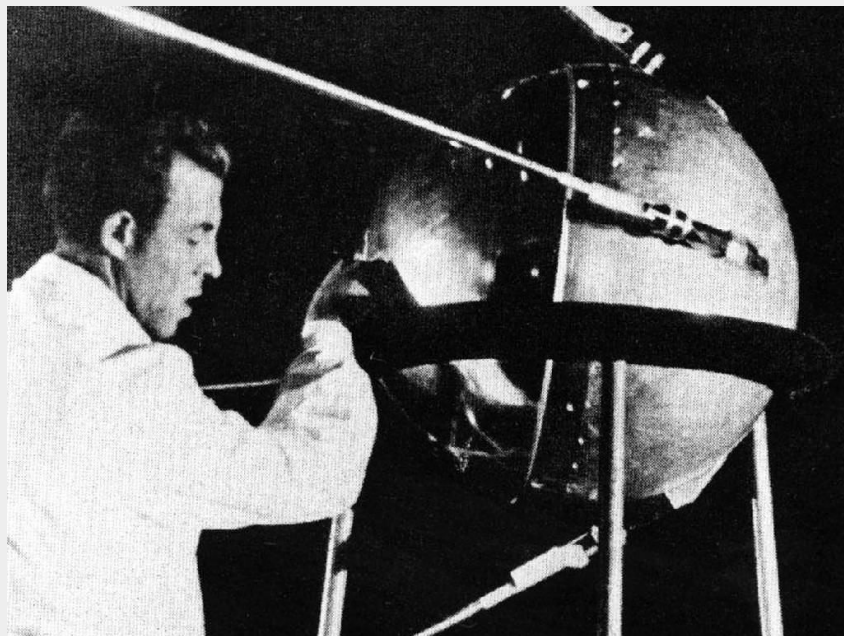
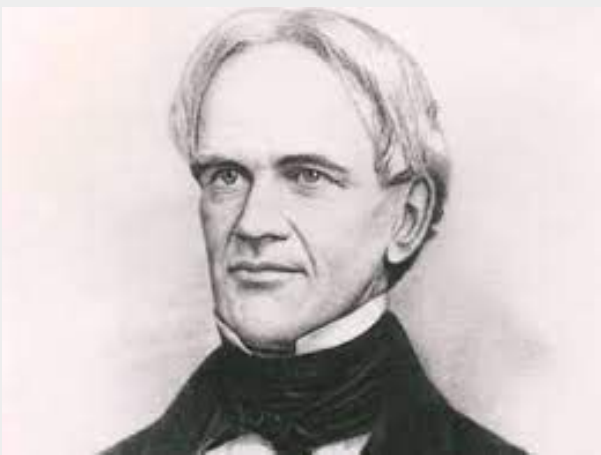


