

**Westwood Public Schools
School Committee Minutes
Virtual Meeting
Thursday, June 11, 2020**

Present:

Anthony Mullin, Chairperson (left prior to adjournment)
Joseph Jowdy, Vice Chairperson
Carol Lewis, Clerk
Maya Plotkin, Committee Member
Charles Donahue, Committee Member- Not in attendance

Emily Parks, Superintendent
Allison Borchers, Assistant Superintendent
Lemma Jn-baptiste, Director of Business and Finance
Abby Hanscom, Director of Student Services

Meeting called to order 7:06pm

Roll-call attendance:

Mr. Mullin: Present
Mrs. Jowdy: Present
Mrs. Lewis: Present
Mr. Donahue: Not Present
Mrs. Plotkin: Present

The Chair recognized the live broadcast and online stream available through Westwood Media Center — and also online at www.westwood.k12.ma.us/live — to provide real-time, public access to the activities of the School Committee in accordance with the March 12, 2020 Executive Order of Governor Baker.

Meeting was recorded by Westwood Media Center for later broadcast.

Superintendent's Report (7:07–7:55)

Addressing current events in the country around systemic racism

Several parents and alumni have reached out over the last week in regards to the events in the country around systemic racism and privilege. There have been questions about how Westwood will be working on this. They encouraged the district to work with greater urgency in the effort to be an anti-racist district by examining curriculum, school culture, and hiring practices. Ms. Parks believes that public schools are obligated to teach an accurate rendition of history that includes all the voices of history and racial injustices need to be taught or nothing will change. Ms. Parks and the educators of the district very much appreciated the statement that the School Committee sent this week about this topic and also wanted to thank the community for reaching out. The district has a long ways to go, but she wanted to share some important

work has been done in this area over the past two years. Ms. Parks asked Ms. Borchers to review some of the work Westwood has been engaged in and how Westwood is thinking about it.

Curriculum and Student Learning

Recognize and supporting our students and families in an increasingly diverse community is a goal for everybody.

- District-wide diversification of library collections - 2018
- Formation of ADL-trained peer leadership/training group at Thurston in 2017.
- Courageous Conversations series and re-formation of “Let’s Talk about Race, Culture and Ethnicity” at WHS.
- ELA Curriculum review recommendation: Diversify authors and ensure diverse representation of character in core texts in 2019.
- Social Studies Curriculum Review, which is in process, is another opportunity. Members of the review committee realize that history needs to be told completely, thoughtfully, and thoroughly; not just through a single story. Also want the social studies classrooms to be a place students can learn to engage thoughtfully with people with different ideas, backgrounds and opinions.

Recruitment and Retention of Staff of Color

Staffing has not kept pace with student diversity. The district has really been working to change this.

- Joined Greater Boston Human Resources Network in 2018.
- Planned and attended diversity-oriented hiring fairs in 2019 and 2020.
- Joined DESE Diversity Network - 2019.
- Changed METCO Director position to district-wide administrator role with a seat on the Administrative Council - 2019.
- Reached out to 10 HBCUs with education programs to try to establish relationships - 2019.
- Formed affinity group for staff of color - December 2019
- Applied for Massachusetts Partnership for Diversity in Education - May 2020.
- Internship pipeline program to begin in summer 2021.

Professional Development and Training for Staff

- District-wide training on educating students of color - November 2018
- District-wide cultural proficiency training through IDEAS - Fall 2018
- Welcoming Schools group formed - Spring 2019
 - Book groups - Summer 2019 and 2020
 - Training for new staff - Fall 2019
 - Training for all staff on bias/stereotypes in curriculum - Fall 2020
- Elementary educators attend METCO conference - December 2018 and 2019
- PD courses (i.e. Discussions on Race in the Classroom) 2019-2021
- Dena Simmons webinar and resources - June 2020

Mrs. Lewis asked about the program we have with Lesley University and whether that can be a resource to expand diversity in teaching opportunities. Five interns will be starting in the fall and the District will discuss the potential with Lesley.

