



## **Strategic Plan 2015-2018**

Preliminary Approval: 8-25-2015 Six-Month Review/Updated: 2-2016

Annual Review/Updated 2016: \_\_\_\_\_ Six-Month Review/Updated: \_\_\_\_\_

Annual Review/Updated 2017: \_\_\_\_\_ Six-Month Review/Updated: \_\_\_\_\_

**Completed Strategies Highlighted in RED**

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## **I. Facilities:**

**1) Goal: Describe and define long-term facility requirements (e.g. classrooms, gym, cafeteria, offices etc.)**

**Objective:** Determine size requirement of facility

**Strategy:** Create team to make list of minimum required space needs.

**Who: Building Facility Committee**

**Final Product: Written list of minimum requirements and wish list**

**Objective:** Calculate lease and/or other related costs of required building.

**Strategy:** Using lease aid calculation, average rent per square foot for rental property that is properly zoned, and construction costs to determine affordability scenarios for various enrollment levels.

**Who: KW Commercial & Dan Hurley & Building Committee & Judith Darling**

**Final Product: Budget presented to the BOD by 9/15/2015**

**Strategy:** Match facility requirements with enrollment plan.

**Who: Building Facility Committee & Enrollment Committee**

**Final Product: BOD Recommendation with options**

**2) Goal: Locate long-term facility solution situated in District 833 or 834 and within the city of Woodbury that meets the requirements of Goal #1.**

**Objective:** Formally contract with landlord/architect/project manager search organization.

**Strategy:** Develop plan to get from search organization regular/scheduled updates presented to the BOD on facility progress.

**Who: Chair of Building Facility Committee**

**Final Product: Written update monthly - each board meeting**

**Strategy:** Set key deadlines for identifying a long-term facility solution.

**Who: BOD**

**Final Product: Published Calendar within proposal**

**Objective:** Engage a developer to determine a possibility of a long-term relationship.

<b><u>Strategy:</u></b> Create a team to meet with developers.	<b>Who: Building Facilities Committee</b>	<b>Final Product: Long term lease agreement</b>
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## **II. Curriculum/Academics:**

**1) Goal: utilize Core Knowledge curriculum to provide an educational program that is academically rigorous, based on solid research, and demonstrated success.**

**Objective: Provide Core Knowledge training for new and returning staff to attend.**

<b><u>Strategy:</u></b> Identify experts within the current staff to provide training and mentorship.	<b>Who: Emily Mogren; Sarah Jacobson; Sarah Tegtmeier</b>	<b>Final Product: A grid of all staff profiles identifying experts for training and mentoring</b>
<b><u>Strategy:</u></b> Reserve sufficient funds for curriculum workshops for staff especially new staff members.	<b>Who: BOD Finance Committee</b>	<b>Final Product: Budget Line item in budget</b>
<b><u>Strategy:</u></b> Pair new teachers with a mentor teacher.	<b>Who: Dan Hurley</b>	<b>Final Product: Formal announcement in the fall as to who are the mentors/mentees. Plan of requirements of mentor/mentee relationships and expectations</b>
<b><u>Objective:</u> Create Core Knowledge guidelines for teachers to follow.</b>		
<b><u>Strategy:</u></b> Create and implement scope and sequence aligned to Core Knowledge and MN state standards.	<b>Who: Emily Mogren, Sarah Tegtmeier; New 7<sup>th</sup> Grade teachers</b>	<b>Final Product: A review of current scope and sequence, create scope and sequence for 7<sup>th</sup> &amp; 8<sup>th</sup> grade to be</b>

