



# WACHUSETT REGIONAL SCHOOL DISTRICT

## STRATEGIC PLAN

2007-2012



# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

January 2008

It is with pleasure and enthusiasm that I present you with the Strategic Plan of the Wachusett Regional School District. This plan will guide the efforts our schools for the next five years as we strive to provide our students with the best education that funding allows.

The Strategic Plan is the product of the collective efforts all elements of our regional community. The driving force behind the plan was a Steering Committee comprised of parents, town officials, School Committee members, faculty and administrators. This group examined input from numerous focus groups that represented each and every stakeholder in our District. The Steering Committee utilized this input in its development of vision and mission statements that served as basis for the twenty goals that are at the core of our plan. These goals will serve as the cornerstone of our planning efforts for the next five years.

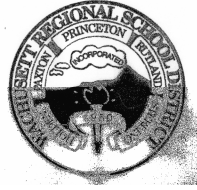
It is my hope that a review of this plan will better acquaint you with the work that we do in our schools. We sincerely appreciate the support that you have provided to our schools in the past and hope that you will continue to support us as we attempt to complete the work that is called for in our Strategic Plan.

Sincerely,

Thomas G. Pandiscio, Ed.D.  
Superintendent of Schools

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# WACHUSETT REGIONAL SCHOOL DISTRICT

## STRATEGIC PLAN

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### STRATEGIC PLAN STEERING COMMITTEE

GLENN GAUDETTE, CHAIR, PARENT  
CHARLES BLANCHARD, COMMUNITY REPRESENTATIVE  
ELIZABETH BRENNAN, PARENT  
MARY CRINGAN, ADMINISTRATOR, PRINCIPAL, THOMAS PRINCE SCHOOL  
C. ERIK GITHMARK, ADMINISTRATOR, PRINCIPAL, CENTRAL TREE MIDDLE SCHOOL  
RACHEL GRABEK, FACULTY, TEACHER, CHOCKSETT MIDDLE SCHOOL  
MELINDA JOHNSON, SUPPORT STAFF, SCHOOL NURSE, DAWSON ELEMENTARY SCHOOL  
SHEILA JUDKINS, FACULTY, TEACHER, GLENWOOD ELEMENTARY SCHOOL  
CATHERINE KNOWLES, ADMINISTRATOR, ASSISTANT PRINCIPAL, WACHUSETT REGIONAL HIGH SCHOOL  
JOHN LOCKE, ADMINISTRATOR, DIRECTOR OF OPERATIONS  
JANE MCTIGUE, TEACHER, WACHUSETT REGIONAL HIGH SCHOOL  
THOMAS PANDISCIO, SUPERINTENDENT OF SCHOOLS  
ALAN SENTKOWSKI, COMMUNITY REPRESENTATIVE  
MICHAEL SHERMAN, SCHOOL COMMITTEE MEMBER  
WAYNE SWITZER, PARENT  
MARGARET WATSON, SCHOOL COMMITTEE CHAIR

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# WACHUSETT REGIONAL SCHOOL DISTRICT

## *VISION STATEMENT FOR THE YEAR 2012*

(ENDORSED BY THE WACHUSETT REGIONAL SCHOOL COMMITTEE ON FEBRUARY 12, 2007)

THE WACHUSETT REGIONAL SCHOOL DISTRICT IS A HIGHLY COLLABORATIVE ORGANIZATION UTILIZING A PARTNERSHIP AMONG STUDENTS, STAFF, PARENTS, AND THE COMMUNITY. THIS PARTNERSHIP IS COMMITTED TO HIGH STUDENT ACHIEVEMENT, WHILE PROMOTING SOCIAL AND EMOTIONAL WELL-BEING IN A SAFE AND NURTURING ENVIRONMENT. ULTIMATELY, THE GOAL IS TO ENSURE OPTIMIZED LEARNING AND INSPIRE STUDENTS TO BECOME LIFE-LONG LEARNERS, WELL EQUIPPED TO REACH THEIR POTENTIAL.

