

# Westbrook School Department

## STRATEGIC PLAN VISION 2013

Approved by the Westbrook School Committee March 31, 2010

The Westbrook School Committee initiated a strategic planning process in September 2009 to redefine the mission and vision of the school department and to set goals to guide its work in the future. Under the leadership of Superintendent of Schools Dr. Reza Namin and the consult of Good Group Decisions, this process invited the Westbrook community to think deeply about its schools, acknowledge its successes, recognize its shortcomings, and look to the future with a focused direction for continuous improvement.

Good Group Decisions conducted an analysis of our current situation in Westbrook School in these ways:

1. A strategic planning advisory committee was formed whose 30 members represented the diversity of roles in the Westbrook schools and throughout the community;
2. An environmental scan was conducted which gathered empirical data about the school department and Westbrook community;
3. A community survey was conducted to solicit general public opinion about the schools;
4. Focus group interviews were conducted to solicit more specific public opinion from specific groups of stakeholders.

The Westbrook School Committee reviewed the analysis conducted by Good Group Decisions and prioritized specific area to target in the strategic plan.

One Promise: The best education for all, for life.

The Westbrook School Department believes that education is a partnership among students, staff, parents, and the community. We encourage self-directed learning and individual excellence through student centered activities and interdisciplinary connections. Within a framework of high expectations, the school environment allows for a variety of opportunities for students to demonstrate what they have learned. As partners in learning, we all share the responsibility to make this vision a reality in a changing world.

**We believe:**

- In developing a culture that provides **strong leadership** which fosters collaboration, communication, community partnerships, accountability, and high standards
- in creating an environment that attracts, nurtures, celebrates, and supports a dedicated, highly **qualified teachers and staff**
- in sustaining a community where **all students learn** at high levels of personal achievement when challenged individually
- in fostering an atmosphere that **raises aspirations**, builds self-confidence, tolerance, and self-esteem
- in developing **personal responsibility** and pro-social behavior
- in setting **high standards and monitoring accountability** for all students and employees
- in sharing the responsibility for learning among **home, school, and community**
- in thoughtful **facilities management planning** that provides for safe and cost effective learning environments

**LEADERSHIP**

To provide for a strong leadership team of building and district leaders to guide the Westbrook School Department as a learning organization that responds to the needs of every student

- Build a collaborative leadership team to unify our work among all schools, departments and programs
- Provide for professional learning opportunities for the leadership team that will enhance their work as instructional leaders
- Refine systems of accountability, supervision, and evaluation for school leaders
- Enhance leadership strategies among the building principals
- Refine the comprehensive educational planning process to guide the progress of each school and the district

**LEARNING**

To ensure that all students learn at high levels of achievement and make substantial progress toward meeting local, state, and national curriculum standards

- Challenge all students to exceed expectations
- Use a variety of data to monitor the achievement all students and plan for instruction
- Continuously review curriculum and make adjustments in response to student needs as well as state and national standards
- Create a PK-12 focus on literacy across the curriculum
- Monitor and promote higher math achievement
- Provide opportunities to individualize and customize learning for all students
- Refine and develop strategies to meet the needs of students with special needs, gifted and talented learners, and English language learners
- Provide early intervention models and attend to early childhood education
- Develop strategies to smooth transitions into school and among our grade levels
- Engage students in learning
- Provide organizational structures like schedules that support learning

**TEACHING**

To provide for a faculty and support staff of exceptional quality throughout the school department in order to meet the needs of all students

- Refine systems of accountability, supervision, and evaluation to ensure outstanding job performance for all teachers and support staff
- Provide professional learning for all faculty and staff that enhances professional practice and is linked to district goals
- Ensure that all teachers are using identified best teaching practices and the written curriculum to meet learning standards
- Enhance teacher and staff engagement throughout the school department
- Support all staff with behavior management strategies

**CULTURE AND COMMUNITY**

To develop a culture throughout the school department and greater community that provides for pro-social behavior and leads to higher aspirations

- Encourage a sense of pride in all students and employees
- Acknowledge the social, emotional, and academic needs of all students and address them in a balanced way
- Address the needs of students in the “middle” as well as those who struggle and are gifted learners
- Develop a sense of personal responsibility for learning and conduct among all students
- Address bullying and other conduct issues throughout the school system
- Assess individual school cultures and plan to address issues raised

**FACILITIES AND FINANCES**

To provide fiscal management and physical structures that support all students and are responsible to the Westbrook community.

- Develop and monitor efficient energy management plans
- Develop a comprehensive capital and facilities assessment and management plan in partnership with the city
- Address underused and aging facilities
- Continuously evaluate elementary school district boundaries and school configuration in thoughtful ways
- Refine transportation system
- Provide a transparent budget process that encourages involvement of the Westbrook community