# 2017 – 2022 Strategic Plan Performance Review Summary Goal #1: High Quality Instruction: Outcome Statement: Supporting a districtwide culture where all instructional staff

	•	porting a districtwide culture where all ins	
•	•	th their peers, and incorporate best-practi	ce teaching
	levels of learning for all students.	I	
Achieved Through	Strategies	Success Indicators	Performance
<b>Shared Organizational</b>	Development and support for	Staff/community perception survey	
Leadership	school-based instructional	data	
	leadership teams		
Best-practice	Identification, training, and	School-level proficiency and growth	
Instructional	implementation of best-practice	results in ELA and math (SBAC)	
Strategies	instructional strategies		
Climate of	Fostering a productive climate of	Staff perception survey data	
Collaboration and	collaboration (PLC's) where staff		
Practitioner Reflection	analyze student data, are		
	encouraged to take risks, share		
	successes/failures, and explore		
	new practices in order to improve		
Goal #2: Aligned and Co	student learning	 it: Ensuring articulated programs and syste	oms to support
_	tent, and responsive learning enviror		ins to support
Guaranteed and Viable	Comprehensive curriculum	9th grade course failure rates as	
Curriculum	adoption and training program	measured by OSPI	
		·	
	Development of PK-12 pathways	4yr & 5yr graduation rates	
Program and Systems	Bilingual/highly capable/special	EL and special education proficiency	
Alignment	education and technology	and growth results in ELA and math	
	program support and	(SBAC)	
	coordination	Staff/community perception survey	
		data	
Post-Secondary	Expanding partnerships with	Post-secondary enrollment and	
Culture	community, business, and	remediation rates as measured by OSPI	
	outside resources to engage,	ACT performance	
	expose, and support students	Act performance	
	with post-secondary options		
		Implementing high-quality behavioral mo	dels and
Trauma Informed	the social and emotional needs of al Development and		NA
Practice	implementation of site-specific	Annual progress monitoring of	INA
Practice	trauma sensitive student	building specific five-year behavioral	
	behavioral models	support plans	
	Implementation of district-wide	Staff/student/community perception	
	student behavioral support	survey data	
	programs	·	
School-Based Health	Support and expand student	Health center data utilization and	NA
Centers	access to school-based health	educational impacts	
	centers		
		Healthy youth survey (suicide	
Dillor #4. C-f 15	ping Fundament Outs and State	prevention focus)	l composta di la
_	ging Environment: Outcome Stateme community in a safe and secure educ	ent: Ensuring all students are engaged and	connected to
District-wide Safety	Ensure best-practice safety	Staff/student/community perception	
District what salety	response program, implement	survey data (bullying prevention focus)	
	reporting and training criteria,	The state (sanying prevention roads)	
	and identify physical plant		
	improvements to support		
	student, staff, and patron safety		
Student Engagement	Develop program to improve	Parent/student/community perception	
and Latino/a Outreach	student engagement and	survey data	
	involvement with their school	Extracurricular, clubs and co-curricular	
	and their peers	activity involvement data	
	Coordinated support for Latino/a	Chronic absenteeism as measured by	
	students and families	OSPI	
	KEY		



## 2017 – 2022 Strategic Plan Performance Review

## Vision:

Developing Washington's Most Sought-after Graduates

## Mission:

Walla Walla Public Schools ensures all students receive high quality instruction in an aligned and coherent system while addressing their social and emotional needs in a safe and engaging environment.

#### **Belief Statement:**

We believe:

- in challenging and supporting all students
- quality instruction is critical to student success
- in investing in staff to ensure excellence
- in maximizing the impact of our resources
- in collaborative and transparent operation
- in the importance of family and community
- diversity is a strength

## **Strategic Plan Development Background:**

#### **Inclusive Process:**

Walla Walla Public Schools launched an inclusive strategic planning process during the 2016-2017 school year involving multiple layers of dialogue with students, staff, parents and community members. Four student-centered goals surfaced during this collaboration: high quality instruction, aligned and coherent systems, social and emotional needs, and a safe and engaging environment. The Strategic Planning process also resulted in new Vision, Mission and Beliefs statements centered on student success.

