Weston Public Schools

Collaborating for Student Growth and Achievement

LONG RANGE PLAN
FY 2009 - 2014

November 16, 2009

CHERYL MALONEY
SUPERINTENDENT OF SCHOOLS

Weston Public Schools

A tradition of excellence, built upon continuous reflection and improvement

Long Range Plan 2010-2014

The Weston Public Schools is committed to excellence in learning for further education and work, for civic responsibility, and for the love of learning.

The curriculum will include subject–based and interdisciplinary instruction for grades K-12. A Weston education will provide students with a broad knowledge base, integrating the arts, technology, communications and cored academic areas. Graduates will be able to write and speak effectively, and will develop the problem solving and critical thinking skills necessary to participate productively in a constantly changing, culturally diverse and complex world.

Excerpted from the "Weston Public Schools Vision Statement."

Core outcomes for students: Our students will be prepared for 21st century lives characterized by:

- healthy choices

- civic engagement

- global understanding

- lifelong learning

- creativity

Core outcomes for faculty: We are committed to meeting the needs of all children and knowing our students as:

- Individuals, with unique personalities, dreams and passions

- Learners, with different learning styles

- Achievers, with their own pacing in mastering or surpassing the Weston Learning Standards

The ten goals set forth in this long range plan support both the vision and the core outcomes listed above. Each goal outlined in the accompanying chart includes a brief assessment of where we are now in FY09 and where we expect to be at the completion of the plan, noted as "Then." They are grouped under four key areas: Curriculum and Pedagogy, Student Support and Engagement, Management, and Facilities. Attached is a chart divided by key area and goals, with a timetable of proposed actions designed to move the district toward completion of this plan. As with any Long Range Plan, the action plans will most likely be revised in response to future unknown variables. However, the district has a strong commitment to successfully meeting the ten goals, which follow:

➢ Engage all students in a challenging, complex and global curriculum

➢ Utilize data to support student learning

➢ Strengthen the curriculum review process

➢ Deepen professional development

- Expand student global understanding

- Increase learning support for all students

- Improve communication

- Diversify faculty and staff to reflect student body

- Upgrade schools to support curriculum

- Expand conservation efforts

- Continue to improve technology

At the end of this five year plan, all students will be supported in their learning by: a faculty highly skilled in the use of current technology, a well articulated and challenging 21st century curriculum, assessment tools that provide valuable feedback to students and teachers, and a range of pedagogy that supports differentiated instruction. All students will learn in safe and secure green school buildings that support and enhance the curriculum. The goals set forth in this document are based on information gathered from the Superintendent's Entry Plan of 2009, the Long Range Plan FY 2007-2011, as well as input from the Administrative Council and the School Committee. These long range goals will be supported by annual action goals, which are approved by the School Committee each fall, and then reviewed in the spring.

This is an ambitious agenda, but one that follows in the tradition of continuous improvement.

Cheryl R. Maloney, Ph.D.
Superintendent of Schools

I. Curriculum and Pedagogy

GOAL						
A. Engaging all students in a challenging, complex, and global curriculum.						
NOW FY09	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**	**THEN FY14**
<u>Weston Learning Standards</u> in each discipline were developed during a multi-year process beginning ten years ago. Some of them and the assessment tasks created to measure student success in meeting the benchmarks have been revised. This year a review of the WLS, assessment tasks and teacher support materials began to confirm that the materials support 21st century goals.	Complete review of elementary Learning Standards & Benchmarks in ELA, Math, Science, and Social Studies, including aligning benchmark assessment tasks with critical thinking, creativity, and other 21st century skills <u>Deliverables</u>: Revised documents on-line and supplementary materials posted on intranet; summer workshops.	Complete review of grades 6-12 Learning Standards in ELA, Math, Science, and Social Studies, including aligning benchmark assessments tasks with critical thinking, creativity and other 21st century skills. <u>Deliverables</u>: Revised documents on-line and supplementary materials posted on intranet; summer workshops.	Complete review of K-12 Learning Standards in Art, PE, Music, Guidance, Technology, and Foreign Language, including aligning benchmark assessments tasks with critical thinking, creativity and other 21st century skills. <u>Deliverables</u>: Revised documents on-line and supplementary materials posted on intranet; summer workshops.	Form committee with members from range of disciplines and grade levels charged with identifying shared content and skills across disciplines, in study skills, technology, global, civic responsibilities <u>Deliverables</u>: Report to School Committee in Spring '13; and Summer Workshop to create scope and sequence in each area.	Create electronic resource for all teachers with links to shared content and skills based on learning standards. <u>Deliverable</u>: Survey on teacher utilization of resource.	On-line K-12 curriculum, well articulated, infused with a global perspective and coordinated across disciplines, assessed with tasks that focus on critical thinking, creativity and other 21st century skills. Supplementary teaching materials that include unit lessons with differentiated instruction plans available to all teachers on the intranet.

