



# BluePrint **125**

## OWNING OUR FUTURE

A COLLABORATIVE DESIGN FOR EXCELLENCE  
IN INQUIRY-BASED EDUCATION

# BluePrint 125

## Strategic Questions

When we began our strategic planning journey, our community was facing three fundamental questions:

### Who are we? Where are we headed? How do we get there?

To answer them, the School embraced an intentionally collaborative process, seeking the wisdom, experience, and insights of as many members of our Bancroft community as we could reach.

## The Bancroft *Promise*

Our community exists for the benefit of our students. As we design our future, it is important that we hold ourselves accountable to these core principles.

- We promise to encourage and **to know each student** as an individual with a unique history and trajectory.
- We promise **to partner** with each family to chart the student's personal journey towards mastery and independence while challenging students to become the best version of themselves.
- We promise **to provide an equitable learning environment**.

## The Future We're Building

### IN 2025, BANCROFT WILL BE:

- The regional **first choice** school for students and families seeking a **student-owned** journey to mastery and independence.
- Nationally recognized for **excellence in inquiry-based teaching and learning**.
- An **employer of choice** for school professionals aspiring to develop their craft and to innovate in a collegial, collaborative workplace.
- A racially and ethnically **diverse community** that is informed, self-reflective, and **characterized by respect** and careful listening.
- **Fully enrolled** and **confident** of its long-term financial sustainability and its ability to meet future challenges with agility and resourcefulness.

## Construction Timeline

### NOV-DEC 2019

- Board Approves Plan

### FEB 2020

- Team Retreat to Develop Implementation Plans

### JAN 2020

- Public Plan
- Form Cross-Functional Team
- Identify Projects for Early Implementation

### FEB-MAY 2020

- Early Phase Projects Move Forward

## Construction Process

**BluePrint125 invites a dynamic process.** Under the guidance of School leadership, cross-functional teams of school professionals, trustees, parents, students, alumni, and local community members will design and implement the work necessary to construct each Pillar.

### WORKING WITH EACH TEAM, THE SCHOOL WILL DEFINE AND PERIODICALLY PUBLISH:

- Metrics for defining success;
- Milestones on the critical path to success; and
- Timelines for achieving milestones.

### THE TEAMS WILL EMPLOY PRINCIPLES WHICH ENCOURAGE:

- Stakeholder input;
- Accountability;
- Data-informed decision making;
- Reflection; and
- Revision.



#### ○ MAY 2020

- School Reports on Early Phase Projects and Building Block Metrics, Milestones and Timelines

#### ○ ANNUALLY

- School Reports on Progress

#### ○ ONGOING

- Teams Define and Implement Further Phases on an Ongoing Basis
- Teams Reflect and Revise

#### ○ 2025

- Bancroft Celebrates **125<sup>TH</sup> Anniversary** of Innovative Education



# the Three Pillars

The three fundamental priorities to help Bancroft reach its vision for 2025 are:

**INNOVATIVE TEACHING FOR ACTIVE LEARNING**  
**EQUITY IN ACTION**  
**INVESTED COMMUNITY**

Our desired outcome for each Pillar is outlined followed by the required building blocks for each: ideas chosen by our community as points of emphasis to help us reach our goals.

# Innovative Teaching for Active Learning

- The regional **first choice** school for students and families seeking a **student-owned** journey to mastery and independence.
- Nationally recognized for **excellence in inquiry-based teaching** and **learning**.

## Building Blocks

### EMPOWER INDIVIDUALIZED LEARNING PATHS

- Define core modern competencies and age-appropriate paths to mastery and independence and align curriculum and assessment methods and standards
- Expand developmentally appropriate opportunities for choice and self-directed learning
- Deepen family- and student-inclusive systems to map each student's unique short- and long-term path while challenging students to become their best selves

### EXPAND LEARNING LABORATORY

- Increase understanding of the Bancroft Learning Laboratory's embrace of active learning through student voice and choice, field work, research, collaborative inquiry, authentic audiences, and reflective practice
- Support and reward faculty innovation, excellence, and advancement of Learning Laboratory
- Broaden active learning partnerships with alumni and organizations in Worcester and around the globe

### CELEBRATE & DEEPEN CURRICULAR EXCELLENCE

- Emphasize Bancroft's commitment to academic excellence and achievement
- Develop and implement PK-12 curriculum for social and emotional learning to foster resilience, independence, courage, and empathy





