

# STRATEGIC PLAN

*Cultivating the lifelong pursuit of learning since 1971*

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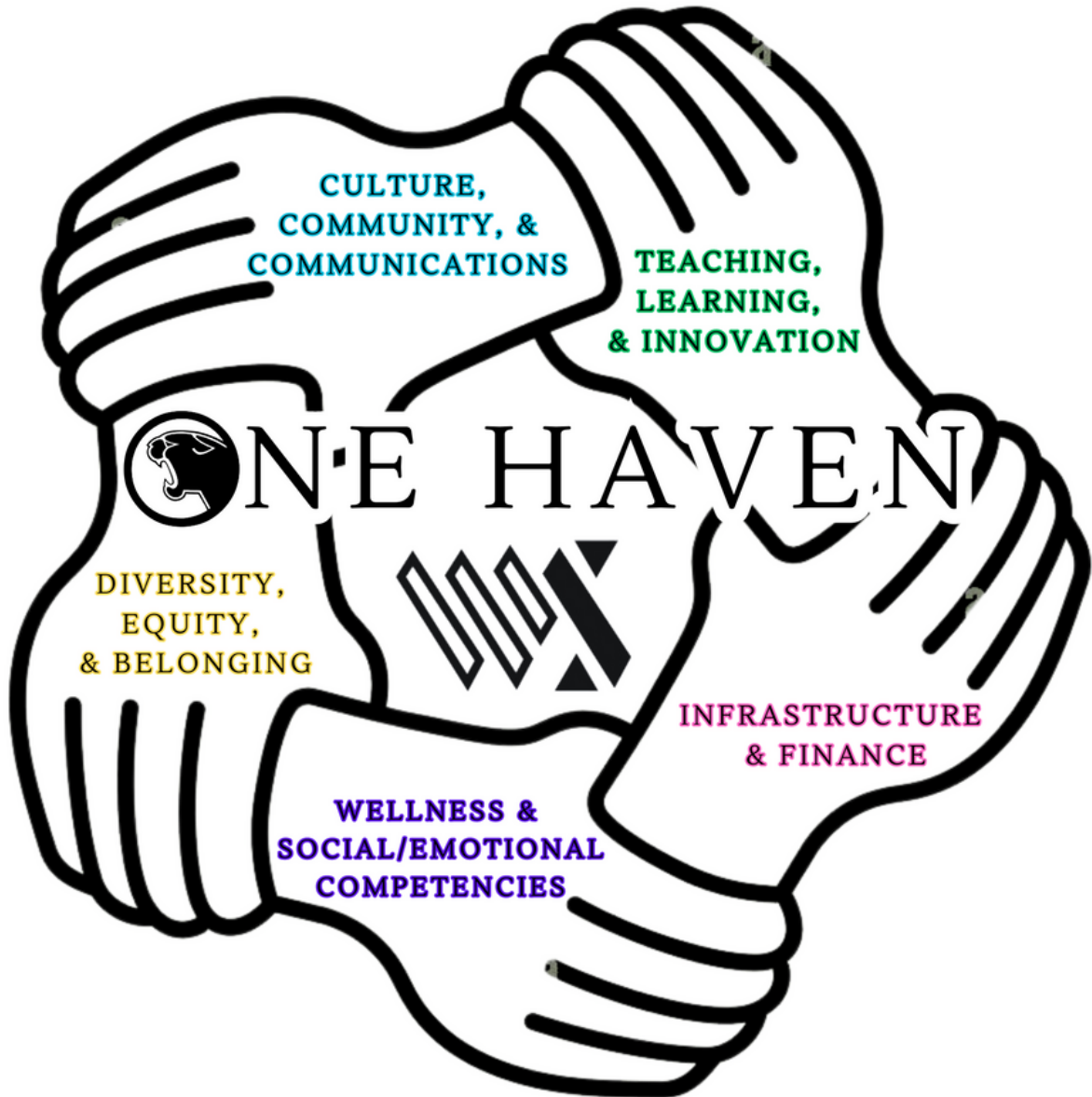


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**5 Schools, 5 Pathways, One Haven**



# FIVE SCHOOLS



# FIVE PATHWAYS

# Our Strategic Plan

## What it is...

Our Strategic Plan is a self created multi-year road map of our goals, milestones, and what we plan to accomplish. This is a process of stakeholder engagement and a living plan that will evolve with the Wallingford-Swarthmore School District.

