



WESTERN GATEWAY ELEMENTARY

STRATEGIC PLAN

*ADOPTED BY THE WESTERN GATEWAY ELEMENTARY SCHOOL
BOARD OF DIRECTORS ON SEPTEMBER 26, 2024*



EXECUTIVE SUMMARY

MISSION STATEMENT

We create a learning experience that prioritizes academic excellence while valuing children, language, culture, and community. We challenge our students to learn, grow, give back to our world – and be confident explorers in life. We invite you to be part of our school family.

VISION STATEMENT

Western Gateway Elementary School is a place for everyone to learn, explore, and grow. We are a bilingual neighborhood charter school that connects children and families to new experiences and opportunities – through language, culture, community, and friendship.

Western Gateway Elementary School will utilize best educational practices to provide an exemplary learning environment for students. Through a rigorous curriculum and an emphasis on academic excellence and cultural learning experiences, Western Gateway Elementary School will offer a unique education to students from a diverse range of backgrounds.

We value each other. We each bring our own history, traditions, and culture to this school experience. Our different backgrounds and perspectives mean we all have something very valuable to share and learn from each other – as we work together to achieve our goals.

We are a family of families. Everyone in the community is welcome to share in this experience – students, teachers, siblings, parents, grandparents, and neighbors. This is a community space for gathering, volunteering, celebrating, learning, and having fun!

STRATEGIC OBJECTIVES

Western Gateway Elementary School's strategic objectives focus on three key areas: Academic Excellence, Bilingual and Cultural Learning, and Parent and Community Engagement.

Focusing on academic excellence will ensure that every student is receiving a high-quality education that drives measurable progress. By using data to inform instruction, teachers can tailor learning experiences to meet the specific needs of students, addressing individual strengths and areas for improvement.

Implementing evidence-based instructional practices will ensure that the school is using proven methods that are effective in promoting student achievement.

Regular professional development for teachers equips them with the latest

pedagogical strategies, ensuring that instruction remains innovative and responsive to the evolving needs of students. These actions collectively lead to stronger academic growth, helping the school achieve its goal of ranking in the top quartile of Oklahoma schools in student achievement growth.

Bilingual and cultural learning will enhance students' cognitive and social development. The dual language curriculum, which integrates both English and Spanish across core subjects, helps students deepen their learning while simultaneously reinforcing language acquisition. Parent workshops and resources provide support for families to extend bilingual education into the home, fostering a collaborative learning environment that bridges school and life. Regular assessments will monitor progress in both languages, allowing teachers to provide targeted support where needed and ensuring students meet their language goals. This dual immersion approach not only equips students with linguistic proficiency but also broadens their cultural awareness, helping them gain a broader perspective and a stronger base for future learning.

Strong parent and community engagement is essential for creating a supportive and inclusive learning environment. Establishing regular communication channels promotes transparency and collaboration. Increasing volunteer and partnership opportunities allows parents and community stakeholders to be actively involved in the educational process, whether through classroom support or contributing to school events. Community events that partner with local stakeholders strengthen relationships and create a cohesive school community that is invested in achieving the school's goals.

Together, these objectives create a comprehensive strategy for student learning. Achieving these objectives will ultimately lead to improved student outcomes, stronger school performance, and the realization of the school's mission to create a learning experience that prioritizes academic excellence while valuing children, language, culture, and community.



SITUATIONAL ANALYSIS

SCHOOL DEMOGRAPHICS PROFILE

Current Student Count: 277

Student Demographics:

