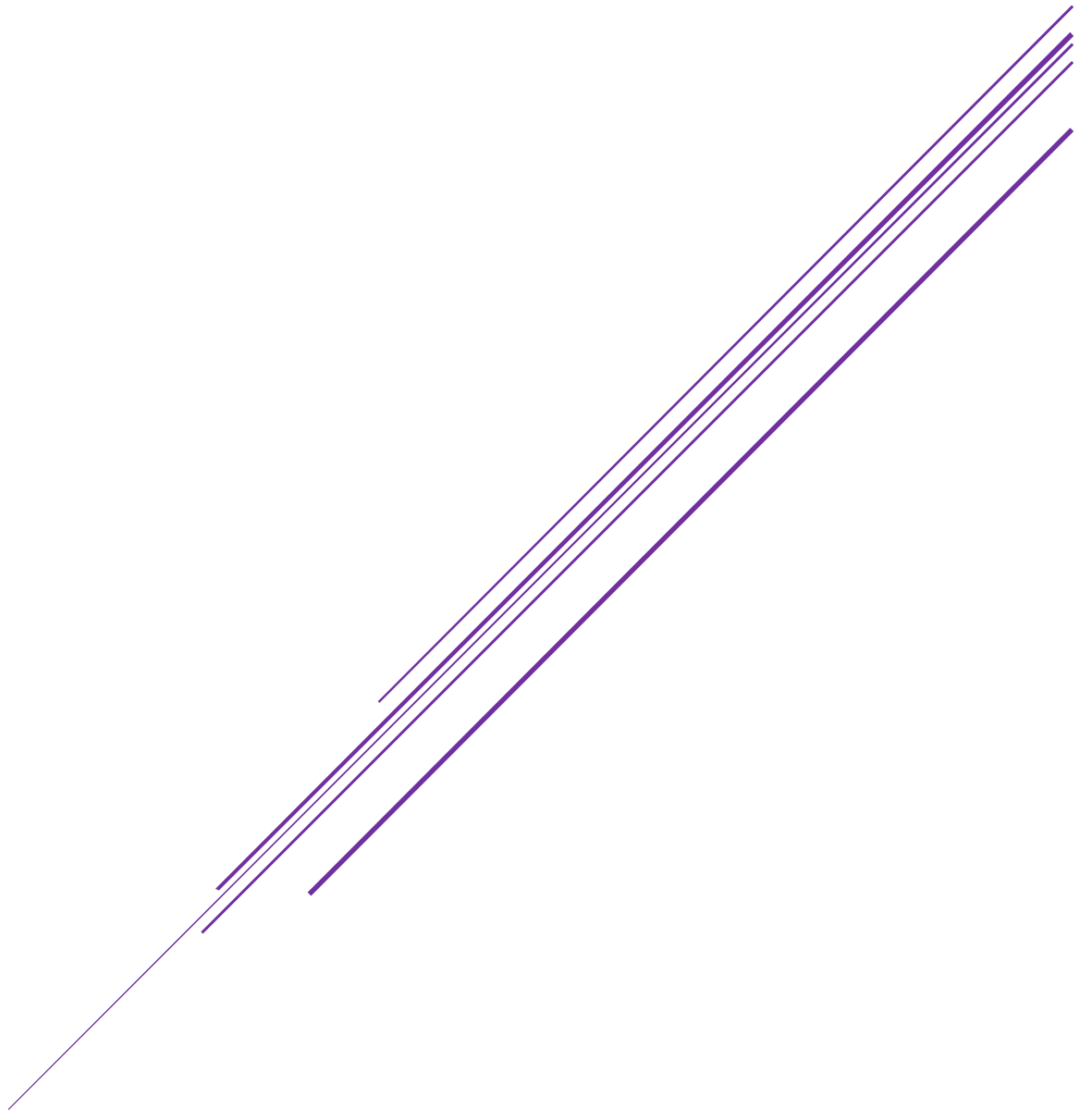


DISTRICT STRATEGIC PLAN

2023 through 2028



Shawsheen Valley Regional Vocational Technical School District

Process Review

The development of this District Strategic Plan is based upon the Entry Plan and Report of Entry Findings that was completed over the course of the past year. As I worked to transition into the role of Superintendent-Director I spent time listening to and interacting with a number of school and community partners to help guide the development of this document. This included visiting numerous classrooms and shop areas and meeting with the following groups:

- The Town Managers from all sending communities.
- The Superintendents from all of our sending school districts
- The Parent Advisory Council
- The Student Cabinet
- Members of the clerical staff
- Members of the Business Office staff
- Members for the technology staff
- Members of the maintenance staff
- Members of the cafeteria staff
- Members of the leadership team
- Members of the Program Advisory Committees
- District School Committee members
- Elected town officials.
- Current students
- Members of the English Department
- Members of the Social Studies Department
- Members of the Support Services Department
- Members of the Science Department
- Members of the Math Department
- Members of the Physical Education Department
- Members of the Guidance Department
- Meetings with specialized instructors (foreign language, ELD, etc.)
- Members of the Construction Department
- Members of the Manufacturing Department
- Members of the Life Sciences Department
- Members of the Transportation / Services Department
- Members of the Arts, Communication and Technology Department
- Paraprofessionals

In addition to meeting with all of these school and community stakeholders I also spent time reviewing a variety of school and district related documents that included the following items:

- The Regional Agreement
- School Committee Polices
- Contracts with Employment Units (teachers, clerical, etc.)
- Individual Employment Contracts
- Budget Documents
- Grant Documents
- District Audit Reports
- Submitted Massachusetts School Building Authority Statement of Interest
- School Improvement Plan
- District Technology Information
- District Capital Improvement Plan
- Student Handbook
- Staff Handbook
- Program of Studies
- Evaluation System Forms and Reports
- MCAS “Report Card”
- Crisis Management Manual
- Graduate Plan Surveys
- District Admission Policy
- CTE Chapter 74 Admissions and Waitlist Analysis Data

Core Values

Accountability: Take responsibility for your words, actions, and commitments.

We strive to be our best selves and hold ourselves accountable for our own words and actions. We follow through on our commitments and take responsibility when we fail to meet this standard.

Integrity: Be honest and do the right thing, even when no one else is watching.

We believe in being honest and doing the right thing. We hold ourselves to this high standard even when it is inconvenient or when no one else is watching.

Respect: Treat everyone the way you wish to be treated.

We are committed to creating a safe, welcoming, and inclusive learning environment for all members of our community. We exhibit respect for one another through our words and actions, and by assuming best intentions of one another.

Mission

At Shawsheen Valley Technical High School, it is our mission to provide a positive learning experience in a safe educational environment that encourages all students to reach their full potential, emphasizes the value of a strong work ethic, and prepares them for adult life in a competitive world.

Philosophy

Shawsheen Valley Technical High School provides rich and varied opportunities for students to demonstrate growth and achievement by delivering the highest level of academic and vocational/technical education. The Shawsheen experience leaves students with an understanding that education is a lifelong, continuous process with many paths to a successful and fulfilling adult life. Recognizing that each student is driven by his or her own unique talents and interests, we offer meaningful vocational instruction that models current industry standards and instills positive occupational and critical thinking skills. With diversity and equality in mind, we encourage nontraditional shop selection and placement. The implementation of rigorous academic programs further supports our goal to deliver a comprehensive educational experience. Shawsheen graduates are poised to succeed in industry and post-secondary education.

Through relevant curriculum, exploration, skill building, and authentic community-based experiences, Shawsheen Valley Technical High School students learn to make informed career choices. Students also learn to think critically, communicate effectively, and value our diverse world, culminating in co-operative employment. Valued traits like problem-solving, time management, and consistent attendance, are among principles we reinforce with students. We continually celebrate student achievement and offer diverse opportunities for students of varying abilities to demonstrate their skills. We recognize the need to assess the varying abilities and capacities of students and adjust innovatively to accommodate those differences.

