

# Measures of Achievement against Wayland Public Schools' Mission

Measures Relative to Mission Goal Team

Revised August 27, 2007

(originally presented to the WSC June 18, 2007)

# Essential Questions

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- What has the goal team been doing?
- Why measure achievement against mission?
- What do we recommend be measured?
- What kind of effort will it take?
- How will this benefit us?
- How might this move forward?

# Work of the Measures Goal Team

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- Introduction/background of team members
- Review of charge to this goal team
- Relationship of measures to other LRSP Goal Teams and Values/Mission work
- Summary of work done to date

# Linking Measures to Mission, Values and Strategies

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	<p>Teaching and Learning – Collegiality – Respect for Differences – Community</p>			
Strategic Goal Areas	<p>Curriculum, instruction and assessment that maximizes each student's learning and achievement</p>	<p>A diverse knowledge and skilled community of educators and leaders</p>	<p>Family and community partnerships to support the learning and growth of every student</p>	<p>Strategic management of operations, resources, and facilities to enable and empower the educational community</p>
Strategic Objectives	<ul style="list-style-type: none"> <li>Establish <b>benchmarks</b> for student learning that meet and exceed state and federal standards</li> <li>Provide <b>curriculum</b> that builds critical thinking, problem solving, communication skills and social competencies across all disciplines.</li> <li>Employ <b>instructional strategies</b> that respect human diversity and build upon existing student skills, knowledge, and learning style.</li> <li>more...</li> </ul>	<ul style="list-style-type: none"> <li>Hire, develop and retain highly capable educators who share the district's values and have the skills to implement a shared vision</li> <li>Create a culture supported by schedules and structures that provide leadership opportunities and foster professional collaboration and reflection</li> <li>Provide a coordinated professional development program that supports the district's priorities</li> <li>more...</li> </ul>	<ul style="list-style-type: none"> <li>Encourage two-way communication between educators and families around common goals for learning</li> <li>Create community partnerships that enrich and extend learning opportunities both in the classroom and outside it</li> <li>Encourage the vision of schools that serve as a community resource</li> <li>Develop broad based community support to ensure financial needs are met</li> </ul>	<p>A regularly updated 5-year strategic plan</p> <p>A high school facility that supports academic excellence and technological requires for teachers and students in the 21st century</p> <p>Well-maintained facilities to support current educational practices</p> <p>Instructional technology that supports student and teacher learning</p> <p>more...</p>
Strategy, Initiatives, Action Plans	<ul style="list-style-type: none"> <li>Establish K-5 rubrics</li> <li>xxxx</li> <li>xxxx</li> </ul>	<ul style="list-style-type: none"> <li>Improve MS science and technology curriculum</li> <li>xxxx</li> </ul>	<ul style="list-style-type: none"> <li>Complete HS redesign</li> <li>xxxx</li> <li>xxxx</li> </ul>	<ul style="list-style-type: none"> <li>Hire development officer</li> <li>xxxx</li> <li>xxxx</li> </ul>
Success Measures	<ul style="list-style-type: none"> <li>Measure 1</li> <li>Measure 2</li> <li>Measure 3</li> <li>...</li> </ul>	<ul style="list-style-type: none"> <li>Measure 1</li> <li>Measure 2</li> <li>Measure 3</li> <li>...</li> </ul>	<ul style="list-style-type: none"> <li>Measure 1</li> <li>Measure 2</li> <li>Measure 3</li> <li>...</li> </ul>	<ul style="list-style-type: none"> <li>Measure 1</li> <li>Measure 2</li> <li>Measure 3</li> <li>...</li> </ul>

*ILLUSTRATIVE ONLY*

 WSC/AC

 TBD

 Strat Plan GT

 Measures GT

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# Defining greatness in social organizations

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- Superior Performance
  - Produce the highest levels of results and efficiencies in delivering on its social mission
- Distinctive Impact
  - Make such a contribution that it would leave a hole not easily filled should it disappear or be diminished
- Lasting Results
  - Deliver exceptional results over time beyond individual leaders, ideas, approaches, or funding sources

*“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point. The moment you think of yourself as great, your slide toward mediocrity will have already begun.”*

# Why measure performance against mission?

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## Characterize our success and opportunities

- Chart progress in dynamically building and sustaining a great school system
- Assess success and opportunities for improvement against our specific vision, mission and values

