



**STRATEGIC PLANNING**

**01.17.26**

# WELCOME!



Dr. Jo-Ellen Fairbanks,  
Superintendent



Dr. Lori Mueller,  
Donovan Group Partner



Michele Yates-Wickus,  
Senior Associate



# ICEBREAKER & INTRODUCTIONS

- Find a photo of someone who inspires you to bring your best self to our process.
- Introduce yourself, share your photo, and explain why this someone inspires you.

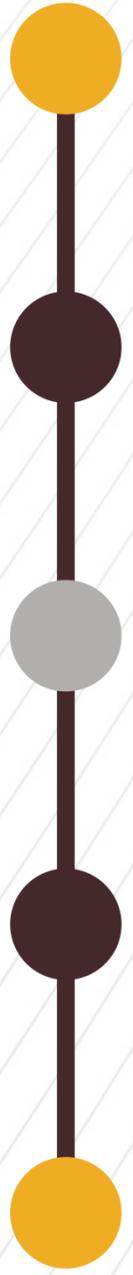


# WHY STRATEGIC PLANNING?

- Opportunity for collective engagement around our “why”
- Provides intention and focus for continuous improvement
- Guides decision-making
- Sets specific actions for progress
- Offers the ability to monitor, evaluate and adjust to reach goals



# OUR STRATEGIC PLAN PROCESS



**Planning & Preparation**

**Assessment & Feedback**

**Engagement & Planning**

**Internal Action Planning**

**Implementation**

- Mission
- Vision
- Core Values or Portrait of a Learner
- Priority Areas
- Goals
- Strategies
- Indicators of Success

## A COMMUNITY-DRIVEN PROCESS

The School District of Janesville's strategic planning process aimed to outline a path to sustainability and growth.

Our Strategic Planning Workgroup focused on student performance and growth, educator quality, community engagement, and facilities and operations as it conducted its work.

This process allowed for collective engagement around the district's "why," while providing intention and focus for continuous improvement. The plan will guide SDJ's decision making and set specific actions for progress.

# Thank You!

The Janesville Board of Education is grateful to everyone who took part in this important process!

### LEARN MORE

Check out the full strategic plan by scanning the QR code or visiting: [janesville.k12.wi.us](http://janesville.k12.wi.us)



## OUR MISSION

Partner with families and our community to inspire and empower all students to achieve their highest potential.

## OUR VISION OF EDUCATIONAL EXCELLENCE

Student engagement and attendance are valued, learning gaps are bridged, and our schools are exceptional learning environments. Every student's potential is unlocked through strong community relationships and our commitment to staff excellence.



**SCHOOL DISTRICT OF JANESVILLE**  
527 S Franklin Street  
Janesville, WI 53548  
608-743-5000  
[janesville.k12.wi.us](http://janesville.k12.wi.us)



# INSPIRE. EMPOWER. ACHIEVE.

## 2024-2027 STRATEGIC PLAN

## OUR CORE VALUES



### COLLABORATION

Work together, exchange messages, clarify ideas, and express knowledge and needs.



### CRITICAL THINKING

Possess the ability to think deeply and problem solve through challenging situations.



### CURIOSITY

Desire and be motivated to seek knowledge through expressive inquiry.



### EMPATHY

Provide compassion and respect while relating to others' feelings and emotions.



### RESILIENCE

Withstand, persevere, and overcome obstacles to achieve goals.



## OUR PRIORITIES



### Student Academic Excellence

Foster a culture of learning focused on growth and unlocking every student's potential.

### Staff Excellence

Invest in a culture of professional growth to cultivate a skilled, motivated, and connected workforce.



### Operational Excellence

Align our resources to provide modern and relevant environments to support students, staff and community successes.

### Family & Community Partnerships

Engage families and the community in students' education to enhance the student experience and promote our stories of success.



JANESVILLE

JANESVILLE

JANESVILLE

JANESVILLE

JANESVILLE

SHOREWOOD SCHOOL DISTRICT

# OUR PROMISE, **OUR PLAN.**

2025-2030 Strategic Plan



[www.shorewoodschoools.org](http://www.shorewoodschoools.org)

# FRAMING OUR TIME TOGETHER

**Planning & Preparation**

November-December

**Assessment & Feedback**

November-January

**Engagement & Planning**

- January 17<sup>th</sup> - Meeting 1
- February 7<sup>th</sup> - Meeting 2
- March 7<sup>th</sup> - Meeting 3
- April 27<sup>th</sup> - Board Presentation

**Internal Action Planning**

May-June

**Implementation**

May-August



**STATE-OF-THE-DISTRICT & TOUR**

# Historical Perspective

## **2016 - Future Search process created "Marching Orders."**

- Strategic Facility Plan - Capital Referendum- Moved Middle School; Gym; Wrestling Room; Facility Updates; Greenhouse
- \$8.6 million energy efficiency upgrades
- Technology Updates - One-to-World Student Chromebooks
- Community Fitness Center Gym; Free to the community
- Partnerships w/ Businesses, Community, & Higher Ed
- Communication: Updated Website; Newsletters, Stream Board Meetings
- Change Gifted/Talented to course acceleration
- Early career guidance: Academic & Career Planning & Youth Apprenticeship
- Community Service Hours for Graduation
- Special Needs Programs: Spartan Coffee; Best Buddies

## **2025 - Strategic Planning Process**

- ??????



# State of the District

## Grounds

- 5 buildings; Casco costs \$ 88,000/yr (utilities)

## Transportation

- Reorganized routes last year reduced 1.5 routes
- 24 routes + 3 vans + special transportation; additional buses for co-curriculars
- 2 Bus Mechanics
- \$325,500/ bus x 2 every year = \$651,000

## Food Service

- Food costs increase 40%
- \$2.85 K-6; \$3.10 7-12 ; Milk \$0.45
- Buy local; Grow our own

## Business Office

- Operational Referendum
- Budget meetings & monitoring; Grants; Compliance; Bids; Insurance; Purchase Orders
- CPI-U = 2.63%



# State of the District

## Technology

- Cybersecurity
- Aging Infrastructure
- AI



## People

- Certified Staff - competitive starting wage (\$45,921) & high wage (\$74,653) for the area
- Health insurance increases 15%; 8%; 9.5%
- Open positions - special education paras, multi-lingual paras

## Safety

- Reunification Plan
- PA system in IS; Working on increasing cameras

## Co-Curricular

- Athletics = 1.64% of the District's budget
- HS Clubs - 38



# State of the District

## Academics

### ACHIEVEMENT

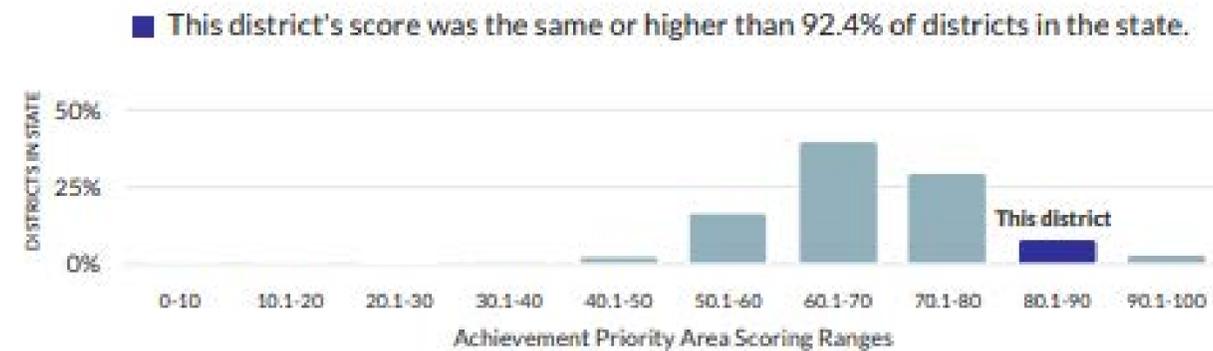
This priority area summarizes how this district's students performed on state assessments using a points-based proficiency system that gives partial credit for Approaching performance and extra credit for Advanced performance. The score is a multi-year average of English language arts and mathematics component scores.



