



# Wellesley **Public** Schools Strategic Plan 2013–2019

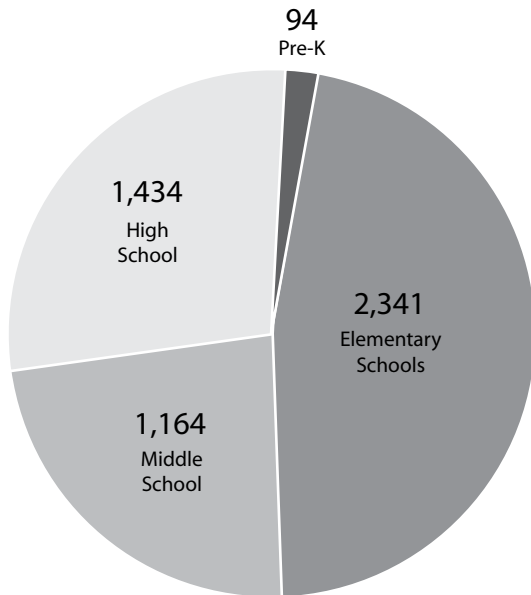


## WELLESLEY PUBLIC SCHOOLS: AT-A-GLANCE

- An integrated pre-school program (ages 3-5)
- 7 Elementary Schools (grades K-5)
- 1 Middle School (grades 6-8)
- 1 High School (grades 9-12)

### Student Enrollment:

Student Enrollment by Grade Level (2012-13)



**Total = 5,033 students**

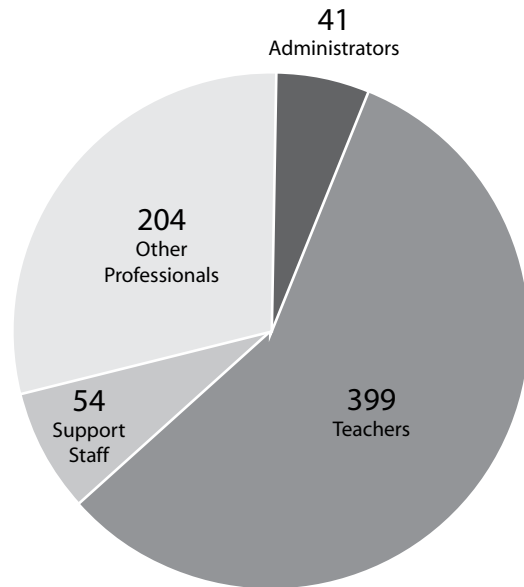
**Class of 2013 – Graduation Rate: 97.1%**

% of students attending college:

- 4-year Private: **69%**
- 4-year Public: **26%**
- 2-year Public: **2%**

### Employees & Expenditures:

WPS Employees by Category (2013-14)



**Total = 698 employees**

- **Pupil / Teacher Ratio (2013): 13.1**
- **Total Expenditure Per Pupil (2013): \$17,231**

### Student Demographics (2013-14):

Race / Ethnicity (%)	
African American or Black	4.6
Asian	9.7
Hispanic or Latino	4.8
Multi-race, Non-Hispanic	4.5
Native American	0
Native Hawaiian or Pacific Islander	0.1
White	76.2

Gender (%)	
Male	49.3
Female	50.7

Selected Populations (%)	
English Language Learner	1.7
Economically Disadvantaged	5.2
Students with Disabilities	16.9
First Language Not English	5.7

Note: Over 36 different languages spoken within the parent/school population

Letter from the Superintendent 2

Letter from the School Committee 3

Acknowledgements 4

Strategy Overview 6

**Strategy 1:** Focus on every child, in every classroom, every day 8

**Strategy 2:** Invest in our educators 10

**Strategy 3:** Provide broad-based learning opportunities as part of a world-class public school system 13

**Strategy 4:** Align resources with educational needs 15

Strategic Plan Execution 16



*Photograph courtesy of Damon Bates Photography*

**WELLESLEY PUBLIC SCHOOLS: CONTACT US**

Dr. David Lussier, Superintendent of Schools, 40 Kingsbury Street, Lower Level 02481..... (781) 446-6210, ext. 5605

