

Strategic Planning Initial Input Survey

*Results and
Key Findings*

March 2018



WILLIAMSBURG
JAMES CITY COUNTY
PUBLIC SCHOOLS

Overview



The WJCCPS Strategic Planning Initial Input Survey was administered as an important early step to inform development of the division's next five-year strategic plan.

The online survey was designed to gain feedback on what the division does well, where it can improve and what's most important going forward as it champions the success of all students. It included open-ended questions as well as statements to be rated using a Likert-type scale. The scale ranged from strongly agree to strongly disagree with an added option of not sure. Several survey items from the division's 2012 Strategic Planning Survey were also included in the current survey for comparative purposes. Individual survey responses are anonymous.

All WJCCPS employees, students, families and community members were invited to complete the survey, which was administered from Feb. 26 to Mar. 16. The survey was available in both English and Spanish to encourage participation by the growing Spanish-speaking population in the Williamsburg-James City County area. Links to the survey were prominently displayed on every school's homepage as well as the division's homepage. Efforts to promote the survey and encourage participation included:

- personal video messages by Superintendent Herron
- special edition WJCC Connect and WJCC Exchange newsletters with embedded survey links
- personalized intro and reminder emails to all staff and key stakeholders
- frequent social media messaging
- fliers posted throughout every school and issued to all families through Peachjar
- principal messages in school communications

Participation



1,147 surveys were completed with the majority of respondents being parents/guardians of current students.

	<u># Responses</u>	<u>% Responses</u>
Parent/Guardian of current student	844	61%
Teacher	171	12%
Principal/School Administrator	9	1%
Central Office Administrator	13	1%
Support Staff	73	5%
Former employee	31	2%
Student	39	3%
Community member with no students	124	9%
Other	<u>71</u>	5%
	1375	
African American, Black or Afro-Caribbean	62	5%
Asian	18	2%
Latino or Hispanic American	21	2%
Caucasian, White or Euro-American	810	71%
Middle Eastern or Arab American	3	0%
Native American or Alaskan Native	7	1%
Other	43	4%
I prefer not to answer	<u>183</u>	16%
	1147	

Executive Summary



- Respondents ranked skill mastery, personalized learning and safety as top priorities from the current Strategic Plan. New strategic plan goals should reflect these priorities to seamlessly bridge from the current plan to the new one.
- Seventy percent or more of respondents agreed or strongly agreed with the following:
 - Provides safe teaching and learning environments
 - Offers a rigorous and relevant curriculum
 - Sets very high expectations for all students
 - Teachers exhibit a spirit of innovation and collaborations that is aimed at meeting the needs of students
 - Keeps parents informed of important matters impacting the division and schools
- However, despite the strong perceptions noted above, there were several areas that appeared in conflict with these perceptions. Examples (A/SA = agree/strongly agree):
 - Ensures every classroom is led by a high-quality teacher - only 50% A/SA
 - Ensures every school is led by a high-quality principal - only 59% A/SA
 - Offers additional resources for students needing extra help to master coursework - only 51% A/SA
 - Is successfully closing achievement gaps for minorities, students of poverty and other sub groups - only 34% A/SA
 - Strikes the right balance of career, technical and college readiness opportunities for students - only 51% A/SA
 - Provides all students with the same access to district resources and opportunities - only 48% A/SA
 - Proactively communicates with internal and external stakeholders about curriculum and instruction - only 41% A/SA
- There was also a significant level of uncertainty by respondents in areas critical to a high-performing educational institution. Examples:
 - Effectively evaluates teachers and provides feedback for growth and improvement - 47% not sure
 - Provides teachers with meaningful opportunities to learn and grow - 48% not sure
 - Holds teachers accountable for high quality instruction - 33% not sure
 - Effectively evaluates support staff and provides feedback for growth and improvement - 58% not sure
 - Is successfully closing achievement gaps for minorities, students of poverty and other sub groups - 35% not sure
- Next Steps: Survey results and other data compiled in the information gathering phase will be used as a catalyst for deeper discussion with WJCCPS leadership in April to 1) unpack truths versus perceptions, 2) identify root causes of perceived issues/challenges, and 3) explore potential strategies to address them.



