

# STRATEGIC PLAN 2024-2029



**WAVERLY**  
COMMUNITY SCHOOLS  
Pride. Tradition. Excellence.

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Dear Waverly Community Schools Stakeholders,

I am pleased to present to you the updated Waverly Community Schools Strategic Plan, a comprehensive and visionary guide that will steer our district over the next five years. This plan represents the collective efforts, insights, and aspirations of our Warrior community, including students, parents, teachers, staff, administrators, and community members.

Our strategic plan is more than just a document; it is a commitment to excellence, growth, and continuous improvement. It outlines our shared goals and provides a clear roadmap to ensure we achieve our mission of delivering a high-quality education to every student in a safe, supportive, and inclusive environment.

The updated strategic plan focuses on five key areas, each critical to our district's success:

1. Safety and Environment: We are dedicated to creating and maintaining a secure, welcoming, and conducive learning environment. Ensuring the physical and emotional safety of our students and staff is our top priority.
2. Social Emotional Learning: Recognizing the importance of holistic education, we are committed to fostering the social and emotional development of our students. We will provide programs and support systems that nurture their mental health and well-being.
3. Academic Excellence: We will continue to enhance our curriculum and instructional practices, ensuring that all students have access to the knowledge and skills necessary for success in college, career, and life.
4. Student, Staff, and Community Relations: Strengthening our connections within and beyond our schools is essential. We will actively seek partnerships and collaborations that enrich the educational experience and create opportunities for our students, staff, and community members.
5. Staff Recruitment and Development: Our commitment to excellence includes attracting, developing, and retaining high-quality staff. We will invest in professional development and support systems to ensure our educators and staff are well-equipped to meet the diverse needs of our students.

This strategic plan is the result of collaboration and input from our stakeholders. It reflects our collective vision and sets a clear path forward. We are committed to transparency and accountability as we implement this plan, regularly assessing our progress and making necessary adjustments to stay on course.

I want to extend my gratitude to everyone who contributed to the revision of this strategic plan. Thank you for your continued support and commitment to Waverly Community Schools. I am excited about the journey ahead and the bright future we will build together.

Warm regards,

Kelly Blake  
Superintendent  
Waverly Community Schools



## Vision of the Student Experience

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.





## Motto

Pride. Tradition. Excellence.

#BETTER TOMORROW THAN TODAY

## Mission

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.



## 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.



# Focus Area 1

## Safety and Environment

### Strategic Goal Statement

We will strategically allocate our financial resources to prioritize the maintenance and enhancement of district facilities, structures and grounds, and offer comprehensive safety training and protocols to ensure these spaces remain inviting, well-maintained, safe, and easily accessible to all.

### Objective 1

WCS will continue to enhance safety and security at all campus locations.

### Objective 1 Measurable Outcomes

Inventory assessment tools will indicate an increase in a sense of safety and security for Waverly students, staff and families.

We will track the WCS modification factor – annual premium reduction that we are given from insurance provider (lowering claims)

### Objective 2

District facilities, structures and grounds will be inviting, well-maintained and accessible to all

### Objective 2 Measureable Outcome

80% or more of survey respondents agree that district facilities, structures and grounds are inviting, well-maintained, safe and easily accessible to all by June 2027.



# Focus Area 1

## Safety and Enviroment

### ACTIVITIES FOR OBJECTIVE ONE:

- Develop, recommit to and communicate standardized safety protocols and procedures to be implemented consistently across all district buildings, including guidelines for visitor management, substitute teachers, building badges and room identification.
- Conduct an annual review of the Waverly Emergency Operations Plan (EOP) to ensure alignment with best practices and regulatory requirements. Keep an audit log of when the annual EOP review is completed.
- Invest in planned professional development opportunities/trainings for staff and students to stay updated on the latest safety practices.
- Continue to collaborate with local law enforcement agencies, and emergency responders to enhance safety initiatives and coordinate response efforts and best practices for emergency communications. This collaboration will include a minimum of one annual meeting.
- Design and implement Emergency Communication Plan matrix
- Implement and train stakeholders on Behavioral Threat Assessment Management (BTAM)
- Implement PREPARE crisis response protocols.
- Organize workshops and trainings to educate family stakeholders about the importance of adhering to safety protocols and their roles in maintaining a safe environment.
- (SEC, Sextortion, etc....)
- Go Bags and Stop the Bleed Kits will be distributed.
- Conduct an annual tabletop activity with Eaton County Safety Officials.
- Invite safety officials to a lockdown drill annually
- Each fall safety protocols will be reviewed and distributed at the building level.
- Create a plan to include community service providers at career fairs. (ex. FBI job presentation)

