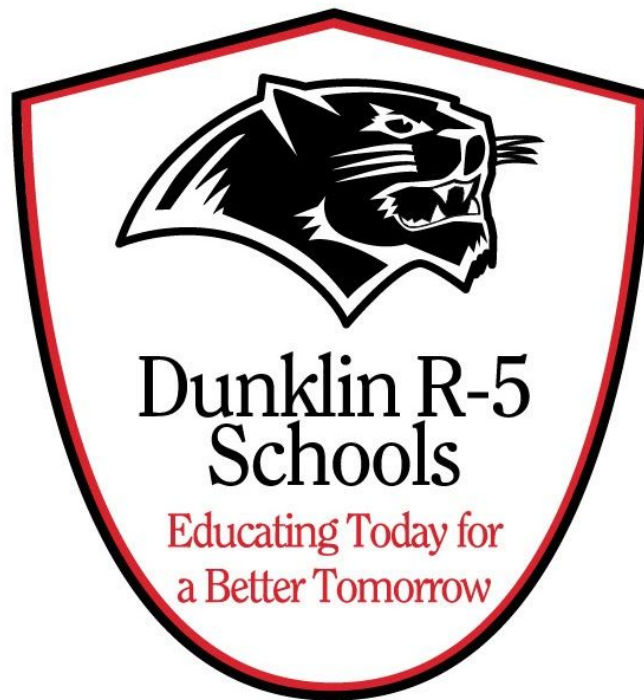


Strategic Plan 2020-2023

#GoBlackcats



Board Approval June 2020



Goal Teams:

Goal Team 1:

- Student Achievement and Leadership
- **Goal Team Leaders:** Katie Dunlap, Trent Sauer, Joe Willis

Goal Team 2:

- Strategic Planning and Development
- **Goal Team Leaders:** Sue Sharp, Dr. Clint Freeman

Goal Team 3:

- Customers (Students and Stakeholders)
- **Goal Team Leaders:** Tracy Lewis, Matt Lichenstein, Nichole Arnold

Goal Team 4:

- Knowledge Management
- **Goal Team Leaders:** Stephanie Dix, Adam Dixon

Goal Team 5:

- Workforce Focus
- **Goal Team Leaders:** Charrissa Kappler, Tom Moreland

Goal Team 6:

- Operational Management through Fiscal Responsibility
- **Goal Team Leaders:** Katie Thone, Steve Copeland, Jason Gillman

Subcommittees: will do the detailed work of analyzing the data both from a historical perspective and the trend analysis for future development. The subcommittees will be made up of a diverse group of all stakeholders who are familiar with the topics. Membership may change as time progresses. The items mentioned under the various committees and the committee make up are a starting point for discussion. Both items and members may be removed or added during meetings.



Mission: Educating Today for a Better Tomorrow



Strategic Plan 2020-2023

1.) Student Achievement
and Leadership

2.) Strategic Planning
and Development

3.) Customers

4.) Knowledge
Management

5.) Workforce
Focus

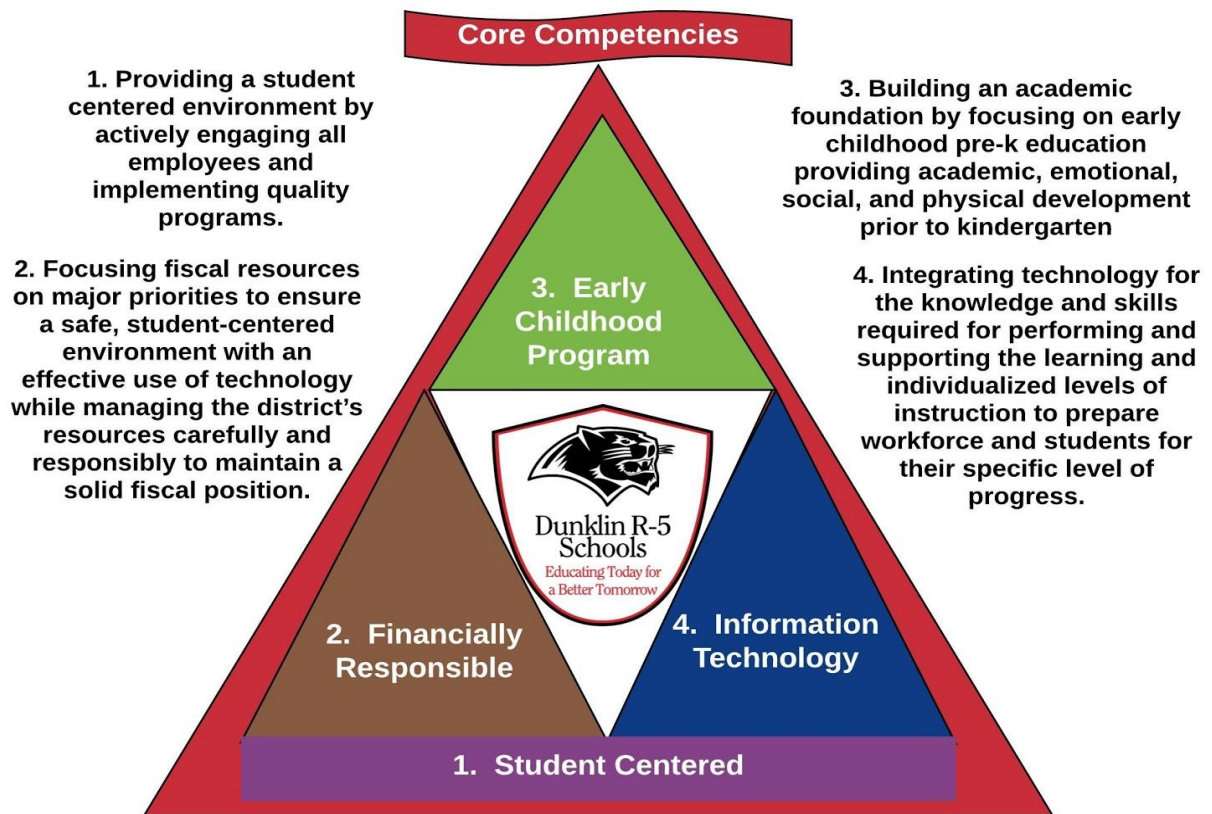
6.) Operational Management
through Fiscal Sustainability

