



The Beaman Oak

The creation of a thousand forests is in one acorn.
Ralph Waldo Emerson

West Boylston
Public Schools

Strategic Plan 2022-2027





West Boylston Public Schools

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Facilitated and Prepared by
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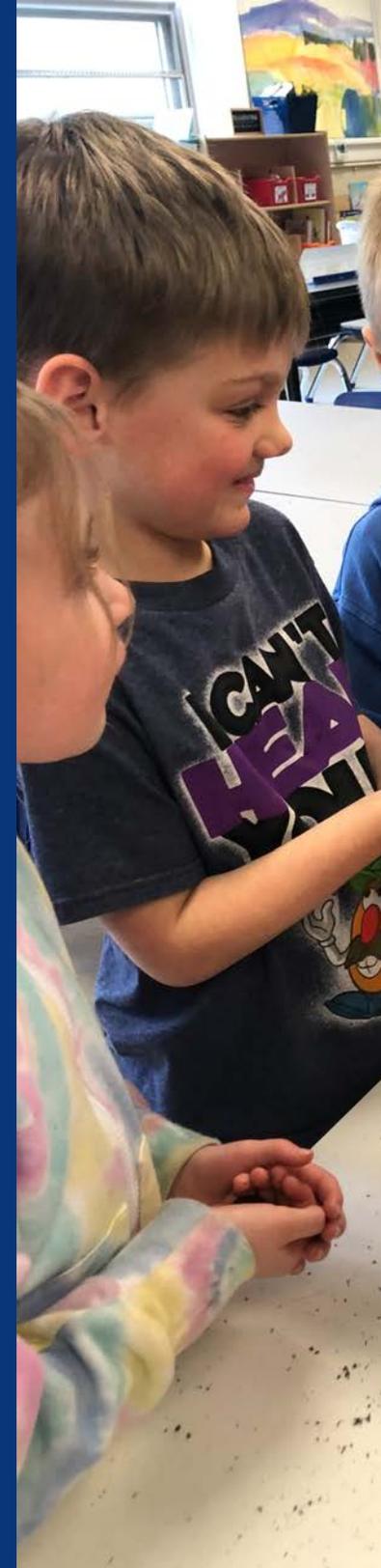




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Dear West Boylston Families and Staff,

It is with great enthusiasm that I share with you the West Boylston Public Schools 2022-2027 Strategic Plan. In the wake of the pandemic, setting a focused course for the next five years was a major priority. Reflecting on the past two years, it is evident that while the WBPS excels in many areas, there remains a need to devote additional attention to fundamental aspects of our system, most notably curriculum and facilities.

The strategic planning process was facilitated by the Teaching and Learning Alliance (TLA). TLA proceeded to assist the District with the collection of multiple data sources, followed by the selection of a Strategic Planning Committee, a Community Feedback Survey, facilitating four focus group sessions, and five rigorous strategic planning meetings with the full committee. While the completed strategic plan reflects the current perspective and commitment of the 12 committee members, the tasks at hand are positioned to have a lasting impact on the WBPS.

Embedded in this plan are new mission and vision statements, along with new core values and a theory of action. The committee identified four strategic objectives:

- Curriculum, Instruction, and Assessment
- Finance, Capital, and Human Resources
- Communication
- Culture and Wellness

The planning committee strongly believes that an enhanced focus on these strategic objectives will lead to improved academic and social emotional learning outcomes for our students. We hope you note improvements along the way!

