



PEMBROKE PUBLIC SCHOOLS

STRATEGIC PLAN

2026-2031

Pembroke Empowers Minds

Pembroke, Massachusetts



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Pembroke
Public Schools

Introduction

Letter to the Community

“

I am proud to introduce the Pembroke Public Schools Strategic Plan, a roadmap that will guide our work and decision-making over the next several years. This plan reflects our shared commitment to providing every student with the opportunities, support, and experiences necessary to thrive academically, socially, and personally.

The development of this strategic plan was a collaborative effort shaped by the voices of our students, families, educators, staff members, community partners, and School Committee. Through surveys, listening sessions, and thoughtful discussions, our community helped identify both the strengths we are proud of and the opportunities where we can continue to grow.

Education today exists in a rapidly evolving world. Our responsibility as a school district is not only to ensure strong academic outcomes, but also to foster curiosity, resilience, creativity, and a sense of belonging for every learner. This strategic plan prioritizes those goals while reinforcing our commitment to inclusive practices, high expectations, and meaningful support for all students.

The priorities outlined in this plan will guide how we allocate resources, develop programs, support our educators, and engage with our community. Just as important, the plan establishes clear goals and measures so that we can monitor progress and remain accountable to our students and families.

A strategic plan is not a static document-it is a living framework that will evolve as we learn, reflect, and respond to the needs of our community. I look forward to working together with our dedicated staff, families, and community members to bring this vision to life.

Thank you for your continued partnership and for your commitment to the success of every student in Pembroke.

Sincerely,


Superintendent of Schools

**"Our vision is to be the
North Star for every
student's success."**

Building a future where every learner is
empowered.



Strategic Planning Committee



Administration & Leadership

Erin Obey	Superintendent
Marybeth Brust	Assistant Superintendent
Jessica DeLorenzo	Director of Student Services
Michael Tinker	Director of Instructional Tech
Melinda Soliwoda	PK-6 Content Supervisor
Michael Murphy	North Pembroke Elem. Principal
Valerie Charpentier	NPES Assistant Principal
David Rix	PHS Assistant Principal
Erica Swift	PCMS Assistant Principal
Traci Costa	Bryantville Assistant Principal
Allison Glennon	School Committee Vice Chair

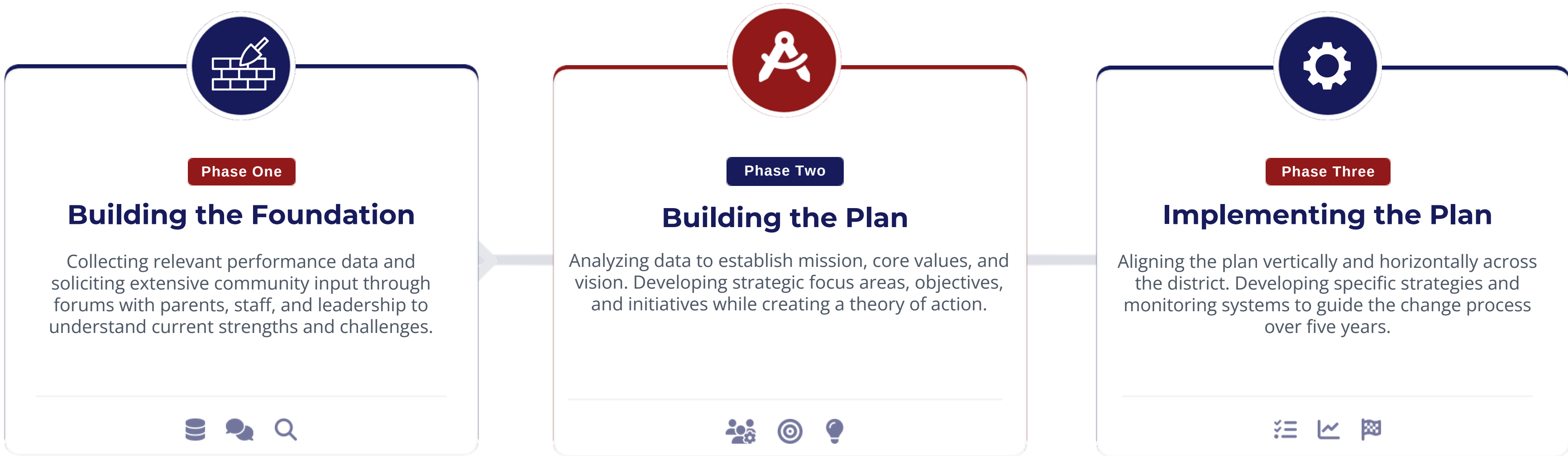
Faculty & Community

Faculty Representatives	
Mallory Hayes	PCMS English Teacher
Tim Kennedy	Bryantville Grade 5 Teacher
Renee Bock	Hobomock Gr 5 / Union Pres.
Parent Representatives	
Steven Collum	Bridget Henderson
Susan MacNeil	Casey Holland
Stephanie Regan	
Student Representatives	
Julia Baxter	Daire Finnigan

Strategic Planning Process

A comprehensive three-step roadmap designed to align our people, activities, and resources towards a shared vision for Pembroke Public Schools.