Black: 5%

Hispanic: 74%

White: 16%

Asian: 0.4%

Two or More Races: 5%

Free and Reduced Lunch: 71%

Students with Identified Special Needs: 11%

Students Identified as Gifted and Talented: 13%

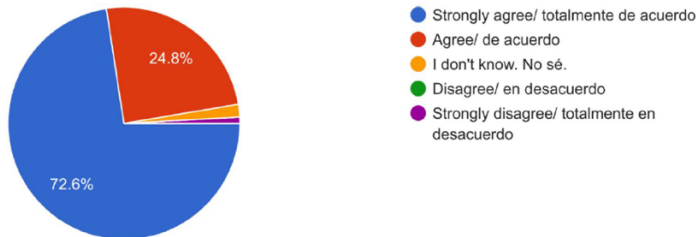
Students Identified as Bilingual: 50%

SUMMARY OF STAKEHOLDER FEEDBACK

WGES Parent Survey Results 2023-24 School Year Summary

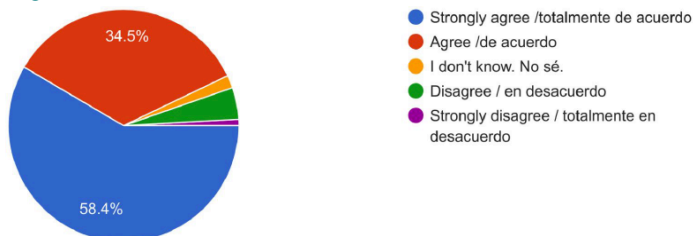
This school year there were 113 respondents, which is up from the 2022-23 school year where 103 parents completed the survey.

1. My child feels safe at school: 72.6% Strongly Agree



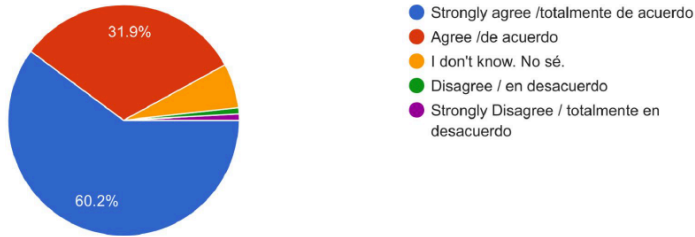
Strongly agree up from 68.9% in 2022-23

2. My child feels happy at school. He/she talks about school in a positive way: 58.4% Strongly Agree



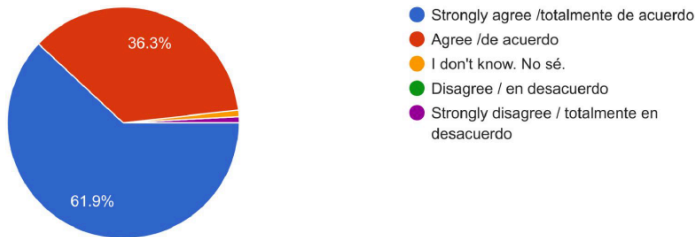
Strongly agree consistent with 58.3% in 2022-23

3. My child's teacher keeps me informed about my child's progress. Communication is consistent and helpful: 60.2% Strongly Agree



