

# **Westborough Public Schools**

## **Long Range Strategic Plan**

**2021-2026**





## Introduction:

Dear Colleagues and Westborough Community,

It is a pleasure to present the 2021-2026 Strategic Plan for the Westborough Public Schools. Its completion is the result of collaboration and input from a wide ranging set of stakeholders from our schools and the community. The plan bridges from our last Strategic Plan, with the completion of goals carried forward into the 2021-2022 school year. It then looks to the future of new innovations and projects to maintain high quality educational services and facilities for our families and our community.

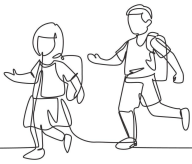
The document is a “living document” in that it is continually updated and reviewed to keep projects and planning up to date. This is the roadmap to the work of the district, and guides the professional development, budgeting, project work, and programming of the Westborough Public Schools. The language of the document is purposeful. It articulates, for example, if we are “*exploring*” ideas to guide possible decisions, versus if we are “*implementing*” decisions on actions. The strength of the plan is in our shared commitment to complete with some resolution all of the goals in the Strategic Plan. This commitment grounded the successful implementation of our last plan: [Westborough Public Schools Long Range Strategic Plan 2015-2020](#).

Annually, the Strategic Plan is presented to the School Committee with progress updates of a midyear and end-of-year summary. The summer planning work of the Westborough Leadership Team is then guided by these goals to prepare for each school year. The timeline for developing and implementing areas of strategic focus and priorities is set out for three years and then updated to roll forward across the five years as goals and action items are completed. Links will be added to share examples and outcomes of the plan as it is implemented.

This plan, as well as the one before it, captures the commitment of the Westborough Public Schools to remain a vibrant and caring district that meets the needs of its faculty, families and the Westborough community. We welcome the work ahead!

Sincerely,  
Amber Bock  
Superintendent of Westborough Public Schools

[Return to Table of Contents](#) (Double click)



## **Westborough Public Schools** **Strategic Plan 2021 -2026**

### **Table of Contents**

#### *Strategic Plan Overview*

#### *Strategic Focus 1: Teaching & Learning*

- Priority 1: [Innovative Programming](#)
- Priority 2: [Technology](#)
- Priority 3: [Professional Development](#)
- Priority 4: [Program Review Cycle](#)
- Priority 5: [Authentic & Personalized Learning](#)
- Priority 6: [Literacy](#)

#### *Strategic Focus 2: Wellness & Relationships*

- Priority 1: [Caring Relationships](#)
- Priority 2: [Diversity, Equity, & Inclusion](#)
- Priority 3: [Social Emotional Learning & Mental Health](#)

#### *Strategic Focus 3: Communications, Community, & Connection*

- Priority 1: [Family Engagement](#)
- Priority 2: [Community Collaboration](#)
- Priority 3: [Informed Communications](#)

#### *Strategic Focus 4: Management & Operations*

- Priority 1: [District Systems](#)
- Priority 2: [High Quality Services](#)

#### *Strategic Focus 5: Facilities*

- Priority 1: [Green Sustainability](#)
- Priority 2: [Facility Maintenance](#)
- Priority 3: [Technology Infrastructure](#)

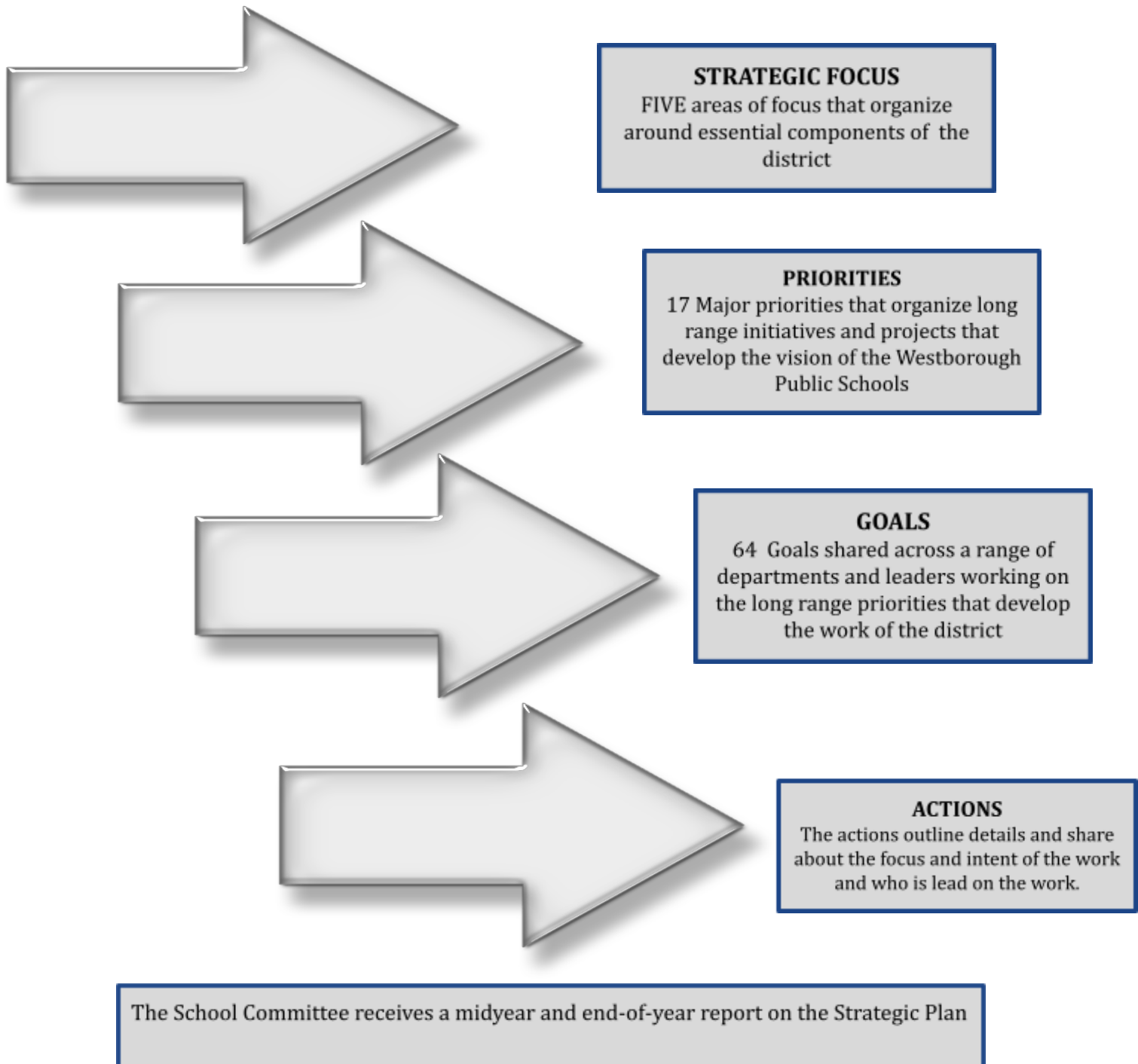
#### *Acknowledgements*

#### *2015-2020 Strategic Plan*



## Strategic Plan Overview:

The plan is organized into areas of major **Strategic Focus** with important **Priorities** to achieve being mapped out into **Goals** and **Action Items** to guide the work. While not comprehensive, the layout of the plan provides a good amount of detail so that the vision and commitment to an idea or project is clear even if the implementation timeline is a year or two in the future. These areas of focus are continually reviewed.





# Summary of Strategic Focus and Priorities

## Teaching & Learning



Priority 1: Explore and develop ideas for new programs and initiatives.

Priority 2: Sustain and extend technology innovation to ensure quality educational experiences, environment and opportunity for all WPS employees and students.

Priority 3: Provide meaningful and well differentiated professional development for all WPS employees to achieve the district's mission and goals successfully.

Priority 4: Sustain consistent program review cycles and recommendations across the district.

Priority 5: To create an authentic and personalized learning environment PK-22 that provides and fosters curiosity, choice, joy, and meaningful deep learning.

Priority 6: Grow K-12 literacy practices throughout WPS to ensure robust quality instruction and PK-12 targeted differentiated research-based tools as guided by best current practices.

## Wellness & Relationships

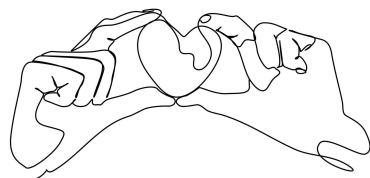


Priority 1: Center work on authentic and caring relationships to foster and maintain an environment that is connected and positive.