Sincerely,

Richard A. Meagher
Superintendent

The creation of a
thousand forests
is in *one acorn.*

Ralph Waldo Emerson



Strategic Planning Committee

West Boylston Public Schools | 2022

Richard Meagher, Superintendent

Nancy Hubbard, School Committee

Jason Ponticelli, School Committee

Roger Pontbriand, Business Manager

Alex Audette, Principal

Christopher Fournier, Principal

Renee Brancalone, Teacher

Melanie Amichetti, Teacher

Nancy Khalaf, Teacher

Stacey Numbers, Parent

Jeffery Harris, Parent

Kelly Levangie, Parent



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Summary of the Strategic Planning Process

The strategic plan is a powerful tool that can assist a district in staying focused on what it is, what it wants to be, and how it can achieve its goals. It represents “the set of actions an organization chooses to pursue in order to achieve its objectives. These deliberate actions are puzzle pieces that fit together to create a clear picture of how the people, activities, and resources of an organization can work effectively to accomplish a collective purpose.” (Curtis & City, 2010, p. 20). The strategic planning process affords the opportunity to seek feedback from constituents that comprise the school district: students, parents, staff, administrators, school committee, and the community, in order to best serve the educational community in the future.

In the winter and spring of 2022, members of the West Boylston Public Schools and community came together to develop a strategic plan that would serve as a road map for improvement for the 2022 through 2027 school year. The following three-step strategic planning process was employed to help guide the planning process:

Phase 1

Building the Foundation

Phase 2

Building the Plan

Phase 3

Implementing the Plan

Phase One

Phase One represented an important step in beginning the building of a strong foundation in the strategic planning process. In this phase, relevant data representing the performance of the West Boylston Public Schools was collected and community input and feedback was solicited. A series of forums were conducted with families, community, municipal members, school committee, staff and leadership. Ex-post facto data about the West Boylston Public Schools was also collected to be used in Phase Two of the process. This data guided the work of the Strategic Planning Committee in Phase Two and Three of the process.

Phase Two

In **Phase Two**, a Strategic Planning Committee was established to begin the important work of analyzing internal and external data to guide the work in establishing a mission, core values, and a vision. The current strategic plan was also assessed to inform the development of a new plan. During Phase Two work, members of the Strategic Planning Committee analyzed internal and external data collected in order to identify common themes, referred to in the plan as spokes. The Strategic Planning Committee established a strategic objective for each spoke, developed strategic initiatives for each objective, and identified outcomes for each strategic objective. The Strategic Committee also revisited the vision in this phase to ensure it represented the mission of the West Boylston Public Schools. A theory of action was also developed.

Phase Three

In the **final phase** of the strategic planning process, the Strategic Planning Committee discussed how the newly developed contents of the strategic plan could be implemented both vertically and horizontally in the organization to guide the change process over the next three years. Strategies were highlighted that would be employed to ensure that district improvement would focus on the identified compass points. The graphic to the right highlights the process for using the strategic plan to guide the district in shared vision and vertical alignment of goals.





The Mission Statement

The **Mission Statement** explains who we are and highlights our fundamental reason for existing. When others read the mission statement they should understand what our core role is as a district. The mission creates fundamental questions for all organizations to ask:

- What is it that we do as a school district?
- Who does the district serve?
- What are the results of what we do?

