



Washoe County  
School District

Every Child, By Name  
and Face, To Graduation



## **Envision WCSD 2020** *Investing In Our Future*

**2020 Strategic Plan – Version 2.0**



## Board of Trustees



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**Dr. Debra Feemster**  
*Trustee, District C*

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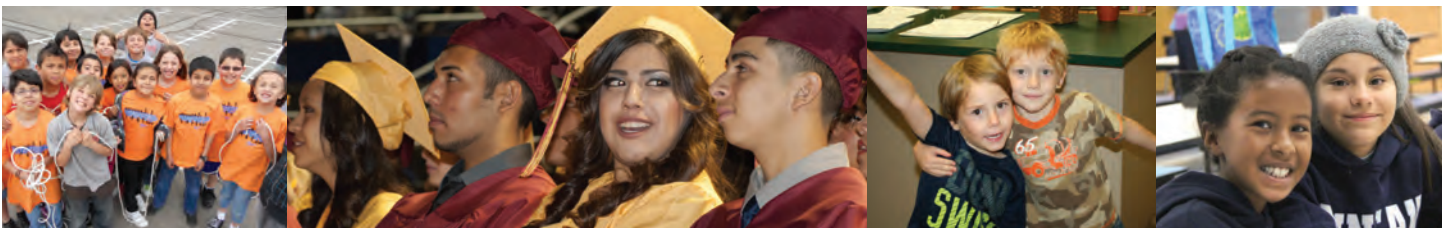
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## ENVISION WCSD 2020

The Washoe County School District continues to grow and so do our goals for working to ensure that all of our 64,000 students are receiving a high-quality education. We're at an exciting point in history, with several new schools on the horizon and our record high graduation rates. And while we've made significant improvements to academics and operations over the years, we know how much work remains to be done to make WCSD the best education system it can be.

This new update of our strategic plan challenges us to build upon our past successes and review areas that need improvement in order to make sure all of our students are prepared for college, military service, or highly-skilled careers. In updating the plan, we have defined measurable goals and annual targets to ensure that we never stop improving, never stop stretching, and never stop challenging ourselves and our students to achieve all that we possibly can.

This document continues to serve as the roadmap that directs all of the work of WCSD over the next two years. This publication is an overview of highlights from the strategic plan. The complete version of *Envision WCSD 2020 - Investing In Our Future* is available on our website: [www.washoeschools.net](http://www.washoeschools.net).

Successfully implementing the goals and objectives in *Envision WCSD 2020 - Investing In Our Future* will help further our efforts toward achieving our goal of "Every Child, By Name and Face, To Graduation." In the next two years, our District will remain dedicated to engaging our parents and guardians along with community partners to foster strong and meaningful relationships to increase student success. Using

culturally competent practices and effective strategies, we will continue to close opportunity gaps and meet the needs of each of our students. We will continue on the path for improved transparency using meaningful data and processes that are effective, efficient, and provide accountability. We will focus on providing our highly-qualified and diverse staff members with consistent opportunities to refine and develop their skills. We will ensure that our schools are safe learning environments for our students and staff to excel. And we will work with community partners and stakeholders to give our teachers and students the best learning opportunities.

On behalf of the Board of Trustees and WCSD, we extend our gratitude to the teachers, administrators, employees, parents, guardians, students, businesses, community leaders, higher education liaisons, and community members who have assisted in creating a document that will direct our efforts as we continue on the path from good to great.

With appreciation for everything you do to support our students,

**Katy Simon Holland**  
**President, Board of Trustees**

**Traci Davis**  
**Superintendent**





## OUR VISION, MISSION, AND CORE BELIEFS

*A high-performing organization should be guided by its Vision, Mission, and Core Beliefs. In May 2010, the Board of Trustees adopted a new set of these guiding principles:*

### Vision

As a courageous, innovative leader in education, Washoe County School District (WCSD) will be one of the nation's top performing school districts, graduating all students college- and highly-skilled career ready.

### Mission

To create an education system where all students achieve academic success, develop personal and civic responsibility, and achieve college- and career readiness for the 21st century.

