



Welcome to the 2026-27 School Year!

Excellence. For each and every student.



Welcoming Students Back!



Thanks for a Dedicated Team Effort



Strategic Framework

WAYZATA PUBLIC SCHOOLS Strategic Roadmap 2023–2027



MISSION

Our core purpose

To ensure a world-class education that prepares each and every student to thrive today and excel tomorrow in an ever-changing global society.

VISION

What we intend to create and experience

To be a model of excellence where students of all ages discover their unique talents, develop a love and tenacity for learning and demonstrate confidence and capacity for success through:

- Exceptional student learning, experiences and relationships
- Community trust, confidence and partnership
- Operational excellence

CORE VALUES

Drivers of our words and actions

Achievement: Challenging oneself and others for excellence in all we do.

Collaboration: Working together to maximize opportunities and eliminate barriers to learning for all.

Community: Maintaining a sense of belonging to and responsibility for the broader community.

Equity: Meeting the specific needs of all students.

Integrity: Doing the right thing in the right way at the right time, even when no one is aware.

Respect: Valuing others for their diverse talents, backgrounds, cultures and viewpoints.

STRATEGIC DIRECTIONS

Through focus on priorities and strategy execution, we achieve excellence and realize our vision.

1. Ensure a high-quality daily experience for each and every student
2. Deliver high-quality instruction that leads to high academic achievement for all students
3. Recruit, hire, support, develop and retain the highest quality staff
4. Build awareness and capacity to improve the health and well being of our school district community
5. Learn and improve from community engagement and strategic partnerships
6. Ensure the efficient and effective use of district resources
7. Align internal district processes and procedures to improve communication, decision-making, accountability and collaboration, resulting in operational excellence

Wayzata Public Schools Equity Commitment

Systemic racism and many inequities exist in our society. This is not a reflection of who we aspire to be in Wayzata Public Schools. It is essential that we address this to fulfill our mission for each and every member of our community.



We commit to:

- Evaluating and expanding our mindsets
- Embracing productive discomfort
- Transforming our core values from words to policies and actions that improve equity

We will facilitate the efforts of staff, students and families to act on our six core values.

Achievement	Collaboration	Community
• Create a system for learning, teaching and measuring success that honors cultural differences. • Give each other space to understand our implicit biases as we seek to free ourselves of them.	• Share collective responsibility for empowering all learners to thrive and be their authentic selves. • Build on the strengths we each bring so that together we are more than the sum of our parts.	• Understand that we all belong here and are critical to each other's success and well-being. • Being accountable to each other in the pursuit of being our best selves.
Equity	Integrity	Respect
• Work to increase our awareness of inequities so we can grow our capacity to become who we aspire to be. • Study and practice anti-racist behavior so that we can continuously learn and improve.	• Continually live our shared values, especially when those values are challenged. • Infuse our daily work and planning with equity-thinking through self-reflection and data.	• Learn from and through our differences. • Acknowledge that the lives of Black, Indigenous and people of color matter and this is reflected in our actions.

We will find ways to create more equitable systems that honor each person's unique mix of overlapping identities, including but not limited to:

- | | | |
|---|---|---|
| <ul style="list-style-type: none">• age• beliefs/religion• class• disability/special needs• ethnicity• family status | <ul style="list-style-type: none">• gender• gender expression/identity• height/weight• home language• immigration status• issues specific to women/girls | <ul style="list-style-type: none">• mental health• national origin• poverty• race• sexual orientation |
|---|---|---|

Our mission is to ensure a world-class education that prepares each and every student to thrive today and excel tomorrow in an ever-changing global society.

Strategic Framework Alignment - Four Focus Areas

Improving Student Learning & Experience

Focusing on core classroom excellence and instructional support structures.

Directions 1 & 2

Enhancing Organizational Coherence

Fostering connected autonomy and unified administrative frameworks.

Directions 7 & 3

Strengthening Community Trust

Cultivating authentic partnerships, belonging, and public engagement.

