

BERLIN-BOYLSTON

PUBLIC SCHOOLS

STRATEGIC PLAN

2026 - 2031





Facilitated and Prepared by

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2026-2031

Berlin-Boylston Regional School District



Berlin-Boylston Regional School District

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PUBLIC SCHOOLS STRATEGIC PLANNING COMMITTEE

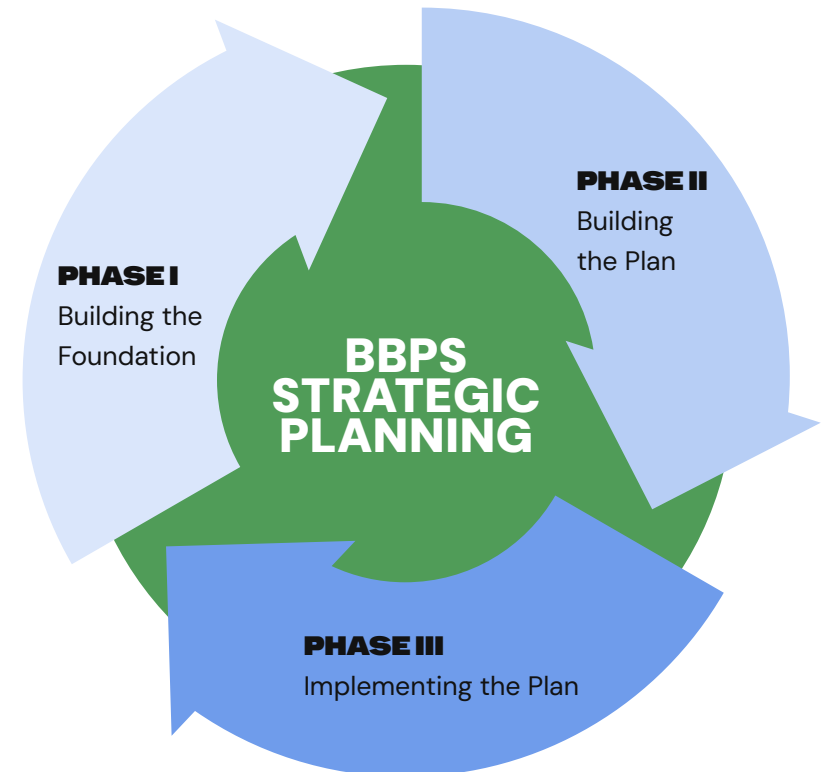
Albert Ganem	Interim Superintendent
Jannel Fitzpatrick	Director of Pupil Personnel Services
John Campbell	Principal of BMS / Director of Elementary Curriculum
Lisa Sequeira	Director of Curriculum and Grants
Christina Calvao-Medeiros	Parent from Boylston
Patty Inwood	BES Grade 4 Teacher
Nathen Wheeler	Tahanto MS/HS Math Teacher
Karla Galuska	Tahanto MS Science Teacher
Michael Blain	BES/BMS ML Teacher
Natalia Franjul	Tahanto HS Student
Olivia Carroll	Tahanto HS Student
Kate Valleli	Tahanto parent
Lisa Mair	School Committee Representative
Cheri Cox	Treasurer/Collector Town of Boylston
Bill Filsinger	Selectboard Vice Chair Town of Boylston
Sheena Brien	Fincom Member Town of Berlin
Lisa Wysocki	Selectboard Clerk Town of Berlin



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/guardians, staff, administrators, school committee, and the community, in order to best serve the educational community in the future.

Beginning in the Fall of 2025, members of the Berlin-Boylston Public Schools and the community came together to develop a strategic plan that would serve as a road map for improvement for the 2026–27 through 2030–31 school year. The following three-step strategic planning process was employed to help guide the planning process:







SUMMARY OF THE **STRATEGIC PLANNING PROCESS**

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 Berlin-Boylston Public Schools was collected and community input and feedback was solicited. A series of forums were conducted with parents/guardians, community leaders, school committee, staff, and district leadership team members. Ex-post facto data about the Berlin-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 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 core values, a vision, and a mission. 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 focus areas. The Strategic Planning Committee established strategic objectives for each focus area, key actions for each objective, and identified outcomes for each strategic initiative. A theory of action was also developed from the Focus Areas and mission.

