Long Range Strategic Planning for the Wayland Public Schools

Update

October 16, 2006

GROWTH
ADVISORS

Contents

- Executive summary and process review

- Strategic planning at public school districts

- WPS mission, goals and priorities

GROWTH
ADVISORS

Executive Summary - 1

- Heightened financial pressures and increased educational and community demands drive the Wayland School Committee's (WSC) desire to see a long term strategic plan (LRSP) developed for the Wayland schools.

- School leaders and community members want a plan and planning process that describes the district's mission and spending priorities, how it will advance its educational and operational performance, how it will increase support for its goals and decisions, and how it will make measurable progress against identified challenges and opportunities.

- Since the last LRSP discussion at the WSC (9/5/06), efforts have focused principally on the first of three strategic questions Wayland School Committee members selected at that meeting to begin the process with (page 4), specifically

  - *What should the district's mission, goals and priorities be going forward?*

- Interviews on this question have been conducted with school district leadership and meetings have been held with a range of community stakeholders. (page 5)

- Initial benchmarking has been conducted against suburban Boston districts, "BluePrint" districts around the country the Superintendent shares learning with, and others that have taken notable approaches to strategic questions similar to those in Wayland. (page 6)

GROWTH
A D V I S O R S

Executive Summary - 2

- Most suburban Boston and BluePrint districts do planning, and do it for many of the same reasons Wayland has entered into it and around many of the same areas that have been defined for planning in the Wayland district. (pages 13-33)

- Drawing from the experience of other districts (pages 34-38), the perspectives of school leaders and community members, and the input of strategy advisors, a revised planning process for Wayland's district has been developed and will be reviewed. (pages 7-12)

- From interviews with school leaders and meetings with community stakeholders, groups of student and teacher needs now and in the future have been identified to feed into the development of Wayland's district mission, goals and priorities going forward. (pgs 39-46)

- From these same sources of input, outlines of the *role of the schools in the community* and the *role of the community in the schools* have also been defined for the purpose of helping to define Wayland's district mission, goals and priorities and to determine how to enhance support for Wayland district goals. (page 47-48)

- Explicit and implicit elements of the district's mission, district wide goals that support achievement of that mission, measures of progress and success against those goals, and values underlying the mission have also been identified to help in the development of answers to the first strategic question. (pages 49-54)
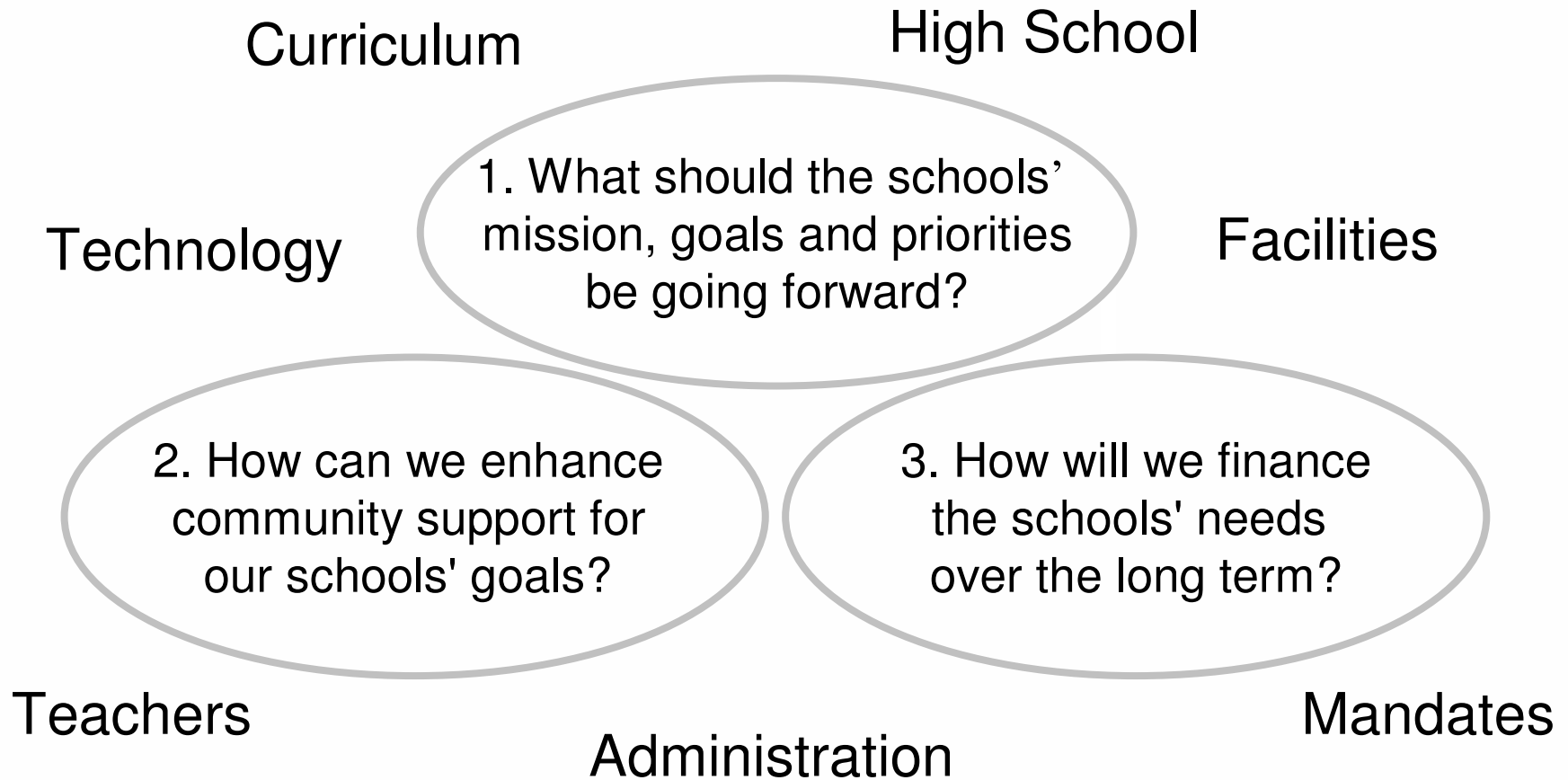
GROWTH
ADVISORS