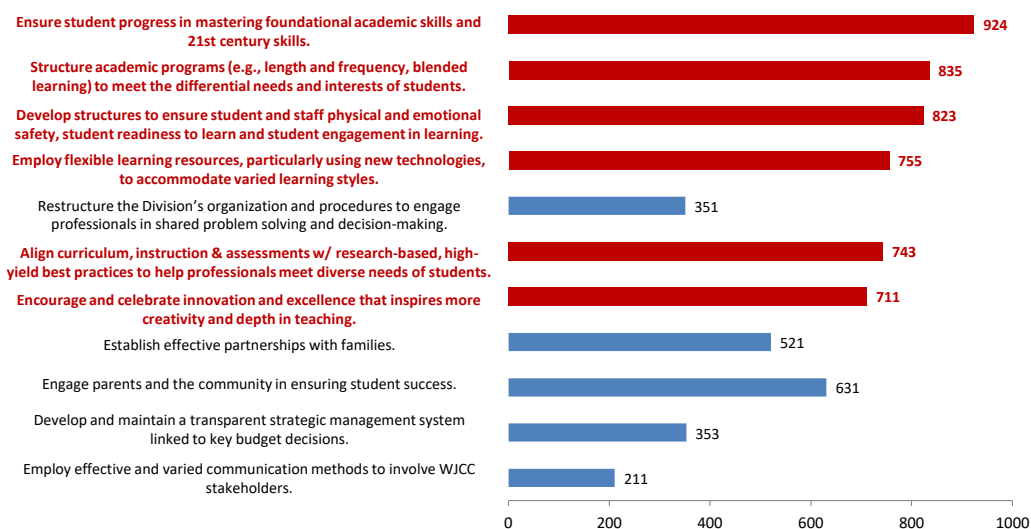
Key Findings

Current Plan Priorities

Respondents ranked skill mastery, personalized learning and safety as top priorities from current Strategic Plan.



The vision of WJCC Public Schools is “pursuing excellence and championing the success of all students.” The current Strategic Plan highlights 11 goals in support of this vision. Please select the six goals you believe are most important to WJCC moving forward.



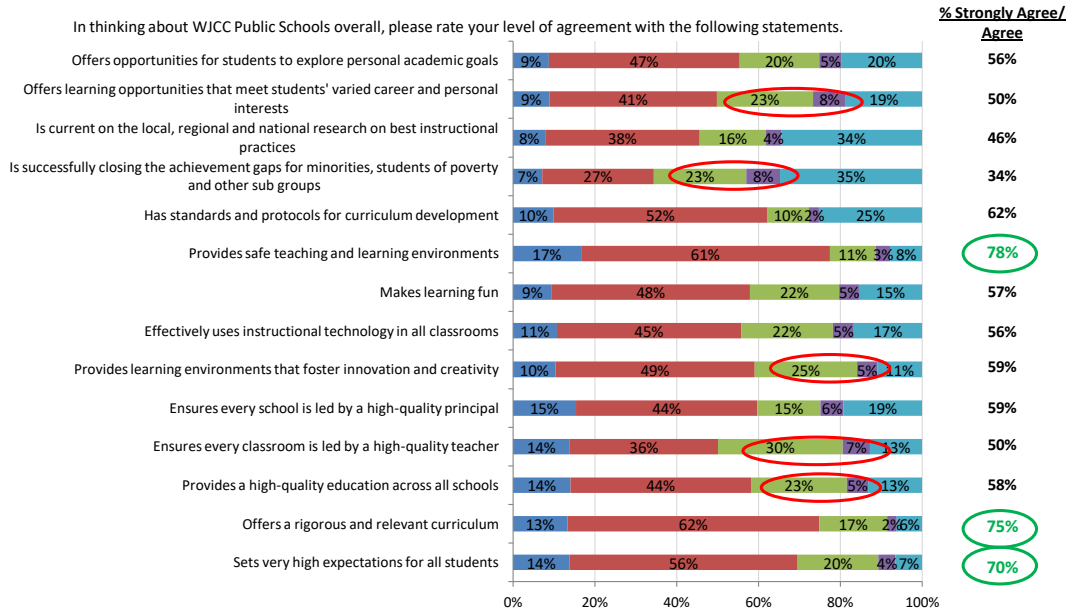
Teaching and Learning

Safe environments, rigorous curriculum and high student expectations were strong areas of pride.



