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# SHREWSBURY PUBLIC SCHOOLS

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Strategic Plan 2023-2027

Dr. Joseph Sawyer, Superintendent

*Developed in partnership with [Focused Schools, LLC](#)*

## TABLE OF CONTENTS

Shrewsbury Public Schools: Mission, Portrait of a Graduate, Commitments and Values .....	Page 3
Commitment to Educational Excellence .....	Page 4
Commitment to Enhanced Well-Being of All .....	Page 6
Commitment to Optimization of Resources .....	Page 8
Appendix A (Data Sources) .....	Page 10
Appendix B (SAMPLE Measures of Impact) .....	Page 11
Appendix C (Implementation and Monitoring) .....	Page 13

# SHREWSBURY PUBLIC SCHOOLS

Strategic Plan 2023-2027  
Our Commitments

## Our Mission

The Shrewsbury Public Schools, in partnership with the community, will provide students with the skills and knowledge for the 21st century, an appreciation of our democratic tradition, and the desire to continue to learn throughout life.

Educational  
Excellence



Optimization  
of Resources

Enhanced  
Well-Being  
of All

## Core Values

Respect &  
Responsibility

Collaboration &  
Communication

High Expectations  
for All

Equity

## COMMITMENT TO EDUCATIONAL EXCELLENCE

Shrewsbury Public Schools provides **all** students access to exceptional educational experiences by leveraging staff development, high-quality materials and technology, data analysis, instructional strategies, and a comprehensive system of support to meet the needs of **all** learners. Through these efforts, all Shrewsbury Public Schools students will demonstrate academic growth and achievement.

Strategic Priorities	SAMPLE Year 1 Action Steps
<p><b>Ensure High-Quality Teaching and Learning:</b> Provide <b>all</b> students access to high-quality learning experiences in every classroom every day by developing and committing to districtwide expectations for high-quality teaching.</p>	<ul style="list-style-type: none"> <li>● Define the Shrewsbury Public Schools’ elements of high-quality teaching and learning, so that educators consistently employ evidence-based practices (like universal design) that are relevant to all content areas and provide students access to excellent instruction centered on grade level standards.</li> </ul>
<p><b>Close Gaps:</b> Reduce opportunity and achievement gaps to ensure <b>all</b> students are prepared for education and career advancement by growing all learners’ literacy and “real life” skills.</p>	<ul style="list-style-type: none"> <li>● Implement a PK-6 literacy initiative (including instruction, assessment, and intervention) that engages all PK-6 educators in improving student literacy.</li> <li>● Identify critical skills all students need to achieve the vision of the SPS Portrait of a Graduate and create opportunities for all educators to explicitly teach these skills to all learners in grades 7-12.</li> </ul>
<p><b>Advance Career and Technical Education:</b> Strengthen <b>all</b> students’ postsecondary preparedness by expanding access to career and technical education, evaluating course offerings, and exploring pathway opportunities.</p>	<ul style="list-style-type: none"> <li>● Expand opportunities for career exploration, job shadowing, and internships.</li> <li>● Create multiple career and technical pathways for high school students, including coursework sequences followed by authentic field training experiences.</li> </ul>

**Develop a Districtwide Data Culture:** Continue to systematize and fully implement a cycle of inquiry to inform decision-making to ensure **all** students have access to the support and resources needed to accelerate their growth towards goals and outcomes.

- Define expectations for collecting, reviewing, and acting upon multiple sources of student data at the district, school, grade/content team, and classroom level, using the principles of “professional learning communities.”

### SAMPLE Measures of Impact for Commitment to Educational Excellence

Increased percentage of students who meet literacy standards in grades PK-6 across student groups

Academic growth of at least one year for those students meeting or exceeding standards, and more than one year’s growth for those student not yet meeting or exceeding standards

Increased number of students who graduate with competencies and skills that allow them to advance in their postsecondary careers

## COMMITMENT TO ENHANCED WELL-BEING OF ALL

Shrewsbury Public Schools prioritizes the social, emotional, behavioral, mental, and physical health of **all** students and staff by creating safe, supportive, and inclusive learning environments. This is accomplished by intentionally providing learning opportunities where **all** Shrewsbury Public Schools students and staff feel valued, supported, and empowered.