Primary Research Sources and Questions

Staff

- School Committee (2)
- Superintendent (1)
- Administrative Council (12)
- WMS teachers (10-tbd)

1. *Needs of students, teachers?*
2. *Role of schools, community?*
3. *District mission elements?*
4. *District wide goals?*
5. *Progress/success measures?*
6. *Value of mission, linkage to goals and measures?*
7. *Districts to benchmark?*
8. *Focus, good outcomes?*

Students

- WHS Student Council (10-tbd)

1. *Needs of students, teachers?*
2. *Role of schools, community?*
5. *Progress/success measures?*

Community

- Loker PTO (15)
- WPS Foundation (35)
- WMS PTO (25)
- METCO board (8-tbd)
- COA group (15-tbd)

1. *Needs of students, teachers?*
2. *Role of schools, community?*

- SOS (5)
- RSVP (1)
- WVN (3)
- Wayland eNews (1)
- BoS (1)
- FinCom (2)

8. *Focus, good outcomes?*

GROWTH ADVISORS

Secondary Research Sources and Focus

- Project BluePrint school districts (6)
- Suburban Boston comparable school districts (14)
- Admired school districts
- Educational, research and accreditation organizations
- Grant reports, published articles

1. Strategic planning who, why, what, how of strategic planning
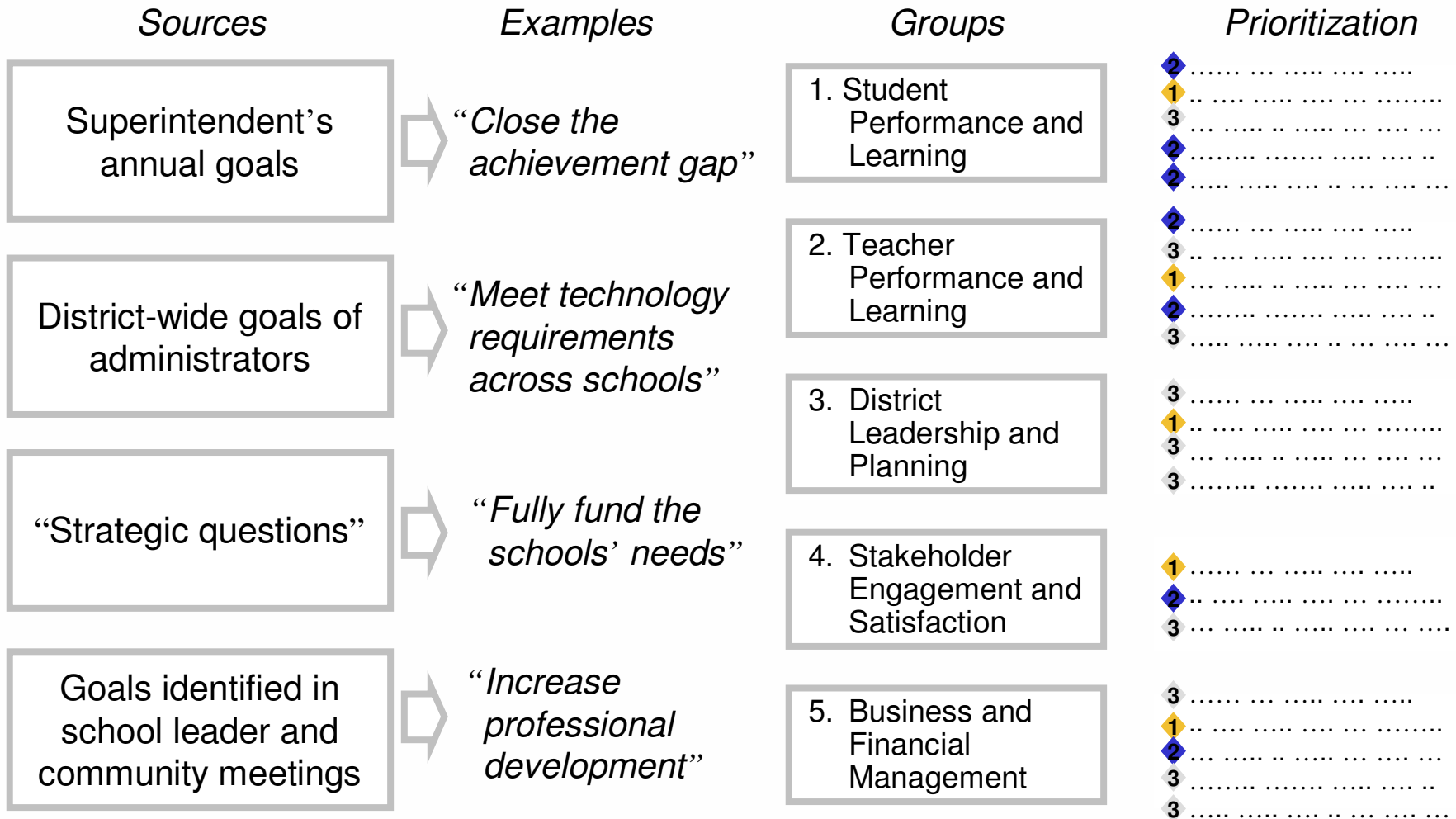*2. Solutions to similar Strategic Questions*

