

STRATEGIC PLAN



WAUKEE
COMMUNITY SCHOOL DISTRICT

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CORE VALUES

We believe in **keeping students our priority.**

We approach our work with an open, curious mindset, committed to learning and relentlessly focused on our students' needs and interests. We make decisions and measure progress based on how well we are supporting our staff and improving outcomes for our students. Our passion for the success of our students motivates us to do what is needed to accomplish our goals.

We believe in **equity and belonging.**

We believe that equity and inclusion in our schools will require a healthy culture based on a foundation of dignity and belonging. We strive to build partnerships and community within these beliefs. We seek to affirm uniqueness and difference, create a culture of acceptance and growth, amplify student voice, & support the social-emotional needs of students.

We believe in **developing people.**

We know that we are only as strong as our team and that as each person develops as a learner and a leader, our district becomes stronger. We are committed to investing in the development of our people through coaching, feedback, and training, as well as by fostering an environment that encourages personal development and professional growth. We believe that by supporting the growth of our team members will we all achieve our maximum potential.

We believe in **integrity.**

We strive to do the right thing, recognizing that what is right is not always what is easy. We operate with respect and kindness and are honest, transparent and responsive in our communication and actions. We collaborate openly and hold ourselves and each other accountable.

We believe in **joy.**

We see our work as much more than a job and we are here because we love what we do. We take pride in doing great work and celebrate our collective and individual successes. We cultivate positive relationships, express gratitude, and support and uplift one another.





We believe in **inclusivity**.

We respect and value the individual differences within our community, recognizing that the genuine embracing of those differences can increase our performance and create a culture in which everyone can (safely/openly) be themselves. We are committed to building a welcoming and encouraging environment that supports all stakeholders, gives them voice, and allows us to learn from one another.

We believe in **innovative problem solving**.

We seek excellence and learn from our challenges and successes as we evolve beyond the traditional notion of K-12 education. We do not shy away from struggles and are resilient in our approach to problems because we know that effort and perseverance lead to success. We are courageous and intellectually curious in our search for new ways to overcome obstacles and move ourselves forward. We work together, take initiative, and innovate, all in an effort to produce positive outcomes for ourselves, our students, and our community.

VISION

Inspiring learners who feel valued, challenged and prepared to embrace tomorrow's opportunities.

MISSION

Waukee Community Schools is a rapidly growing and increasingly diverse school district. We believe every individual's unique background and culture enhance our schools. By focusing on the joy of learning and growth for everyone, we create a dynamic work environment for our staff while engaging our students, families and the community through innovative educational experiences.

PORTRAIT OF A GRADUATE

Waukee Community School District is committed to providing all of its students with the knowledge, experiences and opportunities necessary for them to develop the competencies required for success in school, in the workforce, and in life.



Academics

Waukee graduates will be prepared with the content knowledge and skills necessary for their future success. They must be provided a variety of rigorous curricular options that apply to their interests, skills, and aspirations.

Future Ready Skills

Waukee graduates will be prepared to navigate a complex, ever-changing global society and economy. The following skills will be demanded by employers across industries and sectors:

- **Critical Thinking** – The ability to reason and analyze information to come up with new solutions to a problem. It's one skill that can't be automated.
- **Creativity** – With the constant influx of new products and services, employers need creative minds that can apply these new tools to their product and industry.
- **Collaboration** – The ability to work with others is a timeless skill, but as processes move faster and become more complex, the ability to understand others, be sensitive to their needs and find a way to work together will be more important than ever.
- **Communication** – Communicating clearly in multiple modes is a much-desired skill across industries.
- **Technology/Media Literacy** – Being able to understand how to work with the most up-to-date tools is a crucial skill in the constantly changing landscape of work. As automated services become more prevalent, the ability to speak the language of these tools becomes a necessity for all employees.

- **Leadership** – The ability to interact with employees, clients and other stakeholders and unite them behind a single purpose is an age-old skill that shows no signs of losing importance.

Inquiry

Waukee graduates will be prepared with the fundamental skills and knowledge of inquiry to be information literate. Information literacy is a prerequisite for success in all subjects of the curriculum, for preparation for work and further education, and for lifelong learning. The purpose of inquiry is to encourage high levels of critical thinking so that processes and resources are appropriate, conclusions are based on supporting evidence, problems are solved and decisions are made that will extend learning for a lifetime.

Wellness

Waukee graduates will be prepared with essential health and wellness skills and opportunities to continue extending these skills beyond graduation. More and more youth are coming to school with conditions that are negatively impacting their lives. No longer can health and wellness be considered an “if we have time we'll get to it” part of a school day. As evidenced by the data, youth are increasingly entering our classrooms anxious, lacking self-confidence, and suffering from a litany of social, emotional and physical health concerns.



Connection

Waukee graduates will be prepared to successfully build positive personal and professional connections in their lives because they have experienced those connections as a Waukee student. The foundation for these connections is understanding the synergy between the heart and the mind which all Waukee students will explore through their K-12 experiences.

