



Millard Public Schools 2023 Strategic Plan

Board of Education

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Strategic Planning Team

Beliefs are the foundation of our Strategic Plan. The belief statements are an expression of the fundamental values, ethical codes, overriding convictions and principles for the district.

We believe:

- Each individual has value.
- Our greatest resource is people.
- Individuals are responsible for their actions.
- Responsible risk-taking is essential for growth.
- All people can learn and grow.
- Diversity enriches life.
- High expectations promote higher achievement.
- Achievement builds confidence; confidence promotes achievement.
- Shaping and developing character is the shared responsibility of the individual, family, school, and community.
- All people are entitled to a safe, caring, supportive, and respectful environment.
- Educated and engaged citizens are necessary for our democratic society.
- All schools are accountable to the community.
- Transparency builds trust and confidence.
- Public education benefits the entire community and is the shared responsibility of all.
- Excellence is worth the investment.

Parameters are established guidelines from which the district will operate. These guidelines are self-imposed regulations for our schools: things we will always do; things we will never do.

- We will always operate caring and supportive environments to ensure safety and learning.
- We will not tolerate any behavior that diminishes the value of any student, staff member, or community member.
- Nothing will take precedence over the early childhood through young adult education program.
- No new program, course, and/or significant operational practice will be added unless:
 - it meets a clearly demonstrated, mission-related need;
 - it survives a cost-benefit analysis;
 - its impact on other programs/courses/services is addressed;
 - adequate staffing, professional learning, funding, and facilities are provided;
 - it contains an evaluation procedure.
- No existing program, course, and/or significant operational practice will be maintained unless it:
 - meets a clearly demonstrated, mission-related need;
 - survives a cost-benefit analysis and periodic evaluation.
- We will always communicate effectively, both internally and externally, in order to implement our Strategic Plan, operate our schools, and maintain high levels of student, staff, family and community support.

- We will attract, develop, and retain the highest quality staff dedicated to achieving our mission and objectives.
- We will always expect students to set and achieve challenging educational and career goals tailored to their abilities, interests, and aspirations.
- We will have systemic practices to address the behavioral and mental health needs of our students that promote good character, positive social behavior, and responsible citizenship.

The mission is the loftiest aspiration of our school district.

Millard Public Schools guarantees each student exemplifies the knowledge, skills, and character necessary for personal excellence and responsible citizenship through an innovative, world-class educational community that challenges and empowers all students.

Objectives are the desired and measurable end results for the district.

- All students will meet and/or exceed district and state standards.
- The achievement gap between student groups will decrease annually.
- The district's overall performance on district, state, and national assessments will increase annually.
- Individual student growth on district, state, and national assessments will increase annually and exceed national targets.
- The percentage of students participating in and performing at high levels on measures of national and/or international educational excellence will increase annually.
- All students will exemplify the positive behaviors necessary for personal excellence, character development, and responsible citizenship.

Strategies are intended to close the gap between our baseline data (where we are) and our mission (where we want to be).

Strategy 1: We value our changing demographics and will maximize our systems, educational programs, and instructional practices to ensure high levels of academic achievement and growth for all students.

Strategy 2: We will be the destination school district of choice by strengthening our competitive programs and innovative offerings to retain and recruit students and staff.

Strategy 3: In partnership with our community, we will effectively tell the story of Millard's excellence and increase support for our district and public education.

MPS Strategic Planning Implementation Schedule 2023-2027

*Research, Begin Implementation, Active Implementation, Operational, Abandoned
(A box will be blank if the Action Plan has not been started yet.)*

Strategy 1: We value our changing demographics and will maximize our systems, educational programs, and instructional practices to ensure high levels of academic achievement and growth for all students.

Specific Result	2023-24	2024-25	2025-26	2026-27
1.1 Refine our current educational practices to address various learning needs and ensure rigorous instruction.		<i>Begin Implementation</i>	<i>Active Implementation</i>	
1.2 Maximize support for diverse learners by integrating data resources to optimize our academic and behavior systems.	<i>Begin Implementation</i>	<i>Active Implementation</i>	<i>Active Implementation</i>	
1.3 Evaluate and refine allocation systems for staffing and resources based on building and district metrics that will positively impact student learning.	<i>Begin Implementation</i>	<i>Active Implementation</i>	<i>Operational</i>	

Strategy 2: We will be the destination school district of choice by strengthening our competitive programs and innovative offerings to retain and recruit students and staff.

