

Year 1 Outcomes

WJCC Five-Year Strategic Plan: Year 1 Outcomes

Goals 1 & 2				
Strategy	Team	Outcomes 2012-13	Status	Comments
1.1.2 Develop and implement rigorous curriculum.	DS, SP, AQI	<ul style="list-style-type: none"> Establish a 21st Century working group by Dec. 2012 	Completed	<ul style="list-style-type: none"> The 21st Century working group consists of the following members: Senior Director of School Performance, content coordinators, CR21 coordinator, Multicultural coordinator, and the Counseling Supervisor.
		<ul style="list-style-type: none"> Guidelines for expectations and outcomes and authentic assessments by June 2013 	Completed	<ul style="list-style-type: none"> A curriculum and assessment framework was presented to the School board on April 9, 2013. Curriculum writing will be on-going in 2013-14. Professional development on the WJCC curriculum framework and its implementation will be delivered to teachers in August 2013.
1.1.3 Make data accessible and actionable for professionals.	AQI, DT, IT, DS	<ul style="list-style-type: none"> Examine Division progress on data aggregation tools by Nov. 2012 	Completed	<ul style="list-style-type: none"> A SharePoint site has been developed to inventory all assessments and testing that is used in WJCC. A temporary data warehouse has been established with various reports and data points for student achievement. Assessment data is displayed on the WJCC website.
		<ul style="list-style-type: none"> Progress report on WJCC Data Aggregation tool development by June 2013 	In progress	<ul style="list-style-type: none"> The RFP process for the Dashboard and Data Aggregation system was completed and approved by the School Board on January 8, 2013. Strategic Dashboards are in development and a progress report will be presented to the School Board in June 2013. The RFP process for new Student Information System is in progress and a recommendation will be presented to the School Board in May 2013. The training plan for the implementation of the SIS system is in development.
1.1.5 Establish a division-wide Student Goal Setting model for use in all schools in the division.	SP, Guidance & Counseling	<ul style="list-style-type: none"> Establish group and communicate to WJCC by June 2013 	Not started	<ul style="list-style-type: none"> The formation of this committee is delayed until August 2013 following the appointment of a new Coordinator of Guidance.
1.2.1 Create flexible instruction models to enhance individualized learning.	DS, SP, AQI, Transportation, CTE, Subject Coordinators	<ul style="list-style-type: none"> Exploratory committee by September 2013* 	In progress	<ul style="list-style-type: none"> Programs/student offerings that incorporate flexible instruction are currently being documented and evaluated. The Exploratory Committee on Flexible Instruction will be formed by September in the 2013-14 SY. Feedback via a survey/focus group will be solicited from principals/stakeholders to garner input on instruction that works and flexible instruction models by October 2013.