		presented to the BOD for approval
<b><u>Strategy:</u></b> Create and implement curriculum map.	<b>Who: Grade Level Teams</b>	<b>Final Product: Document present to the BOD for approval</b>
<b><u>Objective:</u></b> Conduct grade level curriculum nights for parents		
<b><u>Strategy:</u></b> Grade level teaching staff prepares a specific Core Knowledge presentation for parents to be delivered each fall.	<b>Who: Representative for each grade level</b>	<b>Final Product: a date and agenda for fall meeting.</b>
<b><u>Strategy:</u></b> Create a checklist for information to be presented on curriculum night.	<b>Who: Teacher board members</b>	<b>Final Product: Guidance/plan for Grade level representatives</b>
<b>2) Goal: Utilize Saxon and Singapore Math.</b>		
<b><u>Objective:</u></b> Create process of assessing and ordering math materials based on need within the first week of school.		
<b><u>Strategy:</u></b> Investigate the testing of students before the school year begins.	<b>Who: 3<sup>rd</sup> grade teachers and up</b>	<b>Final Product: Identify tests, timelines, procedures</b>
<b><u>Strategy:</u></b> Create a system of communication for teachers to confer math levels of students from year to year.	<b>Who: 3<sup>rd</sup> grade teachers and up</b>	<b>Final Product: List of students given to the office staff at the end of each year for teacher placement</b>
<b><u>Strategy:</u></b> Create grade level math curriculum plans.	<b>Who: Grade level K-2 teams</b>	<b>Final Product: Document presented to the BOD for approval</b>
<b><u>Strategy:</u></b> Create and implement scope and sequence aligned to MN state standards.	<b>Who: Grade level K-2 teams</b>	<b>Final Product: Document presented to the BOD for approval</b>
<b><u>Strategy:</u></b> Create and implement curriculum map.	<b>Who: Grade Level K-2 Teams</b>	<b>Final Product: Document presented to the BOD for approval</b>
<b>3) Goal: Teach character education program to build leadership skills throughout the school.</b>		
<b><u>Objective:</u></b> Operationally define what a leader at WLA looks like.		

<b><u>Strategy:</u></b> Create and set expectations for school-wide behavior based on defined leadership skills and expectations.	<b>Who:</b> Jerimiah Bass; Tiffany Lewis; Cliff MacDonald	<b>Final Product:</b> Identify a curriculum to guide school leadership goals by 2016-17 school year
<b><u>Strategy:</u></b> Create student leadership handbook.	<b>Who:</b> Jerimiah Bass; Tiffany Lewis; Cliff MacDonald, Tom Munoz	<b>Final Product:</b> Handbook to be presented to the BOD for approval by 2016-17 school year
<b><u>Strategy:</u></b> Identify specific Character Education curriculum to be formally adopted by the WLA BOD.	<b>Who:</b> Jerimiah Bass; Tiffany Lewis; Cliff MacDonald	<b>Final Product:</b> Curriculum to be presented to the BOD for approval by 2016-17 school year

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### **III. Enrollment:**

#### **1) Goal: Maintain a robust enrollment in which all classes are filled and there is a healthy waiting list.**

**Objective:** Organize a year-round marketing strategy that spreads the word about WLA.

<b><u>Strategy:</u></b> Maintain regular communication with key community members about what WLA is doing. Identify single point of contact.	<b>Who: Tiffany Lewis and Becky Kullman; Marketing Committee</b>	<b>Final Product: List of community members who can promote WLA enrollment</b>
<b><u>Strategy:</u></b> Utilize social media for marketing school functions and communication.	<b>Who: Tiffany Lewis and Becky Kullman; Marketing Committee</b>	<b>Final Product: Facebook Page; Twitter; Website</b>
<b><u>Strategy:</u></b> At November BOD meeting, approve public advertising/marketing plan for the current enrollment period.	<b>Who: Marketing Committee</b>	<b>Final Product: Written Marketing Plan to be presented to the BOD for approval</b>
<b><u>Strategy:</u></b> Evaluate success of marketing strategies in May.	<b>Who: Marketing Committee</b>	<b>Final Product: Cost benefit analysis – Time, Costs, Number of Waiting List</b>
<b><u>Objective:</u></b> Establish a common understanding of the growth model for WLA in future years for 2016-2018.		
<b><u>Strategy:</u></b> Determine a common understanding of what class sizes will be going forward.	<b>Who: Enrollment Committee</b>	<b>Final Product: Recommendation to the BOD for approval</b>
<b><u>Strategy:</u></b> Determine a common understanding of the number of grade level sections for 2016-2018.	<b>Who: Enrollment Committee</b>	<b>Final Product: Recommendation to the BOD for approval</b>

