



Mequon-Thiensville
School District 

Strategic Plan 2018-2021

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The Launchpad
to Success 

Letter from Leadership

The process of developing a new strategic plan provides the opportunity to determine where we are as an organization, come to a consensus on where we want to go and map the trajectory to realizing our future.

In the Mequon-Thiensville School District, our strategic plan unifies the efforts of the organization around our shared mission and vision, and it guides improvement efforts. The strategic plan establishes priorities for the use of resources, strengthens operations, enhances organizational coherence and provides clarity and focus on our desired future.

We engaged the community in a strategic planning process beginning in the fall of 2017. A hallmark of this process was the involvement of stakeholders from all corners of our community—individuals who care about and are impacted by the strength of our school district. The process was comprehensive, collaborative and conclusive, and we thank all of the students, parents, employees, community members, business and organization leaders and government officials who helped us chart our path.

This strategic plan was developed to ensure that making progress is a priority to each of us. Accountability is a critical component in our plan development. As such, we have developed key performance indicators to benchmark growth in our goal areas and objectives. Those indicators are included in this document and will be used to create a balanced scorecard that measures our progress.

We firmly believe that excellence in education is one of the most important values we can advocate for as a community. Today's students are tomorrow's citizens, and with the support of the community, through education, we will create a better future for all. Together, we ignite each student's passion for learning, preparing for a life of infinite possibilities.

Sincerely,

Matthew Joynt
Superintendent of Schools



Kathryn Houpt
Board of Education President



Engaging the Community in a Plan for the Future

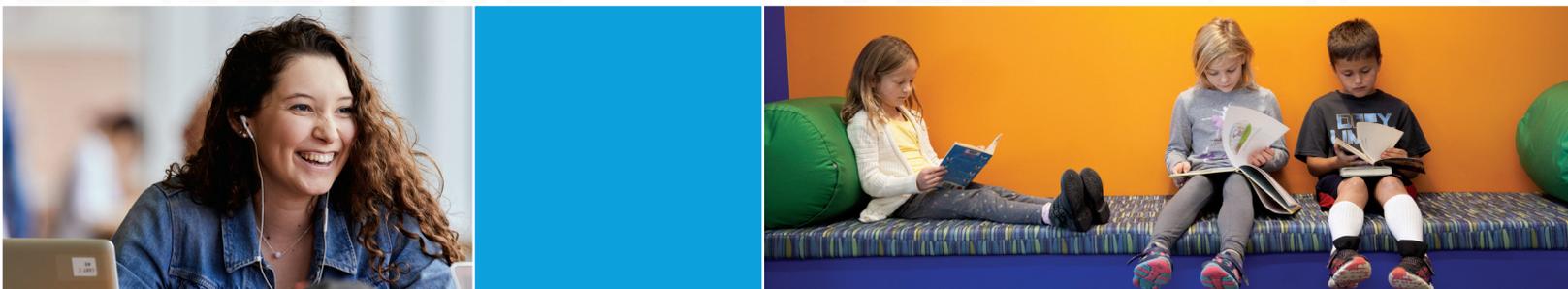
Our strategic plan, which is updated every three to five years, is a critical tool in guiding our district's mission, vision and strategic direction, unifying our efforts across our organization. We launched a comprehensive strategic planning process in the fall of the 2017-2018 school year with an end goal to establish our 2018-2021 Strategic Plan.

As part of the plan development process, we engaged parents, students, alumni, employees, community members, business and organization leaders and government officials. We asked stakeholder groups to share their input via a survey, or participate in one of several focus groups. A community convening provided an opportunity for a diverse group of over 70 individuals to discuss the political, economic, social, technological, legal, and environmental factors that present potential current and future impacts on the district, its students and employees.

A district strategic team, comprised of district and school administrators, employees, parents, community members and business and organization leaders, convened in December to review key metrics and performance indicators presented by district administrators over the course of two comprehensive data summits. The district strategic team also held regular meetings to review the inputs gathered through the survey, focus groups and data summit presentations. The team's ultimate objective was to synthesize those key inputs into strategic goal areas. The team reviewed the data accumulated and identified five themes as the focus of our 2018-2021 Strategic Plan.

The Board of Education provided critical feedback and direction throughout the strategic planning process, ultimately approving the Mequon-Thiensville School District's new mission, vision, strategic goals and objectives in March. Following the board's approval, district administrators began the process of developing initiatives and key performance indicators aligned to the community's five themes.

The 2018-2021 Strategic Plan is the result of community-wide collaboration, and it represents the observations and wisdom of stakeholders across our community. The community's contributions, thoughtful engagement and valuable insight has influenced the strategic direction of the Mequon-Thiensville School District for the next three years.



Strategic Planning Timeline

November 2017 through January 2018: Parents, students (grades 6-12), alumni, employees, community members, business and organization leaders, and government officials are invited to share their input via a survey. Over 900 individuals provide input via the survey.

November 2017 through January 2018: Parents, students (grades 6-12), employees and community members are invited to participate in focus groups. Twenty sessions are held with over 200 participants.