Specific Result	2023-24	2024-25	2025-26	2026-27
2.1 Attract, retain, and develop high-quality staff by maximizing systems and processes.			<i>Begin Implementation</i>	
2.2 Evaluate and expand current and future programs of choice and activities to retain and attract students to Millard Public Schools.	<i>Begin Implementation</i>	<i>Active Implementation</i>	<i>Active Implementation</i>	
2.3 Identify, develop, and cultivate strategic partnerships to maximize the district's mission.			<i>Begin Implementation</i>	
2.4 Design, renovate, and maintain facilities to attract and retain students and staff.	<i>Begin Implementation</i>	<i>Active Implementation</i>	<i>Operational</i>	

Strategy 3: In partnership with our community, we will effectively tell the story of Millard’s excellence and increase support for our district and public education.

Specific Result	2023-24	2024-25	2025-26	2026-27
3.1 Activate stakeholder groups to advocate for Millard Public Schools and public education.				
3.2 Maximize our communication systems to ensure access and transparency of information and to spotlight Millard Public Schools.		<i>Begin Implementation</i>	<i>Active Implementation</i>	
3.3 Develop and expand avenues to unite Millard Public Schools’ alumni and community members to amplify our story of excellence to the community and beyond.			<i>Begin Implementation</i>	

ACTION PLAN

Strategy Number: 1

Plan Number: 1.1



Strategy: We value our changing demographics and will maximize our systems, educational programs, and instructional practices to ensure high levels of academic achievement and growth for all students.

Specific Result: Refine our current educational practices to address various learning needs and ensure rigorous instruction.

ACTION STEPS

1. Evaluate current Tier 1 practices to prioritize effective strategies with the highest impact on all student growth and learning.
2. Research instructional practices that support specific student group needs (e.g., practices that support students with disabilities, English learners, students from poverty, students with trauma, and high ability learners).
3. Provide ongoing professional learning to equip all staff to meet the needs of all students.
 - Consider topics related to various learning needs, interests, cultural backgrounds, and experiences of students
 - Develop a means to apply, reflect, and refine strategies implemented
4. Implement best instructional practices to meet student group needs within Tier I instruction (e.g., Universal Design for Learning).
5. Explore ways to build stronger family partnerships and increase bidirectional communication to decrease barriers to improve learning (e.g., transfer students, students with disabilities, and English learners).
 - Update systems for transition (e.g., PK to school-age, new enrollments, and level to level)
 - Refine communication strategies and educational materials for families
 - Expand translation services
6. Evaluate the plan annually to determine the impact on student learning.

ACTION PLAN

Strategy Number: 1

Plan Number: 1.2



Strategy: We value our changing demographics and will maximize our systems, educational programs, and instructional practices to ensure high levels of academic achievement and growth for all students.

Specific Result: Maximize support for diverse learners by integrating data resources to optimize our academic and behavior systems.

ACTION STEPS

1. Identify the different stakeholders who benefit from academic and behavior data resources (e.g., families, PLCs, grade levels, and departments) and seek input from stakeholders regarding various data needs.
2. Utilize feedback to determine academic and behavior data needed to create systems of support for diverse learners. Considerations may include:
 - Identify potential information sources
 - Identify relevant student group data, including identifying characteristics and filters
 - Provide specific analysis or correlations needed to support learners (e.g., on-time graduation, and systematic use of formative assessment results)
 - Define data necessary for transitions into the district and between buildings
3. Systematize an early childhood to young adult data center that utilizes various data sources.
 - Refine our early warning system to support identification of risk factors.
 - Explore different platforms (e.g., Tableau, and Synergy)
 - Determine the data needed to interpret at each level
 - Evaluate and determine thresholds
4. Streamline district processes for data management.
 - Evaluate and examine current repositories of data
 - Evaluate opportunities to integrate existing data sources for data accessibility
 - Evaluate the end user experience to refine and enhance the dashboard or platform
 - Explore avenues to provide each building with their building level data by student groups and district level data comparisons
5. Disseminate the academic and behavioral data to appropriate stakeholders.
 - Develop security protocols for providing access to specific data points
 - Develop training for all current and future stakeholders
 - Implement training for all stakeholders who will access and interpret data
6. Provide professional learning to support the access and application of the data as part of building data analysis (including MTSS processes).
7. Create a system for ongoing technical assistance to ensure stakeholders are up to date on data available and the tools to access the data (e.g., new visuals and communication).

8. Create a systematic process for prioritizing the integration of new instructional materials, data tools and assessments into existing systems.
9. Evaluate the data systems, training, and processes on an annual basis.

