Marshfield R-1 School District

5-Year Comprehensive School Improvement Plan

Lead □ Learn □ Inspire □ Serve

2026-2031

Prepared for the Marshfield R-I Board of Education

Voices that Shaped this Plan

We are thankful for the many voices that helped shape the final version of our district's strategic planning vision. Through surveys and ongoing collaborative meetings with community stakeholders, staff, teachers, students, and parents we gathered input that informed our highest priorities for the coming years. We are grateful for these contributions and welcome ongoing feedback as we implement the plan and reflect on our progress.

School Board Members

Stakeholder Advisory Members

Administrators

Superintendent Advisory Members

Student Leadership Members

Teacher and Parent Feedback Survey Contributors

Thank You.

Portrait of a Marshfield Graduate

Lead Learn Inspire Serve

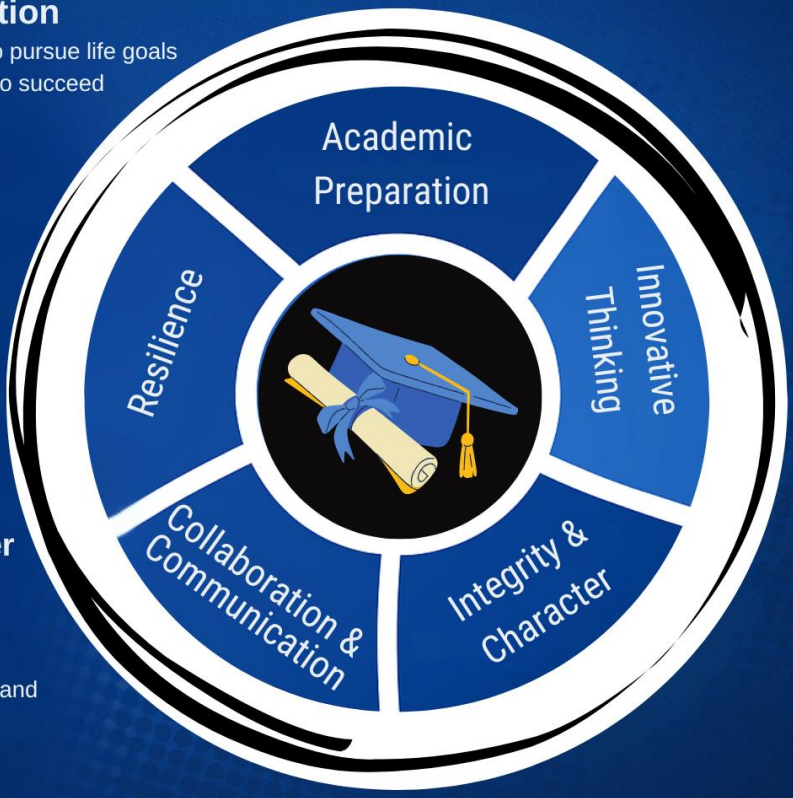
Academic Preparation
- Has skills and knowledge to pursue life goals
- Has real-world experience to succeed after high school

Collaboration & Communication
- Works well with others
- Values teamwork

Resilience
- Completes tasks assigned
- Adapts to work environment
- Learns from mistakes and failures

Integrity & Character
- Does the right thing
- Has strong work ethic

Innovative Thinking
- Solves problems creatively and independently
- Thinks critically



Mission

The Marshfield R-1 School District will prepare each student for a successful future.

Vision

A collaborative, innovative, and student-centered school system, united with families and the community in a shared purpose: providing high-quality, authentic learning that prepares every student, in knowledge, character, and confidence, for a successful future.

Strategic Priorities and Goals

Strategic Priority 1: Student Success (SS)

Goal 1: The district will promote the individualization of learning in order to maximize student success.

Strategic Priority 2: High Quality Staff (HQ)

Goal 1: The district will attract, employ, develop, and retain motivated faculty and staff who are committed to preparing each student for a successful future.

Strategic Priority 3: Facilities and Resources (FR)

Goal 1: The district will provide safe, clean, and effective settings that promote learning.
Goal 2: The district will provide quality instructional resources that promote learning.