Mrs. Plotkin asked if this will be a core curriculum change. In high school, the district is looking at making changes in texts but keeping a balance of old and new. There is a diversity of perspectives in the lesson plan.

Mr. Mullin likes that the recruitment pipeline is being worked on and hopes that the diversity will come in time.

Cell Tower update

The School Committee voted not to renew the cell tower lease. The lease ends July 31, 2020. AT&T has four months from this date to remove the tower. AT&T has secured a new location for the tower, but COVID-19 has caused a delay in making this change. A concern came up about AT&T service not being available for emergency workers. AT&T needs to keep service for one to two more months longer to keep service intact until it moves to another location.

Remote Learning Survey

A survey for parents of students in grades 3-12 about remote learning is being sent out in the next couple of days.

Updates regarding COVID-19 impacts

Ms. Parks reported. The State released guidance on summer camps. This has been examined and it was determined that the Summer Enrichment Program needs to be cancelled for this year. The District is working with the Recreation Department, which uses school facilities and will be running its programs.

The priority is to run the Extended School Year program (ESY). Guidance was received a few days ago and currently working very closely with families for students who need in-person programming and determining whether families are comfortable with this. The District anticipates a 25% capacity this year versus the past year and provide remote learning for others. Ms. Parks wanted to acknowledge Abby Hanscom, Lisa Freedman and the whole student services team for all the planning and logistics required to run this program. The goal is to start ESY by July 6, 2020.

Fall Reopening: What we know

- COVID-19 will impact schools for the near and possible longer term.
- Modifications to instruction, operations, and how we function must occur.
- Health and safety are the top priority.
- We must consider holistic student wellness.
- We must be flexible, pliable, and able to adapt.
- Whatever we plan may need to be modified.
- Communication is critical.
- Guidelines from the State coming to schools in “mid June.”

- Schools have been told:
 - that we should expect that we will have to plan for various contingencies
 - that the model for school will likely be different (i.e., social distancing, PPE, hybrid model?)
 - that we should begin PPE purchasing now and to start with a three month supply

The Continuum of What Could Happen

- Remote Learning
 - All students learn remotely. Schools may open this way or have intermittent closures.
- Hybrid Model
 - Some students are in school while some students learn remotely as a result of a scheduled reduction of students on campus, student health concerns or family choices.
- In-Person Learning
 - All students attend in person learning with safety practices in place.

How will we plan?

- Following the guidance that is received from DESE, as well as other available guidance from reputable institutions.
- Open, collective discussions that allow for feedback and input.
- Incorporating research where it is available.
- Learning from the international challenges that all schools face.
- Connecting with other regional districts.
- Groups to communicate vertically and horizontally through a representative structure.

Working Groups:

- Teaching and Learning
 - Calendar and Schedules
 - Classroom configuration
 - Assessment
 - Curriculum
 - Remote and in-person learning
 - Integrated technology
 - Professional Development
 - Special Education, ELL
- Health and Wellness
 - Mental Health
 - Social Emotional Learning
 - Family Support
 - Programming
 - Assessment/Screening/Illness
 - Connections and Relationships
 - Consistent, Balanced Approach
 - PPE
 - Handwashing
 - At-risk students and staff

- Distancing Protocols
- Human Resources
 - Staff Absences
 - At risk staff
 - Impact Bargaining
 - Supervision and evaluation
- Operations
 - Food Service
 - Transportation
 - Facility Use
 - Changing Protocols
 - Visitor Protocols
- Advisory Group
 - Community members from public health, medical backgrounds, parents.
 - The function of the advisory group is a place for the working groups to vet their findings to ensure all perspectives are being considered.

Timeline

- Working groups will meet throughout July
- Hope to have a fairly solid plan to communicate by July 31st
 - Will also communicate along the way during the planning process
- Gives the month of August to execute tasks and implement the plan

Mrs. Plotkin wanted to thank everyone for all the work they have done.

