
***THE WEST LAFAYETTE COMMUNITY
SCHOOL CORPORATION***

FIVE-YEAR STRATEGIC PLAN

2011-2016



Approved by Board 12/8/10

West Lafayette Community School Corporation

1130 North Salisbury Street • West Lafayette, Indiana 47906-2447
(765) 746-1602 • FAX (765) 746-1644 • www.wl.k12.in.us

October 2010

Dear West Lafayette Community Stakeholder,

It is my pleasure to present the West Lafayette Community School Corporation (WLCSC) five-year strategic plan document. In June 2009, approximately 40 WLCSC stakeholders (teachers, staff, administrators, parents, community members, business partners, and Purdue representatives) met for three days at Ivy Tech to develop the WLCSC Mission, Belief Statements, Strategic Parameters, and Objectives. Dr. Janet Emerick, former superintendent of the Lake Central School Corporation and licensed by the Cambridge Group as a strategic plan facilitator, facilitated our meetings to help us develop our strategic plan initiative.

During the 2010/2011 school year, eight action teams were formed to develop action steps to implement the strategies for this strategic plan. Then, in June 2010, the core strategic planning committee met again with Dr. Emerick to review and provide input on the developed action plans. Based upon the core strategic planning committee's input, the action teams met for a final time in October 2010 to finalize the action plans.

The WLCSC Strategic Plan is not just a document. It is a vision of our great school district's future. This vision would not be possible without the countless hours and days spent by everyone who participated in this process. To each of them I want express my sincerest appreciation for their help and assistance. Because of their great love for and dedication to the WLCSC, our school district begins a new mission: that of engaging our students in a world-class educational experience that prepares them for their bright future. I am looking forward to the many positive results this strategic plan will have on our wonderful school district.

Sincerely,

Dr. Rocky D. Killion
Superintendent of Schools

MISSION

Our mission is to engage students in a world-class educational experience that prepares them to be well-rounded, innovative, creative, productive, and adaptive citizens who will shape our global society.

Rev. 06/03/10

WE BELIEVE

- 1. Our students are our Number One priority.**
- 2. An effective teaching faculty is critical to the success of our school corporation.**
- 3. The parenting component is fundamental to educational outcomes.**
- 4. Public education is a shared resource and responsibility.**
- 5. Student engagement in learning leads to higher achievement.**
- 6. Academic excellence is the hallmark of our school corporation.**
- 7. Public education's purpose is to develop productive, educated citizens.**
- 8. Each child deserves an equal opportunity to achieve his/her highest potential.**
- 9. There is inherent worth and dignity in every person.**
- 10. Students learn in different ways.**
- 11. Accountability is critical to the success of our school corporation.**
- 12. Involvement in extracurricular activities enhances the educational experience.**
- 13. Safety/Security in schools is essential.**

June 03, 2010

STRATEGIC PARAMETERS

We will always use the mission statement and beliefs to guide us in all decision-making.

- **We will *always* make decisions in the best interest of our students.**
- **Our interactions will *always* be characterized by dignity and respect.**
- **We will *always* act with fiscal responsibility, considering innovative ways to fulfill our mission as efficiently as possible.**
- **We will *always* invest in our educational experience.**
- **We will *always* make communication a priority.**

June 04, 2010

OBJECTIVES

#1 *By 2014 all students will experience a world-class education as measured by data-driven results.*

Strategy 1: Identify world-class educational benchmarks.

Strategy 2: Complete an evaluation regarding the relevance of the present curriculum and assets with respect to the future needs of our students.

Strategy 3: Align curriculum with world-class educational practices and benchmarks and conduct ongoing core assessments to review K-12 progress.

Strategy 4: Ensure that all of our students consistently demonstrate the attributes for becoming contributing, innovative, responsible, and adaptive citizens.

Strategy 5: Determine objectives for student experiences that generate a product, service, or performance demonstrating creativity and innovation, connecting to a real-world application.

Strategy 6: Identify and establish opportunities for international experiences at all grade levels, including study abroad.

#2 *By 2012 we will have a viable funding plan which supports the mission of the West Lafayette Community School Corporation.*

Strategy 1: Develop a plan to resolve short-term funding issues in order to maintain current academic outcomes.

Strategy 2: Develop viable long-term funding plans, which support a world-class education program for all students.