PHASE THREE

In the final phase of the strategic planning process, the Strategic Planning Committee discussed how the newly developed contents of the district 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 Focus Areas.

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 regional school 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/guardians, community members, and staff, and then engaged in a great deal of conversation regarding the aforementioned questions and developed the following mission statement:

“

Students are our highest priority. In partnership with our communities, we support and empower all to achieve personal success and develop into engaged, responsible members of society.

THE MISSION STATEMENT



CORE VALUES

The Berlin–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 were established:

- **WE ALL BELONG**
- **CARE FOR YOURSELF
AND OTHERS**
- **DO YOUR PART**
- **USE YOUR MIND**
- **EMBRACE INNOVATION**
- **DO YOUR BEST**

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.

**A community
where everyone
belongs, is
supported, and
is prepared
to thrive.**

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.

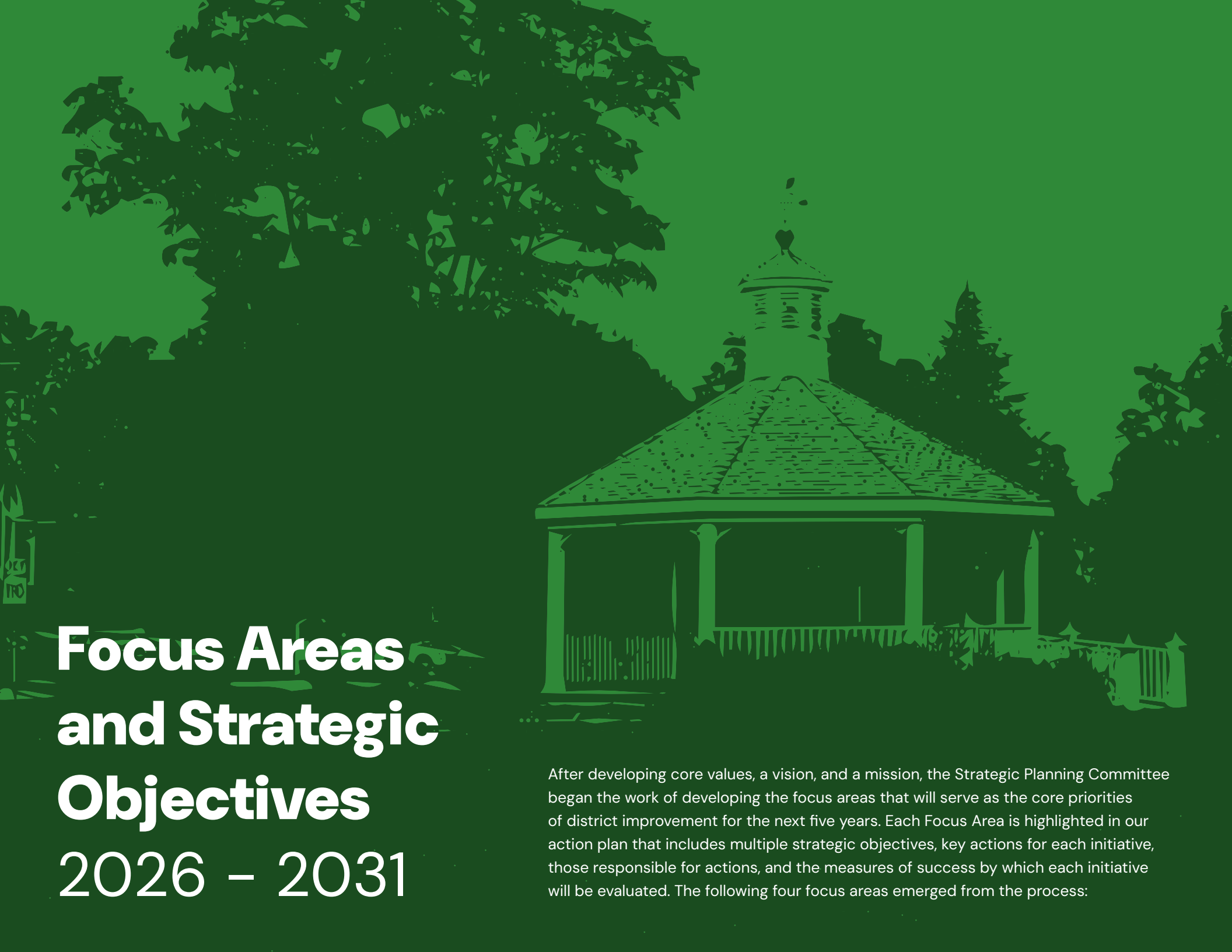
IF we:

- ✓ PRIORITIZE ACADEMIC EXCELLENCE
- ✓ CULTIVATE HOLISTIC STUDENT SUPPORT
- ✓ ENSURE OPERATIONAL EXCELLENCE
- ✓ FOSTER UNIFIED COMMUNITY ENGAGEMENT

THEN we:

Will be a community where everyone belongs, is supported, and is prepared to thrive.





