

STRATEGIC PLAN 2023-2028



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Areas of Focus

- 1) Student Learning and Supports
- 2) Curriculum and Extra-curricular
- 3) Instruction and Evaluation
- 4) Finance and Facilities
- 5) Parent and Community Relations

Superintendent's Message:

The strategic plan for Western Wayne Schools was developed through extensive collaboration with WWS staff members, community members, parents, and school board members. Through this process, we identified strengths, beliefs, areas for improvement, and opportunities. We have taken this information and used it to update our vision, mission, and core values to reflect what we truly believe.

All members of this strategic planning committee (SPC) were divided into focus groups to address the topics below:

- ☐ Student Learning and Supports
- ☐ Curriculum and Extracurricular
- ☐ Instruction and Evaluation
- ☐ Finance and Facilities
- ☐ Parent and Community Relations

Each focus group created specific goals and strategies accompanied with timelines and needed resources to accomplish each area. In order to assess the degree of attainment, each goal has a set of associated strategies to be evaluated as indicators of progress to goal fulfillment.

Our previous strategic plan was put together nicely and was successful. We achieved a vast majority of the goals that were established within the plan, I firmly believe this new plan will be a success as well. The creation of this document is to provide a strong foundation that sets the course for our district for years to come. Our strategic planning team understands that adjustments will need to be made and other strategies and opportunities will arise that are not outlined in this plan, which will assist in the attainment of goals. The strategic plan will become a living document that guides us as we continue to create more opportunities for our students



Mr. Andy Stover
Superintendent

Strategic Planning Team

Committees

Curriculum and Extracurricular

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Finance and Facilities

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Parent and Community Relations

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Student Learning and Supports

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Nancy Alford
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Instruction and Evaluation

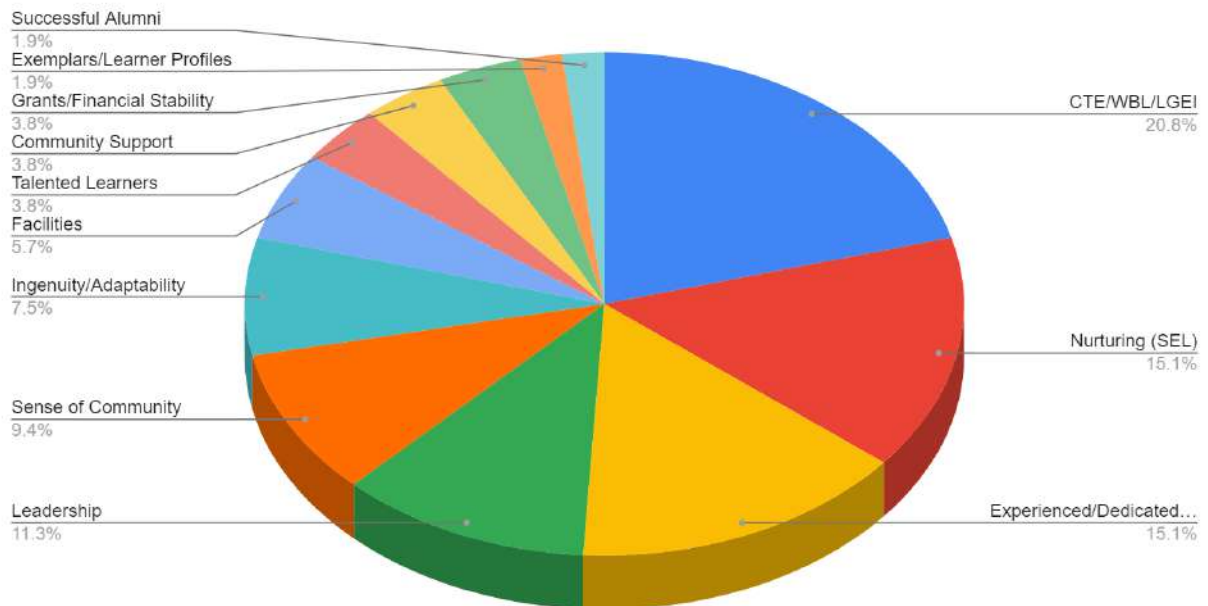
Daria Sturgis
Stacey Bertsch
Yvonne Swafford
Elizabeth Miller
Jim King

