

Scituate Public Schools

# Strategic Plan 2023-2028



# Scituate Public Schools

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*Facilitated and Prepared by*

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



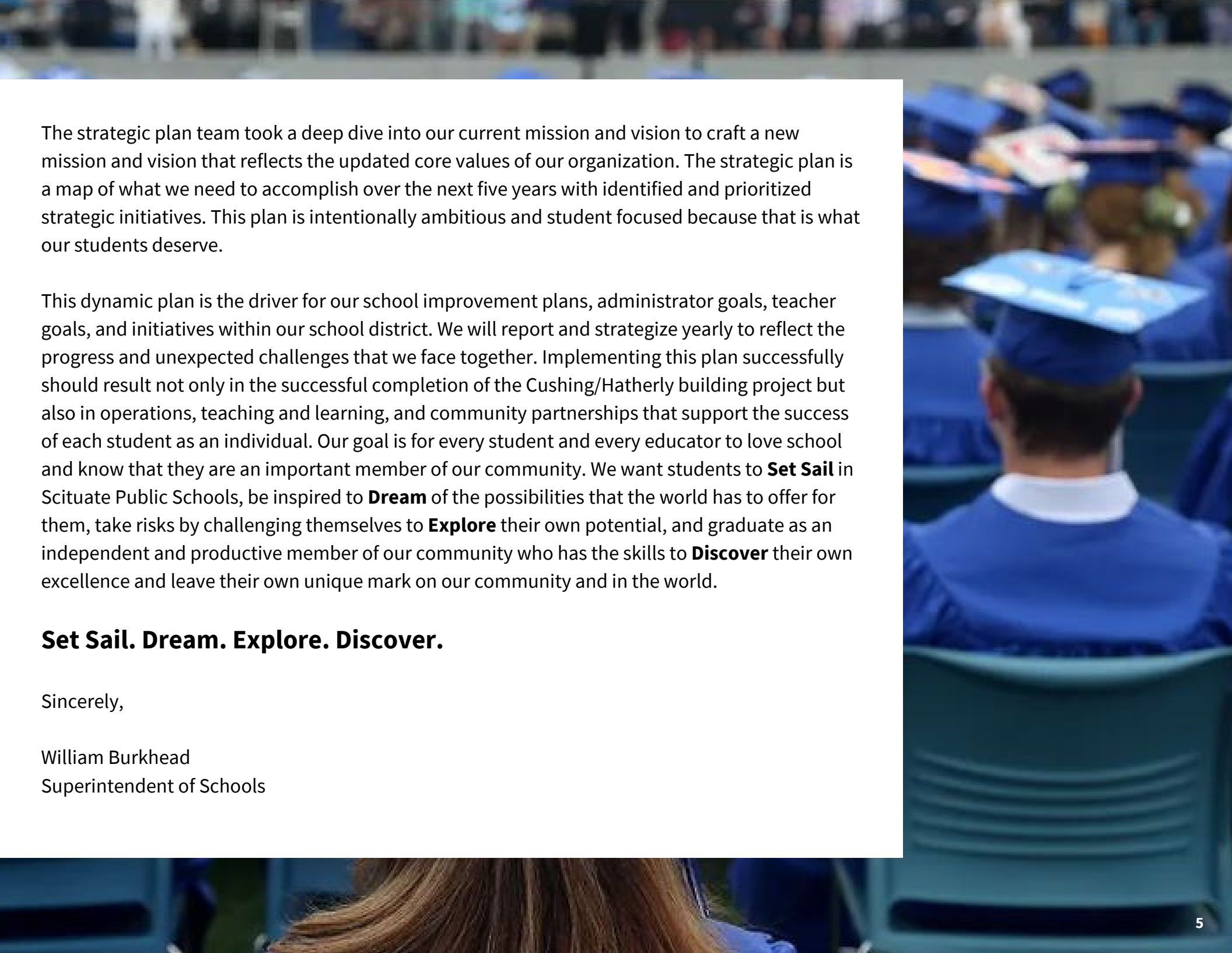
How do we define excellence? This question and many others like it drove our conversations as the strategic planning team synthesized data and statistics, poured over artifacts representing Scituate Public Schools, and debated what our school system needs to do and to be in order to best serve our students. I want to thank the 22 people who comprised our strategic planning team for their tireless work to help Scituate Public Schools focus our priorities that will drive our actions for the next five years.

