



**WESTLAKE CITY
SCHOOL DISTRICT**

STRATEGIC PLAN

2016-2019



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Goal Area 1: Curriculum & Technology

Create a systematic framework to develop an all-inclusive learning environment aimed at educating the whole child which empowers every Westlake student to positively and purposefully contribute to society and to strive for excellence.

Initiatives:

- Ensure implementation of effective core instruction using evidence-based practices and integrating comprehensive services to meet the needs of all students.
- Provide diverse and appropriate technology learning experiences for all students.
- Implement a comprehensive PK-12 curriculum model incorporating diverse perspectives in order to develop critical thinking and interpersonal skills to prepare students for college and career success in a global community.
- Increase access to college courses offered on our high school campus.
- Continue to evaluate and communicate the effectiveness of the International Baccalaureate framework and other curriculum models.
- Create a PK-12 Learning Continuum with diverse experiential and service learning opportunities to complement evidence-based core instruction including extracurricular (athletics and service to community) and co-curricular (visual and performing arts, academic clubs) activities.
- Recruit and retain highly qualified educators that can reach all students and provide educators ongoing professional development to keep their skills up-to-date.
- Provide ongoing professional learning opportunities supporting technology integration and evidence-based practices in the classroom to enhance student achievement.



Initiative 1: Ensure implementation of effective core instruction using evidence-based practices and integrating comprehensive services to meet the needs of all students.

Steps	Assigned	Timeframe	Status
1. Define and develop standard protocol for evidence-based best practices and assessments.	Assoc. Superintendent Dir. Academic Services Dir. Student Services	Complete by the end of 2019-20	May 2020
2. Develop a comprehensive list of services provided to all students and available resources.	Assoc. Superintendent Dir. Academic Services Dir. Student Services	Complete by the end of 2019-20	February 2018
3. Align structures (by grade level, department, building and district) to support and monitor consistent and effective use of evidence-based practices and integrated comprehensive services.	Assoc. Superintendent Dir. Academic Services Dir. Student Services	Complete by the end of 2019-20	May 2020
4. Define a shared system of performance accountability to develop meaningful formative practices and summative assessments.	Assoc. Superintendent Dir. Academic Services Dir. Student Services Dir. Human Resources	Complete by the end of 2019-20	May 2020
5. Provide instructional resources aligned to current learning standards for all students.	Assoc. Superintendent Dir. Academic Services Dir. Student Services Dir. Technology	Complete by the end of 2019-20	May 2019



Initiative 2: Provide diverse and appropriate technology learning experiences for all students.

Steps	Assigned	Timeframe	Status
1. Research and explore technology integration best practices.	Dir. Technology	Complete by the end of 2019-20	February 2018
2. Provide ongoing technology integration learning opportunities for all staff members.	Dir. Technology	Complete by the end of 2019-20	February 2018
3. Establish an all-inclusive set of technology learning outcomes/skills.	Dir. Technology	Complete by the end of 2019-20	February 2018
4. Develop blended learning opportunities for students.	Dir. Technology, Dir. Academic Services, Assoc. Superintendent	Complete by the end of 2019-20	December 2017
5. Collect and analyze student performance data to determine the effectiveness of approved online coursework.	Dir. Technology, Dir. Academic Services, Assoc. Superintendent, Dir. Student Services	Complete by the end of 2019-20	December 2018
6. Develop a Digital Citizenship scope and sequence to promote online safety and etiquette.	Dir. Technology, Media Specialists	Complete by the end of 2019-20	May 2018
7. District will allocate financial resources to support technology integration.	Treasurer, Superintendent, Dir. Technology	Complete by the end of 2019-20	May 2019



Initiative 3: Implement a comprehensive PK-12 curriculum model incorporating diverse perspectives in order to develop critical thinking and interpersonal skills to prepare students for college and career success in a global community.

