



#PortageWarriorWay

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Portage Community School District,

On behalf of the Portage Community School District, I am excited to present you with our new strategic plan. More than a plan for the future success of the school district, this plan is a rebranding. Portage has a long history of success, and the work that was done to put this plan together was a collaborative effort to truly redefine the definition of excellence for our school community.

Continuous improvement is the goal of every school district. When I was named the new district administrator for the Portage Community School District in early 2020, we were working through a strategic plan that was reaching the end of its functionality. It became clear that it was time to develop new plans that would both invigorate the district and push us to new heights. In the summer of 2021 a request was made to anyone interested to participate in planning sessions aimed at doing the work to move this district forward. Through a series of five separate meetings, stakeholders from across the district and our community met to analyze where we have been, where we currently are, and where we want to go. Intentionally this group was charged with providing a roadmap to the future success of the PCSD.

At the very first meeting of the strategic planning committee a lot of time was spent looking at points of pride. Anytime future planning is done, it is important to understand the areas in which we are already doing a fantastic job. This is done to ensure that we remain focused and dedicated to fostering what already exists. We then turned our attention to feedback in areas where there is room for growth. Stakeholders were encouraged to bring forward anything that needed improvement so that we could determine a framework for addressing those areas collectively and systematically. Once everyone had been given the opportunity to share their feedback with the committee, we were able to consolidate it into six specific categories in which positive outcomes would truly set the stage for future growth. Those categories are as follows: Student Achievement, Community Relations & Team Development, Technology, Positive Employee Relations & Professional Development, Facility Stewardship, and Fiscal Responsibility. As a committee we took two of these categories per meeting throughout the remainder of the summer and continued our work of focusing on points of pride and room for growth.

Organically throughout the process of meeting, the conversations started to evolve into rebranding the school district in order to revitalize the PRIDE in our school and community. It became clear to the committee that it would not be enough to simply set goals for the next five years. The identity of the district needs to be remodeled and reimagined in such a way that the focal point for everyone in the community would be on the success of the school district.

It will be extremely important for all of us to continually monitor how we are doing and consistently update the community. With that in mind, we will be creating a smaller oversight committee to review our plans twice a year in order to make sure that we stay on track. This will also give us an opportunity to adjust our plans as we go, if that becomes necessary.

None of this will be possible without the continued support of our families and the greater Portage community. I would like to personally thank the committee members who gave up their time throughout the summer months to share feedback and offer suggestions for ways in which we can continue to find success in the Portage Community School District. As a whole we are committed to providing the best possible education and environment for our students, staff, families, and community.

Joshua D. Sween
District Administrator
Portage Community School District



The Why: PCSD Mission

Committed to the growth of ALL: Students * Families * Community

(Our mission explains our fundamental purpose as a school district)



The What: PCSD Vision

The Portage Community School District will be a premier learning community that builds authentic relationships with students, families and the community. We will cultivate globally minded, resilient and courageous students who are ready to excel in higher learning, career and life.

(Our vision captures the future we seek to create for our students)

The How: Commitments

Everyone is valued

Relationships matter

All students can learn

We never give up

Learning is: Ongoing, Academic, Social, Emotional, Preparation for Life

We have different: Cultures, Interests, Abilities



Outcomes

Projecting future success for the PCSD depends heavily on the outcomes we achieve. These outcomes drive our work and focus our effort. The outcomes will be essential to achieving our defined mission and vision. What follows are the outcomes we will dedicate our time, energy, and resources to. Each outcome has specific objectives that we can measure our success by, and action steps that will help us reach that outcome. Throughout the duration of this five year plan, our oversight committee, the school board, and the community will measure our performance utilizing those action steps.

6 Strategic Plan Outcomes

1. Student Achievement
2. Community Relations & Team Development
3. Positive Employee Relations and Professional Development
4. Technology
5. Facility Stewardship
6. Fiscal Responsibility



Outcome 1

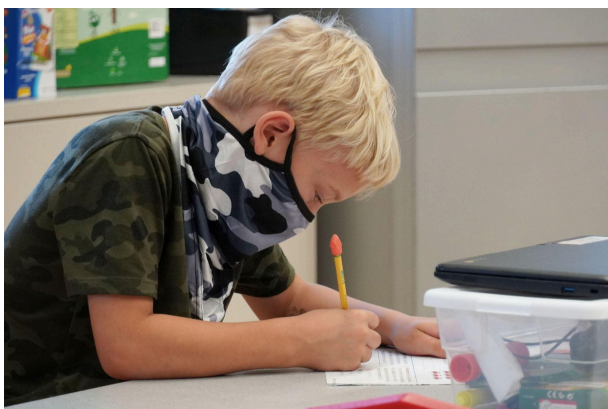
Student Achievement

The PCSD believes that All Students can learn and grow. With this in mind we will ensure students are prepared for college, career, and life by raising the academic and social emotional learning bar and closing gaps to achievement.



ES Overarching Goal: 80% of our students will be at or above proficiency on STAR ELA & Mathematics in all elementary grade levels by the spring of 2026. Grade level teams will increase the achievement of each cohort based on spring 2021 performance levels.

