Wabasha-Kellogg
Public Schools

Excellence in Education



Strategic Plan 2025-2030

Preparing Students to Live With Purpose

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Table of Contents

3. Superintendent's Introduction

5. Overview

6. Process Timeline

7. Vision & Mission

8. Values

9. Priority 1

11. Priority 2

12. Priority 3

14. Priority 4

15. Priority 5

18. Goal Priorities for Action

19. Continuous Improvement Plans (CIP)



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Superintendent's Introduction



Wabasha-Kellogg School District's Strategic Plan

Wabasha-Kellogg Community Members,

With great pride and excitement, the Wabasha-Kellogg School District presents our district's Strategic Plan. This plan reflects the voices, hopes, and dreams of our community. Over the past several months, staff, students, families, business leaders, and community members came together to help shape plansand priorities of the district. The level of engagement was outstanding, and my sincere appreciation is extended for the time, thought, and care invested in this work.

The strength of this plan comes from the people who built it. Over 185 individuals participated in focus groups, sharing honest feedback and bold ideas. A diverse committee of community members, parents, teachers, administrators, and board members then worked together to translate that feedback into a clearand inspiring vision for the years ahead. The Board of Education has formally adopted this plan, and thedistrict moves forward with confidence and purpose.

At the heart of this work are five strategic priorities that will guide future efforts:

1. **Strengthen Academic Achievement** – Ensuring that every student is challenged, supported, and equipped with the skills needed to succeed both now and in the future.
2. **Recruit, Train, and Retain High Quality Staff** – Investing in attracting and developingoutstanding educators and staff who inspire and empower students each day.
3. **Maintain Fiscal Responsibility** – Stewarding resources wisely and creating proactive action to support student learning and district stability.
4. **Develop Strong Community Engagement** – Continuing to build strong partnerships with families, businesses, and the broader community to support student success.
5. **Create Collaborative and Positive Learning Environments** – Fostering safe andsupportive learning spaces where all students and staff can thrive in a positive environment.

This plan is not simply words on paper. It is a shared commitment to build on strengths, address challenges, and ensure every student is prepared to live with purpose. The future of Wabasha-Kellogg is bright, and together, the district will continue to provide excellence in education. Respectfully,

Nels Onstad
Superintendent, Wabasha-Kellogg Public Schools

Wabasha-Kellogg Public Schools thanks the more than 185 individuals who actively participated in shaping this strategic plan. Your time, ideas, and dedication made this atrue community effort.

Your participation reflects the community's pride in its schools and its commitment to providing high-quality education, one that equips students to perform at their highest level and to lead lives of character, kindness, and purpose.

Your involvement helped ensure this plan reflects the values and aspirations of those we serve. Thank you for moving us forward together.

STRATEGIC PLANNING COMMITTEE

Kala Koch, Parent, PTO Representative
Miranda Gray-Burlingame, Business Owner, Parent
Jay Jewson, Business Owner, Parent
Emily Durand, Mayor of Wabasha and Parent
Neil Hedquist, Teacher
Andrea Day, Teacher
Melody Kurtti, Teacher
Sarah Schuster, Teacher
Angie Wodele, District Administrative Assistant
Chad Pederson, High School Principal
Anne Wasmund, FVO Principal
Dan Murtha, Elementary Principal
Riley Costello, School Board
Nels Onstad, Superintendent

WABASHA-KELLOGG SCHOOL BOARD

Chair: Michelle Meyer Vice Chair: Kent Jeffery
Clerk: Sharleen Klennert Treasurer: Tim Adams
Member: Riley Costello Member: Brittney Ender
Member: Rob Venz

WABASHA-KELLOGG ADMINISTRATION

Superintendent: Nels Onstad
High School Principal: Chad Pederson
Elementary Principal: Dan Murtha
Falcon View Online Principal: Anne Wasmund
District Administrative Assistant: Kristi Kropp







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Overview

In 2025, Wabasha-Kellogg Public Schools launched a comprehensive effort to build a shared vision for the future. The strategic planning process reflected the voices of the community, celebrated district strengths, and established a clear, inspiring path forward for students, staff, and families.