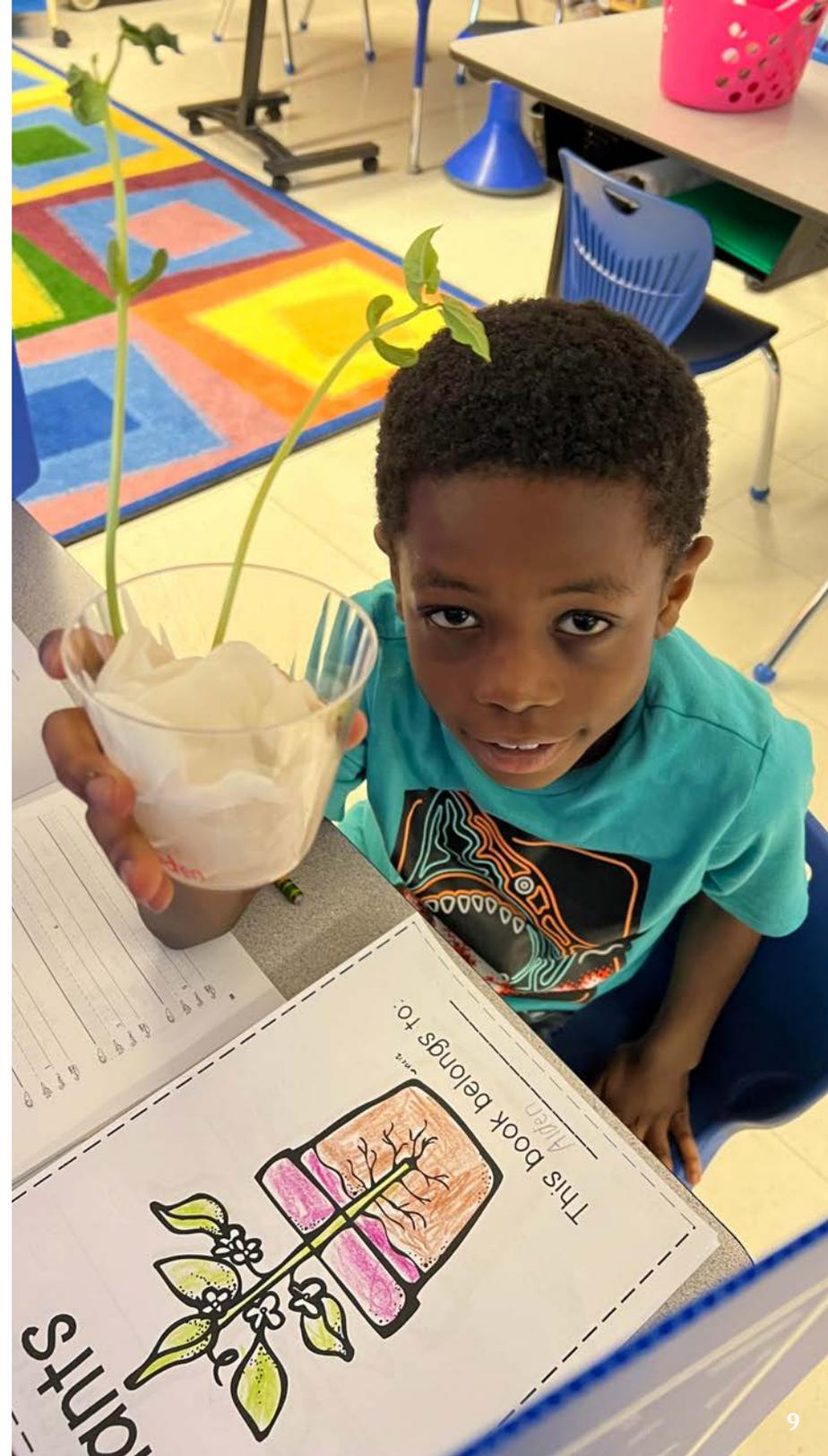
The Strategic Planning Committee reviewed all collected data from parents, community, and staff and then engaged in a great deal of conversation regarding the aforementioned questions and developed the following mission statement:

