

**WESTWOOD PUBLIC SCHOOLS  
BRIDGE STRATEGY 2024-2025  
ACTION STEPS**

**FOCAL AREA 1: Elevated Student Learning**

**Strategic Priority 1.1:** Deepen focus on instructional practices to ensure that all students’ academic, social-emotional, and behavioral needs are addressed

Action Step	Evidence of Implementation	Responsible	Timeline
Develop structures that provide opportunities for greater coordination between school leaders and district curriculum leaders	<ul style="list-style-type: none"> <li>● Regular and ongoing meetings between K-5 and K-12 curriculum leaders and principals</li> <li>● Regular and ongoing meetings between K-12 vertical curriculum teams and building leaders               <ul style="list-style-type: none"> <li>○ Increased communication from Asst Supt between vertical teams and Admin Council</li> </ul> </li> </ul>	Superintendent Asst Supt	Fall 2024
Conduct regular learning walks with the school and district leaders to develop shared expectations of effective, culturally responsive instructional practices	<ul style="list-style-type: none"> <li>● At least one district-wide learning walk conducted in each school building</li> <li>● Shared walkthrough tool is used across the district to inform understanding of instructional</li> </ul>	Superintendent Asst Supt	Ongoing 2024-2025

	practices		
Explore alignment between current evaluation system and effective, culturally responsive instructional practices	<ul style="list-style-type: none"> <li>Working group of teachers and district/school leaders convened to explore current evaluation system</li> </ul>	Superintendent Asst Supt	Winter-Spring 2025
Develop and implement coherent Professional Learning plan at the district and school level to support all educators to address students' academic, social-emotional, and behavioral needs, as well as build collective responsibility across all staff for all students	<ul style="list-style-type: none"> <li>Districtwide Professional Learning plan</li> <li>Agendas from dept and building-based PL that connect to, and support addressing student needs</li> <li>Identified and leveraged opportunities to build instructional leadership capacity among educators</li> </ul>	CO-7 Principals Department Heads	Ongoing 2024-2025

**Strategic Priority 1.2:** Examine the curriculum review cycle to ensure that all students have access to rigorous and relevant curriculum

Action Step	Evidence of Implementation	Responsible	Timeline
Examine current implementation and recommendation phase reviews (World Language, DLCS/Library) and gather feedback from participants, staff, and other stakeholders (students, parents) on process.	<ul style="list-style-type: none"> <li>Able to share themes from feedback gathered, and use that to inform other action steps for this Priority.</li> </ul>	Asst Superintendent	Fall 2024

Identify opportunities to strengthen the Curriculum Review process in service of the district goal that all students have access to rigorous and relevant curriculum	<ul style="list-style-type: none"> <li>• Begin to create resources/tools to address identify needs in the Curriculum Review process</li> </ul>	Asst Superintendent	Ongoing 2024-2025
Launch Performing Arts, Visual Arts, and Guidance reviews that pilot draft process revisions and elicit feedback from leaders and participants.	<ul style="list-style-type: none"> <li>• Agendas from Curriculum Review working sessions that include draft process revisions</li> <li>• Collaboration between department heads and assistant superintendent to gather feedback and analyze effectiveness of changes</li> </ul>	Asst Superintendent Dept Heads (PA and VA)	2024-2025

**Strategic Priority 1.3:** Cultivate a shared understanding of Multi-Tiered Systems of Support (MTSS) and initiate multi-year planning for implementation to ensure a proactive, consistent approach to supporting all students

Action Step	Evidence of Implementation	Responsible	Timeline
Build common understanding and expectations of MTSS PK-12 among leadership team and key stakeholders	<ul style="list-style-type: none"> <li>• PD and shift of practices from discrepancy model to RTI model for special education eligibility</li> <li>• Leadership team has shared definition and understanding of Tier 1, 2, and 3 supports and how they are applicable at different</li> </ul>	CO-7 Admin Council	Winter 2024-25

	grade spans		
Ensure school-based Child Study Teams use data based decision making for access to Tier 2 and 3 supports	<ul style="list-style-type: none"> <li>• Inventory and define available tiered supports, including Entrance, exit criteria</li> <li>• Use of data at CST to drive access to supports</li> </ul>	Principals Dept Heads Curriculum Coordinators	Spring 2025
Develop and implement coherent district-wide Professional Learning plan to support all schools and educators to address students' academic, social-emotional, and behavioral needs, as well as build collective responsibility across all staff for all students	<ul style="list-style-type: none"> <li>• Districtwide Professional Learning plan</li> <li>• Agendas from dept and building-based PL that connect to, and support addressing student needs</li> <li>• Identified and leveraged opportunities to build instructional leadership capacity among educators</li> </ul>	CO-7 Principals Department Heads	Ongoing 2024-2025
Convene a team to develop a multi-year implementation plan for MTSS	<ul style="list-style-type: none"> <li>• Action steps are developed and incorporated into the new district improvement plan</li> </ul>	Superintendent Asst Supt StSv Director	Spring 2025