Mr. Mullin wanted to make the point that the PPE equipment required will be an average of \$500 per student. It will be \$1.5M. There will be a lot of additional costs associated with this that were not planned for in the budget. Money can be re-allocated, but no additional funds will be available.

Other

Ms. Parks wanted to thank Mike Mao for taking over 3,000 pictures for all the seniors receiving their diplomas. There was press coverage of the Senior Drive Out event. The Senior Sunset event was a success.

Middle School performing arts showcase will be Friday June 12 at 7:00pm.

FY '20 budget closeout (8:02-8:04)

Ms. Jn-baptiste reported. She stated that the District will be able to close the year with available funds. With circuit breaker, anticipate leaving at least \$400K for next year. She is working with town to make some early PPE purchases, helping to offset some of these expenses. She is also collaborating with the Town on Extended Day and Food Service.

School Committee Chair and Subcommittee/Liaison Updates (7:55-8:02)

Building project and community engagement update

Mrs. Plotkin reported. There is a recommended final option which is Option #7: Consolidate Deerfield/Hanlon, build new building on Hanlon site, of 560 students. The School Committee needs to vote tonight on some items related to the project.

Town Meeting Update

Town Meeting is scheduled for Wednesday June 17, 2020 at 5pm at Flahive Field. The quorum has been significantly reduced. Only financial warrants will be voted on. The raindate will be Thursday, June 18, 2020.

Scheduling brief School Committee meeting to reorganize

On Friday, June 19, 2020, at 7:45am, a short meeting will take place to reorganize the School Committee. Amanda Phillips will be joining as a new member.

Public Participation (8:16–8:35)

The public was invited to participate via the form posted at www.westwood.k12.ma.us/live.

A resident from Greenhill Road wrote: “Why not consider cutting bussing and have everyone drop off? Put classes in cafeteria, gyms and auditoriums? Hire more teachers to make classes of 10?”

While there has been a lot in the press about guidelines of ten students, this is for summer programming. Schools did receive information from State Education Commissioner that districts shouldn’t assume that is what it will be required in the fall. It would be cost prohibited to hire staff for only 10 students per class. \$1.2M for transportation budget and the working groups can look into this suggestion. Busing is required for students grade K-6 when residing two miles or further from school. High School busing is not required but Westwood has included it.

A resident from Chamberlain Avenue wrote, “Please reconsider eliminating 14.5 FTE from the education budget. The resident also submitted the following letter with a number of resident signatures:

Dear Westwood Public Schools School Committee and Superintendent:

We are parents of Westwood elementary students. We love Westwood schools. Many of us moved to Westwood for the amazing schools, which are top in the state and, indeed, in the country. We especially love our teachers and staff.

We are dismayed that in this time of crisis—when we know our students are most vulnerable and need the most supports—the school committee is considering cutting 14.5 FTE. We need MORE teachers and staff, not less. This is a temporary crisis with the economic fallout, of course, but we need to sustain staffing levels and support our educators, especially during this time.

We are the 18th richest town in Massachusetts, which is the 7th richest state in the nation. We have over 150 millionaires in MA. We can afford 14.5 FTE. Most of us came

to Westwood for the high quality schools. Please do not risk the quality of our education or the support of our most needy students during this challenging time.

Defunding education is the wrong thing to do. Please work harder to find a way to fund our schools MORE fully during this time of national trauma, not LESS.

We know our teachers are the best. Please support them.

A resident from Edgewood Road wrote, "There is concern among the community regarding cutting FTE's during a time when there are mental health concerns, anxiety, difficulties with needed changes to class size for safety, etc. Is it possible to shift money instead to allow for retention of the FTE's that are currently planned to be cut?"

There was a long discussion about this at the last School Committee meeting and there have been no cuts to social-emotional learning. Half of the 14.5 FTE cuts are retirements or non-renewals. The District targeted around \$1M that would not be received from the state. There is a loss of money and added expenses. The Town still wants to present the FY'21 budget as voted on in February. Many other districts are asking the schools to cut out at least \$1M from the budget before it is presented to a town vote. Westwood is making cuts strategically across different departments. Most classes will still be within School Committee class size guidelines. Some communities are submitting pink slips to all Non-Professional Teacher Status employees.