December 2017: A community convening provides an opportunity for a diverse group of over 70 individuals to review the political, economic, social, technological, legal and environmental factors that present potential current and future impacts on the district, its students and employees.

December 2017: District administrators present outcome-related data over the course of two comprehensive data summits to a district strategic team, comprised of 25 individuals, including employees, parents, community members, business and organization leaders, and school leaders.

January and February 2018: The District Strategic Team convenes and holds regular meetings to review the inputs gathered through the survey, focus groups, community convening and data summit presentations with an ultimate objective to synthesize those inputs into strategic goal areas. The team identifies five consistent and recurring themes, which become the five strategic plan goal areas, and the foundation for the new mission and vision statements.

March 2018: The Board of Education provides critical feedback and direction throughout the strategic planning process, ultimately approving the Mequon-Thiensville School District's new mission, vision, goals and objectives in March.

April 2018: District administrators develop initiatives and key performance indicators aligned to the strategic plan goals.

May 2018: A report is released to the community detailing the 2018-2021 Mequon-Thiensville School District Strategic Plan.



Our Mission

Together, we ignite each student's passion for learning, preparing for a life of infinite possibilities.

Our Guiding Principles

We believe:

- Each student is valued, will learn and will experience success.
- Education must address every facet of a child's being.
- Staff is our most valuable asset in achieving our mission and vision.
- Respect, responsibility, fairness, citizenship, diversity and inclusion are essential for a safe and successful learning environment.
- Seeking innovation and working to constantly improve all practices increases the value of our organization for all stakeholders.
- Research, assessment and measurement must inform decision-making and accountability.
- Sustaining fiscal strength is necessary for the vitality of our schools and community.
- Engaging our community through meaningful relationships fosters trust and accountability.



Our Vision

Each student, every time, empowered to succeed.

Our Commitment to Equity

As a public school system, we have responsibility for the future success of each student, regardless of background, home situation or family resources. We embrace a culture of equity and inclusion, and actively work to serve each student according to his or her needs. We believe that each student must be valued, will learn and will experience success and with that, education must address every facet of a child's being.

In a barrier-free learning environment grounded in equity, each student gets what they need, at the right moment in their education, in order to find their path to success. All students are best positioned to prevail and thrive in a school culture rooted in equity.

We will always persevere in serving students regardless of ability, circumstance or situation. Our commitment to success for each student is rooted in the ideals of equity, opportunity and excellence for all.



The Focus of Our Strategic Plan

→ Academic Achievement and Growth for Each Student

Ensure student growth through academic achievement measures that make progress more visible and therefore more actionable.

→ Students' Future Success

Provide each student with the opportunities and skills they need to access pathways toward their desired future.

→ Social-Emotional Well-Being

Support and enhance the social-emotional well-being of students, staff and families.

→ Workforce Environment

Cultivate a workplace where educational professionals realize their impact and fulfill their purpose.

→ Stakeholder Relationships

Establish strong relationships through consistent communication and engagement of all stakeholders.



The Focus of Our Strategic Plan



Mequon-Thiensville School District Strategic Plan 2018-2021



Key Performance Indicators:

- Student Growth Results
- District Level Growth Index Results
- Success Rate of Tiered Student Learning Outcomes
- Common Assessment Results
- Student Engagement Results
- Mindset Assessment Results

Academic Achievement and Growth for Each Student

Ensure student growth through academic achievement measures that make progress more visible and therefore more actionable.

Objective A: Refine academic assessment practices to engage students in learning and to inform instruction.

- Adopt systems to regularly and frequently monitor student learning and assess programming effectiveness.
- Create common assessment experiences in all classes that provide accurate and timely student data to inform curriculum development and instructional practices.
- Align classroom assessments to district-adopted standards.



Academic Achievement and Growth for Each Student

Ensure student growth through academic achievement measures that make progress more visible and therefore more actionable.

Objective B: Accelerate learning through the personalization of instruction to include a focus on motivation, goal-setting, self-regulation and feedback.

- Engage students in the process of academic monitoring.
- Develop systems to support and scale personalized learning experiences.

Objective C: Develop growth mindsets, systems and structures that eliminate barriers and expand opportunities for all students.

- Establish a professional development system to ensure all staff have the appropriate training to meet the needs of all learners.
- Ensure unique learning needs are integrated into collaborative planning time to determine appropriate instructional practices for each student.
- Grow staff capacity to guide students through the use of feedback focused on effort and persistence.





Key Performance Indicators:

- Student Academic and Career Planning Competencies
- Dual Enrollment and AP Course Participation
- Participation in Work-Based Learning
- Participation in Career-Related Courses
- Workforce Readiness Proficiency
- College and Career Plan Completers
- Apprenticeship Participation

Students' Future Success

Provide each student with the opportunities and skills they need to access pathways toward their desired future.

Objective A: Identify and develop career pathways that lead to the skills for post-secondary success.

- Expand work-based learning experiences for high school students.
- Build course sequences at the secondary level into advanced level elective courses and early college experiences.



Students' Future Success

Provide each student with the opportunities and skills they need to access pathways toward their desired future.

Objective B: Develop students' universal work readiness skills for career success.

