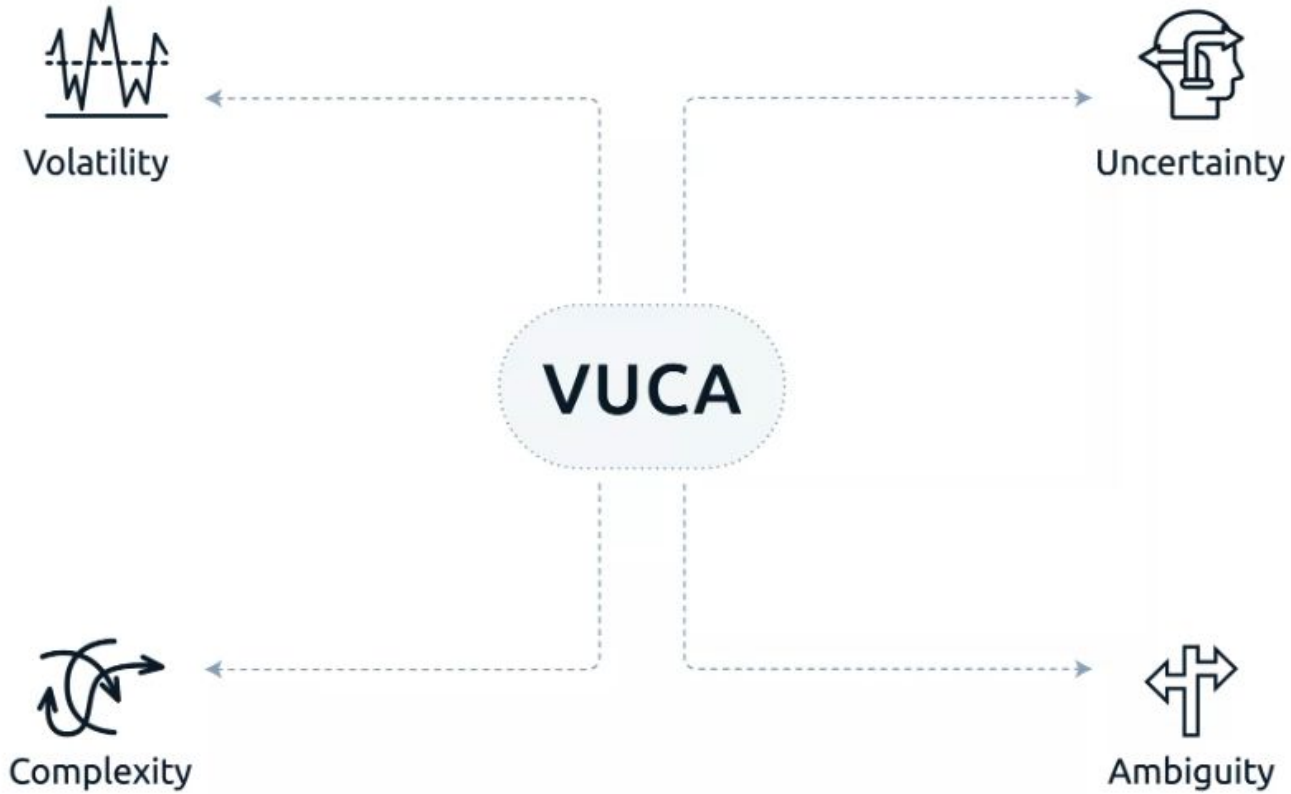




# **Proposed District Strategic Goals and Action Steps**

## **2023-2024 School Year**

**For the School Committee's Consideration & Vote on November 15, 2023**



# Responding to a VUCA environment

**V**olatility

countered by

**V**ision

**U**ncertainty

met with

**U**nderstanding

**C**omplexity

simplified by

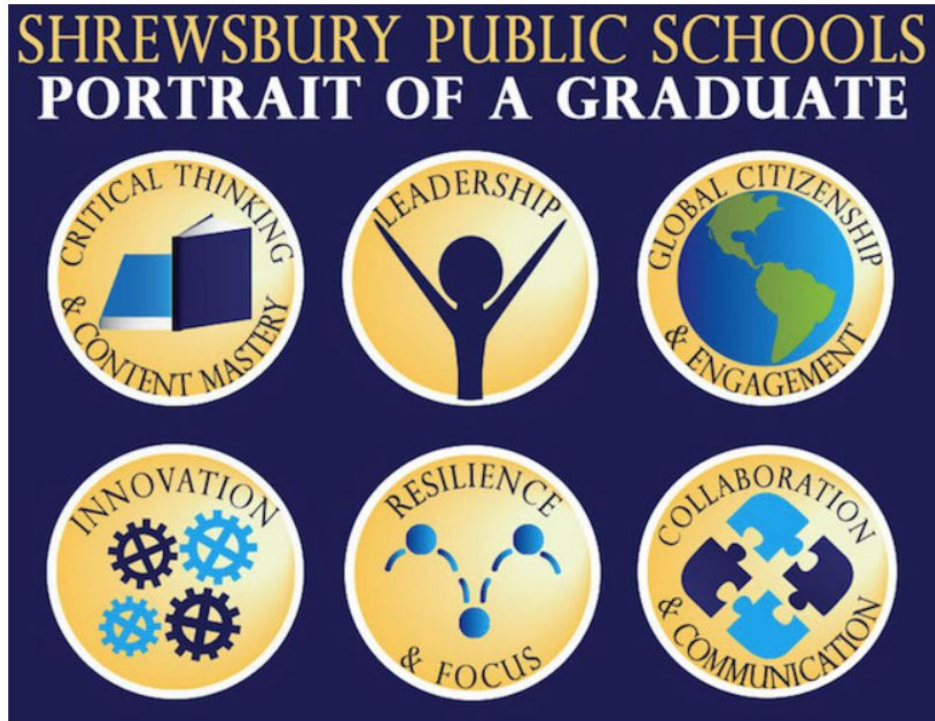
**C**larity

**A**mbiguity

responded to with

**A**gility

# Counter Volatility with Vision



# 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.

Enhanced  
Well-Being  
of All

### SHREWSBURY PUBLIC SCHOOLS PORTRAIT OF A GRADUATE



Educational  
Excellence

Optimization  
of Resources

## Core Values

Respect &  
Responsibility

Collaboration &  
Communication

High Standards &  
Expectations

Equity

# Meet **U**ncertainty with **U**nderstanding

## 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.

### Five-Year Strategic Priorities for Our Commitment to the Enhanced Well-Being of All

#### Well-Being Priority 1: 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.

#### Well-Being Priority 2: Promote Student and Staff Wellness

Expand opportunities for students and staff to strengthen mental health and physical wellness in support of overall well-being.

#### Well-Being Priority 3: 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.

#### Well-Being Priority 4: Enhance Behavioral Supports and Interventions

Implement a districtwide tiered system of support and interventions to address student behavioral needs.

#### Well-Being Priority 5: 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.



# Simplify Complexity with Clarity

## 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.

### Five-Year Strategic Priorities for Our Commitment to Educational Excellence

#### Educational Excellence Priority 1: 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.

#### Educational Excellence Priority 2: 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.

#### Educational Excellence Priority 3: 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.

#### Educational Excellence Priority 4: 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.

# Respond to **A**mbiguity with **A**gility

## 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.

### Five-Year Strategic Priorities for Our Commitment to the Optimization of Resources

#### Optimization Priority 1: Partner with the Community to Maintain a Strong Financial Foundation

Continue the financial stability that was established by the 2021 Operational Override.

#### Optimization Priority 2: Hire, Support, and Retain High-Quality, Diverse Staff

Diversify, support, and retain our high-performing team of educators and support staff.

#### Optimization Priority 3: Maximize Family and Community Partnerships

Grow family and community partnerships in efforts to strengthen and expand opportunities for all students.

#### Optimization Priority 4: Strategically and Equitably Allocate District Resources

Equitably distribute financial and other resources to maximize opportunities for all students.

#### Optimization Priority 5: Improve Facilities to Address Overcrowding and Infrastructure Needs

Address limitations of current physical spaces through expansion and/or renovation of facilities as needed.





# From Commitments and Strategic Priorities to Strategic Goals and Action Steps

- Last school year: strategic planning process with multiple opportunities for input from students, families, community members, and SPS staff
- Last spring: School Committee approved a five-year strategic plan that established commitments and strategic priorities