## Improving Achievement:

To ensure high levels of learning for all students, the Board of Directors established lofty expectations for increased student performance as identified in the district's 2017-2022 Strategic Plan. Bold and courageous student success indicators were established to guide district actions and investments to meet community expectations for improved academic achievement. This renewed focus on performance and skill development helps ensure Walla Walla students graduate prepared for today's competitive world, whether college or career bound.





## **Goal #1: High Quality Instruction**

Outcome Statement: Supporting a districtwide culture where all instructional staff analyze student data, reflect on their practice, collaborate with their peers, and incorporate best-practice teaching strategies to ensure high levels of learning for all students.

Achieved Through	Strategies	Success Indicators	Measurement/ Date	Performance Target	
Shared Organizational Leadership	<ul> <li>Development and support for school-based instructional leadership teams</li> <li>Continued utilization and support for School Board and</li> </ul>	Staff/community perception survey data	CEE Survey/Fall	Monitor for continuous improvement	
	support for School Board and district committee structures				

#### **Strategy Accomplishments:**

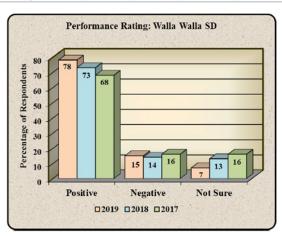
- Established leadership teams/guiding coalitions at each building.
- Sent building level teams and school board representatives to PLC Conferences.
- Trained leadership teams onsite with Luis Cruz.
- Contracted with Sarah Schuhl to provide ongoing training and development for leadership teams.
- Developed charges for all administrative committees where there were none before.
- Established a Board Finance, SHAC, Board Policy, Special Ed Advisory and Data Information Systems Committees.
- Created inclusive and comprehensive board task force committees to address Bilingual and Highly Capable Program reviews and recommendations.

#### **Data Accomplishments:**

Staff feedback regarding school leadership teams/guiding coalitions are very strong.

The school leadership team demonstrates a shared commitment to our	'17-18	86%
improvement plan	'18-19	86%
	'19-20	90%
The school leadership team is comfortable presenting new ideas to the	'17-18	90%
staff	'18-19	89%
	'19-20	90%
The school leadership team listens to my ideas and concerns	'17-18	78%
	'18-19	80%
	'19-20	81%

 Statistically reliable community feedback data is very favorable and significantly improved over three years.





## **Goal #1: High Quality Instruction**

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Achieved Through	Strategies	Success Indicators	Measurement/ Date	Performance Target
Best-practice Instructional Strategies	<ul> <li>Identification, training, and implementation of best-practice instructional strategies</li> </ul>	<ul> <li>Annual progress monitoring of building specific five- year instructional support plans</li> </ul>	Ongoing school dashboard performance monitoring	Monitor for continuous improvement
		<ul> <li>School-level proficiency and growth results in ELA and math (SBAC)</li> </ul>	OSPI/October	<ul> <li>2.5% annual improvement in 3<sup>rd</sup></li> <li>-8<sup>th</sup> grade ELA/Math (SBAC Index Scores)</li> </ul>

## **Strategy Accomplishments:**

- Elementary staff trained in Systematic ELD and selected secondary staff trained in Constructing Meaning.
- Identification of essential/promise standards in math, language arts, and social studies.
- Trained guiding coalition teams on how to develop proficiency maps, unit plans, and unpack standards.
- Trained guiding coalitions on using common formative assessment to guide instruction.
- K-8 Math lesson study focusing on mathematical discourse, visual representation, and routines to increase student engagement through peer observation.
- Provided training to primary teachers on explicit phonics instruction.
- Teacher induction program focuses on classroom management and high leverage instructional strategies.

## **Data Accomplishments:**

• 2.5% annual growth goal review below for 2019 data. 7 areas met the 2.5% growth goal, 6 showed areas of improvement, and 5 areas revealed a decrease.

