

2015-2020



Westford Public Schools Strategic Plan





Westford Public Schools Strategic Plan

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Strategic Plan Definitions

Vision

The District's aspirations for students: what we value and why, and what future success will look like

Mission

The District's purpose: why the organization exists

Core Values

What the District believes in: the principles that guide decision-making and action

Theory of Action

The beliefs and assumptions the District holds about why certain actions will lead to the vision we seek

Strategic Objectives

The coherent group of overarching goals and key levers for improvement that will achieve the vision

Initiatives

The projects and programs that support and will achieve the strategic objectives

Annual Action Items

The planned action steps that will take place as we progress through our five-year plan

To view the annual action items, please visit:

www.westfordk12.us/pages/About/strategicaction



Our Mission

Westford Public Schools provides an excellent, free education to all students in the community. The District engages its students in a challenging learning environment to prepare them for the educational, economic, social and technological challenges in a rapidly changing world. It develops in its students the skills and attitudes that enable them to be lifelong learners, exercise sound judgment and become responsible, contributing members of society.

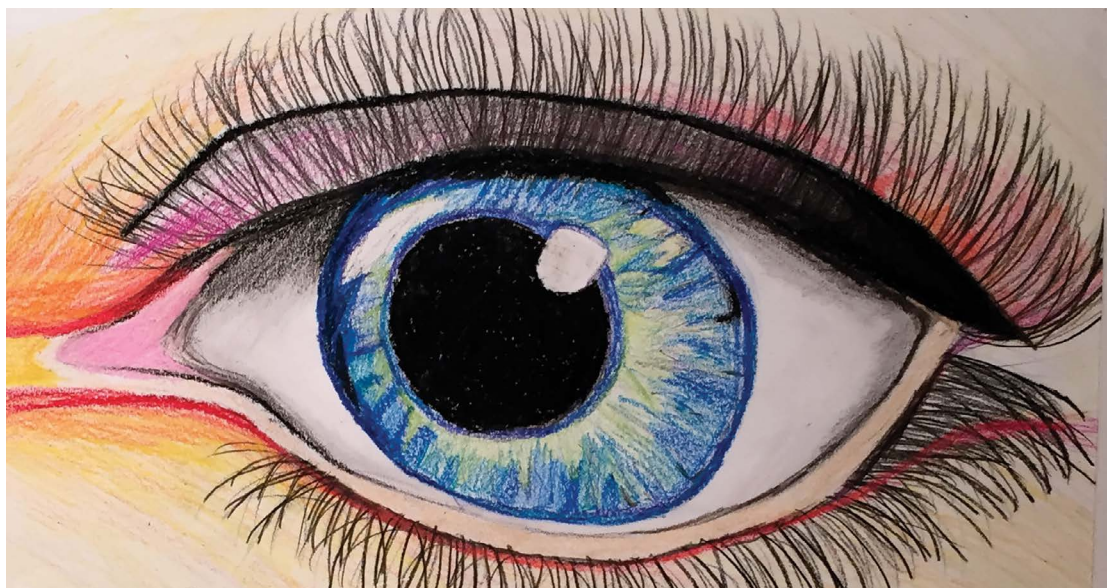
To accomplish this mission, Westford Public Schools:

- provides a curriculum designed to educate the whole child while recognizing that each child is a unique and individual learner;
- engages staff and administration in ongoing professional development;
- provides support services that meet the needs of each individual student;
- encourages the collaboration of parents, residents, and the greater Westford community; and
- practices value-driven fiscal planning and management.

Our Vision

Westford Public Schools develops life long learners who are responsible, contributing members of the community, demonstrating innovation through traditional and nontraditional learning opportunities.

We believe in preparing our students for global citizenship by developing and fostering creativity, communication, collaboration and critical thinking.



Core Values

Our Core Values are the behaviors, attitudes, beliefs, and commitments that we must exhibit to fulfill the District's vision. These values are understood and shared by every member of the District; our values are "what we stand for." They guide our action; focus our energies and act as an anchor point for all our plans.

1 Pursuing Excellence in a Learning Community

- continually improving
- reaching for excellence and meeting high standards
- working together to support all students
- promoting collaborative initiatives, relationships, and interactions between students, staff, parents, and community
- expecting respect, integrity, ethical behavior, and good decision-making
- connecting and integrating curriculum
- providing appropriate facilities and technology for teaching, learning, and working



2 Promoting Individual Growth and Development

- being guided by the wisdom of what is best for children
- employing differentiated instruction techniques in a developmentally appropriate manner
- nurturing students, self-confidence, intellectual growth, and social interactions
- setting high expectations/standards for students, staff, and parents
- recognizing and rewarding student achievements in co-curricular activities
- producing well-rounded individuals
- recognizing that the schools support the growth and development of teachers, staff, and parents
- providing leadership opportunities

