



WGSD Strategic Plan 2023-2026





# Strategic Planning at WGSD

The Webster Groves School District launched a strategic planning process that culminated in the winter of 2023 with the development of a three-year strategic plan.

The strategic planning committee was composed of students, staff, family members and community members who met to ensure the district's purpose, principles and priorities remain relevant for students and their lives after graduation. To be the best school system WGSD can be, it is critically important that students' educational experience aligns with the diverse and dynamic world in which they now and will one day live in and lead. The results of this process guide the steps and strategies district leaders take in support of creating such a learning environment for all students from preschool through 12th grade.





# Our Purpose

Inspiring students' lives and communities through learning.

# Our Principles

We ensure academic excellence and continuous growth.

We promote a safe, inclusive, and equitable environment.

We nurture trusting and supportive relationships.

We hear and value diverse voices and multiple perspectives.

We prioritize personal well-being and the well-being of others.

We empower lifelong learners to embrace challenges and explore creative solutions.

# Our Profile of a Graduate

WGSD students will develop the following knowledge, skills, and traits to flourish as global citizens.

## Self-Aware

- Believe in their capacity to learn and grow.
- Understand and appreciate their uniqueness.
- Prioritize care for their physical, social, and emotional well-being.
- Identify and access the necessary support for their needs.
- Demonstrate independence, confidence, and resilience.
- Exemplify personal accountability and effective work habits.

## An Effective Communicator

- Listen to understand others with an open mind.
- Interact with all people in an inclusive and respectful manner.
- Articulate well thought-out and clear ideas.

## Engaged and Empathetic

- Seek to understand the varied experiences and realities of others.
- Advocate for themselves and others using a lens of equity and inclusion.
- Demonstrate integrity and ethical behavior.
- Stand up for what they believe.
- Show care and compassion for others.

## A Creative and Critical Thinker

- Identify and critique sources for credibility when exploring questions and issues.
- Demonstrate curiosity and adaptability when seeking unique solutions to problems.
- Utilize new and existing resources to efficiently solve problems, complete tasks, and accomplish goals.
- Demonstrate a growth mindset and embrace failure as an opportunity to grow.

## Knowledgeable

- Demonstrate mastery of core content knowledge.
- Apply knowledge to novel situations.
- Make thoughtful and informed decisions.

## A Collaborator

- Invest in shared goals, work, and responsibilities.
- Value, respect, and leverage the diverse thoughts, strengths, and talents of others to achieve common goals.
- Advocate for their ideas and demonstrate willingness to seek and respond to constructive feedback.



# Timeline

Fall 2021

Community survey and engagement meetings

Oct. 2021  
Apr. 2022

Working Group - Worked on refinement of Purpose/Principles/Profile

Apr. 2022  
Dec. 2022

Determined the goals (from priorities), objectives and measurements of strategic plan

January 2023

Implemented action steps and monitoring progress in order to make adjustments along the way

Board approval

February 2023  
and beyond

Ongoing implementation and communication of strategic plan





# GOAL 1 Excellent Teaching and Learning

## Rationale

Learning is central to all that we do as an organization. It is essential that the WGSD works to provide each student with an educational environment in which they can flourish and compete in the global workplace.

Students must be engaged in curricular experiences that are relevant, challenging and reflective of them and those around them. Given the complex task of creating such experiences for each student, it is essential that the district curriculum, practices and programs are continuously reviewed and refined to reflect the needs of students and an ever-changing world.



Connections to WGSD Guiding Principles:

1. We ensure academic excellence and continuous growth.
2. We promote a safe, inclusive, and equitable environment.
3. We nurture trusting and supportive relationships.
4. We hear and value diverse voices and multiple perspectives.
6. We empower lifelong learners to embrace challenges and explore creative solutions.



Objective

To better personalize and individualize learning for students and staff.



## STRATEGY

## DELIVERABLES

Staff engage in professional learning to better personalize learning and design experiential learning opportunities for students.

