



SCHOOL DISTRICT  
OF WASHINGTON

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# District Strategic Plan

2023  
through  
2027

# Table of Contents

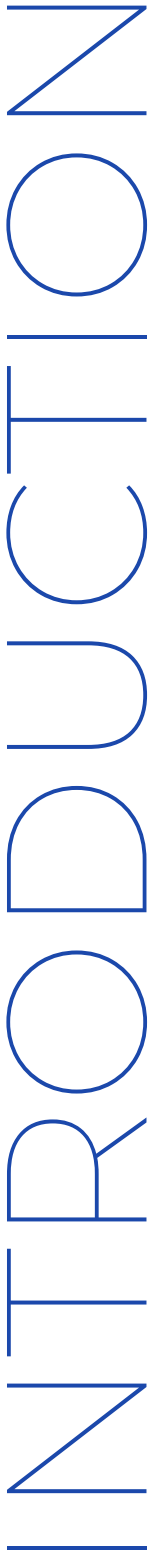
# S T I L E S C O P E

01.  
Introduction

02.  
Planning Team

03.  
Blue Jay PRIDE Goals

04.  
Contact Us



## The School District of Washington Shaping the Opportunities of Tomorrow

Students in the 21st century have more educational, technological, and societal demands, challenges, and opportunities placed on them than ever before. The public education system must evolve to provide students with every opportunity for success.

### Building Futures through Educational Excellence, Innovation, and Change

During the 2022-23 academic year, the School District of Washington partnered with students, staff, parents, community leaders, and business associates to assess the current requirements of our educational ecosystem. The team gathered data from numerous sources to promote the advancement of the District and address the needs of the community. By fostering innovation and change, the School District of Washington aims to empower students with additional opportunities to think critically, solve problems, collaborate, communicate, take responsibility for their education, and ultimately, shape their futures.

### Innovation Rich in Tradition

The School District of Washington is rich in tradition, and we are proud of our many accomplishments. Continuous improvement remains our focus each and every day. We commit to the growth of student learning, behavior, citizenship, participation, and service. Our high expectations of students are a reflection of how much we value them.

**We Care. We Contribute. We Learn.**  
**WE ARE WASHINGTON**

# SUPERINTENDENT MESSAGE

The School District of Washington is uniquely poised to make a great impact on the future lives of our students.



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Dear Students, Parents, Staff, and Community Members,

I am pleased to announce that the School District of Washington is embarking on a new strategic plan that will continue our efforts in achieving educational excellence in the coming years. As the Superintendent of this District, I am committed to providing our students with a comprehensive and well-rounded education that prepares them for the challenges of the future.

## BLUE JAY

- P- Prepare students for post-graduation success
- R- Recruit, retain, and develop quality staff
- I- Increase student achievement, engagement, and support
- D- Demonstrate a focus on governance and asset management
- E- Ensure a positive climate and culture

By embracing these core focus areas, we aim to provide our students with an exceptional educational experience that prepares them to succeed in a rapidly changing world.

Over the next few years, we will work together to implement this comprehensive plan that aligns with our shared mission and vision for the future. Implementation of this plan will focus on improving student outcomes, fostering innovation and creativity, enhancing community engagement, and promoting a positive climate and culture.

We believe that by working collaboratively, we can create an educational experience that is both challenging and rewarding for our students. We are committed to providing the resources and support necessary to help all students achieve their full potential.

We look forward to working with you as we embark on this exciting journey together. Thank you for your ongoing support and dedication to our District.

Sincerely,  
Dr. Jennifer Kephart  
Superintendent

# OUR MISSION

Our mission is to inspire achievement, character, and personal growth in all students as they pursue and succeed in college, careers, and life.

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## OUR VISION

The School District of Washington will provide an inspiring educational environment by means of challenging, relevant, and purposeful learning experiences designed to prepare students for their future. We are committed to an engaged and customized approach to education. We encourage innovation and the development of creativity to help our students explore their purpose and passion as they acquire the skills and attributes necessary to be college and career ready.

