

WAKE COUNTY PUBLIC SCHOOL SYSTEM

Mission, Vision & Value Statements 2009

DIVISION/DEPARTMENT:

Instructional Services Division

MISSION STATEMENT:

The Instructional Services Division exists to promote and support learning and teaching.

VISION STATEMENT:

The Instructional Services Division operates as a tightly aligned and fiscally responsible learning organization. Collectively, we are proactive, responsive and supportive of schools, administrators, teachers and staff. Effective communication and collaboration through a network of supportive relationships leads towards one clear, consistent message.

We believe that all students can learn and that each student will meet growth targets towards graduation. To this end, educators are provided skills, best practices, and tools to help every student succeed. Cultural perspectives are valued and integrated in the curriculum so that students are engaged in rigorous, relevant, and differentiated learning experiences.

Decisions are data-driven, research-based, and effectively align resources with priorities by soliciting feedback and progress monitoring. This alignment, collaboration, and assessment will result in all students graduating on-time prepared to compete globally.

VALUE STATEMENTS:

Processes:

We seek to...

- use data and research to make decisions.
- use the continuous improvement model to provide leadership, support, and direction to schools.
- build the capacity of individuals, teams, and the division in support of teaching and learning.
- expand the use of technology (in support of the SCoS and professional development/communication).
- respond to the needs of stakeholders.

Relationships:

We seek to...

- collaborate interdependently among divisions/ schools and communities
- communicate effectively.
- build relationships through honesty, trust and respect
- value, share and celebrate success
- honor cultural perspectives and diversity

Results:

We will:

- achieve the BOE Goal by preparing students for future challenges and success
- achieve fidelity of implementation as we use data and research to make decisions
- see readily accessible resources
- see technology solutions meeting needs related to professional development and communication
- see empowered educators applying knowledge and using tools that promote student success

DIVISION: Instructional Services Division (ISD)	
DIVISION GOAL #1: ISD will provide resources and support for learning and teaching so that all students will achieve high academic growth by 2014 as measured by EoG and EoC data.	
STRATEGIC DIRECTIVE: Strategic Directive #1: Learning and Teaching, Strategic Directive #3: Systems and Structures	GOAL MANAGER: ISD Strategy Team
Reason Needed/Data Justification: The Board Goal and leading indicators Findings from CMA	
Key Processes and Action Steps	
1. Key Process:	Define and communicate what students are expected to learn (the written curriculum), the tools that are available to assess if they know it, and the interventions (remediation and enrichment) to use if they do not or do know it.
Process Manager:	Donna Hargens, Marvin Connelly, David Holdzkom
Measurable Process Check:	<ul style="list-style-type: none"> • To what degree has the definition happened? Learning and Teaching Guide – both quantity and quality of info – quarterly reports • To what degree has the communication happened? Use as measured by PLT agendas, website hits, Blue Diamond usage reports, customer feedback – quarterly reports
Resources:	ISD staff Contracted services with teachers Websites
Action Steps with timelines:	<ul style="list-style-type: none"> • Implement the action steps of CMA Recommendation #4. • Implement the action steps of CMA Recommendation #5. • Promote and support the development of the administration of, and the use of data from formative and summative assessments, and program evaluations to inform instructional decisions. • Develop and promote strategies/programs (remediation and enrichment) that maximize student achievement.
Key Processes and Action Steps	

2. Key Process:	Support school-based PLTs and implement PLTs within ISD
Process Manager:	Donna Hargens
Measurable Process Check:	<ul style="list-style-type: none"> • PLT Survey (Central Services) • Agendas (Central Services) • PLT Survey (School-based)
Resources:	Triangle High Five Zoomerang Structure PLT Wednesday PLC Policy Website Specialists Fishbone (% of completion, hits) PLT Support Survey (new) Team Ledger PLT Steering Committee
Action Steps with timelines:	<ul style="list-style-type: none"> • Facilitate the work of a Professional Learning Team Steering Committee to identify and standardize the elements critical to effective learning teams and communicate information via the Fishbone diagram. • Provide documentation of best practices on the PLT Fishbone site. • Participate in professional development to develop the skills necessary to participate in and support PLTs. • Utilize professional learning teams in the departments within the Instructional Services Division in order to provide for increase collaboration and for continuous improvement in the support of learning and teaching.

