



Long Range Strategic Planning for the Wayland Public Schools

Prepared for discussion at the Wayland School Committee Meeting

August 28, 2006

GROWTH
ADVISORS



Executive Summary

- Financial constraints and changes in demands of the public together with numerous pressing and long term issues provide a backdrop for the School Committee and Superintendent's desire to set a clear direction and develop a long term strategic plan for the Wayland schools.
- Wayland School Committee members, the Superintendent and members of his Administrative Council, and representatives of Wayland stakeholder groups are motivated to see a long range strategic plan developed for the Wayland Public School District that would renew its direction, advance its educational and operational performance, and increase support for its goals and actions.
- Desired outcomes from a strategic plan include the articulation of long term educational and financial needs, establishment of long term priorities and spending plans, actions to address major challenges and opportunities having long lasting effects on the schools and its stakeholders, and the delineation of and approaches to pursue meaningful educational, operational and financial improvements.
- Desired outcomes from a strategic planning process include the means to maintain continuity during periods of change, an ability to meet challenges and realize opportunities before they become urgent, and broad-based stakeholder engagement in and support for the Wayland Public Schools and its role in the community.
- Developing answers to ten sets of strategic questions identified through interviews and addressing aspects of the schools' mission, finances, facilities, curriculum, teachers, administrators and community will be pursued as the primary areas for strategic planning and for achieving the desired outcomes.
- A strategy development and planning effort is being designed to include significant contribution from School Committee members and District administrators and employees, and with proactive outreach to community members for their input and review.



Contents

- Why long range strategic planning?
- Proposed Approach



Situation

- Changed Environment
- Pressing Issues
- Long View, Proactive Bias
- District and School Committee Missions



Questions

- Motivation for long range strategic planning?
- Focus of strategic planning efforts?
- Process suited to Wayland?



Motivations

- Direction
 - Renew mission, priorities, spending decisions
- Performance
 - Advance educational and operational quality and effectiveness
- Support
 - Increase stakeholder input, buy-in and trust

Outcomes

From a strategic plan

1. Articulation of long term educational and financial needs, and establishment of priorities and spending plans
2. Plans to address major challenges and opportunities having long lasting effects on the schools and its stakeholders
3. Meaningful educational, operational and financial improvements

From a strategic planning process

4. The means to stabilize operations and maintain continuity through periods of change
5. An ability to meet challenges and realize opportunities before they become urgent
6. Broad-based stakeholder engagement in and support for the Wayland Schools

Focus Areas

Strategic Questions

Finances

- How will we finance our educational needs?
- What changes can we make to improve our efficiencies?

High School

- What is the facility solution for our long term needs and abilities?
- How will students and teachers thrive in the existing facility?

Facilities

- What are our facility needs, capital and improvement strategies?
- How many elementary schools should we plan for?

Teachers

- What agreement jointly benefits teachers, students, and the town?
- What approaches best advance our teachers over the long term?

Administrators

- What is our integrated plan to fill multiple vacancies?
- How do we best stabilize and maintain continuity through turnover?

Focus Areas - continued

Strategic Questions

Mission

- How should our education mission and specific practices evolve?
- What strategic measurement approach best supports our mission?

Curriculum

- How should our curriculum evolve to achieve our mission?
- What are our renewal plans across curriculum areas?

Technology

- How will we use technology to best enable teaching and learning?
- How will we fund our technology needs?

