


Nashoba Regional School District

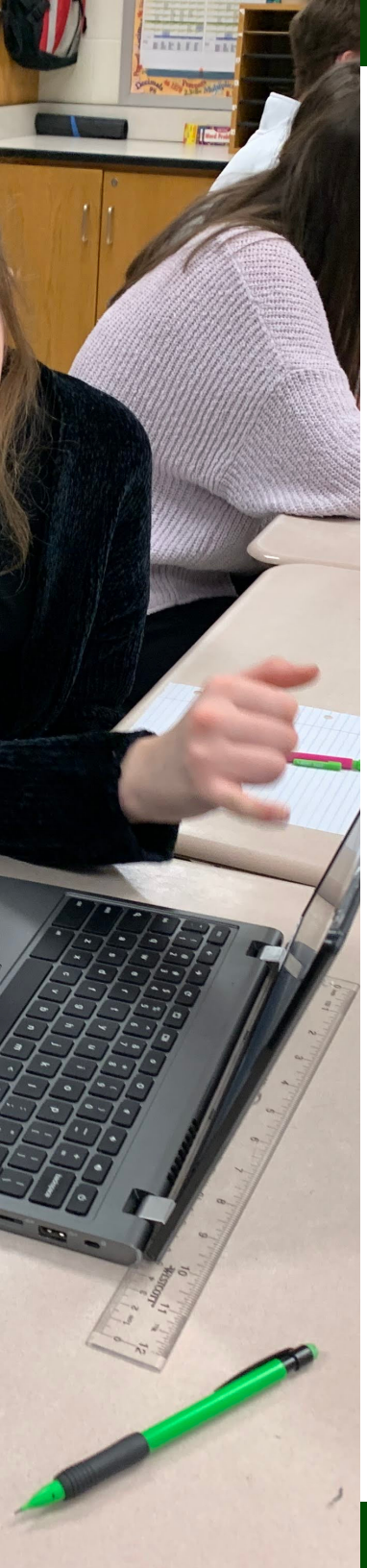
# Strategic Plan | 2022-2027

**Nashoba Regional School District**
50 Mechanic Street
Bolton, MA 01740
978-779-0539
www.nrsd.net

*Facilitated and Prepared by*

**Teaching and Learning Alliance, Inc.**
800 West Cummings Park
Suite 5900
Woburn, MA 01801
781-305-3540





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# Dear Families, Caregivers, Staff, Students, and Community Members:

What is greatness? This was one of many questions our strategic planning team debated as we poured over pages and pages of artifacts in an effort to best understand the needs and wants of our school community. How does one measure greatness? Is greatness an intrinsic quality or an extrinsic result? Should "great" be the standard by which we measure success in our school system? Should "great" be the standard by which we measure success for our students? These philosophical questions may lead to thoughtful discourse, but they fall short in terms of any singularly defined answer. Instead, let us consider a universal truth about greatness. Greatness is not achieved by happenstance. It requires vision. It is forged from core values. It is intentional. It requires hard work, dedication, and a persistent spirit. Greatness is deeply personal.

The journey we embarked on in developing our strategic plan started months, even years, ago. This document memorializes the moment in time when we examined our organization with a deeply critical lens and asked, "What do we need to do to reach greatness as a Nashoba Regional School District, and how do we embrace the unique qualities of each individual to achieve personal greatness?

The strategic planning team scrutinized our current mission and vision to craft a new mission and vision that reflects the updated core values of our organization. We also crafted a theory of action that represents what we need to do to ensure we reach our mission in the spirit of students first. Finally, we