Focus Areas and Strategic Objectives 2026 – 2031

After developing core values, a vision, and a mission, the Strategic Planning Committee began the work of developing the focus areas that will serve as the core priorities of district improvement for the next five years. Each Focus Area is highlighted in our action plan that includes multiple strategic objectives, key actions for each initiative, those responsible for actions, and the measures of success by which each initiative will be evaluated. The following four focus areas emerged from the process:

FOCUS AREA

1

TEACHING AND LEARNING

Objective

Enhance student achievement and career preparedness across the district by implementing a data-driven, vertically aligned instructional framework that prioritizes foundational literacy, rigorous core academics, and diverse career pathways.

Initiative: Professional Development

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Develop a consistent PD calendar year to year and throughout the year. Establish a PD committee to identify and commit to PD goals (1 elementary, 1 middle/high) Survey staff to inform PD topic / PD process decisions - Determine what they are struggling with - What areas would they like support? Identify and commit to integrated PD Goals Develop a rubric to evaluate PD planning Complete a yearly PD plan by May 1st of the previous year.	Ongoing annually Survey staff before January 2027 committee meeting Committee begins January 2027 Committee develops rubric for presenters by June 2027	Superintendent Directors Principals	Multi-year Professional Development Plan Focused, intentional professional development days Teacher Retention

TEACHING AND LEARNING

Initiative: Curriculum Review

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Review and revise current curriculum review calendar (will be influenced by subscription starts/renewals) Review and adopt a curriculum review rubric and process	June 2027	Curriculum Director	Consistent curriculum implementation Updated curriculum mapping/ scope and sequence at all levels

Initiative: Middle school experience – time on ELA/Math

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Evaluate the time blocked for middle school core subjects Differentiate expectations for each of the grade levels, reflecting student needs Focus on non-fiction as students progress	June 2030	Middle School Assistant Principal MS Team Leads Department Chairs	Increased time for ELA in grades 6–8 Multi-Tiered Student Support tracking Integrate non-fiction in grades 6–8, reflected in scope and sequence

1 TEACHING AND LEARNING

Initiative: Literacy – Whole District, K–5

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Develop a 3 year literacy committee that interprets standards and informs the broader teaching community in order to support clear expectations for teaching staff and support from administration for implementations. Adopt and implement a standards based Science of Reading based ELA PK – 5 curriculum. Hire an elementary ELA coach for FY28 to support effective implementation of ELA curriculum. Promote stronger literacy skills at the middle and high school levels through skilled staff and supportive scheduling	September 2026 to September 2029 First budget draft October 2026	Curriculum Director with support of Directors and Principals	Consistent use of academic language grade to grade in student work Used to drive educator goals Enhanced teacher scope of knowledge By end of 3rd grade 90% of students meet or exceed expectations Improved Student Scores Scope and sequence Multi-year plan

TEACHING AND LEARNING

Initiative: Data Review and Collection

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Identify appropriate assessment tools Identify time for PLC meetings Create a common access point for data across grades	Tools and meetings reviewed annually Common access – June 2031		Shared dashboard between grades

Initiative: Career/Pathway Programming

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Create a partnership with MassHires Investigate and study the opportunities available within the community Identify 2–3 viable concentrations to schedule courses and identify staffing Coordinate community resources to support career connections	June 2030	High School Principal Guidance Department Chair Director of Curriculum	Implementation of concentrations and eventually pathways Indication on Transcript for Seniors Increased hands-on programming Implementation of myCap (DESE)

FOCUS AREA

2 COMMUNICATION

Objective

Strengthen the partnership between the district and the community by establishing a robust, two-way communication framework that ensures PK-12 transparency, fosters active engagement, and provides accessible, timely information to all stakeholders.

