



Ankeny Community School District

Strategic Plan

2022–
2027



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A VISION FOR THE FUTURE



In the Fall of 2021, Ankeny Community School District (ACSD) began work on a lofty goal: to **bring stakeholders from across the community together** to design a new strategic plan that would chart a course for the district's future.

Since July, when the district's new superintendent joined the district, there was a feeling of excitement in the air.

A fresh start on the horizon. Yet, the pandemic raged on and the community was hotly debating how to proceed from here. **Could the district weather the storm of the present, while planning toward a brighter future?**



RYAN WELDON,
Board President
*Ankeny Community
School District*

Ankeny Community,

As an organization grows, it is vital to review and revise organizational vision, frameworks, and values.

Given the fast growth of our school district and the hiring of a new superintendent, the timing was perfect for developing a new strategic plan for our district. It was an honor to be involved with the process among so many other leaders from our district staff and the community. The diversity of experiences, ideas, and perspectives challenged and inspired all those involved.

The resulting plan casts a vision for our district that we can all work hard to achieve together, and gives practical steps on how we can get there. The exponential technological advances we are experiencing are exciting and unnerving all at the same time. Education as we know it could be completely reimaged in the next ten years.

I'm confident our amazing staff will be able to use this strategic plan to lean into and prepare for that future because of the work we did over the past year to develop this strategic plan.

On behalf of the Ankeny Board of Education, I would like to thank the community for helping build this vision for our future.

A handwritten signature in dark ink that reads "Ryan Weldon".

Ryan Weldon
President, Ankeny Board of Education

How we got here

During the 2021-2022 school year, the ACSD engaged in a process of re-imagining the district's strategic plan. Over the course of the year, hundreds of parents, community members, staff, and students collaborated to develop a vision for where the district would be in five years. Together, the community ultimately developed a new **mission statement and three core pillars** essential to the district's work.

Message from the superintendent

Ankeny Community School District,

I am proud to present to you our new strategic plan, which is truly representative of our Ankeny community.

When I was first hired as Superintendent for Ankeny Schools, the Ankeny Board of Education tasked me with updating the district's guiding document. Not only did this present an opportunity for me to get to know the community in which I serve quickly, but it allowed the community to come together on the topic of designing the educational experience we want for our students.

This is most apparent through the district's new mission statement that we engage all students in an educational experience that equips them with the skills to flourish in and contribute to an ever-changing world.

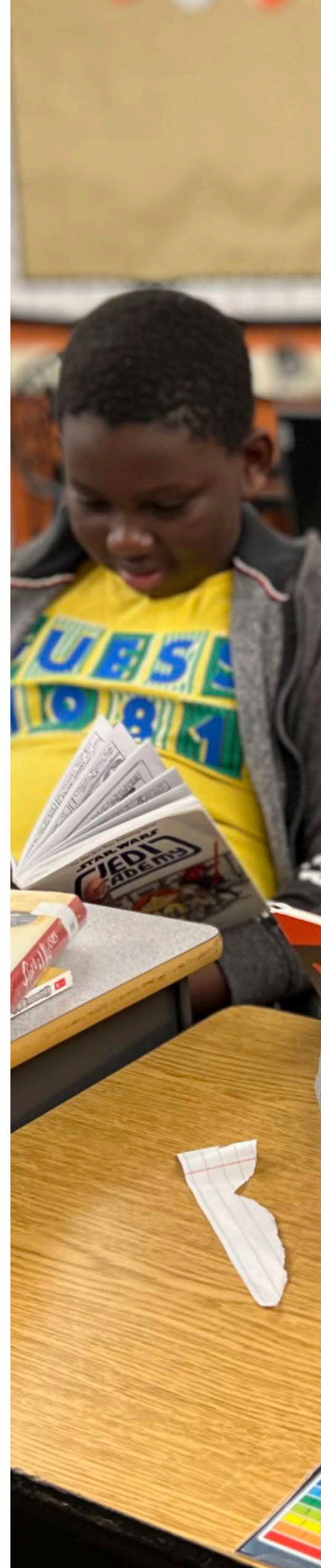
As I consider these words, I can't help but feel the future is bright for Ankeny's students. With our talented staff dedicated to helping our students flourish each day, our engaged parent community who partners for their children's success, and a community actively involved in equipping our students, we look forward to the future we will create for Ankeny's young people.

I look forward to building this future with all of you.

