provide opportunities to be involved to maximum potential
 - Strong support from the community and staff
 - Caring community relationships
 - Safe environment
 - Every student is valued
 - Community ownership
 - Well rounded students
 - Cooperative learning
 - Productive members of society
-

III. Environmental Scan

a. Competition:

- a. New Schools in neighboring communities
- b. Community Fitness Center
- c. Increased business connection
- d. More courses/More diverse
- e. Larger districts versus tight community
- f. Lack of funds
- g. Lack of late bus
- h. No zero hour
- i. Online
- j. ALC

- k. New facilities at Wadena and Perham
- l. Open enrollment
- m. New facilities at other communities
- n. Securing
- o. Facilities for activities

- p. Technology
- q. Teacher recruitment
- r. Adopt-a-class
- s. Homeschool
- t. New buildings in other communities

b. Strengths:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Small School/Community • Career Planning • Extra-Curricular • College in the HS • One PreK-12 School • Good teachers/staff • Flexible—open to change • Welcoming/Accepting • Positive Atmosphere • Feeling of family • Personal contact • Small size • Amazing teachers • Supportive of Extra Curriculars • Community Support • Longevity/experience • Community Support • Welcoming/Caring • Committed/Dedicated • Facilities • Creative • Relationships • Staff | <ul style="list-style-type: none"> • Class sizes/grades • Community • Traditions • Stakeholder's Input
 • Student involvement • Lunch • Data driven instruction • Curriculum • Caring • Inclusive • Culture center • Growth Mindset/Adaptability • Post-secondary options/opportunities • LTFMP—allows school to stay current • Welcoming atmosphere • Extra-Curricular • Tradition—"Come Back Home" • ECFE |
|---|--|
-

c. Weaknesses:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Funding • Space • Technology lags • Science continuity • STEM | <ul style="list-style-type: none"> • Early exposure to computer skills • Small size—less opportunities • Limitation of schedule • Funding [curriculum specialist] • Foreign language |
|---|---|

- HS gifted and talented
 - Continuity
 - Running out of space
 - Limited dollars for resources
 - Small
 - Number of students per class
 - Lack of arts/languages in the elementary
 - Arts and music being squeezed
 - Economic
 - Limited by size
 - Mental health services
 - Preschool facilities
 - Reading/math/art/science specialists
 - Technology
 - Materials
 - Marketing/Branding
 - Space/classrooms
 - Money/funding
 - Number of teachers in certain areas
 - Preschool facilities
 - Basic skills
 - Science/elementary STEM
-

d. Opportunities:

- More collaborative prep time
 - Business opportunities/connections
 - Flexible instruction and schedule
 - Individual growth
 - Arts—band, choir, one act play & speech
 - Extra-Curricular Sports
 - Gifted/talented program in elementary
 - College courses
 - More innovation
 - STEM or STEAM
 - Internships/school to work
 - Learning through projects—house, sauna, high mileage cars, garden, etc.
 - Health and wellness
 - Eagle Pride
 - College/Career
 - Activities
 - Concurrent enrollment
 - R & I
 - Take out fitness center
 - Safer buildings
 - Strategic technology
 - Preschool wing
 - College in HS
 - Stay relevant
-

