



Strategic Plan 2023-2027

School Committee Update
Shrewsbury Public Schools
March 29, 2023

Presentation by: Focused Schools
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The Process

Strategic Plan 2023-2027

1

October - November 2022

- Meet with District Leadership
- Community Forum
- Meet with School Committee
- Data Analysis

2

December 2022 - February 2023

- 22 Focus Groups
- School Committee, SLT, and DLT Sessions
- Community Conversations
- ThoughtExchange
- Data Analysis Continued

3

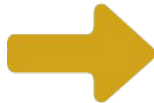
February - March 2023

- Data Analysis Complete
- School Committee, SLT, and DLT Sessions
- Collaboration with Supt. and Asst. Supt.
- DRAFT Strategic Plan and Trackers
- Support Documents

4

May 2023 - June 2027

- Implement
- Monitor
- Adjust





Data Highlights

Strategic Plan 2023-2027

61% of all 3-8 &
77% of 10th
graders Meeting or
Exceeding
Expectations on ELA
MCAS

93.8%
Student
Attendance
Rate

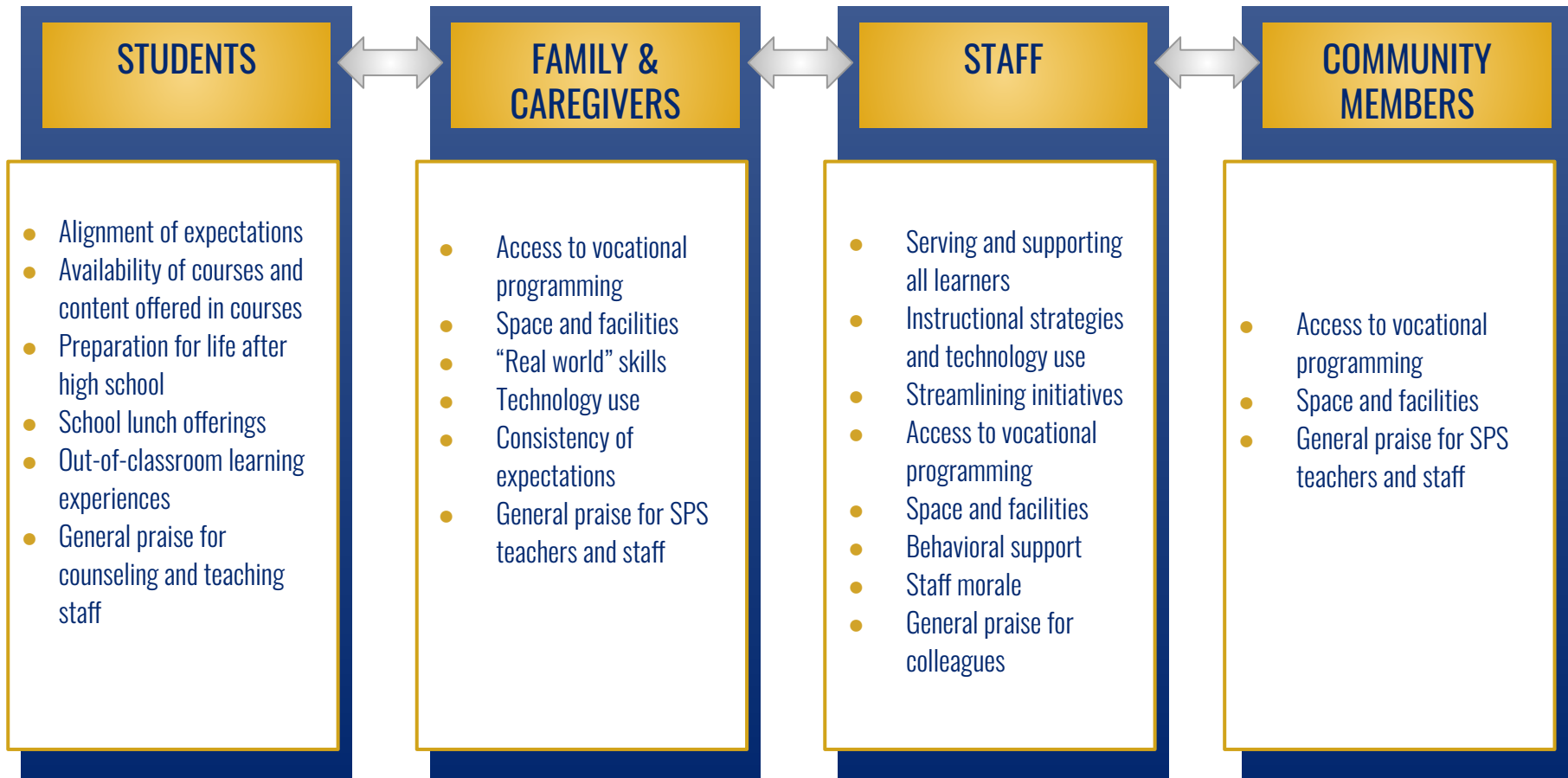
42% of students in
grades 5-12 report
feeling connected
to the adults at
their school