#3 *By 2012 we will implement an organized and systematic structure for identifying and addressing change, both internal and external.*

6/04/10

Action Plan #1 for Objective # 1, Strategies #1 and #2

Strategy 1: Identify world-class educational benchmarks

Strategy 2: Complete an evaluation regarding the relevance of the present curriculum and assets with respect to the future needs of our students

| # | Action Steps | Assigned To | Starting Date | Due Date | Completed Date |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|----------|----------------|
| 1 | Assemble a K-12 educational committee to conduct research on “world class” educational programs | | | | |
| 2 | Survey parents, students, teachers, business leaders, and other groups who might provide useful information regarding future needs of our students | | | | |
| 3 | Utilize criteria for developing a record that can be a guide for inclusion in the WLCSC Curriculum and the implementation of educational programming | | | | |
| 4 | In collaboration with K-12 teacher teams, review the information and disaggregate the survey data to determine curriculum relevance and assets with respect to the future needs of students | | | | |

| Costs | Benefits |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Tangible Approximately \$20,000K <ul style="list-style-type: none"> • Travel (\$4,000) • Consultants (\$5,000) • Teacher Teams (\$7,500) • Clerical (data entry) (\$3,500) | Tangible <ul style="list-style-type: none"> • Data driven • Identifies world class benchmarks |
| Intangible <ul style="list-style-type: none"> • Human resource time | Intangible <ul style="list-style-type: none"> • World-class benchmarks • Improved educational standards |

Action Plan #3 for Objective # 1, Strategy #3

Strategy 3: Align and Implement Curriculum with World-Class Educational Practices and Benchmarks and Conduct Ongoing Core Assessments to review K-12 Progress

| # | Action Steps | Assigned To | Starting Date | Due Date | Completed Date |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|----------|----------------|
| 1 | Create curriculum of CORE ESSENTIAL WORLD CLASS BENCHMARKS DATABASE for ALL students (from Strategy 1) | | | | |
| 2 | Identify which are supplemental and enrichment standards depending on state standards, national standards, and diploma type, then work backwards to identify levels where we will accomplish the benchmarks for our students | | | | |
| 3 | Use Backward Mapping (12-K) to allow teachers to develop curriculum guides in all content areas. Focus on balancing depth and breadth in each area: Language Arts Math Science Social Studies Foreign Languages Fine Arts Practical Arts | | | | |
| 4 | Identify gaps and overlaps in areas of possible exclusion in each subject area between and among grade levels/ courses, determine areas for integration between subject areas | | | | |
| 5 | Share content expectations with all teachers and other stakeholders | | | | |
| 5a | Develop/review core assessments for grade levels or subject areas | | | | |
| 5b | Create assessment K-12 schedule | | | | |

| | | | | | |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|
| 6 | Work with teachers to determine self-monitoring and grade level or department monitoring processes to ensure implementation and evidence of core world-class standards in every classroom | | | | |
| 7 | Work with teachers to determine adequate scheduling, how to eliminate interruptions, and ideas that would help to make the schedule support teaching and learning rather than making teaching and learning limited by schedules | | | | |
| 8 | Create summary/highlights brochure for the World Class Benchmarks at each grade level and department area | | | | |

| Costs | Benefits |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tangible = \$52,000.00 <ul style="list-style-type: none"> • Release time for teachers – substitutes (\$20,000) • Data-base entry, typing of documents (\$5,000) • Curriculum Binding – paper and printing costs – CD copies (\$5,000) • Stipends for team leaders in each subject area (\$10,000) • Stipends for administrative leadership for the project (\$10,000) • Costs for printing brochures (\$2,000) | Tangible <ul style="list-style-type: none"> • Not spending time after or before school for extensive meetings • High quality, usable curriculum products for teachers • Teachers and administrators being paid for their expertise and their time to “catch up” after being gone • Products to give to realtors and incoming families that discuss the meat of what we do every day |
| Intangible <ul style="list-style-type: none"> • Time for to plan for substitutes • Time away from students (loss of professional expertise in the classroom) • Time away from building for administrator • Work outside of meeting time for members of the team | Intangible <ul style="list-style-type: none"> • Increased feeling of personal professionalism • Increased communication and understanding between and among grade levels and departments • Increased communication of expectations to parents and students |