## Integrate existing assessment and new efforts

- Consolidate existing and other useful measures into an integrated and systematic management tool
- Determine the effectiveness of new initiatives and expenditures in the context of our existing programs and operations

## Compare and communicate our performance

- Compare the quality and effectiveness of WPS against comparable districts
- Present a regular report of progress to our constituents

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# Criteria for selecting measures

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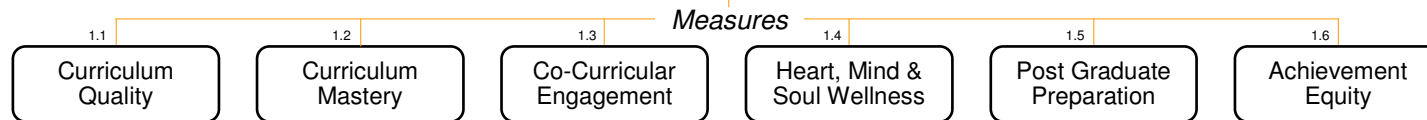
- Provide input in decision making, job execution, e.g.
  - Invest more resources on K-6 reading
  - Enable more time for professional development
- Identify challenge or opportunity requiring action, e.g.
  - A significant achievement gap exists
  - Existing approach falling behind best practice
- Important to informing school district stakeholders, e.g.
  - Spending per student comparable with peer group
  - Teacher satisfaction improving

*Selected measures thought to be central to the way district carries out it's mission, people carry out their jobs, or constituents evaluate their schools*

# What do we recommend be measured?

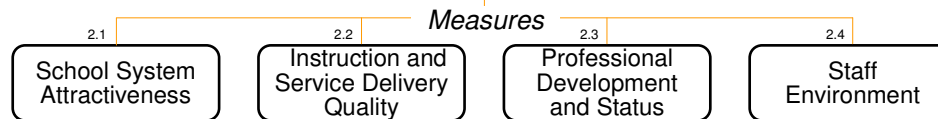
## Strategic Goal Area 1

Curriculum, instruction and assessment that maximizes each student's learning and achievement



