

STRATEGIC PLAN



**STRATEGIC PLAN
2018–2023**

Adopted: June 21, 2018

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WRANGELL PUBLIC SCHOOLS

SUPERINTENDENT

PATRICK MAYER

SCHOOL BOARD

GEORGIANA BUHLER, PRESIDENT

TAMMY GROSHONG, VICE PRESIDENT

ALEISHA MOLLEN, SECRETARY

JESSICA ROONEY

DAVID WILSON

PLANNING TEAM MEMBERS

MIKKI ANGERMAN

HANNAH CORAL MIETHE

BRIAN ASHTON

DIANE O'BRIEN

GEORGIANNA BUHLER

KIMBERLY POWELL

LAURA HELGESON

PAM ROOPE

RYAN HOWE

WILLIAM SCHWAN

DEBBE LANCASTER

DAVE WILSON

PATRICK MAYER

RISSA YOUNG

JERRY COVEY, FACILITATOR

FOUNDATION STATEMENTS

MISSION STATEMENT

TO EDUCATE AND INSPIRE EVERY STUDENT.

VISION

GRADUATE STUDENTS WHO ARE RESILIENT, INNOVATIVE, AND PREPARED FOR THEIR FUTURE.

VALUES

- BE RESPECTFUL
- BE HONEST
- ACT WITH INTEGRITY
- BE COURAGEOUS
- DEVELOP CONFIDENCE
- BE KIND

**GOAL 2
STAKEHOLDER SATISFACTION**

Strategy

1. Strengthen school/community relationship
2. Increase and strengthen partnerships

**GOAL 3
EMPLOYEE DEVELOPMENT**

Strategy

1. Provide relevant professional development for all staff
2. Sustain a positive work environment

**GOAL 1
STUDENT LEARNING**

Strategy

1. Provide a standards-based curriculum
2. Increase student achievement across all content areas
3. Deliver a diverse curriculum

**GOAL 4
ADMINISTRATIVE SUPPORT
SYSTEMS**

Strategy

1. Ensure the integrity and sustainability of support systems

**GOAL 5
FISCAL RESPONSIBILITY**

Strategy

1. Ensure financial integrity

GOAL 1: STUDENT LEARNING

STRATEGY 1: PROVIDE A STANDARDS-BASED CURRICULUM

OBJECTIVE 1: MAP AND ALIGN CURRICULUM

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Complete K-12 curriculum alignment and vertical mapping	Superintendent	Complete by April 2022	Written progress updates (at least annually); Evidence of completion	School Board
2. Complete K-12 system-wide accreditation	Superintendent	Complete by April 2021	Written progress updates (at least annually); Completed accreditation report	School Board
3. Phase in completed curriculum	Superintendent	As appropriate	Professional Development Plans; Feedback from teachers	School Board

GOAL 1: STUDENT LEARNING

STRATEGY 2: INCREASE STUDENT ACHIEVEMENT ACROSS ALL CONTENT AREAS

OBJECTIVE 1: IMPROVE MATH, SCIENCE, AND WRITING SKILLS FOR ALL STUDENTS K-12

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Utilize multiple forms of data to drive instruction	Principals	Throughout the year	Evidence of how data drives instruction (PEAKS, MAP, etc.)	Superintendent
2. Implement K-12 written expression assessment and writing across the core curriculum for all grades	Superintendent	Complete by April 2022	Written report detailing curriculum and assessment tool used	Superintendent/School Board
3. Explore and make a recommendation regarding the use and implementation of Individualized Learning Plans for students	Superintendent	Complete by April 2020	Written recommendation	School Board
4. Implement end of course independent student assessments for math courses, Algebra I, and higher	Secondary Principal	Beginning spring 2020	Report on student achievement trends	Superintendent/School Board
5. Increase instruction in applied mathematics and science, K-12	Principals	Annually	Report on increased applied math and science activities (annually in April)	Superintendent/School Board

GOAL 1: STUDENT LEARNING

STRATEGY 3: DELIVER A DIVERSE CURRICULUM

OBJECTIVE 1: DELIVER A K-12 LIFE SKILLS CURRICULUM

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Review/revise and implement life-skills curriculum	Superintendent	Ongoing	Completed curriculum; Curriculum Mapping	School Board
2. Implement behavior/social/emotional component of the Student Support Model	Principals	Ongoing	Discipline referral reduction for two consecutive quarters and annual reports thereafter	Principals/Superintendent
3. Explore and implement a K-12 character-education program with emphasis on collaboration and anti-bullying soft-skills	Superintendent	No later than spring 2020	Written annual report that includes feedback from staff and students	School Board

