



Monday, March 23, 2026

USD #333 USD 333 Board of Education Study Session - Strategic Plan

AGENDA FOR UNIFIED SCHOOL DISTRICT NO. 333

CLOUD COUNTY, KANSAS

5:45 PM

Concordia Jr./Sr. High School Cafeteria, 436 W. 10th Street, Concordia, KS 66901

A. OPENING ITEMS

1. Call To Order
2. Members Present

B. STUDY SESSION ITEM - Strategic Plan

Strategic Plan 2026



CONCORDIA

USD333

STRATEGIC PLAN

Notes from the USD 333 Concordia
Strategic Planning Process, March 9, 2026
Dr. Britton Hart

The Concordia USD 333 Strategic Planning kicked off on March 9 at 5:30 p.m. at Concordia High School. The superintendent and staff invited key stakeholders to help shape the district's future direction. Community members, Concordia staff, parents, and administration were all represented in the group. The initial meeting was facilitated by Dr. Britton Hart, Assistant Executive Director of Leadership Services at the Kansas Association of School Boards.

Concordia is to be congratulated on making an effort to seek input from its patrons by providing a community discussion for all district patrons as part of the Strategic Planning Process.

The initial session on Monday included a review of the following items:

Committee members received information related to demographics, budget, and a summary of district accomplishments and challenges.

- They had time to reflect on the district's mission and vision statement.
- The community discussed and analyzed the 270 responses from the initial community survey.
- The facilitator reviewed the process to be used, including the SWOT analysis method.
- Nine groups of 4-7 people discussed and identified the district's strengths, weaknesses, opportunities, and threats (the SWOT components) and posted their feedback for the entire group to review.
- All table groups and individuals identified common themes that occurred as the SWOT items were compiled.

This concluded the community's work on the first day of the Strategic Planning Process. The following themes were identified as the SWOT was compiled. Each of the table groups submitted five themes and each participant identified five individual themes by using sticky dots.

In total, seven theme areas emerged:

1. College and Community Partnerships
2. Facilities and Accessibility
3. Staffing and Workforce Stability
4. Student and Parent Needs
5. Funding and Resource Limitations
6. Accountability, High Standards, and Culture

7. Communication, Trust, and Engagement

Theme areas were condensed into three focus areas for group processing during the second session:

Strategic Plan Focus Areas

High Standards

High Quality Staff

Operations and Resources

Please review the artifacts collected in session one, as identified in this report, and the community input they reflect.

Sincerely,



Britton Hart, Ed.D.

Assistant Executive Director of Leadership Services

Kansas Association of School Boards

Summary

Day 1

Mission Statement

At Concordia School District, we are dedicated to creating a learning environment where every student is given the opportunity to reach their highest level of academic achievement. Through engaged learning, effective teaching, and fostering trusting relationships, we strive to support our students, educators, and community members in reaching their fullest potential. We believe that every individual can succeed when given the right tools, guidance, and encouragement.

Focused Mission Review Keywords:

*The larger the font of an individual word the more frequently the word was identified by a group as most significant.





Summary

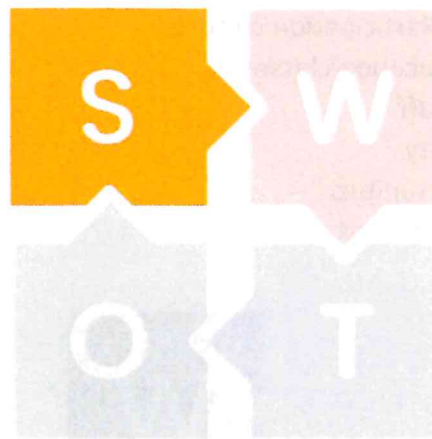
Day 1



Strengths

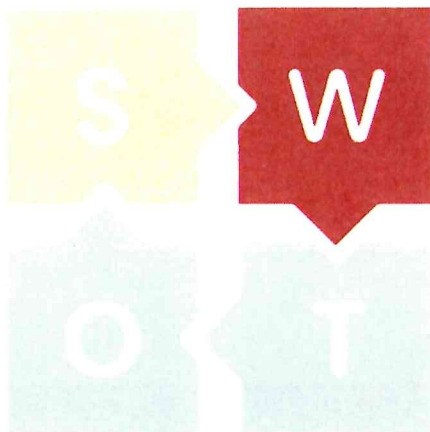
(Prioritized Strength) Item (Identified Themes)