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Strengths & Improvements

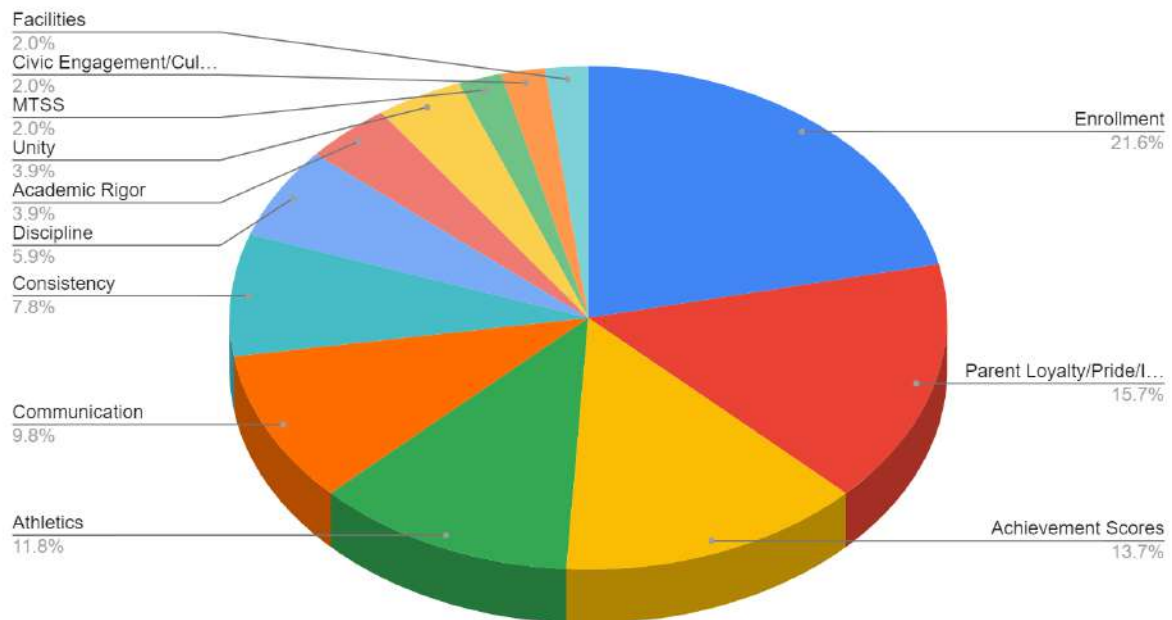
WWS SPC Strengths

1. CTE/WBL/LGEI (20.8%)
2. Nurturing/SEL (15.1%)
3. Experienced/Dedicated Staff (15.1%)
4. Leadership (11.3%)
5. Sense of Community (9.4%)
6. Ingenuity/Adaptability (7.5%)
7. Facilities (5.7%)
8. Talented Learners (3.8%)
9. Community Support (3.8%)
10. Grants/Finances (3.8%)
11. Exemplars/Learner Profiles (1.9%)
12. Successful Alumni (1.9%)



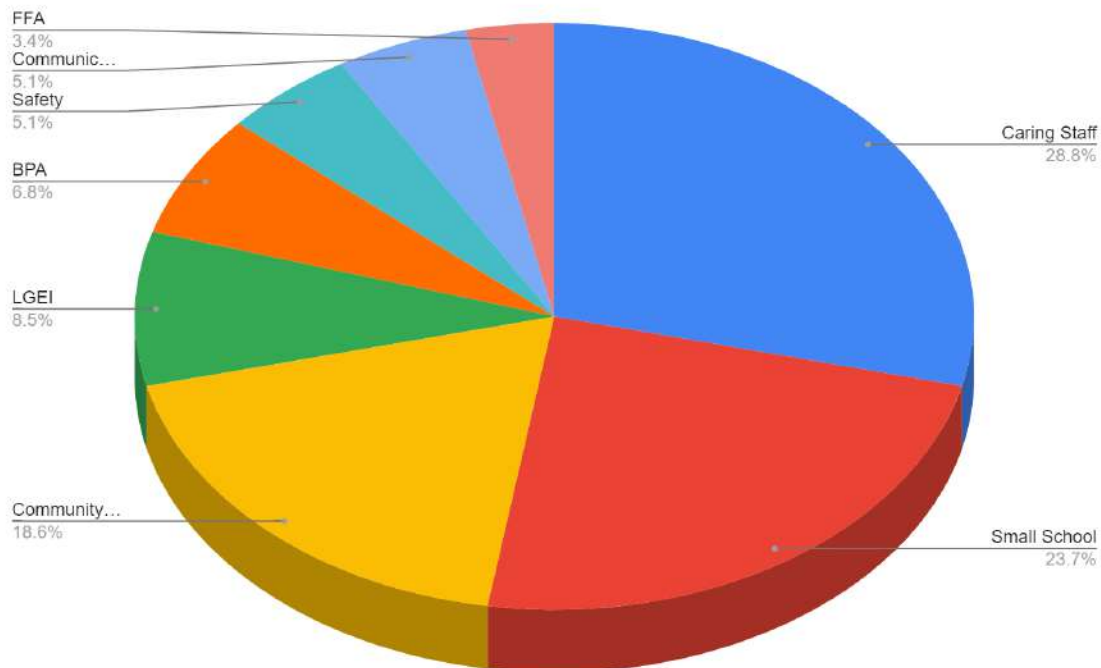
WWS SPC Areas for Improvements

1. Enrollment (21.6%)
2. Parent Loyalty/Pride/Involvement (15.7%)
3. Achievement Scores (13.7%)
4. Athletics (11.8%)
5. Communication (9.8%)
6. Consistency (7.8%)
7. Discipline (5.9%)
8. Academic Rigor (3.9%)
9. Unity (3.9%)
10. MTSS (2.0%)
11. Civic Engagement (2.0%)
12. Facilities (2.0%)