Priority 2: Develop and implement an equity and anti-bias mindset reflected in district practices so that every employee and member of the school community has the potential to live their best true self.

Priority 3: Develop and sustain district wide programming and curricular experiences that support the mental health, physical health and social emotional wellness of faculty and students in the Westborough community.

## Communication, Community & Connection

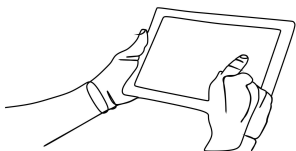


Priority 1: Develop effective and caring family connections that are centered on relationships and providing meaningful information on the school experience and the shared partnership of their child's learning.

Priority 2: Sustain and extend meaningful collaborations and connections in the Westborough community with the goal of mutually beneficial relationships.

Priority 3: Update communication tools and approaches to inform, connect and educate family, faculty and community members on the Westborough Public Schools.

## Management & Operations



Priority 1: Maximize the use of administrative technologies and district systems to innovate Westborough Public School services to families and faculty.

Priority 2: Manage district programs & services to provide a high quality experience as families and students access our programs.

## Facilities



Priority 1: Commit to implement a Green Sustainability approach and practices across all Westborough Public School facilities.

Priority 2: Provide & Maintain appropriate facilities for all Westborough Public School students in grades PreK-22 to the specification of current educational and wellness needs.

Priority 3: Sustain technology infrastructure that will support the instructional and operational needs of Westborough Public Schools for the next five to ten years.

**STRATEGIC FOCUS:**

# **Teaching & Learning**



"The human brain is our  
fundamental resource."

-John F. Kennedy

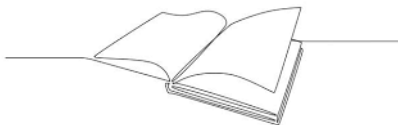
## Strategic Focus: **TEACHING & LEARNING**

**Priority 1:** Explore and develop ideas for new programs and initiatives.

**Rationale:** Westborough has a strong core curriculum that provides a well rounded educational experience as students progress through the district. Innovation and ideas for new programs keep the experience current and relevant to the issues and interests of students and faculty. The innovation ideas need to be vetted and supported to fold thoughtfully into the learning experience of students. Maintaining excellence requires ongoing innovation.

**Goal:** Develop curriculum programs K-12 for strong implementation of Westborough's "Green Initiatives" within the Town's [Climate Action Plan](#) and Town Master Plan.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Develop farm to table opportunities for cafeteria, curriculum and internships.			X		
Develop targeted grade level and departmental goals that dovetail with the Town's <a href="#">Sustainable Westborough Committee</a> 's goals and initiatives. Incorporate into curriculum units and lesson plans at grade appropriate benchmarks.		X		Super, WLT B&G, Curriculum Coordinators	
Develop practices that connect students to the outdoors for living and learning and developing a "sense of environmental identity."		X	X		
In all grades, create interdisciplinary opportunities that link to global, national and local climate action reports, with a special focus on authentic project based learning.		X		Curriculum Coordinators Asst. Super, Dept. Heads	
Continue to develop the curriculum integration in conjunction with the planning and use of the GMS courtyard/greenhouse.		X	X	Curriculum Coordinators Asst. Super, Dept. Heads	
Pilot exploration of building based composting to reduce trash impact. Collaborate with Harvey's and existing "Black Earth" composting initiatives.	X	X		Armstrong pilot	
Implement a student voice action team for the district beginning with "Green Squad" at Mill Pond and extending up to the HS with the goal to explore ways to increase recycling and environmentally aware practices.		X		Principals, WLT, Super, B&G	
Implement district wide visualization of building based consumption data (what, why, how, progress monitoring, etc.) and incorporate community outreach/engagement, etc. to share data. Pilot Fales in 2021-22.	X	X	X	Director of Technology, Dept. Heads, grade level team leaders	



**Goal:** Explore providing each of our high school seniors with an alternative learning project that is immersive, creative, and multidisciplinary.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Form a committee to assess the cost and benefits of providing seniors with an alternative learning project. Outline target goals for committee and timeline of work for 22-23 school year.	X			WHS Principal, Asst. Super, Dept. Heads	
Finalize committee's report to outline recommendations and overview of implementation plan. Present to SC.		X			
Implement the structure of the plan to provide Grade 12 students alternative learning opportunities.			X		
Begin HS NEASC self-reflection work during the 2023-2024 school year and prepare for the 2024 Collaborative Conference visit and the full 2026 NEASC.			X		

**Goal:** Explore developing a dual language immersion program in grades K-6.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Develop a committee to assess interest, options, benefits and impacts. Include dual language community members.		X		WL Coordinator s, WLT, Asst. Super	
Explore and visit existing dual language immersion programs in other districts.		X		TBD team	
Explore an innovation position that would support the implementation of dual language immersion at the K-6 level.			X	TBD team	
Develop after school and Comm. Ed. language programs for K-6.		X		Dir. of Community Ed & Super	

**Goal:** Assess interest and need for responsive programming for curricular topics brought forward to WPS from faculty, students, family or community.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Review and innovate civics learning K-12.		X		Social Studies Dept Head, Coordinator, & Asst. Super	
Review post graduation readiness for financial literacy, job readiness and transition planning.		X	X	Social Studies Dept. Heads, Coordinator, & Asst. Super	
Survey families/students for feedback on program and curricular perspectives.		X		Social Studies Dept. Heads, Coordinator, & Asst.. Super	

**Goal:** Increase Engineering and STEAM programming options and innovations.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Develop a First Lego League Robotics team at Gibbons and continue to enhance collaboration and support of the HS Robotic team.	X	X		Engineering Dept Head, Director of Technology, Asst. Super	
Coordinate with 7-12 Engineering/Technology Dept. to redevelop and innovate STEAM curricular offerings at both Gibbons and WHS.		X		Engineering Dept Head, Director of Technology, Asst. Super	
Develop relationship with Amazon for coaching, consultation on programming and financial support.		X	X	Super, plus team support	
Extend development of Maker Space innovation in grades K-6. Explore at Fales in 2021-22.	X	X		Science Coord., Asst. Super., Director of Technology	
Identify space and resources to develop Maker Space across all K-3 schools.	X	X		Principals	
Explore community connections and resources as Engineering and STEAM programming is developed.		X		Science Coord., Asst. Super., Director of Technology	
Explore Mill Pond's Maker Space and visit Districts with Maker Space innovations in place.	X	X		Science Coord., Asst. Super., Director of Technology	

Strategic Focus:  
**TEACHING & LEARNING**

**Priority:** Sustain and extend technology innovation to ensure quality educational experiences, environment and opportunity for all WPS employees and students.

**Rationale:** Over the span of the last strategic plan, the district met extensive technology innovations in PreK-12 classrooms and at the district level. To maintain excellence it is essential that WPS maintain current skills, vision and technology tools. Robust and current technologies as a seamless part of supporting and extending learning is an expectation that requires continual iterative design and support.



**Goal:** Sustain and implement innovations in technology and its use across the district.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Create more opportunities for students to experience technology through video production, graphic arts, coding, app development, and other new options. Focus on exploration and skill development in grades 4-8		X	X	Asst. Super, Engineering Dept Head, Director of Technology	
Redesign and update grades 4-6 library and technology curriculum and space to better align to current library philosophy of instructional approaches.	X	X		Librarians, Director of Technology	
Establish a baseline of K-3 tech and library experiences aligned with common skills and concepts.	X	X		Librarians, Curriculum Coordinators, Director of Technology, Asst. Super	
Assess and develop planning for effective integration of voice amplification systems PK-12+ and provide training in effective use to enhance learning.				Director of Technology, Dir. of Student Services	
Research and diversify varied learning platforms and technology supports for diverse learners to ensure that WPS offers tools that enhance UDL approaches.			X	Director of Technology, Dir. of Student Services	

**Goal:** Sustain commitment of technology as a vital tool for learning and connecting.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Implement and train new Smartboard technology PreK-12+ over a three-year implementation cycle.	X	X	X	Librarians, Curriculum Coordinators, Director of Technology, Asst. Super	
Review technology tools and experiences for K-3 students and establish more shared consistency of experiences.		X	X	Librarians, Curriculum Coordinators, Director of Technology, Asst. Super	
Provide safe and appropriate education and access to student emails at Mill Pond.		X		Director of Technology, MP admins, Grade level leaders	
Sustain and support implementation of 1:1 devices for K-3 students.	X	X		Director of Technology, ELT	



**Goal:** Maintain and extend practice of Digital Citizenship & Internet Safety.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Bring newly enrolled students and families up to peer level of digital citizenship, inclusive of device and wifi for communications. Provide family PD on internet safety and expectations of tech use.		X	X	ELT, SLT	
Assess current state of faculty and student digital citizenship, make recommendations for growth and implement the recommendations		X		Librarians, Director of Technology, ELT, SLT	
Update Digital Citizenship and Internet Safety, including looking at Acceptable Use Policies and Guiding Principles.	X	X		Librarians	

Strategic Focus:  
**TEACHING & LEARNING**

**Priority:** Provide meaningful and well differentiated professional development for all WPS employees to achieve the district's mission and goals successfully.

