

The Wayland Public Schools and thoughts on the Long Range Strategic Planning Initiative

June 2009



Objectives



Articulate a Wayland Public Schools Long Range Strategic Plan in the context of district mission and values

- Drive internal decision-making
- Frame dialogue with community

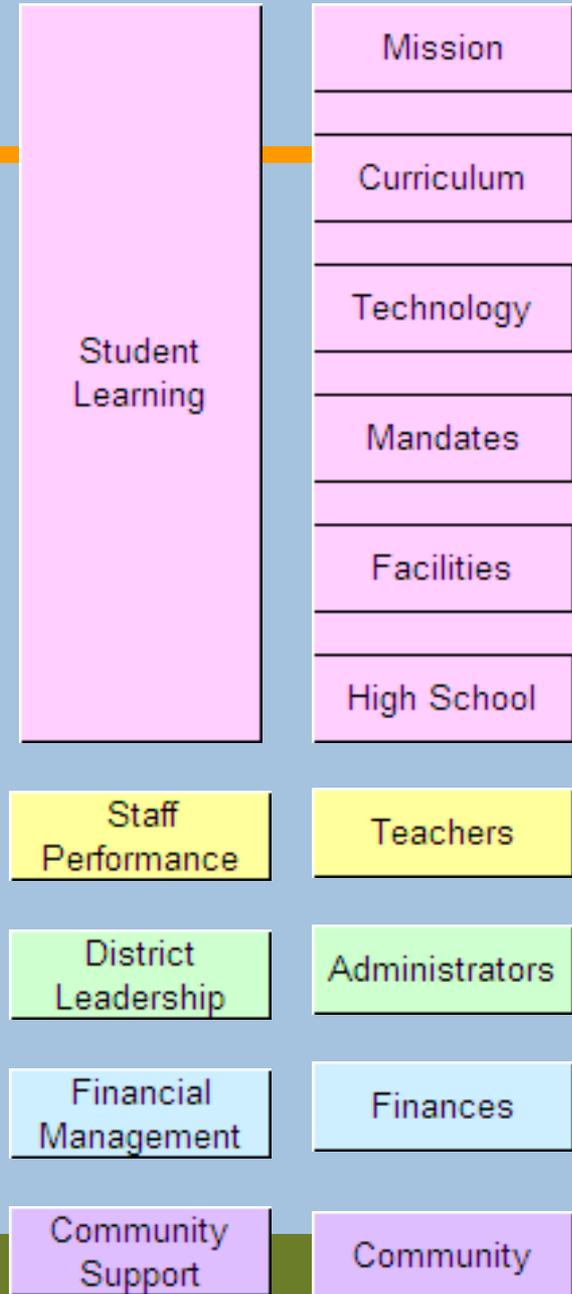
Timeline



- **Winter 2005:** core values development
- **Spring 2006:** initial planning conversations
- **June 2006:** discussion at annual retreat
- **Summer/fall 2006:** outside advisor support
- **Winter/spring 2007:** targeted working groups
- **Fall 2007:** values/planning integration
- **June 2008:** advisory group and next steps