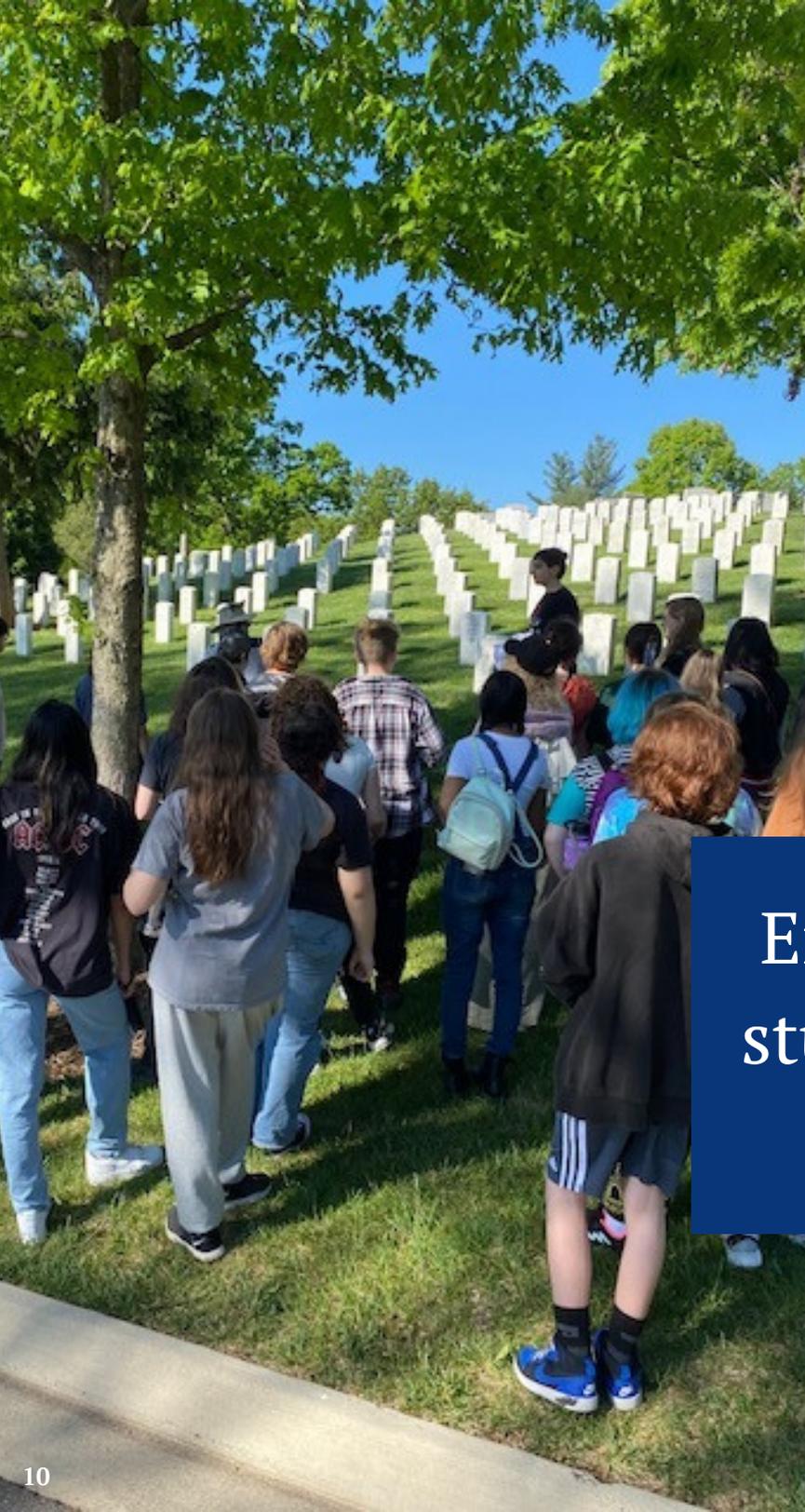
Foster an *inclusive*, and collaborative environment that *empowers all* to reach their fullest potential as **responsible, respectful** members of the global *community*

Core Values

The West Boylston Public Schools' **Core Values** should remain constant in an ever-changing world. These values provide the foundation for our work and influence how we conduct ourselves and engage with others. The following set of core values was established:

-  Contribute to an accepting, safe environment
-  Foster positive relationships
-  Promote social-emotional growth
-  Challenge academic and personal excellence
-  Embrace innovative practices





The Vision Statement

A **Vision Statement** represents an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. It is intended to be our compass – our North Star. The vision statement should be a brief, but concise statement that clearly exemplifies the district’s vision for those it serves.