Strategic Priority 4: Parent and Community Involvement (PC)

Goal 1: The district will partner with families, businesses, and the community to prepare each student for a successful future

Strategic Priority 5: Leadership and Governance (LG)

Goal 1: The school board will set student-focused policy and provide supportive leadership.
Goal 2: The administration will facilitate a collaborative climate focused on individual student success.

The Blueprint: Five Pillars of Excellence

Our 5-year Continuous School Improvement Plan (CSIP) is built upon five strategic priorities, each with clear strategies and measurable outcomes.

Strategic Priority 1: Student Success (SS)

Goal 1: The district will promote the individualization of learning in order to maximize student success.

Strategies

1.1 - Personalized and Individualized Learning for All Students - Ensure consistent, high-quality individualized learning experiences across PK–12 by strengthening personalized learning pathways, student goal setting, self-reflection, and mastery-based practices. Students will understand their progress and receive timely, actionable feedback that supports growth, confidence, and ownership of learning.

1.2 - Enrichment, Challenge, and Expanded Learning Pathways - Expand opportunities for academic challenge, enrichment, and advanced learning for students who meet or exceed grade-level expectations by increasing access to diverse learning pathways. This includes exploring innovative program designs—such as academy or school-within-a-school models—to expand choice for students and families and support varied interests, strengths, and engagement.

1.3 - Real-World Learning, Career Pathways, and Life Skills - Expand real-world, career-connected, and life-skills learning opportunities across PK–12 by strengthening career and technical education pathways, community partnerships, internships, apprenticeships, and experiences that cultivate the competencies outlined in the Portrait of a Graduate and support diverse postsecondary pathways.

1.4 - Student Agency and Leadership - Develop student agency and leadership skills across PK–12 through classroom experiences, extracurricular opportunities, and student leadership structures that promote voice, responsibility, collaboration, communication, and participation in decision-making.

1.5 - Student Wellness and Supportive Learning Environments - Strengthen student wellness by promoting physical, mental, and emotional health while ensuring safe, inclusive, and supportive learning environments. Enhance transitions between grade levels and schools to support continuity, engagement, and positive relationships.

1.6 - Consistent Systems of Support and Intervention - Strengthen and align systems of support, including multi-tiered systems of support (MTSS) and special education processes, to ensure timely identification, consistent implementation, and clear communication with families in meeting students' academic, social, and emotional needs.

1.7 - Balanced, Purposeful Use of Technology and AI - Develop and implement clear, ethical, and developmentally appropriate guidelines for technology and AI use that support learning, protect student well-being, safety, and privacy, and promote instructional innovation aligned with current research.

1.8 - Collaborative Professional Practices and Continuous Improvement - Continue to intentionally utilize time and space to strengthen professional learning communities, collaborative practices, and data-informed decision-making, while monitoring implementation and progress toward improved student outcomes.

Performance Metrics

SS1: The percentage of students scoring proficient or advanced on EOC assessments will increase by 2 - 4% annually.

SS2: ACT composite scores will be 22 by 2031 with a focus on growth on an annual basis.

SS3: 80% of K–3 students will meet or exceed grade-level reading benchmarks, with annual reductions in the percentage of students requiring intensive reading intervention.

SS4: K-12 student attendance will be a minimum of 92% each semester or improve on an annual basis until it reaches 95% by 2031.

SS5: By 2031, increase the percentage of graduates exiting with a Career and Technical Education (CTE) certificate from 9% to 15%.

Strategic Priority 2: High Quality Staff (HQ)

Goal 1: The district will attract, employ, develop, and retain motivated faculty and staff who are committed to preparing each student for a successful future.

Strategies

2.1 - Recruitment, Retention, and Workforce Stability - Strengthen recruitment, retention, and long-term workforce stability by maintaining competitive and equitable compensation, leveraging scheduling and benefits, and implementing consistent hiring practices that attract and retain high-quality certified and classified staff aligned to district values and expectations.

2.2 - Targeted Staffing and Support for Specialized Roles - Strengthen recruitment, retention, and continuity in specialized staffing areas—particularly special education—by providing targeted support, clear expectations, and leadership structures that promote consistency, expertise, and strong relationships with students and families.

