

Westerly Public Schools Strategic Plan

Strategic Plan (2023-2025)

To create an inspiring, challenging, and supportive environment where students are encouraged and assisted in reaching their highest potential.

Vision

Every student chooses the future they want for themselves and they graduate prepared for that future.

Values

Improving Student Outcomes: It is our responsibility to assist in fostering a community of life-long learners, always with our students at the center.

To that end, we strive to promote critical thinking and problem solving skills, to inspire creativity, and to encourage risk taking among student and staff.

Expanding Student Opportunities: WPS seeks to, at all levels, provide opportunities for each student to find their passion; that thing that sparks their imagination and touches their heart.

Whether through our comprehensive high school or our CTE program offerings, we seek to provide our students with experiences in the classroom, in the music, theatre and art rooms, on the athletic fields and courts, and out in the community, that open their eyes to all the possibilities available to them.

Ensuring Equity of Access to HQ Learning : At WPS, equity means that all students are ensured the support, resources, and assistance they need to excel at their full potential. WPS is intentional, purposeful, and strategic about honoring all people because of and regardless of their differences. Simply put, every student gets what every student needs.

WPS is committed to identifying and eradicating any belief systems or systemic or institutional impediments to providing for equity of access to whatever any student needs to become their best version of themselves.

Theory of Action

If LEA...

Commits to the work of Strengthening the Instructional Core and attending to building the capacity of our teachers to thoughtfully and purposefully plan for learning experiences of the greatest positive impact, and builds the systems for identifying and delivering targeted supports to students in need...

Is intentional about recruiting, hiring, training and retaining teachers and leaders of the highest quality, implementing a comprehensive induction model, providing teachers with HQCM, and professional development that builds organizational capacity...

Develops and institutes policies, schedules, budgets, capital improvement plans, organizational charts and staffing plans, etc., that maximize efficiencies and effectiveness...

Then LEA can...

Change the relationship between the teacher and the student in the presence of content (i.e. "The Core") in ways that support greater opportunities and outcomes for all students

The above can only happen through improving educator and leadership effectiveness via training and leveraging all available resources to maximum effect

Ensure all WPS members will benefit from the collective efficacy of an organization in pursuit of continuous improvement

Leverage all available resources and the tools of instructional leadership in order to best support all Westerly students

So that...

All students benefit from instruction, materials, and supports that are high quality, research-based and which are delivered by well-resourced teachers and support staff trained to deliver them with integrity and intention.

Needs Assessment

WPS, as reported on the most recent RIDE Report Card, continues to experience gaps in student achievement in both ELA and Mathematics, particularly for our Economically Disadvantaged, English Language Learners and Students with Disabilities.

A recently completed Equity Audit highlights the issue of varying expectations for student success held by some staff based on socioeconomic status, ethnic background and disability status.

WPS, due to a number of factors (including geographic) struggles to attract high quality and diverse teachers and support staff.

As are districts throughout the state, WPS is experiencing a significant increase in mental health needs.

WPS has made excellent gains in terms of building high quality CTE programming that is preparing increasing numbers of students for both college and career.

WPS continues to make strides in addressing capital needs and is currently engaged in renovations at two elementary schools with a third to be rebuilt.

Priority 1: Strengthening the Instructional Core and Systems of Supports

The Instructional Core is composed of a teacher and student in the presence of content. The relationship between these three elements, and not the the qualities of any one element, determines the nature of instructional practice.

Measurable Goals

Goal #1 - Increase the percentage of students (as measured by RICAS ELA) Meeting or Exceeding Expectations from 43.3% to 50%.

Initiative 1: Ensure Access to High Quality Instruction and Support

Ensuring that all students have access to challenging, engaging and relevant courses and content; implementation and progress monitoring

Action Step	Complete-Date
Select, adopt, and implement K-12 High Quality Curriculum Materials	06/17/2024
Conduct an Equity Audit, review recommendations and create an implementation plan	12/31/2023
Examine school schedules and make adjustments accordingly.	08/01/2024
Develop and implement a walkthrough tool	12/31/2023
Provide professional learning on evidenced based instructional strategies	06/20/2025
Provide opportunities and supports to increase the number of district educators who are ESOL certified to support language acquisition for MLLs.	06/30/2026

Initiative 2: HQCM Adoption/Implementation

Ensuring that ALL students and their teachers have quality, standards-aligned curricular materials - HQCM and implementation & PL to support implementation.

