

West Central School District Multi-Year Strategic Plan
District Mission: *To prepare all students for learning and living in a changing world.*



School District Priority Areas for Multi-Year Strategic Plan 2016-2017:

Student Achievement (SA)
Educational Facilities (EF)
Fiscal Accountability (FA)
Organizational Culture/Climate (OC)
Staff Development (SD)
Technology (TE)

All areas in strategic plan are defined with the priority area (list above), the objective (numerical), strategies for success (alphabetical), action steps to complete the strategies, the identified timeline of completion, and the responsible party to facilitate completion.

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Student Achievement (SA)			
<p>Objective 1: Assure that all students demonstrate growth and high standards of excellence in reading.</p> <p>Performance Targets: By September 1, 2017, the District’s number of Level 3 and Level 4 on the Smarter Balance reading test will be 57.90%. By September 1, 2018, the District’s number of Level 3 and Level 4 on the Smarter Balance reading test will be 62.11%. By September 1, 2019, the District’s number of Level 3 and Level 4 on the Smarter Balance reading test will be 66.32%.</p>			
Strategy	Action Steps	Timeline	Completion Notes
A. Training for staff members in the teaching of reading and writing	1. Provide staff development time for professionals in age appropriate reading and writing strategies.	Ongoing	Administrative Team
B. Integrate reading into all curricular areas.	1. Teachers will develop lesson plans to instruct students on reading methods in all curricular areas.	Ongoing	Administrative Team
	2. Staff members will participate in share sessions at staff/team meetings on uses of reading methods that are successful.	2016-2017	Building Principals Teaching Staff
	3. Staff members will focus on strategies for reading informational texts.	2016-2017	Building Principals Teaching Staff
C. Disseminate enrichment options for reading instruction.	1. Research, share, and model, with teachers, technology infused reading opportunities for all learners. 2. Initiate Silent Sustained Reading (SSR) at the high school level.	Ongoing	Technology Integrationists Teaching Staff Jensen

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Student Achievement (SA)			
D. Implement RtI (Response to Intervention) in Grades K-6	<ol style="list-style-type: none"> 1. Provide training for new staff on administration of the DIBELS Next screening tool. 2. Have RtI committees in each elementary building to meet and assess individual student interventions. 3. Implement RtI practices at the sixth grade level. 	2016-2017	Alley/Munger/Rockafellow

West Central Education Priority Area: Student Achievement (SA)			
<p>Objective 2: Assure that all students demonstrate growth and high standards of excellence in mathematics.</p> <p>Performance Targets: By September 1, 2017, the District's number of Level 3 and Level 4 on the Smarter Balance mathematics test will be 51.07%. By September 1, 2018, the District's number of Level 3 and Level 4 on the Smarter Balance mathematics test will be 55.96%. By September 1, 2019, the District's number of Level 3 and Level 4 on the Smarter Balance mathematics test will be 60.85%.</p>			
Strategy	Action Steps	Timeline	Completion Notes
A. Develop and implement opportunities for students in mathematics.	<ol style="list-style-type: none"> 1. Use existing staff at HS/MS to provide remediation/tutorial. 2. Develop credit recovery support structures for students who fail math in high school. 	Ongoing	Rockafellow/Jensen

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Student Achievement (SA)			
B. Implement Cognitively Guided Instruction (CGI).	1. Teachers will integrate the Eight Mathematical Practices into math lessons in elementary classes. 2. Staff members will participate in share sessions at staff/team meetings on math strategies.	Ongoing	Alley/Munger
C. Disseminate enrichment options for math instruction.	1. Research, share, and model with teachers, technology infused math opportunities for all learners.	Ongoing	Technology Integrationists Teaching Staff

West Central Education Priority Area: Student Achievement (SA)			
Objective 3: Assure that all students demonstrate growth and high standards of excellence in science.			
Strategy	Action Steps	Timeline	Completion Notes
A. Maintain a district science fair for students in grades 6-12.	1. Continue the local science fair with possibilities of advancement to the regional science fair.	Ongoing	Rockafellow/Jensen