- (5) Parentsquare/Communication (6)
- (4) College/Collaboration (23)
- (4) Community involvement (4)
- (3) relationships (9)
- (3) community resources (4)
- (2) Staff (4)
- (2) Technology (4)
- (2) Leadership-Administration (1)
- (2) Starting to map and improve curriculum (1)
- (2) Mental health resources
- (2) Common values
- (2) Community wrap-around
- CTE programs (1)
- academic achievement (1)
- Location (1)
- Parent Involvement (1)
- Sportsmanship (1)
- safety
- steady population
- Whole child resource
- availability
- childcare - with school
- Senior Seminar
- Grant writer on staff
- Diverse Activities for students
- Pride in school
- New Superintendent is trying to provide positive change
- District is trying to make changes
- Financially in a good spot
- Quality education
- Focus on Professional Development
- Movement toward structure
- Lots of opportunities
- Kids who come with foundation excel
- School board focused on students
- School board wants to communicate
- Multiple communication sources
- Availability of art programs
- Retention
- Positive learning environment
- Some updated infrastructures



W
Weaknesses
(Prioritized Strength) Item (Identified Themes)

- (6) Facilities (29)
- (3) Unqualified staff (5)
- (2) ADA Accessibility (9)
- (2) Acceptance of Mediocre (4)
- (2) Lack of structure (2)
- (2) Transient (1)
- (2) Lower-income community
- (2) Communication
- (2) Community has a negative perception of the school district
- (2) Community engagement
- Accountability (9)
- SPED support in classrooms (4)
- Mental Health resources (4)
- Staff turnover(3)
- Lack of accountability (2)
- Low SES (2)
- Childcare (1)
- Lack of technical education (1)
- Lack of consistency (1)
- Parent Involvement (1)
- Buildings Participation culture
- Career education classes
- Enough staff
- Adaptability
- Job Opportunities
- Year Round Sports
- Missing class for sports/activities
- Inherent negativity
- Not maintaining high quality instruction
- Lack of professionalism
- Trauma informed not trauma responsive
- Student safety
- How we measure against comparable schools
- Utilization of CCCC
- Academic Rigor
- Lack of transparency
- Lack of trust
- Broken relationships with community
- Special Education
- Para pay
- Lack of inspired instruction
- reliance on technology
- Tax Base- Mills
- Community Entities
- Lack of education/resources
- Technology accessibility
- Declining population
- Internships
- Hands on opportunities
- Evals are used for growth
- Social Media success stories
- Academic awards/recognition
- Evals of admin is missing
- lack of rigor
- Blanket policies
- Access to teachers after school

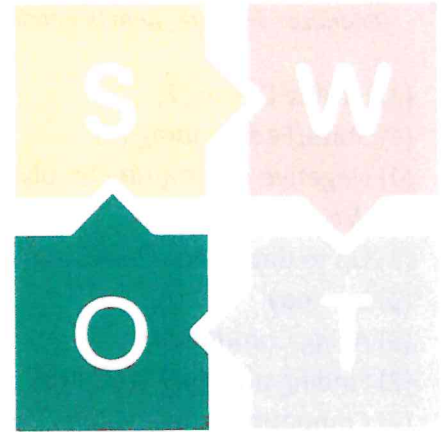




Opportunities

(Prioritized Strength) Item (Identified Themes)