### Priority Area Score



English Language Arts Score: 78.8  
Mathematics Score: 91.9



- Act 20

## Durable Skills

- Soft skills & characteristics employers are asking for
- Earlier student involvement with employers and career exploration

# State of the District

## Career Readiness

- Utilizing Zello / YouScience to identify strengths
  - Hands-On Experience
    - Exploratory Classes
      - Mentorship
        - Job Shadow
          - YA

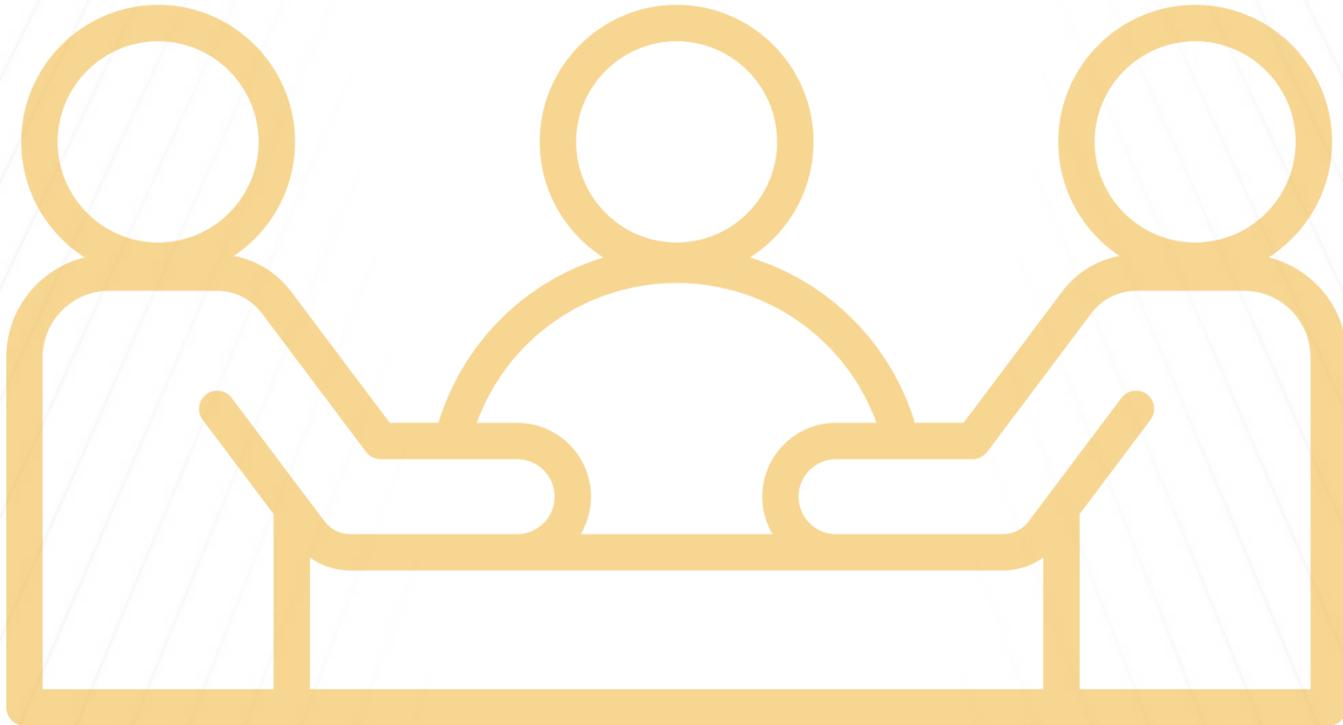




**FEEDBACK SHARING, ANALYSIS, &  
IMPLICATIONS FOR OUR PLANNING**



# COMMUNITY ENGAGEMENT FEEDBACK



# WHAT WE HEARD FROM OUR COMMUNITY

## How Our Schools Positively Impact Students

### **A Whole-Child Experience**

- Strong academics paired with social-emotional learning and mental health supports
- Services for all learners: special education, English learners, gifted & talented, early childhood

### **Learning That Is Relevant and Engaging**

- Hands-on learning, career readiness, and real-world experiences
- Opportunities in athletics, music, arts, and extracurriculars

### **Great People, Strong Relationships**

- Caring, dedicated, and diverse staff
- Positive relationships between students, staff, and peers

### **Safe, Welcoming Schools**

- Safe environments where students feel supported and included
- Facilities that enhance learning and celebrate student growth

### **Preparing Students for Life After Graduation**

- College and career pathways (2-year, 4-year, and workforce)
- Strong community and business partnerships

## District Highlights & Milestones

### **Growing Together as One Community**

- Strength from joining two communities
- Shared resources and expanded opportunities for students

### **Listening and Engaging**

- Large-scale community input events
- Ongoing planning and collaboration with partners

### **Facilities and Learning Spaces**

- 2018 capital referendum enabled important improvements
- Expanded access to cafeterias, auditoriums, and specialized classrooms

### **Innovative Learning Models**

- Platooning and flexible grade structures
- Increased access to advanced coursework and hands-on spaces

### **Expanded Programs and Pathways**

- Growth of YA and alternative learning programs
- Multilingual staff and specialized supports

## What Matters Most for Our Graduates

### **Strong Character & Values**

- Integrity, empathy, kindness, respect, accountability

### **Resilience & Growth**

- Perseverance, grit, learning from failure
- Willingness to try new things and grow

### **Critical Thinking & Problem Solving**

- Independent thinking and sound decision-making
- Ability to analyze and adapt

### **Life Readiness**

- Self-reliance, time management, goal-setting
- Independent living and workforce skills

### **Communication & Collaboration**

- Strong communication skills
- Emotional intelligence and teamwork

## Priorities for Continuous Improvement

### **Career Pathways for Every Student**

- Greater visibility of trades, unions, and workforce options
- Focus on careers that lead to living-wage employment

### **Clear Guidance for Families**

- Helping families understand choices and pathways
- Making options visible and accessible for all students

### **Mental Health & Student Supports**

- Continued focus on wellness, basic needs, and care beyond academics

### **Clear, Trusted Communication**

- Fewer platforms, clearer messaging
- More transparency and consistent updates

### **Stronger Community Connection**

- Engagement beyond referendum seasons
- Meeting families and community members where they are