53% of students
in grades 5-12
report a positive
sense of
belonging at their
school

63% of all 3-8 & 74% of
10th graders Meeting or
Exceeding Expectations
on Math MCAS

91.7% of SHS
Class of 2022
planned to
attend 2- or
4-year college
upon graduation

92.5%
Teacher
Retention





Commitments and Priorities

Strategic Plan 2023-2027

Educational
Excellence



SHREWSBURY PUBLIC SCHOOLS
PORTRAIT OF A GRADUATE



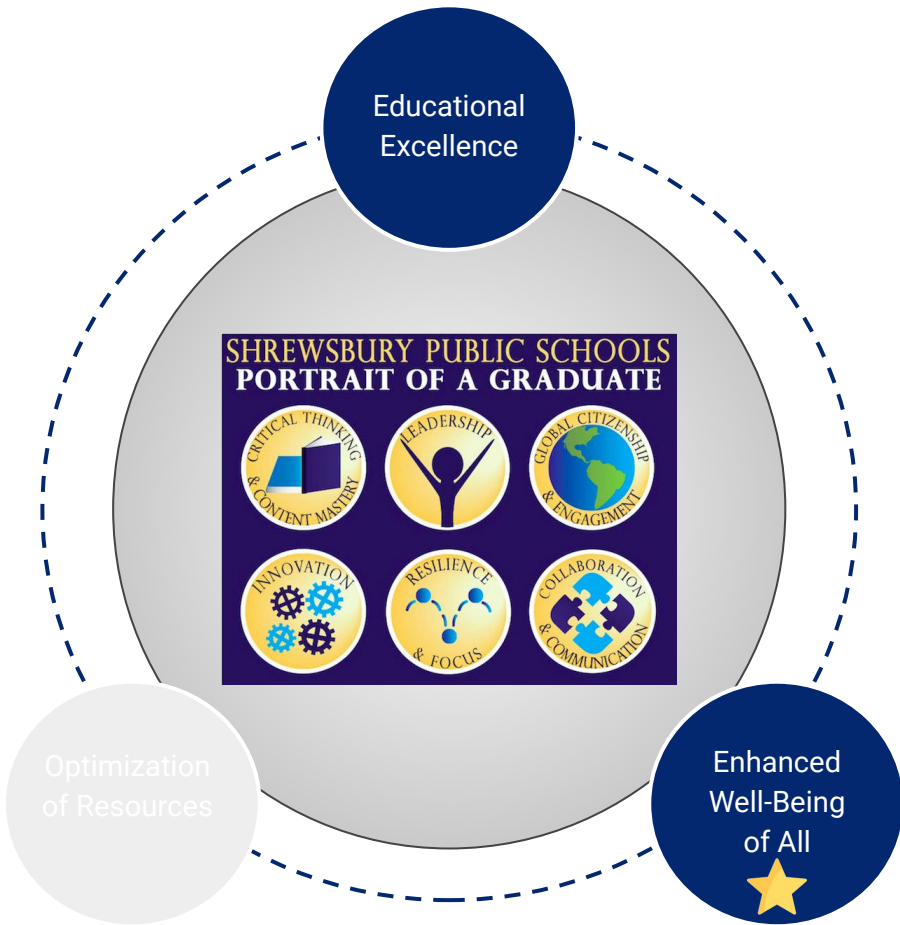
Optimization
of Resources

Enhanced
Well-Being
of All

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

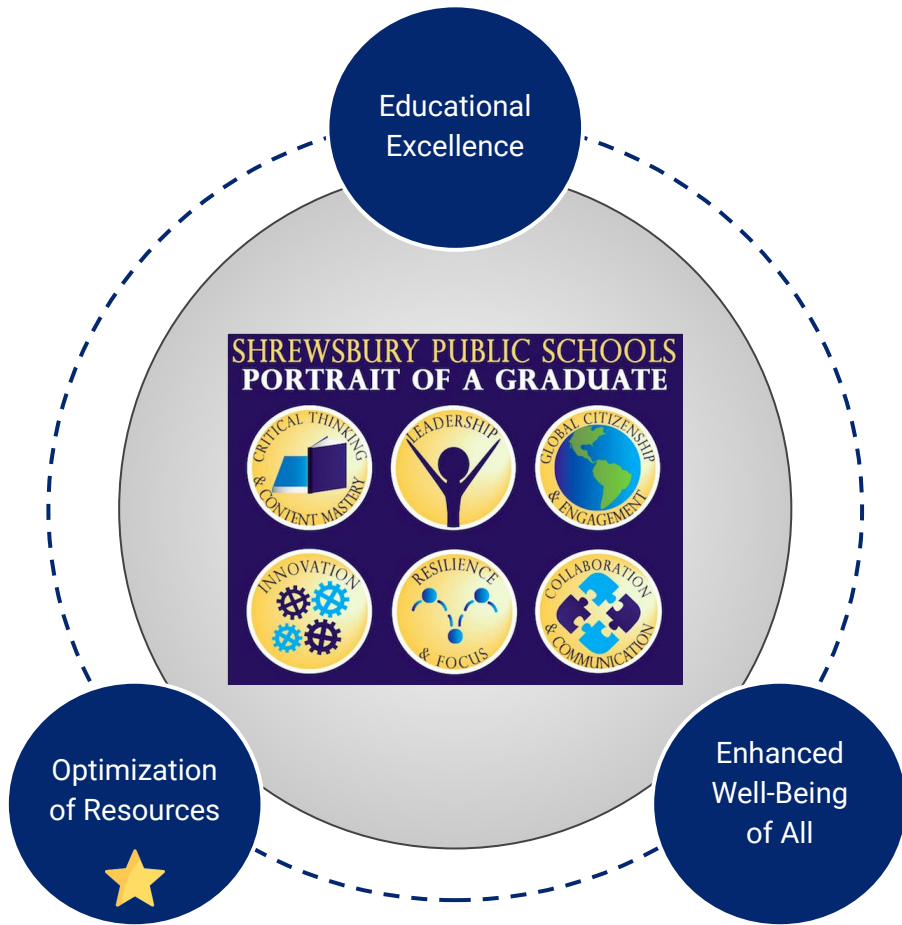
- Ensure High-Quality Teaching and Learning
- Close Gaps
- Advance Career and Technical Education
- Develop a Districtwide Data Culture



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.