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Student Achievement (SA)			
B. Provide collaboration time for science teachers.	1. Provide inservice time to create grade level science curriculum in lieu of textbook purchase.	Summer 2016	Munger/Building Principals
	2. Provide monthly meetings with grade level teams to implement and refine developed curriculum.	Ongoing	
C. Implement hands-on or lab experiences for students.	1. Develop lessons that use more lab-based inquiry with hands on authentic learning.	Ongoing	Building Principals
	2. Increase the number of lab experiences to enhance student learning.	Ongoing	Building Principals
D. Disseminate enrichment options for science instruction.	1. Research, share, and model, with teachers, technology infused science opportunities for all learners.	Ongoing	Technology Integrationists Teaching Staff
E. Curriculum review year for 6-12	1. Review 6-12 science standards in various curriculums.	2016-2017	Munger/Rockafellow/Jensen
	2. Explore the possible need for realignment of science courses.	2016-2017	Munger/Rockafellow/Jensen

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Student Achievement (SA)			
Objective 4: Assure that all students within the District successfully complete high school graduation requirements.			
Strategy	Action Steps	Timeline	Completion Notes
A. Communicate graduation requirements to student and parents in middle school and high school	1. Develop and implement a process through the counseling curriculum to track progress with students.	On going	Lupkes/Colberg/Rockafellow/Jensen
	2. Monitor their progress as they work through the district courses.	On going	Lupkes
	3. Thoroughly communicate DOE requirements and schedule high school classes for the entire four-year plan.	On going	Colberg/Lupkes
B. Assist parents and students with summer school opportunities in order to supplement credit needs for students.	1. Communicate summer school class offerings to students and parents.	On going	Colberg/Lupkes
	2. Communicate costs and offerings for summer recovery credits.	On going	Colberg/Lupkes

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Student Achievement (SA)			
Objective 5: Utilize data to improve student achievement.			
Strategy	Action Steps	Timeline	Completion Notes
A. Provide opportunities for staff members to learn about and use data to inform decisions at the District, school and classroom levels.	1. Data retreat held on a yearly basis – focused on student achievement and climate data.	Annually August – Sept	Munger, Et al.
	2. Identify specific areas of need from data analysis at retreat.	Annually August – Sept	Data retreat staff
	3. Formulate action plans based on areas of need.	Annually September – Oct	Building Principals and staff committee
	4. Set annual goals based on needs identified during data retreat.	Annually September – Oct	Individual School Staff
	5. Identify methods of progress assessment toward building-level goals at multiple times during the year.	Quarterly	Building Principals and School staff
	6. Train all staff in the interpretation and use of testing data (STEP, ACT, ASVAB, and Smarter Balanced).	Annually	Testing coordinator, Building Principals, Data Team Representative

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Student Achievement (SA)			
	7. Train staff in the development of classroom assessment tools that measure progress on CCSS and cross-curricular areas of need.	Ongoing	Building Principals/NCA Leadership Team
B. Develop building-specific plans for continuous and ongoing improvement related to staff member learning and student achievement.	1. Develop written improvement plan specifically outlining goals in the areas of student achievement, organizational climate, and staff development.	November 2016	Building Principals/NCA Leadership Team
	2. Identify specific interventions related to the building goals.	November 2016	Building Principals/NCA Leadership Team
	3. Develop methods for communicating goals to all staff members within the building.	November 2016	Building Principals/NCA Leadership Team
	4. Develop methods by which goals will be identified and progress toward building goals will be measured.	November 2016	Building Principals/NCA Leadership Team

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Student Achievement (SA)			
Objective 6: Assure that all students have access to current and relevant curriculum.			
Strategy	Action Steps	Timeline	Completion Notes
A. Study, research and develop subject specific curriculum.	1. Map, research, and study K-12 social studies, business, and fine arts	2016-2017	Munger/K-12 social studies, business, and fine arts teachers
	2. Map State Standards for K-12 social studies, business, and fine arts	2016-2017	Munger/K-12 social studies, business, and fine arts teachers
	3. Implementation and evaluation of K-12 Science curriculum	2016-2017	Munger/K-12 Science teachers

