



## WEST LUTHERAN HIGH SCHOOL STRATEGIC PLAN

**(OBJECTIVE 1) WLHS will provide academics, curriculum, and instruction that prepares students for life after high school.**

**(STRATEGY 1) WLHS will assist students with their career planning.**

	Timeline	Responsibility	Progress Report
<b>(Action Step 1)</b> The guidance counselor will create a process for developing a relationship with each individual student over the course of the year.	2020-2021	*Guidance Counselor, Curriculum Committee	<i>2020-2021 The guidance counselor holds individual meetings with each grade level (initial 9th grade meeting - questionnaire; senior check in meetings - forms for each grade).</i>
<b>(Action Step 2)</b> The guidance counselor will provide self-assessment tools for students to identify interests, including career aptitude tests and job shadowing opportunities.	2020-2021	*Guidance Counselor, Curriculum Committee	<i>2020-2021 The guidance counselor uses an Minnesota Career Information System (MCIS) curriculum - assessment per grade in group guidance.</i>
<b>(Action Step 3)</b> The guidance counselor will establish regular communication with students and parents to address post-secondary plans.	2020-2021	*Guidance Counselor, Curriculum Committee	<i>2020-2021 The guidance counselor implemented Bright Future Fridays to establish communication between students and potential colleges. She also sends monthly emails to parents and sets up senior check in meetings.</i>
<b>(Action Step 4)</b> A team will put together a list of colleges and their strengths to guide students in the college selection process.	2021-2022 2020-2021	*Guidance Counselor, Curriculum Committee	<i>2020-2021 The guidance counselor holds individual senior meetings and uses the MCIS tools. In addition, the guidance counselor and homeroom advisors assist with course selection.</i>
<b>(Action Step 5)</b> West will develop a plan to transition the College/Career Guidance Counselor to a full-time position.	2021-2022 2020-2021	Principal, *Executive Committee, BOR	<i>2020-2021 This was voted on and approved at the 2.21.21 Board of Regents meeting, and will be included in the 2021-2022 budget.</i>

(Action Step 6) West will look into defining college & career tracks for students to follow when selecting courses, including ministry tracks and Christian colleges, with active support from faculty and staff.	2023-2024	Guidance Counselor, Faculty & Staff, *Curriculum Committee	
(Action Step 7) A team will examine the potential of partnering with the public schools for vocational tech courses (i.e. woodworking).	2023-2024	*Curriculum Committee, Executive Committee, BOR	
<b>(STRATEGY 2) WLHS will regularly review and update curriculum.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) West will establish a schedule of regular curriculum study and review, while leveraging current technology trends, including mid-schedule adjustments if an area of curriculum needs modification.	2020-2021	Faculty, *Curriculum Committee	<i>2020-2021 The Curriculum Committee created a curriculum review schedule which is already being implemented in the math department (2019-2020 school year) and social studies department (March of 2020-2021 school year).</i>
(Action Step 2) West will adapt curriculum to the current health crisis (COVID-19).	2020-2021	Principal, Curriculum Committee, Executive Committee, *Faculty, BOR	<i>2020-2021 West held a special inservice focusing on video conferencing software to ensure teachers were familiar and comfortable with various options. Online learning resources were also discussed regularly during faculty meetings. Teachers adapted lesson plans for maximum student engagement during online learning.</i>
(Action Step 3) West will examine the current school day, in regards to length and format.	2021-2022 2020-2021	Principal, *Curriculum Committee, Executive Committee, Faculty, BOR	<i>2020-2021 The admin team agreed to keep hours 1-8 at 40 minutes, and hour 9 at 30 minutes.</i>
(Action Step 4) West will examine the feasibility of offering more education opportunities for average to low-average learners.	2022-2023 2020-2021	Principal, Learning Coordinator, *Special Ed Director, Curriculum Committee	<i>2020-2021 West will offer several low-level courses, such as Foundations of English, Algebra 1A/1B, and Intro to Christianity.</i>