Thank you,



Dr. Erick Pruitt
Superintendent of Schools





Design Process

Design Principles

These three concepts helped inform the district's approach to its review of the current state, generation of ideas for the future, and the process for overall plan design. From the initial work to develop the revised strategic plan, ACSD centered its work around three guiding principles:

1. Commitment to student success

2. Encouragement of innovation

3. Authentic engagement of the community



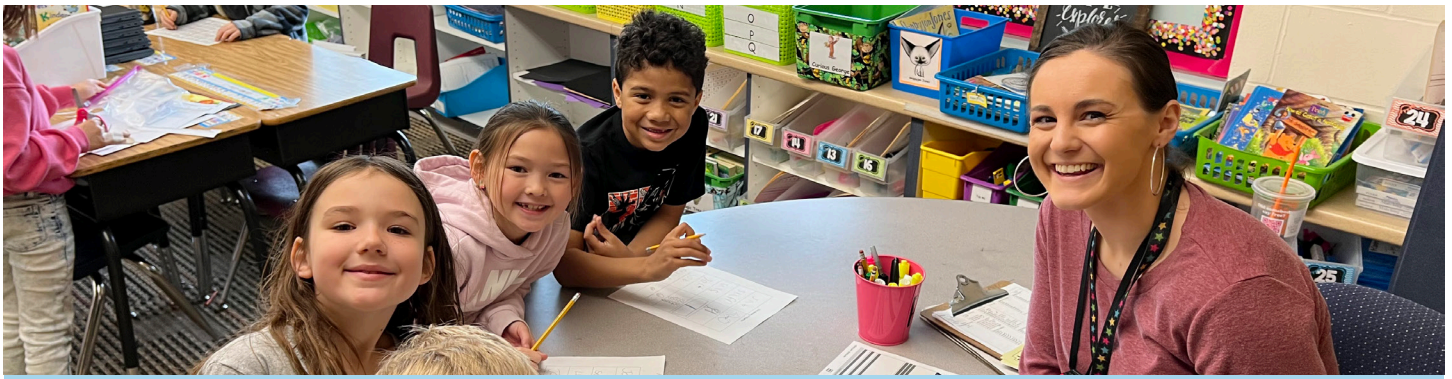
STEP ONE Establishing a Framework

In October of 2021, the district convened a core team of district administrators, teachers, support staff, board members, students, parents, and community leaders to kick off the strategic planning process. For three days, this group worked collaboratively to establish the beliefs, strategic priorities, and working mission statement that would guide the community's work for the next several months.

To encourage innovation, rather than starting from the district's current plan and making minor adjustments, the group began by identifying shared beliefs about what the district should ensure is true for all ACSD students. To ensure a commitment to student voice and student success, the group routinely asked the student members of the team to share their perspectives on what would be most helpful for their educational experience. Students were asked the question **"If you could design school, what would it be like?"** (see a few of the responses on page 10).

As part of their work, the core team identified seven action teams, groups that would work through the winter and spring of 2022 to build out plans to bring the core team's vision to life. Those teams were:

- **Post-Secondary Readiness**
- **Educational Program**
- **Social Emotional Learning/Mental Health**
- **Human Resources**
- **Family & Community Partnerships**
- **Facilities**
- **Technology**



STEP TWO **Development of Measurable Goals and Targeted Action Plans**

Using the core team's framework as a guide, the district then began the process of building the seven identified action teams. Open invitations were sent to parents, community leaders, board members, and all staff. In total, approximately 100 parents and community members and approximately 100 staff members served on at least one action team, with teams generally having a 50/50 split between internal and external stakeholders.

Facilitated by district administrators, each action team met approximately six times between December 2021 and March 2022. They began their work by norming on the scope of their team's work. They then explored the current state of affairs in the district related to their area of focus. With this foundation in place, each team then proceeded to develop a series of action steps that would help realize their team's overarching goals, considering return on investment and budgetary implications as part of the process.

The district reviewed plans submitted by the action teams, identified common themes, and developed a consolidated three-pillar model to reflect the central ideas generated by the action teams. In mid-April 2022, the action team facilitators presented their plans, in the form of the three-pillar model, to the core team. The core team agreed that each of the presented plans should move forward for consideration by the community and the Board of Education.

