WEST LIBERTY-SALEM SCHOOLS
DISTRICT STRATEGIC PLAN
2018-2022 SCHOOL YEARS

HELPING STUDENTS REACH THEIR FULL POTENTIAL
SUPERINTENDENT’S MESSAGE

Dear Community Stakeholders,

West Liberty-Salem Schools is on a mission to help our students reach their full potential. Thanks to our talented students, dedicated staff, supportive parents, and community members, West Liberty-Salem Schools has a long history as a school of excellence. Our students continue to excel in academics, enjoy much athletic success, and relish participation in co-curricular and extra-curricular activities.

Our staff is dedicated to providing the highest quality learning environment that you expect as a community. Each year, our district staff and our Board of Education sets goals and action plans to address future needs and to plan for continuous improvement. In all stages of academic, social, and emotional growth, our staff strives to provide challenging and supportive environments for all K through 12 students.

We crafted a Strategic Plan that will set our course for achieving excellence over the next five years. The West Liberty-Salem District’s Strategic Plan focuses on five key objectives:

1. High Quality Academic Achievement and Learning
2. Fiscal Responsibility and Sustainable Funding
3. Effective Communication and Community Engagement
4. Positive Culture and Safe Learning Environment
5. Attract, Support, and Retain High Quality Staff

Kraig Hissong, Superintendent

BOARD OF EDUCATION

Chris Moell, Board Member
Patrick Adams, Vice President
David Cline, Board Member
Tim Lamb, Board Member
Chuck Buck, Board President
MISSION

West Liberty-Salem Schools is an educational partnership dedicated to helping students reach their full potential.

VISION

A quality staff providing support for student success.

CORE VALUES

We believe in...

1. Intellectual Curiosity. We foster a foundation for lifelong intellectual curiosity and student potential.
2. Stewardship. We maintain excellent stewardship of district funding.
3. Commitment. We are committed to effective collaboration between all stakeholders.
4. Diversity. We provide an atmosphere of acceptance, respect, dignity, diversity and inclusion.
5. Perseverance. We create a learning environment that promotes the ability to succeed despite setbacks or difficulty.
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In the fall of 2017, the West Liberty-Salem School District launched a strategic planning process to outline the next five years and define the goals we plan to meet during that timeframe.

In conjunction with our District Leadership Team, Building Leadership Team, Administration Team, Board of Education, and many others, we are grateful for the contributions that helped provide ideas, expectations, and the final plan detailed in the pages to follow.

By being transparent with our goals, we are promoting ongoing discussion and assessment. This allows us to stay aligned and focused, and therefore better equipped to provide the best experience for our students, staff, and community.

- WL-S Community Member
OVERVIEW OF GOALS

Goal 1:
High Quality Academic Achievement and Learning

Goal 2:
Fiscal Responsibility and Sustainable Funding

Goal 3:
Effective Communication and Community Engagement

Goal 4:
Positive Culture and Safe Learning Environment

Goal 5:
Attract, Support, and Retain High Quality Staff
STRATEGIC PLAN GOAL 1:

High Quality Academic Achievement and Learning
Provide high quality learning opportunities that challenge students to achieve academic excellence.

MEASURES FOR SUCCESS FOR GOAL 1:
Student learning, state report card, district data, annual report to Board of Education, intervention courses, Intervention Assistance Team.

ACTION STEPS FOR GOAL 1:
1. Identify and provide opportunities to increase technology skills for the purpose of state testing.
2. Analyze grade level data (STAR, State Item Analysis, Critical Areas of Focus, BAS, etc.) to drive tiered instruction.
3. Form committees to explore more effective way to utilize support personnel and time for enrichment and intervention.
4. Conduct professional development opportunities for enrichment/intervention strategies to increase knowledge.
5. Create enrichment/intervention partnerships in order to increase knowledge.
6. Provide professional development to enhance teacher understanding of tiered instruction and its place in the Pyramid process.
7. Create and implement a data system that increases communication on intervention/enrichment actions, provided to students, that will pass between grade levels to help guide instructional decisions.
8. Build capacity for data experts to support the understanding of data tools to assist in the instructional decisions and planning for student progress.

MONITORING PROCESS FOR GOAL 1:
- District Leadership Team and Building Leadership Team meetings (once per month)
- Administrative Team meetings (at least twice per month)
- Board of Education meeting reports
STRATEGIC PLAN GOAL 2:
Fiscal Responsibility and Sustainable Funding
Manage a fiscally responsible and sustainably funded school district with at least one month’s carryover at the end of each fiscal year ($1,150,000).

MEASURES FOR SUCCESS FOR GOAL 2:
Financial benchmarks met, annual/biannual report of budgets, five-year forecast to Board of Education, staffing and student reports related to programming, open enrollment data, monthly updates by treasurer.