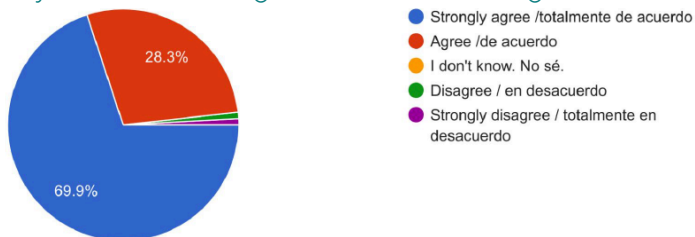
Strongly agree up from 54.4% in 2022-23

4. Our family feels supported by the staff at WGES: 61.9% Strongly Agree



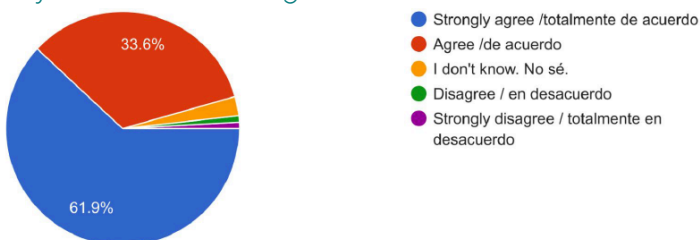
Strongly agree up from 60.2% in 2022-23

5. My child is learning and demonstrating academic growth: 69.9% Strongly Agree



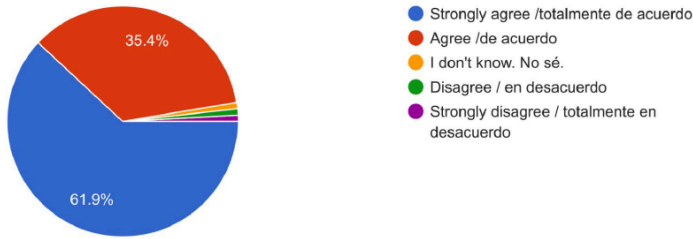
Strongly agree up from 67.0% in 2022-23

6. My child has shown growth in social emotional learning: 61.9% Strongly Agree



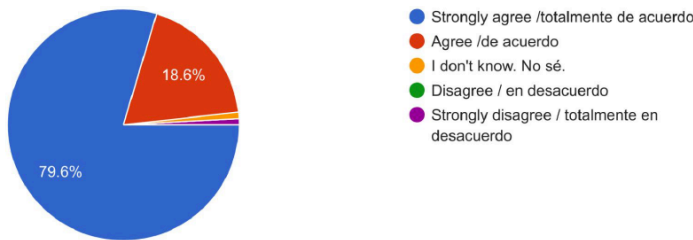
Strongly agree down from 64.1% in 2022-23

7. My child has shown growth in his/her ability to understand and speak in both English and Spanish: 61.9% Strongly Agree



Strongly agree down from 71.8% in 2022-23

8. Based on our experience at WGES, I would recommend this school to other families: 79.6% Strongly Agree



Strongly agree up from 73.8% in 2022-23

WGES Teacher Survey Results 2023-24 School Year Summary

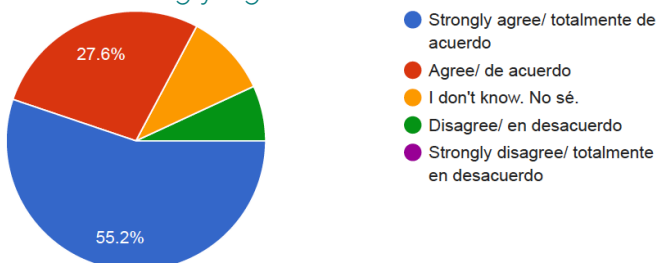
This school year there were 29 respondents, which is up from the 2022-23 school year where 21 staff completed the survey.

1. I experience joy in my work at WGES on a regular basis: 58.6% Strongly Agree



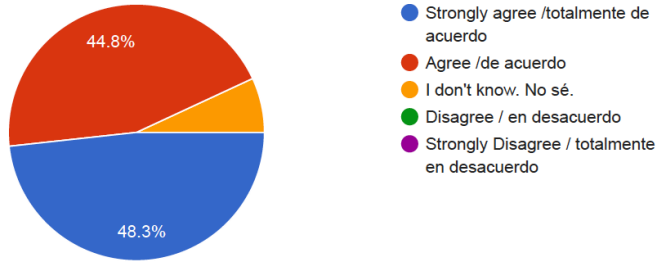
Strongly agree up from 52.4% in 2022-23

2. I feel safe to provide input on school operations and instruction. My voice is heard and valued: 55.2% Strongly Agree



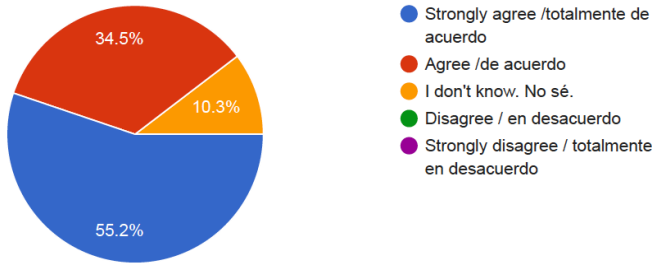
Strongly agree up from 52.4% in 2022-23

3. I am adequately informed of the expectations for my position and the expectations as a member of this school community: 48.3% Strongly Agree



