

# Scituate Public Schools



**Strategic Plan: 2018 – 2023**

*We are crew*

## Scituate Public Schools Strategic Plan: 2018 - 2023

Guided by our core values and mission, the district's strategic plan articulates a vision for the future of the Scituate Public Schools and outlines the priorities, strategic objectives and action plans to realize that vision. The plan is intended to serve as our compass; directing our focus, energy and resources to continually improve our district over a five year period. Its design ensures that the district's strategic plan is relevant and actionable at all levels of our district; from our School Committee, to our schools, to our classrooms.

The content of our plan is a result of input from a range of stakeholders including: school committee, teachers, students, parents, principals, department chairs, coordinators and community members. Developing this plan involved an analysis of the educational needs of our students, now and into the future. In addition to input from stakeholders, the development included a review of student achievement and growth data as well as national and worldwide labor and occupational projections. From beginning to end, the plan is designed to reflect the priorities of our school community and ultimately, to prepare our students for success long after they leave the Scituate Public Schools. This strategic plan is a dynamic and transparent document. It allows the community to view our priorities and objectives and see action plans in real time. It allows our staff to regularly monitor our own progress and update action steps annually to ensure that our district makes steady, incremental progress to achieve our priorities. The document itself is composed of several elements that guide our work and each is outlined below.

**Core Values:** They represent the common beliefs of our school community. They shape who we are as a team and what we do every day to give our students the very best education.

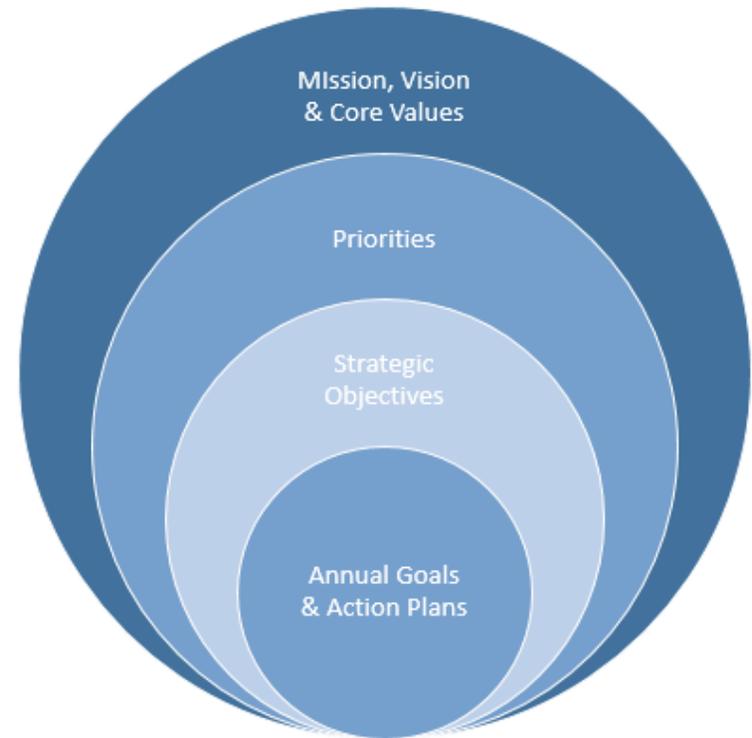
**Mission:** Our mission drives our program and services for students and this community. It is centered on student success and achievement. A strong mission statement is typically 1-2 sentences that embodies the primary focus of our work.

**Vision for the future:** The vision offers a snapshot into the future of our district five years from now. It honors our history and describes how we will evolve and grow to meet students' needs in an ever changing society. It follows through on current initiatives and pushes us to grow and to never rest on our laurels.

**Priorities:** The Scituate Public Schools has outlined five priorities over the next five years. Our priorities reflect the core values, mission and vision for the future. For each priority, our district articulates what that priority will look like by 2023 as well as steps to achieve it through a set of strategic objectives. Ultimately, achieving our priorities helps us realize our vision for the future and stay true to our mission. The priorities of the district are overseen by the Scituate School Committee and Superintendent of Schools.

