

**NWCS Strategic Planning Meeting
Agenda & Notes
September 17, 2018; 6:30 PM – 8:30 PM**

I. Welcome

II. Introductions-Attendees introduce themselves and share their connection to NWCS.

Scott Mills, Tim Wilson, Ron Harnish, Jeff Miller, Scott Elzey, David Parker, Traci Werling, Joel Stoppenhagen, Donna Spear, Cory Krug, Angie Topp, Allie Harter, Mark Reinhard, Kathy Thompson, Adam McAfee, Cathy Dunwiddie, Cami Shelton, Ginger Butcher, Jerry Reinhard, Brandon Montique, Gene Donaghy, Lane Gerber

III. History of NWCS Strategic Planning Committee Scott shared the history of strategic planning.

Eleven years ago school board asked Scott to take the corporation to next level. Because we were unsure of what the next level was. With the help of administrators and the board, he organized a SPC with wide range of people to participate, including, parents, community members, students, teachers, administrators, and school board members. In 2009, Imagineering was used to help the committee develop an aim for NWCS. One of the first visioning tools was the Red School/Blue School activity. SPC was asked to what the characteristics of a really bad school would be. Those characteristics were assigned to the Red School. Then, SPC was asked what the characteristics of the perfect school or the school where everyone wants to be. Those characteristics were assigned to the Blue School. During the time from 2009-2012 SPC discussed facility improvements, largely because of the needs of Norwell High School. In May 2010 a referendum to renovate Norwell High School was lost by 55 votes. During this same time period, there were high and lows coming from the state in terms of budget cuts and rapidly changing policy. SPC was put on hold for several months at a time so we could determine what changes were coming from the state level. Through those ups and downs, SPC developed the Norwell High School Graduate Profile which was approved by the NWCS School Board on June 5, 2012.

In 2012-13, the committee brainstormed how adults could help with the skills found in the profile. During the same time period, 1:1 digital learning technology was also discussed. SPC helped determine the direction of 1:1 technology that enabled I pads to be in every student's hand. NWCS's Aim was solidified: The AIM of Northern Wells Community Schools is to equip students to maximize their present and future success. After this, SPC develop some shorter term, but ongoing goals to strive for improvement. The shorter term goals were to 1) create a positive and welcoming environment with office staff, teachers and students; 2) Market our schools for the great things we do; & 3) increase the awareness of the Graduate Profile. Note: NWCS currently has over 300 students that reside out of our district. If we did not have those students, we would have to cut staff and programs. Longer term goals were established. The first longer term goal was to create a careers awareness and preparation model to intentionally prepare students to think and explore future careers. In 2018-19, Student-led conferences will be fully implemented as a method for students to demonstrate their learning, strengths, aspiration, and room for growth.

2018 and beyond- Scott opened up for any questions about strategic planning. There were no questions at this point.

IV. Current targets or goals

A. Positive & welcoming environment,

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LES- continue to focus on; answering the phone and the buzzer system, safety training on Sept 19 for office staff balancing the positive & welcoming night, back to school night, literacy night, book fair family night, math night, monthly newsletters from school and teachers do newsletters as well, student-led conferences, offered childcare during conferences, always looking for ways to improve, Hope Mentor, Instant Connect, Social Media

OES- ditto from LES, teachers greet students each morning by their doors, several staff members meet car riders and greet them along with bike riders & walkers, we greeted everyone coming in to building during registration and open house

NMS- voice messages have a smile, important to acknowledge visitors right away, use their name when they arrive and leave, parent tours, stop and say hello to student and parent in the hallway, Crusader parent organization, monthly newsletter, created a dance video of teachers, parent and student surveys to get better, ice cream social, 5th grade orientation, admin and counselors go to elementary schools to meet them in the spring

NHS- Round-table goals, positive influence and outstanding culture, had students create culture

B. Marketing our schools for the great things we do,

NHS- marketing with newspaper, actively using Twitter and Instagram

NMS- webpage (Showcase NMS), monthly newsletter, Bluffton Street Fair parade, treat students with respect and dignity and they pass it on to community, backpack program