**Rationale:** High quality educational systems provide meaningful opportunities for their staff to learn and grow together as professionals.

**Goal:** Continue to develop & implement robust content-specific coursework for faculty.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Sustain and extend technology courses and support for all faculty to grow capacity in technology use and skills (e.g., Smart board/lumio/notebook).		X	X	Asst. Super, ELT, SLT	
Provide deep content-specific professional development in 4-12 Mathematics. Emphasize the pedagogical math practices that provide a research-informed framework for strengthening the teaching and learning of mathematics and should be embedded in all math lessons.		X	X	Curriculum Coordinators	
Engage K-3 faculty in literacy coursework focusing on phonics and reading.	X	X	X	Curriculum Coordinators	
Provide K-12 staff coursework in a second language study to encourage bilingualism.		X	X		
Provide K-3 faculty with content specific professional development across all content areas while embedding DEI best practices.	X	X	X	Curriculum Coordinators	

**Goal:** Create & enact professional development that has a sustained focus on the Westborough Public Schools' key initiatives.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Continue to use Frontline to promote PD and course offerings throughout the district as a centralized resource for staff goal setting and continuous learning.	X	X	X	Asst. Super, WLT, & Curriculum Coordinators	
Provide PreK-12 staff with opportunities to align expectations around grade level and school transitions.		X		Asst. Super, WLT, & Curriculum Coordinators	
Continue to support staff with Professional development focused on Inclusive Practices/Teaching All Students, with an emphasis on DCAP and UDL.				Asst. Super, WLT, & Curriculum Coordinators	
Sustain and continue to provide PD on the effective co-teaching approaches PreK-12.		X	X	Dir. of Student Services	
Align, develop and enhance the Targeted Support Team (TST) process to include data collection and progress monitoring tools as well as robust interventions that meet the needs and promote growth for all students to continue to inform PD needs and opportunities.		X		ELT, SLT, Curriculum Coordinators	
Provide training from outside consultants and Westborough Student Services to enhance instruction of our high-needs student population within the arts.		X	X	Dir. of Student Services	

**Goal:** Align new faculty, paraeducators, secretaries, custodial staff, and food service staff with professional development that focuses on the Westborough Public Schools' key core values and initiatives.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Provide a variety of mandatory trainings in equity and anti-bias teaching practices with a focus on how to best support LGBTQ and BIPOC students.			X	Asst. Super, WLT	
Offer coursework and professional development in social emotional learning for faculty in both practice and instruction.	X	X		Asst. Super, SEL Coordinator	
Provide more targeted paraeducator coursework/mentoring.		X		SEL Coordinator	
Develop and implement a plan for how to provide PD opportunities for support staff.		X	X		
Continue coursework and training to introduce and enhance teacher productivity and student learning experiences in technology (RQ/GK).		X	X		



[Return to Table of Contents](#) (Double click)



## Strategic Focus: **TEACHING & LEARNING**

**Priority:** Sustain consistent program review cycles and recommendations across the district.

**Rationale:** Educational programs and curricula need periodic review to ensure that WPS is offering the most effective and relevant education to our students.

### **Goal:** Implement Fine Arts Strategic Plan

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Finalize development of plan and review with department and WFAEA.	X			Director of Fine Arts	
Present to the School Committee in the end-of-year update.	X			Director of Fine Arts, Asst. Super	
Implement plan and update as needed.	X	X	X	ELT, SLT, Director of Fine Arts	

### **Goal:** K-12 Wellness Department Strategic Plan

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Finalize development of plan and review with department and WLT.	X			Dir. of PE and Wellness	
Present to the School Committee in the end-of-year update.	X			Dir. of PE and Wellness	
Implement plan and update as needed.	X	X	X	SLT, ELT, Dir. of PE and Wellness, Asst. Super	

### **Goal:** Implement WECC Strategic Plan

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Finalize development of plan and review with staff and WLT.	X			Director of WECC	
Present to the School Committee in the fall update.		X		Director of WECC	
Implement plan and update as needed.	X	X	X	Director of WECC, Dir. of Student Services	

### Goal: Sustain Social Studies Curriculum Implementations

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Re-immersion curriculum leaders and classroom teachers in reviewing prior recommendations and adjusting timelines and plans for implementation of the K-12 Social Studies Curriculum Review.	X			Asst. Super, Social Studies Leaders	
Support teachers in gr K-6 regarding implementation of updated curriculum and the inquiry based approach.	X	X		Asst. Super., Social Studies Coordinator	
Provide opportunities for the Social Studies Curriculum Coordinator to observe and overlap instruction with classroom teachers.	X	X		Principals and Social Studies Coordinator	
Provide PD that incorporates ideation of diverse histories and literature through understanding of diverse authors appropriate to developmental stages grades K-6.	X	X		ELT	
Explore opportunities to align Social Studies curriculum and key ELA literacy texts around shared content themes.		X	X	ELT	

### Goal: Perform & implement a K-12 English Language Arts Program Review

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Conduct internal self assessment in K-12 departments in preparation for Review in 2022-23.	X			Asst. Super, Dept. Heads, Curriculum Coordinators	
Form committee and conduct K-12 program review.		X		Asst. Super	
Present report to SC and begin implementation of goals.		X	X	Asst. Super, Dept. Heads, Curriculum Coordinators	

### Goal: Create and sustain next tier goals for the BORO/Sugar Shack

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Develop a 1-3 year strategic plan inclusive of innovative Tier 3 innovation work.	X	X		Dir. of Student Services & BORO Team	
Recruitment of 1-2 students ages 18-22 tuition opportunities from other Districts to extend program opportunities and neutralize program costs while extending peer groups.	X	X	X	Dir. of Student Services & BORO Team	

## Strategic Focus: **TEACHING & LEARNING**

**Priority:** To create an authentic and personalized learning environment PK-22 that provides and fosters curiosity, choice, joy, and meaningful deep learning.

**Rationale:** A successful Westborough education seeks to develop a lifelong learner who is curious and motivated by the world and interested in living fully within it. To thrive in a future that is ever changing and innovating quickly, we must educate students to adapt, assess and choose how to best leverage their talents and gifts.

**Goal:** Continue to implement UDL in learning experiences to provide personalized delivery of differentiated instructional content.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Continue creating Project Based Learning opportunities for students in grades K-8 utilizing a UDL framework for varied entry points to content and varied ways to express knowledge.		X	X	Asst. Super, Principals, Curriculum Coordinators	
Extend options within classes to stretch and engage students with academic strengths.		X	X	Asst. Super, Dept. Heads, Curriculum Coordinators	
Continue to develop and align best teaching practices and related services with the Massachusetts Tiered Support System (MTSS) to ensure that all students have access to the curriculum in the least restrictive environment based on their individual needs for accommodations and modifications in the classroom.		X	X	WLT	
Work with Westborough Leadership Team, Coordinators, and faculty to provide continuous assessment and consecutive action plan for the implementation of school focused inclusive practices.		X	X	WLT	

**Goal:** Establish and sustain authentic community connections to create real work and project collaborations with students in grades PreK-12+.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Provide opportunity for Community Service Learning			X	TBD	
Enhance opportunities for community engagement and collaboration with the BORO/Sugar Shack among our PreK-12 students, such as independent study for finance and accounting.		X			
Research opportunities for community partnerships (agriculture, public works, area businesses)		X		Team TBD	

Revisit ways to collaborate with Westborough Senior Center, in two-way exchanges of experiences.		X	X	Super	
Assess ways to extend connections with Westborough TV.		X		Team TBD	

**Goal:** Investigate Mill Pond building schedule improvements to fit student and school needs

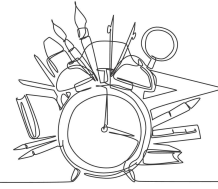
Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Explore expanding health curriculum and adding a Grade 6 World Language course.			X	Principal, Coordinators, School team	
Build in simultaneous school wide SEL lesson each week		X		Principal, Coordinators, School team	
Include environmental sustainability in curricula		X	X	Principal, Coordinators, School team	
Review effectiveness of the academic activity period and the combined Library/Tech/Maker instruction		X		Principal, Coordinators, School team	