# Strategic Planning Survey Report



**December 2025**



**DONOVAN GROUP**  
SCHOOL COMMUNICATIONS

# Process and Methodology

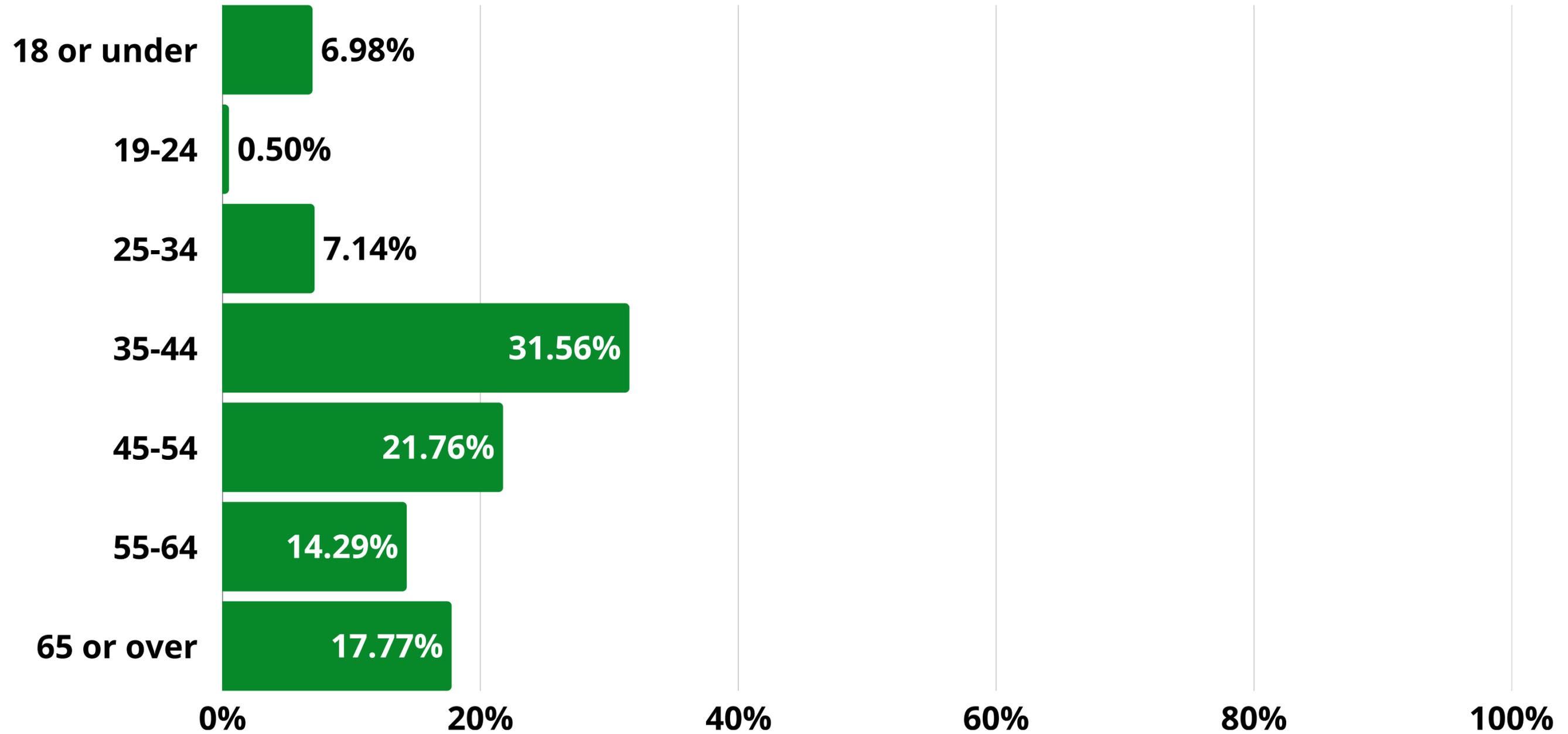


**DONOVAN GROUP**  
SCHOOL COMMUNICATIONS

- Survey window: November 10 through December 7, 2025
- Purpose: Review of the district identity (mission, vision, values) to consider possible updates as part of the district's strategic planning process.
- The survey was administered using the Donovan Group's survey engine.
- Efforts were made to ensure that all eligible respondents had the opportunity to take the survey, but that no respondents took it multiple times.
- A total of 602 respondents completed the survey.

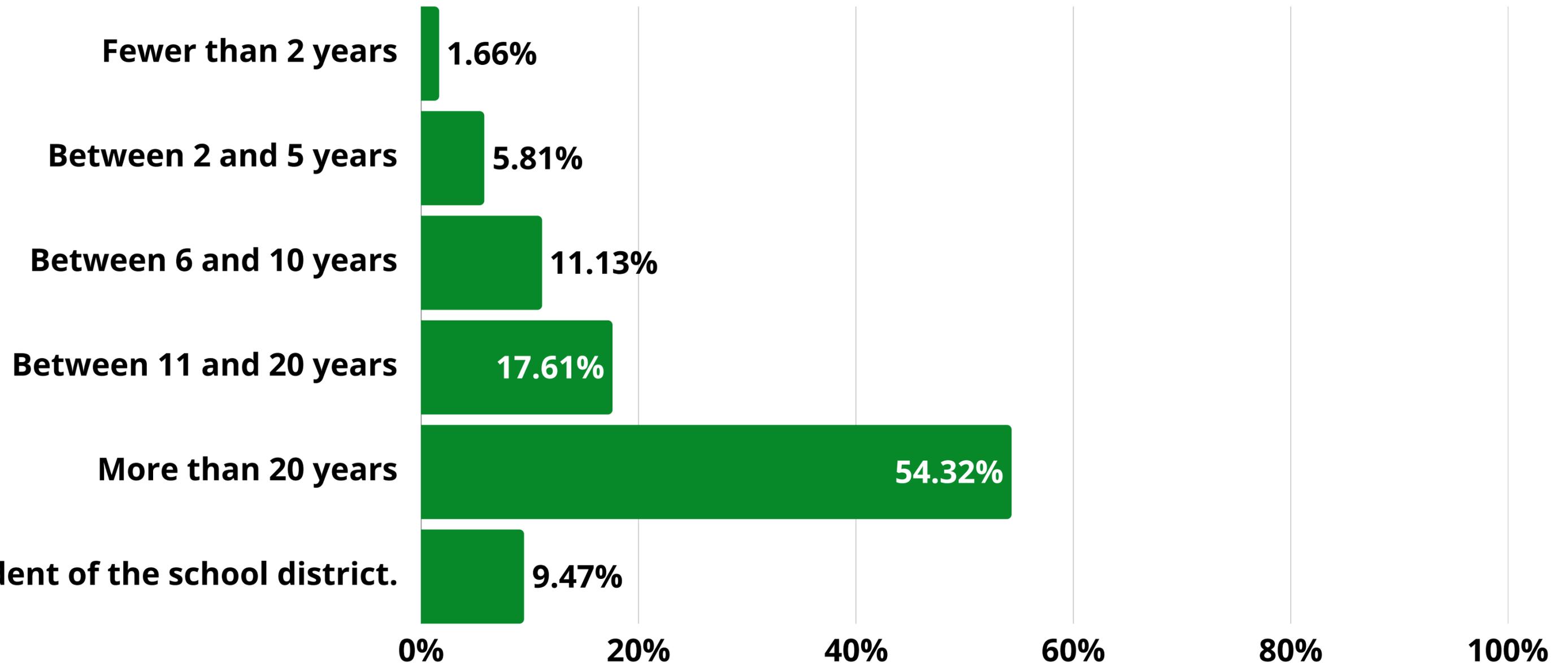
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# What is your age?



