

Board of Education Board Retreat  
Wednesday, December 9, 2020 5:00 PM  
Early Learning Center, 803 Providence Road  
611 West 7th Street  
Wayne, NE 68787

- I. Call the Meeting to Order
  - a. Pledge of Allegiance
  - b. Announce Open Meeting Act Posting and Location - Posted at Wayne Community Schools, Published in the Wayne Herald, and online: [www.wayneschools.org](http://www.wayneschools.org)
  - c. Action on Absence and Roll Call
- II. Review of Board Goals
  - a. Goal 1 - Student Achievement
  - b. Goal 2 - Facilities & Finance
  - c. Goal 3 - Communication
- III. Adjournment

## **Goal No. 1: Student Achievement**

**Objective:** The Wayne Community Schools Board of Education will actively support the efforts of the superintendent, district staff, and families to ensure continuous academic achievement and character development for all learners.

### **SMART GOAL 1A**

**SMART Goal Statement:** Wayne Community School District NWEA-MAP (Northwest Evaluation Association-Measures of Academic Progress), NSCAS (The Nebraska State Assessment), and ACT scores will be at or above state and national average.

**Strategy/Action Plans:** The strategies to accomplish this goal include the following.

1. NSCAS assessments review sessions and practice assessments will occur to prepare students to take the state assessments.
2. Instructional strategies and interventions will be used by teaching staff and incorporated into daily lesson plans.
3. John Baylor On-to-College courses for ACT online prep will be implemented for all juniors and in specific subject areas.
4. Regular review of curriculum will occur to ensure alignment with state and national standards.
5. Staff and administration will consider motivational techniques to help students understand the importance of these assessments.
6. Staff and administration will conduct annual data retreats and inform the board of the results of these retreats. Data to be analyzed will include: NSCAS, ACT, MAPS, AIMSWEB, the MTSS process, and other local assessments.

**Responsibility:** administration and teachers

**Timeline:** The timeline for evaluation of performance on state and national assessments is annual and based on information from NEP Profile and AQUESST.

**Evidence/Indicators of Success:** All grade levels will perform at or above state and national average on state and national assessments.

**Source of Funding: General Fund**

**SMART GOAL 1B**

**SMART Goal Statement: Wayne Community School District students will read at grade level.**

**Strategy/Action Plans: Wayne Community Schools will provide curriculum and support for students in language arts and reading.**

1. To address early intervention for students PK-2 evaluation of TS Gold for students in Pk-K and evaluation of NWEA-MAP and AIMSWEB results will provide baseline data to measure progress and adjust individualized learning plans.
2. MTSS (Multi-Tiered System of Support) will provide additional data to track students PK-8.
3. The following interventions are examples of additional support provided to students who are not at reading level.
  - a. Jump Start (summer school program)
  - b. Kids Club (after school program)
  - c. tiered level support through MTSS
  - d. consideration of class placement and additional tutoring in high school
4. 504s, IEPs, and ELPAs will provide additional data to support students.

**Responsibility: administration and teachers**

**Timeline: The timeline for evaluation of performance is annual and based on students' RIT scores on the spring NWEA-MAP assessment and oral reading fluency on AIMSWEB.**

**Evidence/Indicator of Success: Students will read at grade level or above.**

**Source of Funding: General Fund**

## **SMART GOAL 1C**

**SMART Goal Statement:** Wayne Community School District will continue to engage the community, families, and patrons of the district with the college and career readiness curriculum.

**Strategy/Action Plans:** Wayne Community Schools will prepare students for future career opportunities.

1. From preschool through high school, students will be exposed to various college and career choices through curriculum, speakers, field trips and experiential learning opportunities.
2. Career pathway plans of study will be developed for all 8<sup>th</sup> grade students, and they will be revisited annually during scheduling.
3. Parent education and involvement in career and technical (CTE) curriculum will be implemented, improved, and increased at high school parent orientation nights.
4. Existing programs of study by Nebraska Career Connections skills and Gallup Student Poll data will be assessed including junior high and 10<sup>th</sup> grade students' responses. Curriculum changes will be implemented based on data.
5. Relationships with local business leaders will be developed to coordinate the internship and job shadowing programs. The community will be informed about our CTE program through service, business, and industry groups.
6. The school will engage at least 40 local businesses per year in the job shadowing and mentoring program.
7. The school will coordinate an individualized and/or group small business mentorship program with business and industry partners.
8. Possible summer internship opportunities for students after their 11th grade year will be explored.
9. The school will co-op with Wayne State College applied tech science staff for dual credit course opportunities in their new facilities.