(Action Step 5) West will work with faculty members to discuss the potential addition of more elective classes.	2022-2023	*Faculty, Curriculum Committee, Principal	
(Action Step 6) West will study the feasibility of partnering with St. Croix Lutheran Academy and Minnesota Valley Lutheran High School in regards to curriculum study.	2024-2025	Principal, *Curriculum Committee, Executive Committee, BOR	
(Action Step 7) West will set up a team to develop curriculum standards for religion classes.	2024-2025	Faculty, Curriculum Committee, *Campus Pastor	
(Action Step 8) West will explore the potential change to a block scheduling format.	2025-2026	Principal, *Curriculum Committee, Executive Committee, Faculty, BOR	
<b>(STRATEGY 3) WLHS will improve its ability to educate learners with diverse needs.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) West will use the recommendation of the Board of Regents to start a special education program that focuses on meeting the diverse needs of our students in areas of mental health and academic deficiencies.	2021-2022	Principal, Curriculum Committee, *Executive Committee, BOR	<i>2020-2021 This is currently a component to the study shall supervisor / Learning Coordinator assistant position. The position will eventually morph into a Special Education director, pending completion of certification courses.</i>
(Action Step 2) West will solicit candidates to lead the special education program. By law, this program will need to be directed by an individual with a master's degree in special education (or one seeking a master's degree).	2021-2022	*Principal	<i>2020-2021 West has hired an assistant learning coordinator, who will eventually become the Special Education Director in approximately three years.</i>
(Action Step 3) West will develop a plan to transition to 100% funding toward a master's degree and salary for the special education program's director.	2021-2022	*Executive Committee, BOR	
(Action Step 4) West will study and evaluate AP/PSEO courses: the pros/cons, the availability for these courses in grades 9-10, etc.	2021-2022	Principal, Faculty, Curriculum Committee,	

		Guidance Counselor, *AP Coordinator	
(Action Step 5) West will educate students and parents about the AP and PSEO programs, including expectations and benefits.	2021-2022	*AP Coordinator	

**(STRATEGY 4) WLHS will provide professional development in order to strengthen our curriculum.**

	Timeline	Responsibility	Progress Report
(Action Step 1) West will implement the Ministerial Growth and Evaluation Program for teachers to evaluate their performance, including the following steps: creating goals around curriculum development, sharing goals with the principal, having these goals observed by the principal and peers, and undergoing a year-end performance review with the principal.	2021-2022	*Principal, Faculty, Curriculum Committee	<i>2020-2021 Dr. Jeff Wiechman spoke to the faculty in February about the evaluation plan. This was further discussed at the March administrative conference.</i>
(Action Step 2) West will assess the possibility of transitioning to a 100% funded professional development, including master’s and/or doctorate degrees.	2022-2023	Principal, *Executive Committee, BOR	

**(STRATEGY 5) WLHS will use assessment results to shape curriculum.**

	Timeline	Responsibility	Progress Report
(Action Step 1) West will establish a baseline for grading and discipline with the faculty, developing consistency throughout the school.	2020-2024 2021-2022	*Principal, Faculty, Curriculum Committee	<i>2020-2021 This will be discussed at the summer 2021 inservice.</i>
(Action Step 2) Teachers will incorporate practical classroom differentiation for students with documented learning challenges (i.e. IEP and 504 plans).	2021-2022	Principal, *Faculty, Learning Coordinator, Curriculum Committee	
(Action Step 3) Each department will analyze student MAP scores and examine how to use them to enhance daily instruction. We will reach out to an area educational consultant who will help guide this process.	2021-2022	Principal, *Faculty, Guidance Counselor	<i>2020-2021 West contacted Mike Koestler and is currently scheduling a time for a MAP data-based presentation.</i>