STEP THREE **Community Feedback and Refinement**

Following core team approval of the action plans and three-pillar framework, the district offered the community a number of opportunities to provide input on the draft plan. These included surveys of staff and students, posting of the draft items on the district's website along with FAQs and a feedback form, and in-person presentations to a variety of groups. District administrators reviewed all submitted feedback and continuously adjusted the initial three-pillar plan in response to it through early May. The Board of Education unanimously approved the strategic plan on May 16, 2022.



Mission Statement

The Ankeny Community School District engages all students in an educational experience that equips them with the skills to flourish in and contribute to an ever-changing world.



CORE essential to **PILLARS** the district's work



1.

Rigorous & Relevant Academics

All ACSD students will graduate prepared for postsecondary success.

Talented People

ACSD will have an effective teacher in every classroom, an effective leadership team in every building, and an effective, student-focused staff working across the district.



2.

3.



Supportive Environments

Every ACSD student will have the opportunity to learn and grow in a collaborative, dynamic, and secure environment.

STRATEGIC PLAN



Rigorous + Relevant Academics

Growth & Innovation

100% of PK-12 students will engage in a variety of authentic career exploration experiences each year.

Cumulative enrollment in courses focused on postsecondary readiness (concurrent enrollment, AP, honors, and CTE) in SY27-28 will be 5% higher than in SY22-23.

Steady Core

PK-12 learning experiences will provide students with the opportunity to engage in self-initiated and student-driven learning.

100% of students will have access to a variety of learning models.

100% of students in grades 6-12 will have postsecondary plans that are flexible and reflective of their career interests, goals, and aspirations.

Each year, 100% of PK-12 learners will participate in at least one challenge-based learning experience (project-based learning that emphasizes 21st Century skills and use of technology) that emphasizes real world learning and critical thinking.

Solid Foundation

100% of student tasks will be standards-aligned, appropriately rigorous, and scaffolded to support ongoing academic progression.

100% of students will meet or exceed academic standards.

100% of students will demonstrate progress toward mastery of the Leader in Me habits.



DESIGNING TOGETHER



**DEAR STUDENTS,
IF YOU COULD DESIGN
SCHOOL,WHAT WOULD
IT BE LIKE?**



INNOVATIVE



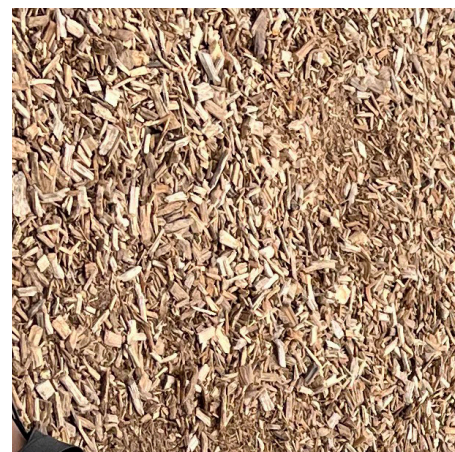
FUN

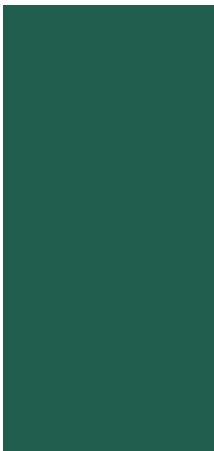
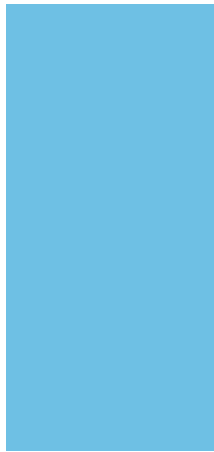
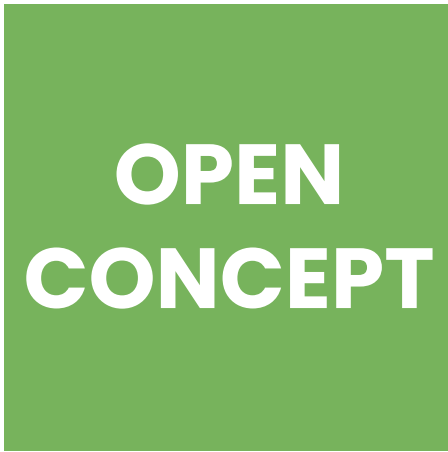


**REAL
WORLD**



WELCOMING









Talented People

Growth & Innovation

The district will offer targeted, research-based professional development in prioritized areas to 100% of employees.

100% of employees will have the opportunity to learn and grow from an evaluation process that is implemented with accuracy, consistency, fidelity, and fairness.