Westport Public Schools

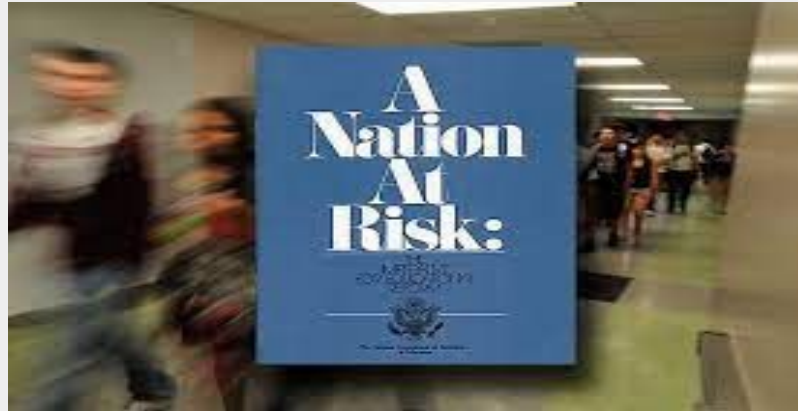
Strategic Planning Update

January 4, 2022

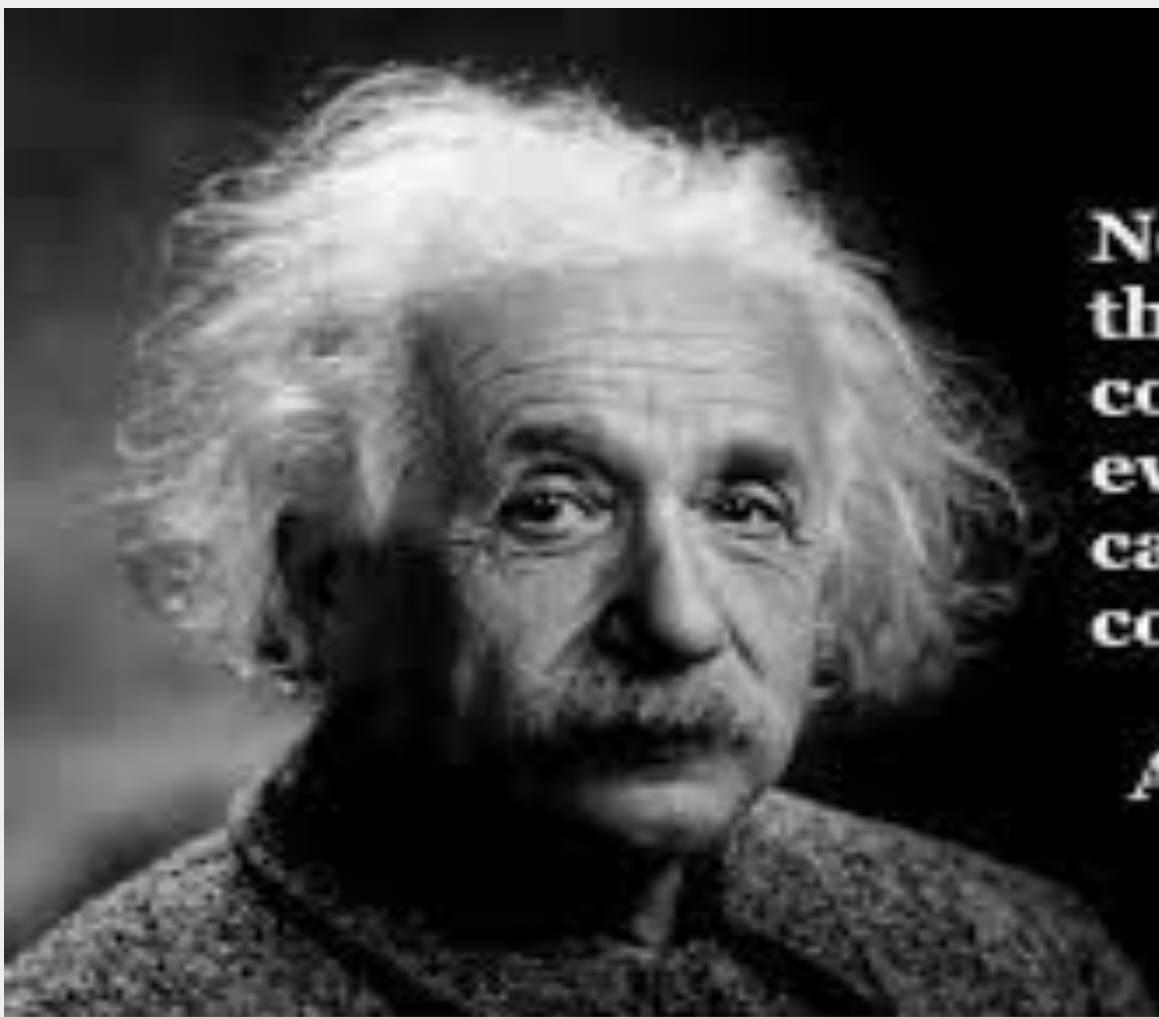




A Nation At Risk (1983)



“If an unfriendly foreign power had attempted to impose on America the mediocre educational performance that exists today, we might well have viewed it as an act of war.”



