

ISD 728 SCHOOL BOARD

Board Goals

2026-2027

GOVERNANCE-FOCUSED

Purpose

On an annual basis, the ISD 728 School Board reviews student achievement and growth data, student and family survey information, input from staff and the community, enrollment and financial information, and other relevant district data. The Board uses this information to identify priority areas for continued emphasis and to establish goals that provide direction to the Superintendent and administrative team.

The Board recognizes that meaningful and sustainable improvement often requires work extending across multiple school years. Some goals may remain priorities for multiple years, with areas of emphasis evolving as progress is made and new information becomes available. Important continuous improvement work also occurs throughout the district beyond the areas specifically identified within these goals.

The School Board establishes the desired outcomes and direction for the district. The Superintendent and administrative team are responsible for determining the strategies, programs, staffing, resource allocation, timelines, and operational decisions necessary to advance these goals. Progress will be monitored using multiple measures rather than any single source of data.

BOARD SETS DIRECTION	ADMINISTRATION LEADS	PROGRESS IS MONITORED
Vision, priorities, outcomes, policy and resources.	Strategies, staffing, implementation and operations.	Multiple measures, trends and reporting.

The following goals are presented in no particular order. Each represents an area of continued Board emphasis for ISD 728.

1

Excellence in Student Achievement and Success

Improve the student learning experience and prepare every student for success beyond graduation.

The district will maintain a strong focus on student achievement and academic growth while recognizing that student success extends beyond any single assessment or measure. This work includes strong literacy and academic foundations, meaningful and relevant learning experiences, opportunities for students to demonstrate growth, and preparation for college, careers, and life after graduation.

The district will use multiple sources of information to understand student performance and identify areas requiring additional attention. These may include state and local assessments, measures of individual student growth, graduation and readiness indicators, student engagement, survey information, and other academic and non-academic measures.

Particular attention should be given to identifying areas where students or groups of students are not experiencing expected levels of success and determining appropriate responses.

The Board and administration will maintain a shared focus on the following areas and monitor progress:

- Student academic achievement and growth, including literacy and other foundational areas of learning.
- College, career, and life readiness, including opportunities for meaningful, relevant, and practical learning.
- Student engagement and perceptions of their educational experience.
- Achievement and opportunity gaps among student groups.
- Evidence that district instructional priorities and investments are positively impacting student outcomes.

2

Excellence in Safe, Orderly, and Supportive Schools

Create conditions in which students can learn and employees can be successful.

Students learn best and employees are most successful in environments that are safe, orderly, respectful, supportive, and focused on learning.

The district will continue to prioritize physical safety and emergency preparedness while also focusing on the conditions students and staff experience each day. This includes clear expectations for student behavior, effective and consistent discipline, appropriate responses to bullying and disruptive behavior, student and staff well-being, and learning environments in which teachers can teach and students can learn.

The district will use student, staff, and family feedback together with behavioral, disciplinary, attendance, safety, and other relevant information to identify areas requiring additional attention.

The Board and administration will maintain a shared focus on the following areas and monitor progress:

- Safe, orderly, and productive classroom and school environments.
- Clear behavioral expectations and effective, fair, and consistent discipline.
- Physical safety, emergency preparedness, and crisis prevention and response.
- Student engagement, attendance, well-being, and connection to school.
- Staff support and the conditions necessary for employees to effectively serve students.
- Bullying prevention, reporting, intervention, and follow-through.

3

Excellence in Governance, Communication, and Community Confidence

Strengthen confidence through effective governance, transparency, engagement, communication, and accountability.

Public support is strengthened through effective governance, transparency, responsible decision-making, meaningful engagement, clear communication, and demonstrated progress toward district priorities.

The Board will maintain its focus on governance and long-term direction while ensuring that students, families, staff, and community members have meaningful opportunities to understand district decisions, provide input, and remain connected to the work of the school district.

The district will regularly seek input and consider information from students, families, staff, and the community. Survey and engagement information should be used alongside other district data to identify trends, areas of strength, and opportunities for improvement.

The Board and administration will maintain a shared focus on the following areas and monitor progress:

- Clear communication regarding Board priorities, significant decisions, district direction, and progress.
- Meaningful opportunities for students, families, staff, and community members to provide input and engage with the district.
- Transparency and accountability regarding progress toward Board goals.
- Public understanding of the respective governance and administrative responsibilities of the Board and Superintendent.
- Community and staff perceptions of the district and its direction.
- Continued development of effective Board governance practices and clear Board-Superintendent role expectations.

4

Excellence in Long-Range Facilities and Financial Stewardship

Plan responsibly for facilities, enrollment, programming, safety, and long-term financial sustainability.

Responsible long-range planning is necessary to ensure facilities, educational programming, and financial resources continue to meet the current and future needs of students and communities.

The district will continue to use enrollment projections, facility capacity and condition information, educational and specialized programming needs, financial analysis, community input, and other relevant information to guide long-range decisions. Facility planning should support student learning and safety while recognizing the financial impact of decisions on district residents.

For 2026-2027, implementation of this goal will be significantly influenced by the outcome of the November 2026 referendum. Either outcome will require continued long-range facility planning.

Referendum Decision Path

IF APPROVED	IF NOT APPROVED
Transition into design, planning, financing, and implementation of voter-authorized projects.	Return to the Board with updated alternatives for addressing capacity, programming, safety, and facility needs.
• Develop implementation plans and schedules. • Provide updates on project scope, costs, financing, timelines, and educational considerations. • Maintain community engagement and transparent Board oversight.	• Consider attendance boundary changes to better use existing capacity, including movement of students from the south toward available central and northern capacity. • Consider available lease levy authority at a higher tax impact and other legally available financing tools, including potential additions at Hassan Elementary and other locations as needed. • Evaluate alternatives for specialized programming and other facility needs included in the referendum proposal. • Identify operational, educational, financial, and taxpayer impacts of alternative approaches. • Bring additional short- and long-term facility strategies to the Board for consideration.

Following a no vote, the Board would determine the appropriate long-term direction after reviewing alternatives, costs, educational impacts, capacity implications, and community considerations.

Board Goal Review and Monitoring

The School Board and Superintendent will establish a process for monitoring progress toward these goals. Reports should emphasize outcomes and trends rather than activities alone and should use multiple sources of evidence appropriate to each goal.

Throughout the year, the Board may identify areas of emphasis within these goals based on student outcomes, staff and community input, survey information, financial and enrollment conditions, legislative changes, and other emerging district needs. Identifying an area for additional emphasis does not necessarily require establishing a new Board goal.

At least annually, the Board will review progress toward its goals and determine whether each goal should be continued, modified, completed, or replaced for the following school year. This process recognizes that some priorities will appropriately continue across multiple years.

Board and Superintendent Roles

SCHOOL BOARD SUPERINTENDENT & ADMINISTRATION	Establishes the district's vision, priorities, desired outcomes, policies, and resources and monitors progress toward those outcomes. Determine the strategies, staffing, programming, resource allocation, implementation processes, and operational decisions necessary to achieve the Board's goals. Establish reasonable measures and reporting expectations that allow the Board to fulfill its governance responsibilities without directing day-to-day operations.
SHARED RESPONSIBILITY	

Board sets the destination. Administration develops the route. The Board monitors progress.

Discussion draft for Board consideration | August 2026