**(STRATEGY 6) WLHS will improve technology to enhance the learning environment.**

	Timeline	Responsibility	Progress Report
(Action Step 1) West will develop a plan to transition from school-owned to student-owned chromebooks.	2020-2021	Principal, *Executive Committee, BOR	<i>2020-2021 West initiated a plan to have a surplus of chromebooks available for standardized testing, and requiring all incoming students to purchase their own chromebook device.</i>
(Action Step 2) West will conduct a needs assessment to determine how to best support instruction and learning with technology, including online learning platforms.	2021-2022 2020-2021	Vice Principal, *Faculty, Curriculum Committee	<i>2020-2021 Due to our hybrid learning model, the needs assessment was completed and improvements were made.</i>
(Action Step 3) West will evaluate the results of the needs assessment.	2021-2022 2020-2021	Vice Principal, *Faculty, Curriculum Committee	<i>2020-2021 Faculty have experimented with different types of cameras and digital whiteboards. West also secured livestreaming rights for whole-group chapels and athletic events. Other digital upgrades included upgrading wifi and internet capabilities. West also began submitting support tickets through Peak Technologies.</i>
(Action Step 4) West will budget for faculty professional development involving technology improvement.	2021-2022	Principal, BOR, *Executive Committee	

**(OBJECTIVE 2) WLHS will provide appropriate facilities to support the education of its students.**

**(STRATEGY 1) WLHS will prepare for future growth.**

	Timeline	Responsibility	Progress Report
(Action Step 1) West will designate a team (including the Mission Advancement team) to develop an expansion plan that considers both need-based goals and long-term site plans.	2023-2024	*Development Director Team, Principal	

**(STRATEGY 2) WLHS will improve its facilities.**

	Timeline	Responsibility	Progress Report
--	----------	----------------	-----------------

(Action Step 1) West will conduct a facility conditions assessment to identify infrastructure deficiencies.	2021-2022	Executive Committee, *Building & Grounds	
(Action Step 2) West will update the building to clearly reflect the mission statement.	2020-2021	Principal, Faculty, *Building & Grounds	<i>2020-2021 The updated mission statement was posted on plexiglass in the commons. Every classroom also received a mission statement poster.</i>
(Action Step 3) West will make appropriate modifications to the interior and exterior facilities in response to COVID-19.	2020-2021	Principal, Faculty, *Building & Grounds	<i>2020-2021 West made the following modifications in response to COVID-19: 6-ft stickers, increased desk spacing in classrooms, schedule changes in chapel/lunch, additional choir precautions.</i>
(Action Step 4) West will use the results of the facility conditions assessment to identify and prioritize interior/exterior needs, including appropriate avenues for funding, and create an expanded long-term plan for development and implementation.	2021-2022	Executive Committee, *Building & Grounds	

**(OBJECTIVE 3) WLHS will implement effective marketing strategies to promote future growth.**

**(STRATEGY 1) West will implement active marketing to the community.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) West will create a plan to effectively use and monitor various social media platforms and the West website for specific purposes.	2020-2021	*Marketing Director, BOR Marketing Team	<i>2020-2021 Effective July 1st, 2021, the Marketing Director will be a full-time position so there are resources to effectively plan/use/monitor the social media platforms and West website.</i>
(Action Step 2) West will create a plan to create awareness and market the school and its curriculum (i.e. monthly updates on the website, ways to engage with prospective students, etc.).	2020-2021	Marketing Director, BOR Marketing Team, *Science Department Chair	<i>2020-2021 The Marketing Director created a shield with QR code that gave additional resources. The arts program has also utilized technology to pivot during COVID-19. We have utilized video recordings to broadcast principal messages. There has been</i>

