

# Wausau School District

Strategic Advancement Plan

November 13, 2023



**Wausau School District**



## Strategic Plan Objectives-Examples Only

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1. Provide consistent high quality course offerings and curriculum to all students regardless of school
  2. Provide environments and support systems that allow staff to instruct at the top of their license to maximize education effectiveness
  3. Provide environments in which all building staff have the authority and expectation to create, influence and own a culture of:
    - Engagement
    - Trust
    - Accountability
    - A 'student and parent first' mind set
  4. Provide parents with confidence that their children will receive the highest quality education along with consistent academic and extracurricular opportunities regardless of where they live
  5. Provide taxpayers with transparent and fiscally responsible financial oversight that clearly shows how requested investments will be spent along with the expected value and/or return of those investments
- **This slide and the next eight slides provide a sample framework that can be used to achieve strategic objectives & goals the board may approve in the future. The slides contain sample data & statements. Nothing on these slides has been approved by the board.**

## Strategic Plan Goals - Examples Only

Sample Goals	Stakeholder	Definition	Starting Value	Goal Target
95% parity in high school course offerings and content between East and West	Students	Number of same courses offered / number of total courses offered	76%	<b>95%</b>
All schools achieve 75%+ positive response from staff to school culture survey	Staff	Responses of 'very positive' and 'somewhat positive' to question 5 on survey	81%	<b>100%</b>
All schools achieve 75%+ positive response from parents to school culture survey	Parents	Responses of 'very positive' and 'somewhat positive' to question 5 on survey	74%	<b>100%</b>
All secondary schools achieve 75%+ positive response from students to culture survey	Students	Responses of 'very positive' and 'somewhat positive' to question 5 on survey	75%	<b>100%</b>
Decrease elementary cost per student by 10%	Taxpayer	Total building expenses/total student enrollment	\$9,150	<b>\$8,235</b>
Decrease number of traveling staff by 15%	Staff	Number of staff that travel to more than one school per week on a regular basis	52	<b>44</b>
Improve ratio of support staff to students by 10%	Staff/Students	Number of support staff / number of students	1:24	<b>1:21</b>
100% of elementary class sizes at or below district (including AGR & Title 1) guidelines	Staff/Students/Parents	Number of students / number of licensed teachers in a classroom	81%	<b>100%</b>
Staff a minimum of .5 FTE for Gifted & Talented at each elementary school	Students	GT professional spending at least 20 hrs per week in a school	68%	<b>100%</b>
Decrease the overall square footage managed by the district by 10%	Taxpayer	10% reduction in total square footage managed by district	1,500,000 ft <sup>2</sup>	<b>1,350,000 ft<sup>2</sup></b>
Maintain current mill rate	Taxpayer	Annual mill rate published to taxpayers	\$8.11	<b>\$8.11</b>

# Sample School A Staffing & Operating Expense Model

Example Only

Sample School A Staffing & Operating Expense Model													
Square Ft	50,000	Classroom Staffing				Administrative Staffing				Operating Expense		Total Annual Expense	
Classes	Enrollment	Teachers	Class Size	Para-Prof	Para Ratio(1:X)	Principal	Admin Support	Food Service	Building/Grounds	Utilities	Non-Cap Maintenance	Total Annual Expense	\$ Per Student
4k	0	0	0	0	0	1	4	3	1	\$80,000	\$100,000		
K	32	1	32	1	32								
1	33	1	33	1	33								
2	46	2	23	2	23								
3	35	2	18	1	35								
4	36	2	18	1	36								
5	39	2	20	1	39								
Art	221	1	221	1	221								
Phy Ed	221	1	221	1	221								
Science	221	1	221	1	221								
Music	221	1	221	1	221								
Gifted & Talented	20	0.5	40	0	0								
Spec Ed	30	2	15	2	15								
<b>TOTAL</b>	<b>221</b>	<b>16.5</b>	<b>22</b>	<b>13</b>	<b>17</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>\$80,000</b>	<b>\$100,000</b>		
<b>TOTAL ANNUAL EXPENSE</b>		<b>\$1,155,000</b>		<b>\$520,000</b>		<b>\$135,000</b>	<b>\$160,000</b>	<b>\$105,000</b>	<b>\$50,000</b>	<b>\$80,000</b>	<b>\$100,000</b>	<b>\$2,305,000</b>	<b>\$10,429.86</b>