GOAL:						
B. Utilize student data management system to collect and provide information in support of student learning.						
NOW FY09	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**	**THEN FY14**
Teachers utilize a variety of assessment data collected, both electronic and hard copies, to monitor student achievement. The information is not always easy to access or cross reference.	Baseline review of all assessments currently used, collection practices; survey curriculum leaders to assess data needs to improve teaching and learning.

Hire consultants to assist with RTI (Response to Intervention) and data assessment.

Begin to investigate purchasing student management systems for FY11 budget.

Deliverable: Report on assessments; Survey results | Literature review of best practices in use of assessment data to support teaching and learning.

Continued training in RTI, which is data based

Proposal for new student management system to support goals.

Deliverables: Literature Review Summary; Report on RTI training; Proposal for capital project funding to purchase data management. | Professional development for leaders on use of assessment data, RTI, and new management system.

Purchase and installation of new data management system

Assess effect of technology use on achievement of Special Education students.

Deliverables: Management system.

Survey of leaders on effectiveness of training. | New student management software utilized in each school and with pilot of data system; on-going professional development on collecting and interpreting assessment data.

Address findings of report on effect of technology use in special education.

Deliverable: Survey on training. | Full utilization of data system. Survey of faculty use of tool and effectiveness in supporting student learning

Deliverable: Faculty survey & comparison to FY10 curriculum leader survey | Efficient and effective use of student assessment data in support of teaching and learning; utilization of Response to Intervention practices; and installation of new management system utilized to collect data. |

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GOAL						
C. Improve Program Review Process to deepen assessment and enhance value of recommendations.						
NOW FY09	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**	**THEN FY14**
Program Review Process has been in effect for several decades, with some modifications, completed in 2004.	Form committee of teachers and curriculum leaders charged with assessing program review process (timeline fall 09 through fall 10). Deliverable: Report in FY11	Complete report in response to charge; Modify Program Review Process in response to report. Conduct Visual Arts Review in Spring. Create timetable for Program Reviews FY12-FY16. Deliverables: Fall report and spring new Program Review Process presented to SC.	Program Reviews conducted under new plan. Fall: Science Spring: PE & Health Deliverable: Visual Arts Dept. Response to review. Program Review Reports & Science Department Response	Program Reviews conducted. Fall: TBA Spring: TBA Deliverables: Program Review Report & PE & Wellness Department Responses.	Program Reviews conducted. Fall: TBA Spring: TBA Deliverables: Program Review Reports and Dept. Responses	Program Review Process that includes rigorous assessment of curriculum, student assessment data, and survey input from graduates with dept. follow up responses that include timetables for completing recommendations.

GOAL						
D. Focus 30 hours of professional development on sustained effort leading to improvements in teaching and learning.						
NOW FY09	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**	**THEN FY14**
Professional Development Program extensive, but not coordinated or focused.	Institute annual 30-hour plan with focused topic: supporting range of student learning needs (RTI and DI). Deliverable: End of year professional development data for each individual teacher and team	Assess effectiveness of 30 training as part of annual spring needs assessment survey. Conduct spring needs assessment to help identify FY12 focus. Pilot online professional development course(s). Deliverable: Survey of effectiveness of FY10 PD	Create on-line reporting of teacher annual professional development records; conduct spring needs assessment to help identify FY13 focus. Spring needs assessment utilized to identify FY13 focus Build online professional development program. Deliverables: Plan to collect on-line data & needs assessment results	Pilot on-line data. Conduct spring needs assessment utilized to help identify FY14 focus. Assess online professional development program. Deliverable: On-line data & needs assessment results.	Track on-line data. Conduct spring needs assessment utilized to help identify FY15 focus Deliverable: On-line data & needs assessment results.	Professional development goal clearly articulated and focus of at least 30 hours on concentrated training with objectives articulated at each level: district, building, department or grade and individual. District online professional development provided. Online database of faculty PD.