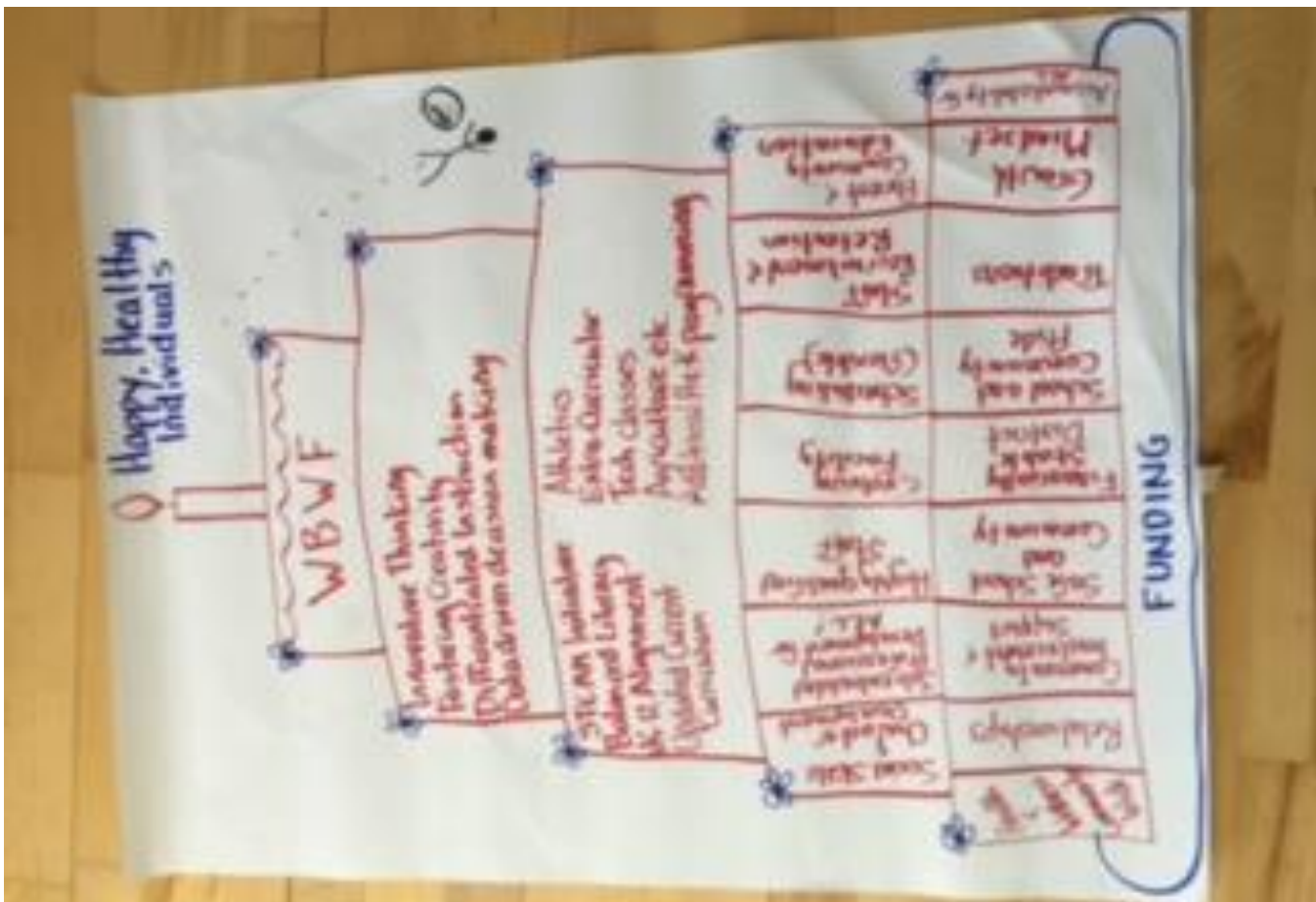
IV. Mind Map Activity



V. Ideal Future Scenario--2021

- a. Students doing technology on own devices or accesses
 - Overcome funding and training barriers
- b. Human interactions with peers and instructors
 - Socialization [EQ]
 - Overcome culture/society barrier
- c. Increased problem solving
 - Project based learning
 - Cooperation
 - Service learning/job experience
 - Business acumen/life skills
 - Overcome perception of normal life experience
- d. Safe and secure Facility
 - Building and Staff
 - Overcome funding barrier
- e. STEM/STEAM/Staff Development
 - Overcome funding and staff development barriers
- f. 100% Graduation
 - life skills
 - well rounded—emotionally, technically & mechanically
- g. Safe schools
 - Secure
 - Functional [roof]
- h. Branding
 - Letting people know who we are
 - Common design theme—with community
- i. Fitness Area
 - EP HWA
 - Community fitness center
 - Track
- j. Childhood Development
 - Addition
 - Preschool
 - ECCE

- Daycare—0-12 years
 - HS child development program
- k. Curriculum
- STEM k—K-12
- l. Class size
- m. Collaboration
- n. Episode 1 [Star Wars Theme Song as Background]
- It is the year 2021, leaders at the NYM Public School are spearheading a paradigm shift to encourage students to be critical thinkers able to carry out real world problems. Galactic super teachers have integrated subjects so those students learn Math, English, science, Business and more in one project. Supreme Leader Novak has sought out help from across the galaxy. He has brought in a full time mental health professionals to assist students. STEM/STEAM initiatives are now the norm and future facility plans are in the works.



VI. Common Future

a. Strategies:

- Academic programming—WBWF
 - STEAM K-12
 - Basic skills
 - Project based learning
 - Highly qualified instructors
 - Increased technical opportunities
- Expanded programming O—K
 - Discover
 - Daycare
 - PreK
- Technology
 - Integrated Use
- Academic Programming
 - WBWF
 - Block schedule to accommodate PBL
 - STEAM
 - Differentiated Instruction
 - Integrated Curriculum
 - Language
- Facility improvements
 - Maintenance
 - Safe School
 - Pre-K wing
- Ongoing Learning
 - Staff development
 - Community education
 - Parents
- Health & Wellness
 - Mental health
 - Food service
 - Fitness
 - Garden
 - Eagle Pride
 - Character education
- Communication
 - Appropriate Use
- Marketing Plan
 - Branding is consistent
 - Welcoming—Open Enrollment
 - Easy to use website
- Facilities
 - Reallocation of spaces
 - Fitness center
 - Track
 - Future pool
 - Pre K and ECCE
 - Daycare
 - Mentorship /kinship Space
 - Monitors,
 - School reach,
 - Synergy
 - Eagle App
 - Marketing/branding
 - Parents
 - School
 - Community
- Not feasible is Pre-K Wing or expansion
- Programming
 - WBWF
 - STEAM
 - Balanced literacy
 - Basic life skills
 - Project based learning [PBL]
- Teacher/Staff development
 - Job embedded
 - Build in grade level meetings/common prep time
- Safe and Supportive Schools

- Update entering and existing time
 - Training
- Facility Maintenance & Expansion
 - Better use of space
 - Preschool & Middle School
- Health & Wellness
 - Mental health professionals time increased to full time
- Community/Parent Involvement
 - Invite community into the school
- Academic Programming
 - WBWF
 - Differentiated instruction
 - STEM/STEAM
 - Pre-K Programming
 - More clubs—speech, choir, etc.
 - Creative Arts Component
 - Mental Health
 - Flexible scheduling
 - Character education
 - Social media safety
 - Resources provided;
 - Life skills development
 - Strategies
- Back pack program
- Breakfast club
- Facilities
 - Safe and secure plan
 - Functional SPED area
 - Preschool facilities
 - Daycare/child development student center
 - Fitness center open 24/7
 - HS addition
 - Elementary addition
- Staff development
 - Improve new staff preparation
 - Mentoring
 - Paraprofessionals
 - Substitute Teachers
 - Ongoing for all
- Technology
 - Access to computer labs for students
 - Flexible and current technology
- Funding
 - Operating levy
 - Stream line and shared programs