

STRATEGIC PLAN 2021-2026

Executive Summary



Watervliet Public Schools
August 2021



Waterliet Public Schools

2021-2024 STRATEGIC PLAN

Working Together to Keep Us Together

Strategic Planning Team Members

Facilitator: Vicki Markavitch – Hazard, Young, Attea Associates

Board of Education Participants:

- Bill Spaulding
- John Oliphant
- Brian Grusczyk
- Matt Clay
- Eric Laws
- Amanda Morlock-Fisher

Administration Participants:

- Ric Seager, Superintendent
- Susan Toothman, Curriculum Director
- Brandon Waggoner, Curriculum Director
- Carole Fetke, South Principal
- Bill Tiefenbach, Technology Coach
- Rachel Kyncl, North Principal
- David Armstrong, Middle School Principal
- David Kindt, W.A.Y. Principal

Staff Participants:

- Alaina Bongiorno, Teacher, North Elementary
- Angela Schmidt, Teacher, South Elementary
- Angie Laws, Teacher, North Elementary
- Erin Faultersack, Teacher, WHS
- Katie Muth, Literacy Coach, South Elementary
- Kerry Wilson, Teacher, WMS
- Linda Zuniga, Teacher, WMS
- Deah Muth, Secretary, WMS and Central Office

Students and Community:

- Abby Lomoro, WMS Student
- Amara Olexa, WMS Student
- Sophie Tavolacci, WHS Student
- Grace Weckworth, WHS Student
- Brooke Blanchard, YDC/PAL



Watervliet Public Schools

2021-2024 STRATEGIC PLAN

Working Together to Keep Us Together

VISION, MISSION, VALUES, AND BELIEFS

VISION -----

Watervliet Public Schools will be a premier district that challenges and empowers students and staff to achieve beyond their own expectations.

MISSION -----

Watervliet Public Schools empowers Panthers to adapt and grow intellectually and socially to be achievement-focused, successful, lifelong learners in an ever-changing world.

CORE VALUES -----

Watervliet identifies these prioritized Core Values that define the framework through which we direct our work:

1. High Expectations
2. Safe and Caring Environment
3. Respect for Self and Others
4. Perseverance (Grit)
5. Commitment
6. Trust
7. Innovation/Creativity
8. Engaged and Involved Community

BELIEF STATEMENTS -----

- We embrace high expectations and accountability for ALL Panthers
- We believe ALL Panthers deserve a safe, supportive, and nurturing learning environment.
- We believe ALL Panthers must be treated equitably and with respect.
- We believe ALL Panthers will strive to be their very best.
- We believe ALL Panthers can learn and will learn at different rates and in different ways and we believe that we are the agents that make it happen.
- We believe in partnering with our students, staff, parents, and our community to create an culture of learning and accountability
- We embrace change and strive to be lifelong learners.

HIGH-LEVEL GOALS AND TARGETS



GOAL ONE -----

Watervliet Public Schools will be an innovative leader in high-quality teaching and learning.

- A. High-quality, well-aligned, and standards-based learning framework
- B. A multi-tiered system of support that meets every learners' needs
- C. Promote reflective, critical thinking, and respect for all perspectives
- D. Access to technology that enables innovation and creativity
- E. A highly-effective and engaging culture for learning



GOAL TWO -----

Watervliet Public Schools will lead with exceptional extra-curricular programming that develops well-rounded leaders.

- A. Exceptional participation with sufficient offerings to meet the needs of all students
- B. *Panthers-First* philosophy where sportsmanship, commitment, camaraderie, and collaboration are valued, taught, and expected.
- C. Develop leadership skills and provide opportunities for the exercise of leadership on teams, in programs, and in the community.
- D. Excellent collaboration and communication with community leagues and recreation programs



GOAL THREE -----

Watervliet Public Schools will develop deep collaborative partnerships with our school community.

- A. Develop and nurture a Key Communicators Council with leaders from our community.
- B. Exceptional district and building-level parental engagement
- C. Build and maintain strong relationships with booster groups
- D. Promote and support the Watervliet Foundation for Excellence in Education
- E. Develop and promote relationships through corporate partnerships, grants, and outreach in the broader community



GOAL FOUR -----

Watervliet Public Schools will develop and support the infrastructure necessary to implement our strategic plan and realize our vision.

- A. Sustain enrollment to maximize the resources we have and can implement.
- B. Develop a capital improvement process and secure appropriate financing
- C. Continually maintain and improve facilities that allow for the development of excellence in all school endeavors.
- D. Develop and implement exceptional practices in budget and financial management to assure the effective use of resources
- E. Develop and implement effective communication and marketing plan

STRATEGIES FROM TARGETS



GOAL ONE -----

Watervliet Public Schools will be an innovative leader in high-quality teaching and learning.

