Review of 2016-17 Whitnall School District Goals

Student Achievement & Readiness: Engage students as active participants in quality learning experiences to prepare students for all opportunities both within the Whitnall School District and beyond graduation.
Areas of Leadership: Strategic, Instructional

	2016-17 Annual Goal(s)	Indicators of Success	End-of-Year Status	Implications for 2017-18 Goals
1.	Develop a roadmap and timeline to become a K-12 personalized learning school district.	• Develop common definition of personalized learning at WSD. • Review resources (staff, facilities, schedules, instructional materials) for personalized learning readiness at grade level and buildings. • Train staff on effective teaching and learning practices for personalized learning.	• Developed a point of view (POV) statement from student and parent interviews through staff participation: "How might we engage learners in a way that fosters innovation, risk-taking, and exploration to attain personal learning goals without the fear of failure?" • Conducted personalizing learning cohorts of staff, parent focus groups, community screening of *Most Likely to Succeed*, community learning *Personalizing Learning 101,* and parent information meeting for 2016-17 implementation • Included personalizing learning options in micro-credentials for 2017-18	• Continue to communicate POV statement and use it to guide educational decisions • Continue to offer micro-credential options on personalizing learning • Provide training on effective teaching and learning practices for personalizing learning during K-12 professional learning days • Celebrate successes and learning opportunities from expanded personalizing learning K-8 • Develop personalizing learning plan for 2018-19 with special emphasis 9-12
2.	Develop and communicate district plan to demonstrate student growth in reading and math content areas.	• Identify and secure effective progress monitoring tools in reading and math. • Benchmark achievement growth and outcomes K-12. • Develop growth and outcome documents to monitor and track student progress.	• Purchased EduClimber to improve use of data in instruction and educational decisions • Initial train the trainers in spring and summer • Minimal data analysis of benchmark data across district, some at building level • Analysis of reading data through elementary and principal SLOs focused on reading interventions, data, and screeners	• Roll out EduClimber introduction to all educators • Continue to plan and train for use of EduClimber • Develop standardized procedures and schedule for data uploads and reporting

Review of 2016-17 Whitnall School District Goals

Effective Communication: Maximize internal and external communication to engage staff, students, parents, and the community. Areas of Leadership: Communication and Community Relationships, Strategic			
2016-17 Annual Goal(s)	**Indicators of Success**	**End-of-Year Status**	**Implications for 2017-18 Goals**
3. Develop and implement a comprehensive plan to provide timely and relevant communication two-way communication with all stakeholders.	• Update entire district website to be easy to navigate and to include current and relevant information. • Develop systematic approach to communicating through social media venues. • Add personnel to manage communication systems and multimedia (video/photo).	• Developed a comprehensive communication plan, presented to the board in February, with guidelines for all stakeholders • Added Instagram account and reengaged other social media venues • Added *e-Weekly* communication for all district employees • Added *The Connect* in May for all district families • Researched website hosting options and decided on CMS4Schools; Planned for district website redesign for September 2017	• Complete district website redesign; Develop procedures for website updates and train key employees • Redesign and distribute *The Whitnall Window*, the district's newsletter to be mailed to residents

Review of 2016-17 Whitnall School District Goals

Responsive Fiscal Management & Planning: Proactively seek sustainable financial solutions to address district needs within federal, state, and local parameters. **Areas of Leadership:** Operations and Resource Management, Strategic			
2016-17 Annual Goal(s)	**Indicators of Success**	**End-of-Year Status**	**Implications for 2017-18 Goals**
4. Develop financial plan and model beyond annual budget.	• Develop plan to address facilities needs linked to financial resources. • Develop schedule of financial obligations currently unfunded related to facilities and personnel.	• Completed comprehensive facilities study documents in August 2017 for all district buildings • Developed post-retirement plan for those "eligible" through 2016-17 school year and developed financial obligations scheduled related to post-retirement benefits • Developed compensation model for professional staff and corresponding expenses	• Prioritize needs from facilities study to update annual budget, ten-year plan, and potential referendum projects • Need for analysis of health insurance trend data, utilization, and plan implications
5. Integrate and align operational, business, technology, and academic systems to support the needs of all stakeholders.	• Integrate and improve data reporting, automation, and data quality across processes and systems. • Implement robust system of financial controls/checks and balances. • Update and communicate a comprehensive employee handbook aligned to district policies and practices. • Update job descriptions. • Develop and implement support staff evaluation tools. • Revise student registration and enrollment processes.	• During July, all employees were given the ability to access their employee payroll information outside the district • Analysis and review of the district records room to ensure compliance of district-adopted state guidelines for records retention; Developed systems for future records retention procedures • Implemented automated procedures through Skyward to include employee absence reporting and tracking • Implemented online student registration for 2017-18 school year through Infinite Campus parent portal • Conducted HR audit in November to provide guidance in developing plan to improve HR services and ensure legal compliance • Job description format was developed but only a few job descriptions were updated • Support staff evaluation tool was not consistently implemented	• Implement expense reimbursement through Skyward • Develop and implement access to employee records (contracts, etc.) through Skyward • Develop procedures for integrating applications such as Skyward, Infinite Campus, and EduClimber to avoid duplication of data entry • Conduct survey and review online registration process for 2017-18 to adjust any procedures for 2018-19 process • Update all job descriptions and post on employee intranet

Review of 2016-17 Whitnall School District Goals

District Culture & Climate: Enhance a sense of ownership, belonging, and respect among all members of the Whitnall community.
Areas of Leadership: Human Resources, Strategic, Communication and Community Relationships