# Equity in Action

- A racially and ethnically **diverse community** that is informed, self-reflective, and **characterized by respect** and careful listening

## Building Blocks

### ESTABLISH STRUCTURES TO ENSURE ACCOUNTABILITY

- Perform a diversity and inclusion audit to establish baseline, identify barriers, and inform decision-making and priorities
- Develop administrative structures with Board-level participation for school-wide leadership and responsibility
- Develop and implement policies to expand diversity of Bancroft students and employees

### IMPLEMENT ROBUST PK-12 MULTICULTURAL CURRICULUM

- Establish school-wide cultural competency standards
- Evaluate PK-12 curriculum and educational resources to ensure a rich and varied presentation of perspectives, history, culture, and experience of historically under-represented groups

### CHAMPION MORAL & ETHICAL CITIZENSHIP

- Mandate recurring anti-bias education
- Teach, model, and practice respectful listening, open dialogue, and intentional work to understand diverse lived-experience and perspectives
- Encourage innovation to promote civil discourse and civic engagement inside the Bancroft community, in Worcester, and around the globe
- Provide rich and authentic service learning opportunities in Worcester, and around the globe





## Invested Community

- An **employer of choice** for school professionals aspiring to develop their craft and to innovate in a collegial, collaborative, workplace.
- **Fully enrolled** and **confident** of its long-term financial sustainability and its ability to meet future challenges with agility and resourcefulness.

### Building Blocks

#### PRIORITIZE FINANCIAL SUSTAINABILITY

- Prioritize marketing, investment, and exploration of new strategies to expand enrollment that supports financial requirements of the Mission
- Strengthen Development Office capacity and tools to increase Bancroft Fund participation and revenues and strengthen planned and capital giving
- Protect and enhance the facility consistent with community needs

#### ATTRACT AND RETAIN A SUPPORTED, ENGAGED PROFESSIONAL COMMUNITY

- Expand opportunity for professional growth, development, collegiality, and collaboration within a culture of trust
- Develop and implement a plan to achieve and maintain competitive salaries and benefits

#### ENERGIZE THE BANCROFT SCHOOL COMMUNITY

- Rearticulate Mission, Vision, and Values to reaffirm shared identity
- Capitalize on the strengths of the PK-12 experience to build loyalty and encourage student retention
- Strengthen, support, and activate Bancroft Faculty & Staff, parents, alumni, PFA, and community partners as engaged ambassadors of Bancroft



# Strategic Planning Team & Resources

## STRATEGIC PLANNING STEERING COMMITTEE

**CHAIR:** Katy Sullivan, Trustee, P'19 P'21

**CO-CHAIR:** Lisa Baker, Head of Upper School, P'19 P'21 P'24

Trey Cassidy, Head of School, P'20 P'23

Catherine Colinvaux,  
President, Board of Trustees, P'15 P'19

## STRATEGIC PLANNING TEAM

Mary Halpin Carter, '83 Trustee

Kaya Dorogi, '20

Nate Erskine, '06

Elisa Heinricher, P'09

(US Robotics, Computer Science)

Pete Janhunen, '85 Trustee

Shirley Konneh, '01

Peter Lukes, P'28

Rosalind Martin, P'22

Peter McKone, P'06 P'11

(Director of Operations)

Kristina Melo, '22

Elvisi Mena, P'21 Trustee

Rev. Aaron Payson,

Unitarian-Universalist Church of Worcester

Andrew Stahovec, '20

Taryn Surabian (US Biology) P'33

Rachel Wagner, P'27 P'31

(LS MS Performing Arts)

Elizabeth Wambui, Nativity School

Kathleen Wood, P'19

Carrie Whitney, P'22 P'24

(Dir., Summer & Auxiliary Programs)

## ADDITIONAL RESOURCES

- Insights of 250+ Parents, Faculty, Staff, Students, Alumni, and Community Members
- NEASC Self-Study and Final Report, and the scores of contributors thereto
- Campus Master Plan, and the dozens of contributors thereto

## DESIGN

Dan Mercurio

## STRATEGIC PLANNING CONSULTANTS

Carla Silver and Erin Cohn, L+D  
Leadership+Design.org