GROWTH
A D V I S O R S

Strategic Planning Process Overview

- Test goal strategies

- Modify strategies

- Roll-out strategies

- Measure progress

Jan-June   *July-Aug*

- Report performance

- Define/revise goals

- Prioritize goals

- Mission, vision refresh

Sept-Dec

- Assign goal responsibilities

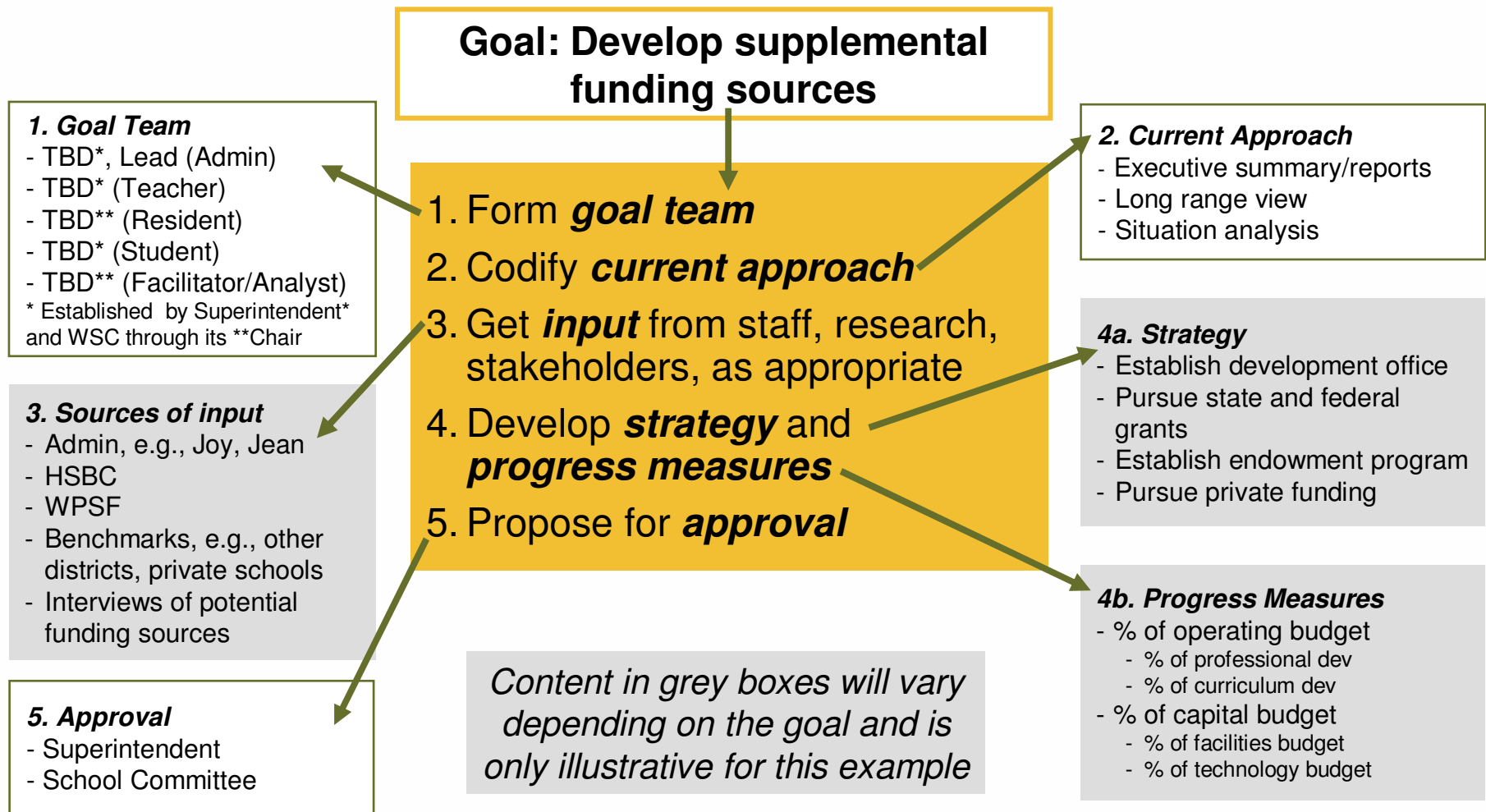- Develop goal strategies

- Approve strategies

This portrays the annual planning process. Since this process is being developed at the beginning of the 2006/07 school year, some planning activities and dates will lag behind those shown here or may be incomplete.
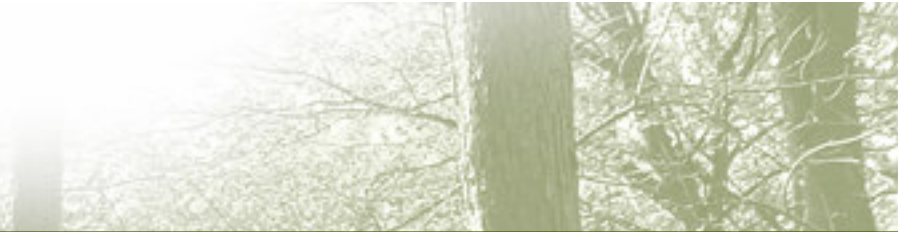
GROWTH
ADVISORS

Defining and Prioritizing District-Wide Goals

Sources	*Examples*	*Groups*	*Prioritization*
Superintendent's annual goals	*"Close the achievement gap"*	1. Student Performance and Learning	
District-wide goals of administrators	*"Meet technology requirements across schools"*	2. Teacher Performance and Learning	
"Strategic questions"	*"Fully fund the schools' needs"*	3. District Leadership and Planning	
Goals identified in school leader and community meetings	*"Increase professional development"*	4. Stakeholder Engagement and Satisfaction	
		5. Business and Financial Management	

GROWTH
A D V I S O R S

Goal Strategy Development

Goal: Develop supplemental funding sources

1. Goal Team
- TBD*, Lead (Admin)
- TBD* (Teacher)
- TBD** (Resident)
- TBD* (Student)
- TBD** (Facilitator/Analyst)
* Established by Superintendent*
and WSC through its **Chair

3. Sources of input
- Admin, e.g., Joy, Jean
- HSBC
- WPSF
- Benchmarks, e.g., other districts, private schools
- Interviews of potential funding sources

