



# DRAFT District Strategic Goals and Action Steps for 2023-2024

Updated November 8, 2023

## 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.

2023-2027 Strategic Priority 1A

**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.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>1A.1:</b> Implement the next phase of the PreK-Grade 6 literacy initiative in order to provide all students with the research-based instruction and high-quality materials necessary to support reading and writing achievement</p>	<ul style="list-style-type: none"> <li>Continue to shift literacy instruction in PK-6 classrooms by providing robust professional development, start implementation of a foundational reading skills curriculum, and begin adoption of the new literacy program with at least one “early adopter” classroom per grade in each K-6 school.</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Superintendent for Curriculum, Instruction, &amp; Assessment</li> <li>PK-6 Principals, Assistant Principals, Preschool Director, Special Education Directors</li> <li>Instructional Coaches/Curriculum Coordinators &amp; Reading Specialists</li> <li>All PK-6 General and Special Educators who teach reading/English language arts</li> <li>All PK-6 Paraprofessionals who provide tutoring or support for reading/English language arts</li> </ul>
<p><b>1A.2:</b> Develop collective expertise of PK-Grade 12 instructional leaders to identify and provide feedback on key elements of effective, high-quality teaching</p>	<ul style="list-style-type: none"> <li>Provide professional development opportunities at no fewer than six District Leadership Team meetings focused on instructional leadership strategies that promote students’ access to appropriately challenging assignments requiring high levels of student thinking and engagement</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Superintendent for Curriculum, Instruction, &amp; Assessment</li> <li>Members of the District Leadership Team</li> </ul>

2023-2027 Strategic Priority 1B

**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.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>1B.1:</b> Ensure that students in grades K-8 who score below grade-level expectations on benchmark assessments receive additional support and reduce the percentage of students qualifying for interventions by 10% by June 2024</p>	<ul style="list-style-type: none"> <li>● Implement an academic intervention system based on a multi-tiered system of support model in all elementary and middle schools, with a focus on literacy interventions by elementary and middle-level educators who teach reading/English language arts and on math interventions by middle-level educators who teach math</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Curriculum, Instruction, &amp; Assessment</li> <li>● K-8 Principals, Assistant Principals, Special Education Directors, Director of English Language Education</li> <li>● Instructional Coaches/Curriculum Coordinators &amp; Reading Specialists</li> <li>● All PK-8 General and Special Educators who teach reading/English language arts and math</li> <li>● All PK-8 Paraprofessionals who provide tutoring or support for reading/English language arts and/or math</li> </ul>
<p><b>1B.2:</b> Increase the percentage of students in grades K-8 scoring at or above the grade-level benchmark on the Star Reading Assessment by 5% or more by June 2024</p>	<ul style="list-style-type: none"> <li>● Same as 1A.1 and 1B.1 above</li> </ul>	<ul style="list-style-type: none"> <li>● Same as 1A.1 and 1B.1 above</li> </ul>
<p><b>1B.3:</b> Increase opportunities for Shrewsbury High School students to take advanced coursework in 2024-2025 in order to meet <a href="#">all state accountability system improvement targets</a>, both for all students and for state-designated student demographic groups</p>	<ul style="list-style-type: none"> <li>● Update the course selection process in 2023-2024 to increase participation in courses designated by the state as “advanced courses” for the 2024-2025 school year, focusing on student demographic groups whose participation in advanced courses is below state benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>● SHS Principal</li> <li>● SHS Director of School Counseling</li> <li>● SHS School Counselors and Teachers</li> </ul>