**Strategic Objectives:** Each district priority is broken down into a finite set of strategic objectives. Strategic objectives lay out a road map to achieve each priority through a clear theory of action. If we accomplish all the strategic objectives, then we will achieve our priority. And if we achieve all of our priorities, then we will realize our vision and ultimately deliver on our overall mission. Each objective is assigned strategy coordinator(s). Typically, this is a leader or leaders within the district who bring unique expertise to the work and help direct the efforts toward achieving a particular objective. Coordinators ensure that each strategic objective is led to success. While there are coordinators for each objective, our entire faculty and staff contribute to achieving it through annual goals and action plans.

**Annual Goals & Action Plans:** Each year, the district self-reflects and evaluates our progress in the strategic plan. As part of that process, annual goals and action plans are developed for each objective. The goals and action plans are developed by an action planning team, led by the strategy coordinator. Annual goals serve as incremental targets for progress toward a strategic objective. These ‘through-lines’ allows school leaders and teachers to develop professional practice goals that support district priorities in our classrooms each day. Annual goals are structured as SMART goals: Specific, Measurable, Achievable, Realistic and on a Timeline.



**Core Values:** The Scituate Public Schools believes in

*Building relationships as the foundation for a safe and supportive community  
Success for all students  
Active engagement in learning  
A growth mindset that fosters personal excellence, resilience and perseverance  
Integrity, mutual trust, collaboration and respect for all  
Embodying these values is everyone's responsibility*

**Mission:** The Scituate Public Schools mission is to...

*Graduate well-rounded global citizens with the skills, passion & confidence to make a positive impact in our world.*

**Vision for the Future:** By 2023, The Scituate Public Schools will be...

*A district known for its innovative, world class education. The Scituate Public Schools prepares its students to succeed in an increasingly globalized society by providing authentic, consistent & innovative curriculum. Our educators meet the needs of all students through engaging, rigorous & research based instructional pedagogy. Our students actively engage in their learning, in schools with flexible learning spaces. Our students graduate as resilient, balanced and well-rounded global citizens able to make positive impact in the world.*

# 2018 – 2023 Strategic Plan

District Priorities	Strategic Objectives
<p>1. Authentic, consistent and innovative curriculum</p>	<p><a href="#">1.1</a>: Develop and publish Understanding by Design (UbD) curricula reflecting common, consistent learning experiences and Performance based Assessments (PbAs) for all students.</p> <p><a href="#">1.2</a>: Develop and implement a district wide curriculum review and revision process to ensure that curriculum is current and able to meet changing educational needs.</p> <p><a href="#">1.3</a>: Establish and implement cross curricular, public facing, Project based Learning (PbL) experiences that reinforce problem solving, creative thinking &amp; communication skills.</p> <p><a href="#">1.4</a>: Adopt norm referenced assessments for literacy and mathematics throughout Scituate elementary schools.</p> <p><a href="#">1.5</a>: Expand STEAM (Science, Technology, Engineering, Arts &amp; Mathematics) curricula and learning experiences through student-centered learning and computer science education.</p>
<p>2. Engaging and rigorous pedagogy to educate all students</p>	<p><a href="#">2.1</a>: Engage every student in their learning by utilizing high impact, best teaching practices.</p> <p><a href="#">2.2</a>: Differentiate instruction, personalize learning and use data to meet the diverse needs of all students.</p> <p><a href="#">2.3</a>: Develop and implement a high quality, co-teaching instructional model to support the diverse learning needs of all students in the most inclusive environment.</p> <p><a href="#">2.4</a>: Establish a comprehensive District Professional Development plan to support all staff, including non-teaching staff.</p> <p><a href="#">2.5</a>: Expand flexible, virtual and offsite learning opportunities to meet unique educational needs and broaden the experience for all students.</p>
<p>3. Developing resilient, balanced and healthy students</p>	<p><a href="#">3.1</a>: Implement a Restorative Practices model that promotes respectful relationships.</p> <p><a href="#">3.2</a>: Implement a developmentally appropriate and culturally proficient continuum of Social/Emotional Learning (SEL) curriculum PK-12.</p> <p><a href="#">3.3</a>: Provide students with expanded, high quality opportunities for personal growth and excellence in academic, artistic and athletic experiences &amp; achievements in and beyond the classroom.</p> <p><a href="#">3.4</a>: Strengthen and consistently implement PK-12 Response to Intervention (RTI) processes to reflect social/emotional needs.</p>