- (3) CCCC Partnerships (med/tech) (11)
- (2) Technology (1)
- (2) Job Shadows & Internships
- (2) Grow your own certified staff
- (2) Community desire for facility improvement
- (2) Grants available for PD
- Combining resources (college, county, city) (5)
- Recruit, Retain, Rise (3)
- Less technology reliance (3)
- School providing more early childcare (2)
- Increase early childhood options (1)
- Dual Credit (1)
- Encourage business entrepreneurship (1)
- Open Enrollment
- Alternative school or earlier graduations
- Promote community Clubs (4-H, Boys/Girl Scouts)
- Test Scores - above predictions - public narrative
- After school tutoring
- Revise eligibility standards
- Current & new business
- Project Search
- NCKMC (work study)
- Economic Development
- Legislative desire for consolidation
- Dane Hanson - Education Foundation
- School size
- Collaboration for growth
- Lack industry
- Opportunities for community involvement
- Facilities to foster more educational opportunities
- Scholarships
- New Gyms
- Diversity in pathways
- Community engagement

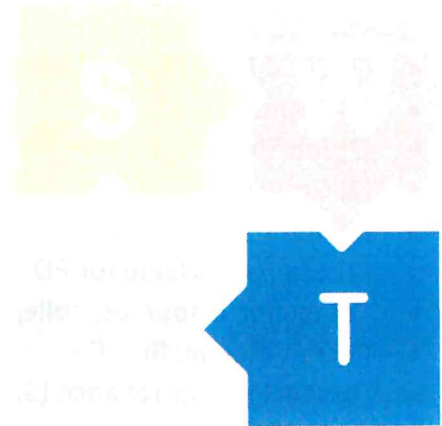




Threats

(Prioritized Strength) Item (Identified Themes)

- (4) Facility Decay (7)
- (4) State/Fed Funding (7)
- (4) Negative community involvement (social media)(1)
- (3) Weak tax base (8)
- (3) Up to date (tech/Teaching)
- (3) Low pay
- (3) Aging Community
- (2) Finding qualified staff (13)
- (2) Competing family values (5)
- (2) Mental Health resources (4)
- (2) Transient population (2)
- (2) SES is low (2)
- (2) Housing (1)
- (2) Limited daycare/preschool openings
- (2) Apathy from the community
- (2) Test scores
- (2) Standards/Benchmarks
- (2) High turnover
- (2) Ag economy
- Acceptance of mediocrity (2)
- Downsizing (School/Business)
- Open Enrollment
- Teacher accountability
- Declining population
- Legislative desire
- Staff retention
- Lack of community involvement
- Voter turnout
- Government initiatives
- School Board Agenda
- Safety training for staff/students



Themes Identified from Day 1

Identified Theme by Group (No.)	Identified Theme by Individual
● College and Community Partnerships (8)	● 59
● Facilities & Accessibility (8)	● 53
● Staffing & Workforce Stability (7)	● 47
● Student and Parent Needs (4)	● 43
● Funding & Resource Limitations (6)	● 30
● Accountability, High Standards, & Culture (5)	● 26
● Communication, Trust, & Engagement (6)	● 12

Strategic Plan Focus Areas

Strategic Plan Focus Areas	
<i>The following strategic plan focus areas were developed by compiling of prioritized themes into clusters that defined the given areas. Some themes interconnect with multiple focus areas.</i>	
Strategic Plan Focus Area	Themes
High Student Standards (Student Success)	<ul style="list-style-type: none"> ➤ College & Community Partnerships (8-59) ➤ Accountability, High Standards, & Culture (5-26) ➤ Student & Parent Needs (4-43)
High Quality Staff	<ul style="list-style-type: none"> ➤ Staffing & Workforce Stability (7-47) ➤ Accountability, High Standards, & Culture (5-26) ➤ Communication, Trust, & Engagement (6-12)
High Quality Learning Environment	<ul style="list-style-type: none"> ➤ College & Community Partnerships (8-59) ➤ Facilities & Accessibility (8-53) ➤ Funding & Resource Limitations (6-30)