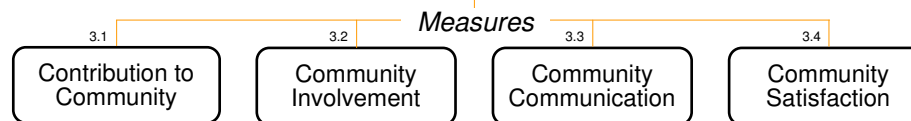
## Strategic Goal Area 2

A diverse knowledge and skilled community of educators and leaders



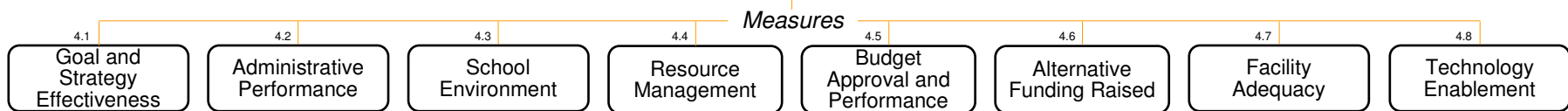
## Strategic Goal Area 3

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



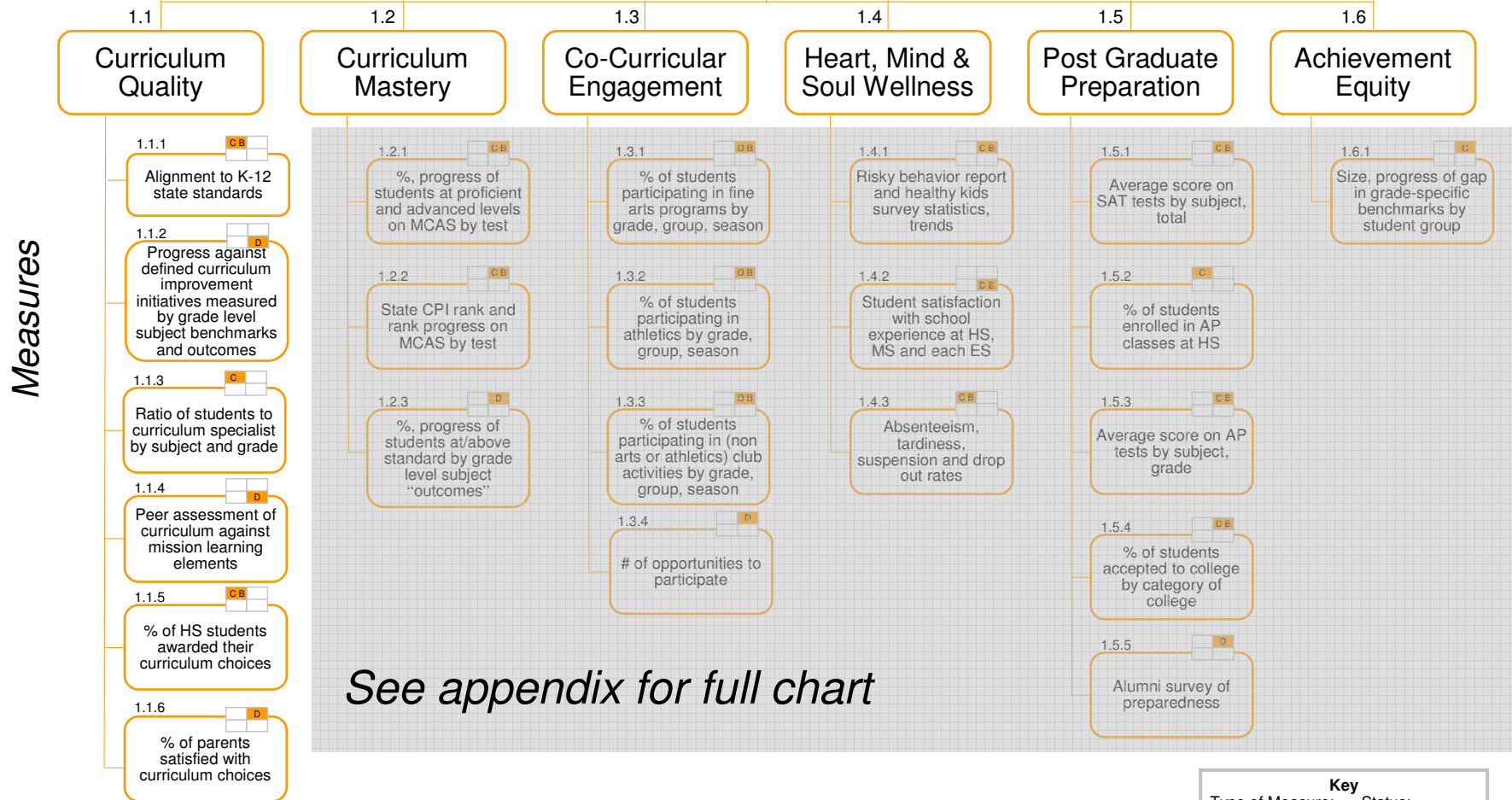
## Strategic Goal Area 4

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



# Strategic Goal Area 1

## Curriculum, instruction and assessment that maximizes each student's learning and achievement



See appendix for full chart

**Key**

Type of Measure: Quant (orange box), Qual (white box)

Status: C (orange box) - Currently measured, D (white box) - Development required

Benchmarks: B (orange box) - Benchmarks available

Input/Output: Input (white box), Output (orange box)

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# What kind of effort will it take?

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- Many recommended measures already tracked by district
- Approach would roll up or integrate measures appearing in stand-alone reports, e.g. MCAS analysis, EOY report
- Only measures that meet high value criteria – central to the way district carries out its mission, people carry out their jobs, leaders identify and act on key challenges, and constituents evaluate their schools – should be tracked or further developed
- Some new measurement tools and reporting mechanisms will need to be developed over time, e.g. comprehensive teacher and parent surveys

## What kind of effort will it take? (continued)

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- Approaches taken by peer and benchmark districts to put measurement system in place and develop specific measures can be evaluated and used to inform Wayland's approach to efficient and effective measurement
- Organizing existing measures into an ongoing decision management and reporting structure and developing new measures will require additional effort until structure and new measures are established
  - Continuation of a cross-constituent working group needed to most effectively use time contributed by educators
- Again, many recommended measures already tracked by district

# How will this benefit us?

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- Consolidates and makes more visible a proactive, comprehensive system to improve and communicate decision making, performance and progress within the school district and between the district and its constituencies
  - Improves already strong student outcomes, teacher instruction, administrator and school committee management
  - Improves district operations by making more visible the setting of clear goals, measuring progress of key initiatives, and providing actionable feedback
  - Improves community support through stronger two-way communication on an ongoing basis and especially as we near important votes on the High School facility and potential budget overrides
  - Demonstrates unity – that all constituents are working together to achieve our district mission

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# How might this move forward?