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Goals 3 & 4				
Strategy	Team	Outcomes 2012-13	Status	Comments
2.3.2 Embed core values in culture of WJCC.	DS, AQI, Cabinet, PR & E, Principals	<ul style="list-style-type: none"> Core values communicated to all (staff, students, community) by Sept. 2013* 	Completed	<p><i>Core Values have been communicated to all staff through the following methods:</i></p> <ul style="list-style-type: none"> All-staff Convocation, September 2012 On page 1 of the new School Improvement Planning Template WJCC Website WJCC Branding – new logo <p><i>Core Values are defined and communicated in the superintendent’s web letter to staff.</i></p>
		<ul style="list-style-type: none"> Annual survey created by June 2013 	In progress	<ul style="list-style-type: none"> Survey options are currently being reviewed for implementation in the 2013-14 SY. Funding was not available in 2012-13. Surveys to various stakeholders will be administered during the 2013-14 school year and baseline data will be presented to the School Board in June 2014.
2.3.3 Employ a child nutrition program that provides healthy, nutritious, diverse and appealing and consistent options.	Supervisors of Child Nutrition, SHIP, SS, DS, DO	<ul style="list-style-type: none"> Child nutrition review report by June 2013 	Completed	<ul style="list-style-type: none"> The CNS evaluation tool was administered in the 2012-13 SY. Information and data have been collected and analyzed and will be presented to the School Board in May 2013.
		<ul style="list-style-type: none"> Food Services/Child Nutrition Services evaluation tool developed and used by Sept. 2013* 	Completed	<ul style="list-style-type: none"> Current evaluation/data gathering tools have been modified to align with strategic plan goals and are being used in the 2012-13 SY.
2.3.5 Create the climate where students are fully supported.	DS, SP, AQI, SS, SHIP, GT	<ul style="list-style-type: none"> Student lead goal setting model 	Not started	<ul style="list-style-type: none"> See Goal 1 – A committee will be formed in August 2013 following the selection of a Coordinator of Guidance.
		<ul style="list-style-type: none"> Student Advisory Committee – begin in 2013 	Completed	<ul style="list-style-type: none"> The Student Advisory Committee was approved by the School Board in February 2012. Committee selections were completed in Sept./Oct. 2012, and 12 nominees were brought to the School Board for approval in November 2012. The Student Advisory Committee met on December 19, January 9 and March 13. The final meeting of the year is May 8. The Student Advisory Committee is charged with writing bylaws.
		<ul style="list-style-type: none"> Disproportionality Report by June 2013 	In progress	<ul style="list-style-type: none"> Data collection is on-going for special education, gifted services and discipline. A report will be provided to the School Board in June 2013.

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2.3.5 Create the climate where students are fully supported.	DS, SP, AQI, SS, SHIP, GT	<ul style="list-style-type: none"> Discipline Report by June 2013 	<i>In progress</i>	<ul style="list-style-type: none"> Data collection is on-going. An interim discipline report was provided to the School Board in Friday News and Notes (4/26/13). Discipline Prevention initiatives include: Olweus Anti-Bullying Program training, August 2012, and implementation at the three middle schools and Rawls Byrd Elementary School. A comprehensive end-of-year report will be provided as soon as data become available.
		<ul style="list-style-type: none"> Safe Places by Sept. 2013* 	<i>In progress</i>	<ul style="list-style-type: none"> We have started to address behavior/safe places through Olweus/SWD initiatives. Student Services is in the process of identifying current practices within each school.
		<ul style="list-style-type: none"> School Health Program by Sept. 2013* 	<i>Completed</i>	<ul style="list-style-type: none"> A School Health Program already exists in SHIP and an update on evaluation methods and priorities was presented to the Board on October 2, 2012.
2.4.1 Create meaningful experiential learning opportunities for students that support the development of applicable skills.	DS, SP, Coordinators, DT, Guidance	<ul style="list-style-type: none"> BYOD Policy by June 2013 	<i>Completed</i>	<ul style="list-style-type: none"> A draft policy has been written with input from all stakeholders and will be provided for review by the School Board in June 2013.
		<ul style="list-style-type: none"> Expand dual enrollment and concurrent enrollment by June 2014* 	<i>In progress</i>	<ul style="list-style-type: none"> An analysis of current offerings is underway in order to promote and expand dual enrollment offerings in the 2013-14 Program of Study in order to meet this goal in June 2014.
		<ul style="list-style-type: none"> Differentiated Instruction document developed and communicated by Sept. 2013** 	<i>Not started</i>	<ul style="list-style-type: none"> Differentiated instruction will be incorporated into the Flexible Instruction report to the Board in June 2014.