II. Student Support and Engagement

GOAL
A. **Expand student participation in global learning through scholarship funding, additional travel and electronic connections.**

NOW FY09	FY10	FY11	FY12	FY13	FY14	THEN FY14
Global initiative includes opportunities for student travel at Middle and High School and some limited technologically supporting cross cultural experiences.	Charge committee composed of faculty, students, and parents with exploring solutions for funding to make trips accessible to more students who need financial support. Expand travel and exchange opportunities. Deliverables: Superintendent report. Additional student trips offered or expanded.	Act upon suggestions from Superintendent's Committee's report to expand financial support for student travel. Form district wide committee to investigate infusing curriculum with technological connections with students/schools on other continents with report due in fall FY12 Expand opportunities for multi-cultural exchanges within U.S.A. Deliverables: Funding and protocol available to offset costs for travel.	Explore possibility of high school exchanges with Spanish speaking country and another Asian country. Report from committee to infuse global electronic connections into curriculum. Pilot & assess utilizing technology for international outreach in grades 6-12 into at least one lesson in two disciplines. Deliverables: Report and/or proposal for additional trips; Assessment of pilots.	Expand trip offerings, if deemed appropriate. Expand technological global interactions into more disciplines at middle and high school and pilot elementary schools in grades K-5. Deliverables: Progress report included in Assistant Superintendent's FY14 Curriculum Update.	Continue maintenance of effort. Identify new annual goals to enhance global initiatives. Deliverables: Data from global programs.	Expanded options in student travel with exchanges and trips to five continents and several American urban areas. Identify financial support available to increase participation by range of students. Embedded international interactions through technology infused throughout curriculum in grades 3-12, including video conferencing, SKYPE, shared problem solving, exchange of videos, etc.

GOAL						
B. Increase support for all students to allow them to meet or surpass Weston learning standards.						
NOW FY09	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**	**THEN FY14**
Students in regular education program receive extra support in elementary early intervention programs in reading, math, and social pragmatics and some additional support in mathematics through high school (Topics).	Pilot academic support center with focus on writing at high school, using stimulus funds

Charge High School Tech Committee to explore on-line homework support

Plan summer workshop for middle school teachers and tech staff to begin planning for one-to-one computer program in grade 7 for FY12.

Identify range of options for providing ELA support for regular education students in grades 4-5.

Deliverables: Report on student | Continue year two of high school academic support center; assess effectiveness through survey of students and teachers and propose continuation in budget for FY12 if warranted.

Assess progress on addressing METCO-Weston achievement gap.

Plan to pilot on-line homework support program for high school students in spring

Propose funding in FY12 budget for on-line homework support program

Form committee of Middle School teachers to launch one-to-one pilot in fall of 2012. | Continue high school academic support center including on-line scheduling component, with any additional modification from FY11 survey, and conduct FY12 student and teacher survey on effectiveness.

Charge high school curriculum leaders with planning for hybrid course in each discipline

Expand on-line homework support program.

Create middle school committee to explore on-line homework support.

Launch Middle School one-to-one computer program in grade 7 and assess effectiveness. | Expand on-line homework support for all disciplines in high and middle school.

Launch continuation of one-to-one computer program into grade 8.

Create curriculum plan and necessary professional development for continuing one-to-one computer program into grade 9.

Propose hybrid courses in POS.

Create faculty committee grades 4-12 to study electronic textbooks, kindles, etc. for FY14 proposal.

Deliverables: Continued monitoring of use | Continue one-to-one program in grades 7, 8 and introduce in grade 9 and assess effectiveness.