3 Ensuring Safety and Well-Being

- being committed to physical safety and health
- recognizing the importance of psychological and emotional health and well-being
- ensuring safe and healthy facilities
- creating an environment of trust, support, respect
- providing a secure and comfortable learning environment

4

Supporting Creativity and Innovation

- encouraging teachers, staff, and students to innovate and take risks, without fear of judgment
- allowing more student choices
- motivating students to be engaged beyond scores and other traditional assessments
- inspiring self-motivation, life-long learning, and curiosity
- continually improving, growing, and changing

5

Fostering Connections with Local and Global Communities

- recognizing that the community is all-encompassing: from the local community of Westford to the global community of the entire world
- respecting diversity and caring for each other
- valuing community service (local to world) as a way of giving back and doing good
- seeing ourselves as global citizens, with the ability to contribute to change
- sharing resources within Westford and in the larger world



Theory of Action

If Westford Public Schools is committed to supporting high achievement for all students, then the District engages in the continuous improvement of instructional and organizational practices supported by policies and procedures established through effective collaboration.

If Westford Public Schools is to balance meeting the needs of the whole child, then District leadership:

- collaborates with building-level leadership teams in assessing current student achievement, instructional and organizational practices focused on meeting the needs of the whole child system-wide; and
- leverages the expertise of the Westford Community.

Strategic Objective #1: Curriculum and Instruction



Westford Public Schools provides a nurturing, supportive and collaborative environment where curriculum and instruction is aligned to standards and the needs of each child. This is accomplished through:

- rigorous, standards-based curriculum and research-based instructional practices, aligned with digital learning plan;
- high expectations for all students and a tiered system of support;
- leadership that encourages and supports innovation and safe risk-taking for students and teachers; and
- reflection and review of digital learning goals.

Curriculum and Instruction meets the needs of the whole child so that every student has the tools to be a lifelong learner and a successful citizen in our globally connected society.

Initiative #1:

Implement a standards-based curriculum that focuses on problem solving, critical thinking, and depth of knowledge to prepare students for future learning opportunities.

Initiative #2:

Hold high expectations for all students and use research-based practices to differentiate instruction for all learners in order to challenge and motivate students to grow as individual and global citizens.

Initiative #3:

Encourage educators and students to be collaborative, innovative, and academic risk-takers to provide students with a rich learning experience preparing them for college, career, and life.

Strategic Objective #2: Data and Assessment



Westford Public Schools utilizes data derived from diverse formative, summative, and standardized assessment practices to evaluate knowledge and skills. These practices enable us to inform teaching and learning, enhance curriculum and instruction, and develop targeted instruction and tiered supports to close achievement gaps.

Initiative #1:

Provide staff with professional development relating to formative and summative assessments, data interpretation and use of data to drive instruction and close achievement gaps.

Initiative #2:

Develop longitudinal student profile for all students PreK-12 that combine formative, interim, and summative assessments to inform tiered supports.

Initiative #3:

Develop and support building-based data assessment teams.



Strategic Objective #3: Human Resources and Professional Development



Westford Public Schools upholds high standards for the recruitment and hiring of new staff. Teachers and administrators have appropriate licensure and are highly qualified in content. The District provides ongoing professional development throughout the school year, which is the result of the professional development task force, District initiatives and state mandates.

Initiative #1:

Assess the District's capacity to ensure longevity and professional growth for all employees.

Initiative #2:

Develop appropriate District training that meets state and federal guidelines and includes accountability measures.

Initiative #3:

Provide cohesive, ongoing opportunities for all employees that are aligned with the District's professional development goals.



Strategic Objective #4: Student Support



Westford Public Schools provides high quality, comprehensive, accessible and rigorous programs for all learners. All students are provided with academic, emotional and behavioral supports. The District monitors and maintains high rates of attendance for employees and students to promote student participation through graduation. Westford Public Schools partners with local outside resources in the commitment to safety and well-being for all.

Initiative #1:

Assess the wellness program, focusing on physical and social/emotional well being.

Initiative #2:

Assess the system-wide tiered resources and programs that support the academic and social-emotional well being of students in their least restrictive environment.

Initiative #3:

Provide ongoing training for employees and students to practice procedures outlined in the comprehensive safety plan.

Strategic Objective #5: Financial and Asset Management



Westford Public Schools engages in a transparent process in the development of the annual budget, budget projections, and capital asset plan and recognizes the financial, physical and human capital resources that provide for high achievement for all students.

Initiative #1:

Maintain a sufficient and equitable budget for educational programs and facilities through the combination of sustained municipal funding and supplemental funding from grants and other local, state, federal and private resources.

Initiative #2:

Monitor financial transactions in order to attain the most efficient and effective utilization of resources.

Initiative #3:

Provide safe and secure educational facilities that are well maintained, conducive to student learning and supportive of co-curricular activities.



Annual Action Items

Each year we will update the action items to reflect the specific steps that will take place as we progress through our five-year plan.

To view the annual action items, please visit:

www.westfordk12.us/pages/About/strategicaction





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