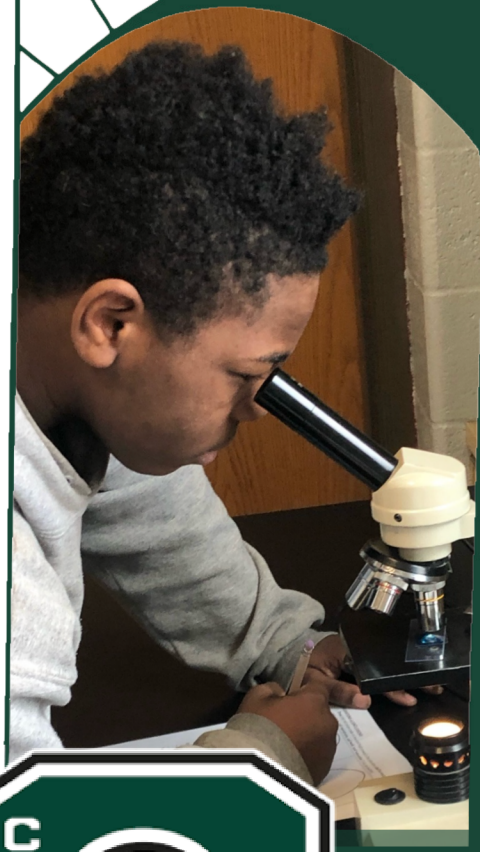








CANTON

Champions of Excellence

Canton Public Schools

2023 2028 Strategic Plan



Canton Public Schools
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Canton, MA 02021
cantonma.org

Facilitated and Prepared by
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Dear Canton Public Schools Community,

We believe in each and every one of our students, and we are inspired by their ability to learn and grow. We find joy in their personal stories, and we cherish their personalized path to success in the Canton Public Schools.

Students are the center of our work.

As we embarked on developing a new 5-year Strategic Plan for the Canton Public Schools, the student experience served as a foundational focus area. We committed to being an inclusive, student-centered learning community with a rigorous and equitable approach for every student.

We emphasized the importance of community, with each student, staff and family having a sense of belonging -- being known and valued -- so everyone can be their best and thrive in a culture of partnerships and support. Our community is valued and sets the tone for a safe, welcoming and equitable school environment.

We believe in our talented educators, knowing their daily instruction and caring relationships with students serve as the most impactful element of a student's learning. As such, we remain deeply committed to high quality teaching, learning and leading, and we will continually support and emphasize the importance of professional learning, continuous improvement and best practices in the field of education.

Our goal is to be #ChampionsofExcellence. We aim to be a champion for every student, every family, and every staff member. We are champions for learning, and excellence is our standard. A lofty statement and aspirational.

Canton Public Schools can achieve these bold goals -- and reach another level -- through a strategic approach, a student-centered belief system and a growth mindset. Thus, the 2023-2028 Strategic Plan sets our path to success

and outlines our key commitments, priority areas and key actions. It was developed by a collaborative group of stakeholders, and it represents hundreds of voices through focus groups, surveys and data sets. We are so thankful for the help.

The Strategic Plan process provided our District the opportunity to update our Mission, Vision and Core Values, which will guide us and serve as pillars moving forward. Our theory of action outlines the tenets of our work and what we can achieve. And the actual Strategic Plan is the roadmap for our goals and improvement, our planning, our decisions -- and, most importantly -- our commitment for achieving an exceptional student learning experience.

We are excited to do the work. Thank you for being part of our team and community. Canton is pretty special. We are proud to stand with you as **#ChampionsofExcellence**. Go Bulldogs!

Sincerely,

Derek Folan

Derek Folan,
Superintendent of Schools



Canton Public Schools

Strategic Planning Committee Members

Derek Folan
Superintendent

Jeff Sperling
Principal

Lauren Mahan
Teacher/ CEA President

Paul Fitzgerald
Adjustment Counselor

Sharron Burrows
Unit E Representative

Hennessy Castillo Lopez
Student Representative

Meghan Byrne
Director of Student Services

Saundra Watson
Principal

Donna Kilday
Early Childhood Coordinator

Nicholas Bradley
Parent Representative

Emma Cummings
Student Representative

Julie Shore
Director of Technology and Digital Learning

Stephen Marshall
Director of Finance and Operations

Kristian Merenda
School Committee Member

Cristina Aguilera
Parent Representative

Josh Fogel
Data Analytics Manager

Sarah Shannon
Assistant Superintendent

Deb Rooney
Director of Teaching and Learning

Jon Mulhern
Principal

Kathryn Kelly
Special Education Teacher

Kelly Hung
Parent Representative

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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 Spring of 2023, members of the Canton Public Schools and community came together to develop a strategic plan that would serve as a road map for improvement for the 2023-24 through 2027-28 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 1