Action Steps: Engage teaching staff in the PLC process on a weekly basis
Create individualized plans for students in all subgroups
Engage all students in the goal-setting process
Addition of interventionists and coaches throughout the district
Decrease learning gaps of marginalized students per the state report card
Universal instruction will support our Guaranteed and Viable Curriculum



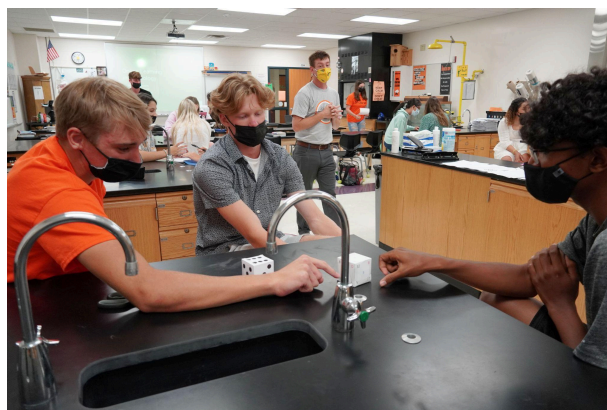
MS Overarching Goal: 70 is the overall Target Group score which all students will reach or exceed by the spring of 2026. Target group growth must exceed non-target group, and the gap must be closed by 15% each year. Teams will increase the achievement of each cohort based on spring 2021 performance levels.

Action Steps: Engage teaching staff in the PLC process on a weekly basis
Maximize schedule to allow for more time in Math and ELA
High expectations for ALL students, in ALL content areas
Addition of interventionists and coaches throughout the district
Create learning targets, assessments, and proficiency scales for all Guaranteed Standards
Will incrementally move to 100% of students scoring at least proficient in every Guaranteed Standard
Will provide extensions to all students scoring above proficient



HS Overarching Goal: 70 is the overall Target Group score which all students will reach or exceed by the spring of 2026. Target group growth must exceed non-target group, and the gap must be closed by 15% each year. Teams will increase the achievement of each cohort based on spring 2021 performance levels.

Action Steps: Engage teaching staff in the PLC process on a weekly basis
Revisit or develop key disciplinary literacy vocabulary words
Implementation of vocabulary and disciplinary literacy strategies
Addition of interventionists and coaches throughout the district
Create learning targets, assessments, and proficiency scales for all Guaranteed Standards
Will incrementally move to 100% of students scoring at least proficient in every Guaranteed Standard
Will provide extensions to all students scoring above proficient



Outcome 2

Community Relations & Team Development

The PCSD will foster partnerships with students, families, staff and the community through the continuation of excellent communication and increased opportunities for collaboration.

District Goals: Creation of new community partnerships

Proactively communicate future issues, initiatives, and opportunities

Creation of new job shadowing/apprenticeship opportunities

School District and City Government collaborative opportunities

Work with community group on mascot rebranding initiative



Outcome 3

Positive Employee Relations & Professional Development

The PCSD will retain, recruit, hire, and develop a diverse and premier workforce.

District Goals: Create new wellness opportunities for district staff

Proactively address daycare options for staff and community in the district

Provide opportunities for increased staff appreciation

Work with staff members to support learning opportunities and growth

Continue to work in partnership with the Portage Education Association

Offer opportunities for financial planning to staff



Outcome 4

Technology

The PCSD will continue to push the boundaries of technological excellence by providing quality devices and digital resources, focusing on increased Cyber Security, and training students and staff to operate in an advancing digital environment.

District Technology Overarching Goal: Implement a robust and flexible cybersecurity protocol with the partnership of a third-party vendor to ensure the technology environment and accompanying data is secure and accessible for all district users per state and federal requirements.

Action Steps: Introduce Staff to InfoSec and build up background knowledge of why this is a key component of the CyberSecurity Plan.

Determine if external monitoring is affordable for district (through grants or fund 10 budget) through TRA or similar program

Work with a 3rd party vendor to perform a network security and supplementary assessments to determine areas of concern and long range plans to address these areas.

Create a framework for balanced tech use in schools

Develop opportunities for career related technology use in schools



Outcome 5

Facility Stewardship

The PCSD will proactively plan to address the quality of our facilities and improve or enhance the campus and rural schools so that our students, families, and community can be proud of our learning environment.

District Goals: Conduct a districtwide comprehensive facility audit

Maintain/Enhance buildings and grounds using the facility audit

Create new opportunities for students and community through extended availability facilities

Create a building referendum committee to gauge community interest in new facility development



Outcome 6

Fiscal Responsibility

The PCSD will continue our rich history of fiscal responsibility to achieve and support all other strategic outcomes.

District Goals: Maintain or improve upon our existing financial position. Also, maintain a current Long-range financial forecasting model
All facility projects will be completed in a timely manner and at/below anticipated costs
Set the district up for success in potential future referendum discussions



Oversight:

The PCSD will develop a shared commitment to continuous improvement. We will build in feedback loops semiannually to ensure informed management when adjustments must be made. Every fall, a strategic planning steering committee will meet to assess the progress on the strategic plan and make recommendations to ensure the district's vision is realized for all students. Every spring, the strategic planning steering committee will meet to provide recommendations for adjustments to the school board and the district administrator for approval and implementation.