Action Plan #4 for Objective # 1, Strategy #4

Strategy #4: Ensure all of our students consistently demonstrate the attributes for becoming contributing, innovative, responsible and adaptive citizens

| # | Action Steps | Assigned To | Starting Date | Due Date | Completed Date |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------|----------------|
| 1 | Research Project Lead the Way, New Tech High School, International Baccalaureate and other K-12 educational programming that uses “international benchmarks” and/or project based assessments | | | | |
| 2 | From the research, determine which programming best provides the educational environment to ensure all of our students will consistently demonstrate the attributes for becoming contributing, innovative, responsible and adaptive citizens | | | | |
| 3 | Using the WLCSC Instructional Design Team, develop a plan for implementing the selected program(s) into the school curriculum | | | | |
| 4 | Develop ongoing assessments for world-class curriculum benchmarks to validate our students are consistently demonstrating attributes for becoming contributing, innovative, responsible and adaptive citizens | | | | |
| 5 | Create surveys to gather data from WLCSC alumni to validate post-graduate results | | | | |
| 6 | Begin development and implementation of K-12 integrated assessments or data system to objectively measure the system’s success of ensuring all students are demonstrating these attributes | | | | |
| Costs | | Benefits | | | |
| Tangible Approximately \$50K <ul style="list-style-type: none"> • Research (\$20K) • Professional Release Time (\$15K) • Assessments/Surveys (\$5K) • Develop and integration of assessments (\$10K) | | Tangible <ul style="list-style-type: none"> • Data Driven • Up to date assessments • Post-graduate data | | | |
| Intangible <ul style="list-style-type: none"> • Restructuring the educational system • Continued updating of a assessments and post-graduate data | | Intangible <ul style="list-style-type: none"> • Improved student graduate product • Improved educational environment | | | |

Action Plan #5 for Objective # 1, Strategy #5

Strategy 5: Determine objectives for student experiences that generate a product, service, or performance, demonstrating creativity and innovation, connecting to a real-world application

| # | Action Steps | Assigned To | Starting Date | Due Date | Completed Date |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|----------|----------------|
| 1 | Inventory – current courses, projects, activities that generate products, service, performances that require these student skills | | | | |
| 2 | Research other academic settings that provide students experiences which generate a product (i.e., New Tech High) | | | | |
| 3 | Inventory – possible courses, projects, activities that generate products or performances | | | | |
| 4 | Research - to determine how to incorporate students into real-world experiences; others schools (in and out of state), local opportunities, state and federal guidelines | | | | |
| 5 | Develop from the research a life-based curriculum and incorporate this action step into Action Plan #3 – Step 3 | | | | |

| Costs | Benefits |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Tangible \$48K</p> <ul style="list-style-type: none"> • Release time for teachers –(\$15,000) • Data-base entry, typing of documents (\$3,000) • Stipends for team leaders in each subject area (\$15,000) • Stipends for administrative leadership for the project (\$10,000) • Costs for research (\$5,000) | <p>Tangible</p> <ul style="list-style-type: none"> ▪ Provide experiences for students that have relevance to real world problems or issues. ▪ |
| <p>Intangible</p> <ul style="list-style-type: none"> ▪ Instructional Design team ▪ Curriculum Committee ▪ Curriculum review/update after textbook adoption K-12 ▪ Various materials | <p>Intangible</p> <ul style="list-style-type: none"> ▪ Educational benefits - real-world experiences for students ▪ Possible state or federal funds available to support |

Action Plan #6 for Objective # 1, Strategy #6

Strategy #6: Identify opportunities for international experiences at all grade levels that encourage respect for and knowledge of other cultures.

| # | Action Steps | Assigned to | Starting Date | Due Date | Completed Date |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|----------|----------------|
| 1 | Research opportunities through Purdue, Google, Skype, Global Learning Center, colleagues from other countries, focus groups, etc. | | | | |
| 2 | Develop a K-12 team that includes faculty and educators to develop and provide opportunities for international experiences | | | | |
| 3 | Charge the K-12 team to make recommendations to the curriculum mapping committee (found in Strategy 3) of ways to integrate international opportunities into the classroom | | | | |
| 4 | Encourage culture experiences | | | | |

| Costs | Benefits |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tangible Approximately \$95K <ul style="list-style-type: none"> • Research (\$10K) • Professional Release Time (\$10K) • Technology (\$50K) • Books/Resources (\$10K) • Travel Costs (\$15K) | Tangible <ul style="list-style-type: none"> • Compliments existing curriculum • Exposure to new cultures • Provides cultural enrichment • Might provide additional revenue for the school (attracting new students to WLCSC) |
| Intangible <ul style="list-style-type: none"> • Time away from class | Intangible <ul style="list-style-type: none"> • Sensitizes students to new ways of thinking • Challenges and informs students and faculty/staff on new ways to look at our own culture |