**Pre-School (P.A.W.S.)** ..... (781) 446-6222  
63 Hastings Street (adjacent to Fiske) 02481

**Bates Elementary School**..... (781) 446-6260  
114 Elmwood Road 02481

**Fiske Elementary School**..... (781) 446-6265  
45 Hastings Street 02481

**Hardy Elementary School**..... (781) 446-6270  
293 Weston Road 02482

**Hunnell Elementary School**..... (781) 446-6275  
28 Cameron Street 02482

**Schofield Elementary School**..... (781) 446-6280  
27 Cedar Street 02481

**Sprague Elementary School**..... (781) 263-1965  
401 School Street 02482

**Upham Elementary School**..... (781) 446-6285  
35 Wynnewood Road 02481

**Wellesley Middle School**..... (781) 446-6250  
50 Kingsbury Street 02481

**Wellesley High School**..... (781) 446-6290  
50 Rice Street 02481

## LETTER FROM THE SUPERINTENDENT



Dear Friends,

I am proud to present the Wellesley Public Schools 2013-2019 Strategic Plan. The ideas presented in the following pages are the culmination of nearly a year of dialogue, deliberations, and planning that included educators, staff, parents, students, and other members of the Wellesley community. These conversations were grounded in three essential questions:

1. What is most important for our students to know and be able to do?
2. How can our schools best develop these outcomes?
3. How will we know if we are successful?

What has been most exciting about these conversations is the obvious pride that our community has in its public school system. At the same time, there was a clear understanding that we must leverage our many strengths as we address current challenges and the evolving expectations for our students once they leave our schools.

The very term “strategy” refers to the deliberate choices we are making to focus our efforts in the years ahead. In some cases, this will mean staying the course to sustain successes already in place. In other instances, we are defining new areas of investment and development to achieve our goals.

I hope the strategy outlined in the following pages provides you with a clear sense of our mission, values, and belief that all of our students deserve a world-class education that will prepare them for success in college, career, and life.

The ambitious plans defined in this strategy will only be realized through the continued collaboration and support within our community that remain essential to the success of the Wellesley Public Schools. In short, the multitude of voices that shaped this strategy will be equally important in the successful implementation of these ideas.

The path forward is an exciting one and I am honored to be joining you as we chart this course together on behalf of our students.

Best regards,

A handwritten signature in black ink, appearing to read 'David Lussier', written in a cursive style.

Dr. David Lussier  
Superintendent of Schools



## LETTER FROM THE SCHOOL COMMITTEE

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Dear Wellesley Community:

It is an exciting time for the Wellesley Public Schools and public education. In September 2012 we welcomed a new Superintendent, Dr. David Lussier, who has brought a fresh approach and a renewed focus on students, teaching and learning. Through collaboration with the Wellesley community, Wellesley educators and educational and business experts both inside and outside of Wellesley, we have developed a vision for the Wellesley Public Schools and a strategic plan to support that vision.

Wellesley is fortunate to have such talented educators making a difference in our children's lives every day. We also have a community that is committed to education and that consistently demonstrates its commitment and support through the generosity of time and funding.

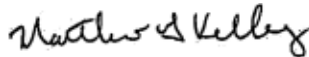
We'd like to thank Dr. Lussier for his leadership in the development of the strategic plan. We'd also like to thank the Strategic Plan Advisory Committee, the Wellesley Public School Educators and the Wellesley Community for their contributions to the plan throughout the process this past year. And last but not least, many thanks to the Wellesley Education Foundation whose generosity made this plan a reality.

We are eager to begin this journey as mapped out by the strategic plan, and look forward to working together with Dr. Lussier and his team, as a School Committee and Community, on bringing to life these strategic initiatives that focus on our students, our educators, and our curriculum.



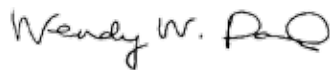
K.C. Kato

KC Kato, School Committee Chair



Matthew G. Kelley

Matthew G. Kelley



Wendy W. Paul

Wendy Paul



Patti Quigley

Patti Quigley



Tere Ramos

Tere Ramos



## ACKNOWLEDGEMENTS:

### With sincere appreciation to:

**Wellesley Education Foundation (WEF)** for funding the Wellesley Public Schools strategic planning project, and with special thanks to WEF's Co-Vice Presidents Linda Chow and Carol Morrow for their assistance in developing this publication, which included bringing in Wellesley-based **Gates Studio**.

