WASHINGTON CENTRAL UNIFIED UNION SCHOOL DISTRICT STRATEGIC PLAN

2024-2030

Letter to the Community

To the Washington Central Community:

Those of us in education spend a lot of time thinking about the purpose of our schools. Public education is, for me, perhaps the single most important public service that our society provides for our children. Our schools are here to serve the children in our communities - all of our children - and make sure that when they leave our system they are prepared for whatever they want to pursue in life.

And if schooling is so important to the children in our communities, having a strong, collective vision for what we want for our children is critical. I'm thrilled to share with you the culmination of more than a year's worth of efforts listening to our communities to help define what we believe Washington Central Schools need to be for our students.

Our strategic planning process began in early 2023 with the convening of our Strategic Planning Steering Committee. Over the next 18 months, this committee worked to engage our communities to develop our Vision & Core Beliefs, and then define what steps our district will take over the next several years to enact that Vision. Each step of our process was responsive to what we were learning along the way, and I am so grateful for the many voices who helped us on this journey.

I am proud to be part of a school district that believes that these Core Beliefs are foundational to our work:

1. Humanity, Justice, Community and Belonging
2. Well-being
3. Transparent & Responsible Leadership
4. Community Engagement and Relationships
5. Rigorous Curriculum and Instruction

I know that these values will guide Washington Central well in the years to come, and give our schools the grounding they need to work for all of our children. It has been a privilege to serve as your superintendent through this process.
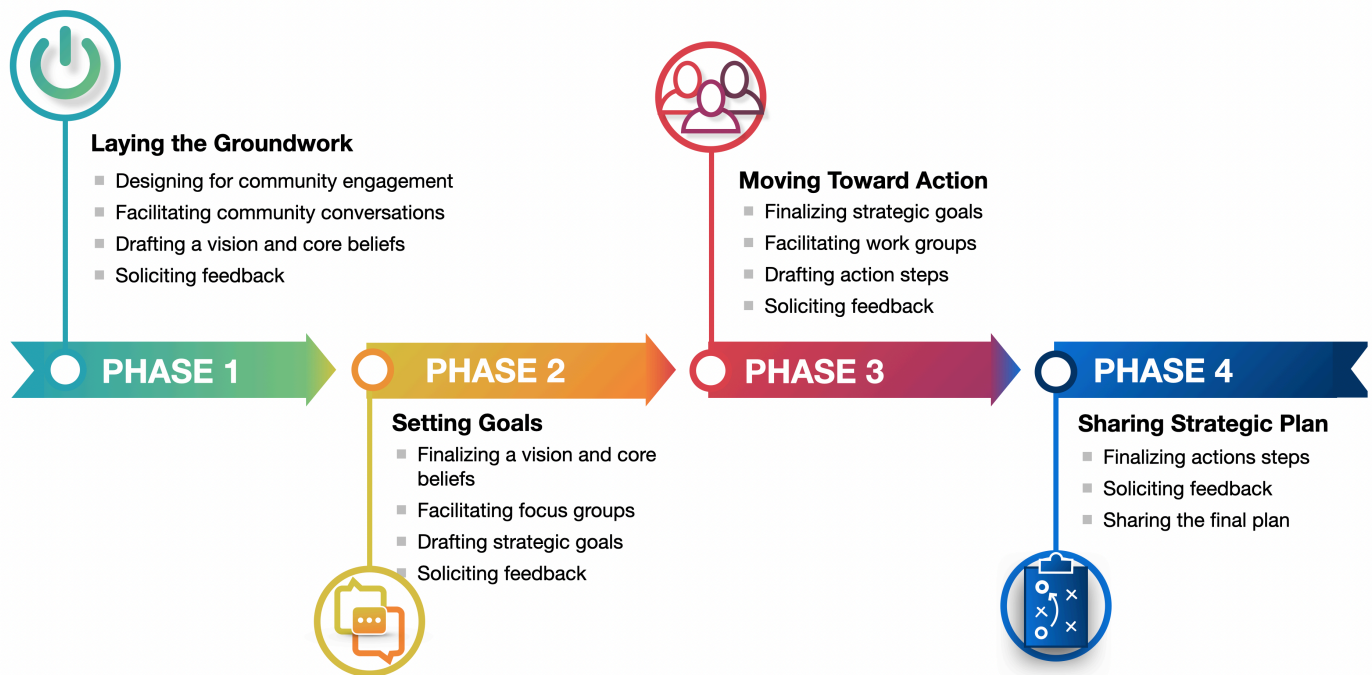

Meagan Roy, Superintendent

Strategic Plan Development Process

The Strategic Planning Steering Committee began by asking the Washington Central community four key questions:

1. What are the hopes and dreams our community has for our young people?
2. What are the core values that should guide WCUUSD as we make important decisions?
3. What skills and qualities are most important for our students?
4. How will our young people know WCUUSD cares for and about them?

In the spring of 2023, Educators at all 6 WCUUSD schools engaged in conversations about these questions while steering committee members recorded their feedback. Community members gathered at U-32 to share their thoughts and ideas. Three Zoom forums were held for community members who could not attend in person. An asynchronous survey collected additional feedback. The steering committee used this data to draft the WCUUSD core beliefs.