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- Goal Team completes review of remaining straw model measures and recommends them to WSC and AC – Summer '07 (Completed)
- WSC and AC subgroup agrees on which of the Goal Team recommended measures to capture and report on – Fall '07
- Consolidate and report on agreed measures currently captured from '06/'07 school year and with at least 2-3 year measure history – Fall '07
- Set working group in motion to develop definitions and mechanisms for agreed measures not currently captured – School Year '07/'08
- Link agreed measures to mission, values, focal areas and initiatives from other Goal Teams and ongoing WPS programs – School Year - '07/'08
- Capture and report out on agreed measures that have been previously captured or recently developed – Summer/Fall '08
- Set 1 and 5 year targets for measures – Spring '09

# A Superintendent's reflection...

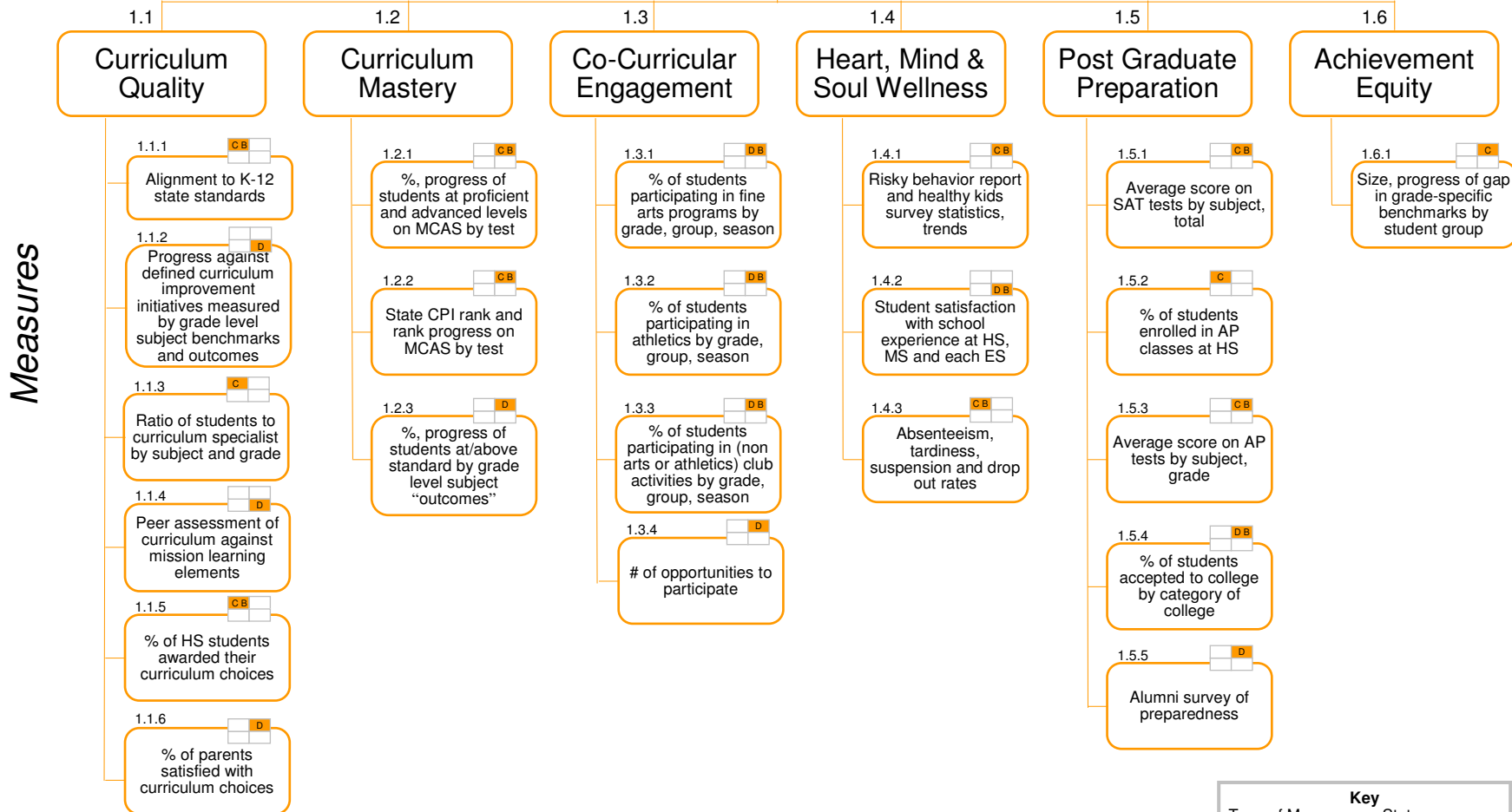
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*“What began as a communication instrument has become an important evaluation and planning tool. Preparing the data each year provides us with an opportunity to reflect on a set of measures, look at patterns, and determine what this information tells us about what we truly value in education. This analysis is extremely important in identifying challenges and helping us to chart a direction for the future.”*

