Strategic Plan 2024- 2029

Vision: Swallow School District will be the best school district in the State of Wisconsin.Evaluate existing programs/ Adding value to existing programs and new ideas- utilize surveys.

Mission: Maximizing every student's academic and personal potential for lifelong success in our rapidly evolving world.

Focus #1: Climate and Culture

We will build a comprehensive system for fostering an inclusive environment that meets students' personal learning needs, is free from bullying and unkind actions, celebrates each student's unique characteristics, and helps each student feel safe and respected.

We will integrate leadership development programs for both students and Staff, offer leadership roles within school activities, and provide mentorship opportunities so that students and Staff can cultivate their leadership skills and confidently take on responsibilities both within and outside the school.

We will continue to prioritize transparent, consistent, and open communication between the school, students, parents, and the community.

We will cultivate character development and social-emotional learning into our curriculum through dedicated lessons, workshops, and activities so that students develop resilience, empathy, and strong interpersonal skills.

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Focus #2:Resources

We will restore the long-term financial stability of the Swallow School District so that we can:

- Fund initiatives identified in the Strategic Plan.
- Build a value-based financial system that relates significant actions back to the vision and Mission of the District.
- Rebuild the Fund Balance to a stronger position.
- Attract and retain talented Staff with competitive compensation.
- Fund capital expenditures not separately funded.
- Respond to unfunded mandates and other cost issues that may arise.

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Focus #3: Instruction and Learning

We will inspire students and Staff's active engagement to prioritize accountability and reflection for their own personal growth.

We will continuously develop and enhance our curriculum, providing innovative, state-of-the-art resources and training for Staff, so that through personalized instruction, students are equipped with hands-on learning strategies, essential future skills, critical thinking abilities, and global competence.

We will realign structured cycles of curriculum planning, review, and implementation, involving feedback from educators, students, and experts so that our curriculum remains relevant, effective, and responsive to the evolving educational landscape and student needs.

We will provide educational opportunities through field trips, outdoor learning, and experiences at Swallow and in the community so that every student is challenged, supported, and able to reach his or her full potential.

Focus #1 : Culture and Climate (including both students and Staff)

Bucket/Committee Lead:

Team Members:

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Purpose of the committee:

Goals for this bucket:

We will build a comprehensive system for fostering an inclusive environment that meets students' personal learning needs, and is free from bullying and unkind actions, celebrates each student's unique characteristics, and helps each student feel safe and respected.

We will integrate leadership development programs for both students and Staff, offer leadership roles within school activities, and provide mentorship opportunities so that students and Staff can cultivate their leadership skills and confidently take on responsibilities both within and outside the school.

We will continue to prioritize transparent, consistent, and open communication between the school, students, parents, and the community.

We will cultivate character development and social-emotional learning into our curriculum through dedicated lessons, workshops, and activities so that students develop resilience, empathy, and strong interpersonal skills.
We will continue to maintain a first-class facility.

Statement of Work	**Priority Level** P1: Critical P2: Important P3: Normal	**Timeline for work**	**People Responsible**	**Success Indicator**

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Provide and encourage leadership opportunities	Critical	January 2025	Principal and Superintendent	Evaluate existing programs/ Adding value to existing programs and new ideas (environmental scan) by convening a team.
Communicate effectively	Critical	Ongoing	All Swallow employees	Evaluate existing programs/ Adding value to existing programs and new ideas (environmental scan)
Develop universal language to use schoolwide around taking ownership for your actions	Critical	January 2025	Committee with facilitator	Re-establish a Swallow Committee
Building an inclusive environment where we celebrate the diversity of individuals within our school community.	Important	January 2025	All stakeholders, "Swallow Strong" committee (past) "Create a committee Swallow Stability Committee"	

Topic #2 - Resources, funding, and future planning

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Bucket/Committee Lead:

Team Members:

Purpose of the committee:

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Statement of Work	**Priority Level** P1: Critical P2: Important P3: Normal	**Timeline for work**	**People Responsible**	**Success Indicator**
Complete multi-year cash	Critical	November 2024	Board and Staff	Completed

forecast through FY 2030/31				documentation
Revisit the minimum cash balance requirement. This is an input into the referendum needed.	Critical	November 2024	Board and Staff	Revised Minimum amount
Prepare and pass an operating referendum	Critical	April 2026	Board, Administration,, Staff, Ad Hoc Finance Committee	Passed referendum
Re-examine the CRP from the past and fund it appropriately based on recommendations from leadership	Critical	December 2024	Superintendent	Updated plan model
Update the multi-year Capital Expenditure Plan and continue to execute the plan. This is an input into the referendum needed.	Critical	November 2024	Administration and Staff	Updated plan document
Increase information available about other districts. This is an input into	Critical	December 2024	Administration and Staff	Information received

the referendum needed.				
Develop a marketing plan, including: • Written outreach to District families • Advertising/mailing outside the District • Personal follow-up • Other	Critical	January 2025	Administration	Plan documented
Revisit class size and open enrollment limitations	Critical	January 2025	Board and Administration	Limitations approved
Develop a limited number of Key Performance Indicators (KPIs)	Important	December 2024	Board, Administration and Staff	KPIs presented to the Board on a regular schedule
Develop monthly budget information to facilitate review of the District's ongoing financial status	Important	Ongoing	Administration	Monthly budget information is included in the financial information presented to the Board
Explore a backstop line of credit borrowing arrangement	Normal	March 2025	Board, Administration,	Arrangement is finalized

for use in emergency situations			and Staff	
Explore strategic partnerships (beyond shared busing) to keep costs under control- #66.03	Normal	Ongoing	Administration and Staff	Periodic reports to the School Board

Topic #3 - Innovative, next-generation Curriculum and Instruction

Bucket/Committee Lead:

Team Members:

Purpose of the committee:

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Goals for this bucket:

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We will realign structured cycles of curriculum planning, review, and implementation, involving feedback from educators, students, and experts so that our curriculum remains relevant, effective, and responsive to the evolving educational landscape and student needs.

We will provide educational opportunities through field trips, outdoor learning, and experiences at Swallow and in the community so that every student is challenged, supported, and able to reach his or her full potential.

Statement of Work	**Priority Level** P1: Critical P2: Important P3: Normal	**Timeline for work**	**People Responsible**	**Success Indicator**

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Professional development centered around student and Staff engagement and empowerment. Collaboration and reflection during PLC.	Critical	2025-26	Team leads- SAIL team	PLC document- look at historical data from school/district survey.
Realign curriculum and resources with Act 20, district goals, and SAIL goals	Critical	2024-2025 school year	Grade level band teams	Data from normed assessments (Star, AIMSweb), and Curriculum Analysis process.
Realign the Curriculum analysis process for all academic areas prioritizing literacy K-8.	Impo...	2024-2026	Superintendent and curricular teams	Vertically aligned curriculum teams
Collaborate with cross-curricular teams and community stakeholders to facilitate learning	Nor...	2026-2027	Staff and Stakeholders	Satisfaction from all stakeholders as indicated in the yearly survey.