

Waverly Community Schools

515 Snow Rd.

Lansing, MI 48917



WARRIORS

W A V E R L Y

2019—2024

Strategic Plan



Mission Statement

Waverly Community Schools
Lansing, Michigan

Waverly Community School's mission is to educate and prepare students to achieve their academic best, develop character, become lifelong learners, and contribute as citizens of our global society by committing ourselves to excellence in education characterized by:

- ◆ A safe, caring and equitable learning environment
- ◆ Rigorous curriculum
- ◆ Quality instruction
- ◆ Respect for diversity

in partnership with families and our entire community.

Vision



Waverly Community Schools has a student-centered culture of teaching and learning that is built upon a foundation of strong, positive relationships.

Waverly Students will:

- ◆ Treat others with kindness and dignity
- ◆ Advocate for themselves
- ◆ Read, problem-solve and think critically
- ◆ Contribute positively to local and global communities
- ◆ Be proud of where they came from
- ◆ Feel confident in their abilities
- ◆ Be willing to take risks to pursue their dreams

Mottos

Pride. Tradition. Excellence.

#BETTER TOMORROW THAN TODAY

Belief Statement

We believe that:

- ◆ All children can learn.
- ◆ Every individual has intrinsic worth.
- ◆ High expectations powerfully impact achievement.
- ◆ Attendance and active engagement play important roles in education.
- ◆ Attitude, effort, and self esteem are crucial to personal success.
- ◆ Individuals are responsible for their own choices and actions.
- ◆ Diversity and inclusion enrich our community.
- ◆ Families have the primary responsibility for the growth and development of their members.
- ◆ Students, staff, families, and the entire community share the responsibility for education.
- ◆ Quality education benefits and enriches the entire community.

Parameters/Accountability

- ◆ Safe and secure facilities and environments in which to teach, learn, and work will be provided.
- ◆ Building-level decisions will be consistent with the strategic plan.
- ◆ District programs will be aligned with the strategic plan.
- ◆ Professional development needs, consistent with the strategic plan, will be assessed and opportunities will be provided on an on-going basis.
- ◆ Waverly Community Schools will actively communicate with students, families, staff and the Waverly community.
- ◆ Annual action plans will be developed by leadership teams/stakeholders and integrated into District and School Improvement plans.
- ◆ An annual update of the plan will occur to review the status of ongoing goals and address any trends or budgeting fluctuations that may impact the plan.



1. Teaching and Learning

Strategic Goal Statement: We will create safe, predictable, consistent, and equitable learning environments in which all students thrive academically, socially and emotionally.

Objective #1: Create a data culture in Waverly Community Schools to monitor student progress over time.

Action Steps

1. Data will be stored in a central location.
2. Time will be dedicated to data analysis at all levels. Data days will be held on a regular basis in each school with multiple stakeholders involved in data analysis (general education and special education teachers and paraprofessionals, administrators, school social workers, instructional coaches, etc.)
3. Teachers will use disaggregated data to guide instructional decisions.
4. Students will learn to understand and use their own performance data to set goals and monitor their own progress.
5. Student performance results will be communicated with families.
6. Staff will partner with families to better support students.

Objective #2: The District Curriculum Team will align common assessments and curriculum both within (horizontal) and between (vertical) grade levels.

Action Steps:

1. Determine purpose, analyze, and modify (as necessary) assessments used in each building and in each grade (including formative assessments).
2. Use an equity tool to evaluate curriculum, assessments, and other resources (e.g. the Washington Model).
3. Identify how curriculum, practices, expectations, and language transfer from school to school.
4. Create standards-based instructional maps for each content area that include differentiation. Use the O'Connor "GREAT Instruction" model as a guide.
5. Identify gaps in curricula and determine ways to fill them based on students' learning needs.
6. Create lists of academic vocabulary for each grade level.

Objective #3: Adapt instruction and curriculum to ensure that the needs of all students are met.

