

# Westborough Public Schools



2015-2020

Long Range

**STRATEGIC  
PLAN**

## Introduction:

Dear Colleagues and Community Members,

We are pleased to present the Westborough Public Schools' *Long Range Strategic Plan*, with a vision toward the year 2020 and working collaboratively to plan toward the future. After a year of speaking with faculty, families, and various groups, reviewing our strengths and challenges, and working extensively with Westborough's Leadership Team, it is exciting to compile a document that roadmaps the vision and ideas of our district.

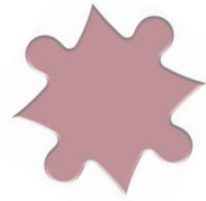
While not exhaustive in its inclusiveness of our work, this plan provides a fairly comprehensive outline of major projects and initiatives that are either already underway at WPS, or planned for our near future efforts. Having a document such as this serves the purpose of transparently sharing with the community and our colleagues what we are committed to accomplishing, as well as providing clarity on areas on which we are NOT focusing for now. Holding some things at bay is as essential as achieving shared goals. With the onslaught of initiatives and pressures from all arenas, a district that can be anchored in common goals is best prepared to withstand disruptions to its mission.

As a district grounded in the core values of our six schools and our fine arts and athletics, our mission is to educate Westborough's children, with the relationships between faculty and students as the centerpiece of our approach. The contributions of faculty, staff, and parents, each bringing the pieces that make up the complete picture of our accomplishments are vital. Symbolized in the completed puzzle of a graduation photo, this document visualizes our efforts to do our best work for Westborough families.

Over the next several years this document will guide our shared purpose. It is a living document that will be continually reviewed and revisited each year. We welcome your support in implementing its vision, and look forward to sharing a bold and energetic approach to the challenges and opportunities our district faces in the coming years.

Sincerely,

Amber Bock  
Superintendent of Westborough Public Schools



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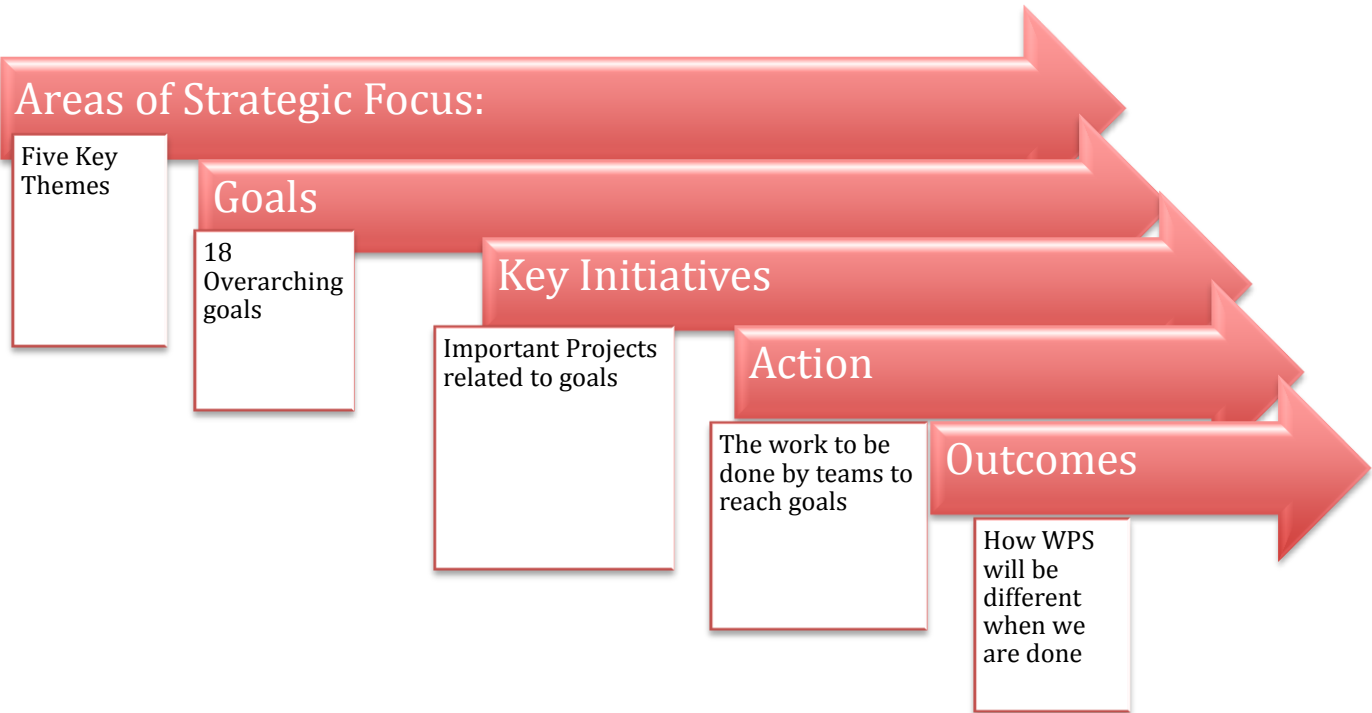
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## Five Focus Themes

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# Strategic Plan Overview

Areas of strategic focus identify overarching themes that ground our work as a district. For each of these core focus areas the plan articulates major goals. These goals are achieved through the completion of key initiatives that have clear outcomes leaving WPS a better place for students and faculty.



## Core Values:

# A District Grounded in its Values



## Developing Lifelong Learners



## Summary of Strategic Themes and Goals:



Goal 1: Provide PK-12 students with a variety of technologies as part of a larger array of developmentally appropriate learning tools that help them learn, research, organize, create, communicate, demonstrate, collaborate, connect, and innovate.

Goal 2: Ensure that WPS provides the best opportunity for each student to maximize social, emotional and academic growth.

Goal 3: Evaluate the impact of school schedules on program offerings and revise, where necessary, to maximize each school's ability to meet student needs and to provide a rich and diverse array of opportunities for all students.

Goal 4: Revise and innovate the PreK-12 curriculum to align with Massachusetts' new science, technology and engineering standards.



Goal 1: Develop comprehensive PK- age 22 district programming for students that provides a diverse and substantive continuum of special education programs.

Goal 2: Develop instructional approaches that meet the diverse needs of all learners and assure access to a full range of district opportunities in an inclusive environment and a least restrictive setting for all students in WPS.

Goal 3: Implement departmental program reviews as needed to support innovation and ongoing curricular review.



Goal 1: Provide an educational experience grounded in cultural proficiency and a global perspective that honors, respects, and meets the needs of all students, staff, and families who are part of the Westborough Public Schools.

Goal 2: Develop district approaches that value the physical and emotional wellness of students, faculty and staff.

Goal 3: Maximize opportunities for collaboration between WPS and the Westborough community and businesses and town government.