<p>4. Flexible learning environments &amp; structures that support innovative, authentic education</p>	<p><a href="#">4.1</a>: Develop and implement a plan for SPS elementary schools that effectively supports an equitable &amp; sustainable 21st century elementary education experience for all students through addressing organizational, structural and facility needs.</p> <p><a href="#">4.2</a>: Create elementary schedules &amp; structures that supports rigorous, well rounded, 21<sup>st</sup> century educational experiences.</p> <p><a href="#">4.3</a>: Create secondary schedules &amp; structures that support rigorous, well rounded, 21<sup>st</sup> century educational experiences and provide access to programs across the combined middle-high school campus.</p> <p><a href="#">4.4</a>: Implement a comprehensive facilities maintenance &amp; capital plan and a system through which maintenance needs can be reported, communicated, tracked and addressed.</p> <p><a href="#">4.5</a>: Determine starting times and tiers for all schools that best support the needs of students and families.</p>
<p>5. Local to global community engagement &amp; partnership</p>	<p><a href="#">5.1</a>: Develop an SPS alumni network to engage alumni with our school district.</p> <p><a href="#">5.2</a>: Create opportunities for all students to develop and demonstrate global competency.</p> <p><a href="#">5.3</a>: Explore collaborative partnerships with local and regional organizations including parent organizations, higher education, non-profits, businesses &amp; corporations.</p> <p><a href="#">5.4</a>: Increase cultural proficiency and diversity throughout our district and community.</p> <p><a href="#">5.5</a>: Provide all students with authentic civics learning experiences and register all graduates to vote.</p>

**“We are crew”**: This motto (originally “We are crew, not passengers”) was coined by Kurt Hahn, founder of Outward Bound. He was a champion of authentic, hands-on, engaging, cross-curricular learning experiences long before these ideas were adopted in public education. Beyond a nautical metaphor & commitment to innovative, engaging education, the spirit of this statement resonates with the mission and core values of the Scituate Public Schools. ‘We are crew’ means that all members of our district are active contributors to education in Scituate. Students, teachers, staff, parents, community – we are *all* crew. The spirit of ‘Crew’ evokes our core values of collaboration, perseverance and mutual respect. ‘Crew’ connects to our mission and illustrates that the path to graduation starts in pre-school; not high school. It reminds us that to be successful, we must all work together and take an active role in the success of our students every day.

## **Indicators of Student Achievement**

Ultimately, the outcome of our strategic plan is our student's success and achievement. Since there is no singular measure of student success, we consider multiple measures across a range of indicators. These measures serve as data points in a feedback loop for our plan. They allow our district to self-reflect on student growth & achievement and analyze our progress at the individual, classroom, school and district levels. Below are 8 selected indicators. Taken individually, each shows only a small snapshot but viewed as a whole, they provide us with a comprehensive view of student achievement throughout the Scituate Public Schools. This list is by no means exhaustive, nor is it intended to be. These multiple measures serve as mile markers; ensuring that the work we do every day with our students supports their growth and achievement in a range of areas.

**Success after Scituate Public Schools:** The ultimate measure of a school district is how its students do after they graduate. SPS is creating an alumni network with the intention of getting high quality feedback from our graduates regarding how SPS prepares them for life after graduation.

1. SPS Alumni Achievement

**Social/Emotional Indicators:** The Scituate Public Schools is focused on fostering well-rounded, well-adjusted and balanced students. We consider students' social and emotional wellbeing just as important as the academic standing. Our indicators range from culture and climate to student wellbeing as well as participation and achievement in extra-curricular experiences beyond the classroom.

2. School Culture & Climate Survey
3. PEAR Survey PK-12
4. Academic, Artistic & Athletic Participation & Achievement

**Authentic, performance based & standardized academic indicators:** Our district utilizes a combination of performance based and standardized assessments as indicators of academic growth and achievement across the district. This blended approach allows us to assess student growth in authentic ways while still preparing them for the standardized testing models employed at the state and national levels.

5. Performance based Assessments (PbA) & Authentic Exhibitions of Learning
6. Elementary reading and mathematics assessments
7. MCAS
8. Advanced Placement (AP) Participation & Performance