



**School Environment  
& School Climate**



**Communication**



**School Facilities**



**Teaching & Learning**

Monticello Community School District  
**Strategic Operating Plan**  
**2021-2026**



*Small Town, Big Success!*

*Prepare students through challenging experiences, to be caring,  
productive, creative citizens who will be life-long learners.*



July 1, 2021

Monticello Community School District,

The development of a Strategic Operating Plan (SOP) is an important part to any successful organization. We have come to the end of our existing three-year Strategic Operating Plan and we will be implementing a new five-year Strategic Operating Plan during the 2021-2022 school year. Over the last several months, we have dedicated countless hours identifying our priority areas of focus and developing steps to improve in each of those areas. The Monticello Community School District Five-year Strategic Operating Plan provides a roadmap for our school district through 2026. This document was created based on the common themes and needs identified through the collection of data from community members, parents, district leaders, employees, and students. As you read this document, you will find that the Strategic Operating Plan is aligned with the School Board's Vision, Mission, Core Values, and Broad District Goals.

The Strategic Operating Plan is organized around four specific areas: **School Facilities, Communication, Teaching/Learning, and School Environment/School Climate**. In each area, specific strategies have been identified along with action steps that will guide implementation of this plan and make the district stronger in each specific area. Our goal will be to implement the action steps according to the timeline set forth in the Strategic Operating Plan. Near the end of our five-year Strategic Operating Plan, we will begin the process of reflecting on the completed plan, selecting new areas of focus, and developing another Strategic Operating Plan.

The Strategic Operating Plan will be closely monitored by the administration and the School Board during each year of implementation. The Strategic Operating Plan is a document that sets priorities that will give our school district a clear direction over the next five years. As we focus on these priority areas it will be very exciting to work with the staff, parents, students, and community to make this plan become a reality. Even more exciting is the impact that the Strategic Operating Plan will have on our students' education in the Monticello Community School District.

Thank you for your continued support of the Monticello Community School District!

Sincerely,

Dr. Brian Jaeger, Superintendent  
Monticello Community School District

***Mission:***

***The Mission of the Monticello Community Schools, a District striving for educational excellence, is to prepare students through challenging experiences, to be caring, productive, creative citizens who desire to be lifelong learners.***



# Monticello Community School District

## Vision

Providing rigorous, authentic, personalized learning utilizing the local and global communities

## Mission

The mission of the Monticello Community Schools, a district striving for educational excellence, is to prepare students through challenging experiences, to be caring, productive, creative citizens who will be life-long learners

## Core Values

Effective Instruction  
Technology & 21<sup>st</sup> Century Learning  
Collaborative Relationships

## Broad District Goals

- Increase student achievement in reading, math and science
- Produce students that will exhibit respect for self, others, living things and property
- Produce students that will exhibit competency in essential knowledge and skills matching his or her ability
- Produce students that exhibit civic, global and environmental responsibility
- Produce students that exhibit technological skills