WITHIN THE CULTURE OF THE WACHUSETT COMMUNITY, STUDENTS FEEL VALUED AND SUPPORTED BY PARENTS, TEACHERS AND PEERS. STUDENTS PARTICIPATE IN DYNAMIC PROGRAMS, BOTH CURRICULAR AND CO-CURRICULAR, THEREBY ENRICHING THEIR TOTAL SCHOOL EXPERIENCE. STRONG EFFORT IS EXPECTED, AND SUCCESS IS ATTAINABLE AND APPRECIATED. INDIVIDUAL LEARNING STYLES ARE RECOGNIZED AND ACCOMMODATED. PROGRAMS TO HELP THOSE AT RISK ARE WELL SUPPORTED AND WELL PUBLICIZED. DIVERSITY AND RESPECT FOR OTHERS ARE CELEBRATED. WACHUSETT STUDENTS FEEL EMPOWERED TO MAKE GOOD DECISIONS AND SHARE RESPONSIBILITY AND ACCOUNTABILITY FOR THEIR LEARNING. LESSONS LEARNED IN SCHOOL HELP TO MAKE THEM RESPONSIBLE ADULTS AND CITIZENS.

THE WACHUSETT REGIONAL STAFF CONSISTS OF PROFESSIONAL LEARNING COMMUNITIES THAT TAKE A TEAM APPROACH. A SENSE OF RESPONSIBILITY AND ACCOUNTABILITY IS EVIDENT. TEACHERS FIND SUPPORT THROUGH MENTORING, COLLEAGIAL RELATIONSHIPS, AND EFFECTIVE PROFESSIONAL DEVELOPMENT PROGRAMS. THE STAFF IS COMMITTED TO MEETING THE NEEDS OF THE STUDENTS; A RIGOROUS CURRICULUM SUPPORTS THAT COMMITMENT. A POSITIVE WORKING ENVIRONMENT AND COMPETITIVE COMPENSATION HELP ENSURE HIGH RETENTION OF AN EXCELLENT STAFF.

ADEQUATE FINANCIAL RESOURCES GUARANTEE THAT THE SCHOOL DISTRICT CAN OFFER HIGH QUALITY ACADEMIC AND CO-CURRICULAR PROGRAMS. THE DISTRICT MAINTAINS DESIRABLE CLASS SIZES AND PROPER STAFFING RATIOS. EQUALITY AND CONSISTENCY IN ACADEMIC PROGRAMS, ACTIVITIES, AND OPPORTUNITIES EXIST AMONG DISTRICT SCHOOLS. ALL SCHOOL FACILITIES ARE SAFE AND FUNCTIONAL, SUPPORT THE REQUIREMENTS OF ALL SCHOOL PROGRAMS, AND MEET THE NEEDS OF STUDENTS AND STAFF.

# WACHUSETT REGIONAL SCHOOL DISTRICT

## MISSION STATEMENT

(ENDORSED BY THE WACHUSETT REGIONAL SCHOOL COMMITTEE ON APRIL 9, 2007)

### *MISSION STATEMENT*

THE **MISSION** OF THE WACHUSETT REGIONAL SCHOOL DISTRICT IS TO PROVIDE EXCELLENCE IN TEACHING, LEARNING, AND SOCIAL DEVELOPMENT SO THAT ALL STUDENTS CAN REALIZE THEIR HIGHEST POTENTIAL AS RESPONSIBLE AND PRODUCTIVE CITIZENS.

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## PREAMBLE

(ENDORSED BY THE WACHUSETT REGIONAL SCHOOL COMMITTEE ON APRIL 9, 2007)

### *PREAMBLE*

WHEREAS, PROVIDING FOR A CHILD'S EDUCATION AND PERSONAL DEVELOPMENT IS AN ENTERPRISE THAT EXTENDS FROM THE SCHOOL TO THE HOME AND BEYOND; AND,

WHEREAS, SUCCESS REQUIRES UNCOMPROMISING EFFORT FROM STUDENTS AND TEACHERS, PROFESSIONAL SUPPORT FROM ADMINISTRATORS AND STAFF, CARE AND ENTHUSIASM FROM FAMILY AND FRIENDS, AND THE RESOURCEFULNESS OF THE COMMUNITY AT LARGE; AND,