ACTION PLAN

Strategy Number: 1

Plan Number: 1.3



Strategy: We value our changing demographics and will maximize our systems, educational programs, and instructional practices to ensure high levels of academic achievement and growth for all students.

Specific Result: Evaluate and refine allocation systems for staffing and resources based on building and district metrics that will positively impact student learning.

ACTION STEPS

1. Evaluate current practices around staff allocation and support at buildings. Examples may include, but are not limited to:
 - Behavior coaches: Multi-Tiered Support Systems (MTSS-B) counselors, psychologists, social workers
 - Academic coaches: Multi-Tiered Support Systems (MTSS-A)
 - Support staff: general education paras, special education paras, bilingual liaisons
 - Specialists: English Language teachers, interventionists, special education teachers, speech-language pathologists
2. Evaluate current practices around district level staff and support. Examples may include, but are not limited to:
 - English Learner Support System: translation support, interpreters, secretary
 - Professional Learning Systems: work calendar, job embedded professional learning, time for implementation, instructional coaching
3. Research practices around staffing and resources at comparable districts.
4. Determine which metrics should be used when allocating staff at the building and district level, including but not limited to:
 - Academic achievement
 - Poverty
 - English Learner (population and language levels)
 - Special Education (population and severity of needs)
 - Mobility
 - Behavior
5. Implement metrics to be used when allocating staff at the building and district level.
6. Create a system to review and refine the metrics regularly using both achievement and behavior data.
7. Evaluate the plan annually.

ACTION PLAN

Strategy Number: 2

Plan Number: 2.1



Strategy: We will be the destination school district of choice by strengthening our competitive programs and innovative offerings to retain and recruit students and staff.

Specific Result: Attract, retain, and develop high-quality staff by maximizing systems and processes.

ACTION STEPS

1. Research recruitment, retention and development practices in comparable school districts.
2. Explore and provide opportunities for personal professional growth of staff members.
3. Explore and expand career pathways and programs for paraprofessionals to become teachers.
4. Expand pathways and increase participation for students to become teachers (e.g., Education Academy and Future Educator Club).
5. Explore career pathways for additional classified personnel (e.g., carpentry apprenticeships).
6. Evaluate and refine the induction program to meet the needs of all incoming staff including differentiated options for veteran teachers new to MPS.
7. Develop and implement an adaptive onboarding and induction support system to assist in the retention of classified staff.
8. Utilize building School Improvement Teams to analyze annual engagement survey results and share analysis and/or plan with all stakeholders to improve culture and climate.
9. Evaluate the implementation of retention strategies to determine needs for expansion and follow up steps (e.g., stay interviews, exit interviews).
10. Communicate information gleaned from the retention strategies to drive our district continuous improvement process.
11. Annually evaluate the effectiveness of the plan to attract and retain staff.

ACTION PLAN

Strategy Number: 2

Plan Number: 2.2



Strategy: We will be the destination school district of choice by strengthening our competitive programs and innovative offerings to retain and recruit students and staff.

Specific Result: Evaluate and expand current and future programs of choice and activities to retain and attract students to Millard Public Schools.

ACTION STEPS

1. Survey families regarding their decision making process related to school enrollment (e.g., option, public, private, home school).
2. Determine an ongoing cycle for transparent and consistent evaluation of current academic programs of choice for relevancy, expansion, and relocation.
3. Explore future academic programs of choice that will attract option enrollment families into Millard.
4. Evaluate offerings of current extra-curricular and co-curricular activities to address the limited space, resources and personnel.
5. Evaluate current and explore future extra-curricular and co-curricular activities to offer that will attract and retain students.
6. Investigate how transportation opportunities can increase option enrollment families.
7. Evaluate feasibility of online students should the state aid formula allow for online students (cohorts, curricula, delivery).
8. Evaluate the plan annually.

ACTION PLAN

Strategy Number: 2

Plan Number: 2.3



Strategy: We will be the destination school district of choice by strengthening our competitive programs and innovative offerings to retain and recruit students and staff.

Specific Result: Identify, develop, and cultivate strategic partnerships to maximize the district's mission.

ACTION STEPS

1. Engage community partners by identifying local, regional, and national funders for programmatic initiatives.
 - Philanthropic organizations
 - Public and private partnerships
 - Partners for Education
 - Millard Public Schools Foundation
2. Evaluate current career development programs for efficacy and relevance to maximize opportunities for students. Including but not limited to:
 - Internships, job shadowing, mentoring, apprenticeships
 - Local industry and commercial demand
 - Community volunteers as staff augmentation
3. Identify strategic partnerships with the community that can support traditional transportation options to support option enrollment and activity participation (e.g., City of Omaha and rideshare). (see also plan 2.2)
4. Evaluate the plan annually.