# Appendix: Recommended Measures

# Strategic Goal Area 1

## Curriculum, instruction and assessment that maximizes each student's learning and achievement



**Key**

Type of Measure: Quant Qual

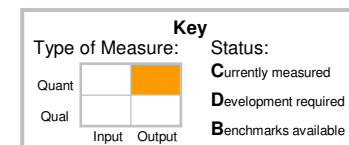
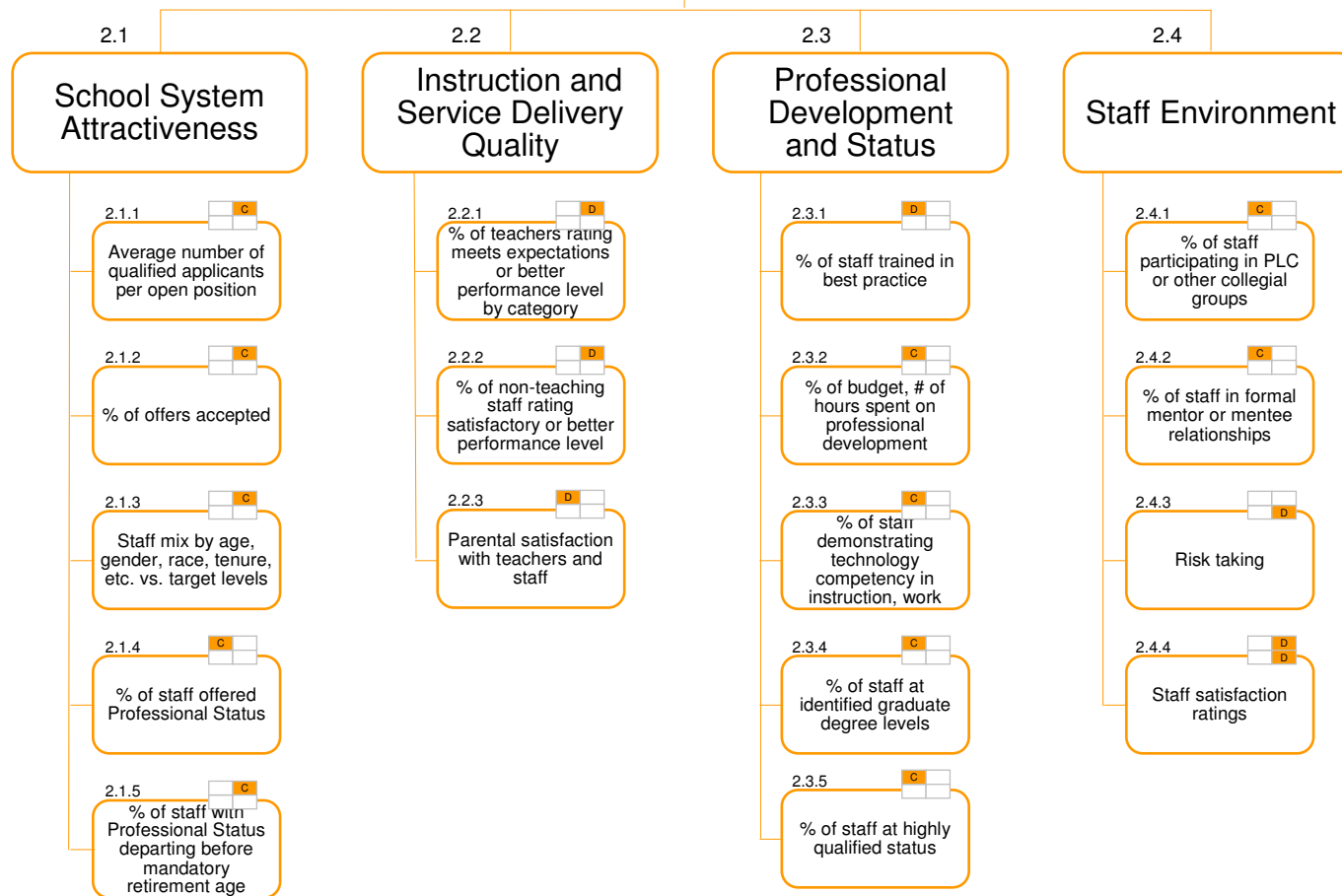
Status: Currently measured, Development required, Benchmarks available