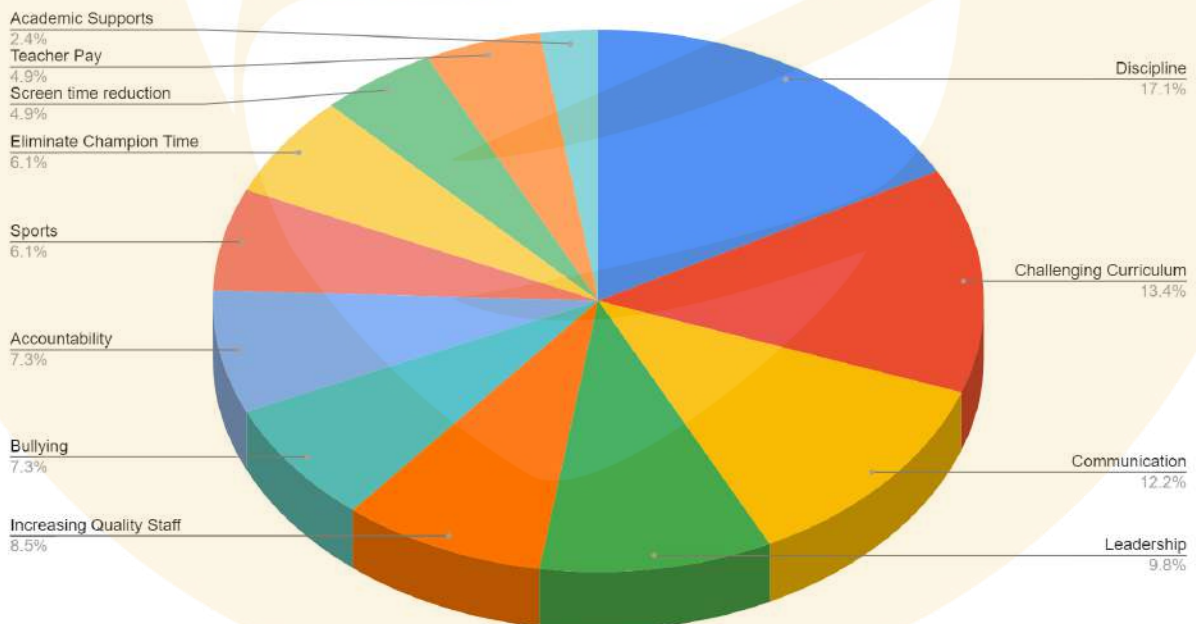
WWS Community Survey Strengths

1. Caring Staff (28.8%)
2. Small School (23.7%)
3. Community Support (18.6%)
4. LGEI (8.5%)
5. BPA (6.8%)
6. Safety (5.1%)
7. Communication (5.1%)
8. FFA (3.4%)



WWS Community Survey Areas for Improvement

1. Discipline (17.1%)
2. Challenging Curriculum (13.4%)
3. Communication (12.2%)
4. Leadership (9.8%)
5. Quality Staff (8.5%)
6. Bullying (7.3%)
7. Accountability (7.3%)
8. Sports (6.1%)
9. Champion Time (6.1%)
10. Reduced Screen Time (4.9%)
11. Teacher Pay (4.9%)
12. Academic Supports (2.4%)



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Mission Statement,

Vision, Motto, and

Core Values

Mission Statement

Western Wayne Schools provides students with “opportunities to soar” within a disciplined educational environment that produces community-minded learners who are confident, productive, and prepared for a successful future.

Vision

Western Wayne Schools is an engaging, competitive district that maximizes student potential through quality academic and occupational experiences.

Motto

“Opportunities to Soar”

Core Values

1. Our community is our school and our school is our community.
2. We take responsibility to help learners succeed.
3. We ensure the basic needs of every learner are met.
4. We believe in accountability.
5. We help all learners become confident, curious, and caring.

Exemplars:

Profile of a Graduate/Resume of a Graduate

Students at WWS will be intentionally taught the following skills:

1. **Accountability:** Eagle Learners will take ownership of their actions, personal growth, and success.
2. **Communication:** Eagle Learners will effectively exchange information and ideas.
3. **Community:** Eagle Learners do their part for the community by encouraging and appreciating others.
4. **Contribution:** Eagle Learners serve others for the greater good.
5. **Curiosity:** Eagle Learners will seek knowledge through exploration, inquiry, and discovery



Student Learning & Supports

Goal Area: Student Learning And Supports

Student Learning and Supports Goal #1 - Western Wayne Schools will increase the percentage of learners who demonstrate proficiency on standardized achievement assessments.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Use formative assessments (e.g. IREADY/NWEA) to guide instruction	Principals Teachers	<ul style="list-style-type: none"> • IREADY • NWEA • EES Analytics • Formative Assessment Grant 	Currently	Ongoing	Formative assessment completion rates IREADY diagnostic
Prioritize teaching standards the IDOE identifies as "High" priority	Teachers	<ul style="list-style-type: none"> • ILEARN Priority Standards 	August 2023	Ongoing	Curriculum maps Teacher lesson plans
Maintain MTSS procedures to identify and provide intervention for students in need of Tier 2 and 3 academic supports	RTI Coordinator Special Ed. Coordinator Principals	<ul style="list-style-type: none"> • WIN/Success Time (WWES) • Early Intervention Grant • Title I • Title III 	Currently	Ongoing	Articulated MTSS procedural framework
Follow established or recommended curriculum pacing for Tier 1 instruction	Teachers Principals	<ul style="list-style-type: none"> • EES curriculum maps • Curriculum pacing guides 	August 2023	Ongoing	Curriculum pacing guides Curriculum maps Teacher lesson plans
Embed literacy tasks across the curriculum and subject areas	Teachers	<ul style="list-style-type: none"> • R.A.C.E. Rubric • (Restate, Answer, Cite, Explain) • Textbooks • Supplemental readings 	August 2023	Ongoing	Alma Gradebook Curriculum maps