ACTION PLAN

Strategy Number: 2

Plan Number: 2.4



Strategy: We will be the destination school district of choice by strengthening our competitive programs and innovative offerings to retain and recruit students and staff.

Specific Result: Design, renovate, and maintain facilities to attract and retain students and staff.

ACTION STEPS

1. Evaluate available space for current and future activities and athletics.
2. Create a systematic master plan to evaluate and prioritize the needs of activities and athletics.
 - a. Prioritize flexible activity spaces for multiple usage
 - b. Consider academic needs for multi-use spaces
3. Define and maintain a district standard for all schools and facilities to increase competitiveness with neighboring school districts. Including but not limited to:
 - a. Curb appeal and outdoor spaces
 - b. Playgrounds
 - c. First 100 feet of entryway
 - d. Interior spaces and furnishings
 - e. Branding
4. Explore the feasibility of developing shared community spaces to expand facilities that can be used by Millard Public Schools.
5. At a minimum, evaluate this plan annually.

ACTION PLAN

Strategy Number: 3

Plan Number: 3.1



Strategy: In partnership with our community, we will effectively tell the story of Millard’s excellence and increase support for our district and public education.

Specific Result: Activate stakeholder groups to advocate for Millard Public Schools and public education.

ACTION STEPS

1. Educate and empower stakeholder groups on how to be advocates for Millard Public Schools and public education at the state legislature, other governing bodies, and in our community.
 - Determine who is included in stakeholder groups (e.g., parents, community partners, and staff).
 - Communication modes might include:
 - Hold “town hall meetings” to disseminate information regarding bills/legislation with staff who can break down what it means for MPS (before and middle of session) (see *Action Plan 3.2*)
2. Seek consultation from experienced educational advocacy groups with whom we may partner.
3. Explore the development of a committee of stakeholders to lead continuous advocacy efforts at the state legislature, Nebraska Department of Education, and other governing bodies.
 - Work in conjunction with district staff for timelines and current needs
 - Determine representation of the committee
 - Create a system of onboarding and training for the committee
4. Educate staff on the guidelines surrounding advocacy as employees.
5. Evaluate the effectiveness of this plan on an annual basis.

ACTION PLAN

Strategy Number: 3

Plan Number: 3.2



Strategy: In partnership with our community, we will effectively tell the story of Millard's excellence and increase support for our district and public education.

Specific Result: Maximize our communication systems to ensure access and transparency of information and to spotlight Millard Public Schools.

ACTION STEPS

1. Explore working with an external organization to conduct a detailed communication audit.
 - Evaluate and refine existing communication practices based on the recommendations of the external organization.
 - Evaluate the information provided to parents regarding our school operations based on the recommendations of the external organization.
 - Collect input from stakeholders on accessibility and usability of website and other forms of communication.
2. Explore innovative ideas to enhance communication and craft a comprehensive plan that intentionally and proactively communicates the stories of Millard's excellence within and beyond the Millard community.
3. Optimize and organize communication through a variety of modes in order to engage all stakeholders. Including but not limited to:
 - District and building websites
 - District and building social media
 - App
 - Email, text, and phone calls
 - Video
4. Develop a system to gather and communicate Millard Public Schools' stories and ensure the stories shared highlight a variety of students and staff.
5. Evaluate the effectiveness of this plan on an annual basis.

ACTION PLAN

Strategy Number: 3

Plan Number: 3.3



Strategy: In partnership with our community, we will effectively tell the story of Millard’s excellence and increase support for our district and public education.

Specific Result: Develop and expand avenues to unite Millard Public Schools’ alumni and community members to amplify our story of excellence to the community and beyond.

ACTION STEPS

1. Partner with the Millard Public Schools Foundation to collaborate on a comprehensive plan for alumni engagement.
2. Evaluate and refine recent graduate surveys to determine potential for continued involvement in the Millard community.
3. Create a system for alumni and community members to submit stories to Millard Public Schools Communication Department. *Cross reference Action Plan 3.2*
4. Create community engagement opportunities to foster relationships between Millard Public Schools, alumni, and community members.
5. Evaluate and refine the Partners for Education Program to:
 - Maximize community interest, investment, and involvement
 - Maximize equitable support in schools
6. Evaluate the effectiveness of this plan on an annual basis.

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