Create faculty committee to plan for one-to-one program in grades 10-12.

Assessment of ongoing hybrid courses and proposal of one in each discipline.

Propose expanding one-to-one beyond grade 9.

Launch pilot of on-line homework support in grades 3-5.

Report on findings of faculty committee studying electronic textbooks with proposal for pilot. | Student support expanded to include: writing support center at high school; on-line homework support grades 3012; one-to-one computer program in grades 7-12; hybrid courses in Program of Studies; pilot for electronic textbooks proposed. |

GOAL						
B. Increase support for all students to allow them to meet or surpass Weston learning standards.						
NOW FY09	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**	**THEN FY14**
	use of academic support center; and progress report from committee on exploring on-line homework support.	Deliverables: Survey results from students and teachers of academic center; budget proposal for continuation beyond stimulus funding; assessment of on-line homework support and seamless integration of technology use in classroom; joint proposal to School Committee from Director of Technology and Middle School Principal for one-to-one computer program.	Propose & plan for continuation of one-to-one computer program into grade 8. Create faculty committee to investigate on-line homework support for grades 3-5 beginning in FY14 Deliverables: Student and teacher survey of effect of academic support center; on-line homework support with numbers of users charted and user survey completed; hybrid courses planned for high; report on effectiveness of middle school one-to-one computer program in grade 7.	and effectiveness of on-line homework support; Report on one-to-one program; Proposal for two additional hybrid courses in POS; Proposal for expanding one-to-one into high school.	Deliverables: Proposal to expand one-to-one beyond grade 9; assessment of pilot for on-line homework support in grades 3-5; report on electronic textbooks; proposals for additional hybrid course in POS.	

III. Management

GOAL:						
A. Improve communication to support student achievement, increase management efficiency and improve outreach to parents and improve and greater community.						
NOW FY09	FY10	FY11	FY12	FY13	FY14	THEN FY14
Communication committee composed of parents, teachers, students and administrators met throughout 2008-2009 and improved the listserv protocol, website practices, and message distribution. The district focused on improving and effectively utilizing website. A survey was conducted the beginning and end of the year to provide important feedback to inform changes.	Continue Communication Committee with focus on improving home-school communication and publicizing student achievement and school performance. Repeat survey on website utilization. Support PTO initiative on use of social networks (Twitter and Facebook). Create static WPS Facebook page linked to our website as well as WHS Alumni page. Deliverables: Report from Communication	Integrate changes recommended by Communication Committee and evaluate effectiveness of parent survey. Modify web site based on survey results Investigate district use of social networking. Evaluate use of teacher web and google.docs. Deliverables: Parent Survey Report on use of social networking. Evaluation of teacher web and google.docs	Establish committee to identify training and professional development that could be conducted on-line. Pilot social networking site for district information and evaluate. Expand and/or modify use of teacher web and google.docs. Deliverables: Report on topics and timeline for online professional development for staff. Evaluation of social networking site.	Pilot on-line training for staff and evaluate effectiveness. Continue use of social networking site, based on evaluation. Deliverables: Evaluation of online training for staff. Data on social networking.	Review communication protocols in light of latest technology. Deliverables: Report on protocol and effective communication.	The district will be supported by an efficient and effective communication process and protocols that support transparency and collaboration. They will include protocols for listserv, website message distribution, and home-school communication.

GOAL:
A. Improve communication to support student achievement, increase management efficiency and improve outreach to parents and improve and greater community.

NOW FY09	FY10	FY11	FY12	FY13	FY14	THEN FY14
	Committee. Survey results. Review of PTO assessment of social networking.					

GOAL:
B. Continue commitment to diversify faculty and staff with goal of 20% persons of color to reflect student body make up.