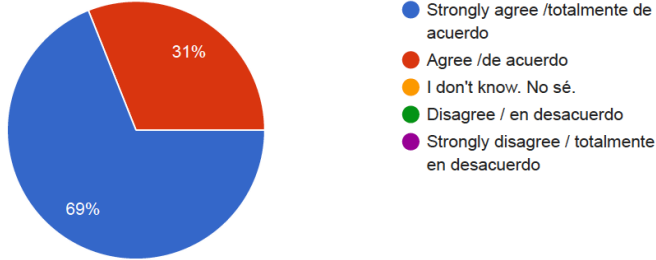
Strongly agree down from 57.1% in 2022-23

4. I feel supported by the admin staff at WGES. I feel that my voice is heard and that they work to meet my needs: 55.2% Strongly Agree



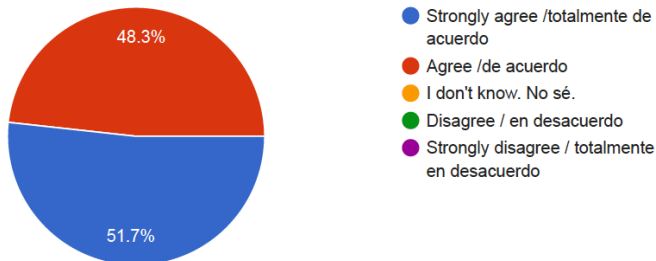
Strongly agree down from 71.4% in 2022-23

5. I am learning and demonstrating professional growth at WGES: 69.0% Strongly Agree



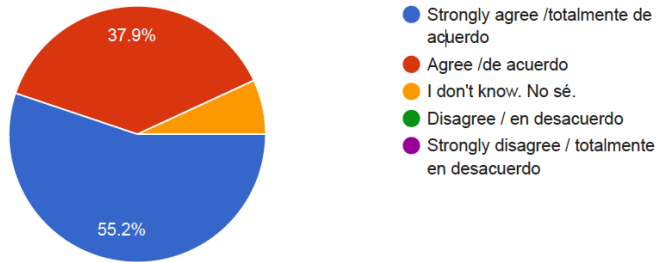
Strongly agree up from 61.9% in 2022-23

6. I have the tools and resources to meet my professional goals and grow as an educator at WGES: 51.7% Strongly Agree



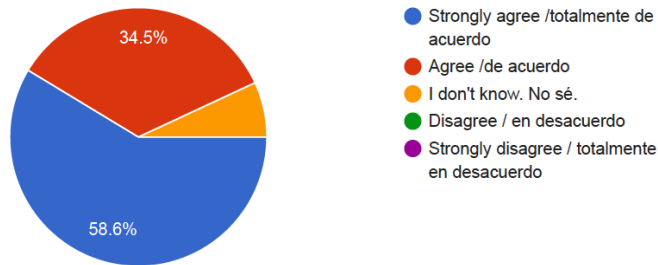
Strongly agree down from 57.1% in 2022-23

7. I feel prepared to do my job successfully. Administration communicates information clearly and succinctly: 55.2% Strongly Agree



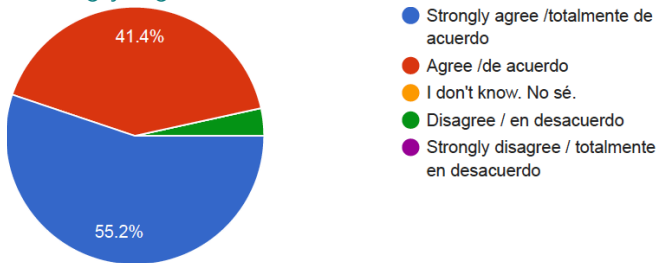
Strongly agree up from 42.9% in 2022-23

8. School routines and procedures that contribute to learning and teaching are established. WGES is a safe and secure place to teach and learn: 58.6% Strongly Agree



Strongly agree down from 76.2% in 2022-23

9. Based on my experience at WGES, I would recommend working at WGES to others: 55.2% Strongly Agree



Strongly agree down from 76.2% in 2022-23



STRATEGIC PRIORITIES

WESTERN GATEWAY ELEMENTARY SCHOOL STRATEGIC PRIORITIES

Academic Excellence

Goal: To rank in the top quartile of Oklahoma schools in student achievement growth, demonstrating a commitment to excellence in academic performance.