# Strategy 1: School Facilities

## Continue to Improve School Facilities and Grounds



Action Steps	2021-22	2022-23	2023-24	2024-25	2025-26	Monitoring/Progress	Responsible Person or Group
Meet annually with the Facility Projects Review Committee to update the Five Year Plan	X	X	X	X	X	Updated Five Year Plan	Superintendent/Principals/Directors
Weekly meetings with the Director of Buildings and Grounds	X	X	X	X	X	Weekly Meetings/Project Planning	Superintendent/Director of Buildings and Grounds
Explore options/make a decision/begin changes to the Old Middle School	X	X				Discussions/Decision at Board Level	Superintendent/School Board
Determine items to be repurposed from the Old Middle School to other district buildings	X	X				Items are Repurposed in District	Superintendent/Directors
Continue to communicate that the future of the Monticello Community School District includes a "One Campus Plan"	X	X	X	X	X	Message is Shared on a Variety of Platforms	Superintendent/School Board/District Leaders
Explore options/make a decision/begin changes to our transportation building	X	X				Discussions/Decision at Board Level	Superintendent/School Board/Directors
Continuously examine each school for maintenance and improvements	X	X	X	X	X	Updated Five Year Plan/Improvements	Superintendent/School Board/Principals/Directors
Continuously explore ways to increase safety in every building	X	X	X	X	X	Updated District Safety Plan	Superintendent/District Safety Committee
Examine traffic management at New Middle School Building (walkers, bikes, more vehicles, signs, sidewalks, buses, etc.)	X	X	X			Updated Turning Lanes/Crossing Lights/Signage	Superintendent/City of Monticello/School Board
Complete softball field projects at the west diamond and Shannon Elementary	X					Completion of Projects for Softball Areas	Superintendent/Director of Buildings and Grounds
Continue branding at each of the schools	X	X	X	X	X	Continue to see an Increase in Branding at Schools	Superintendent/Principals/Athletic Director



2020-2021 Facility Projects Five Year Plan										
Project (Annual)	Location	Est. Cost	FY21	FY22	FY23	FY24	FY25	FY 21		
School Bus or Van/Car Purchase	District	\$90,000	X	X	X	X	X	PPEL Balance (Dec 1, 2020)		\$369,052
Powerschool/School Messenger/Software Licenses	District	\$50,000	X	X	X	X	X	PPEL Growth (July 1, 2021)		\$231,525
KCC Alternative School Rent	Kirkwood	\$7,000	X	X	X	X	X	FY 21 Total Revenue		\$600,577
Substitute System through GWAEA	All Schools	\$5,000	X	X	X	X	X			
Reseal Parking Lots/Rotate Work	Shannon and Carpenter	\$5,000		X		X		FY 21 Annual Expenditures		\$296,000
Technology Devices/Hardware (Technology Plan)	All Schools	\$70,000	X	X	X	X	X	FY 21 Additional Expenditures		\$75,400
Annual Technology Expenses	All Schools	\$40,000	X	X	X	X	X	FY 21 Total Expenditures		\$371,400
Marco Copier Expenses	All Schools	\$24,000	X	X	X	X	X			
Sophos Licensing	District Wide	\$22,400			X			PPEL Balance (July 1, 2021)		\$229,177
Hapara Contract Renewal	District Wide	\$10,000	X			X				
Securely Contract Renewal	District Wide	\$21,000			X			FY 22		
	<b>Total Amount Annual Expenses</b>	<b>\$344,400</b>	<b>\$296,000</b>	<b>\$291,000</b>	<b>\$329,400</b>	<b>\$301,000</b>	<b>\$286,000</b>	PPEL Balance (July 1, 2021)		\$229,177
								PPEL Growth (July 1, 2022)		\$396,900
<b>Current/Completed Projects (Since July 1st)</b>	<b>Location</b>	<b>Est. Cost</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY24</b>	<b>FY 22 Total Revenue</b>		<b>\$626,077</b>
Painting in Weightroom Stairway (waiting for quotes)	High School	\$3,000	X							
Bleacher Repairs/Outer Railing	FB Field Visitor and Home Sides	\$30,000		X				FY 22 Annual Expenditures		\$291,000
Stage Curtain	High School	\$35,000	X					FY 22 Additional Expenditures		\$89,000
Alarm Systems Update-Fire and Security Systems	Shannon and Carpenter	\$14,000		X				FY 22 Total Expenditures		\$380,000
Stairs at New Middle School	New Middle School	\$12,000	X							
Basketball Hoops	Shannon Elementary	\$400	X					PPEL Balance (July 1, 2022)		\$246,077
Camera Systems	Shannon and Carpenter	\$15,000	X	X						
Lighting in Parking Lot	Sports Complex	\$10,000	X					FY 23		
Field Lights	East Field Sports Complex	\$30,000		X				PPEL Balance (July 1, 2022)		\$246,077
								PPEL Growth (July 1, 2023)		\$396,900
								FY 23 Total Revenue		\$642,977
								FY 23 Annual Expenditures		\$329,400
								FY 23 Additional Expenditures		\$0
								FY 23 Total Expenditures		\$329,400
								PPEL Balance (July 1, 2023)		\$313,577