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Educational Facilities (EF)			
Objective 1: Assure that all students are learning in an efficient and secure environment most conducive for the educational process.			
Strategy	Action Steps	Timeline	Completion Notes
A. Develop a future facilities plan to meet the needs of the West Central School District.	1. Communicate future facilities plan with stakeholders throughout the community and school district.	Ongoing	Danielsen
	2. Update the growth and grade level distribution plan, including intermediate steps to manage growth until a new facility is completed.	Fall 2016	Danielsen
	3. Work with the school board to develop funding options and proposals on future facilities including capital certificates, possible bond issues, or other funding sources.	Ongoing	Danielsen/Board/Kurtz
	4. Investigate possible locations for a new facility.	Fall 2016	Danielsen
B. Review and update the five year capital outlay plan.	1. Develop the five year capital outlay plan	October 2016	Danielsen/Kurtz/Board
	2. Communicate with lead people about current and future needs.	January 2017	Principals/Head Custodians
	3. Communicate the capital equipment plan as part of the budgeting process.	February-March 2017	Danielsen/Kurtz/Board

West Central School District Multi-Year Strategic Plan

District Mission: *To prepare all students for learning and living in a changing world.*

West Central Education Priority Area: Educational Facilities (EF)			
	4. Implement plan, based on budgetary approval.	May 2017 - beyond	Principals/Head Custodians
C. Design and implement a maintenance and custodial services plan to provide consistent expectations related to building conditions.	1. Review use of staff schedules and working duties to provide proper custodial and building security coverage District-wide.	Ongoing	Principals/Head Custodians
	2. Consider timeline based on student growth and facility needs to move the district to an operations manager.	Fall 2016	Danielsen/Kurtz/Board
	3. Review current custodial and security needs and design consistent expectations for the future.	Summer 2017	Principals/Head Custodians
	4. Annual walk through of all facilities.	Summer 2017	Admin/Maintenance/Head Custodians

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Fiscal Accountability (FA)			
Objective 1: Assure fiscal efficiency and responsibility through proper planning and communication.			
Strategy	Action Steps	Timeline	Completion Notes
A. Review and update the long term fiscal plan.	<ol style="list-style-type: none"> 1. Update the multiyear projection on average daily membership, potential revenues, and estimated expenditures. 2. Review and discuss the possibility of the opt out process. 3. Pursue additional revenues through an opt out. 4. Reductions in budget if necessary. 	January 2017 - Ongoing Summer 2016 Summer 2016 Ongoing	Kurtz
B. Improve and standardize fiscal operations throughout the school district.	<ol style="list-style-type: none"> 1. Update business office procedures and forms to encompass technology advances. 	Ongoing	Kurtz
C. Improve financial services available to our school district parents and patrons.	<ol style="list-style-type: none"> 1. Continue to look for areas of convenience in processing various fees and financial obligations. 	Ongoing	Kurtz
D. Improve communication among supervisors and administrative staff.	<ol style="list-style-type: none"> 1. Schedule periodic meetings with administrative staff and supervisors. 	Ongoing	Kurtz

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Fiscal Accountability (FA)			
E. Inform the public regarding financial activities of the district.	<ol style="list-style-type: none">1. Maintain a web page to include documents that increase the fiscal transparency of the district.2. Hold community meetings to inform taxpayers of public school finance.	Ongoing	Kurtz/Danielsen

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Organizational Culture/Climate (OC)			
Objective 1: Promote positive relationships, communication, and professionalism throughout the district.			
Strategy	Action Steps	Timeline	Completion Notes
A. Design a process and plan to communicate activities, educational accomplishments, student academic growth, certification, and/or professional recognition.	1. Maintain internal newsletter for staff.	Ongoing	Building Principals and central office staff
	2. Hold District meetings or use scheduled meetings to celebrate accomplishments, at least once per semester.	Annually	Danielsen/Principals
	3. Complete staff survey	Annually	NCA Team Measured on staff survey as 81% agree that Strategy A is well communicated.
B. Organize school-wide and district-wide events for socialization and team building.	1. Plan events for socialization and team building at periodic intervals during the school year.	August 2016	Danielsen/Principals/Faculty Advisory Committee
	2. Attempt to secure outside funding from support groups for these events.	December 2016	Danielsen
	3. Complete staff survey	Annually	NCA Team Measured on staff survey as 75% agree that opportunities are provided.