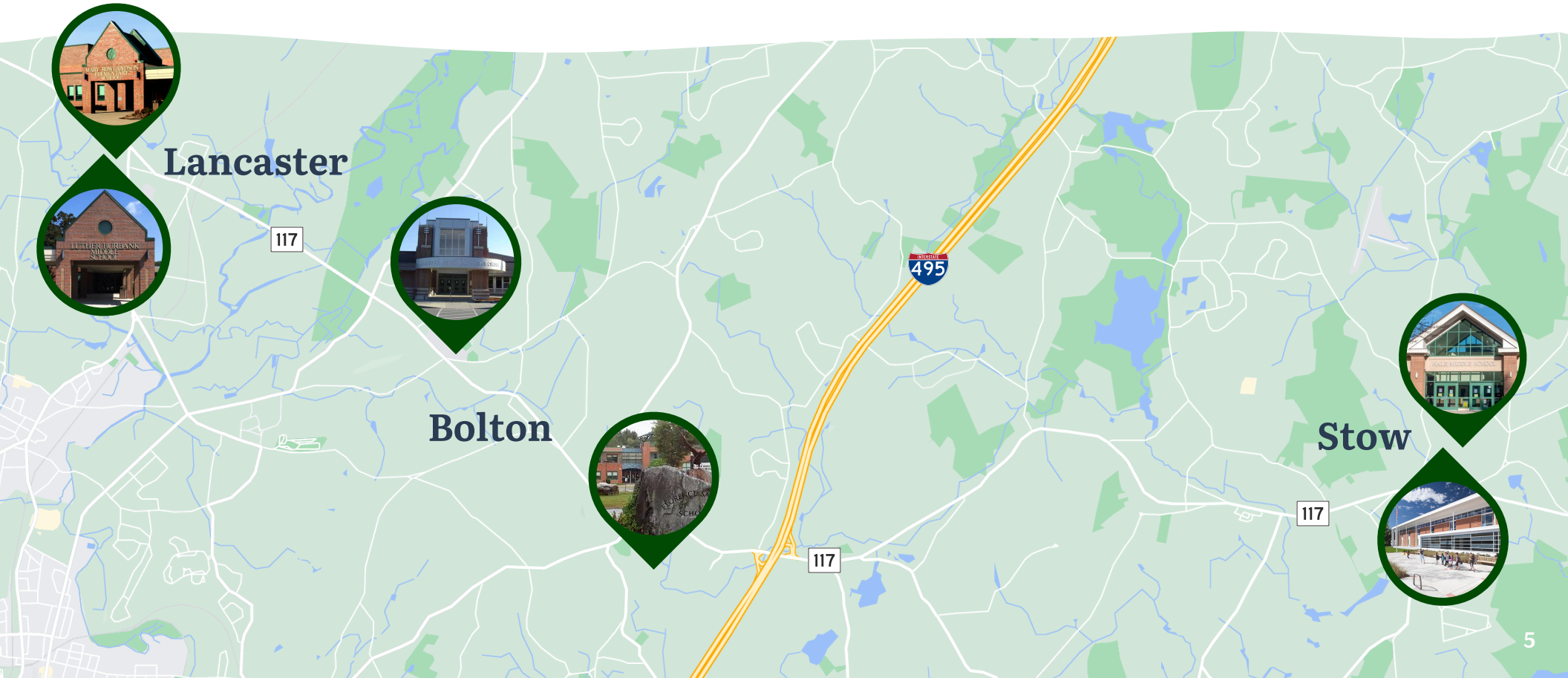
identified and prioritized the strategic initiatives to create a map of what we need to accomplish in the next five years. Our plan is intentionally ambitious because that is what our students deserve.

The resulting document is a dynamic strategic plan that will shift annually to reflect the progress of the organization as well as address unexpected challenges that may arise. It will be a five year journey that will shape our organization to become what we envision it to be. As the ancient Chinese proverb goes, “A journey of a thousand miles begins with a single step.” Let this be our first step in realizing a new vision for our school system.