<b><u>Strategy:</u></b> Establish director discretionary guidelines regarding enrollment. e.g. minimum/maximum number, ability to continue adding students, when to stop adding students, how to support the budget etc.	<b>Who: Enrollment Committee</b>	<b>Final Product: Recommendation to the BOD for approval</b>
<b><u>Strategy:</u></b> Review the policy on age requirement for kindergarten.	<b>Who: Policy Committee and Kindergarten teachers.</b>	<b>Final Product: Early Enrollment Policy</b>
<b><u>Objective:</u></b> Be known as a school that is highly desirable and highly competitive when it comes to enrollment.		
<b><u>Strategy:</u></b> Hold at least one open house prior to open enrollment.	<b>Who: Parent Team</b>	<b>Final Product: Time, agenda, and plan to be presented to the BOD</b>
<b>Strategy:</b> Collect and publish student and parent success stories on WLA website – enrollment link.	<b>Who: Tiffany Lewis – Becky Kullman</b>	<b>Final Product: Stories posted on Website – Create new weblink for Life at WLA</b>

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#### **IV. Staffing:**

**1) Goal: Identify staffing needs for the next three years – including teaching, paraprofessional, administrative and contracted.**

**Objective:** Create board appointed standing personnel committee

**Strategy:** Using enrollment information, propose staffing needs to create three-year budget plan.

**Who: Personnel Committee**

**Final Product: Annual proposal presented to the BOD**

**Strategy:** Create annual recruitment, interviewing, and hiring schedule based on enrollment information.

**Who: Hiring Committee**

**Final Product: New Teachers for BOD Approval**

**Strategy:** Determine a priority list for hiring staff over the next three years – report monthly progress to BOD

**Who: Personnel Committee**

**Final Product: Priority List presented to the BOD**

**2) Attract and retain top talent.**

**Objective:** Develop a strong staff training program.

**Strategy:** Reserve sufficient funds for workshops for staff members especially new staff members.

**Who: BOD Finance Committee**

**Final Product: Line item in the budget**

**Strategy:** Provide clear and accurate performance evaluations.

**Who: Dan Hurley**

**Final Product: Board Approved Evaluation Rubric**

**Strategy:** Develop a staff incentive, reward, and recognition plan for specific achievements.

**Who: Personnel Committee**

**Final Product: Board Approved incentives and rewards up to and including monetary, meeting PLC goals, all school goals, developing a career ladder – e.g. salary schedule**



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## **V. Board Governance:**

### **1) Goal: Maintain effective board governance**

**Objective:** Establish a board governance committee

<b><u>Strategy:</u></b> Create board member handbook	<b>Who: WLA Board Policy Committee</b>	<b>Final Product: Reference Handbook RE: Board member roles and responsibilities</b>
<b><u>Strategy:</u></b> Create, establish and maintain an annual schedule of committee and board meetings	<b>Who: WLA Board Policy Committee</b>	<b>Final Product: Annual calendar of BOD meeting with annual review topic – e.g. strategic plan review, policy review etc.</b>
<b><u>Strategy:</u></b> Create board member development plan	<b>Who: WLA Board Policy Committee</b>	<b>Final Product: List of topics, potential dates, and service providers for ongoing board development.</b>

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## **VI. Budgeting:**

**1) Goal: Create a three year budget that best reflects the information as presented in all of the above four “Core Strategic Areas.”**

**Objective:** Have a three-year planning budget that reflects the elements of the strategic plan.

**Strategy:** Working with BKDA, publish a three year budget for the BOD.

**Who: Finance  
Committee and  
BKDA**

**Final Product: Running three  
year budget.**