## OUR CORE VALUES



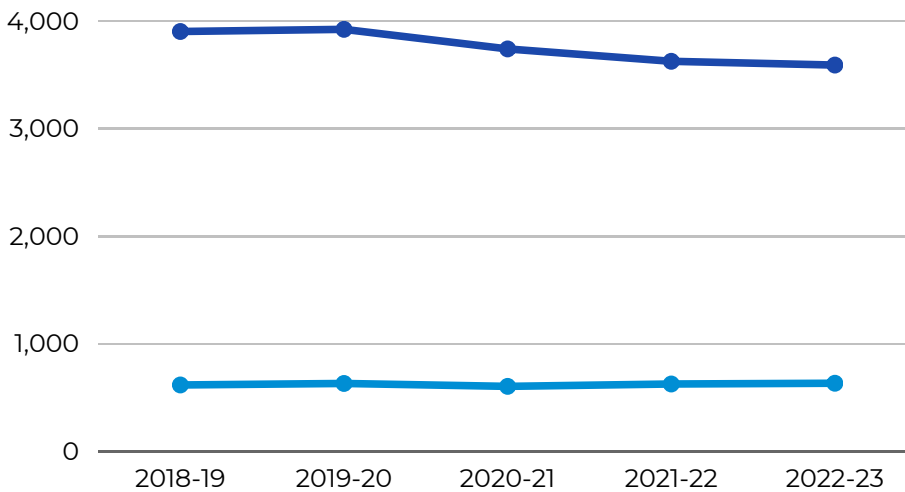
# DISTRICT OVERVIEW

## The School District of Washington serves 3,600 students in PreK- 12th grades

The School District of Washington (SDOW) is geographically one of the largest school districts in Missouri. Within our 254-square-mile boundary, we serve approximately 3,600 students from Franklin County, Warren County, and St. Charles County, Missouri.

### Enrollment to Staff Graphic

While the District has seen a slight decline in K-12 enrollment, staffing has remained consistent to aid in the daily support of student needs.



8/10



Parents feel welcome in their child's school

72%



Staff with advanced degrees

SDOW is a highly sought-after District due to its forward-thinking, innovative mindset, focus on instructional development, and the following:

- Fiscal responsibility through a low debt-service ratio, conservative fund balances, and transparent budgetary documentation
- Consistent rotational maintenance and annual building improvements through the Building & Grounds Department
- Aligned curriculum and instructional materials that support deep learning, engagement, and innovation
- Collaborative partnerships with local businesses and government agencies
- Competitive salary and benefits package for classified and certified staff

84%

Students indicated they have at least one caring adult at school they can talk to when they have a problem.

## The Strategic Planning Team partnership is critical as we look to the future and the continuous growth of our District.

The District's Strategic Planning team is composed of stakeholders who have a desire and notable characteristics to assist in the development, monitoring, and reflection of our next strategic plan. Those characteristics are:

- A willingness to see beyond personal perspectives or single agendas and view the District with a global PreK-12 lens.
- A mindset and attitude for innovation, improvement, and change where needed.
- A positive mindset and attitude about moving student learning forward in the District.
- A focus on District improvement through an equity lens to provide access and opportunities to students and staff.
- A willingness to listen first to understand complex issues, information, and the views of others; then to share their thoughts to be understood.
- A creative and problem-solving mindset and attitude.

## The Strategic Planning Team ensures all goals align with the Missouri School Improvement Plan (MSIP 6) Strands

- Leadership (L)
- Effective Teaching and Learning (TL)
- Collaborative Climate and Culture (CC)
- Data-Based Decision Making (DB)
- Alignment of Standards, Curriculum, & Assessment (AS)
- Equity and Access (EA)

The Strategic Planning Team meets annually to review progress.