The towns of Lancaster, Bolton and Stow are connected by Route 117, a road known as, ”The Great Road.” It is along that road that all six of our schools are connected. It is my hope that we galvanize as one collective community around this plan to ensure our students have the skills, knowledge and confidence to make their dreams become a reality. After all, schools are learning; **Learning Along the Great Road.**

Sincerely,

Kirk Downing,
Superintendent
Nashoba



Nashoba Regional School District

# Strategic Planning Committee Members

**Kirk Downing,**
Superintendent

**Leah Vivirito,**
School Committee

**Mike Horesh,**
School Committee

**Sharon Poch,**
School Committee

**Todd Maguire,**
Assistant Superintendent

**Joan DeAngelis,**
Director of Pupil Personnel Services

**Su Qi,**
Technology Manager

**Pat Marone,**
Director of Business/Operations

**Joel Bates,**
PreK-8 Principal

**Ross Mulkerin,**
PreK-5 Principal

**Kyle Grady,**
6-8 Principal

**Laura Friend,**
6-8 Principal

**Sean O'Shea,**
PreK-5 Principal

**Kate Boynton,**
9-12 Principal

**Laura Pagington,**
Middle School Teacher

**Kim Rocha,**
High School Teacher

**Kevin Keaveney,**
Middle School Teacher/Union President

**Laura LaBreck,**
Elementary Special Education Teacher

**Stacy Kramer,**
Lancaster Parent

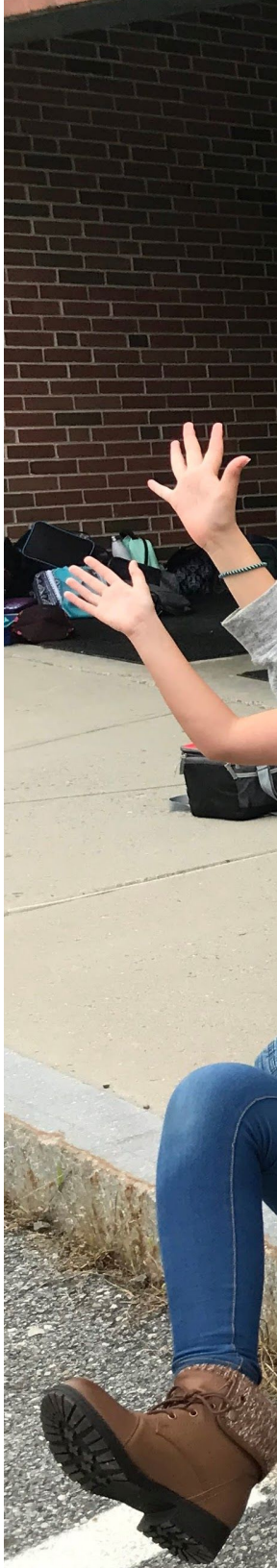
**Leslie Patterson,**
Stow Parent

**Courtney Philbin,**
Bolton Parent

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TEACHING AND LEARNING ALLIANCE INC.

800 West Cummings Park, Suite 5900, Woburn, MA 01801
781.305.3540




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CAPE COD

# Summary of 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 Nashoba Regional School District 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:

1. Building the Foundation
2. Building the Plan
3. Implementing the Plan

**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 Nashoba Regional School District 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 Nashoba Regional School District 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.

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. 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 Nashoba Regional School District. A theory of action was also developed.

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 five years. Strategies were highlighted that would be employed to ensure that district improvement would focus on the priority initiatives. The graphic below highlights the process for using the strategic plan to guide the district in shared vision and vertical alignment of goals.



**School Committee**

↓

**Superintendent / Leadership Team (Evaluation Goals)**

↓

**School Improvement Plans**

↓

**Staff (Evaluation Goals)**

# 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:

**Together,** we inspire and challenge *all learners* to realize their unique potential and become active contributors to their ***community.***

# Core Values

The Nashoba Regional School District's **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 are prioritized equally and will be represented as such:

## We value...

- academic achievement and personal growth
- voice, choice, and agency
- lifelong learning
- a safe, caring, and inclusive community
- collaborative partnerships
- innovation
- a sense of belonging

***for ALL.***



# 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:

**Be your best self.**
**Pave your path.**
**Impact the world.**

# 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 8 to develop Nashoba Regional School District's theory of action.