WHEREAS, ALL THESE MEMBERS OF THE LEARNING COMMUNITY CONSIDER THEMSELVES FULL PARTNERS IN THE ENTERPRISE - RESPONSIBLE TO EACH OTHER FOR THE EDUCATION AND GROWTH OF OUR CHILDREN; THEREFORE,

BE IT RESOLVED, THAT THE WACHUSETT REGIONAL SCHOOL DISTRICT EMBRACES AND UPHOLDS THESE CORE VALUES, UPON WHICH OUR MISSION, VISION AND GOALS ARE FOUNDED.

# WACHUSETT REGIONAL SCHOOL DISTRICT

## *CORE VALUES AND BELIEFS*

(ENDORSED BY THE WACHUSETT REGIONAL SCHOOL COMMITTEE ON APRIL 9, 2007)

1. *COMMITMENT TO EXCELLENCE* ALL MUST SHARE THE EXPERIENCE OF LEARNING, AND PROVIDE THE COLLABORATIVE LEARNING ENVIRONMENT NECESSARY FOR THE OTHER CORE VALUES TO BE ACHIEVED. EDUCATIONAL EXCELLENCE REQUIRES THAT EVERYONE STRIVE FOR CONTINUAL GROWTH AND IMPROVEMENT.
2. *UNYIELDING ETHICAL STANDARDS* ALL WHO PARTICIPATE IN AND CONTRIBUTE TO THE SUCCESS OF OUR SCHOOLS DO SO WITH AN ABIDING SENSE OF HONOR AND INTEGRITY THAT IS CHARACTERIZED BY OPENNESS, HIGH STANDARDS, FAIR TREATMENT AND CONCERN. IN THE CLASSROOM, ACADEMIC INTEGRITY IS PARAMOUNT FOR TEACHERS AND STUDENTS ALIKE.
3. *ACCOUNTABILITY* TEACHERS, STUDENTS, SUPPORT STAFF, ADMINISTRATORS, PARENTS AND COMMUNITY MEMBERS ARE ACCOUNTABLE FOR THEIR ACTIONS AND WILL BE RESPONSIVE TO THE NEEDS OF OTHERS. ALL MUST MEASURE THEIR SUCCESS ACCORDING TO ESTABLISHED CRITERIA.
4. *EDUCATING THE WHOLE CHILD* ALL STUDENTS DESERVE THE OPPORTUNITY TO REACH THEIR POTENTIAL; THEREFORE, THE DISTRICT WILL PROVIDE A WIDE RANGE OF OPPORTUNITIES, RESOURCES, AND EXPERIENCES IN AN EQUITABLE MANNER IN ALL SCHOOLS.
5. *PROVIDE A SAFE LEARNING ENVIRONMENT* IN ORDER TO LEARN, STUDENTS NEED TO FEEL VALUED, SAFE, AND SECURE. RESPECT, TOLERANCE, AND EQUAL OPPORTUNITY SHALL BE PROMOTED FOR ALL STUDENTS AND STAFF. INAPPROPRIATE AND DANGEROUS ACTIVITIES WILL NOT BE TOLERATED.

# STRATEGIC PLAN GOALS

(APPROVED BY THE WACHUSETT REGIONAL SCHOOL COMMITTEE ON AUGUST 13, 2007)

## THEME I: SCHOOL CULTURE AND CLIMATE

GOAL 1: UNIFY THE COMMUNITY AROUND THE VISION, MISSION, CORE VALUES AND GOALS.

GOAL 2: PROVIDE AN ENVIRONMENT WHERE STUDENTS ARE SAFE, SUPPORTED, EMPOWERED, AND HELD ACCOUNTABLE, AND WHERE RESPECT FOR SELF AND OTHERS IS HIGHLY VALUED.

GOAL 3: STRENGTHEN PARTNERSHIPS AMONG STAFF, STUDENTS, PARENTS AND COMMUNITY MEMBERS THAT SUPPORT TEACHING AND LEARNING.