Evolution of the LRSP

Strategic Questions	Focus Areas	Domains	Sub-Domains	Goals: bold = leading candidate for initial pursuit; *** = selected 8/28	
How should our education mission and specific practices evolve? What strategic measurement approach best supports our mission?	Mission	Student Learning	Mission	Determine the districts mission, goals, and priorities *** Develop measures to determine mission success	
How should our curriculum evolve to achieve our mission? What are our renewal plans across curriculum areas?	Curriculum		Curriculum	Evolve curriculum scope consistent with mission Establish evergreen curriculum review process Improve specific curriculum areas Review/modify Kindergarten program, including consideration of full day Improve senior year options Consider altered school start times Consider longer school day Add foreign language at the elementary school level (FLES) Reconfigure MS/HS foreign languages Consider conversion from classical to comprehensive HS Implement project based learning Focus on reasoning, critical thinking, problem solving Focus on communication/interpersonal skills Develop basis for lifelong learning Build creativity into curriculum Improve social skills and support: social competencies, respect, team work, etc. Encourage societal learning: manage change/uncertainty/success/failure, etc.	
How will we use technology to best enable teaching and learning? How will we fund our technology needs?	Technology		Assessment	Establish effective assessments to guide instruction	
How will mandated requirements change and be fulfilled? How do we best integrate mandated requirements and other needs?	Mandates		Extracurriculars	Establish appropriate balance of athletics, arts, and other activities Make all-day activities available	
What are our facility needs, capital and improvement strategies? How many elementary schools should we plan for?	Facilities		Student Services	Maintain safe/clean school environment Review/change class size guidelines Review METCO program Reduce risky student behaviors Integrate mandated requirements into all areas Prepare for expected changes in mandates Improve differentiated instruction Establish gifted and talented program	
What is the facility solution for our long term needs and abilities? How will students and teachers thrive in the existing facility?	High School		Supplies	Provide for adequate supplies	
			Technology	Develop plan to enable best learning and teaching	
			Facilities	Maintain up to date facilities and facility plans Align facility needs to enrollment forecasts	
			High School	Establish design for and approval of HS facility Renew approaches to continue student and faculty success	
			Results	Improve student performance Meet AYP Close the achievement gap	
What agreement jointly benefits teachers, students, and the town? What approaches best advance our teachers over the long term?	Teachers		Staff Performance	Hiring	Recruit diversified, well-qualified staff
				Professional Development	Provide professional development training and professional advancement for all staff Encourage staff to pursue higher education
				Mentoring	Encourage mentoring and leadership development among faculty and administration Create opportunities for staff collaboration
				Evaluation	Develop process for evaluating teachers and administrators
				Retention	Negotiate contract that jointly benefits teachers, students, and the community Establish effective parent communication system Retain top-quality teaching and administrative staff
What is our integrated plan to fill multiple vacancies? How do we best stabilize and maintain continuity through turnover?	Administrators	District Leadership	Leadership Planning	Maintain continuity during turnover Establish and institute annual long range strategic planning process Add long range planning sections to existing reports Further develop crisis management plan	
			Evaluation	Develop process for evaluating administrators	
			Communication	Evaluate/revise web site operations	
			Governance	Improve process for School Committee to set and evaluate policies Improve process for School Committee to guide and evaluate superintendent Improve process for School Committee to evaluate and approve budgets Implement communication plan	
How will we finance our educational needs? What changes can we make to improve our efficiencies?	Finances	Financial Management	Financial Management	Lobby for federal aid Lobby for state aid Lobby for local aid: operating and capital Develop supplemental funding sources *** Identify education-neutral cost savings	
			Business Processes	Build, improve, and codify business processes in CO and schools to improve efficiency	
How do we enhance community support for our educational goals? How do we address societal changes in our schools?	Community	Community Support	Engagement	Enhance community support *** Address societal change Create community space for technology, library, arts, adult learning Bring community together: town focal point, create pride, distinguish Wayland Create community service program	



Wayland Public School District Strategic Roadmap (JD2)