Initiative: Comprehensive district communications plan

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Form exploratory group to determine who and how the website can be improved and continuously updated, and budget yearly for it Consider consolidating Superintendent's, Principals', and school committee weekly newsletters Form advisory group of parents to be trained on how to maintain positive, engaging, and informative social media accounts for Superintendent, and schools BMS, BES, Tahanto Investigate hiring a shared communication expert that specializes in school communication Meet with town managers of Berlin and Boylston to determine how to improve two way communication with residents Ensure that the School Committee approved communication plan is on website, emails, in handbooks, and is updated regularly Encourage open office hours for School Committee, Superintendent, and other local elected officials Weekly Superintendent communication Consistently maintain clear communication about budget, the budget process, and how money is spent throughout the fiscal year Use the Strategic Plan as a communication tool	2026-2027 Develop and adopt plan 2027-2028 Implement across district 2028-2031 Maintain and refine	Boylston Rep Berlin Rep Central Office School Committee Rep	A documented plan and procedure for communications Stakeholders are aware/informed of the plan Website is current and easy to navigate Increased transparency and engagement within the school communities

FOCUS AREA

2 COMMUNICATION

Initiative: Consistent two-way communication between schools/district and families

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Establish regular opportunities for stakeholder feedback (surveys, forums, listening sessions) Create consistent structures for two-way communication at the school and district level Ensure feedback is reviewed and informs decision-making processes Communicate back to stakeholders how input is used (“you said, we did”)	2026 – 2028 Set up surveys, forums, advisory groups Build feedback loops Start using them 2027–2031 Increase participation Improve quality of engagement Actually use feedback in decisions Refine what works / drop what doesn’t	Elementary parents Middle School parents Tech Department Superintendent School Committee	Conferences redesign Enhanced communication between all stakeholders Increased stakeholder engagement and feedback.

FOCUS AREA



STUDENT SUPPORT

Objective

Cultivate a student-centered environment that promotes equity, well-being, and academic growth by institutionalizing comprehensive support systems, diverse instructional models, and expanded opportunities for student agency and extracurricular engagement.

Initiative: Consistent staffing across buildings

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Personnel audit, including calculation of staff: student ratios Survey MS/HS students and families for preferred electives Integrate into the budget process	Ongoing annually	Superintendent Principals Directors	Appropriate staffing ratios Identified electives and budget/ hire staff as needed

Initiative: Transition planning

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Establish consistent transition plans for rising K, rising 6th and rising 9th graders Embed transitions into the district calendar of transition events Integrate into the budget process	January 2027	Principals Directors K teachers 5th / 6th teachers 8th/9th grade teachers	Improved feedback regarding transition processes between buildings

STUDENT SUPPORT

Initiative: Multi-Tiered Systems of Support (MTSS)

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Committee review to map resources and needs Analyze the systems and needs of MTSS Unify Processes across the district (IST/SST, forms, data collection) District Curriculum Accommodation Plan (DCAP) PD for staff	June 2031	Director of PPS Director of Curriculum Principals School Committee	Increased access to Tier 2 and 3 services Strengthened documentation to ensure the transfer of information from grade/grade school/school

Initiative: Social Emotional Programming

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Educate staff on the purpose of STAAG Expansion/implementation of social/emotional programming Establish Positive Behavioral Interventions and Supports committee to review (PBIS) Process	June 2029	Principals Guidance Departments Director of PPS	Increased awareness of STAAG (BRYT) program for students and staff Documented PBIS plan

STUDENT SUPPORT

Initiative: Co-Teaching

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Fall/Winter 2026 program review for co-teaching (special education and EL) Study and implementation of recommendations Co-teaching Professional Development Scheduling committee to ensure co-planning time and fidelity	June 2030	Director of PPS Principals Special Ed Coordinators	Increased number of co-taught classes district-wide

Initiative: Student Voice and Agency

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Determine representation on committees – include one or more students Communicate consistently to students when there are opportunities to speak/advocate at School Committee or other community meetings	Fall 2027 and annually thereafter	Superintendent Principals	Active Advisory Councils Visible student leaders

STUDENT SUPPORT

Initiative: Enrichment Programming

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Develop a committee for after-school elementary enrichment activities Clarify the process of starting a club (embed in handbook, orientations, etc). Secure grant opportunities for new enrichment activities	January –June 2028	Principals	Student interest survey at all levels Additional opportunities for enrichment Articulated grade-level extension activities

Initiative: Co-Op Athletics

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Research options for partnering with other districts	Ongoing	Athletic Director	Enhanced athletic opportunities for students

FOCUS AREA

4

FACILITIES, FINANCE AND HUMAN CAPITAL

Objective

Ensure long-term district success by optimizing human resources, facilities, and financial planning to support a high-quality professional workforce and student learning.

