

SCHOOL DISTRICT OF WEST SALEM

STRATEGIC PLAN

Serve with Passion to Ignite Creativity,
Innovation and Excellence

405 EAST HAMLIN STREET



TABLE OF CONTENTS

Letter from Mr. Gunderson	3
Mission Statement	4
Vision	4
Theory of Practice	5
Key Performance Initiatives-theories of practice	6
Summary of Strategic Focuses- Articulated Performance Targets	7
Teaching and Learning	8
KPI 1: Student Growth and Achievement	8
KPI 2: Measure of Academic Progress	8
KPI 3: ACT Assessment Suite (ACT, PLAN, EXPLORER)	8
KPI 4: Advanced Placement and College Credit Potential Courses	8
KPI 5: Personal Learning and Social Responsibility	9
Workforce Engagement and Development	10
KPI 1: First Year Mentoring	10
KPI 2: Employee Handbook	10
KPI 3: Supervision and Evaluation	10
KPI 4: Servant leadership	10
Communication and Community	11
KPI 1: District Website	11
KPI 2: Parent Communication	11
KPI 3: Community Connection	11
Technology	12
KPI 1: Student Technology and Tools	12
KPI 2: Staff Technology and Tools	12
KPI 3: Technology Infrastructure and Supports	12
Finance and Facilities	13
KPI 1: Energy Efficiency	13
KPI 2: Facility Management	13
KPI 3: Sound Fiscal Practices	13
KPI 4: Human Resources	13

LETTER FROM MR. WARD AND MR. GUNDERSON

The West Salem School District is committed to providing excellence in education for our children and our community. The recently developed mission statement Serve with Passion to Ignite Creativity, Innovation, and Excellence provides the basis for achieving our vision.

Our new mission, vision, values and strategic plan were developed in response to community input and through community participation. We remain committed to working closely with our community in the coming years to continuously improve upon our performance and make our new vision a reality. Thank you for your service, participation, and ongoing support of our school district.

Serving with Passion...



MISSION STATEMENT

Serve with Passion to Ignite Creativity, Innovation, and Excellence

VISION

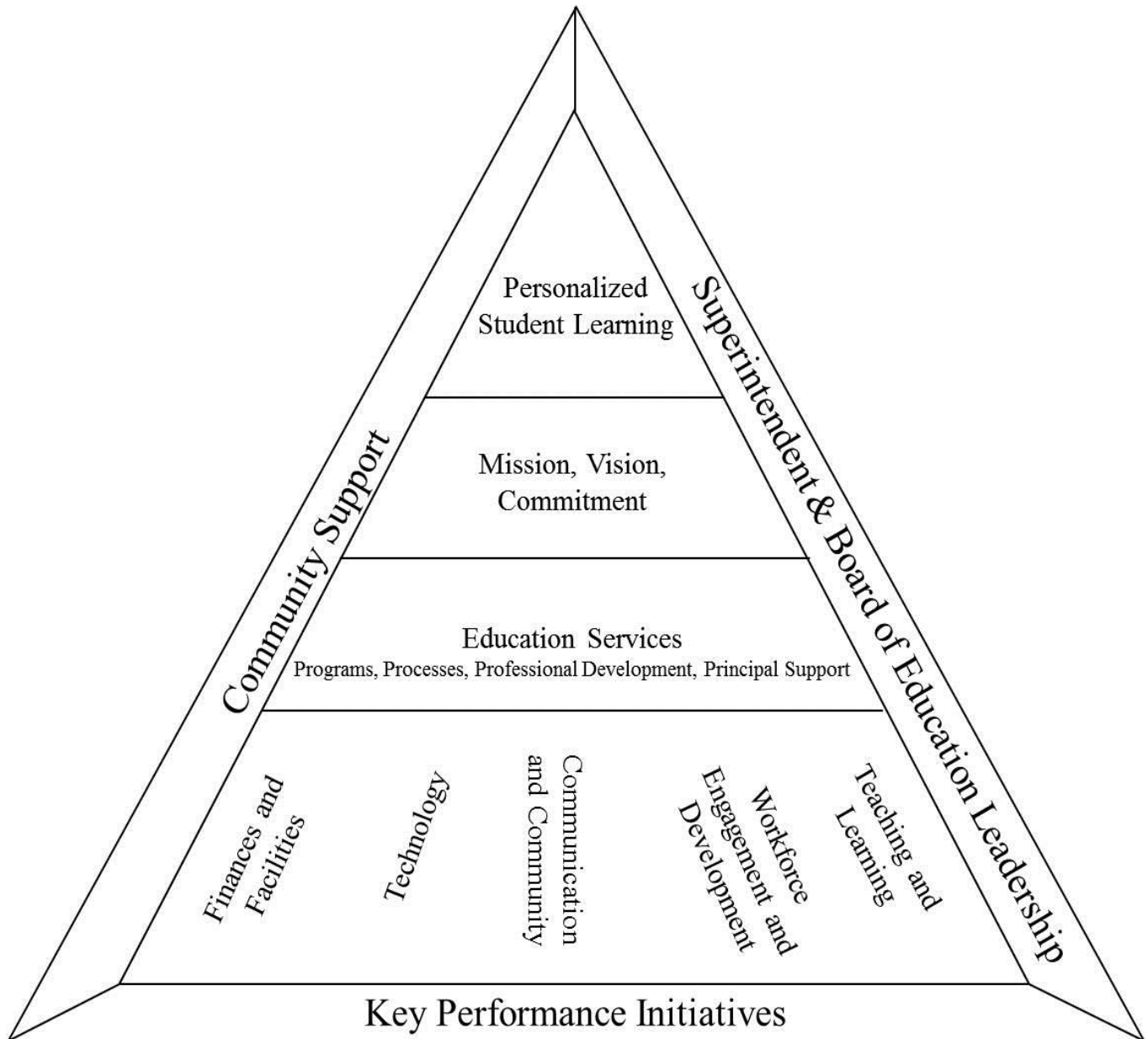
The West Salem School District is an integral community function providing leadership through service to students, families, staff and the community. Creativity and innovation are hallmarks of the district approach to achieving excellence.