Steps	Assigned	Timeframe	Status
1. Create an understanding of the curriculum connection to real-world experiences.	Dir. Academic Services, Assoc. Superintendent	Complete by the end of 2018-19	May 2019
2. Develop and refine current curriculum, instruction and assessment models and programs that exceed Ohio's standards to prepare all students for college or careers.	Dir. Academic Services, Assoc. Superintendent	Complete by the end of 2018-19	ELA, Mathematics, World Language, Physical Education and Health, Technology, Pre-Engineering, Business May 2018 Social Studies, Music, Art May 2019
3. Incorporate experiential learning experiences in all PK-12 classrooms.	Dir. Academic Services, Assoc. Superintendent, Dir. Student Services	Complete by the end of 2018-19	May 2019
4. Explore growth mindset and how we can incorporate into our teaching and student goal development (fixed vs growth mindsets).	Dir. Academic Services, Assoc. Superintendent	Complete by the end of 2018-19	May 2019



Initiative 4: Increase access to college courses offered on our high school campus.

Steps	Assigned	Timeframe	Status
1. Create a committee of staff members and administrators to review Board of Regents credential requirements and courses which can be taught at WHS by our faculty.	Assoc. Superintendent	Complete by the end of 2016-17	Completed May 2017
2. Promote new courses in the WHS Program of Study.	Assoc. Superintendent	Complete by the end of 2016-17	Completed May 2017



Initiative 5: Continue to evaluate and communicate the effectiveness of the International Baccalaureate framework and other curriculum models.

Steps	Assigned	Timeframe	Status
1. Continue to inform and engage district staff, students and community about the uniquely defining aspects of Westlake as an IB district.	Dir. Academic Services, Assoc. Superintendent, IB Coordinators	Complete by the end of 2019-20	May 2020
2. Identify measures which will be used to determine if students meet or exceed state, national and international standards in math and English Language Arts.	Dir. Academic Services, Assoc. Superintendent	Complete by the end of 2019-20	May 2018
3. Continue to provide IB professional development opportunities for all PK -12 staff and administrators to develop a better understanding of the IB framework.	Dir. Academic Services, Assoc. Superintendent, Dir. Student Services, IB Coordinators	Complete by the end of 2019-20	May 2020* <i>*ongoing</i>
4. District will allocate financial resources to support PK-12 IB framework for training, travel and resources.	Treasurer, Superintendent, Dir. Academic Services, Assoc. Superintendent	Complete by the end of 2019-20	May 2019
5. Communicate results.	Dir. Academic Services, Assoc. Superintendent, Communications Coordinator, IB Coordinators	Complete by the end of 2019-20	May 2020



Initiative 6: Create a PK-12 Learning Continuum with diverse experiential and service learning opportunities to complement evidence-based core instruction including extracurricular (athletics and service to community) and co-curricular (visual and performing arts, academic clubs) activities.

Steps	Assigned	Timeframe	Status
1. Develop requirements to expose, model and teach students about the importance of service to others locally, nationally and internationally.	Assoc. Superintendent, Dir. Academic Services, High School Principal, IB Coordinators	Complete by the end of 2019-20	May 2020
2. Update expectations for Service Learning at all grade-bands including reflection and feedback components.	Assoc. Superintendent, Dir. Academic Services Building Principals	Complete by the end of 2019-20	May 2020
3. Create a database of age appropriate expectations to track Service Learning experiences to document and plan for future opportunities.	Assoc. Superintendent, Dir. Academic Services	Complete by the end of 2019-20	May 2020
4. Utilize existing technology to communicate and share student reflections to staff and community members.	Assoc. Superintendent, Dir. Academic Services, Communications Coordinator, Dir. Technology	Complete by the end of 2019-20	May 2020
5. Maintain current extracurricular and co-curricular program opportunities.	Treasurer, Superintendent, Assoc. Superintendent, Dir. Academic Services, Athletic Director, High School Principal	Complete by the end of 2019-20	May 2020



Initiative 7: Recruit and retain highly qualified educators that can reach all students and provide educators ongoing professional development to keep their skills up-to-date.