Opportunities: Readiness and educational opportunity for all students

In thinking about WJCC Public Schools overall, please rate your level of agreement with the following statements.



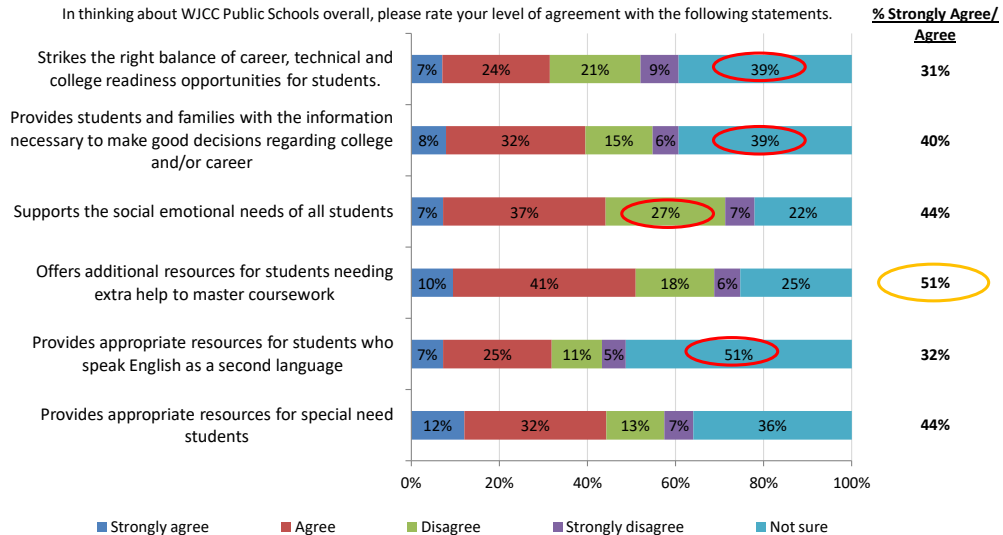
Student Supports

Helping students master coursework is perceived as an area of promise overall.



Opportunities: Better supporting students' social emotional needs + improving and better communicating efforts in nearly all other areas

In thinking about WJCC Public Schools overall, please rate your level of agreement with the following statements.

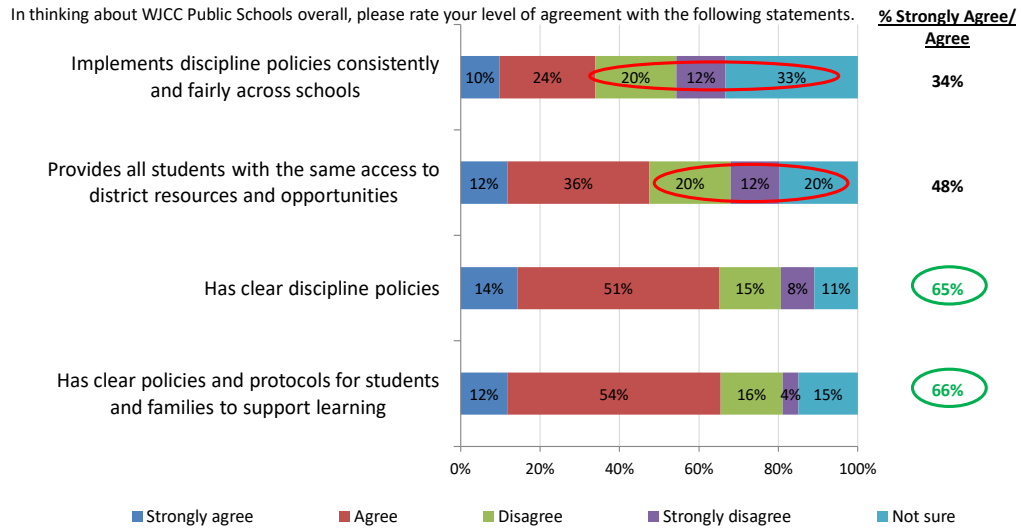


Equity, Access and Policies

Policies and protocols appear clear to most respondents.