The Strategic Planning Committee developed the following vision statement:

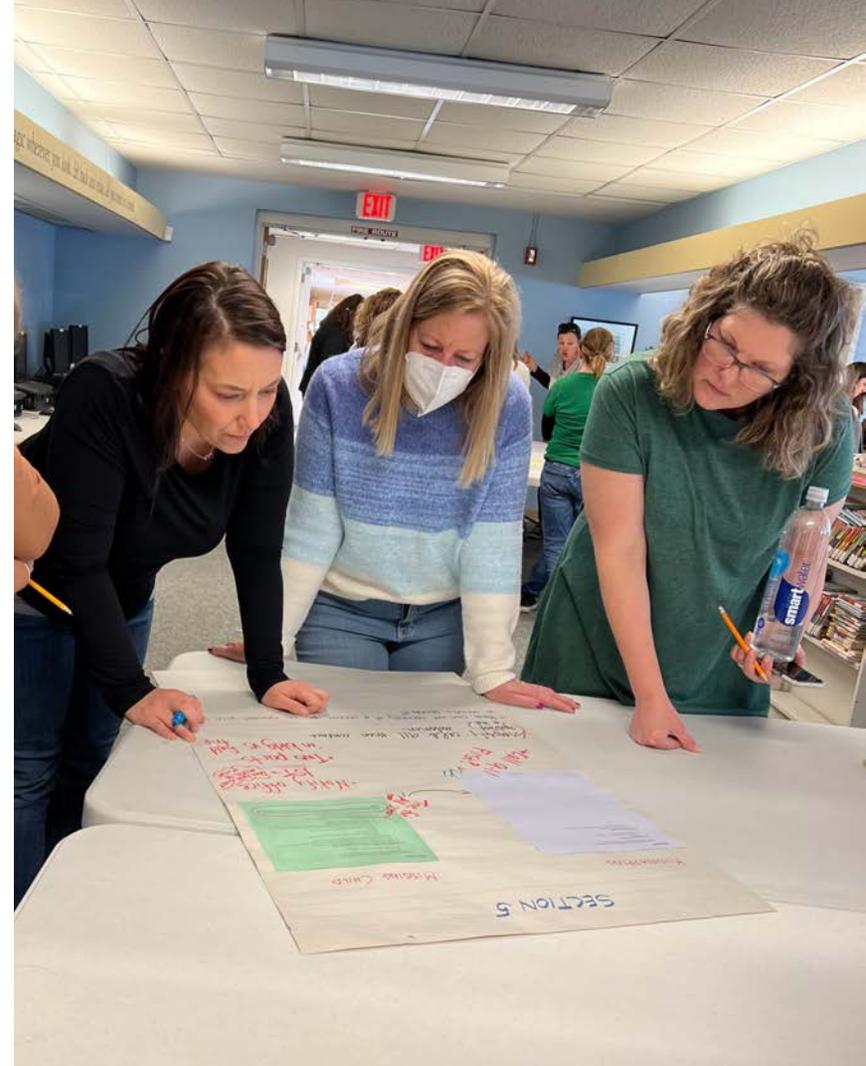
Empower confident and curious students to continue their journey to *improve community*

Theory of Action

An organization's theory of action represents a set of actions that will be implemented in order to improve the organization and help it reach its mission. The theory of action is closely related to the strategic objectives and how their implementation will lead to organizational improvement. The Strategic Planning Committee used the process outlined on page 7 to develop West Boylston's theory of action.

West Boylston Public Schools' Theory of Action:

Through consistent, aligned, and high-quality curriculum, and effective teaching practices, enhance communication between home and school, foster supportive environments, and maximized potential of students, staff, families and community through continued resource allocation, we will foster an inclusive, and collaborative environment that empowers all to reach their fullest potential as responsible, respectful members of the global community.



