



Walla Walla Public Schools Strategic Planning Process and Adoption

Walla Walla Public Schools
Strategic Plan Final Presentation
2016-17 School Year



WWPS Strategic Planning Commitments

- An open and transparent process
- Multiple opportunities for stakeholder involvement, participation, and feedback
 - Staff, Parents, Students, Community
- Focused on our core mission of how best to serve, educate, and prepare our students

Intended Outcome

- A concise and straightforward five-year plan
- A focused plan that identifies no more than 4 core initiatives that are well-understood, organizationally supported, and coherent
- A plan that provides consistency, clarity, and purpose to our core mission of educating current and future students of Walla Walla Public Schools

What it is Not

- A comprehensive 3 ring binder of detailed tasks and indicators
 - Aiming for a 1-2 page visual plan
- Intended to pick and choose which current programs to keep and which ones to dismiss
 - Rather, it's a process to focus our efforts collectively on 3-4 things we are all going to get good at together
- A scripted, rigid document that limits our creativity and flexibility
 - Intended to provide stability and continuity for the entire district

Can we be disciplined enough to identify a few high-yield strategies/initiatives, practice them, support them, and actually get good at them before we move on to something different?

Our Process

Walla Walla Public Schools 2016-17 Strategic Planning Process

Phase #1

Where are
We Now?

Fall 2016

Phase #2

Where Do
We Want to
Go?

Winter 2017

Phase #3

How Are
We Going to
Get There?

Spring 2017

Phase #1: Where are We Now?



September 2016

- Review and adopt Strategic Planning process
- **Data Review and American Educators Publication**

IN PROGRESS

October 2016

- Community input review from Community and Staff Strategic Summits, ThoughtExchange, surveys
- **Stakeholder Data Review**
- **Data Review and Marzano Book Study**
- **Quantitative Data Review**

IN PROGRESS

November 2016

- District Strengths, Weakness, Opportunities, Challenges review (from Superintendent's Listening sessions, WWPS surveys, staff and community listening sessions, focus groups)
- **SWOT_Analysis_Strategic_Planning.pdf**
- Develop draft Vision, Mission, Values statement
- **Vision, Mission and Beliefs Statements**
- Seek internal and external feedback on draft Vision, Mission, Values statement
- Listening sessions and prior data/feedback review opportunities

IN PROGRESS

Phase #1 Listening & Input Process



Qualitative Data Review

Detailed review of 11 internal and external surveys and stakeholder feedback opportunities:

Children's Forum 13'
WSU Survey 14'
Healthy Youth Survey 14-15'
Thought Exchange Spring 15'
Thought Exchange Fall 15'
Comm. Summit Fall 15'
Staff Summit Winter 16'
Thought Exchange Spring 16'
Sup. Search Spring 16'
C2C Outreach Spring 16'
Comm. Council Summer 16'

Quantitative Data Review

Comprehensive review of 35 diverse performance indicators

(e.g. district demographic trends, early childhood indicators, kindergarten readiness, district financial trends, student performance, graduation and dropout rates, student attendance and discipline, post secondary success, college remediation rates, ACT[®] and Advanced Placement[®] performance, student involvement in activities and athletics)

SWOT/C Listening Sessions

Strengths, weaknesses, opportunities & threats(concerns) listening sessions:

- Superintendent listening sessions with students
- Carrie Center Latino outreach input session (in Spanish)
- Staff input sessions (3 total)
- Administrative/leadership input session
- Parent/stakeholder input session
- Online survey opportunity
- Over 200 individual stakeholder meetings with Superintendent
- Board of Directors' SWOT Analysis

Phase #1 Outcomes

- Identification of the four core pillars
 - High quality instruction
 - Aligned and coherent systems
 - Addressing student social and emotional needs
 - Safe and engaging environment for all students

Phase #1 Outcomes Cont'd

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

Phase #2: Where do We Want to Go?



December 2016

- [Approved Vision, Mission and Belief Statements](#)

IN PROGRESS

January 2017

- [Draft Strategic Plan Goals and Initiatives](#)

IN PROGRESS

February 2017

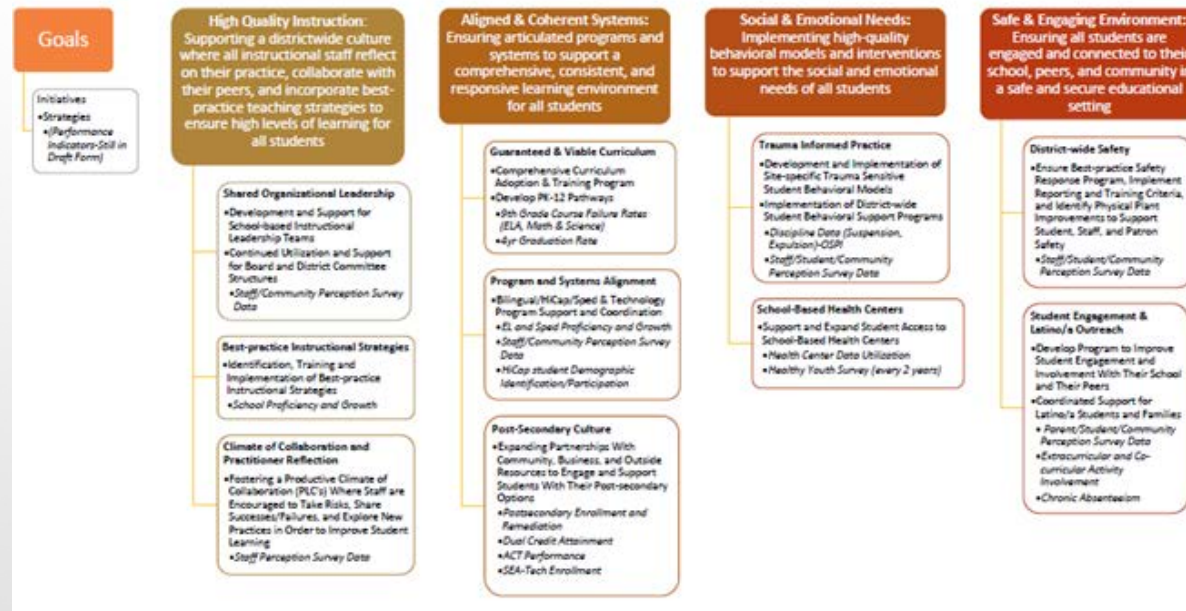
- Form Strategic Planning Teams (SPTs will develop operational plans for the strategic initiatives)
- Finalize strategic initiatives