Steps	Assigned	Timeframe	Status
1. Identify specific skills and characteristics of high quality educators mirroring the goals and mission of the district.	Assoc. Superintendent, Dir. Academic Services Dir. Human Resources	Complete by the end of 2018-19	May 2019
2. Develop collaborative learning communities lead by teacher leaders within teams, buildings, and across the district; increasing overall collective efficacy and learning.	Assoc. Superintendent, Dir. Academic Services	Complete by the end of 2018-19	May 2019
3. Develop a comprehensive new teacher mentor program beyond RESA to assure district retains quality educators.	Dir. Human Resources	Complete by the end of 2018-19	May 2018
4. Promote inquiry based learning with effective implementation of curricular materials and instruction.	Assoc. Superintendent, Dir. Academic Services	Complete by the end of 2018-19	May 2019



Initiative 8: Provide ongoing professional learning opportunities supporting technology integration and evidence-based practices in the classroom to enhance student achievement.

Steps	Assigned	Timeframe	Status
1. District will allocate funds to support professional development.	Treasurer, Superintendent, Assoc. Superintendent, Dir. Academic Services, Dir. Human Resources	Complete by the end of 2018-19	May 2019
2. Establish a steering committee for staff development.	Assoc. Superintendent, Dir. Academic Services, Dir. Human Resources, Dir. Student Services	Complete by the end of 2018-19	March 2018
3. Develop a staff development steering committee to explore content, presenters, methods, timing and feedback process related to the annual staff development plan.	Assoc. Superintendent, Dir. Academic Services, Dir. Human Resources, Dir. Student Services	Complete by the end of 2018-19	March 2018
4. Provide learning opportunities for all staff members related to the skills, strategies and tools necessary to support the district's standard protocol of evidence-based practices.	Assoc. Superintendent, Dir. Academic Services, Dir. Human Resources, Dir. Student Services	Complete by the end of 2018-19	May 2019
5. Develop a cohort of instructional leaders to participate in technology professional learning opportunities and serve as technology advocates and experts to assist in the implementation of best practices.	Dir. Technology	Complete by the end of 2018-19	February 2018



Goal Area 2: Facilities

To have a 21st-century learning environment where form follows flexible function and accommodates safety, curriculum and technology.

Initiatives:

- Ensure a dedicated revenue stream to pursue and implement relevant current instructional and operations technology and the infrastructure to support it.
- Implement relevant and appropriate technology to ensure the safety and security for all while on campus.
- Ensure that campuses create positive, healthy, learning environments that maintain their quality over time.
- Guarantee equitable facilities that maximize the ability to make data-driven decisions that enhance, support and ensure student needs are met.



Initiative 1: Ensure a dedicated revenue stream to pursue and implement relevant current instructional and operations technology and the infrastructure to support it.

Steps	Assigned	Timeframe	Status
1. Utilizing existing general fund accounts for capital projects.	Business Office	December 31, 2016	Status: Completed General fund account utilized for all capital projects.
2. Utilize new Permanent Improvement Fund for capital projects.	Business Office	January 2017 and Ongoing	Status: Completed PI Levy approval in 2016. Semi-annual updates to Board Finance Committee.
3. Create PI budget to include set-aside funding for future PI needs.	Business Office	June 2017 Initial Budget.	Status: Completed Reports reviewed by the Treasurer and Board Finance Committee.



Initiative 2: Implement relevant and appropriate technology to ensure the safety and security for all while on campus.

Steps	Assigned	Timeframe	Status
1. Incorporate new safety and security systems into existing buildings.	Business Office	<ul style="list-style-type: none"> • Transportation Door Entry System: 12/31/17 • Hilliard Elem. Door Monitoring System: 11/1/17 	<ul style="list-style-type: none"> • Status: Pricing • Status: Pricing approved, scheduling
2. Incorporate new safety and security systems into a new elementary school building.	Business Office	2019 for new construction	Status: Planning stages include video cameras, automated door systems, burglar/fire alarm systems, MARCs radios, etc.
3. Increase radio communication at HS and DIS.	Business Office	December 2017	<ul style="list-style-type: none"> • Status: Equipment ordered • FCC licensing in progress



Initiative 3: Ensure that campuses create positive, healthy learning environments that maintain their quality over time.