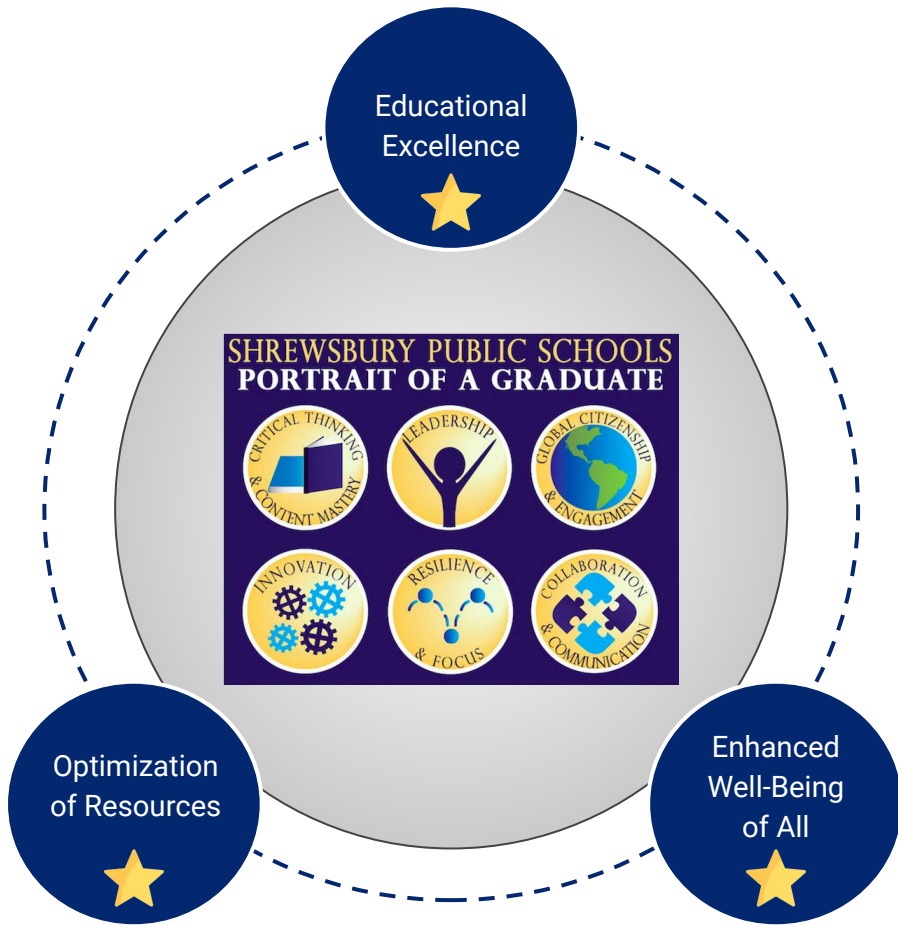
Strategic Priorities

- Ensure a Safe and Inclusive Culture
- Promote Student and Staff Wellness
- Strengthen Social and Emotional Learning Programming and Supports
- Enhance Behavior Supports and Interventions
- Evaluate and Strengthen Safety and Security Systems and Protocols



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**
- Partner with the Community to Maintain a Strong Financial Foundation
 - Hire, Support, and Retain High-Quality, Diverse Staff
 - Maximize Family and Community Partnerships
 - Strategically and Equitably Allocate District Resources
 - Improve Facilities to Address Overcrowding and Infrastructure Needs



Rather than being a stand-alone, diversity, belonging, inclusion, and equity are addressed specifically and strongly through all three commitments.



Sample Actions and Measures of Impact

Strategic Plan 2023-2027

Commitment to Educational Excellence

Strategic Priorities	Sample Action Steps
Ensure High-Quality Teaching and Learning	<ul style="list-style-type: none">● 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.
Close Gaps	<ul style="list-style-type: none">● Implement a PK-6 literacy initiative (including instruction, assessment, and intervention) that engages all PK-6 educators in improving student literacy.● 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.

