

Strategic Plan

2021-2025



GOAL #1

Academic Achievement & Technology



1. Examine/expand the post-secondary options continuum for students and families to include discussion and education surrounding college/university, career and technical education, military and other non-college preparedness opportunities; create a specific school counseling process that identifies a seamless transition from K-12 to college and/or career.



2. Ensure equitable student access to a relevant and rigorous core curriculum while maintaining high expectations for learners of all levels.



3. Define a consistent process and data review system to determine appropriate gap-closing measures and practices PreK-12; enhance current resources to further support middle level learners.



4. Advance curriculum and pedagogy development to further magnify the real-world application of content; purposefully infuse the competencies ascribed in the Westlake Portrait of a Lifelong Learner into daily classroom practice; explore the effectiveness and purpose of classroom assignments and assessments to ensure tangible application in the 21st century; implement a service-learning program to more deeply infuse community partners in the learning process.



5. Establish a district technology advisory committee to study the efficacy of a 1:1 device initiative; implement technology standards that allow students to utilize technology as a creation tool.

GOAL #2

Climate & Culture



1. Implement a specific and consistent social-emotional curriculum PreK-12 while providing services to assist students and families with mental health, wellness and suicide awareness resources; promote an emotionally safe school atmosphere through the utilization of specific anti-bullying practices and attitudes; ensure all students and families understand and can access available district resources.



2. Create systems and pathways to further advance a district atmosphere that values student ownership and decision-making in the educational process and the development of the school environment.



3. Provide professional development opportunities and extended training for staff members related to student social-emotional and mental health needs; create mechanisms for dialogue to more deeply understand the complexities of home life and school life.

GOAL #3

Diversity, Equity & Inclusivity



1. Create a district diversity and equity advisory council to assist in the development of a district diversity vision and action plan; ensure district policies promote inclusion and equity of underrepresented groups.



2. Actively seek and recruit culturally diverse staff members to better reflect the Westlake student population and the Westlake community.



3. Audit district curriculum materials to ensure student access to culturally competent materials and instruction; develop course materials to increase student exposure to global cultures and diverse peoples.

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GOAL #4

Communication (Internal & External)



1. Define clear and consistent expectations for all forms of internal staff communication; enhance methods and frequency of internal communications to ensure all employees are knowledgeable and informed.



2. Institute methods of internal communication that provide a mechanism for active, two-way dialogue with staff members.



3. Create consistent communication expectations for district families related to district/school policy changes and the reporting of student progress.



4. Establish consistent messaging surrounding the district's mission, vision, core values and Portrait of a Lifelong Learner.



5. Expand the district's external communications program to more deeply focus on community members with no direct connection or affiliation to the district; utilize stakeholder data to determine the most effective channels for community engagement.



6. Foster, grow and promote community relationships and collaborative community partnerships while serving as a central community hub; effectively link to district support organizations, civic/service organizations, local businesses and other stakeholder groups.

GOAL #5

Facilities, Safety & Security



1. Study and implement a green energy initiative for district facilities; integrate student and community groups to execute and advance "green" projects.



2. Utilize community engagement and available professional resources to develop a multi-year master facilities plan; provide facilities the maximize student and staff safety, interaction, engagement and learning.



3. Review all aspects of physical and cyber security throughout the district; recommend changes to policy and application of best practice strategies; ensure consistent application of security protocol/procedures for district buildings and district events; study traffic plans and patterns during drop off and pick up times.

GOAL #6

Finances



1. Publish and promote a series of simplified/community friendly graphics to more deeply educate Westlake stakeholders and taxpayers on current and projected (future) expenditures; consistently communicate district financial picture to provide an accurate portrayal of financial standing.



2. Clearly define the role of district support organizations and their financial contributions to athletics, extracurriculars and other student groups.

GOAL #7

Human Resources & Business Operations



1. Ensure consistent policy and rule application between district buildings; create systematic expectations for students and staff members regardless of building.



2. Implement a targeted system of transportation, food service, teacher, support staff and substitute teacher recruitment to obtain quality professional staff; create purposeful systems for the development of staff morale and culture-building to retain quality professional staff.