Mission Statement	<p>Personal and civic responsibility, love of learning, and empathy for others: these are the qualities that the Wayland Public Schools seek to instill in its students. At its core, our mission is to provide a rigorous and stimulating academic environment that promotes the acquisition of knowledge and skills. Yet we deem it equally important to nurture self-confident, collaborative, and conscientious individuals. We strive to create a climate where risk-taking is safeguarded, open expression is encouraged, and free association is protected. Our goal is to advance our students' growth into principled, informed, and capable citizens who will help guide a democracy that follows humanitarian principles in the global forum, and shape a just society where individuals may reach their full potential.</p>				
Core Values	Teaching and Learning	Collegiality		Respect for Differences	Community
Focal Areas (Levers)	<p>Student Learning</p> <ul style="list-style-type: none"> Complete local assessment tool set Close achievement gaps Strengthen wellness and community programs 	<p>Staff Performance</p> <ul style="list-style-type: none"> Upgrade professional development system Advance curriculum and curriculum management Build staff performance assessment tools 	<p>District Leadership</p> <ul style="list-style-type: none"> Replace or refurbish High School facility Institute strategic planning and measurement process Pursue best practices 	<p>Financial Management</p> <ul style="list-style-type: none"> Develop alternative funding streams Establish financial resource targets 	<p>Community Support</p> <ul style="list-style-type: none"> Broaden and deepen community connections
Key Strategies	<ul style="list-style-type: none"> Curriculum mastery Post graduate preparation Achievement equity Contribution to community Heart, mind, soul wellness Co-curricular engagement School environment 	<ul style="list-style-type: none"> School system attractiveness Curriculum greatness Instruction and service delivery quality Professional development and status Staff environment 	<ul style="list-style-type: none"> Goal and strategy effectiveness Technology enablement Facility adequacy Best practices and policies Administrative performance 	<ul style="list-style-type: none"> Resource management Budget approval and performance Alternative funding raised 	<ul style="list-style-type: none"> Involvement Communication Satisfaction
2007/08/09 Initiatives	<ul style="list-style-type: none"> Establish K-5 rubrics Xxxx xxxx 	<ul style="list-style-type: none"> Improve MS science and technology curriculum Xxxx xxxx 	<ul style="list-style-type: none"> Complete HS redesign Xxxx xxxx 	<ul style="list-style-type: none"> Hire development officer Xxxx xxxx 	<ul style="list-style-type: none"> Create community space for technology, library, arts and adult learning Xxxx xxxx
Success Measures	<ul style="list-style-type: none"> CM Measure 1 ... PGP Measure 1 ... 	<ul style="list-style-type: none"> CM Measure 1 ... PGP Measure 1 ... 	<ul style="list-style-type: none"> CM Measure 1 ... PGP Measure 1 ... 	<ul style="list-style-type: none"> CM Measure 1 ... PGP Measure 1 ... 	<ul style="list-style-type: none"> CM Measure 1 ... PGP Measure 1 ...

ILLUSTRATIVE ONLY

 WSC/AC

 AC

 Strat Plan GT

 Measures GT

The LRSP today

What is a Long Range Strategic Plan?

- Many definitions—here's one ...

The LRSP goal is continual improvement of educational outcomes

Mission Statement

Core Values

Implementation and measurement of specific initiatives

Reporting

Desired educational outcomes

We desire one primary educational outcome: to help students maximize their growth potential as they find the best possible fit with whatever next steps they take in life.

To date, there is no adequate measure that lets us know if we are succeeding; the best that we can do is craft together evidence-based practices and examine various outcomes measures.

Mission Statement

Personal and civic responsibility, love of learning, and empathy for others: these are the qualities that the Wayland Public Schools seek to instill in its students. At its core, our mission is to provide a rigorous and stimulating academic environment that promotes the acquisition of knowledge and skills. Yet we deem it equally important to nurture self-confident, collaborative, and conscientious individuals. We strive to create a climate where risk-taking is safeguarded, open expression is encouraged, and free association is protected. Our goal is to advance our students' growth into principled, informed, and capable citizens who will help guide a democracy that follows humanitarian principles in the global forum, and shape a just society where individuals may reach their full potential.

Strategic Goal Areas

1. Curriculum, instruction and assessment that maximize each student's learning and achievement

- Establish benchmarks for student learning that meet and exceed state and federal standards
- Provide curriculum that builds critical thinking, problem solving, communication skills and social competencies across all disciplines
- Employ instructional strategies that respect human diversity and build upon existing student skills, knowledge, and learning style
- Measure curriculum mastery in through multiple forms of assessment that help teachers to adjust instruction
- Use time effectively to support student learning
- Organize schools to enable individual academic and social/emotional support (class size, teacher load, small group instruction, clusters, guidance)
- Provide extra-curricular programs that encourage diverse interests, offer academic support and nurture a sense of community responsibility
- Conduct ongoing programmatic evaluation of practice against student progress and educational standards

Strategic Goal Areas

2. A diverse knowledgeable and skilled community of educators and leaders

- Hire, develop and retain highly capable educators who share the district's values and have the skills to implement a shared vision
- Create a culture supported by schedules and structures that provide leadership opportunities and foster professional collaboration and reflection
- Provide a coordinated professional development program that supports the district's priorities
- Structure compensation and work environment to attract and retain excellence

Strategic Goal Areas

3. Family and community partnerships to support the learning and growth of every student

- Encourage two-way communication between educators and families around common goals for learning
- Create community partnerships that enrich and extend learning opportunities both in the classroom and outside it
- Encourage the vision of schools that serve as a community resource
- Develop broad based community support to ensure financial needs are met