- Embed universal work readiness skills within day-to-day instructional practices.
- Train faculty in cooperative learning strategies to ensure the classroom more accurately reflects today's work environment.

Objective C: Develop post-secondary community and industry partnerships in support of students' career aspirations.

- Build community and business partnerships that engage students in formulating their future career identity.
- Further develop and enhance student scholarship opportunities.



Students' Future Success

Provide each student with the opportunities and skills they need to access pathways toward their desired future.

Objective D: Facilitate students' exploration of diverse post-secondary opportunities in grades 6-12.

- Expand dedicated activities for student career exploration.
- Embed exploration of careers within the context of academic coursework.

Objective E: Intentionally co-plan between school, families and students to provide exploration of opportunities in and out of school.

- Refine programming designed to support students and their parents in establishing personal goals and developing future plans for career engagement.
- Further develop support systems for post-secondary transitions.





Key Performance Indicators:

- Student Social-Emotional Well-Being Competencies
- Staff Stress Score
- Employee Engagement Favorability Rating
- School Disciplinary Incidents
- Bullying/Harassment Report Data
- Positive School Culture and Climate Indicators
- Fitness Assessment Results

Social-Emotional Well-Being

Support and enhance the social-emotional well-being of students, staff and families.

Objective A: Implement instruction and formalized support in interpersonal and peer relationships.

- Implement a 4K-12 social-emotional learning program for instruction.
- Provide training and coaching in social-emotional learning instruction.
- Provide education on student identity and cultural awareness for all employee groups.



Social-Emotional Well-Being

Support and enhance the social-emotional well-being of students, staff and families.

Objective B: Implement instruction and formalized support in physical health and lifestyle.

- Ensure that physical education and recess activities focus on building students' critical social and emotional skills, confidence in themselves, and positive cultural values.
- Foster healthy school environments that promote physical activity and healthy lifestyles.
- Implement systems to address chronic absenteeism.

Objective C: Implement instruction and formalized support in safety.

- Integrate ongoing positive climate and school safety efforts with crisis prevention, preparedness, response and recovery.
- Employ effective, positive school discipline procedures.
- Implement support programming that encompasses prevention, wellness promotion and interventions that increases with intensity based on student need.



Social-Emotional Well-Being

Support and enhance the social-emotional well-being of students, staff and families.

Objective D: Intentionally co-plan between school, families, students and community to enhance prevention and intervention services.

- Implement a district committee to discuss long-term goals and districtwide implementation of social-emotional learning practices and school climate initiatives.
- Improve access to school-based mental health supports.
- Expand social-emotional well-being programming beyond the traditional school day to after school and summer programs.





Key Performance Indicators:

- Employee Feedback Survey Results
- Employee Retention Rate
- Substitute Teacher Fill Rate
- Staff Absence Rate
- Staff Access to Technology
- Facility Capacity Data

Workforce Environment

Cultivate a workplace environment where educational professionals realize their impact and fulfill their purpose.

Objective A: Advance a cultural environment for employees reflective of a workplace of choice.

- Improve and refine organizational systems for all employees.
- Increase employee retention.



Workforce Environment

Cultivate a workplace environment where educational professionals realize their impact and fulfill their purpose.

Objective B: Promote a technological environment for employees where access is universal and technology meets employees' needs.

- Ensure each employee has access to high quality technology for operational and instructional functions.
- Implement a system for simplifying access to technology resources.

Objective C: Design and deploy a physical environment for employees where organizational values are reflected and learning environments are flexible.

- Maintain optimal facility capacity for student learning at each school building.
- Provide modern learning environments.





Key Performance Indicators:

- Stakeholder Satisfaction
- Communication Effectiveness
- Percentage of Resident School-Aged Student Enrollments
- Community and Business Partnerships
- Stakeholder Sponsorships

Stakeholder Relationships

Establish strong relationships through consistent communication and engagement of all stakeholders.

Objective A: Foster accessible, consistent and reliable communication with all stakeholders.

- Ensure that website content is accurate, accessible and reliable.
- Establish consistent approaches in communication practices between school and home.
- Enhance employee access to operational information and resources.
- Create a welcoming environment for stakeholders through outstanding customer service.
- Fortify prospective family engagement communications.



Stakeholder Relationships

Establish strong relationships through consistent communication and engagement of all stakeholders.

Objective B: Engage stakeholders in systematic, two-way communication.

- Seek input from stakeholders on meaningful topics.
- Create an integrated master survey calendar and plan.

Objective C: Expand community and business partnerships to broaden support for student learning.

- Expand community and alumni awareness of meaningful opportunities to support student learning.
- Build awareness of existing community partnerships, mentoring opportunities, apprenticeships and worksite experiences.



Stakeholder Relationships

Establish strong relationships through consistent communication and engagement of all stakeholders.

Objective D: Ensure fiscal stability and appropriate resources for programming and facilities through stakeholder engagement in long-term planning.

- Engage stakeholders in the development of a comprehensive, long-range facility plan that reflects the expectations, desires and values of the community.
- Create a sponsorship guide to provide information and engage interested stakeholders in supporting the district.





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