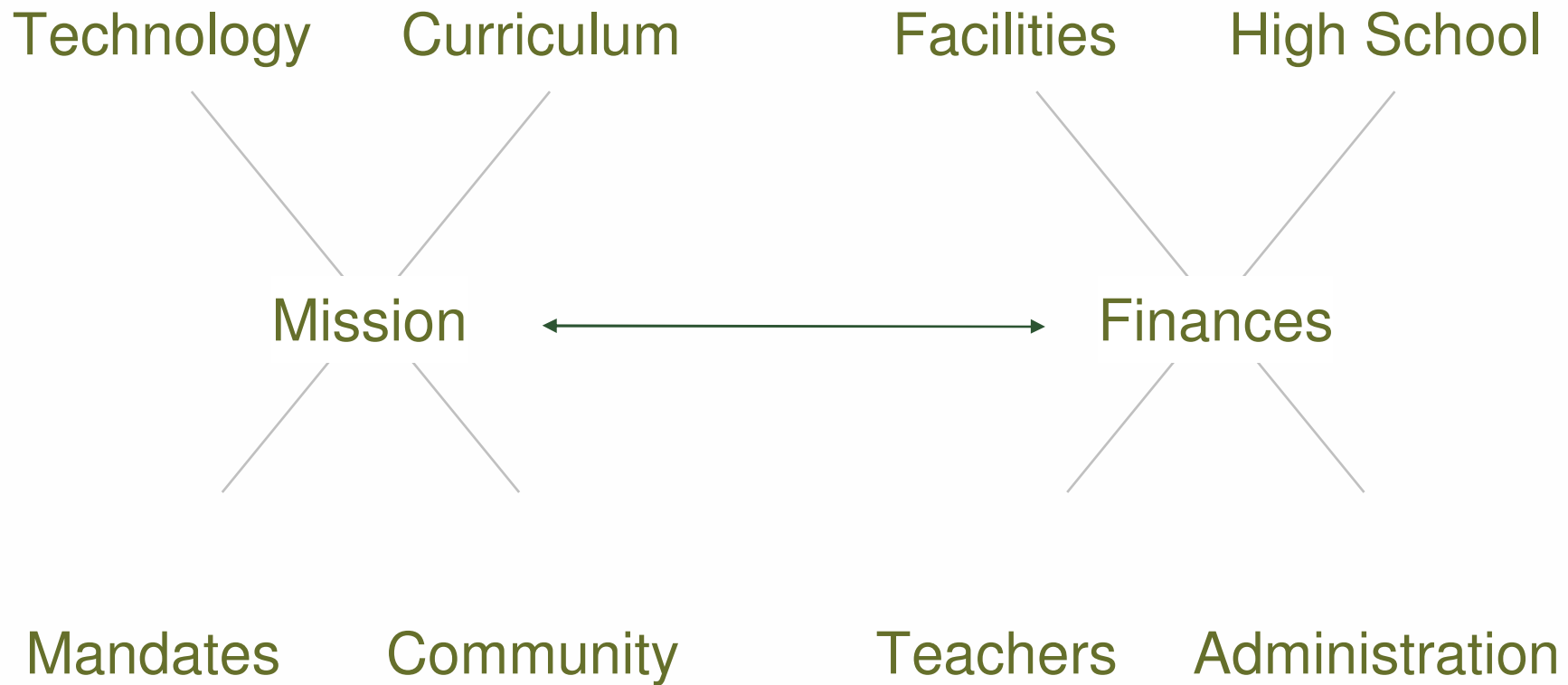
Mandates/ Grants

- How will mandated requirements change and be fulfilled?
- How do we best integrate mandated requirements and other needs?

Community

- How do we enhance community support for our educational goals?
- How do we address societal changes in our schools?