Expand learning opportunities in which students and staff feel connected to their learning and are learning through authentic experiences

K-5 classroom teachers, reading specialists, and administrators, as well as designated 6-12th staff, engage in professional learning on structured literacy.

Applicable district staff are trained to implement evidence-based literacy strategies to improve student learning

Develop learning progressions in each course and content area that can support student goal-setting and personalized learning.

Creation of K-12 Learning Progressions for all content areas and all courses

Prek-12th building leaders engage in professional learning centered on providing effective feedback to teachers.

Building level administrators are more knowledgeable and skilled in providing individualized feedback to staff

Expand and communicate opportunities for preschool families to engage with the school district.

Expanded engagement opportunities for preschool children and families

Expand access to free extracurricular and after-school learning support opportunities for K-12 students.

Students have expanded access to and participate in extra-curricular activities.

Ensure all PreK-12 Collaborative Learning Teams are highly effective.

All K-12 CLT's operate at the highest level of effectiveness on WGSD CLT Progression

Audit supplemental district/school educational expenses and seek creative funding solutions to expand access for students and families.

Reduced financial barriers to supplemental learning experiences for students and families.

Research and pursue an instructional coaching model in support of job-embedded professional learning.

Determine the most cost effective way to implement an instructional coaching model K-12, and implement if possible

Implement the WGSD Program/Curriculum Development Process with fidelity.

Curricular and Non-Curricular Programs are consistently reviewed and updated to support the needs of our students.





# GOAL 2

## Pathways to Self-Discovery

### Rationale

In order to help ensure students are equipped with the knowledge, skills and beliefs to flourish upon graduation, we must provide them with a variety of rich educational opportunities and pathways to explore and learn based on their strengths, interests and/or passions.

Through the development and use of flexible, individualized plans, students will be better equipped to tailor their educational experiences in WGSD to help meet their current and postsecondary goals.



Connections to WGSD Guiding Principles:

1. We ensure academic excellence and continuous growth.
6. We empower lifelong learners to embrace challenges and explore creative solutions.



Objective

Opportunities to explore and pursue college and/or career pathways are enhanced, understood, and accessed by students, staff, and families.

## STRATEGY

## DELIVERABLES

College and career pathways, which allow students to make informed decisions about courses and other educational opportunities from 6-12th grade, are developed and communicated.

Creation of WGSD K-12 Pathways Guidebook for students, staff, and families.

Middle school students develop and begin utilizing flexible and Individualized Career and Academic Plans, which will support their planning and pursuits through and beyond graduation.

Individual Career and Academic Plans developed and utilized by students.

Enhance college and career partnerships to expand exposure and access for students.

Through enhanced partnerships, students will have more opportunities to learn about and access college and/or career opportunities.

Develop and implement a consistent process to support the successful transition of students from preschool through high school.

Relevant student information is effectively and efficiently communicated across levels.

Research and determine how to expand alternative learning experiences for 6th-8th grade students best served in a non-traditional school setting.

Creation of Alternative Learning Program for 6-8 grade students.





# GOAL 3

## Personal Health and Wellness

### Rationale

As a microcosm of society, WGSD has experienced a marked increase in the number of children and adults needing assistance with their overall health and well-being. If not healthy and well, students and staff are unable to thrive in the classroom or beyond.

In partnership with families, professional organizations, and one another, we will ensure practices, structure and systems in place that support the health and happiness of all, while providing individualized care and resources for those in need.



Connections to WGSD Guiding Principles:

2. We promote a safe, inclusive, and equitable environment.
3. We nurture trusting and supportive relationships.
4. We hear and value diverse voices and multiple perspectives.
5. We prioritize personal well-being and the well-being of others.



Objective

To ensure WGSD is a safe learning community where our learners (students and staff) feel a sense of belonging and connection to others.

## STRATEGY

## DELIVERABLES

Staff engage in professional learning in diversity, equity, and inclusion.

