



BRISTOL WARREN REGIONAL SCHOOL DISTRICT

Working to become a *Top 5 in 5 years, academically performing public school district.*
Superintendent, Jonathan T. Brice, Ed.D

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151 STATE STREET, BRISTOL RI 02809

(401) 253-4000

BWRSD Strategic Plan 2021-2026

Organizations have a number of processes that can be used to plan and execute their strategy including Balanced Scorecard, and project management. BWRSD will marry the process of strategic planning with project management operational charters. This combination of strategic plan and project management operational charters will support increased student achievement, focus our efforts on initiatives that are central to our work, and help BWRSD become operationally excellent.

The 2021-2026 BWRSD Strategic Plan will align goals, data, resources, and communication to provide clear direction and measurable outcomes for our collective work. In the seminal work Good to Great, Jim Collins says, “*The good-to-great companies built a consistent system with clear constraints, but they also gave people freedom and responsibility within the framework of that system...*” The BWRSD strategic plan will do just that, build the system we need while also empowering all staff to lead from their positions.

A successful strategic plan with operational charters will ensure that BWRSD becomes a high performing district. Each charter is intended to stand on its own as a document that explains important work of BWRSD. The Lead Charter provides an overview of the 6 project charters’ work. Each of the Top 5 in 5 goals have their own charter and Educational Technology for the 21st century also has a charter. The charters will sharpen instructional, fiscal, and operational areas on the critical components of improving student outcomes including; increasing student achievement in all subjects but especially English Language Arts and Math, increasing the percentage of students that graduate, and increasing graduates that earn a Career and Technical Education (CTE) Certification and/or Advanced Placement (AP) credit. The charters will also assist BWRSD in improving student and staff attendance, and planning and implementing technology infrastructure upgrades and projects.

Each charter has several core components including:

- Goals and outcomes identified at the start of the document. Facilities and Technology will need to develop their goals and outcomes.
- Introduction (2 pages or less) that explains the purpose of charter.
- SWOT (Strengths, Weakness, Opportunities, Threats) Analysis
- Data Analysis
- Project Organization
- Project Scope includes outcomes and deliverables
- Dependencies and Impacts
- Project Assumptions
- Project Plan Summary
- Budget
- Communication

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Four Phases of Project Charters Development

1. ***Project Definition Phase:*** This is the beginning phase. It describes and defines the project scope, objectives, activities and resources. It also confirms the importance of the work to the district. District staff have completed this phase.
2. ***Project Framework Phase:*** This second phase defines the tasks, establishes the milestones and the reporting structure for the Project Charter. This is also the phase when dependencies on other projects and planning assumptions are identified.

Community members join the work at this phase. Staff have provided preliminary information that community members can use as a starting point in their discussions.
3. ***Project Planning Phase:*** This third phase comprises the mapping of responsibilities, task assignments, accountabilities and contingencies. At this phase the process manager is tracking completion of the Strategic Plan development.
4. ***Project Implementation Phase:*** This final phase includes the mobilizing, executing, tracking, revising, and finalizing project activities. This is the phase where on the ground work is completed!

Note:

Communication issue resolution and change control: These elements occur throughout the four phases. The purpose is to provide project communication and identify and manage issues and make changes to project scope as needed.

Project finance estimation and tracking: These elements occur throughout the four phases. The purpose is to understand the budget project costs and to monitor expenses.

Key Roles in the Project Charters:

School Committee Liaison

School committee member that works on the specific focus of the charter they request. The liaison will provide community based and policy making perspective about the charter and help to identify political, policy, and financial concerns that may impact the implementation of each charter.

Executive Sponsor:

PMOC member with staff authority for implementation of the project charter; provides executive oversight; resolves escalated issues; ultimately responsible for the project, its desired results and specific outcomes.



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Executive Sponsors serve as the PMOC (Project Management Oversight Committee)

Ensure the vision, mission and goals of the district are supported by the project charters; provide direction to project managers as project charters are developed; remove roadblocks; review project deliverables and identify potential political, organizational and financial risks based on their executive-level information.

Project Manager:

Teams with Process Manager; co-authors project charter; assists in developing project plans; has direct responsibility for managing the project charter; executes project reviews; disposes of issues and change requests

Process Manager:

Teams with Project Manager; co-authors project charter; develops and maintains project plans; manages project implementation; tracks issue and change requests; manages budget; responsible for technical quality of solutions.

Community Members:

Citizens that provide input and review charters from phase 2 until completion. These members will also assist in the presentation of their charter during information sessions for the BWRSD community.

Service Integration Team:

Charter members that implement all components of the charter; responsible for the execution of project tasks to achieve desired results and specific outcomes.

Customers:

School staff, parents, students, and community will be able to review infographics and data dashboards that demonstrate progress toward achievement of charter goals.

If you are interested please complete the [following survey](#) to participate. Each charter will have a maximum of 20 community members with parents/guardians representing each school.



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Bristol Warren Regional School District Charters membership March 2021

Title	Focus	School Committee Liaison	Executive Sponsor	Data Analysis	Project Manager	Process Manager	Community Members (20 per charter)
1. Strategic Plan for BWRSD: Top 5 in 5	Creating a strategic plan for BWRSD; Leadership for how we operate and how we prepare individuals to assume increasing levels of responsibility.	Marjorie McBride	Jonathan Brice (Supported by Kate Brown)	Kate Mills	Kate Brown	Tammy Borges	
2. Creating and maintaining a positive school culture and climate for all students and staff.	Developing a comprehensive social emotional curriculum and alternative learning program/school for students K-12.		Ed Clarke (supported by Deb Early)	Kate Mills	Lisa Martin	Kate Fitzpatrick	
3. Reflecting upon and improving teaching and learning in each classroom for each student daily.	Review of curriculum, instructional practices, schedules, and courses to ensure that Teaching and Learning is		Diane Sanna	Kate Mills	Andre Audette Sue Beck	Michelle King Jennifer Alexander	

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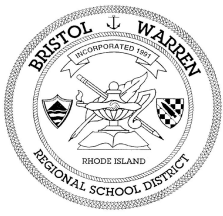
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	academically rigorous.						
4. All staff engaging in meaningful, job-embedded professional development.	Building reflective instructional practices that lead to differentiated professional development for all staff		Jonathan Brice	Kate Mills	Tom Driscoll	Christine Hughes	
5. Expanding discussion and implementation of post-secondary pathways including Career and Technical Education (CTE), and 2 and 4 year college attendance for K-12 students.	Getting CTE courses state approved.		Nicole Lyons	Kate Mills	Rob Hanlon	Maureen Gauthier	
6. Enhancing customer service, transparency, systematic procedures, and communication with parents, staff, and the community we serve.	Developing a customer service focused culture in BWRSD		Miranda Carpenter	Kate Mills	Julie Baker	Taylor Jenkins	

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7. Technology 5 year plan			Rose Muller	Tom Driscoll	Terri Moreira		
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