IN PROGRESS

Phase #2 Outcomes

- Framework for draft initiatives, strategies, and performance indicators

WWPS 5-Year Strategic Plan Framework (Draft)
2017-2022



Phase #3: How are We Going to Get There?



March 2017

- Strategic Planning Teams provide progress reports on initiative development
- [2017-2018 Budget Process](#)

IN PROGRESS

April 2017

- Refine operational plans for strategic initiatives
- Announce proposed Strategic Plan

IN PROGRESS

May 2017

- Review proposed final Strategic Plan
- Adopt Strategic Plan

PENDING

Phase #3 Outcomes

- Budgeting the plan through initiative investments

Board Deliberations

	Option 1	Option 2	Option 3	Option 4
Revenue Assumptions	\$0	\$490,000	\$650,000	\$860,000
Projected EFB	8.8%	8.2%	8.0%	~7.7%
Strategic Initiatives	Current	Enhanced	Comprehensive	
Curriculum	\$(400,000)	\$100,000	\$140,000	
Technology	\$0	\$183,000	\$379,000	
Post-Secondary Culture	\$0	\$60,000	\$105,000	
DW Behavioral Support	\$0	\$180,000	\$270,000	
DW Safety and Security	\$0	\$85,000	\$195,000	
Student Engagement	\$0	\$151,000 (\$130,000 y2)	\$226,000	
Latino Student and Family	\$0	\$71,000	\$204,000	

~\$75,000 = ~0.10% EFB

- Finalized strategies, initiatives, and performance indicators

Pillar #1: High Quality Instruction

Outcome Statement: Supporting a districtwide culture where all instructional staff 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
Shared Organizational Leadership	<ul style="list-style-type: none">• Development and support for school-based instructional leadership teams• Continued utilization and support for school board and district committee structures	<ul style="list-style-type: none">• Staff/community perception survey data
Best-practice Instructional Strategies	<ul style="list-style-type: none">• Identification, training, and implementation of best-practice instructional strategies	<ul style="list-style-type: none">• Annual progress monitoring of building specific five-year instructional support plans• School-level proficiency and growth results in ELA and math (SBAC)
Climate of Collaboration and Practitioner Reflection	<ul style="list-style-type: none">• Fostering a productive climate of collaboration (PLC's) where staff are encouraged to take risks, share successes/failures, and explore new practices in order to improve student learning	<ul style="list-style-type: none">• Staff perception survey data

Pillar #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
Guaranteed and Viable Curriculum	<ul style="list-style-type: none">• Comprehensive curriculum adoption and training program• Development of PK-12 pathways	<ul style="list-style-type: none">• 9th grade course failure rates in ELA, math and science as measured by OSPI• 4yr & 5yr graduation rates
Program and Systems Alignment	<ul style="list-style-type: none">• Bilingual/highly capable/special education and technology program support and coordination	<ul style="list-style-type: none">• EL and special education proficiency and growth results in ELA and math (SBAC)• Staff/community perception survey data
Post-Secondary Culture	<ul style="list-style-type: none">• Expanding partnerships with community, business, and outside resources to engage, expose, and support students with post-secondary options	<ul style="list-style-type: none">• Post-secondary enrollment and remediation rates as measured by OSPI• ACT performance

Pillar #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
Trauma Informed Practice	<ul style="list-style-type: none">• Development and implementation of site-specific trauma sensitive student behavioral models• Implementation of district-wide student behavioral support programs	<ul style="list-style-type: none">• Annual progress monitoring of building specific five-year behavioral support plans• Staff/student/community perception survey data
School-Based Health Centers	<ul style="list-style-type: none">• Support and expand student access to school-based health centers	<ul style="list-style-type: none">• Health center data utilization and educational impacts• Healthy youth survey (suicide prevention focus)

Pillar #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
District-wide Safety	<ul style="list-style-type: none">• Ensure best-practice safety response program, implement reporting and training criteria, and identify physical plant improvements to support student, staff, and patron safety	<ul style="list-style-type: none">• Staff/student/community perception survey data (bullying prevention focus)
Student Engagement and Latino/a Outreach	<ul style="list-style-type: none">• Develop program to improve student engagement and involvement with their school and their peers• Coordinated support for Latino/a students and families	<ul style="list-style-type: none">• Parent/student/community perception survey data• Extracurricular, clubs and co-curricular activity involvement data• Chronic absenteeism as measured by OSPI

Next Steps

- Communication and promotion development for strategic plan
 - Posters, brochures, website, video, social media, etc.
- June Training:
 - Board begins 5-year target identification process for performance indicator success
 - Cabinet retreat team training and department support plan development
 - Leadership team training and initial school-based implementation plan development
- August:
 - Building leadership team refinement of plans
- September:
 - Finalize building-specific five year plans with performance and outcomes