

BRISTOL WARREN REGIONAL SCHOOL DISTRICT

22-27 Strategic Plan

*Presentation to School Committee
April 25, 2022
Approved on June 10, 2022*

Ana C. Riley, Superintendent of Schools

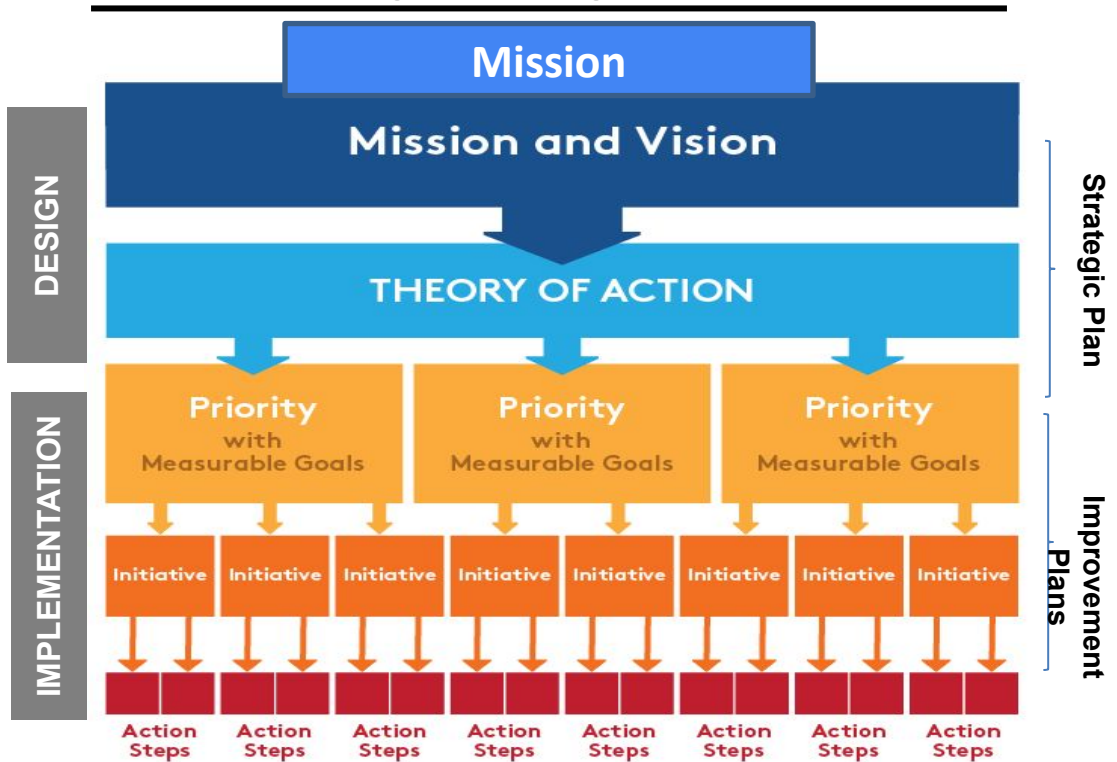


BRISTOL WARREN REGIONAL SCHOOL DISTRICT



Our strategic planning framework aligns our mission with our day-to-day work.

Strategic Planning Framework



Definitions

- Mission:** Long term district aspirations
- Theory of Action:** Fundamental belief around what will lead to long term success in the district
- Priorities:** Broad areas of work that are key levers for district success
- Measurable Goals:** Specific, measurable targets related to district priorities
- Initiatives:** Specific projects related to priorities that help to achieve measurable goals
- Action Steps:** An articulation of what steps need to occur, by when and by whom