Input Output

## Strategic Goal Area 2

# A diverse knowledge and skilled community of educators and leaders

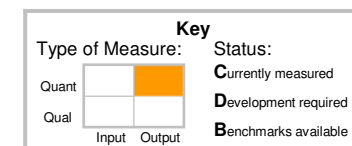
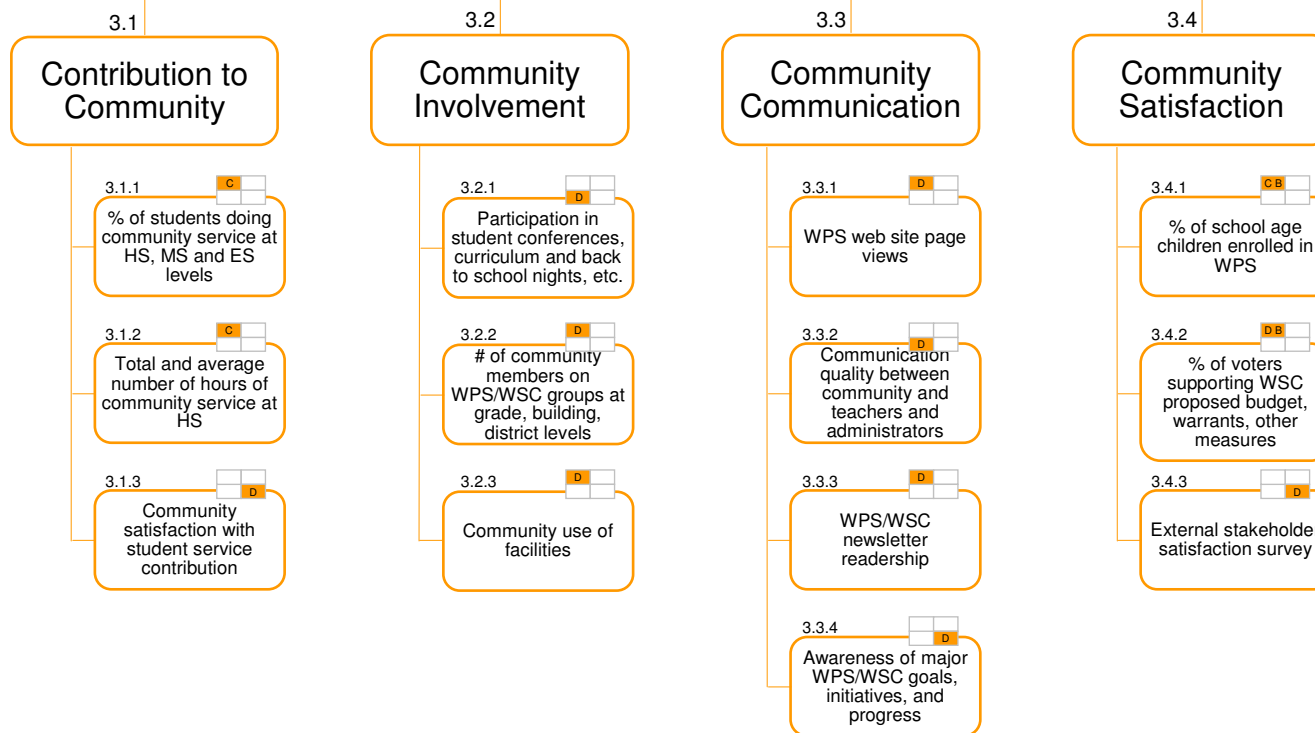
Measures



## Strategic Goal Area 3

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

Measures



## Strategic Goal Area 4

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