Directions 5 & 6

Long-Range Stewardship

Ensuring sustainability of modern facilities, programs, and overall safety.

Directions 6 & 4

Strategic Framework Alignment

Early Action

Directions 1 & 2

Improving Student Learning & Experience

- Mature PLC & MTSS processes
- Balanced Technology Framework

Directions 7 & 3

Enhancing Organizational Coherence & Connected Autonomy

- Common language for collaboration & decision making
- Goal alignment
- Studying organizational structure (function → design)

Directions 5 & 6

Strengthening Community Trust, Partnerships & Belonging

- Visible, present, listening

Directions 6 & 4

Long-Range Stewardship: Facilities, Programs & Safety

- Studying enrollment patterns
- System-wide safety, security, and preparedness
- Construction Project Management Framework & Communication

Strategy Leadership Team

Executive Director of Human Resources

Dave Lutz

Executive Director of Finance & Operations

Trevor Peterson

Executive Director of Teaching & Learning

Dana Miller

Director of Technology Services

Wade Phillips

Student Support Services

Team

Director of Equity & Inclusion

Solveig Harriday

Director of Community Ed

Jenni Ebert

Director of Communications & Community Engagement

Amy Parnell

WEA President

Rachel Falkowski

Human Resources Department

Dave Lutz - Executive Director of Human Resources

Welcoming 206 New Staff Members...

94 Teachers

6 Unaffiliated

70 Paraprofessionals

5 Principals / Associate
Principals

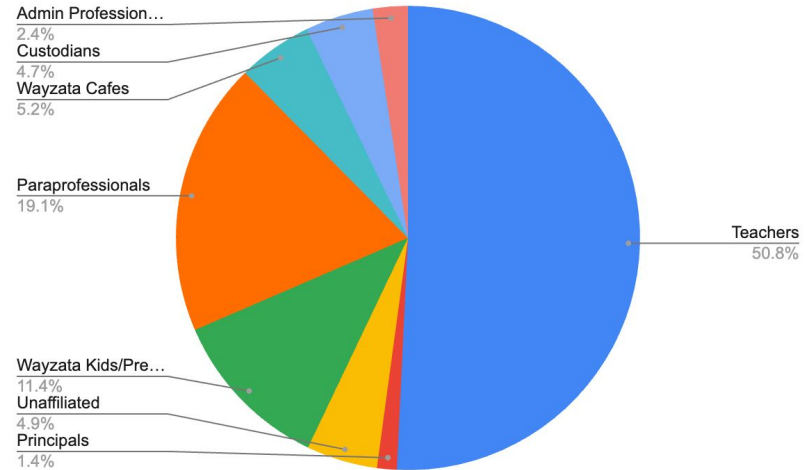
20 Wayzata Kids/Preschool

3 Administrative
Professionals

6 Wayzata Cafés

2 Custodians

... to our Team of 1960 Talented Staff



Human Resources Department

Dave Lutz - Executive Director of Human Resources

Teacher Experience Levels

Year 1	2%
Year 2-10	30%
Year 11-20	37%
Year 21+	31%

Teacher Levels of Education

Bachelor of Arts (BA)	15%
Master's Degree	84%
Doctorate	1%

FY26 - Changes for WPS Leadership and HR

New WPS Leaders

Significant investment supporting the hiring and onboarding of new leadership:

- **1** Superintendent
- **3** Principals
- **6** Associate Principals
- **5** Unaffiliated Administrators

HR Department Changes

Key organizational shifts and new roles:

- Executive Director
- Director
- Admin Pro
- Benefits Tech
- Leave Specialist

FY27 - Stability and Practice Refinement

Human Resources Department

Dave Lutz - Executive Director of Human Resources

Excellent learning AND working environments

Recruitment, Retention & Engagement (SD 3)

- Hire excellent staff to support diverse learning needs
- Ensure a positive candidate experience with Wayzata
- Collaborate with leadership and unions to gather actionable feedback and meet employee needs

Operational Excellence (SD 7)

