

## **West Central School Board Strategic Planning**

The West Central School Board met on February 16, 2023 with building administrators and the superintendent to work with consultant Ryan Snoddy, former superintendent at Northwestern School Corporation to discuss core values, review our vision and mission, and begin to have dialogue concerning goal setting. Further work took place on May 30, 2023 which involved community and staff members alongside two representatives from the West Central School Board and administrators.

### **Core Values:**

**Student Focus:** Truly putting students' interests and needs first, and making every decision based on what is best for our students, both now and in the future

**Integrity:** Acting in alignment with our strong moral compass to do what is right, honest and true

**Respect:** Sincere admiration for others in recognition of their abilities, qualities and achievements

### **Belief Statements:**

1. We believe that West Central is student focused by putting the needs and interests of the student first now, and in the future.
2. We believe that by making every decision based on what is best for the students that they will benefit now and in the future.
3. We believe all will act with the highest integrity when interacting with others in every setting.
4. We will choose what is right, honest, and true even when it is hard.
5. We believe that everyone deserves sincere and genuine respect through recognition of their abilities, qualities and achievements
6. We believe that everyone deserves respect.

### **Vision Statement:**

Investing in students with integrity and respect.

### **Mission Statement:**

West Central Schools commit to a comprehensive system of support, which ensures every member of the school community is valued, promoting further learning and successful college and career opportunities. We commit to promote an environment that fosters positive self-motivation, servitude and responsible citizenship.

**Focus Area: Increase Pride in West Central Schools**

**Target 1:** 80% students engaged in school curricular and extra-curricular programs.

**Strategy 1.1:** Increase dis-engaged students (and staff) in school events, programs, clubs, athletics

Action Steps	Who	When	Status
1. Identify baseline data (student participation percentages, staff comments, observations of student behaviors) and plan to engage the unengaged students in school and community activities (band, choir, clubs, athletics, 4H, etc.)	Superintendent, Principals, AD, teachers		
2. Conduct student interest survey to identify attributes/activities that interest students, conduct staff discussions to identify curriculum, activities and events that engage students	Principals		
3. Ensure open and frequent communications from each building and district to parents, patrons, teachers, all staff members, students	Superintendent., Principals		
4. Conduct exit interviews regarding student engagement with students, graduates, seniors, staff	Principals		
5. Form staff/student working groups to pursue curriculum, activities and events identified through brainstorming	Superintendent, Principals		
6. Develop a Portrait of a WC Graduate	Superintendent, Principals, Teachers		
7. Formalize and accentuate achievements of WC graduates (Graduate achievement top 10, alignment of Portrait of a Graduate development)	Superintendent, Principals, Teachers		
8. Explore and implement graduation service requirement			

9. Provide parent trainings (ALMA, checking grades, etc.)			
10. Administrators and board report district/school improvement goals, progress on goals four times per year			
11. Catalog current business partners, expand partners, recognize helpers, recognize at board level			
12. Increase communication (electronically), including Facebook and Alumni Spotlight			
13. Examine ECA staffing for inclusive clubs			
14. Examine transportation for ECA clubs and after school activities			
15.			
16.			
<b>Focus Area: High Student and District Performance</b>			
<b>Target 1:</b> 85% students reading on or above grade level			
<b>Strategy 1.1:</b> Provide high quality professional development in Science of Reading and Comprehension/Vocabulary at secondary level			
<b>Action Steps</b>	<b>Who</b>	<b>When</b>	<b>Status</b>
1. Determine assessment used to determine proficiency and train all teachers on the assessment measure	Superintendent, Principal	8/2023	
2. All elementary teachers K-6 teachers engage in PD regarding Science of Reading	Superintendent, Principals, Experienced Teachers	Fall 2023	
3. All middle/high school teachers receive PD in reading	Superintendent,	Fall	

comprehension strategies and 5 Big Ideas, training in Lexiles	Principals, Experienced Teachers	2023	
4. Utilize in-house experts to provide mentoring and PD	Superintendent, Principals, Experienced Teachers	Fall 2023	
5. Regular system to system meetings held to discuss data, assessments, student progress=> board, superintendent, principals, teachers, students	School Board, Superintendent, Principals, Teachers, Students	October 2023	
6.			
7.			
<b>Strategy 1.2:</b> Engage all administrators and teachers in using research based and high quality instruction in reading and high quality resources			
1. Investigate teacher resources needed (training in Close Reading, access to grade level text)	Superintendent, Principals, Teachers	August 2023	
2. All teachers use high quality reading assessment data to identify students' needs and plan instruction accordingly. Use short cycle assessments.	Superintendent, Principals, Teachers	2023- 2024	
6. All teachers interpret and read assessments data, share data with stakeholders	Superintendent, Principals, Teachers	May 2024	
8.			
9.			
<b>Target 2:</b> 75% students demonstrate success on local, state and national tests			
<b>Strategy 2.1:</b> Teachers follow West Central IDOE aligned curriculum maps using high quality units of instruction; use data from mastery assessments to inform reteaching for higher mastery.			