**Goal:** Continue to assess and innovate and develop a variety of pathways to graduation for 11th & 12th graders

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
<a href="#">Capstone Project development</a> Outline process 22-23 and develop a timeline for goals		X	X	HS team, Dept Heads, Asst. Super	
Provide extended internship opportunities for students		X		HS team, Dept Heads, Asst. Super	
Explore options for providing a structured “Gap Year” experience for those students who might require options.			X	HS team, Dept Heads, Asst. Super	

**Goal:** Research and implement extended campus opportunities with flexible scheduling and more nontraditional learning opportunities for students in grades 9-12

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Review current WHS Schedule and course offerings to assess ways to provide flexibility			X	WHS Admin Team and Dept. Heads	
Develop one time field experiences as an anchor for extended learning		X	X	WHS Admin Team and Dept. Heads	
Visit other programs to discover innovative learning experiences (ie: Parker), such as ways to create more flexible lab or extended learning blocks		X		WHS Admin Team and Dept. Heads	



## Strategic Focus: **TEACHING & LEARNING**

**Priority:** Grow K-12 literacy practices throughout WPS to ensure robust quality instruction and PK - 12 targeted differentiated research-based tools as guided by best current practices.

**Rationale:** Literacy is the anchor skill of learning and essential to successfully navigate the world.

### **Goal:** Implement recommendations and goals of the K-6 Literacy Committee

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Continue to assess and refine literacy intervention work in Tiers I-III	X			ELT, reading teachers	
Review and submit final copy of Literacy Committee Report	X			Assist. Super	
Implement new phonics-based instruction at the K-3 level	X	X		ELT, Assist. Super	
Assess data earlier in the academic year to intervene on any literacy gaps	X	X		Lit Coord.	
Develop implementation plan for Literacy Committee Report goals		X	X	Assist. Super	
Commit to the purchase of texts (picture books and leveled readers) that reflect the many cultures and heritage of the students we serve from our community	X	X		Lit. Coord. Principals	

### **Goal:** Implement new and innovative literacy practices at the 7-12 level

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Selection of new literature will be multicultural and reflective of the students within our community	X	X		ELT	
Choice reading opportunities will feature leveled texts with audio text options for students		X	X		
Implement flexible literature groups		X			

**STRATEGIC FOCUS:**  
**Wellness & Relationships**



“What you think, you become.  
What you feel, you attract.  
What you imagine, you create.”  
~Buddha

## Strategic Focus: **WELLNESS & RELATIONSHIPS**

**Priority:** Center work on authentic and caring relationships to foster and maintain an environment that is connected and positive.

**Rationale:** "Every child deserves a champion – an adult who will never give up on them, who understands the power of connection and insists that they become the best that they can possibly be." -Rita Pierson  
The work of remaining in relationship with others takes a commitment, as we are always fundamentally facing challenges that can break down those connections. We value the importance of human respect and connection. "People will forget what you said, people will forget what you did, but people will never forget how you made them feel." - Maya Angelou

**Goal:** Increase feedback, connection and discussion opportunities across the varied levels of the district, both across buildings and across leadership and faculty and staff.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Provide intentional opportunities to foster connectedness	X	X	X	WLT and all leaders in district	
Explore the development of Employee Resource Groups (ERG; also known as Affinity Groups) for various groups of staff members, in order to provide sharing and mentorship opportunities for staff with similar backgrounds and/or interests, as well as creating opportunities for leadership. <ul style="list-style-type: none"> <li>ERG's have stated goals, meeting notes and targets of accomplishment. Members gain the opportunity to connect with one another as well as the district as a whole.</li> </ul>		X	X	HR, Central Office, School Administrators, Teachers/ staff	
Provide team building opportunities that bring staff together across K-3 buildings to foster a positive culture and climate.		X			
Provide meeting time with specialists and special education liaisons to gain a broader understanding of specific students within our classrooms. Conversations and feedback loops will deepen instruction and support for all students and support staff.		X	X	K-12 Staff, SpEd Coordinators, Principals	

**Goal:** Sustain and grow ongoing care and wellness initiatives for all colleagues.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Develop faculty and staff leaders to guide and support building and district wellness opportunities for individual schools and across schools: eg such as 'Wake up Westborough'		X		WLT	

Expand opportunities for faculty support and connection through social events and digital platforms		X	X	WLT, Wellness Dept.	
Embed wellness opportunities during breaks for staff (i.e. lunch, before/after school)		X	X	WLT, Wellness Dept.	
Develop culture of optional after school wellness experiences across buildings throughout the district		X	X	Wellness Dept.	
Explore developing varied affinity groups for faculty to grow connections across the district and provide space for identity support and growth of inclusivity.		X	X	DEIJ Team, WLT	

## Strategic Focus: WELLNESS & RELATIONSHIPS

**Priority:** Develop and implement an equity and anti-bias mindset reflected in district practices so that every employee and member of the school community has the potential to live their best true self.

**Rationale:**

One of the greatest strengths of our community and its students is its diversity, and our staff does not reflect that diversity. We are missing the added potential that a more diverse faculty would bring to our students and our colleagues and must commit to a faculty that better reflects its community. Furthermore, we need to deepen our commitment to active anti-racist and equity based practices in order for each student and staff member to reach his/her/their potential which will translate to a district that also reaches its potential.

**Goal:** Develop a more diverse faculty that maximizes many perspectives, ethnicities, and talents, to recognize the diversity of Westborough and our greater nation at large.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Collaborate with other districts and employers to expand approaches to recruit, hire, retain, and support diverse employees, and identify best practices in these areas.	x	x		WLT	
Develop approaches to “grow your own” diverse staff, including options such as para-to-teacher training programs (eg. JET: Journey into Education and Teaching).	x	x		WLT	
Incorporate outside consultants who can provide services/training on topics such as: <ul style="list-style-type: none"> <li>• Anti-bias hiring practices</li> <li>• Proactive recruitment strategies, resources for staff, and marketing materials</li> <li>• Supporting, mentoring, and retaining diverse candidates</li> </ul>	x	x		WLT, Director of HR, Assist. Super, Super Director of Stud. Serv.	
Develop marketing materials such as videos, brochures, and online content to highlight the diversity of our community and the strengths of our schools in order to attract the best candidates. Note organizations such as MPDE as partners.		x			



Reach out to colleges/universities to strengthen our connection/partnership and increase our collaboration in the placement of student teachers and interns, and hiring of graduates.		x	x		
Research, identify, and join organizations such as the MASSACHUSETTS PARTNERSHIP FOR DIVERSITY IN EDUCATION (MPDE) that supports districts in recruiting and retaining diverse educators.	x			Super, Director of HR	
Update Job Postings information, application processes, and district website to reflect the diversity of our district and attract candidates who will thrive in WPS.	x	x		Director HR	
Broaden our use of recruitment tools such as the Handshake platform to reach students and graduates of many colleges/universities.	x	x		Director HR	
Develop interview training protocols and questions to ensure anti-bias hiring practices on all hiring teams.	X	X		Director HR WLT	
Incorporate explicit expectations around active anti-racism education and practices when we onboard new staff.	x	x		Director HR WLT	
Apply for and be accepted into DESE's Teacher Diversification Professional Learning Community in order to network and learn from DESE and others doing the research and work on diversifying the teaching corp. <ul style="list-style-type: none"> <li>Acceptance in the PLC will give access to high quality PD related to diversifying staff and developing equity skills.</li> </ul>	X	X		HR, Central Office, School or District Administrato r, Teacher representativ e	
Apply for DESE's Teacher Diversification Pilot Program Grants: Option A: High School Education Pathway to identify and support students from underrepresented groups gaining exposure to teaching careers; Option B: Financial Incentives to support the recruitment of prospective teachers from diverse backgrounds; Option C: Financial assistance to support paraeducators with a BA degree to enroll in and complete programs for licensure as teachers.	X	X	X	HR, Central Office, School & District Admin	Grant proposal(s) are accepted and WPS begins the process to develop our students and paraeducators into teachers, and we are able to increase our successful recruitment from a diverse pool of candidates.
Look for other ways to continuously demonstrate our commitment to DEI values					

**Goal:** Provide district communication, connection, and services that recognize the range of our families diversity and needs in communication and support.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Develop seamless translation practices for communications, meetings, and events. Develop an action plan for better written communications and translation services.		x	X	ELL Director	
Develop and implement school breakfast/lunch programs during vacation and summer.		X		Chartwell, Dir of Fin. & Admin, WLT	

Develop a set of robust, well defined resources for live translation services across the district. Expand the range of translation apps and interactive tools that WPS faculty use effectively to communicate with non-English speaking visitors and families.		x		ELL Director	
Review and enhance the process of “Welcome” to all new families. Ensure every family can connect with the district on school issues and needs. Support as needed with a commitment to ensuring Wifi and communication device are accessible. Provide coaching on translation support when needed.		X		Team TBD, Super	
Provide free admission into all concerts throughout the school year and assess audience size and financial impact.	X			Director of Fine Arts,, 9-12 Music Staff	Increased audience size and equal access for all family members to attend performances without hesitancy of cost.