# STRATEGIC FEEDBACK

We want to also acknowledge and thank the following District teams and community organizations that provided input on the growth of the District.

## Internal District Teams:

- Superintendent Staff Advisory Team
- Leadership SDOW
- Systems Alignment Team
- Connect Washington Team

## Student Feedback Groups:

- Washington High School Student Leadership
- Four Rivers Teaching Careers
- Student Representatives to the Board

## External Teams:

- Superintendent Parent Advisory Team
- SDOW Partners

## Community Organizations:

- City of Washington Mayor Doug Hagedorn & Leadership Team
- Washington Chamber of Commerce
- Downtown Washington, Inc.
- 353 Economic Development Council
- (WCIC) Washington Civic Industrial Corporation
- East Central Community College Administration

## Service Organizations:

- WINGS Educational Foundation
- Washington Rotary Club
- Washington Lions Club
- Washington Optimist Club

## Elected Officials:

- Representative Kyle Marquart
- Senator Ben Brown



Special acknowledgment goes to the Executive Leadership Team & Focus Area Champions

- John McColloch, Maranda Anderson, and Rachael Franssen
- Joseph Dierks and Rachael Wilcox



# STRATEGIC PLANNING TEAM

We want to acknowledge and thank the following members of the 2022-2023 Strategic Planning Team:

Board of Education Members:

John Freitag and Kelly Brinkmann

Staff:

Amanda Spaunhorst, Angela Koepke, Annie Wieland, Jeff Solter, Jennifer Meyer, Jenny Meers, Joe Obermark, Katie Sandoval, Keshan Vogt, Kirsten Zoellner, Kristen Daffron, Mary Robertson, Philip King, Rachael Wilcox, Sarah Stef, Shawn Wallace, Stefanie Virgen, Stephanie Juengling, Tammy Buse, Valerie Jankowski

Parents:

Alison Francis, Beth Hammer, Bethany Ruoff, Carla Ayala, Dannielle Hellmann, Heather Johnson, Jessica Hellebusch, Jessica Tollison, Katie Saeger, Kimberly Weber, Lea L Welter, Lucas Dieckhaus, Margrette Narup, Melissa Meza, Mike Carr, Molly Gage, Morgan Hagedorn, Renee Schenk, Sarah Collins, Stephanie Craven, Sue Henderson, Tanya McCormack, Zachary Dierkes

Community Members and Business Partners: (\*also District Parents)

Dan Haire, Denise Subke, Janie L Chalem, \*Jenny Rodgers, Joel Doepker, Megen Strubberg, \*Michelle Charles, \*Robin Bellis, \*Sarah Heidmann, \*Scott Hickenbotham

MEETING	CSIP FOCUS	OUTCOME
Meeting 1	-Background Information -MSIP 6 Overview -Strategic Planning Foundation	-Team Norms -Outcome Principles
Meeting 2	-Data Analysis: Scorecard data with academic, operations, and human resource data points, DESE scorecard data, and other qualitative & quantitative data -Rewrite Parent & Partner Survey -Beginning SWOT (Strength, Weakness, Opportunity, Threat) Analysis	-Parent and Partner Survey Question Additions
Meeting 3	-Review Survey Data -SWOT Analysis -Identify Key Focus Areas	-Top Focus Areas -SWOT Completion
Meeting 4	-Final Focus Areas -Action Step Creation	-Action Step Final Draft
Meeting 5	-Action Step Finalization -One-Page Visual Drafts -Document Review	-One-Page Visual Final -Documentation Final

E  
D  
R  
D  
A  
J  
E  
B

The School District of Washington is known for its rich traditions and deep Blue Jay Pride. To honor our history and build our future, our new strategic plan will be focused on the five core areas highlighted in the acronym, Blue Jay PRIDE.

School District of  
**WASHINGTON**



2023-2027  
**STRATEGIC PLAN**

**MISSION:**

Our Mission is to inspire achievement, character, and personal growth in all students as they pursue and succeed in college, careers, and life.