### Members of the **Strategic Planning Advisory Committee (SPAC)**:

- Diane Campbell, School Committee Member
- Linda Chow, WPS Parent, WEF Co-Vice President
- Deeth Ellis, Former WHS Head Librarian
- Stephen Goodwin, Sprague Principal
- Heather Haskell, Hunnewell Educator
- Peter Holland, *Future Management Systems* Consultant
- Mark Ito, WMS Principal
- K.C. Kato, School Committee Chair
- David Lussier, WPS Superintendent
- Jim Miller, WPS Parent, Business Executive
- Carol Morrow, WPS Parent, WEF Co-Vice President
- Donna Stoddard, WPS Parent, Babson Professor
- Jonathan Simon, WHS Educator, Wellesley Teachers Association President
- Terri Tsagaris, Board of Selectmen Chair



Artwork by Hailey Tortorella, WHS Class of 2014



## What We Do:

### MISSION

The Wellesley Public Schools (WPS) exist to provide a high quality, comprehensive educational experience that supports each student's academic, social, and emotional development and prepares them to be global citizens who are college, career, and life ready.



## Where We Want to Be:

### VISION

WPS aspires to be a world-class school system that develops the heads, hearts, and hands of its students and inspires them to be the critical thinkers, problem-solvers, artists and innovators who make contributions to their communities, our nation, and the world.

## What We Believe In:

### CORE VALUES

- Academic Excellence
- Commitment to Community
- Respect for Human Differences
- Cooperative and Caring Relationships

***“Education is the most powerful weapon we can use to change the world”***

- Nelson Mandela

## How We Will Get There:

### THEORY OF ACTION

*IF* we maximize professional collaboration and development opportunities for educators that focus on meeting the individual learning needs of students, and *IF* we enhance the curriculum to incorporate essential skills for the 21<sup>st</sup> century, *THEN* we will provide a rich learning environment that prepares all students to be college, career and life ready.



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## What We Want to Accomplish:

### GOALS

1. **Increase the achievement of all students** by providing rigorous, relevant, and engaging learning experiences.
2. **Eliminate achievement gaps** by ensuring equal access to rigorous curriculum and instruction, closely monitoring individual student progress, and attending to the social and emotional needs of all students.
3. **Prepare all students to be ready for college, career and life** in a global economy.
4. **Maintain a focus on recruiting, developing, and retaining exemplary educators and leveraging their expertise** throughout the district.

## How We Will Achieve Our Goals:

### STRATEGIES

1. **Focus on every child, in every classroom, every day:** Support an approach to teaching and learning that is responsive to each student's academic, social, and emotional needs
2. **Invest in our educators:** Sustain the high quality of our teachers and administrators by maximizing opportunities for professional development and collaboration, while also increasing diversity
3. **Provide broad-based learning opportunities as part of a world-class public school system:** Further enhance the curriculum by including 21<sup>st</sup> century skills and by strengthening and expanding district science, technology, engineering, mathematics (STEM) and World Language offerings
4. **Align resources with educational needs:** Align resources to accomplish the goals outlined in the Wellesley Public Schools strategic plan

## How We Will Assess Progress on Our Goals:

### MEASURES OF SUCCESS

During School Year 2014-2015, Wellesley Public Schools will identify the measures used to assess the District's progress toward meeting the goals of the strategic plan. These will include measures of academic growth, social and emotional development, as well as school climate.



## Strategies and Initiatives:


### Strategy 1 : Focus on every child, in every classroom, every day

#### *Rationale*

Each year, our students come to school with a range of talents, abilities, and interests that make a one-size-fits-all curriculum problematic in offering the appropriate supports and challenges to meet their diverse needs. While we continue to make great strides in aligning district efforts with student needs, more must be done as evidenced by the persistent achievement gaps that exist across content areas. In order to ensure that we maintain high standards and expectations for all students, Wellesley Public Schools will complement its core curriculum efforts with an individualized education approach intended to meet students wherever they are developmentally to support their academic, social, and emotional growth.