Fair implementation of policies and equitable access to resources remain areas of opportunity

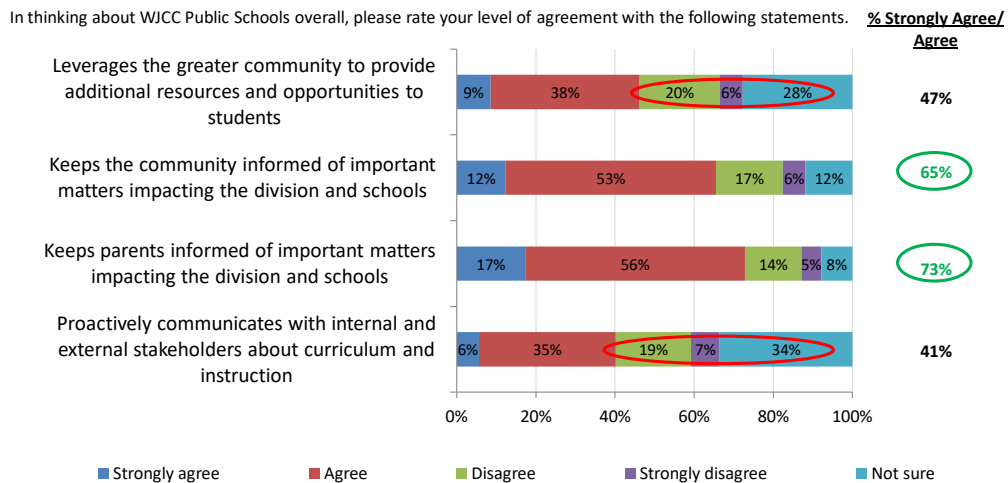


Communication and Engagement

Keeping parents informed appears to be an area of strength, more likely for schools than the division.

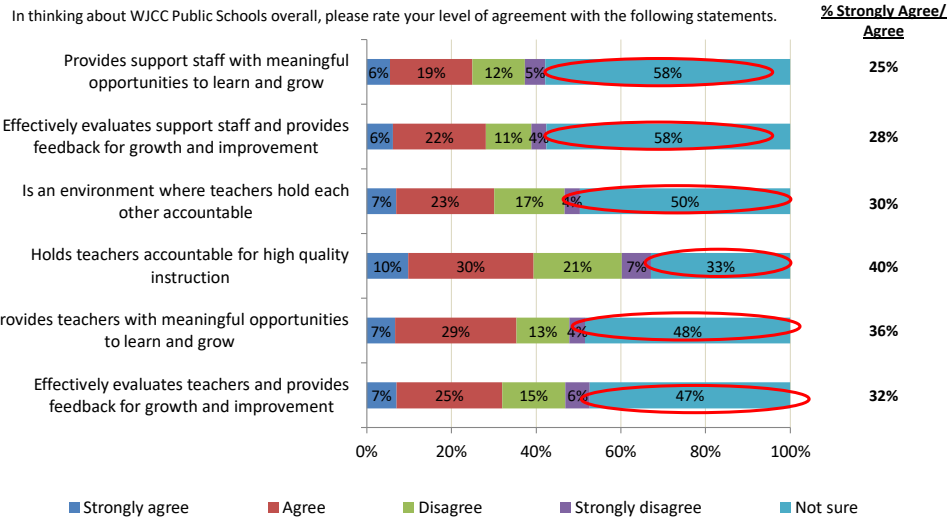


Opportunities: Better leveraging community resources + more proactive and strategic communications to key stakeholders



Staff Growth and Accountability

Further strengthening staff proficiency and accountability and proactively communicating those efforts are significant areas of opportunity.

