

Years 2-5 Outcomes

WJCC Five-Year Strategic Plan - Years 2-5 Outcomes

Goals 1 & 2				
Strategy	Outcomes 2013-14	Outcomes 2014-15	Outcomes 2015-16	Outcomes 2016-17
1.1.1 Develop meaningful measures of student performance in: (a) Foundational skills including reading, writing, mathematics, science and technology (b) Innovative and critical thinking, problem solving, citizenship and global awareness and (c) Interpersonal and communications skills, collaboration and adaptation to new situations.				
1.1.2 Develop and implement rigorous curriculum.	<ul style="list-style-type: none"> Evidence of curriculum implementation in schools 	<ul style="list-style-type: none"> Implement rigorous curriculum 		
1.1.3 Make data accessible and actionable for professionals.	<ul style="list-style-type: none"> WJCC Data Access Tool developed and communicated to all staff 		<ul style="list-style-type: none"> Data Access Tool operational and implemented to WJCC staff 	
1.1.4 Develop a model for a Student Portfolio.		<ul style="list-style-type: none"> Pilot a model for a Student Portfolio 		
1.1.5 Establish a division-wide Student Goal Setting model for use in all schools in the division.	<ul style="list-style-type: none"> Exploratory group established and communicated to WJCC 	<ul style="list-style-type: none"> WJCC Student Driven Conferencing and Goal Setting Model established and communicated to WJCC 		<ul style="list-style-type: none"> All WJCC students will have conducted at least one (1) Student Driven Conference All WJCC students will have established personal student goals for their own learning
1.2.1 Create flexible instruction models to enhance individualized learning.	<ul style="list-style-type: none"> Exploratory committee established 	<ul style="list-style-type: none"> Recommend flexible instruction models to enhance individualized learning 	<ul style="list-style-type: none"> Pilot flexible instruction models to enhance individualized learning 	<ul style="list-style-type: none"> Models adjusted and implemented division wide

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Goals 3 & 4				
Strategy	Outcomes 2013-14	Outcomes 2014-15	Outcomes 2015-16	Outcomes 2016-17
2.3.1 Develop meaningful measures of performance in the following areas: (a) Care for the physical and emotional safety of all students and staff, (b) Encourage students to start each day healthy, rested, nourished (and) ready to learn, and (c) Student engagement in learning.				
2.3.2 Embed core values in culture of WJCC.	<ul style="list-style-type: none"> • WJCC Core Values communicated to all students, staff and WJCC community • Core values experienced by staff (Survey results) 			
2.3.3 Employ a child nutrition program that provides healthy, nutritious, diverse and appealing and consistent options.	<ul style="list-style-type: none"> • Food services Evaluation Tool completed, communicated and utilized 			
2.3.5 Create a climate where students are fully supported.	<ul style="list-style-type: none"> • Safe Places established and communicated 			
2.3.4 Sustain the School Health Initiative Program (SHIP).				
2.4.1 Create meaningful experiential learning opportunities for students that support the development of applicable skills.	<ul style="list-style-type: none"> • Expand dual enrollment and concurrent enrollment • Differentiated Instruction document developed and communicated 	<ul style="list-style-type: none"> • Increased participation in student apprenticeships 		
2.4.2 Reinforce the idea that learning happens anywhere and anytime (e.g., on-line instruction, community-based projects, etc.).	<ul style="list-style-type: none"> • BYOD policy developed and pilot project conducted 	<ul style="list-style-type: none"> • BYOD implemented division-wide 		
2.4.3 Increase the use of problem-based learning and divergent thought, and reduce the fear of failure.				

