

STRATEGIC PLAN



WAUKEE
COMMUNITY SCHOOL DISTRICT

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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.

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, we will 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.

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 land-scape 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. This is a prerequisite for success in all subjects of the curriculum and prepares students for work and further education. 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, with 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. Data shows students are increasingly 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 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 succeed beyond high school. The portrait of the graduate results in a student’s ability to articulate and execute a plan that results in continuous personal growth and civic contribution.



PRIORITIES AND GOALS

Priority 1: Student Success in the School, Workforce, and Life

Goal 1: Provide students with academic knowledge, inquiry skills, and an understanding of connections & personal wellness

Objective 1: Waukee CSD students have the wellness skills and opportunities to connect and interact with others in positive and productive ways

- **Indicator 1:** Increase sense of belonging among all students through an understanding of Social-Emotional Competencies and Developmental Indicators and Practices
- **Indicator 2:** Engage families, caregivers, and community partners in providing ongoing social-emotional and overall well-being supports to our students
- **Indicator 3:** Increase the sense of a safe, supportive, and collaborative culture among students and staff (HRS Framework: Level I)

Objective 2: Waukee CSD students are prepared with the content knowledge, fundamental skills, and inquiry to maximize their learning and academic success

- **Indicator 1:** Train all certified staff in Level II (Effective Teaching in Every Classroom) of the HRS Framework by June 1, 2024
- **Indicator 2:** Increase academic assessment achievement annually among all groups
- **Indicator 3:** Increase the number of historically underrepresented students in science, technology, engineering, and mathematics courses as well as AP and dual credit courses annually

Goal 2: Prepare students with future-ready skills and a plan beyond high school

Objective 1: Waukee CSD graduates leave high school prepared to successfully navigate the world

- **Indicator 1:** Increase student, staff, and family understanding and utilization of Individual Career and Academic Plans and post-secondary planning
- **Indicator 2:** Investigate ways to further incorporate and measure future-ready skills among students (critical thinking, creativity, collaboration, communication, technology/media literacy)

Priority 2: Connection, Communication & Advocacy

Goal 1: Parents/students have positive, collaborative relationships with WCSD

Objective 1: Make ParentSquare communications more effective and informative

- **Indicator 1:** Content schedule and best practices are established and followed
- **Indicator 2:** Open rates and click-through rates increase

Objective 2: Encourage and empower parents and students to provide input

- **Indicator 1:** Digital suggestion box is created and widely promoted

Objective 3: Develop social media strategy, optimizing each platform to reach and engage with target audiences

- **Indicator 1:** Social media strategy is developed and implemented
- **Indicator 2:** Followers and engagement rate increase

Goal 2: Staff feel recognized, well-informed, and proud to work at WCSD

Objective 1: Enhance employee recognition internally and externally

- **Indicator 1:** Number of "Making a Difference" nominations increases and represents all of District
- **Indicator 2:** Monthly District internal newsletter is created to effectively communicate with staff and highlight accomplishments

Objective 2: Strengthen relationships between departmental teams and buildings

- **Indicator 1:** District teams conduct regular touch-bases and annual rounding meetings with building leadership
- **Indicator 2:** Utilization of internal tools to solve issues and submit requests for improvement

Goal 3: Waukee CSD has a positive reputation within the community

Objective 1: Generate positive news coverage

- **Indicator 1:** Comm Team pitches story ideas at least once every two weeks
- **Indicator 2:** Number of positive media placements and features increases

Objective 2: Redesign homepage to promote the District's key messages

- **Indicator 1:** Plan for homepage redesign is created and implemented
- **Indicator 2:** Website traffic and time on page increase

Objective 3: Strengthen district brand through unification and consistency

- **Indicator 1:** District-wide style guide is implemented to create consistent use of language, tone, and voice
- **Indicator 2:** Template library is updated and enforced among staff
- **Indicator 3:** Vendor agreements are reviewed and enforced; all vendors follow process and brand/logo guidelines



Priority 3: Investment in our People

Goal 1: Create a safe, supportive, and collaborative culture

Objective 1: Staff perceive and experience the work environment as safe, supportive, and collaborative