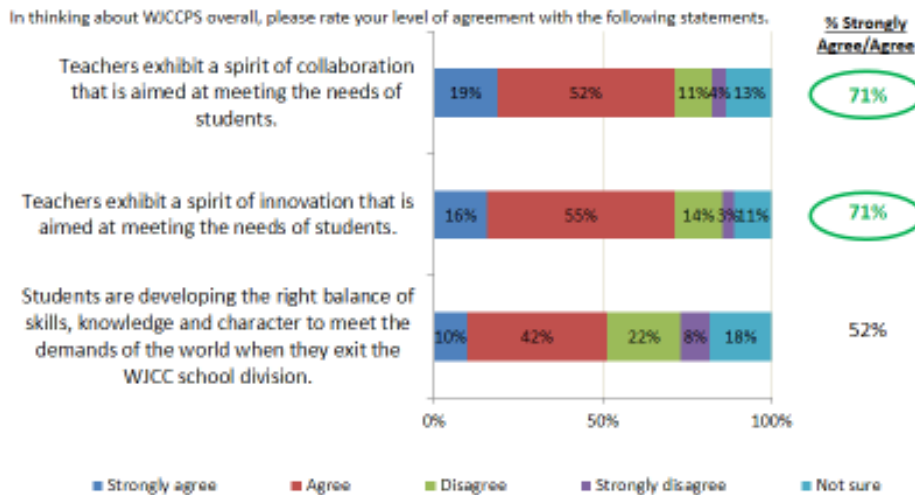


Teacher Vitality & Student Readiness

Teacher collaboration and innovation are perceived as strengths for WJCCPS, although trends are declining.



Opportunities: Whole-child readiness for success, whether college or career bound after graduation.

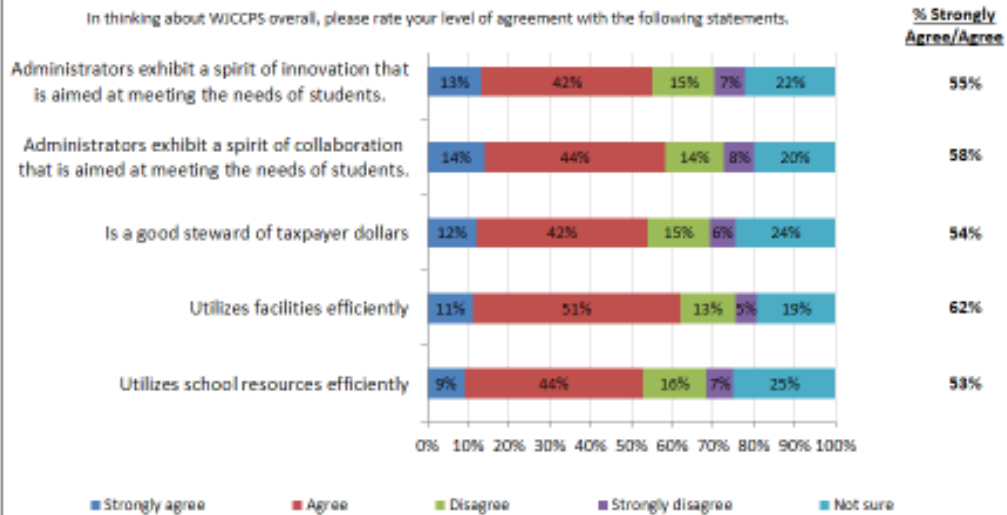


Division Leadership and Resource Utilization

Administrative leadership and overall use of resources are perceived as areas of strength for most yet uncertainty for many.



In thinking about WJCCPS overall, please rate your level of agreement with the following statements.



Greatest Opportunities for Growth and Improvement

5 Big Themes Emerged



Based on your knowledge of WJCC and its services and programs, what do you believe are the division's two or three greatest opportunities for growth and improvement?

#1 - College and Career Readiness

Understanding the varied career interests of WJCCPS students and intentionally preparing each one to graduate fully prepared for college or career success

- Career-ready, skill-based curriculum
- More and more effective technology use in classrooms
- Increase number of school counselors
- More Career & Technical Education courses/programs
- Build student technological savvy
- Strengthen college prep supports for students and families

#2 - Educational Equity

Allocating resources – facilities, materials, funding, human capital, etc. – equitably to ensure all students have access to high-quality learning opportunities and environments

- Redistricting – socioeconomic balance, school choice
- Address disparities in achievement among subgroups
- Improve outreach and outcomes for economically disadvantaged students
- Increased supports and programs for special needs and ESL/ELL students
- Adequate learning spaces for all students - reduce overcrowding, address aging facilities and ensure facilities support curriculum needs

Greatest Opportunities for Growth and Improvement

5 Big Themes Emerged



#3 - Personalized Learning Environments

Equipping every classroom with teachers who are highly proficient in differentiated and culturally responsive instruction AND every school with course offerings that ignite creativity, innovation and high student engagement