			<i>a significant increase in school tours and student shadows.</i>
<b>(Action Step 3)</b> West will make updates to its website to accommodate a STEAM emphasis.	2021-2022	*Marketing Director, BOR Marketing Team	
<b>(Action Step 4)</b> West will use its Development Team to re-engage with alumni to promote “success stories,” “where are they now” features, etc. for publication on social media and/or the West website.	2021-2022	Development Team, *Marketing Director, BOR Marketing Team, administrative assistant	
<b>(Action Step 5)</b> West will review and evaluate all external marketing strategies & events for effectiveness, including more efficient ways of sharing information with congregations (remote-controlled computer)	2021-2022	*Marketing Director, Principal, BOR Marketing Team	<i>2020-2021 West held a Q&amp;A/Jump Start Your Day event to connect with parents. This included a parent Q&amp;A presentation.</i>
<b>(Action Step 6)</b> West will investigate ways to connect with local businesses for the purposes of job shadowing student experiences.	2022-2023	*Guidance Counselor, Principal	
<b>(Action Step 7)</b> West will implement a new website design that provides more “at-a-glance” information and highlights specific areas for prospective students.	2022-2023	*Marketing Director, BOR Marketing Team	
<b>(Action Step 8)</b> West will look into ways to have the student body actively engaged in service activities that positively impact the community.	2022-2023	*Student Council advisor, *NHS advisor, Principal	
<b>(STRATEGY 2) West will implement active internal marketing to its parents, families, and stakeholders.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> West will continue and expand the use of the FACTS system to create a central location for administrative tasks.	2020-2021	Principal, administrative assistant, *Finance Director	<i>2020-2021 West is actively directing incoming families to the FACTS website for enrollment processes, tours, and donations. We will be ready for a completely paperless registration process for the 2021-2022 school year.</i>

<b>(Action Step 2)</b> West will investigate the use of a central app and website to better convey information to parents.	2021-2022	*Marketing Director, Marketing BOR Team, Athletic/Activities Director	<i>2020-2021 The Marketing Director reevaluated the original app, and it is no longer used. The FACTS system serves as a central location for office administration. We might also look into making the website more user-friendly to find information. We also plan to institute an instant-alert system connected to parents' cell phones for school closings, emergency contacts, etc. This will be investigated in summer 2021.</i>
<b>(Action Step 3)</b> West will move the position of Marketing Director to a full-time position.	2020-2021	*Executive Committee, Board of Regents	<i>2020-2021 The Board of Regents approved this decision at their March 2021 board meeting.</i>
<b>(Action Step 4)</b> West will create a process for conducting exit interviews for all graduating seniors, and parents/families/teachers who leave the school, including who will do them and what questions will be asked.	2020-2021	Guidance Counselor, Principal, *Executive Committee	<i>2020-2021 We created exit interviews for seniors of 2021.</i>
<b>(Action Step 5)</b> West will receive and distribute the feedback of exit interviews to appropriate groups and individuals.	2021-2022	Guidance Counselor, Principal, *Executive Committee	
<b>(Action Step 6)</b> West will continue to work with our co-op schools to develop more effective communication plans (dates/times of practices and games, etc.).	2021-2022	*Athletic/Activities Director, administrative assistant	<i>2020-2021 We have hired an Assistant to the Athletic Director, who will assist in initiating communication with co-op schools.</i>
<b>(Action Step 7)</b> West will create an action plan based on the feedback.	2022-2023	Guidance Counselor, *Principal, Executive Committee	
<b>(Action Step 8)</b> West will look into creating opportunities for parents to connect in fellowship.	2023-2024	*Faculty & Staff, BOR, Executive Committee, Principal, Curriculum Committee	

<b>(OBJECTIVE 4) WLHS will establish and clarify the school's identity.</b>			
<b>(STRATEGY 1) West will seek to encourage students with perceived gifts to become future called workers.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> West faculty will identify and encourage students with gifts appropriate for called workers.	2020-2021	*Faculty & Staff, Principal	<i>2020-2021 West is partnering with Martin Luther College to identify students interested in pursuing the ministry. Representatives from the college are coming in mid-February to address grades 9-11 in students' religion classes, as well as meet with individuals who request extra information.</i>
<b>(Action Step 2)</b> West will take annual trips to Martin Luther College to encourage future called workers.+	2021-2022	*Guidance Counselor, Principal, Athletic/Activities Director	
<b>(Action Step 3)</b> West will have more opportunities for ministry experiences, such as shadowing area pastors and teachers.	2021-2022	Faculty & Staff, Principal, *Guidance Counselor	
<b>(Action Step 4)</b> West faculty members will share why they became called workers.	2021-2022	Faculty, *Principal	
<b>(STRATEGY 2) West will identify, recognize, and value the variety of gifts among the student body members to better raise up Christian lay leaders.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> West will improve efforts in leadership training for students through Student Council and classroom instruction.	2022-2023	*Student Council advisor, Faculty	
<b>(Action Step 2)</b> West will use a personal aptitude test to help students identify their individual gifts.	2022-2023	*Principal, Faculty	<i>2020-2021 We have decided against purchasing the StrengthsFinder program for students due to cost, but will continue searching for an appropriate assessment.</i>

