



**DRAFT**  
**STRATEGIC PLAN**  
**2018–2023**

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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

BRIAN ASHTON

GEORGIANNA BUHLER

LAURA HEGELSON

RYAN HOWE

DEBBE LANCASTER

PATRICK MAYER

HANNAH CORAL MIETHE

DIANE O'BRIEN

KIMBERLEY POWELL

PAM ROOPE

WILLIAM SCHWAN

DAVE WILSON

RISSA YOUNG

JERRY COVEY, FACILITATOR

## **FOUNDATION STATEMENTS**

### **MISSION STATEMENT**

TO EDUCATE AND INSPIRE EVERY STUDENT.

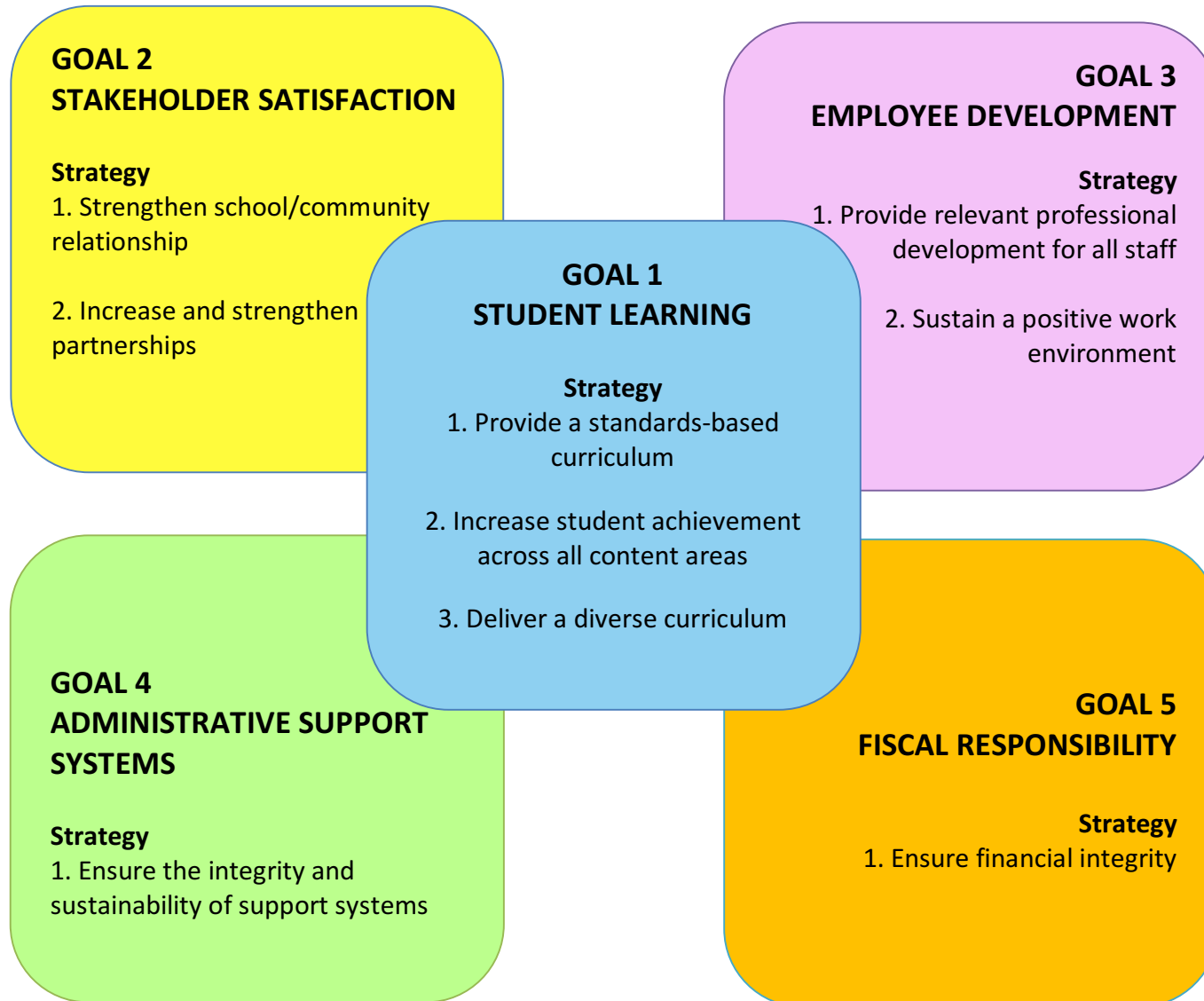
### **VISION**

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

## WRANGELL PUBLIC SCHOOLS STRATEGY MAP



## 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 2021	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

**Kim, at various places in the METRICS, I made some suggestions for change for your consideration.**

**Also, when the changes have been made, please make sure the Contents page lines up with the actual pages in the report.**