Common Themes, Strategic Objectives, and Strategic Initiatives | 2022 - 2027

After developing a mission, core values, and a vision, the Strategic Planning Committee began the work of developing the common themes that will serve as the core focus of district improvement for the next five years. Each common theme is highlighted in an action plan that includes a strategic objective, multiple strategic initiatives, outcomes, timeline and responsibility. The Strategic Planning Committee found many similarities between the identified themes and strategic objectives and the strategic objectives identified in the current strategic plan. The following four common themes and strategic objectives emerged from the process:





Curriculum, Instruction, & Assessment

Strategic Objective: Improve student learning through consistent, aligned, and high-quality curriculum, and effective teaching practices

Strategic Initiative	Outcome	Timeline	Responsibility
SI #1: Establish a district-wide Curriculum Review Team to establish and implement a 5-year curriculum review cycle	A written, and accessible curriculum	December 2022	Superintendent Principals
SI #2: Create a district horizontal and vertical alignment of curriculum in all content areas	An aligned curriculum in all content areas	2022-2026	
SI #3: Develop a district approach to implementation of Social Emotional Learning (SEL) programs, that includes professional development for staff	A trained staff, and a consistent approach to meeting the social emotional needs of all students	2022-2024	Superintendent Guidance Department

Curriculum, Instruction, & Assessment

Strategic Initiative

SI #4: Using internal and external resources, provide staff professional development in the areas of:

- personalized learning and differentiation
- Social emotional learning needs of students
- Alignment of curriculum
- Comprehensive approach to aligning early literacy instructional resources

Outcome

More effective instructional practices in personalizing / differentiating learning, SEL needs of all students

Timeline

2022-2024

Responsibility

Administrative Team
Curriculum Facilitators



Curriculum, Instruction, & Assessment

Strategic Initiative	Outcome	Timeline	Responsibility
<p>SI #5: Creation of a district-level administrative position for curriculum director to support the development of an aligned, written, and accessible curriculum, PK-12+ and to provide time and opportunities for cross grade collaboration and planning</p>	<p>Alignment of curriculum both horizontally and vertically PK-12+</p>	<p>2023-2024</p>	<p>School Committee</p> <p>Superintendent</p> <p>Administrative Team</p>
<p>SI #6: Review the block schedule model at the high school level to ensure effective use of time and resources, and make necessary identified adjustments</p>	<p>Secondary schedule model that optimizes time on learning, program options, and effective use of resources</p>	<p>2022-2023</p>	<p>High School Administration</p> <p>Negotiations Team</p> <p>High School Guidance Department</p>



Communication

Strategic Objective: Enhance communication, engagement and partnerships between home, school, and community

Strategic Initiative	Outcome	Timeline	Responsibility
<p>SI #1: Provide access to all district resources and information through the creation of a focused online platform to enhance communication and effectively brand West Boylston Public Schools' mission, core values, vision and goals</p>	<p>The design of a state of the art communication platform that empowers users to effectively access it to for resources and district and school information</p>	<p>Ongoing</p>	<p>Superintendent Technology Coordinator</p>
<p>SI #2: Update the district website with culturally relevant, current information that is accessible for all, and user-friendly</p>	<p>Accessible, translated communication and the development of a user-friendly website that enhances communication between home, school, and community</p>	<p>2022-2023</p>	<p>Superintendent Technology Coordinator</p>

Communication

Strategic Initiative	Outcome	Timeline	Responsibility
<p>SI #3: Create vehicles to communicate and celebrate district successes</p>	<p>Opportunities to inform the community of the many district successes</p>	<p>Ongoing</p>	<p>Administrative Team</p> <p>School Councils</p> <p>School Committee</p>
<p>SI #4: Build structures to share the district's mission, vision, and goals</p>	<p>A well-informed public of the mission, vision and actions the district is taking to meet its goals, mission, and vision</p>	<p>2022-2023</p>	<p>Administrative Team</p> <p>School Councils</p> <p>School Committee</p>