2023-2027 Strategic Priority 1C

**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.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>1C.1:</b> Create career and technical pathways for high school students, including coursework sequences followed by authentic field training experiences.</p>	<ul style="list-style-type: none"> <li>● Complete planning for expansion of Project Lead the Way courses as Innovation Career Pathway options in the areas of Advanced Manufacturing and Biomedical &amp; Life Sciences for the 2024-2025 school year</li> <li>● Begin a partnership with the Blackstone Valley Hub where a pilot group of students will access experiential, hands-on technical learning exposing them to multiple vocations</li> <li>● Seek funding for Innovation Career Pathways initiatives by applying for the DESE’s Part A Innovation Career Pathways grant, while seeking additional philanthropic donations for career and technical education efforts</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Community Partnerships &amp; Well-Being</li> <li>● SHS Principal</li> <li>● SHS Director of School Counseling</li> <li>● SHS Director of Science &amp; Engineering</li> <li>● Designated SHS School Counselors and Teachers</li> </ul>
<p><b>1C.2:</b> Expand opportunities for career exploration, job shadowing, and internships so that at least 25% of SHS students are engaged with a career exploration experience by June 2024</p>	<ul style="list-style-type: none"> <li>● Further develop partnerships with area businesses, organizations, and individuals (including alumni) to increase high school student job shadowing, internships, and career exploration opportunities</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Community Partnerships &amp; Well-Being</li> <li>● SHS Principal</li> <li>● Director of School Counseling</li> <li>● Director of Alumni Development and Community Relationships</li> </ul>

2023-2027 Strategic Priority 1D

**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.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>1D.1:</b> At the K-8 level, develop and implement a system of collecting, reviewing, and acting collaboratively upon multiple sources of student data regarding literacy performance at the district, school, grade/content team, and classroom level</p>	<ul style="list-style-type: none"> <li>● Use the Star assessment program to measure every student's literacy progress at least three times, with additional progress monitoring for students receiving intervention</li> <li>● Create shared system for tracking assessment data to enable analysis for individual and group progress and to identify trends</li> <li>● Hold at least three literacy data analysis meetings with grade level teams to monitor all students' progress, and an additional three data analysis meetings to monitor progress of students who are receiving interventions</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Curriculum, Instruction, &amp; Assessment</li> <li>● K-8 Principals, Assistant Principals, Special Education Directors, Director of English Language Education</li> <li>● Instructional Coaches/Curriculum Coordinators &amp; Reading Specialists</li> <li>● All PK-8 General and Special Educators who teach reading/English language arts</li> <li>● Data Managers</li> </ul>
<p><b>1D.2:</b> Analyze student attendance data to examine root causes of chronic absenteeism, and develop a systematic plan of action to improve student attendance</p>	<ul style="list-style-type: none"> <li>● Review absence data to identify causes and trends over time</li> <li>● Review attendance policies and consider updates where warranted</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent of Schools</li> <li>● Data Managers</li> <li>● Principals &amp; Assistant Principals</li> </ul>

## COMMITMENT TO THE 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.

2023-2027 Strategic Priority 2A

**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.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>2A.1:</b> Continue to provide access to targeted professional development focused on inclusive and culturally proficient practices.</p>	<ul style="list-style-type: none"> <li>● Provide professional development for paraprofessionals regarding understanding and responding to bias</li> <li>● Complete the three-year professional development cycle of providing the <i>Becoming an Equitable Educator</i> course during early release days to those professional educators who did not take the course in years one and two</li> <li>● Provide monthly professional development for District Leadership Team members regarding ways to promote instructional equity, counter bias and foster inclusion</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Curriculum, Instruction, &amp; Assessment</li> <li>● Members of the District Leadership Team</li> <li>● Designated Educators and Paraprofessionals</li> </ul>
<p><b>2A.2:</b> Respond to the needs of the significant increase in newcomer students, including migrant students from the emergency shelter</p>	<ul style="list-style-type: none"> <li>● Invest designated state funding to provide staffing and resources necessary to support our newcomers from the emergency shelter, including a transition program at the elementary level, a bilingual family coordinator, and additional English language education teachers and tutors where necessary</li> <li>● Redeploy clinical staff as needed to attend to student behavioral health needs</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Student Services</li> <li>● Director of English Language Education</li> <li>● Director of Counseling &amp; Mental Health Services</li> <li>● Principals &amp; Assistant Principals</li> <li>● District Social Worker</li> </ul>