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Goal 5				
Strategy	Team	Outcomes 2012-13	Status	Comments
3.5.5 Redefine the role of division leadership to reinforce distributed responsibility with an emphasis on serving the customer and supporting division personnel.	Superintendent, DS, AQI, PR & E, SP	<ul style="list-style-type: none"> WJCC Baldrige model guiding document by Sept. 2013* 	<i>N/A</i>	<ul style="list-style-type: none"> The guiding document is the Baldrige Education Criteria for Performance Excellence. A WJCC continuous improvement model has been developed and is being used in school and division improvement planning in the 2012-13 SY.
		<ul style="list-style-type: none"> Training to start in 2012 	<i>Completed</i>	<ul style="list-style-type: none"> Cabinet training on the Baldrige Criteria for Performance Excellence was conducted on Dec. 4, 2012. Senior Leadership completed a Self-Study/Assessment as part of the Baldrige training session. Training in Process Management and Process Improvement will be conducted by APQC on May 7 for 22 WJCC administrators from various departments.
		<ul style="list-style-type: none"> Structures to deliver the Strategic Plan 	<i>Completed</i>	<ul style="list-style-type: none"> A new department improvement planning template and a new school improvement planning template have been developed and launched in 2012 to align with and create the structure to support the implementation of the WJCC Strategic Plan.
3.5.6 Recruit high quality and diverse staff/professionals.	HR, PR & E, DS, SP, Superintendent	<ul style="list-style-type: none"> Recruitment Plan by Sept. 2013* (increasing diversity) 	<i>In progress</i>	<ul style="list-style-type: none"> A comprehensive recruitment plan is being developed including strategies to increase the diversity of the WJCC workforce. The WJCC Recruitment Plan and will be presented to the school board in September 2013.
		<ul style="list-style-type: none"> Staff satisfaction survey developed and implemented by June 2013 (see Goal 10, 11 & 12 – piloted only) 	<i>In progress</i>	<ul style="list-style-type: none"> Survey options are currently being reviewed for implementation in the 2013-14 SY. Funding was not available in 2012-13. Surveys to various stakeholders will be administered during the 2013-14 school year and baseline data will be presented to the School Board in June 2014.
		<ul style="list-style-type: none"> Evaluation system developed and implemented by Sept. 2012 	<i>Completed</i>	<ul style="list-style-type: none"> The new teacher evaluation system has been implemented.
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.	Superintendent, PR & E, HR	<ul style="list-style-type: none"> Recognition Program established and implemented by Sept. 2013* 	<i>In progress</i>	<ul style="list-style-type: none"> Recognition program options are being explored for a recommendation to the superintendent in summer 2013.

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Goals 6 & 7				
Strategy	Team	Outcomes 2012-13	Status	Comments
3.6.1 Formalize and expand collaboration to emphasize shared responsibility for school success.	SP, DT, IT, Principals	<ul style="list-style-type: none"> School Improvement Teams by Sept. 2013* 	<i>Completed</i>	<ul style="list-style-type: none"> A Regulation/Procedure has been completed and presented for information to the School Board via News and Notes (BII-1-13 on January 17, 2013). It establishes the makeup of School-Based Leadership Teams (SBLTs). Teams will be established by each school at the start of the 2013-14 SY as part of the school improvement planning process.
3.7.1 Develop flexible instructional programs to address the diverse need and interests of students and to focus on their engagement.	SP, Cabinet, IT, DO	<ul style="list-style-type: none"> Reduced achievement gaps by 2013* 	<i>In progress</i>	<ul style="list-style-type: none"> A comprehensive presentation of data pertaining to achievement gaps will be presented as part of the larger SOL/ AMO report to the School Board in October 2013.
		<ul style="list-style-type: none"> Plan to address student housing at the middle school by June 2015 	<i>In progress</i>	<ul style="list-style-type: none"> A plan to review middle-school instruction and housing was presented to the School Board on November 13, 2012, and a revised version with Board input was approved by the Board on November 20, 2012. A committee was formed, is currently meeting and will provide options for the superintendent's consideration in May 2013.