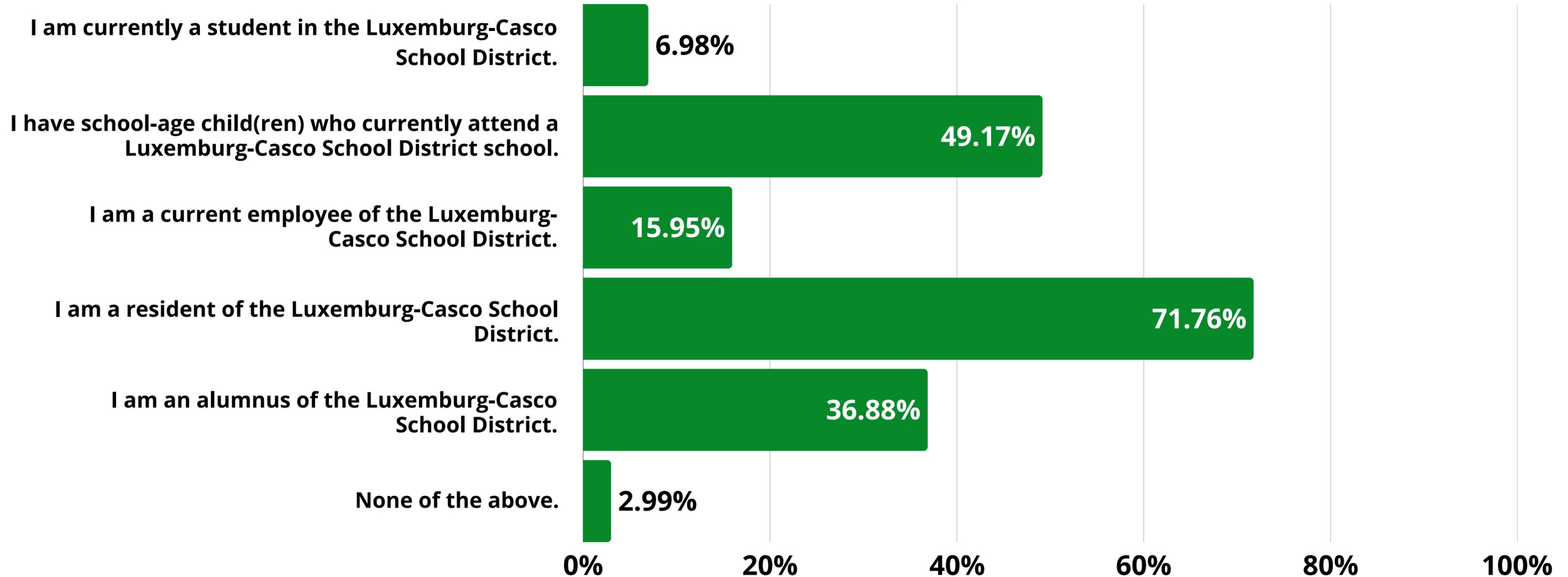
# 2

## How long have you lived in the Luxemburg-Casco School District?



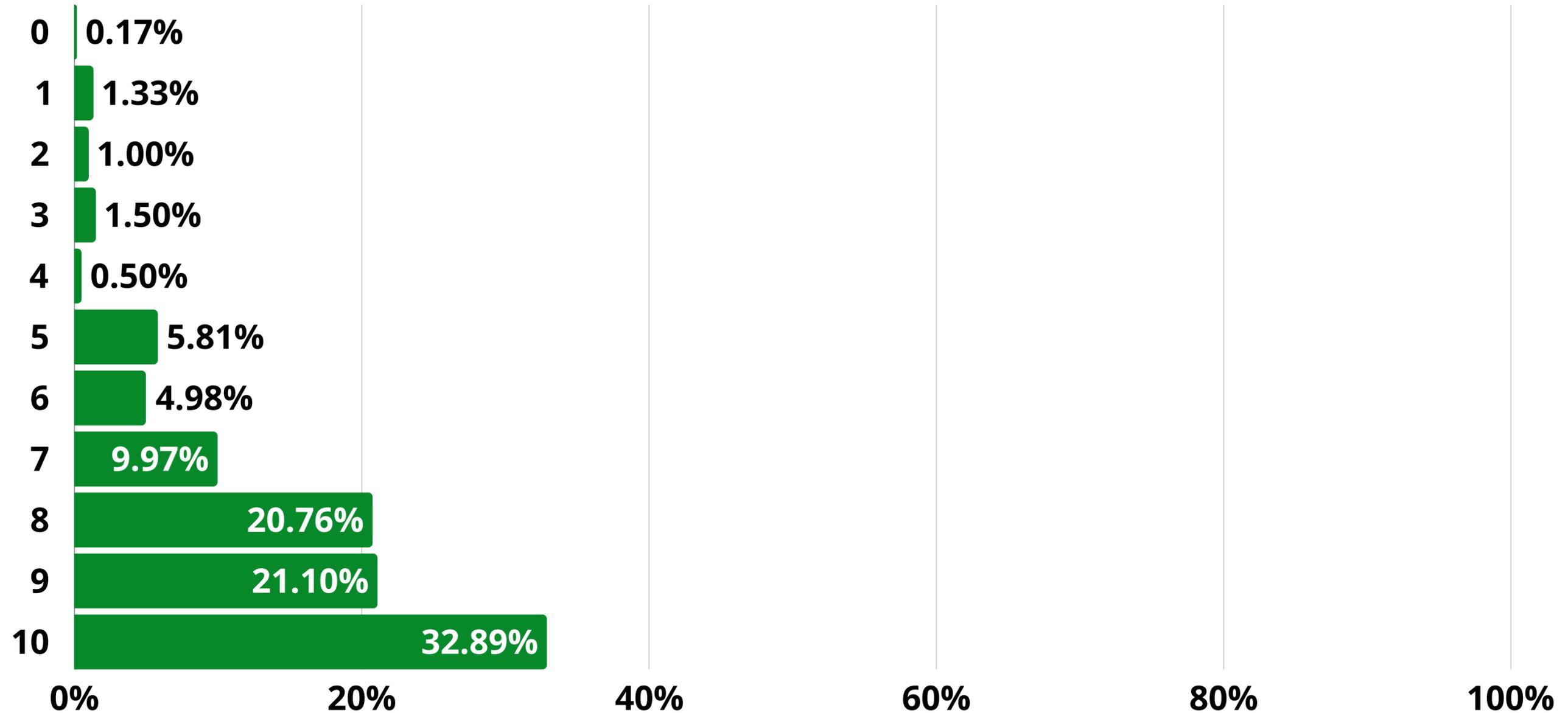
# 3

## Please check all that apply to you.



# 4

On a scale of 0-10, how likely would you be to recommend the Luxemburg-Casco School District to a friend, colleague, or family member? A score of zero means you would not recommend the District, while a score of 10 means you would be extremely likely to recommend the District.



# 5 How would you describe the Luxemburg-Casco School District to someone new to the community?

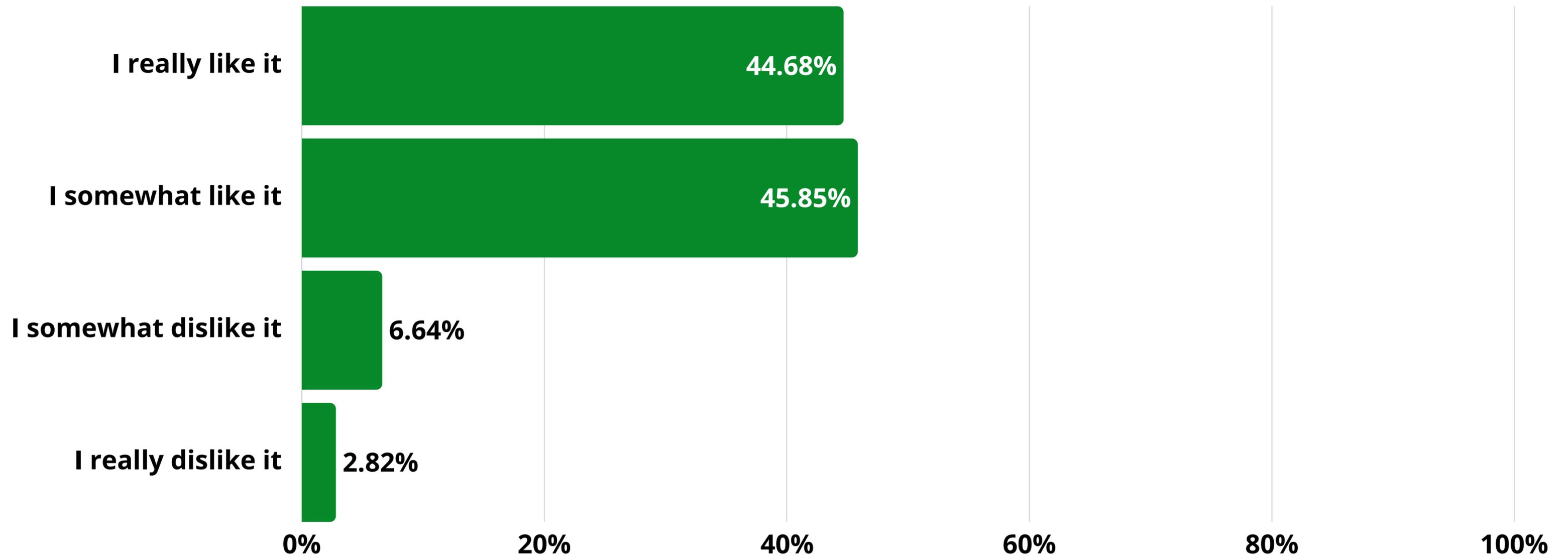
**Approximately 450 responses were provided to the optional question. In reviewing the responses, we found that they encompassed several overall themes:**