In June of 2023, educators at all six schools reflected on school policies and practices using an Equity Pulse Check tool. These conversations led to rich data highlighting each school's strengths and opportunities for growth, and providing additional data for the strategic plan.

Laying the Groundwork
- Designing for community engagement
- Facilitating community conversations
- Drafting a vision and core beliefs
- Soliciting feedback

PHASE 1

PHASE 2

Setting Goals
- Finalizing a vision and core beliefs
- Facilitating focus groups
- Drafting strategic goals
- Soliciting feedback

Moving Toward Action
- Finalizing strategic goals
- Facilitating work groups
- Drafting action steps
- Soliciting feedback

PHASE 3

PHASE 4

Sharing Strategic Plan
- Finalizing actions steps
- Soliciting feedback
- Sharing the final plan

In the fall of 2023, the steering committee facilitated 25 focus groups to solicit feedback on the draft core beliefs and ideas for making those beliefs a reality at WCUUSD. Focus groups responded to these prompts:

1. What do you find most exciting or important?

2. Is there something that is missing or confusing?

3. I see this happening now… We do a good job with…

4. If we do this will, we will see… A school that is really doing this well looks like…

5. What are some things we need to do in order to turn these beliefs into reality? If we do _____, we can accomplish this.

Focus groups were held in all five towns, at U-32, and via Zoom. Staff and students at each school were invited to participate in focus groups. In addition, community members had the opportunity to respond and give feedback via ThoughtExchange.

During the winter of 2023-2024, the steering committee used this data to refine the core beliefs and to draft strategic goals. Work groups developed action steps informed by community input. The steering committee once again sought community feedback via ThoughtExchange.

The strategic plan reflects the WCUUSD's core beliefs:

- Well-being

- Transparent and responsible leadership

- Community engagement and relationships

- Rigorous curriculum and instruction

- Humanity, justice, community, and belonging.

These values are woven into each of the three goals and reflected in the action steps. The strategic planning steering committee is grateful to the community for engaging in the process and sharing their vision for Washington Central Schools.

Strategic Planning Steering Committee

Special thanks to this dedicated group of educators and community members. They worked tremendously hard to solicit community input and synthesize community perspectives to create a vision that reflects our hopes and dreams for all WCUUSD students. Their thoughtful insights, deep listening, and collaborative work resulted in a strategic plan that will guide us for many years to come

Eric Anderson	School Board Member	East Montpelier
Yolanda Bansah	Student	Berlin
Kari Bradley	School Board Vice Chair	Calais
Arlyn Bruccoli	Teacher	Calais
Steven Dellinger-Pate	Principal	U-32
Flor Diaz Smith	School Board Chair	East Montpelier
Cat Fair	Principal	Calais
Jim Nichols-Fleming	Community Member	Berlin
Adrienne Magida	Community Member	Middlesex
Bekah Mandel	Parent	Middlesex
Jen Miller-Arsenault	Curriculum Director	Middlesex
Julie Moore	Community Member	Middlesex
Uriah Proctor-Mattingly	Teacher	Calais
Beth Stern	Educational Support Staff	Worcester
Chani Waterhouse	Parent	Worcester
Erica Zimmerman	Community Partner	East Montpelier

WCUUSD Mission and Core Beliefs

MISSION: WCUUSD exists to nurture and inspire in all students the passion, creativity, and power to contribute to their local and global communities.

Humanity, Justice, Community and Belonging:

Schools respect, value, and welcome all people. Our schools build belonging by honoring diversity, centering equity, and celebrating the different experiences we all bring to our community. We will continue to learn and adjust our practices to create a more just and humane world.
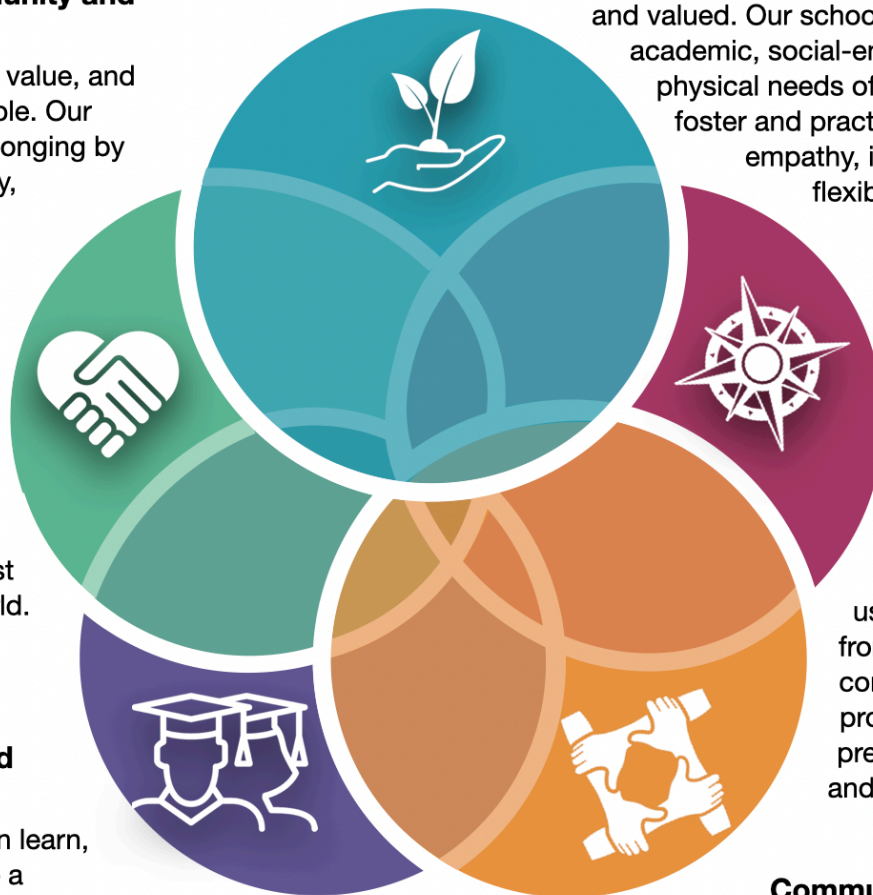
Well-Being:

Schools are spaces where people feel safe and valued. Our schools must meet the academic, social-emotional, and physical needs of all students. We foster and practice joy, kindness, empathy, inclusivity, and flexibility.

Transparent and Responsible Leadership:

All decisions about our schools must be student-centered. We make decisions using data and input from students and the community. Our processes are clear, predictable, inclusive, and transparent.

Rigorous Curriculum and Instruction:

ALL students can learn, thrive, and make a difference in their communities. Schools hold high expectations for all students and ensure they see their lives and the lives of others reflected in a meaningful curriculum. Educators nurture and inspire students so that students can direct their learning, celebrate their developing identities, pursue interests, and create meaningful pathways to graduation and lifelong learning.

Community Engagement and Relationships:

Strong, positive relationships are essential to our schools, communities, and students. We nurture connections among people and places. The community is engaged in our schools and our students are engaged in the local and global community.

Goals, Action Steps, & Indicators of Progress

Goal #1:

Build and nurture a culture of well-being and inclusivity.

Action Steps:

- WCUUSD will design and implement social-emotional learning standards, instruction, and assessments that foster emotional well-being and mental health.

- All WCUUSD schools design and implement plans to engage and build community and connectedness, both within and beyond their school buildings.

- WCUUSD will create a professional learning plan to ensure that all staff can create a safe and welcoming learning and working environment that supports equity, diversity, and inclusion in our schools.

- WCUUSD will expand our comprehensive assessment system to include measures of well-being and belonging so that we can celebrate strengths, provide opportunities for reflection, and hold schools accountable to high expectations for all students.

Indicators and Progress Measures

Existing indicators:
- Common Assessment System
- Board Monitoring Plan/Cycle
- Equity Indicators
- WCUUSD Communication and Engagement Plan

Potential indicators:
- WCUUSD Professional Learning Plan

Goal #2:

Challenge, empower, and engage each student through evidence-based instructional strategies and curriculum and varied educational opportunities.

Action Steps:

- WCUUSD will leverage its Comprehensive Assessment System to improve our proficiency-based system that holds high expectations for all students and is responsive to their strengths, needs, and interests.

- WCUUSD will partner with students to inform curriculum and instruction.

- WCUUSD will audit the opportunities in PreK-12 classrooms that ensure robust engagement in real-world authentic skills in and with the community, flexible pathways, and outdoor/place-based experiences.

- WCUUSD will leverage its professional development systems to support educators in their learning about:
    - ✦ Antibias and antiracist practices that create more inclusive learning environments and more diverse representation across the curriculum.
    - ✦ Universal Design for Learning so all students are engaged in the curriculum, have the supports they need to learn, and are challenged to meet high expectations.
    - ✦ The intentional integration of transferable skills into their instruction.

Indicators and Progress Measures

Existing indicators:
- Common Assessment System
- Education Quality Monitoring Plan
- Youth participation in existing structures (Curriculum Council, for example)

Potential indicators:
- Youth advisory council
- Regular feedback mechanisms
- UDL System and Educator Self Assessments
- WCUUSD Professional Learning Plan

Goal #3:

Foster and commit to responsive leadership that engages the community and communicates transparently.

Action Steps:

- W WCUUSD leaders will propose a financially sustainable configuration plan that supports the curriculum and culture goals.

- WCUUSD leaders will invest in staff and board development to support our three goal areas.

- WCUUSD leaders will create and strengthen existing connections between families, students, and communities.

- WCUUSD leaders will establish structures, policies, procedures, and accountability frameworks that support the implementation of the strategic plan and report on progress.

- The WCUUSD School Board will utilize its Education Monitoring Plan to monitor district progress toward the strategic plan, identify priority areas for investment, and support the work of the Superintendent as they implement the plan goals

Indicators and Progress Measures

Existing indicators:
- Configuration Study
- Board Goals
- Board Workplan
- WCUUSD Communication and Engagement Plan
- Board Handbook
- WCLT Structures
- Education Quality Monitoring Plan
- Educational Quality Standards