**Goal:** Provide robust professional development that ensures that all faculty and staff are culturally proficient, and reflective on the importance of equity and anti-bias practices.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Utilize a sustained consultant and learning model to engage the whole staff in the work and continue the learning in smaller groups for personal reflective practice around cultural proficiency and equity and anti-bias practices	x	x	x	All district	
Provide ongoing anchor coursework for district leaders and all staff to explore and examine DEIJ through the lens of personal, district, and world perspectives.		x	x	WLT	
Develop/provide a 3-credit graduate course on DEIJ and active anti-racism, that all new teachers/Pre-PTS faculty complete in the first three years.		x	x	DEIJ team, WLT, Asst. Super	
Support ongoing faculty guided book study to bring together faculty to explore and discuss diversity, equity, and inclusion.	x	x	x	All district	
Develop and expand district approved course options and require that all faculty PreK-12 complete cultural proficiency course work through targeted professional goal development.		X	X	WLT, DEIJ team, Asst. Super	

**Goal:** Review and revise district practices and policies through the lens of equity in inclusion.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Formalizing practices and procedures relative to soliciting feedback including all groups impacted. Sustain revised annual climate survey inclusive of equity questions.	x	x	x	WLT, Super	

Develop a layered network of district and building based committees to assess our schools' policies, practices, rituals, social activities, and curriculum. Ensure diverse voices in key decisions at all levels of district work.	X	X			Link DEIJ Team
Provide opportunities for diverse staff to gather, voice their thinking and feelings and advise school and district leadership on how to strengthen our DEI work, and create pathways to leadership.	X	X		Super, WLT, & DEI team	
Review policies and practices that require fees or cost to participate and develop opportunities and resources to allow equity for full participation (i.e., travel, afterschool, clubs/sports).		X	X	Super	
Examine the makeup of our varied committees and encourage community/parent participation in order to adequately reflect the population of our schools.		X	X	WLT	
Review policies, protocols and documents in relation to being inclusive to all gender identities.	X	X	X	WLT	

**Goal:** Continue to review, revise, and refine current curriculum practices and teaching resources to ensure that they reflect a culturally authentic range of content and perspectives.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Revisit and revise if needed the recent Social Studies curriculum. Review to explore potential new goals to ensure that the report fulfills curriculum goals.	x			Asst. Super	
Continue the work of diversifying literature in the classroom and library selection PreK-12 to carry a robust selection of diverse literature.	x	x		Librarians, Dept Heads, Asst. Super, Coordinators	
Using DESE's <a href="#">Diverse Arts Guidebook</a> as a baseline resource, staff will reevaluate the selection of artwork and repertoire studied to reflect cultural proficiency and awareness of our school community		X		K-12 Staff, Director of Fine Arts	
Revisit and revise 7th grade Social Studies curriculum to incorporate units related to social justice		X		GMS SS Dept, Asst. Super	
Further develop our staff to engage in meaningful conversations with students around identity, race, and anti bias	X	X		SLT, ELT, Dept Heads	
Build learning opportunities during the school day for staff to engage in lessons and conversations with students around identity, race and anti bias		X		SLT, ELT, Dept Heads	



## Strategic Focus: **WELLNESS & RELATIONSHIPS**

**Priority:** Develop and sustain district wide programming and curricular experiences that support the mental health, physical health and social emotional wellness of faculty and students in the Westborough community.

**Rationale:** Supporting and educating the “whole child” and supporting the “whole faculty member” allows all of us to best achieve the goals of the Westborough Public Schools.

**Goal:** Sustain and grow SEL curriculum work PreK-12 to be embedded across authentic classroom experiences.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Expand the implementation of Universal Screening to surface and identify Mental Health needs across the grade levels	x	x		Dir. of Student Services, SEL Coordinator	
Continue to align RtI and MTSS work with teachers, related services providers, and clinical support teams to ensure that students have access to SEL and Mental Health support across the tiers	x	x	x	Dir. of Student Services, SEL Coordinator, WLT	
Ensure that teachers are integrating SEL lessons into their curricula with fidelity to provide a strong foundation for student intervention and support	x	x		ELT, SLT	
Continue to develop communication and education for SEL and Mental Health work (internally and externally)	x	x	x	SEL Coordinator	
Continue implementation of the Second Step SEL Curriculum in all PreK-6 classrooms and utilize the SDQ assessment to support students SEL needs	X	X		ELT	
Adopt a grade 7-12 SEL Curriculum after pilots and assessment	X			SLT, Dir. of Student Services, Asst. Super, SEL Coordinator	Curriculum Overview
Refine Grade 4-12 health and wellness curricula	X			Director of Wellness	
Update and revise Fine Arts <a href="#">curriculum maps</a> to appropriately reflect current Frameworks MA <a href="#">Arts Frameworks</a> and <a href="#">SEL Standards</a>		X		K-12 Fine Arts Staff	

**Goal:** Provide robust peer mediation, SEL student support teams, and student groups to support all students thriving both academically as well as social emotionally in grades 4-12.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Develop age appropriate empowerment of peer support for Mill Pond students that leverages the skills and framework of the K-3 SEL learning		X		Principal, Team TBD	
Explore training opportunities and implementation of student training in SEL student support teams		X			
Implementation of SEL student support teams		X	X		

**Goal:** Provide mental health, physical health and social emotional services and learning experiences that help students develop and practice selfcare, responsible decision making and effective problem solving skills to benefit future life experiences at each developmental stage of their education.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Sustain a strong nursing department and work with the Department Head nurse to ensure nursing staff are integral to health, wellness and social emotional learning		X	X	Dir. of Student Services, Nurse Leader	
Continue to develop PD on strategies to support students and families with diverse needs, including trauma recovery support		X		Team TBD	
Maintain regular clinical meetings at K-3 building level with school counselor, school psychologist, BCBA, school nurse, student services coordinator, and building principal to review student progress and support student needs	X			Dir. of Student Services, ELT, SLT	
Expand and refine the role of school counselors K-12 to be a more proactive, skill based interventionist position for students in Tiers II & III. Sustain professional development opportunities for the use of screening tools, small group sessions and data tracking/interpretation.	X	X		Dir. of Student Services, ELT, SLT, Asst. Super	
Develop, implement and support GMS CSS, Bryt/Bridge program model mirroring the successful Westborough High School program.	X	X		Principal, Dir. of Student Services	
Assess the expanding need for a co-leadership and the development of a coaching support model for the counselors and clinical support teams in Grades K-8	x	x		Dir. of Student Services, SEL Coordinator, Super	
Explore hiring or developing in-house a Spanish language bilingual social worker who could work across all schools to support a student group who has experienced significant trauma, but for whom communication in heritage language is currently not possible.		X		Dir. of Student Services, ELL Director	

Goal: [K-12 Wellness Department Strategic Plan](#)

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Finalize development of plan and review with department and WLT	X				
Present to School Committee in the end-of-year update	X				
Implement plans and update as needed	X	X	X		



**STRATEGIC FOCUS:**  
**Communication, Community, &  
Connection**

Individually, we are one drop.  
Together, we are an ocean."

~ Ryunosuke Satoro



## Strategic Focus: **COMMUNICATION, COMMUNITY, & CONNECTION**

**Priority:** Develop effective and caring family connections that are centered on relationships and providing meaningful information on the school experience and the shared partnership of their child's learning.

**Rationale:** Research supports that student performance and growth is best enhanced by strong relationships between the school and home. When home and school form effective partnerships and communication, students are better able to access learning and overcome obstacles.

