



2017

School District of West Salem

Strategic Planning

Contents

- Intro to Strategic Planning ..1
- Teaching & Learning2-3
- Workforce Engagement & Development4
- Communication & Engagement5
- Business Operations.....6-7

The wrestling team participates in the walking school bus by leading students to the elementary school.



What is strategic planning?

Strategic planning is a management activity used by organizations to determine priorities, improve operations, create a set of common goals, and establish agreement regarding a mission and vision for the organization.

The School District of West Salem is engaged in a determined and purposeful approach to the strategic planning process. In doing so, the district seeks continued improvement in the performance of our students and the productivity of our operations.

From the superintendent

In 2011, the School District of West Salem formally began the process of strategic planning through the development of a new mission, vision, and values statement. This was followed by the annual development of ever-improving goals, indicators and activities connected to the realization of our vision.

In 2016, the district reconfirmed its mission/vision of “Serve with Passion to Ignite Creativity, Innovation and Excellence”, using input collected through surveys and focus groups. The mission describes how we do our work – serve with passion. The vision describes the desired outcome – ignite creativity, innovation and excellence.

The ensuing pages offer a more detailed description of the updated activities connected to our work and indicators used to measure our progress. The categories of Teaching & Learning, Workforce Engagement & Development, Communication & Engagement, and Business Operations represent a refined approach from prior strategic plans. We are getting better at this!

In 2016, our school district was the only school district in our region to achieve the status of “Significantly Exceeds Expectations” on the state report card and our elementary school was nominated for consideration as a National Blue Ribbon school. Our mission of “serving with passion” is strategically “igniting creativity, innovation and excellence.”

Teaching & Learning

2017 Strategic Initiatives

1. Student Achievement

Enhanced focus on developing, implementing, and integrating the principals of Professional Learning Communities, Response To Intervention, and Assessment.

Goal: Improved student achievement as evidenced by reaching the level of “Exceeding, or Significantly Exceeding Expectations” in all three of our school buildings.

Action Plan

- a. The District Leadership team will support and lead a district wide commitment to the principals of Professional Learning Communities.
- b. The district will continue to support and enhance the use of data and research-based intervention strategies connected to a district-wide response to intervention program.
- c. The district will support the development of an integrated approach to assessment and grading.
- d. The district will conduct and support cumulative review of mathematics in grades 5-12 with a summative report in 2018.



The School District of West Salem will provide innovative programming focused on the personal growth and development of each child by delivering a challenging and relevant curriculum promoting creativity, innovation, compassion, service and excellence.



Middle school Student Council members helped kindergarteners make pizzas at the Pizza Oven.

2. Redefining Readiness

The district will commit to the indicators outlined in the Redefining Readiness as a tool for assessment of the preparedness of our high school graduates.

Goal: Embed readiness indicators into high school practice and establish a baseline “readiness” percentage by measuring the senior class in May of 2017.

Action Plan

- a. The District Leadership team will encourage and support data collection by the high school staff in regards to the Class of 2017.
- b. The district will prepare any changes for policy and course offerings by November of 2017.

3. Creativity and Innovation

The district will apply the PDSA (Plan, Do, Study, Act) model to examine instructional strategies and measurements connected to creativity and innovation.

Goal: The district will develop a rubric and guideline for measuring creativity and innovation across the curriculum.

Action Plan

- a. The district will support a team in the investigation of models for identifying instructional methods and measurements necessary to further achievement in the areas of creativity and innovation.

4. Kindness, Compassion and Leadership

The district will apply the PDSA model to the inclusion of kindness, compassion and leadership across the curriculum.

Goal: The district will develop a K-12 curriculum detailing a district wide approach to offering instruction in the areas of kindness, compassion and leadership.

Action Plan

- a. The district will support a team in the development of a district-wide approach to purposeful character instruction focused on kindness, compassion and leadership.

2016 Success Stories

 Elementary School is nominated for recognition as a National Blue Ribbon School for their work in closing achievement gaps.

 School District earns ranking of “Significantly Exceeds Expectations” from the Wisconsin DPI.

 Elementary School earns ranking of “Significantly Exceeds Expectations” from the Wisconsin DPI.

 Middle School earns ranking of “Exceeds Expectations” from the Wisconsin DPI.

Workforce Engagement & Development

2017 Strategic Initiatives

1. Employee Engagement

Enhanced focus on developing and implementing leadership strategies connected to the Organizational Health factors listed on the annual Workplace Dynamics survey.

Goal: Raise the District Engagement score from 37% to 50% as measured by the Workplace Dynamics Survey.

Action Plan

- a. The District Leadership team will continue to develop leadership skills in line with the Organizational Health factors reported in the Workplace Dynamics Survey.
- b. Work with various employee groups and the Business Office to develop compensation and benefits plans aligned with the district mission.

2. New Employee Recruitment, Selection, and Mentoring

Develop and complete standardized practices for recruiting, selecting, welcoming, and mentoring new employees.

Goal: Increase the size and quality of candidate pools and increase the employee retention rate.

Action Plan

- a. The District Leadership team will complete standardized procedural guidelines for the hiring and induction process.