Goal 1: Develop technology infrastructure in all WPS buildings.

Goal 2: Plan for and provide appropriate facilities for all Westborough Public School Students in grade PK-12 to the specifications of current instructional and educational needs.

Goal 3: Provide and maintain athletic facilities for all programs PK-12, with specific long-term strategic planning of school sports equipment and fields.

Goal 4: Ensure that the schools are respectful partners in contributing to the health of the community by expanding green initiatives and energy conservation across all 6 schools and the Forbes Administration Building.



Goal 1: Maximize use of the district website and PowerSchool to provide transparency to district information and to share current important information about the district for those outside of the school community who seek information about WPS.

Goal 2: Develop visualization of the current Westborough Public Schools PK-12 curriculum.

Goal 3: Improve accuracy, increase efficiency, and reduce latency of data-driven processes by integrating systems and automating processes.

Goal 4: Improve Central Office organization and management systems to ensure effective and efficient support to families, faculty and staff, and the community.

# Teaching and Learning



“We must remember that intelligence is not enough. Intelligence plus character - that is the goal of true education.”

- Martin Luther King, Jr.



**Westborough Public Schools**  
**Strategic Focus Area: TEACHING & LEARNING**

**Goal 1:** PK-12 students will use a variety of technologies as part of a larger array of developmentally appropriate learning tools that help them learn, research, organize, make, communicate, demonstrate, collaborate, connect, and innovate.

**Rationale:** We understand that the teacher-student relationship is central to creating and maintaining an effective learning environment. Students need experienced teachers to guide them in their development of the knowledge and skills they'll need to learn effectively and live productively using today's learning and communication tools in an increasingly global and digital world.<sup>1</sup>

International Society for Technology in Education (ISTE)

**Key Initiative:** Anchor the technology innovations of WPS with a shared understanding of "Digital Citizenship".

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Work collaboratively as a WPS faculty to develop a framework of "Digital Citizenship" grounded in our core values	X	X		Faculty and Westborough Leadership Team (WLT)	Have a shared understanding of how we believe students and faculty should interact with technology as part of their school experiences to ground our teaching and learning
Implement framework of Digital Citizenship and share with students and families to support best outcomes for teaching and learning		X	X	Faculty and WLT	Faculty and families will have a shared understanding of how WPS lives with technology as part of our lives at school and in-home use related to school

**Key Initiative:** Implement 1:1 devices in grades 4-12.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Provide HS with 8 carts of 30 Chromebooks & pilot BYOD (Bring Your Own Device) in set of classrooms	X			DH's, Tech Team, HS Principal, Faculty	Students in grades 9-12 will do more digital creation and teachers will use more web technologies to implement their curriculum Students and teachers will learn about pros and cons of BYOD
Implement 1:1 in grades 6 and 8	X			Tech Team, Mill Pond and MS leadership, and faculty	Students in grades 6 and 8 will do more digital creation and teachers will use more web technologies to implement their curriculum Students will have access to iPads and Chromebooks at home
Provide grades 4 & 5 with 1:4 iPad carts and 7 with grade 8 Chromebook carts	X			Tech Team	Students in grades 4 and 5 will do more digital creation and teachers will use web technologies to implement their curriculum
Implement 1:1 iPads in grades 4 through 6		X			Students in grades 4-6 will do more digital creation and teachers will use more web technologies to implement their curriculum Students in grade 6 and perhaps grades 4 and 5 will have access to iPads at home
Implement 1:1 Chromebooks in grades 7-9 and BYOD in grades 10-12		X			Students in grades 7-12 will do more digital creation and teachers will use more web technologies to implement their curriculum Students in grades 7-12 will have access to a device at home



Key Initiative: Provide developmentally appropriate technology tools for grades PK-3.					
Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Provide 2 carts of 30 iPads to each elementary school	X			Tech Team	PK-3 schools will transition from labs of desktops to mobile tablets which allow for a more seamless integration into classroom environment
Continue with 2 carts of iPads per school per year moving forward		X	X		PK-3 schools will have flexibility to dedicate some devices to classrooms and have whole-class capabilities when needed
Assess and modify lab-based settings based on needs of instruction and space		X			With students using mobile devices, the computer labs can be remade into more flexible learning spaces
Respond to technology innovation requests from PreK-3 faculty	X	X	X	ELT, Assist. Superintendent, Director of Technology	PK-3 faculty will be able to design and implement new tech-based instructional strategies

Key Initiative: Update computer labs to meet needs of changing curriculum.					
Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Implement mobile language lab in HS, and update Graphic Arts computers	X	X		Director of Technology	Students and teachers will have access to up-to-date digital tools for world language learning
Design and implement design/engineering/robotics/etc. labs at MPS, GMS, WHS	X	X	X	HS Principal, Departmental Team	Students will have more access to “maker” spaces

Key Initiative: Ensure adequate technical support is available in all six schools and at Forbes Administration.					
Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Develop student tech support programs at MPS, GMS, WHS	X				Students will learn valuable skills while supporting students, teachers, staff, and administrators
Implement online knowledge base for self-support	X				Users will have a single knowledge base they can consult for common configurations and support needs
Gather data on tech support response time to inform future planning. Maintain school-based technology committees	X	X			Support trends can be identified and addressed earlier

Key Initiative: Provide technologies to support high level preparation and instruction in all instructional settings.					
Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Finish installation of interactive projectors and document cameras in all classrooms PreK-12 over the next five years	X	X	X		All classrooms will have digital presentation and display equipment to increase ways of presenting, demonstrating, and assessing

Provide mobile technology to all teachers over the next two years. Faculty .5 and over will have access to either a Mac or PC device	X	X			Teachers will benefit from increased collaboration, communication, and creation opportunities afforded by mobile technology and will model for students
Initiate stable rotation of replacement cycle for all devices		X	X		More predictable budget and fewer out of date devices

Key Initiative: Provide professional development to all teachers to ensure they are proficient at teaching students how to use today's technology tools to learn, research, organize, create, communicate, demonstrate, collaborate, connect, and innovate.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Provide professional development and peer to peer sharing opportunities during early release days	X	X	X		Teachers will use a variety of technology tools to stretch student learning
Provide graduate level courses on-site for teachers to take during the summer and after hours	X	X	X		Teachers will use a variety of technology tools to stretch student learning
Provide in-school assistance through technology integration specialists and consultants	X	X	X		Teachers will use a variety of technology tools to stretch student learning

## TEACHING & LEARNING (continued)

**Goal 2:** Ensure that WPS provides the best opportunity for each student to maximize social, emotional and academic growth.

**Rationale:** It is the core mission of WPS to educate the whole child within a caring school environment and to provide full and robust access to a public school education. A review of feedback and self-reflection indicates that some opportunities might be too limited and that expanding access could benefit our students.