#### *Key Initiatives*


##### **1a. Focus on closing achievement gaps among students**

 Develop targeted support and instructional support responses to close achievement gaps


##### **1b. Expand support for differentiated learning**

 Develop more advanced level learning options for students from Pre-K to 12


##### **1c. Develop district-wide assessment strategy**

 Develop an assessment strategy that combines formative, interim, and summative assessments to inform student interventions and support, as well as professional development for staff

##### **1d. Implement house model at Wellesley High School**

 Ensure responsive support for the growing number of students at Wellesley High School

##### **1e. Strengthen early childhood education**

 Provide equal access to high quality, comprehensive early childhood education by exploring the expansion of Pre-K offerings and transitioning to full-day Kindergarten model

##### **1f. Increase support for transition years** (Pre-K to Elementary School, Elementary School to Middle School, Middle School to High School)



*“When **educating** the minds of our youth, we **must not forget** to **educate** their hearts.”*

- Dalai Lama



## Strategies and Initiatives:

### Strategy 2 : Invest in our Educators

#### *Rationale*

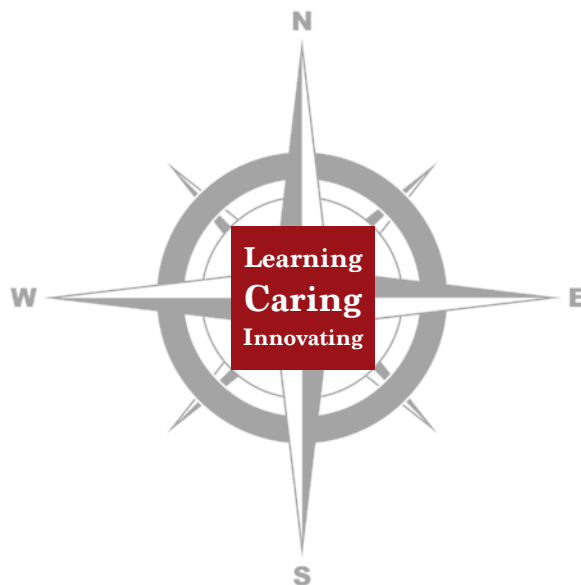
Fundamental to the success of the Wellesley Public Schools is the ability of the District to recruit, develop, and retain high quality educators and leverage their expertise. This begins with the targeted recruitment of both new and veteran educators who bring a diversity of backgrounds and expertise into the school district. Perhaps most important, all educators must be supported by a learning organization committed to their ongoing growth and development. Finally, Wellesley Public Schools must continue to offer a total compensation package that allows the District to compete successfully in the marketplace of talent for high quality educators.

#### *Key Initiatives*

- 2a. Maximize opportunities for **professional collaboration** within schools and across the District through the development and support of professional learning communities
- 2b. Develop a formal **recruiting, mentoring and induction** program for new teachers and administrators
- 2c. Continue to develop a new **educator appraisal system** to provide targeted feedback and support for teachers and administrators
- 2d. Partner with the Wellesley Teachers Association to explore new forms of **compensation for staff** and maintain competitive salary levels that fall within the top half of comparable districts
- 2e. Develop a **leadership development program** that allows Wellesley Public Schools to grow its own teacher-leaders and administrators

*“Man’s mind stretched to a new idea never goes back to its original dimensions.”*

- Oliver Wendell Holmes



Photos of WEF grants in action courtesy of George Roberts





Photo courtesy of Allen Chinitz



*“There are **two** educations. One should **teach** us how to make a living and the other **how to live.**”*

- James Truslow Adams

## Strategies and Initiatives:

### **Strategy 3** : Provide broad-based learning opportunities as part of a world-class public school system

#### **Rationale**

As the world continues to change rapidly, so do expectations for what students should know and be able to do. Whether through alignment with the new Common Core standards or meeting the requirements for college and the workforce, the content and skills taught in all classes must prepare Wellesley Public Schools students to be successful after their Pre-K-12 education. Building on its strengths, Wellesley Public Schools will calibrate its curriculum to meet or exceed these new expectations by not only striving for content alignment but also ensuring that critical skill development is present within and across content and grade levels.