Relationships Between Focus Areas





Contents

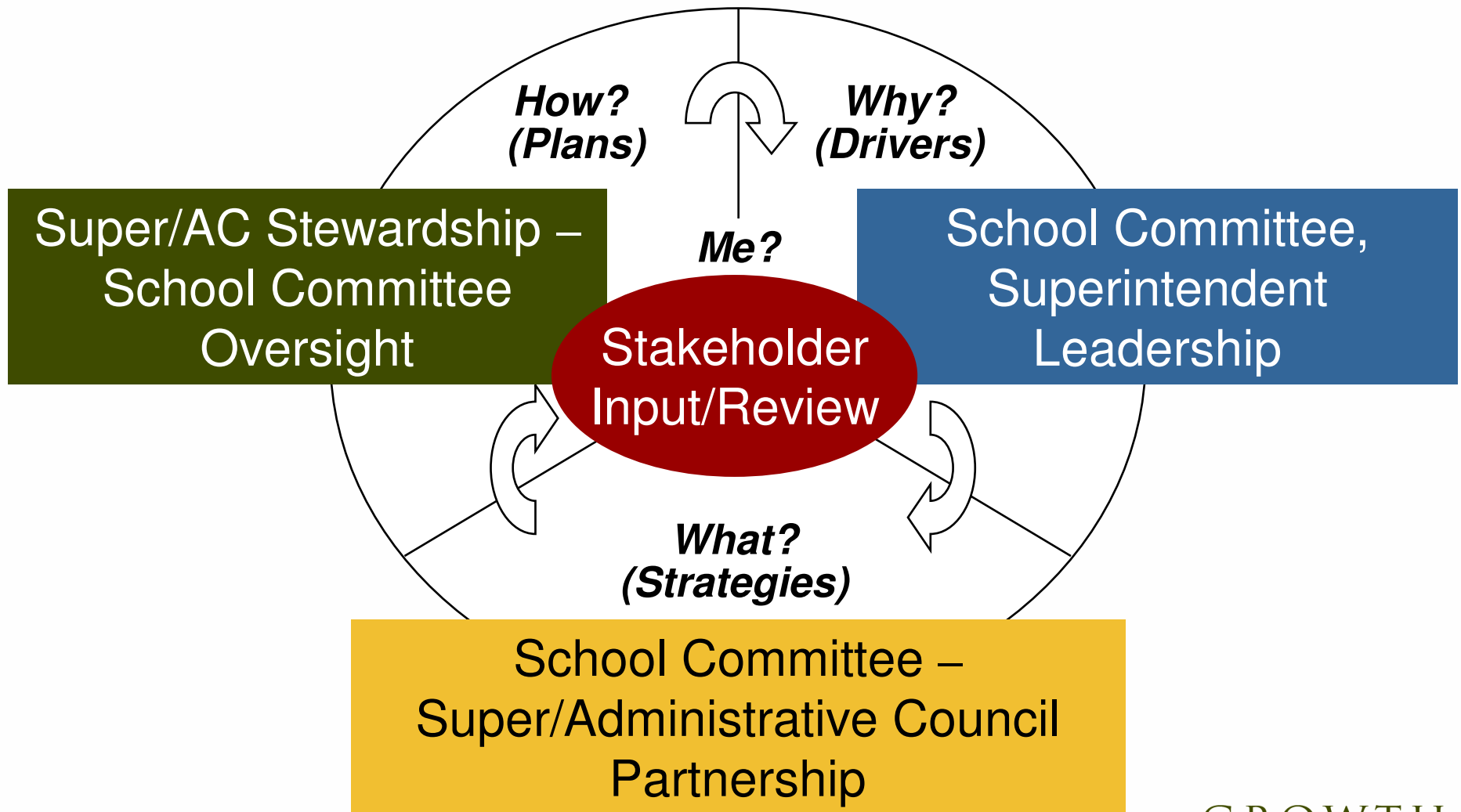
- Why long range strategic planning?
- Proposed Approach



Approach

- Define directional strategies addressing identified strategic questions for discussion at School Committee meetings and forums.
- Build, test, and review plans to implement strategies at appropriate intervals.
- Integrate strategies and plans into a Wayland School long range strategic plan.
- Revise Wayland School District and School Committee missions as appropriate.
- Synchronize with key School Committee and school system schedules and initiatives.
- Actively reach out to key constituencies for input and review throughout the process.

Strategy and Planning Roles





Outreach

- Invite stakeholder, expert input
- Conduct forum style, facilitated strategy discussion meetings
- Hold regular discussions with stakeholder organizations
- Provide public meeting previews and content briefings for media and newsletters
- Incorporate into Superintendent's communication program



For further information contact:

Stephen H. Goldstein, Managing Partner
sgoldstein@growth-advisors.com
Direct 781-890-8555
Mobile 617-797-0657
www.growth-advisors.com

GROWTH
ADVISORS