Goal Area: Student Learning And Supports

Student Learning and Supports Goal #2 - Western Wayne Schools will maintain a graduation rate of 90% or higher on a yearly basis.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Implement Alternative Education Programming AM & PM	Alt Ed ToR LMHS Assistant Principal Grant Director	<ul style="list-style-type: none"> Edgenuity Alt Ed Grant funding 	August 2023	Ongoing	Alt Ed Grant reporting Suspension/Expulsion Data
Track credit and pathway student progress	HS School Counselor	<ul style="list-style-type: none"> Alma 	January 2023	Ongoing	Credit and Pathway semester audits
Pair Algebra I & Algebra Lab within the master schedule	HS School Counselor HS Principal	<ul style="list-style-type: none"> Alma ILEARN 8 Math Results IEPs 	August 2023	Ongoing	LHS Master Schedule
Attendance Policy Enforcement	Assistant Principal School Counselor	<ul style="list-style-type: none"> Alma Pathway Waiver 	January 2023	Ongoing	LMHS Attendance Rate IDOE Graduation Pathway Waiver
Update WWS Profile of a Graduate to align with Indiana GPS	WWS Administration Certified Staff Community Stakeholders	<ul style="list-style-type: none"> WWS Pillars Presentation Software (Google Sites) Grade-level PoG guidelines/activities 	September 2022	June 2023	Profile of a Graduation and Eagle Exemplars Panels
Offer students a variety of Graduation Pathways	HS Principle School Counselor	<ul style="list-style-type: none"> Whitewater Career Center WWS Pathways SAT/ACT Dual Credit Courses AP Courses ASVAB 	Currently	Ongoing	Graduation requirement bucket #3 fulfillment

Goal Area: Student Learning And Supports

Student Learning and Supports Goal #3 - Western Wayne Schools will optimize academic support for Western Wayne Schools' special education student population.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Leverage Next Generation School Improvement Grant	Grant Director	<ul style="list-style-type: none"> EES Analytics 	January 2023	May 2026	NextGen SIG Grant Reporting
Identify students in need of MTSS intervention programming	WWES RTI Special Ed. Coordinator	<ul style="list-style-type: none"> ILEARN ELA/MATH I-READ 3 Dyslexia Screener Indiana IEP 	Currently	Ongoing	Appropriate student placement aligned with IEPs and student achievement data
Conduct Annual Case Conference Committees for students with IEPs	Special Ed. Coordinator/Teachers	<ul style="list-style-type: none"> Indiana IEP East Central Indiana Special Services Student Cumulative Files 	Currently	Ongoing	Updated Student IEPs Special Education Diagnostic Assessments
Ensure special education statute compliance for students with IEPs	Special Ed. Coordinator Special Ed. Teachers General Ed. Teachers	<ul style="list-style-type: none"> Student IEPs East Central Indiana Special Services IDEA Indiana Article 7 	Currently	Ongoing	IEPs Homework/Testing/Environmental accommodation practices Case Conference Committees



Curriculum & Extra-Curricular

Goal Area: Curriculum and Extra-Curricular

Curriculum and Extra-Curricular #1 - Western Wayne Schools will have a guaranteed and viable curriculum that is academically rigorous for grades K-12.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Identify the priority standards for their courses.	Teachers and building administrators.	<ul style="list-style-type: none"> Indiana State Academic Standards. State Assessment Blueprints. Curriculum Materials. 	Currently	Ongoing	<p>Success = 100% of the teachers have identified priority standards and published them.</p> <p>Priority standards will be reevaluated each year on a rolling schedule every six years. Ex: Math 2022, etc...</p>
Create pacing guides and instructional calendars that will map out when each priority standard will be taught and assessed.	Teachers and building administrators.	<ul style="list-style-type: none"> Indiana Department of Education Ease of Use document. Curriculum Materials. Class size. Number of Special Education students. Past lesson plans. Technology. IReady Diagnostic Data. Information from the teacher of the previous level. 	Currently	Ongoing	<p>Success = 100% of all courses will have a published pacing guide for the priority standards.</p> <p>Teachers will reflect on the pacing guide at the end of each semester/year to give the rationale of why they are where they are on the pacing guide and what the plan is for the future.</p>
Report the number of students in their courses who showed mastery of the priority standards for the course after establishing a baseline.	Teachers	<ul style="list-style-type: none"> Common assessments for all priority standards. A system to provide additional support for students who do not show mastery of a standard. A system to provide enrichment for the students who come into the class knowing the content. 	January 2023	Ongoing at the end of each semester.	<p>Success = An increase in the percentage of students showing mastery of the priority standards above the baseline.</p> <p>Each year teachers will use pre and post-test data to report their percentage of students showing mastery of priority standards.</p>

