



WESTERN SCHOOL DISTRICT

2018-2020

STRATEGIC PLAN

Western School District Strategic Planning Participants

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Our Vision

Encouraging all students to dream, while preparing them to succeed as global citizens.

Our Mission

Working together with our community to educate all students as individuals to become successful in a complex world.

Board of Education

John Sheets, President

Jason Herrington, Vice President

Gale Easton, Secretary

Ray Pape, Treasurer

Blaine Goodrich, Trustee

Noah Nagy, Trustee

Brent Oliver, Trustee

Administrators

Greg Adams, Director - Woodville Community Center

Jared Vickers, Principal - Western High School

Nick Rulewicz, Asst Principal - Western High School

Ryan Tripp, Principal - Western Middle School

Brett Hackworth, Asst Principal - Western Middle School

Michael Ykimoff, Principal - Bean Elementary School

Sue Haney, Principal - Parma Elementary School

Ben Gilpin, Principal - Warner Elementary School

Craig Raehtz, Director - Curriculum

David Hood, Director - Technology and Operations

Steve Mills, Director - Transportation

Ryan Hackworth, Director - Athletics

Jenny Lucas, Director - Food Service

Laure Fiero, Director - Finance

Amber Smith, Director - Finance

Michael Smajda, Superintendent

STRATEGIC GOAL ONE: INNOVATION

Goal Statement:

The Western School District will develop, deliver, and celebrate innovative practices.

Objective One:

Western School District will support curriculum through dynamic staffing and personalized professional development.

Strategy #1:

Grade specific elementary buildings to enhance teacher collaboration

- K-1 Building
- 2-3 Building
- 4-5 Building

Tasks/Tactics:

Determine which buildings would be most appropriate for each grade level

Resources/Responsible Person:

Funding for renovation and refurbishing

Administration, School Board, Innovation Committee

Measurement/Timeline:

Spring 2018 Gather Elementary Staff Feedback on Grade Level Buildings

Spring 2018 Look at Communities who have gone through this process

Spring 2018 Look at current space and numbers in each building and at each grade level

Spring 2018 Prepare documentation of pros and cons of grade level buildings

Community Survey and Forums to be determined

Strategy #2:

Personalized/Flexible PD options (all Staff PD needs are not equal)

Tasks/Tactics:

Analyze and determine which formats are more appropriate to meet specific PD needs

- County Wide PD vs. District/K-12 PD
- Conferences and Workshops at State, Regional, or County level
- $\frac{1}{2}$ day PLC once a month vs. weekly 1 hour PLC

Resources/Responsible Person:

District and building administration, Innovation

Committee/Building leadership

Measurement/Timeline:

June 2018 meet with staff to conduct PD needs assessment

June 2018 create PD plan for the upcoming year

2018-19 School Year Continue to offer at least one Personal PD Day

Fall/Winter 2018 Develop Accountability measure for personal PD

Strategy #3:

“Coach” roles to support classroom integration for academics, technology and innovation

- Innovation Coordinator K-12
- Instructional Technology (Free up current Staff; Mike and Dave)
- Instructional Coaches
 - Secondary (1) ELA, Math, Social Studies, Science
 - Elementary (2) ELA, Math, Social Studies, Science

Tasks/Tactics:

Visit schools within the state who utilize a coaching concept

Create Job Descriptions for Coaches

Resources/ Responsible Person:

Building and District Administration

Secure adequate and alternative funding

Measurement/Timeline:

Spring 2018 Look at Effective Coaching Models

Fall 2018 Develop Implementation Model for Western Schools

Objective Two:

Western School District will foster a culture of risk-taking to facilitate growth and promote student achievement.

Strategy #1:

Working Smarter, Not Harder through innovation

- Innovation Coordinator as leader
- Promote collaboration amongst administration, staff, students, school board, community and business leaders, support staff, and other stakeholders
- Facilitate and lead in promoting new and innovative ideas and practices while making connections between buildings

Tasks/Tactics:

Start an innovation team with teachers representing all buildings and open to all stakeholders
Research current and future trends and innovative practices in other districts

Resources/Responsible Person:

Innovation team/Coordinator, District and building administration
Seek alternative and creative funding sources along with allocating existing district revenue
Develop partnerships with local business for financial support
Explore Grant opportunities

Measurement/Timeline:

Spring 2018 Internal dialogue with staff about innovative practices and share them

Strategy #2:

Develop a process for creating, discussing and implementing innovative practices

Tasks/Tactics:

Develop discussion board to share ideas
Recruit staff and stakeholders to attend meetings and share in discussions

Resources/Responsible Person:

Innovation Team/Coordinator
Current research/future trends

Measurement/Timeline:

Spring 2018 Formulation of Teacher led innovation team

Objective Three:

Western School District will support innovation through meaningful and effective use of technology.

