

"COMMITTED TO SUCCESS, THE WAKULLA WAY"



WAKULLA

SCHOOL DISTRICT

RIGOROUS. RESILIENT. RELEVANT

Five-Year Strategic Plan

Superintendent
Robert Pearce

Our School Board

The Wakulla County School Board members play a key role in the development and continued update of our Five-Year Strategic Plan. As part of the continuous improvement process, the School Board receives mid-year reviews and annual updates on the progress related to implementation and outcomes. Ongoing review will ensure that fidelity to the vision, mission and core values are maintained.



**Melisa
Taylor, Chair**
District II



**Joshua
Brown**
District IV



**Laura
Lawhon**
District V



**Eddie
Hand**
District I



**Cale
Langston**
District III

Alignment to Cognia Standards:
Standard 3: Leaders actively engage stakeholders to support the institution's priorities and guiding principles that promote learners' academic growth and well-being.

Executive Summary

Strategic Plan Workshop

Strategic Plan revisions began in May of 2023 with a meeting of the stakeholder planning team. Members of the team represented the community, parents, students, school staff, and district staff. During this workshop, the team reviewed the district's vision, mission, and core values. After robust discussion, adjustments were made to the vision statement. The team reviewed district data, including stakeholder survey results, student achievement data, demographic and community data, and progress toward the existing Strategic Plan goals. During the May workshop, the priority areas that would organize the goals for the next five years were determined. In addition, team members determined at least one goal for each priority area. All decisions were made through consensus method.

The Wakulla County School District went through a Cognia Accreditation Review in November 2021 to renew its accreditation status. District staff, District Advisory Council, and the Wakulla County School Board reviewed the commendations, opportunities for improvement, and improvement priority upon receipt of the final report.

While this document captures the original planning done by the Wakulla County Schools Strategic Planning Team, it is designed as a living document. Therefore, additions and/or changes based on current data will occur each year of the five-year implementation.

> District Administrative Planning Team

After the Strategic Plan Workshop, district staff refined the objectives and began working on actions plans. These were provided to the original team for input and then shared with the district administrative planning team.

> Administrative Workshop

Final edits, encompassing information from released 2022-2023 student data, were made during the annual Administrative Workshop in July 2023. The team made adjustments to the mission and core values while also identifying annual strategic priorities to ensure that critical needs identified by current data were addressed.

> School Board Feedback

School Board members provided feedback and guidance on the crafting of the plan and suggestions for improvement.

Guiding Principles

Vision

Our vision is to empower students, families, and communities to support student learning and growth through rigor, resiliency, and relevance.

Mission

Our mission is to cultivate opportunities for all students to become lifelong learners by offering a rigorous, relevant, and safe learning environment. Students will explore their interests and passions and develop the resiliency to succeed in today's society.

The School Board of Wakulla County, Florida does not discriminate in admission or access to, or treatment or employment in, its programs and activities on the basis of race, color, religion, age, sex, national origin, marital status, disability, genetic information for applicants and employees, or any other reason prohibited by Federal and State law regarding non-discrimination. See 34 C.F.R. 100.6(d); 34 C.F.R. 106.9; 34 C.F.R. 110.25. In addition, the School Board provides equal access to the Boy Scouts and other designated youth groups. This holds true for all students who are interested in participating in educational programs and/or extracurricular school activities. See 34 C.F.R. 108.9. Disabled individuals needing reasonable accommodations to participate in and enjoy the benefits of services, programs, and activities of the School Board are required in advance to notify the administrator at the school/center at which the event or service is offered to request reasonable accommodation. The lack of English language skills will not be a barrier to any opportunity or event associated with Wakulla County Schools. The designated Equity Coordinator, Title IX and Section 504 Compliance Coordinator as required by 34 C.F.R. 100.6(d) is Lori Sandgren Director of Human Resources, 69 Arran Road, Crawfordville, Florida 32327; 850.926.0065; Lori.Sandgren@wcsb.us

Core Values

We will always...

