2008-13
Strategic Objectives

1 *Improve student performance through focus on literacy, critical thinking, rigor and relevance.*

2 *Improve stakeholder satisfaction and perception of the district by incorporating a continuous improvement system and related values into all areas of district operations.*

3 *Maintain financial stability while improving cost-effectiveness and resource management.*

4 *Address facilities needs, particularly at the elementary level.*

VITAL SIGNS
of Student Progress

(Key components of our new school scorecards that will provide a balanced assessment of student and district health over time)

1 *Academic Performance*

2 *Whole-Student Factors*

3 *Access to, Participation in and Success with Rigor*

4 *Achievement Gap Reduction*

5 *Successful Transitions*

6 *Critical, Adaptable Thinking*

Our new district logo is a wave that represents the lake community comprising our district, with Muskego to the north and Norway to the south. This design, though simple, expresses who we are and where we intend to go as a school system.

The wave has eight segments, representing our eight district schools, that collectively allow the wave to reach higher levels.

By our district schools and staff working as a system in partnership with our students, parents and community, we are able to take our performance to new levels of success.

The top wave segment represents a rising trend line of improved performance that reflects our district's commitment to incorporate a continuous improvement system and related values into all areas of district operations.

MUSKEGO NORWAY SCHOOLS

Through this collective systemic effort, we intend to take our students to higher ground that helps us meet our district mission of *"every student learning, growing… succeeding."*

In the process of serving our students, parents, staff and community well, we also intend to meed our vision of being the "district of choice" in southeastern Wisconsin – a rising wave of performance and perception in the area that moves the district from good to great.

This logo was based on an original design submitted by 2008 MHS graduate, Ryan Tretow.

MUSKEGO NORWAY SCHOOLS

Superintendent's
MESSAGE

During the 2007-08 school year, the Muskego-Norway School Board was at a key juncture to thoughtfully reflect upon the future course to chart for the district. To meet this responsibility, the board partnered with a team of over twenty parents, students, citizens and staff called the Strategic Planning Committee (SPC). This document highlights key components of the SPC's work with the board as we begin to implement this five-year plan during the 2008-09 school year.

The strategic plan, described briefly in this document, is not designed to collect dust. Rather, it is a thoughtful and inspiring call to action centered upon "every student learning, growing… succeeding" en route to achieving our vision of being the district of choice in southeastern Wisconsin.

These are ambitious aims, but ones we believe we will achieve through ongoing commitment to our core strategies, which are described inside. In addition, new tools such as school and district scorecards, vital signs for student progress and key performance objectives for achievement of our strategic plan will provide some early measurement of progress and a balanced assessment of district health over time.

Overall, we are working hard to cultivate a district deserving of the community's support and pride. Thank you so much for your ongoing assistance as we strive to take Muskego-Norway Schools from good to great.

Dr. Joe A. Schroeder

"Charting Our Course"

2008-2013 Strategic Pathways for Achieving Our District Mission and Indicators for Monitoring Our Progress

At Muskego-Norway School District, we believe in the power of Margaret Meade's words:

> ***"Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has."***

Through our strategic plan, we are putting the necessary pieces into place to serve as this group of committed adults, passionately serving our students so that they are empowered to significantly improve our community's future and confidently meet the challenges of the world they inherit.

Our plan begins with a commitment to every student's learning, growth and success. This individual student focus is centered upon our commitment to three related questions:

1) What is it we expect the student to learn?
2) How will we know if he/she learned it?
3) How will we respond to a student who doesn't learn what we expect and to one who already knows it?

These three questions are the foundation for a learning process where all students are able to learn, grow and succeed. These questions also form the basis for a series of related initiatives we are conducting over a five-year period – efforts that have us pursuing the following:

- Developing rigorous, relevant and aligned K-12 curriculum that prioritizes literacy and critical thinking
- Creating common, formative assessments that provide valuable information about learning progress
- Differentiating instruction and assessment responsive to individual needs

These efforts will build a highly agile system and staff that will powerfully advance the achievement of our mission. Constructing such a system is arduous work to be sure, but our students deserve it, as they prepare for the rapidly changing and highly competitive world they will face. By working together as a system and by matching high expectations with high support, we can accomplish our goals.

