

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

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March 2009



www.deepbrook.com/schools/lrsp.htm

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

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.

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

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.
- 6.
- 7.
- ...

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