BWRSD's Strategic Planning Process

BRISTOL WARREN REGIONAL SCHOOL DISTRICT

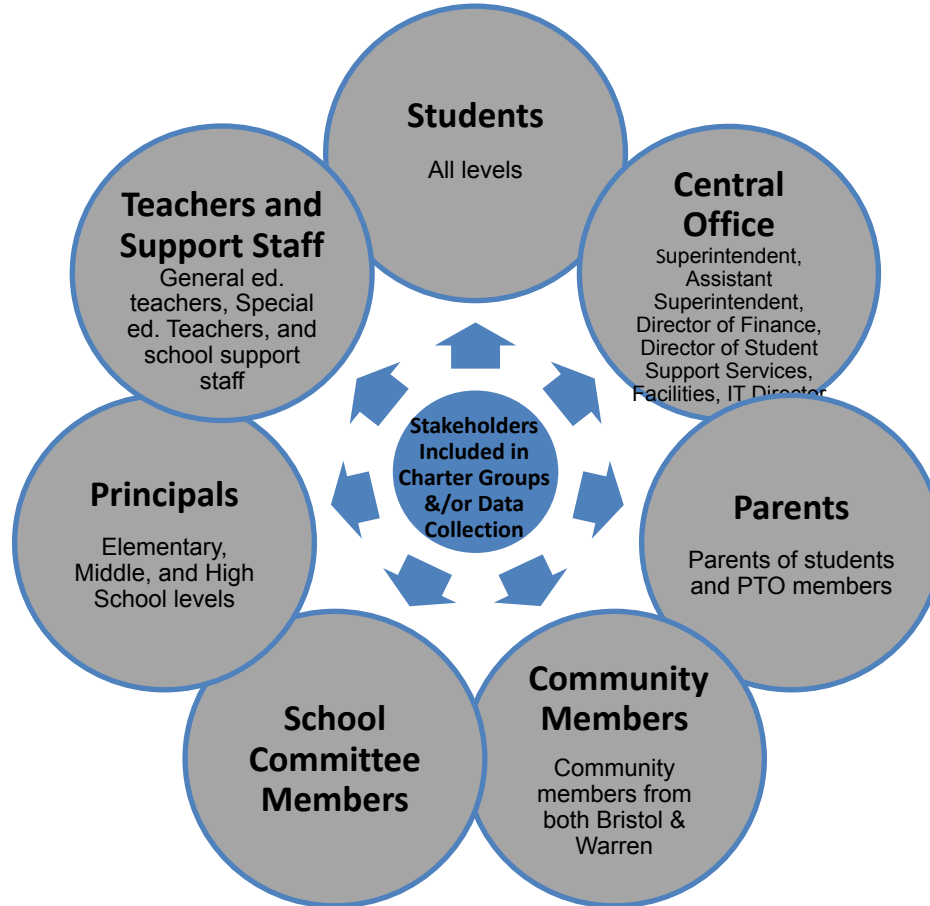


Stakeholders in the district were selected to form the Strategic Planning Charter Committee

Strategic Plan Overview Committee: Ana Riley (Executive Sponsor), Marjorie McBride (School Committee Liaison), Kathryn Brown (Project Manager)				
Climate & Culture	Teaching & Learning	Professional Learning	Career & Technical Education	Communication
Brenna Toland Carly Reich	Diane Sanna Nicky Piper	Deborah DiBiase Erin Schofield	Nicole Lyons Tara Thibaudeau	Miranda Carpenter Sarah Bullard

[Full List of BWRSD Staff and Community Members Serving on Charter Teams](#)

BRISTOL WARREN REGIONAL SCHOOL DISTRICT





5 key priorities were chosen for the District charter groups:

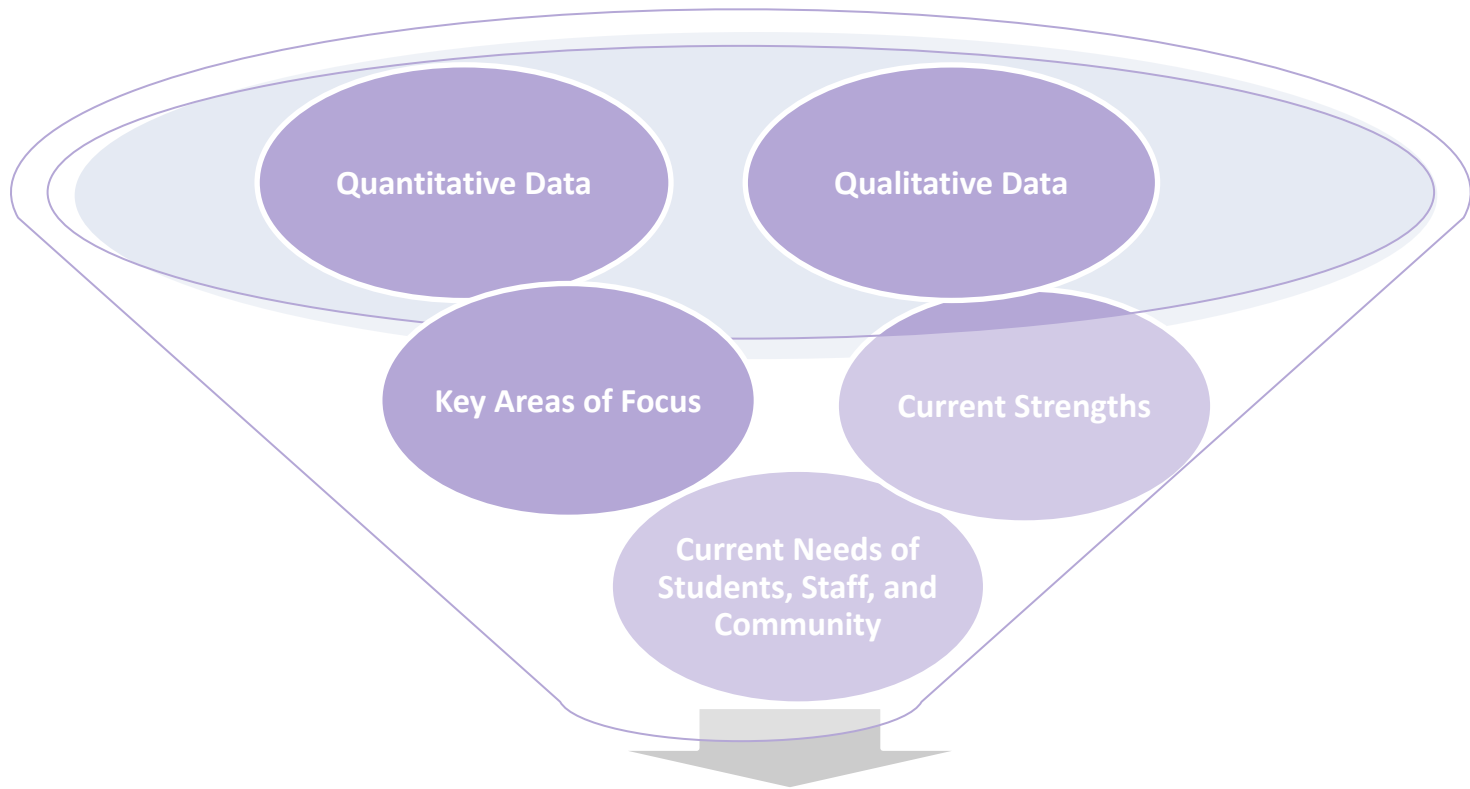
Climate & Culture

Teaching & Learning

Professional Learning

Career & Technical Education

Communication



Priorities and Associated Metrics for each group

BRISTOL WARREN REGIONAL SCHOOL DISTRICT



Bristol Warren Regional School District has many areas of strength to build upon.

Culture & Climate		Dedicated therapeutic staff and support staff, connections to community resources, Secondary Social Emotional Learning initiatives, Supportive Administrators
Teaching & Learning		Dedicated Teaching Staff and Support Staff, many examples of effective models of pedagogy, High School assessment development and validation cycle, integration of Big 3, Pride in schools and our students, access and use of technology
Professional Development		Overarching Professional Development personnel, Meaningful longitudinal plans, committed employees who want to learn, possess the technology to meet the Professional Development needs of all employees
Career & Technical Education (CTE)		2 RIDE Accredited CTE Programs: Business/Finance, Engineering (PLTW), CTE Advisory Board, Student interest in future CTE programs, skilled and motivated teachers, Naviance-ILP process, Foundational program at KMS
Communication		Strong culture within each school with staff, students and community, majority of staff enjoy working with fellow employees, feel a sense of pride for their building and work, multiple systems with which to communicate



Our Mission Statement

Engaging families and community partners in creating vibrant and adaptive learning environments that support all students in realizing their full potential as productive and successful members of our society.



Theory of Action

IF WE...

- Create and promote a culture and climate in all schools that is safe, inclusive, vibrant and an adaptive learning environment supportive of all students,
- Support High Quality Teaching and Learning at each level (PK-12) including High Quality core curriculum and robust Multi-tiered Systems of Support within each school,
- Develop & Provide Professional Learning opportunities for all staff to support continuous learning to provide students with rigorous academics,
- Expand our Career & Technical Education program for students,
- Commit to frequent and purposeful communication to staff, families, and the larger community,

THEN WE WILL...

- Enable each and every student to succeed in college, career, and life.



1

Engage families and community partners in creating safe, inclusive, vibrant and adaptive learning environments that support all students in realizing their full potential as productive and successful members of our community.

- BWRSD will create and maintain a positive school culture and climate for all students and staff.
- BWRSD will reflect upon and improve teaching and learning for all students in all classes.
- All BWRSD staff will engage in meaningful, job embedded professional development.
- BWRSD will enhance transparency, our customer service model, system procedures and communication with parents staff and community members.