## Strategy 2: Communication

Implement Effective Communication Strategies With All Stakeholders in the Monticello Community School District



Action Steps	2021-22	2022-23	2023-24	2024-25	2025-26	Monitoring/Progress	Responsible Person or Group
Develop a Data Dashboard on our school website		X	X			Data Dashboard Will Be Developed	Superintendent/Curriculum Director/Technology Director
Upgrade our district website to meet the needs of our staff, parents, and community	X					New Website is Completed	Superintendent/Technology Director
Systematically keep the school website up to date quarterly	X	X	X	X	X	Quarterly Website Updates	Human Resources Director
Continue to use facebook and twitter to share district information	X	X	X	X	X	Continuous Information Sent Out to Community	Human Resources Director/Technology Director/Board Secretary
Investigate if parent access to Google Classroom or Google Calendar can increase parent/school communication	X	X				Committee Discussion on this Concept	Technology Committee/Principals/Curriculum Director
Continue Superintendent videos on various school district topics	X	X	X	X	X	Videos Released to Parents and Community	Superintendent
Explore the opportunity to do podcasts on various school district topics	X	X	X	X	X	Create a Podcast Area on our Website	Superintendent/Technology Director
Establish a consistent monthly article to be placed in the Monticello Express related to curriculum		X	X	X	X	Article is Published Consistently	Curriculum Director
Continue the Parent and Teacher Dialogue Committees	X	X	X	X	X	Participation by Parents/Teachers	Superintendent
Continue to implement the spring survey to collect information from staff, students, and parents	X	X	X	X	X	Spring Survey Results	Superintendent/Board Secretary
Consider options to continue to improve "student voice" in Each Building (Ideas to Consider Below)	X	X	X	X	X	Student Voice Opportunities Created	Superintendent/Principals/Curriculum Director
Student Leadership Opportunities, STUCO, NHS, Student Ambassadors, Student Dialogue Committee, etc.							
Student Panel (STUCO Officers) Attend Board Work Session for Board/Student Dialogue							
Student Elected Advisor to Attend Board Meetings With the School Board							
School newspaper/journalism student club to work as a partner with the Monticello Express to share "Good News"							
Continue to give exit interviews of each staff member when they resign/retire to improve our district	X	X	X	X	X	Exit Interviews Collected	Superintendent/Human Resources Director
Continue to interview each employee after a year of service to see how we can be better in the hiring/mentor process	X	X	X	X	X	Interview Data Collected	Superintendent/Human Resources Director
Continue one on one meetings with board members and superintendent twice annually (Winter/Summer)	X	X	X	X	X	1:1 Meetings Take Place Twice/Annually	Superintendent/School Board
Continue Principal memo to staff and Principal weekly bullet points to parents	X	X	X	X	X	Information is Sent Out to Staff and Parents	Principals
Continue school messenger emails to parents	X	X	X	X	X	Information Comes Out Through School Messenger	Administration
Continue monthly newsletters home from the district office	X	X	X	X	X	Monthly Newsletter Published	Superintendent/School Board Secretary
Develop a system to recognize and reward staff and community volunteers			X	X	X	Process/Procedure Developed	Teacher Leaders/Admin Team
Teacher of the Year, Support Staff of the Year, Volunteer of the Year							
Investigate if there is one communication platform we can use with parents (Survey)			X	X		Collect Data on This Topic	Building Leadership Teams/Principals
Investigate the option of every staff member 7-12 using Google Calendar for each course with students		X	X			Students Using Google Calendar	Technology Director/Principals/Building Leadership Teams
Investigate ways to improve parent communication in grades 7-12		X	X	X	X	Communication Improving	Principal/Building Leadership Teams
ex...Classroom teachers and athletic coaches communication with parents							