Action Steps:

1. Ensure that teachers, administrators, athletic coaches, advisors, and paraprofessionals receive training and support in best instructional practices (using anchor texts by O'Connor, Hattie, Marzano).
2. Use the GREAT Instruction Model to help develop professional learning opportunities and school improvement priorities.
3. Provide a systematic approach to interventions in grades PreK-12 based on data.

4. Identify skills/competencies that all students will need to thrive in a global society.
5. Provide unique learning experiences for students, such as project-based activities, internships, field trips, and guest speakers, among others.
6. Ensure that students benefit from culturally-responsive teaching and curriculum (race, ethnicity, religion, nationality, gender expression, gender identity, ability, etc.)

Objective #4: Utilize instructional strategies that are research and evidence based.

Action Steps:

1. Ensure that teachers, administrators, athletic coaches, advisors, and paraprofessionals receive training and support in best instructional practices (O'Connor, Hattie, Marzano).
2. Use the GREAT Instruction Model to help develop professional learning opportunities and school improvement priorities.
3. Build capacity within the district to provide job-embedded professional development by training instructional coaches, allowing staff to share learning and collaborate with peers, etc.
4. Learn from other educators within and outside of Waverly Community Schools through instructional rounds, teacher swaps, and professional learning communities.
5. Create a menu of instructional strategies.
6. Ensure that all new staff receive professional learning on best practices, cultural competencies, and equity, among other topics.

Objective #5: Implement PBIS at all tiers within our schools.

Action Steps:

1. Build relationships with and among our students.
2. Provide students with lessons on social and emotional learning.
3. Build trauma-informed practices into our systems.
4. Use restorative practices to handle conflicts (and to help students re-enter school communities after conflicts).
5. Provide consistent consequences for students and help them understand the impact of their actions.
6. Develop and consistently utilize behavior referral processes.
7. Staff will partner with families to better support students.



2. Create Safe Learning Environments

Strategic Goal Statement: Develop a comprehensive and collaborative approach to safety and security within the district, which results in safe learning environments for all students and staff.

Objective #1: Enhance our current Comprehensive Emergency Operation Plan (CEOP).

Action Steps:

1. Ensure our CEOP includes plans for: Active Violent Intruders (AVI), Cardiac Pulmonary Resuscitation (CPR), Crisis Response Team, bus emergency, utility shutoff, designations for a reunification and evacuation spot.
2. Design an Emergency Communication Plan matrix.
3. Mandate that all Waverly staff members wear identification badges.
4. Conduct yearly parent safety meetings.
5. Designate liaisons from Waverly to Eaton County, Delta and Lansing Townships
6. Ensure that Emergency Management personnel participate in safety drills.
7. Implement RAVE Panic program, beginning with the training of staff members.
8. Establish a "Handle with Care" email address, to ensure that the program is implemented in the district.

Objective #2: Enhance communication and relationships with local law enforcement and safety agencies.

Action Steps:

1. Establish collaborative relationships with local safety officials (road commission magistrate, law enforcement, fire (LT & EC).
2. Study traffic patterns in lots/drop offs, to determine most efficient configurations.
3. Continue to enhance law enforcement intervention for potential student threats.
4. Invite law enforcement to participate in our building safety drills.
5. Establish scheduled regular meetings with local safety agencies.
6. Increase presence of law enforcement in non-threatening ways (such as hiring School Resource Officer).

Objective #3: Provide safety and security training to the staff & students.

Action Steps:

1. Provide “Active Violent Intruder” Training for all staff—with yearly refresher training.
2. Expand CPI training for additional staff.
3. Keep mandated records of all safety drills.
4. Conduct all state mandated safety drills and also conduct safety drills on school buses.

Objective #4. Enhance the safety of our physical infrastructure (planned accordingly—based on available financial resources)

Action Steps:

1. Plan to implement a standard entry system in each school building.
2. Enhance vestibule security in all school buildings.
3. Enhance facilities safety by installing additional cameras, adding lights to parking lots, and adding common district signage.
4. Add mirrors in hallways to increase visibility, where needs assessments indicate this action would increase safety.
5. Ensure a room number is placed on the inside and exterior above each door in every classroom.