Steady Core

Predictive, competency-based selection models will be used to recruit, screen, and hire employees for all vacant positions.

The district will retain 85% of its employees who meet performance expectations.

Solid Foundation

ACSD will always use data to strategically allocate human resources to maximize the success of all students.





Growth & Innovation

All future facilities will be designed to be flexible and further multidisciplinary learning and student exploration of postsecondary pathways.

100% of district families will have access to a hub of community-provided resources to support student wellbeing and overall success.

All district technological systems will be upgraded as needed to maximize accessibility and innovation as tools to support achievement of the district's mission.

Steady Core

100% of students will receive core and tiered instruction informed by CASEL and Iowa SEL competencies.

Each school will implement a tiered social-emotional learning / mental health structure to connect students, parents, and staff with targeted support.

All system-wide boundary and grade transition decisions will center student access, achievement, and well-being, community input, responsible use of resources, geography, and intradistrict balance.

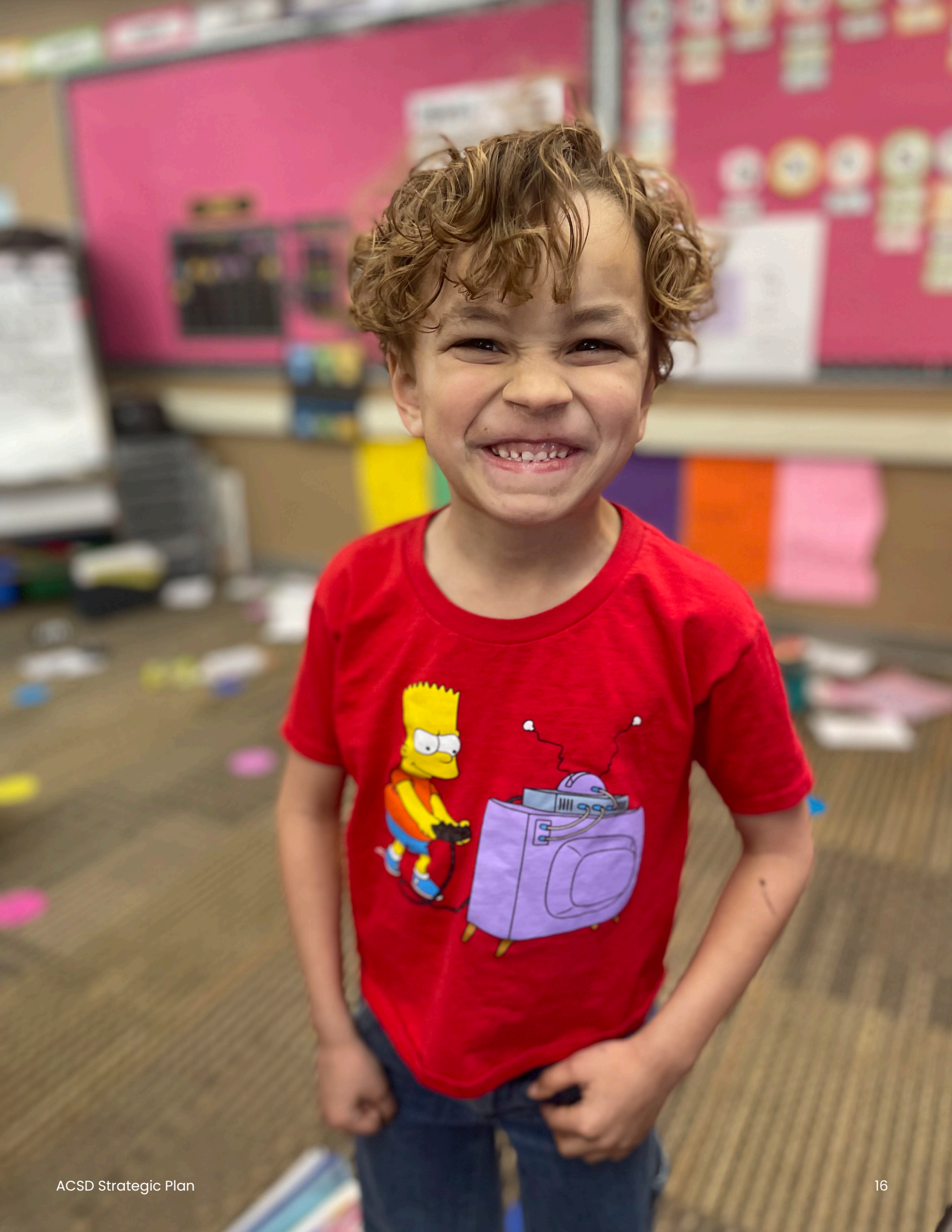
Solid Foundation

All schools will implement the district's Student Code of Conduct and ensure staff and students have access to mental health resources via school counselors, social workers, and/or external service providers to support their success in the district.