## Strategy 3: Teaching and Learning

Continue to move forward in the areas of Curriculum, Instruction, Assessment, and Learning Supports

Action Steps	2021-22	2022-23	2023-24	2024-25	2025-26	Monitoring/Progress	Responsible Person or Group
<b>Curriculum:</b>							
<b>Standards Referenced Reporting</b>							
Work with teaching staff and administration to ensure consistency and best practices with SRR	X	X	X	X	X	PD completed, Powerschool reports consistent, observe in classrooms	TLS, Building BLTs, Administrators, Curriculum Director
Create and implement a system to train new teachers on SRR and using PowerTeacher Pro			X	X	X	System created	Technology Director, Technology Coaches, Instructional Coaches, Mentors, Curriculum Director
Continue to train all staff on reporting student progress using PowerTeacher Pro	X	X	X			Training completed	Technology Director, Technology Coaches, Instructional Coaches, Curriculum Director
Provide education and support to parents		X	X	X	X	Continuous education to parents	Curriculum Director
Review priority standards each year with focus on standards aligned to new curriculum	X	X	X	X	X	Priority standards reviewed and updated	Curriculum Director, Vertical Content Area Teams, Grade Level Teams
Implement Employability Skills Proficiency scales consistently throughout grade levels (using data points and evidence, student self-assessment, teacher conferencing, etc.)				X	X	Employability scales used	TLS, School Counselors, Curriculum Director
<b>Career Readiness</b>							
Review current district practices and what the data shows us about our district	X	X	X	X	X	Document with data completed and shared	School Counselors, Postsecondary District Team
Develop personalized postsecondary plans for students in grades 8-12 (example: utilizing advisory sessions)				X	X	Personalized plans completed	School Counselors, Postsecondary District Team
Explore leadership opportunities for students (engaging them in the world around them)		X	X	X	X	Leadership opportunities available	School Counselors, Postsecondary District Team, Administrators, BLTs, TLS
Identify, teach, and reinforce employability skills in curricular areas so students can use these outside the classroom				X	X	Employability skills proficiency scales PD and use	School Counselors, Postsecondary District Team
Build upon our current practices to engage students in self-understanding of career interests		X	X			4 year plan created and updated annually	School Counselors, Postsecondary District Team
Investigate the need for flexible class options in order to meet student needs	X	X	X	X	X	Course options created	School Counselors, Postsecondary District Team, Administrators
Investigate ways to expand career exploration and opportunities, such as Future Ready Iowa, Internships, certificate areas, career fairs, and job shadows for students	X	X	X	X	X	Students utilizing opportunities	School Counselors, Postsecondary District Team
Identify, teach, and reinforce transition skills students need to be successful after high school				X	X	Transition skills created and implemented	School Counselors, Postsecondary District Team
<b>Technology Integration</b>							
Develop Scope and Sequence for technology skill implementation (use of Google Calendar, Classroom, email, etc.)	X	X	X			Scope and sequence created and implemented	Technology Director, Technology Coaches, Curriculum Director
Continue to train staff on implementing technology effectively (using online platforms outside the classroom, collaboration, flipped classroom, etc.)	X	X	X	X	X	PD Implemented and observed	Technology Director, Technology Coaches, Curriculum Director
Explore opportunities to implement Computer Science Courses K-12	X	X				Computer Science courses created and implemented	Technology Director, Technology Coaches, Curriculum Director
<b>Instruction and Assessment:</b>							
<b>Professional Development and Teacher Leadership System</b>							
Continue implementation of PLCs/CLTs to meet regularly, share expertise, and work collaboratively to improve teaching skills and academic performance of students	X	X	X	X	X	PLCs and CLT meetings held	BLTs, TLS Coaches, Curriculum Director
Systematically implement personalized professional development, supported by coaches and other teacher leaders	X	X	X	X	X	Personalized PD	BLTs, TLS Coaches, Curriculum Director
Review and revise the Teacher Leadership System to support the current district needs		X	X			Program review completed	Administrators, Curriculum Director
Provide professional development to all staff on effective teaching practices for length of classes (Block, modified block, longer class time, shorter class time)	X	X	X			PD taken place	TLS Coaches, Curriculum Director
Create plan and provide professional development to NEW staff on effective teaching practices for length of classes (Block, modified block, longer class time, shorter class time)			X	X	X	Plan created and PD taken place	TLS Coaches, Mentors, Curriculum Director