5. Approval
- Superintendent
- School Committee

1. Form **goal team**
2. Codify **current approach**
3. Get **input** from staff, research, stakeholders, as appropriate
4. Develop **strategy** and **progress measures**
5. Propose for **approval**

Content in grey boxes will vary depending on the goal and is only illustrative for this example

2. Current Approach
- Executive summary/reports
- Long range view
- Situation analysis

4a. Strategy
- Establish development office
- Pursue state and federal grants
- Establish endowment program
- Pursue private funding

4b. Progress Measures
- % of operating budget
  - % of professional dev
  - % of curriculum dev
- % of capital budget
  - % of facilities budget
  - % of technology budget

GROWTH
A D V I S O R S

Strategic Plan Framework

Mission: xxxxx	Values: xxxxxx	Vision: xxxxx

Groups	Goals	Strategies	Measures	Targets				Responsibility
				Baseline	Year 1	Year 3	Year 5	
5. Business and Financial Management			Illustrative only. Goal teams will fill out framework through their work					
5.1 Business Processes	5.1.1. xxxx xxxx							
5.2 Financial Management	5.2.1 Develop supplemental funding sources	• Establish development office • Pursue state and federal grants • Establish endowment program • Pursue private funding	% of Opex - % of prof dev - % of curric dev % of Capex - % of facilities - % of tech	xx% xx% xx% xx% xx% xx%	xx% xx% xx% xx% xx% xx%	xx% xx% xx% xx% xx% xx%	xx% xx% xx% xx% xx% xx%	Lead (Admin) TBD (Teacher) TBD (Resident) TBD (Student) TBD (Facilitator)
	5.2.2. xxxx							
5.3 Facilities	5.3.1 xxx							
	5.3.2 xxx							
	5.3.3 xxx							
5.4 xxx	5.4.1 xxx							

GROWTH ADVISORS

Principles

- Managed by School Committee and Superintendent

- Draws from administrator and teacher expertise

- Engages input of school and community stakeholders

- Advised and facilitated by an outside strategy consultant

- Benchmarked against other districts and expert research

- Conducted in deliberative yet timely fashion

GROWTH
A D V I S O R S

Proposed Schedule

Action	Date	Who
• Approve revised planning process	10/16	SC/Supt
• Establish teams for first 3 questions/goals	10/20	SC Chair/Supt
• Propose goal strategies for approval		
– Mission/Goals/Priorities	11/6	Goal Team
– Community Engagement	11/20	Goal Team
– Supplemental Funding	12/4	Goal Team
• Prioritize action and timing for additional goals	11/6	SC/Supt

GROWTH
A D V I S O R S

Contents

- Executive summary and process review

- Strategic planning at public school districts
  - Why do school districts develop strategic plans?
  - What do plans address and look like?
  - How is the planning done?

- WPS mission, goals and priorities

GROWTH
ADVISORS

Secondary Research Sources and Focus

- Project BluePrint school districts (6)

- Suburban Boston comparable school districts (14)

- Admired school districts

- Educational, research and accreditation organizations

- Grant reports, published articles

1. Strategic planning who, why, what, how of strategic planning
2. Solutions to similar Strategic Questions

GROWTH
A D V I S O R S

Higher expectations, more constraints and concerns

Belmont Public Schools, MA
http://www.belmont.k12.ma.us

GROWTH
ADVISORS

Budget constraints impacting world-class education

Clayton Public Schools, MO
http://www.clayton.k12.mo.us/Legacy.shtml

GROWTH
ADVISORS

Continuous improvement, beyond regular activities

Weston Public Schools, MA
http://www.westonschools.org/comm/sccomm/index.html

GROWTH
A D V I S O R S

Wayland schools operate in a changed environment

- **Heightened financial pressures**
  - Reduced state aid, increasing health care and other costs

- **Increased legislative demands**
  - Education reforms, mandated programs, system accountability

- **Contentious local issues**
  - Upgrade facilities, tax-spend choices, union negotiations

- **Demanding public**
  - More/better services at high levels of performance
  - More transparency and accountability

Source: Interviews with Wayland School Committee and Administrative Council members

GROWTH
A D V I S O R S

School leaders are motivated to plan

- ## Renew direction
  - Mission, priorities, spending decisions

- ## Advance performance
  - Educational and operational quality and effectiveness

- ## Increase support
  - Stakeholder input, buy-in and trust

Source: Interviews with Wayland School Committee and Administrative Council members

GROWTH
ADVISORS

District planning is supported by most administrators

Should we develop a district mission? Should we tie goals and measures to it?

Yes:

- "Everyone needs to understand where we are headed and what we are about."

- "People are driven by missions."

- "In times like these, when money is tight, it gives people an understanding of what you stand for."

- "We should hold ourselves accountable. If we expect to measure and see progress in the classroom, we should expect it across the system (district)."

- "I totally support linking these. If not things get shoved under the mat."

- "It sets the tone; it sends a message. And, why have goals if you don't measure them?""

No:

- "District values are more valuable than a mission; mission should come from values"

- "We are always in first year of five year plan"

- "Measures are a long standing problem in education. It's not easy to measure progress."

- "Hire the best, give them time and money and stay abreast of what they are doing"

Source: Interviews with Wayland Public School Administrative Council members

GROWTH
ADVISORS

Clear outcomes are desired by school leadership

From a strategic plan

1. Articulation of long term educational and financial needs, and establishment of priorities and spending plans

2. Plans to address major challenges and opportunities having long lasting effects on the schools and its stakeholders

3. Meaningful educational, operational and financial improvements

From a strategic planning process

4. The means to maintain continuity through periods of change

5. An ability to meet challenges and realize opportunities before they become urgent

6. Broad-based stakeholder engagement in and support for the Wayland Schools

Source: Interviews with Wayland School Committee and Administrative Council members

GROWTH
A D V I S O R S

Contents

- Executive summary and process review

- Strategic planning at public school districts

  – Why do school districts develop strategic plans?