Laying the Groundwork
The process began in January 2025 with a School Board planning session, facilitated by BetterUSolutions and Superintendent Onstad. A timeline was developed, candidates for involvement were recommended, and the foundation was laid using the 7 Questions process. With input from staff and administration, a "30,000-foot profile" of the district was created. These early steps grounded the process in the district's current reality and prepared for broad
participation.

Community Engagement
From late January through February, over 185 individuals participated in 18 focus groups, including staff, students, parents, community members, and business leaders. A community-wide survey provided additional insights and identified key areas of priority. The information gathered offered a full picture of district strengths and growth opportunities as well defining community expectations.

Collaborative Planning
In April, a 15-member Strategic Planning Committee convened for three in-depth sessions. This diverse group included parents, educators, community leaders, administrators, and board members. Using community feedback and district data, the committee:

- Defined the core purpose: " To prepare students to live with purpose"
- Crafted the mission, vision, and core values.
- Developed an envisioned future.
- Identified five strategic priorities to guide future efforts.

Finalization and Adoption
In May, district leadership refined the committee's work, shaping goals and objectives aligned to the shared vision. The School Board reviewed the drafts, provided feedback, and, on June 18,2025, formally adopted the new Strategic Plan.

The plan reflects the heart and voice of Wabasha-Kellogg. It serves as a testament to the district's ongoing commitment to students and as a reflection of the strength and unity across the entire community.



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Process Timeline

January 22
School Board Workshop

January 23-February 7
Profile Building, Focus Group Preparation

February 13
5 Focus Groups

February 14
1 Focus Group

February 19
5 Focus Groups

February 20
7 Focus Groups

Feb. 24-April 4
Data Compilation, Prioritization Survey Conducted, Results Compiled

April 10
Member Strategic Planning Committee #1

April 15
15 Member Strategic Planning Committee #2

April 22
Member Strategic Planning Committee #3

May 2
Administrator Retreat #1

May 7
Superintendent Review

May 14
Administrator Retreat #2

May 21
School Board Update

June 2-13
Refinement

June 18
School Board Adoption



185 Focus Group Attendees



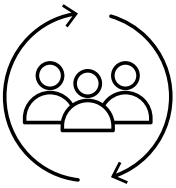
Vision and Mission

Vision:
The school district known for preparing and inspiring students to live with purpose, grounded in community, driven by respect, committed to excellence, and fueled by engagement.

Mission:
Wabasha-Kellogg Public Schools equips students to perform at their highest level and to lead lives of character, kindness, and purpose by engaging them in a wide variety of challenging and relevant experiences.

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School District Values



Community

Defined: Where you feel you belong, are connected, and work together toward a shared purpose.
Looks Like: We build strong relationships, include one another, and value each person. We listen, learn, support, and accept each other. We work together as one team to grow, belong, and succeed.



Respect

Defined: Treating others as you wish to be treated; with kindness, honesty, and dignity.
Looks Like: We listen to understand, speak with care, show kindness to one another, and take responsibility for our actions. We honor personal space, value each person and create a safe, supportive environment for all.



Excellence

Defined: Working together to achieve great things by dreaming big, doing our best, and growing every day.
Looks Like: We exceed expectations by setting high standards, supporting one another, and displaying perseverance.



Engagement

Defined: Being fully present, involved, and invested in what you're doing. It's showing interest, taking initiative, and putting in effort—whether learning, teaching, leading, or supporting others.
Looks Like: We show up with energy, purpose, and pride. We get involved, stay positive, and take an active role in learning, leading, and building a better school together.

The Envisioned Future of Wabasha-Kellogg Public Schools is:
To be a school where students are inspired and prepared to live with purpose by high quality, caring staff. The school is grounded in community, driven by respect, committed to excellence, and fueled by engagement. Our future is one where every student is known, has mastered necessary life and emotional skills, and is empowered through strong community connections.

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Priority 1

Strenghten Academic Achievement

Goal 1: All children are ready for school.

Strategies

1. Move all unlicensed staff teaching in early childhood to fully licensed staff
2. Research, determine and implement a guaranteed and viable preschool curriculum for literacy
3. Determine and implement an effective leadership model for early childhood programming

Indicators of Success:

1. By June 2030, 90% of students leaving W-K School Readiness will meet Early Childhood Indicators of Progress benchmarks in early language and literacy as measured by the district-approved screener
2. By June 2030, 90% of students leaving W-K School Readiness will meet Early Childhood Indicators of Progress benchmarks in Social and Emotional Development as measured by the district-approved screener
3. By June 2030, 90% of students leaving W-K School Readiness will meet Early Childhood Indicators of Progress benchmarks in math as measured by the district-approved screener

Goal 2: All K-12 students perform at or above grade level in reading.