Key Initiative: Examine leveling and placement practices and policies 7-12, and intervention and enrichment programs at K-6 to assess processes, access and outcomes.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Gather data on course taking patterns from grades 7 through 12 to determine if students have the opportunity to move between levels	X			Assistant Superintendent DH's, & principals	We will have a clear picture of the impact of our leveling practices on student learning opportunities
Gather data on course-taking patterns from grades 7 through 12 to determine all aspects of access. Review student profiles, course prerequisites, process for appeals and support structures for all levels of learners to determine if students from all types of backgrounds have equal access to the curriculum	X			Assistant Superintendent DH's, & principals	We will have a clear picture of the impact of our leveling practices on student learning opportunities. We will develop a more cohesive philosophy and approach based on discussion and decision process
Develop recommendations and make necessary adjustments to our policies and practices		X		WLT (Westborough Leadership Team)	We will have effective and equitable leveling policies and practices that ensure maximum student access to opportunity
Support with professional development (PD) and ongoing review via departments any curricular and program changes to sustain high level performance benchmarks as practices differentiate			X	Assistant Superintendent, DH's & Principals	Maximum student access will feel well supported with instruction innovated by faculty grounded in their best practices

Review data to assess outcomes for K-6 intervention programs. Review access and program process		X		Elementary Leadership Team (ELT)	Best practices of data use will guide program entry and exit. More precise data on the impact of our program will guide decision making and staffing
Revise PK-6 intervention programs based on review process and outcome based data			X	ELT	Intervention programs will become more targeted and therefore more successful. Intervention support will be maximized

Key Initiative: Research school start times to understand the current data on best practices regarding sleep, time on learning and a school start time. Based on this, make recommendations to best enhance the learning environment of the K-12 school day.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Research and explore school start time utilizing the subcommittee formed by the SC during the spring of FY15. Expand exploration of options to faculty during FY 16 and move to final report to SC	X			Subcommittee and WLT	WLT and School Committee can have an informed decision process grounded in knowledge of impacts
Present planning and implementation timeline with budget and scheduling needs for any adopted SC recommendations		X		Subcommittee, WLT and SC	Will become fully informed as to the feasibility of altering start times
Implement any recommendations of final report adopted by the SC. Provide community information and education on the reasoning for recommendations		X	X	WLT and SC	The district will have responded to provide the best possible outcomes for a school day that supports PreK-12 student learning and health

Key Initiative: Develop, implement and sustain assessment and feedback tools and approaches that are cohesive with our values around teaching and learning, and are grounded in the teacher/student relationship.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Explore and innovate technology based tools for enhancing feedback and assessments with students across subject areas in grades 3-12		X	X	Faculty, DH's, Team Leaders	Report out innovations that are gaining meaningful use in the classroom Students will be receiving feedback from a broader range of options to enhance their learning and development
Assess and revise as needed the progress monitoring tools of PK-6 to align core tools in order to enhance cross school student data analysis. Assure the use of robust phonemic and phonics based screeners that provide data for instructional intervention	X	X		ELT, Curriculum Specialists, Assistant Superintendent, Team leaders	Reading program will be more effective at targeting the needs of all learners
Develop, implement, and assess the use of meaningful feedback from students and families to support our work in schools. Fulfill DESE guidelines of evaluation model while ensuring that all decisions fit within our values and working approaches of respect and trust in how we use feedback	X	X		WLT, ELT, DH's and curriculum leaders	Feedback will be used to improve our teaching and delivery of other services
Sustain and extend the shared understanding and use of the proficient teaching practices developed in our WPS document and incorporate into ongoing teaching practices	X	X		WLT, Building based leadership teams	Having a shared understanding of best teaching practices will ground the student experience of the district PreK-12
Implement DDM's (District Determined Measures) within the framework of other meaningful district based assessments that are part of our ongoing practice	X	X		WLT, ELT, DH's and curriculum leaders	We will refine and improve our assessment practices

Finalize PARCC implementation goals based on DESE decision process and timelines, focused on the goal of minimum interference with classroom instruction.	X	X		Assistant Superintendent	We will deliver the PARCC exam in the most efficient manner possible
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### TEACHING & LEARNING (continued)

**Goal 3:** Evaluate the impact of school schedules on program offerings and revise, where necessary, to maximize each school's ability to meet student needs and to provide a rich and diverse array of opportunities for all students.

**Rationale:** Current school schedules constrain each school's ability to provide sufficient student support, and they do not provide adequate time for collaboration and consultation among staff members.

**Key Initiative:** PreK-3 schools will develop, implement, and evaluate the effective use of instructional time and the need for staff collaboration relative to the school schedule.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Fales will create a committee of stakeholders to review the effectiveness of the current schedule, and will then develop a new schedule	X				Schedule will be improved to better meet the needs of students
Hastings will implement a daily common planning/consultation period and gather data to assess outcomes	X				Schedule will be improved to better meet the needs of students
Armstrong will implement a pilot Response To Intervention (RTI) period, and gather data to assess outcomes	X				Assessment practices will be improved to better meet the needs of students
All three K-3 schools will implement a new schedule given the feedback from the pilot year. The new schedule will be assessed and adjusted as needed		X	X		Schedule will be improved to better meet the needs of students
Conduct a Time and Learning assessment in grades K-6 and present report to Superintendent by January 2016 to support programing of the school day	X			Principals, Faculty, ELT, Superintendent	School Committee and Superintendent can ensure that time and learning are within guidelines for K-6

**Key Initiative:** Mill Pond will develop, implement, and evaluate the effective use of instructional time and increased staff collaboration time relative to the school schedule.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Formalize a schedule committee that represents all school stakeholders, to review work of past committee, seek additional feedback from stakeholders, and develop a new schedule	X			Leadership, and faculty	Schedule will be improved to better meet the needs of students
Develop a schedule that coordinates special fine arts and PE classes with enrichment classes	X			Director of Fine Arts, Director of Health & Wellness	Schedule will be improved to better meet the needs of students while sustaining our values for robust fine arts and PE programing
Implement PLCs to develop content for the new courses and logistics for the new schedule	X			All faculty, subcommittee, Team leaders,	Meaningful new content will be developed

Communicate to parents about schedule changes, course offerings, and how students will be scheduled	X			Principal, Team leaders, Assist. Principal	Parents will understand the schedule in order to support their child's needs
Implement and evaluate the new schedule, including feedback from students, staff, and families. Based on ongoing feedback revise the schedule and staffing as needed		X	X	All faculty and leadership	Implementation will be grounded in shared understanding guided by feedback and communication

Key Initiative: The Gibbons Middle School and Westborough High School will evaluate the effectiveness of current school schedules given the projected increase in enrollment. Additionally, both will explore ways to maximize learning experiences and flexibility in the schedule to meet student needs and interests.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Review how enrollment increases will impact the number of sections offered and teaming at Gibbons	X			Faculty, DH's, Principal, Assist. Principal	An informed decision will be made about how to handle the increase in enrollment and planned for within the budgeting process
Revise middle school schedule, if necessary		X		Faculty, DH's, Principal, Assist. Principal	If necessary, schedule will be adjusted to better meet the needs of students
Review WHS offerings and assess opportunities within context of graduation requirements, enrollment, individual interests and maximizing student opportunities to access variety of classes		X	X	DH's Assistant Superintendent, Principal	Enhanced course offerings will be made available to students

## TEACHING & LEARNING (continued)

Goal 4: Revise and innovate the PreK-12 curriculum to align with Massachusetts' new science, technology and engineering standards.