## THEME II: CURRICULUM, INSTRUCTION, AND ASSESSMENT

GOAL 4: ENSURE THAT INSTRUCTIONAL PRACTICES RECOGNIZE AND ACCOMMODATE A RANGE OF ABILITIES AND LEARNING STYLES IN AN EFFORT TO PROMOTE EXCELLENCE AND ASSIST STUDENTS IN REACHING THEIR POTENTIAL.

GOAL 5: DEVELOP PROGRAMS TO INCREASE EQUITABLE EDUCATIONAL OPPORTUNITIES TO ALL STUDENTS IN THE DISTRICT.

*GOAL 6: DEVELOP PROGRAMS THAT ENSURE THERE IS CONSISTENCY IN INSTRUCTION AND CONTINUITY OF CURRICULUM IN WHAT WE TEACH.*

## THEME III: STUDENT SUPPORT SERVICES: THE WHOLE CHILD

GOAL 7: ENHANCE THE DISTRICT'S CAPACITY TO IDENTIFY AND RESPOND TO STUDENTS AT RISK.

*GOAL 8: PROMOTE/PROVIDE PROGRAMS AND PRACTICES THAT ENHANCE THE SOCIAL/EMOTIONAL WELL BEING OF ALL STUDENTS.*

THEME IV: PERSONNEL AND PROFESSIONAL DEVELOPMENT

*GOAL 9: CREATE MORE OPPORTUNITIES FOR COLLABORATION AND MENTORING.*

*GOAL 10: DEVELOP MORE PROFESSIONAL DEVELOPMENT OPPORTUNITIES WITHIN THE DISTRICT AND MAKE AVAILABLE MORE PROGRAMS OUTSIDE THE SCHOOL DISTRICT. PROFESSIONAL DEVELOPMENT OPPORTUNITIES WILL BE FOCUSED AND TARGETED.*

*GOAL 11: DEVELOP RECRUITMENT APPROACHES THAT MAXIMIZE THE DISTRICT'S ABILITY TO RECRUIT HIGH QUALITY STAFF.*

THEME V: INSTRUCTIONAL SUPPORT AND FACILITIES

*GOAL 12: DEVELOP A LONG-TERM PLAN FOR THE RENOVATION AND MAINTENANCE OF SCHOOL FACILITIES.*

*GOAL 13: IDENTIFY AND PLAN FOR THE USE OF TECHNOLOGY AND MEDIA THAT WILL ENHANCE EDUCATION AND/OR INCREASE THE EFFICIENCY OF ADMINISTRATION.*

THEME VI: COMMUNITY RELATIONS AND COMMUNICATIONS

*GOAL 14: WORK COOPERATIVELY WITH TOWN GOVERNMENTS TO IMPROVE COMMUNICATION AND MUTUAL UNDERSTANDING.*

*GOAL 15: INCREASE ACCESSIBILITY OF SCHOOL FACILITIES AND PROGRAMS TO RESIDENTS AND COMMUNITIES*

THEME VII: ORGANIZATIONAL LEADERSHIP, AND MANAGEMENT

*GOAL 16: MAINTAIN A CONTINUING SELF-REVIEW OF PRODUCTIVITY, ROLES AND OPERATIONS BY THE SCHOOL ADMINISTRATION AND THE SCHOOL COMMITTEE.*

*GOAL 17: IDENTIFY/PROMOTE SUCCESSION PLANNING AT ALL ADMINISTRATIVE LEVELS.*

*GOAL 18: IMPROVE COMMUNICATION WITH STAFF, STUDENTS, PARENTS AND THE COMMUNITY.*

THEME VIII: EDUCATIONAL FUNDING

*GOAL 19: SEEK FINANCIAL EFFICIENCIES AND MAXIMIZE THE COST EFFECTIVENESS OF PROGRAMS AND SERVICES WHILE MEETING IMPROVEMENT GOALS.*

*GOAL 20: SECURE FUNDING AND RESOURCES TO SUPPORT PROGRAMS AND PLANNING EFFORTS.*