Steps	Assigned	Timeframe	Status
1. Lee Burneson Middle School sidewalk installation.	Business Office	September 2017	Status: Completed
2. DIS gym floor refinishing and new bleachers.	Business Office	October 2017	Status: Completed
3. DIS HVAC upgrades.	Business Office	September 2017	Status: Completed
4. High School PAC smoke hatch replacement.	Business Office	December 31, 2017	Status: Design and scheduling phase
5. High School Track replacement.	Business Office	June 30, 2018	Status: Request for quotations phase
6. Bassett Elementary roof repair –cafeteria	Business Office	December 1, 2017	Status: Request for quotations phase
7. New elementary food service staffing development.	Business Office	July 2018	Status: 50% complete
8. New elementary custodial staffing development.	Business Office	July 2018	Status: 50% complete
9. DIS academic wing tile floor replacement	Business Office	September 2018	Status: Design phase



Initiative 4: Guarantee equitable facilities that maximize the ability to make data-driven decisions that enhance, support and ensure student needs are met.

Steps	Assigned	Timeframe	Status
1. Successful passage of the elementary school bond issue or utilizing existing buildings.	Business Office	November 2016	Status: Completed Passage of bond issue in 2016
2. Consolidation of existing elementary schools.	Business Office	July 2019	Status: Scheduled Building consolidation will happen after the completion of the new elementary school.



Goal Area 3: Communication & Partnerships

Build a sense of pride, confidence and trust through communication and partnerships.

Initiatives:

- Engage residents, local businesses, civic and community organizations through a grassroots approach.
- Develop a steering committee made up of community members and staff members by June 1 to promote awareness about Westlake City Schools in the community.
- Recognize the importance and value of communications and marketing by creating a detailed marketing plan and expanding the resources dedicated to it.
- Create a kick-off event with the community to start the new school year, engaging seniors and students.
- Continue existing partnerships and expand opportunities to include business, higher education, other K-12 institutions, City of Westlake, nonprofits, foundations and healthcare entities.



Initiative 1: Engage residents, local businesses, civic and community organizations through a grassroots approach.

Steps	Assigned	Timeframe	Notes
1. Provide timely information through e-newsletters, print newsletters	Communications Administrators Impact Group	Weekly, monthly, quarterly, annually depending on publication	Ongoing
2. Social media presence	Communications Administrators	Daily	Ongoing
3. Adopt a positive theme	Communications	June 2017	Moving Westlake Forward, We Are Westlake, A Great Value in Education



Initiative 2: Develop a steering committee made up of community members and staff members by June 1 to promote awareness about Westlake City Schools in the community.

Steps	Assigned	Timeframe	Notes
1. Assemble Task Force.	Communications	2016-2017 school year	Met multiple times. Continue to use task force as a sounding board for communications initiatives.
2. Meet to discuss goal and initiatives.	Communications	2016-2017 school year	Completed task force report.

Initiative 3: Recognize the importance and value of communications and marketing by creating a detailed marketing plan and expanding the resources dedicated to it.

Steps	Assigned	Timeframe	Notes
1. Website committee	Communications Technology	Fall 2016 Completed	Narrowed down initial list of vendors to 3. Awarded contract to Finalsite.
2. Impact Group	Communications	Ongoing	Ongoing collaboration



Initiative 4: Create a kick-off event with the community to start the new school year, engaging seniors and students.

Steps	Assigned	Timeframe	Notes
1. Fall district open house	Communications PTA District organizations	Fall 2016	Introduced new superintendent and treasurer, highlighted district partnerships
2. Demon Spirit Rally	Athletics WDAB Communications	Annual event	Annual event to highlight district athletics and district offerings.
3. Elementary School Groundbreaking	Communications Business Affairs	Fall 2017	Completed
4. Elementary school grand opening	Communications Business Affairs Elementary Principals	Summer/Fall 2019	TBD
5. Elementary buildings decommissioning	Communications Elementary Principals Business Affairs	Spring 2019	TBD



Initiative 5: Continue existing partnerships and expand opportunities to include business, higher education, other K-12 institutions, City of Westlake, nonprofits, foundations and healthcare entities.

