



# WESTBOROUGH PUBLIC SCHOOLS

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## Superintendent's End of Year Report Long Range Strategic Plan Westborough Public Schools 2016-2017 May 24, 2017

In January I reported on the progress of goals implementation for the District's Strategic Plan. This year end report summarizes our efforts on these goals and sets up our summer planning work on leadership team. In looking at this year's work it is impressive to see the amount of work to acknowledge! The accomplishments of PreK-12 faculty and staff throughout our six schools continues to be measureable and meaningful. Westborough is a hard working faculty where the focus on continuous improvement is supported by our faculty as they take on district initiatives.

Remaining grounded in our core values is the central focus through which the Westborough leadership team seeks to implement goals, and we all continually reiterate that the teacher/student relationship remains the center of what is most important to successfully educating every child who lives in Westborough.

In looking toward completing a second full year of plan implementation it is exciting to look toward year three where stabilizing key initiatives and digging more deeply into practice echoes the goals outlined for us by our faculty feedback. Collectively the work of our colleagues across the district this year illustrates another impressive year of focus, effort, and commitment.



### Teaching and 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.

#### Key Initiatives and Action Steps

The focus of initiatives for year two of the technology goal includes the implementation of Digital Citizenship goals, 1:1 implementation in grades 4<sup>th</sup> - 12<sup>th</sup>, further increase of appropriate technology tools to PK-3, updated computer labs in upper grades, ensure adequate tech support, and provide professional development.

#### End of Year Summary of Benchmarks:

- All substantial student and classroom target goals have been met or exceeded for year two technology initiatives and action steps. Director of Technology, Jon Green's summative report outlines these accomplishments. Additionally, the year end reports from building principals share the range of projects being successfully implemented. (Exceeded)
- One target goal under the key initiative of "Ensure adequate technical support is available in all six schools" - the implementation of GMS student tech support has been delayed for FY18 implementation. (Not Met)

- A plan for implementing an online knowledge base for self-support is underway, a platform has been developed and articles are being added to the site. (Progress)

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

**Key Initiatives and Action Steps**

The focus of initiatives for year two includes the following: Helping teachers manage students with challenging behaviors including anxiety-related, oppositional, and withdrawn behaviors; examining & modifying leveling in grades 7-12 and reviewing intervention and support programs in grades K-6, and researching school start times.

**End of Year Summary of Benchmarks:**

- Target goals for supporting faculty with PD and planning support around meeting the needs of complex students was completed. Teachers are requesting further support and focus into next year's PD planning. (Exceeded)
- Assessments and modifications of leveling practices 7-12 were achieved. Band, Math, and ELA at Gibbons were all modified to meet updated leveling practices. Continued discussion and implementation shifts will continue at HS into next year. (Met)
- School Start Time Committee work was finalized, a report presented, and recommendations forwarded to School Committee. Survey work, collaborative problem solving and communication were strengths of this committee. Implementation planning will be underway beginning this summer. (Met/Exceeded)
- Assessing and revising progress monitoring tools was started by the Literacy Specialists, Science Coordinator, and the ELL Director to review current practices. A range of new assessment tools were used this year but the decisions around alignment across district has been shifted to '18. (Some Progress)
- Implementing PARCC to MCAS 2.0 was successful. (Met)

**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.

**Key Initiatives and Action Steps**

During year two the elementary schools are implementing instructional and planning time shifts, Mill Pond will finalize a new schedule for FY18, and Gibbons and HS will plan for student increases and assess current schedules.

**End of Year Summary of Benchmarks:**

- Scheduling initiatives for K-6 have been met. 4th grade implemented no band lesson interruptions and a new schedule was drafted for FY18. Gibbons successfully implemented a modified team structure of a blended team to manage enrollment needs. (Met)
- The HS had preliminary discussions to explore interest in ways to modify the schedule to support students' interest in accessing more courses. (Some Progress)

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

**Key Initiatives and Action Steps**

The focus for this long range initiative during FY17 is on implementing curricular changes, with supportive PD and coaching in math and science.

**End of Year Summary of Benchmarks:**

- The curriculum implementation support through PD and coaching support has been very strong. Teachers have done tremendous work this year K-12 around STEM innovation and planning. (Exceeded)

## 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.

### Key Initiatives and Action Steps

The focus of this year's work centers on implementing program changes outlined for grades K-12, assessing and innovating the PreK program, moving co-teaching forward and developing a program timeline, and beginning development of 18-22 program.