		<ul style="list-style-type: none"> <li>● Designated Educators and Paraprofessionals</li> </ul>
<p><b>2A.3:</b> Increase the percentage of students districtwide who respond “favorably” to the Panorama survey in the category of “Belonging” by 5% from fall of 2023 to spring of 2024</p>	<ul style="list-style-type: none"> <li>● Implement academic and social and emotional learning (SEL) curriculum experiences and school activities to focus on building relationships between staff and students and to promote a sense of belonging for students (including use of the advisory model at SHS and Oak Middle School and class meeting models in grades PK-6)</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Community Partnerships &amp; Well-Being</li> <li>● Principals &amp; Assistant Principals</li> <li>● District Social and Emotional Learning Leadership Team</li> <li>● All Educators who lead advisories and social and emotional learning lessons</li> </ul>
<p><b>2A.4:</b> Advance the Reaching Independence through Supported Employment (RISE) Program to serve a larger student population and to include a student-run retail business within their home community</p>	<ul style="list-style-type: none"> <li>● Complete full move-in to the 557 Main Street location for the RISE program and open the Maple &amp; Main retail storefront to provide students in the age 18-22 transition program with additional high-quality, community-based educational work experiences</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Student Services</li> <li>● Assistant Superintendent for Finance &amp; Operations</li> <li>● Assistant Director of Special Education &amp; Pupil Personnel Services</li> <li>● RISE Coordinator</li> <li>● Maple &amp; Main Retail Manager</li> <li>● RISE Educators &amp; Job Coaches</li> <li>● RISE Advisory Committee</li> </ul>



2023-2027 Strategic Priority 2B

**Promote Student and Staff Wellness:** Expand opportunities for students and staff to strengthen mental health and physical wellness in support of overall well-being.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>2B.1:</b> Review outcomes of school start time changes in order to determine impact on sleep health and well-being</p>	<ul style="list-style-type: none"> <li>Assess the impact of the change in start times on students, staff, and families through Regional Youth Health Survey and other survey data and by reviewing attendance data, transportation schedules, and access to co-curricular activities</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent of Schools</li> <li>Principals</li> <li>Director of School Nursing</li> <li>School Wellness Advisory Committee</li> <li>Data Managers</li> </ul>
<p><b>2B.2:</b> Initiate a staff wellness program and provide professional development and other opportunities to address workplace stress</p>	<ul style="list-style-type: none"> <li>Convene a Shrewsbury Public Schools Staff Wellness Team to make recommendations for ways to improve staff wellness and to create a staff wellness program; implement recommendations that are feasible during the current school year and plan for those to be implemented next year</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Superintendent for Community Partnerships &amp; Well-Being</li> <li>District Staff Wellness Team</li> <li>Members of the District Leadership Team</li> </ul>
<p><b>2B.3:</b> Begin a planning process to consider Food Service program improvements to enhance students’ nutritional options and dining experiences within the framework of universal, no-cost meals</p>	<ul style="list-style-type: none"> <li>Review personnel and program needs for enhancing quality while responding to increased volume of meals served within limited timeframes; research best practices in districts that have experience and success with universal meal programs</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Superintendent for Finance &amp; Operations</li> <li>Director of Food Service</li> <li>School Wellness Advisory Committee</li> </ul>

2023-2027 Strategic Priority 2C

**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.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>2C.1:</b> Provide increased collaboration opportunities to strengthen educators’ understanding and implementation of social and emotional learning (SEL)</p>	<ul style="list-style-type: none"> <li>● Convene a District SEL Leadership Team in order to review and make suggestions for strengthening SEL programming at all levels, while monitoring Panorama survey data for evidence of impact and to determine how to best meet student needs</li> <li>● Provide all Professional-Level Educators with opportunities to collaborate regarding SEL practices at three staff meetings this school year</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Community Partnerships &amp; Well-Being</li> <li>● District SEL Leadership Team</li> <li>● Members of the District Leadership Team</li> <li>● All Educators who participate in staff meetings</li> </ul>