  – What do plans address and look like?

  – How is planning done?

- WPS mission, goals and priorities

GROWTH
ADVISORS

District plans are typically comprehensive or focused

Comprehensive

- Mission

- Principles or Values

- Goals or Objectives

- Plans

- Measures

Focused

- Mission

- Strategic Questions

- Strategy/Action Plans

- Action Teams

- Accomplishments

Some plans are hybrids, others are incomplete

Source: Benchmark analysis

GROWTH
A D V I S O R S

Comprehensive – Mission, Values, Vision

Cape Elizabeth, ME
http://www.cape.k12.me.us/sup_pages/mission.html

GROWTH
ADVISORS

Comprehensive – Goals, Plans

Cape Elizabeth, ME
http://www.cape.k12.me.us/sGene.html

GROWTH
A D V I S O R S

Comprehensive – Performance Report

Needham Public Schools, MA

http://district.needham.k12.ma.us/ssc_reports.htm

GROWTH
A D V I S O R S

Focused – Academic and financial issues

Clayton Public Schools, MO

http://www.clayton.k12.mo.us/PECharge.shtml

GROWTH
ADVISORS

Focused – Superintendent's Goals

Lexington, MA

http://lps.lexingtonma.org/aboutlps.html

GROWTH
A D V I S O R S

Hybrid – Mission, Values, Objectives, Issues, Plans

Edina Public Schools, MN

http://www.edina.k12.mn.us/district/strategicplan.htm

GROWTH
A D V I S O R S

Wayland High School Mission and Expectations

Mission: Personal and civic responsibility, love of learning, and empathy for others: these are the qualities that Wayland High School seeks 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.

Values are described as qualities in the first line of the mission statement

Goals, stated as a set of "academic, social and civic expectations for student learning" accompany the mission statement

Measures or school wide rubrics, also called performance standards are partially developed for the academic, social and civic expectations.

Source: Wayland High School, http://www.wayland.k12.ma.us/high_school/mission.html

GROWTH ADVISORS

Address a range of challenges and opportunities - 1

Strategic Questions

Mission

- How should our schools' mission and specific practices evolve?
- What strategic measurement approach best supports our mission?

Curriculum

- How should our curriculum evolve to achieve our mission?
- What are our renewal plans across curriculum areas?

Technology

- How will we use technology to best enable teaching and learning?
- How will we fund our technology needs?

Mandates/ Grants

- How will mandated requirements change and be fulfilled?
- How do we best integrate mandated requirements and other needs?

Community

- How do we enhance community support for our schools' goals?
- How do we address societal changes in our schools?

Source: Interviews with school committee members and school administrators

GROWTH
A D V I S O R S

Address a range of challenges and opportunities - 2

Strategic Questions

Finances
- How will we finance our schools' needs?
- What changes can we make to improve our efficiencies?

High School
- What is the facility solution for our long term needs and abilities?
- How will students and teachers thrive in the existing facility?

Facilities
- What are our facility needs, capital and improvement strategies?
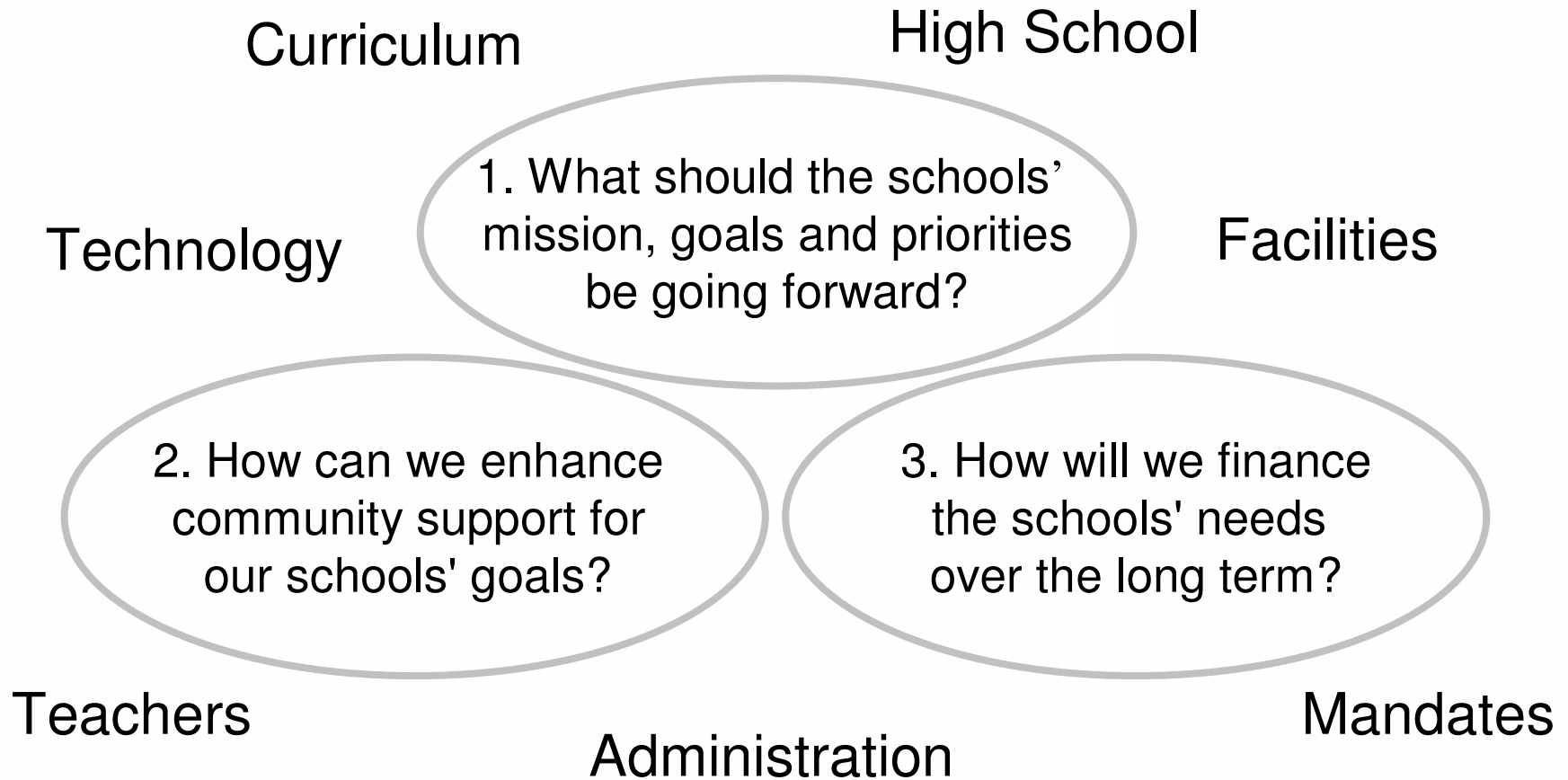- How many elementary schools should we plan for?