Action Steps	2021-22	2022-23	2023-24	2024-25	2025-26	Monitoring/Progress	Responsible Person or Group
Review and revise evaluation process for teaching staff, TLS positions and associates			X	X	X	Evaluation process revised	Administrators, Evaluation Committee, Curriculum Director
<b>Formative and Summative Assessments and Practice</b>							
Develop and implement continuous formative assessments	X	X	X	X	X	Formative assessments	Instructional Coaches, TLS, BLTs Curriculum Director
Implement student self-assessment and understanding of where they are in relation to standards using formative assessments	X	X	X	X	X	Student self assessments in place	Instructional Coaches, TLS, BLTs Curriculum Director
Examine reassessment structures for consistency		X	X			Consistency is observable	Instructional Coaches, TLS, BLTs Curriculum Director
<b>Instructional Practices (AIW and Blended Learning)</b>							
Review and revise Higher Order Thinking/Depth of Knowledge (AIW)		X				PD completed and observable	TLS, BLTs, Administrators, Curriculum Director
Review and revise Substantive and Academic Conversations (AIW)		X				PD completed and observable	TLS, BLTs, Administrators, Curriculum Director
Review and revise Value Beyond School (AIW)			X			PD completed and observable	TLS, BLTs, Administrators, Curriculum Director
Analyze data from walkthroughs, CIP, IC Maps, and achievement and share with staff	X	X	X	X	X	Data analysis completed and shared	TLS, BLTs, Administrators, Curriculum Director
Investigate how new staff can be brought up to speed on current initiatives (AIW, Blended Learning, etc.)		X	X			Plan developed	TLS, Mentors, Curriculum Director
Create a process to improve instruction using observation: (AIW scoring session, peer observation, lab model, live teaching, and video-taping for self-assessment)			X	X		Process created and utilized	TLS, BLTs, Administrators, Curriculum Director
Continue professional development and implementation of personalized and blended learning practices at the Middle School and Elementary	X	X	X			PD completed and observable	TLS, BLTs, Administrators, Curriculum Director
Pilot Blended Learning at the High School		X	X			Blended Learning Pilot compete	HS BLT, HS Principal, Curriculum Director, Pilot Team
Provide professional development and implement personalized and blended learning building-wide at the HS			X	X	X	PD completed and observable	TLS, BLTs, Administrators, Pilot Team, Curriculum Director
Monitor and continue statewide Early Literacy Implementation (ELI)	X	X	X	X	X	ELI implementation	Instructional Coaches, Elementary Principal, Curriculum Director
Utilize Panorama Student Success System to enhance MTSS interventions and instructional supports, as data becomes available	X	X	X	X	X	Panorama utilized	TLS, BLTs, Administrators, Curriculum Director
Full AIW program review	X					Review complete	Administrators, Program Review Team, Curriculum Director