**Not everything
that counts can be
counted, and not
everything that
can be counted
counts.**

Albert Einstein

New York Times

American Children Trail in Math and Science

February 6, 1992

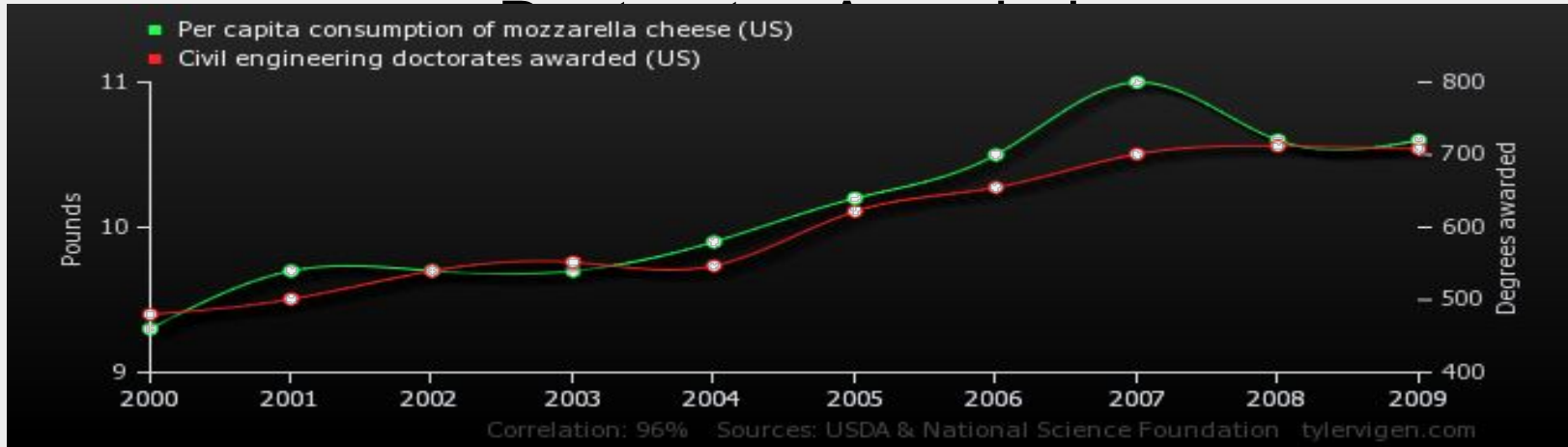
“Schoolchildren in America, on average, score lower in mathematics and science than children in several other industrial countries, according to a study made public by the Educational Testing Service.

In a study that tested 9- and 13-year olds in math and science, Americans fared poorly for the most part. The American 9-year-olds ranked third in science among 10 countries, but they were outranked by 8 of the 10 in math. The American 13-year-olds ranked 13th out of 15 countries in science and 14th out of 15 in math. The numbers of countries differed for the age groups because not all countries participated in the 9-year-old category.”



“Spurious Correlations”

Per Capita Consumption of Cheese and Civil Engineering



	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	
Per capita consumption of mozzarella cheese (US) Pounds (USDA)	9.3	9.7	9.7	9.7	9.9	10.2	10.5	11	10.6	10.6	
Civil engineering doctorates awarded (US) Degrees awarded (National Science Foundation)	480	501	540	552	547	622	655	701	712	708	

Correlation: 0.958648

Essential Questions

Essential Questions for Consideration:

- To what extent are we preparing our students for the true challenges of work and citizenship that they will confront as young adults?
- What are the consequences for students, and our society, if our students are unable to meet these challenges as a result of not transforming our current practice?
- How can our schools justify much of what we do?