## 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. Explore K-12 written expression assessment and Writing Across the Curriculum (WAC) for all grades	Superintendent	No later than February 2019	Written report	Superintendent/School Board
3. Explore and make a recommendation regarding the use and implementation of Individualized Learning Plans for students	Superintendent	No later than February 2019	Written recommendation	School Board
4. Implement end of course independent student assessments for math courses, Algebra I, and higher	Secondary Principal	Beginning spring 2019	Evidence of increased student achievement <b>Might reword to say – Report on student achievement trends</b>	Superintendent/School Board
5. Increase instruction in applied mathematics and science, K-12	Principals	Throughout the year	Evidence of applied math and science <b>impact on student achievement</b>	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 life-skills curriculum	Superintendent	Complete by spring 2019	Completed curriculum; Curriculum Mapping	School Board
2. Implement life-skills curriculum	Principals	Beginning August 2019	Evidence of implementation and feedback from students	School Board
3. Implement behavior/social/emotional component of the Student Support Model	Principals	No later than fall 2019	Discipline referral reduction for two consecutive quarters and annual reports thereafter	Principals/Superintendent
4. Explore and implement a K-12 character-education program with emphasis on collaboration and anti-bullying soft-skills	Superintendent	No later than fall 2019	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. Provide extended learning opportunities for students (i.e. AP courses, Gifted and Talented program, concurrent enrollment, physical education, electives, etc.)	Principals	Spring 2019	Written verification of extended opportunities Might change metric to: Annual updates on student participation in extended learning opportunities	School Board
2. Increase participation in K-12 fine arts program by enhancing and/or restructuring current opportunities	Superintendent	Ongoing	Increased student participation; Quality of program; Student performance; Reports to the Board How are you going to measure the quality of the program?	School Board
3. Increase participation in Career and Technical Education (CTE) program by enhancing and/or restructuring current opportunities	Superintendent	Ongoing	Increased student participation; Quality of program; Student performance; Reports to the Board How are you going to measure the quality of the program?	School Board
4. Host or provide opportunities for students to attend a college/job fair	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. Identify current means of communication, including items mandated by policy, statute, etc.	Superintendent	September 2018	Communication matrix	School Board
2. Survey community to identify what school district information is most useful and helpful and the best means of delivery	Superintendent	Annually	Community survey results	School Board
3. Develop a formal communication plan that includes various forms of media and is conducted on a schedule convenient to the community	Superintendent	September 2018 and review annually	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 <sup>th</sup> grade) for students and families to engage in post-secondary planning	Secondary Principal	Annually	Participation	Superintendent
3. Work with the Association of Alaska School Boards to implement the Initiative for Community Engagement	Superintendent	By fall 2019	Annual report	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	Beginning fall 2018 ongoing	List of volunteers who completed orientation	Superintendent

**GOAL 2: STAKEHOLDER SATISFACTION**

**STRATEGY 2: INCREASE AND STRENGTHEN PARTNERSHIPS**

**OBJECTIVE 1: EXPAND PARTNERSHIPS WITH COMMUNITY ORGANIZATIONS**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>METRIC</b>	<b>REPORT TO</b>
1. Host business engagement night	School Board; Superintendent	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 to provide community educational and recreational classes in the schools	Superintendent	Ongoing	Annual 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**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>METRIC</b>	<b>REPORT TO</b>
1. Host events to engage parents and provide information on topics such as safety and security, how to help their students, district policies and procedures, etc.	Superintendent	Develop schedule by October 1, 2018	Data on parent participation and evaluations by participants	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	Annually	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	Beginning by October 1, 2018 and reviewed 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**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>METRIC</b>	<b>REPORT TO</b>
1. Engage employees in finding ways to improve the school environment via surveys, meetings, etc.	Superintendent	Annually October and February	Written report showing the results of meetings	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	Fall 2018	List of support systems and the requirements of those systems	School Board
3. Review and adopt, as necessary, quality control measures for support systems	Superintendent	No later than March 2019	Recommendations to the Board for change	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**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>METRIC</b>	<b>REPORT TO</b>
1. Develop zero-based budget process to supplement district operating budgeting presentation	Superintendent	Annually	Report on budget process and the approved budget	School Board
2. Evaluate infrastructure against purpose and need	Superintendent	Annually	System audits and written recommendations	School Board

**GOAL 5: FISCAL RESPONSIBILITY**

**STRATEGY 1: ENSURE FINANCIAL INTEGRITY**

**OBJECTIVE 2: MAXIMIZE FUNDING FROM ALTERNATIVE SOURCES**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>METRIC</b>	<b>REPORT TO</b>
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