Rationale: DESE will adopt new science, technology and engineering standards in the Fall of 2015 and implementation will commence in the Fall of 2016.

Key Initiative: A PreK-6 committee began work in FY15 and will continue their work into the near future to assess, develop, and implement K-6 curricular and instructional updates for science, technology, engineering and mathematics (STEM) based goals that will align to new standards within Westborough's expectations for high quality instruction.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Finalize decision making process and curricular purchases for mathematics curriculum updates PK-6 and support with PD and coaching	X	X		ELT, Math specialists, grade leaders	Offer a more refined and effective math curriculum to our students
Implement pilot of FOSS kits and develop implementation plan moving forward inclusive of budgeting, PD, and coaching support for science	X	X	X	ELT, Math specialists, grade leaders	Make an informed decision about the best way to refine our science curriculum
Present final report on PK-12 review to SC with recommendations and implementation timelines	X			ELT, Math specialists, grade leaders	Present findings to the school committee
Implement changes and support		X	X	ELT, Math specialists, grade leaders	Offer a more refined and effective science curriculum to our students, focused on the current standards



Key Initiative: A grade 7-12 committee began work in FY15 and will continue their work into the near future to assess, develop, and implement curricular and instructional updates for STEM-based goals. We will achieve alignment to new standards within Westborough's expectations for high quality instruction that maximizes increasing design and engineering experiences, programming and course collaborations with a focus on STEM(Science, Technology, Engineering, Math)

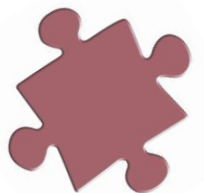
Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Revise 7-12 course continuum with a focus on STEM and programming options, AP Physics, robotics, and course collaborations	X			Subcommittee, Assistant Superintendent	Offer a more refined and effective STEM curriculum to our students
Develop new units during year and pilot units developed during summer of 2015	X			Subcommittee, Assistant Superintendent	Offer a more refined and effective STEM curriculum to our students
Support all curriculum innovations with PD and curriculum materials	X	X	X	Curriculum specialists, DH's & Assistant Superintendent	Offer a more refined and effective STEM curriculum to our students
Increase K-12 project-based and cross-content integrated learning experiences with STEM based focus		X	X	Curriculum specialists, DH's & Assistant Superintendent	Students will experience more project-based learning opportunities with integrated content experiences

**“Creativity is Intelligence  
having FUN.”**

-Albert Einstein



# Student Support and Engagement



**Westborough Public Schools**  
**Strategic Focus Area: STUDENT SUPPORT AND ENGAGEMENT**

**Goal 1:** Develop comprehensive PK-age 22 district programming for students that provides a diverse and substantive continuum of special education programs.

**Rationale:** We want to ensure we provide a comprehensive set of programs and services that will allow all of our students with special needs to meet their potential and be educated within their home community. These young adults will make important contributions within their local community with our support.

**Key Initiative:** Develop a PK-22 programming framework to ensure that WPS has a fully comprehensive experience for all students.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Implement K-3 building based programming shifts. Communicate to families; provide PD to staff and support transition	X	X		Director of Student Services/ SPED, SPED Coordinators, Principals	All students will receive educational services and supports in the least restrictive environment (LRE) and play an integral role and equal contribution in shaping their respective neighborhood school community
Continue improving existing district programming based on 2014-15 CPR review and in-house program assessment	X			Director of Student Services/ SPED, SPED Coordinators, Principals	WPS will have an identified progress monitoring tool as a means of assessment for measuring the efficacy of district programming
Engage staff/students/parents/community in discussion groups and send out survey. Introduce Student Services website as a communication tool to message and monitor this work in order to gain ongoing feedback and input	X			Director of Student Services/SPED, SPED Coordinators	The Student Services Department will have a comprehensive, well developed website that demonstrates full integration of the parent, student, and WPS community voices and values that depicts our fully inclusive and integrated practice
Establish timeline for developing programs and present report to SC with recommendations and timeline inclusive of any budget implications	X	X		Director of Student Services, WLT	The Student Services Department will have a fully developed timeline document inclusive of a 3-5 year plan with budgetary implications defined and submitted to SC by October 2016
Begin program innovations		X	X	WLT, SPED Coordinators	

**Key Initiative:** Develop a comprehensive post-secondary education program for the 18-22 year old students who we are required to serve beyond high school. Focus on cost neutral options by leveraging community work options.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Hire Teacher/Coordinator and Paraeducator with community based experience to develop program	X			Director of Student Services	WPS will have a professional structure in place that supports program development in providing a full continuum of supports and services for students who are ages 18-22
Expand community network of resources and job opportunities for students in the Westborough community and explore partnerships with related agencies to foster and expand program	X			Director of Student Services, HS SPED Coordinator	WPS will have a well-developed inventory of community supports, services, and job sites for students and families ensuring successful transition and productive integration into the Westborough adult living community

Research and develop partnership with area colleges (ICE Grant) to support students who are seeking higher education opportunities	X	X		Director of Student Services	WPS will document a plan for partnership opportunities with area colleges for students pursuing a post-secondary academia. The document will outline potential resources for funding and essential supports to ensure student success
Form and sustain a board to manage work and research potential properties to develop innovative learning labs (career, college, living experiences) in the Westborough community	X	X	X	Director of Student Services	WPS will benefit from having a well-established board to support critical thinking in procuring and establishing learning labs for college and career readiness and independent living experiences for students in preparation for adult life
Secure a home in the Westborough community to immerse students in an experiential "learning lab" to foster independent living			X	Director of Student Services, SC and Board	WPS would provide students with state-of-the-art experiences and opportunities in fostering independent living and vocational success for students to become productive and contributing partners in the Westborough community
Establish program of community supports, interaction and goodwill for making lifelong connections for students post age 22			X	WLT, SC and Director of Student Services	WPS will have a full range of community supports identified for students to continue their growth and collaboration in formulating positive "go to" partnerships across a variety of community and business settings and varying age groups

## STUDENT SUPPORT & ENGAGEMENT (continued)

**Goal 2:** Develop instructional approaches that meet the diverse needs of all learners and assure access to a full range of district opportunities in an inclusive environment and a least restrictive setting for all students in WPS.

