School City of Whiting
Strategic Plan 2024-2027

School City of Whiting's Strategic Plan encompasses the core beliefs, vision, mission, priorities, goals, strategies, and measurable outcomes that our school board, administration, and staff have developed collaboratively based on district data and stakeholder input.

The Strategic Plan is intended to be a dynamic, living, breathing document that is assessed and revised annually by our administrative team leaders in conjunction with the school board, staff, and other stakeholders of the corporation. This is a three-year Strategic Plan designed with measurable outcomes to focus our school leaders on activities that will enhance opportunities for positive results within our schools.

School City of Whiting Core Beliefs

- ❖ SCW Believes:
    - ➢ Positive actions and decisions are guided by what is best for students.
    - ➢ All students are unique and experience success through supportive learning opportunities.
    - ➢ A safe and caring environment is necessary for effective teaching and learning.
    - ➢ Cooperative and caring relationships among students, staff, and families foster mutual respect and an understanding and awareness of differences.
    - ➢ Community-minded partnerships empower teamwork to foster responsible citizens and problem solvers of the future.

Vision Statement

❖ School City of Whiting empowers students to use their personal strengths to become positive, forward-thinking change makers and successful, productive community leaders.

Mission Statement

❖ Through unique, personalized opportunities, SCW students, supported by our staff and community, choose high quality educational pathways and rich experiences that build capacity for students to be responsible citizens, lifelong learners, and to respect and value differences.

School City of Whiting Priorities

❖ Sustain demonstrated growth in student achievement.
❖ Expand initiatives to retain and recruit high-quality staff.
❖ Maintain fiscal stability and continue to responsibly manage district finances.

Priority 1
Sustain Demonstrated Growth in Student Achievement

Summary

SCW recognizes that in order to meet the ever-evolving educational needs of students, we must ensure that our instructional practices and content are impactful, relevant, and aligned with standards. Content and skills taught in all classes must prepare students to be successful after K-12 education. SCW places great importance on continuing to build on communication and collaboration between families and the school community. Open communication and a positive working relationship among staff, students and their families are key components to student success. SCW is committed to finding new ways to keep families informed and involved in their students' academic success as well as provide resources to assist them at home.

Goal #1: SCW will continue to increase student academic performance

Strategies

- ❖ Provide opportunities for targeted, small group instruction based on disaggregated data and priority standards
- ❖ Collaborate with students and families for setting goals for academic performance
- ❖ Conference with students at least once a semester to discuss academic goals and progress towards those goals
- ❖ Offer opportunities for academic support outside of the instructional school day for students that are at risk of failure; after school and lunch/advisory
  - ➢ Measurable Outcomes
    - ■ The percentage of students meeting or exceeding their growth goals on NWEA will increase
    - ■ NWEA individual student report sent home 3x a year
    - ■ Timeline for communicating failing grades to parents is met
    - ■ Increased percentage of families who are accessing RDS by the end of the second quarter
    - ■ At-risk students' attendance at after school opportunities for learning; and peer tutoring: lunch/advisory
    - ■ Improvement of at-risk students grades post interventions

Goal #2: SCW will model and reinforce positive student behavior

<u>Strategies</u>

- ❖ Provide resources and tools for parents and students in areas of attendance, study habits, and behavior; and communicate positive results in these areas to families
- ❖ Review quarterly absences/truancy and meet with student and family to make a plan
- ❖ Teach, review, and revisit expectations for student behavior and attendance
- ❖ Quarterly PBIS expectations review by teacher with students K-12
- ❖ Recognize and reward student successes
  - ➢ Measurable Outcomes
    - ■ Improvement of attendance rates and decrease in truancy rates
    - ■ Increased attendance at back to school night, parent teacher conferences, family workshops and resource fairs
    - ■ Quarterly student recognition in the areas of attendance, academics, and behavior at the end of each semester
    - ■ Decrease in office referrals and suspension/expulsion rates
    - ■ Increase in the number of students awarded PBIS monthly incentives
    - ■ Positive postcards will be sent at the end of each month by all instructional staff

Goal #3: SCW will ensure each student is career ready

<u>Strategies</u>

- ❖ Instruction of employability skills/character traits throughout each building
- ❖ Collaboration between the elementary, middle, and high schools to align CCR courses and instruction
- ❖ Yearly college and career fairs at all grade levels
- ❖ Bridge a connection between SCW and local colleges and programs for non-college bound students
- ❖ Collect and analyze data on seniors' post secondary endeavors to assist in the future planning of student needs
  - ➢ Measurable Outcomes
    - ■ Monthly recognition of students demonstrating skills/traits
    - ■ Area Career Center students leading lessons of skills/traits with MS

and NH students once a semester
- Curriculum meetings district wide once per semester
- Vertical articulation of how skills are being taught across the buildings and when
- Grade level collaboration time focused on addressing instructional strategies
- Increase of graduation rates
- Provide off campus opportunities for post secondary learning