Action Plan #1 for Objective #2, Strategy #1

Strategy #1: Develop a plan to resolve short-term funding issues in order to maintain current academic outcomes

- *Specific Result: To pass the tax referendum and set the tax rate*

| # | Action Steps | Assigned to | Starting Date | Due Date | Completed Date |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------|----------|--------------------------------------|
| 1 | Ask experts to review WLCSC revenue and cost projections | Dr. DeBoer Dr. Hummels | | | Sept 2009 |
| 2 | Hold community forums to present the data and seek community input | Rocky, Larry and David | | | Sept 16 Oct 14 Nov 18 |
| 3 | Use the data to determine what, if any, rate should be considered on a referendum question | Strat Action Team | | | Nov. 23 |
| 4 | Present the question to the School Board for consideration | Rocky | | | Dec. 2 |
| 5 | If Board approves the question, move through the proper channels to place question on the ballot | Rocky/School Attorney | | | Dec 2009 January 2010 May 4, 2010 |
| 6 | Establish a "Friends of WLCS" to run the referendum | Steve Klink | | | December 11 |
| 7 | Recommend the establishment of a financial advisory committee and define the committee's makeup and selection process | Rocky and School Board | | | By April 7, 2010 |
| 8 | If the referendum question is approved by voters, implement the Financial Advisory Committee to advise the Superintendent what, if any, rate should be established from year to year (using the funding formula and revenue/cost projections) | Business Manager | | | By July 1, 2010 |

| Costs | Benefits |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tangible Approximately \$100K <ul style="list-style-type: none"> • PR materials • Get Out the Vote • Legal fees • Campaign expenses | Tangible <ul style="list-style-type: none"> • Manage programs and class sizes • Provides local control • Benefits property values |
| Intangible <ul style="list-style-type: none"> • Transparent, financial processing • Annual revenue/cost analysis beyond the state budget requirements | Intangible <ul style="list-style-type: none"> • Teacher/student ratio • Educational environment • School morale |

Action Plan #2 for Objective 2, Strategy #1

Strategy #1: Develop a plan to resolve short-term funding issues in order to maintain current academic outcomes

- *Specific Result: Review Burtsfield property as a possible income-producing asset and/or community asset*

| # | Action Steps | Assigned To | Starting Date | Due Date | Completed Date |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|----------|----------------|
| 1 | Research all viable financial options regarding the Burtsfield Property. | | | | |
| 2 | Based on the data, determine the best financial option. | | | | |
| 3 | If the data suggests an early childhood center, then the Early Childhood Center Action Plan should be considered | | | | |
| 4 | If the research suggests a different course of action, the Superintendent and the Strategic Action Planning Committee will reconvene to establish that action plan. | | | | |
| | | | | | |

| Costs | Benefits |
|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Tangible <ul style="list-style-type: none"> • Possible cost of study - \$15K | Tangible <ul style="list-style-type: none"> • Provides data to make best decision about the use of Burtsfield |
| Intangible <ul style="list-style-type: none"> • Administrative time and effort | Intangible <ul style="list-style-type: none"> • Academic benefits derived from financial benefit |

Action Plan #3 for Objective 2, Strategy #1

Strategy #1: Develop a plan to resolve short-term funding issues in order to maintain current academic outcomes

- *Specific Result: To manage enrollment to fit our facility resources*

| # | Action Steps | Assigned To | Starting Date | Due Date | Completed Date |
|---|----------------------------------------------------------------------------------------------------------------|-------------|---------------|----------|----------------|
| 1 | Do a demographic study for the WLCSC (Tippecanoe County) | | | | |
| 2 | Determine projected student growth from the study (data) | | | | |
| 3 | Collaborate with the City to determine possible community incentives | | | | |
| 4 | Develop an enrollment growth policy that can both match actual optimal enrollment rates and reduce variability | | | | |

| Costs | Benefits |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tangible <ul style="list-style-type: none"> • Demographic study | Tangible <ul style="list-style-type: none"> • Determines long-term student population viability • Provides data for facility planning |
| Intangible <ul style="list-style-type: none"> • Using the data to drive decisions | Intangible <ul style="list-style-type: none"> • Prepares the school district for its future • Creates planning sequences for facilities |

What are benefits of rising enrollment: school funding formula, offering greater specialization in course offerings?