	SBA ELA	SBA Math
District		
Berney		
Blue Ridge		
Edison		
Green Park		
Prospect Point		
Sharpstein		
Garrison		
Pioneer		

Key				
Insufficient data due to population size				
Decrease in performance				
Improvement over prior year but not enough to meet goal				
Meet or exceeded goal				



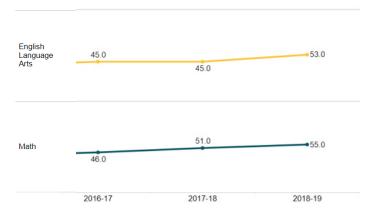
• Student growth percentages on SBAC grew steadily over the three years.

## **Student Growth**



Due to early school facility closure and the suspension of end of year testing, 2019-20 student growth data will not be available.

## Walla Walla Public Schools



Washington uses student growth percentiles (SGPs) to measure growth in students' Math and English Language Arts skills from one grade to the next. Student growth percentiles compare students in the same grade level with similar scores in previous years and measures their performance relative to those students. A student with a 60 SGP had growth greater than 60% of students with a similar test score in an earlier grade. For a school, the middle or median SGP in a specific subject and grade level is the school's score for the measure.



## **Goal #1: High Quality Instruction**

Outcome Statement: Supporting a districtwide culture where all instructional staff analyze student data, reflect on their practice, collaborate with their peers, and incorporate best-practice teaching strategies to ensure high levels of learning for all students.

Achieved Through	Strategies	Success Indicators	Measurement/ Date	Performance Target
Climate of Collaboration and Practitioner Reflection	<ul> <li>Fostering a productive climate of collaboration (PLC's) where staff analyze student data, are encouraged to take risks, share successes/failures, and explore new practices in order to improve student learning</li> </ul>	Staff perception survey data	CEE     Survey/Fall	Monitor for continuous improvement

#### **Strategy Accomplishments:**

- Development of school wide teams to support the work of grade level/content collaborative teams.
- Inclusion of Special Education teacher with grade level/content collaborative teams.
- Guiding Coalitions examining current practices and procedures related to intervention, extension, grading, and access to grade level work.
- Collaborative teams focusing on student work to inform intervention.
- Peer observation and reflection embedded in K-8 math lesson study.

## **Data Accomplishments:**

Staff collaboration results are significantly above nationwide schools and schools of distinction.



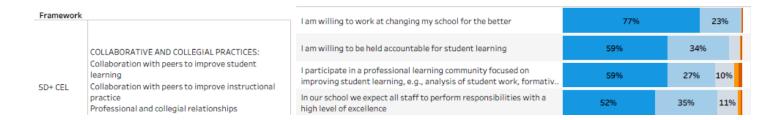
Staff collaboration results consistently improved over time.



Staff rated collaborative/PLC practices as very strong.

Professional Practice Walla Walla Public Schools

Criterion 8: Exhibiting collaborative and collegial practices focused on improving instructional practice and student learning.





## **Goal #2: Aligned and Coherent Systems**

Outcome Statement: Ensuring articulated programs and systems to support a comprehensive, consistent, and responsive learning environment for all students.

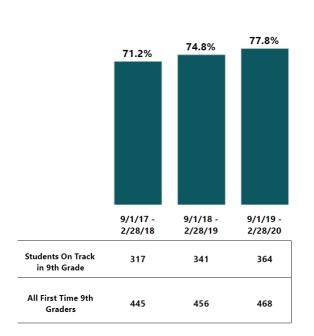
Achieved Through	Strategies	Success Indicators	Measurement/Date	Performance Target
Guaranteed and Viable Curriculum	<ul> <li>Comprehensive curriculum adoption and training program</li> </ul>	9th grade course failure rates in ELA, math and science as measured by OSPI	OSPI/February	• 15% by 2022 (85% on Trach)
	<ul> <li>Development of PK- 12 pathways</li> </ul>	<ul> <li>4yr &amp; 5yr graduation rates</li> </ul>	<ul> <li>May (looks at previous year)</li> </ul>	<ul> <li>4 yr Goal: 85%</li> <li>by 2022</li> <li>5 yr Goal: 90%</li> <li>by 2022</li> </ul>