Phase 2

Phase 3

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 Canton Public Schools was collected and community input and feedback was solicited. A series of forums were conducted with parents, community, school committee, staff, and leadership. Ex-post facto data about the Canton 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 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, referred to in the plan as priorities. The Strategic Planning Committee established strategic objectives for each priority, key actions for each objective, and identified outcomes for each strategic objective. The Strategic Planning Committee also revisited the vision in this phase to ensure it represented the mission of the Canton Public Schools. 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 identified compass points.









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?
- Who benefits from our work?
- What are the results of our work?

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:

We are an inclusive, student-centered learning community that fosters academic growth, resilience, and achievement while ensuring that every member experiences a sense of belonging, embraces challenge, and positively impacts their world.









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.

An exceptional education that develops innovative thinkers, curious and empowered learners, and compassionate citizens

Core Values

The Canton 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 were established:

Respectful and Collaborative Relationships

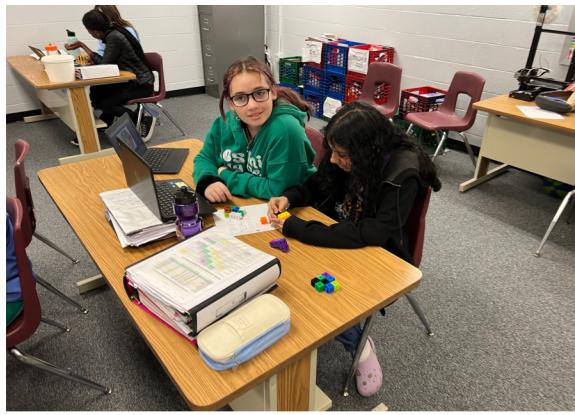
Educational Equity

Academic and Personal Excellence

Community Engagement

High-Quality Teaching, Learning, and Leading







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.

Through rigorous, relevant, and culturally and linguistically responsive learning experiences, state-of-the-art operational systems that assure access to high-quality resources aligned to our educational vision; effective communication, engagement, and partnerships between home, school, and community; school climate and culture that supports a rich educational environment for all students and staff, we will inspire achievement, growth, and resilience so that all members embrace challenge, experience a sense of belonging, and positively impact their world!

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Priorities & Strategies

2023 - 2028

After developing a mission, core values, and a vision, the Strategic Planning Committee began the work of developing the priorities that will serve as the core focus of district improvement for the next five years. Each priority is highlighted in an action plan that includes multiple strategies and key actions for each priority, evaluation / indicators, timeline, and person(s) responsible. The following four priorities emerged from the process:

1. **Teaching, Learning, and Leading for All**
2. **Management and Operations**
3. **Communication and Community Engagement**
4. **Safe, Inclusive and Equitable Environments**