### Core Beliefs

We believe:

- All students can learn and be successful.
- The achievement gap can be eliminated by ensuring every student is challenged to learn at or above grade level.
- Effective teachers and principals, dedicated support staff, rigorous curriculum, culturally responsive practices, measurable outcomes, timely interventions, ongoing monitoring and assessment, collaboration, professional development, and a culture of continuous improvement ensure classroom success for all students.

- Superior performance will be achieved through clear goals that set high expectations and standards for all students and employees.
- Student academic success and character building require family, student, school, and community engagement.
- Leadership and passion, together with accountability and transparency, are keys to reform and success.
- A strong education system ensures the well-being of a community.

## THEORY OF ACTION

Along with these important overarching beliefs, the Trustees adopted a theory of action that guides the District in carrying out the important daily work of improving student achievement. This Managed Performance Empowerment system provides flexibility and decision-making authority to schools based on successful performance. Under the Managed Performance Empowerment system, low-performing schools receive strong support in the form of tightly-managed guidance over instructional practice. At the other end of the spectrum, high-performing schools are empowered with high degrees of autonomy.

Under the Managed Performance Empowerment system, WCSD expects to move all schools toward the autonomous end of the scale. This will encourage schools to assume full ownership for student performance, exhibit better decision-making at all levels, establish more innovative and flexible approaches for resolving problems and challenges, and continue to improve within a strong, performance-oriented culture.



“Our vision, mission, and core beliefs as a school district all center around our commitment to provide the best educational opportunities for each of our 64,000 students. We enthusiastically embrace this important responsibility and are excited about preparing our students for success in the 21st Century.”

— Dr. Angela Taylor, Trustee



## SUMMARY OF GOALS

### Goal 1

To ensure annual student academic growth through a system of curriculum, instruction, and assessment that is aligned, rigorous, and relevant. Instruction will be designed to meet the needs of every child in our diverse student population.

### Goal 2

To develop and retain highly effective personnel who are driven to support students and their academic success as well as the success of the District. The Washoe County School District will accomplish this goal through recruitment, selection, professional development, and training.

### Goal 3

To engage family, staff, Trustees, and community members in strong relationships, provide meaningful opportunities to increase their educational expertise and trust, and to share responsibility for student success.

### Goal 4

Provide and continuously improve operational systems that are effective, efficient, transparent, and accountable by using meaningful structures and processes.

### Goal 5

To ensure our schools are safe, secure, supportive, and welcoming environments where students and staff are able to succeed academically and professionally at the highest possible levels.



“As a leading district and a critical partner in the success of our community, we are committed to continually improving the opportunities we provide for students, their families, our staff members, and the community at large to achieve their full potential. Our Strategic Plan is our accountability document to share with our community the vision, values, priorities, and actions that we will use to guide us in moving our District forward.”

— *Katy Simon Holland, Board President*





**Goal 1: To ensure annual student academic growth through a system of curriculum, instruction, and assessment that is aligned, rigorous, and relevant. Instruction will be designed to meet the needs of every child in our diverse student population.**

***Objective 1.1 — Provide and continuously improve rigorous and relevant curriculum, instruction, and assessment practice for all students***

- Increase in graduation rates on annual basis. SY 2017-2018: 85%; 2019: 88%; 2020:90% 2021: 92%
- Increase in percentage of students meeting standard as measured by SBAC rates in ELA and Mathematics: 3% gain annually through 2021
- Increase in percentage of students “Meeting Standard”, as measured by State Science Assessment (establish baseline in November 2017)
- Develop indicators to measure student performance and credit attainment in high school

***Objective 1.2 — Close opportunity gaps through culturally competent practices, effective strategies, and Multi-Tiered Systems of Supports to meet the needs of English Learner students, Special Education students, students impacted by poverty, and all racial/ethnic student groups***

- Reduction in achievement gaps: Specific three-year targets with annual milestones will be set for each student population to ensure gap-closing pace on the following measures:
  - Smarter Balanced “Meeting Standard” rates, overall Math and ELA, and grade three reading
  - Four-Year Cohort Graduation rates
  - AP/IB and/or Dual Credit attainment rates

- Increase in English Learner exit rates by grade 6, as measured by WIDA (academic language development and achievement) Assessment: Baseline data contingent on State Board adoption of exit criteria Fall of 2017
- Increase the graduation rate for students with disabilities by 5% on an annual basis until commensurate with the District graduation average