Strategic Priorities	SAMPLE Year 1 Action Steps
<p><b>Ensure a Safe and Inclusive Culture:</b> Foster welcoming, safe, and inclusive learning communities where we honor and celebrate diversity, create connections and a sense of belonging for <b>all</b>, and support and engage <b>all</b> students, staff, and family members.</p>	<ul style="list-style-type: none"> <li>● Monitor the effectiveness of current equity initiatives through an equity audit.</li> <li>● Continue to provide access to targeted professional development focused on inclusive and culturally proficient practices.</li> </ul>
<p><b>Promote Student and Staff Wellness:</b> Expand opportunities for students and staff to strengthen mental health and physical wellness in support of overall well-being.</p>	<ul style="list-style-type: none"> <li>● Review outcomes of school start time changes in order to determine impact on sleep health and well-being.</li> <li>● Initiate a staff wellness program to address workplace stress.</li> <li>● Determine ways to enhance students’ nutritional options and dining experiences.</li> </ul>
<p><b>Strengthen Social and Emotional Learning Programming and Supports:</b> Proactively deliver social and emotional learning opportunities to <b>all</b> students and maintain sufficient systems and resources to respond to students’ social-emotional needs.</p>	<ul style="list-style-type: none"> <li>● Implement a universal mental health screener.</li> <li>● Continue professional development on current leveled social-emotional learning curriculum and advisory experiences to ensure implementation with fidelity.</li> </ul>
<p><b>Enhance Behavioral Supports and Interventions:</b> Implement a districtwide tiered system of support and interventions to address student behavioral needs.</p>	<ul style="list-style-type: none"> <li>● Align systems with research-based best practices to reinforce positive behaviors and respond to emerging student needs.</li> <li>● Develop a district-wide strategy for documenting and analyzing student behaviors and providing appropriate support.</li> </ul>

**Evaluate and Strengthen Safety and Security Systems and Protocols:** Work with public safety partners and outside experts to assess and enhance the district’s approach to crisis prevention and response.

Engage an expert consultant to conduct an assessment of the district’s current safety and security measures and make recommendations for improvements.

**SAMPLE Measures of Impact for  
Commitment to Well-Being of All**

Increased percentage of students reporting a sense of welcoming, belonging, and inclusivity

Reduction in discipline referral, suspension, and expulsion rates across student groups

Increased percentage of staff satisfaction regarding district supports for stress management

## COMMITMENT TO OPTIMIZATION OF RESOURCES

Shrewsbury Public Schools maximizes student success by equitably allocating resources according to student need while maintaining a fiscally sound budget, building efficient and effective systems to align efforts, and strengthening partnerships with all stakeholders. This work guarantees that **all** students can access the programs and services offered throughout Shrewsbury Public Schools.

Strategic Priorities	SAMPLE Year 1 Action Steps
<p><b>Partner with the Community to Maintain a Strong Financial Foundation:</b> Continue the financial stability that was established by the 2021 Operational Override.</p>	<ul style="list-style-type: none"> <li>● Maximize available fiscal resources to advance the district’s strategic priorities, and continue to seek grants and philanthropic funding to provide opportunities for innovation and enrichment.</li> <li>● Partner with the Select Board to develop a successor plan to the March 16, 2021 override statement to the residents of Shrewsbury.</li> </ul>
<p><b>Hire, Support, and Retain High-Quality, Diverse Staff:</b> Diversify, support, and retain our high-performing team of educators and support staff.</p>	<ul style="list-style-type: none"> <li>● Continue the district’s Teacher Diversification Project, including developing updated recruitment and selection processes in order to attract a more diverse pool of qualified applicants and increase the number of talented educators and support staff who are representative of student and community demographics.</li> <li>● Implement intentional efforts to support and retain current staff through recognition, appreciation, and morale-building initiatives that create positive and purposeful school cultures.</li> </ul>
<p><b>Maximize Family and Community Partnerships:</b> Grow family and community partnerships in efforts to strengthen and expand opportunities for <b>all</b> students.</p>	<ul style="list-style-type: none"> <li>● Create a database of partnerships by category, including but not limited to interview committee volunteers, interpreter supports, family liaisons for community resources, and welcoming newcomers.</li> </ul>
<p><b>Strategically and Equitably Allocate District Resources:</b> Equitably distribute financial and other resources to maximize opportunities for <b>all</b> students.</p>	<ul style="list-style-type: none"> <li>● Contract with an outside agency to study paraprofessional staffing and align district supports across all schools with best practices.</li> <li>● Investigate ways to ensure that all students have equitable access to</li> </ul>



	educational enrichment opportunities.
<p><b>Improve Facilities to Address Overcrowding and Infrastructure Needs:</b> Address limitations of current physical spaces through expansion and/or renovation of facilities as needed.</p>	<ul style="list-style-type: none"> <li>● Seek a remedy to high school overcrowding and academic space limitations, to include submitting a Statement of Interest to the Massachusetts School Building Authority for the potential expansion of Shrewsbury High School.</li> <li>● Commission a steering committee to review the 2023 Capital Inventory and Improvement Study (i.e., PK-12 Space Study) and make recommendations for next steps forward to support appropriate elementary and preschool space.</li> </ul>