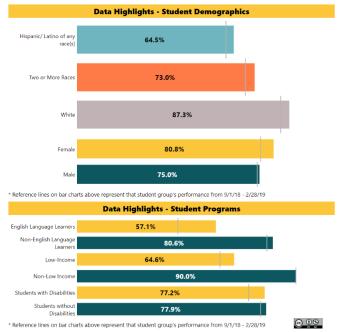
#### **Strategy Accomplishments:**

- Established a systemic cycle of review and adopting instructional materials.
- Over the last five years adopted instructional materials for ELA, Math, Social Studies, Health, Word Language, and Science.
- Ongoing training and support for adopted materials are provided.
- Developed a systematic program to support students in the transitional grades.
- Aligned courses and programs between schools (horizontally) and scaffold from K-12 (vertically).

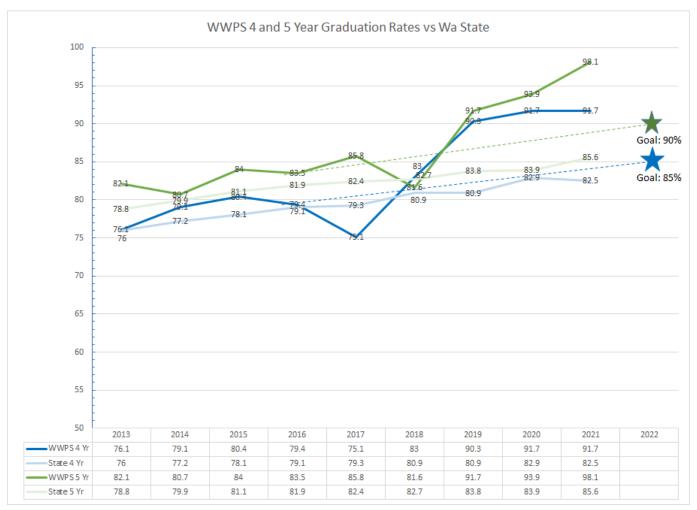
#### **Data Accomplishments:**

• 9<sup>th</sup> grade course failure rate shifted to "on track" in 2018 when the state changed the metric. It now includes a student who fails <u>any class</u>, not just math, science and ELA, a much more rigorous measure than the Board adopted. Despite this shift, the data reveals consistent improvement to 78%, nearly meeting the 85% 2022 goal using the more stringent metric. Subgroup performance also revealed marked improvements across all categories.





• Graduation rates already exceeded 2022 goal and the Latino graduation gap has all but been eliminated.





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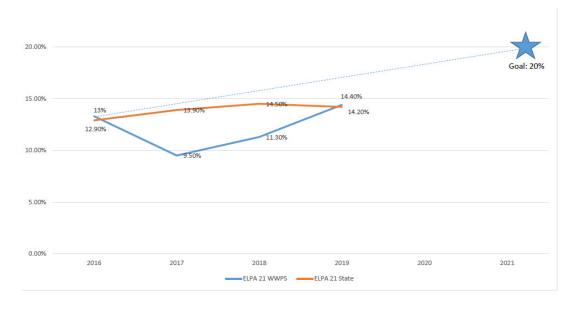
Achieved Through	Strategies	Success Indicators	Measurement/Date	Performance Target
Program and Systems Alignment	<ul> <li>Bilingual/highly capable/special education and technology prograr support and</li> </ul>	<ul> <li>ELL Performance</li> <li>Special education proficiency and growth results in ELA and math</li> </ul>	<ul><li>OSPI/October</li><li>OSPI/October</li></ul>	<ul> <li>20% EL exit status by 2022</li> <li>2.5% annual improvement in 3rd -8th grade</li> </ul>
	coordination	<ul><li>(SBAC)</li><li>Staff/community</li></ul>	CEE Survey/Fall	ELA/Math (SBAC Index Scores)  • Monitor for continuous
		perception survey data		improvement

## **Strategy Accomplishments:**

- Implementation of universal screening for highly capable identification at 2<sup>nd</sup> and 5<sup>th</sup> Grade.
- Expanding use of a more culturally and linguistically responsive highly capable assessment.
- Alignment of anchor text in ELA courses to reduce duplication.
- Implementation of Systematic ELD instruction for L1 and L2 students.
- Implementation of co-teaching in ELA and Mathematics.
- Aligned course offerings at the middle school.
- Expanded high school credits offered at middle school.
- Creation of CTE graduation pathways.
- Expanded highly capable programming and access to enrichment activities.