NOW FY09	FY10	FY11	FY12	FY13	FY14	THEN FY14
The district has made a commitment to diversify faculty and staff and has 10% of school employees of color as of September 2009.	Work with METCO, Inc. to advertise for teaching and staff vacancies to METCO graduates. Set goal of increasing by 5 % number of employees of color. Set goal of increasing by 5% male teachers at elementary level. Survey faculty	Continue working with METCO, Inc. Respond to survey of employees of color with new or modified practices. Create online brochure to highlight advantages of working in Weston Public Schools for employees of color. Continue to set goals to reach 20% employees of color	Respond to survey continue working with METCO, Inc. Survey employees of color in response to any modifications made. Distribute brochure at hiring fairs, colleges and universities. Recruit employees of color to attend hiring fairs Continue to set	Continue effective hiring practices. Schedule staff meetings with Superintendent. To follow up survey results Recruit employees of color to attend hiring fairs. Continue to set goals to reach 20% employees of color Deliverables: Data from Superintendent	Recruit employees of color to attend hiring fairs. Continue effective practices. Continue to set goals to reach 20% employees of color Deliverable: Data in % of employees of color.	The district will have a diverse staff with 20% being persons of color. The districts will also have in place practices that support and attract employees of color

and staff of color to learn: 1) their thoughts on attracting additional employees of color, and 2) how supportive district is in which to work	Deliverables: Data in % of employees of color and gender.	goals to reach 20% employees of color.	meetings.		
	Report on modification to practices based on employee survey.	Deliverables: Survey results.	Data in % of employees of color and gender.		
Deliverables: METCO collaboration.	Publication of brochure.	Report on distribution.			
Survey results for employees of color.		Data in % of employees of color. and gender			

IV. Facilities

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<td colspan="7">GOAL:
  A.   Address facility concerns so that all buildings support programmatic needs of students.</td>
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<th>NOW
FY09</th>
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FY14</th>
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<td>Field School is highest priority for improvement of facility, followed by science laboratories at high school, then middle school. The facilities plan outlines long term needs of each facility.</td>
<td>Respond to MSBA decision re: Field School Project.

Create plan to address technology needs at Field School before and during building project.

Begin upgrade of</td>
<td>Continuation of FS Project based on MSBA decision.

Timetable for MS/HS science lab project and funding requests.

Address recommended facility plan items: Middle School:</td>
<td>Continuation of FS Project.

Plan MS science lab project and other building upgrades (Middle School roof).

Address recommended facility plan items: High School:</td>
<td>Completion of Field School Project.

Address recommended facility plan items: Middle School: HVAC and science labs.

Deliverables: Field School</td>
<td>Address recommended facility plan items: High School: roof

Review facilities and create new 10-year plan.

Deliverable: New 10 year facility plan.</td>
<td>Field School needs will be addressed as will the science labs at the high and middle schools.

Other facility needs will be documented annually based on 10 year facilities capital plan.</td>
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GOAL:						
A. **Address facility concerns so that all buildings support programmatic needs of students.**						
NOW FY09	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**	**THEN FY14**
	HS Science labs.

Review 10-year facility plan.

Deliverables:
Timeline for Field School Project, based on MSBA decision.

Public outreach linked to above.

Town Meeting funding request linked to MSBA decision.

Progress Report on HS science lab. | pool upgrade
High School: Windows, doors and electrical

Deliverables:
Progress reports on Field School Project and HS Science Labs.

Timetable for MS science lab upgrades.

Report on completion of facility plan items. | Heating plant

Deliverables:
Progress reports on Field School Project.

Completion of HS Science Labs.

Open house and tour of new science labs at HS and renovated spaces that were former labs | Project scheduled for opening.

Report on completed facility plan items. | | (Timing will vary based on MSBA decision in fall '09) |

GOAL:

B.   Expand energy conservation and green initiatives.

NOW FY09	FY10	FY11	FY12	FY13	FY14	THEN FY14
The district sponsored a very successful friendly competition to reduce electricity usage in each school, which realized $60,000 in savings. Each school focused on "Reduce, Reuse, and Recycle." The Facilities Department was awarded a state grant to continue conservation efforts.	Continue electricity reduction competition amongst schools. New focus on reducing use of paper and reminding drivers of "no idling" law. Identify grants to help with conservation efforts and green building projects. Deliverables: Data from contests and paper reduction on Dashboard. Report from faculty "Green Team." Progress on grant efforts included in Facility report.	Continue successful "green" efforts re: electricity reduction, becoming paperless and no idling. Provide teachers new to district with training in district green efforts. Include conservation and green initiatives in planning for Field School and science lab projects. Create committee of students, teachers, administrators, and parents to identify additional ways to conserve in district. Pursue grant opportunities. Deliverables: Data from green initiatives in	Continue best practices to reduce district carbon footprint. Launch new initiatives identified in committee report from last spring. Continue efforts to include green technology and design in all facility projects. Include review of "green" lessons included in Fall's K-12 science curriculum in program review. Continue to seek grant funding for conservation efforts. Deliverables: Data on Dashboard re: conservation and new initiative.	Review and respond to recommendation on science curriculum support of conservation and sustainability. Deliverables: Data for green initiatives in Dashboard. Facility Reports. Response from Science Department.	Modify or add new science curriculum to support conservation and sustainability. Continue best practices to reduce district carbon footprint. Continue efforts to include green technology in all facility projects and seek grants to offset costs. Deliverables: Assistant Superintendent Curriculum Update Report. Data from green initiatives in Dashboard. Facility Reports.	There will be a culture of continuously seeking ways to continue, improve, or initiate energy conservation and green initiatives throughout the district. This will be transparent in data shared with the community, curriculum taught in K-12 science, decisions involving facilities, and all decisions made throughout our schools.

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GOAL:						
B. Expand energy conservation and green initiatives.						
NOW **FY09**	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**	**THEN** **FY14**
		Dashboard. Progress report on Field School and science lab projects to increase sustainability. Recommendations for district committee on conservation. Status of grant applications.	Report on green facility initiatives included in facility update. Monitor grant funding and/or application. Include "green" in charge for program review of science curriculum.			

GOAL:

C.   Continue efforts to strengthen and improve technology infrastructure and tools.

NOW FY09	FY10	FY11	FY12	FY13	FY14	THEN FY14
Within the last year, the infrastructure has been significantly upgraded, teaching tools, such as smart boards, have been installed in every school, and professional development has been expanded. A plan for improving technology was presented by Dr. Lee McCanne in May of 2009.	Continue to upgrade infrastructure and add teaching tools. Develop implementation model for computer literacy in the Middle School. Plan for support of one-to-one initiative in grade 7 Identify three school districts with exemplary use of technology and send teams of teachers to each. Create intranet for faculty and staff use. Develop summer workshop to identify	Replace telephones in High School, Middle School, and Case House. Link websites to curriculum related sites that support student learning. Pilot online learning opportunities. Plan for Middle School one-to-one computer pilot. Consolidate database management. Create disaster recovery plan. Propose yearly replacement plans of equipment and infrastructure. Survey faculty and staff use of technology to	Replace telephones in elementary schools. Develop additional on-line learning opportunities. Assess disaster recovery plan. Pilot and assess one-to-one Middle School computer pilot. Evaluate tech. integration support system. Investigate access control security and devices. Deliverable: Director of Technology Annual Report	Consolidate database management position. Expand Middle School one-to-one computer initiative. Pilot High School one-to-one computer initiative. Support expansion of online learning opportunities. Prepare security system for schools. Deliverable: Director of Technology Annual Report	Continue to replace equipment as needed. Install security systems for schools. Assess current state of technology to provide data for new 5-year plan. Deliverable: Director of Technology Annual Report	Technology is continuously upgraded and replaced based on a planned schedule. Equipment and tools support the active engaging of students and teachers in the learning process and facilitates differentiated learning in and out of the classroom. There is a thoughtful process for introducing new technology and for supporting teachers and staff professional development in the use of equipment.

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GOAL:						
C. Continue efforts to strengthen and improve technology infrastructure and tools.						
NOW **FY09**	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**	**THEN** **FY14**
	improvements in teaching and learning linked to increased use of technology. Deliverable: Director of Technology Annual Report End of year report from visiting teams of teachers on use of technology in other districts. Summer Workshop Report.	address equity, pedagogy and professional development needs. Assess usage of cloud computing and Thin Client device. Deliverable: Director of Technology Annual Report				