**Responsibility:** CTE teachers, counselors, principals

**Timeline:** The timeline for evaluation is annual and ongoing.

**Evidence/Indicator of Success: One hundred percent of juniors will be involved in the job shadow day. Summer internships for 11th grade students will increase. Students will graduate with a college and/or career plan. Businesses will provide positive feedback on the programs.**

**Source of Funding: General Fund**

## SMART GOAL 1D

**SMART Goal Statement:** Wayne Community School District will promote positive relationships with effective and comprehensive character development programs to ensure a safe and welcoming school system for all students.

**Strategy/Action Plans:** Wayne Community Schools will design and evaluate structures in all schools whereby each student is well known by at least one adult advocate in the student's school who supports that student's educational experience.

1. K-6 IMPACT
2. 7-12 advisor/advisory period
3. Positive Behavior Intervention Supports (PBIS)
4. 7-12 Behavior Flip

The district will enhance current character development programs to develop a systematic K-12 character education program that is comprehensive and inclusive.

1. Each month a character trait will be emphasized from the following: respect, responsibility, honesty/trust, caring/fairness, perseverance, self-discipline, courage, and citizenship.
2. 8 to Great (7-9)
3. guidance time - developmental assets curriculum (K-6)
4. WEB - where every student belongs (7-8)
5. bucket fillers/living above the line assemblies (K-6)
6. Blue Devils B.U.C.K.'s incentive program
7. motivational/character education speakers one time per semester
8. digital citizenship/social media education
9. leadership opportunities (10-12)
10. community involvement opportunities/experiences

**Responsibility:** administration and teachers

**Timeline:** The timeline for evaluation is annual and ongoing.

**Evidence/Indicator of Success:** Student survey results on school culture and climate will show a positive response of 80% or higher.

**Source of Funding:** General Fund

## **SMART GOAL 1E**

**SMART Goal Statement:** Wayne Community School District will develop a comprehensive professional development plan that is job-embedded, relevant, and focused on engagement and equality for all students.

**Strategy/Action Plans:** The strategies to achieve this goal include the following.

1. A structured and comprehensive 2-3 year professional development plan that is both district-wide and building level will be developed.
2. Assessment data for EL, SPED, and poverty students will be analyzed regularly.
3. Professional development will be provided for teachers to increase student engagement.
4. The district will implement equitable teaching practices.
5. Structured monitoring of staff professional development will be provided.
6. The district will continue to provide regular in-service time for teachers and administrators to work in professional learning communities.
7. The district will consider a professional learning community book study focused on how PLCs connect with students and the staff professional development plan.
8. Continued work on curriculum alignment and power standards will occur during in-service time.

**Responsibility:** administration and teachers

**Timeline:** The timeline will begin in the fall of 2019, and strategies will be established in three to five years.

**Evidence/Indicator of Success:** Quarterly school improvement leadership meetings will occur to reflect on the progress of goals and adjust the system as necessary.

**Source of Funding:** General Fund

## **SMART GOAL 1F**

**SMART Goal Statement:** Wayne Community School District will construct and upgrade the technology system to effectively serve the needs of instructional programs and to provide technical support.

**Strategy/Action Plans:** The strategies to achieve this goal include the following.

1. The district will develop a technology committee that will work closely with the technology director and the school administration on issues relevant to implementing technology to improve teacher effectiveness and student achievement.
2. The committee will research the expansion of technology in our district including the consideration of mobile carts, one-to-one initiatives, and interactive classroom devices.
3. The district technology committee will create a technology plan to meet short and long-term needs and goals.
4. Consideration for budgetary needs to support the district technology plan will be given annually as the budget is prepared.
5. Equipment needs and software needs will be requested by the technology director with input from the technology committee and staff.

**Responsibility:** technology director, technology committee, and administration

**Timeline:** The technology committee will be established in the fall of 2019.

**Evidence/Indicator of Success:** Wayne Community Schools will show improvement on student access and engagement based on the annual Bryte-Bites survey conducted through ESU 1.

**Source of Funding:** General Fund

## **Goal No. 2: Facilities and Finance**

**Objective:** The Wayne Community Schools Board of Education will actively support the efforts of the superintendent, district staff, and families to ensure a safe and inclusive climate across the district by providing quality facilities and demonstrating fiscal accountability.