How we will measure progress:

- Surveyworks data from individual schools and sub-groups (Baseline: [School Climate 59% favorable](#))
- Review student and staff attendance, disciplinary referrals, nurse visits
- Student proficiency by academic achievement ([Baseline from RIDE's Assessment Data Portal](#) : ELA SAT- 48% Math SAT- 23% ELA RICAS- 49% Math RICAS- 29%)
- Student success as measured by transitional survey data



2

Strengthen students' PK-12 roadmap to college and careers through high quality core curriculum and robust Multi-tiered Systems of Support within each school.

- BWRSD will ensure high quality curriculum and instruction are in place in all content areas so that 75% of all students or higher meet and exceed proficiency measures on state and local assessments.
- BWRSD will strengthen the PK-12 system of academic and behavioral supports and interventions (Response to Interventions/Multi-tiered Systems of Support).
- Enhance students' PK-12 roadmap to college and careers through: school readiness, experiential learning, Career and Technical Education, and dual/concurrent enrollment.

How we will measure progress:

- By 2025 High Quality curriculum in place in English Language Arts, Math, and Science and all staff in engaged in ongoing professional learning.
- All BWRSD educators will be trained in the Science of Reading.
- By 2027 75% or more of students will achieve proficiency on state and local assessments and at least 85% of all students will be proficient in reading by grade 3.
- A Multi-tiered Systems of Support framework and team protocols operational in all schools with evidence of closing achievement gaps, particularly for students with disabilities and Multilingual Learners.
- Increased school readiness measured by K screening and number of students completing preschool.
- All students in Gr 6-12 complete an Individual Learning Plan and work based learning and/or college course work upon graduation.



3

Develop High Quality Professional Learning experiences for all staff that are relevant, purposeful, systematic, and structured with a goal of improving and building upon educator's practices and student outcomes.

- BWRSD will appoint a district Steering Committee to develop a district Professional Learning Framework, plan district-wide Professional Learning and evaluate learning outcomes.
- School Improvement Teams will establish School Based Professional Learning Teams that will plan school-based Professional Learning that align to School Improvement Plans.
- The District Steering Committee will develop and implement systems/structures to support onboarding of new staff AND provide opportunities for staff to lead professional learning and promote teacher leader development.

How we will measure progress:

- Establishment of a district Steering Committee facilitated by the Assistant Superintendent
- Establishment of School Based Professional Learning Teams with monitoring by District Steering Committee
- Surveyworks data from individual schools (Baseline: [Professional Learning - 34% Favorable](#))
- Summative and formative evaluation tools: Professional Learning Evaluation Data (Frontline and Professional Learning Feedback)



4

Expand Career and Technical Education (CTE) offerings for students and create the infrastructure and policies to support CTE expansion.

- BWRSD will develop comprehensive and inclusive CTE policies and processes to expand CTE programs and pathways.
- BWRSD will increase the number of CTE programs offered in district.
- BWRSD will develop and implement a district-wide Marketing plan for CTE programs.
- BWRSD will increase the number of students successfully completing CTE programs by 20% each year for next 5 years.

How we will measure progress:

- Comprehensive Local Needs Assessment (CLNA)
- Student CTE Interest Survey
- RIDE Diploma Plus Local Education Agency (LEA) Comparison Measures
- Various descriptive data points related to marketing plan (i.e. traffic to website, number of inquiries, number of people attending events, number of out-of-district students entering the district, etc.)



5

Communicate timely and intentionally with students, families, staff, and the community to create and deepen an intentional, inclusive, and transparent culture.

PRIORITIES

- BWRSD will communicate in an ongoing and consistent manner, utilizing various methods to reach and engage students, families, staff, and the community to create meaningful collaboration.
- BWRSD will create a cohesive brand for external and internal communication purposes for all communications.
- BWRSD will foster an inclusive culture where all students, families, staff, and the community are valued and respected in order to model for our students to be responsible and engaged citizens and future leaders.

How we will measure progress:

- Surveyworks data from individual schools to drive our priorities and implementation plans (Baseline: [Family Engagement 11% Favorable](#), [School Engagement 53% Favorable](#))
- Annual Surveys to students, families, staff, and community members measuring communication practices within the district strategic plan
- Review website analytics to determine usage rates



Questions for the Community

1. Which parts of the strategic plan are particularly exciting or strongly resonate with you?
2. Do you feel that there is an area of focus missing from this proposed plan?
3. Do you have any questions about the proposed strategic plan?

[Click this link to fill out the questions via the Google Form/Survey starting on April 25, 2022](#)

URL: <https://forms.gle/aDe3ikrL18KhPr1A>

Google Form/Survey will be available for 30 days (April 25 - May 25, 2022).