#### **Key Initiatives**

##### **3a.** Integrate **key curricular inputs**:

- i. Align Wellesley curriculum with Common Core standards
- ii. Integrate 21<sup>st</sup> century skills
- iii. Adopt an interdisciplinary approach to curriculum that spirals knowledge and skills across content areas and grade levels

##### **3b.** Strengthen and expand **district science, technology, engineering, and mathematics (STEM) offerings**

##### **3c.** Develop and implement a **K-12 World Language program**

##### **3d.** Expand **opportunities for experiential learning** at every grade level including opportunities such as internships and community service

##### **3e.** Establish **external partnerships with organizations to provide further content enrichment opportunities** for students and staff



*“Real education should educate us out of **self** into something **far finer**; into a **selflessness** which links us with **all humanity**.”*

- Nancy Astor, the first woman in British Parliament



*The new Wellesley High School, opened February, 2012*

## Strategies and Initiatives:

### Strategy 4 : Align resources with educational needs

#### *Rationale*

As expectations for our students and schools continue to increase, so too must we ensure that our educators have the tools, training, and facilities needed to be successful. At the same time, WPS has become increasingly reliant on community organizations, PTOs, and parents to fund core activities for the school district. While individual and group giving will always play an important role in supporting the work of WPS, the District's operating budget should more closely reflect the true costs of education in Wellesley.

In addition to improvements in budgeting, a key activity underway in WPS is establishing a comprehensive approach to facilities that will address the substantial renovation needs which exist at many schools. This work will be responsive to future enrollment forecasts, the physical needs of each building, and the programming needs that continue to evolve.

#### *Key Initiatives*

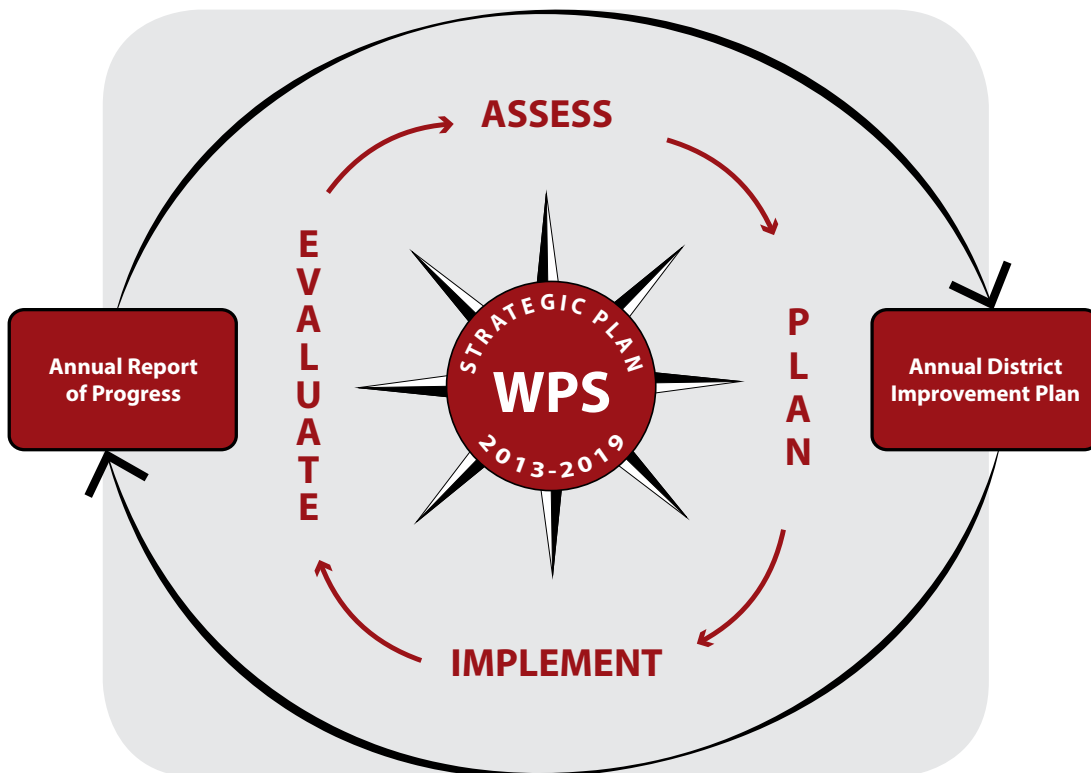
- 4a. Establish a **Facilities Master Plan** responsive to the following inputs:
  - Long-term student enrollment analysis
  - Equitable class sizes
  - Stable attendance zones
  - Grade configuration aligned to education programs
  - Symmes Maini & McKee Associates Conditions Assessment
- 4b. Establish an **"Innovation Fund"** at each school to support staff-driven, creative programs
- 4c. Reduce burden of student activity fees on families and reduce reliance on donations to fund core academic programs