GOAL 1: STUDENT LEARNING

STRATEGY 3: DELIVER A DIVERSE CURRICULUM

OBJECTIVE 2: PROVIDE A WIDE SPECTRUM OF EDUCATIONAL OPPORTUNITIES FOR ALL STUDENTS

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Continue to provide extended learning opportunities for students (i.e. AP courses, Gifted and Talented program, concurrent enrollment, physical education, electives, etc.)	Principals	Ongoing	Written verification of extended opportunities and additional extended opportunities	School Board
2. Encourage and support participation in K-12 fine arts program by enhancing and/or restructuring current opportunities	Superintendent	Ongoing	Report on student participation; Staff/Student satisfaction surveys; Independent judging; Participation at competitions Student performance; Stakeholder program evaluation committee reports; Reports to the Board	School Board
3. Increase participation in Career and Technical Education (CTE) program by enhancing and/or restructuring current opportunities	Superintendent	Ongoing	Increased student participation relevant to capacity; Staff/Student satisfaction surveys; Independent judging; Participation at competitions Student performance; Stakeholder program evaluation committee reports; Reports to the Board	School Board
4. Expand our opportunities for students to attend college/job fairs and explore different career paths.	Secondary Principal	Annually	Evidence of attendance and participation	School Board

GOAL 2: STAKEHOLDER SATISFACTION

STRATEGY 1: STRENGTHEN SCHOOL/COMMUNITY RELATIONSHIP

OBJECTIVE 1: STRENGTHEN TWO-WAY COMMUNICATION BETWEEN SCHOOL AND COMMUNITY

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Survey community to identify what school district information is most useful and helpful and the best means of delivery	Superintendent	2022 and every three years after	Community survey results	School Board
2. Review and revise (as needed) the communication plan that includes various forms of media and is conducted on a schedule convenient to the community	Superintendent	Annually	Stakeholder Input	School Board
3. Maintain a functional, user-friendly website.	Superintendent	Beginning Spring 2020	Stakeholder Input	School Board

GOAL 2: STAKEHOLDER SATISFACTION

STRATEGY 1: STRENGTHEN SCHOOL/COMMUNITY RELATIONSHIP

OBJECTIVE 2: ENGAGE PARENTS, FAMILIES, AND COMMUNITY MEMBERS IN THE PUBLIC-SCHOOL SYSTEM

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Provide a booth at community health fair to engage with parents and community members about school programs	Superintendent	Annually	Data on community participation; Comment Cards	School Board
2. Provide opportunities and education (beginning in 8 th grade) for students and families to engage in post-secondary planning	Secondary Principal	Semi-annually	Participation	Superintendent
3. Partner with community stakeholders to implement the Community Engagement	Superintendent	Ongoing	Report Card to the Public	School Board
4. Encourage parents to volunteer in the schools	Principals	Ongoing	Volunteer Logs; Report Card to the Public	School Board
5. Develop and provide orientation for community volunteers (i.e. video, manuals, face-to-face training)	Principals	Ongoing	Number of volunteers who completed orientation	Superintendent

GOAL 2: STAKEHOLDER SATISFACTION

STRATEGY 2: INCREASE AND STRENGTHEN PARTNERSHIPS

OBJECTIVE 1: EXPAND PARTNERSHIPS WITH COMMUNITY ORGANIZATIONS

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Host business engagement opportunities and events	School Board; Superintendent Secondary Principal	Annually	Evidence of business participation and feedback regarding events	School Board
2. Strengthen communication and relationships between the school district and businesses, agencies, and organizations to provide additional resources to support K-12 programs	Superintendent	Annually	Annual report on partnerships and feedback from business partners	School Board
3. Work with Parks & Recreation and other partners to explore opportunities by providing educational and recreational classes for the community	Superintendent	Ongoing	Written reports	School Board