Action Steps:

1. Use data to drive instruction and tailor decision-making for student achievement.
2. Implement evidence-based instructional practices.
3. Provide professional development for teachers.

Bilingual and Cultural Learning

Goal: To cultivate a rich bilingual environment where students achieve proficiency in both English and Spanish, while also gaining a deep understanding and appreciation for diverse cultures.

Action Steps:

1. Implement a dual language curriculum that integrates both languages across core subject areas.
2. Offer workshops and resources for parents to support bilingual education at home.
3. Use assessments to regularly monitor students' progress in both languages.

Parent and Community Engagement

Goal: Build strong relationships between the school, parents, and community stakeholders.

Action Steps:

1. Establish regular communication channels (newsletters, parent-teacher meetings, etc.)
2. Increase volunteer and partnership opportunities.
3. Host community events to strengthen school ties.



MONITORING AND EVALUATION

ROLES AND RESPONSIBILITIES

The Board: The Board of Directors is responsible for ensuring that data-driven decision-making aligns with the school's mission and long-term goals. They will provide oversight and approve any major strategic changes or resource allocation based on the review process.

Executive-Level Administration: The Executive-Level Administration, led by the Head of School, is tasked with executing the board-approved strategies, implementing operational changes, and ensuring that all staff are aligned with the school's performance goals.

KEY PERFORMANCE INDICATORS (KPIs)

Academic Excellence KPIs

Testing & Curriculum Based Measures:

- Metrics:
 - Percentage of students reading at or above grade-level fluency benchmarks.
 - Percentage of students demonstrating at or above grade-level proficiency in math.
- **Target: 100% of students demonstrate at or above fluency and mastery based on assessment scores. This target will be achieved through a multi-year strategy designed to ensure all students are performing "at or above" grade level norms.**

Response to Intervention:

- Metrics:
 - Percentage of students exiting RTI.
 - Percentage of students meeting academic goals after a set period in RTI.
 - Movement between tiers:
 - Tier 1 (general classroom instruction)
 - Tier 2 (moderate intervention)
 - Tier 3 (intensive intervention)
- **Target: At least 60% of students in tier 2 move back to tier 1 after a semester of RTI.**

Promotion and Retention:

- Metrics:
 - Percentage of students promoted to the next grade without the need for summer school or additional interventions.
 - Percentage of students who are held back due to insufficient progress.
- **Target: 95% promotion rate, with a focus on reducing retention rates by addressing academic needs early in the school year.**

Note: The Academic Excellence goals will be reevaluated as part of the Achievement Analytics Team (AAT) process and, therefore, are subject to change.

Bilingual and Cultural Learning KPIs

Dual Language Curriculum:

- Metrics:
 - Curriculum alignment with state standards and bilingual education best practices.
- **Target: Completion of the board's review of an annual report prepared by the Director of Educational Services.**

Cultural Studies:

- Metrics:
 - Number of cultural events hosted by the school each year.
 - Percentage of curriculum units that include a focus on cultural studies.
- **Target: 30% of curriculum units across core subject areas include a meaningful focus on cultural studies, supported by at least three cultural events hosted by the school annually.**

Parent Engagement in Bilingual Education:

- Metrics
 - Percentage of parents who state their child has shown growth in his/her ability to understand and speak in both English and Spanish as measured by the parent survey results.
 - Percentage of parent participation in workshops and school events focused on supporting bilingual education in the home.
- **Target: 85% of parents indicate their child has shown measurable growth in both languages. At least 50% of parents participate in workshops and school events designed to support bilingual education in the home.**

Academic Achievement in Both Languages:

- Metrics:
 - Percentage of students meeting or exceeding proficiency benchmarks in both languages based on standardized language assessments.
 - Year-over-year growth in language proficiency scores.
- **Target: 100% of students meet or exceed proficiency benchmarks in both languages, and an average 5% year-over-year growth in language proficiency scores is demonstrated across all grade levels. This target will be achieved through a multi-year strategy designed to ensure all students are performing "at or above" grade level norms.**

Note: The Academic Achievement in Both Languages goal will be reevaluated as part of the Achievement Analytics Team (AAT) process, therefore, is subject to change.