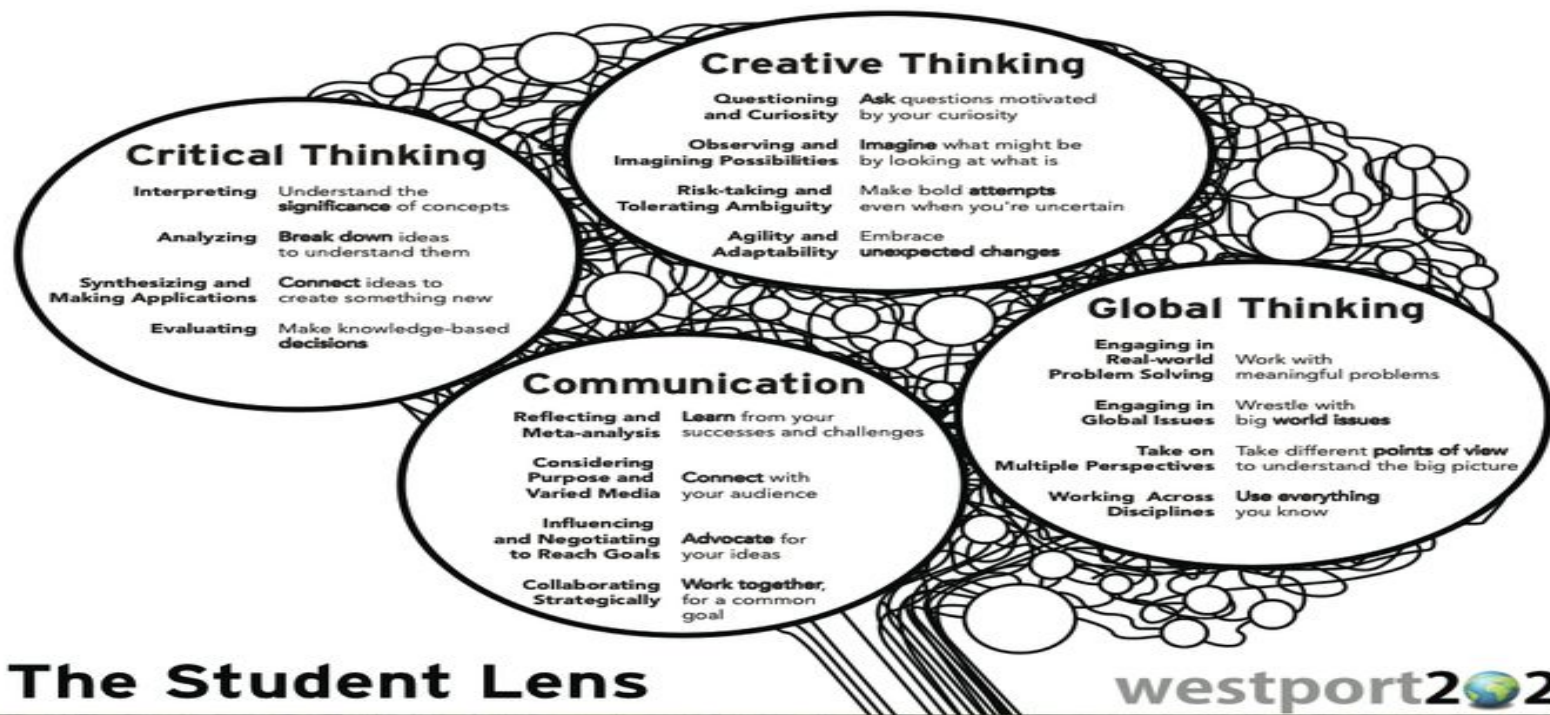
westport2025



meeting the global challenge

westport2025

meeting the global challenge





STRATEGIC PLAN 2017-2020



A strategic plan is...