***Objective 1.3 — Strengthen teaching and learning through technology and 21st Century instructional strategies***

- Increase number of teachers completing 21st Century Badge Classes (Baseline data and percentages to be established during SY 2017-2018)
- Increasing implementation of 21st Century instructional practices for teachers (Baseline data and percentages to be established during SY 2017-2018)

***Objective 1.4 — Provide and continuously improve relevant education data that helps the District make decisions about academics and assists schools in planning and executing School Performance Plans (SPPs)***

- Increase by 5%, annually, the number of regular users of the BIG data warehouse/Data Gallery
- Increase by 5%, annually, the average number of monthly reports run on BIG
- Annual Strategic Plan Survey-Educators report accessing and utilizing timely and relevant data to help them in decision-making, planning, and monitoring



“As a former educator, I believe that all children can learn if provided the support and resources crucial to their individual success. It is imperative that we provide a creative, innovative, and rigorous curriculum for all students, regardless of the challenges in their lives. Children must be placed first in the education process and they will achieve at high levels.”

— Dr. Debra Feemster, Trustee



## Goal 1, continued from page 6

### **Objective 1.5 — Provide and continuously improve the pathway to college- and career readiness through an aligned pre-K–16 system**

- Reduce remediation rates for WCSD graduates-1st year NSHE students by 3% annually
- Establish baseline data and three-year targets for Career Readiness Diplomas and Career and College Diplomas (upon codification of diploma requirements in AB7)
- Annually increase the percentage of students enrolling in and completing a course of study in Signature Academy and CTE programs (Baseline data and percentages to be established during SY 2017-2018)
- Expand the number of integrated Early Childhood Education classrooms throughout the District commensurate with funding
- Develop an 8th grade “Ready for HS” metric (Defined by academic course passing, assessment results, and for EL students exit rates from EL services)



## 90 by 20

The Washoe County School District set an important goal to achieve a 90 percent graduation rate by 2020 — a “90 by 20” campaign.



Since 2012, the District has achieved consecutive increases in the overall graduation rate, reaching a historic high of 84 percent for the Class of 2017. This success is due in part to data-driven decisions and increased educational supports, including the Four Fundamentals. These principles focus on the whole child and embrace the following aspects of education:

- Core Curriculum Instruction
- Inclusive Practice
- Climate and Engagement
- Multi-Tiered System of Supports

The path to graduation begins in kindergarten, and the District has enlisted the help of all staff and community members at every level to support the goal of “90 by 20.” WCSD continues to focus on efforts to help all students earn a diploma and graduate ready to achieve their college- and career goals.

“This is such an exciting time for all of us at the Washoe County School District. We are making great strides toward our ‘90 by 20’ goal, and everyone in our schools and community plays a crucial role in helping our students achieve that goal.



“Our schools are being renovated and repaired in order to better meet the needs of our students and staff members, and new schools are being planned and built to accommodate all of our children. Great things are happening in WCSD, and we are proud of our progress!”

— Traci Davis, Superintendent



**Goal 2: To develop and retain highly effective personnel who are driven to support students and their academic success as well as the success of the District. Washoe County School District will accomplish this goal through recruitment, selection, professional development, and training.**

**Objective 2.1 — Attract, recruit, hire, and retain highly effective personnel**

- Decrease percentage of unfilled certified positions as of the first day of each school year by at least 2% (beginning with SY 2017-2018 as the baseline year)
- Increase diversity among all employee groups. Includes diversity in race, ethnicity, gender, language and veteran status, as identified by applicant (Baseline data and percentages to be established during SY 2017-2018)
- Increase the number of Education Support Professional employees and Substitute Teachers that transition into certified hires each year (beginning in SY 2017-2018 as the baseline year)
- Increase percentage of teachers successfully completing the WCSD Alternative Route to Licensure program by at least 2% annually (beginning in SY 2017-2018 as the baseline year)

**Objective 2.2 — Provide and continuously improve meaningful, high quality professional learning targeted to concrete learning objectives and desired performance outcomes**

- Increase the percentage of administrators engaged through Professional Growth System platform on an annual basis by 3% (beginning with SY 2017-2018 as the baseline year)
- Increase the percentage of teachers engaged through Professional Growth System platform on an annual basis by 3% (beginning with SY 2017-2018 as the baseline year)
- Increase the percentage of staff implementing practices gained from learning opportunities provided through Professional Growth System platform on an annual basis (Baseline data and percentages to be established during SY 2017-2018)



“The role of a teacher is critically important in the lives of our children, because they open the windows to the world for our kids. Our teachers have a difficult and challenging job, but they rise to the occasion every day in classrooms across the District. We are proud of their work.”