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Organizational Culture/Climate (OC)			
C. Develop recognition for accomplishments Above and Beyond the Call of Duty (ABCD) performed by all employees.	<ol style="list-style-type: none"> 1. Recognition of the Teacher of the Year through our established process. 2. Recognition of Classified Employee of the Year through our established process. 	Ongoing	Admin/Supervisors

West Central Education Priority Area: Organizational Culture/Climate (OC)			
Objective 2: Maintain a systematic and effective plan to facilitate two-way communication with internal and external audiences.			
Strategy	Action Steps	Timeline	Completion Notes
A. Foster meaningful partnerships with parents, businesses and community members.	1. Continue to invite parents and community members to serve on committees.	Ongoing	All administrators/committee chairpersons
	2. Provide opportunities for local business members to mentor West Central students.	Ongoing	Building Principals/counselors
	3. Promote monthly events to celebrate student success with parents.	Ongoing	Building Principals
	4. Use local newspaper to communicate with community regarding positive developments within individual schools and district.	Weekly	Danielsen/Principals
	5. Maintain current information on website, WC app, Twitter, and Facebook accounts.	Ongoing	Danielsen/Waltner

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West Central Education Priority Area: Organizational Culture/Climate (OC)			
	6. Complete staff survey	Annually	NCA Team Measured on staff survey as 81% agree that meaningful partnerships have been created.
	7. Provide parent newsletters and/or email distribution lists for each building to keep parents informed on building information and events.	Monthly	Building Principals

West Central Education Priority Area: Organizational Culture/Climate (OC)			
Objective 3: Develop a culture in each attendance center where all are emotionally and physically safe.			
Strategy	Action Steps	Timeline	Completion Notes
A. Develop strategies to address emotional and physical safety needs at each attendance center.	1. Survey parents and students.	Annually	NCA Leadership Team/ Building Principals
	2. Interpret data from survey; choose target areas for each attendance center and communicate to internal and external public.	Annually	Building Principals
	3. Develop action plan and interventions for target areas.	Annually-Fall	Building Principals
B. Develop strategies to deal with bullying and/or conduct in all attendance centers.	1. Monitor and implement data and regulations for the bullying policy at each attendance center.	Annually	Prevention/Intervention Committee

West Central School District Multi-Year Strategic Plan

District Mission: *To prepare all students for learning and living in a changing world.*

West Central Education Priority Area: Organizational Culture/Climate (OC)			
	2. Use PBIS principles in order to identify bullying and conduct problems and develop plans to address specific needs.	Ongoing	Building Principals/ Counselors/Special Services Director/School Psychologist
	3. Hold yearly stakeholder review of current bullying policy and implementation. 4. Use available opportunities to inform and educate parents on bullying at West Central, the bullying policy and the implementation plan.	Annually May	Danielsen/Building Principals

West Central Education Priority Area: Organizational Culture/Climate (OC)			
Objective 4: To improve climate and culture in West Central Schools through the PBIS framework.			
Strategy	Action Steps	Timeline	Completion Notes
A. To define behavioral expectations in all buildings in both classroom and non-classroom settings.	1. Define classroom and common area expectations. 2. Instruct and model to students the common expectations.	Ongoing	All Staff
B. Collect, review, and analyze data from SWIS and any other sources of building level data.	1. Determine procedures for data entry into the SWIS program. 2. Monitor fidelity of data entry. 3. Use building level PBIS committees to formulate action plans.	Ongoing	PBIS committee, All Staff

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Professional Staff Development (SD)			
Objective 1: Recruit and retain a high quality workforce.			
Strategy	Action Steps	Timeline	Completion Notes
A. Provide mentors for certified staff new to the District.	1. Provide inservice for administrative staff, mentors, and mentees on the mentoring process.	New Teacher Day	Administrative Staff
	2. Design and implement ways to provide assistance to all staff new to West Central.	Ongoing	Administration
	3. Implement new mentor program created through AdvancEd review process.	2016-2017	Admin/et. al.
B. Provide a competitive salary to retain teaching staff.	1. Examine area school salaries and benefits to negotiate a competitive package.	Ongoing	District Administration/Board
	2. Continue to look at financial possibilities to remain competitive.	Ongoing	District Administration/Board