**Rationale:** Researchers have established that the academic development of students is maximized when instruction takes place in the general classroom environment.

**Key Initiative:** Expand co-teaching practices district wide.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Develop a pacing document and timeline for the implementation of co-teaching for PK through grade 12	X			Director of Student Services	WPS will have a well-articulated document to guide staff with the pacing and implementation of its co-teaching practices
Provide professional development to the co-teaching teams	X	X		Director of Student Services, Principals, Assistant Superintendent	WPS will continue to promote teaching and learning in the area of co-teaching using an embedded coaching and tiered model of professional development to meet the varying levels of growth and maturation for educators involved in the co-teaching process
Gather and analyze student achievement data to monitor and support the co-teaching teams		X	X	Principals, Director of Student Services	WPS will have a data mechanism in place to review the effectiveness of its co-teaching practices and to measure student growth from an analytic viewpoint
Extend co-teaching into the ELL program		X		ELL Coordinator, Assistant Superintendent	All students will experience academic support as co-teaching extends to support ELL students as well as students with special learning needs

Key Initiative: Expand and enhance Response to Intervention (RTI) approaches across the PK-12 continuum to provide intervention, support and assessment of student progress to maximize resources and student learning in the regular classroom.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Continue development of RTI approaches and ensure they are systematically used within classrooms and within the EIT(Early Intervention Team) process to provide scheduled times, a model of intervention and assessments to monitor progress for informed decision making	X	X		Faculty, ELT, Team leaders, SPED Coordinators	Building based models for RTI approaches fully integrated into the EIT process
Develop instructional “tool kit” of resources to support interventions		X			Comprehensive document capturing interventions and supports district-wide
Provide professional development in progress monitoring and effective interventions		X	X		Alignment of core tools for K-4 and available assessments for 5-8. Collaboration and data sharing in place

Key Initiative: Develop the range of differentiation across the 9-12 high school classroom experience to cultivate and support the unique differences in each student.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Extend the collaboration theme of 2014-15 faculty to share best practices on effective approaches to differentiation	X			DH's, Faculty, Leadership	Faculty driven PD will ground explorations of collaboration and best practice
Use PD and department work to explore and implement classroom based modifications to differentiate instruction	X	X		DH's, Faculty, Leadership, Assistant Superintendent	Faculty will extend their ongoing collaboration and shared planning to explore the differentiated classroom
Implement and assess “Center for Student Success”	X	X		Principal, Guidance Dept. faculty	Students in 9-12 will find added support to manage a range of challenges that can impede HS success and personal wellness

## STUDENT SUPPORT & ENGAGEMENT (continued)

Goal 3: Implement departmental program reviews as needed to support innovation and ongoing curricular review.

Rationale: A mission of the Westborough Public Schools is to provide a dynamic K-12 curriculum, engaging to the learner and grounded in current best practices.

Key Initiative: The PK-12 Fine Arts Department will use the articulated five year plan developed in 2014-15 to explore 9 core goals related to Curriculum and Instruction, Professional Development and Community Engagement. (Refer to Department Strategic Plan)

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Fulfill Curriculum Theme, exploring 4 key goals related to revising curriculum, extending offerings and exploring curriculum requirements	X	X	X	Fine Arts Department, Assistant Superintendent	Targets articulated in Departmental Plan
Develop and implement robust PD to develop team	X	X	X	Fine Arts Department, Assistant Superintendent	Targets articulated in Departmental Plan
Achieve community goals outlined in plan	X	X	X	Fine Arts Department	Targets articulated in Departmental Plan



Key Initiative: The Physical Education and Health Department will conduct a program review to develop recommendations for PK-12 programming updates.					
Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Work with the department to assess current programs and to research current best practices	X			Assistant Superintendent, Director of PE & Health	
Develop set of recommendations and present report to SC with the Assistant Superintendent		X		Department and Leadership	
Implement program changes		X	X	PE & Health Department	

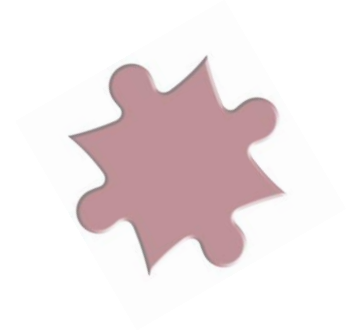
Key Initiative: Develop a rotation of program review for all core content areas to provide recommendations for ongoing PK-12 programming updates.					
Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Work with the department leadership and principals to assess current programs and articulate a planning timeline for other program reviews		X		Assistant Superintendent, Director of PE & Health	A timeline of program review will be developed as a flexible guide to plan with leadership
Develop set of practices that anchor program review processes		X		Assistant Superintendent and Leadership	Consistent process and documented outcomes will anchor the curriculum review process
Implement ongoing program review process			X	Assistant Superintendent, WLT	Quality programs and curriculum for all students PreK-12

**“E**ducating the mind without educating the **Heart** is no education at all.”

-Aristotle



# Family, Community, Faculty Connections, and Values



**Westborough Public Schools**  
**Strategic Focus Area: FAMILY, COMMUNITY, FACULTY CONNECTIONS and VALUES**

**Goal 1:** Provide an educational experience grounded in cultural proficiency and a global perspective that honors, respects, and meets the needs of all students, staff, and families who are part of the Westborough Public Schools.

**Rationale:** Today's society is a global community where the connections, interdependencies and experiences require an educational experience that is contemporary to the world in which we live. On a closer to home level, it is important to understand the needs of our diverse community to better serve our students, staff, and families.

**Key Initiative:** The WPS Leadership team will immerse themselves as learners in the course and content work of Cultural Proficiency, and will then extend learning opportunities to faculty and staff after identifying areas of focus for the district.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
The WLT (Westborough Leadership Team) will form a PLC around the text: <i>The Culturally Proficient School</i> by Lindsay, Roberts & Jones	X	X		WLT and ELT	Shared goals and common language will be developed from this work
Faculty and Staff will explore global perspectives and concepts of cultural proficiency as they relate to meeting the needs of all learners	X	X	X		
Develop common language and provide PD on cultural proficiency for all faculty and staff		X	X	All faculty and leadership teams	

**Key Initiative:** Review and update PK-12 curriculum and instructional practices to reflect the diversity of our students, community, and the globalization of society.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Explore, refine and implement Sheltered English Immersion instructional practices to engage English Language Learners	X	X		ELL Coordinator	Classroom teachers develop wider range of ELL strategies
Engage school groups, parent groups, and the community in opportunities to reflect and discuss what it means to be a culturally proficient learning community		X	X		
Increase opportunities for students in grades 7-12 to travel globally, and to have global connections as part of the educational experience			X	DH's and Assistant Superintendent	

**Key Initiative:** Monitor and develop programming in our athletics programs that reflect our community needs. Implement programs, teams, clubs, and opportunities that are relevant to the students we have and generate/sustain participation in our athletics activities.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Bring together stakeholders to discuss possible programming. Conduct student surveys at GMS and WHS	X	X			
Propose changes to the structure and offerings of interscholastic sports at GMS		X			
Implement new programming including intramural, club, and possibly varsity offerings across GMS and WHS			X		

## FAMILY, COMMUNITY, FACULTY CONNECTIONS & VALUES (continued)

**Goal 2:** Develop district approaches that value the physical and emotional wellness of students, faculty and staff.

**Rationale:** Educating students who can maintain a lifestyle that fulfills both academic and wellness goals and ensures the best opportunity for a successful transition to college and professional work after high school. Similarly, supporting faculty and staff wellness provides the best opportunity for a positive work environment that sustains professional focus and supports the adults at WPS being at their best for students.