Nashoba Regional School District's Theory of Action:

Through **improved communication systems and protocols, clearly aligned and articulated curricula, innovative practices, shared leadership, equitable opportunities and outcomes for all, and effective resource allocation**, *we will inspire and challenge all learners to realize their unique potential in becoming active contributors to their 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 following four common themes and strategic objectives emerged from the process:



# Connections and Communication

**Strategic Objective:** Improve communication systems and protocols to strengthen culturally responsive home/school relationships that foster understanding and community engagement

| Strategic Initiative | Outcome | Timeline | Responsibility |
|---|---|---|---|
| **SI #1:** Develop consistent communication structures and protocols across the district | Consistent communication for better understanding and engagement | **2022-2023**<br>Create and implement plan<br><br>**2023-2027**<br>Annual review | **Superintendent**<br><br>**Leadership Council** |
| **SI #2:** Ensure universal access to information for all stakeholders | Equity in access to information | **2022-2023** | **Superintendent**<br><br>**Leadership Council** |
| **SI #3:** Improve upon communication of student progress | Effective communication and dialogue that strengthens home-school partnerships and builds a shared understanding of the students learning profile | **2022-2027** | **Superintendent**<br><br>**Leadership Council**<br><br>**Faculty** |

# Connections and Communication

| Strategic Initiative | Outcome | Timeline | Responsibility |
|---|---|---|---|
| **SI #4:** Explore the establishment of an educational foundation | Financial support and community partnerships | **2023-2025** | **Assistant Superintendent of Teaching and Learning**<br><br>**Business and Operations Director**<br><br>**School Committee** |
| **SI #5:** Develop and implement a Family University | Engagement and education of families as partners in learning | **2023-2027** | **Assistant Superintendent of Teaching and Learning**<br><br>**Director of Pupil Personnel Services**<br><br>**Principals/ Assistant Principals**<br><br>**Director of Instructional Technology (TBH)**<br><br>**Coordinator of Health and Wellness**<br><br>**Faculty** |





# Learning, Teaching, and Leading

**Strategic Objective:** Support and inspire all learners through improving and implementing clearly aligned and articulated curricula, equitable innovative instructional and assessment practices, and shared leadership

| Strategic Initiative | Outcome | Timeline | Responsibility |
|---|---|---|---|
| **SI #1:** Engage in an audit of district-wide curriculum and conduct a curriculum revision cycle | Alignment and development of curriculum documents in all courses to reflect the Portrait of a Nashoba Graduate to include: standards, essential questions, enduring understandings, and learning competencies specific to each unit of study.<br><br>Exploration of new curricula (courses, programs, areas of study) to further strengthen and extend innovative programming and offerings<br><br>Revision of curriculum review cycle | **2022-2027** | **Assistant Superintendent of Teaching and Learning** |

# Learning, Teaching, and Leading

| Strategic Initiative | Outcome | Timeline | Responsibility |
|---|---|---|---|
| **SI #2:** Develop a Professional Learning Community culture across all schools, departments, and grade levels | Participation of all educators in a Professional Learning Community guided by common principles, practices and assessments | **2022-2027** | **Superintendent**<br><br>**Assistant Superintendent of Teaching and Learning**<br><br>**Director of Pupil Personnel Services**<br><br>**Principals/ Assistant Principals**<br><br>**Director of Instructional Technology (TBH)**<br><br>**Faculty** |
| **SI #3:** Develop a district wide instructional coaching model | Cultivation of teacher leadership capacity to expand best practice and improve classroom instruction and student achievement | **2023-2025** | **Assistant Superintendent of Teaching and Learning**<br><br>**Director of Pupil Personnel Services**<br><br>**Director of Business and Operations**<br><br>**Principals** |

# Learning, Teaching, and Leading

| Strategic Initiative | Outcome | Timeline | Responsibility |
|---|---|---|---|
| **SI #4:** Examine all school schedules to create a schedule K-8 and 9-12 that facilitates best use of instructional time, better access to course offerings, and deeper collaboration for staff | Schedules that best utilize instructional and learning time and provide greater access to courses<br><br>Consistent academic schedules across all schools to meet time on learning requirements and provide students with common learning experiences across all schools | **2022-2024**<br><br>Implementation of common schedules, **Fall 2024** | **Assistant Superintendent of Teaching and Learning**<br><br>**Principals** |
| **SI #5:** Audit the process of leveling courses at the secondary level | Equity of and increased access to courses for all students | **2022-2023** | **Assistant Superintendent of Teaching and Learning**<br><br>**Director of Pupil Personnel Services**<br><br>**High School Administration Team**<br><br>**Department Chairs**<br><br>**Guidance** |