# Sample School B Staffing & Operating Expense Model

Example Only

Sample School B Staffing & Operating Expense Model													
Square Ft	75,000	Classroom Staffing				Administrative Staffing				Operating Expense		Total Annual Expense	
Classes	Enrollment	Teachers	Class Size	Para-Prof	Para Ratio(1:X)	Principal	Admin Support	Food Service	Building/Grounds	Utilities	Non-Cap Maintenance	Total Annual Expense	\$ Per Student
4k	95	4	24	2	48	1	6	5	2	\$90,000	\$120,000		
K	51	2	26	1	51								
1	53	2	27	1	53								
2	47	2	24	1	47								
3	52	2	26	1	52								
4	52	2	26	1	52								
5	48	2	24	1	48								
Art	398	1	398	1	398								
Phy Ed	398	1	398	1	398								
Science	398	1	398	1	398								
Music	398	1	398	1	398								
Gifted & Talented	25	1	25	0	0								
Spec Ed	35	4	9	2	17.5								
<b>TOTAL</b>	<b>398</b>	<b>25</b>	<b>25</b>	<b>14</b>	<b>28</b>	<b>1</b>	<b>6</b>	<b>5</b>	<b>2</b>	<b>\$90,000</b>	<b>\$120,000</b>		
<b>TOTAL ANNUAL EXPENSE</b>		<b>\$1,750,000</b>		<b>\$560,000</b>		<b>\$135,000</b>	<b>\$240,000</b>	<b>\$175,000</b>	<b>\$100,000</b>	<b>\$90,000</b>	<b>\$120,000</b>	<b>\$3,170,000</b>	<b>\$7,964.82</b>

# Sample School A & School B Combined Staffing & Operating Expense Model

Example Only

Sample School A & School B Combined Staffing & Operating Expense Model (adding the two together)													
Square Ft	125,000	Classroom Staffing				Administrative Staffing				Operating Expense		Total Annual Expense	
Classes	Enrollment	Teachers	Class Size	Para-Prof	Para Ratio(1:X)	Principal	Admin Support	Food Service	Building/Grounds	Utilities	Non-Cap Maintenance	Total Annual Expense	\$ Per Student
4k	95	4	24	2	48	2	10	8	3	\$170,000	\$220,000		
K	83	3	28	2	42								
1	86	3	29	2	43								
2	93	4	23	3	31								
3	87	4	22	2	44								
4	88	4	22	2	44								
5	87	4	22	2	44								
Art	619	2	310	2	310								
Phy Ed	619	2	310	2	310								
Science	619	2	310	2	310								
Music	619	2	310	2	310								
Gifted & Talented	45	1.5	30	0	0								
Spec Ed	65	6	11	4	16								
<b>TOTAL</b>	<b>619</b>	<b>41.5</b>	<b>24</b>	<b>27</b>	<b>23</b>	<b>2</b>	<b>10</b>	<b>8</b>	<b>3</b>	<b>\$170,000</b>	<b>\$220,000</b>		
<b>TOTAL ANNUAL EXPENSE</b>		<b>\$2,905,000</b>		<b>\$1,080,000</b>		<b>\$270,000</b>	<b>\$400,000</b>	<b>\$280,000</b>	<b>\$150,000</b>	<b>\$170,000</b>	<b>\$220,000</b>	<b>\$5,475,000</b>	<b>\$8,844.91</b>