More culturally responsive interactions, practices, and systems to support the academic and social emotional learning of students.

Administer and utilize results from the DEI and SEL surveys to help inform work at the student, school and district levels.

A more inclusive and supportive environment for everyone.

Develop a Social Emotional Learning Framework that outlines a multi-tiered system of support (MTSS) to guide social emotional learning for students and staff.

Creation of a Social Emotional Framework that will outline a multi-tiered system of support for students and staff.

Staff engage in professional learning in trauma-informed care, restorative practices, and social emotional learning.

Staff are more equipped to support the social, emotional, and behavioral needs of students.

Enhance partnerships to expand social and emotional resources for students and staff to access.

Expanded and curated social emotional resources for students and staff.

Evaluate and strengthen the consistency and effectiveness of current discipline practices and procedures.

Improved discipline practices district wide.

Evaluate and strengthen current safety and security practices and procedures.

Improved safety and security practices district wide.





# GOAL 4 Organizational Sustainability and Growth

## Rationale

In order to continue to meet the needs of our learners, current and future, WGSD must maintain flexible structures and systems which attract and retain the highest quality staff, demonstrate fiscal responsibility and promote positive and productive relationships with all members of the district community.



### Connections to WGSD Guiding Principles

1. We ensure academic excellence and continuous growth.
2. We promote a safe, inclusive, and equitable environment.
3. We nurture trusting and supportive relationships.
4. We hear and value diverse voices and multiple perspectives.
5. We prioritize personal well-being and the well-being of others.



### Objectives

- A. To better communicate and partner with families and community.
- B. To attract, support, and retain exceptionally talented staff who at minimum reflect the diversity of our student population.
- C. To ensure the district has the financial strength, sustainable facilities, infrastructure, and associated services essential to support student learning.

## STRATEGY

## DELIVERABLES

Provide multiple opportunities to interact with candidates of color by hosting events, strategic advertisement of positions, etc.

Increasing the number of qualified applicants of color and increasing our number and percentage in hiring staff of color.

Provide the most competitive compensation and benefits package possible for all employees.

Competitive compensation benefits package for all employee groups.

Implementation of new evaluation standards and evaluation system for all staffing groups.

Successful utilization of new evaluation standards and system.

Design and implement opportunities for staff to practice self-care.

Develop a plan for regularly providing staff with information and access to resources in support of their social, emotional, mental and physical health.

Design and implement a staff leadership development program.

Provide district staff with the opportunity to learn more about leadership and how they might apply their learning to current or future roles.

Initiate Prop S Construction Projects to improve district infrastructure at each school and district building.

Prop S projects are completed in a timely manner and within the budget.

Develop a plan to address the possible revenue reduction due to the decrease in student enrollment during COVID.

Implementation of plan to address the reduction in revenue.

Complete a Master Facility Maintenance Plan

Facilities Maintenance Plan created and utilized.

Identify and implement a new student information system.

Successful implementation of the new student information system.

Work with staff, students and community members to develop and implement a plan in support of improved two way communication and engagement with all.

Creation and utilization of WGSD Family Communication and Engagement Plan.

Evaluate, improve and monitor methods of district wide communication.

Continuous improvement of district wide communications and engagement with the community.

Nurture and, as necessary, improve existing professional collaborative partnerships (ex: SSD) and seek out new ones in support of student and staff needs.

Expanded partnerships for individual students and staff.





## **MOVING FORWARD**

Following approval by the Board, WGSD introduced the Strategic Plan to the full community through various communication methods including an online presence, monthly email newsletters, printed newsletter, ongoing social media stories and more.

The successful implementation of the plan becomes the work of the entire WGSD community. As the district moves forward, WGSD will continue to implement and evaluate action steps that enable its reach of strategic goals.





Inspiring students' lives and communities through learning.

STRATEGIC PLAN 2023-2026

[WEBSTER.K12.MO.US](http://WEBSTER.K12.MO.US)