OES- website, NWCS guide and each school is highlighted, LED sign outside the school to register, Facebook, Newsbanner

LES- school Facebook and twitter, teachers also have Facebook and twitter, teachers advertise in weekly newsletter and communicating with the Newsbanner, 2nd grade teachers went to St. Francis, South Adams have come to observe in LES, Open House, PTO, Bluffton Street Fair, prospective employees talk about our NWCS website, District Safety presenting down at the state

C. Increase the awareness of the Graduate Profile and how we strive to equip students with those characteristics,

LES- 2-week intentional focus, kindergarten round up pamphlet

OES- 2-week intentional focus, teacher pull apart and share with each other, staff meetings and Q & L teachers share, use in academics and also when working with discipline

NMS- 2-week intentional focus, teachers reference and seamlessly embedded in lessons and conversations

NHS- seamlessly embedded in lessons, beginning with the end in mind, Round Tables, instructionally teachers are asking students to stretch it and think like a graduate, common language

D. Create a careers awareness and preparation model, and

NHS- Roundtable, shared the plan in place for state expectations, transferrable skills like communication, work ethics, etc... CTE, college opportunities and dual credit

NMS- aim is to expose them to as many careers as possible, homeroom focus, Law Enforcement day, Robotics Club partnering with Fort Wayne Metals, Exploring Club (after school) teachers will lead and discuss and organize visits to multiple agencies

OES- Junior Achievement, community helpers, college go-week, collect money for Dollar for Scholars, grade level focus for careers, Careers on Wheels- 8 different vehicles came in

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and 4th & 5th graders to talk with them about different careers, PTO supported with snacks and parent volunteers, all the presenters were community members and parents

LES- Inside career day, (LES & OES will switch each year so all 4th & 5th graders will get), interest inventories, career cluster lessons

E. Implement student-led conferences to provide a format and forum for our students to speak positively about themselves.

LES- data binders were created by teachers, vertically collaborating after conferences, checklist, tabs in student binders, students create

OES- teacher share with each other, we will debrief after conferences to gain more experience

NMS- looking at ways to have teachers work in teams, 20-25 students per teacher, practice and work on portfolios during homeroom, academic, social, career goals will be a focus.

This will be their first time.

NHS- Student-led conferences are being discussed with a teacher committee, the staff will be solidifying next week, they are trying to do a hybrid model, they will debrief afterwards and strive to improve

V. From last SPC meeting (April 2018) Scott reviewed the PDSA cycle. Everything decided has been done collectively where everyone has a voice.

- Watch things grow organically, while surveying students along the way for feedback and system health.
- ~~Indiana Career Explorer: Not very happy with program~~
- Naviance: NWCS now has this program to better guide students and staff in career exploration (strength finders, interests, aptitudes). Grades 6-12. An electronic place for students to put their thoughts. We are in the infancy of the program. NMS & NHS staff will receive training on Elearning day, Sept. 19
- Consider adding a system for mentoring from older students.
- Consider job shadowing and at a younger age.
- Helping students at a younger age understand the importance of exploring and thinking about career cluster interests. Help them develop a pathway so they have a sense of urgency and are prepared to transition into post-secondary life.
- Continue to strive for our AIM and support students in developing the qualities listed in the Graduate Profile.
- Student-led Conferences: monitor the system for student-led conferences and look to improve the process.
- Graduate Profile: Continue to get feedback from students and staff about how in tune they are with the Graduate Profile and how it is helping as a guiding document
- Positive, welcoming environment: Continue to get feedback from stakeholders
- Marketing: Market our schools through the NWCS app, website, word of mouth, etc.