- High levels of accuracy in compliance and reporting
- Standard operational procedures for consistent contract, practice & policy implementation
- Ensure quality customer service to our employees

Effective Use of District Resources (SD 6)

- Oversee staffing district-wide, ensuring effective, in-budget use of our human resources

Employee Health & Well-Being (SD 4)

- Provide support & resources (leaves, assistance) in times of need
- Maintain benefits offerings meeting needs of staff and families

Finance & Operations Department

Trevor Peterson - Executive Director of Finance & Operations



Finance Highlights



Facilities Information



Transportation Information



K-12 September Enrollment



Elementary Class Sizes



Student Meals Served in 2025-26



Security & Emergency Management Update

Finance Highlights



Audited Financials

Clean 2024-25 audited financial statements



Aaa Bond Rating

Affirmed by Moody's as part of 2026B bond sale



ASBO Award

Recipient of the Certificate of Excellence in Financial Reporting for the 42nd consecutive year

Facilities Information



K-12 Schools Capacity & Enrollment

Elementary Schools (9 Schools)

Capacity: **5,732** | Enrollment: **5,795**

Middle Schools (3 Schools)

Capacity: **3,136** | Enrollment: **3,157**

High School

Capacity: **4,069** | Enrollment: **4,154**

Total K-12 Capacity: **12,937** | Total Enrollment: **13,106**



Other Facilities

1 Early Learning School
1 Transition School
5 Supplementary Buildings



Custodial Staff

Approx. 90 Custodians



District Footprint

2,218,604

Total Building Sq Ft

562.04 Acres (24,483,121 Sq Ft)

Land

Transportation Information



Regular Routes

85

Buses

495

Routes



Special Ed Routes

45

Buses

172

Routes



Miles

10,000+

Miles Per Day

2 ½ Trips

Around Earth's Equator
Weekly



Staffing

100%+

Staffed

0

Out-of-Town Drivers
Needed
(first time in 4 years)

K-12 September Enrollment

	2026-27			2025-26			2024-25		
	September Enrollment	Change From PY	Average per Grade	September Enrollment	Change From PY	Average per Grade	September Enrollment	Change From PY	Average per Grade
Elementary	5,795	(25)	966	5,820	(32)	970	5,852	95	975
Middle School	3,157	6	1,052	3,151	142	1,050	3,009	67	1,003
High School	4,154	100	1,039	4,054	91	1,014	3,963	243	991
Total K-12	13,106	81	1,008	13,025	201	1,002	12,824	405	986

Elementary Class Sizes

	2026-27			
	September	# of	Average	Target
	Enrollment	Sections	Class Size	Class Size
Kindergarten	831	43	19.3	21.0
1st Grade	895	43	20.8	23.0
2nd Grade	919	42	21.9	24.0
3rd Grade	1,003	42	23.9	26.0
4th Grade	1,042	39	26.7	28.0
5th Grade	1,105	41	27.0	28.0
Total K-12	5,795	250	23.2	

	2025-26			
	September	# of	Average	Target
	Enrollment	Sections	Class Size	Class Size
Kindergarten	874	43	20.3	23.0
1st Grade	904	42	21.5	25.0
2nd Grade	988	43	23.0	26.0
3rd Grade	1,017	42	24.2	28.0
4th Grade	1,065	39	27.3	30.0
5th Grade	972	37	26.3	30.0
Total K-12	5,820	246	23.7	

	2024-25			
	September	# of	Average	Target
	Enrollment	Sections	Class Size	Class Size
Kindergarten	876	42	20.9	23.0
1st Grade	975	42	23.2	25.0
2nd Grade	991	42	23.6	26.0
3rd Grade	1,032	39	26.5	28.0
4th Grade	945	36	26.3	30.0
5th Grade	1,033	38	27.2	30.0
Total K-12	5,852	239	24.5	

Student Meals Served in 2025-26

Year	Notes	# of Meals Served		
		Breakfast	Lunch	TOTAL
2025-26	MN Free School Meals	429,944	1,611,354	2,041,298
2024-25	MN Free School Meals	387,634	1,569,781	1,957,415
2023-24	MN Free School Meals	431,918	1,492,323	1,924,241
2022-23	Full Pay	218,641	1,222,342	1,440,983



Wayzata Cafés

eat. connect. belong.