- Make decisions based on the best interests of students
- Behave in an ethical manner
- Prepare students for productive citizenship and to develop mental fortitude
- Employ and train resilient, dedicated individuals
- Treat each person with dignity in a safe environment, free from intimidation or bullying
- Recognize the uniqueness and capability of each student
- Set rigorous expectations, while embracing an innovative and challenging curriculum
- Utilize technology and evidence-based programs responsibly to engage students and enhance education
- Provide opportunities for parents and all stakeholders to be involved in the educational process
- Teach students to be responsible and accountable for their own actions and understand that there are consequences for bad decisions
- Focus on continuous improvement for student achievement and professional growth

We will never...

- Compromise or stop striving for excellence
- Give up on a student

Alignment to Cognia Standards:
Standard 2 - Learners' well-being is at
the heart of the institution's guiding
principles such as mission, purpose, and
beliefs.



Rigorous. Resilient. Relevant

Priority Areas

As part of our Five-Year Strategic Plan, five key "Priority Areas" were identified. Priority Areas are purposefully organized to address identified critical needs in ways that promote rigor, resiliency, and relevance through a systematic and sustainable manner. Areas were selected based upon data gathered during the strategic planning process. Aligned with each Priority Area is an objective that defines the intended outcome for that area.



Increase student proficiency and acceleration in all academic areas.

Student Achievement

Use data from culture and climate surveys to increase stakeholder satisfaction.

Culture and Climate

Encourage and support continuous improvement in learning and growth.

Staff Development

Recruit and retain highly qualified employees throughout the district.

Employee Retention & Recruitment

Utilize a formal, systematic process to evaluate the support of educational programs.

Resource Management

PRIORITIES & ANNUAL IMPROVEMENT PLAN



GOALS

*Evidence-Based
Practices*



Student Achievement

Increase student proficiency and acceleration in all academic areas.

Alignment to Cognia Standards:

Standard 14: Curriculum and instruction are augmented by reliable information resources and materials that advance learning and support learners' personal interests.

Standard 21: Instruction is characterized by high expectations and learner-centered practices.

Standard 22: Instruction is monitored and adjusted to advance and deepen individual learners' knowledge and understanding of the curriculum.

Standard 24: Leaders use data and input from a variety of sources to make decisions for learners' and staff members' growth and well-being.

Critical Initiatives

- ✓ Achieve High Performing School District designation as determined by the state of FL by 2028.
- ✓ Increase overall achievement on state standardized test performance in ELA, Math, Science, and Social Studies so that Wakulla County Schools ranks in the Top 10 of all Florida Districts.
- ✓ Improve the use of progress monitoring and data review to inform instruction.
- ✓ Evaluate student success in all curricular areas and provide intervention and enrichment as needed.
- ✓ Expand and improve access to Early Learning opportunities.

Annual Strategic Goal

In 2023-2024, Wakulla School District will increase proficiency by 3% in all academic and career tested areas as evidenced by district and state progress monitoring tools.

Action Steps




Align districtwide resources to support student achievement.

Ongoing data review meetings to analyze school/grade level progress monitoring data.

Begin data analysis and use information to determine efficacy and effectiveness of instructional programs/resources.




Incorporate Rigor, Resiliency, and Relevance framework.

Framework

RIGOR	Teachers and students are held accountable to the high expectations of the B.E.S.T. standards. 
RESILIENCY	Teachers will utilize instructional resources to assist students in developing academic flexibility and toughness. 
RELEVANCE	Ongoing data review and analysis to focus on specific standards to ensure mastery. 



Key Measures

-  Student Achievement Data
-  Classroom Observations
-  Data analysis of program/resource usage and alignment to student achievement



Culture & Climate

Use data from culture and climate surveys to increase stakeholder satisfaction.

Alignment to Cognia Standards:

Standard 1: Leaders cultivate and sustain a culture that demonstrates respect, fairness, equity, and inclusion, and free from bias.

Standard 2: Learners' well-being is at the heart of the institution's guiding principles such as mission, purpose, and beliefs.

Standard 3: Leaders actively engage stakeholders to support the institution's priorities and guiding principles that promote learners' academic growth and well-being.