**Key Initiative:** Implement practices for students that encourage physical and emotional wellness.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Seek input from faculty, parents and students on ways to positively impact physical and emotional wellness	X			Wellness subcommittee	Data will be gathered to develop action plans
Implement workable ideas that emerge from seeking input		X	X		New practices and programs will be part of our district
Review the yearly calendar and provide a set number of "No homework" breaks when students and families are encouraged to regroup, rest and have time together	X	X	X	WLT and faculty	WPS will be a district that recognizes and values balanced family and work time
Explore ways to maximize school facilities for student wellness		X	X		The "MetroWest Adolescent Health Survey" will show improved emotional scores
Identify, review, and share current best practices of wellness		X	X	Student groups, faculty, Wellness Dept.	Students will benefit from ideas shared by peers
Provide PD for faculty on meeting the challenges of the range of student mental health needs		X	X	WLT, Assist. Superintendent	Faculty will recognize and support student wellness needs

**Key Initiative:** Implement practices for faculty and staff that encourage physical and emotional wellness.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Seek input and ideas from faculty and staff on ways to enhance wellness	X			Wellness committee, WLT	Faculty will actively report improved WPS wellness climate
Increase participation in the town wellness activities provided through the Tufts program	X	X	X	WLT	
Develop wellness breaks as a regular part of PD, departmental and faculty meetings	X	X		WLT	
Provide a wellness conference/workshop PD day and ongoing PD.		X		Wellness committee, WLT	WPS will have an annual conference, well attended and valued
Support ideas that inspire innovation, enjoyment and creativity within the work environment	X	X	X	Wellness committee, WLT	
Identify, review, and share current best practices of wellness	X	X		All faculty and staff, WLT	Faculty benefit from shared ideas and a community of wellness practices

## FAMILY, COMMUNITY, FACULTY CONNECTIONS & VALUES (continued)

**Goal 3:** Maximize opportunities for collaboration between WPS and the Westborough community, businesses, and town government.

**Rationale:** There is extensive mutual benefit in establishing connections between our schools and the members of the Westborough community, to share resources, talent, authentic learning opportunities, and to enjoy relationships. Integrating students into the community develops an understanding of how organizations and systems in a community work.

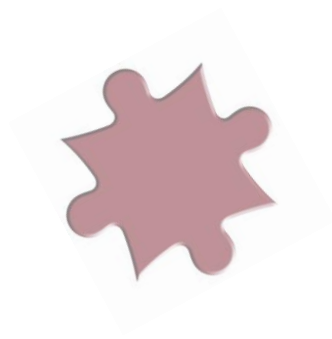
**Key Initiative:** Develop partnerships in the business community and special collaboration with senior center organizations in town.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Expand collaboration with Westborough TV for students in grades 4-12	X	X		Principals, curriculum leaders, Tech team	Vibrant community based opportunities for authentic learning and shared benefit to community and schools
Expand internship program to provide more community opportunities for high school students	X	X		Coordinator of internships	
Expand transportation opportunities to allow for more access for seniors to the schools, and for students to reach community internships and work		X		SC, Superintendent	

**Key Initiative:** Increase parent, community, and school communication, collaboration, and learning opportunities.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Work collaboratively with principals and PGA's and core school groups such as WEF, WAFEA, WETF and WABA to improve collaboration and coordination of efforts. Focus on communication and shared organizational process	X	X		Superintendent, Principals, Parent groups	PGA's and fund raising groups will be able to better network and share ideas. Better planning coordination will be achieved
Implement a <i>Parent Education Committee</i> to coordinate on providing parent information, presentations, and shared learning opportunities	X	X		Superintendent Advisory Councils, Principals, Superintendent	A committee will support by providing parent forums, educational speakers, and cross district collaboration with PGA's, principals and other groups

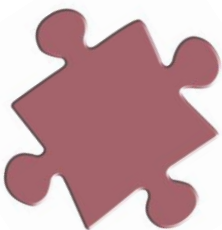
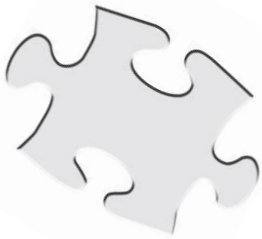




**E**ducation is not the learning of facts, but the training of the mind to think.”

-Albert Einstein

## Facilities



**Westborough Public Schools  
Strategic Focus Area: FACILITIES**

**Goal 1:** Develop technology infrastructure in all WPS buildings.

**Rationale:** Technology needs to be functional and available when and where it's needed in order to properly and effectively support and enhance the learning environment for critical thinking, creativity, collaboration, and communication for all stakeholders.

**Key Initiative:** Complete wireless installation in all 6 schools.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Complete and validate WiFi installation at WHS approved through capital warrant article in FY15 and WiFi installation at Mill Pond through Digital Connections Grant	X			Technology Department	WHS and MPS will have WiFi density and coverage to support multiple mobile devices per person
Move and add Wireless Access Points to PK-3 schools with at least 1 for every 2 classrooms and coverage in public areas	X			Technology Department	PK-3 schools will have WiFi density and coverage to support one mobile device per person
Review coverage, access, and speed. Add additional points	X	X		Technology Department	Tune system for local conditions and use cases
Complete and implement scan card security at all schools. Develop protocols and work flow	X		X	Directors of Technology and B & G	All faculty will have the proper access while ensuring security of district. All 5 by 2016 and Gibbons by 2018

**FACILITIES (continued)**

**Goal 2:** Plan for and provide appropriate facilities for all Westborough Public School Students in grades PK-12 to the specifications of current instructional and educational needs.

**Rationale:** The schools are experiencing a large growth in enrollment. It will be essential to respond with thoughtful planning for long and short term needs to ensure we maintain high quality instructional environments for all of our students. Planning must be staged both financially and organizationally at the town and district level. Use the DRA infrastructure report on district schools to guide repairs and interface with HMFH report, and coordinate plans for the renovation of Gibbons and Forbes to minimize disruption to the educational experience and service delivery to families and staff.