## What it is not...

Our Strategic Plan is not a tactical plan or operations manual of what we plan to accomplish. This plan is not everything that everyone wants to see happen in our District and it is not everything the District does with daily activities. It is not a static document.

## Purpose...

To develop agreement on and alignment to a shared 10-year vision for impact, set key three-year planning initiatives and goals, and develop an implementation roadmap for Wallingford-Swarthmore School District.

***“Quite simply, each of our schools is a haven that is reflective of our community’s values, a cornerstone of our neighborhoods, and welcoming, inclusive, and accessible to all.”***

*~ Wallingford-Swarthmore School District  
Vision for Impact Statement*







# THE BEGINNING

In 2022, in collaboration with every member of our community and through a partnership with Bloom Planning Consultants, we launched our Strategic Planning process. The first phase of this process, the Discovery Phase, draws on the voices of our entire community. During the course of last year, we heard your voices through individual and group meetings, surveys, interviews, and town halls. Through the three in-depth audits: curriculum, communications, and equity, we received 4,430 surveys, reviewed more than 700 documents and artifacts, conducted over 120 classroom visits, and held approximately 200 focus groups and interviews. The collection of community feedback and data enabled us to connect common threads and glean a collective voice around key focus areas. The Strategic Plan is informed further by the 2022-2025 Comprehensive Plan and the Special Education Plan.

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# SUPERINTENDENT'S CORNER



Your personal accomplishments along with those of your teammates makes this school year undeniably a profoundly successful one. I am once again reminded of the African proverb, “If you want to go fast, go alone; if you want to go far, go together.”

Our success moving forward on this path to transformation will thrive with the contributions made by all of you. It is my conviction that the success of this journey will not be possible without your support and active participation. I am not a proponent of the notion of “buying in”; instead, I invite you to “build in” by becoming an integral part of the Strategic Plan process, by sharing your voice and your vision for our school district, and by investing in the process. The WSSD Strategic Plan is OUR plan, and for it to be relevant, meaningful, and stand the test of time, we all have to “build in.”

Wagner Marseille, Ed.D.

Superintendent



# VISION FOR IMPACT

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In 2033, WSSD students are self-motivated, passionate, and curious. For them, learning is experienced and success is achieved in multiple and varied ways that honor the uniqueness of each child as they become the best versions of themselves. As learners, our students embrace diverse perspectives, approaches, cultures, and thoughts in all they do. This enables WSSD students to be flexible thinkers who know how to navigate challenges and learn from adversity. Because they are supported and valued, our students feel happy, safe, and inspired as they deeply engage in authentic learning experiences. They are excited and well-prepared for whatever the future holds. To make this happen, WSSD students, educators, staff, families, community members, and administrators are valued and trusted collaborative partners who develop meaningful relationships through open communication. All members of the WSSD community cultivate belonging, model integrity, and value civic-mindedness. Quite simply, our schools are a haven—one that is reflective of our community's values, that is a cornerstone of our neighborhoods, and that is welcoming, inclusive, and accessible to all.

# STRATEGIC PLAN

## PATHWAYS

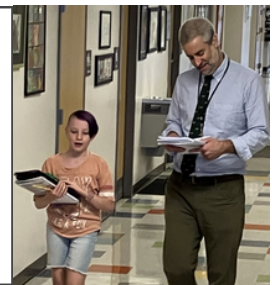
### *DIVERSITY, EQUITY, & BELONGING*

- 1.1 EQUITY STATEMENT THAT DRIVES DECISIONS IN WSSD
- 1.2 EQUITY POLICY THAT DRIVES DECISIONS IN WSSD
- 1.3 PROFESSIONAL DEVELOPMENT FOCUSED ON DIVERSITY, EQUITY & BELONGING
- 1.4 LEARNING EXPERIENCES ALIGNED WITH STUDENT IDENTITIES & GROUNDED IN DIVERSITY, EQUITY & BELONGING