Commitment to Educational Excellence, continued

Strategic Priorities	Sample Action Steps
Advance Career and Technical Education	<ul style="list-style-type: none">● Expand opportunities for career exploration, job shadowing, and internships.● Create multiple career and technical pathways for high school students, including coursework sequences followed by authentic field training experiences.
Develop a Districtwide Data Culture	<ul style="list-style-type: none">● 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	<ul style="list-style-type: none">● 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

Strategic Priorities	Sample Action Steps
Ensure a Safe and Inclusive Culture	<ul style="list-style-type: none">● Monitor the effectiveness of current equity initiatives through an equity audit.● Continue to provide access to targeted professional development focused on inclusive and culturally proficient practices.
Promote Student and Staff Wellness	<ul style="list-style-type: none">● Review outcomes of school start time changes in order to determine impact on sleep health and well-being.● Initiate a staff wellness program to address workplace stress.● Determine ways to enhance students' nutritional options and dining experiences.
Strengthen Social and Emotional Learning Programming and Supports	<ul style="list-style-type: none">● Implement a universal mental health screener.● Continue professional development on current leveled social-emotional learning curriculum and advisory experiences to ensure implementation with fidelity.

Commitment to Enhanced Well-Being of All, continued

Strategic Priorities	Sample Action Steps
Enhance Behavioral Supports and Interventions	<ul style="list-style-type: none">● Align systems with research-based best practices to reinforce positive behaviors and respond to emerging student needs.● Develop a district-wide strategy for documenting and analyzing student behaviors and providing appropriate support.
Evaluate and Strengthen Safety and Security Systems and Protocols	<ul style="list-style-type: none">● 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	<ul style="list-style-type: none">● 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

Strategic Priorities	Sample Action Steps
Partner with the Community to Maintain a Strong Financial Foundation	<ul style="list-style-type: none">● 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.● Partner with the Select Board to develop a successor plan to the March 16, 2021 override statement to the residents of Shrewsbury.
Hire, Support, and Retain High-Quality, Diverse Staff	<ul style="list-style-type: none">● 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.● Implement intentional efforts to support and retain current staff through recognition, appreciation, and morale-building initiatives that create positive and purposeful school cultures.

Commitment to Optimization of Resources, continued

Strategic Priorities	Sample Action Steps
Maximize Family and Community Partnerships	<ul style="list-style-type: none">● 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.
Strategically and Equitably Allocate District Resources	<ul style="list-style-type: none">● Contract with an outside agency to study paraprofessional staffing and align district supports across all schools with best practices.● Investigate ways to ensure that all students have equitable access to educational enrichment opportunities.

Commitment to Optimization of Resources, continued

Strategic Priorities	Sample Action Steps
Improve Facilities to Address Overcrowding and Infrastructure Needs	<ul style="list-style-type: none">● 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.● 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.
Sample Measures of Impact	<ul style="list-style-type: none">● Increased organizational alignment for access to equitable resources● Increased diversity of new hires● Increased retention of all SPS personnel● Completion of process to determine feasibility of expanding and/or renovating space and facilities



Recommended Next Steps

Strategic Plan 2023-2027

Recommended Next Steps + Timeline (Year One)

August 2023

December 2023

June 2024

- Solidify action steps
- Finalize measures of impact and tools for measuring impact
- Develop communication plan
- Set timeline for establishing baselines
- Determine cycle for measuring impact

- Collect baseline data and input into trackers
- Begin implementation of year 1 action steps
- Monitor progress and adjust action steps accordingly
- Continuous communication and formal mid-year progress update

- Complete year 1 action steps
- Assess impact of year 1
- Formal end-of-year progress update
- Establish year 2 action steps

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

SHREWSBURY PUBLIC SCHOOLS PORTRAIT OF A GRADUATE



Optimization of
Resources

Enhanced
Well-Being
of All

Core Values

Respect &
Responsibility

Collaboration &
Communication

High Standards &
Expectations

Equity



Questions, Comments

Strategic Plan 2023-2027



SHREWSBURY
PUBLIC SCHOOLS

**We are honored to be
partnering with you.**



FOCUSED
SCHOOLS

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