VI. Discussion

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Corey Krug asked about graduate profile and asked if the Naviance program will put student into certain frame of mind. Should we be preparing them for a career they may choose? David Parker shared the program offers a self-discovery throughout the program. The artifacts this program creates is a warehouse for future graduate pathways. Naviance is an expansive program. Cami Shelton shared a student shared last year during one of our meetings that did not want to be a nurse but then did an internship and realized she didn't want to do that. Traci Werling shared Naviance is a place to open students up to other ideas. Donna Spear shared her child still in school that is not a traditional learner, did not hear what do you want to do, he heard what are you good at? She appreciates this. Looking at where their aptitude lies is a great focus. Naviance brings together passions, strengths and preparing them to apply for future jobs. Part of the vetting process of the Naviance program, it gives a lot of different fields for students to explore. Gene Donaghy shared that our ICE and internship program is great opportunity for students to use the skills in graduate profile. Our students to have experiences early. Joel Stoppenhagen shared that the ICE and internship offers experiences and opportunities for students to practice their graduate skills outside the classroom setting. Communicating with students is different than communicating with the real world. Ron Harnish talked about a previous student that came back to speak with his students in trade skills. Ron asked for feedback from Jake (a 19-year-old), he said, 3. Get a field in mind by late elementary, 2. Get a better grasp of what you want to do after high school, 1. Further yourself on your own time (If it's meant to be it's up to me!)

VII. Facility needs

- A. Current Capital Projects wish list
Scott shared that SPC could also help with prioritizing future projects. He provided a CPF project list (attached at end) that included both needs and wishes. Adam Heckber created a list of all the possible projects for NWCS. We will look at the list and help prioritize. One question asked was, "If it was part of a construction class could they do any of the projects?"
- B. Urgent needs – OES roof
- C. NWCS facility improvement plan – Coming this fall with the help of Barton Coe Vilamaa.

VIII. Discussion.

Scott Shared responses from 298 parents who responded to Scott's request for feedback at the end of last year. Scott went over individual school feedback where parents gave schools grades. The feedback shows there is strong support for Elearning and Fall break. Scott would like the strategic planning to think about what we need to do next to improve? What is our next step for improvement?

IX. Next steps

A. What area(s) should NWCS focus on for the next levels of improvement?

Team members were asked to write any and all next step improvement ideas on post-it and leave it at your table.

B. Prioritizing the list.

So the meeting would end on time, Scott will compile the list and send it out to be prioritized.

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X. Comments for the good of the cause

XI. Adjourn

The SPC remaining dates for 2018-19 are below.