<b>(STRATEGY 3) West will establish a culture of school spirit.</b>			
	<b>Timeline</b>		
<b>(Action Step 1)</b> West will regularly evaluate co-ops to see if they are in the best interest of developing school spirit.	2021-2022	*Athletic/Activities Director, Marketing Director & BOR Team, Faculty	
<b>(Action Step 2)</b> West's faculty will meet with the senior class to address leadership and how they can be instrumental in improving the school culture (senior breakfasts, etc.).	2022-2023	Faculty, Principal, *Senior Class advisor	
<b>(Action Step 3)</b> West will use creative approaches to increase attendance at school functions, including sporting events and dances.	2023-2024	Athletic/Activities Director, Marketing Director & BOR Marketing Team, Faculty, Student Council advisor	

<b>(OBJECTIVE 5) WLHS will strengthen recruitment, governance, and mission advancement practices to ensure sustainability.</b>			
<b>(STRATEGY 1) West will analyze transportation as a roadblock to entry.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> West will provide an opportunity for parents to arrange ride-sharing.	2021-2022	*Vice Principal, administrative assistant	
<b>(Action Step 2)</b> West will evaluate current transportation options for parents.	2024-2025	Principal, *Vice Principal, Executive Committee	
<b>(STRATEGY 2) West will evaluate the international program as a method of evangelism, outreach, and growth.</b>			

	Timeline	Responsibility	Progress Report
<b>(Action Step 1)</b> West will conduct a feasibility study on the current international program to evaluate its long-term viability and avenue for sharing the Gospel.	2021-2022	International Director, Principal, *Executive Committee, (BOR)	
<b>(Action Step 2)</b> Contingent on feasibility study, West will re-evaluate the current administrative structure for the international program and make necessary changes to achieve growth goals.	2021-2022	International Director, Principal, *Executive Committee, (BOR)	
<b>(Action Step 3)</b> Contingent on feasibility study, West will evaluate the international program and identify constraints for program growth.	2022-2023	International Director, Principal, *Executive Committee, (BOR)	
<b>(Action Step 4)</b> Contingent on feasibility study, West will identify possible solutions, and create an action plan for implementing these solutions.	2022-2023	International Director, Principal, *Executive Committee, (BOR)	
<b>(Action Step 5)</b> Contingent on feasibility study, West will recruit a list of potential host families.	2022-2023	International Director, Principal, *Executive Committee, (BOR)	
<b>(Action Step 6)</b> Contingent on feasibility study, West will define its targeted demographic range, and strategies to recruit in those geographies.	2022-2023	International Director, Principal, *Executive Committee, (BOR)	

**(STRATEGY 3) West will ensure consistent policies and procedures exist for its operations.**

	Timeline	Responsibility	Progress Report
<b>(Action Step 1)</b> West will create a plan to regularly review and update all handbooks and procedures.	2020-2021	*Principal, Vice Principal, admin team, Executive Committee	<i>2020-2021 By the end of the school year, West has reviewed and updated the student handbook with the assistance of our legal counsel. We also finished reviewing and updating our current Emergency Crisis Procedure Manual. The Faculty and Board of Regents handbooks will be addressed in the near future. The plan would be to</i>

			<i>rotate our review and evaluation of each handbook every 2-3 years.</i>
<b>(Action Step 2)</b> West will review the current faculty handbook and update it to reflect consistency and current procedures.	2021-2022	*Principal, Vice Principal, admin team, Executive Committee	
<b>(Action Step 3)</b> West will bring all written policies together in a central location.	2020-2021	Principal, Vice Principal, *admin team, Executive Committee	<i>2020-2021 West created a shared directory on the network for all procedures and policies.</i>
<b>(Action Step 4)</b> West will identify gaps where there are no written policies to reflect current implementation, and write an appropriate policy.	2021-2022	Principal, Vice Principal, *admin team, Executive Committee	
<b>(Action Step 5)</b> West will examine areas outside of the student and faculty handbooks that require specific policies (volunteer background checks, volunteer orientation, facilities usage, kitchen/lunch program, administration, tuition assistance, etc.).	2022-2023	Principal, Vice Principal, *admin team, Executive Committee	<i>2020-2021 Faculty checklist was created for new faculty orientation.</i>