Strategic Goal Areas

4. Strategic management of operations, resources, and facilities to enable and empower the educational community

- A regularly updated 5-year strategic plan
- A high school facility that supports academic excellence and technological requires for teachers and students in the 21st century
- Well- maintained facilities to support current educational practices
- Instructional technology that supports student and teacher learning
- Information Technology that facilitates effective communication and decision-making
- Efficient financial management and business processes
- Efficient, safe transportation
- Food Services that provide healthy options for diverse family needs

Core Values

1. Teaching and Learning

The WPS believes that the teaching and learning of all children are the fundamental goals of its educators; believes in the full potential of all children; and believes that one's abilities are not predicated on differences in race, ethnicity, culture, language, socio-economics, gender, sexual orientation, learning style and physical and mental capacity. The WPS will work to:

- Provide instruction that promotes mastery and leads to lifelong inquiry
- Create a learning environment in which all students are appropriately supported and challenged
- Provide opportunities for educators to reflect and actively participate in the advancement of their craft
- Narrow the gap in performance among various racial groups as well as the performance between students with special needs and those without
- Offer and actively promote opportunities inside and outside the school day that allow every student to explore interests, refine skills, and receive the academic support he/she needs

2. Collegiality

3. Respect for Differences

4. Community

Core Values

1. Teaching and Learning

2. Collegiality

WPS will establish, maintain, and nurture a culture in which collegial relationships, risk-taking, and mutual support are encouraged. The WPS will work to:

- Support collaboration, planning and professional conversations about teaching and learning
- Provide opportunities for educators to participate in professional opportunities to improve instructional practices and expand pedagogical skills
- Offer opportunities for educators to share expertise through various leadership roles (teacher mentors, curriculum leaders, lab classroom teachers, professional developers, etc.)
- Sustain a culture that empowers educators to make decisions on instruction

3. Respect for Differences

4. Community

Core Values

1. Teaching and Learning
2. Collegiality

3. Respect for Differences

Wayland Public Schools values the full range of human differences. The WPS will work to:

- Incorporate into our practices respect for differences in race, ethnicity, culture, language, socio-economics, gender, sexual orientation, learning styles and physical and mental capacity, as well as the fundamental similarities of the human family
- Institute practices and supports that recognize and address the ways in which the above differences can influence learning
- Invest in training and staff development opportunities that help educators understand and accommodate the different ways in which children learn
- Continually examine our understanding of different ways students of diverse backgrounds receive and understand instruction in order to maintain and achieve high expectations for all

4. Community

Core Values

1. Teaching and Learning
2. Collegiality
3. Respect for Differences

4. Community

WPS recognizes the importance of the individual's place in and responsibility to the community, including his/her place as a member of a family, classroom, school, town and the world; and that communication fosters strong community. The WPS will work to:

- Model a positive environment for all people regardless of age, sexual orientation, race, gender, culture or religious beliefs
- Demonstrate that concern for the well-being of others is part of one's civic obligation
- Create a safe physical and emotional environment for our students, staff, families, and residents
- Engender in the individual a sense of responsibility to family, school, community, and the world at large, including the environment
- Provide effective internal and external communications for receiving and disseminating timely information to the school community
- Maintain and enhance local political and financial support for high quality public education

Mission Statement

Personal and civic responsibility ...

and resulting strategic goal areas

1. Curriculum, instruction, and assessment ...

2. ... community of educators and leaders

3. Family and community partnerships ...

4. Strategic management of resources ...

Core Values

1. Teaching and Learning
2. Collegiality
3. Respect for Differences
4. Community

and resulting behaviors

Initiatives and Measures

1.

2.

3.

4.

5.

7.

...

6.

Public Reports

1. Overall
2. Enrollment
3. Curriculum
4. Staffing
5. ...

Initiatives and reporting

Continuing

- Curriculum
- Professional development
- Communication
- Operations

Targeted

- Closing the achievement gap
- Technology Task Force
- Health and wellness
- Greening buildings
- Chinese

Reporting: www.wayland.k12.ma.us/district/district_info/departments/personnel/FastFacts.htm

Summary: Long Range Strategic Plan

Desired educational outcomes

Mission Statement

Core
Values

Implementation and
measurement
of specific initiatives

Reporting