High-quality, well-aligned, and standards-based learning framework

- Standards-aligned curriculum, instruction, and assessment that is rigorous, current, and continuously improved in a six-year cycle.
- Innovative, research-aligned, and universally-implemented instructional practices
- Quality control and adaptation to assure the success of all students.
- Career-focused education at all levels

A multi-tiered system of support that meets every learners' needs

- Developing appropriate instructional differentiation for Tier I
- Exceptional support for students who are struggling with grade-level expectations, including students with disabilities.
- Expand extension opportunities for students who need to be stretched, including greatly expanding our dual enrollment and middle-college opportunities, CTE and work-based learning opportunities.
- Develop partnerships and onsite wellness resources to enhance social, emotional and physical health

Access to technology that enables innovation and creativity

- A well-supported one-to-one platform that is developmentally appropriate
- High-quality, job-embedded training for teachers.
- Acquire and support leadership in media management to support one-to-one and eLearning programs and resources.
- Support for parents

A highly-effective and engaging culture for learning

- Empower and support our staff through high-quality professional development
- District-wide PBIS and Restorative Practices
- District-wide focus on resilience, high-expectations, and individual growth
- Embedded Social-Emotional Learning at all levels
- Support for parents

STRATEGIES FROM TARGETS



GOAL TWO -----

Watervliet Public Schools will lead with exceptional extra-curricular programming that develops well-rounded leaders.

Exceptional participation with sufficient offerings to meet the needs of all students

- Promote programs and recruit students for all areas of clubs, arts, music, sports, and service.
- Develop and maintain feeder programs for all areas of clubs, arts, music, sports, and service.
- Revise eligibility policy
- Expand student service opportunities through existing student groups

Panthers-First philosophy where sportsmanship, commitment, camaraderie, and collaboration are valued, taught, and expected.

- Unifying, inclusive themes each year around these values
- Create student groups that promote school spirit and sportsmanship
- Create student groups that support diversity, inclusivity, and equity
- Design and implement a student-led mentorship program and Freshman transition program

Develop leadership skills and provide opportunities for the exercise of leadership on teams, in programs, and in the community.

- Formal leadership training for appointed leaders in every group
- Provide clear opportunities for student-body leadership at all levels.
- Empower leaders with specific responsibilities and opportunities to develop their skills
- Implement student-led restorative practices and peer mediation

Continually improve relations between school and community groups

- Provide support for community service groups through student engagement and leadership.
- Build and maintain strong relationships with Booster Groups

STRATEGIES FROM TARGETS



GOAL THREE -----

Watervliet Public Schools will develop deep collaborative partnerships with our school community.

Develop and nurture a Key Communicators Council with leaders from our community

- Acquire membership community leaders, business leaders, etc
- Establish meeting calendar
- Develop work goals that improve school-community communications

Exceptional district and building-level parental engagement

- District and Building Level Parent Advisory Committees and parent involvement on school improvement teams
- Routine "parent education" programs on a variety of topics
- Various "educational open house" events at all levels, including special populations
- Promote all above activities and drive engagement
- {Placeholder for home-to-school support work flow}

Promote and support the Watervliet Foundation for Excellence in Education

- Incorporate Strategic Plan goals with Foundation goals
- Continue membership of BP and Supe
- Annual projects are articulated

Develop and promote relationships through corporate partnerships, grants, and outreach in the broader community

- Expand partnership with YDCPAL for after-school and before-school programming
- Partner with Lakeland/Spectrum for STEM and MedTech opportunities for kids
- Work with the local ministerial association to expand community support opportunities for students and families
- Improve relationship between school and broader SWM business community
- Seek grants annually that align with strategic plan goals and targets
- Expand our relationship with the College/Career Access Network

STRATEGIES FROM TARGETS



GOAL FOUR -----

Watervliet Public Schools will develop and support the infrastructure necessary to implement our strategic plan and realize our vision.

Sustain enrollment to maximize the resources we have and can implement.

- Increase promotion activities surrounding open-enrollment window
- Create innovative programs that meet "niche" needs for students and families
- Work with real estate agents to promote schools
- Booths at community events
- Every school pursues "Blue Ribbon" status
- Continue CEP partnership
- Develop a comprehensive marketing and communications plan

Develop a capital improvement plan and secure appropriate financing

- Develop and execute a district Technology Plan that makes us a leader in the region
- Improve the "curb appeal" of all sites.
- Develop and maintain a Master Plan for facilities and capital projects
- Develop a Master Financial Plan for capital projects
- Seat a formal, regular Capital Improvement Committee that includes community members

Develop and implement exceptional practices in budget and financial management to assure the effective use of resources

- Continue to build capacity throughout WPS for fiscal responsibility by increasing automation through Skyward
- Improve budget transparency through school-based and student-based funding practices
- Build alignment of budget with strategic plan through the use of modified zero-based budgeting
- Align internal planning and budgeting processes with GFOA standards