- **Community feel:** Many respondents describe the district as a close-knit, family-oriented, small-town community in which people rally to support one another and the schools. Alongside the strengths, many noted that the community can be difficult for newcomers or non-locals to join.
- **Academics and opportunities:** Comments frequently praise the district's academic strength, citing high test scores, rigorous expectations, and a wide range of options.
- **Strong emphasis on athletics:** Athletics are mentioned both positively (successful, proud programs) and critically (prioritized over arts or academics). Several comments raised concerns about favoritism in sports.
- **Dedicated and caring employees:** Many comments highlight teachers and staff who form strong relationships and genuinely care about students' success and wellbeing.

## **Current Mission Statement:**

We inspire minds, challenge students,  
and promote excellence.  
We are Spartans.

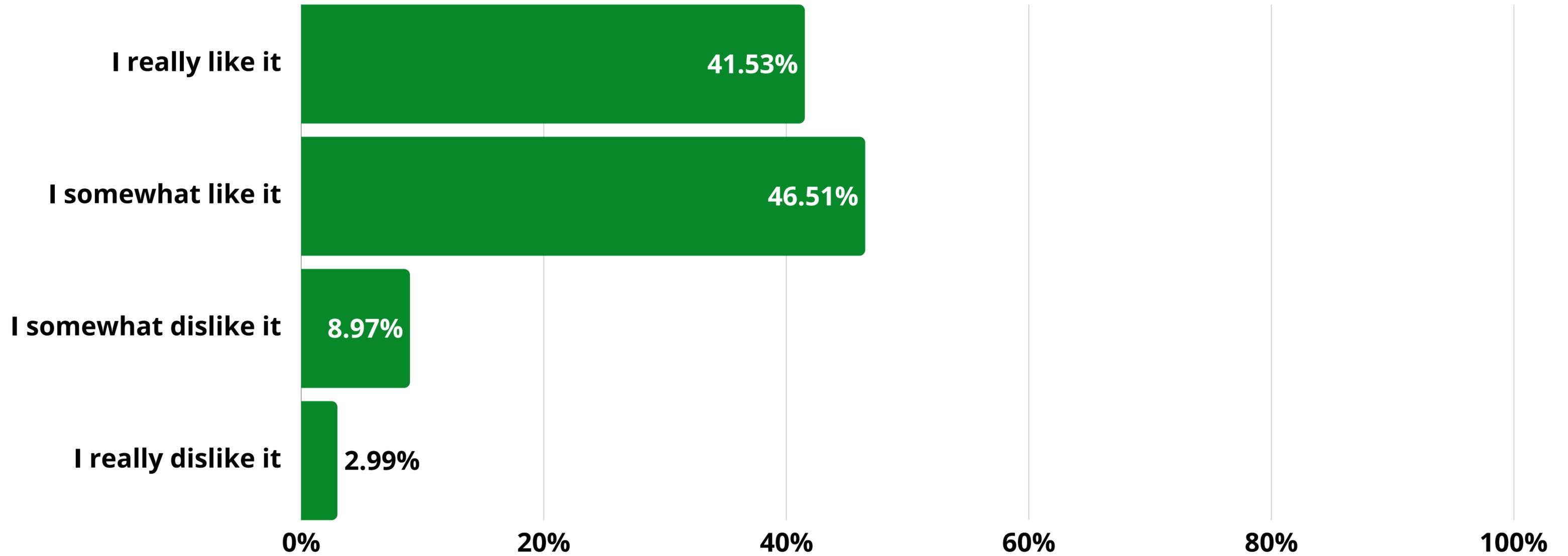
# 6 Thinking about the district's mission statement, which of the following describes your feelings?



## **Current Vision Statement:**

Preparing our students to thrive in a global community by ensuring excellence in intellect and virtue. We are Spartans.

# 7 Thinking about the district's vision statement, which of the following describes your feelings?



# Values

- **Rapport / Relationships**

- We will ensure all students know we believe in their ability to succeed.
- We will strive to make personal connections with our students.
- We will model behaviors we desire to see in our students.
- We will communicate, collaborate and celebrate with students, staff, parents and the community

- **Teaching / Learning**

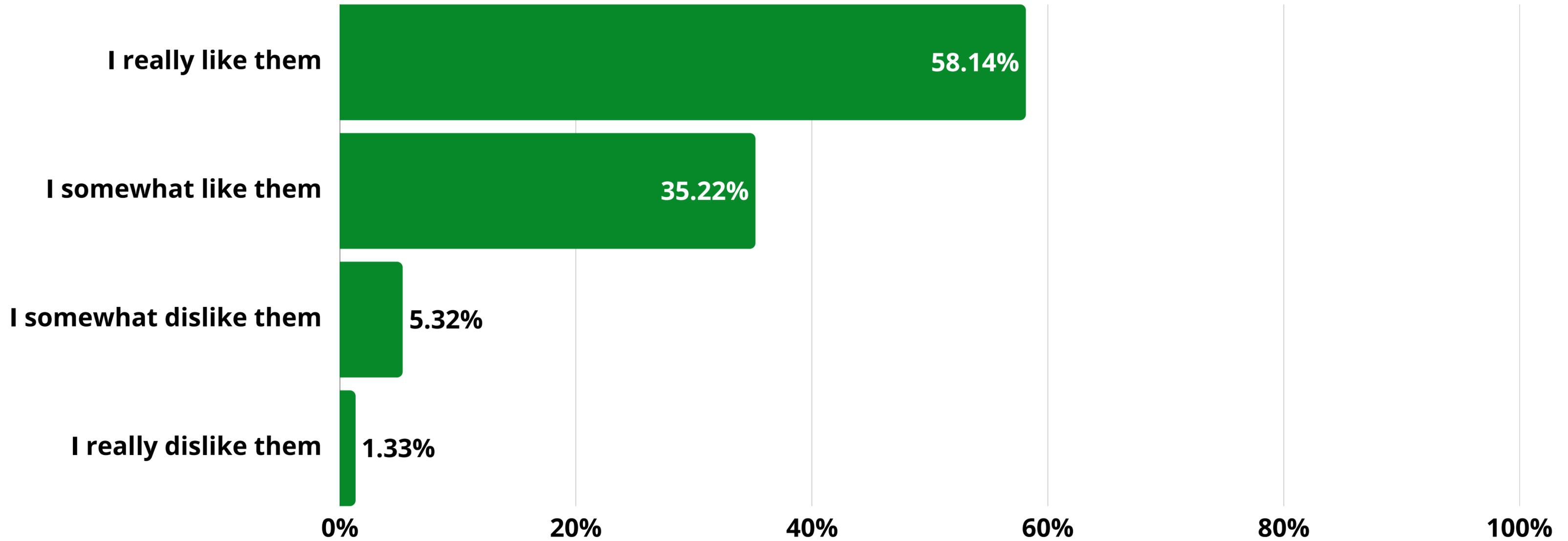
- We will model behaviors we desire to see in our students.
- We will make learning relevant and engaging.
- We will coach students to become real-world problem solvers.
- We will challenge our students with rigorous experiences.