Goal Area: Curriculum and Extra-Curricular

Curriculum and Extra-Curricular #2 - Western Wayne Schools will increase our course offerings at LMHS to include a wider variety of academic opportunities to meet the needs of all students.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Explore the possibility of joining a teacher-share program to increase the course we can offer.	Principals	<ul style="list-style-type: none"> East Central Educational Service Center. Partnership with other schools. Partnership with Indiana Online. 	January 2023	May 2023	<p>Success = We have a partnership with at least one other school to offer courses to our students.</p> <p>We will increase our partnerships in the teacher share program each year both in courses our students take at other schools and students from other schools take at LHS.</p>
Provide our teachers with the opportunity to become certified to teach AP and dual credit courses at the high school.	Superintendent and Principals	<ul style="list-style-type: none"> Funding for teacher's course work. University and college partners. Staffing. Curriculum materials 	August 2023	August 2025	<p>Success = Teachers of all courses that are eligible for dual credit will be certified by the start of the 2025-2026 school year.</p> <p>Once we identify the dual credit course we could be teaching we will ensure the teachers are enrolled in the coursework necessary to become certified for dual credit.</p>
Partner with Indiana Online to increase online options for students in courses we don't offer.	Guidance Department and Principals	<ul style="list-style-type: none"> Partnership with Indiana Online. Funding for Indiana Online. 	August 2023	Ongoing	<p>Success = We will have enrollment capabilities for 20% of our students to take courses through Indiana Online.</p> <p>Students and Guidance will evaluate which classes our students are being successful in at the end of each semester to be sure we are using the appropriate classes for our students.</p>

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Review the master high school schedule to ensure honors, dual credit, and AP courses are not in conflict with other courses students need to the best of our ability.	Guidance department.	<ul style="list-style-type: none"> • Course request forms. • Data to support the need for higher-level courses. 	January 2023	May 2023 and Ongoing	<p>Success: We will have a 90% rate of students getting enrolled in all classes they requested.</p> <p>Administrators and Guidance will work on the schedule and keep data on how what our rate of success is in getting students enrolled in the courses they need and request.</p>
Continue our partnership with IU East to allow students to take college courses on campus.	Superintendent, Guidance Department, Principal	<ul style="list-style-type: none"> • MOU with IU East. • The schedule for the IU East classes is available to our students. 	Currently	Ongoing	<p>Success: 15 LMHS students each semester will earn college and high school credit through classes at IU East.</p> <p>Each semester students and guidance will evaluate student success in these courses and work with IU East to increase course offerings for our students.</p>

Goal Area: Curriculum and Extra-Curricular

Curriculum and Extra-Curricular #3 - Western Wayne Schools will increase participation in Extracurricular activities.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Gather data on current participation in our athletic programs as well as what is preventing students from participating.	Athletic Director, Principal, Coaches	<ul style="list-style-type: none"> • Athletic Team Rosters • Student survey • Student survey data • Information from other schools our size. 	March 2023	July 2023	<p>Success: 10% more students will participate in at least one ECA each year until we reach 100%.</p> <p>After we get the survey results we will review the reasons why students don't participate.</p>
Remedy any barriers to student participation in ECAs.	Superintendent, Athletic Director, Principals	<ul style="list-style-type: none"> • Funds to remedy barriers such as transportation. • Survey Data • 	July 2023	August 2023	<p>Success: 100% of students filling out the survey and we will generate a list of barriers and solutions to those barriers.</p> <p>After the survey results, we will continue to monitor participation and any new barriers. We will repeat the survey annually.</p>
Survey the students to find the areas they are interested in so we can start new clubs and activities.	Principals and Teachers	<ul style="list-style-type: none"> • Survey Data • Stipends for Club Sponsors • Materials needed by clubs. 	August 2023	December 2023	<p>Success: 100% of students filling out the survey and we will generate a list of new clubs and obtain sponsors for those clubs.</p> <p>After the survey results, we will continue to monitor participation and any new ideas for clubs. We will repeat the survey annually.</p>
Define ECA to include more than just athletics and provide opportunities for students to develop a love for those activities at a young age, (i.e. music, arts, drama, FFA, BPA, etc...)	Principals and Teachers	<ul style="list-style-type: none"> • List of ECA's. • List of interests from students. • A platform to get these clubs off the ground. • Funding to get the programs off the ground. 	August 2024	December 2025	<p>Success: ECA clubs will increase to include younger students to expose them to as many different activities as we can in elementary.</p>