- **Indicator 1:** Maintain or increase District participation rate in employee engagement survey
- **Indicator 2:** Increase District-wide overall satisfaction score each year

Goal 2: Staff demographics reflect student demographics

Objective 1: Recruit qualified diverse applicants

- **Indicator 1:** Maintain or increase overall percentages of underrepresented applicants

Objective 2: Hire and retain qualified diverse candidates

- **Indicator 1:** Maintain or increase overall percentages of underrepresented staff

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

Objective 1: Provide operational staff professional development for HRS

- **Indicator 1:** Train all operations directors on HRS Level I (Safe, Supportive, and Collaborative Culture) by Dec. 1, 2023
- **Indicator 2:** Train all staff in all operations departments on HRS Level I (Safe, Supportive, and Collaborative Culture) by Aug. 31, 2024

Objective 2: Provide staff opportunities for job-related professional development

- **Indicator 1:** Maintain or increase percentage of opportunities at work to learn and grow

Priority 4: Financial Health

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

Objective 1: Maintenance of Bond Rating

- **Indicator 1:** District Bond Rating remains steady

Objective 2: Adequate Cash Reserves

- **Indicator 1:** Cash reserves remain at Iowa Association of School Board (IASB) recommended levels as rapid growth strains budget
- **Indicator 2:** Maximize operational efficiencies to improve solvency and long-term financial health

Objective 3: Unspent Authorized Budget

- **Indicator 1:** District Unspent Authorized Budget remains at IASB recommended levels

Objective 4: The school manages its fiscal, operational, and technological resources in a way that supports teachers (HRS 1.8)

- **Indicator 1:** Staff survey relative to availability of resources

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

Objective 1: Implementation of District Departmental Budgets

- **Indicator 1:** Each department has a budget aligned to strategic priorities

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

- **Indicator 1:** 5-year capital plan for SAVE (Sales Tax), PPEL (Property, Plant, Equipment Levy), Debt Service aligns with strategic priorities and goals
- **Indicator 2:** 5-year budget forecast will be reviewed and updated annually and cash reserves are adjusted based on long term projections

Objective 3: District will publish comprehensive budget document for FY24

- **Indicator 1:** Published budget document will be available online and District will apply for ASBO budget award

Goal 3: Workplace safety is improved and risk is reduced for every staff member

Objective 1: Employee Safety

- **Indicator 1:** District manages Experience Modification Rate (EMR) under 1.0
- **Indicator 2:** Four targeted safety trainings for departments
- **Indicator 3:** 10 building safety walk-throughs and documented follow-up
- **Indicator 4:** Root cause documentation for all injuries

Objective 2: District Wellness Program

- **Indicator 1:** Increase number of employees in wellness program to 60%
- **Indicator 2:** Identify three top needs for employees to guide wellness



Priority 5: Operational Effectiveness

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

Objective 1: Utilize the HRS Framework for our school district

- **Indicator 1:** Districts have formal roles in the decision-making process regarding operational initiatives
- **Indicator 2:** All staff have formal ways to provide input regarding the functional operations of our school district

Objective 2: Implementation of Breakdown Insurance Program

- **Indicator 1:** Realize a minimum of \$750,000 in general fund savings annually (operations, technology, nutrition)

Objective 3: Implementation of savings and efficiency programs

- **Indicator 1:** Realize an annual energy savings by implementing the following:
 - Fixed HVA setpoints
 - Retrofitting existing light fixtures to LED technology
 - Reducing energy inefficient personal items
 - Researching and implementing renewable energy strategies

Objective 4: Implementation of the Waukee CSD Master Facility Plan

- **Indicator 1:** 100% of overall public improvement projects finish at or below contract amount

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

Objective 1: Implementation of Waukee CSD Technology Plan

- **Indicator 1:** Implement a District technology plan that promotes access and equity to resources and supports, and advances coursework throughout the District
- **Indicator 2:** District stakeholders are represented in a balanced form and the plan drives actions in 2023-24



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