2.3 - Induction, Mentorship, and Grow-Your-Own Pipelines - Provide comprehensive induction, mentoring, and advising supports for new teachers and staff new to the district, while expanding "grow your own" and community-based pipeline programs that build a sustainable, diverse, and well-prepared future workforce.

2.4 - Professional Learning, Growth, and Instructional Effectiveness - Strengthen staff growth, self-efficacy, and instructional effectiveness through coherent professional learning aligned to the district's instructional framework, supported by evaluation processes, feedback, observation of effective practice, and sustained implementation over time.

2.5 - Supportive Leadership, Communication, and Accountability - Enhance administrative support, communication, and shared accountability by establishing clear processes, feedback mechanisms, and follow-through that support staff effectiveness, address concerns, and foster trust and consistency across schools and roles.

2.6 - Staff Wellness, Culture, and Sustainable Work Environment - Promote staff wellness, morale, and a positive work culture by supporting physical, mental, and emotional health; addressing workload and behavioral challenges; and fostering collaborative, respectful, and sustainable working conditions for all employees.

Performance Metrics

HQ1: Staff retention will be a minimum of 95% (certified) 88% (classified) of those that are offered contracts for the following school year.

HQ2: Staff compensation will increase by a minimum of 2% on an annual basis as finances allow.

HQ3: The district will be in the top 10 schools in average salary of 24 comparison/competing districts on an annual basis.

HQ4: 100% of staff will engage in differentiated professional learning on an annual basis.

HQ5: 60% of teaching staff will be at a Masters level or higher on the salary schedule by 2031.

Strategic Priority 3: Facilities and Resources (FR)

Goal 1: The district will provide safe, clean, and effective settings that promote learning.

Goal 2: The district will provide quality instructional resources that promote learning.

Strategies

3.1 - Long-Range Facilities Planning and Implementation - Successfully implement the first five years of the district's 10-year long-range facilities plan to maintain safe, modern, and efficient learning and working environments that support current and future student and staff needs.

3.2 - Sustainable Facilities Funding and Stewardship - Develop and implement a sustainable financial plan that supports the ongoing maintenance, improvement, and expansion of district facilities and resources, ensuring learning and working environments remain safe, modern, and well-equipped over time.

3.3 - Ongoing Evaluation, Safety, and Maintenance - Conduct comprehensive annual evaluations of facilities, grounds, and safety and security systems to inform planning, prioritize improvements, and maintain safe, secure, and well-maintained learning and working environments for students and staff.

Performance Metrics

FR1: Fund four will increase to $7M by 2031.

FR2: The district will maintain a high standard of safety by completing 100% of all required facility and transportation inspections and promptly addressing identified concerns.

FR3: The district will use its Long-Range plan to strategically address maintenance/renovations/improvements by completing at least 2 projects each year from the long-range plan.

Strategic Priority 4: Parent and Community Involvement (PC)

Goal 1: The district will partner with families, businesses, and the community to prepare each student for a successful future.

Strategies

4.1 - Clear, Consistent, and Two-Way Communication - Develop and consistently utilize clear, timely, and accessible communication practices that support two-way dialogue with families and the community. Communication will be coordinated across platforms and schools to share information, gather feedback, and strengthen trust and shared understanding.

4.2 - Inclusive and Responsive Family Engagement - Provide multiple, flexible, and inclusive opportunities for families to engage in their students' education by refining engagement approaches based on family input, schedules, access needs, and preferences. Engagement efforts will foster strong family–school partnerships that support student learning, growth, and readiness for future opportunities.

4.3 - Strong Community and Business Partnerships - Expand and strengthen partnerships with community organizations, businesses, and local stakeholders to enhance student learning, career exploration, and real-world readiness, while fostering meaningful connections between schools, families, and the broader community.

Performance Metrics

PC1: Results from the annual community satisfaction survey will be 90% agree or strongly agree.

PC2: Community partnerships will increase by 2-3 on an annual basis.

PC3: Parent volunteer hours logged at buildings will increase by 10% on an annual basis.

Strategic Priority 5: Leadership and Governance (LG)

Goal 1: The school board will set student-focused policy and provide supportive leadership. **Goal 2:** The administration will facilitate a collaborative climate focused on individual student success.