The school district provides innovative programming focused on the personal growth and development of each child. The programming is delivered in small classes by high quality, passionate, dedicated staff members who model integrity and excellence. The staff is committed to facilitating a challenging and relevant curriculum that promotes creativity, a passion for learning and a desire for excellence.

The school district maintains clean, safe, efficient and welcoming learning facilities, well-equipped for current and future demands. Business operations are founded upon a commitment to good stewardship of resources and transparent communication with parents and community members.

THEORY OF PRACTICE

A theory of practice is a broad approach toward completing an objective or solving a problem. A theory of practice is not a course of action, but instead acts as a conceptual organizer to move an institution towards results.





KEY PERFORMANCE INITIATIVES-THEORIES OF PRACTICE

Teaching and Learning

The School District of West Salem provides innovative programming focused on the personal growth and development of each child and delivers a challenging and relevant curriculum promoting creativity, a passion for learning, and a desire for excellence.

Workforce Engagement & Development

The School District of West Salem will apply the best possible strategies to hire, retain, engage, and develop a highly skilled workforce dedicated to serving with passion to ignite creativity, innovation, and excellence.

Communication and Community

The School District of West Salem will communicate with and engage our citizens, staff, and students in a transparent and efficient manner to achieve our vision of service with passion.

Technology

The School District of West Salem will create classroom environments designed and equipped to ignite creativity, foster innovation and spawn excellence. The classrooms will be directed by educators able to apply current technology in the process of engaging students in a rich and collaborative educational experience.

Finances and Facilities

The School district of West Salem will conduct business operations founded upon a commitment to good stewardship of resources and will provide clean, safe, efficient and welcoming learning facilities, well-equipped for current and future demands.

SUMMARY OF STRATEGIC FOCUSES

The purpose of articulated key performance indicators (KPIs) is to drive future improvements in performance. There are two main ways we will use KPIs to drive future improvements in performance. The first is to use our KPIs to spot potential problems or opportunities. Our KPIs indicate trends in our performance. If the trends are moving in the wrong direction, we know we have problems to solve. Similarly, if the trends move consistently in our favor, we may have greater scope for growth than we had previously predicted. The second is to use our KPIs to set targets for the district, schools, departments and employees within the school district that will deliver our strategic goals. Goal-setting is the key to implementing our strategic plans to review and set useful SMART goals annually.



TEACHING AND LEARNING

The School District of West Salem provides innovative programming focused on the personal growth and development of each child and delivers a challenging and relevant curriculum promoting creativity, a passion for learning, and a desire for excellence.