3. Student, Staff, and Community Relations

Strategic Goal Statement: Waverly Community Schools will improve the efficiency of communication throughout the district and community in order to gain meaningful input, participation, and shared partnerships with all stakeholders.

Objective #1: Create a district-wide communication plan

Action Steps:

1. Update district/school websites on a regular basis.
2. Research K-12 communication plans.

Objective #2: Develop, implement, and maintain a Waverly marketing/media relations plan to acknowledge and communicate the positive things that are happening in Waverly Community Schools.

Action Steps:

1. Establish an Advisory Council to create plan. Invite stakeholders to become steering committee.
2. Look into returning Channel 21/district newsletter. Use digital signs for buildings effectively.
3. Keep digital signs at each school building up-to-date.
4. Create partnerships with media/marketing outlets for special communications needs, press releases and large-scale public relations events.

Objective #3: Increase partnerships with stakeholders/community members.

Action Steps:

1. Survey current partnerships: Kids Hope, Great Lakes Christian College, Rotary, WEF, Kiwanis, Lions Club, etc. (to find ways to strengthen their Waverly Community Schools connections).
2. Consider pursuing partnerships with local community agencies. Michigan State University tutors, local dentists, sports teams (Lugnuts, Ignite).
3. Provide parent workshop sessions throughout the year on topics helping parents better connect with their children, increase achievement and decrease discipline issues. These sessions will teach parents the practical skills to positively affect the social and emotional development of their children and family.
4. Improve communication/involvement with Delta/Waverly community members in regards to youth sports.



4. Finance and Facilities

Strategic Goal Statement: We will align our financial resources with the established priorities of the District and utilize our facilities to maximize the effectiveness of programs and services.

Objective #1: Conduct periodic reviews of all facilities to assist with long-term planning to maintain safe and secure environments in which to learn, work and play.

Action Steps:

1. Conduct an annual facility review.
2. Review parent perception data on safety and security.
3. Schedule periodic facility review with law enforcement, fire department and insurance company.

Objective #2: Establish, maintain and communicate financial control processes to safeguard our limited resources.

Action Steps:

1. Conduct an annual financial audit.
2. Develop and review standard operating procedures for business office.
3. Communicate financial information to necessary stakeholders on a regular basis.

Strategic Plan Update



2019-2024 Action Planning Teams

The Waverly Community School's Action Planning Teams were composed of district and community members representing a wide range of experience, perspectives, and views. There were four teams: Strategy #1: Teaching & Learning; Strategy #2: Create Safe Learning Environments; Strategy #3: Student, Staff and Community Relations; Strategy #4: Finance and Facilities. These teams were responsible for the development of action plans and action steps. They worked from February 28, 2019 until June 4th, 2019.

Employees

Kelly Blake
Lara Slee
Tiffany Wright
Susan Friend
Evan Nuffer
Shannon Huff
Tim Lyman
Bevin David
Misty Church
Angela Cheritt
Rebecca Barnell
Rachel Goodman
Robert Lurie
Joe Thornton
Don Dimick
Nick Sauve
Molly Francis
Jacklyn Paris

Employees

Laurie Wallace
Diane Flanagan
Mike Moreno
Tony Teranova
Helen McNeilly
Chris Huff
Chris Coursey
Margot Bensinger
Shawn Talifarro
Christopher Smith
Vickie Tisdale

Board of Education

Mary Ann Martin
Alicia Guevara Warren
Christopher Beasley
Amy Krause
Melissa Sherry
Rhonda Sosnowski

Community Members

Jasmyn Colon
Joetta Parker
Charles Thomas
Melissa Riba
Amy Lyman
Jessica Permoda
Stacy Sutton
Jamar Sutton
Katie Ashley
Yolanda Anderson
Derrick Bell