Goal Area: Curriculum and Extra-Curricular

Curriculum and Extra-Curricular #4 - Western Wayne Schools will become more athletically competitive with schools of similar size and characteristics.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Conduct a comprehensive review of all athletic programs in WWS to review participation, stats, and practice/workout plans and routines for each program.	Athletic Director, Principal, Coaches	<ul style="list-style-type: none"> • Data and Statistics • Time and more assistants to help grow the programs along with the head coach. • Personnel to help evaluate coaches who have personal experience with what the job entails. • Coaches goals and plans • Information from other schools our size. • Equipment • Increased compensation for coaches. 	March 2023	July 2023	Success: The AD will meet with each head coach and review their data, goals, and plans and publish them to the admin team and the board.
Create an action plan to address our areas of weakness once the review is complete.	Athletic Director, Principal, Coaches	<ul style="list-style-type: none"> • Comprehensive review information. • Research to address our areas of weakness. 	July 2023	December 2023	<p>Success: We will be able to clearly identify our areas of weakness and put strategies in place to directly address them across all sports and programs.</p> <p>The AD will repeat this review annually with each coach for each season to ensure the weaknesses are being addressed.</p>
Increase our physical education at all grade levels to get the students physical activity and foster a love of athletics at a young age.	Superintendent, PE Department, AD, District Wellness Committee, Principals	<ul style="list-style-type: none"> • Funds to increase PE in all grade levels. • An intramural program at the elementary level. • Coaching salaries. 	August 2024	Ongoing	<p>Success: Grades K-8 will have physical education daily and will have the opportunity to participate in intramural sports.</p> <p>This program will be evaluated annually.</p>

Goal Area: Curriculum and Extra-Curricular

Curriculum and Extra-Curricular Goal #5 - Western Wayne Schools will expand the High Ability curriculum to achieve continuity in K-12 High Ability programming.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Review and revise our current identification process for HA students grades K - 12.	HA Licensed Teachers in the District, Principals	<ul style="list-style-type: none"> • All current documentation of our current identification process. • Testing materials. • List of students currently identified. • Current research on best practices. • Testing materials for ID process 	January 2024	May 2024	<p>Success: We will have a complete identification process in place and published by December of 2023.</p> <p>We will implement the ID process and review its impact each year.</p>
Review and revise our current HA programming grades K-12.	HA Licensed Teachers in the District, Principals, and Guidance Counselors	<ul style="list-style-type: none"> • All current HA data in the district. • All current HA curriculum in the district. • Information from other schools our size on what they do for HA. 	January 2024	May 2024	<p>Success: We will have a complete program identified and published for our identified HA students.</p> <p>We will implement this program and re-evaluate it annually for fidelity and impact.</p>
Partner with HA professionals to help us with the review process to gain insight on current research and practices. (i.e. Ball State University High Ability)	HA Licensed Teachers in the District, Principals, Superintendent	<ul style="list-style-type: none"> • Funding to support such a partnership. • Research on potential partners in HA. • Our current practices. • State regulations on HA programs. 	August 2023	December 2023	<p>Success: We will establish a partnership with experts in the field of HA whom we will meet with on a regular basis to help hold us accountable and guide us.</p> <p>Our program will be re-evaluated annually for fidelity and impact.</p>
Establish a district HA committee to meet bi-annually to ensure our program is meeting all state requirements and the needs of our HA students.	HA Licensed Teachers in the District, Principals, Superintendent	<ul style="list-style-type: none"> • Potential community members for the committee. • Rationale for the committee. • State DOE guidelines for the committee. 	August 2023	December 2023	<p>Success: We will establish this committee and hold at least one meeting by December 2023.</p> <p>This committee will have a rotating membership to ensure that all HA student demographics are represented in the committee.</p>

Goal Area: Curriculum and Extra-Curricular

Curriculum and Extra-Curricular Goal #6 - *Western Wayne Schools will embed employability skills and micro-credentials in the K12 curriculum*

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Establish our district wide Pillars that represent the skills needed for employability.	Strategic Planning Committee	<ul style="list-style-type: none"> List of our Employability Pillars and the clear definitions for each. 	Currently	February 2023	<p>Success: We will narrow our employability pillars from 11 to 5 and have clear definitions to present to the school board in February 2023.</p> <p>The strategic planning committee will work through these employability pillars and review them annually with input from the staff and students to ensure they are still relevant and helpful.</p>
Establish activities that show proof of proficiency of the employability pillars at each grade level.	Grade Level Teachers, Principals, Strategic Planning Committee	<ul style="list-style-type: none"> List of Employability Pillars Information from employers about what they are looking for in an employee Any materials or items needed to accomplish the activities 	March 2023	July 2023	<p>Success: We will have a complete list of activities to intentionally teach each employability pillar at all grade levels by July 2023 so we can implement it by August of 2023.</p> <p>We will review this list annually to ensure we are implementing with fidelity and being consistent with the activities as well as adding new ones as they are presented. Some of these activities may already be in place but we have not identified them yet.</p>
Transition from a "Learner Profile" to a Resume style of students record keeping for their Employability Pillars. This will house their badges from the microcredential for each pillar.	Grade Level Teachers, Principals, Strategic Planning Committee	<ul style="list-style-type: none"> A badging system for microcredentials earned by completing activities for each employability pillar. An online platform for students to use to house their resume/badges. Examples of other microcredentialing systems. 	August 2023	December 2023	<p>Success: We will have our system up and running and students earning badges for microcredentials by January 2024.</p> <p>We will use the first semester of the 23-24 school year to evaluate the badging system and the data on how many students have earned them.</p>