Communication

Strategic Initiative	Outcome	Timeline	Responsibility
<p>SI #5: Develop formal structures for defining consistent and effective communication practices between home and school</p>	<p>Consistent and effective communication practices district-wide</p>	<p>Ongoing</p>	<p>Administrative Team</p> <p>School Councils</p>
<p>SI #6: Explore ways to enhance communications for families of students with disabilities to clearly communicate expectations and to inform families regarding grade level transitions</p>	<p>Families have a better understanding of expectations and transitions for students with disabilities</p>	<p>Ongoing</p>	<p>Pupil Service Director</p>





Culture and Wellness

Strategic Objective: Foster supportive environments that foster social, emotional, and academic growth for all

Strategic Initiative	Outcome	Timeline	Responsibility
<p>SI #1: Create consistent behavioral expectations at each school</p>	<p>Consistent behavioral expectations that create a safe learning environment for students</p>	<p>Annually</p>	<p>Building Administration Guidance Staff</p>
<p>SI #2: Create program opportunities to address student social-emotional learning (SEL) needs</p>	<p>All students receive appropriate supports and thrive academically, socially, and emotionally</p>	<p>Ongoing</p>	<p>Guidance Department</p>
<p>SI #3: Develop a New Staff Orientation Program for all new staff</p>	<p>An expansion of the existing orientation program that informs and supports all staff (paraprofessional and professional) in transitioning to a new position</p>	<p>2022-2023</p>	<p>Administrative Team New Teacher Induction Facilitators</p>
<p>SI #4: Examine the current Vision of a Graduate to articulate the vision at all levels, PK-12+</p>	<p>Clear articulation across the district vertically of the expectations of the West Boylston Public Schools graduate</p>	<p>2022-2023</p>	<p>High School Administration Guidance Department</p>



Finance, Capital, & Human Resources

Strategic Objective: Maximize the potential of students, staff, families and community through continued resource allocation, including cultivating short-term and long-range planning, maintenance, renovation, and building initiatives to support the districts mission and vision

Strategic Initiative	Outcome	Timeline	Responsibility
SI #1: Form a Facilities Improvement Committee to establish a plan to upgrade & renovate facilities using recommendations in the NESDEC and Colliers reports	Creation of a task force committee to create an action plan for the facilities improvement process. This includes formalized steps toward addressing needs of physical spaces	December 2022	Superintendent Business Manager School Committee
SI #2: Enhance school and town partnerships to address capital improvements in both school buildings	Informing the town / community of school facility needs and establishing a relationship that collaboratively supports addressing capital needs	July 2022 - ongoing	Superintendent Business Manager School Committee

Finance, Capital, & Human Resources

Strategic Initiative	Outcome	Timeline	Responsibility
<p>SI #3: Identify and submit accelerated repair project list to the Massachusetts School Building Authority</p>	<p>Begin the process of supporting Priority 1 facilities needs</p>	<p>April 2022-June 2022 Annually if necessary</p>	<p>Superintendent Capital Improvement Sub Committee</p>
<p>SI #4: Explore defining the structure for how school choice funds are expended to ensure these funds are used to supplement, not supplant, school operating exp</p>	<p>Increased town contribution / development of a new budgeting formula</p>	<p>December - June each year based upon projections</p>	<p>Superintendent Business Manager Budget Sub Committee</p>
<p>SI #5: Create a position for website development and oversight that enhances consistent community engagement</p>	<p>A well-developed website that is well-maintained through effective oversight</p>	<p>Ongoing</p>	<p>Technology Coordinator</p>

West Boylston Public Schools

Strategic Plan 2022-2027



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Communication

Culture and Wellness

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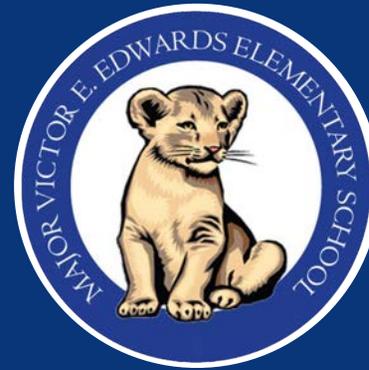
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