Plan Beyond High School

Waukee students will be prepared to be successful beyond high school. The pieces of the portrait of the graduate work harmoniously and result in a Waukee student's ability to articulate and execute a plan beyond high school that results in continuous personal growth and civic contribution.

PRIORITIES AND GOALS

Priority 1: Learning, Growth and Equity

Goal 1: Academics and Social Emotional Learning (SEL) are priorities in all that we do

Indicator 1: Academic and SEL Frameworks for the district

Benchmark 1: Assemble District Leadership Team by *October 30, 2021*.

Benchmark 2: Develop/adopt districtwide framework by *December 31, 2022*.

Benchmark 3: Train all staff on use of framework by *August 31, 2023*.

Indicator 2: "SEL Standards embedded in curriculum, assessment, and instruction.

Benchmark 1: SEL integrated into PLC work by *August 31, 2022*.

Benchmark 2: SEL is included in lesson planning by *December 31, 2022*.

Benchmark 3: SEL initiatives communicated publicly (e.g. via website) by *August 31, 2022*.

Indicator 3: Comprehensive staffing plans to support academic & SEL

Benchmark 1: Create and administer measurement tool to determine if needs are being met by *August 23, 2022*.

Benchmark 2: Content Knowledge, Pedagogy and SEL considerations are integrated into hiring process by *August 23, 2022*.

Goal 2: Waukee serves all members of the organization by focusing on inclusive excellence for student equity

Indicator 1: Educational Access & Equity

Benchmark 1: Increase academic assessment achievement annually among all groups.

Benchmark 2: Increase the number of historically underrepresented students in science, technology, engineering, and mathematics courses as well as AP and dual credit courses annually.

Indicator 2: Climate Survey

Benchmark 1: Establish baseline and annually increase feelings of belonging among all students as well as ethnically and racially diverse groups.

Benchmark 2: Annually decrease percentage of incidents of harassment based on race, ethnicity, gender, and sexual orientation.

Indicator 3: Staff and Student Learning

Benchmark 1: Establish teams to review and ensure vertical and horizontal curriculum articulation. (Annually)



Priority 1: Learning, Growth and Equity

Benchmark 2: Establish district Student Equity Teams dedicated to exploring and educating at micro (individuals, classrooms) and macro (buildings, departments, district, community) levels by *August 31, 2021*.

Benchmark 3: Annually increase diversity content in the courses, programs, and experiences across the various academic programs and in the social dimensions of the “campus” environment.

Goal 3: Learning opportunities are improved every year for all students

Indicator 1: Increased educational opportunities for students

Benchmark 1: Implement a 5-year plan for additional educational opportunities for students by *August 31, 2022*.

Benchmark 2: Increase course catalogue offerings annually.

Benchmark 3: Increase percentage of students enrolled in Career and Technical Education (CTE) and work-based learning courses annually.

Indicator 2: Distance Learning

Benchmark 1: LMS adopted and training provided to staff by September 1, 2020.

Benchmark 2: Adopt and implement a 1:1 technology plan for the district by August 23, 2020.

Benchmark 3: Design, implement and improve online learning opportunities/courses for students annually.

Priority 2: Connection, Communication & Advocacy

Goal 1: Every school has a positive connection and open dialogue with their community

Indicator 1: Open rates on district disseminated information.

Benchmark 1: Increase open rates of communication received by our community by 5% over a one-year time period through message analytics.

Indicator 2: Social Media analytics

Benchmark 1: Increase engagement by 5% on social media posts year over year.

Indicator 3: Traffic to website and intranet

Benchmark 1: Measure the baseline of current traffic, then set a goal to increase utilization of the staff intranet and external website.

Goal 2: All stakeholders in Waukee Community School District (WCSD) have a voice in advocating for continuous improvement

Indicator 1: Board Legislative Priorities

Benchmark 1: The introduction of bills progress through legislative sessions.

Indicator 2: Staff voices heard and acted upon.

Benchmark 1: Gallup results indicate voice heard through increased ratings by 1 point on questions below average.

Goal 3: WCSD is consistently referenced as a positive example of serving students and the community

Indicator 1: Coverage by local, state and national media

Benchmark 1: Increase percentage of positive media coverage annually with focus on “spotlights” of Waukee programs, people and positive contributions to community.

Benchmark 2: Create a system to track and analyze comments, observations, and opinions. These can come from viewers of our website, emails from the public, and other online sources. Report baseline views over a year. Improve annually.

Indicator 2: Participation in seminars, media interviews, modeling our structures (i.e. APEX model, communication responses, programs).

Benchmark 1: Increase in “asks” and provide follow up to staff, community & Board.

Indicator 3: Improve/enhance communication with all stakeholders.

Benchmark 1: Review platforms and continue to navigate tools to reach all staff, families, and students.

Priority 3: Investment in our People

Goal 1: Staff feel valued, engaged, and heard

Indicator 1: Gallup Survey Data (i.e. engagement, overall satisfaction)

Benchmark 1: Maintain participation rate at or exceeding 80%.

Benchmark 2: Increase engagement in employee groups under 80% last year.

Benchmark 3: Increase district wide Overall Satisfaction score from 4.18.