Initiative: Transportation

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Conduct feasibility study Charging for shortfall between state funding and cost of buses Regional transportation study Evaluate routing, scheduling, cost structures Legislative Advocacy	2026–2027 Study and analysis 2027–2028 Planning and decision-making 2028–2031 Implementation and refinement	The Towns Finance Director Superintendent Bus Company Legislators School Committee	Regional study Presentation to the public Advocacy at the state level

Initiative: Health Care Costs

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Create focus groups Analyze current and near-term health care cost drivers Explore cost-sharing or regional options Negotiate with unions Assess whether there is a potential to combine with town employee plans	2026–2027 Analyze costs and develop strategy 2027–2028 Implement cost management strategies 2028–2031 Monitor and refine (Teacher contract dependent)	Director of Finance Superintendent School Committee Union Rep School Committee	Present findings to stakeholders A plan to address health care costs



FACILITIES, FINANCE AND HUMAN CAPITAL

Initiative: Capital Planning

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Update/Create Facilities Assessment • Inventory • 3yr/5yr schedule • Maintenance manuals Update/Create Preventative maintenance/ contracts/service providers	2026–2027 Assessment and planning 2027–2028 Publish plan 2027–2031 Implementation and updates	Business Manager Superintendent Town Capital Committees Town Administrators School Committee	Publish and share facilities assessment plan Publish and share preventative maintenance/contract/ service providers plan

Initiative: Human Resource Support

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Analyze current HR needs Reach out to towns to see how they are conducting HR services Request For Proposal process for HR vendors Cost analysis	Ongoing	Superintendent Human Resources School Committee	Established HR vendor Defined HR resources plan 20% on site presence



FACILITIES, FINANCE AND HUMAN CAPITAL

Initiative: Staff Recruitment, Support, and Retention

ACTION STEPS	TIMELINE	LED BY	MEASURE OF SUCCESS
Recruit high quality staff - Review recruitment practices - Review/new mentorship program Completion of a multi-year professional development plan Increased staff application of learning in classrooms and roles Conduct employment climate surveys - Create action plan based on data Provide student teaching opportunities - College outreach - Partnerships with Worcester schools Review current staff retention levels Conduct an Engagement survey - Create action plan based on data Exit interviews to collect information and data on why staff leave Advocate for compensation for committee work	Ongoing	Curriculum Director Superintendent Human Resources School Committee	Increased staff retention Evidence of implementation in classroom and role-based practice, supported by walkthroughs, staff reflection and collaborative planning Employment climate survey Completed engagement survey Mentorship opportunities Increased number of student teachers in district Established and sustained student teacher pipeline that increases placement and supports future recruitment

BERLIN-BOYLSTON

2026 - 2031



PUBLIC SCHOOLS STRATEGIC PLAN

THE MISSION

Students are our highest priority. In partnership with our communities, we support and empower all to achieve personal success and develop into engaged, responsible members of society.

THE VISION

A community where everyone belongs, is supported, and is prepared to thrive.

1 Teaching & Learning

Boost student success and career readiness across the district through strong literacy, core academics, and diverse career pathways.

2 Communications

Boost community trust and engagement with clear, open, and transparent communication.

3 Student Support

Support the whole student by giving them the resources, learning choices, and activities they need to thrive.

4 Facilities, Finance and Human Capital

Invest in our staff, facilities, and budget to create a strong foundation for student success.

Theory of Action

Focusing on strong academics, student support, smart operations, and community ties creates an inclusive environment where everyone can thrive.

The Strategic Foundation

- WE ALL BELONG
- CARE FOR YOURSELF AND OTHERS
- DO YOUR PART
- USE YOUR MIND
- EMBRACE INNOVATION
- DO YOUR BEST

Our work is built on a foundation of inclusion, mutual care, responsibility, critical thinking, innovation, and personal excellence.



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