— John Mayer, Board Clerk

**Believe  
engage  
INSPIRE  
Work at WCSD**

The Washoe County School District employs close to 8,000 dedicated professionals who play a vital role in creating an environment where all students achieve success. If you believe in the potential of our students, want to engage in the future of our kids, and are inspired to make a difference in our community, visit [www.washoeschools.net/employment](http://www.washoeschools.net/employment). From teachers, counselors, nutrition services, health care professionals, clerical support, and transportation—there's something for everyone!

**Objective 2.3 — Continuously increase retention and engagement of highly-effective personnel through programs, professional growth systems, and other management practices for all employees**

- Increase teacher retention over first three years of employment by 2% (beginning with SY 2017-2018 as the baseline year)
- Maintain high employee satisfaction percentages as measured by satisfaction surveys (Baseline data and percentages to be established during SY 2017-2018)



**Goal 3: To engage family, staff, Trustees, and community members in strong relationships, provide meaningful opportunities to increase their educational expertise and trust, and to share responsibility for student success.**

**Objective 3.1 — Expand the scope and effectiveness of Trustee, staff, and community communications**

- Increase the employee view rate of superintendent communications by 2% (beginning with SY 2017-2018 as the baseline year)
- Maintain and optimize social media strategy, to include Facebook Live, to see a 3% increase in shared views (beginning with SY 2017-2018 as the baseline year)
- Increase internet views by 3% (beginning with SY 2017-2018 as the baseline year)
- Develop a baseline of positive print media coverage (Baseline data and percentages to be established during SY 2017-2018)

**Objective 3.2 — Increase meaningful partnerships between the District and families with a focus on student success**

- Survey composite measure: Families report high levels of access to information and resources to understand and support their child's progress (Baseline data and percentages to be established during SY 2017-2018)
- Participation and customer satisfaction rates for Parent University classes and school site family engagement events/classes (Baseline data and percentages to be established during SY 2017-2018)

**Objective 3.3 — Strengthen strategic community partnerships including other government agencies and constituent services**

- Attendance at regular meetings of the Board of Trustees (90% attendance by each Trustee)

- Ensure all schools are visited at least once per year by Trustees
- Ensure constituent concerns, questions, and/or complaints are tracked and responded to within 48 hours
- Develop a measurement system for tracking traditional and social media coverage of the Board of Trustees
- Ensure the District is represented at government and community meetings as appropriate (Baseline data and percentages to be established during SY 2017-2018)

**Objective 3.4 — Strengthen the assistance of Volunteer Services to schools and departments with a focus on supporting student success and school performance**

- Increase the number of volunteers in our school district by 3% (beginning with SY 2017-2018 as the baseline year)
- Increase the value of volunteer hours in dollars by 3% (beginning with SY 2017-2018 as the baseline year)



“We know that students succeed when families, schools, community organizations, neighbors, and the business community partner together to share responsibility for our children’s education. It really does take all of us working together and trusting each other to reach the levels of student achievement our community deserves.”

— Verónica Frenkel, M.A., Trustee



**Goal 4: Provide and continuously improve operational systems that are effective, efficient, transparent, and accountable by using meaningful structures and processes.**

**Objective 4.1 — Ensure that operational systems, central services, and finances are integrated and sustainably aligned to best support the needs of students, teachers, staff, schools, and departments**

