Weston Public Schools

LONG RANGE PLAN
FY 2007 - 2011

NOVEMBER 13, 2006

ALAN OLIFF
SUPERINTENDENT OF SCHOOLS

The long range plan is a basic roadmap providing a set of directions for moving the school system forward in the context of continuous improvement and program development. The plan focuses on specific priority areas that are expected to need attention during the next five-year period. The goals and activities of the long range plan are above and beyond regular program implementation and review, and are intended to improve the system by responding to issues raised by members of the school community.

The plan will be updated on an annual basis to indicate what has been accomplished during the past two years and to further develop goals for the next five years.

The plan incorporates the tenets of the Weston Public Schools' Vision Statement and the School Committee's identification of core beliefs about student development. The essence of this work is a commitment to school programs and practices that support the best preparation for each student for life after graduation from the Weston Public Schools.

Core Beliefs

Our programs are focused on developing:

Knowledgeable and Skilled Students who perform at high levels in challenging, intellectually stimulating, and innovative learning environments.

Socially competent students who are actively involved and participate in a range of activities and programs.

Civic minded students who demonstrate a sense of responsibility for the greater community, embodied in concern for others, respect for diversity, and in the active practice of respectful discourse as members of a democratic society.

Creative students who take risks, accept new challenges, and develop unique concepts and ideas.

Healthy students who develop good eating and fitness practices, the skills to make safe behavioral choices, and habits that support stress management and positive mental health.

Guiding Principles

Several guiding principles have provided the foundation for connecting the core beliefs to the specific goals, activities, and indicators in the plan.

1. Student learning and participation needs are the central consideration in long range planning for the Weston Public Schools.
2. Effective instructional practices, including ongoing assessment practices, lead to improvements in student performance levels.

3. A strong professional development program is essential to the provision of quality instructional practices.
4. Parent involvement and support, based on knowledge of programs and expectations, are critical contributors to student participation and achievement.
5. Maintenance of the system infrastructure, including instructional spaces, is an important element necessary for sustaining the quality of the teaching and learning program.
6. An aggressive personnel recruitment effort and responsive staff support systems are essential ingredients to maintaining a superior teaching and learning environment.

The school administration will be responsible for all aspects of administering and evaluating the attainment of goals. Regular reports will be submitted to the School Committee. The School Committee will make all decisions related to policy matters and budget. Implementation of any aspect of this long-range plan will be subject to annual budget deliberations and approval by the School Committee.

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Completed =
Priority =
Ongoing =

GOALS	STRATEGIES / ACTIONS	Target Completion Dates (Completed activities are in italics)	April 07 Status	2005	2006	2007	2008	2009	2010	2011
I. Improve teaching and learning practices	A. Continue to develop and sustain teaching/learning programs in line with the standards-based model									
	1. Complete all course outlines.	2007								
	2. Review/revise student reporting systems, grades 6-12	2008-10								
	Grades K-5 reporting systems revised	*2005-06*								
	3. Develop/implement new pre-assessment practices across all classroom	2007-10								
	4. Expand repertoire of instructional strategies to meet needs of diverse learners, preK-12	2007-10								
	5. Create electronic assessment portfolio for all students to be utilized in a regular review of student work	2007-8								
	6. Embed anti-bias program elements throughout system programs	2007-11								
	7. Embed technology integration practice throughout system programs ensuring equity in access and connectivity to district learning standards.	2007-11								
	8. Review citizenship and social competency program elements with recommendations for improvement	2007-08								
	9. Implement global initiative	2007-10								
	a. Assess level of global awareness/knowledge in current programs and create new learning experiences, connecting students to cultures across the world	2007								
	b. Expand global connections in each school through technology (eg Skype) and student travel and/or exchanges (e.g. Rombas, Porto Alegre)									
	c. Establish at least one new "global perspective" unit of instruction in each curriculum area									
	Introduce Grade 7 Mandarin program	*2006*								
	i. evaluate first year Grade 7 Mandarin program, with recommendations for FY08									
	ii. explore online component for new Mandarin elective									
	d. Encourage professional development and travel opportunities for faculty/administrator									
	Implement Faculty Travelship program	*2005*								
	10. Integrate community energy conservation program in learning experiences pre k – 12	2008-10								
	11. Implement program review plan	2007-11								
	a. conduct English/Language Arts K-8 external review									