Staffing

94.5% of staff hired

Security & Emergency Management Update

✓ What's Happened

- Hired new Assistant Director of Security & Emergency Management
- Identified safety needs/concerns in all buildings & departments
- Emphasized the use of CrisisGo for emergency communications
- Solidified the district's reunification plan with City of Plymouth
- Provided refresher training on the Standard Response Protocol
- Developed cardiac emergency response training for crisis teams

➔ What's Next

- Finalize reunification team and conduct training
- Formalize behavioral threat assessment and management program
- Provide clarity on roles & responsibilities of crisis teams
- Enhance digital threat assessment and management program
- Evaluate physical security needs (signage, vestibules, etc.)
- Explore opportunities with the Raptor visitor management system

Teaching & Learning Department

Dana Miller - Executive Director of Teaching & Learning

Mission: We build equitable systems and partner with educators to elevate the student experience and advance adult and student learning, ensuring each and every student belongs, learns, and thrives.

T&L Strategic Focus Areas

1. Student Learning and Student Experience
2. Professional Learning and Continuous Improvement
3. Data-Informed Culture

TEACHING & LEARNING

Strategic Focus Areas



Mission

We build equitable systems and partner with educators to elevate the student experience and advance adult and student learning, ensuring each and every student belongs, learns, and thrives.

STUDENT LEARNING & EXPERIENCE	PROFESSIONAL LEARNING & CONTINUOUS IMPROVEMENT	DATA-INFORMED CULTURE
Ensure every student experiences success and belonging through rigorous, engaging, standards-aligned instruction in an equitable, responsive system of support. KEY PRIORITIES • Strengthen <i>core instruction</i> within a multi-layered system that cultivates belonging and ensures success for every student. • Deepen <i>educator capacity</i> to unpack academic standards and translate them into responsive instruction and meaningful assessment that leads to <i>student ownership of learning</i>. Learners will think critically, embrace productive struggle, and reflect on their growth. • Expand <i>culturally responsive practices, balanced use of technology, and equitable access</i> to meaningful learning at or above grade-level for all students.	Strengthen the collective efficacy of educators and leaders through coherent, relevant, and job-embedded professional learning that strengthens collaborative practice and advances student learning. KEY PRIORITIES • Advance <i>PLC implementation</i> through ongoing, job-embedded professional learning that supports the effective use of PLC IC Maps, common formative assessments, and effective collaboration across the system. • Partner with building leaders to co-design, implement, and evaluate coherent <i>professional learning aligned with district strategic priorities and Site Growth Plans</i>. • Maximize instruction through <i>coaching, learning walks, and feedback structures</i> to deliver responsive support that builds clarity, strengthens educator capacity, and fosters collective efficacy.	Empower educators to leverage a district-wide data system and engage in collaborative processes to regularly analyze data and make timely instructional decisions that accelerate student growth. KEY PRIORITIES • Strengthen <i>data literacy</i> throughout the system expanding the capacity of educators and leaders to interpret multiple data sources and translate findings into action. • Establish consistent, collaborative <i>data-review cycles</i> and processes within PLCs, leadership teams, WRAP, and other collaborative teams to identify and respond to needs. • Streamline access and deepen districtwide understanding and use of priority data by integrating Abre dashboards, standards-aligned common assessments, and student plans to enhance <i>data informed decision-making</i>.
SUCCESS CRITERIA FOR 2024-27	SUCCESS CRITERIA FOR 2024-27	SUCCESS CRITERIA FOR 2024-27
21NCC22 CB11B14 F0B 3034-33	21NCC22 CB11B14 F0B 3034-33	21NCC22 CB11B14 F0B 3034-33

Teaching & Learning Department

Student Learning & Student Experience

Rigorous & Responsive Instruction

- Unpack academic standards for responsive, tiered instruction & student ownership.
- Guarantee equitable access to culturally responsive, grade-level learning.