Mon. Nov. 12, 2018 6:30 PM

Mon. Feb. 11, 2018 6:30 PM

Mon. Apr. 15, 2018 6:30 PM

School	Category	Project	Estimated Price	2019	2020	2021	
OES	Exterior	Replace Roof	\$ 1,500,000.00				\$ 1,500,000
NHS	HVAC	Unit for Gym/Auditorium	\$ 900,000.00				\$ 2,400,000
NHS	PE/athletics	Turf Field	\$ 900,000.00				\$ 3,300,000
OES	Equipment	New Cabinets thru building	\$ 300,000.00				\$ 3,600,000
NHS	PE/athletics	Replace Gym Floor	\$ 260,000.00				\$ 3,860,000
OES	HVAC	Replace Boilers	\$ 160,000.00				\$ 4,020,000
NHS	Exterior	Replace metal panels	\$ 150,000.00				\$ 4,170,000
NHS	PE/athletics	Tennis Courts	\$ 150,000.00				\$ 4,320,000
NHS	PE/athletics	Make track 8 lanes	\$ 150,000.00				\$ 4,470,000
NHS	Asphalt	Main Entrance/MS Lot	\$ 120,000.00				\$ 4,590,000
LES	HVAC	Heat pumps	\$ 100,000.00				\$ 4,690,000
NHS	Asphalt	Reseal	\$ 75,000.00				\$ 4,765,000
NHS	PE/athletics	Restrooms at Softball/Soccer	\$ 75,000.00				\$ 4,840,000
LES	Asphalt	Resurface Bus Lot/Drainage Issues	\$ 65,000.00				\$ 4,905,000
OES	Asphalt	Bus Lot	\$ 55,000.00				\$ 4,960,000
NHS	PE/athletics	Increase size/upgrade weight room	\$ 50,000.00				\$ 5,010,000
OES	Lighting	Replace all halls with LED	\$ 50,000.00				\$ 5,060,000
NMS	HVAC	VFD/Fill in Bladder/Water Softners	\$ 45,000.00				\$ 5,105,000
NHS	Lighting	Replace Gym lights with LED	\$ 35,000.00				\$ 5,140,000
NHS	PE/athletics	Enclose both sets of Football bleachers	\$ 35,000.00				\$ 5,175,000
OES	Equipment	Upgrade Bathroom Stalls	\$ 35,000.00				\$ 5,210,000
NHS	PE/athletics	PA system for Baseball/Football/Basketball	\$ 30,000.00				\$ 5,240,000
OES	Flooring	6 Classrooms	\$ 30,000.00				\$ 5,270,000
NMS	Asphalt	Area by Door 25	\$ 25,000.00				\$ 5,295,000
NMS	Equipment	Update Fitness Room	\$ 25,000.00				\$ 5,320,000
LES	HVAC	Upgrade head of HVAC system	\$ 25,000.00				\$ 5,345,000
OES	Paint	Paint Gym	\$ 25,000.00				\$ 5,370,000
NHS	Doors	Replace Exterior doors (4,5,8 and 9)	\$ 20,000.00				\$ 5,390,000
NHS	PE/athletics	Electric to Soccer/Press Box	\$ 20,000.00				\$ 5,410,000
NHS	PE/athletics	Curtains in Aux Gym	\$ 20,000.00				\$ 5,430,000
NHS	PE/athletics	Glass Backboards	\$ 20,000.00				\$ 5,450,000
OES	Water	Replace Water Heaters	\$ 20,000.00				\$ 5,470,000
NHS	Asphalt	Crack Fill/Stripe	\$ 18,000.00				\$ 5,488,000
NHS	Lighting	Wall Packs	\$ 15,000.00				\$ 5,503,000
NHS	Exterior	Stone along fences	\$ 15,000.00				\$ 5,518,000
NHS	PE/athletics	Re do aux gym sign	\$ 15,000.00				\$ 5,533,000
NHS	PE/athletics	Batting Cages in Aux Gym	\$ 15,000.00				\$ 5,548,000
NMS	Flooring	Boys and Girls Swim Locker Room	\$ 15,000.00				\$ 5,563,000
NMS	Equipment	Fix Gym Bleachers	\$ 15,000.00				\$ 5,578,000
OES	Equipment	New loading dock lift	\$ 15,000.00				\$ 5,593,000
NHS	Flooring	Room 210 (Biology Lab) VCT	\$ 10,000.00				\$ 5,603,000
NHS	Flooring	Room 221 (Chemistry Lab) VCT	\$ 10,000.00				\$ 5,613,000
NHS	Flooring	Old TV studio	\$ 10,000.00				\$ 5,623,000
NHS	PE/athletics	Water lines to Softball/Soccer	\$ 10,000.00				\$ 5,633,000
NMS	Lighting	Replace Gym lights with LED	\$ 10,000.00				\$ 5,643,000
NMS	Athletics	Graphics on FB Press Box	\$ 10,000.00				\$ 5,653,000
LES	Paint	Paint Exterior Doors	\$ 10,000.00				\$ 5,663,000
LES	Paint	Paint Interior Door Frame	\$ 10,000.00				\$ 5,673,000
LES	Lighting	Replace all wall packs	\$ 10,000.00				\$ 5,683,000
LES	Lighting	Replace Gym lights with LED	\$ 10,000.00				\$ 5,693,000
LES	Exterior	Partial Fence around Playground	\$ 10,000.00				\$ 5,703,000
OES	Flooring	Tile in Gym Foyer	\$ 10,000.00				\$ 5,713,000
OES	Paint	Finish Painting Doors/Frames	\$ 10,000.00				\$ 5,723,000
OES	Lighting	Gym Lights	\$ 10,000.00				\$ 5,733,000
OES	PE/Athletics	LED Gym Lights	\$ 10,000.00				\$ 5,743,000
OES	Preventitive Maintenance	Roof Repair	\$ 10,000.00				\$ 5,753,000