Approved by School Committee 11/13/06

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	b. conduct Mathematics K-12 external review									
	c. conduct internal Guidance K-12 review									
	d. conduct internal Music K-12 review									
	Complete Technology Program external review	*2006*								
	Complete Foreign Language review	*2005*								
	B. Link professional development plan to district learning standards									
	1. Improve professional learning community practices in each school and in district (WPDAC	2007								
	a. Increase faculty involvement in "Teachers as Scholars" type program									
	b. Review the extent to which building-based professional learning communities support system-wide learning standards.									
	2. Complete the development/implementation of a professional development course sequence and curriculum to ensure competency in key areas	2007								
	a. standards based teaching and learning concepts and strategies									
	b. anti-bias practices									
	c. technology integration skills and practice									
	Establish specific professional development program for new faculty	*2006-07*								
	Complete Five Year Curriculum Review Plan	*2006*								
	C. Complete a final report of elementary school grouping practice	2007								
	D. Assess K-12 schedules for meeting teaching and learning standards	2008-10								
	1. Complete a comprehensive review of school schedules									
	2. Recommend improved schedule options to meet teaching and learning standards									
	E. Improve effectiveness of wellness program	2008-09								
	1. Evaluate effectiveness of current wellness program offerings based on School Health Index standards									
	2. Identify and recommend additional or improved teaching and learning programs									
	F. Create mechanism for faculty review of new technologies to be used for enhancing the teaching and learning programs	2008-09								

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II. Maintain and further support high levels of student participation and academic achievement	A. Review co-curricular program.	2007								
	1. Assess current student participation levels by grade, gender and season.									
	2. Establish departmental objectives that meet system core beliefs and guiding principles, including time line and costs.									
	3. Report on current financing practices, including operating budget allocation and individual fees.									
	4. Establish departmental policy for financing and propose plan to implement transition from current practice to policy.									
	5. Assess current student participation levels objectives in the future, including time line and costs									
	6. Review drop/add policy for co-curricular activities									
	7. Review policy for outside funding of co-curricular activities, including use of Booster grants, private gifts, WEEFC grants and game revenue									
	B. Review Kindergarten program	2007-08								
	1. Establish subcommittee to review literature, conduct internal/external review, make recommendations regarding increasing hours or implementing program changes to improve student performance and experience.									
	2. Develop goals, including academic achievement, social adjustment, and transportation									
	3. Develop measurable objectives and recommend plan to achieve objectives, including financial requirements.									
	4. Implement recommended plan and measure outcomes	2008								
	Develop/Install New HS Foreign Language Lab	*2006*								
	Complete Class Size Policy Study	*2005*								
	Complete Study of Athletic Programs	*2005*								

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III. Improve/review targeted student and support services.	A. Close achievement gaps	2007-11								
	1. Analyze data to identify academic disparities in mathematics and/or language arts, K-12									
	2. Develop intervention strategies and programs to reduce disparities									
	a. Investigate and design summer enrichment program options for Gr 4-8	2007								
	3. Identify best strategies through implementation and measure outcomes									
	Implement Topics Courses (Secondary Math and English)	2005-06								
	Implement Elementary Math Intervention Program	2006								
	B. Review the METCO program.	2008								
	1. Assess current program structure and practices using standards set by the METCO Advisory Council									
	2. Develop goals, including academic achievement, social adjustment, and transportation									
	3. Develop measurable objectives and recommend plan to achieve objectives, including financial requirements.									
	4. Implement recommended plan and measure outcomes									
	C. Review special education service delivery model	2007-2009								
	1. Assess current model for IEP effectiveness and cost effectivenes	2007								
	2. Develop recommendations for improving program									
	3. Create evaluation process for assessing improvement in futur									
	4. Implement recommended plan and measure outcomes									
	Complete Preschool Program Review	*2006*								
	Complete School Health and Wellness Program and Policy	*2006*								