3. Plan, Do, Study, Act (PDSA)

The district will support staff development in the practice of PDSA.

Goal: The PDSA model for monitoring change connected to continuous improvement will become embedded in workplace practice and culture. By December of 2017, 50% of all employees will receive basic training in the PDSA model.

Action Plan

- a. The District Leadership Team will complete PDSA training and develop a process for implementation across the district.



The School District of West Salem will apply the best possible strategies to hire, retain, engage, and develop an outstanding workforce dedicated to our mission of serving with passion.

2016 Success Stories

- Inducted second Model Teacher cohort
- Completed fourth year of Workplace Dynamics with 90% participation rate
- Digitized the record keeping for hourly employees using True Time
- Teacher retention rate less retirees was 96%

Communication & Engagement

2017 Strategic Initiatives

1. Parent Engagement

Enhanced focus on developing and implementing communication strategies connected to Parent Engagement.

Goal: Improved parent engagement as measured by a parent engagement survey.

Action Plan

- a. The District Leadership team will select and administer a parent engagement survey to establish a baseline.
- b. The district will support two-way communication at the building level between families and school personnel.

2. Tell Our Story

The district will develop and implement a campaign to inform our stakeholders of the good work we do.

Goal: Improve community engagement as measured by a 15% increase in social media interactions.

Action Plan

- a. The District Leadership team will encourage and support all employees who “tell our story” when connecting in our community.
- b. The district will expand connections with local businesses by distributing 50 more “Serving with Passion Since...” posters.
- c. Work with alumni groups to strengthen the connection between alumni and our schools by creating a WSHS Alumni Hall of Fame, by developing an alumni database and by actively connecting with alumni groups.

The School District of West Salem will communicate and engage our students, parents, staff and citizens to achieve and celebrate our vision of igniting creativity, innovation and excellence.

2016 Success Stories

- Passed four separate referendum questions for facility upgrades
- Established a Facebook video series
- Increased followers and connections on Facebook and Twitter
- Established #WeAreWS branding
- Placed Serving with Passion posters in local businesses
- Used enhanced Facebook features to reach more than 5,000 viewers

Business Operations

2017 Strategic Initiatives



The School District of West Salem will provide safe, healthy and efficient facilities, programs, and services to ensure success for all students and accountability to all stakeholders.

1. Financial Planning

The district will develop a master financial sustainability plan.

Goal: The district will present a completed financial sustainability plan by August of 2017.

Action Plan

- a. The district will complete 5-year capital equipment plans.
- b. The district will work with various employee groups to develop compensation and benefits plans aligned with the district mission.
- c. The district will investigate ways to increase enrollment, increase outside revenues, and create an evaluation method to assist in determining the impact of current programming.

2. Facility Improvements

The district will manage the renovations to our middle school and outdoor athletic facilities.

Goal: Complete the projects as advertised, on time and on

Action Plan

- a. The district will work with an owner's representative, architectural firm, and general contractor to complete the projects as advertised by October of 2018.



3. Safe and Healthy

The district will develop a health and safety survey and audit to establish baseline data for future improvements.

Goal: The district will collect data from students, employees, families, and professional testing services to complete a "safe and healthy" audit by December of 2017.

Action Plan

- a. The district will conduct a survey, establish baseline data and set goals for 2018.

4. Energy Efficiency

The district will continue to champion the concept of energy efficiency.

Goal: At the conclusion of the 2017-18 school year, the district will demonstrate a 1% reduction in energy consumption as compared to the previous school year.

Action Plan

- a. The district will support continued work by our facilities team, along with an energy consultant, in reviewing and updating district practices, procedures and policies.

5. Performance Excellence

The district will continue work towards the completion of a Performance Excellence Baldrige application.

Goal: The district will submit a completed Organizational Profile for review by December of 2017.

Action Plan

- a. The district will support continued work by our leadership team along with a management consultant in reviewing and updating district practices, procedures and policies.

2016 Success Stories

- District bond rating remained stable at AA- by Standard and Poor's
- Completion of upgrades at transportation facility
- Additional freezer installed at elementary school
- Voters approved four different referenda questions for facility upgrades
- Implementation of True Time electronic clock-in for hourly workforce
- District prepaid bank loan used to purchase county land
- District teams completed entry-level work in the area of performance excellence

School District of West Salem –

Welcome to a “Special Edition” of the school district newsletter dedicated to the updated district mission, vision, and strategic plan. Experts in the area of strategic planning suggest a key step in achieving excellence is to ensure all stakeholders are aware of the organization’s goals. This special edition is our attempt to bring you on board!

We are proud of our many accomplishments and excited by the challenge of pursuing continued excellence in our programming and operations. Our many success stories are not the result of lucky circumstances or random acts of fortune, but the result of skillful, purposeful work by our dedicated employees. By doing the right work, with strategic purpose, we produce great results for both our students and our taxpayers.

Thank you for reading and thank you for your continued support of public education.

Sincerely,
Troy M. Gunderson
Superintendent

#WeAreWS



School District of West Salem
405 East Hamlin Street
West Salem, WI 54669

NONPROFIT ORG.
U.S. POSTAGE
PAID
WEST SALEM, WI
PERMIT NO. 38