



Academic Excellence

IWCS will challenge and empower students to succeed in society by maximizing learning opportunities through multiple pathways, high expectations, and deeper learning.

Objectives and Strategies:

Revise, implement, and monitor plans for improving student mathematics and literacy achievement.

- Maintain a balanced assessment system with an emphasis on standards-based and performance-based assessments to meet internal and external accountability requirements.
- Provide vertical planning opportunities to align instructional practices between elementary and secondary teachers.
- Utilize research-based best practices for mathematics and literacy instruction.
- Analyze multiple data sources to gauge student achievement and inform subsequent targeted interventions.
- Support professional growth in the area of literacy and mathematics.

Foster a community of shared responsibility for supporting students with disabilities between special education and general education teachers.

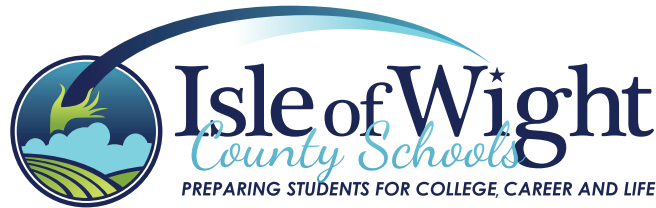
- Utilize the IWCS Instructional Framework to support teacher collaboration in delivering specialized instruction within the general education classroom.
- Provide professional learning opportunities for both general education and special education staff in strategies for inclusive classrooms.

Enhance and expand current program offerings to include more opportunities for all students.

- Develop Career and Technical Education offerings to provide additional opportunities for students to be successful in the skilled trades.
- Enhance and expand current academic offerings to include more dual enrollment courses aligned with the Uniform Certificate of Graduate Studies.

All students will graduate college, career, and life ready.

- Enable student ownership of learning through goal-setting and reflection with opportunities to make decisions in the learning process.
- Partner with students to create inquiry-based and experiential learning opportunities with an emphasis on global, cross-curricular and real-world connections.
- Engage all stakeholders in ensuring that all students have an actionable plan for pursuing their postsecondary goals by effectively implementing an academic and career planning process for K-12 students.
- Strategically utilize academic enrichment time, currently built into students daily schedules, to address academic strengths and weaknesses.
- Provide professional development opportunities for the use of deeper learning pedagogy contained within the IWCS Focus Documents (Critical Thinking, Project Based Learning, Expos, and Deeper Learning).



Family Engagement

IWCS will engage and cultivate mutually supportive partnerships to bridge the gap between school and home, support students' well being, enhance real-world learning, and broaden opportunities for all students.

Objectives and Strategies:

Create structures to enhance communication between home and school.

- Conduct an annual survey of families on engagement.
- Develop a family engagement task force.
- Evaluate channels of communication between home and school.

Engage community partnerships with businesses and organizations.

- Establish internship and mentorship programs within the community.
- Create programs with businesses to encourage and support students and families.
- Build partnerships among families, schools, the division, businesses, military, faith-based and civic & county agencies.

Organize school and division-wide programs to support the wellness of students and families.

- Increase supports to ensure students are self-aware of their social, emotional, and mental health and are armed with strategies and resources to address areas of concern.
- Create opportunities for parents and school staff to create meaningful partnerships that support student success and well-being.
- Provide parents with the tools to better help them support their student's achievement.



Recruitment & Retention

IWCS will recruit, hire and develop a high-quality and diverse workforce representative of our student and community population.

Objectives and Strategies:

Recruit a high-quality, diverse workforce.

- Establish a planned recruitment strategy to address staffing in critical areas.
- Explore various incentives to attract talented employees.
- Create a digital marketing campaign that promotes the division as well as the community.
- Establish intentional and focused recruitment efforts to bolster a diverse applicant pool.
- Provide competitive compensation for all employee groups.

Retain employees by expanding resources and opportunities to support the well-being of all staff.

- Implement an effective mentorship program.
- Analyze staff pay scales to maintain competitive compensation for all positions.
- Explore opportunities to promote employee health, wellness and engagement.

Provide employees with opportunities for leadership, professional growth, recognition, and advancement.

- Provide growth and leadership opportunities for all staff through meaningful and relevant professional development.
- Implement more opportunities for staff engagement and recognition.



Organizational Effectiveness & Efficiency

IWCS will ensure resources and operations are executed safely, effectively, and sustainably in support of the division's mission and vision.

Objectives and Strategies:

Modernize infrastructure resources and facilities in a sustainable manner.

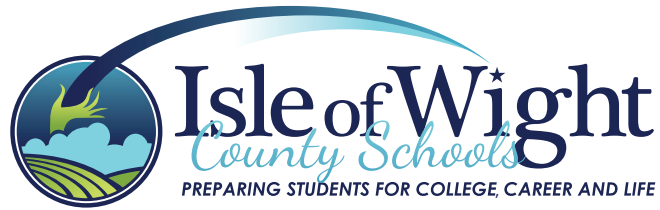
- Develop and implement a recommended life cycle plan per industry guidelines.
- Partner with local, state and federal governments to align and overlap strategies to fully fund capital projects.
- Develop long range plans to address anticipated overcrowding issues.

Communicate operational information to targeted stakeholders.

- Use data from division and state surveys.
- Provide monthly operational reports at school board meetings.
- Develop a sustainable Capital Improvement Plan (CIP).
- Continue to publish the Superintendent's Annual Report.

Ensure the safety and security of all stakeholders.

- Evaluate, maintain, and update security equipment for the use of student, staff, and community safety.
- Develop school crisis response plans with appropriate and current strategies and communicate information with stakeholders.
- Audit facilities, grounds, and equipment to maintain a safe and healthy learning environment.



Strategic Plan | 2022-2027

ISLE

Inspire
Succeed
Lead
Empower



OUR VISION:

To create a learning environment that will enable every child to discover his or her unique gifts and talents.

OUR MISSION:

To enhance and expand on each child's unique gifts and talents to ensure every child is college, career and life ready.

OUR STORY:

In the fall of 2021, members of the Strategic Plan Steering Committee met four times to identify key areas of the plan. Staff, students, parents, and community members on the committee identified the following broad areas: Academic Excellence, Recruitment & Retention of Employees, Family Engagement, and Organizational Effectiveness & Efficiency.

Workgroups, one for each of the areas, developed broad goal statements which serve to drive the focus of the plan. The workgroups, consisting of parents, employees, students, and community members, generated performance objectives and strategies for each strategic plan focus area. A draft plan will be presented to the community through 2 forums, one in Windsor and one in Smithfield, in early April 2022. An online platform will be available on the IWCS website for gathering additional feedback on the plan. The Steering Committee will convene in late April to review community feedback and recommend modifications. The draft plan will be presented to the School Board in May, followed by a public hearing on the proposed plan, with adoption by the board slated for June.