What are the costs: additional staffing (classroom, other); physical plant?

What is the adjustment timeline for new resources? (in order of adjustment speed: hiring staff, developing curricula, and building physical capacity)?

What are the consequences of variability in enrollment?

Which margins for expansion can be influenced?

What are the policies that would accomplish that influence?

What are the downsides? (E.g. Does an expansion of tuition paying students weaken the support of locals to support referenda or weaken the premium of a WL house)?

Action Plan #1 for Objective 2, Strategy #2

Strategy #2: Develop viable long-term funding plans, which support a world-class education program for all students

- *Specific Result: To seek alternative funding such as the Education Foundation for strategic plan implementation*

| # | Action Steps | Assigned To | Starting Date | Due Date | Completed Date |
|---|-------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|----------|----------------|
| 1 | Action Teams Submit Proposed Costs for each strategy (action steps) to various funding sources (i.e., Education Foundation) | | | | |
| 2 | Various sources, (i.e. Education Foundation Board), considers long-term funding plan to implement strategic plan action steps | | | | |
| 3 | Budget will be created with proposed timeline for strategic planning (strategy) implementation | | | | |
| 4 | Implementation of completed strategic plan will be fully funded and operational by 2015 | | | | |

| Costs | Benefits |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Tangible</p> <ul style="list-style-type: none"> • Action steps of each strategy as determined by each action team • Fundraising materials and programs | <p>Tangible</p> <ul style="list-style-type: none"> • Implementation of a world class educational system • Implementation of world class benchmarks • Restructuring of current educational system to match world class educational opportunities for WLCSC students/staff |
| <p>Intangible</p> <ul style="list-style-type: none"> • Volunteers (hours) • Restructuring efforts of the WLCSC staff and strategic planning committees | <p>Intangible</p> <ul style="list-style-type: none"> • Educational benefits • Possible grants, benefactors, or endowments • Student preparedness upon graduation from WLCSC |

A Big Thank You is extended to the following participants for their assistance in the WLCSC strategic planning process:

Facilitator

Dr. Janet Emerick

Strategic Plan Secretary

Helen Pigg

Strategic Plan Assistance

Central Office

Misty Jones
Rocky Killion
Helen Pigg
Judy Provonsha
Ross Sloat

WLCSC Board of School Trustees

Kathy Anderson
Brian Bittner
Alan Karpick
Brad Marley
Dottie Rausch
Dianne Sautter
Karen Springer

WLCSC Action Teams

Kathy Anderson
Cadi Bien
Kim Bowers
Mary Beth Boyd
Cheryl Brantley
David Brantley
Brad Cohen
Diane Damico
Larry DeBoer
Sara Delaney
Kathleen Elliott
Steve Florence
Tim Folta
Hallie Gorup
David Hummels
Alan Karpick
Rocky Killion
Sally Miller
Dottie Rausch
Dianne Sautter
Ron Shriner
Karen Springer
Randy Studt
Bob Troyer
Dan Walbaum
Tom Westbrook
Vicky Woeste
Larry Wood

WLCSC Core Strategic Planning Committee

Al Altschaeffl
Kim Bowers
William Coghill
Brad Cohen
Larry DeBoer
Sara Delaney
Kathleen Elliott
Amy French
Brian Fultz
Hallie Gorup
Marilyn Hirth
Alan Karpick
Gerry Keen
Rocky Killion
Rui Liu
Brad Marley
William McInerney
Sally Miller
Patrick Nycz
Dianne Sautter
Steve Shook
Ron Shriner
Kathy Slauter
Aaron Smith
Jeanette Snider
Jon Speaker
Rob Spencer
Nate Thomas
Randy Truitt
Larry Wood