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IV. Complete renovations and improvements to identified facilities.	A. Complete Elementary Schools Building Project	2007								
	1. close out punch list									
	2. conclude mediation/litigation									
	3. close out project finances									
	4. work with DPW to construct emergency road exit for Woodland Schoo									
	B. Complete Field School Building Renovation Projec	2010								
	1. Complete feasibility study	2007								
	2. Work with PBC to acquire funding and design									
	3. Work with PBC to complete construction									
	C. Complete transportation facility renovations	2007-10								
	1. Work with town to study feasibility of shared facility. (DPW)									
	2. Work with PBC to design/construct recommended facility									
	D. Complete upgrade of play areas	2007-08								
	1.. Determine play space needs at all building sites.									
	2. Develop plans, including financing requirements									
	3. Seek funding sources and establish time table for implementation									
	a. Complete new play area construction at Country School	2007								
	b. Complete softball/soccer field constructior	2007								
	c. Complete high school gymnasium constructior	2007								
	Complete MS Playround	*2006*								
	Complete Comprehensive Plan for Athletic Fields	*2006*								
	4. Develop plans for ensuring upkeep and monitoring of operational safety									
	E. Establish a 10-year facilities capital plan.	2007								
	F. Improve technology infrastructure	2007								

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V. Improve personnel hiring, support, and evaluation systems.	A. Achieve and maintain a minimum 10% ratio of diversity or to reflect diversity of student population	2007-11								
	1. Increase participation in employment fairs and through contact with universities to aggressively seek qualified faculty and staff of diversity									
	2. Implement faculty diversity internship program and/or other comparable initiative	2007								
	3. Continue to provide and expand professional development and school community programs to improve diversity tolerance and ensure a welcoming environment									
	4. Further develop communication processes to attract more candidates to Weston									
	B. Improve the support staff evaluation process	2007-08								
	1. Identify areas for improvement to fairly and respectfully provide professional evaluation, feedback and personal improvement plans.									
	2. Work with bargaining units to implement changes									
	C. Complete a review of the teacher substitute program	2008								
	D. Complete a review of the Teacher Mentor Program, considering options beyond the first year	2008								
	E. Establish a Support Staff Academy	2007								
	1. Develop programs to develop computer competency skill									
	2. Develop professional development programs for support staff									
	Complete/Implement Electronic Personnel Application System	*2005*								

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VI. Improve management and financial practices.	A. Study the efficacy of additional system revenue options (e.g. facility/field rentals, new fee possibilities, grant funds, and potential fundraising ideas)	*2006* -08								
	B. Establish centralized database for analyzing and reviewing student performance results and other pertinen school system information.	2008-10								
	C. Implement Middle Management Plan	2007-09								
	1. Continue Leadership Academy									
	2. Continue discussions with WEA									
	D. Create a quality, cost-effective transportation systen	2007-08								
	1. Establish subcommittee, including DPW representatior	2007								
	2. Review options for in-house/outsourcing vehicles/maintenance and stand-alone/shared facilities	2007								
	3. Develop recommendations	2007								
	4. Implement based on School Committee review and approva	2008								
	E. Align food service program to the district's wellness program goals and state and federal guidelines	2007-08								
	1. Establish nutritional standards for K-12 food service.									
	2. Develop plan for coordinating food service and wellness programs									
	3. Determine financial requirements for curricular, capital, staffing, and other recommendations									
	4. Establish measurable objectives and assessment expectations									
	5. Establish standards for packaging and recycling									
	F. Reduce energy costs by 3% vs 2006	2007-2009								
	1. Work with Town officials to explore cost reductions via pricing or usage efficiencie									
	2. Implement energy cost reduction program									

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	G. Complete the district's Crisis Management Plan	2007								
	H. Reduce waste disposal costs.	2007-09								
	1. Establish systemic recycling program									
	2. Reduce/eliminate reliance of paper-driven systems									
	I. Complete full policy manual review	2007-08								
	Complete Student Transportation Study	*2006*								
	Complete Middle Management Study	*2006*								

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VII. Enhance communication of school programs and procedures.	A. Improve communication programs	2007-08								
	1. Improve building-based parent education regarding key transitions (e.g. entering kindergarten; grades 3 to 4; grade 5 to 6; grade 8 to 9).									
	2. Communicate district's Crisis Management Plan	2007								
	3. Develop district policy handbooks									
	a. Develop School Committee handbook									
	b. Develop Personnel handbook									
	B. Improve district's routine and emergency communication technology	2007-2009								
	1. Upgrade content and structure of school website	2007								
	2. Leverage cable television access by providing programming									
	3. Leverage print media by providing press releases									
	4. Leverage internet communications channels such as listserve, email, blogs, etc									
	5. Establish system intranet									
	6. Leverage land, mobile and internet phone options									
	Implement Home Phone Crisis Notification System	*2005*								