

**Wellesley Public Schools  
2014-15 District Goals**

Strategic Plan Objectives	2014-2015 Goals	Outcomes
<p><b>Strategy #1: Focus on Every Child, in Every Classroom, Every Day</b></p>	<p><b>1)</b> Narrow Achievement Gaps through Analysis of gaps to proficiency among various subgroups, grade levels and subject areas.</p>	<p>Narrow the achievement gap within all subgroups by 2 percentage points on MCAS scores from 2014 to 2015.</p> <p>Increase the percentage scoring advanced and proficient within each subgroup by 5 percentage points.</p> <p>More students in subgroups enroll in the most challenging academic courses commensurate with their ability.</p>
	<p><b>2)</b> Increase achievement among all students through differentiated instruction and aligned curriculum in ELA, Math, Science.</p>	<p>Increased percentage of students scoring “Advanced” from “Proficient” on MCAS to 20 percentage points above the state average district-wide in ELA, Math and Science.</p>
	<p><b>3)</b> Initiate Process for a SPED 5-Year Strategic Plan.</p>	<p>Form a committee of key stakeholders to (teachers, administrators, parents, community members, service providers).</p> <p>Written outline of two-year planning process.</p>
	<p><b>4)</b> Successfully Meet Requirements of State’s Mid-Cycle Review of Prior Special Education Coordinated Program Review Compliance Items.</p>	<p>Completed Self-Assessment.</p> <p>Written report from DESE reflecting current compliance status of previous non-compliance identified during CPR.</p>
	<p>ELL <b>5)</b> Provide Necessary Supports to Our Increasing Population of ELL Students.</p>	<p>ELL students continue to grow, as evidenced by a reduction in the achievement gap of 5% points for students receiving advanced or proficient as measured by MCAS.</p> <p>80% of students grow at least one level per year, as measured by ACCESS.</p>

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<p><b>Strategy #2: Invest in our Educators</b></p>	<p>Teacher Evaluation  <b>1)</b> Continue to Implement the WPS Teacher Evaluation System.</p>	<p>Implement new Educator Evaluation system with 50% of instructional staff.</p> <p>Provide PD and practice on new system for remaining 50% of instructional staff.</p> <p>WPS Working Group will oversee the development and approval of District Determined Measures (DDMs) to be submitted to the state.</p> <p>WPS Working group will provide feedback on new Educator Evaluation system to district administrators and WTA.</p>
	<p>Teaching Assistants:  <b>2)</b> Review &amp; revise an evaluation tool that provides constructive and productive feedback to Teaching Assistants and Paraprofessionals.</p> <p><b>3)</b> Develop a manual that consistently defines the role and responsibilities of Teaching Assistants across the District in order to enhance service to students.</p>	<p>Launch a Design Team to review past practice and oversee the development of more comprehensive evaluation tool to provide more dynamic feedback improving practice.</p> <p>Construction of a common manual outlining expectations and responsibilities for Paraprofessional and Teaching Assistants across the district.</p>
	<p><b>4)</b> Implement Novice Teacher Mentoring Program and Evaluate Effectiveness.</p>	<p>80% of new teachers will be successful in their first years in Wellesley, as measured by Ed Eval ratings of Proficient or Exemplary on summative evaluations.</p> <p>80% of mentors will report satisfaction with mentor training, as measured by surveys.</p>

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<b>Strategy #2: Invest in our Educators (cont'd)</b>	<b>5)</b> Professional Development	80% of participant surveys administered at the end of PD opportunities will reflect 4 or higher on a 5 point scale.
	<b>6)</b> Leadership Development	Feasibility plan to determine possible charge and scope of this work to be developed in SY 2015-2016.
	<p>Hiring/Onboarding</p> <p><b>7)</b> Recruit and hire more candidates of color for staff openings.</p> <p><b>8)</b> All educators are appropriately licensed or on waiver with the Massachusetts DESE.</p>	<p>Increase diversity of new teacher hires by 20 percent over SY13-2014.</p> <p>“Highly Qualified” staff percentage does not drop below the state requirement of 97%.</p>
	<b>9)</b> Develop an efficient onboarding process in collaboration with the Town’s Human Resources Department to orient new employees in a timely and efficient manner.	<p>Weekly orientation programs replace individual meetings.</p> <p>Streamlined Human Resources Information Process to efficiently allow new employee access to vital systems necessary for the completion of their job.</p> <p>All new employees are fingerprinted, SORI cleared and CORI cleared.</p> <p>All employees are issued an employee identification badge and are required to wear it.</p>