Parent and Community Engagement KPIs

Parent Involvement in Student Activities:

- Metrics:
 - Percentage of parents who attend scheduled parent-teacher conferences.
 - Percentage of parents attending school events (examples: open houses and family nights).
- **Target: 90% participation in parent-teacher conferences and a 10% increase from the previous year in parent participation in school events and volunteer activities.**

Parent Satisfaction:

- Metrics:
 - Percentage of parents that are satisfied with their child's academic achievement as measured by the parent survey results
 - Percentage of parents who would recommend the school to others as measured by the parent survey results (NPS: net promoter score)
- **Target: Achieve a 90% parent satisfaction rate and increase the school's NPS annually.**

Community Partnerships and Outreach:

- Metrics:
 - Number of active partnerships with local organizations, businesses, and nonprofits in the community.
 - Level of community participation in sponsorship for school events and other activities.
 - Number of outreach events the school organizes to engage with the broader community (examples: services days or charity drives).
- **Target: Establish at least three new community partnerships or sponsorships annually. Hold at least two school-led outreach events annually.**

DATA COLLECTION METHODS & REVIEW PROCESS

Beginning in the 2024-25 school year, an Achievement Analytics Team (AAT) will be established with the assistance of Santa Fe South. The AAT will be created to enhance student learning outcomes through the collection and analysis of comprehensive achievement data. The AAT will play a vital role by offering continuous technical assistance and professional development support. This collaboration is designed to strengthen our efforts in delivering an exceptional educational experience for every student, ensuring that data-driven insights are utilized to inform instruction, improve academic performance, and foster a culture of excellence at Western Gateway Elementary School.

Western Gateway Elementary School will maintain a stringent data collection and review process to ensure that the Board of Directors and executive-level staff are consistently monitoring and

evaluating testing data and key performance indicators (KPIs) related to student achievement and overall institutional effectiveness. This process facilitates data-driven decision-making, promotes accountability, and supports the school's mission of providing an exceptional education for all students.

Key data on student achievement and other relevant metrics will be collected and compiled immediately once available. The administrative team, led by the Head of School, is responsible for gathering testing data and providing it to the AAT for analysis. Once the data has been analyzed it will be presented at the next scheduled board meeting. As needed, the AAT will support in refining the data collection process and ensuring best practices are implemented across all levels of instruction.

A KPI dashboard will be developed to provide a clear visual representation of progress in key areas: academic excellence, bilingual and cultural learning, and parent and community engagement. The board and administrative team will partner in creating this dashboard. The board and executive-level staff will review the dashboard on a quarterly basis to assess the school's performance. Additional ad-hoc meetings may be scheduled as needed. School administration will monitor progress towards KPIs in real-time and provide informal updates to the board as needed between quarterly meetings.

CONCLUSION

This strategic plan serves as a roadmap for Western Gateway Elementary School's continued growth and success. By focusing on academic excellence, fostering a rich bilingual and cultural learning environment, and strengthening parent and community engagement, we are committed to providing a transformative educational experience for every student. These priorities reflect our dedication to nurturing confident and capable learners who are equipped to thrive. Together, with the support of our dedicated board, staff, families, and community partners, we will work to achieve these goals and create a lasting impact for generations to come.

This strategic plan will undergo an annual review, with the next evaluation scheduled for April 2025. This ensures that our objectives stay aligned with the changing needs of our school community and allows us to assess progress toward our goals. The review process will start each April, with any updates and changes implemented by July 1st.