Vision: Dunklin R-5 School District will demonstrate excellence in leadership, the development of character, and achievement for ALL students.



Core Values
Respect
Responsibility
Integrity
Compassion
Perseverance





Our Mission:
Educating Today for a Better Tomorrow

Our Vision:
Dunklin R-5 School District will demonstrate excellence in leadership, the development of character, and achievement for ALL students.

Our Core Values:
Respect, Responsibility, Integrity, Compassion, Perseverance

Goal Team 1:

Student Achievement and Leadership

[1 Strategic Objectives Leadership 2020-23](#)

Goal	Objective	Strategy	Timeline
To Make an awareness of District Partnerships with all Stakeholders and measure the effectiveness of their existence	How Senior Leaders require that all key processes identify or define specific requirements in measurable terms for all internal and external stakeholders, and partners and develop or assign processes to monitor satisfaction with these groups.	Develop a process to evaluate the effectiveness of partnerships with community partners	December 15, 2021- May 31, 2022
Create an avenue for staff to research and produce systematic interventions and strategies for all areas of student needs	How Senior Leaders effectively focus attention on and try to solve problems and encourage intelligent risk taking to improve processes at all levels of the district	Create an avenue for staff to research and produce systematic interventions and strategies for all areas of student needs	October 1, 2021- June 30, 2022.
Standardize feedback and expectations within the evaluation and observation systems and develop methods of accountability	How leaders systematically evaluate the integration/alignment of quality values throughout the district and monitor workforce acceptance and adoption of vision and values.	Develop a method of specific high quality feedback reflected in faculty and staff evaluations.	October 1, 2022- June 30, 2023.
Professional Development opportunities and processes that will be provided with response to self-identified needs of staff	How leaders improve the integration/alignment of quality values throughout the district and monitor workforce acceptance and adoption of vision and values.	Implement norms that promote a culture of trust and vulnerability.	October 1, 2022- June 30, 2023.



Goal Team 2:

Strategic Planning and Development:

[2 Strategic Objectives Strategic Planning & Management 2020-23](#)

Goal	Objective	Strategy	Timeline
To establish a long-range plan based on data using best practices for educational facility planning that identifies and prioritizes the facility needs, and presents an effective and efficient implementation of capital projects over the planning period.	To ensure state of the art facilities are available for all students in grades Pre-K through 12th grade.	Develop 3-Year District Facility Plan	July 2020-January 2021
To establish a long-range plan based on data using best practices for educational facility planning that identifies and prioritizes the facility needs, and presents an effective and efficient implementation of capital projects over the planning period.	To ensure state of the art facilities are available for all students in grades Pre-K through 12th grade	Develop a 3-Year District Safety Plan.	July 2020-December 2020
To empower educators to effectively engage and challenge all students by providing assessments that provide academic information of students' achievement in a timely manner.	Utilizing relevant data from formative and summative assessments to increase student learning for all students.	Develop a 3-Year District Assessment Plan	August 2020-June 2021
To establish a long range plan to efficiently implement new buses into the fleet.	Develop a cost-effective replacement program using a comprehensive approach that is multi-faceted.	Bus Age/Replacement	August 2020-June 2022
Establishes a plan to consistently replace and add new technology devices to district inventory.	To ensure the latest technology devices are available for all students and staff.	Technology Replacement Plan	July 2020-June 2022

Goal Team 3:

Customers

[3 Strategic Objectives Customers 2020-23](#)