### *TEACHING, LEARNING, & INNOVATION*

- 2.1 LEARNERS HAVE AGENCY AND STUDENT INTEREST DRIVES LEARNING
- 2.2 INCLUSIVE, HIGH-QUALITY, STANDARDS-ALIGNED, INQUIRY-BASED CURRICULUM IS ALIGNED WITHIN & ACROSS GRADE LEVELS & DISCIPLINES
- 2.3 PROFESSIONAL LEARNING IS EMBEDDED IN AND AN INTEGRAL PART OF EDUCATOR PRACTICE
- 2.4 CROSS-CONTENT INTEGRATION AND INTERDISCIPLINARITY IS A NORM



### *CULTURE, COMMUNITY, & COMMUNICATION*

- 3.1 STRENGTHEN THE ENGAGEMENT OF FAMILIES & COMMUNITY MEMBERS
- 3.2 ESTABLISH A PLAN FOR COMMUNICATING WITH ALL STAKEHOLDERS
- 3.3 CREATE SCHOOL & DISTRICT WEBSITES THAT ARE CONSISTENT, CURRENT & ACCESSIBLE



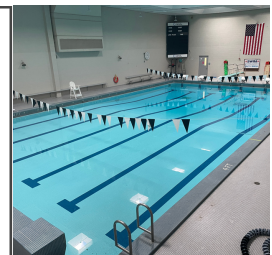
### *WELLNESS & SOCIAL/EMOTIONAL COMPETENCIES*

- 4.1 ESTABLISH A COMMON LANGUAGE ON WELLNESS ACROSS OUR SCHOOLS/COMMUNITY
- 4.2 PRIORITIZE SOCIAL-EMOTIONAL LEARNING & CONNECTIONS THAT FOSTER A POSITIVE SCHOOL CULTURE
- 4.3 EXPAND & IMPLEMENT WELLNESS & SOCIAL-EMOTIONAL SUPPORTS FOR STUDENTS
- 4.4 DEVELOP & IMPLEMENT PROGRAM APPRAISAL TOOLS TO ASSESS THE EFFECTIVENESS OF PROGRAMS & STAFFING CAPACITY WITHIN EACH PROGRAM



### *INFRASTRUCTURE & FINANCE*

- 5.1 ESTABLISH A 10-YEAR CAPITAL PLAN THAT PRIORITIZES MAINTENANCE, MODERNIZATION & SUSTAINABILITY
- 5.2 DEVELOP A FRAMEWORK TO EVALUATE & SUSTAIN BUDGETARY PRACTICES THAT REFLECT THE EDUCATIONAL PRIORITIES OF THE DISTRICT
- 5.3 DEVELOP PARTNERSHIPS & EXPAND REVENUE SOURCES





# PHASE 1: DISCOVERY

This phase built upon the findings from the audits WSSD conducted in the 2021-2022 school year and included a series of research activities to inform the visioning and strategic initiative-setting process.

Through a variety of feedback opportunities, stakeholders from across WSSD's community had the opportunity to reflect on the district's strengths and areas for development.



## 16 Interviews

- 3 Principals
- 4 Teachers
- 4 Support Staff
- 1 Student
- 2 PTO Members
- 2 School Board Members



## 10 Focus Groups

- 41 Teachers
- 3 Support Staff
- 11 Students
- 8 Parents/Guardians



## Surveys

- 207 Teachers
- 52 Non-teaching Staff
- 18 Admin/Central Office
- 1445 Students
- 919 District Households



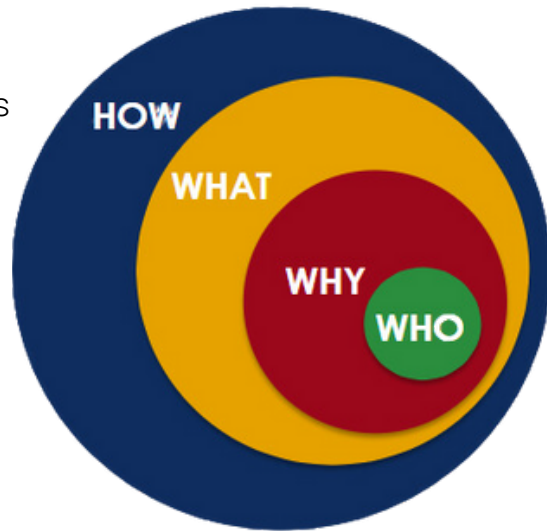
**Following this collection of data, district leadership held two meetings with interested community members to share findings from the discovery phase and plans for the strategic planning process.**

# PHASE 2: VISIONING

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After validating WSSD's current state and identifying its strengths, weaknesses, opportunities, and threats during the discovery phase, WSSD's leadership created a draft vision for impact that identified the district's framework of priorities for the next 10 years.