Priority #1
Teaching, Learning, and Leading for All

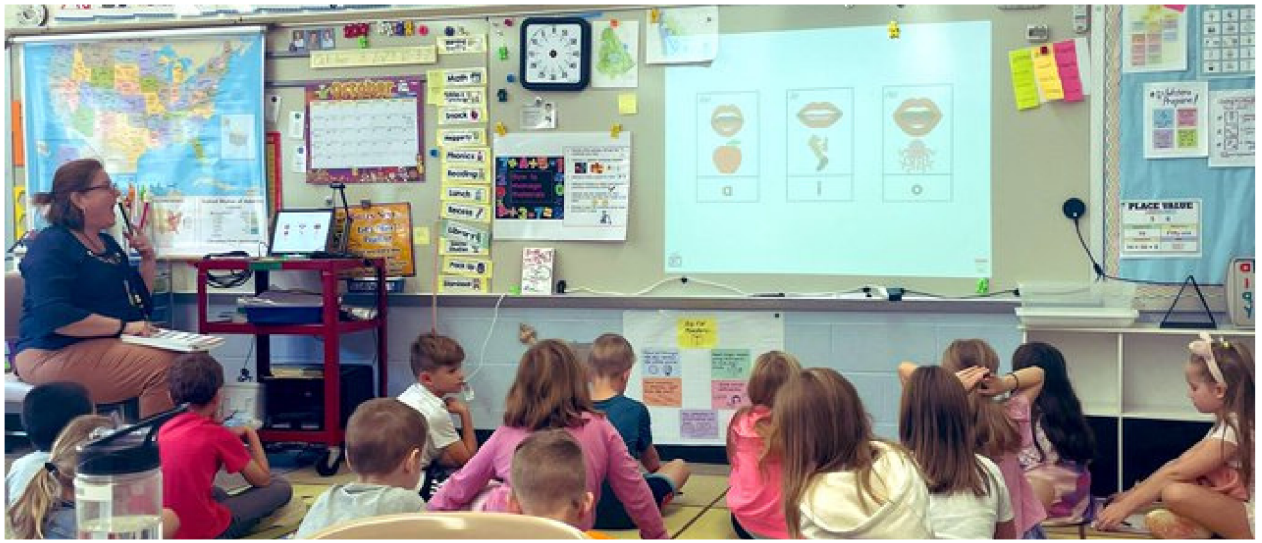
Strategic Objective

To create rigorous, relevant, and culturally and linguistically responsive learning experiences so that the PreK-12 journey supports student development and prepares every student for the future.

Focus and Rationale

Public education exists not only within the context of our local Canton community but also within the larger context of our global society. As the world experiences rapid and dramatic changes in technology, the economy, and society, the traditional paradigm of teaching and learning is also changing. More than ever, we must teach our students to collaborate skillfully, to maintain a growth mindset, and to seek and make use of new knowledge. Educational excellence is our expectation that every student will demonstrate high levels of growth and achievement. We foster educational excellence through high-quality teaching, learning and leading, strong systems of support and enrichment, and aligned, culturally and linguistically responsive curricula.







Priority #1: Teaching, Learning, and Leading for All

Strategic Initiative	Outcome	Timeline / Action Steps	Initiative Leader(s)	Proposed Indicators of Success
Develop a District-wide tiered system of supports to meet students' academic and social-emotional needs	Close the achievement gaps for historically marginalized and/or underserved populations in the Canton Public Schools	**2023 - 2024** Document a consistent process, identify tools and create a training and implementation plan to support students who need interventions and specialized instruction across PK-12. **2024 - 2027** Implementation of Tiered Systems of Supports across grades PK-12 based on data driven decision making **2027 - 2028** Evaluate the TSS and make adjustments as needed	Assistant Superintendent of Teaching and Learning, Director of Curriculum, Instruction and Assessment, and Director of Student Services	• Student achievement data: ie screenings, Response To Intervention (RTI), progress data, • Multi-Tiered System of Support (MTSS) Implementation Plan • Reduction in discipline Referrals • Improvement in student wellness as measured by Youth Risk Behavior Survey, surveys, and assessments





Priority #1: Teaching, Learning, and Leading for All

Strategic Initiative	Outcome	Timeline / Action Steps	Initiative Leader(s)	Proposed Indicators of Success
Create a culture of reflective practice and continuous learning for staff to ensure consistent high quality teaching, learning and leading experiences for every student to disrupt inequitable student experiences.	Students will consistently receive high quality, equitable learning experiences because educators regularly engage in reflective practice individually and collectively to intentionally design curriculum and environments that meet their needs.	**2023 - 2024** Engage all stakeholders to gain a consistent understanding and shared ownership of the CPS vision for Highly Qualified Teaching, Learning, and Leading (HQTLL). **2024 - 2026** Provide targeting professional learning and coaching to staff to build capacity to deliver elements of Highly Qualified Teaching, Learning, and Leading (HQTLL) **2023 - 2025** Revise the secondary curriculum materials evaluation tool and create/identify an elementary tool for teachers to use when evaluating classroom materials and resources for cultural and linguistic responsiveness **2024 - 2026** Evaluate grading practices across the district to ensure equitable experiences for every student in the District. **2026 - 2028** Implement new grading practices across the district	Assistant Superintendent of Teaching and Learning, Director of Curriculum, Instruction and Assessment, and Director of Student Services, Department Coordinators and Educators	• Faculty meeting agenda • Professional learning plans • Walkthrough data • Elementary and secondary materials evaluation tools • Culturally and linguistically relevant and appropriate curricula and resources • Revised grading practices across all grade levels • Grade distribution data