# Sample School A & School B Merged/Requested Staffing & Operating Expense Model

Example Only

Sample School A & School B In One Building Requested Staffing & Operating Expense Model (what is needed to achieve class size and support staff targets)													
Square Ft	100,000	Classroom Staffing				Administrative Staffing				Operating Expense		Total Annual Expense	
Classes	Enrollment	Teachers	Class Size	Para-Prof	Para Ratio(1:X)	Principal	Admin Support	Food Service	Building/Grounds	Utilities	Non-Cap Maintenance	Total Annual Expense	\$ Per Student
4k	95	4	24	4	24	1	5	5	2	\$90,000	\$120,000		
K	83	4	21	3	28								
1	86	4	22	3	29								
2	93	4	23	4	23								
3	87	4	22	3	29								
4	88	4	22	3	29								
5	87	4	22	2	44								
Art	619	1	619	1	619								
Phy Ed	619	1	619	1	619								
Science	619	1	619	1	619								
Music	619	1	619	1	619								
Gifted & Talented	45	1	45	1	45								
Spec Ed	65	6	11	2	33								
<b>TOTAL</b>	<b>619</b>	<b>39</b>	<b>22</b>	<b>29</b>	<b>21</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>\$90,000</b>	<b>\$120,000</b>		
<b>TOTAL ANNUAL EXPENSE</b>		<b>\$2,730,000</b>		<b>\$1,160,000</b>		<b>\$135,000</b>	<b>\$200,000</b>	<b>\$175,000</b>	<b>\$100,000</b>	<b>\$90,000</b>	<b>\$120,000</b>	<b>\$4,710,000</b>	<b>\$7,609.05</b>

# Sample School A & School B Combined Annual Impact Model

Example Only

Sample School A & School B Combined Annual Impact Model (the actual net impact of combining schools into one building)													
Square Ft	-25,000	Classroom Staffing				Administrative Staffing				Operating Expense		Total Annual Expense	
Classes	Enrollment	Teachers	Class Size	Para-Prof	Para Ratio(1:X)	Principal	Admin Support	Food Service	Building/Grounds	Utilities	Non-Cap Maintenance	Total Annual Expense	\$ Per Student
4k	95	0	0	2	-24	-1	-5	-3	-1	-\$80,000	-\$100,000		
K	83	1	-7	1	-14								
1	86	1	-7	1	-14								
2	93	0	0	1	-8								
3	87	0	0	1	-15								
4	88	0	0	1	-15								
5	87	0	0	0	0								
Art	619	-1		-1									
Phy Ed	619	-1		-1									
Science	619	-1		-1									
Music	619	-1		-1									
Gifted & Talented	45	-1	15	1	45								
Spec Ed	65	0	0	-2	16								
<b>TOTAL</b>	<b>619</b>	<b>-2.5</b>	<b>-2</b>	<b>2</b>	<b>-2</b>	<b>-1</b>	<b>-5</b>	<b>-3</b>	<b>-1</b>	<b>-\$80,000</b>	<b>-\$100,000</b>		
<b>TOTAL ANNUAL EXPENSE</b>		<b>-\$175,000</b>		<b>\$80,000</b>		<b>-\$135,000</b>	<b>-\$200,000</b>	<b>-\$105,000</b>	<b>-\$50,000</b>	<b>-\$80,000</b>	<b>-\$100,000</b>	<b>-\$765,000</b>	<b>-\$1,236</b>
												<b>-14.0%</b>	<b>-14.0%</b>

Category	\$ Amount
<b>GRAND TOTAL ANNUAL STAFF SAVINGS</b>	\$585,000
<b>GRAND TOTAL ANNUAL OP EXP SAVINGS</b>	\$180,000
<b>GRAND TOTAL ANNUAL SAVINGS</b>	\$765,000
<b>COST FOR ADDITION TO SCHOOL B</b>	\$4,000,000
<b>SQ FT IMPACT</b>	-25,000
<b>YEARS TO RECOUP INVESTMENT</b>	5.2

