FIVE-YEAR STRATEGIC PLAN

WILLIAMSBURG-JAMES CITY COUNTY PUBLIC SCHOOLS

INDIVIDUALISM | INTEGRITY | INNOVATION
ACCOUNTABILITY | COLLABORATION

Core Values

Individualism, Integrity, Innovation, Accountability and Collaboration

Vision

Pursuing excellence and championing the success of all students.

Mission

WJCC provides each and every student with the knowledge, skills and values to be a lifelong learner, communicate, think critically, work and live productively, and contribute constructively to the lives of others. WJCC is committed to providing the variety of programs necessary to address the range of students' interests and needs as they grow academically, socially and emotionally.

Priorities

- High student achievement for 21st Century success
- Safe, secure and welcoming climate for learning
- Rich, rewarding experience for professionals
- Trust and authentic partnerships with families and the broader community
- Accountable and trusted leadership

Goals

1. Ensure student progress in mastering foundational academic skills and 21st Century skills.
2. Structure academic programs (e.g., length and frequency, blended learning) to meet the differential needs and interests of students.
3. Develop structures to ensure student and staff physical and emotional safety, student readiness to learn and student engagement in learning.
4. Employ flexible learning resources, particularly using new technologies, to accommodate varied learning styles.
5. Restructure the Division's organization and procedures to engage professionals in shared problem solving and decision-making.
6. Align curriculum, instruction and assessments with research-based, high-yield, best practices, to help professionals meet the diverse needs of students.
7. Encourage and celebrate innovation and excellence that inspires more creativity and depth in teaching.
8. Establish effective partnerships with families.
9. Engage parents and the community in ensuring student success.
10. Develop and maintain a transparent strategic management system linked to key budget decisions.
11. Employ effective and varied communication methods to involve WJCC stakeholders.

Priority 1: High Student Achievement for 21st Century Success

Goal 1: Ensure student progress in mastering foundational academic skills and 21st Century skills.

Key Strategies

1.1.1 Develop meaningful measures of student performance in the following areas: (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.

1.1.3 Make data accessible and actionable for professionals.

1.1.4 Develop 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.

Goal 2: Structure academic programs (e.g., length and frequency, blended learning) to meet the differential needs and interests of students.

Key Strategy

1.2.1 Create flexible instruction models to enhance individualized learning.

Priority 2: Safe, Secure and Welcoming Climate for Learning

Goal 3: Develop structures to ensure student and staff physical and emotional safety, student readiness to learn and student engagement in learning.

Key Strategies

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) engage students in learning.
2.3.2   Embed core values in culture of WJCC.
2.3.3   Employ a child nutrition program that provides healthy, nutritious, diverse, appealing and consistent options.
2.3.4   Sustain the School Health Initiative Program (SHIP).
2.3.5   Create a climate where students are fully supported.

Goal 4: Employ flexible learning resources, particularly using new technologies, to accommodate varied learning styles.

Key Strategies

2.4.1   Create meaningful experiential learning opportunities for students that support the development of applicable skills.
2.4.2   Reinforce the idea that learning happens anywhere and anytime (e.g., on-line instruction, community-based projects, etc.).
2.4.3   Increase the use of problem-based learning and divergent thought, and reduce the fear of failure.

Priority 3: Rich, Rewarding Experience for Professionals

Goal 5: Restructure the Division's organization and procedures to engage professionals in shared problem solving and decision-making.

Key Strategies

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.
3.5.6   Recruit high quality and diverse staff/professionals.
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.
3.5.9   Inspire, motivate and engage staff – develop professional growth plans to meet the needs and interests of professionals.
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.
3.5.11 Develop a leadership succession plan and develop leadership capacity through professional development.

Goal 6: Align curriculum, instruction and assessments with research-based, high-yield, best practices to help professionals meet the diverse needs of students.

Key Strategies

3.6.1   Formalize and expand collaboration to emphasize shared responsibility for school success.
3.6.2   Building upon the centralized distributive 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: Encourage and celebrate innovation and excellence that inspires more creativity and depth in teaching.

Key Strategy

3.7.1   Develop flexible instructional programs to address the diverse needs and interests of students and to focus on their engagement.

Priority 4: Trust and Authentic Partnerships with Families and the Broader Community

Goal 8: **Establish effective partnerships with families.**

Key Strategy

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.

Goal 9: Engage families and the community in ensuring student success.

Key Strategies

4.9.1   Establish mechanisms for family and community engagement.
4.9.2   Develop an understanding among 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.
4.9.4   Communicate honestly and consistently with families, community and staff.

Priority 5: Accountable and Trusted Leadership

Goal 10: Develop and maintain a transparent strategic management system linked to key budget decisions.

Key Strategies

5.10.1 Develop and maintain a strategic management system.

5.10.2 Provide guidance and stewardship of limited resources.

5.10.3 Align School Improvement Plans to the Division Strategic Plan.

5.10.4 Use a Division-level dashboard with a limited number of measures for the best possible information on progress.

Goal 11: Employ effective and varied communication methods to involve WJCC stakeholders.

Key Strategies

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.