<b>(STRATEGY 4) West will establish sound business practices.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> West will continue to be proactive in tracking outgoing financial expenses through QuickBooks to add more structure to the budget.	2020-2021	Executive Committee, BOR, Principal, *Finance Director	<i>2020-2021 The West financial director will continue to utilize QuickBooks for tracking financial expenses.</i>
<b>(Action Step 2)</b> West will evaluate the current tuition assistance criteria, and develop a process for handling past due accounts.	2020-2021	*Executive Committee, BOR, Principal, Finance Director	<i>2020-2021 A process for administering tuition assistance has been created and was utilized for the 2021-2022 school year's prospective students. Furthermore, we used FACTS to track tuition payments; last year one delinquent was identified and shared with West administration.</i>
<b>(Action Step 3)</b> West will compensate faculty at 100% synod scale.	2022-2023	*Executive Committee, BOR, Principal, Finance Director	<i>2020-2021 For budget year 2021-2022, we will be reaching 97% of synod scale.</i>

<b>(STRATEGY 5) West will develop long-term plans to ensure adequate resources and funding.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> West will fill the Director of Mission Advancement position.	2020-2021	Director of Mission Advancement, Principal, *Mission Advancement Team, BOR	<i>2020-2021 The Director of Mission Advancement has been added to the 2021/2022 budget, and our candidate has accepted the position.</i>
<b>(Action Step 2)</b> The DMA will partner with industry experts in estate planning and planned giving (i.e. WELS gift planning counselors, Gift Planning Services etc.).	2023-2024	*Director of Mission Advancement, Principal, Mission Advancement Team, BOR	
<b>(Action Step 3)</b> The DMA will nurture relationships with stakeholders and local businesses to build positive community relations and encourage different funding resources (i.e. donations, congregational visits, working with prospective donors).	2023-2024	*Director of Mission Advancement, Principal, Mission Advancement Team, BOR	

<b>(STRATEGY 6) West will develop specific strategies to ensure its enrollment growth reaches 200 students by 2026.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> West will continue refining the Warrior for a Day concept to ensure positive experiences for the prospective students.	2021-2022	Principal, *Recruitment Team, Faculty, BOR Recruitment Team	
<b>(Action Step 2)</b> West will continue developing the Future Warrior Day concept to ensure schools have positive West communication.	2021-2022	Principal, *Recruitment Team, Faculty, BOR Recruitment Team	
<b>(Action Step 3)</b> West will assess current events targeted for elementary-age students (i.e. joint band/pep band, children's theater, forensics festival, summer camps, passport system) to see what is effective/not effective, and future opportunities for growth.	2021-2022	Principal, *Recruitment Team, BOR Recruitment Team	

<p><b>(Action Step 4)</b> West will research recruitment opportunities for other WELS/ELS/Missouri synod churches without Lutheran Elementary Schools.</p>	<p>2022-2023</p>	<p>Principal, *Recruitment Team, BOR Recruitment Team</p>	
<p><b>(Action Step 5)</b> West will research recruitment opportunities for other Christian (non-WELS/ELS/Missouri synod) churches in the area.</p>	<p>2023-2024</p>	<p>Principal, *Recruitment Team, BOR Recruitment Team</p>	
<p><b>(Action Step 6)</b> West will research recruitment opportunities for other Christian schools in the area.</p>	<p>2023-2024</p>	<p>Principal, *Recruitment Team, BOR Recruitment Team</p>	
<p><b>(Action Step 7)</b> West will research recruitment opportunities for area public schools.</p>	<p>2023-2024</p>	<p>Principal, *Recruitment Team, BOR Recruitment Team</p>	