Action Steps	Who	When	Status
1. Professional development concerning IDOE assessment blueprints, standards	Superintendent, Principals, Teachers	Cont.	
2. Engage teachers in regular review and update of curriculum maps	Superintendent, Principals, Teachers	Oct. 2023	
3. Ensure high quality instruction in each classroom to meet the needs of the learners (best practices, engaging instruction, differentiation, etc.)	Superintendent, Principals, Teachers	Cont.	
4. Engage in mastery teaching using assessment data to make changes (8 step idea, short cycle assessments)			
5. Investigate effective technology integration practices for all classrooms	Superintendent, Principals, Teachers	August 2024	
6.			
<b>Target 3: 95% Graduation Rate</b>			
<b>Strategy 3.1: Monitor early warning signs (failing grades, attendance, behavior)</b>			
Action Steps	Who	When	Status
1. Catch-Up Cafe required for those who have missing assignments, need tutoring	Principals, Teachers	Cont.	
2. After school tutoring requirement (any F's with transportation provided)?			
3.			
4.			

<b>Target 4:</b> District to Maintain 15% Cash Balance in Education Fund			
<b>Strategy 4.1:</b> Funding education for community, board, administration, and staff on an on-going basis			
<b>Action Steps</b>	<b>Who</b>	<b>When</b>	<b>Status</b>
1. Superintendent and Board to share informational sessions with public and staff regarding district finances			
2. Continual review of purchase orders, spending by departments to ensure alignment with distinct and school goals and initiatives			
3. Review of high expense utilities and ongoing costs; elimination of services, subscriptions no longer needed, evaluation of staffing positions as openings arise			
4.			
5.			
<b>Target 5:</b> 100% highly effective staff			
<b>Strategy 5.1:</b> Provide high quality PD aligned with best practices for all staff (custodial, cafeteria, bus drivers, instructional assistants, secretaries, teachers, administrators)			
<b>Action Steps</b>	<b>Who</b>	<b>When</b>	<b>Status</b>
1. Include all staff in PD opportunities to greatest extent possible			
2. Provide opportunities for collaboration and in-house training			
3.			
<b>Strategy 5.2:</b> Staff attendance meets or exceed student attendance rates			

Action Steps	Who	When	Status
1. Determine current staff attendance and student rate; set goals for improvement			
2. Investigate attendance incentive for all staff members			
3.			
<b>Target 6:</b> Maintain a 3-month operating balance while devoting.....			
<b>Strategy 6.1:</b> Benchmark high performing school corporations and review best practice documents in order to identify powerful methods for increasing the percentage of expenditures devoted to instruction.			
Action Steps	Who	When	Status
1. Conduct a review of financials and identify benchmark organizations that have increased the percentage of school funding expenditures devoted to supporting instruction			
2. Generate and monitor monthly revenue, fund and expenditure reports			
3. Evaluate progress toward meeting percentage of cash balance identified in funds (EF, RD, OF, etc.) spending 8% per month as guide			
4.			
5.			
<b>Strategy 6.2:</b> Seek external grants to support instructional programs			
Action Steps	Who	When	Status
1. Continue to utilize opportunities to seek out grants from			

various sources			
2. Keep board and others updated on status of grants			
3.			
4.			
<b>Strategy 6.3: Achieve Energy Star Certification across district</b>			
<b>Action Steps</b>	<b>Who</b>	<b>When</b>	<b>Status</b>
1.			
2.			
<b>Focus Area: Encourage and Cultivate Responsible, Respectful Staff and Students Who Display Highest Level of Integrity and Respect</b>			
<b>Target 1:</b> 100% students and staff make responsible and healthy choices			
<b>Strategy 1.1:</b> Expand wellness committee to investigate curriculum, district wide expectations regarding healthy and responsible choices			
<b>Action Steps</b>	<b>Who</b>	<b>When</b>	<b>Status</b>
1. Review wellness policy/review with committee			
2. Review training and inservice for teachers in PBIS, character education program	Superintendent, Principals, Teachers, PBIS teachers	Aug. 2023	
3. Investigate high quality SEL curriculum and training for teachers	Superintendent, Principals, Teachers		
4. Investigate student wellness initiatives to increase physical activity, access to healthy foods	Superintendent, Principals, Teachers		

5. Investigate convocations on topics of safe and responsible choices (SADD, Pre-Prom, etc.)	Principals, Teachers, Sponsors		
6.			
<b>Target 2:</b> 100% of students, staff and parents report that our schools are safe from physical, emotional harm including bullying			
<b>Strategy 2.1:</b> Examine school safety procedures and establish/continue school safety committee regular meetings			
<b>Action Steps</b>	<b>Who</b>	<b>When</b>	<b>Status</b>
1. Complete a walkthrough of facilities and grounds to review lighting, appropriate signage, fencing and make safety improvements	Superintendent, Principals, School Safety Committee	October 2023	
2. Review disciplinary procedures	Principals		
3. Re-examine staff duty assignments to communicate 'greeter' mentality; greeting students and others consistently	Superintendent, Principals		
4. Anti-Bullying convocation/Social Media	Principals, Guidance		
5. Investigate SRO availability or other safety measures	Superintendent, Principals	2023-2024	