...a process to help organizations set priorities, focus energy, and harnesses resources towards agreed upon goals



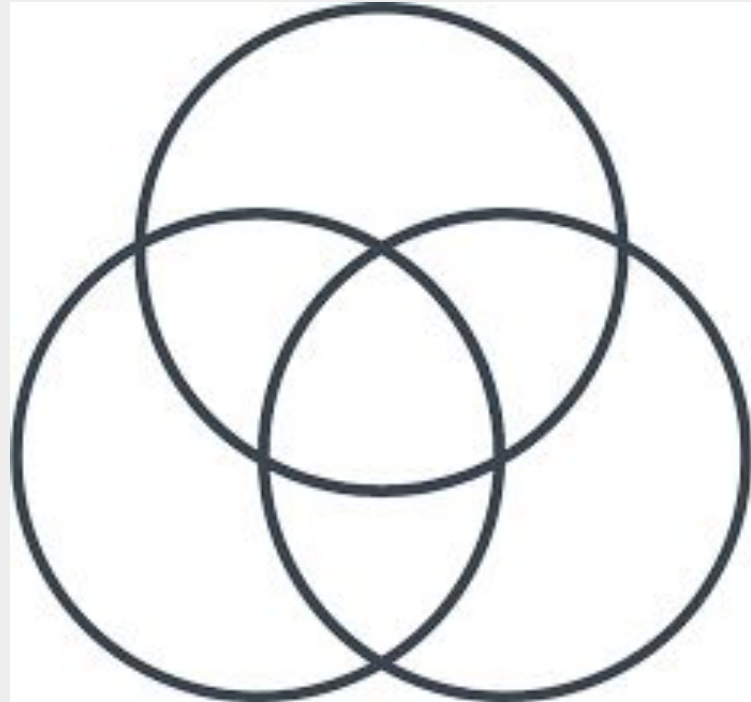
A strategic plan is not...

...a process by which an organization captures each and every effort and plan within the system



Not Losing Sight of District Plans...

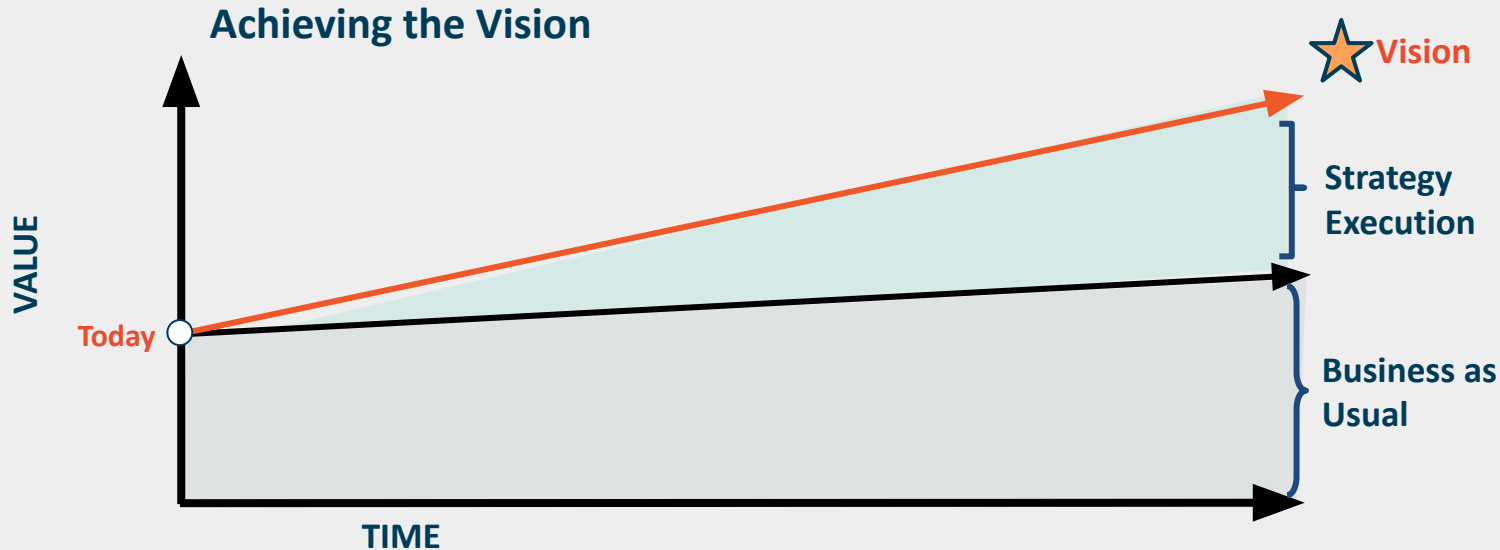
- Facilities
- Technology
- Equity and Inclusion
- Others...