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Professional Staff Development (SD)			
Objective 2: Provide targeted, relevant, and continuous staff development opportunities for all certified employees.			
Strategy	Action Steps	Timeline	Completion Notes
A. Develop sustainable professional development.	1. Decide on needs for professional development based on state initiatives, through data retreat, NCA review, staff development team and consolidated agreement and follow identified needs.	Ongoing	Munger/Administrative Team/ Professional Development Committee
B. Inform all staff on identification and reporting of homeless children.	1. Utilize the before school building meetings to present State DOE information on identification and reporting of homeless children.	Ongoing	Building Principals, Peters
C. Implement staff development focused on improving classroom instruction and increasing student achievement.	1. In each attendance center, establish a cycle of reading and learning, development and implementation of interventions, reflection and evaluation of success based on current learning theory and research.	Ongoing	Building Principals Measured on staff survey as 96% agree that meaningful staff development opportunities have been supplied.
D. Develop process for training staff on the implementation of the new technology, hardware, and software.	1. Train staff on current technology.	Ongoing	Tech Integrationist
	2. Train staff on infusing technology into lessons.	Ongoing	WC Staff
	3. Provide training on 21 st Century Skills	Ongoing	Technology Integrationist/ Principals

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Professional Staff Development (SD)			
Objective 3: Provide targeted, relevant, and continuous staff development opportunities for all classified employees.			
Strategy	Action Steps	Timeline	Completion Notes
A. Create staff development opportunities for classified staff.	1. Continue to assess the needs of the classified staff to determine appropriate opportunities for staff development.	Annually	Kurtz, Otheim, and Department Supervisors
	2. Work with current staff to provide standardized training programs on safety and conflict resolution.	Ongoing	Kurtz, Otheim, and Department Supervisors
	3. Encourage classified staff attendance at workshops and conferences suited to their areas of employment.	Annually	Kurtz, Otheim, and Department Supervisors
	4. Continue to assess the needs of the classified staff to determine appropriate opportunities for staff development.	Annually	Kurtz, Otheim, and Department Supervisors
B. Create training opportunities for new classified employees to the West Central School District.	1. Supervisors will train and provide mentoring.	Annually	Kurtz, Otheim, and Department Supervisors

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Technology (TE)			
Objective 1: Maintain appropriate funding for a comprehensive technology program.			
Strategy	Action Steps	Timeline	Completion Notes
A. Articulate technology and infrastructure needs through the budgeting process.	1. Integrate funding in the five year capital outlay plan.	Annually	Danielsen/Kurtz/BOE
	2. Meet with building administration/staff/technology team to determine building needs.	Annually	Waltner/Administration Team/Staff
B. Identify total cost of ownership both tangible and intangible.	1. Determine appropriate staffing levels for technology needs.	Annually	Waltner/Administration Team
	2. Determine telecommunication costs such as bandwidth.		
	3. Determine necessary on going maintenance agreements.		

West Central School District Multi-Year Strategic Plan

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West Central Education Priority Area: Technology (TE)			
Objective 2: Integrate technology into all curricular areas.			
Strategy	Action Steps	Timeline	Completion Notes
A. Ensure the availability of technology for students and staff.	1. Maintain one-to-one levels in the 3-12 settings.	Ongoing	Waltner/Danielsen/Jensen/Rockafellow/Alley/Tech Committee
	2. Continue to put as much technology as possible into the K-2 level.	Ongoing	Waltner/Danielsen/Rockafellow/Munger/Tech Committee
	3. Address continuing needs of technology and training for staff.	Annual	Waltner/Administration Team
B. Determine the technology component of curriculum needs.	1. Meet with the technology committee and administration staff to identify the needs.	Annual	Waltner/Administration Team
	2. Identifying technology needs through the curriculum adoption process	Annual	Munger/Curriculum Adoption Team
C. Explore opportunities to increase personalized learning through grant based funding.	<ol style="list-style-type: none"> 1. Apply for Innovative Education Grants through the DOE and TIE. 2. Implement successful grant proposals. 3. Seek alternative resources to help increase personalized learning opportunities. 	Summer 2016 2016-2017	Administration Team/Tech Committee/Weber/Danielsen/Munger