## **Data Accomplishments:**

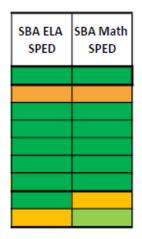
• EL Performance revealed marked improvement, surpassing the state and was on track to meet 20% goal.





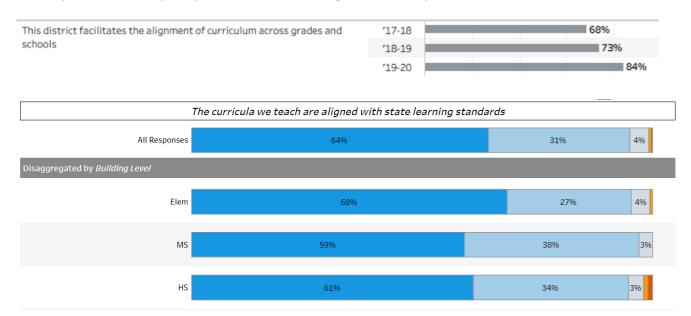
• Special education performance met goal in almost all schools in both ELA and Math.

District
Berney
Blue Ridge
Edison
Green Park
Prospect Point
Sharpstein
Garrison
Pioneer





• Very favorable staff perception as to curricular alignment and improvements.





## **Goal #2: Aligned and Coherent Systems**

Outcome Statement: Ensuring articulated programs and systems to support a comprehensive, consistent, and responsive learning environment for all students.

Achieved Through	Strategies	Success Indicators	Measurement/Date	Performance Target
Post-Secondary Culture	<ul> <li>Expanding partnerships with community, business, and outside resources</li> </ul>	<ul> <li>Post-secondary enrollment and remediation rates as measured by OSPI</li> </ul>	OSPI/June (historical data)	<ul> <li>Monitor for continuous improvement</li> </ul>
	to engage, expose, and support students with post- secondary options	·	ACT/September	• Composite score of 22 by 2022

## **Strategy Accomplishments:**

- Increased opportunities for work site learning.
- Development of Aerospace & Manufacturing, and Construction Core Plus programs that promote postsecondary employment opportunities.
- Development of "Grow our Own" bilingual teacher program.
- Expanded STEM offerings at middle school and high school.
- Partnership with Habitat for Humanity to construct homes in the community.
- Development of Criminal Justice program at SeaTECH.
- Incorporate business leaders in the course of study (guest judges, mock job interviews, career fair).
- Expanded industry related field trips.
- Utilize expertise of general advisory to align CTE offerings to industry standards.
- Increased access to SkillsUSA competitions.

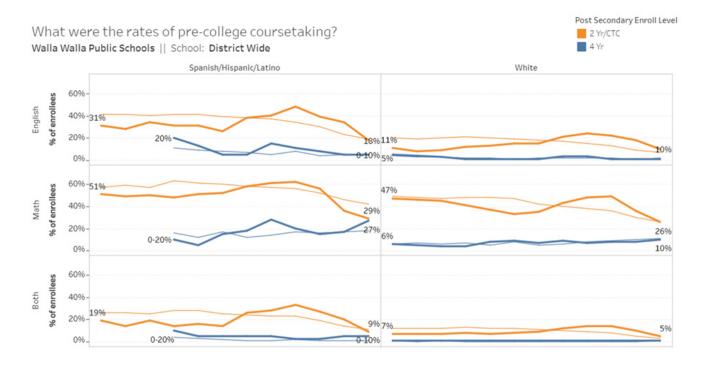
## **Data Accomplishments:**

• Post high school accession rates have remained fairly stable over the last couple of years overall. The number of Hispanic/Latino rate has increased steadily for 4 yr colleges/universities.