### **SMART GOAL 2A**

**SMART Goal Statement:** Wayne Community School District will research possible facility solutions to address growing population and diverse students' needs.

**Strategy/Action Plans:** Wayne Community Schools will hire an architect to conduct a facility study and create a facility study report. Consideration will be given to the recommendations from the architect's study and report.

**Responsibility:** superintendent, maintenance director, and Wayne School Board Facility Committee

**Timeline:** The timeline includes the facility study in the fall of 2019 and consideration in the spring of 2020.

**Evidence/Indicators of Success:** The facility report will be given to the school board by December 2019, and development of a long range facility plan will be completed by spring 2020.

**Source of Funding:** The dollar amount established per architect contract will be taken from the General Fund.

## **SMART GOAL 2B**

**SMART Goal Statement:** The Wayne Community Schools Board of Education, administration, and appropriate experts will work cooperatively to identify a maintenance and replacement plan to address upkeep and needs of the district and enhance the facilities to ensure student achievement.

**Strategy/Action Plans:** Wayne Community Schools will continue ongoing, day-to-day, and annual maintenance and facility planning through the Wayne School Board Facility Committee.

**Responsibility:** administration, maintenance director, and Wayne School Board Facility Committee

**Timeline:** The timeline includes an annual fall facility committee meeting, and the process is ongoing.

**Evidence/Indicator of Success:** A successful, continuous maintenance plan will be established and followed.

**Source of Funding:** General Fund

## **SMART GOAL 2C**

**SMART Goal Statement:** The Wayne Community Schools Board of Education and administration will monitor district finances ensuring appropriate expenditures are utilized to efficiently operate the district budget and considering finances for cash reserve and long-range planning.

**Strategy/Action Plans:** School board budget sessions will occur in the spring/summer of each school year with the school board to consider efficient and effective uses of district finances to support teaching, learning, and the effective operation of the school district.

1. Balances in the following funds will be maintained.
  - a. General Fund will retain 2-3 months of expenditures in reserves. At an average of \$900,000 per month this equates to \$2.7 million. Allowable reserves are 35% of budget.
  - b. Building Fund will show a minimum balance of \$250,000 in September of each budget year.
  - c. Depreciation Fund will show a minimum balance of \$250,000 in September of each budget year.
2. Remaining district funds will be reviewed such as: General Fund, Employee Benefit Fund, Contingency Fund, Activities Fund, School Lunch Fund, Qualified Capital Purpose Undertaking Fund (Q-CPUF), Cooperative Fund, and Student Fee Fund.
3. Annual tax request, levy, and land valuation will be considered and reviewed.

**Responsibility:** Wayne School Board of Education, business manager, and administration

**Timeline:** The timeline includes an annual spring/summer board meeting and is ongoing.

**Evidence/Indicator of Success:** Appropriate balances will be maintained in cash reserve and accounts. The school budget and tax request will be successfully submitted in September of each school year.

**Source of Funding:** General Fund, Building Fund, Depreciation Fund, and Bond Fund

## **SMART GOAL 2D**

**SMART Goal Statement:** The school administration will oversee and monitor school district safety and emergency response plans.

**Strategy/Action Plans:** Current and updated emergency plans, policies, Rule 10, and accreditation procedures will be monitored and updated.

1. A review of the current district safety program will be conducted annually with staff, and annual Rule 10 and Employers Mutual safety inspections will occur.
2. A review of the current district emergency response plan will occur with revisions made based on the most recent practice. These plans will be shared with local agencies as necessary (police, fire, etc.).
3. Staff will attend training sessions that provide the most up-to-date information in emergency responses.

**Responsibility:** administration, staff, and district safety and threat assessment teams

**Timeline:** The timeline is annual and ongoing.

**Evidence/Indicator of Success:** Wayne Community Schools will have successful completion of the required Rule 10 annual review and safety reviews from Employers Mutual Property and Casualty Insurance. The following drills will occur per state guidelines: fire, tornado, bus evacuation, lock-down, and reunification.

**Source of Funding:** General Fund

### **Goal No. 3: Communication**

**Objective:** The Wayne Community Schools Board of Education will actively support the efforts of the superintendent, district staff, and families to ensure effective communication and promote involvement throughout the district by maintaining open and ongoing two-way communication with its community and stakeholders.

1. The district will support and positively promote the mission of Wayne Community Schools to all stakeholders: “Learning for Life, Every Student, Every Day.”
2. The district will display pride and ownership in educating and serving the students and families of Wayne Community Schools.
3. The district will promote two-way communication between school buildings and with parents.
4. The district will provide a welcoming environment for all students, families, and visitors that is positive, safe, and conducive to learning.