# Focus Area 1

## Safety and Enviroment

### ACTIVITIES FOR OBJECTIVE TWO:

- Develop and implement a comprehensive maintenance schedule for buildings and grounds, addressing tasks such as landscaping, weed removal and trimming.
- WCS will create a plan to foster a sense of pride among students, staff and community partners to care for our educational spaces. (signage, PRIDE lessons)
- WCS will conduct regular audits to ensure compliance with accessibility standards to accommodate individuals with disabilities and promote inclusivity within the school community. (ADA, IDEA)
- WCS will continue to modernize current facilities and plan for future improvements using bond, sinking fund and capital improvement monies.
- Implement mechanisms to ensure transparency and accountability in the use of bond funds, including quarterly reporting on project progress and outcomes.
- Create community/student clubs (i.e. environmental club, “leave it better than you found it”)



# Focus Area 2

## Social Emotional Learning

### Strategic Goal Statement

We will create safe, predictable, consistent, and equitable learning environments in which students thrive academically, socially, and emotionally.

### Objective 1

WCS will create a district community culture where students feel safe, accepted, and included in the school environment.

### Objective 1 Measurable Outcomes

5-year professional development plan that includes the following topics: Verbal de-escalation, Culturally responsiveness, & Humanizing practices by June 2025 with full implementation by June 2026.

Each school year we will survey a minimum of 80% of the student population attending East, WMS, and WHS using the MI Student Voice Perception Survey.

A minimum of 10% growth in positive scores in each of the 3 areas assessed by the MI Student Voice Perception Survey by June 2029.

The parent survey will reflect growth of annual percentage of 5% annually beginning in the 25/26 school year.

Wellness committee will annually survey staff to inform wellness plans for each year.

# Focus Area 2

## Social Emotional Learning

### ACTIVITIES FOR OBJECTIVE ONE:

- Annually administer the MI Student Voice Perception Survey to students in grades 5 – 12.
- Create, provide professional development for, and follow a plan for tier 1,2, & 3 social emotional learning for students PreK–12th grade.
- Each building will establish a culture team to develop a plan to increase the number of diverse student opportunities inside and outside of school each school year.
- Each building will create a plan for staff and peers to hear from and actively listen to students on a quarterly basis.
- Each school building will annually seek feedback from/survey parents and guardians to gain additional perspectives on student belonging to inform future initiatives. This can be accomplished during PTO meetings or an annual parent meeting.
- We will create or find a reliable and valid parent survey to guide our work.
- Annually survey staff to seek feedback on areas of concern related to mental health supports. From that data, the wellness committee will develop a plan of support for each building.

# Focus Area 3

## Teaching and Learning Academic

### Strategic Goal Statement

We will create safe, predictable, consistent, and equitable learning environments in which students thrive academically, socially, and emotionally.

### Objective 1

WCS will establish a comprehensive Curriculum review and adoption Processes.

### Objective 1 Measurable Outcome

All listed activities will be cyclically completed.

### Objective 2

WCS will institute a clear and consistent staff training and Professional Development plan to support implementation

### Objective 2 Measureable Outcome

All listed activities will be cyclically completed.

### Objective 3

WCS will implement data collection and analysis systems to ensure program integrity

### Objective 3 Measurable Outcome

All listed activities will be cyclically completed.

# **Focus Area 3**

## **Teaching and Learning Academic**

### **ACTIVITIES FOR OBJECTIVE ONE:**

- Create Curriculum Review rotation schedule
- Document review process in writing
- Adopt criteria to ensure materials reflect the diversity of our students
- Standards identified in each subject area
- Vertical Alignment K-12
- Pacing Guides
- Reflects academic diversity (Advanced and needs help)

### **ACTIVITIES FOR OBJECTIVE TWO:**

- Instructional Coaching
- Collaborative Time
- Peer Training
- Leverage ISD and RESA
- TLT (Teachers Learning Together)
- Identify Best Practices (ex: GREAT Instruction)

### **ACTIVITIES FOR OBJECTIVE THREE:**

- Benchmark assessments aligned to standards
- Common Assessments
- Common Reporting & Communication Plan
- Review process articulated
- Instructional Technique Inventory (What is working?)
- MTSS

# Focus Area 4

## Student, Staff, & Community Relations

### Strategic Goal Statement

Waverly Community Schools aims to optimize communications and activities across the district and community to foster meaningful engagement, inclusive participation, and collaborative partnerships among all stakeholders.

### Objective 1

Waverly Community Schools will create organizational frameworks to enhance district communications, showcasing and celebrating the unique story of Waverly.

### Objective 1 Measurable Outcome

By the summer of 2025, WCS will establish and apply standards for public-facing communications district-wide, aimed at fortifying our brand identity and igniting enthusiasm.

### Objective 2

Enhance family and community engagement within the Waverly Community School District.

### Objective 2 Measureable Outcome

By the summer of 2026, the District aims to implement a minimum of three new programs or procedures designed to encourage parental visits to school buildings and elevate family engagement.