Strategy #1:

Develop a communication plan centered on vertical alignment with technology hardware and software

Tasks/Tactics:

Implement the communication plan at staff meetings

Resources/Responsible Person:

District and Building Administration and Technology Department

Measurement/Timeline:

February 2018

Technology Satisfaction Survey

Strategy #2:

Use and integrate technology to improve instructional practices and professional development

Tasks/Tactics:

Create a focus strategy/resource for each quarter to learn and implement in classroom instructional practices

Share instructional strategies utilizing technology during PLC meetings

Resources/Responsible Person:

Building Administrators, Technology Coaches, Technology Department

Measurement/Timeline:

2018-2019 School year

Technology Satisfaction Survey

Strategy #3:

Update and expand 1:1 Technology

Tasks/Tactics:

Determine number of devices needed

Resources/Responsible Person:

Secure funding source

District Administration

Technology Department

Measurement/Timeline:

Devices refreshed or new devices purchased for pre K -12 before start of 2018-2019 school year

Strategy #4:

Create student technology team

Tasks/Tactics

Provide training to students to trouble shoot and fix minor technology issues for middle and high school

Develop a schedule for students to work on technology during the school day

Develop Flex hour and Wednesday hours for students needing community service hours to help with technology

Resources/Responsible Person:

Technology Department

Technology Coaches

Training materials

Measurement/Timeline:

Student Technology Team in place by 2018-2019 school year

Technology Satisfaction Survey

STRATEGIC GOAL TWO: WELL ROUNDED STUDENTS

Goal Statement:

Western School District will implement strategies that will develop students' academic, social, emotional, and physical well-being resulting in confident, competent, and well-rounded students.

Objective One:

Academic: Assuming excellence in core curriculum, WSD offers diverse course offerings that expose students to a wide variety of opportunities in classroom learning, encouraging each student to reach his or her full potential.

Strategy #1:

Expose and teach all students core curriculum (ELA, Math, S.S., Science) adopted by state/local district

Tasks/Tactics:

Updated curricular materials along with appropriate training

Resources/Responsible Person:

Curriculum Director, Building Administration, Teacher Leadership Teams

Measurement/Timeline:

Updated Curriculum/Pacing Guide - Annually

JC4 Learning Targets - Continuous Review

Standardized Test Scores (K-12) Annually

District Assessments (NWEA, F & P) Annually

Strategy #2:

Investigate "creative scheduling" for students to fit more options into their day. Ex: zero/eighth hour, flexible teacher/student scheduling hours, possible mini-academy groups within a traditional day

Tasks/Tactics:

Research other schedules and instructional delivery models

Resources/Responsible Person:

Curriculum Director, Building Administration, Teacher leaders

Measurement/Timeline:

Building Level Leadership Teams - regularly scheduled by building administrator

Strategy #3:

Offer a variety of elective opportunities and extracurricular experiences K-12

Tasks/Tactics:

- Evaluate the number and variety of opportunities available
- Investigate drivers ed as a social studies elective where students could take the classroom portion during their day (or zero/eighth hour). Students would still pay for the driving portion and teachers could do driving hours as a Schedule B which would be funded out of the fees for students.
- Increase and support the number and variety of opportunities available

Resources/Responsible Person:

Open physical space and support teacher scheduling and hiring/additional staffing to create opportunities and allow more current, new, or expanded course offerings.

Measurement/Timeline:

Create building level list of activities and contact person (building websites)
Gather community/student data (via surveys) to determine awareness and participation rates

Objective Two:

Social: WSD encourages all students at all levels to take part in extracurricular activities and participate in school sponsored world experiences on campus and elsewhere.

Strategy #1:

Intentionally address teachable moments/opportunities for all students to learn age appropriate social skills (person to person, social media, etc.) that are found in and outside of the curriculum

Tasks/Tactics:

- Digital Citizenship
- Interpersonal Skills

Resources/Responsible Person:

Assemblies, individual programs (leader in me?)

Measurement/Timeline:

Create building level list of activities and contact person (building websites)
Superintendent requests building level programs via email on semi-annual basis

Strategy #2:
Promote kindness and compassion in all buildings

Tasks/Tactics:
Recognition programs

Resources/Responsible Person:
All K-12 certified and support staff

Measurement/Timeline:
Advertise Schoolwide Positive Behavior Plans (throughout the district)

Strategy #3:
Encourage participation in extracurricular activities (arts, music, athletics, yearbook, media, science/agriculture, etc.)