**BLUE JAY  
PRIDE**

**Prepare**  
Students for  
Post-  
Graduation  
Success

**Recruit,**  
Retain, and  
Develop  
Quality  
Staff

**Increase**  
Student  
Achievement,  
Engagement,  
and Support

**Demonstrate**  
Focus on  
Governance  
and Asset  
Management

**Ensure**  
a Positive  
Climate and  
Culture

# PREPARE STUDENTS FOR POST-GRADUATION SUCCESS

## Goals:

- 100% of graduating WHS students will earn a workforce-connected Diploma Plus Asset.
- 100% of K-12 students will engage in career exploration and essential skills development.

Champion: Director of Choice Programs

Budget: District Budget with Perkins and Other Grant Funding MSIP 6: EA

## 01

Improve the quality of communication to parents and families related to college and career readiness.

*Data Collection: Parent Survey data*

Completion Date: June 2024

## 02

Increase opportunities for students to learn about and prepare for college and careers.

*Data Collection: Survey data (Parent, Partner, & Student)*

Completion Date: June 2025

## 03

Increase individualized communication and support for students as they pursue educational pathways that lead to career-connected experiences.

*Data Collection: Diploma Plus Asset data*

Completion Date: June 2025

## 04

Expand at-risk programming to offer additional flexibility and support.

*Data Collection: Intervention data and Graduation Rate data*

Completion Date: June 2026

## 05

Continue building out career pathway opportunities throughout District course offerings.

*Data Collection: Course Offering data*

Completion Date: June 2027

# RECRUIT, RETAIN, AND DEVELOP QUALITY STAFF

Goals:

- 80-90% of District staff will be retained annually.

Champion: Assistant Superintendent of Human Resources

Budget: District Operations Budget

MSIP 6: TL & L

01

Implementation of "stay" interview practices with Human Resources and Building/Department leadership to increase employee touch points earlier in an employee's service to increase connection to the organization, provide personalization, and increase messaging needed for employee development and organization retention efforts.

*Data Collection: Retention data*

Completion Date: June 2024

02

Expand employee wellness efforts through increased choice of personal and professional development, benefit offerings, and District opportunities.

*Data Collection: Retention data & Staff Survey data*

Completion Date: June 2025

03

Increase communication, marketing, and pre-service professional development efforts to expand the District footprint to increase student teachers. This includes activities to recapture our high school teaching cadet students as they enter their pre-service work.

*Data Collection: New Hire data*

Completion Date: June 2026

04

Maintain annual cycles with respect to personnel essential for fiscal sustainability. This includes annual salary and rate audits (winter), attrition efforts (fall/winter), and enrollment monitoring for staff compression (spring/summer).

*Data Collection: Salary Comparisons & Retention data*

Completion Date: Annually

05

Consistent annual insurance monitoring to include plan performance and competitive carrier bidding through the District Insurance Broker.

*Data Collection: Annual Insurance Recommendation*

Completion Date: Annually

# INCREASE STUDENT ACHIEVEMENT, ENGAGEMENT, AND SUPPORT

## Goals:

- 100% of students will demonstrate academic growth.
- At least 80% of students will be reading at or above grade level.
- 100% of staff members will be provided time for professional learning communities and the development of instructional practices.

Champion: Assistant Superintendent of Curriculum and Instruction

Budget: District Operations Budget

MSIP 6: TL, DB, & AS

01

Implement a Multi-Tiered System of Support (MTSS) to ensure appropriate interventions are in place to meet the unique needs of each student for both remediation and enrichment in K-12.

*Data Collection: Tiered Intervention data & Reading Level data*

Completion Date: June 2025

02

Develop student agency through the use of proficiency skills, goal setting, and common assessments for all students in K-12.

*Data Collection: Tiered Intervention data*

Completion Date: June 2026

03

Evaluate effective use of technology and incorporate computer science standards including digital citizenship throughout K-12 curriculum.