Instruction & Evaluation

Goal Area: Instruction and Evaluation

Instruction and Evaluation Goal #1 - Western Wayne Schools will follow an instructional framework to improve student learning and outcomes.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Create an approved instructional framework at each building level. (District-Wide Needs - This aligns with our district evaluation model - Needs to be consistent)	School Leadership Team Discussion Team	<ul style="list-style-type: none"> • IDOE • Professional Texts 	1-1-2023	5-30-2023	Completion of framework and documentation of approval SLT and Discussion Team
Investigate of current evaluation models	Administration, Discussion Team	<ul style="list-style-type: none"> • RISE Model, • TAP Model 	1-1-2023	5-30-2023	Completion of Discussion of Evaluation Model

Goal Area: Instruction and Evaluation

Instruction and Evaluation Goal #2 - Western Wayne Schools will create an evaluation system that will effectively evaluate the delivery of instruction.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Create an evaluation tool that objectively focuses on classroom instruction and domains within the model	Administration and Discussion Team, School Leadership Team	<ul style="list-style-type: none"> RISE TAP Model Administrators Assistance Model 	5-30-2023	7-30-2024	Completion of Evaluation Tool that is approved By Superintendent and School Board
Establish Criteria Selection / Domain in which needs to be present	Administration and Discussion Team, School Leadership Team	<ul style="list-style-type: none"> RISE TAP Model Administrators Assistance Model 	5-30-2023	7-30-2024	Completion of Evaluation Tool that is approved By Superintendent and School Board
Articulate the frequency of observations	Administration and Discussion Team, School Leadership Team	<ul style="list-style-type: none"> RISE TAP Mode Administrators Assistance Modell 	5-30-2023	7-30-2024	Completion of Evaluation Tool that is approved By Superintendent and School Board

Goal Area: Instruction and Evaluation

Instruction and Evaluation Goal #3 - Western Wayne Schools will provide staff with professional development opportunities.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Maintain Professional Learning Communities (PLC's)	Administrator, School Leadership Team, Certified Staff	<ul style="list-style-type: none"> Ready Reading Ready Math Marzano/DuFour PLC Frameworks Teacher Surveys 	Ongoing	Ongoing	K-12 Content Data
Conduct a Book Study	Administrator, School Leadership Team, Certified Staff	<ul style="list-style-type: none"> Outside Professional Development Providers 	8-10-2022	5-30-2023	Implementation of book concepts
Offer PD on Evaluation Plan	Outside Source from SFS Administration	<ul style="list-style-type: none"> Standard for Success District Evaluation Policy 	8-10-2024	Ongoing	Evaluation Results and Teacher Understanding
Offer PD on teaching with autonomy within the framework	Outside Vendor Administration	<ul style="list-style-type: none"> Standard for success District Evaluation Policy 	8-10-2024	Ongoing	Evaluation Results and Teacher Progress

Finance & Facilities

Goal Area: Finance and Facilities

Finance and Facilities Goal #1 - Western Wayne Schools will maintain a 12% cash balance in our education fund.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Build a budget where revenue outpaces expenditure.	District Financial Manager, Superintendent	<ul style="list-style-type: none"> Corporation financial software 	1/1/2023	Ongoing	Budget document discussed by the committee.
Compare actual revenue and expenses with projected monthly to confirm progress.	District Financial Manager	<ul style="list-style-type: none"> Corporation financial software 	1/1/2023	Ongoing	Monthly reports discussed by the committee.
Adjust spending if needed during the operating year to maintain progress toward goals.	Business Manager in conjunction w/full Administration	<ul style="list-style-type: none"> Board approved annual budget document 	1/1/2023	Ongoing	Quarterly reports discussed with committee.

Goal Area: Finance and Facilities

Finance and Facilities Goal #2 - Western Wayne Schools will develop and implement a capital improvement plan for the 2024 project.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Utilize a recent district-wide study from Emcore/Sodexo to create a plan for improvement.	District Financial Manager/Superintendent	<ul style="list-style-type: none"> Use of a district-wide study recently completed 	01/01/23	01/01/24	Completion of long-term plan
Construct a 5-Year Capital Project Plan.	District Financial Manager/Superintendent/ Facility Director/Technology Director/Food Service Director/ Athletic Director	<ul style="list-style-type: none"> Use of a district-wide study recently completed 	06/01/23	Ongoing	Completion of the annual meeting in May/June.
Institute a Facility and Planning Committee.	Facility and Planning Team (20 Member)	<ul style="list-style-type: none"> Facility Study Plan Priority Document Department Level Planning Document 	01/01/23	Ongoing	Regular meetings with the committee to discuss progress.

Goal Area: Finance and Facilities

Finance and Facilities Goal #3 - Western Wayne Schools will align grants to support our district's strategic plan.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Intentionally use grant money to support specific strategic planning goals.	Grant Implementation Specialist and Superintendent	<ul style="list-style-type: none"> Grants 	01/01/23	Ongoing	Monitor the success of goals in the strategic plan and evaluate the use of grants in supporting those goals—quarterly.
Create a grant crosswalk that aligns current grants with strategic framework goals.	Distirct Financial Manager / Superintendent / Grant Implementation Specialist	<ul style="list-style-type: none"> Current grants 	01/01/23	Ongoing	Grants are obtained, aligned and utilized
Create an internal District Grant Accountability Committee.	Grant Implementation Specialist / Superintendent / Principals/ Title I, II, III, IV, NESP leads	<ul style="list-style-type: none"> Current Grants Upcoming Grants 	05/01/23	Ongoing	Regular meetings and discussions to ensure that grants are aligned to goals and being utilized appropriately. Report to the PR Committee.