To Execute Strategy, Organizations Must Drive Change

Strategy execution is about *driving change* –

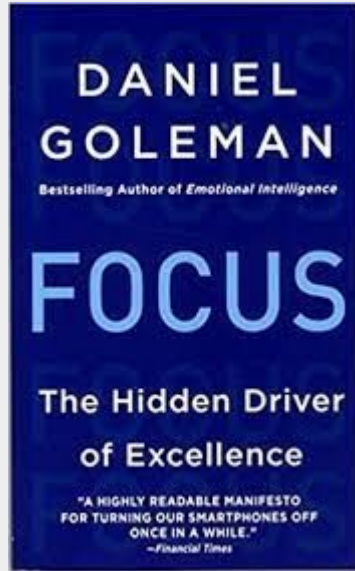
- building the organizational capabilities to create value *faster than business as usual*



The Power of Focus



The Power of Focus



"Directing attention toward where it needs to go is a primal task of leadership."

Daniel Goleman

"Of all the board's governance responsibilities, the most important and powerful is formally setting the strategic direction for the school district."

Inclusive Information Gathering Process

Spring 2021 - Focus Groups

- over 400 faculty, support staff, parents, and students
- core questions/prompts for each group:
 - What do we do well?
 - Describe the culture.
 - What are two priority areas/bodies of work we should address together in the next 3-5 years?
 - What's one change we should make right now?
 - What should we never change?
 - Summarize your expectations for the school district in one statement.

4,000 individual comments and suggestions archived, grouped into themes

Surveys, 1:1 Interviews...

- Surveys administered to:
 - confirm the findings of the focus groups
 - gather opinions and suggestions from multiple groups of stakeholders through thoughtful open-ended questions
 - open-ended responses in the surveys
- In all, there were 2,594 responses to the surveys, including 260 community members without children in our schools.
- 37 “1:1” interviews with individual district leaders and members of the Board of Education.

Welcome to the Future



- The district hosted two thought provoking “futurists”, Mitchell Weiss and Chris Bishop,
- Mitch and Chris were asked to share their thinking with all stakeholders across our community and to help us begin to think forward.
- If the district’s strategic focus is to prepare our students for the true challenges of work and citizenship that they will confront as young adults, then a forecasting of that future is warranted.
- What the capacities our students will need to thrive 10, 20, and 30 years from now?

Core Planning Team

Deep Analysis of Input/Scan the Horizon

Valerie Babich
John Bayers
Christopher Breyan
Anthony Buono
Jessica Carey
Sandra Decembre
Lisa Doocy
Carla Eichler
Joanne Fasciolo
Lauren Francese
Deborah Goldenberg
Jessica Grabowski
Sara Harding
Elizabeth Johannesson
Micah Lawrence

Coordinator of Psych Services
Asst. Superintendent, HR
Asst. Principal GFS, CES
Asst. Superintendent C & I
Literacy Coach SES
Special Education
Teacher SSP Preschool
Art Teacher, SHS
Math Teacher, CMS
Coordinator Social Studies
Art Teacher, CES
3rd Gr. Teacher, LLS
Counselor, BMS
Special Education, SHS
Asst. Principal CMS