A resident from Oak Street wrote, "Can budget be helped by students purchasing and providing own supplies and devices? For example, some PPE can be provided by families that can be of assistance to the schools. Students can supply all paper, markers, pens, etc. bring to and from school."

The District is waiting for guidelines from the State to see if this could be done.

A resident from Greenhill Road wrote, "I'm curious what would be needed to extend the METCO program to the elementary schools, is this something we could explore? Is it an option or does the program begin at middle school statewide?"

This is an option, and it could be looked into. It takes community support to make this a priority and look into this.

Discussion Items (8:35-8:52)

Superintendent's Evaluation(8:35-8:52)

Mr. Mullin reported. He will submit the full evaluation rubric as part of the meeting record.

Mr. Mullin asked the Superintendent to focus her self-evaluation on her professional goals:

1. Continue to engage the school community in developing a vision focused on student preparation for college and career readiness, civic engagement, and community contributions supported by an articulated improvement strategy.
2. Develop and implement a district wide plan for meeting students' social and emotional learning (SEL) needs.

3. Engage residents in open dialogue about the qualities of school facilities that will support the next generation of Westwood students.
4. Continue to meet the MSBA requirements, milestones, and deliverables to complete the Feasibility Study.

The Committee then provided feedback on the goals, as well as thoughts on COVID-19 response.

Mr. Mullin also wanted to thank Ms. Parks and her leadership with her team during the COVID-19 crisis. She was commended for her communication methods which continues to be very strong, the relationship with Westwood Teachers' Association, the investment in SEL, and the technology investment helped to implement virtual learning fairly easily. Special Education continued a lot stronger than other communities and making sure Extended School Year will be available.

Mr. Mullin shared that, on March 12, 2020 when he spoke with Ms. Parks to discuss the closing of the schools, Ms. Parks laid out in a few minutes why it should be done, putting the children's health first. She was calm, reasoned, had data to back it up and was firm in her belief in the recommendation. Mr. Mullin also commented that this reflects on the entire team and to please pass along to them how the School Committee appreciates their efforts. Based on Ms. Parks comments in her self-evaluation, she stated that the last three months have been the most challenging in her twenty-five years in education. The School Committee thanked her and her entire team.

FY'21 Capital Budget and COVID-19 impacts(8:04-8:15)

\$707K in FFE, HVAC and Repair & Maintenance

FY'21 key projects that will be funded this summer:

If the District doesn't have a voted FY'21 budget and capital allocation by July, it will absorb the cost on the Operating Budget for these critical systems or building envelope repairs:

- Sheehan boiler replacement and gate valve repair \$35K
- Hanlon feed tank leak repair \$17K
- WHS Skylight repair \$11K
- Deerfield burner replacement \$9K
- Sheehan exterior window abatement and paint (Phase 1) \$7K
- Deerfield fence repair \$4K

Total Cost \$83K

Additional FY'21 capital projects prioritized:

If the FY'21 budget is approved as proposed, will be prioritizing these key projects:

- WHS recommissioning of univents, HVAC glycol protector, and heat pump \$76K
- WHS maintenance shed bay (only if Recreation Department proceeds with this project) \$38K
- Districtwide installation of water bottle fillers \$15K
- Districtwide bathroom sink repairs \$10K
- WHS UPC battery replacement \$8K and Little Theater sound mixer \$5K

- Downey univent cleanout \$3K
- Hanlon utility sink \$1K

Total Cost \$156K

FY'21 capital projects that will be deferred:

Due to uncertainty around facilities needs for FY'21, as well as uncertainty around FY'22 capital funds, these are examples of projects that will be deferred to future years:

- Districtwide paving \$100K
- Downey basketball courts \$55K
- Sheehan basketball court \$55K
- WHS 2nd floor tile replacement \$50K
- Martha Jones roof repairs \$86K
- Districtwide AC installation \$45K

Total Cost \$391K

FY'21 capital and Furniture, Fixtures, and Equipment (FF&E) decisions that are pending:

Capital and FFE investments will also be made in response to state guidance for re-opening school in September. For example, this may impact:

- Furniture and fixtures, including modifications to main office and reception areas.
- Specialized furniture or partitions for libraries or common areas.
- Investment in cleaning and disinfecting equipment.
- Installation of additional water bottle fillers in schools

Where possible, have made a strategic decision to postpone spending on FFE until better understand the budget landscape and needs.

FY'21 technology and vehicles:

In technology, making investments in:

- MacBook laptop refresh (\$127K) for the elementary schools
- Chromebook refresh (\$284K) for students in select grades

The Town will use CARES funds to facilitate the purchase of the MacBooks while awaiting FY'21 capital budget approval; also have backup funding in the proposed FY'21 operating budget.

If the FY'21 capital budget is approved, plan to proceed with the truck purchase for Operations Department.

Other FY'21 Capital requests:

Proposed FY'21 Other Capital includes two additional capital projects

- Continued security upgrades (\$150K)
- Final phase of Thurston Middle School HVAC univent project (\$150K)

If receive approval, will proceed with both projects. Some work at Thurston Middle School will occur this summer with carryover funds from FY'20 capital and the Green Communities Grant.

Security project priorities will include:

- Additional lock replacements with a focus on specialized doors, etc.
- WHS main entrance screening and vestibule improvements
- Upgrading of cameras and warning systems

Action Items (8:52–8:59)

Approval of Superintendent's proposed changes to FY'21 budget

A motion was made to approve the Tier 1 and Tier 2 proposed changes to the FY'21 budget by Ms. Plotkin. Seconded by Ms. Lewis.

Official Vote:

Mr. Donahue: Not Present

Ms. Jowdy: Aye

Ms. Lewis: Aye

Ms. Plotkin: Aye

Mr. Mullin: Aye

Vote: 4-0

Result: Approved

Approval of FY'21 Non-bargaining salaries/pay rates

A motion was made to approve the FY'21 non-bargaining salaries/pay rates by Ms. Jowdy. Seconded by Ms. Plotkin.

Official Vote:

Mr. Donahue: Not Present

Ms. Jowdy: Aye

Ms. Lewis: Aye

Ms. Plotkin: Aye

Mr. Mullin: Aye

Vote: 4-0

Result: Approved

Vote to ratify Instructional Assistants' contract

A motion was made to vote to ratify Instructional Assistants' contract by Ms. Lewis. Seconded by Ms. Jowdy.

Official Vote:

Mr. Donahue: Not Present
Ms. Jowdy: Aye
Ms. Lewis: Aye
Ms. Plotkin: Aye
Mr. Mullin: Aye

Vote: 4-0

Result: Approved

Vote to ratify Food Service employees' contract

A motion was made to vote to ratify Food Service employees' contract by Ms. Plotkin. Seconded by Ms. Lewis.

Official Vote:

Mr. Donahue: Not Present
Ms. Jowdy: Aye
Ms. Lewis: Aye
Ms. Plotkin: Aye
Mr. Mullin: Aye

Vote: 4-0

Result: Approved

Enrollment vote for MSBA Building Project

A motion was made to support the Hanlon-Deerfield project option that has an enrollment of 560 students for the Hanlon MSBA project by Ms. Plotkin. Seconded by Mr. Mullin.

Official Vote:

Mr. Donahue: Not Present
Ms. Jowdy: Aye
Ms. Lewis: Aye
Ms. Plotkin: Aye
Mr. Mullin: Aye

Vote: 4-0

Result: Approved

Redistricting vote for MSBA Building Project

A motion was made to support the consolidation of the Hanlon School and the Deerfield School into one school at the current Hanlon site by merging the current Hanlon and Deerfield school districts, in the event that the Hanlon-Deerfield project with an enrollment of 560 students receives all the necessary approvals and is expected to be completed by Ms. Plotkin. Seconded by Ms. Jowdy.