Priority #1: Teaching, Learning, and Leading for All

Strategic Initiative	Outcome	Timeline / Action Steps	Initiative Leader(s)	Proposed Indicators of Success
Create a job-embedded professional learning model to support teacher's professional growth and consistent curriculum implementation.	A consistent culture of reflective practice and continuous learning among all staff to ensure high quality teaching, learning and leading experiences for every student	**2023 - 2025** Implement an elementary reading and math instructional resource model and grow the coaching model at the middle school **2025 - 2026** Expand the coaching model to Canton High School **2023 - 2025** Audit master schedules across levels to identify effective means for scheduling teacher collaboration and time on learning requirements **2025 - 2026** Implement new schedules	Assistant Superintendent of Teaching and Learning, Director of Curriculum, Instruction and Assessment, and Director of Student Services, Building Administration, Department Coordinators and Educators	• Professional learning schedule • Instructional Resources Model rolled out • Resource data • Student achievement data • Instructional Resources Specialists and Coaches at all levels • Schedule committee agendas • New master schedule
Develop different and alternative programs and pathways for students.	Provide alternative pathways to meet the differentiated needs of students.	**2024 - 2026** Evaluate and research alternative pathways and programs (Internships, Externships, Special Education Programs, Course Offerings, Dual Enrollment, etc) **2025 - 2028** Implement new programs and pathways	Assistant Superintendent of Teaching and Learning, Director of Curriculum, Instruction and Assessment, Building Administration, Director of Guidance	• New offerings for students • Implementation plans for student opportunities

Priority #2
Management and Operations

Strategic Objective

To develop state-of-the-art operational systems that assure access to high-quality resources, including facilities, aligned to our educational vision, equitably distributed, and utilized efficiently.

Focus and Rationale

Efficient, effective and safe learning environments, equitable distribution of resources, culturally responsive policies, procedures and systems, and a diverse staff promote strong learning cultures and growth of students and staff.



Priority #2: Management and Operations

Strategic Initiative	Outcome	Timeline / Action Steps	Initiative Leader(s)	Proposed Indicators of Success
Develop a short- and long-term strategy and best practices for increasing the recruitment and retention of diverse staff members	A more proportional diverse staff population in relation to our student population	**2023-2025** Research best practices and engage with the Massachusetts Partnership for Diversity in Education (MPDE) **2024-2026** Create a hiring manual and document best practices and recruitment procedures and processes	Director of Personnel	• Audit results / findings • Development of department • Staff is more reflective of student population • Retention of Black, Indigenous, and People of Color (BIPOC) staff
Create current, clear and consistent business, operation and budget practices across the District	The district will streamline its business and budget processes in a more efficient and effective way to allow for better transparency, accuracy, and clarity for all stakeholders.	**2024 - 2025** Review and analyze current practices for financial management **2025 - 2026** Create procedure manuals for business and budget procedures **2024 - 2027** Create a five and ten year capital plan **2025 - 2027** Evaluate enrollment, transportation schedules, school start times, and budget considerations to create a system that best supports teaching and learning goals.	Assistant Superintendent of Finance and Operations, Business Office Personnel	• Creation of a staff handbook • Creation of an administrator handbook / guidebook developed procedural manual • Established written procedures • Developed organizational chart • Development of a 5-10 year plan • Funding for the plan • Enrollment configuration • Audit results / findings

Priority #2: Management and Operations

Strategic Initiative	Outcome	Timeline / Action Steps	Initiative Leader(s)	Proposed Indicators of Success
Build a multi-faceted platform in PowerSchool to serve as an educational hub, simplifying communication and resource sharing among our students, teachers, administrators and families.	New Student Information System being used by all stakeholders across the District	**2023 - 2024** Data migration System and School Configuration Parent Portal design Develop Online Enrollment processes **2023 - 2024** Staff SIS training Build scheduling infrastructure in Student Information System (SIS) **2024 - 2025** Implement PowerSchool Construct Data and Multi-Tiered System of Support (MTSS) warehouse **2023 - 2028** Build our PowerSchool ecosystem Integrate existing tools within PowerSchool	Director of Technology and Data Analytics/ Student Information System (SIS) Implementation Team	• Develop timeline to show progress and upcoming training schedule • Create resources websites for families and staff • Merged existing applications into PowerSchool use • All staff trained in user roles and operations.