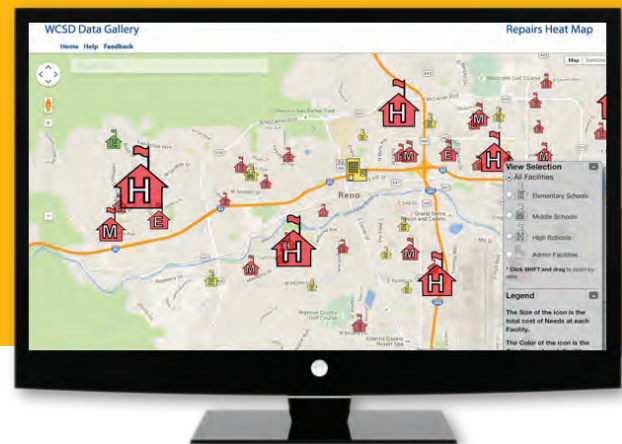
- Implement the Government Finance Officers Association newly developed best practices for school district budgeting
- Eliminate structural deficit within 3 years by 33% each year
- Transportation: Identify and develop metrics regarding on-time delivery, safety, and cost per mile (Baseline data and percentages to be established during SY 2017-2018)
- Facilities: Identify and develop metrics regarding decreasing our facility critical repair needs in the Facility Condition Information System, decreasing overcrowded schools, and providing clean schools (Baseline data and percentages to be established during SY 2017-2018)

**Objective 4.2 — Provide and continuously improve online access to information about educational, operational, and financial data to support District-wide decision-making and accountability**

- Increase annually the number of regular users of the Data Gallery web page (Baseline data and percentages to be established during SY 2017-2018)

## WCSD Data Gallery

The WCSD Data Gallery web page provides an interactive way for the community to explore school construction and repairs, both District-wide and at the individual school level. It also provides information about District finances and payroll expenditures. The site goes above and beyond transparency by making data not only available, but understandable and useful.



“As a Board and as a District, we are deeply dedicated to maintaining transparency, open communication, and honest conversations with our community. Sometimes these conversations are difficult, but it’s important that everybody feels their opinions are valued and validated at the Washoe County School District.”

— Scott Kelley, Trustee



**Goal 5: To ensure our schools are safe, secure, supportive, and welcoming environments where students and staff are able to succeed academically and professionally at the highest possible levels.**

***Objective 5.1 — Provide and continuously improve a climate of belonging and self-worth amongst students, families, staff, and the community that is centered around an inclusive, collaborative, and engaging learning environment by providing equitable practices, strategies, and materials***

- Decrease chronic absenteeism rates by 2% annually (beginning with SY 2017-2018 as the baseline year)
- Disproportionality: Establish 2017 disproportionality measures for suspensions, Gifted and Talented Education, English Learner identification, Special Education identification/programming, and extracurricular participation
  - Specific three-year targets will be set for each student population to ensure significant reduction in disproportionality
- Survey composite measures: Increase in proportion of students, families, and staff reporting
  - Engagement with school
  - Positive relationships with school community
  - Feeling safe (or feeling their children are safe) at school
  - Social and emotional health

***Objective 5.2 — Provide and continuously implement a District-wide comprehensive plan for school safety and crisis response including training, facilities improvements, and the engagement of the community, schools, families, and students***

- Establish indicators for employee school safety training (with SY 2018-2019 as the baseline year)

- 90% of sites will access school safety training annually (with SY 2018-2019 as the baseline year), subsequent years to increase/revise content by 5% each year
- Implement 100% of the comprehensive emergency operations plan annually

## Safe and Healthy Schools Commission



The Board of Trustees has appointed 15 dedicated community members to the Safe and Healthy Schools Commission. The group advises the Trustees on issues relating to the safety and security of schools, reviews District policies and procedures, and recommends changes where needed. This includes issues surrounding prevention and intervention, preparedness, emergency response, and recovery. The Commission also reviews models of best practice nationally that support student learning to foster a healthy school environment.



“Our ultimate goal is helping our children learn, and we know they learn best in environments where they and their families feel welcomed and safe. We continue to work hard as a District to nurture the teachers and staff at each of our schools and provide school climates where students can not only learn, but thrive.”

— Malena Raymond, Board Vice President



**Washoe County School District**

Every Child, By Name And Face, To Graduation<sup>SM</sup>

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**Ways to keep in touch with what's happening in WCSD**

[www.washoeschools.net](http://www.washoeschools.net)



#WeAreWCSD

This document was produced in-house by the Washoe County School District Communications Department.  
For more information and the complete version of *Envision WCSD 2020*, please visit our website, [www.washoeschools.net](http://www.washoeschools.net).