Steps	Assigned	Timeframe	Notes
1. Key Communicators	Communications	Bi-monthly e-newsletters	Ongoing
2. Senior Citizen Appreciation Dinner	Communications	May	Annual (continually adding donor partners)
3. Promote performing arts groups	Communications	Ongoing	Working with instrumental/vocal/Performing Arts Center staff to promote programming
4. Coordinate with City of Westlake communications office	Communications	Ongoing	Frequent interactions, sharing of information
5. Support/expand partnerships	Communications Principals & Administrators	Ongoing	Promoting partnerships through various communication vehicles



Goal Area 5: Climate & Culture



Build a culture of inclusion, collaboration, open-mindedness, respect and inspiration, so every student, faculty and community member feels welcomed and inspired to do their very best.

Initiatives:

- Launch an internal communications campaign announcing our intent and expectations around culture. Provide details with what it means to be inclusive, collaborative, open-minded and inspirational.
- Leverage nationally recognized programs and surveys to gain an understanding of the current state of the culture and climate within the Westlake City Schools (parents, teachers/staff, and students) and regularly measure progress.
- Create internal and external communications sharing findings from culture surveys, plans for addressing gaps, and progress on initiatives.
- Engage students to help identify best practices for learning and achieving their best; develop as an essential agreements-type initiative.
- Leverage the International Baccalaureate program as a people and change initiative to help ensure we are working to develop the “intellectual, personal, emotional and social skills needed to live, learn, and work in a rapidly globalizing world.”



Initiative 1: Launch an internal communications campaign announcing our intent and expectations around culture. Provide details with what it means to be inclusive, collaborative, open-minded and inspirational.

Steps	Assigned	Timeframe	Notes
1. Introduce work of Climate and Culture Committee	Superintendent	Convocation 2016	Completed
2. Rebuild Climate and Culture Committee	Principal nominations	Immediately	Email sent to principals 10/19/17
3. Define Behaviors that align with Goal 5 vision	District leadership team; employee councils by building	By end of 2017-18 school year	Need to form employee councils
4. Write content to be distributed to stakeholders	Superintendent and Climate and Culture Committee	Following results from surveys	By end of 1 st semester 17-18



Initiative 2: Leverage nationally recognized programs and surveys to gain an understanding of the current state of the culture and climate within the Westlake City Schools (parents, teachers/staff, and students) and regularly measure progress.

Steps	Assigned	Timeframe	Notes
1. Conduct baseline staff survey	Climate and Culture Committee	October 2016	Completed
2. Conduct annual staff survey	Climate and Culture Committee	By Thanksgiving break annually	In progress
3. Develop student survey	Climate and Culture Committee	May 2017	Completed
4. Develop talking points to introduce student survey	Sarah Coakley	By November 1, 2017	In progress
5. Conduct student survey	Building Principals	By Winter Break 2017	
6. Conduct student survey	Building Principals and Climate and Culture Committee	By Winter Break annually	
7. Discuss content of parent survey	Climate and Culture Committee	Second semester 2017-18	
8. Conduct parent survey	Climate and Culture Committee	2018-2019 school year	



Initiative 3: Create internal and external communications sharing findings from culture surveys, plans for addressing gaps, and progress on initiatives.

Steps	Assigned	Timeframe	Notes
1. Present staff survey findings	Superintendent	Upon completion annually	2016 completed; schedule 2017
2. Present student survey findings (to students)	TBD	Upon completion annually	
3. Create Employee Councils (by bldg. to take action on findings)	Building Principals	By February 2018	

Initiative 4: Engage students to help identify best practices for learning and achieving their best; develop as an essential agreements-type initiative.

Steps	Assigned	Timeframe	Notes
1. Committee determined that this is TBD based on feedback from survey results	Employee Councils (likely)		



Initiative 5: Leverage the International Baccalaureate program as a people and change initiative to help ensure we are working to develop the “intellectual, personal, emotional and social skills needed to live, learn, and work in a rapidly globalizing world.”

Steps	Assigned	Timeframe	Notes
1. Committee determined that this is TBD based on feedback from survey results	District leadership team and Employee Councils		