Official Vote:

Mr. Donahue: Not Present
Ms. Jowdy: Aye
Ms. Lewis: Aye
Ms. Plotkin: Aye
Mr. Mullin: Aye

Vote: 4-0

Result: Approved

Sheehan Design Study

A motion was made to specify that the design funds in the amount not to exceed \$30,000 previously authorized by the School Committee to study the elementary school or schools that are not a part of the MSBA final project be designated to study the Sheehan School, in the event that the Hanlon-Deerfield project with an enrollment of 560 students receives the approval vote of the School Building Committee by Ms. Plotkin. Seconded by Ms. Jowdy.

Official Vote:

Mr. Donahue: Not Present
Ms. Jowdy: Aye
Ms. Lewis: Aye
Ms. Plotkin: Aye
Mr. Mullin: Aye

Vote: 4-0

Result: Approved

Deerfield School vote

A motion was made to revert control of the Deerfield School back to the Town of Westwood, in the event that the Hanlon-Deerfield project with an enrollment of 560 students receives all of the necessary approvals and is expected to be completed, and at the time that the School District determines that the Deerfield School is no longer needed for District purposes, such purposes to include but not be limited to swing space in the event of a Sheehan School building project or other purposes to fulfill the educational programs of the Westwood Public Schools by Ms. Plotkin. Seconded by Ms. Lewis.

Official Vote:

Mr. Donahue: Not Present
Ms. Jowdy: Aye
Ms. Lewis: Aye
Ms. Plotkin: Aye
Mr. Mullin: Aye

Vote: 4-0

Result: Approved

A technical issue forced Mr. Mullin off of the videoconference. Mrs. Jowdy, as Vice Chairperson, assumed control of the meeting.

Approval of the 2020-2021 School Committee calendar

A motion was made to approve the 2020-2021 School Committee calendar by Ms. Jowdy. Seconded by Ms. Plotkin.

Official Vote:

Mr. Donahue: Not Present
Ms. Jowdy: Aye
Ms. Lewis: Aye
Ms. Plotkin: Aye
Mr. Mullin: dropped from call

Vote: 3-0

Result: Approved

Approval of Minutes of the May 20, 2020 School Committee Meeting

A motion was made to approve the May 20, 2020 minutes by Ms. Lewis. Seconded by Ms. Plotkin.

Official Vote:

Mr. Donahue: Not Present
Ms. Jowdy: Aye
Ms. Lewis: Aye
Ms. Plotkin: Aye
Mr. Mullin: dropped from call

Vote: 3-0

Result: Approved

New Business (8:59)

None.

Adjournment (9:00)

A motion to adjourn the meeting was made by Ms. Lewis. Seconded by Ms. Plotkin.

Official Vote :

Mr. Donahue: Not Present
Ms. Jowdy: Aye
Ms. Lewis: Aye
Ms. Plotkin: Aye
Mr. Mullin: dropped from call

Vote: 3-0

Result: Approved

Meeting adjourned at 9:00 pm

List of Documents and Exhibits Used at Meeting:

- FY'21 Capital Budget and COVID-19 impacts
- FY'21 Non-Bargaining salaries/pay rates
- FY'21 Food Service employees contract
- Proposed 2020-2021 School Committee meeting calendar
- Meeting minutes for May 20, 2020
- Superintendent's Evaluation

Final Form

Superintendent Name:	Emily Parks	Completed by:	Anthony Mullin
School Year:	2019-2020	Meeting Date:	June 11, 2020

Professional Practice Goal(s): Copy goal from *Administrator Growth Plan*.

Continue to engage the school community in developing a vision focused on student preparation for college and career readiness, civic engagement, and community contributions supported by an articulated improvement strategy.