Work for this five year strategic plan began in the spring of 2022 when we initially reviewed a number of vendors, but ultimately decided to work with Teaching Learning Alliance (TLA) to facilitate this important work. During the 2022-2023 school year, we dove into the process with:

- the collection of multiple data sources
- selection of a representative Strategic Planning Committee
- a community feedback survey and ThoughtExchange
- in person student, staff, and parent/community focus groups
- six rigorous strategic planning evening work session meetings with the full committee led by TLA

This strategic plan reflects the hard work of 22 individuals who, working alongside TLA, strived to ensure that the voices of students, educators, staff, and community members are represented in our common core values, vision, mission, and overall priorities for the next five years.





The strategic plan team took a deep dive into our current mission and vision to craft a new mission and vision that reflects the updated core values of our organization. The strategic plan is a map of what we need to accomplish over the next five years with identified and prioritized strategic initiatives. This plan is intentionally ambitious and student focused because that is what our students deserve.

This dynamic plan is the driver for our school improvement plans, administrator goals, teacher goals, and initiatives within our school district. We will report and strategize yearly to reflect the progress and unexpected challenges that we face together. Implementing this plan successfully should result not only in the successful completion of the Cushing/Hatherly building project but also in operations, teaching and learning, and community partnerships that support the success of each student as an individual. Our goal is for every student and every educator to love school and know that they are an important member of our community. We want students to **Set Sail** in Scituate Public Schools, be inspired to **Dream** of the possibilities that the world has to offer for them, take risks by challenging themselves to **Explore** their own potential, and graduate as an independent and productive member of our community who has the skills to **Discover** their own excellence and leave their own unique mark on our community and in the world.

**Set Sail. Dream. Explore. Discover.**

Sincerely,

William Burkhead  
Superintendent of Schools

# Strategic Planning Committee Members

**William Burkhead**

Superintendent of Schools

**Heidi Driscoll**

Assistant Superintendent

**Robert Dutch**

Director of Business and Finance

**jamele adams**

Director of Diversity, Equity, and Inclusion

**Michele Boebert**

Director of Special Education

**Tammy Rundle**

Department Chair

**Tracy Riordan**

Elementary Principal

**Karen Hughes**

High School Assistant Principal

**Greg Ranieri**

Department Chair

**Megan Gregory**

Curriculum Coordinator

**Joe Pumphrey**

High School Educator

**Elizabeth Horne**

Elementary School Educator

**Nicole Gracia**

Elementary School Educator

**Nicole Brandolini**

School Committee Member

**Carey Borkoski**

School Committee Member

**Louisa Kinsley**

Scituate High School Student

**Jane Ryan**

Scituate High School Student

**Emmanuel Grant**

Scituate High School Student

**Kate Fardink**

Elementary PTO

**Laurie Schneider**

Secondary PTO

**Gavin Quinlan**

Secondary PTO

**Val Baker**

Community Member at Large

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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.

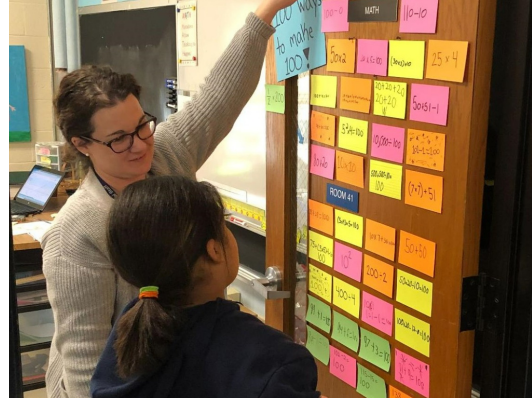
In the Winter of 2023, members of the Scituate Public Schools and community came together to develop a strategic plan that would serve as a road map for improvement for the 2023 through 2028 school years. The following three-step strategic planning process was employed to help guide the planning process:

**Phase 1**  
**Building the Foundation**

**Phase 2**  
**Building the Plan**

**Phase 3**  
**Implementing the Plan**





**Phase 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 Scituate 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 Scituate 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 and Phase 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 2022-2023 Superintendent and School Committee Goals were assessed to inform the development of a new strategic plan. During Phase Two work, members of the Strategic Planning Committee analyzed internal and external data collected in order to identify focus areas. The Strategic Planning Committee established a strategic objective for each focus area, developed strategic initiatives for each objective, and identified outcomes for each strategic initiative. The Strategic Committee also revisited the vision in this phase to ensure it represented the mission of the Scituate Public Schools.

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 developed that will be employed to ensure that district improvement would highlight the identified focus areas. The graphic below highlights the process for using the strategic plan to guide the district in shared vision and vertical alignment of goals.