### Objective 3

Enhance partnerships with stakeholders, community members, and businesses to benefit Waverly Community Schools and foster mutual growth and support throughout the community.

### Objective 3 Measurable Outcome

By summer 2026, Waverly Community Schools aims to grow partnerships by 30% across all levels and programs within the district.

# **Focus Area 4**

## **Student, Staff, & Community Relations**

### **ACTIVITIES FOR OBJECTIVE ONE:**

- Develop and sustain a comprehensive system for annual data collection, incorporating visuals and narratives that spotlight secondary Academics, Athletics, Arts, and Tradition. This system will provide interactive experiences at the High School campus and mirror content accessible through the District website.
- Implement a standardized structure and oversight protocol for indoor digital signage across all district schools, guaranteeing consistent and high-quality content delivery.
- Establish clear protocols and timelines for updating content on roadside signs to ensure accuracy and relevance is consistently maintained.
- Establish standardized protocols and processes for website maintenance, updates, and content review.
- Implement standardized social media platforms, with a focus on Facebook and Instagram, and investigate strategies for consolidating this content into a unified landing page on the website.
- Seek collaborations with communication and public relations consultancy services from third-party providers or within the ISD to explore partnership opportunities.

# **Focus Area 4**

## **Student, Staff, & Community Relations**

### **ACTIVITIES FOR OBJECTIVE TWO:**

- Identify and pursue opportunities to establish new Parent-Teacher Organizations (PTOs) where they are currently absent, while concurrently establishing a central point of contact for coordinating District-wide PTO activities.
- Explore opportunities for parent and family volunteering within the schools, fostering greater involvement and support within the educational community.
- Review the potential to reestablish pre-pandemic and new open house themes such as STEM, literacy, arts, or wellness nights into regular open house events, to evaluate their impact on enhancing parental involvement and enriching the educational experience for families.
- Establish groundwork for virtual and in person parent/teacher conferences.

### **ACTIVITIES FOR OBJECTIVE THREE:**

- Create and execute an incentive program to recognize and reward student achievements.
- Enhance and maintain business partnerships across all levels and programs within the district.
- Strengthen and maintain non-profit partnerships across all levels and programs within the district.
- Expand and maintain collegiate partnerships across all levels and programs within the district.
- Enhance and maintain partnerships with local entities to provide student co-op and internship opportunities across district programs.
- Grow and maintain alumni business partnerships to support ongoing collaboration and engagement across district initiatives.



# Focus Area 5

## Staff Recruitment & Development

### Strategic Goal Statement

We will attract qualified and diverse talent to our district through targeted recruitment strategies, while simultaneously nurturing a supportive and inclusive workplace culture that values and retains employees long-term.

### Objective 1

Attract qualified and diverse talent to our district.

### Objective 1 Measurable Outcome

To improve the retention rate of new hires, specifically aiming to increase the percentage of new teachers who remain with our district for at least 3-5 years. Success will be indicated by a year-over-year increase in retention rates, demonstrating the effectiveness of our support and development programs for new educators. Our target is to achieve a 10% increase towards a 5-year retention rate of new teachers within the next three years.

### Objective 2

Foster a supportive and inclusive workplace culture where employees feel valued.

### Objective 2 Measureable Outcome

Staff satisfaction survey results with an increase in satisfaction rating of 15% or better.

### Objective 3

Retain employees long-term.

### Objective 3 Measurable Outcome

Improve district staff retention rate by 10% annually.

# **Focus Area 5**

## **Staff Recruitment & Development**

### **ACTIVITIES FOR OBJECTIVE ONE:**

- Provide highly qualified mentors for new teachers
- Instructional Coaches in each building
- Attend career fairs
- Early offer of employment
- Partner with local universities for feedback related to effective mentorship programs and information regarding what new teachers are expecting when seeking employment opportunities.
- Create a “Warrior Benefits” page (What are the benefits of working at Waverly? What do we offer that would/could inspire a seasoned teacher to join us? What discounts are offered to Waverly staff?)

### **ACTIVITIES FOR OBJECTIVE TWO:**

- Determine Culture of mutual support (what does this mean to staff?) what would be considered support?
- Create/Administer job satisfaction survey at least twice per school year per building (thinking 3-5 questions – keep it simple) common questions and building level questions. Evidence based, suggestions for improvement, and committee for response.

# **Focus Area 5**

## **Staff Recruitment & Development**

### **ACTIVITIES FOR OBJECTIVE THREE:**

- Monthly district staff recognition (find out how staff like to be recognized) – shout outs on the website and/or on the office TVs
- Minimize number of placement movements for teachers with less than 5 years of experience
- Redesign the WEA mentorship program
- Ensure staff salaries and benefits are competitive with other comparable districts.
- Provide ongoing growth and development opportunities
- Cultivate effective and supportive school leadership
- Maintain open lines of communication between staff and administrators