Key Actions:

- Continue to develop skills in strategy development, data analysis, and instructional leadership by completing the final year of the New Superintendent Induction Program (NSIP):
 - Participate in five day-long content sessions with the new superintendent’s cohort throughout the 2019-2020 school year.
 - Complete all program readings and assignments.
 - Engage in the coaching process.

Did the Administrator reach his/her Professional Practice Goal(s)? Place ‘x’ in appropriate box and comment.

	Goals met or significant progress made X		Some progress made		Little or no progress made
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Comments:

This was Emily’s 3rd year of her New Superintendent Induction Program (NSIP). The School Committee continued to see the Superintendent to grow in her professional development in several ways. I’d would to especially commend the Superintendent for her investment this year in building relationships with other superintendents which became critically important this spring as we were all wrestling with the issues arising from school closure and COVID-19. Any time I would discuss with her a COVID-19 question—she would typically have at her fingertips what neighboring districts were doing. I would encourage the Superintendent to continue next year to localize state guidance that will work for Westwood and think will benefit from working with peer schools.

Finally, despite the ongoing challenges of COVID-19 the SC would like to continue to support the Superintendent to “find the time” to continue the already strong progress on the long-term strategic work of the district.

Student Learning Goal(s): Copy goal from *Administrator Growth Plan*.

Develop and implement a district wide plan for meeting students’ social and emotional learning (SEL) needs.

Key Actions:

- Communicate the role and implement and entry plan for newly hired SEL coach.
- Continue parent educational series focusing on multi-night trainings rather than single events and in a variety of settings/locations.
- Provide professional development to help embed SEL into classroom routines.
- Form committee to begin examining the viability and logistics of later secondary school start times.

Did the Administrator reach his/her Student Learning Goal(s)? Place ‘x’ in appropriate box and comment.

Goals met or significant progress made X	Some progress made	Little or no progress made
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Comments:

There was key progress made on our SEL goals, especially the hiring of the new K-8 SEL Coach. The new SEL coach lead professional development of [*Responsive Classroom*](#), a SEL approach for use in the classroom in which 30 teachers participated in. At the middle school, the SEL Coordinator and a team of middle school teachers reviewed the structure of the advisory program.

Besides the SEL Coordinator we would like to commend all the parent forums from the district. The feedback from all the parent forums were outstanding and we appreciate how the we partnered with our friends at Youth and Family Services to pivot the content after COVID-19 to have virtual programs on such topics as “Parenting in Uncertain Times,” and “Social Emotional Learning in the Home.”

As move toward next year, the investment we have made in SEL both in staffing and curriculum will continue to benefit our children in these uncertain times. We would also encourage the District to continue parent forums next year as a huge need.

School Improvement Goal #1: Copy goal from *Administrator Growth Plan*.

Engage residents in open dialogue about the qualities of school facilities that will support the next generation of Westwood students.

Key Actions:

- Hold visioning sessions with the community that are focused around key decision points for our school facilities
- Conduct written survey to assess community needs and priorities
- Solicit specific community input on the three alternatives for the scope of the proposed building project.

Did the Administrator reach his/her School Improvement Goal(s)? Place ‘x’ in appropriate box and comment.

Goals met or significant progress made X	Some progress made	Little or no progress made
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Comments for School Improvement Goal and 2 combined below

School Improvement Goal #2: Copy goal from *Administrator Growth Plan*.

Continue to meet the MSBA requirements, milestones, and deliverables to complete the Feasibility Study.

Key Actions:

1. Follow the MSBA Designer Selection Process to select high quality design services that fit the needs of the community.
2. Complete the Preliminary Design Program, which includes a comprehensive review of the Educational Program in Westwood Schools.
3. Conduct Preliminary and Final Evaluation of Alternatives and document to reflect District’s reasons for selection and recommendation of preferred solution.