# The 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 core values of our school community?
- What are the strengths and challenges in our district?

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, support, and challenge** *all learners* to reach their unique potential

# Core Values

The Scituate 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 reach every student by:**

Ensuring Equity

Nurturing Perseverance,  
Growth, and Achievement

Valuing Love,  
Inclusion, and Trust

Investing in Safety

Engaging with the Community







# 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.

**Set Sail. Dream.**  
**Explore. Discover.**



# 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:

- ➔ provide learning experiences in a safe, challenging, equitable, and inclusive environment that enhance achievement for every student
- ➔ engage and expand partnerships through a culture of love, inclusion, and trust
- ➔ continue to support effective and transparent communication with feedback opportunities, and
- ➔ leverage school operations and resources to reflect district priorities with a continued focus on the Cushing/Hatherly MSBA project



**Then together, we inspire,  
support, and challenge  
all learners to reach their  
unique potential.**



# Strategic Objectives and Strategic Initiatives 2023 - 2028

After developing a mission, core values, and a vision, the Strategic Planning Committee began the work of developing the focus areas that will serve as the core focus of district improvement for the next five years. Each focus area is highlighted in an action plan that includes a strategic objective, multiple strategic initiatives, outcomes, timeline and responsibility. The following three strategic objectives emerged from the process:



**Teaching, Learning, and Leading**



**Communication and Community Partnerships**



**Finance, Facilities, Personnel, and Technology**



## Strategic Objective #1:

# Teaching, Learning, and Leading

Provide authentic student experiences in a safe, equitable and inclusive environment that enhances achievement for all students through aligned and high-quality curriculum utilizing strong instructional practices facilitated by a highly qualified diverse workforce.

Strategic Initiative	Outcome	Timeline	Responsibility
Implement the three priority recommendations from the equity audit	Students and staff understand how to create a culture of LIT and actively work to ensure all individuals have a sense of belonging.	2023 - 2028 & Beyond	Director of Diversity, Equity, and Inclusion
Expand knowledge and uniform practices of Multi-Tiered Systems of Support	All SPS students have the academic and social emotional skills to find success both in school and after graduation	2023 - 2028 & Beyond	Director of Special Education
Maintain a documented curriculum in alignment with state standards	All SPS students have a vertically and horizontally aligned curriculum experience across grades, schools, and courses driven by the SPS Portrait of a Graduate.	2023 - 2028 & Beyond	Assistant Superintendent





## Strategic Objective #2: Communication and Community Partnerships

Strengthen communication to build support and collaboration among school, community, and town partners.

Strategic Initiative	Outcome	Timeline	Responsibility
Enhance communication systems and strategies	Students, families, and staff have clear, concise, consistent, accurate, timely and easily accessible information and opportunities for two-way communication and feedback.	2023 - 2028 & Beyond	Superintendent
Create/Sustain a series of events that communicate, celebrate and support our core values with students, staff, and families	Core values drive the action of our students and staff	2023 - 2028 & Beyond	All Central Office







### Strategic Objective #3:

# Finance, Facilities, Personnel, and Technology

Leverage school operations and resources to reflect district priorities with a continued focus on the Cushing/Hatherly MSBA project

Strategic Initiative	Outcome	Timeline	Responsibility
MSBA Project	Successful completion of MSBA Cushing/Hatherly project	2023 - 2027	Director of Business and Finance
Create a comprehensive technology plan	Appropriate technology to support student learning and instruction. Sustainable technology/infrastructure	2025 - ongoing	Director of Technology
Establish programs and support mechanisms to recruit and retain staff and ensure appropriate staffing levels	Staffing levels that meet the needs of all students through a highly qualified & diverse workforce	2024 - ongoing	Director of Human Resources
SPS safety practices and protocols prioritize safety and security	SPS students and staff feel safe and secure in our maintained & up-to-date facilities	2024 - ongoing	Assistant Director of Facilities

# Scituate Public Schools Strategic Plan

2023-2028

## Our Mission

Together, WE inspire, support, and challenge all learners to reach their unique potential

## Our Vision

Set Sail. Dream. Explore. Discover.

## Our Core Values

WE reach every student by:

## Strategic Objectives



**Teaching, Learning, and Leading**



**Communication and Community Partnerships**



**Finance, Facilities, Personnel, and Technology**

**Ensuring Equity**

**Nurturing  
Perseverance, Growth,  
and Achievement**

**Valuing Love,  
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**Investing in Safety**

**Engaging with  
the Community**





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