Teachers
- What agreement jointly benefits teachers, students, and the town?
- What approaches best advance our teachers over the long term?

Administrators
- What is our integrated plan to fill multiple vacancies?
- How do we best stabilize and maintain continuity through turnover?

Source: Interviews with school committee members and school administrators

GROWTH ADVISORS

Planning Focus

Curriculum

High School

Technology

1. What should the schools' mission, goals and priorities be going forward?

Facilities

2. How can we enhance community support for our schools' goals?

3. How will we finance the schools' needs over the long term?

Teachers

Administration

Mandates

Contents

- Executive summary and process review

- Strategic planning at public school districts

  – Why do school districts develop strategic plans?

  – What do plans address and look like?

  – How is planning done?

- WPS mission, goals and priorities

GROWTH
ADVISORS

Administration led, issue focused action plan teams

Palisades School District, PA

http://www.palisadessd.org/60637571710634/blank/browse.asp?A=383&BMDRN=2000&BCOB=0&C=52429

GROWTH
A D V I S O R S

Broad community dialog with planning team over time

Cape Elizabeth, ME
http://www.cape.k12.me.us/futuredir.pdf

GROWTH
A D V I S O R S

Intensive community-led action over short time

Clayton Public Schools, MO
http://www.clayton.k12.mo.us/Legacy.shtml

GROWTH
ADVISORS

Annual update model using established process

Edina Public Schools, MN
http://www.edina.k12.mn.us/district/strategicplan.htm

GROWTH
A D V I S O R S

Contents

- Executive summary and process review

- Strategic planning at public school districts

- WPS mission, goals and priorities

GROWTH
ADVISORS

Articulating the schools' going-forward mission, goals and targets will provide a foundation for all strategies
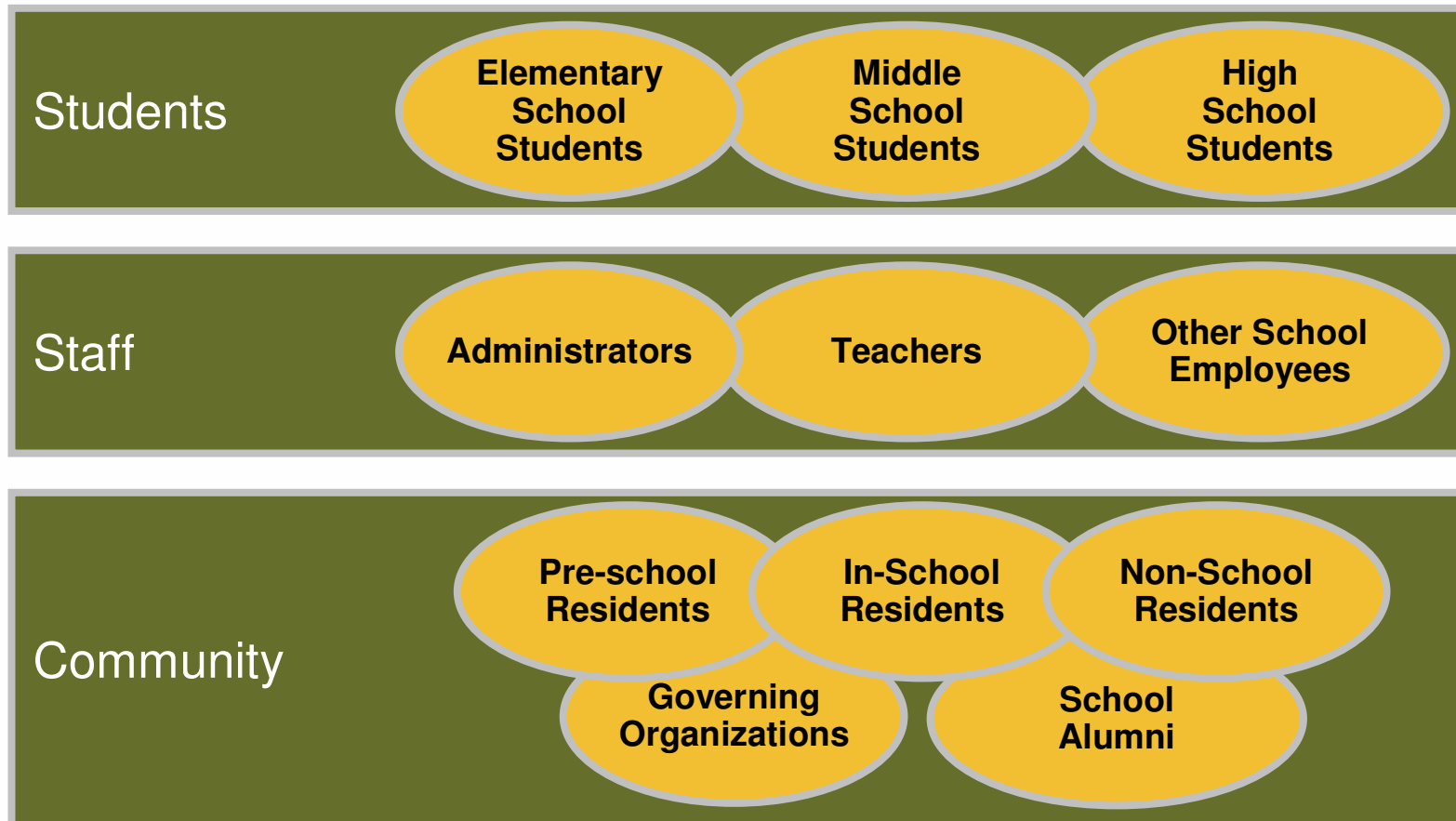
Strategic Question