2026 — 2031



Building the Foundation

Fall/Winter 2025/2026

Phase One represented the critical first step in the strategic planning process. In this phase, we focused on gathering a comprehensive understanding of our district's current reality through rigorous data collection and extensive community engagement.



Data Collection

Collected relevant ex-post facto data representing the performance of Pembroke Public Schools to guide the Strategic Planning Committee.



Community Forums

Conducted a series of open forums with parents, community members, school committee, staff, and leadership to solicit input.



Synthesizing Insights

Analyzed feedback and performance metrics to identify strengths, challenges, and themes that would inform Phase Two.



**"Listening to our
community."**

Building a plan rooted in the voices of Pembroke.

Building the Plan

Analyzing Data & Establishing Direction

In Phase Two, the Strategic Planning Committee analyzed internal and external data to build a comprehensive framework. This collaborative work established our core identity and set the strategic course for the future of Pembroke Public Schools.



Strategic Direction

Established a clear Mission, Core Values, and Vision based on data themes to serve as the district's "North Star."



Focus Areas & Objectives

Identified four key focus areas and developed specific strategic objectives, initiatives, and measurable outcomes for each.



Theory of Action

Developed a Theory of Action to connect strategic initiatives to organizational improvement and student success.



"Charting the course."

Defining who we are and where we are going together.

Implementing the Plan

2026 - 2031

In the final phase, the focus shifts to operationalizing the vision. The Committee determined how to implement the strategic plan vertically and horizontally across the organization to guide the change process over the next five years.



Organizational Alignment

Ensuring vertical and horizontal alignment across the district so that every classroom and department moves in the same strategic direction.



Strategic Prioritization

Highlighting specific strategies that will be employed to ensure district improvement efforts remain focused on the identified strategic focus areas.



Continuous Improvement

Establishing monitoring mechanisms to track progress, refine strategies, and drive sustainable growth throughout the implementation period.



"Turning vision into reality."

A roadmap for the next five years.

“

— • —
Our Mission

**Empowering students to reach
their full academic and personal
potential for success in a
dynamic world**



”



Guiding Principles
CORE VALUES

PEMBROKE



P

Perseverance

and Purpose



E

Respect

for self and others



M

Empathy

understanding others



B

Colla**b**oration

working together



R

Integ**r**ity

doing what is right



O

Inno**v**ation

and problem solving



K

Kindness

in action



E

Leadership

empowering others

“

— • —
Our Vision

Pembroke Titans are empowered learners, respectful collaborators, effective communicators and engaged citizens



Learners



Collaborators



Communicators



Citizens

”

IF THE DISTRICT...



Instruction & Pathways

Delivers high-quality, equitable instruction through strong productive academic programs, targeted student supports, and expanded college and career pathways.



Community Partnerships

Builds meaningful community partnerships to enhance opportunities for all stakeholders.



Communication

Strengthens two-way communication grounded in trust and transparency across the school community.



Resources & Facilities

Strategically aligns financial resources to support appropriate class sizes, staffing, and safe, modern learning facilities.



THEN...



STUDENT SUCCESS

All students will be **empowered** to reach their full academic and personal potential and be prepared for success in a **dynamic world**.





Focus Area 1

Teaching & Learning

Ensure high-quality instruction and equitable learning opportunities by improving academic programs, strengthening student supports, and expanding options for college and career readiness.

Curriculum

Pathways

MTSS

1



Focus Area 2

Community Partnerships

Build and enhance community partnerships by expanding collaborative opportunities for stakeholders to support student success and civic engagement.

Volunteers

Business

Family

2



Focus Area 3

Finances, Personnel & Facilities

Optimize financial and facility resources to ensure appropriate class sizes, adequate staffing, modernized learning environments, and sustainable program offerings.

Capital Plan

Staffing

Safety

3



Focus Area 4

Communications & Engagement

Strengthen two-way communication across the school community by establishing consistent, accessible, and responsive channels that foster trust and transparency.

Trust

Transparency

Dialogue

4



Focus Area #1

Teaching & Learning

Objective

Ensure high-quality instruction and equitable learning opportunities by improving academic programs, strengthening student supports, and expanding options for college and career readiness.



