



SHREWSBURY PUBLIC SCHOOLS

DRAFT Strategic Plan (Commitments, Priorities, Action Steps)

*Developed in partnership with:
Focused Schools, LLC
March 2023*

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.

SHREWSBURY PUBLIC SCHOOLS PORTRAIT OF A GRADUATE



COMMITMENT TO
EDUCATIONAL EXCELLENCE



COMMITMENT TO
ENHANCED WELL-BEING OF ALL



COMMITMENT TO
OPTIMIZATION OF RESOURCES

Respect and
Responsibility

Collaboration and
Communication

High Standards and
Expectations

Equity

Data Sources

- [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](#)

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 Action Steps
<p>Ensure High-Quality Teaching and Learning: Provide all 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"> 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.
<p>Close Gaps: Reduce opportunity and achievement gaps to ensure all students are prepared for education and career advancement by growing all learners’ literacy and “real life” skills.</p>	<ul style="list-style-type: none"> Implement a grade 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.
<p>Advance Career and Technical Education: Strengthen all 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"> 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.

DEFINING OUR COMMITMENTS + DEVELOPING OUR STRATEGIC PRIORITIES AND ACTION STEPS

<p>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.</p>	<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

<p>Increased percentage of students who meet literacy standards in grades PK-6 across student groups</p>
<p>Academic growth of at least one year for those students meeting or exceeding standards, and more than one year’s growth for those students not yet meeting or exceeding standards</p>
<p>Increased number of students who graduate with competencies and skills that allow them to advance in their post-secondary careers</p>

SAMPLE Tools for Measuring Impact

<ul style="list-style-type: none"> District Common Formative Assessments (e.g., Star universal screener, assessments aligned to Portrait of a Graduate skills, etc.) State MCAS Summative Assessment (achievement and growth measures) Exemplars of Student Work Surveys of stakeholders and business/career partners

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 Action Steps
<p>Ensure a Safe and Inclusive Culture: Foster welcoming, safe, and inclusive learning communities where we honor and celebrate diversity, create connections and a sense of belonging for all, and support and engage all students, staff, and family members.</p>	<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.
<p>Promote Student and Staff Wellness: Expand opportunities for all students and staff to strengthen mental health and physical wellness in support of overall well-being.</p>	<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.

DEFINING OUR COMMITMENTS + DEVELOPING OUR STRATEGIC PRIORITIES AND ACTION STEPS

<p>Strengthen Social and Emotional Learning Programming and Supports: Proactively deliver social and emotional learning opportunities to all students and maintain sufficient systems and resources to respond to students’ social-emotional needs.</p>	<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.
<p>Enhance Behavioral Supports and Interventions: Implement a districtwide tiered system of support and interventions to address student behavioral needs.</p>	<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.
<p>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.</p>	<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

<p>Increased percentage of students reporting a sense of welcoming, belonging, and inclusivity</p>
<p>Reduction in discipline referral, suspension, and expulsion rates across student groups</p>
<p>Increased percentage of staff satisfaction regarding district supports for stress management</p>

SAMPLE Tools for Measuring Impact

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

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 Action Steps
<p>Partner with the Community to Maintain a Strong Financial Foundation: Continue the financial stability that was established by the 2021 Operational Override.</p>	<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.
<p>Hire, Support, and Retain High-Quality, Diverse Staff: Diversify, support, and retain our high-performing team of educators and support staff.</p>	<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.
<p>Maximize Family and Community Partnerships: Grow family and community partnerships in efforts to strengthen and expand opportunities for all students.</p>	<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.

DEFINING OUR COMMITMENTS + DEVELOPING OUR STRATEGIC PRIORITIES AND ACTION STEPS

<p>Strategically and Equitably Allocate District Resources: Equitably distribute financial and other resources to maximize opportunities for all students.</p>	<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.
<p>Improve Facilities to Address Overcrowding and Infrastructure Needs: Address limitations of current physical spaces through expansion and/or renovation of facilities as needed.</p>	<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

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

SAMPLE Tools from Measuring Impact

<ul style="list-style-type: none"> • Annual budget materials • Survey data (Professional development survey, Panorama, ThoughtExchange, etc.)

- Roster of family and community partnerships and their impact for students
- Hiring and staffing data
- Report on paraprofessional staffing
- Review of student access to enrichment opportunities
- Plans for addressing overcrowded buildings
- Actions based on Pre-K-12 space and enrollment study completed by Lamoureux Pagano Associates (LPA|A)
- Annual measurement of philanthropic giving by organizations and individuals