#### End of Year Summary of Benchmarks:

- The program work in Student Services met all benchmarks and implemented changes planned over the last two years that focused on co-teaching, inclusion based practices, and the neighborhood schools. Extensive PD focus, co-teaching support and building based support anchored this goal development. Faculty have been amazing in tackling this work. (Exceeded)
- The Preschool began implementation of the completed program assessment of last year. The preschool developed a new model and innovated practice toward inclusive practices. (Met)
- The development of the website made substantial progress toward target goals. (Met)
- The successful development of an 18-22 year-old program made substantial progress toward development, anchoring a space, outlining program models and support currently programmed students to meet measureable progress. (Exceeded)

**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.

### Key Initiatives and Action Steps

For 2016-2017 expand co-teaching K-12, develop RTI practices, continue the expanding range of instructional differentiation at HS.

#### End of Year Summary of Benchmarks:

- Initiatives for Goal 2 were sustained with high achievement in year two, with many areas exceeding expectations and timelines. Developing and innovating instructional practices is always underway, but actions and initiatives for year two targets were exceeded. The January Mid-year report demonstrated that goals were already being met. Co-teaching continues to be trained and added to more classrooms successfully. (Exceeded)

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

### Key Initiatives and Action Steps

Key initiatives this year focused on implementing Fine Arts curricular writing goals, PE & Wellness review completion, and Science and Foreign Language implementation. The planning of future review rotations is underway as well.

#### End of Year Summary of Benchmarks:

- Departmental program work demonstrated strong progress on program reviews. As shared during end of year reports, the Fine Arts Department and the Physical Education and Health Department have met all goals for year two program work. The Foreign Language review made meaningful progress and began mapping implementation planning. (Met and Exceeded)

## Family, Community, Faculty Connections & 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.

<p><b>Key Initiatives and Action Steps</b></p> <p>Focus in year two is to continue developing the district leadership team in learning about cultural proficiency, and initiating district practices that reflect our whole community of learners.</p> <p><b>End of Year Summary of Benchmarks:</b></p> <ul style="list-style-type: none"> <li>• Several program changes were implemented. The ELL department increased co-teaching teams, implemented program changes in assessment, and added strong community outreach. Adding PD course work for faculty on cultural proficiency was implemented and very well received. (Exceeded)</li> <li>• Assessing the club and athletic programming to match and meet community needs was put on hold into FY18. (Delayed)</li> </ul>
<p><b>Goal 2: Develop district approaches that value the physical and emotional wellness of students, faculty and staff.</b></p>
<p><b>Key Initiatives and Action Steps</b></p> <p>This is a high value goal for the district, with a wide range of stakeholders articulating the value and importance that they wanted placed on this goal K-12. The initiatives focus for this year seek to develop practices of physical and emotional wellness for both students and faculty.</p> <p><b>End of Year Summary of Benchmarks:</b></p> <ul style="list-style-type: none"> <li>• The year two set of initiatives and action steps were met and the committee structure is in place to sustain the development of new ideas and initiatives. New practices of wellness for both staff and students continue to emerge. Holding a faculty wellness PD session was continued and further developed. (Met)</li> <li>• A WLT committee focus and a year long staff exploration on Homework was started. After a year of discussion and piloting varied changes to homework, FY18 will see a summary memo of anticipated changes should updated practice be needed after the extensive discussion this year. (Significant Progress)</li> <li>• A calendar committee was formed to review the district wide school calendar to see that it provides the best experience for our PreK-12 community - inclusive of exploring homework breaks and the pacing of the year. Recommendations will emerge in FY18. (Significant Progress)</li> </ul>
<p><b>Goal 3: Maximize opportunities for collaboration between WPS and the Westborough community, businesses, and Town government.</b></p>
<p><b>Key Initiatives and Action Steps</b></p> <p>Developing and extending community partnerships, and increasing communication and parent education were key initiatives of this goal. Specific goals focused on making program connection with the senior center and participation on the town's Diversity Committee. Additionally a focus on communication was initiated and focusing on developing a Parent Education Committee.</p> <p><b>End of Year Summary of Benchmarks:</b></p> <ul style="list-style-type: none"> <li>• This year the WLT team continued to maintain and extend improved community outreach and parent/town communication. We have membership on the Town's Diversity Committee and the Dementia Friendly Community Committee. We added a special event with the Senior Center focused on a Chinese New Year Collaboration, we embedded Family Literacy Nights at the community meetings areas, and maintained parent education events. (Met)</li> <li>• The formation of the Parent Education Committee was a successful new target goal. The committee has researched and then collaborated with another community network group to develop a model for community/parent education and connection. Our venture will be known as "Westborough Connects" and we will be "A member of the SPARK Kindness Network". Next year exciting goals lie ahead for this work! (Met)</li> </ul>