Programs



Support



Readiness



● Pembroke Empowers Minds



i *Objective: Ensure high-quality instruction and equitable learning opportunities by improving academic programs, strengthening student supports and expanding options for college and career readiness.*

Strategic Initiative	Target Outcome
● Create a curriculum review process	✓ Aligned, leading edge content
● Implement and personalize project-based/applied learning into the curriculum	✓ Increase student voice, choice, engagement and responsive learning practices
● Further develop a district-wide tiered system (Multi-tiered Systems of Supports) that includes differentiated instructional practices and delivering coordinated and specified tiered support	✓ Increased student achievement and success, and increased instructional effectiveness for teachers
● Evaluate elementary and secondary scheduling	✓ Increased time on learning and flexibility to accommodate internship programs
● Evaluate class sizes and class composition	✓ Maximized learning for all students
● Investigate pathways for all students	✓ Improved college and career readiness
● Evaluate high school guidance supports for career exploration, college planning, and postsecondary transitions	✓ Increased preparedness for postsecondary education and careers through consistent guidance supports and individualized planning



Focus Area #2

Community Partnerships

Objective

Build and enhance community partnerships by expanding collaborative opportunities for stakeholders.



Volunteers



Business



Engagement



● Pembroke Empowers Minds



i *Objective: Build and enhance community partnerships by expanding collaborative opportunities for stakeholders.*

Strategic Initiative	Target Outcome
● Create a formalized volunteer program	✓ Community commitment to district success and accurate information related to school programs, policies and goals
● Develop partnerships with outside businesses/agencies to enhance student opportunities inside and outside classrooms	✓ Connections between classroom learning and real life applications of knowledge improves relevance of education and understanding of career and college opportunities
● Build bridges with Community Center and Council on Aging	✓ Increase awareness of civic responsibilities particularly rights and responsibilities
● Identify opportunities to showcase learning	✓ Increased participation in the new Town of Pembroke communication platform
● Expand opportunities for family involvement	✓ Increase support for schools and district needs from parents, caregivers and community
● Expand vertical opportunities for students to collaborate	✓ Increased connections and improved relationships



Focus Area #3

Finances, Personnel & Facilities

Objective

Optimize financial and facility resources to ensure appropriate class sizes, adequate staffing, modernized learning environments, and sustainable program offerings.



Finances



Personnel



Facilities



● Pembroke Empowers Minds



i *Objective: Optimize financial and facility resources to ensure appropriate class sizes, adequate staffing, modernized learning environments, and sustainable program offerings.*

Strategic Initiative	Target Outcome
● Address aging structures including buildings, playgrounds, playing fields and parking lots	✓ Plan for capital improvements
● Investigate high impact instructional programs	✓ Inform curriculum changes
● Assess building efficiencies and programs	✓ Inform the need to change to grade span schools
● Evaluate the structure of each school and programming as it relates to scheduling efficiencies	✓ Determine the efficient and responsible use of staff
● Build a coordinated staffing framework to support multi-tiered academic and social-emotional learning models	✓ Increased support for students, improved social emotional health
● Expand and stabilize the substitute pool through recruitment, retention, and building-based substitute positions	✓ Ensure reliable classroom coverage to promote continuity of instruction
● Create 5 year capital plan	✓ Transparency and prioritization of initiatives
● Create a long term financial projection	✓ Provide stable district growth



Focus Area #4

Communications & Engagement

Objective

Strengthen two-way communication across the school community by establishing consistent, accessible, and responsive channels that foster trust, transparency, and ongoing dialogue among students, families, staff, and community partners.



Trust



Transparency



Dialogue





i *Objective: Strengthen two-way communication across the school community by establishing consistent, accessible, and responsive channels that foster trust, transparency, and ongoing dialogue.*

Strategic Initiative	Target Outcome
● Streamline communication platforms	✓ Simplify communication for parents and students to be more informed of events and activities
● Increase parent and staff understanding of existing platforms	✓ Increased utilization of existing technological resources by staff and better informed parents of current educational platforms
● Reassess public relations / Titan Times and Titan Talk	✓ Increase recruitment of families to Pembroke
● Educate the community of school department needs	✓ Share ownership for the future of PPS
● Develop and implement communication audit	✓ Inform a communication plan and standards across levels to increase transparency
● Identify singular digital platform to unify communication among building and classrooms	✓ Unified digital communication in all PPS facilities and classrooms
● Leverage Community engagement	✓ Exposure of school district to better inform community



"Pembroke Titans are empowered learners, respectful collaborators, effective communicators and engaged citizens."



Academic Excellence

Rigorous and engaging classroom experiences



The Arts

Creativity and expression through fine arts



Titan Pride

Teamwork and perseverance in athletics



Student Leadership

Empowering voices and building character



Collaboration

Working together to solve complex problems



Future Ready

Preparation for college and career pathways



PEMBROKE EMPOWERS MINDS

Thank you for your partnership and support in shaping the future of our district. Together, we will empower every student to reach their full potential.

→ Next Steps

⚙️ Implementation

📈 Monitoring

🔄 Continuous Improvement



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