**Key Initiative:** Using the 2015 Student Enrollment Study conducted by HMFH Architects and commissioned and assessed with a joint committee of town and school boards to develop a staged implementation plan for meeting student enrollment needs over the next ten years.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Work with SC and town leaders to agree on a 1, 3, and 5 year plan to address enrollment needs	X	X	X	Superintendent, SC & WLT	A shared cohesive plan of action will be developed
Inform and engage faculty regarding the impact that the growth in enrollment will have on space	X			Leadership Team	A well managed process will result in faculty being informed and supported so that they can focus on teaching
Develop awareness and support of building needs in the community	X	X	X	Superintendent and SC & WLT	Communication and collaboration will result in developing support
Support faculty to provide the most appropriate space planning for sustaining the student learning experience and functional work environments	X			Leadership Team	A well managed process will result in faculty being informed and feeling supported so that they can focus on teaching

**Key Initiative:** Use the DRA infrastructure report presented to the SC in 2014-2015 to guide repairs in all buildings.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Review the DRA to identify priorities to stage over five years	X			Directors of Finance and of Buildings & Grounds	WPS buildings will be properly maintained in collaboration with the Capital Committee
Sustain subcommittee work with School Committee to identify a plan of integrating the DRA report with the Town annual meeting	X	X	X	Directors of Finance and of Buildings & Grounds	WPS buildings will be properly maintained in collaboration with the Capital Committee
Sustain working collaboration with Town Capital Advisory Committee to separate projects into a balance of warrant articles and budget based projects	X	X	X	Directors of Finance and of Buildings & Grounds	WPS buildings will be properly maintained in collaboration with the Capital Committee

**Key Initiative:** Renovate the Sarah Gibbons Middle School and the Forbes Administration Building.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Participate on the building subcommittee and through Massachusetts School Building Authority (MSBA) regulations/requirements work with the Architect, Project Manager, Contract Manager at Risk to develop plans for project implementation	X			Principal, Superintendent, Directors of Finance and of Buildings & Grounds	
Manage Gibbons project implementation with a focus on maintaining the integrity of the student experience		X		Principal, Superintendent, SC	
Finalize and achieve Gibbons project implementation with the goal of opening fall of 2018 complete			X	Principal, Superintendent, Directors of Finance and of Buildings & Grounds, SC.	
Collaborate with the town on the Forbes project design and plan for moving the school administration off site during construction	X			Superintendent and WLT, SC	
Implement the Forbes project with a focus on maintaining high quality service to staff and the community		X	X	Superintendent and WLT, SC	

## **FACILITIES** (continued)

**Goal 3:** Provide and maintain athletic facilities for all programs PK-12, with specific long term strategic planning of school sports equipment and fields.

**Rationale:** The district facilities are accessed by our entire school and town community including school athletic teams, physical education classes, town sports programs, and the general population. The wear and tear on the facilities is monitored on a continuous basis for maintenance, repair, and replacement. Some current facilities are quickly approaching the end of their anticipated life expectancy and are in need of replacement and repair. Some projects take time and financial planning to allow for a combination of fund-raising and town and budget funding to achieve.

**Key Initiative:** Complete high school stadium renovation inclusive of track, turf field, bleachers, and press box.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Establish a planning and design team to define the scope of the work and plan for funding	X			Athletic Director	

Collaborate with WABA and WASA to begin fundraising against a timetable to begin project	X			Athletic Director	Strong community connections develop
Discuss the history of field lights and explore idea of lights looking at varied location options as well as the option of increased annual rental of lights	X			Athletic Director, SC, Superintendent	
Present the project to the School Committee and Town for approval including finalizing the funding plan	X	X		Athletic Director, Superintendent	
Research and select manufacturers/installers-bid process	X	X		Athletic Director, Directors of Finance and B&G	
Complete the building/installation			X	Athletic Director, Director of B & G	The community will gain a quality athletic field and stadium for community enjoyment and school use

Key Initiative: Monitor and review a time phased maintenance and repair plan for our athletic facilities inclusive of all gyms, fields, courts, and storage facilities.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Review and update the facilities' needs document with the Director of Finance and Director of Buildings and Grounds to establish set of five year goals to 2020		X	X	Athletic Director Directors of Finance, and B&G	
Address the need for more outside storage including increasing the space for maintenance vehicles and equipment needed for field maintenance inclusive of shared storage for Town voting booths at HS	X	X		Athletic Director Directors of Finance, and B&G	
Develop a long range study on the feasibility of turf for the baseball field and/or the Hayes field			X	Athletic Director	

## FACILITIES (continued)

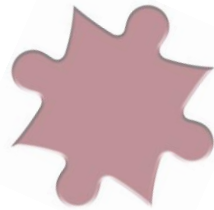
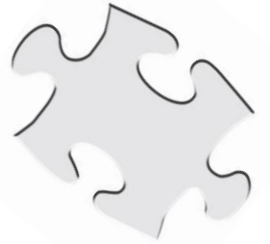
Goal 4: Ensure that the schools are respectful partners in contributing to the health of the community by expanding green initiatives and energy conservation across all 6 schools and the Forbes Administration Building.

Rationale: The commitment to green initiatives fulfills several key goals: cost saving measures, teaching and modeling about responsible use of resources to students in PK-12, and contributing to a smaller environmental footprint.

Key Initiative: Expand green initiatives and energy conservation across all schools and Forbes Administration Building.

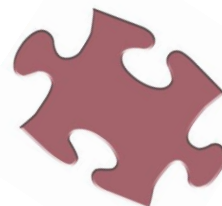
Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Develop educational opportunities at appropriate curricular connections for conservation and green initiatives		X	X		
Create outdoor education space at Gibbons with greenhouse and solar panels and renewable energy experiences such as rain barrels and composting	X	X	X	Principal, Science team, Dir. Buildings and Grounds	A thriving outdoor learning area will be actualized for students
Virtualize and consolidate servers to reduce electrical and cooling loads	X				
Implement power management for desktop computers		X			
Continue implementation of lower energy lighting	X	X			Reduced energy costs
Investigate infrastructure and behavioral changes that will reduce waste from printing		X			

# Communication, Management and Organization



“The **A**chievements of an organization are the results of the **combined effort** of each **I**ndividual.”

-Vince Lombardi





**Westborough Public Schools**  
**Strategic Focus Area: COMMUNICATION and MANAGEMENT & ORGANIZATION**

**Goal 1:** Maximize use of the district website and PowerSchool to provide transparency to district information and to share current important information regarding the district for those outside of the school community who seek information about WPS.

**Rationale:** Effective communication is an essential expectation of high achieving districts. Maximizing the work of coordination and communication that can be achieved through online tools allows for faculty and staff to focus on face to face relationships and teaching and learning with students.