What percent of graduates enrolled in college during the first year after graduation? District: Walla Walla Public Schools || School: District Wide



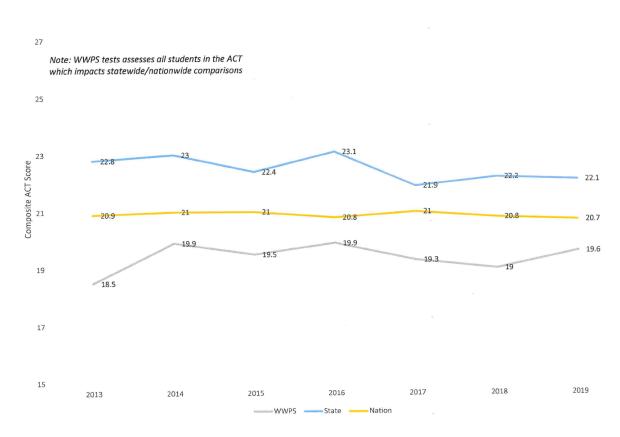
• Post-secondary remediation rates have improved.





ACT gap has narrowed by .7 points.

WWPS ACT Composite Score vs Wa State





## **Goal #3: Social and Emotional Needs**

Outcome Statement: Implementing high-quality behavioral models and interventions to support the social and emotional needs of all students.

Achieved Through	Strategies	Success Indicators	Measurement/Date	Performance Target
Trauma Informed Practice	<ul> <li>Development and implementation of site-specific trauma sensitive student behavioral models</li> </ul>	<ul> <li>Annual progress     monitoring of building     specific five-year     behavioral support plans</li> </ul>	<ul> <li>Ongoing school dashboard performance monitoring</li> </ul>	Monitor for continuous improvement
	<ul> <li>Implementation of district-wide student behavioral support programs</li> </ul>	<ul> <li>Staff/student/community perception survey data</li> </ul>	CEE Survey/ Fall	Monitor for continuous improvement

## **Strategy Accomplishments:**

- All staff baseline training on trauma informed practices.
- Development of district and building SEL teams.
- Ongoing districtwide training and support for building SEL teams.
- School Counselors, Home Liaisons, and Interventions specials in all buildings.
- Creation of Sources of Strength teams in all secondary schools.
- Core delivery of SEL lessons.

## **Data Accomplishments:**

Significant improvement in staff incorporating social/emotional strategies in the classroom.

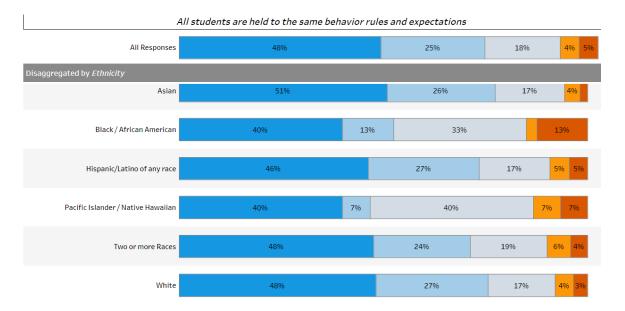


• Staff member behavior perception significantly improved.

Staff members enforce consistent behavior expectations and consequences	'17-18	64%
in their classrooms	'18-19	70%
	'19-20	77%



Student level data disaggregated shows strong results across ethnicities.



## • Parent level data has improved.





## **Goal #3: Social and Emotional Needs**

Outcome Statement: Implementing high-quality behavioral models and interventions to support the social and emotional needs of all students.