- **Positive Environment**

- We will model behaviors we desire to see in our students.
- We will encourage students to be positive contributors to their communities.
- We will adapt the learning environment to meet the needs of all students.
- We will maintain a safe learning environment for all students.



# Thinking about the district's core values, which of the following describes your feelings?



# 9

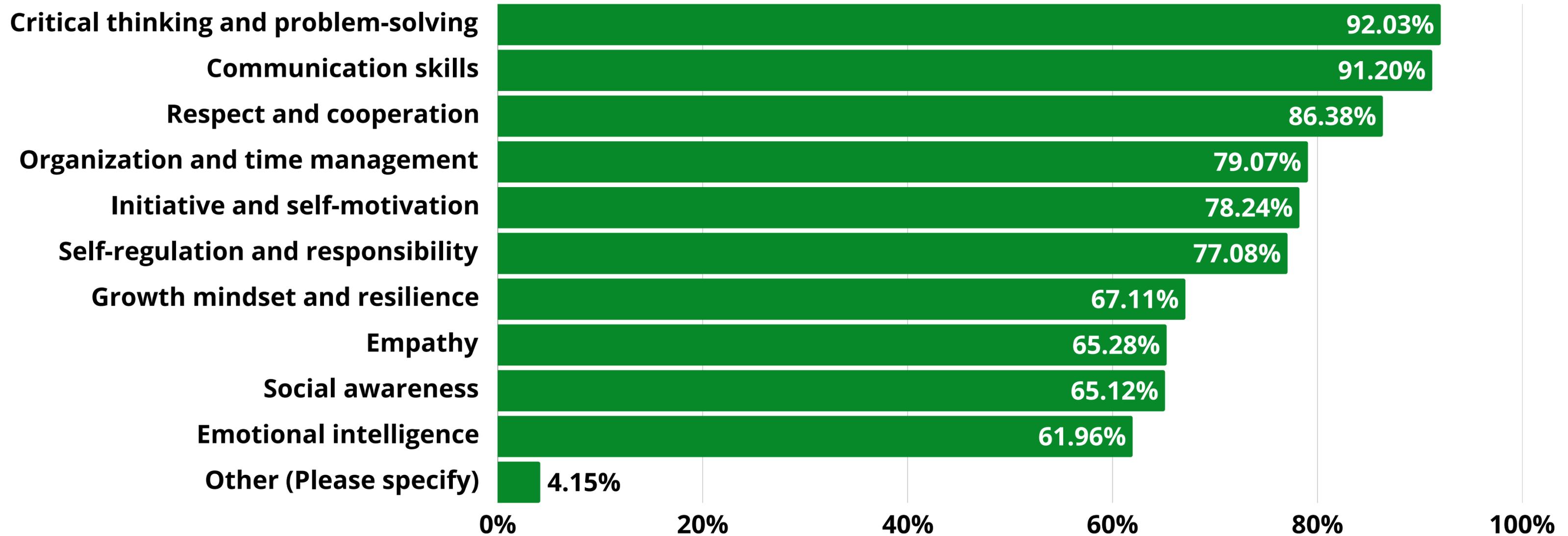
Please use the space below if you wish to expand on your responses regarding the mission, vision, or values.

Approximately 140 responses were provided to the optional question. In reviewing the responses, we found that they encompassed several overall themes:

- **Disconnect between statements and practice:** The most common theme is a skepticism that the mission, vision, and values are not aligned with actions, culture, and decisions.
- **Clarity, tone, and focus:** Some respondents noted that the mission, vision, and values are wordy, repetitive, or abstract, and sometimes use terms (e.g., excellence, virtue) that feel high-pressure, judgmental, or not aligned with a small-town identity. Suggestions included simplifying and shortening the statements, reducing jargon and repeated words, and sharpening the focus on what makes the district distinctive so people can remember and see themselves in the language.
- **Equity, inclusion, and favoritism:** Some comments raise concerns that the district does not consistently uphold the values of respect, inclusion, and a positive environment.

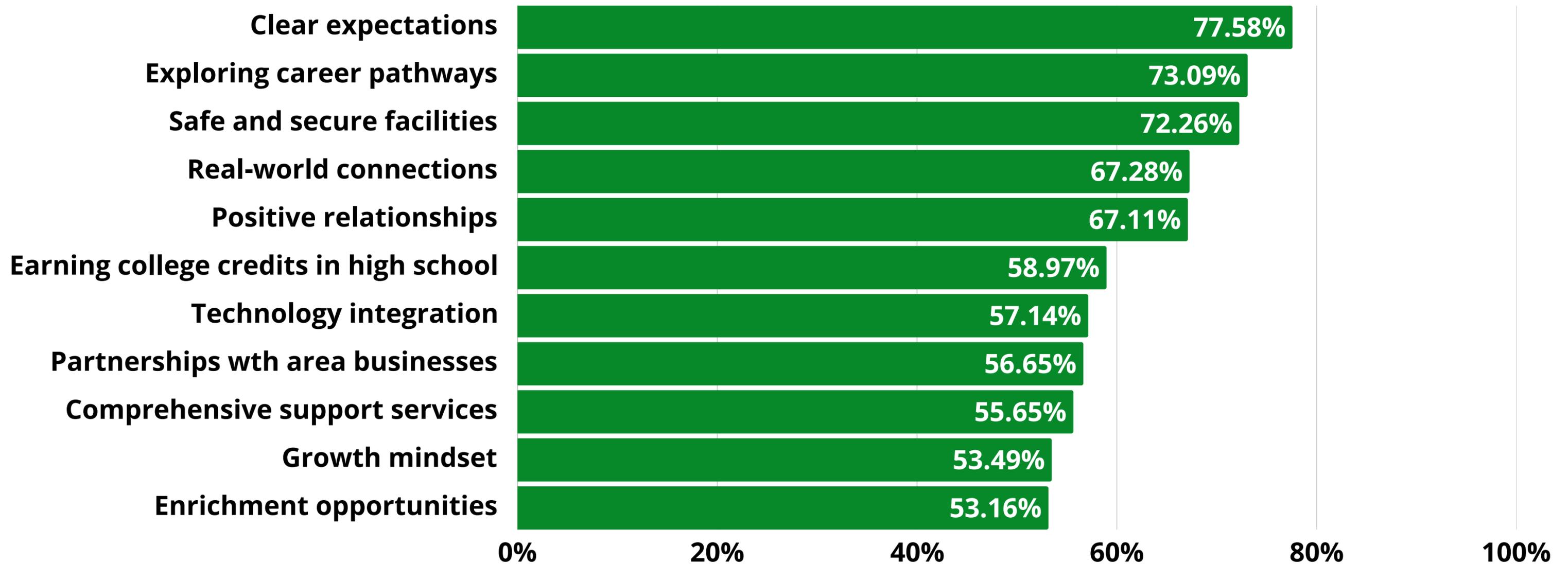
# 10

What educational and personal competencies are important to teach our students during their K-12 education? Select all that apply.