Standard 4: Learners benefit from a formal structure that fosters positive relationships with peers and adults.

Standard 5: Professional staff members embrace effective collegiality and collaboration in support of learners.

Standard 6: Professional staff members receive the support they need to strengthen their professional practice.

Standard 17: Learners have equitable opportunities to realize their learning potential.

Standard 21: Instruction is characterized by high expectations and learner-centered practices.

Standard 24: Learners use data and input from a variety of sources to make decisions for learners' and staff members' well-being.

Standard 26: Learners regularly evaluate instructional programs and organizational conditions to improve instruction and advance learning.

Critical Initiatives

- ✓ Increase the percentage of parents utilizing the Focus Parent Portal.
- ✓ Increase the percentage of school staff utilizing the Focus Communication tool.
- ✓ Increase participation in School Advisory Council meetings.
- ✓ Increase participation and overall satisfaction in stakeholder surveys.




Annual Strategic Goal

In 2023-2024, Wakulla County School District will increase participation in stakeholder surveys by 15%.




Action Steps

- Increase communication through various avenues to inform stakeholders of upcoming School Advisory Council meetings.
- Analyze use of Focus Communication tool and Focus Parent Portal tool.
- Incorporate Rigor, Resiliency, and Relevance framework.

Framework

RIGOR	Set clear and concise expectations for communication goals. Hold stakeholders accountable for acknowledgement of communication.	
RESILIENCY	Explore and utilize communication platforms to eliminate barriers to reach all stakeholders.	
RELEVANCE	Focused/targeted communication increases all aspects of students' educational needs/performance.	



-  School Advisory Council meeting attendance sheets
-  Climate survey participation data
-  Evidenced use of FOCUS communication platform



Staff Development

Encourage and support continuous improvement in professional learning and growth.

Alignment to Cognia Standards:

Standard 5: Professional staff members embrace effective collegiality and collaboration in support of learners.

Standard 6: Professional staff members receive the support they need to strengthen their professional practice. .

Standard 7: Leaders guide professional staff members in the continuous improvement process focused on learners' experiences and needs.

Standard 9: Leaders cultivate effective individual and collective leadership among stakeholders.

Standard 12: Professional staff members implement curriculum and instruction that are aligned for relevancy, inclusion, and effectiveness.

Standard 14: Curriculum and instruction are augmented by reliable information resources and materials that advance learning and support learners' personal interests.

Standard 22: Instruction is monitored and adjusted to advance and deepen individual learners' knowledge and understanding of the curriculum.

Standard 24: Learners use data and input from a variety of sources to make decisions for learners' and staff members' well-being.

Standard 29: Understanding the learners' needs and interests drives the design, delivery, application, and evaluation of professional learning.

Critical Initiatives



Increase the utilization of school/teacher-level data to enhance and further encourage Professional Learning Communities.



Increase the number of staff with Level I Leadership and Level II Principal Certifications.



Provide professional learning opportunities that focus on best practices, high expectations, and student engagement.



Provide relevant and ongoing training for effective implementation of district-required curriculum.

Annual Strategic Goal

In 2023-2024, 100% of schools will implement a documented Professional Learning Community framework (at least) monthly.

Action Steps

Develop a schedule for Professional Learning Communities




Identify personnel to facilitate meetings

Create a common school template for documenting participation, data, and notes

Utilize results of Professional Development Survey to guide annual Professional Learning.

Incorporate Rigor, Resiliency, and Relevance framework

Framework

RIGOR	Teachers will identify both student and teacher needs and provide opportunities for enrichment and remediation.	
RESILIENCY	Teachers will use data to reflect on teaching practices to increase student performance.	
RELEVANCE	Teachers will focus on specific standards to ensure mastery.	

Key Measures

-  School-level meeting schedule
-  Completed Professional Learning Community template for each meeting
-  Student Achievement Data
-  Professional Learning Survey results



Employee Retention & Recruitment

Recruit and retain highly qualified employees throughout the district.