Indicator 2: Retention Rates

Benchmark 1: Maintain or increase retention rates of effective or highly effective staff while adding new staff to accommodate for annual growth from *September 1, 2021 through June 30, 2022*.

Indicator 3: HR Stay Interviews

Benchmark 1: 75 HR stay interviews from a variety of staff members.

Benchmark 2: Stay interview data will be sent annually to district supervisors.

Indicator 4: Exit Survey Data

Benchmark 1: Exit Survey data will be sent annually to district supervisors.

Goal 2: Staff demographics start reflecting student demographics

Indicator 1: Recruitment practices and materials

Benchmark 1: Increase recruitment in equity and cultural groups.

Indicator 2: Qualified diverse applicants

Benchmark 1: Maintain overall percentage of underrepresented classified applicants at or exceeding 14%.

Benchmark 2: Maintain overall percentage of underrepresented certified applicants at or exceeding 5%.

Benchmark 3: Maintain overall percentage of underrepresented administrative applicants at or exceeding 4%.

Indicator 3: Hire qualified diverse candidates

Benchmark 1: Maintain overall percentages of underrepresented staff by 5% for classified staff.

Benchmark 2: Maintain overall percentages of underrepresented staff by 5% for certified staff.

Benchmark 3: Maintain overall percentages of underrepresented staff by 10% for administrative staff.



Priority 3: Investment in our People

Goal 3: Access to professional learning opportunities are expanded every year for every employee

Indicator 1: Staff professional development

Benchmark 1: Increase in Gallup mean for Question 12 (This last year, I have had opportunities at work to learn and grow.) among all classified staff.

Benchmark 2: Increase in average response to exit survey item: “There were opportunities for my professional growth” from 3.67 district wide average.

Benchmark 3: Provide at least two professional development opportunities for each group of secretarial, custodial, and associate positions.

Indicator 2: Hiring manager professional development

Benchmark 1: 80% participation in Human Resources University

Priority 4: Financial Health

Goal 1: The financial health of the district is maintained every year

Indicator 1: Maintenance of Bond Rating

Benchmark 1: District's Bond Rating remains steady

Indicator 2: Adequate Cash Reserves

Benchmark 1: Cash reserves remain at Iowa Association of School Board recommended levels

Indicator 3: Unspent Authorized Budget

Benchmark 1: District Unspent Authorized Budget remains at Iowa Association of School Board recommended levels

Goal 2: Budget allocations are clearly aligned to strategic priorities and goals

Indicator 1: Implementation of District Departmental Budgets

Benchmark 1: Each department will have a budget aligned to strategic priorities

Indicator 2: District will maintain and update a 5-year capital plan

Benchmark 1: 5-year capital plan for SAVE(Sales Tax), PPEL (Property, Plant, Equipment Levy), Debt Service to align with strategic priorities and goals

Benchmark 2: 5-year budget forecast will be reviewed and updated annually and cash reserves are adjusted based on long term projections.

Indicator 3: District will publish comprehensive budget document

Benchmark 1: Published budget document will be available online and District will apply for budget award.

Goal 3: Safety is improved and risk is reduced for every staff member every year

Indicator 1: EMR (Experience Modification Rate)

Benchmark 1: District manages EMR rate under 1.0

Indicator 2: Employee Safety

Benchmark 1: Targeted Safety training for 3 depts. based on workplace incidents

Indicator 3: Implementation of District Wellness Program

Benchmark 1: 50% of employees participate in wellness program



Priority 5: Operational Effectiveness

Goal 1: The productivity, quality and cost effectiveness of services across the district improve every year

Indicator 1: Breakdown Insurance Implementation

Benchmark 1: An increase of \$100,000 savings per year is realized in the district's general fund.

Indicator 2: Implementation of savings and efficiency programs

Benchmark 1: An annual energy savings due to consistent HVAC setpoints, reduction of inefficient personal items, and converting light fixtures to LED technology. Utilize 2020-21 as baseline and begin comparing in 2021-22.

Benchmark 2: Explore technology-based document storage and contract processes.

Goal 2: Technology is integrated to improve outcomes across the system

Indicator 1: Comprehensive District Technology Plan

Benchmark 1: Finalize a district technology plan that promotes access and equity to resources, supports and advanced coursework throughout the district.

Benchmark 2: District stakeholders are represented in a balanced form and plan drives actions beginning in 2021-2022.

Indicator 2: Develop a comprehensive approach to technology purchasing.

Benchmark 1: Building leaders have clear guidance as to what standards exist in WCSD.

Goal 3: All operational initiatives are on time and within budget

Indicator 1: All soft-cost portions of construction processes will be competitively quoted and will strive to be below budget.

Benchmark 1: 100% of construction project soft costs are at or below cost opinion budget.

Indicator 2: Transportation efficiency study

Benchmark 1: Utilize the results of this study to determine baseline. Continue to utilize results for final actions in 2021-22.

WAUKEE COMMUNITY SCHOOL DISTRICT
560 SE UNIVERSITY AVE
WAUKEE, IA 50263
WAUKEESCHOOLS.ORG