Action Step	Complete-Date
Select, adopt, and implement K-12 ELA HQCM	06/28/2024
Create/assemble an ELA curriculum implementation team	06/23/2023
Create and implement an ELA curriculum implementation plan inclusive of progress monitoring mechanisms	06/23/2023

Engage in professional learning supporting ELA HQCM implementation	09/20/2024
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Conduct walkthroughs to progress monitor the implementation of the ELA HQCM	06/20/2026
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Initiative 3: Support and Enrichment

Providing an array of research based intervention for students who struggle and enrichment opportunities for students who are excelling

Action Step	Complete-Date
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Review and Revise implementation of Multi-tiered systems of support (MTSS)	06/20/2026
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Leverage data in decision-making utilizing the continuous cycle of inquiry at all levels	06/20/2026
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Initiative 4: Targeted Improvements for Students with Disabilities

Ensure that students with IEPs have access to challenging, engaging and relevant courses and content; implementation and progress monitoring of specialized instruction and educators who have high expectations for achievement

Action Step	Complete-Date
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Review and ensure all students with IEPs have access to high quality Tier 1 instruction	06/20/2026
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Develop and implement a walk through tool to monitor service delivery model(s)	06/20/2024
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Provide professional learning for all educators on differentiating instruction	06/20/2026
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Provide professional learning on applying Science of Reading and Structured Literacy across all content areas	08/15/2025
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Provide professional learning on evidenced based instructional strategies for specialized instruction and measurable goal writing	06/20/2026
Leverage data in decision-making utilizing the cycle of inquiry	06/20/2026
Conduct an Equity Audit, review recommendations and create an implementation plan	12/31/2023

Initiative 5: Targeted Improvements for Students who are FRPL Eligible

Ensure that students eligible for free and reduced priced lunch have access to challenging, engaging and relevant courses and content; implementation and educators who have high expectations for achievement

Action Step	Complete-Date
Select, adopt, and implement K-12 High Quality Curriculum Materials	06/17/2024
Conduct an Equity Audit, review recommendations and create an implementation plan	12/31/2023
Provide professional learning for all educators on differentiating instruction	06/20/2026
Provide professional learning on applying Science of Reading and Structured Literacy across all content areas	08/15/2025
Leverage data in decision-making utilizing the cycle of inquiry	06/20/2026

Goal #2 - Increase the percentage of students (as measured by RICAS Math) Meeting or Exceeding Expectations from 31% to 40%.

Initiative 1: Ensure Access to High Quality Instruction and Support

Ensuring that all students have access to challenging, engaging and relevant courses and content; implementation and progress monitoring

Action Step	Complete-Date
Conduct an Equity Audit, review recommendations and create an implementation plan	12/31/2023
Select, adopt, and implement K-12 High Quality Curriculum Materials	06/30/2024
Examine school schedules and make adjustments accordingly	08/01/2024
Develop and implement a walkthrough tool	12/31/2023
Provide professional learning on evidenced based instruction strategies	06/20/2025

Initiative 2: HQCM Adoption/Implementation

Ensuring that ALL students and their teachers have quality, standards-aligned curricular materials - HQCM and implementation & PL to support implementation.