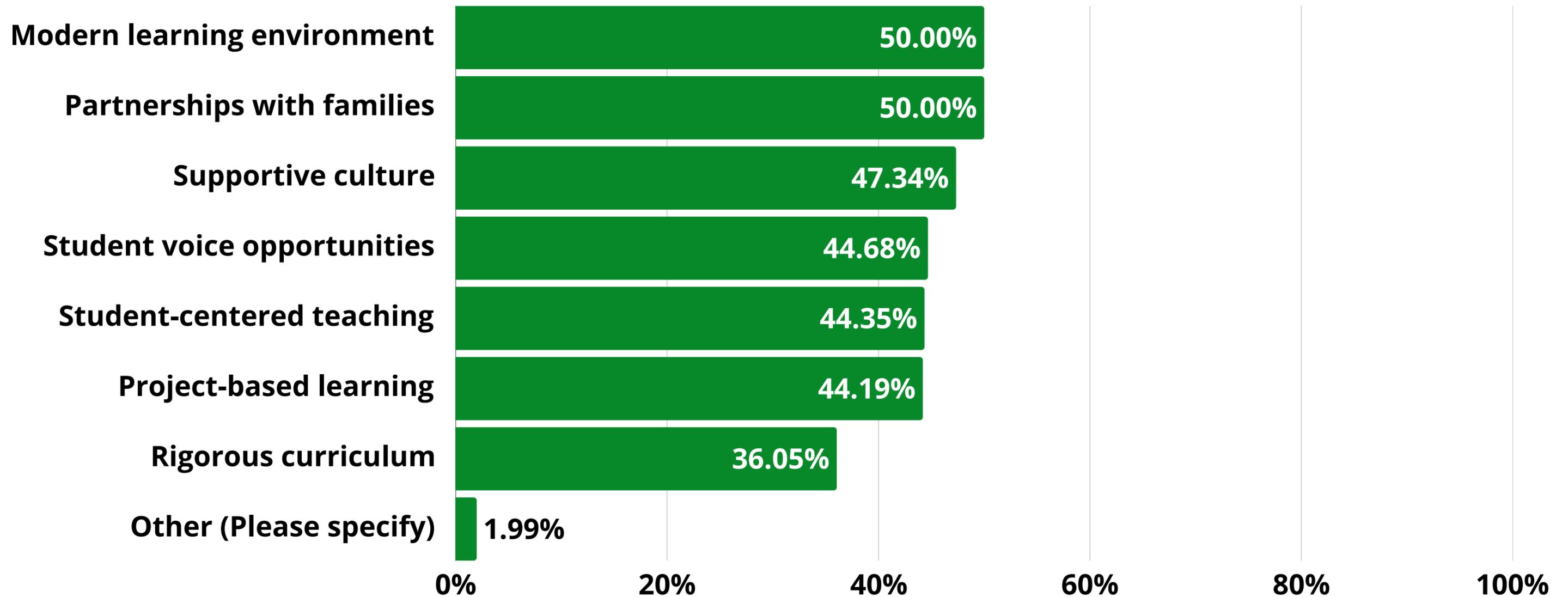


# What elements make up our desired academic setting? Select all that apply.

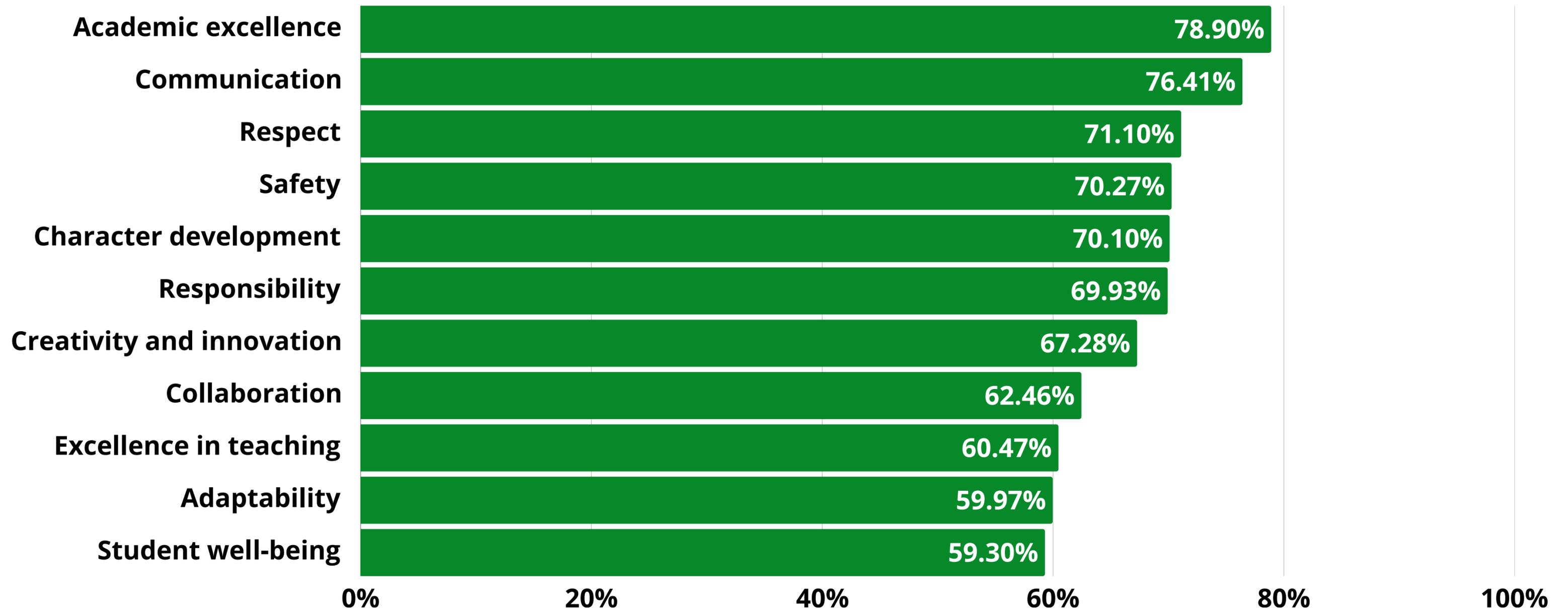


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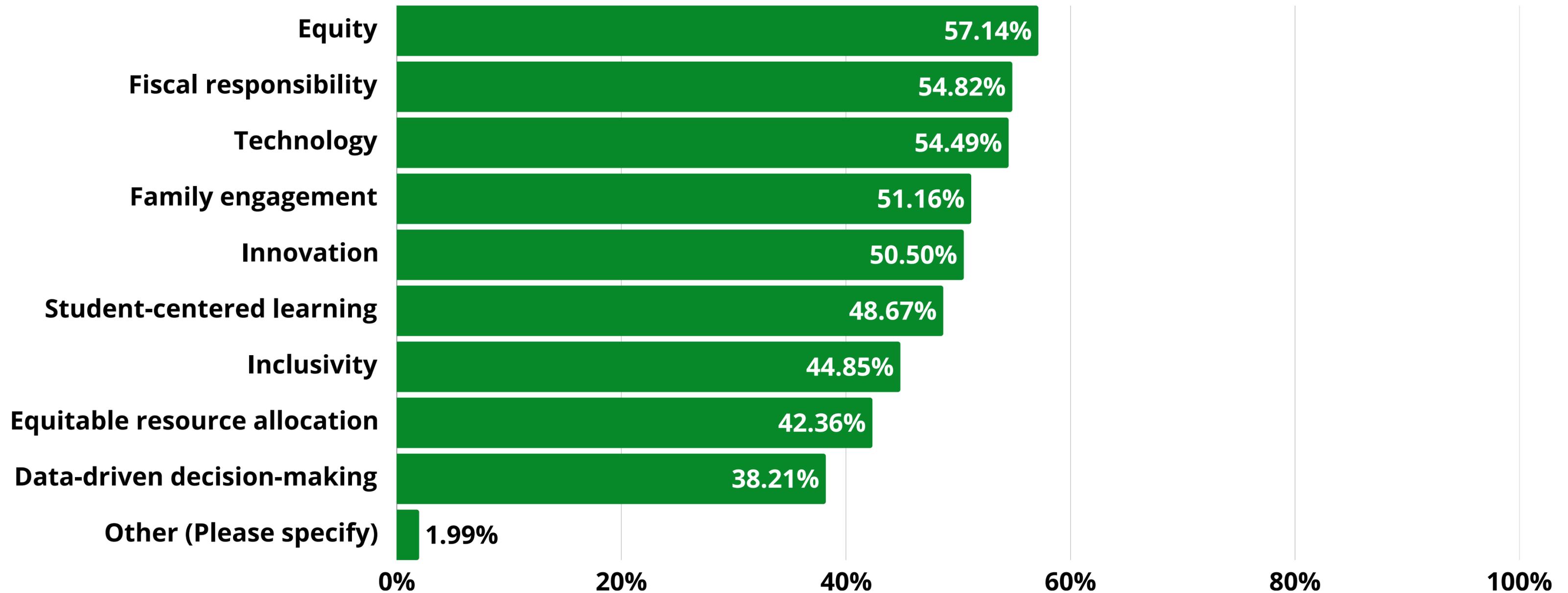
# What elements make up our desired academic setting? Select all that apply.