Muskego-Norway Schools:
The strength of many. The focus of one.

Our Mission

Every student learning, growing… succeeding.

Our Vision

The Muskego-Norway School District is the district of choice in Southeastern Wisconsin for prospective students, parents, and staff.

High student achievement, system-wide continuous improvement, and sound stewardship of community resources are the hallmarks of Muskego-Norway Schools.

Our Commitments

To our students

- Challenge students and establish high standards of learning that we will help all students achieve
- Provide rigorous, relevant, coherent, and engaging K-12 curriculum and programs
- Ensure that students are respected, inspired, and encouraged to grow
- Model life-long learning
- Develop innovative, caring, responsible and globally aware citizens, who possess strong problem-solving and critical thinking skills
- Prepare world-ready students for an ever-changing future

To our staff and profession

- Recruit, develop, and retain educators who skillfully apply best practices and share their passion for learning with students
- Work collaboratively in the best interests of students
- Assess student readiness and respond appropriately so that all students can learn
- Monitor and support the continued growth of each student and school so that student achievement continuously improves throughout the district
- Benchmark district progress against the best in class

To our parents and community

- Partner with families and the community in the responsibility of educating our children
- Commit to achieving greatness so that we are not satisfied with being good
- Actively challenge underlying assumptions of the status quo and identify leverage points for continued improvement
- Provide quality education while being fiscally responsible to stakeholders

Muskego-Norway Schools
"Charting Our Course"

2008-2013 Strategic Pathways for Achieving Our District Mission and Indicators for Monitoring Our Progress

Our Core Strategies

Our ***Four Core Strategies*** define the capabilities we need and must develop in order to achieve our vision, mission and goals for student learning.

They are the organizers for our work at the school and district levels.

Key Performance Objectives for 2008-09 for Each of Our Core Strategies

Enhance Teaching and Learning

1. Develop BYOC learning targets for group B courses
2. Create common assessments for group A courses
3. Develop K-12 literacy curriculum and embed literacy standards in all content areas (with a 5-12 focus)
4. Pilot a new district-level assessment system in MS/HS
5. Implement and develop social studies curriculum K-9 and articulate curriculum in grades 10 -12
6. Conduct literacy benchmark data retreat and train staff in utilizing data to inform practice
7. Develop system-wide pyramids of interventions

Develop People and Partnerships

1. Develop teacher leaders from group A courses to identify best practices in differentiation for future staff development
2. Identify and share kindergarten readiness skills
3. Conduct staff development through building-level meetings focused on data analysis and differentiation
4. Implement district leadership team participation as regular members in a multitude of community civic groups
5. Conduct district study on professional collaboration structures and supervision and evaluation
6. Enhance teacher mentoring program and integrate new coaching roles into the system

Provide Quality Leadership

1. Foster board and administrative learning focused on leadership of system-based continuous improvement
2. Implement progress monitoring tools including balanced scorecards and dashboards
3. Implement annual development/revision of professional development plans by administrators
4. Pursue WFA examiner training for all cabinet members
5. Conduct regular walkthroughs and provide feedback
6. Retool SEWAC II to focus on developing teacher leadership
7. Institute K-12 Curriculum Planning Committee

Continuously Improve Services and Operations

1. Conduct Facility Study Team (FST) review and make recommendation to the board
2. Continue centralized purchasing process
3. Solicit stakeholder feedback surveys from parents/students
4. Implement continuous improvement category teams
5. Convert to a new financial/HR software program
6. Complete review of telephone systems and make a recommendation to the board
7. Implement intranet side of the website
8. Institute K-12 technology committee