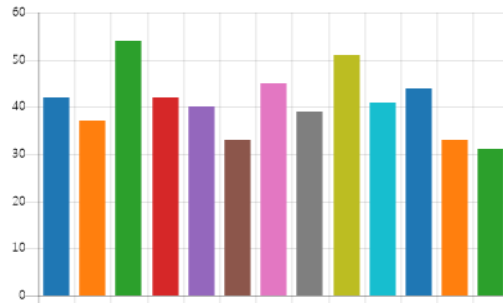
OES	Doors	Install door in hallway for Counselor's Office	\$ 9,500.00			\$ 5,762,500
NHS	Concrete	Install Curb at both entrances	\$ 8,000.00			\$ 5,770,500
NHS	PE/athletics	Reseal 2 courts	\$ 8,000.00			\$ 5,778,500
LES	Asphalt	Crack Fill/Re-Stripe	\$ 8,000.00			\$ 5,786,500
LES	Mulch	Playgrounds	\$ 8,000.00			\$ 5,794,500
OES	Mulch	Playgrounds	\$ 8,000.00			\$ 5,802,500
LES	Paint	Paint below stripe	\$ 6,000.00			\$ 5,808,500
NHS	Flooring	Room 205 (Band Storage)Carpet	\$ 5,000.00			\$ 5,813,500
NHS	Flooring	Room 226 (Weinert) VCT	\$ 5,000.00			\$ 5,818,500
NHS	PE/athletics	Change key controls to toggle in Aux	\$ 5,000.00			\$ 5,823,500
NMS	Paint	All Gym and Aquatic Doors	\$ 5,000.00			\$ 5,828,500
NMS	Equipment	Crane for MS Gym	\$ 5,000.00			\$ 5,833,500
NMS	Lighting	All wall packs	\$ 5,000.00			\$ 5,838,500
LES	Asphalt	Seal Playgrounds	\$ 5,000.00			\$ 5,843,500
LES	Equipment	Make Bleachers Electric	\$ 5,000.00			\$ 5,848,500
OES	Asphalt	Crack Fill/Stripe	\$ 5,000.00			\$ 5,853,500
OES	Asphalt	Seal playgrounds	\$ 5,000.00			\$ 5,858,500
OES	Equipment	Cafe Tables	\$ 5,000.00			\$ 5,863,500
OES	Doors	Repair all exterior mullions	\$ 5,000.00			\$ 5,868,500
LES	Athletics	Reseal Gym Floor	\$ 4,000.00			\$ 5,872,500
OES	PE/Athletics	Reseal Gym Floor	\$ 4,000.00			\$ 5,876,500
NHS	Paint	Another Room	\$ 3,000.00			\$ 5,879,500
NHS	Concrete	Fix broken sections	\$ 3,000.00			\$ 5,882,500
NMS	Concrete	Patch/Replace bad areas	\$ 3,000.00			\$ 5,885,500
LES	Concrete	Patch/Replace bad areas	\$ 3,000.00			\$ 5,888,500
NMS	Exterior	Fix/Paint metal siding on South side	\$ 2,500.00			\$ 5,891,000
LES	Flooring	Tile Behind Office Desk	\$ 2,500.00			\$ 5,893,500
NMS	Flooring	Fill in steps for Robotics Club in Choir Room	\$ 2,000.00			\$ 5,895,500
LES	Water	Replace 3 drinking fountains	\$ 2,000.00			\$ 5,897,500
LES	Equipment	Office Chairs	\$ 2,000.00			\$ 5,899,500
OES	Paint	6 Classrooms	\$ 2,000.00			\$ 5,901,500
NMS	Equipment	6 Confrence Room Chairs	\$ 1,500.00			\$ 5,903,000
NMS	Preventitive Maintenance	Carpet Cleaning	\$ 1,500.00			\$ 5,904,500
LES	HVAC	Ventilation in Cool Down Room	\$ 1,500.00			\$ 5,906,000
LES	Misc	Patch cracks in wall	\$ 1,500.00			\$ 5,907,500
LES	Mulch	Bus Entrance, Main Entrance, Courtyard	\$ 1,500.00			\$ 5,909,000
LES	Preventitve Maintenance	Carpet Cleaning	\$ 1,500.00			\$ 5,910,500
OES	Flooring	Replace Base Moulding around Gym	\$ 1,500.00			\$ 5,912,000
OES	Preventitive Maintenance	Carpet Cleaning	\$ 1,500.00			\$ 5,913,500
LES	Equipment	Microwaves (3 Pods)	\$ 800.00			\$ 5,914,300
OES	Mulch	Front Entrance/Bus Entrance	\$ 800.00			\$ 5,915,100
LES	Equipment	Standing desk for Treasure	\$ 500.00			\$ 5,915,600
LES	Exterior	Patch all grass areas	\$ 500.00			\$ 5,916,100
OES	Equipment	30 Light Weight Tables	\$ 500.00			\$ 5,916,600
NMS	Paint	Room 107 (Choir Room)	\$ 350.00			\$ 5,916,950
NMS	Paint	Room 100	\$ 350.00			\$ 5,917,300
NMS	Paint	Room 101	\$ 350.00			\$ 5,917,650
NMS	Paint	Room 102	\$ 350.00			\$ 5,918,000
LES	Equipment	Nurse Curtains	\$ 350.00			\$ 5,918,350
NHS	Mulch	Around all trees	\$ 300.00			\$ 5,918,650
NMS	Paint	Paint Air Ducts in Gym	\$ 300.00			\$ 5,918,950
NMS	Mulch	Around trees	\$ 300.00			\$ 5,919,250
NHS	Paint	Bradleys Office	\$ 250.00			\$ 5,919,500
NHS	Paint	Room 205 (Band Storage)	\$ 250.00			\$ 5,919,750
NHS	Exterior	Grass areas	\$ 250.00			\$ 5,920,000
NMS	Paint	Mrs. Morgans Office	\$ 125.00			\$ 5,920,125