KPI 1: Student growth and achievement

All students will demonstrate growth and achievement as evidenced by all schools and grade levels achieving the Standard of Exceeding Expectations as measured by Wisconsin's School Report Card.

KPI 2: Measure of of Academic Progress

All students in grade 3, 4, 5 and 7 will participate in MAP testing and demonstrate continued academic growth as evidenced by achieving their grade level benchmark RIT scores.

KPI 3: ACT Assessment Suite (ACT, PLAN, EXPLORER)

Schools will demonstrate yearly increases in the percent of students who meet college career readiness benchmarks as measured by the ACT, PLAN, and Explore assessment.

KPI 4: Advanced Placement and College Credit Potential Courses

Students will be provided with experiences and opportunities to be "ready" for college and career, as evidenced by the number of potential credit bearing courses offered, the advanced placement scores of students who elect to take advanced placement courses, and the completions of career interest surveys.

TEACHING AND LEARNING CONT.

KPI 5: Personal Learning and Social Responsibility

Students will be provided with the experiences and opportunities to enhance their responsibilities in their community and the world at-large, as evidenced by positive behavior surveys, co-curricular and extra-curricular activities, innovative project/problem based learning opportunities, an increase in actively engaged time, and a reduction in office behavior referrals.



WORKFORCE ENGAGEMENT AND DEVELOPMENT

The School District of West Salem will apply the best possible strategies to hire, retain, engage, and develop a highly skilled workforce dedicated to serving with passion to ignite creativity, innovation, and excellence.

KPI 1: First Year Mentoring

The district will demonstrate an effective mentoring process as evidenced through an assessment of the mentoring process, satisfaction surveys, and interviews with newly hired teachers.

KPI 2: Employee Handbook

The district will effectively implement and administer the newly adopted employee handbook as evidenced by climate surveys and focus group interviews.

KPI 3: Supervision and Evaluation

The district will adopt and implement a coordinated and formal approach to supervision and evaluation of all employees, as evidenced by the implementation of the DPI prescribes Educator Effectiveness Model.

KPI 4: Servant Leadership

The school district will advance, support, and promote the concept of servant leadership as evidenced by the completion of administration leadership training, and the implementation of an employee professional development opportunity.

COMMUNICATION AND COMMUNITY

The School District of West Salem will communicate with and engage our citizens, staff, and students in a transparent and efficient manner to achieve our vision of service with passion.

KPI 1: District Web Presence

The district will enhance its web presence as evidence by an updated district website and expanded use of social media.

KPI 2: Parent Communication

The district will improve parent communication as evidenced by an increase in the number of parents registered to receive electronic updates and implement a parental satisfaction survey.

KPI 3: Community Connection

The district will demonstrate effective community connection as evidenced by establishing a model for “pushing” monthly financial data out to residents and enlist additional members for the community.



TECHNOLOGY

The School District of West Salem will create classroom environments designed and equipped to ignite creativity, innovation, and excellence. The classrooms will be directed by educators able to apply current technology in the process of engaging students in a rich and collaborative educational experience.

KPI 1: Student Technology and Tools

The district will provide each student with access to curriculum embedded technological tools, as evidenced by surveys on appropriate student use and application.

KPI 2: Staff Technology and Tools

The district will provide each staff with access to curriculum embedded technological tools, as evidenced by surveys on appropriate student use and application.

KPI 3: Technology Infrastructure and Supports

The district will provide robust and reliable infrastructure and equipment along with efficient and effective systems of support, as evidenced by

FINANCE AND FACILITIES

The School district of West Salem will conduct business operations founded upon a commitment to good stewardship of resources and will provide clean, safe, efficient and welcoming learning facilities, well-equipped for current and future demands.

KPI 1: Energy Efficiency

The district will champion the concept energy efficiency as evidenced by a continual reduction in energy consumption.

KPI 2: Facility Management

The district will follow the comprehensive long-range facility plan adopted by the community in June of 2012.

KPI 3: Sound Fiscal Practices

The district of will demonstrate sound fiscal practices and transparent financial reporting as evidenced by the publishing of a monthly financial fact sheet, conducting an annual financial management assessment, and establishing a detailed set of annual goals.

KPI 4: Human Resources

The district will demonstrate sound fiscal and strategic management of human resource capital.