- This fall: Feedback from all nine schools' school councils (parents and staff), workshop with the leadership team and School Committee to consider goals and action steps for this school year
- Assisted by our consultant, *Focused Schools*

**You do not rise to the level of  
your goals, you fall to the level  
of your systems.**

**~ James Clear**



# Process Goals for Developing Systems

*Examples from the proposed strategic goals for 2023-2024:*

- **Initiate a staff wellness program**
- **PreK-Grade 6 literacy initiative**
- **K-8 academic interventions and support for students who score below grade-level benchmarks**
- **High school expanded course options and updated course selection process**
- **Teacher Diversification Project**



# Performance Goals for Determining Progress

*Examples from the proposed strategic goals for 2023-2024:*

- **Increase percentage of students meeting the grade-level benchmark on the Star reading assessment by 5%**
- **Reduce the percentage of students qualifying for academic interventions by 10%**
- **Increase percentage of students responding favorably that they have a sense of belonging in school by 5%**
- **Meet state targets for high school students across multiple demographic groups taking advanced courses**



## Important Caveats

- The proposed strategic goals for this school year are already underway – these are not “new” to the staff involved
- Most of the proposed strategic goals represent work that we have been planning over the past year-plus in some cases (e.g., literacy initiative), while others are in response to unexpected circumstances (e.g., large number of newcomer English language learner students)
- Many goals are the responsibility of small teams of staff members, due to their administrative roles or due to volunteering/interest (e.g., PreK-4 Capital Planning Study Committee), while some goals require significant effort by a large number of staff (e.g., K-8 literacy data cycle project)



## Focusing on What's Important

The proposed strategic goals and action steps for this school year are intended to **focus our time, effort, and resources in ways that will make a positive difference for students, families, and staff in areas that they told us are important to them** during the strategic planning process last year.



# Excerpt: Goals and Action Steps Under “Enhanced Well-Being”

## 2023-2027 Well-Being Priority 1

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>1.1:</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>1.2:</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> <li>● Designated Educators and Paraprofessionals</li> </ul>

# Excerpt: Goals and Action Steps Under “Educational Excellence”

## 2023-2027 Educational Excellence Priority 1

**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>1.1:</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>1.2:</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>

# Excerpt: Goals and Action Steps Under “Optimization of Resources”

## 2023-2027 Optimization Priority 1

**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>1.1:</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>1.2:</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>

# Responding to a VUCA environment

**V**olatility

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**You do not rise to the level of your goals, you fall to the level of your systems.**

**~ James Clear**

**The purpose of our systems is to support our people.**

***We are building systems to support the enhanced well-being of all, to achieve educational excellence, and to optimize our resources – in order to best serve our students, families, and colleagues.***