<b>SAMPLE Measures of Impact</b> <b>Commitment to Optimization of Resources</b>
Increased organizational alignment for access to equitable resources
Increased diversity of new hires
Increased retention of <b>all</b> SPS personnel
Completion of process to determine feasibility of expanding and/or renovating space and facilities

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# APPENDIX A

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Data Sources

Shrewsbury Public Schools  
Strategic Plan 2023-2027

## Data Sources

Throughout the course of the development of this strategic plan, Focused Schools worked in collaboration with Shrewsbury Public Schools on the collection and analysis of multiple sources of data including stakeholder input, assessment and accountability data, and survey responses. Data was collected from the Massachusetts Department of Elementary and Secondary Education dashboards, district assessment reports, stakeholder meetings, and surveys administered through Panorama Education and ThoughtExchange. The following reports summarize these data sources and analyses.

- [Data Highlights](#)
- [Spring 2022 MCAS](#)
- [DESE DART Data](#)
- [DESE Postsecondary Outcomes](#)
- [Spring 2022 VOCAL Survey](#)
- [Fall 2022 Panorama Survey](#)
- [Focus Group Data Summary](#)
- [SPS All School Council Strategic Forum](#)
- [Community Forum](#)
- [DLT Identification of High Impact/High Priority Goals](#)
- [ThoughtExchange Highlights](#)

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# APPENDIX B

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SAMPLE Tools to Measure Impact

Shrewsbury Public Schools  
Strategic Plan 2023-2027

## SAMPLE Tools to Measure Impact

Shrewsbury Public Schools is committed to ensuring that the work of this strategic plan leads to improved outcomes for **all** SPS students. The district will employ multiple tools to measure the impact of this strategic plan. Once the plan has been approved, district leadership will work in collaboration with district and school teams to solidify measures of impact and establish baseline data and annual improvement targets. Listed below are potential tools the district will use to measure impact and inform progress.

### COMMITMENT TO EDUCATIONAL EXCELLENCE

#### SAMPLE Tools:

- State MCAS Summative Assessment (achievement and growth measures)
- District Common Formative Assessments (e.g., Star universal screener, assessments aligned to Portrait of a Graduate skills, etc.)
- Exemplars of Student Work
- Surveys of stakeholders and business/career partners

### COMMITMENT TO ENHANCED WELL-BEING OF ALL

#### SAMPLE Tools:

- Panorama and VOCAL survey data
- Regional Youth Health Survey
- Student, family, and staff responses to ThoughtExchange(s) focused on culture and climate
- Observation/learning walk data
- Attendance data
- Discipline referral data
- Universal mental health screening data

## COMMITMENT TO OPTIMIZATION OF RESOURCES

### SAMPLE Tools:

- Annual budget materials
- Survey data (Professional development survey, Panorama, ThoughtExchange, etc.)
- Roster of community partnerships and their impact for students
- Observation/learning walk data
- Staffing data
- Plans for addressing overcrowded buildings
- Class size and offerings at Shrewsbury High School
- Actions based on Pre-K-12 space and enrollment study completed by Lamoureux Pagano Associates (LPA|A)
- Annual measurement of private giving by corporations and individuals

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# APPENDIX C

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Implementation and Monitoring

Shrewsbury Public Schools  
Strategic Plan 2023-2027

## Strategic Plan Tracking Tools

Shrewsbury Public Schools is committed to monitoring our progress towards fulfilling the promises of this strategic plan. Included here are two tools for tracking our progress as well as samples of what each tool may look like once we finalize action steps and benchmarks. The Implementation and Monitoring Tracker will serve as a means for tracking our implementation of the actions required to fulfill our strategic priorities. The Impact Tracker will capture our progress towards our Measures of Impact, enabling us to ensure that our work is resulting in improved outcomes for our students. In this way, we will be able to hold ourselves accountable to both the processes and our outcomes set forth in this strategic plan, respond to contingencies, and celebrate our progress.

- [Implementation and Monitoring Tracker](#)
- [Strategic Plan Impact Tracker](#)
- [SAMPLE Implementation and Monitoring Tracker](#)
- [SAMPLE Impact Tracker](#)