### Strategic Plan Execution & Refinement:

#### PROCESS FOR IMPLEMENTING THE WPS STRATEGY

Instrumental to the successful implementation of the Wellesley Public Schools long-term strategic plan is a focus on continued improvement of teaching and learning. The annual District Improvement Plan, defined at the beginning of the academic calendar, will set the course for each year's operating plan while maintaining a strategic emphasis. Mid-year check-ins will be performed to help us stay on the plan's trajectory. Following the end of the school year, an Annual Report of Progress will be generated and utilized to: 1) evaluate the achievements of the year and, 2) assess how the plan and implementation process may be improved for the following year.

A focus on continued improvement will keep our strategic plan updated and flexible, as our annual and mid-year reviews will allow us to respond to minor and major environmental changes that may affect the plan's progress. Continual course adjustments will bring the plan in line with the vision and ensure the success of the long-term strategic plan.





# Wellesley Public Schools Strategic Plan (2013-2019)

**MISSION:** The Wellesley Public Schools (WPS) exist to provide a high quality, comprehensive educational experience that supports each student’s academic, social, and emotional development and prepares them to be global citizens who are college, career, and life ready.

**VISION:** WPS aspires to be a world-class school system that develops the heads, hearts, and hands of its students and inspires them to be the critical thinkers, problem-solvers, artists and innovators who make contributions to their communities, our nation, and the world.

**THEORY OF ACTION:** *IF* we maximize professional collaboration and development opportunities for educators that focus on meeting the individual learning needs of students, and *IF* we enhance the curriculum to incorporate essential skills for the 21<sup>st</sup> century, THEN we will provide a rich learning environment that prepares all students to be college, career, and life ready.

## STRATEGIC GOALS:

1. **Increase the achievement of all students** by providing rigorous, relevant and engaging learning experiences
2. **Eliminate achievement gaps** by ensuring equal access to rigorous curriculum and instruction, closely monitoring individual student progress, and attending to the social and emotional needs of all students
3. **Prepare all students to be ready for college, career and life** in a global economy
4. **Maintain a focus on recruiting, developing, and retaining exemplary educators and leveraging their expertise** throughout the District

## STRATEGIES AND INITIATIVES

<p><b>1</b>      <b>Focus on every child, in every classroom, every day:</b> Support an approach to teaching and learning that is responsive to each student’s academic, social and emotional needs</p>	<p><b>2</b>      <b>Invest in our educators:</b> Sustain the high quality of our teachers and administrators by maximizing opportunities for professional development and collaboration, while also increasing diversity</p>	<p><b>3</b>      <b>Provide broad-based learning opportunities as part of a world-class public school system:</b> Further enhance the curriculum by including 21<sup>st</sup> century skills, and by strengthening &amp; expanding district science, technology, engineering, mathematics (STEM) and World Language offerings</p>
<ul style="list-style-type: none"> <li>• Focus on closing achievement gaps among students</li> <li>• Expand support for differentiated learning</li> <li>• Develop district-wide assessment strategy</li> <li>• Implement house model at Wellesley High School</li> <li>• Strengthen early childhood education</li> <li>• Increase support for transition years (Pre-K to Elementary School, Elementary School to Middle School, Middle School to High School)</li> </ul>	<ul style="list-style-type: none"> <li>• Maximize opportunities for professional collaboration through development and support of professional learning communities</li> <li>• Enhance recruiting, mentoring and induction efforts</li> <li>• Further develop new educator appraisal system</li> <li>• Maintain competitive salary levels</li> <li>• Create leadership development program</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate key curricular inputs, including Common Core, 21<sup>st</sup> century skills, and interdisciplinary approaches</li> <li>• Strengthen &amp; expand district STEM offerings</li> <li>• Implement K-12 World Language program</li> <li>• Expand opportunities for experiential learning at every grade level, including community service</li> <li>• Establish external partnerships for further content enrichment</li> </ul>
<p><b>4</b>      <b>Align resources with educational needs:</b> Align resources to accomplish the goals outlined in the WPS strategic plan Develop a facilities master plan • Establish “Innovation Fund” at each school • Reduce burden of activity fees on families &amp; reliance on donations</p>		



*Photo courtesy of David Gordon/Wellesley Townsman*

Learning  
Caring  
Innovating