



Shrewsbury Public Schools

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Superintendent

September 24, 2023

To: School Committee
Re: Strategic Plan Implementation – Update

Last spring, you unanimously approved a new Shrewsbury Public Schools Strategic Plan for the years 2023-2027, which can be found [here](#).

The strategic plan establishes three commitments:

- 1) Commitment to educational excellence
- 2) Commitment to the enhanced well-being of all
- 3) Commitment to optimization of resources

Under each commitment, the plan identifies a number of strategic priorities to focus the district's attention and resources over this five-year period, as follows:

<p style="text-align: center;">Commitment to Educational Excellence Strategic Priorities</p> <ol style="list-style-type: none">1. Ensure high-quality teaching and learning2. Close gaps3. Advance career and technical education4. Develop a district-wide data culture
<p style="text-align: center;">Commitment to Enhanced Well-Being of All Strategic Priorities</p> <ol style="list-style-type: none">1. Ensure a safe and inclusive culture2. Promote student and staff wellness3. Strengthen social and emotional learning programming and supports4. Enhance behavioral supports and interventions5. Evaluate and strengthen safety and security systems and protocols
<p style="text-align: center;">Commitment to Optimization of Resources Strategic Priorities</p> <ol style="list-style-type: none">1. Partner with the community to maintain a strong financial foundation2. Hire, support, and retain high-quality, diverse staff3. Maximize family and community partnerships4. Strategically and equitably allocate district resources5. Improve facilities to address overcrowding and infrastructure needs

It is important to emphasize that these strategic priorities have a five-year time horizon, and I believe that it will be very important to focus on a limited number of action steps in this first year of the plan in order to avoid trying to do too much, too soon and unintentionally asking more of our staff than can reasonably be managed. The key will be to choose high-leverage, measurable action steps that will move these strategic priorities forward, all of which will require substantial time and effort. Several suggested, potential year-one action steps are listed in [the strategic plan document](#), and over the course of this fall it will be important to determine which ones should be implemented at the district and/or school level. It should be noted that many of these are already being substantially advanced, such as our work on K-6 literacy, career and technical education, PreK-4 capital planning, school safety, and staff wellness, just to name a few.

We are again partnering with the consultant group *Focused Schools* to assist us with developing measurable action steps and performance metrics as we implement the strategic plan. They will assist us with the annual joint meeting of all nine of our school councils, which will take place on Monday, October 2. Each school council will develop a new school improvement plan (SIP) that reflects the district’s strategic priorities. I have proposed, and the principals have reviewed, the following timeline for finalizing the district’s year-one plan and the development of the SIPs and presentation to the School Committee for approval:

Date	Action	Notes
Oct 2	Joint Meeting of All School Councils	<i>Focused Schools</i> facilitates meeting, which will include protocol to develop measurable goals/action steps at both district and school-level aligned with the district’s strategic priorities
Oct 18	School Committee/Administration Dinner Workshop	Review of key data re: achievement and opportunity gaps and ways to focus time and energy on a few, high-leverage initiatives; review of district-level measurable goals/action steps for 2023-2024
Oct 25	School Committee Meeting	School Committee reviews and approves district-level goals/action steps for the 2023-2024 school year
Oct-Nov	School Councils develop SIPs	School Councils develop School Improvement Plans for their respective schools for the 2023-2024 school year that reflect the district’s strategic priorities
Nov 15	Middle School SIPs presented at School Committee meeting	Separate plans for each school, with common elements

Nov 29	Elementary School SIPs presented at School Committee meeting	Separate plans for each school, with common elements
Dec 6	SHS SIPs presented at School Committee meeting	Earlier SHS reports to the School Committee in the fall will inform plan (annual testing report, graduating class future plans report, enrollment report)
Dec 20	Preschool SIP presented at School Committee meeting	One plan for the preschool program

Note: Dates for SIP presentation by level are tentative and may be adjusted

As part of our strategic priority of developing a district-wide data culture, we have already begun analyzing the results from the recently released accountability measures and MCAS data, as well as locally administered assessments from last spring and this fall. There is an enormous amount of data, and it will be important to discern where we believe our attention should be focused to align ongoing assessment with our strategic priorities.

I look forward to discussing this proposed timeline and plan with you at your September 27 meeting and hearing your feedback. I believe that our strategic focus on a limited number of high-leverage priorities will serve us well as we strive to improve our effectiveness in helping our students succeed academically and supporting their well-being.