100% of district facilities will be strategically updated and/or remodeled to conform to standards established for new construction.

100% of ACSD families will have regular opportunities to authentically partner with the district to support their children's educational experience.

100% of ACSD students and staff will have access to technology infrastructure that provides a strong foundation for student learning and efficient operations.





Graduate Profile

Alongside the development of a strategic plan, the district convened a task force of staff, parents, and community members to develop a graduate profile, a vision of what would be true for all ACSD students by the time they graduate from high school. This document will work in concert with the strategic plan to establish a North Star for the district's work over the next five years.

KNOWLEDGEABLE

Students will have a strong academic foundation and the fundamental skills needed to thrive in the world after high school.

AUTHENTIC

Students will be reflective, self-aware, accountable, and independent thinkers who have post-secondary plans that align with their personal and professional goals.

ENGAGED

Students will demonstrate concern for the well-being of others and actively work to make a positive impact in their communities.

UNDERSTANDING

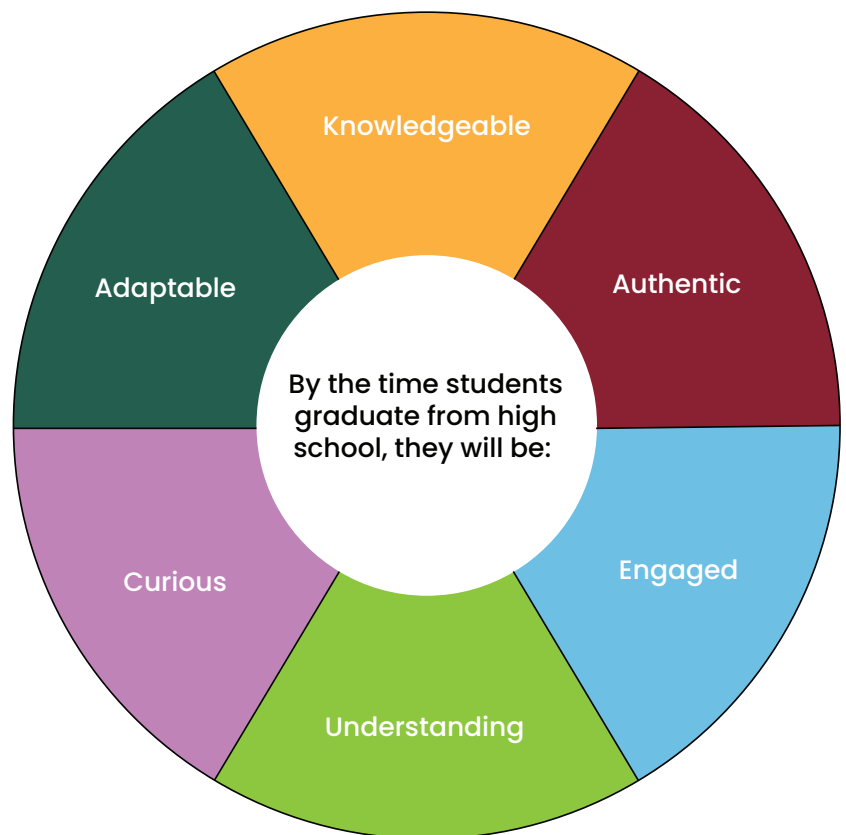
Students will model empathy, open-mindedness, and skill in effectively communicating and building relationships with a wide variety of people.