Alignment to Cognia Standards:

Standard 7: Leaders guide professional staff members in the continuous improvement process focused on learners' experiences and needs.

Standard 10: Leaders demonstrate expertise in recruiting, supervising, and evaluating professional staff members to optimize learning.

Standard 11: Leaders create and maintain institutional structures and processes that support learners and staff members in both stable and changing environments.

Standard 12: Professional staff members implement curriculum and instruction that are aligned for relevancy, inclusion, and effectiveness.

Standard 15: Learners' needs drive the equitable allocation and management of human, materials, digital, and fiscal resources.

Critical Initiatives

- ✓ Enhance recruitment efforts through innovative communication practices.
- ✓ Reduce the percentage of Out of Field teachers annually.
- ✓ Increase the teacher retention rate annually.
- ✓ Incorporate strategies to support currently employed teachers/staff in obtaining needed certifications and/or endorsements.

Annual Strategic Goal

In 2023-2024, Wakulla County School District's teacher and staff retention rate will increase by 3%.

Action Steps




Develop a state-approved Professional Learning Certification Program (PLCP).

Enlist veteran teachers to complete PLCP mentor program to support candidates.

Implement certification requirements and trainings at the local level.

Incorporate Rigor, Resiliency, and Relevance framework.

Framework

RIGOR	Department of Education certificate requirements monitored by Panhandle Area Educational Consortium (PAEC).	
RESILIENCY	Teacher participants supported by school based mentor, Human Resources, district personnel and Panhandle Area Educational Consortium.	
RELEVANCE	Supports alternate certification candidates in becoming a certified educator.	

Key Measures



Professional Learning Certification Program Mentor Training attendance



Certifications earned by Professional Learning Certification Mentor participants



Training attendance

Resource Management

Utilize a formal systematic process to evaluate the support of educational programs.

Alignment to Cognia Standards:

Standard 2: Learners' well-being is at the heart of the institution's guiding principles such as mission, purpose, and beliefs.

Standard 4: Learners benefit from a formal structure that fosters positive relationships with peers and adults.

Standard 6: Professional staff members receive the support they need to strengthen their professional practice.

Standard 8: The governing authority demonstrates a commitment to learners by collaborating with leaders to uphold the institution's priorities and to drive continuous improvement.

Critical Initiatives

- ✓ Efficiently use district resources to enhance learning and ensure financial stability.
- ✓ Create a formalized succession plan for district administration.
- ✓ Upgrade and support educational facilities to address the high standard for academic achievement and diverse educational and technological needs.
- ✓ Increase monitoring of compliance with health and safety requirements.
- ✓ Utilize a Comprehensive Local Needs Assessment to measure return on investment.

Annual Strategic Goal

In 2023-2024, all Wakulla County School District departments will create a formal, systematic process to review and improve educational programs focused on student performance.

Action Steps

- Implement the use of updated academic tools to support academic achievement.
- Develop formalized protocols for each department if no system exists
- Develop and implement collaborative meetings with district administration
- Incorporate Rigor, Resiliency, and Relevance framework

Framework

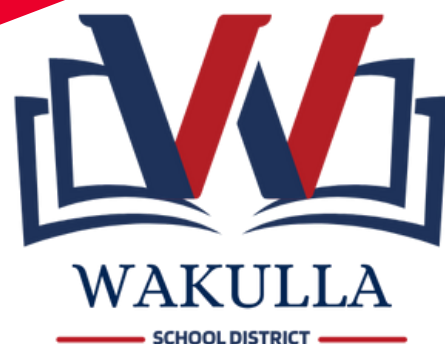
RIGOR	Thinking through formalized protocols in a thorough and exhaustive manner to create expectations of excellence.	
RESILIENCY	Creation of formalized protocols and use of educational programs ensures continuity across the district.	
RELEVANCE	Construction of the Career Academy and implementation of updated academic tools supports achievement.	



Key Measures

-  District Leadership Team meeting agendas
-  Completed department protocols with Board approval
-  Increased use of interactive display panels and resiliency toolkits throughout school sites

Committed to success, the **WAKULLA** way.



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