Jessica Marino
Erin Marschner
Patrick Micinilio
Allison Moran
Ann Neary
Enia Noonan
Penny Proskinitopoulos
Adam Rosen
Michael Rizzo
Thomas Scarice
AJ Scheetz
Daniel Seek
Kerin Tighe
Christine Wanner

First Gr. Teacher, SES
Asst. Principal LLS
Asst. Principal SHS
K-5 Curriculum Coordinator
English Teacher, SHS
Italian Teacher, SHS
Asst. Principal, SHS
Principal, BMS
Asst. Supt. Spec Services
Superintendent
Coordinator Science
Technology Teacher, GFS
Math Coach, LLS
Coordinator Health/PE

Core Planning Team

28 exceptionally talented WPS educators representing PK-12 poured over this collection of data and engaged in two full days of facilitated learning, discussion, and direction setting with our consultant, Judith Wilson.

The collective charge was established:

- Think systemically about areas of focus that would offer the greatest impact for the most students, and for the greater good.
- Consider compelling focus areas so that the district could harness its resources, talents, and energy in order to serve all children well and prepare them for the challenges of 2022 and beyond.





Abundant Data and Scanning the Horizon



Clear Throughline



Westport's students would be best served with a focus on two primary areas to develop:

- **Social and Emotional Wellness and**
- **Collaborative Problem-Solving/Design Thinking**

Social Emotional Wellness...Current Trends

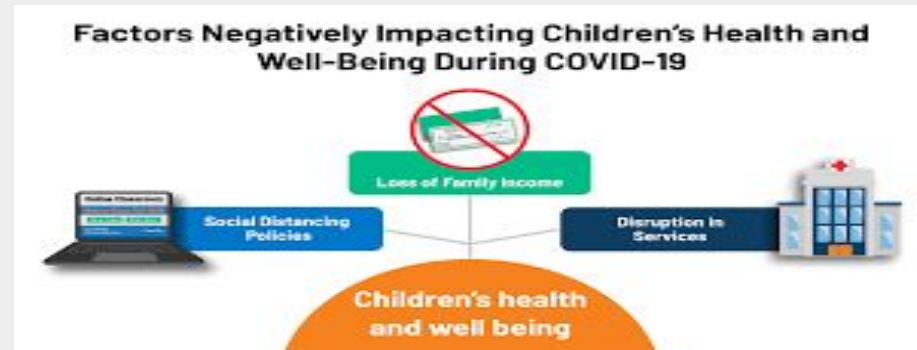
Trends

- WPS:
 - coming out of a pandemic kids are struggling with SEL
 - Behavior referrals, RTI, PPT, nurse visits, etc. are rising
 - Students voiced high stress and high anxiety in surveys
- Nationally:
 - The total age-adjusted suicide rate in the United States increased 35.2% from 10.5 per 100,000 in 1999 to 14.2 per 100,000 in 2018, before declining to 13.9 per 100,000 in 2019.
 - CDC 2019 Suicide was the second leading cause of death among individuals between the ages of 10 and 34

Social Emotional Wellness...Current Trends

CHILD AND ADOLESCENT MENTAL HEALTH DURING COVID-19: CONSIDERATIONS FOR SCHOOLS AND EARLY CHILDHOOD PROVIDERS (ASPE Health Human Services Sept 22, 2021 Issue Brief)

- Children and adolescents had high likelihood of having a mental health condition after a COVID-19 diagnosis, negative COVID-19 test or COVID-19 like symptoms only.
- Likelihood of mental health diagnosis after a COVID-19 related event increased with age.
- The odds of developing a mental health condition following COVID-19 related event were higher among children with adverse childhood experiences.
- Children with an Intellectual Disability/Developmental Disability had high odds of having new or recurring mental health condition after a COVID-19 related event.
- Early childhood education providers and schools are essential resources to meet the post-COVID mental health needs of students returning to educational settings.