Tasks/Tactics:

- student presentations/promoting of various activities, “try-it” fair
- vertical connections between student groups--showing what we have and working together between levels and buildings
- Increase opportunities for field trips
- Google doc clubs list with info

Resources/Responsible Person:

Measurement/Timeline:
Advertise/promote current activities available for students - regularly
Annually tracking participation rates

Objective Three:

Emotional: WSD offers opportunities and challenges all students to grow in leadership, compassion, competitiveness, applying academic, social and emotional skills effectively.

Strategy #1:
Provide more counseling/social work support for students and families, promote clubs/activities/events that support student emotional well-being

Resources/Responsible Person:
Building Administration

Measurement/Timeline:
Establish baseline data involving district programs that provide support for students and families

Strategy #2:
Implement building-specific programs/initiatives designed to support emotional health and well-being

Resources/Responsible Person:
Building Administration

Measurement/Timeline:
Gather baseline data regarding current supports in place

Objective Four:

Physical: WSD empowers all students to engage in a lifestyle of physical well-being at their individual levels of physical capacity.

Strategy #1:
Create and implement a more diverse menu of physical education curriculum to encourage student choice and activity.

Resources/Responsible Person:
Building Administration

Measurement/Timeline:
Gather data to determine current offerings

Strategy #2:
Develop and promote intramural athletic club activities; community athletic events

Resources/Responsible Person:
Activity Busing, Building Administration, and Transportation Department

Measurement/Timeline:
2017-2018 gather data to determine current scope and breadth of K-12 programs currently in place

STRATEGIC GOAL THREE: PREPARED FOR LIFE

Goal Statement:

The Western School District will prepare students for success after graduation.

Objective One:

Every student will graduate with the ability to strategically plan for their future.

Strategy #1:

Adopt a district wide standardized planning process

Tasks/Tactics:

Student Plan For Success

Resources/Responsible Person:

Counselors

Measurement/Timeline:

(Career Cruising) Begin in 7th grade with the goal of reaching every student by the end of middle school. In addition, all students leaving WHS will complete Career Cruising and Life Success Form (see Christy).

Implement MiBrightFuture district-wide

Have WMS/WHS/WCPHS (admin / counselors) meetings to determine expected outcomes of career cruising and Life Success Form.

Strategy #2:

Embed the planning process into the curriculum, possibly during flex

Resources/Responsible Person:

Flex teachers, counselors

Measurement/Timeline:

7th grade elective, S2S class at WMS

Flex / Field Trips / Guest Speakers

Strategy #3:

Every student creates a plan for their first year after high school.

Tasks/Tactics:

Students will connect with career coordinator/or counselors 2 times per year to assess plan

Resources/Responsible Person:

Counselors, career counselors

Measurement/Timeline:

Career Cruising / Life Success Form / EDP (Annually)

Create a follow up survey for student the year after they graduate.

Objective Two:

All students will have core employability/career readiness skills with mindset for lifelong learning.

Strategy #1:

Increase vocational exposure

Tasks/Tactics:

Job shadowing, guest speakers, Work Study, field trips, additional vocational electives (skilled trades), career exploration, electives night (visiting classrooms in action before scheduling), project based learning

Resources/Responsible Person:

Counselors, Building administration

Measurement/Timeline:

Implement Career Fair at the Elementary Level for Winter 2019

WMS Advisory Program, employability grades

Strategy #2:

Utilize Career Cruising leading up to a post secondary plan.

Tasks/Tactics:

Adopt MiBright future

Re-market to students

Resources/Responsible Person:

Counselors, Building administration

Measurement/Timeline:

7th grade elective, addressed again in 8th grade for all students

Strategy #3:

Embed digital literacy into curriculum

Tasks/Tactics:

Encourage grade levels/department to incorporate digital literacies technologies into lessons and activities.

Resources/Responsible Person:

Curriculum Director, Technology Department, Technology Coach

Measurement/Timeline:

Educate staff on existing digital literacy curriculum 2018-2019

WMS electives (6th, 7th, & 8th)

WHS incorporate a digital literacy curriculum.

Strategy #4:

Creating a District Skilled Trades Center

Tasks/Tactics:

Funding for the building, staff and equipment

Partnering with professional trades institution

Resources/Responsible Person:

District and building administration, Research CTE funding

Measurement/Timeline:

Open dialogue with local businesses regarding need and cooperation to create center.