Position	Example Annual Cost(loaded)
<b>Teacher</b>	\$70,000
<b>Para-Prof</b>	\$40,000
<b>Principal</b>	\$135,000
<b>Admin Support</b>	\$40,000
<b>Food Service</b>	\$35,000
<b>Building/Grounds</b>	\$50,000



# Goal Status - Examples Only

Goal	Next Board Action Needed	Target Date	Status	Comments
95% parity in high school course offerings between East and West	Approve course list on 3/1/24	7/1/24		
All schools achieve 75%+ positive response from staff to school culture survey		3/1/24		
All schools achieve 75%+ positive response from parents to school culture survey		2/1/24		
All schools achieve 75%+ positive response from students to school culture survey		3/1/24		
Decrease elementary cost per student by 10%		3/15/24		
Decrease number of traveling staff by 15%		4/15/24		
Improve ratio of support staff to students by 10%		5/1/24		
100% of elementary class sizes at or below district approved class size guidelines		2/1/24		
All elementary schools' staff a minimum of .5 FTE for GT at each elementary school		3/1/24		
Decrease the overall square footage managed by the district by 10%		12/31/24		
Maintain current mill rate		12/31/24		

Key	Complete	Not Started	In Progress	Risk	Delivery at Risk
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# Goal #1 Status Example: Consistent High School Course Offerings & Content

## Key Accomplishments

1. Completed inventory of all high school course offerings
  - 183 unique courses
  - 132 available at both schools (72%)
  - Majority of differences are in business, phy ed, tech ed, AP/IB

## Next Steps

1. Team is meeting on 11/18/23 to begin review of courses and building towards one consistent offering
  - Which courses will continue?
  - Which courses will be dropped?
  - Which courses will be added?
2. Present final course list to board for approval on 3/1/24
3. Synchronize curricula for go-forward courses
4. Develop solutions to achieve 95%+ parity between the schools
5. Present fully vetted solution(s) to board by 7/1/24

## Board Action Needed

1. None currently

## Milestone Summary

Milestone	Owner	Due Date	Status
Review current course lists	Bill & Ted	11/1/23	Complete
			Not Started
			Not Started
			Not Started
			Not Started
			Not Started
			Not Started
			Not Started
			Not Started
			Not Started
			Not Started
			Not Started
			Not Started
			Not Started
			Not Started
			Not Started

Key	Complete	Not Started	In Progress	Risk	Delivery at Risk
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## Strategic Advancement Plan Board Action (action requested on this slide only)

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1. Current referendum projects
  - a. Complete the already approved referendum projects per the original intent approved by the voters as to how the funding would be used
    - i. The exception would be to pause any work on the elementary schools that have been identified for possible action
  - b. Terminate Nexus contract upon completion of current projects
2. High schools
  - a. Keep current high school structure, branding and mascots; Wausau East and Wausau West remain grades 9-12
  - b. Develop consistent set of course offerings and curriculum for both high schools along with solutions & costs to deliver those courses to both schools as needed
3. Middle Schools
  - a. Keep John Muir and Horace Mann grades 6-8
  - b. Develop consistent set of course offerings and curriculum for both middle schools along with solutions & costs to deliver those courses to both schools as needed
4. Elementary schools
  - a. Keep elementary schools K-5
    - i. Assess options for bringing 4k into elementary schools where possible(adequate enrollment)
  - b. Assess current footprint and determine solutions for decreasing the amount of square ft currently used for traditional elementary education
  - c. Assess options for normalizing and improving ratios of teachers to students & support staff to students (para, gifted & talented, soc work)
  - d. Engage 3<sup>rd</sup> party to estimate costs and timeline to implement recommendations derived from a. & b. above
5. Daycare
  - a. Discontinue work on the daycare plan with the YMCA
  - b. If the district ends up with vacant facilities, offer the YMCA right of first refusal to purchase at market price
6. Longfellow
  - a. Assess options for closing Longfellow and relocate to existing spaces in one or more of the underutilized district facilities

**Motion: Approve the strategic advancement plan as presented**