Strategies

5.1 - Clear, Student-Centered Governance - Maintain clear, student-centered governance by communicating roles, responsibilities, decision-making processes, and measures of success at the district and board levels, while ensuring policies and practices remain aligned and consistently implemented in support of student learning and district priorities.

5.2 - Visible, Connected, and Accessible Leadership - Continue to support visibility, accessibility, and connection of leadership to daily school life through regular presence in schools, classroom visits, and clear communication that strengthens understanding, trust, and alignment with staff, students, and families.

5.3 - Shared Leadership and Inclusive Decision-Making - Sustain collaborative structures that engage staff and leadership in inclusive decision-making processes, leveraging collective expertise to inform instructional improvement, identify learning needs, and foster shared ownership and continuous improvement across the district.

5.4 - Leadership Capacity Building and Continuous Learning - Build leadership capacity at the district, building, and board levels through ongoing professional learning, coaching, and development opportunities aligned to district goals, instructional priorities, and student outcomes.

Performance Metrics

LG1: The Annual Secretary of the Board Report (ASBR) will reflect an unrestricted fund balance of 22-26% on an annual basis.

LG2: 100% of certified staff members will regularly participate in collaborative team meetings focused on student learning.

LG3: 100% of administrators and Board of Education members will participate in professional development on an annual basis.

2026-2031 CSIP Summary

Strategic Priority 1: Student Success (SS)

Goal 1: The district will promote the individualization of learning in order to maximize student success.

Objectives

- ➔ **1.1 - Personalized and Individualized Learning for All Students**
- ➔ **1.2 - Enrichment, Challenge, and Expanded Learning Pathways**
- ➔ **1.3 - Real-World Learning, Career Pathways, and Life Skills**
- ➔ **1.4 - Student Agency and Leadership**
- ➔ **1.5 - Student Wellness and Supportive Learning Environments**
- ➔ **1.6 - Consistent Systems of Support and Intervention**
- ➔ **1.7 - Balanced, Purposeful Use of Technology and AI**
- ➔ **1.8 - Collaborative Professional Practices and Continuous Improvement**

Strategic Priority 2: High Quality Staff (HQ)

Goal 1: The district will attract, employ, develop, and retain motivated faculty and staff who are committed to preparing each student for a successful future.

Objectives

- ➔ **2.1 - Recruitment, Retention, and Workforce Stability**
- ➔ **2.2 - Targeted Staffing and Support for Specialized Roles**
- ➔ **2.3 - Induction, Mentorship, and Grow-Your-Own Pipelines**
- ➔ **2.4 - Professional Learning, Growth, and Instructional Effectiveness**
- ➔ **2.5 - Supportive Leadership, Communication, and Accountability**
- ➔ **2.6 - Staff Wellness, Culture, and Sustainable Work Environment**

Strategic Priority 3: Facilities and Resources (FR)

Goal 1: The district will provide safe, clean, and effective settings that promote learning.
Goal 2: The district will provide quality instructional resources that promote learning.

Objectives

- ➔ **3.1 - Long-Range Facilities Planning and Implementation**
- ➔ **3.2 - Sustainable Facilities Funding and Stewardship**

- **3.3 - Ongoing Evaluation, Safety, and Maintenance**

Strategic Priority 4: Parent and Community Involvement (PC)

Goal 1: The district will partner with families, businesses, and the community to prepare each student for a successful future

Objectives

- **4.1 - Clear, Consistent, and Two-Way Communication**
- **4.2 - Inclusive and Responsive Family Engagement**
- **4.3 - Strong Community and Business Partnerships**

Strategic Priority 5: Leadership and Governance (LG)

Goal 1: The school board will set student-focused policy and provide supportive leadership.
Goal 2: The administration will facilitate a collaborative climate focused on individual student success.

Objectives

- **5.1 - Clear, Student-Centered Governance**
- **5.2 - Visible, Connected, and Accessible Leadership**
- **5.3 - Shared Leadership and Inclusive Decision-Making**
- **5.4 - Leadership Capacity Building and Continuous Learning**