## FOCAL AREA 2: Culture of Data Use

**Strategic Priority 2.1:** Strengthen the capacity of district and school-based teams to analyze and evaluate data in support of student learning

Action Step	Evidence of Implementation	Responsible	Timeline
Implement professional development for the district Administrative Council to analyze and evaluate district data	<ul style="list-style-type: none"> <li>Admin Council engages in protocols to examine data three times over the course of the school year, beginning with MCAS data</li> </ul>	CO-7	Ongoing 2024-2025
Create district-wide data team that will have responsibility for analysis of district-wide data to identify areas of district strength and opportunities for improvement	<ul style="list-style-type: none"> <li>Team is created</li> <li>Team develops essential data questions</li> <li>Team analyzes existing data sources to identify strengths in current collection practices and opportunities for further collection</li> <li>Team develops data goals for future implementation</li> </ul>	Superintendent	Spring 2025
Assess existing platforms that house district data (e.g., Aspen) to determine their utility in generating meaningful information about students	<ul style="list-style-type: none"> <li>Opportunities identified to better leverage existing data platforms (e.g., Aspen)</li> <li>Possible recommendations for supplemental data platforms identified</li> </ul>	Tech Director Supt	Ongoing 2024-2025
Analyze consistency in how schools collect	<ul style="list-style-type: none"> <li>Grade span leadership team</li> </ul>	Superintendent	Ongoing

and track student data: academic, social emotional and behavioral	meetings examine existing systems	Asst Supt	2024-2025
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**Strategic Priority 2.2:** Develop an equity data collection, tracking, and communication plan that includes achievement, growth, and school climate data to ensure rigorous learning environments for all students

Action Step	Evidence of Implementation	Responsible	Timeline
Strengthen the capacity of district and school leaders to consistently deliver explicit, aligned messaging for all stakeholders to build understanding of, and coalitions toward, district <a href="#">equity vision</a> (communication)	<ul style="list-style-type: none"> <li>District and school leaders confidently and consistently communicate to staff and stakeholders the equity vision behind each action step</li> </ul>	CO7 School Leaders	Fall 2024
Identify existing data sources (e.g., achievement, discipline, MetroWest Health Survey) to identify what data is currently collected and what additional tools are needed	<ul style="list-style-type: none"> <li>Analysis of existing data sources identifies strengths in current collection practices and opportunities for further collection</li> </ul>	CO-7 School Leaders	Ongoing 2024-2025
Assess existing platforms that house district data (e.g., Aspen) to determine their utility in generating meaningful information about	<ul style="list-style-type: none"> <li>Opportunities identified to better leverage existing data platforms (e.g., Aspen)</li> <li>Possible recommendations for supplemental data platforms</li> </ul>	Tech Director Superintendent	Ongoing 2024-2025

students	identified		
Identify and administer a school climate survey for students, families, and staff	<ul style="list-style-type: none"> <li>School climate survey identified and administered</li> </ul>	Asst Supt EICP Director SEL Director	Winter 2025
Increase the scope of public reporting on student data to include both aggregated and disaggregated information	<ul style="list-style-type: none"> <li>MCAS data reporting includes disaggregated information and growth scores</li> <li>Other student data sources (e.g., AP data) are identified and shared publicly</li> </ul>	Superintendent	Ongoing 2024-2025

**Strategic Priority 2.3:** Build coherent human resources systems that enable the district to attract, support, and retain a high quality, diverse workforce representative of the world students will enter

Action Step	Evidence of Implementation	Responsible	Timeline
Strengthen the capacity of district and school leaders to consistently deliver explicit, aligned messaging for all stakeholders to build understanding of, and coalitions toward, district <a href="#">equity vision</a> (communication)	<ul style="list-style-type: none"> <li>District and school leaders confidently and consistently communicate to staff and stakeholders the equity vision behind each action step</li> </ul>	CO7 School Leaders Hiring Managers	Fall 2024

