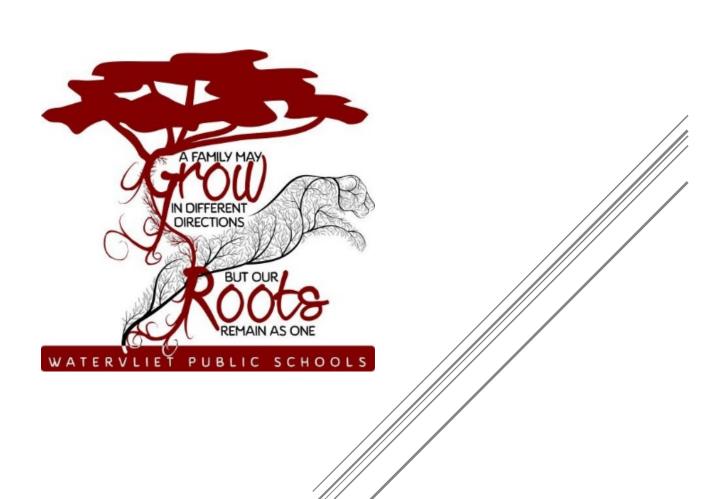
### STRATEGIC PLAN 2021-2026

**Executive Summary** 



Watervliet Public Schools August 2021



# Watervliet 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 Grusczyzk

- 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



VISION ----

## Watervliet Public Schools 2021-2024 STRATEGIC PLAN

Working Together to Keep US Together

#### **VISION, MISSION, VALUES, AND BELIEFS**

### 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



#### **GOAL ONE -----**

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

High-quality, wellaligned, and standardsbased 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

- $\bullet$  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

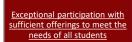
A highly-effective and engaging culture for learning

- Empower and support our staff though 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



#### GOAL TWO -----

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



- 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 ralations between school and community groups

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



#### GOAL THREE -----

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

<u>Develop and nurture a Key</u> <u>Communicators Council with</u> <u>leaders from our community</u>

- 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

<u>Develop and promote</u> <u>relationships through corporate</u> <u>partnerships, grants, and</u> <u>outreach in the broader</u> <u>community</u>

- 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 realtionship 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



#### 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 activites 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 transperancy 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