Goal	Objective	Strategy	Timeline
Building relationships with students and families to increase student engagement, achievement, and development	Identifying requirements for building relationships to include factors such as effective communication, employee responsiveness, and various customer support methods.	Develop a process that will identify different customer segments and how to effectively communicate with each throughout their relationship with Dunklin R-5.	September 1, 2020 - September 1, 2021
Building relationships with all stakeholders to increase engagement and achievement.	Understanding our Customers wants and needs to determine expectations and then analyzing to achieve satisfaction.	Develop a process that will identify how to build successful relationships with the variety of stakeholders within the Dunklin R-5 school district.	September 1, 2021 - May 31, 2022
Addressing complaints in a way that demonstrates to all stakeholders that issues are addressed and given proper attention with corrective action when appropriate.	Development of a system to ensure that customer complaints are tracked, analyzed and used to initiate prompt corrective action as well as to improve the processes that caused the complaint to prevent complaints from recurring.	Develop a process that will streamline how complaints are taken, tracked, analyzed. and addressed in a way that prompts corrective action and/or the appropriate level of attention.	September 1, 2020 - September 1, 2022
Building relationships with stakeholders so they value their future neighbors.	Identifying district competitors and analyzing customer satisfaction levels internally and externally to determine the likelihood of customer sustainability.	Develop a process that will identify competitors, the services those competitors provide, and the students living in the Dunklin R-5 district who are choosing those services over the ones provided by Dunklin R-5.	September 1, 2022 - September 1, 2023



Goal Team 4:
Knowledge Management
[4 Strategic Objectives Knowledge Mgt 2020-23](#)

Goal	Objective	Strategy	Timeline
Develop a clear and consistent approach and location for district data to be located to improve our ability to measure work quality and identify areas of improvement.	Development of a system to measure work quality and other financial concerns for internal operations and processes and used to identify areas for improvement	(1). Develop a district dashboard that contains performance indicator data that have been determined to be the leading indicators for instructional, managerial, and financial decision-making. (2). Develop a scoring rubric for determined performance indicator areas to identify areas of improvement.	July 1 2021-May 30, 2022

Utilize a dashboard that contains analyzed data related to district identified key indicators of organizational health.	Creating a systematic process for analyzing data to determine organizational health including key organizational results, action plans and strategic objectives.	(1)Develop a district process of uploading and analyzing district data to determine organizational health in identified key areas. (2) Develop a scoring rubric in organizational key health areas to determine the health and effectiveness of those designated areas. (3) Develop a systematic review process and team utilized to analyze district data.	July 2022-May 30,2023
Establish an operational procedure review committee that identifies key operational procedures and develops a review cycle to improve processes, timeliness, and completeness of regular operational procedures ensuring appropriate alignment of district processes with all buildings.	Creating a process to evaluate and Increase operational procedure alignment across the district.	Development of a method to identify and utilize specific high-quality feedback reflected in faculty and staff evaluations.	July 1, 2020-May 30,2021

Goal Team 5: Workforce Focus

[5 Strategic Objectives Workforce 2020-23](#)

Goal	Objective	Strategy	Timeline
To better utilize, interpret, and address the employee satisfaction and engagement Survey and share out effectively to build trust and engagement.	Development a Root Cause method to ensure that issues and concerns expressed in the employee satisfaction survey are systematically identified and addressed.	Develop and implement a method to effectively analyze and share survey results.	July 1, 2020-May 1, 2021
Increase job embedded professional development activities and peer observations for the purpose of improving, aligning, and articulating the curriculum and to expand knowledge of best practices in classroom management, instruction, and assessment.	Development of a visual representation of the skills needed to perform well in any given role and comparing that with the existing skills held by employees throughout the organization to allow gaps to be identified and assess the capability needs of the district.	Develop a Framework for the strategic development of annual training for ALL staff.	September 1, 2021-April, 30 2023



Goal Team 6: Operational Management through Fiscal Responsibility

[6 Strategic Objectives Operations 2020-23](#)

Goal	Objective	Strategy	Timeline
Maximize district resources to ensure effective spending	Establish prioritization, management of cost, or efficiency and effectiveness of district operations.	Develop a systematic method to review and collect current expenditure processes.	July 1, 2020- June 30 2021
To eliminate errors or rework by identifying key work processes and evaluating process performance.	Development of a method to evaluate work processes and process performance for errors or rework.	Develop a systematic method to identify key work processes and evaluate their performance.	July 1, 2021- June 30, 2022
District Preparedness to prevent fatalities and injuries. Reduce damage to buildings, stock, and equipment.	Development of a root-cause method (Proactive Approach) to prepare for disasters and emergencies related to weather, climate, utilities, security or local or national emergencies providing a safe operating environment.	Develop and implement a district-wide plan specific for handling sudden or unexpected situations	July 1, 2022-June 30, 2023