John Macchia

Involve elective teachers from WMS/WHS (Densmore, Zietler, Weller) in future discussions

Objective Three:

All students will develop social/emotional intelligence.

Strategy #1:

Implement a guided soft skills curriculum

Tasks/Tactics:

Define soft skill and activities
Embed into flex activities/advisory/homeroom curriculum
Implement team building strategies and activities in every course

Resources/Responsible Person:

Measurement/Timeline:

Currently have lessons 2x per month in WMS Advisory

Strategy #2:

Create a mentoring program

Tasks/Tactics:

Build a list of willing mentors (peers, community, students)
Develop/provide training or tool for mentors.

Resources/Responsible Person:

Measurement/Timeline:

Use the model in place at Parma Elementary that pairs WHS students with elementary students.

Strategy #3:

Students participate in community based curriculum related projects

Tasks/Tactics:

Strengthen soft skills

Resources/Responsible Person:

School/District administrators, teachers

Measurement/Timeline:

Lauch fall of 2021

STRATEGIC GOAL FOUR: FISCAL RESPONSIBILITY

Goal Statement:

Ensure efficient use of financial resources while maintaining high quality educational experiences for all students.

Objective One:

To balance providing innovative resources while sustaining a fiscally responsible budget.

Strategy #1:

Develop a yearly process that links educational priorities established by the district to budgetary resources.

Tasks/Tactics:

Establish an administrative subcommittee

Resources/Responsible Person:

People and time

Measurement/Timeline:

Annual Audit/ in summer

Admin team to discuss educational priorities of the district every year prior to budget preparation

Objective Two:

Establish fair and competitive compensation packages that are financially appropriate.

Strategy #1:

Explore innovative compensation practices

Tasks/Tactics:

Research local, state and national trends

Resources/Responsible Person:

District administration and Board of Education

Measurement/Timeline:

Research industry practices/Contract negotiations

Strategy #2:

Determine components and conduct a compensation study for all employee groups

Tasks/Tactics:

Research locally by specific association

Resources/Responsible Person:

District administration and Board of Education

Measurement/Timeline:

Compare with county districts/contract negotiations- at least six months prior to contract expiration

Compare with districts of comparable size- at least six months prior to contract expiration

Objective Three:

Optimize traditional and non-traditional financial resources.

Strategy #1:

Explore revenue streams that may have a positive financial impact on the District.

Tasks/Tactics:

Consider Sinking fund or Bond Issue as methods to achieve innovative goals; Explore alternative energy sources and savings programs; communication with community

Resources/Responsible Person:

District administration and Board of Education

Measurement/Timeline:

The finance director will send out a survey to other districts of similar size to see what additional revenue streams they are utilizing

Strategy #2:

Establish a systematic approach to identify and seek non-tax revenue (e.g., corporate partnerships, foundations, state and federal grants)

Tasks/Tactics:

Establish partnerships with local businesses; contact foundations regarding applications for funding; research availability of grants at state and federal levels

Resources/Responsible Person:

Career prep coordinator; energy manager; district grant director

Measurement/Timeline:

Admin team/individuals will search for grants, partnerships, and business opportunities/annually and continuously

Develop and maintain a list of potential revenue sources

Objective Four:

Maintain financial management and stewardship practices that ensure focused spending within the budget.

Strategy #1:

Research best-practice and implement additional budget method recommendations

Tasks/Tactics:

Research local, state and national methods for best practices

Resources/Responsible Person:

District administration and Board of Education

Measurement/Timeline:

The finance director will work with MSBO to research best-practice budgeting/ at least annually

Strategy #2:

Review and update financial procedures in Administrative Guidelines Manual

Tasks/Tactics:

Continuous review by NEOLA and Propose the Board reimplement 1% of the district's budget to be set aside for revolving curricular upgrades

Resources/Responsible Person:

NEOLA

Measurement/Timeline:

The superintendent will work with NEOLA to keep the AGM up to date/ quarterly

The finance director will review the policies and procedures for federal awards yearly

Strategy #3:

Develop and implement a system for professional learning on district finances

Tasks/Tactics:

One topic overview at each administrative staff meeting; ongoing professional development for finance director

Resources/Responsible Person:

Financial Director; MSBO; funding

Measurement/Timeline:

The finance director will attend all appropriate conferences and workshops/ annually

The finance director will instruct the administrative team on best-practice budgeting/
use admin staff meetings

The finance director will create a list of school finance need-to-knows for new
administrators and will schedule a meeting to discuss them during onboarding