Strategies

1. Implement the Read Act:

Phase 2 Professional Development by July 1, 2027

- Grades 4–12 Classroom Teachers responsible for reading instruction
- Teachers who provide reading instruction to students in a state-approved alternative program
- Grades 6–12 Curriculum Directors
- Employees who select literacy instructional materials for Grades 6–12

2. Vertically and horizontally align K-12 ELA curriculum
3. Increase parent engagement at Falcoln View Online
4. Identify the K-12 ELA guaranteed and viable curriculum expectations to be implemented with fidelity

Indicators of Success

1. The percentage of students proficient on the reading MCA will increase annually from June 2025 to June 2030
2. The percentage of seniors meeting Redefining Readiness standards will increase annually from June 2025 to June 2030

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Priority 1

Strenghten Academic Achievement

Goal 3: All K-12 students perform at or above grade level in math

Strategies

1. Identify and implement professional development to improve Tier 1 math instruction in K-6
2. Vertically and horizontally align K-12 math curriculum
3. Identify guaranteed and viable curriculum expectations at all levels in math
4. Develop and implement a Tier 2 system of support for K-12 math programming

Indicators of Success

1. The percentage of students proficient on the math MCA will increase annually from June 2025 to June 2030
2. The percentage of seniors meeting Redefining Readiness standards will increase annually from June 2025 to June 2030

Goal 4: All students are career and college ready

Strategies

1. Research, create, and implement the K-12 Wabasha-Kellogg Life Skills Preparation requirements
2. Identify guaranteed and viable curriculum expectations at all levels in ELA and math
3. Research, create, and implement a Post-Graduate Action Plan that all students will complete during their secondary school experience
4. Create and communicate the district's career and college readiness requirements

Indicators of Success

1. By June 2030, 100% of graduates will have a post-graduation action plan, complete a job-shadow or internship, and complete 20 community volunteer hours
2. By June 2030, 100% of graduates will have completed W-K life skills preparation necessary for independent living, financial management, executive functioning, and career navigation
3. The percentage of seniors meeting Redefining Readiness standards will increase annually from June 2025 to June 2030
4. . Wabasha-Kellogg High School will annually achieve a 100% graduation rate.
5. By June 2030, Falcon View Online will annually achieve a minimum graduation rate of 80%

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Priority 2

Recurit, Train and Retain High Quality Staff

Goal 1: Recruit and retain high quality staff

Strategies

1. Develop and implement an effective teacher mentoring program that supports teacher development and retention
2. Increase candidate pools through early connections and long-term relationship building
3. Expand candidate reach through effective marketing of district opportunities, successes, and strengths
4. Ensure employee salary and benefit packages fall into the top 30% of like sized, regional school districts

Indicators of Success:

- ·By June 2028, build partnerships with at least five universities and teacher preparation programs
- ·Annually 90% of recommended non-retiring teachers are retained
- ·Annually 85% of recommended non-retiring staff are retained
- ·Annually, maintain regionally competitive employee salary and benefits packages with like sized districts (top 30%)
- ·Achieve a 90% staff satisfaction rate with the school district on the district satisfaction survey by June 2030

Goal 2: Develop excellence amongst all staff

Strategies

1. Develop and align district goals that establish high standards, support evidence-based practices, and create accountability systems that ensure consistent progress toward student success
2. Create structures that allow staff to test new instructional practices, share diverse ideas, improve teaching practices, and evaluate results for district-wide learning
3. Establish consistent leadership practices that ensure stability, clear communication, continuous improvement in educating students, and aligned decision-making across all levels of the district

Indicators of Success

- 100% of staff retained meet all district performance standards by June 2028·Improve tier 1 instructional practice so that 80% of student needs are met in the tier 1 environment
- Reach at least 85% positive responses on the district's annual staff satisfaction surveys related to professional growth
- Achieve 90% or higher in classroom observations rated as effective or highly effective by 2028