# Learning, Teaching, and Leading

| Strategic Initiative | Outcome | Timeline | Responsibility |
|---|---|---|---|
| **SI #6:** Create, develop, and implement a Multi-Tiered System of Supports approach (MTSS) | Implementation of systematic approach to providing high quality tiered instruction with targeted intervention matched to student needs | **2022-2027** | **Assistant Superintendent of Teaching and Learning**<br><br>**Director of Pupil Personnel Services**<br><br>**Principals** |
| **SI #7:** Increase authentic experiential learning opportunities across all classrooms K-12 | Active engagement of students with real-world, high interest, autonomous learning<br>• Community partnerships<br>• Project-based learning<br>• Capstone projects<br>• Internship pathways<br>• Personalized learning | **2023-2027** | **Assistant Superintendent of Teaching and Learning**<br><br>**Curriculum Leaders**<br><br>**Principals**<br><br>**Faculty** |
| **SI #8:** Grow civic engagement and volunteerism | Student participation in community organizations to make community improvements; increased partnerships and volunteerism in the school community | **2023-2027** | **Principals** |

# Culture and Belonging

**Strategic Objective:** Ensure equitable opportunities and outcomes for all through increased awareness, representation, practices, and communication around diversity, equity, and inclusion

| Strategic Initiative | Outcome | Timeline | Responsibility |
|---|---|---|---|
| **SI #1:** Conduct an audit for equity, diversity, inclusion, and belonging, PK-12+ | Development and implementation of a district strategy for Diversity, Equity, Inclusion, and Belonging to inform the multiyear plan to be added to this document | **2022-2023** | **Superintendent** |
| **SI #2:** Deepen understanding and strengthen practices in culturally responsive teaching | Implementation of developed strategy for Diversity, Equity, Inclusion, and Belonging crafted from the equity audit | **2023-2027** | **Superintendent**<br><br>**Assistant Superintendent of Teaching and Learning**<br><br>**Director of Pupil Personnel Services**<br><br>**Principals/ Assistant Principals**<br><br>**Faculty** |

# Culture and Belonging

| Strategic Initiative | Outcome | Timeline | Responsibility |
|---|---|---|---|
| **SI #3:** Integrate social emotional learning best practices into daily instruction and student life | Staff apply problem solving and interaction strategies to help students make responsible decisions | **2022-2027** | **Assistant Superintendent of Teaching and Learning**<br><br>**Director of Pupil Personnel Services**<br><br>**Principals/ Assistant Principals**<br><br>**Faculty** |
| **SI #4:** Develop and implement an updated district-wide Social Emotional Learning Curriculum integrated into the curriculum of all courses | Support for the social and emotional needs of all learners through effective pedagogy and content | **2022-2027** | **Assistant Superintendent of Teaching and Learning**<br><br>**Director of Pupil Personnel Services**<br><br>**Principals/ Assistant Principals**<br><br>**Faculty** |
| **SI #5:** Grow a PK-12 Nashoba identity | Inter-town collaboration to create unity as a regional school district | **2022-2027** | **All stakeholders** |

# Human Resources, Facilities, and Finances




**Strategic Objective:** Maximize the potential of students, staff, caretakers and community through effective resource allocation through:

- cultivating short-term and long-range planning, maintenance, renovation, and building initiatives.
- recruiting, hiring, supporting and retaining a highly effective, diverse workforce.
- maintaining and upgrading technology systems to ensure access to robust digital resources.