<b>Learning Supports:</b>							
<b>Social Emotional Behavioral Health and PBIS</b>							
Align Iowa's Social-Emotional Learning Competencies with Second Step, Zones of Regulation, Social Thinking, and PBIS	X					SEL Competencies aligned to other programming	School Counselors, Behavior Coach, Social Worker, Curriculum Director
Train all staff (teachers, administrators and support staff) on understanding and strategies for Mental Health: Trauma Informed Care, Restorative Practices, Suicide Prevention and Postvention, and ACEs	X	X	X	X	X	PD completed and observed	School Counselors, Behavior Coach, Social Worker, Curriculum Director
Explore options on how to provide core SEL to all students grades 7-12		X	X			SEL plan developed	School Counselors, Behavior Coach, Social Worker, Curriculum Director
Revise district policies and procedures with restraint, seclusion, major and minor behaviors to align with changes in the Department of Education	X	X				Policies revised and PD completed	Behavior Coach, Administrators, Curriculum Director
Continue implementation of PBIS through use of data from data teams, referrals, and TIF, including alignment of data, especially transition years	X	X	X	X	X	PBIS implementation and modified as needed	School Counselors, Behavior Coach, PBIS Teams, Curriculum Director
Continue implementation of Congressional Medal of Honor, grades 5-12, and explore other sources for PBIS instruction	X	X	X	X	X	Medal of Honor implemented	PBIS Teams, Social Studies Teachers, Curriculum Director
Continue implement and align Tier II and Tier III social emotional learning support for students	X	X	X	X	X	Tier II and III implemented and aligned	School Counselors, Behavior Coach, PBIS Teams, Social Worker, Curriculum Director
Focus on Tier I classroom management techniques and strategies to build core SEL	X	X	X	X	X	Tier I strategies observable	Behavior Coach, PBIS Teams, Curriculum Director



Action Steps	2021-22	2022-23	2023-24	2024-25	2025-26	Monitoring/Progress	Responsible Person or Group
Develop SEL lead team to drive district professional learning and align building professional learning and programs	X					SEL team development	School Counselors, School Social Worker, Administrators
Full PBIS program review					X	Program reviewed	School Counselors, Behavior Coach, PBIS Teams, Curriculum Director
<b>At-Risk Programming</b>							
Continue to examine staffing and positions in order to best serve students entitled to at-risk programming	X	X	X	X	X	At-Risk programming reviewed annually	Administrators, Business Manager, Curriculum Director
Develop a data collection and program evaluation tool for each of the district at-risk programs		X			X	Program review complete	Curriculum Director
Develop and implement attendance data review and support for each building and throughout the district	X	X	X	X	X	Attendance data reviewed and support implemented	School Counselors, PBIS Teams, Administrators
Implement Summer School Program for students in grades K-8	X	X				MTSS data	Summer School Team, Administrators, Curriculum Director
<b>Talented and Gifted (ELP)</b>							
Update K-3 identification and enrichment process	X					K-3 identification and enrichment process updated	ELP Staff, Elementary Principal, Curriculum Director
Review programming and services throughout the district			X			Program review	ELP Staff, Administrators, Curriculum Director
Educate parents and staff on working with Talented and Gifted students				X	X	Education occurred	ELP Staff, Teachers, Administrators, Curriculum Director
<b>Special Education</b>							
Align language and services for consistency on IEPs throughout the district	X	X				IEP alignment complete	GWAEA Consultants, Behavior Coach, Special Education Teachers, Special Education Director
Review special education programs and update plan				X		Program review completed	GWAEA Consultants, Behavior Coach, Special Education Teachers, Special Education Director
Review paraeducator support at each level and train paraeducators on necessary skills and strategies to work with students	X	X	X	X	X	Associate Trainings completed and observed	GWAEA Consultants, Behavior Coach, Special Education Teachers, Special Education Director
Training for general education staff on implementation of accommodations, modifications, and differentiation for students entitled to special education services in the general education setting		X	X	X	X	Trainings completed and observed	GWAEA Consultants, Behavior Coach, Special Education Teachers, Special Education Director
<b>Monitor the Quality of Continuous Improvement Cycle</b>							
Develop District Continuous Improvement Team (DCIT)	X					Program reviewed	DCIT, Administrators, TLS
Annual Review of District Professional Learning Calendar	X	X	X	X	X	Completed Annually	DCIT, Administrators, TLS, SEL, BLTs
Update Curriculum Review 7 Year Cycle	X	X	X	X	X	Completed Annually	Curriculum Director
Update Curricular Teacher Representatives for each content area	X	X	X	X	X	Completed Annually	Curriculum Director
Media and Library Program Plan Evaluation	X			X		Plan reviewed and completed	Media Staff, Curriculum Director
English Language Learners: Review and updated LAU plan for the district		X			X	LAU plan reviewed and completed	ELP Staff, Curriculum Director
Preschool Program Evaluation, review and updated services			X			Program reviewed	Preschool Teachers, Elementary Principal, Curriculum Director
Mentoring Program Evaluation, review and updated services		X			X	Program reviewed	Mentors, Mentor Facilitator, Curriculum Director
Department Goals and Focus Plan (PDSA for departments)	X	X	X	X	X	Completed Annually	Building Level Staff, CTE, Admin, School Counselors, Curriculum Director
District Affirmative Action Plan Review	X		X		X	Reviewed and updated	Committee