2023-2027 Strategic Priority 2D

**Enhance Behavioral Supports and Interventions:** Implement a districtwide tiered system of support and interventions to address student behavioral needs.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>2D.1:</b> Develop ways to assess student mental health and behavioral health needs</p>	<ul style="list-style-type: none"> <li>● Implement a universal mental health screener system across the district to identify student needs and match supports to address them</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Student Services</li> <li>● Director of Counseling &amp; Mental Health Services</li> <li>● Counseling &amp; Mental Health Clinical Staff</li> <li>● Data Managers</li> </ul>
<p><b>2D.2:</b> Implement common processes for implementing interventions and supports for students who are not making effective progress with social, emotional, and behavioral development</p>	<ul style="list-style-type: none"> <li>● Continue the district’s participation in the Department of Elementary &amp; Secondary Education’s Social Emotional Behavioral Academy program to continue the work to identify targeted interventions and systems that address PreK-12 student behavioral needs</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Student Services</li> <li>● Assistant Superintendent for Community Partnerships &amp; Well-Being</li> <li>● Director of Counseling &amp; Mental Health Services</li> <li>● Social Emotional Behavioral Academy Team</li> </ul>

2023-2027 Strategic Priority 2E

**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.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>2E.1:</b> Assess the current state of the district’s safety and security systems and crisis response processes</p>	<ul style="list-style-type: none"> <li>● Engage an expert consultant to conduct an audit of the district’s current safety and security measures and make recommendations for improvements</li> <li>● Create an action plan to respond to the recommendations and implement what is possible in the short term</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Finance &amp; Operations</li> <li>● Director of Information Technology</li> <li>● Principals &amp; Assistant Principals</li> <li>● Partnership with Shrewsbury Police, Shrewsbury Fire, and Shrewsbury Public Buildings</li> </ul>

## 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.

2023-2027 Strategic Priority 3A

**Partner with the Community to Maintain a Strong Financial Foundation:** Continue the financial stability that was established by the 2021 Operational Override.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>3A.1:</b> 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</p>	<ul style="list-style-type: none"> <li>● Seek funding for Innovation Career Pathways initiatives by applying for the state Innovation Career Pathways grant, while seeking additional philanthropic donations for career and technical education efforts (see 1C.1 above)</li> <li>● Launch a targeted capital campaign to support the Reaching Independence through Supported Employment (RISE) program for students age 18-22</li> <li>● Seek state funding for high quality instructional materials and district strategic priorities through competitive state grants</li> <li>● Promote giving to the SPS Colonial Fund to provide additional funds to strengthen innovative educational programming</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Community Partnerships &amp; Well-Being</li> <li>● Assistant Superintendent for Student Services</li> <li>● Assistant Superintendent for Curriculum, Instruction, &amp; Assessment</li> <li>● RISE Program Capital Campaign Committee</li> <li>● SHS Principal</li> <li>● SHS Director of School Counseling</li> <li>● Director of Alumni Development and Community Relationships</li> </ul>
<p><b>3A.2:</b> Partner with the Select Board to discuss options for a successor plan to the March 16, 2021 override statement to the residents of Shrewsbury</p>	<ul style="list-style-type: none"> <li>● Meet regularly with Select Board members and town officials to review FY25 budget needs and multi-year projections that will inform the scope and timing of a succession plan</li> </ul>	<ul style="list-style-type: none"> <li>● School Committee</li> <li>● Superintendent of Schools</li> <li>● Assistant Superintendent for Finance &amp; Operations</li> </ul>