Content & Pathway Innovations

- Math: Implement New Standards & integrate new resources.
- CTE: Expand 6–12 pathways for future career readiness.
- Music and Enrichment: Advance program review & vision.

Professional Learning & Continuous Improvement

PLCs

- Deepen execution using IC Maps to guide collaborative practices.
- Ground collaboration in student data to drive responsive instruction.

Assessment & MnMTSS

- CFAs: Design & refine CFAs to monitor learning in real time and calibrate data.
- MnMTSS: Align tiered instruction with district priorities; scale coaching & learning walks.

Data-Informed Culture

Data Literacy & Cycles

- Expand educator skills to interpret data and translate insights into action.
- Establish routine data-review cycles within PLCs, leadership, & WRAP.

Systems & Implementation

- Abre: Execute district-wide implementation to unify data and student plans.
- Data Dialogues: Scale dialogues to accelerate student growth.

Technology Department

Wade Phillips - Director of Technology Services



Teaching & Learning

Empowering educators and students with purposeful classroom tools, interactive equipment, and professional learning.



Safety & Security

Proactively protecting school environments through robust physical security, cybersecurity, student data privacy, and web filtering policies.



Operational Excellence

Maintaining reliable technology infrastructure, rapid equipment troubleshooting, and responsive technical support & services.

BALANCED TECHNOLOGY FRAMEWORK

THEME 1 ALIGNMENT: STUDENT LEARNING & EXPERIENCE (STRATEGIC DIRECTIONS 1 & 2)



Purposeful Learning Environments

Prioritizing learning and the student experience where technology use strengthens engagement, collaboration, critical thinking or access to learning.

Aligning every digital tool with instructional goals and Portrait of a Student.

Supporting staff with professional learning and skill development.



System-Level Guardrails & Focus

Resetting 12,000+ student devices to an "approve-only" reset state.

Defaulting our student environments to focused settings by removing digital noise and non-academic drift.

Continuous monitoring and improvement mindset in framework rollout.



Shared Citizenship & Readiness

Teaching responsible tech habits via *#Digital4Good* curriculum.

Extending visibility and boundaries to the home through parent portal dashboards and iPad @home settings in middle school.

SAFETY, SECURITY & PRIVACY

THEME 4 ALIGNMENT: LONG-RANGE STEWARDSHIP & SAFETY (STRATEGIC DIRECTIONS 4 & 6)



Physical Building Security

- Enterprise Genetec VMS migration completed across elementary and secondary campuses.
- Upgraded perimeter access control, automated door management, and camera infrastructure.
- Continued refinement of district crisis and emergency response systems (CrisisGo/Raptor).



Proactive Student Safety

- 24/7/365 proactive online monitoring for self-harm and threat mitigation.
- Direct triage escalation protocols established with school crisis teams and first responders.
- Continuous digital wellness filters removing harmful web content system-wide.



Cybersecurity & AI Privacy

- Rigorous compliance with MN Student Data Privacy legislation.
- Continuous 24/7/365 SOC threat monitoring. Endpoint Protection. VCISO Engagement, Cyber Awareness.
- DRAFT Policy responsible governance for AI

OPERATIONAL EXCELLENCE

THEME 2 & 3 ALIGNMENT: ORGANIZATIONAL COHERENCE & COMMUNITY STEWARDSHIP (STRATEGIC DIRECTIONS 6 & 7)

Enterprise Data Systems

MODERNIZATION MILESTONE

Skyward Qmlativ Transition, Abre Data Warehouse Rollout and Managed Print Modernization.

IMPACT & ORGANIZATIONAL VALUE

Streamlines HR, Payroll, and Finance workflows. Unifying student data for predictive academic intervention and support.

High-Capacity Infrastructure

MODERNIZATION MILESTONE

Core and Edge Network Switch Upgrades, AV Refresh, Internet Capacity and Redundancy Upgrades.