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Priority #3

Communication and Community Engagement

Strategic Objective

To develop effective communication, engagement, and partnerships between home, school, and community

Focus and Rationale

Strong and culturally and linguistically responsive family, community and school partnerships foster a sense of belonging that supports the mission of the Canton Public Schools.





Priority #3: Communication and Community Engagement

Strategic Initiative	Outcome	Timeline / Action Steps	Initiative Leader(s)	Proposed Indicators of Success
Establish and initiate a District-wide communication and engagement plan	The District will bolster connections and communication between schools and stakeholders, increasing a sense of belonging for all, improving flow of information and establishing a platform to showcase success and growth.	**2023 - 2025** Establish and implement a District communication and community engagement plan **2023 - 2024** Establish opportunities for school-to-family communications to engage all families from all demographics as partners. **2023-24** Expand and improve the District's social media presence **2025 - 2027** Review the District website, potential apps and communication modes, and implement upgrades and options	Superintendent, Central Office and Building Administration	
Intentionally reduce barriers and establish strategic relationships to maximize equitable involvement and a sense of belonging in the District	Stronger connections between schools and stakeholders and an increased sense of belonging for all	**2025 - 2026** Reimage open house events **2023 - 2024** Complete a community engagement assessment and develop a plan to strategically engage all families from all demographics **2025 - 2026** Establish a District welcome center and community engagement office	Superintendent, Central Office and Building Administration, Educators	• Increased participation from diverse families in school events

Priority #4

Safe, Inclusive and Equitable Environments

Strategic Objective

To create and sustain a culturally and linguistically responsive school climate and culture that supports an equitable educational environment for every student and staff member.

Focus and Rationale

As student learning is inextricably linked to a school's social environment, adults have a collective responsibility to build a positive climate and culture in all of our schools. We must pay careful attention to, model, and provide explicit instruction in social-emotional, multicultural, and culturally and linguistically responsive practices that contribute to a healthy climate and culture and support overall student well-being while also disrupting inequitable student and staff experiences.





Priority #4: Safe, Inclusive and Equitable Environments

Strategic Initiative	Outcome	Timeline / Action Steps	Initiative Leader(s)	Proposed Indicators of Success
Develop a full continuum of culturally and linguistically responsive social emotional supports, through differentiated professional development	A more equitable and inclusive learning environment for students and staff	**2023 - 2028** Provide differentiated Equity and Social Emotional Learning (SEL) professional development	Assistant Superintendent of Teaching and Learning, Director of Curriculum, Instruction and Assessment, and Director of Student Services, Building Administration, Department Coordinators and Educators	• Digital Professional Learning Catalog
Establish clear expectations for what equitable experiences in the Canton Public Schools are.	Equitable student experiences across all classrooms, schools and experience in the Canton Public Schools.	**2023 - 2025** Develop a list of evaluation “look-fors” (focus areas) for culturally responsive teaching, equitable practices, etc. **2023 - 2025** Develop (2023 - 2024) and implement (2024 - 2025) an equity-based discipline matrix **2023 - 2028** Examine bias in instructional materials and practices, with a data base for resources and a professional development plan that is specifically equity focused - culturally & linguistically responsive and re: bias and personal identity.	Assistant Superintendent of Teaching and Learning, Director of Curriculum, Instruction and Assessment, and Director of Student Services, Building Administration, Department Coordinators and Educators	• Implementation of the new Department of Elementary and Secondary Education Educator and Administrator rubric • Revisions to the code of conduct section of the student handbooks • Evidenced by student performance, discipline, student support referral, and participation data

Canton Public Schools

Strategic Plan

2023
2028

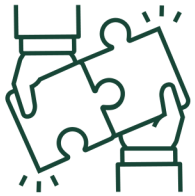
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Our Vision

An exceptional education that develops innovative thinkers, curious and empowered learners, and compassionate citizens

Our Core Values



Respectful and Collaborative Relationships



Educational Equity



Academic and Personal Excellence



Community Engagement



High-Quality Teaching, Learning, and Leading

Priorities and Strategies

After developing a mission, core values, and a vision, the Strategic Planning Committee began the work of developing the priorities that will serve as the core focus of district improvement for the next five years.

1. **Teaching, Learning, and Leading for All**
2. **Management and Operations**
3. **Communication and Community Engagement**
4. **Safe, Inclusive and Equitable Environments**


WELCOME
TO
CANTON



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