Social Emotional Wellness...Current Trends

Surgeon General Report December 7, 2021

U.S. Surgeon General Dr. Vivek Murthy



Social Emotional Wellness...Scanning the Horizon

Capacities Needed To Thrive

- Agency, making connections, and problem solving all require empathy, humility and ownership
- Cannot take risks without being emotionally well
- “Futurists” emphasis on well adjusted high EQ people
- The future is so uncertain that we have to be flexible and adaptable - (i.e. intrapersonal capacities)
- Intersection of collaborative problem solving and SEL - without one you can't do the other
- Stressed minds can't think...“have to be well to do well academically”

Whole Child Wellness

- SEL comes first - regulation, understanding of others...academics follows
- Concept of balance - information overload - how does a young brain negotiate all the information
- Create a balanced life and engage with other people
- Role of play, value of time, pace
- Impact of social media, technology on brain and social/emotional development

Systems, Policies, Practices...“Behavior never lies.”

- Want kids to take risks, use trial and error, learn from feedback from peers and teachers
- Content being less important than dispositions - listening and empathy
- Process over product (Process allows for risk taking and SEL)
- Processes, policies, and structures that contradict what we say we value - (e.g. SEL and risk taking)

Balance
Life Skills
No Politics
Challenge
Responsible Citizens
Social-Emotional Development
Understanding Other Viewpoints
Love Learning
Life After School
Educational Excellence
Rigorous Academics
Prepared For World
Empathy
Open-Minded
Workday
Progressive At Elementary Level
Kind
Curious
Non-Abelism
Nurture
Involved
Independent Voice
Equity
Diversity Training
Engage
Value Of Relationships
Vision Statement
Educate BOF
Sense Of Belonging
Positive Memories
Aware Of World
Full Disclosure On Equity Study
Personal Development
Special Education Program Improvement
Do Not Parent
Diversity Inspire
Critical-Thinking
Supportive Learning Environment
Reach Academic Potential
Prepared Academically
Confidence
Whole Student
Responsible Citizens
Technical Skills
Listen To Children
Ambition
viewpoints
Challenge
No Politics
Balance
Life Skills
Each Child Matters
Northridge Programs
Value Of Relationships

Collaborative Problem Solving/via Design Thinking



Collaborative Problem Solving/via Design Thinking

How to make students “future proof” (Chris Bishop)

- get ready for a world we can barely conjure what it will look like
- solving complex problems
- working collaboratively
- Naturally embed into academic content
- Build on already strong academic program
- "future does not care how you became an expert"
- have to learn how to learn and unlearn and relearn...the college degree is worth it if they learn this



Collaborative Problem Solving/via Design Thinking

Forecasting Trends

- Coding will not even be blue collar..it will be automated (AI)
- “AI” can diagnose brain tumors better than trained doctors
 - *Artificial Intelligence-based diagnosis was 94.6% accurate, compared to 93.9% for human doctors. Scientists at New York University have developed an artificial intelligence (AI) that can diagnose brain tumours faster and more accurately than human doctors.*
 - Jan 11, 2020 www.sciencefocus.com
- DHL Logistics/Shipping Solutions
 - robot managers pick packages...the new skill is to learn how to manage the robots
 - Meet the “Chief Robotics Officer”. This new management role is emerging and will soon be critical in managing hybrid workforces of humans and robots.
- Collaborative problem solving is the model...emergent leadership encourages individuals to articulate your perspective, and defend it but, acquiesce when needed to "get to end of job"



EMPATHIZE DEFINE IDEATE PROTOTYPE TEST



DESIGN THINKING

Clear Throughline



Westport's students would be best served with a focus on two primary areas to develop:

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Westport Public Schools

Strategic Planning Update

January 4, 2022