- Recruit and retain more high quality teachers
- More, better curriculum development resources
- More, better teacher and principal professional development
- Smaller class sizes, more teacher assistants
- Revisit school start times - consider current sleep research
- Expand course offerings/programs overall based on student interests
- Improve teacher evaluations and accountability – proactively identify and address poor instructional quality
- Improve teacher pay
- More project-based learning
- Greater supports for gifted students
- Language offerings at all grade levels
- Solidify and strengthen World Languages Program
- IB in middle and high schools
- Reduce emphasis on high-stakes testing

Greatest Opportunities for Growth and Improvement

5 Big Themes Emerged



#4 – Culture

Proactively and consistently nurturing a culture of inclusion, engagement, cultural proficiency and authentic two-way communication with all stakeholders

- Expand partnerships with local businesses, community members and higher education to expand student learning opportunities
- More frequent and transparent communication with all stakeholders to help build trust and inform decision-making
- Cultural proficiency professional development for teachers, school administrators and staff
- More parent involvement & engagement
- Greater employee recognition – district- and school-level efforts

#5 - Safety

Ensuring every WJCCPS environment is a place where students and staff feel physically, socially and emotionally safe and supported

- More social-emotional supports, character development and bullying prevention efforts
- Greater consistency in implementing protocols for gaining access to schools
- Better supports and alternatives for students with disciplinary challenges
- Significantly improve transportation service quality – hire more high-quality bus drivers
- Add more school psychologists
- Consider expanding safety protocols and conducting more training/drills

Greatest Single Challenge

Four Areas Emerged as Top Challenges for WJCCPS.



Primary Challenges				Other Expressed Areas of Concern					
Navigating Growth	Educational Equity	Instructional Quality	Funding	Career Readiness	Safety & Security	Technology	Engage-ment	Leadership	Separation & Isolation
The potential for over-crowded schools as the WJCC community continues to grow	Ensuring all of WJCCPS' diverse learners have equitable access to learning environments and opportunities that promote student success	Recruiting, retaining and sustaining inspired, innovative, high-quality teachers and school leaders	Meeting increasing student growth and support needs as the level of state, federal and local funding decreases	Effectively preparing kids who are not college bound for post-secondary success	Managing student discipline issues, bullying and the emotional impact of school violence nationally	Staying current with constantly changing technology and tech-based teaching and learning practices	Creating stronger relationships with students, families and community members as partners to improve student outcomes	Ensuring strong and consistent school/division leadership and School Board governance	Potential for increased school segregation and socio-economic/cultural isolation

Skills and Personal Characteristics Students Should Possess to Best Prepare Them for Success After Graduation



- ✓ Resilience, determination, perseverance, empathy, good citizenship, integrity, grit
- ✓ Problem solving, conflict resolution, independent and critical thinking, reasoning
- ✓ Emotional intelligence, courage, motivation, self-driven, autonomy
- ✓ Self-awareness, self-efficacy
- ✓ Growth mindsets
- ✓ Accountability
- ✓ Work ethic
- ✓ Collaboration, working with others
- ✓ Intellectual curiosity, leadership skills
- ✓ Social-emotional skills, adaptability
- ✓ Global thinking
- ✓ Cultural competency, social and political engagement, tolerance, kindness, empathy
- ✓ Arts, literature, music
- ✓ Coding skills
- ✓ Second language
- ✓ Vocational training, workforce readiness, financial literacy, life skills
- ✓ Writing, oral presentation skills, communication, analysis, research skills
- ✓ STEM



Most Important Qualities of an Excellent Educational System



- ✓ **Qualified, Caring and Accountable Teachers and Staff**
- ✓ **Innovative, Engaging, High-Quality and Personalized Instruction for All Students**
- ✓ **High Expectations for All Students**
- ✓ **Rigorous and Relevant Curriculum**
- ✓ **Whole Child and Every Child Focused**
- ✓ **Safe and Orderly Schools**
- ✓ **Positive division-wide Culture**
Student centered, proactive, supportive, intellectually enlarging, fair, inclusive, progressive, collaborative, culturally competent, diverse, optimistic, forward-thinking and behaving, team-oriented, trusting, respectful, cohesive, caring, high integrity and compassionate
- ✓ **Relationship Oriented**
- ✓ **Transparent**
- ✓ **Properly Funded and Fiscally Responsible**
- ✓ **Adaptable**