## Strategy 4: School Environment and School Climate

Continue to improve our School Environment and School Climate for our students, staff, and community



Action Steps	2021-22	2022-23	2023-24	2024-25	2025-26	Monitoring/Progress	Responsible Person or Group
Continue to improve student and family access to Mental Health Services	X	X	X	X	X	Observable systems and supports	Curriculum Director/Counselors/Social Worker/Principals
Explore ways to continue to help students and parents understand the danger of vaping	X	X				Reduction in vaping use in MS/HS	School Resource Officer/Counselors/Principals
Look closely at each school building how we address bullying and respect	X	X	X	X	X	Process investigated and discussed	Principals/Counselors/PBIS Teams
Continue to look closely at rewards and consequences for students at each grade level (Elementary, Middle School, and High School)	X	X	X	X	X	Process investigated and discussed	Principals/Counselors/PBIS Teams/Superintendent
Continuously grow in the area of PBIS to increase the positive rewards for good student behaviors	X	X	X	X	X	PBIS committee meetings	PBIS Team/Principals
Develop a process to use Restorative Practices improve student behaviors after a discipline situation at all grade levels	X	X	X			Process created and implemented	Behavior Coach/Curriculum Director/Principals
Examine ways to increase a sense of school pride for students, staff, parents, and community	X	X	X	X	X	Process investigated and discussed	Admin Team/Building Leadership Teams
Explore ways to systematically help new students and parents transition into the Monticello Community School District		X	X			Process created and implemented	Curriculum Director/Counselors/Social Worker/Principals
Explore a variety of ways to make students feel connected to the school through a variety of student groups/clubs			X	X	X	Clubs/Activities created for students	Athletic Director/Principals/Building Leadership Teams
Explore ways to build better relationships between students and students	X	X	X	X	X	Process investigated and discussed	Principals/Counselors/PBIS Teams
Explore ways to build better relationships between students and staff	X	X	X	X	X	Process investigated and discussed	Admin Team/Building Leadership Teams
Investigate ways to continuously improve school breakfast and school lunch offerings	X	X				Breakfast and lunch improvements implemented	Director of Food Service/Student Council/Superintendent
Investigate ways to continue to improve staff culture throughout the district	X	X	X	X	X	Process investigated and discussed	Culture Club/Admin Team/Building Leadership Teams
Continue to host school activities that bring the community into our schools ex...Grandparents Day, Veterans Day Activities, Shadow a Student Day, Volunteer Breakfast	X	X	X	X	X	Activities hosted in schools	Admin Team/Building Leadership Teams
Investigate ways parent/community volunteers can become involved in our schools ex...Programs that utilize retirees/volunteers in schools, more involved in school beyond PTO (Meaningful Volunteerism)		X	X	X	X	More Volunteers Utilized in Schools	Teacher Leaders/Admin Team





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# Strategic Operating Plan 2021-2026

Monticello Community School District