CURIOUS

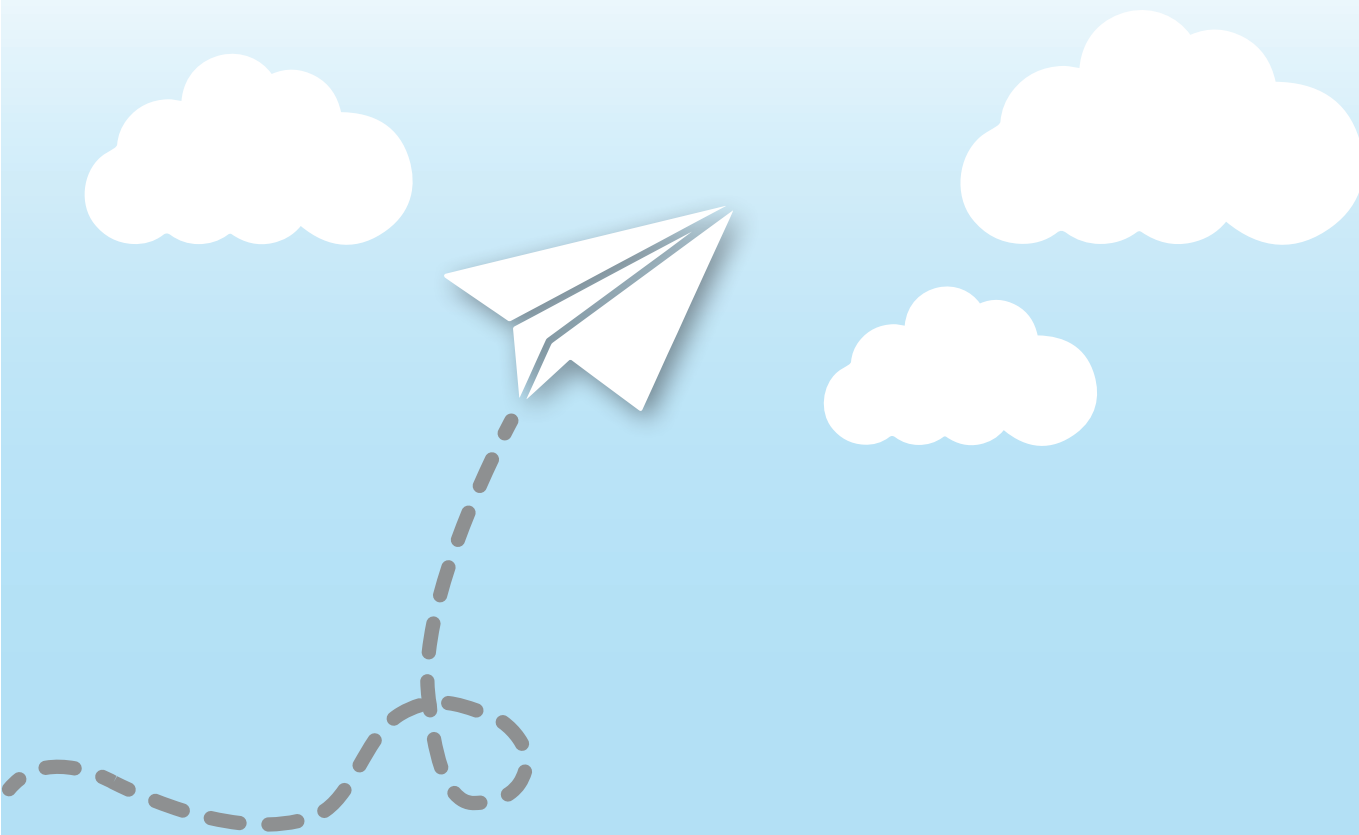
Students will be lifelong learners who embrace knowledge, think critically, challenge assumptions, and seek opportunities for growth and improvement.

ADAPTABLE

Students will persist through changes and seek solutions to challenges without losing sight of themselves, their commitment to others, or their long-term goals.







ANKENY COMMUNITY SCHOOL DISTRICT

Ankeny Community School District does not discriminate based on race, color, creed, religion, national origin, sex, gender identity, age, disability, marital status, sexual orientation, physical attributes, physical or mental ability or disability, ancestry, political party preference, military affiliation, socioeconomic status, or familial status. Inquiries or grievances may be directed to Kenneth Morris, Jr., Director of Equity, 306 SW School Street, P.O. Box 189, Ankeny, Iowa, 50021-0189, (515) 965-9600, kenneth.morris@ankenyschools.org; or the Iowa Civil Rights Commission, Grimes State Office Building, 400 E. 14th Street, Des Moines, Iowa, 50319-0201, (515) 281-4121; or the U.S. Department of Education, Office for Civil Rights, John C. Kluczynski Federal Building, 230 S. Dearborn Street, 37th Floor, Chicago, IL 60604, (312) 730-1560, OCR.Chicago@ed.gov.