Priority 2
Expand Initiatives to retain and recruit high-quality staff

Summary
SCW understands that it is essential that we provide our students access to the highest quality teachers, administrators, and support staff. In times of a nationwide teacher shortage, it is important to attract and retain talent, while at the same time providing the training and support necessary to develop the skills of all educators. Increased compensation and advancement must be accompanied by a clear recruitment strategy. To ensure that our faculty and staff feel valued, connected, and committed, SCW is dedicated to creating opportunities for our team to grow closer together. SCW will build on current efforts to enhance the feeling of rapport and loyalty among our incoming teachers and existing faculty and staff. SCW will orchestrate this increase in healthy and supportive relationships by building on current initiatives while expanding opportunities to monitor and regularly employ relationship building opportunities.

Goal # 1: SCW will maintain and enhance methods for retention

Strategies

- ❖ Creation of building-level culture and retention committees.
- ❖ Increase the number of systems in place for staff recognition.
- ❖ Provide enhanced teacher mentoring program to include more opportunities for growth and development
- ❖ Enhance training and professional development for all staff
- ❖ Maintain positive relationship with Whiting Teachers' Association
    - ➢ Measurable Outcomes
        - Increased retention rates of effective and highly effective teachers
        - Mentor/Mentee time logs and satisfaction surveys

- Review of policies, procedures, and handbook
- Annual Teacher and Staff surveys
- Regularly scheduled WTA discussion meetings

Goal #2: SCW will have systems in place that allow staff member's thoughts and ideas to be used to promote a positive culture

Strategies

- ❖ Develop a system to conduct annual culture assessments that focuses on employee satisfaction.
- ❖ Develop a system to provide all employees with exit interviews when they leave the School City of Whiting.
- ❖ Individual interviews between building principal and teachers
  - ➢ Measurable Outcomes
    - Culture assessment feedback
    - Exit interviews
    - Individual interview assessments

Goal #3: SCW will focus on attracting highly qualified teachers and staff

Strategies

- ❖ Promote SCW while actively participating in recruiting fairs, events, and online portals.
- ❖ Enhance social media and website presence by frequently posting about SCW's positive culture on multiple outlets.
- ❖ Targeted messaging to employee candidates
- ❖ Explore available hiring incentives and stipends
  - ➢ Measurable Outcomes
    - Increase applicants for open positions
    - Tracking application data
    - Website and social media data
    - Correspondence log

Maintain fiscal stability and continue to responsibly manage district finances

Summary

In order to achieve academic gains and guarantee the long-term sustainability of the district, SCW must continue to be fiscally responsible in expenditures in non-instructional areas and ensure dollars continue to flow to the classroom. While savings have been achieved over the years with careful planning, the corporation continues to lose funding due to decreases in student enrollment and increasing tax cap losses. SCW is committed to continue to lower operational costs to the corporation in order to provide funding for staffing and academics while exploring ways to improve revenue and ensure significant instructional investments for our students.

Goal #1: SCW will remain transparent with financial decision-making

Strategies

- ❖ Distribute a quarterly district newsletter which includes financial literacy and promotes the annual budget meeting, partnerships, grant awards, and new initiatives with all stakeholders
- ❖ Provide technical assistance on accessing district financial information
- ❖ Work with teacher union to disseminate financial information to all members
  - ➢ Measurable Outcomes
    - ■ Increased attendance at annual budget meeting
    - ■ User-friendly access to district financial information
    - ■ Expanded communication of financial decisions

Goal #2: SCW will expect responsible decision-making at every level

Strategies

- ❖ Align resources to support instructional goals
- ❖ Offer annual stakeholder survey to identify and prioritize needs
- ❖ Conduct ongoing monitoring of
  - ➢ current contracts, ADM, tax cap loss, and state funding cuts for cost effective solutions
  - ➢ expenditures on capital projects to determine priorities
  - ➢ priorities in each department to determine financial need

  - ➢ Measurable Outcomes
    - ■ Prioritized spending that enhances learning, achievement and growth for SCW students

- Developed solutions that advocate for efficiencies and cost-savings
- Increased stakeholder representation in district decision making

Goal #3: **SCW will continue to seek alternative funding sources to remain fiscally stable**

<u>Strategies</u>

- ❖ Increase collaborative grant writing opportunities for staff and principals
- ❖ Expand outside partnerships and shared services
- ❖ Explore the possibility of an operating referendum
    - ➢ Measurable Outcomes
        - More fiscally responsible opportunities to support student learning
        - Strengthened connectedness between with the community
        - Successful achievement of a multi-year referendum