**Goal:** Ensure that the organization of the district and school events support all family and caregivers to foster positive outcomes and provide meaningful information

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Review and innovate "Parent Night" and other home school connection events to maximize opportunities for providing meaningful information, relationships and connections with families	X	X		ELT, SLT, Super	
Continue district support of ESL parent classes throughout the school year and community based literacy nights. In these community events, district communication is disseminated.	X	X		ELL Director and ELL Department	
Survey families and faculty to better understand how the structure of events across schools and district processes may need to improve, vary, or change to better serve families		X	X	Super, WLT	
Assess the parent Kindergarten orientation program to ensure it provides a strong entry to the WPS K-12 journey		X		Wellness Director, Principals, Super	
Unify and strengthen parent groups. Invite ELPAC leaders to parent groups and committees to expand diverse voices and perspectives.		X		DEIJ team, Principals, ELL Director	
Review and increase the opportunities for parents to participate in and support the school experience PreK-12		X	X	WLT	
Develop protocols and proactive guidelines and materials for families learning about navigating tiered intervention, services, or IEP process		X		Dir. of Student Services and team	
Sustain meaningful use of virtual meeting options that allow for greater participation and information sharing with families. Explore and incorporate other meaningful ways to provide engaged connections in new ways.		X			
Develop a set of preschool parent programs and include all community for 3- year-olds		X	X	Director of Preschool	<a href="#">WECC Strategic Plan</a>



Translate documents and resources so all families can access the communication from the schools and district inclusive of Blackboard voice information.	X	X			
---	---	---	--	--	--

**Goal:** Ensure all students have seamless and robust high speed wireless capacity at home.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Evaluate and report budget needs and spending outcomes to the School Committee annually	X	X	X		
Develop a network of capable student or parent “Ranger Tech Squad” to help families with home tech			X		
Seek alternative funding sources or partnerships with businesses to cover costs			X		

## Strategic Focus: COMMUNICATION, COMMUNITY, & CONNECTION

**Priority:** Sustain and extend meaningful collaborations and connections in the Westborough community with the goal of mutually beneficial relationships

**Rationale:** The town of Westborough has demonstrated years of support for the schools. As a community they recognize the fundamental principle of public education. When all of the stakeholders in a community are connected they can all best support the needs and interest of everyone in the community. It is a core value of the schools to give back to the town through service and participation in the town.

**Goal:** Collaborate with Community Education to develop a robust Adult Education program for the Westborough community, and continue to innovate student programs.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Develop and conduct interest surveys to Westborough community around areas for adult education. Survey faculty on interest in running courses.	X			Dir. of Community Education	
Pilot small set of class options: Spring of 2022	X			Dir. of Community Education	
Launch a robust adult education program		X		Dir. of Community Education	
Continue to innovate student program options for summer that provide more collaboration with other school programs	X	X		Dir. of Community Education, SEL Coordinator	

**Goal:** Leverage opportunities to open the schools to the community in meaningful ways.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Develop an extensive senior/community volunteer network to enhance support in classrooms K-8			X	K-6 team	
Sustain connection and grow Westborough Connects collaboration on community events	X	X	X	Super	
Grow BORO/Sugar Shack community connections and engagement events through collaboration with EDC and other community groups		X	X	BORO Team, Dir. of Student Services	
Explore meaningful ways to have community members join (“audit”) classroom experiences at WHS			X	HS Leaders WLT, Comm Ed	
Collaborate with local Senior Center and retirement homes to provide free evening transportation to all Performing Arts Events		X	X	Super, Director of Fine Arts, Dir. of Fin. & Admin.	
Provide opportunities in intellectual discourse for faculty, staff, and community members to enable more involvement and voice in directing educational perspective for the Westborough Public Schools			X		

**Goal:** Sustain and grow ongoing care and wellness initiatives for Westborough families.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Explore developing varied affinity groups for families to grow connections across the district and provide space for identity support and growth of inclusivity.		X	X	Super	
Collaborate with Town groups to provide improved flow of Town services and information to all families		X		Super	
Continue partnerships with Square One and Westborough Connects to offer meaningful opportunities for community wellness	X	X		Director of Wellness	



## Strategic Focus: **COMMUNICATION, COMMUNITY, & CONNECTION**

**Priority:** Update communication tools and approaches to inform, connect and educate family, faculty and community members on the Westborough Public Schools.

**Rationale:** Effective communication of all kinds is fundamental to our work as educators, and as members of the community.

**Goal:** Innovate and update district website to reflect the depth of our learners and entire school community

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Identify stakeholders, the problems we're trying to solve, and data sources	X			Director of Technology, Website team (Representatives from BTS, Central Office, Building front offices)	
Seek feedback from parents, staff, and students on ease of navigation and depth of content	X	X		WLT	
Engage in iterative design of new website		X		Website team	
Research and secure appropriate platform for new website development		X		Website team	
Create an annual district profile of district data and demographic data to anchor homepage		X		Super, Asst. Super	

**Goal:** Effectively articulate and communicate through a variety of platforms the WPS Identity and Brand

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Explore potentials to create a mobile app that connects and shares WPS events townwide to families and community members "What's Up Westborough"		X	X	Super, Data Architect	
Sustain " <a href="#">WFAEA SPOTLIGHT</a> " newsletters to community on a seasonal basis	X	X		WFAEA President, Director of Fine Arts	Quarterly publications of the newsletter will be sent to families.
Increase integration and sharing of meaningful WPS communications across buildings and programs.			X	TBD	

## **STRATEGIC FOCUS:**

# **Management & Operations**

"Cooperation  
is the thorough conviction  
that nobody can get there  
unless everybody gets there."

~Virginia Burden



## Strategic Focus: **MANAGEMENT & OPERATIONS**

**Priority:** Maximize the use of administrative technologies and district systems to innovate Westborough Public School services to families and faculty.

**Rationale:** Progress has been made in streamlining HR and Business functions and increasing transparency for staff. Further expanding the availability and ease of use of electronic HR and Business forms will provide more readily available information for staff and allow for easier tracking of progress on HR and Business office tasks.

### **Goal:** Streamline and update Human Resource systems

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Coordinate MUNIS crossover programming PCN: Position Code Number, data analysis and processing with Human Resources	X			Director of HR, Data Architect	
Coordinate HR systems with Town Hall and Business Offices. Explore electronic options for transferring data to and from Town.	X			Director of HR, Dir. of Fin. & Admin	
Expand the use of Applicant Tracking, Contracts, and Records to include all hiring groups (ex: Community Ed staff, seasonal staff). All new staff will have their personnel records in the Records platform.	X			HR, Payroll, IT, Hiring Managers	
Expand the bank of “Available Forms” that staff may access through Records in order to eliminate paper and redundant spreadsheet records. Forms will stay in individual electronic employee folders creating a digital record of changes and updates.	X	X		HR, Payroll, IT, Data Architect, Data Specialist	
Train staff and supervisors in the effective and efficient use of the Records platform. Staff and supervisors will be able to access completed forms.	X	X		HR	
Research how to automate transition of essential information from Records to MUNIS.	X	X		HR, IT	

### **Goal:** Leverage new leadership of Director of Finance and Administration to innovate Business Office functions

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Working with the Forbes Cabinet team, finalize the workflow shifts for shared office functions among staff across all offices	X	X		Cabinet	
Update format and content of annual budget book		X		Dir. of Fin. & Admin	
Collaborate with District Data Architect on ways to help better automate and streamline systems		X		Dir. of Fin. & Admin., Data Architect	

Leverage training to maximize Munis for finance needs	X	X		Director of HR, Dir. of Fin. & Admin	
Collaborate with HR to improve important communication to faculty regarding finance updates, changes, and deadlines. Increase updates and communication to faculty regarding accessible personal finance information and functions with a focus on new faculty.		X		Director of HR, Dir. of Fin. & Admin	

**Goal:** Finalize presentation of teaching content & materials

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Online platform for presentation to include info graphics, curriculum guides, and school overview		X		TBD	
Complete development of PreK-22 online platform of Westborough Curriculum Framework. Provide front facing accessible content with a more complete toolset on content available to faculty.	X	X		Asst. Super, Principals, Curriculum Coord., DH's, Team Leaders	
Develop articulation of key initiatives that strand across curriculum and learning experiences PreK-12. E.g.: SEL, Equity & Antiracism		X		Team TBD	

**Goal:** Continue to move towards paperless workflow while maintaining personal connections and service

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Explore accounts payable automation internally while engaging in conversation with Town Hall regarding procedural impact		x	x	HR, Business, IT	
Create additional materials such as flyers and videos to keep staff and community informed about HR and Business functions		X	X	HR, Business, IT	
Develop a rotation of HR and Business department visits to schools to answer questions, take suggestions		X	X	HR, Business	
Explore adding all existing staff's current/historical personnel files to Records via PowerSchool/Talent Ed one-time contract	X	X		HR, IT	
Increase adoption of paperless workflows in Munis and continue staff training of Munis use				Business, IT	



## Strategic Focus: MANAGEMENT & OPERATIONS

**Priority:** Manage district programs & services to provide a high quality experience as families and students access our programs.