End of the 2017-18 year Parent survey results.

1. What grade(s) did your child(ren) attend in 2017-18? Check all that apply.

[More Details](#)

● K	42
● 1	37
● 2	54
● 3	42
● 4	40
● 5	33
● 6	45
● 7	39
● 8	51
● 9	41
● 10	44
● 11	33
● 12	31



2. What grade would you give NWCS overall?

[More Details](#)

● A	163
● B	102
● C	24
● D	7
● F	2



3. If you had any children attend Lancaster Central Elementary, what grade would you give LES?

[More Details](#)

● A	85
● B	20
● C	4
● D	2
● F	0



5. If you had any children attend Ossian Elementary, what grade would you give OES?

[More Details](#)

● A	54
● B	26
● C	8
● D	2
● F	0



7. If you had any children attend Norwell Middle School, what grade would you give NMS?

[More Details](#)

● A	62
● B	48
● C	9
● D	3
● F	1



9. If you had any children attend Norwell High School, what grade would you give NHS?

[More Details](#)

● A	61
● B	42
● C	12
● D	4
● F	1



11. Do you support a week-long fall break for students?

[More Details](#)

● Strongly support	123
● Support	73
● Neutral	65
● Oppose	23
● Strongly Oppose	14



12. Do you support the use of eLearning for days when school is closed for inclement weather?

[More Details](#)

● Strongly support	174
● Support	71
● Neutral	32
● Oppose	13
● Strongly Oppose	8



OPPORTUNITIES TO IMPROVE NWCS (9-17-18 brainstorming)

OES Roof

Continued Career Awareness

Empowering students to create a better NWCS

More Dual Credit

Post the results of surveys(w/out names) on Facebook and/or website for public

Promote NWCS App & train on use

Small student counselor ratio at all levels

Obtain or provide data related to past NWCS Graduates. Especially related to those who graduated (or dropped out) in the bottom part of the class.

Flooring in the old D-wing(science wing) in NHS

Social Emotional Development

Continued focus on effective building leadership

Vocational Opportunities

Turf Field at NHS/NMS

Full-size track 9-Lanes

Build a new building to house NMS +OES

Bring NWCS students from Bluffton-Severe Program