Key Processes and Action Steps	
3. Key Process:	Operationalize and support schools in implementing and monitoring a data-driven pyramid of interventions.
Process Manager:	Marvin Connelly
Measurable Process Check:	<ul style="list-style-type: none"> • Pyramids of Intervention • Collect and analyze data regarding students who have received the interventions. • Collect and analyze data from SST referrals.
Resources:	ISD staff School based staff Stars

Action Steps with timelines:	<ul style="list-style-type: none"> • Provide training for a common understanding of intervention alignment and any changes to the SST process. • Identify and communicate best practices for elementary literacy. • Develop a model for pyramid of interventions for secondary. • Plan for the strategic intervention to be provided in addition to the core instruction. • Provide training in the collection and the use of data. • Collect and analyze the number of referrals to the SST process.
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DIVISION: Instructional Services Division (ISD)	
DIVISION GOAL #2: By 2010 ensure that ISD leaders will effectively support the health of schools in order to make progress toward the Board Goal as measured by EofG and EoC tests.	
STRATEGIC DIRECTIVE: Strategic Directive #2: Retain, Recruit, and Training High Quality Employees	GOAL MANAGER: ISD Strategy Team
Reason Needed/Data Justification: The Board Goal and Teaching indicators Schools > 40% outlined in Board Policy 6200 Findings from CMA	
Key Processes and Action Steps	
4. Key Process:	Implement the Healthy Schools Process.
Process Manager:	Donna Hargens, David Holdzkom
Measurable Process Check:	<ul style="list-style-type: none"> • Analyze the data to determine the match between the needs of the schools and the resources. (Healthy Schools Variables Chart) Trend Data
Resources:	ISD staff Area Superintendents Available Resources Individual School Audits
Action Steps with timelines:	<ul style="list-style-type: none"> • Collect the data for schools for the Health Schools. • Analyze the data in an ISD/Area Superintendents meeting. • Staff locates resources that can be deployed to schools to support the needs.

DIVISION: Instructional Services Division (ISD)	
DIVISION GOAL #3: By 2010 Professional Learning Teams will be implemented with fidelity as measured by the annual PLT survey.	
STRATEGIC DIRECTIVE: Strategic Directive #3: Systems and Structures and Strategic Directive #1: Learning and Teaching	GOAL MANAGER: ISD Strategy Team
Reason Needed/Data Justification: Board Goal Subgroups need to make growth Data from PLT Surveys	
Key Processes and Action Steps	
5. Key Process:	Implement Board Policy 3610
Process Manager:	David Holdzkom
Measurable Process Check:	<ul style="list-style-type: none"> • Inventory of resources on the PLT Fishbone • PLT agendas • Reports on use of data • Inputs on PLT website
Resources:	PLT Steering Committee PLT Fishbone Resource PLT Communication Website PLT Wednesdays Maximizing Student Time Committee
Action Steps with timelines:	<ul style="list-style-type: none"> • Provide guidelines and resources. • Recommend and provide examples of research-based strategies. • Provide implementation training.

DIVISION: Instructional Services Division (ISD)

DIVISION GOAL #4: By 2010, guide ISD through the economic downturn to minimize its impact on learning and teaching as measured by changes in resource allocation.	
STRATEGIC DIRECTIVE: Strategic Directive #4: Expand Fiscal Accountability	GOAL MANAGER: ISD Strategy Team
Reason Needed/Data Justification: More Schools More Students Less Dollars Findings from CMA	
Key Processes and Action Steps	
6. Key Process:	Maximize the ISD service to schools in the context of limited resources.
Process Manager:	Donna Hargens
Measurable Process Check:	<ul style="list-style-type: none"> • Quarterly Financial Review • Alignment of spending to priorities in high leverage activities • Confirmation and adjustment of spending blueprint
Resources:	ISD Staff Available Resources Spending Blueprints
Action Steps with timelines:	<ul style="list-style-type: none"> • Access needs. • Prioritize goals and activities. • Create spending plans. • Review spending to ensure that spending supports the goals and activities. • Adjust spending based on program evaluation, needs, and budget.