Achieved Through	Strategies	Success Indicators	Measurement/Date	Performance Target		
School-Based Health Centers	Support and expand student access to school-	<ul> <li>Health center data utilization and educational impacts</li> </ul>	THC Report/ July	Monitor for continuous improvement		
	based health centers	<ul> <li>Healthy youth survey (suicide prevention focus)</li> </ul>	<ul><li>Every 2 years/ March</li></ul>	<ul> <li>Monitor for continuous improvement</li> </ul>		

## **Strategy Accomplishments:**

- Expansion of school-based Health Centers to Walla Walla High School.
- Partnered with THC to refine internal referral process.
- · Centralized immunization and sports physicals.
- Increased support with mental and behavioral health.

## **Data Accomplishments:**

Data presented annually by THC staff regarding students served.

## During the past 12 months, did you ever seriously consider attempting suicide?

2016 Grade 8	2016 Grade 10	2016 Grade 12
N= 299	N= 304	N= 324
Yes = 21.4% (+/- 4.7)	Yes = 22.7% (+/- 4.7)	Yes = 18.8% (+/- 4.3)
2018 Grade 8	2018 Grade 10*	2018 Grade 12
N= 350	N= 287	N= 264
Yes = 23.7% (+/- 4.5)	Yes = 24.4% (+/- 5.0)	Yes = 23.5% (+/- 5.1)



## **Goal #4: Safe and Engaging Environment**

Outcome Statement: Ensuring all students are engaged and connected to their school, peers, and community in a safe and secure educational setting.

Achieved Through	Strategies	Success Indicators	Measurement/Date	Performance Target		
District- wide Safety	• Ensure best- practice safety response program, implement reporting and training criteria, and identify physical plant improvements to support student, staff, and patron safety	Staff/student/community perception survey data (bullying prevention focus)	CEE Survey/ Fall	Monitor for continuous improvement		

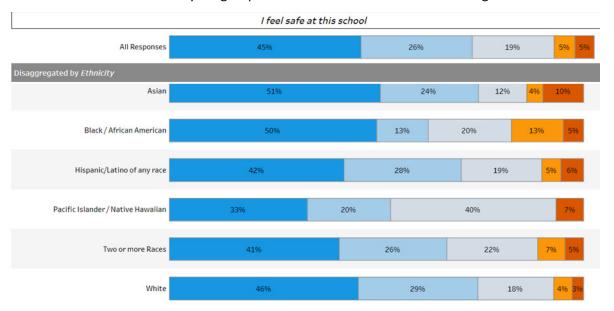
## **Strategy Accomplishments:**

- Provided annual safety summit training for building level teams.
- Provided Level 1 Threat Assessment training to building teams.
- Ensure all secondary schools have Campus Support Staff.
- Provide annual de-escalation training for staff.
- Implementation of emergency radio communication.
- Formalized offsite evacuation plans and parent reunification plans with community partners.
- Increased video surveillance on each campus.
- Controlled access to buildings.
- Increased signage for how to report incidents.
- Reconfigured bus and parent drop off at schools.
- Increased campus security with additional perimeter fencing.

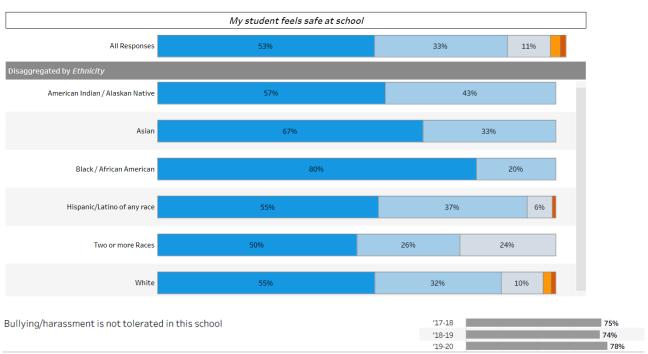
### **Data Accomplishments:**

## Walla Walla Public Schools Developing Washington's Most Sought-After Graduates

• Student data broken down by subgroup is favorable and above national averages.



• Parent data broken down by subgroup is favorable and above national averages.



• Staff perception data shows continued improvement and above national averages.