### **SMART GOAL 3A**

**SMART Goal Statement:** Wayne Community School District will build and nurture relationships with families.

**Strategy/Action Plans:** Wayne Community Schools will survey parents to gauge the involvement of parents, to seek ways to increase parent involvement, and to assess the effectiveness of the school district communication to students’ homes.

**Responsibility:** Wayne Community Schools Board of Education, administration, teachers, and parents

**Timeline:** The timeline begins in the fall of 2019.

**Evidence/Indicators of Success:** Results of the online survey will be compiled and reported to the staff and school board. Based on the findings, strategies will be implemented to improve parent communication.

**Source of Funding:** N/A

### **SMART GOAL 3B**

**SMART Goal Statement: Wayne Community School District will develop and encourage strong relationships with the stakeholder groups listed below to support student success and the mission of Wayne Community Schools.**

- 1. parent organizations**
  - a. Blue Devil Booster Club**
  - b. Music Boosters**
  - c. Wayne Elementary Boosters**
- 2. Wayne Community Schools Foundation**
- 3. alumni and parents of alumni**
- 4. Wayne State College**
- 5. Northeast Community College**
- 6. Wayne Area Economic Development**
- 7. local businesses**
- 8. local agriculture community**
- 9. local media**
- 10. civic leaders**
- 11. local church leaders and the Ministerial Association**
- 12. local early childhood organizations**
- 13. district residents and supporters**

**Strategy/Action Plans: Strategies for implementation include the following.**

- 1. School Board Honor Coffee will continue.**
- 2. A school administrator is assigned to each of the three parent booster organizations and the school foundation.**
- 3. Events by the three parent booster organizations and the school foundation will be attended and supported.**
- 4. Two-way communication between Wayne Community Schools and stakeholders will be identified and encouraged.**
  - a. The district will host quarterly community information luncheons.**
  - b. The district will coordinate and establish an agriculture producers group.**
  - c. District representatives will attend community organization gatherings such as community organization luncheons and business community meetings.**

- d. District representatives will serve on community boards including Wayne Area Economic Development Board.
  - e. The district will maintain and enhance relationships and partnerships with Wayne State College and Northeast Community College.
5. The district will utilize various media channels to maximize awareness and support of Wayne Community School's goals, objectives, and programs.
- a. monthly KTCH Radio interview on "The View"
  - b. newspaper coverage of school board meetings and district events
  - c. district website, [www.wayneschools.org](http://www.wayneschools.org)
  - d. district and foundation Facebook
  - e. Twitter @WayneSchools
  - f. school board online e-meeting public access

**Responsibility:** foundation director and foundation, Wayne School Board Foundation and Community Relations Committee, administration, and community leaders

**Timeline:** The timeline will be reviewed annually by the Wayne School Board Foundation and Community Relations Committee.

**Evidence/Indicator of Success:** The Wayne Community Schools Foundation will receive an increase in donations, and the district will have an increase in participation at hosted meetings.

**Source of Funding:** General Fund and Activity Fund will support the following: district newsletter, student handbooks, program and department publications, websites, Facebook, Twitter, Wayne School Board Online E-Meeting Service and Board Policy, email, *The Wayne Herald*, KTCH/KTCY radio, electronic signs, and Blackboard Connect Phone Communication System.

### Smart Goal 3C

**SMART Goal Statement:** Wayne Community School District will coordinate a plan for effective internal communication between school board, administrators, faculty, staff, and students.

**Strategy/Action Plans:** The following strategies will be implemented to promote internal relations.

1. superintendent, faculty, and staff school board meeting debriefings
2. superintendent staff newsletter
3. superintendent advisory committee
4. student advisory committee
5. monthly faculty inservice
6. monthly department head meetings
7. weekly administrator meetings
8. school board and staff interaction
9. two-way communication between school buildings and school programs

**Responsibility:** administration, teachers, students, and Wayne School Board of Education

**Timeline:** The timeline is annual and on-going.

**Evidence/Indicator of Success:** The following indicators will be expected of all staff and evident in student survey results conducted in December of each school year.

1. Staff will support and positively promote the mission of Wayne Community School District to all district stakeholders.
2. Staff will take pride and ownership in educating and serving the students and families of Wayne Community School District.
3. Staff will work as an exemplary school district whose employees respect and value feedback.

**Source of Funding:** General Fund