## Facilities

<p><b>Goal 1:</b>Develop technology infrastructure in all WPS buildings.</p>
<p><b>Key Initiatives and Action Steps</b></p>
<p>Review coverage, access, and speed. Add additional points as needed.</p> <p><b>End of Year Summary of Benchmarks:</b></p> <ul style="list-style-type: none"> <li>• Wireless coverages (Met)</li> </ul>
<p><b>Goal 2:</b> 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.</p>
<p><b>Key Initiatives and Action Steps</b></p>
<p>Key initiatives focus on working with the PK-3 Building Committee to implement a plan of action, working with the town to develop a timeline for meeting space needs. Update and continue to maintain enrollment data, and renovate Gibbons.</p> <p><b>End of Year Summary of Benchmarks:</b></p> <ul style="list-style-type: none"> <li>• This goal, and its extensive initiatives and action steps, has moved forward from the significant efforts of the School Committee and the WLT leadership team. PreK-3 needs, Forbes, Gibbons, and enrollment data have all taken substantial steps forward. (Met)</li> </ul>
<p><b>Goal 3:</b> Provide and maintain athletic facilities for all programs PK-12, with specific long term strategic planning of school sports equipment and fields.</p>
<p><b>Key Initiatives and Action Steps</b></p>
<p>Key focus for year two centers on timeline for stadium project and assessing the Mill Pond gym floor issues.</p> <p><b>End of Year Summary of Benchmarks:</b></p> <ul style="list-style-type: none"> <li>• The year two planning initiatives and action steps have been met for the Stadium repair. (Met)</li> <li>• The Mill Pond floor has been repaired. . (Met)</li> </ul>
<p><b>Goal 4:</b> 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.</p>
<p><b>Key Initiatives and Action Steps</b></p>
<p><b>End of Year Summary of Benchmarks:</b></p> <p>Extend green initiatives and energy conservation across all schools and Forbes.</p> <p><b>End of Year Summary of Benchmarks:</b></p> <ul style="list-style-type: none"> <li>• This goal continues to develop slowly. The core focus of shifting lighting to LED's is going well. Adding more lighting changes to the Gibbons project was achieved. Additionally beginning to add bubblers with the bottle filling stations is starting with a focus on Gibbons and the HS and will move to all schools over time. Looking to FY18 this goal needs a new assessment. (Some progress)</li> </ul>

## Communication, Management and Organization

<p><b>Goal 1:</b> 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.</p>
<p><b>Key Initiatives and Action Steps</b></p>
<p>Year two goals included validating website language translations, continuing to improve website being updated, posting more curriculum work, and improve systems for sharing information with key groups.</p> <p><b>End of Year Summary of Benchmarks:</b></p> <ul style="list-style-type: none"> <li>• Year two initiatives on communication improvements have been met. The website continues to develop and more communications on district updates are being shared to all families via</li> </ul>

<p>Connect5 and the website. Powerschool implementation continues and practices across the district have begun to be standardized (Met)</p> <ul style="list-style-type: none"> <li>Year two goal to implement online parent first day packet was shifted to FY18. (Delayed)</li> </ul>
<p><b>Goal 2: Develop visualization of the current Westborough Public Schools PK-12 curriculum.</b></p>
<p><b>Key Initiatives and Action Steps</b></p>
<p><b>End of Year Summary of Benchmarks:</b></p> <ul style="list-style-type: none"> <li>Overhauled the curriculum website creating new sections for K-6 ELA, math and science. In addition, for the first time the website has information about the Gibbons and WHS curriculum and contains pictures of all of the curriculum coordinators and department heads. (Significant Progress)</li> </ul>
<p><b>Goal 3: Improve accuracy, increase efficiency, and reduce latency of data-driven processes by integrating systems and automating processes.</b></p>
<p><b>Key Initiatives and Action Steps</b></p>
<p>Year two focused on implementing Munis and self-serve HR capacity, centralizing log in data and integrating data system (SNAP, Powerschool, Munis, ConnectEd. etc).</p> <p><b>End of Year Summary of Benchmarks:</b></p> <ul style="list-style-type: none"> <li>This year almost all benchmark goals have been met. Online file storing-implementation, MUNIS-Human Resources/Payroll Module implementation, Powerschool and Googledocs efficiencies continue to improve. This is a multi-year implementation but year two action steps have been well achieved. (Met)</li> <li>The action step: “Design processes, and implement tools for collecting, associating, and analyzing student data” has been moved to FY18 (Delayed)</li> </ul>
<p><b>Goal 4: Improve Central Office organization and management systems to ensure effective and efficient support to families, faculty, staff and the community.</b></p>
<p><b>Key Initiatives and Action Step</b></p>
<p>Year two goals focused on implementing digital management systems, conducting a Community Ed survey and review, and completing budget book development.</p> <p><b>End of Year Summary Benchmarks:</b></p> <ul style="list-style-type: none"> <li>Increasing paperless work, establishing a plan to scan files, moving to a new location, and maintaining house meetings and using small group project teams has been achieved. (Met)</li> <li>The development of a comprehensive budget book has been completed. (Exceeded)</li> <li>Action item: “Conduct a Community Education Assessment and implement improvements based on feedback” has been moved to FY ‘18. (Delayed)</li> </ul>