Students believe this school is a safe place	′17-18	83%
	'18-19	85%
	'19-20	85%



## **Goal #4: Safe and Engaging Environment**

Outcome Statement: Ensuring all students are engaged and connected to their school, peers, and community in a safe and secure educational setting.

Achieved Through	Strategies	Success Indicators	Measurement/Date	Performance Target		
Student Engagement and Latino/a Outreach	Develop program     to improve     student     engagement and     involvement with     their school and     their peers	<ul> <li>Parent/student/community perception survey data</li> <li>Extracurricular, clubs and co-curricular activity involvement data</li> <li>Chronic absenteeism as measured by OSPI</li> </ul>	<ul> <li>CEE Survey/ Fall</li> <li>WWPS Report/ May</li> <li>OSPI/April</li> </ul>	<ul> <li>Monitor for continuous improvement</li> <li>Monitor for continuous improvement</li> <li>10% by 2022</li> </ul>		
	<ul> <li>Coordinated support for Latino/a students and families</li> </ul>					

## **Strategy Accomplishments:**

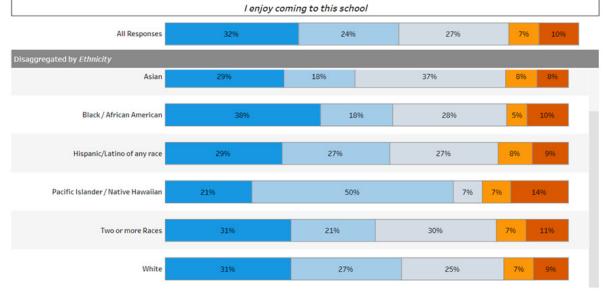
- Creation of Family Support Hotline monitored by bilingual staff.
- Increased presence on Social Media in English and Spanish.
- School communications made available in English and Spanish.
- Create of Adopt a Blue Devil to support access for all students.
- Strengthen connections with family by increased home visits.
- Elimination of "Pay to Play" and ASB fees.
- Elimination of gate fees for students and families to attend home events.
- Increased student participation in district level conversation and decisions.
- Increase extra-curricular offerings middle school soccer, slow-pitch softball, bowling, unified sports.

#### **Data Accomplishments:**

Parent and staff perception data shows strong improvement



• Student data broken down by subgroup remains fairly consistent.



• 12% increase in % of students participating. 34% qualify for F and R lunch(baseline data not collected). 2% increase in students of color (29%).

## Students in Co-curricular

#### WaHi

			Engagemen	t Progress Moni	toring (201	8-19)			
		Baseline Sch	Current Data				Facts About Our Data		
	Total	% Participation	% Minority	% Poverty	Total	% Participation	% Minority	% Poverty	
Fall Sports	286	18%	23%	not available	318	20%	26%	29%	Added Slowpitch SB in the Fall (18 athletes)
Winter Sports	249	16%	22%	not available	235	15%	30%	36%	Wrestling numbers were low in Winter
Spring Sports	357	22%	36%	not available	366	23%	30%	37%	

#### Pioneer

			Enga	agement Progr	ess Monitor	ing (2018-19)			
		Baseline Sch	Facts About Our Data						
	Total	% Participation	% Minority	% Poverty	Total	% Participation	% Minority	% Poverty	
Fall Sports	120	18%	29%	not available	199	32%	37%	49%	
Winter Sports	105	16%	46%	not available	144	23%	31%	43%	
Spring Sports	138	20%	21%	not available	134	22%	19%	30%	

## Garrison

			En	gagement Proc	ress Monito	ring (2018-19)			
		Baseline Sch	Facts About Our Data						
	Total	% Participation	% Minority	% Poverty	Total	% Participation	% Minority	% Poverty	
all Sports	158	27%	32%	not available	190	33%	31%	37%	
Vinter Sports	194	33%	30%	not available	211	37%	24%	31%	
Spring Sports	170	29%	22%	not available	176	31%	23%	40%	



Percent of students in Regular Attendance increased 6.2 percentage points from 2015. WWPS Regular Attendance rate is now above the state.

Walla Walla Public Schools

**Washington State** 2020

2020

89.4%

89.6%