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<p><b>Strategy #2: Invest in our Educators (cont'd)</b></p>	<p>Employee Contracts:</p> <p><b>10)</b> Complete committee work on stipends with WTA.</p> <p><b>11)</b> Finalize the new WEPSA Unit B contract.</p> <p>Non-Unit Personnel are addressed.</p>	<p>A comprehensive list of stipends is produced, ratified and amended to the WTA collective bargaining agreement.</p> <p>WEPSA Unit B Contract is ratified.</p> <p>All non-unit personnel have contracts in a standard format.</p>

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<b>Strategy #3: Provide Broad-Based Learning Opportunities as Part of a World-Class School System</b>	<b>1)</b> Develop ES World Language Pilot.	Prepare Grades K-2 World Language pilot for rollout at two elementary schools in SY15-16.
	<b>2)</b> Expand Grade 9 Physics at WHS.	Successful rollout of Grade 9 Physics for all Freshmen at WHS, as measured by student and parent surveys and MCAS scores.
	<b>3)</b> Introduce new Life Science curricula in grades K-5.	Pilot Life Science Units in grades K-5.
	<b>4)</b> Expand Computer Science Offerings.	Implement Exploring Computer Science at HS.
	<b>5)</b> Develop Advanced Electives at the High School.	Expand advanced Science Elective options in SY15-16 Course Offerings.
	<b>6)</b> Establish Superintendent’s Advisory Committee for STEAM.	Plan to pilot integrated units in Visual Arts and Science in SY15-16.
	<b>7)</b> Rollout and Evaluate 1:1 Program.	<p>Grade 6: 100% of grade 6 core classroom teachers have received their device and have completed training in teaching in a 1:1 environment with iPads.</p> <p>As of October 14, 100% of students will be experiencing the 1:1 environment in their core classrooms.</p> <p>Work with academic council to ensure electronic resources are available for new curriculum rollouts and work a plan to move from hard copy texts to online texts.</p>



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<b>Strategy #4: Align Resources with Educational Needs</b>	<b>1)</b> Develop a Five-Year Educational Technology Plan.	Educational technology plan for 2015-2020 written by Technology Committee and approved by school committee and submitted to DESE.  Ed Tech plan shared with community and potential funding partners to focus resources cohesively.
	<b>2)</b> Develop a budget that presents financial information in multiple ways to facilitate analysis by school, by program area across all schools, by categories of expenditure and other versions as requested by the School Committee.	School Committee, Advisory Committee and Town Meeting are satisfied with the depth and breadth of information presented and with the format in which it is presented for analysis.  FY16 Budget that supports Strategic Plan is approved at Annual Town Meeting.
	<b>3)</b> Continue to analyze fee-based programs to determine where fees can and should be eliminated.	The FY16 Proposed Budget reflects the elimination of fees and the incorporation of a budget to support the curriculum areas previously funded or partially funded by fees.
	Facilities:  <b>4)</b> Schofield/Fiske Renovations  <b>5)</b> Middle School Windows Renovation	October, 2014 Special Town Meeting appropriates funding for the projects to be completed over two summers.  Approval of projects through successful debt exclusion in December.  MSBA submissions completed on time; project manager is assigned by MSBA; and October, 2014 Special Town Meeting approves funding for complete project (detailed design and construction) to allow work to begin as early as possible.

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<p><b>Strategy #4: Align Resources with Educational Needs (cont'd)</b></p>	<p><b>6)</b> Move Security enhancements forward following study by consulting firm and internal assessments by FMD:</p> <p><b>7)</b> MOA with Wellesley Police Department.</p> <p><b>8)</b> Common Staff Training Protocols.</p> <p><b>9)</b> Inventory of Needed Equipment.</p>	<p>Agreement between WPS and WPD is documented regarding information sharing.</p> <p>Protocols developed and communicated with all administrators and staff.</p> <p>Based on the security assessment performed by a contracted vendor, and internal assessments, a list of equipment is developed with a purchase/implementation schedule.</p>
	<p><b>10)</b> Formalize a Fixed Asset Inventory System to manage assets and replacement cycles.</p>	<p>Procedures documented for receipt, recording, valuing and asset tagging of furniture and equipment; students/interns hired to make greater progress in asset tagging and documentation.</p>
<p><b>Other Critical Needs</b></p>		
	<p><b>11)</b> Complete a MASC Review of School Committee Policies.</p>	<p>A current, easily updatable set of School Committee policies that address the administration, operation and student-related requirements of a public school district.</p>
	<p><b>12)</b> Enhanced enrollment and registration process to facilitate stronger communication, collaboration and efficiency.</p>	<p>Creation and implementation of online system for registration and enrollment that streamlines information and provides faster response to enrollment requests.</p>