GOAL 2: STAKEHOLDER SATISFACTION

STRATEGY 2: INCREASE AND STRENGTHEN PARTNERSHIPS

OBJECTIVE 2: INCREASE PUBLIC UNDERSTANDING OF SCHOOL DISTRICT SYSTEMS AND PROCESSES

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Explore avenues to engage parents and provide information on topics such as safety and security, how to help their students, district policies and procedures, etc.	Superintendent	Ongoing	Principal Reports including data on parent participation	School Board

GOAL 3: EMPLOYEE DEVELOPMENT

STRATEGY 1: PROVIDE RELEVANT PROFESSIONAL DEVELOPMENT FOR ALL STAFF

OBJECTIVE 1: PROVIDE MANDATED TRAINING FOR ALL STAFF

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Assign and track mandated training	Superintendent	Ongoing	Evidence of completed training	School Board

GOAL 3: EMPLOYEE DEVELOPMENT

STRATEGY 1: PROVIDE RELEVANT PROFESSIONAL DEVELOPMENT FOR ALL STAFF

OBJECTIVE 2: PERSONALIZE PROFESSIONAL DEVELOPMENT FOR ALL STAFF

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Develop and implement an individual professional development plan for each employee	Supervisors	By October 1 annually	Evidence of completed plans and staff development	Superintendent
2. Deliver professional development aligned with curriculum and other student support systems for all certificated and instructional support staff	Superintendent	Annually as part of the budget process	Professional Development Plan; Adherence to a timeline; Evidence of alignment and feedback from teachers and support staff	School Board

GOAL 3: EMPLOYEE DEVELOPMENT

STRATEGY 2: SUSTAIN A POSITIVE WORK ENVIRONMENT

OBJECTIVE 1: ENGAGE WORKFORCE IN STRENGTHENING SCHOOL CULTURE AND CLIMATE

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Engage employees in finding ways to improve the school environment via surveys, meetings, etc.	Superintendent	Ongoing	Bi-annual Staff Survey	School Board
2. Provide team building activities for all staff	Superintendent	Annually	Employee evaluation of team-building activities	School Board
3. Provide Adverse Childhood Experiences (trauma informed schools) training for all staff	Superintendent	Annually	Mandatory attendance	School Board
4. Implement effective ongoing training for all staff to reduce bullying and other negative behaviors within the school district	Superintendent	Ongoing	Student Surveys showing decline in incidents of bullying; Data from Bullying app	School Board

GOAL 4: ADMINISTRATIVE SUPPORT SYSTEMS

STRATEGY 1: ENSURE THE INTEGRITY AND SUSTAINABILITY OF SUPPORT SYSTEMS

OBJECTIVE 1: MONITOR QUALITY MEASURES FOR ALL SYSTEMS

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Annually report on strategic plan progress toward goals	Superintendent	Annually in the spring	Written report detailed activities and results	School Board
2. Identify all support systems of the District (i.e. Technology, Human Resources, Financial, Instructional, Information Systems, etc.)	Superintendent	Spring 2021	List of support systems and the requirements of those systems included in administrative staff Plan of Service handbooks	School Board
3. Review and adopt, as necessary, quality control measures for support systems	Superintendent	Annually	Recommendations to the Board for change and included in administrative staff Plan of Service handbooks	School Board
4. Report results of all system audits	Superintendent	Annually as they are completed	Federal, state, local audit results for all major systems	School Board
5. Report on Capital Improvements and maintenance requests/responsibilities shared with the borough	Superintendent	Semi-annually fall and spring	Written progress report on scheduled work	School Board

GOAL 5: FISCAL RESPONSIBILITY

STRATEGY 1: ENSURE FINANCIAL INTEGRITY

OBJECTIVE 1: ALIGN RESOURCES WITH REQUIREMENTS, PRIORITIES, NEEDS

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Evaluate infrastructure against purpose and need	Superintendent	Annually	System audits and written recommendations Creation of administrative employee Plan of Service handbooks.	School Board

GOAL 5: FISCAL RESPONSIBILITY

STRATEGY 1: ENSURE FINANCIAL INTEGRITY

OBJECTIVE 2: MAXIMIZE FUNDING FROM ALTERNATIVE SOURCES

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Continue to search for targeted grants and partnerships that are aligned with guiding ideas and approved curriculum	Superintendent	Beginning summer 2018 on-going	Evidence of search, application, and receipt of grants	School Board

Adopted: September 17, 2018

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