Action Step	Complete-Date
Select, adopt, and implement K-12 Math HQCM	06/28/2024
Create and assemble a Math curriculum implementation team	06/23/2023
Create and implement a math curriculum implementation plan inclusive of progress monitoring mechanisms	06/23/2023
Engage in professional learning supporting math HQCM implementation	09/20/2025
Conduct walkthroughs to progress monitor implementation of Math HQCM.	06/20/2026

Initiative 3: Support and Enrichment

Providing an array of research based intervention for students who struggle and enrichment opportunities for students who are excelling

Action Step	Complete-Date
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Review and revise implementation of multi-tiered systems of support (MTSS) 06/20/2026

Leverage data in decision-making utilizing the continuous inquiry cycle at all levels 06/20/2026

Initiative 4: Targeted Improvements for Students with Disabilities

Ensure that students with IEPs have access to challenging, engaging and relevant courses and content; implementation and progress monitoring of specialized instruction and educators who have high expectations for achievement

Action Step	Complete-Date
Conduct an Equity Audit, review recommendations and create an implementation plan	12/31/2023
Review and ensure all students with IEPs have access to high quality Tier 1 instruction	06/20/2026
Develop and implement a walk through tool to monitor service delivery model(s)	06/20/2024
Provide professional learning for all educators on differentiating instruction	06/20/2026
Provide professional learning on applying Science of Reading and Structured Literacy across all content areas	06/20/2026
Provide professional learning on evidenced based instructional strategies for specialized instruction and measurable goal writing	06/20/2026
Leverage data in decision-making utilizing the cycle of inquiry	06/20/2026

Initiative 5: Targeted Improvements for Students who are FRPL Eligible

Ensure that students eligible for free and reduced priced lunch have access to challenging, engaging and relevant courses and content; implementation and educators who have high expectations for achievement

Action Step	Complete-Date
Select, adopt, and implement K-12 High Quality Curriculum Materials	06/17/2024
Conduct an Equity Audit, review recommendations and create an implementation plan	12/31/2023
Provide professional learning for all educators on differentiating instruction	06/20/2026
Provide professional learning on applying Science of Reading and Structured Literacy across all content areas	06/20/2026
Leverage data in decision-making utilizing the cycle of inquiry	06/20/2026

Goal #3 - Increase the percentage of students meeting or exceeding the College and Career Ready Benchmark on the SAT EWR from 58% (Spring20 22) to 65% by Spring 2026.

Initiative 1: Ensure Access to High Quality Instruction and Support

Ensuring that ALL Students have access to challenging, engaging and relevant courses and content; implementation and progress monitoring.

Action Step	Complete-Date
Select and adopt grades 9-12 ELA HQCM	06/23/2023
Conduct an Equity Audit, review recommendations, and create an implementation plan	12/31/2023
Develop and implement a walkthrough tool	12/31/2023
Review AP course enrollment data, CTE credentialing data, and HS Pathway data annually	06/26/2026
Provide professional learning on evidenced-based instructional strategies	06/20/2025

Initiative 2: Support and Enrichment

Providing an array of research based intervention for students who struggle and enrichment opportunities for students who are excelling

Action Step	Complete-Date
Review and revise implementation of multi-tiered systems of support (MTSS)	06/20/2026
Leverage data in decision-making utilizing the continuous inquiry cycle at all levels	06/20/2026

Initiative 3: Targeted Improvements for Students with Disabilities

Ensure that students with IEPs have access to challenging, engaging and relevant courses and content; implementation and progress monitoring of specialized instruction and educators who have high expectations for achievement

Action Step	Complete-Date
Conduct an Equity Audit, review recommendations and create an implementation plan	12/31/2023
Review and ensure all students with IEPs have access to high quality Tier 1 instruction	06/20/2026
Develop and implement a walk through tool to monitor service delivery model(s)	06/20/2024
Provide professional learning for all educators on differentiating instruction	06/20/2026
Provide professional learning on applying Science of Reading and Structured Literacy across all content areas	08/15/2025
Provide professional learning on evidenced based instructional strategies for specialized instruction and measurable goal writing	06/20/2026
Leverage data in decision-making utilizing the cycle of inquiry	06/20/2026

Initiative 4: Targeted Improvements for Students who are FRPL Eligible

Ensure that students eligible for free and reduced priced lunch have access to challenging, engaging and relevant courses and content; implementation and educators who have high expectations for achievement

Action Step	Complete-Date
Select, adopt, and implement K-12 High Quality Curriculum Materials	06/17/2024
Conduct an Equity Audit, review recommendations and create an implementation plan	12/31/2023
Provide professional learning for all educators on differentiating instruction	06/20/2026
Provide professional learning on applying Science of Reading and Structured Literacy across all content areas	08/15/2025
Leverage data in decision-making utilizing the cycle of inquiry	06/20/2026