IMPACT & ORGANIZATIONAL VALUE

Increases network capacity by 300% to support high-density campus needs and multi-building expansion projects.

Service & Future Planning

MODERNIZATION MILESTONE

Service Excellence as the standard. Prioritizing future planning for new sites and design for the future of service.

IMPACT & ORGANIZATIONAL VALUE

How we can help with a service-first mindset. Expand capacity for future growth and campus expansion.

 **Fiscal Stewardship:** Maximizing return on community Technology Levy investments through disciplined multi-year lifecycle management and operational standards.

Student Support Services Department



Special Education

Individualized specialized instruction and programming tailored to support students with diverse educational needs.



Related Services & Health

Occupational therapy, speech pathology, physical therapy, low incidence services and dedicated school nursing services that support student access and well-being.



Multilingual Learning

Language acquisition instruction and resources for multilingual students and families.



Mental Health

Co-located partnerships, social work support and social work support providing tiered Intervention



504 Services

Accommodations and accessibility plans that guarantee equitable access to educational opportunities for qualifying students.

Support Services Strategic Focus Areas

STRATEGIC SCHOOL PARTNERSHIPS



DIRECT SUPPORT & GUIDANCE



EMBEDDED SCHOOL SUPPORT & STUDENT SUCCESS

1. Sustainable Staffing Models
2. Responsive Behavioral Systems & Social Emotional Support
3. Targeted Professional Learning & Collaboration

Equity and Inclusion Department

Solveig Harriday- Director of Equity and Inclusion

Three prioritized areas:

1. Classroom practices
2. Family partnership
3. System-wide support

A critical focus this year is on refining our approach to improve our ability to gather data to determine what's working and what needs adjusting to inform next steps.

“ Every system is perfectly designed to get the results that it does. ”

— Dr. W. Edwards Deming

If we want different results, something has to shift. That can be done, without removing positives that exist.

As good as things are for many students in Wayzata, we believe we can do better.



Rooted in Research for All Students: What is Possible



Growth for all while reducing disparities



Equity and Inclusion Department

Three prioritized areas → **Our Framework in Action**

1. Classroom practices

Theme 1: Grounded in Our Core Purpose: Student Learning & Experience

2. Family partnership

Theme 3: Strengthening Community Trust, Partnership & Belonging

3. System-wide support

Theme 2: Enhancing Organizational Coherence & Connected Autonomy

Theme 4: Long-Range Stewardship: Facilities, Programs & Safety

Community Ed Department

Jenni Ebert - Director of Community Ed



Our Purpose

Community Ed exists to help our E-12+ students, families, and community thrive and be successful in school and life.

Excellence for Each and Every

We design, operate and participate in hundreds of important programs and services that make life and learning better for all people who live, work and attend school here.

2026-27 Community Ed Department Goals

Framework in Action

Enhancing Organizational Coherence and Connected Autonomy (Directions 7 and 3)

Improving Student Learning and Experience (Directions 1 and 2)



Goal 1

Cultivate a High-Performing, Culture-Driven, and Sustainable Community Ed Team.

Strategies

- Staff Development, Listening Loops, and Operational Clarity
- Instructional Quality, Coaching, & Early Literacy
- Leadership Development

Action Items Highlights

- **Early Literacy and Foundational Skills:** Conduct ongoing evaluations of early literacy practices and foundational skills across preschool to analyze foundational skill development and pinpoint system strengths or gaps for students not yet meeting academic benchmarks.
- **Professional Learning:** Leadership development and cross-functional collaboration through monthly cross-team project meetings, joint staff trainings, Insights team workshops, and leadership book study to foster shared mission.