2016-17 Annual Goal(s)	Indicators of Success	End-of-Year Status	Implications for 2017-18 Goals
6. Develop and implement standardized customer service protocols for frontline employees.	• Develop and implement scripts and responses for initial contacts with stakeholders. • Develop and distribute flowchart of roles and responsibilities. • Develop and implement procedures for service requests from all stakeholders. • Conduct customer service training for frontline employees. • Conduct quarterly meetings with districtwide job-alike employees. • Conduct informal events to build camaraderie and belonging • Develop and implement customer service feedback tools and benchmark initial results. • Reconfigure district office space organized by function and customer needs.	• Developed an organizational chart • Initiated customer service training for office support staff through monthly meetings • Included all district employees in end-of-year appreciation luncheon • Reconfigured district office space organized by function and customer needs	• Update organizational chart routinely • Develop departmental responsibility charts from organizational chart • Develop procedure manuals and handbooks for employee groups
7. Develop action plans and goals to address climate and culture at each building.	• Engage building staffs in assessing culture and climate. • Engage building staffs in developing action plans and goals. • Monitor progress and modify plans as necessary to enhance a sense of belonging and ownership among all staff.	• Did not conduct PLC survey as in past years as it no longer met the district needs	

Student Achievement & Readiness: Engage students as active participants in quality learning experiences to prepare students for all opportunities both within the Whitnall School District and beyond graduation.

Areas of Leadership: Strategic, Instructional

2017-18 Annual Goal(s)	Indicators of Success	Administrator(s) Responsible	Tentative Timeline
1. Promote a learning environment in which every student has the maximum opportunity to achieve academic excellence.	• Review and assess current intervention model (RtI) for students and ends of continuum of learning to achieve educational equity K-12 • Conduct a curriculum audit of K-12 curriculum and identify actionable steps to address gaps and overlaps • Study and update K-12 personalizing learning plan with special emphasis on 9-12	• Director of Teaching and Learning	• Personalizing learning plan – February 2018 • Curriculum audit – April 2018 • RtI review – May 2018
2. Develop and communicate district plan to maintain and enhance achievement at the highest academic levels and remediate achievement/learning gaps district wide that are evident in numerous assessment/achievement data;	• Develop standardized procedures for data uploads and reports to analyze student achievement and behavior data • Establish and communicate benchmark academic and behavioral data to enhance district achievement	• Director of Teaching and Learning • Director of Pupil Services/Special Education	• May 2018
3. Analyze and recommend opportunities for students to assure career, college, and life readiness.	• Develop a district scorecard based on *Redefining Ready* format and research on readiness factors • Develop a comprehensive CTE program plan and options for students	• Superintendent	• May 2018

Effective Communication: Maximize internal and external communication to engage staff, students, parents, and the community. **Areas of Leadership:** Communication and Community Relationships, Strategic			
2017-18 Annual Goal(s)	**Indicators of Success**	**Administrator(s) Responsible**	**Tentative Timeline**
4. Continue to foster transparency in District communications using all available media technologies.	• Implement district website redesign • Redesign and distribute *The Whitnall Window*, the district's newsletter to be mailed to residents • Develop a platform that allows educators and administrators to better promote the accomplishments taking place in classrooms, buildings and the community	• Communications Coordinator	• October 1 – new website • *The Whitnall Window* – quarterly issues
5. Develop and implement communications plan for referendum process using research-based tactics designed to simplify the referendum proposal.	• Build partnerships with key groups and stakeholders • Identify community attitudes towards referendum request(s) and target communications efforts with focused key messages to stakeholders using a wide range of available media outlets.	• Superintendent	• November - May

Responsive Fiscal Management & Planning: Proactively seek sustainable financial solutions to address district needs within federal, state, and local parameters.				
Areas of Leadership: Operations and Resource Management, Strategic				
2017-18 Annual Goal(s)	**Indicators of Success**	**Administrator(s) Responsible**	**Tentative Timeline**
6. Develop financial plan and model beyond annual budget.	• Prioritize needs from facilities study to update annual budget, ten-year plan, and potential referendum projects • Need for analysis of health insurance trend data, utilization, and plan implications	• Director of Business Services • Building and Grounds Manager	• December 2017
7. Integrate and align operational, business, technology, and academic systems to support the needs of all stakeholders.	• Implement expense reimbursement through Skyward • Develop and implement access to employee records (contracts, etc.) through Skyward • Develop procedures for integrating applications such as Skyward, Infinite Campus, and EduClimber to avoid duplication of data entry • Conduct survey and review online registration process for 2017-18 to adjust any procedures for 2018-19 process • Update all job descriptions and post on employee intranet • Develop support staff evaluation and micro-credential model	• Director of Business Services • Human Resources Manager	• Registration survey – October 2017 • Job descriptions – March 2018

District Culture & Climate: Enhance a sense of ownership, belonging, and respect among all members of the Whitnall community. Areas of Leadership: Human Resources, Strategic, Organizational, Communication and Community Relationships				
	2017-18 Annual Goal(s)	Indicators of Success	Administrator Responsible	Tentative Timeline
8.	Establish the Whitnall School District as an employer of choice for highly qualified and creative people who reflect and value the District's vision	• Assess the district's practices for identification, recruitment, and retention (Talent Management Framework) specific to highly qualified, diverse staff • Build the Talent Management Framework procedures and protocols and timeline for completion • Provide and communicate organizational chart to all stakeholders and roles and responsibility charts to internal stakeholders	• Director of Business Services • Human Resources Manager	• Organizational charts – December 2017 • Talent Management Framework – February 2018
9.	Ensure a school environment for staff, teachers, students and families that is welcoming and buildings that are inviting, accessible, safe and secure.	• Study options for a system to track district climate and recommend an option and baseline data by end of school year • Create a culture that encourages risk-taking, creative thinking and advancing the vision of the district through development of a strong district leadership team	• Superintendent	• May 2018 • June 2018