**Rationale:** Public education is an institution that must effectively provide a range of services to its families and students.

**Goal:** Develop a targeted redistricting assessment to establish if changes are needed to balance K-3 schools in regards to space and enrollment

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Engage outside consultants as needed to conduct an enrollment study to anchor plans for long term space management		X		Super	
Form working group to review enrollment and to develop a plan for targeted redistricting if needed at K-3.		X	X	Elementary principals, Super	
Implement any targeted redistricting plans based on approved outcomes of study and subcommittee work		X	X	Elementary principals, Super	
Assess busing and traffic impacts on K-3 busing		X		Transportation Coordinator	
Establish timeline and communication plan to keep families informed		X			

**Goal:** Sustain implementation of new transportation contract

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Set up regular meetings with bus company leadership and dispatchers	X	X		Dir. of Fin. & Admin., Transportation Coordinator	
Explore driver incentives	X	X			
Develop a subcommittee to develop a transition to electric buses as a part of next bus contract negotiations		X	X	Dir. of Fin. & Admin., Super	
Develop plan that includes transportation related GHG reductions commensurate with Westborough's CAP 2030 goals		X			
Implement any targeted redistricting plans based on approved outcomes of study and subcommittee work			X		
Continue implementation of Bus App "Where is my Kid?" and other communication improvements with families	X	X			

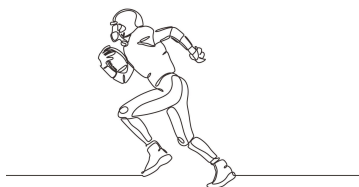
Explore increasing late buses to support wider program participation and look at potential of adding Mill Pond		X		Dir. of Fin. & Admin., Transportation Coordinator	
--	--	---	--	--	--

### Goal: Diversify after school offerings in Athletics, Clubs, and Fine Arts

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Conduct a team assessment for Intramural program. Survey students at GMS and WHS.		X	X	Director of Athletics, Principals	
Increase/diversify intramural options based on student surveys and interest		X	X	Director of Athletics	
Provide initial pilot stipend of new and innovative clubs in their first year		X	X	Directors, Stipend Committee	
Explore expanding after school clubs to include grades 4-6		X		MP Principal	
Explore expanding late bus schedule to include grades 4-6		X		MP Principal, Super	
Access alternative funding sources (increase fundraising efforts to ensure equitable access to all after school and out of school activities)		X	X	Director of Fin. & Admin, Super	
Establish student sustainability groups with the mission to reduce resource consumption (water, solid, GHG, electricity, etc.) in all aspects of school operations		X		TBD	

### Goal: Grow the capacity of the Athletics Department

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Increase the involvement of student workers and continue to build opportunities for students to become involved in the operations of the athletics department	X	X		Athletic Director	Potentially add a sports management club to formalize student workers for the athletics department.
Assess the needs of the Athletic Training Department and explore the possibility of adding an Assistant Athletic Trainer	X	X		Athletic Director	Add an assistant athletics trainer to the staff on a part time basis.
Consider expanding the role of the Assistant Athletic Director. Develop a model that includes part-time teaching and part-time athletics.		X	X	Athletic Director, Super	



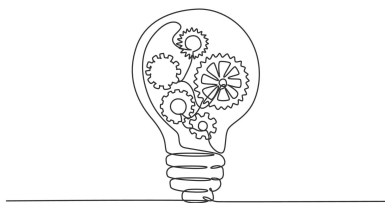


**Goal:** Assess District Leadership Model to ensure it maximizes talent and capacity of faculty leaders

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Explore innovation of teacher leaders at the building level to further promote proactive steering of school growth and development		X		TBD	
Review and further improve extended level leadership impact for the district to maximize talent of coordinators, teacher leaders, team leaders and DH's.	X	X		WLT	

**Goal:** Maximize opportunities to expand Chartwells' district impact

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Onboard new Food Services Manager	X			Dir. of Fin. & Admin., Principals	
Provide Farm-to-Table options for students		X		TBD	
Review food options and ensure meals reflect the diversity of our student body		X	X	Chartwells, Dir. of Fin. & Admin., Principals	
Collaborate with district leaders on environmental goals that reduce waste, recycle, and compost		X	X		



## **STRATEGIC FOCUS:**

# **Facilities**



“We take care of the future best  
by taking care of the present now.”

~ Jon Kabat-Zinn

## Strategic Focus: **FACILITIES**

**Priority:** Commit to implement a Green Sustainability approach and practices across all Westborough Public School facilities.

**Rationale:** “Our biggest challenge in this new century is to take an idea that seems abstract – sustainable development – and turn it into a reality for all the world’s people” -- Kofi Annan

**Goal:** Create additional outdoor learning space(s) that will enable classes to learn and engage with each other in an outdoor setting.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Identify areas at all schools that would be appropriate and viable for consistent use by classes	X	X		Principals & building Admin team	
Consider materials needed for outdoor classroom spaces and develop a maintenance plan for spaces. Consult on Wifi with tech.	X	X		Principals & building Admin team	
Develop spaces and develop culture and flexibility for use at all schools	X	X		Principals & building Admin team	
Explore and implement outdoor gardens across all K-3 schools. Collaborate with community partners such as Nourse Farm.		X		ELT, Science Coordinator	
Develop a committee of K-3 principals, science curriculum coordinator, faculty members, buildings and grounds team, food service team, and community members to guide and maintain initiatives		X	X	ELT, Science Coordinator	

**Goal:** Align where feasible with Westborough’s Climate Action Plan (CAP)

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Develop and implement opportunities to increase efforts toward composting, recycling and reduction of waste. Pilot at Armstrong 21-22. Scale forward from K-3 buildings based on pilot.		x	x	Facilities, school leaders, teachers and students	
Continue to review best practices towards sanitization, green initiatives, and district tracking (school wide billboards/monitors/trackers - water consumption, electricity and food waste)		x	x	Facilities, school leaders	

Develop plans for Gibbons greenhouse/open space area & install (initial steps including funding options. E.g. grants or awards)		X	X	GMS team, Super	Link Planning Document
Review and update products, services, and vendors for sustainability		X	X	Director of Fin. & Admin., Facilities	
Begin process of addition of EV charging stations at all schools. Complete Fales first under project goals.	X	X		Super, Director of Facilities	

**Goal:** Districtwide resource usage data monitoring and display

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	21 22	22 23	23 24		
Work with CAP/Sustainable Westborough to establish baseline emissions and identify which aspects of school operations contribute what % to our GHG emissions profile		X	X	TBD	
Research and adopt sustainability metrics to be measured		X		TBD	
Implement measurement and display of GHG emissions and other waste and connection to local and global environmental health indicators		X	X	TBD	

**Goal:** Develop walking and biking options for students and families to safely access all schools.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Use the Safe Routes to School framework of grants and assessments to develop a plan for strategic development of safe bike and walking routes to schools	X	X	X		Link documents
Complete the walk audits, arrival and dismissal studies and the parent transportation survey at all K-8 schools (already did Armstrong and Gibbons, can likely do this at Hastings in the spring and Fales in the fall)	X	X			Link audits
Work with DPW and Town Manager and SC to develop a collaborative action plan.	X	X		Super	
Sustain grant process to seek funding on action plan	X	X	X		



## Strategic Focus: **FACILITIES**

**Priority:** Provide & Maintain appropriate facilities for all Westborough Public School students in grades PreK-22 to the specification of current educational and wellness needs.

**Rationale:** As stewards of six large public facilities it is our job to properly maintain and care for them so that they can meet the needs of current and future students, families and community members.