2026-27 Community Ed Department Goals

Framework in Action

Improving Student Learning and Experience
(Directions 1 and 2)

Strengthening Community Trust,
Partnerships & Belonging (Directions 5 and 6)

Long-Range Stewardship: Facilities,
Programs and Safety (Directions 6 and 4)



Goal 2

Strategically Expand Capacity, Community Partnerships, and Impact Through Responsive Programs and Data-Informed Decision Making

Strategies

- Implement a Strategic Growth, Facility Stewardship, and Program Structure Plan
- Enhance Data-Driven Decision Making, Insights, and Transparent Progress Reporting
- Foster Cohesive Program Alignment, Academic Support, and Daily Excellence
- Strategic Relationships, Partnerships, and Relational Trust

Action Items Highlights

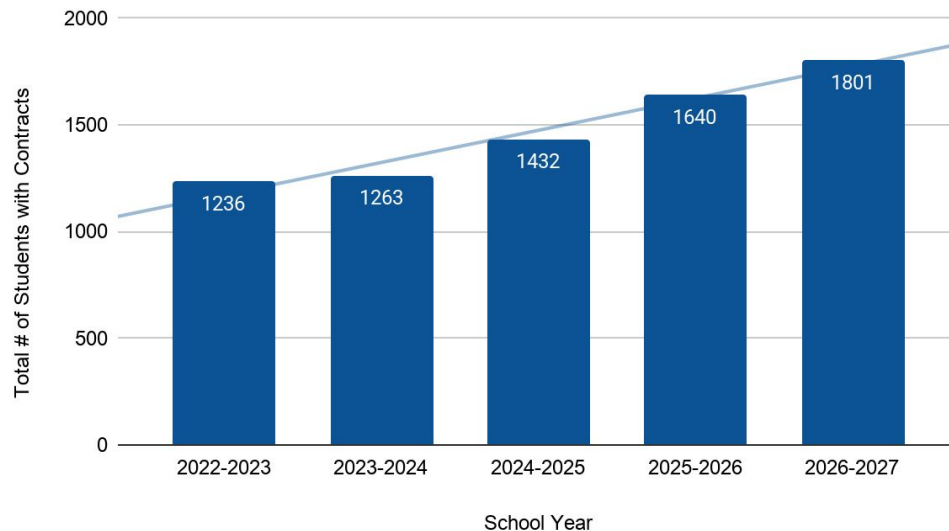
- **Growth Management:** Address rapid enrollment growth across Wayzata Kids, Youth Programs, and Volunteer Club through data-driven facility planning.
- **Security & Safety:** Standardize OST building security protocols and emergency preparedness across all sites.
- **Early Learning:** Conduct early learning program review and consider new ELS program structures.
- **Targeted Growth:** Implement targeted adult/senior and new resident growth with partners.

Community Ed Department

Early Learning Enrollment

Part-day Preschool	Total Enrolled
2-year-olds	32
3-year-olds	142
4-year-olds	163
Full-day Preschool	
<i>1 classroom at each elementary school</i>	
4-year-olds	178
Total Preschool	515
ECFE (year-long, babies to 2-years-old)	173 Families
ECFE (topic based)	251 Families
Total ECFE	424

Wayzata Kids Enrollment



Wayzata Kids Waitlist = 224 students

Connecting with our Community

Communications & Community Engagement Department

Our Purpose

"We create meaningful connections through communication that is clear, timely, accessible, and transparent—fostering trust, celebrating excellence, and supporting each and every student's success."



Website



E-newsletters



WPS News



Social Media



Local Media



Inside Wayzata
Podcast



ParentSquare
messages

2026-27 Communications Department Priorities



Referendum Communications

Keep families, staff and the community informed about the progress of construction projects to maintain trust and transparency.



New Website

Launch our new district website and establish a districtwide governance team with staff training to ensure content remains accessible, accurate and up-to-date.



Enhance ParentSquare

Leverage ParentSquare as an effective communication tool, with two-way translation, texting, newsletters, emergency communications and a wide range of features that make it easier to connect, engage and respond.



Family Experience

Continue to partner with the Welcome Center to expand Kindergarten enrollment marketing efforts and enhance the family experience.

Thank You!

To everyone for their great efforts
to launch the new school year!