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Goals 8 & 9				
Strategy	Team	Outcomes 2012-13	Status	Comments
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.	PR & E	<ul style="list-style-type: none"> School community partnerships board by Sept. 2013* 	<i>In progress</i>	<ul style="list-style-type: none"> A list of potential board members has been created and will be presented to Cabinet for review. Logic model and goals supporting the strategic plan are established. The first meeting anticipated in August 2013.
		<ul style="list-style-type: none"> Community partnership document by June 2013 	<i>In progress</i>	<ul style="list-style-type: none"> A draft document has been developed and is under final review before division-wide implementation in the 2013-14 school year.
		<ul style="list-style-type: none"> Family engagement capacity building by Sept. 2013* 	<i>In progress</i>	<ul style="list-style-type: none"> The theme for the Leadership Institute in August 2013 and Convocation 2013 will be Engagement – families, staff and students. Family engagement model has been developed to support capacity building.
4.9.1 Establish mechanisms for family and community engagement.	PR & E	<ul style="list-style-type: none"> “Be There” Family Engagement Campaign by 2012-13 	<i>In progress</i>	<ul style="list-style-type: none"> WJCC branding of “Be There” materials is complete and elements shared via web and TV. Plan for utilization of other resources has been developed.
4.9.2 Develop an understanding among the professional staff of what it means to have effective relationships between school and home.	PR & E	<ul style="list-style-type: none"> Modify first encounter engagements to be more inviting by 2012 	<i>In progress</i>	<ul style="list-style-type: none"> Professional development on first encounter engagement/creating a welcoming environment was delivered to all WJCC administrators on April 25, 2013. Customer service assessments and corresponding professional development plans are under development.
4.9.3 Increase pride and affinity among the broader population to WJCC and the schools.	PR & E	<ul style="list-style-type: none"> Reestablish convocation by 2012 	<i>Completed</i>	<ul style="list-style-type: none"> WJCC Convocation was reestablished on August 27, 2012 Convocation 2013 is planned for August 23, 2013.
		<ul style="list-style-type: none"> Completion and communication of WJCC Brand statement by Sept. 2013* 	<i>In Progress</i>	<ul style="list-style-type: none"> Core values component of brand statement communicated. (Goal 3)
		<ul style="list-style-type: none"> Social media acceptable use policy by Sept. 2013* 	<i>In Progress</i>	<ul style="list-style-type: none"> Draft student and staff policy is in development; input from schools will be integrated into document during summer 2013.

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Goals 10, 11 & 12				
Strategy	Team	Outcomes 2012-13	Status	Comments
5.10.1 Develop and maintain a strategic management system.	DT	<ul style="list-style-type: none"> • Create, pilot and implement dashboard by 2012-13 	<i>In progress</i>	<ul style="list-style-type: none"> • An RFP was issued, a vendor selected and approved by the School Board on January 8, 2013. • Two dashboards will be implemented by June 2013. (see Goal 1 – Access to student data)
5.10.2 Provide guidance and stewardship of limited resources.	CFO	<ul style="list-style-type: none"> • Changes in allocations beginning in 2012-13 	<i>Completed</i>	<ul style="list-style-type: none"> • The CFO has revised the budget planning process to align with the Strategic Plan.
5.11.1 Use web-based communications and conduct annual surveys of staff, community members, and students.	PR & E, AQI, HR	<ul style="list-style-type: none"> • Satisfaction survey developed and piloted and used in superintendent’s annual report by October 2013* 	<i>In progress</i>	<ul style="list-style-type: none"> • See Goals 3, 4, 5 & 7. • Survey options are currently being reviewed for implementation in the 2013-14 SY. Funding was not available in 2012-13. • Surveys to various stakeholders will be administered during the 2013-14 school year and baseline data will be presented to the School Board in June 2014.
5.12.1 Align School Improvement Plans to the Division Strategic Plan.	AQI, Principals, DS, Superintendent	<ul style="list-style-type: none"> • Establish school-based improvement teams by 2012-13 	<i>Completed</i>	<ul style="list-style-type: none"> • See Goal 6
		<ul style="list-style-type: none"> • WJCC School Improvement Protocols developed by June 2013 	<i>Completed</i>	<ul style="list-style-type: none"> • A new department improvement planning template and a new school improvement planning template have been developed and launched in 2012 to align with and create the structure to support the WJCC Strategic Plan. • A WJCC continuous improvement logo has been created to support the planning process.

** Deliverables for the 2013-14 SY already in progress*

***Deliverables for the 2013-14 SY not yet started*