# 12 What core values should guide the Luxemburg-Casco School District? Select all that apply.



# 12 What core values should guide the Luxemburg-Casco School District? Select all that apply.



# 13

Over the next five years, where do you believe we should focus our improvement efforts? Please choose up to four areas.

Assisting students in finding their purpose/passion beyond high school

38.37%

Career and technical education program

31.73%

School safety and security

28.24%

Mental health services for students

28.07%

Recruit/Retain high-quality staff

26.91%

Community/Business partnerships for students

21.43%

Exploration of career pathways

20.76%

Reading/Literacy achievement

20.60%

Student behavior/discipline

19.27%

Opportunities for students to earn college credits

16.11%

Fine arts

15.95%

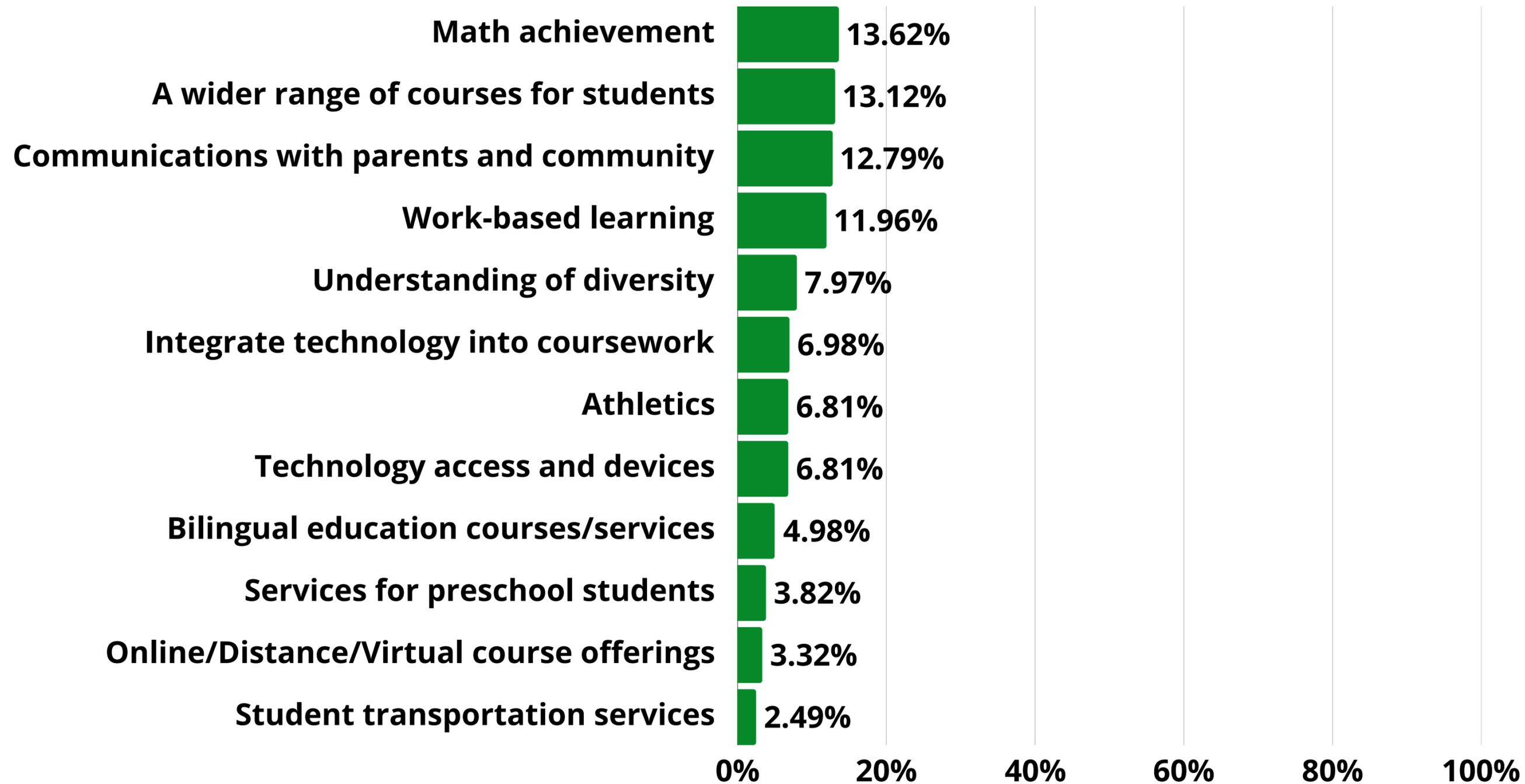
Services for students who have difficulties learning

15.95%

0% 20% 40% 60% 80% 100%

# 13

Over the next five years, where do you believe we should focus our improvement efforts? Please choose up to four areas.



# 14

## Thinking about your knowledge of and experiences with the Luxemburg-Casco School District, what makes the district unique?

Approximately 250 responses were provided to the optional question. In reviewing the responses, we found that they encompassed several overall themes:

- **Small-town atmosphere:** A predominant theme is the district's ability to maintain a "small-town feel" in which relationships are tight-knit and personal.
- **Strong career preparation:** Respondents view the district's focus on career-based learning (e.g., Youth Apprenticeship program) as a strength.
- **Opportunities in a rural setting:** A recurring sentiment is that the district offers the curriculum and extracurricular variety of a much larger district, despite its location.
- **Dedicated staff and teachers:** The quality of the staff and the unique trend of alumni returning to work in the district were identified as key differentiators.

**Board Members**

**School & District Leaders**

**Teachers**

**Students**

**Families**

**Business Partners**

**Community Members**



# COMMON THEMES ACROSS ALL GROUPS

**Pride in  
District Staff  
& Student  
Opportunities**

**Priority on  
Strong  
Foundations &  
Life Skills**

**Career  
Pathways &  
Authentic  
Experiences  
Matter**

**Staffing  
Stability**

**Deepen  
Partnerships**

**Need for  
Coherence &  
Consistent  
Follow-  
Through**

**Emphasis on  
Rigor &  
Relevance**

**Continue  
Supports &  
Creating a  
Sense of  
Belonging**

**Communication  
& Financial  
Transparency**

**Future  
Readiness**



**MERGING OUR EXPERIENCES &  
PERSPECTIVES WITH THE DATA**

# SMALL GROUP DISCUSSIONS



Based on your personal experience with the Luxemburg-Casco School District, what does the district feedback data and themes shared confirm or validate?

# SMALL GROUP DISCUSSIONS



What seems to be inconsistent or surprising?

# TOP TWO REFLECTIONS



Determine your table's top two reflections to share with the large group for discussion.

# LARGE GROUP SHARE OUT & DISCUSSION





**STRENGTHS & AREAS FOR GROWTH**

What are Luxemburg-Casco School District's strengths?



What are areas for growth in our district?



# LARGE GROUP SHARE OUT & DISCUSSION



# CLOSING & NEXT STEPS



- Recap the Day
- What to Expect Next
- Next Meeting
  - February 7th, 9:00am-12:00pm
- Exit Slip - One word about how you are feeling about this process

*Thank You*