1. What should our schools' mission, goals and priorities be going forward?

Scope of Analysis and Options Definition

- Current mission, goals, priorities across district

- Internal, external pressures/needs for change

- Gaps in mission relative to pressures/needs for change

- Benchmarks

- Key components of going forward mission, goals, priorities

- Associated measures of progress, success

- 2 to 3 alternatives to consider

- Planning process to flesh-out mission, generate buy-in, communicate

GROWTH
ADVISORS

Missions serve the needs of stakeholders

Wayland Public School Stakeholders

Students	Elementary School Students	Middle School Students	High School Students

Staff	Administrators	Teachers	Other School Employees

Community	Pre-school Residents	In-School Residents	Non-School Residents
	Governing Organizations		School Alumni

GROWTH
ADVISORS

Primary Research Sources and Questions

Staff

- School Committee (2)
- Superintendent (1)
- Administrative Council (12)
- WMS teachers (10-tbd)

1. *Needs of students, teachers?*
2. *Role of schools, community?*
3. *District mission elements?*
4. *District wide goals?*
5. *Progress/success measures?*
6. *Value of mission, linkage to goals and measures?*
7. *Districts to benchmark?*
8. *Good outcomes?*

Students

- WHS Student Council (10-tbd)

1. *Needs of students, teachers?*
2. *Role of schools, community?*
5. *Progress/success measures?*

Community

- Loker PTO (15)
- WPS Foundation (35)
- WMS PTO (25)
- METCO board (8-tbd)
- COA group (15-tbd)

1. *Needs of students, teachers?*
2. *Role of schools, community?*

- SOS (5)
- RSVP (1)
- WVN (3)
- Wayland eNews (1)
- BoS (1)
- FinCom (2)

8. *Good outcomes?*

GROWTH ADVISORS

Wayland student needs today are rooted in academic and social arenas

Academic Curriculum

- Core learning - 3Rs
- Prep for higher education
- Meet rigorous, high standards
- World-class education
- Serve unique needs
- Curriculum breadth, choice
- Exposure to range of ideas, cultures, worldviews

Learning Skills

- Reasoning, critical thinking
- Problem solving
- Analytical thinking
- Communication
- Creativity and imagination
- Learn to learn, over lifetime
- Facility with technology

Educational Support

- Well trained teachers
- Parent/peer/teacher support
- Educational mentors
- No obstacles to learning
- Resources needed to learn
  - Material, buildings, technology
- Safe, clean environment
- All day education/activities

Social Skills & Support

- Social competencies
- Kindness, respect
- Team work, group work
- Encouragement to be heard, contribute, learn, succeed
- Support of emotional needs, nurturing, esteem, belonging
- Comfort, happiness

Societal Learning

- Ability to manage through change and uncertainty
- Manage successes, learn from failures
- Be open to, learn from differences
- Survive, contribute, succeed in competitive world

Source: Interviews with school committee members, school administrators, and community members

GROWTH ADVISORS

Future student needs will be driven by growing expectations in a global, connected community

Drivers

- Higher mandated and expected academic performance levels

- Increased societal and community pressures to perform and succeed

- Broadening range of emotional needs

- Growing racial and cultural diversity

- Increased global influences, connectedness, and competition

- Continued advances in what technology enables

Added Needs

- Meet world class educational standards

- More/better tools to realize human potential

- "Downtime"

- Superior interpersonal skills

- Learn to unlearn and relearn

- Speak multiple, global languages to collaborate across cultural lines

- Expanded cultural understanding

- Mastery of what technology enables

Source: Interviews with school committee members, school administrators, and community members

GROWTH ADVISORS

Professional development tops the list of the needs of Wayland teachers today

Professional Development

- Regular, nearly continuous professional re/training
- Time and resources to train and develop
- Creative curriculum to teach range of student needs
- Mentors
- Feedback system

Educational Support

- Curriculum tools
- Technology to teach
- Resources to support range of student needs
- License to innovate and be creative within curriculum
- Class sizes that support best teaching methods

Social Support

- Collaboration and collegiality
- Moral support and inspiration from leaders
- Quality relationships with peers/students/parents

Community Support

- Belief that they are valued
- Parental support at appropriate levels
- Norms and efficient means to communicate with parents
- Good pay; job security

Source: Interviews with school committee members, school administrators, and community members

GROWTH ADVISORS

Future teacher needs will be driven by new teaching modes and changing careers

Drivers	**Added Needs**

Drivers

- Higher mandated and expected academic performance levels*

- Increased global influences, connectedness, and competition*

- Growing racial and cultural diversity*

- Growing role and use of technology in teaching and learning

- Accelerated learning of students, enabled by technology

- Growing need for specialization

- Ability to realize greater earning potential in other fields

- Increased career mobility of young professionals

Added Needs

- New teaching models and methods (e.g., distance learning, technology-based teaching)

- Mentors/educators of teachers from outside academia

- Ability to facilitate learning from people and sources that know more/better

- Ability to quickly adapt, change direction, change pace outside curriculum structure