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Goal 5				
Strategy	Outcomes 2013-14	Outcomes 2014-15	Outcomes 2015-16	Outcomes 2016-17
3.5.1 Align the organization so that overall direction is provided centrally and execution is the responsibility of personnel at each school.				
3.5.2 Establish Division and school leadership and improvement councils.				
3.5.3 Establish collaborative teams within each building with shared responsibility for demonstrating evidence of continuous improvement.				
3.5.4 Attract, retain and develop motivated, skilled professionals essential for student achievement.				
3.5.5 Redefine the role of division leadership to reinforce distributed responsibility with an emphasis on serving the customer and supporting division personnel.	<ul style="list-style-type: none"> • Adopt WJCC Baldrige model guiding document • Division 360-degree leadership evaluation piloted 	<ul style="list-style-type: none"> • Full implementation of 360-degree leadership evaluation 	<ul style="list-style-type: none"> • Baldrige Process Self-Study completed 	<ul style="list-style-type: none"> • Baldrige Program evaluated, mid-course corrections and fully implemented
3.5.6 Recruit high quality and diverse staff/professionals.	<ul style="list-style-type: none"> • Recruitment Plan developed, implemented and evaluated (increase diversity) 			
3.5.7 Develop career paths for instructional staff.				
3.5.8 Develop induction processes and protocols for all new hires that emphasize the organizational values and demonstrate the support that each member of the WJCC community will receive.	<ul style="list-style-type: none"> • WJCC Induction process developed and implemented 			
3.5.9 Inspire, motivate and engage staff – develop professional growth plans to meet the needs and interests of professionals.		<ul style="list-style-type: none"> • Professional Growth Plans communicated, utilized and updated annually 		
3.5.10 Value and celebrate the contributions of people to the Division through an annual awards program that recognizes the contribution of individuals and groups throughout the organization.	<ul style="list-style-type: none"> • Recognition Program established and implemented 			
3.5.11 Develop a leadership succession plan and develop leadership capacity through professional development.	<ul style="list-style-type: none"> • WJCC Leadership Institute developed 		<ul style="list-style-type: none"> • Aspiring Principals' Academy/ or leadership pathway 	

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Goal 6				
Strategy	Outcomes 2013-14	Outcomes 2014-15	Outcomes 2015-16	Outcomes 2016-17
3.6.1 Formalize and expand collaboration to emphasize shared responsibility for school success.	<ul style="list-style-type: none"> Pilot Data Team collaboration model 		<ul style="list-style-type: none"> Completion and communication of Collaboration Review report 	
3.6.2 Building upon the centralized distributed leadership model, expand to include building level leadership and teachers.				
3.6.3 Develop/utilize electronic communications for professionals to share best practices.				

Goal 7				
Strategy	Outcomes 2013-14	Outcomes 2014-15	Outcomes 2015-16	Outcomes 2016-17
3.7.1 Develop flexible instructional programs to address the diverse need and interests of students and to focus on their engagement.		<ul style="list-style-type: none"> Plan to address student housing at the middle school Implementation and evaluation of personalized learning plan pilot/complete program Professional Learning Programs to support flexible learning pedagogy developed and evaluated 		

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Goals 8 & 9				
Strategy	Outcomes 2013-14	Outcomes 2014-15	Outcomes 2015-16	Outcomes 2016-17
4.8.1 Establish conditions for effective partnerships between schools and families and do more to reinforce the central role that families play in a child’s development.	<ul style="list-style-type: none"> • Family engagement capacity building • Identify and pilot 3 opportunities in which the division partners with a community-based organization 	<ul style="list-style-type: none"> • Increase in the number of community members becoming positively involved in schools 	<ul style="list-style-type: none"> • Determine and utilize measurable outcomes to ensure continuous improvement in family engagement 	
4.9.1 Establish mechanisms for family and community engagement.				
4.9.2 Develop an understanding among the professional staff of what it means to have effective relationships between school and home.				
4.9.3 Increase pride and affinity among the broader population to WJCC and the schools.	<ul style="list-style-type: none"> • Completion and communication of WJCC Brand statement • Social media acceptable use policy • Feedback mechanism in place regarding social media • Measurable use of social media as effective communication tool 	<ul style="list-style-type: none"> • WJCC Student / Staff / Community feedback mechanism/staff satisfaction developed and communicated to WJCC 		
4.9.4 Communicate honestly and consistently with families, community, and staff.				

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Goals 10, 11 & 12				
Strategy	Outcomes 2013-14	Outcomes 2014-15	Outcomes 2015-16	Outcomes 2016-17
5.10.1 Develop and maintain a strategic management system.	<ul style="list-style-type: none"> • Implementation of Strategic Dashboard system • Division progress dashboard (KPIs) 			
5.10.2 Provide guidance and stewardship of limited resources.			<ul style="list-style-type: none"> • Increase in flexible programs to meet the demands of students, while adjusting teacher assignments 	<ul style="list-style-type: none"> • Implementation of compensation study • Reduction in material costs
5.11.1 Use web-based communications and conduct annual surveys of staff, community members, and students.				
5.11.2 Gauge and assess the satisfaction of the WJCC community with the performance of the Division.	<ul style="list-style-type: none"> • Publication of the Superintendent’s Annual Report 			
5.12.1 Align School Improvement Plans to the Division Strategic Plan.	<ul style="list-style-type: none"> • School improvement plans developed using new school improvement protocol 	<ul style="list-style-type: none"> • School improvement plans communicated to staff and community 		