Shawsheen Valley Technical High School maintains a highly trained faculty and staff who model professional careers and behaviors and engage in professional development opportunities provided by the district. Educators collaborate with industry leaders, advisors, and each other to create a career and technical high school that exceeds national standards and welcomes global competition, while prioritizing our commitment to the regional community. We foster a mutually beneficial relationship between our students and that community, and the district provides resources to support this mission.

Objective One: Teaching and Learning

We believe that equity in schools is best achieved through high-quality, engaging, application-based instruction. The use of these approaches is the best mechanism for improving student outcomes, and in particular, students that have not had success with other educational models. All students deserve a challenging and engaging learning environment that supports them and promotes high levels of student growth and achievement.

We believe that the following strategic actions will enable us to achieve this objective:

- Implement learning walks and other informal staff observation techniques to develop, foster, and promote best teaching practices.
- Develop and implement a system of professional learning communities to allow staff to share, learn, and grow their capacities.
- Develop and institute shared expectations for the development of curriculum, the implementation of instruction, the process of assessment, and the ability to track student competency/attainment.
- Create and share a universal language of student competency/attainment that is used across all grade levels and subject areas.
- Implement content-based literacy strategies to support instruction across all grade levels and subject areas.
- Expand the delivery of support services by coteaching across all grade levels.
- Implement a system to plan and facilitate shop and classroom visits to allow staff to showcase their skills and abilities for their peers.

Objective Two: Access, Equity and Outreach

We believe that promoting equitable access to our school and our programs is at the heart of achieving equity in our school. Healthy and successful learning communities exist when all members of the school community have access to the same information and opportunities, regardless of where they live, what they look like, the language they speak, or their economic status.

We believe that the following strategic actions will enable us to achieve this objective:

- Hosting every eighth-grade student from our six sending middle schools during the regular school day to allow them to see Shawsheen Valley Technical School in action.
- Researching, designing, and implementing career tree resources to help perspective, current, and former students understand all of the career paths available from the completion of our technical programs.
- Targeting recruitment activities to focus on outreach to communities that have typically been underserved by Shawsheen Valley Technical School.
- Improving our outreach to first time, “non-legacy” students to ensure that they have a complete picture of the school offerings.
- Continuing to expand the English Learners (ELs), and Former English Language Learners (FELLS), program at Shawsheen Valley Technical School.
- Analyzing our enrollment numbers for historical information about trends by community and student demographic.
- Analyzing our shop placement numbers for historical information about trends by community and student demographic.
- Adopting a new student application and enrollment software platform to allow us to track and sort student applications in real time.
- Reviewing and updating the Exploratory program to ensure that all students are exposed to a variety of career opportunities.
- Revising the master schedule to raise the academic rigor and provide programming choice for students.
- Continuing to grow and expand our Project Explore program to allow more seventh-grade students to participate in the program.
- Maintain and update the Hall of Flags display to continue to celebrate staff and student diversity.

Objective Three: Infrastructure

We believe that having safe and welcoming instructional areas and up-to-date systems is essential to student learning and growth. All students should feel safe and supported during their high school career, and providing up-to-date technology and resources is at the heart of making this happen.

We believe that the following strategic actions will enable us to achieve this objective:

- Completing a comprehensive review of the projected building needs at five and ten years into the future.
- Developing an infrastructure improvement plan to target the systems and structures needed to keep the building safe and productive.
- Developing a plan to systematically update and remodel the science laboratories.
- Review options for reconfiguring the auditorium with a lens towards making it an instructional space.
- Complete a comprehensive building study to inform decisions about systems and structures.
- Continue to work to refine our Statement of Interest with the long-term goal of receiving funding from the Massachusetts School Building Authority (MSBA) for a renovation/expansion, or new facility.
- Develop and implement a plan to expand current technical programs, and/or add additional programming.
- Research and develop a plan to upgrade and expand the current athletic facilities.