*Data Collection: Survey data (Student, Staff, & Parent)*

Completion Date: June 2027

04

Provide inquiry-based learning and innovative teaching strategies to support career pathways, student engagement, and essential skill development.

*Data Collection: Survey data (Student, Staff, & Parent)*

Completion Date: June 2027

05

Ensure staff is provided with appropriate training and professional development by implementing new resources, instructional strategies, and increasing rigor in the classroom.

*Data Collection: Staff Survey data*

Completion Date: Annually

06

Provide intentional time for Professional Learning Communities (PLCs) and teacher collaboration for all educators.

*Data Collection: Staff Survey data*

Completion Date: Annually

# DEMONSTRATE FOCUS ON GOVERNANCE AND ASSET MANAGEMENT

Goals:

- Maintain at least a 22-27% fund balance annually.

Champion: Assistant Superintendent of Finance and Operations

Budget: District Budget

MSIP 6: L

01

Conduct annual safety audits to determine safety updates at each building. Examples: window film, updated camera systems, training, safety locks, fencing.

*Data Collection: Survey data (Staff, Parent & Student) & Audit completion*

Completion Date:

June 2024 & Annually

02

Plan for program and building expansion at Four Rivers Career Center.

*Data Collection: Survey data (Staff, Parent & Student) & Needs Assessment data*

Completion Date: April 2025

03

Complete a furnishing rotation schedule to replace aging learning environments.

*Data Collection: Survey data (Parent & Student) & Rotation completion*

Completion Date: June 2027

04

Maintain fiscal transparency through regular board updates, fiscal publications, and a clean audit including annual budget meeting recommendations on adjustments needed to maintain existing needs and prioritize new ones.

*Data Collection: Fund Balance data*

Completion Date: Annually

05

Assess the need for elementary boundary changes and make recommendations to ensure operational efficiency.

*Data Collection: Class Size & Enrollment data*

Completion Date: Annually

06

Annually review capital project rotational and scheduled maintenance items as part of the facility plan.

*Data Collection: Rotation Schedule Completion data*

Completion Date: Annually

# ENSURE A POSITIVE CLIMATE AND CULTURE

## Goals:

- 100% of schools will align with the 11 Principles of Character Education practices.
- 100% of students who indicate they need additional support in the area of behavior or well-being will have an intervention plan.
- 100% of students, staff, parents, and community members will be invited to engage in a variety of opportunities that establish a connection and partnership with the District.

Champion: Director of Social Emotional Learning

Budget: District Operations Budget

MSIP 6: CC

01

Increase school safety by implementing new and updated strategies for student reporting and individual safety plans.

*Data Collection: Intervention data & Survey data (Staff, Parent & Student)*

Completion Date: June 2024

02

Develop a Multi-Tiered System of Support (MTSS) framework and intervention menu to include student well-being and address discipline concerns.

*Data Collection: Intervention data & Reading Level data*

Completion Date: June 2025

03

Evaluate and strengthen school environments to foster safety and a sense of belonging for all students and staff.

*Data Collection: Survey data (Staff, Parent & Student)*

Completion Date: June 2026

04

Provide a variety of offerings of extra-curricular and co-curricular activities that meet the current interest and needs of the student population.

*Data Collection: Participation data*

Completion Date: Annually

05

Ensure students have access to a positive culture and climate by focusing on tier-one supports, including character education and strong relationships with staff.

*Data Collection: Survey data (Student, Staff, & Parent)*

Completion Date: Annually

06

Provide a variety of partnership and engagement opportunities to staff, families, students, and the community.

*Data Collection: Survey data (Student, Staff, Parent & Partner)*

Completion Date: Annually



We remain committed to the excellence that is the School District of Washington and the innovation that occurs daily in our classrooms. Please reach out in support, with questions or to share your concerns.

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## CONTACT

### *School District of Washington*

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