| Strategic Initiative | Outcome | Timeline | Responsibility |
|---|---|---|---|
| **SI #1:** Build and create a distributive leadership plan that fosters shared responsibility for leading and learning:<br>• Create a Communications Director position to support the development and implementation of communication district-wide<br>• Add instructional coaches to support the district-wide instructional coaching model<br>• Create a Director of Digital Learning and Innovation<br>• Explore the creation of a grant writer position<br>• Create an aspiring leadership program to recruit and develop future leaders<br>• Expand the role of department chairs, Grades 6-12 | Multi Year timeline for adding needed positions presented at the FY24 budget workshop<br><br>Streamlined and consistent district-wide communication<br><br>Cultivation of teacher leadership capacity to expand best practice and improve classroom instruction and student achievement<br><br>Leadership to support teaching and learning in digital learning and innovative practices<br><br>Additional funding secured for district resources<br><br>Development of internal leadership capacity<br><br>Alignment of curriculum and supervisory responsibilities for all disciplines | **2022-2025** | **Superintendent**<br><br>**Assistant Superintendent of Teaching and Learning**<br><br>**Director of Pupil Personnel Services**<br><br>**Director of Business and Operations**<br><br>**Director of Human Resources**<br><br>**Principals** |

# Human Resources, Facilities, and Finances

| Strategic Initiative | Outcome | Timeline | Responsibility |
|---|---|---|---|
| **SI #2:** Articulate district priorities through the budget | Entry plan of Director of Business and Operations | **2022-2024** | **Superintendent**<br><br>**Director of Business and Operations**<br><br>**Leadership Council** |
| **SI #3:** Recruit, hire and retain a highly qualified, diverse staff that mirrors the educational vision | Staff that reflects the educational community and district mission and vision<br><br>Retainment of quality staff and the fostering of future innovation<br><br>Updating of onboarding and mentoring process for new staff | **2022-2027** | **Leadership Council** |
| **SI #4:** Make time and financial commitments to professional development in order to accomplish strategic plan objectives / initiatives | Equipped and committed staff in fulfilling district initiatives | **Annual budgets** | **Superintendent**<br>**Director of Business and Operations** |

# Human Resources, Facilities, and Finances

| Strategic Initiative | Outcome | Timeline | Responsibility |
|---|---|---|---|
| **SI #5:** Review of school safety and develop priority actions as district and for individual schools | Identified priority actions with cost implications on a annual basis that will update the school district safety plan | **2022-2027** | **Superintendent**<br>**Assistant Superintendent of Teaching and Learning**<br>**Director of Pupil Personnel Services**<br>**Principals/ Assistant Principals**<br>**Director of Business and Operations**<br>**Director of Facilities**<br>**Technology Manager** |
| **SI #6:** Improve and sustain physical environments that promote healthy and vibrant learning conditions in all buildings. | Five year capital plan to address learning environment for budget forcasting | **2022-2027** | **Superintendent**<br>**Assistant Superintendent of Teaching and Learning**<br>**Director of Pupil Personnel Services**<br>**Principals/ Assistant Principals**<br>**Director of Business and Operations**<br>**Director of Facilities**<br>**Technology Manager** |

# Learning Along the Great Road

**Nashoba Regional School District** | Strategic Plan 2022-2027

## Our Mission

Together, we inspire and challenge all learners to realize their unique potential and become active contributors to their community.

## Our Vision

Be your best self. Pave your path. Impact the world.

## Our Core Values



We value academic achievement and personal growth

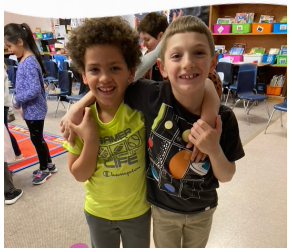
We value voice, choice, and agency





We value lifelong learning

We value a safe, caring, and inclusive community





We value collaborative partnerships

We value innovation





We value a sense of belonging

## Strategic Objectives 2022 - 2027

1. **Connections and Communication**
2. **Learning, Teaching, and Leading**
3. **Culture and Belonging**
4. **Human Resources, Facilities, and Finances**

*for ALL.*

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