2023-2027 Strategic Priority 3B

**Hire, Support, and Retain High-Quality, Diverse Staff:** Diversify, support, and retain our high-performing team of educators and support staff.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>3B.1:</b> 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</p>	<ul style="list-style-type: none"> <li>● The Teacher Diversification Team will develop and implement monthly professional development for the District Leadership Team focused on conditions and processes for recruiting and hiring talented, diverse candidates</li> <li>● Create and implement an updated Guide to Talent Acquisition to be used by District Leadership Team members for the hiring process for the 2024-2025 school year</li> <li>● Maintain and expand opportunities for college and university recruitment, including attendance at a minimum of six career fairs, development of relationships with at least six college/university department heads, and posting all professional positions on HandShake and other university sites to increase diversity of applicants to teaching roles</li> <li>● Learn about best practices to build a paraprofessional-to-teacher career development pipeline and create the initial outline of a plan for future implementation</li> </ul>	<ul style="list-style-type: none"> <li>● Executive Director of Human Resources</li> <li>● Teacher Diversification Project Team</li> <li>● District Leadership Team</li> </ul>

2023-2027 Strategic Priority 3C

**Maximize Family and Community Partnerships:** Grow family and community partnerships in efforts to strengthen and expand opportunities for **all** students.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>3C.1:</b> Strengthen and grow partnerships with families through outreach efforts, including but not limited to developing a network of volunteers for interview committees, enhancing family interpreter and translation supports, and connecting families with community resources</p>	<ul style="list-style-type: none"> <li>● Respond to the needs of newcomer families, including those at the emergency shelter, by utilizing state funding to add resources including a bilingual Family Coordinator, translation and interpretation resources, etc.</li> <li>● Develop databases of family resources, including interview committee family volunteers with an emphasis on diverse backgrounds and interpreter and translation support resources</li> <li>● Send a team of of educators and parents/caregivers to the Department of Elementary and Secondary Education’s Family School Partnership Summit to learn about best practices for family engagement</li> </ul>	<ul style="list-style-type: none"> <li>● Assistant Superintendent for Community Partnerships &amp; Well-Being</li> <li>● Director of English Language Education</li> <li>● Executive Director of Human Resources</li> <li>● Principals &amp; Assistant Principals</li> <li>● District Social Worker</li> </ul>



**2023-2027 Strategic Priority 3D**

**Strategically and Equitably Allocate District Resources:** Equitably distribute financial and other resources to maximize opportunities for **all** students.

Strategic Goals for 2023-2024 School Year	Action Steps 2023-2024	Staff Responsible
<p><b>3D.1:</b> Investigate ways to ensure that all students have equitable access to educational enrichment opportunities</p>	<ul style="list-style-type: none"> <li>Review field study and enrichment activities being provided across all elementary schools to advance common experiences</li> <li>Develop a system for soliciting donations to help cover field study and other co-curricular costs for families with financial challenges</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Superintendent for Finance &amp; Operations</li> <li>Assistant Superintendent for Curriculum, Instruction, &amp; Assessment</li> <li>Elementary Principals</li> </ul>

**2023-2027 Strategic Priority 3E**

**Improve Facilities to Address Overcrowding and Infrastructure Needs:** Address limitations of current physical spaces through expansion and/or renovation of facilities as needed.

<p><b>3E.1:</b> Seek a remedy to high school overcrowding and academic space limitations by working to advance the application process with the Massachusetts School Building Authority for the potential expansion of Shrewsbury High School</p>	<ul style="list-style-type: none"> <li>Collaborate with school and town officials to complete all components of the Eligibility Module following a potential invitation into the Massachusetts School Building Authority’s pipeline for an expansion of Shrewsbury High School</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent of Schools</li> <li>Assistant Superintendent for Finance &amp; Operations</li> <li>SHS Principal &amp; Assistant Principals</li> <li>Partnership with Shrewsbury Public Buildings</li> </ul>
<p><b>3E.2:</b> Make recommendations for next steps forward to support appropriate elementary and preschool space</p>	<ul style="list-style-type: none"> <li>Form a PreK-Grade 4 Capital Planning Study Committee to review the 2023 Capital Inventory and Improvement Study (i.e., PK-12 Space Study) to study options and present a report with recommendations by spring of 2024</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent of Schools</li> <li>Assistant Superintendent for Finance &amp; Operations</li> <li>PreK-Grade 4 Capital Planning Study Committee</li> </ul>