<p>Identify and develop human resources data system(s) that track hiring, retention, and staff exits, including demographic data of applicant pools, interview pools, and hiring decisions</p>	<ul style="list-style-type: none"> <li>• Stay interviews</li> <li>• Develop and implement exit interview process</li> <li>• Hiring managers fully utilize TalentEd to collect and report out on desired data</li> </ul>	<p>HR Director Hiring Managers</p>	<p>Ongoing 2024-2025</p>
<p>Develop coherence in the structure of the hiring process at the building and district level</p>	<ul style="list-style-type: none"> <li>• Hiring process document is comprehensive, including the steps of determining salary, onboarding, etc.</li> <li>• Hiring managers have been trained in following the Westwood hiring process document, and are using it consistently</li> <li>• Evaluate or develop feedback mechanism for hiring managers and decision-makers on new processes</li> </ul>	<p>HR Director CO7</p>	<p>Fall-Winter 2024-2025</p>
<p>Redesign the anti-bias professional learning module and ensure its consistent implementation for all hiring managers and hiring committees (Capacity/skill building)</p>	<ul style="list-style-type: none"> <li>• All hiring teams in the district have completed anti-bias training</li> </ul>	<p>HR Director EICP Director CO7</p>	<p>Redesign: Fall 2024  Implementation: Ongoing</p>
<p>Increase the scope of educator recruitment, including exploring partnerships with a range of local educator preparation programs with diverse student bodies and alternative certification educator preparation programs that prioritize diversity in their cohorts;</p>	<ul style="list-style-type: none"> <li>• Expanded advertising through avenues that might reach more diverse candidates</li> <li>• Leverage external relationships to cultivate partnerships and opportunities</li> </ul>	<p>HR Director Principals EICP Director StSv Director</p>	<p>Spring 2025</p>
<p>Develop community-building opportunities specifically aimed at supporting staff members</p>	<ul style="list-style-type: none"> <li>• Continue district wide meetups</li> <li>• Focus groups - topic??</li> </ul>	<p>HR Director EICP Director</p>	<p>Ongoing with initial</p>



from historically underrepresented communities	<ul style="list-style-type: none"><li>• Connect staff to external support networks</li></ul>		implementation in Fall 2024
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## FOCAL AREA 3: District Vision and Strategy

**Strategic Priority 3.1:** Develop a district vision through the creation of the Portrait of a Westwood Graduate

Action Step	Evidence of Implementation	Responsible	Timeline
Identify a representative working group of students, staff, families, and community members to participate in creating the Portrait of a Westwood Graduate	<ul style="list-style-type: none"> <li>Members are identified and committed to attend workshop sessions</li> <li>Members are representative of diversity of Westwood school community</li> </ul>	Superintendent	September 2024
Conduct a series of workshops to create the Portrait of a Westwood Graduation	<ul style="list-style-type: none"> <li>Workshops are conducted</li> <li>Portrait of a Westwood Graduate is completed</li> </ul>	Superintendent Working Group	Fall 2024
Communicate vision to the school and broader community	<ul style="list-style-type: none"> <li>Initial presentation at School Committee meeting</li> <li>Direct communication to students, staff, and families</li> <li>Embedded in regular district communications</li> </ul>	Superintendent	Winter-Spring 2025

**Strategic Priority 3.2:** Establish a new multi-year district improvement strategy

Action Step	Evidence of Implementation	Responsible	Timeline
Create a Strategic Planning Team with representatives from administration, staff, families, and students	<ul style="list-style-type: none"> <li>Strategic Planning Team is created</li> </ul>	Superintendent	Winter 2025
Develop focal areas and strategic priorities for new multi-year district improvement strategy aligned with Portrait of a Westwood Graduate	<ul style="list-style-type: none"> <li>Focal areas and strategic priorities are developed</li> </ul>	Superintendent Strategic Planning Team	Spring 2025
Identify action steps for strategic priorities of new district improvement strategy	<ul style="list-style-type: none"> <li>Action steps are identified for each strategic priority in the district strategy</li> </ul>	Superintendent Admin Council	Spring-Summer 2025

**Strategic Priority 3.3:** Complete the district facilities master plan and gather community feedback on future options

Action Step	Evidence of Implementation	Responsible	Timeline
Complete capital improvement plan (CIP) and share findings with community	<ul style="list-style-type: none"> <li>● CIP is completed</li> <li>● Public forum held to share findings</li> </ul>	Superintendent Fin/Ops Dir Dore + Whittier	October 2024
Complete, present, and publish district facilities master plan	<ul style="list-style-type: none"> <li>● Facilities master plan is completed</li> <li>● Master plan presented at public forum</li> <li>● Master plan posted published on district website</li> </ul>	Superintendent Fin/Ops Dir Dore + Whittier	January 2025
Engage the community and gather feedback on master plan future options	<ul style="list-style-type: none"> <li>● Public forums</li> <li>● PTO meetings</li> <li>● Focus groups</li> </ul>	Superintendent Fin/Ops Dir School Committee	Winter-Spring 2025