**Key Initiative:** Fully develop website and maintain with current updates.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Drive ongoing improvement of website through web analytics and implementing a method for accepting, evaluating, and acting upon suggestions for improving website	X			Tech Team	Website analytics will be collected and used to improve usability and organization Feedback from users will be actively sought and considered
Validate website language translations starting with most common home languages	X	X		ELL Coordinator and Tech Team	Website will have improving accuracy of language translations
Revise website's main message area to be more easily updated, archive old posts (e.g. blog)	X			Technology Team	Messages in center columns will be preserved and easily located
Develop and implement processes that use website as primary parent communication repository and keep website information up to date	X	X		Tech Team and WLT	Updated parent and community communications are available on website
Post updated PK-12 curriculum information		X			On-line PK-12 articulated curriculum
Improve systems that support information sharing and communication between the parent community and organizations that support the schools: PGA, WEF, WETF, WABA, WFAEA. Set communication protocols	X	X			Strong communication and collaboration between all groups will be consistent.

**Key Initiative:** Leverage PowerSchool to increase parent and student access to schedules, attendance, demographic data, and general information on district and school information.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Establish parent and student expectations for information availability from the district and expectations for the family role in maintaining current information in the portal	X			WLT	Parents, students, and staff will share common expectations for roles and responsibilities within PowerSchool
Implement online "First Day Packet" and consolidate information requests to minimize the need for parents to replicate information		X		Technology Team	Fewer mailings to parents, fewer paper forms for parents to complete
Develop processes and implement PowerSchool customizations that support teacher access to student academic information across the grades	X	X		Tech Team	Teachers will have access to more and better data about their students to inform instruction and interventions
Implement PowerSchool customizations that enhance and extend the value to students and parents	X	X	X	Tech Team WLT	More opportunities for students and parents to interact with student information system

## COMMUNICATION AND MANAGEMENT & ORGANIZATION (continued)

**Goal 2:** Develop visualization of the current Westborough Public Schools PK-12 curriculum.

**Rationale:** Providing well-articulated curriculum maps and visual information supports informing faculty, community members and parents about our focus for teaching and learning. Curriculum should be available to represent WPS when requested.

**Key Initiative:** Develop available curriculum visualization and set guidelines for levels of detail for public documents, and internal documents needed to support teaching for faculty.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Develop process and product goals with leadership team, curriculum leaders, and DH's and team leaders	X			Assistant Superintendent	
Investigate curriculum articulation being provided in other districts and develop protocol for what WPS will provide online	X			Assistant Superintendent	
Work with leaders and departments to visualize curriculum into Googledoc platform		X		DH's Team Leaders and Curriculum Specialists and Assistant Superintendent	Fully articulated visual of curriculum available online to the public.

## COMMUNICATION AND MANAGEMENT & ORGANIZATION (continued)

**Goal 3:** Improve accuracy, increase efficiency, and reduce latency of data-driven processes by integrating systems and automating processes.

**Rationale:** Data systems that deliver more data more easily to internal and external processes and consumers speed completion rates while reducing workloads.

**Key Initiative:** Design and develop systems and automated processes that improve the delivery of data and flow of information.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	FY 16	FY 17	FY 18		
Implement web-based, self-service HR information system with integrated payroll, benefits, leave, etc.	X	X		Business Office, Tech Team	Employees will be able to view and manage HR, payroll, and benefits information online. Improved reporting time and attendance & HR functions will be streamlined
Implement centralized login for district data systems	X	X	X	Data Architect, Tech Team	Employees will need fewer credentials to access data services The provisioning and decommissioning of employee accounts, including access control, will be simpler, quicker, and more consistent
Implement data mapping and automated synchronization processes between data systems	X	X	X	Data Architect, Tech Team	Database records will be more consistent and up to date Less time spent manually copying data between systems
Design processes and implement tools for collecting, associating, and analyzing student data		X	X		Performance trends and correlations will be identified earlier

## COMMUNICATION AND MANAGEMENT & ORGANIZATION (continued)

**Goal 4:** Improve Central Office organization and management systems to ensure effective and efficient support to families, faculty, staff and the community.

**Rationale:** Ongoing improvements to management systems are necessary to provide effective management of a district with over 600 employees and over 3,600 students.

**Key Initiative:** Achieve organizational improvements to workflow at Forbes to eliminate repetition of work and to improve service.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators <small>How will WPS be different after this work</small>
	FY 16	FY 17	FY 18		
Develop transportation procedure manual	X				
Implement digital records management system: ETFile, Munis, & others as needed	X	X		Business Office, Tech Team	Improved records management and better built-in efficiencies
Conduct Community Education Assessment and implement improvements upon review	X	X		Director of Finance and Administration	Achieve improved management, job descriptions, program improvements, and equipment purchases aligned, all to better serve community and students
Complete development of comprehensive budget book	X	X			A consistent model of budget presentation that follows the guidelines outlined by the MASBA to use with SC and the town



WPS is a district grounded in its values and working to provide the best possible education to the children of Westborough.

This *Long Range Strategic Plan* supports having a common mission and vision to guide our efforts. It is a living document, to be updated and reviewed continually as we focus on teaching and learning.

## Acknowledgements:

### Westborough Public Schools Leadership Team:

- |  |                    |
|--|--------------------|
| • Superintendent of Schools              | Amber Bock         |
| • Assistant Superintendent               | Daniel Mayer       |
| • Director of Finance and Administration | Irene Oliver       |
| • Director of Technology                 | Jon Green          |
| • Director of Student Services           | Sherrie Stevens    |
| • High School Principal                  | Brian Callaghan    |
| • High School Assistant Principal        | Matthew Lefebvre   |
| • High School Assistant Principal        | Jessica Barrett    |
| • Middle School Principal                | Jack Foley         |
| • Middle School Assistant Principal      | Patrick Nash       |
| • Mill Pond Principal                    | Suzanne Kenny      |
| • Mill Pond Assistant Principal          | Jeff Slomski       |
| • Mill Pond Assistant Principal          | Maura Kovalski     |
| • Armstrong School Principal             | John Mendes        |
| • Fales School Principal                 | Maryann Stannard   |
| • Hastings School Principal              | Leigh Becker       |
| • Director of Athletics                  | Johanna DiCarlo    |
| • Director of Fine Arts                  | Christopher Martin |
| • Director of Health and Fitness         | Roger Anderson     |

### School Committee:

- |                      |            |
|----------------------|------------|
| • Nicole Sullivan    | Chair      |
| • Steve Doret        | Vice-Chair |
| • Jody Hensley       |            |
| • Ilyse Levine-Kanji |            |
| • George Thompson    |            |

### Graphic Puzzle Design:

- Carolyn McGrath