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Priority 3

Maintain Fiscal Responsibility

Goal 1: Strenghten the district's financial health

Strategies

1. Engage a marketing specialist to develop and execute a comprehensive marketing and communications plan that highlights district strengths to grow enrollment, builds public confidence, and secures long-term financial sustainability
2. Establish and maintain efficient financial systems that promote responsible budgeting, transparent purchasing, and strong fiscal oversight
3. Attract and retain students by expanding focused life skills preparation program offerings building strong community partnerships actively promoting the safe environment, supportive culture, focus on preparing students to live a life of purpose
4. Increasing access to high quality extra-curricular opportunities

Indicators of Success

- Maintain an unassigned general fund balance of at least 15% of annual expenditures each fiscal year
- Achieve a clean audit opinion with no significant findings annually

Goal 2: Increase revenue streams

Strategies

1. Increase the positive gap in open enrollment through targeted marketing that highlights academic programs, extracurricular opportunities, and student success stories to attract and retain students
2. Mitigate PSEO costs by developing district operated college credit courses
3. Develop and offer high-demand, innovative high school courses and programs that attract open enrollment students seeking specialized learning opportunities and retain district resident students
4. Develop partnerships with businesses, community organizations, and higher education institutions to generate sponsorships, shared services, innovative programming, and funding

Indicators of Success

- Increase student enrollment by 5% in the on-campus program by September 2028
- Increase student enrollment by 50% in Falcon View Online by September 2027
- Annually, attain a positive open enrollment in, to open enrollment out rate at the on-campus program

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Priority 3

Maintain Fiscal Responsibility

Goal 3: Increase internal and external stakeholders' knowledge of school finance

Strategies

1. Develop and utilize a District Advisory Committee to review financial reports, discuss budget priorities, and serve as ambassadors to share accurate financial information in the community
2. Develop and implement a clear communication plan identifying Who needs information, What key financial information to share, and How to share it using simple, consistent, and accessible formats
3. Engage community groups, parent organizations, and civic leaders through scheduled financial presentations that build understanding of district finances
4. Create and distribute easy-to-understand financial snapshots and infographics for staff, families, and the public that explain revenue sources, budget allocations, and financial challenges

Indicators of Success

- Annually increase confidence rating of "district fiscal responsibility" on the annual stakeholder survey







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Priority 4

Develop Strong Community Engagement

Goal 1: Increase partnerships and student opportunities

Strategies

1. Establish and implement clear processes for identifying, developing, and maintaining partnerships that support student learning, career exploration, and community engagement
2. Expand student opportunities by establishing courses that result in certifications, provide internships and job-shadowing opportunities and align with local workforce needs
3. Utilize business and industry professionals as mentors, advisors, guest speakers, and program partners to enhance real-world learning
4. Actively promote partnership opportunities and successes to increase student participation

Indicators of Success

- Grow formal partnerships with local businesses, nonprofits, and civic groups by 25% by September 2028
- By June 2028, work-based learning program opportunities will increase by 20%

Goal 2: Enhance communication

Strategies

1. Develop and implement a centralized system to manage district messaging flow, reduce communication overload, and ensure clear, timely, and accurate information
2. Establish and utilize a district-wide communication process that defines what needs to be said, delivery methods, timing, and who is responsible to ensure clarity, consistency, and eliminate repetitiveness
3. Establish and promote a unified district brand that creates consistency, recognition, and trust across all communication platforms

Indicators of Success

- Achieve 90% positive feedback on the district's annual stakeholder satisfaction survey regarding district communication

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Priority 5

Create Collaborative and Positive Learning Environments

Goal 1: Ensure safe learning environments

Strategies

1. Establish and enforce clear district-wide policies and schoolwide practices that create consistent expectations for behavior, safety, and student support
2. Align safety, discipline, and intervention practices district-wide to reduce inconsistencies and ensure consistent, effective responses at all learning levels
3. Promote student engagement through strong relationships, welcoming classrooms, and targeted support that address academic, behavioral, and social-emotional needs

Indicators of Success

- Annually increase expected behavior in school from 2025 through 2030 as measured by the annual decrease of office referrals
- Increase internal and external perception that all facilities are well maintained