**Goal:** Maintain equity of building quality.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Parallel facility projects across the elementary schools to include playground upgrades at all 3 elementary schools	X	X	X	Facilities, Super	
Ensure a smooth transition from the current Fales building into the new Fales building through full completion of punch list and closure of project	X	X	X	Fales Principal, Super, Facilities, Director of Fin. & Admin., Director of Tech.	
Provide the community opportunities to celebrate and say goodbye to the current Fales building	X				
Provide the community an opportunity to celebrate and tour and use the new building		X			
Explore interest in parallel murals at Armstrong and Hastings to create a cohesive elementary interior theme		X	X		
Continue assessment of Armstrong and Hastings to upgrade classrooms and learning spaces	X	X	X		
Identify areas at WHS that will need to be repurposed to meet the needs of diverse learners	X			WHS Admin., Facilities	
Develop a project plan to change existing areas into more suitable learning spaces		X		WHS Admin., Facilities	

**Goal:** Develop updated comprehensive Capital Plan for WPS

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Contract services to provide a comprehensive WPS Capital assessment providing timelines and EOL targets and ROM of first two years of project costs		X		Director of Facilities, Director of Fin. & Admin	
Assess parking expansion options at MP, Hastings, and Gibbons/Armstrong			X		
Develop 5-year WPS furniture replacement cycle		X		Asst. Director of Facilities, Principals	

Establish a two-year plan to clear and manage storage across the district		X	X	TBD	
---	--	---	---	-----	--

**Goal:** Develop a comprehensive plan for the renovation of the existing basement as the final tier of The BORO Program planning and development phase to transform the space into a flexible learning and community integration event space.

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	21 22	22 23	23 24		
Initial conversation with Todd Alexander, Landlord about the next planning phase and core responsibilities for the project	x			Dir. of Student Services, Super	
Follow-up conversation with WPS Facilities Department to assess use of the existing elevator and its capacity to be ADA compliant	x			Dir. of Student Services, Super	
Consultation with WPS Facilities Department and identified contractor(s) to design project plan for the existing space	x			Dir. of Student Services, Super	
Develop cost plan for plan design	x			Dir. of Student Services, Facilities Department, BORO Team	
Presentation to School Committee during annual Student Services update in Spring 2022	x			Dir. of Student Services	
Develop marketing and outreach plan to secure donors to help defer the costs of the renovation project	x	x		Dir. of Student Services, Super, BORO Team	
Summer 2022: renovation work underway		x		Dir. of Student Services, Facilities Department, BORO Team	
Opening of basement innovation learning facility			x	BORO Team	

**Goal:** Rebuild High Adventure Course to provide opportunities for students, faculty and community

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Explore options for High Adventure Course	X				
Explore fundraising for High Adventure Course	X	X			
Fund and Build High Adventure Course		X	X		

Develop a plan to make Adventure Course available for community or business use as a team building experience or group outing			X		
---	--	--	---	--	--

**Goal:** Expand the HS Fitness Center to provide instructional space for expansion of current program options, and growth in school population. Shift classes currently using hallway space for instruction of yoga, fitness stretching, meditation, and other 'floor based' classroom needs.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Form a committee to develop vision, plans and initial outreach regarding space improvement needs and incorporate into the capital plan process		X			
Contract with an architect to pursue the possibility of increasing the footprint of the HS Fitness Center to provide additional Wellness Space		X		Athletic Director, Dir of Wellness, & Dir of B&G	Produce a report of options and associated costs for the project.
Secure funding through Town Meeting, fundraising and budget allocation		X	X	Super, Dir of Fin. & Admin	
Build addition to the Wellness area of the Fitness Center with a clear timeline for 2024			X		

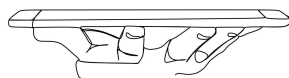
## Strategic Focus: FACILITIES

**Priority:** Sustain technology infrastructure that will support the instructional and operational needs of Westborough Public Schools for the next five to ten years.

**Rationale:** Ongoing attention to and investments in maintaining, adapting, and growing the technology infrastructure is necessary to meet evolving service and performance needs.

**Goal:** Ensure all students have seamless and robust high speed wireless capacity at home.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Evaluate and report budget needs and spending outcomes to the School Committee annually	X	X	X		
Develop a network of capable student or parent "Ranger Tech Squad" to help families with home tech			X		
Seek alternative funding sources or partnerships with business to cover costs			X		



**Goal:** Provide, maintain, and refresh laptops, chromebooks, and tablets to meet student, faculty, and staff needs.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Evaluate and report budget needs and spending outcomes to the School Committee annually.	X	X	X	Director of Technology	
Evaluate opportunities and assess financial impact to expand 1:1 devices to more paraeducators		X		Director of Technology	
Refine the tracking and management systems for district owned devices		X		IT	

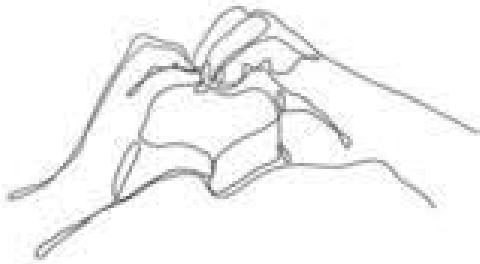
**Goal:** Maintain, update, grow, and adapt technology infrastructure to maintain alignment of district technology systems' services and performance with educational and operational missions.

Action Steps	Timeframe			Action Team	Progress Updates & Resources
	21 22	22 23	23 24		
Evaluate and report budget needs and spending outcomes to the School Committee annually	X	X	X	Director of Technology, Super	
Assess and update phone and PA systems in each school and develop a plan for upgrades within the capital planning process	X	X		Director of Technology, Director of Fin. & Admin	
Expand outdoor Wifi coverage as needed for new learning spaces		X	X	IT, Principals	

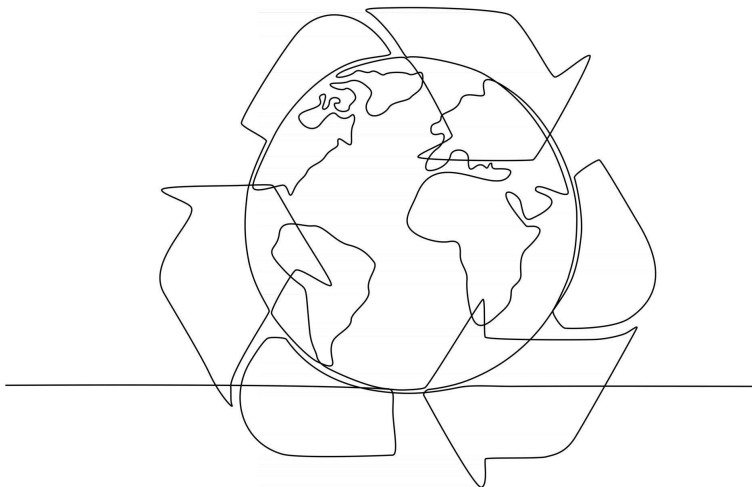
**Goal:** Upgrade classroom technologies to match standards set by new construction

Action Steps	Timeframe			Action Team	Outcomes/Success Indicators How will WPS be different after this work
	21 22	22 23	23 24		
Replace classroom projectors with touch panels opportunistically and via attrition: AES, HES, MPS, WHS, GMS	x	x	x	IT	
Expand Digital signage and increase capabilities at all locations	x	x	x	Director of Technology, Principals	
Evaluate and report budget needs and program outcomes to the School Committee annually	X	X	X	Director of Technology	
Research and secure new POS/webpage platform to support the increase in marketing capabilities, inventory management, and productivity at the BORO Sugar Shack	x	x		Director of Student Services, BORO/Sugar Shack Team	Increased capability to effectively manage store inventory and market stock to match the caliber of products being offered will increase revenues and program costs





The Westborough Public Schools welcomes the challenges and opportunities of our future. We feel fortunate to serve such an amazing community and we are proud to be a part of its success.



## Acknowledgements:

### Westborough Public Schools Leadership Team:

Superintendent of Schools:	Amber Bock
Assistant Superintendent of Schools:	Daniel Mayer
Director of Student Services:	Sherrie Stevens
Director of Finance and Administration:	David Gordon
Director of Technology:	Jon Green
Director of Human Resources:	Tammy Costello
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:	Peter Guellnitz
Mill Pond Assistant Principal:	Jeff Slomski
Mill Pond Assistant Principal:	Maura Kovaleski
Armstrong School Principal:	John Mendes
Fales School Principal:	Maryann Stannard
Hastings School Principal:	Julia D'Agata
Director of WECC Preschool:	Michele Palermo
Director of Athletics:	Johanna DiCarlo
Director of Fine Arts:	Christopher Martin
Director of Wellness:	Roger Anderson
Director of ELL:	Maeve Hitzenbuhler

### School Committee:

Kristen Vincent:	Chair
Steve Doret:	Vice-Chair
Sara Dullea	
Lisa Edinberg	
Raghu Nandan	



Andrea Machnik:	Editor
Chris Martin:	Graphic design layout