The leadership team held 16 vision-writing sessions with groups of district stakeholders and used these drafts to write a vision for impact that they presented to the planning team.



**A vision for impact is a desired future state related to strategic planning.**

- **It details what is true as a result of strategic planning efforts.**
- **It is specific and time-bound.**
- **It is a statement of impact.**

**If the strategic plan succeeds, then the vision for impact will become a reality.**



# PHASE 3: DETAILED PLANNING



The planning phase allowed for participation across five pathway groups from 31 members of WSSD’s community that included central office staff, administrators, instructional staff, community members, and school board members.



Over the course of three meetings, teams engaged in a series of gap analysis activities to develop a statement of intent and three to five strategic initiatives for each pathway as well as SMARTIE objectives, metrics, annual milestones, and detailed Year 1 action plans for each initiative.

Vision for Impact				
PATHWAY 1 Diversity, Equity & Belonging	PATHWAY 2 Teaching, Learning & Innovation	PATHWAY 3 Culture, Community & Communication	PATHWAY 4 Wellness & Social-Emotional Competencies	PATHWAY 5 Infrastructure & Finance
Statement of Intent	Statement of Intent	Statement of Intent	Statement of Intent	Statement of Intent
Strategic Initiatives & SMARTIE Objectives x4	Strategic Initiatives & SMARTIE Objectives x4	Strategic Initiatives & SMARTIE Objectives x3	Strategic Initiatives & SMARTIE Objectives x4	Strategic Initiatives & SMARTIE Objectives x3
Y1 Action Plans x4	Y1 Action Plans x4	Y1 Action Plans x3	Y1 Action Plans x4	Y1 Action Plans x3



# PHASE 4: ACCOUNTABILITY

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To ensure successful implementation of the detailed action plans, WSSD's senior leadership worked on a series of accountability activities that included defining the metrics necessary to measure progress and creating accountability, communication, and risk mitigation plans.

In addition, the rollout plan for the entire WSSD community to learn about the strategic plan prioritizes clear messaging, broad reach, and maintaining momentum.





# DIVERSITY, EQUITY, & BELONGING

## Pathway 1

By 2033 there is a common understanding of Diversity, Equity and Inclusion in WSSD and we will eliminate historical and systemic practices, programs, protocols and policies that marginalize underrepresented groups. All students and staff, regardless of socio-economic, cultural, or religious background, gender, ability or disability feel a sense of belonging and inclusion. Learning experiences and opportunities are designed to strengthen developmental experiences, skills, and mindsets for all students to foster a sense of agency and integrated identities. Students, staff, and families feel empowered to have brave and productive conversations within the safe spaces created at WSSD that honor diversity of thoughts and perspectives.

### Strategic Initiative 1.1

Equity statement that drives decisions in WSSD

### Strategic Initiative 1.2

Equity policy that drives decisions in WSSD



### Strategic Initiative 1.3

Professional development focused on diversity, equity & belonging



### Strategic Initiative 1.4

Learning experiences aligned with student identities & grounded in diversity, equity & belonging

# TEACHING, LEARNING, & INNOVATION

## Pathway 2

WSSD engages all learners—students, teachers, staff, administrators, and community members—in experiences in which they construct knowledge, apply skills, and cultivate lifelong learning practices. These educational experiences are inquiry-based, data-informed, standards-driven, and grounded in continuous cycles of feedback. This is possible because our learning environments are student driven and flexible. WSSD prides itself on its innovative evidence-based teaching practices, engaging learning experiences, and insightful, individualized demonstrations of understanding that connect to the world outside of the classroom. This enables our students and teachers to honor diverse perspectives, culturally sustaining practices, and nuanced understandings of our complex and ever-changing world.

### Strategic Initiative 2.1

Learners have agency & student interest drives learning

### Strategic Initiative 2.3

Professional learning is embedded in and an integral part of educator practice

### Strategic Initiative 2.2

Inclusive, high-quality, standards-aligned, inquiry-based curriculum is aligned within & across grade levels & disciplines

### Strategic Initiative 2.4

Cross-content integration & interdisciplinarity is a norm



# CULTURE, COMMUNITY, & COMMUNICATION

## Pathway 3

WSSD believes effective, clear communication is the cornerstone of building trust, fostering collaboration, and achieving shared goals. WSSD builds community support by sharing pertinent information with all stakeholders. WSSD works to engage all members of our school community by creating an environment where everyone feels valued, included, and heard.