Goal 2: Increase staff engagement

Strategies

1. Prioritize and align staff initiatives to reduce competing demands, protect staff time, and maintain focus on district priorities
2. Implement ongoing recognition efforts that celebrate staff contributions and reinforce pride in the district's vision, mission and values
3. Create and implement specific opportunities for on-campus staff and Falcon View Online staff to create positive collegial experiences

Indicators of Success

- By June 2028, district-wide out of classroom time caused by behavioral issues will decrease by 15%
- Annually increase staff satisfaction as measured by the district's annual stakeholder survey

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Priority 5

Create Collaborative and Positive Learning Environments

Goal 3: Increase student engagement

Strategies

1. Provide teacher training on effective teaching and engagement practices within the block schedule
2. Establish and implement clear expectations and consistent guidelines for student movement, break times, and use of flex periods to maximize instructional time and minimize disruptions
3. Implement structures that balance student choice with appropriate accountability to ensure time is used productively and supports academic success
4. Identify and implement strategies that improve the regional competitiveness of all student activities

Strategies

1. Provide teacher training on effective teaching and engagement practices within the block schedule
2. Establish and implement clear expectations and consistent guidelines for student movement, break times, and use of flex periods to maximize instructional time and minimize disruptions
3. Implement structures that balance student choice with appropriate accountability to ensure time is used productively and supports academic success
4. Identify and implement strategies that improve the regional competitiveness of all student activities

Indicators of Success

- By June 2028, district-wide out of classroom time caused by behavioral issues will decrease by 15%
- Annually, attain a positive open enrollment in, to open enrollment out rate at the on-campus program

Goal 4: Foster a positive school climate

Strategies

1. Create and enforce consistent district-wide academic, behavior, and participation expectations to raise student performance and engagement in both classrooms and extracurricular programs
2. Implement staff development focused on instructional growth, leadership skills, and professional collaboration while recognizing and celebrating positive staff contributions regularly
3. Provide athletic, fine arts, and co-curricular offerings with targeted support for participation, coaching development, and student leadership to strengthen school pride and involvement
4. Develop a clear administrative communication plan that ensures consistent messaging, shared decision-making, and leadership support across the district

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Priority 5

Create Collaborative and Positive Learning Environments

Indicators of Success

- Annually increase the feeling of positive collegial interaction by staff from 2025 through 2030 as measured by the district satisfaction survey
- Reduce student behavior incidents by 15% annually from 2025 through 2030
- Achieve a 90% staff satisfaction rate with the school district on the district satisfaction survey by June 2030
- Increase student satisfaction with their learning environment to 90% positive responses on the district annual student satisfaction survey by June 2030
- Annually increase extra-curricular participation rates in grades 7-12









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Goal Priorities for Action

Impact Goals - Highest-priority goals driving immediate action and focused outcomes.

Tier 1 Goals:

- 1.1 All children are ready for school.
- 1.2 All K-12 students perform at or above grade level in reading
- 1.3 All K-12 students perform at or above grade level in math
- 1.4 All students are career and college ready.
- 2.1 Recruit and retain high quality staff

Momentum Goals - Strong drivers, but less urgent than tier 1

Tier 2 Goals:

- 2.2 Develop excellence amongst all staff
- 4.1 Increase partnerships and student opportunities
- 4.2 Enhance communication
- 5.2 Increase staff and student engagement

Supporting Goals - Reinforce systems and culture to enable upper-tier goal success

Tier 3 Goals:

- 3.1 Strengthen financial health
- 5.1 Ensure safe learning environments
- 5.3 Increase student engagement

Watch Goals - Emerging needs or ideas being monitored that will grow in priority over time.

Tier 4 Goals:

- 3.2 Increase revenue streams
- 5.4 Foster a positive school climate
- 3.3 Increase internal and external stakeholders' knowledge of school finance



Wabasha-Kellogg Public Schools
Continuous Improvement Plans (CIP)

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Community: A place to belong

Where you feel you belong, are connected and work together towards a shared purpose.



Respect: The Falcon Way

Treating others as you wish to be treated; with kindness, honesty and dignity.



Excellence Every Day

Working together to achieve great things by dreaming big, doing your best and growing every day.



Engagement in Action

Working together to achieve great things by dreaming big, doing your best and growing everyday.

Equips students to perform at the their highest level and to lead lives of character, kindness and purpose by engging them in a wide variety of challenging and relevant experiences.