- Means to keep teaching after formally leaving the profession

* Same as student drivers

Source: Interviews with school committee members, school administrators, and community members

GROWTH
A D V I S O R S

Role of schools in the community

Educate Children

- Prepare students for future
- Ready kids for college
- Set standard of excellence
- Provide environment for learning and care
- Keep teenagers engaged in worthwhile activities

Develop Kids as People

- Provide balance of learning – art, music, sports, drama
- Model behaviors, reinforce community values
- Expand horizons beyond what parents can offer
- Prepare kids to identify and grasp opportunities
- Understand outside world

Be Accountable

- Define and measure results
- Plan for long term success
- Operate cost efficiently
- Adapt to financial constraints
- Integrate town departments
- Deliver a return on the investments in schools
- Keep real estate values high

Learn Service

- Train children to be involved in community projects
- Create strong community service program
- Provide skills to create a peaceful, productive world

Provide Services

- Serve broader community needs, beyond kids' needs
- Physical space for community activities
- Centers for recreation, technology, library, arts
- Adult learning and instruction

Create Community

- Bring citizens together
- Be a town focal point
- Create pride in Wayland
- Distinguish Wayland
- Share community values

Source: Interviews with school committee members, school administrators, and community members

GROWTH ADVISORS

Role of community in the schools

Provide Direction	Be Responsible	Contribute to Success

Provide Direction

- Tell school leaders what you want from schools
- Define the kind of school system you want to see
- Define the values you want taught

Be Responsible

- Support Wayland schools with public financing
- Privately fund public gaps
- Measure and hold schools accountable to
  - direction you set
  - performance you want

Contribute to Success

- Support and trust in schools
- Contribute time, expertise to classroom and programs
  - Tutor students
  - Bring professional expertise
  - Provide intergenerational experiences
- Free teachers for professional development

Source: Interviews with school committee members, school administrators, and community members

GROWTH
ADVISORS

Missions also express community values

From Admin Council Core Values Work*

- Respect

- Learning

- Collegiality

- Nurturing

- Innovative

- Safe for risk taking

- ….

- …..

From School-Based Mission Statements

- Personal and civic responsibility

- Love of learning

- Empathy for others

- Celebrate unique talents, strengths and differences

- Individual effort and group cooperation

- ….

- ….

* From recent offsite. Core Values development continues

GROWTH
ADVISORS

The public school model continues to evolve

- Curriculum and instruction based improvements around the classical and comprehensive models

- Technology enabled teaching and learning fundamentally changing the access to and types of learning, the roles of teachers, students and the community, and the relevancy of currency of content and curriculum to the individual student

- Schools serving as a center for the broadening needs of the entire community, beyond those of K12 children

- …

Models represent core approaches but are not mutually exclusive

GROWTH
ADVISORS

Elements of Wayland Mission

Achievement

- Basic skills
- Reach individual potential
- Excellence and rigor
- College prep
- World class
- Success in global world

Scope

- Rich and broad curriculum
- Diversity
- Balance, whole person, beyond academics
- Social competencies
- Flexible, lifelong, critical… learners

Staff

- Hire the best
- Nurture, develop
- Diverse
- Leaders

Family/Community

- Support
- Collaboration
- Partnership
- Citizens
- Service

Values

- Teach/learn norms
- Risk taking
- Human differences
- Respect

Operations

- Unconstrained by resources
- Efficient, effective, accountable

Source: Interviews with school committee members and school administrators

GROWTH ADVISORS

Goals to accomplish the mission

Achievement

- Literacy instruction
- Curriculum specialists, updated curriculum
- Differentiated instruction
- Close achievement gap
- Establishment of rubrics
- Global education

Scope

- Broad, comprehensive range of courses and levels
- Diversity hiring
- Maintenance of arts, music, athletic participation
- Open circle curriculum

Staff

- Professional development
- Professional development
- Professional learning communities
- Admin hiring
- Professional development

Family/Community

- Resident satisfaction
- Citizen of the world
- Tolerance and civics electives

Values

- Risk taking, innovation programs
- Social initiatives around respect, manners, etc.
- Stress reduction efforts
- Breaking "down walls of Wayland"

Operations

- Focus, simplicity
- Transparency
- Systems
- Organization, process changes and improvements
- Appropriate staff levels

Source: Interviews with school committee members and school administrators

GROWTH ADVISORS

Measures of progress and success against goals

Achievement

- Standardized testing
- Performance against rubrics
- % specialist coverage
- Curriculum assessment
- College acceptance rates, mix
- State, national ratings
- Class size
- Drop outs, at risk levels
- % in private schools by level, reason
- Alumni surveys
- Range of career professions
- Satisfaction with life

Family/Community

- #, % parent involvement, show up, calls home, etc.
- Hours, range of service

Scope

- Measures of multiple intelligences
- % of students who get courses they want
- #, % of AP classes
- How well serving "middle"
- #, % special services
- #, % in music, arts, athletics

Values

- Attendance
- Field trips
- Firsts

Staff

- PD hours, points
- PLC hours
- Staff satisfaction, retention
- Knowledge, performance against best practice stds
- Professional status

Operations

- $ per student
- Budget approval
- Average hours/week

Source: Interviews with school committee members and school administrators

GROWTH ADVISORS

How well do …

- …our mission and values elements align and support each other?

- …our mission elements address student, staff and community needs?

- …our goals support student, staff and community needs?

- …our measures describe our progress and success?

- …we provide focus and define priorities through our mission and values elements, goals, and measures?

- …we address our Strategic Questions through our mission and values elements and goals?

- …we align elements of our mission, values, goals, measures?

- …we state or direct what is needed to fulfill the motivations and achieve the desired outcomes of the planning process

GROWTH
ADVISORS

For further information contact:

Stephen H. Goldstein, Managing Partner
Growth Advisors
sgoldstein@growth-advisors.com
Direct 781-890-8555
Mobile 617-797-0657
www.growth-advisors.com

GROWTH
A D V I S O R S