Goals met or significant progress made	Some progress made	Little or no progress made
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Comments:

The Superintendent invested significant time both in meeting the MSBA requirements, milestones, and deliverables to complete the Feasibility Study as well as the Community outreach efforts. She participated in the School Building Committee and SBC evaluation multiple subcommittees. She also participated in bi-weekly working group meetings and facilitated communications and discussions with the Westwood Town Manager and other municipal stakeholders throughout the year.

Besides pushing the MSBA process further, the School Committee would like to commend the Superintendent on her comprehensive work on community engagement including speaking to various groups, such as PTOs, the Westwood Young Women’s Club, and at the Senior Center. We would also like to commend her for her efforts in the multiple community forums in which a collective 500 people attended. We believe these forums were a model for how to engage the community and our architects commented this was the highest level of engagement had ever seen. Throughout all the forums, the Superintendent did an amazing job both sharing information, but also answering questions and listening to residents.

Last week the final proposed project was proposed and there were few questions and the feedback from community has been very positive. We believe that the community was able to see the level of process the District have undertaken, including that the evaluation criteria matrix was truly written to reflect what we have heard is important to the community as well as the countless forums as critical to getting to this area.

The SC also would like to commend The Superintendent for continuing to maintain a high level of dedication to the Building project, even when the pandemic forced the school closure. As one SC commented ‘Frankly, I don’t know how she did it all.’

Next year the focus will continue to be on moving the project forwards and the community engagement will community engagement as we work to get Town Meeting approval for the funding,

Rate and Comment

Place ‘x’ in appropriate box and comment (~1 paragraph) on the following Rubric Domains:

I. Instructional Leadership:

	Exemplary	Proficient X	Needs Improvement	Unsatisfactory
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Comments: Emily continued to demonstrate strength in Instructional leadership. However, because of COVID-19 emerging many of the priorities this year had to be sidelined to do with the crisis.

II. Management and Operations:

	Exemplary X		Proficient		Needs Improvement		Unsatisfactory
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Comments:

Through this she displayed all her many talents: 1. Based on what was right for the 3,000 children of Westwood. 2. Calm and reasoned. 3. Firm in her beliefs and decisive in her recommendations. Overall, her management of the School district during this crisis displayed strong management skills.

III. Family and Community Engagement:

	Exemplary X		Proficient		Needs Improvement		Unsatisfactory
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Comments:

Besides pushing the MSBA process further, the School Committee would like to commend the Superintendent on her comprehensive work on community engagement including speaking to various groups, such as PTOs, the Westwood Young Women’s Club, and at the Senior Center. We would also like to commend her for her efforts in the multiple community forums in which a collective 500 people attended. We believe these forums were a model for how to engage the community and our architects commented this was the highest level of engagement had ever seen. Throughout all the forums, the Superintendent did an amazing job both sharing information, but also answering questions and listening to residents.

IV. Professional Culture:

	Exemplary X		Proficient		Needs Improvement		Unsatisfactory
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Comments:

The professional culture that has been created at WPS is to be commended. The response to COVID-19 is really about the entire team of Westwood School Administrators, teachers and

staff. The School Committee appreciates everyone's efforts of the Administration, faculty and support staff.

Overall Professional Practice Rating:

	Exemplary X		Proficient		Needs Improvement		Unsatisfactory
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Clearly, the pandemic and the school closure radically impacted the work that Westwood Public Schools have been doing this year as a district. We would like to thank the Superintendent for her leadership during these times.

As I reflect on the last 3 months, there are several areas to highlight that would like to commend Superintendent on. This list is not exhaustive:

- I think she and her team have communicated well with the community during an uncertain time
- Her relationship built with the WTA has allowed Westwood to focus on what was in the best interest of kids and doable by teachers
- The investment that the District has made over time in technology, curriculum leadership, and content-area specialists has clearly paid off in this new environment.
- The investment the District has made in SEL proved valuable and will prove valuable in future.
- The level of special education programming and services that Westwood has been able to provide in the remote environment, surpasses what we are seeing happening in many other districts. For example, Westwood intends to get some in-person ESY programming off the ground; it will be a feat, and one that many districts are not attempting.