Goal #4 - Increase the percentage of students meeting or exceeding the College and Career Ready Benchmark on the SAT math from 35% (Spring 2022) to 50% by Spring 2026

Initiative 1: Ensure Access to High Quality Instruction and Support

Ensuring that all students have access to challenging, engaging and relevant courses and content; implementation and progress monitoring

Action Step	Complete-Date
Select and adopt Math HQCM in grades 9-12	06/23/2023
Conduct an Equity Audit, review recommendations and create an implementation plan	12/31/2023
Develop and implement a walkthrough tool	12/31/2023

Review AP course enrollment data, CTE credentialing data opportunities and HS pathway data annually	06/26/2026
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Provide professional learning on evidenced based instructional strategies	06/20/2025
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Initiative 2: Support and Enrichment

Providing an array of research based intervention for students who struggle and enrichment opportunities for students who are excelling

Action Step	Complete-Date
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Review and revise implementation of multi-tiered systems of support (MTSS)	06/20/2026
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Leverage data in decision-making utilizing the continuous inquiry cycle at all levels	06/20/2026
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Initiative 3: Targeted Improvements for Students with Disabilities

Ensure that students with IEPs have access to challenging, engaging and relevant courses and content; implementation and progress monitoring of specialized instruction and educators who have high expectations for achievement

Action Step	Complete-Date
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Conduct an Equity Audit, review recommendations and create an implementation plan	12/31/2023
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Review and ensure all students with IEPs have access to high quality Tier 1 instruction	06/20/2026
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Develop and implement a walk through tool to monitor service delivery model(s)	06/20/2024
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Provide professional learning for all educators on differentiating instruction	06/20/2026
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Provide professional learning on applying Science of Reading and Structured Literacy across all content areas	06/20/2026
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Provide professional learning on evidenced based instructional strategies for specialized instruction and measurable goal writing 06/20/2026

Leverage data in decision-making utilizing the cycle of inquiry 06/20/2026

Initiative 4: Targeted Improvements for Students who are FRPL Eligible

Ensure that students eligible for free and reduced priced lunch have access to challenging, engaging and relevant courses and content; implementation and educators who have high expectations for achievement

Action Step	Complete-Date
Select, adopt, and implement K-12 High Quality Curriculum Materials	06/17/2024
Conduct an Equity Audit, review recommendations and create an implementation plan	12/31/2023
Provide professional learning for all educators on differentiating instruction	06/20/2026
Provide professional learning on applying Science of Reading and Structured Literacy across all content areas	06/20/2026
Leverage data in decision-making utilizing the cycle of inquiry	06/20/2026

Goal #5 - By July 2026, the percentage of students (gr 6-12) reporting a favorable opinion of school climate will increase from 44% (Spring 2021) to 60%, as measured by the annual Survey Works survey.

Initiative 1: Safe and Supportive Learning Environments

Ensure that ALL students have access to a safe and supportive environment that is conducive to teaching and learning

Action Step	Complete-Date
Provide Trauma Informed training for all staff K-12	06/20/2026

Provide school climate and restorative practice training for all administrators (K-12)	09/01/2024
Provide school climate and restorative practice training for all secondary staff	06/20/2026
Provide refresher training of positive behavioral interventions and supports for all staff in Gr K-4	06/20/2026
Provide professional learning on evidenced based instructional strategies	06/20/2026
Develop and implement an SEL walkthrough tool	06/20/2024

Initiative 2: Support and Enrichment

Providing an array of research based interventions for students who present with social-emotional, behavioral, attendance and/or mental health needs

Action Step	Complete-Date
Review and Revise implementation of Multi-tiered systems of support (MTSS)	06/20/2026
Leverage data in decision-making utilizing the continuous cycle of inquiry at all levels	06/20/2026

Priority 2: Improving Educator Effectiveness and Building Leadership Capacity

Our WPS staff is our most important and impactful resource and to provide for the best education of our students, we are committed to developing their skills and abilities.