ACTION STEPS FOR GOAL 2:
1. Continue to review and audit current staffing and relationship to programming, student enrollment, and student needs versus allocation of resources.
2. Establish measurable fiscal goals for budget FY 2020 and FY 2021.
3. Continue to review and develop employee benefit and insurance options for restructuring of medical plans and consortium memberships.
4. Monitor and pursue grants and other revenue sources and fiscally shared services.
5. Review annual open enrollment and resident enrollment projection information with the board and the impact on state funding along with other financial indicators including free and reduced percent etc.
6. Review current local tax funding and provide information related to renewal of local funding issues.

MONITORING PROCESS FOR GOAL 2:
- Monthly reports to Board of Education
- Meetings with Treasurer
- WL-S Administrative and Leadership meetings
- WL-S Health and Wellness Committee

“The school is an investment in our community and our future, so understanding the school’s direction helps us become more involved and informed citizens.”

- WL-S Community Member
STRATEGIC PLAN GOAL 3:
Effective Communication and Community Engagement
Cultivate effective district-wide communication and engagement among all stakeholders in the district and community.

MEASURES FOR SUCCESS FOR GOAL 3:
Surveys, community feedback, Building Leadership Team/District Leadership Team/Grade level meetings minutes/notes, newsletters, completed memorial wall, attorney general approved district safety plans, completion of iPad record sharing system.

ACTION STEPS FOR GOAL 3:
1. Regularly updated school website information and refresher training for all staff.
2. Communicate frequently via newsletters (electronic), phone, email, website, newspaper.
3. Monthly grade-level/department meetings that collect and report information about school district goals and progress toward completion.
4. Survey staff, students, and community as necessary for input.
5. Annual update of school crisis manual/training.
6. Contract with publications specialist to provide support, production, and management of school district communications and marketing.
7. Complete the memorial wall for students of WL-S, children of staff, and those who passed away in the military. Wall to be designed by Mike Major.
8. Develop an electronic record and file sharing system utilizing Office365 and iPads for administration and the school board.

MONITORING PROCESS FOR GOAL 3:
• Administrative meetings
• Board of Education meetings
• District Leadership Team and Building Leadership Team meetings
• Publications Specialist
• Email list reviews
STRATEGIC PLAN GOAL 4:

Positive Culture and Safe Learning Environment

Provide a positive culture that promotes safety and quality learning environments, and ongoing improvement of school facilities.

MEASURES FOR SUCCESS FOR GOAL 4:

Evaluations, reports, and surveys.

ACTION STEPS FOR GOAL 4:

1. Complete the development of a master site plan to provide guidance for future expansion, construction, and site development for short-term and long-term projects/needs.
2. Provide community input and further development of the Athletic Association Field House Project.
3. Develop timeline for Field House Project once approved by Board of Education to proceed.
4. Promote school spirit among staff and students.
5. Continue to provide staff and students with mental health support. This could be activities, funding sources, and/or personnel, that promote a positive and caring environment for students and staff.
6. Continue to promote the history and traditions of our school community.
7. Pursue ways to support our local community. Possible options will be explored and may include health and wellness courses, adult classes, and safety courses.
8. Develop a staff and teacher appreciation award that would be chosen annually by the Board of Education based on the work conducted by staff for the school district.

MONITORING PROCESS FOR GOAL 4:

- Community meetings
- Board of Education meetings
- Administrative meetings
STRATEGIC PLAN GOAL 5:
Attract, Support, and Retain High Quality Staff
Encourage a culture that recognizes employee achievements, supports professional growth, and establishes an environment of trust and open communication where challenges are met with resiliency.

MEASURES FOR SUCCESS FOR GOAL 5:
Evaluations, reports, and surveys.

ACTION STEPS FOR GOAL 5:
1. Through the use of District, Building and Department Leadership Teams, collaboratively develop the goals and/or priorities for the District and clearly communicate those to staff.
2. Organize calendars and schedules focused on district goals that allow staff to successfully support and obtain district goals
3. Manage and prioritize fiscal resources to align expenditures with district goals while considering program needs.
4. Identify and equitably allocate materials and technology to support staff needs to support district goals.
5. Continue to provide staff with competitive salaries and benefits as compared with similar school districts and employers in the area.
6. Use a variety of recruitment strategies for available positions to ensure a diverse pool of applicants.

MONITORING PROCESS FOR GOAL 5:
- Staff Meetings
- Administrative Meetings

“If you have a vision and communicate that vision, there is a much greater sense of community.”

- WL-S Community Member
About West Liberty-Salem Local School District

West Liberty-Salem Schools is situated just off Route 68, south of West Liberty, OH. West Liberty-Salem High School was formed in 1961, after West Liberty High School and Salem Local High School combined. The original District K-12 school building was built in 1989 and underwent extensive renovations from 2015-2018. Our campus offers new kindergarten and first grade classrooms, a state-of-the-art science wing, multiple outdoor spaces for student and staff use, a renovated gymnasium, new media centers, and much more.

District Leadership Roster

Superintendent
Kraig Hissong
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937-465-1075

Treasurer
Chelsea Baldwin
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Middle & High School Principal
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Elementary Principal
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K-12 Curriculum Coordinator
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School Information

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