### Strategic Initiative 3.1

Strengthen the engagement of families & community members

### Strategic Initiative 3.2

Establish a plan for communicating with all stakeholders

### Strategic Initiative 3.3

Create school & district websites that are consistent, current & accessible





# WELLNESS & SOCIAL-EMOTIONAL COMPETENCIES

## Pathway 4

WSSD creates and maintains a student-centered, safe, inclusive, and positive learning environment for all learners—students, teachers, staff, administrators, and community members. Preventative and responsive evidence-based supports that promote physical, social, and emotional wellness are available to all students based on their unique needs.

### Strategic Initiative 4.1

Establish a common language on wellness across our schools/community

### Strategic Initiative 4.2

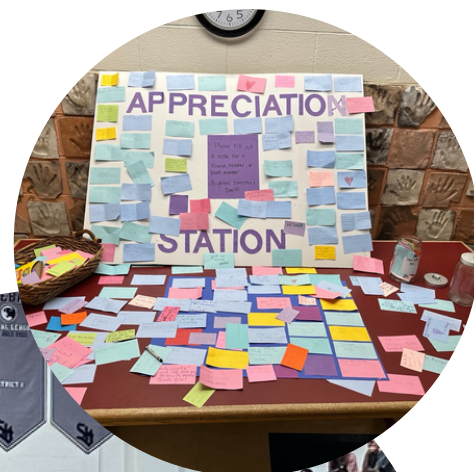
Prioritize social-emotional learning & connections that foster a positive school culture

### Strategic Initiative 4.3

Expand & implement wellness & social-emotional supports for students

### Strategic Initiative 4.4

Develop & implement program appraisal tools to assess the effectiveness of programs & staffing capacity within each program





# INFRASTRUCTURE & FINANCE

## Pathway 5

WSSD’s budgetary decision-making processes are evaluated and aligned with district goals and priorities. WSSD drives student learning through the implementation of budgetary planning processes that enhance student outcomes, while maintaining and modernizing the educational spaces. The district pursues innovative revenue opportunities and develops partnerships to broaden its sustainable resources.



### Strategic Initiative 5.1

Establish a 10-year capital plan that prioritizes maintenance, modernization & sustainability

### Strategic Initiative 5.2

Develop a framework to evaluate & sustain budgetary practices that reflect the educational priorities of the district

### Strategic Initiative 5.3

Develop partnerships & expand revenue sources

# WAYS TO GET INVOLVED

## JOIN A PARENT GROUP

Consider joining your student(s) Home & School Association (HSA), Parent Teacher Organization (PTO), or All Sports Boosters.

## SUPPORT PROGRAMMING

Join us at events happening at each school and events happening within the local community! Check out our calendar at [WSSD.org](http://WSSD.org) for more information.

## STAY INFORMED

Sign up for the Superintendent Corner Newsletter to get the latest updates on school events and our Strategic Plan.

## SCHOOL BOARD & COMMITTEES

Attend our School Board and Committee meetings to learn more about our daily activities and updates on our goals towards each Strategic Plan Pathway. Visit [www.WSSD.org](http://www.WSSD.org) for meeting dates and times.

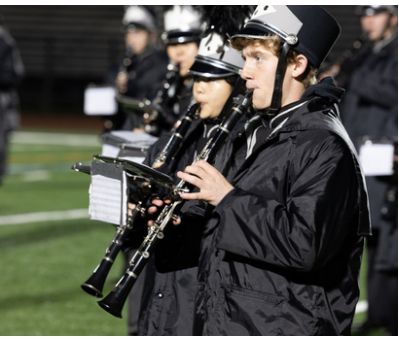
## STAY INFORMED

Sign up for the Superintendent Corner Newsletter to get the latest updates on school events and our Strategic Plan.

## SOCIAL MEDIA

Help us get the word out about our Strategic Plan! Like, follow, and share our stories @WSSchools on Facebook, Instagram, and Twitter for daily updates and information on happenings at our buildings.







wallingford-Swarthmore School District

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[www.WSSD.org](http://www.WSSD.org)