Measurable Goals

Goal #1 - Develop systems and approaches that support the recruitment, hiring, training, and retention of teachers and leaders of the highest quality.

Initiative 1: Recruitment

Our staff is our most important resource and to provide for the best education of our students, we are committed to developing their skills and abilities

Action Step	Complete-Date
Create representative working group to review current documents and identify needed revisions/additions	12/31/2023
Develop plan/strategy for more effectively recruiting a high quality work staff representative of the students we serve	12/31/2023

Initiative 2: Educator Induction

Implementing a comprehensive educator induction model

Action Step	Complete-Date
Establish working group representative of district leadership, teachers, and support staff	12/31/2023
Develop Induction Plan; identifying topics, supports and personnel	06/30/2024

Initiative 3: Professional Learning

Strengthening a program of professional development that supports educators at all levels of experience and expertise

Action Step	Complete-Date
Broaden engagement of WTA, 808 and other staff in the planning of high quality, relevant and timely professional learning	06/30/2026

Priority 3: Maximizing Organizational and Fiscal Efficiencies

Operational systems are the frameworks of policies, processes and protocols used by a district to ensure that it can fulfill all the tasks required to achieve its objectives. These objectives depend upon many of the district's operations (including human capital management, finance, facilities and maintenance, and technology infrastructure).

Measurable Goals

Goal #1 - Create documents and structures which support the use of available resources (including time) to maximum effect.

Initiative 1: Identify and adopt an equity based decision-making framework

As recommended by Public Consulting Group (PCG), WPS will identify and adopt an equity based decision-making framework through which to review all policies, practices and procedures in order ensure that all decisions support the priorities described above

Action Step	Complete-Date
In collaboration with Public Consulting Group, review sample frameworks	08/31/2023
Preview framework options with district stakeholders in order to identify an appropriate and useful framework to be adopted as is or modified	12/31/2023
Provide communications and any necessary training to decision makers regarding application of the framework.	12/31/2023

Initiative 2: Create and Implement a live and regularly updated Employee Handbook

Handbook to serve as a guide for all employee protocols and support School Committee and Human Resource Policies

Action Step	Complete-Date
Create a representative working group to review current documents and identify needed revisions/additions	12/31/2023

Review and make suggestions to the current district policies reflective of current CBAs and PCG Equity Audit	12/31/2023
Assemble updated SOPs and Employee Handbook	12/31/2023
Solicit Stakeholder Feedback	12/31/2023
Send finalized version to legal for review	12/31/2023
Share finalized document and any training(s) as needed districtwide	12/31/2023

Initiative 3: Multi- Year Technology Vision Statement

Develop and adopt a Multi- Year Technology Vision Statement inclusive of instructional aspirations and technology infrastructure requirements necessary to address issues of equity of access (i.e. closing the digital divide)

Action Step	Complete-Date
Establish District Tech Committee	06/30/2022
Develop new tech-specific Vision Statement, Goals, and Objectives using Future Ready Framework	12/31/2023
Develop and map Action Items needed to realize Vision, Goals and Objectives	06/30/2024
Carry Out Action Items	06/30/2025

Initiative 4: Automate Position Control

Automate Position Control in Munis so as to more effectively and efficiently monitor vacancies and budgeted positions

Action Step	Complete-Date
Time clock setup; positions, job class descriptions, and rules	09/30/2023
Time Clock Implementation	09/01/2024
Map all positions in Munis	06/30/2025

Full Implementation using automated position/budget controls 07/01/2025

Initiative 5: Capital Bond Facilities Projects

WPS has a number of capital projects, including building renovations and a school rebuild, in process.

Action Step	Complete-Date
Submit and receive Stage III approval for the projects included in the \$50M capital/facilities improvement bond.	12/31/2023
Issue and award bids for projects that will begin in summer, 2023	06/30/2023
Complete DCS and SES renovations	12/31/2023
Complete construction of new State Street School	08/31/2025
Prepare annual capital requests for submission to the Westerly Town Council	08/31/2025