Goal Area: Finance and Facilities

Finance and Facilities Goal #4 - Western Wayne Schools will maintain or increase a status quo student average daily membership over the next 3 years.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Develop a marketing plan tailored to specific programs that meet student needs.	Marketing Director Superintendent Manager	<ul style="list-style-type: none"> Coordinate community relations group as they also have the goal to develop a marketing plan 	07/01/2023	Ongoing	Completion of marketing plan and report to PR committee and obtain regular feedback through surveys from the community.
Continue communication to families who unenroll from our district to discuss concerns and reasons for leaving.	School Counselor Superintendent Building Principal Designated Community Members	<ul style="list-style-type: none"> Enter/Exit Form Alma 	Continued	Ongoing	Documentation reported to the Student Retention Committee.
Create a Student Retention Committee.	# of staff and community members	<ul style="list-style-type: none"> Report of reasons families are leaving 	01/01/2023	Ongoing	Quarterly meetings Individual committee members reach out to families and report back to the whole committee.

Goal Area: Finance and Facilities

Finance and Facilities Goal #5 - Western Wayne Schools will ensure continuous fundraising efforts to support student activities.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Create a Student Activity Funding Committee.	Principals, Organization Sponsor	<ul style="list-style-type: none"> Appropriation Reports Fund Request Form 	07/01/23	Continuou s	Financial Year End Report Bank Statements Board Updates Comparable Historic Data
Establish a Check and Balances Committee (ECA Funds and Revenue)	District Financial Manager, Superintendent, Board President	<ul style="list-style-type: none"> Bank Statements (Outside Accounts) 	02/08/23	Continuou s	Financial Year End Report Bank Statements Board Updates Comparable Historic Data



Parent & Community Relations

Goal Area: Parent and Community Relations

Parent and Community Relations Goal #1 - Western Wayne Schools will build strong relationships, trust, and mutually beneficial partnerships with the community.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Plan and hold two community nights at WWS per year.	Superintendent/Administration	<ul style="list-style-type: none"> Community donations 	9/1/2023	Ongoing	Successful Completion of Community Night
Host a Back-to-School night prior to the first student day teacher school year.	Administration	<ul style="list-style-type: none"> All staff Food Computers for registration Colleges Club sponsors Community members/partnerships PTO 	8/1/2023	Yearly	Successful Completion of Community Night
Conduct quarterly community meetings.	Superintendent	<ul style="list-style-type: none"> TBD 	8/1/2023	8/1/2024	Successful Completion of Quarterly Meetings
Host a career fair for MS/HS with alumni presenters.	Guidance Counselor	<ul style="list-style-type: none"> Business partnerships Committee to make contact with alumni 	3/1/2023	Yearly	Successful Completion of Career Fair
Monitor Profile of a Graduate progress for 5th, 8th, and 12th graders via Exemplar Interviews/Presentations.	Principal/Staff	<ul style="list-style-type: none"> All Staff Community Stakeholders 	08/01/2023	Yearly	100% student and staff participation

Goal Area: Parent and Community Relations

Parent and Community Relations Goal #2 - Western Wayne Schools will create a public relations and marketing plan.

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Collect community survey responses (1 time).	Superintendent	<ul style="list-style-type: none"> Google form Paper copies Prepaid return envelopes QR code 	05/01/2023	Yearly	Successful Deployment of Survey (Yearly)
Create a suggestion collection tab via the website.	Technology	<ul style="list-style-type: none"> Adaptations to the website 	ASAP	Ongoing	Collection Tab on Website
Establish a marketing firm partnership with WWS.	Outside consultant Superintendent Administration	<ul style="list-style-type: none"> Q7 Associates 	6/1/2023	Ongoing	Partnership with PR firm
Obtain signage for promotion - based on recommendations from Q7.	Superintendent/Administration	<ul style="list-style-type: none"> Education fund Planning group/Designer 	ASAP	Ongoing	Successful Marketing and Signage Throughout Community

Goal Area: Parent and Community Relations

*Parent and Community Relations Goal #3 - Western Wayne Schools will engage parents in a meaningful way to promote their children's education.**

Strategies	Champion	Resources	Begin Date	End Date	Evaluation
Host a FAFSA Parent Night.	Guidance Dept. / Foundation/ Ivy Tech	<ul style="list-style-type: none"> Computers Trained staff Library Food donations Incentives 	2/1/2024	4/1/2024	Successful Completion of FAFSA Night
Provide students with the opportunity to participate in an SAT Boot Camp.	Guidance Dept.	<ul style="list-style-type: none"> Computers Trained staff Library Food donations Incentives 	8/1/2023	10/1/2023	Successful Completion of SAT Boot Camp