

TO: School Committee

FROM: Tim Piwowar, Superintendent

DATE: March 14, 2025

RE: Strategic Planning Process

---

Now that we have completed our work to develop the content of our Portrait of a Graduate, we are prepared to initiate our efforts to create the next Strategic Plan for the Westwood Public Schools. When completed, the Strategic Plan will provide the roadmap for how we focus our improvement efforts as a district to allow our students to achieve the outcomes laid out in our Portrait of a Graduate.

In order to develop our plan, it is important that we bring together a set of stakeholders from across the district to support our efforts. This group, which we will call the Strategic Planning Team (SPT) will be charged with identifying focal areas and goals for the plan; action steps within the plan will be developed by the district's internal Administrative Council (AC), consisting of central office and building-level administrators.

The Strategic Planning Team will have approximately 20 members, and will meet every other week from early April through the end of May. The proposed composition of the group is:

- School Committee member (1)
- Administrative Council members (5-7)
- Teachers (4-6)
- Students (2-3)
- Parents/caregivers (3-5)

An invitation will go out to the community on Friday, March 21, looking for people to serve on the SPT. Meetings of the group are tentatively scheduled to occur on Thursday evenings at 6:30, and while the preference is for members to be able to attend in-person, a remote option will be provided.

The SPT will work throughout April and May, with the goal of having a draft set of focal areas and goals completed by the last meeting in May. Throughout this time, we will have periodic check-ins with our Administrative Council, which also meets biweekly. Once the work of the SPT is complete, the Administrative Council will then use June meeting and retreat time, along with our summer retreat, to develop the action steps that align with the goals in the plan.

The ultimate goal is to have the final draft of the Strategic Plan publicly presented at the September 2025 School Committee meeting.

Below, please see the proposed timeline for the Strategic Planning Process:

- Thursday, March 20, School Committee:
  - Publicly share strategic planning process
- Friday, March 21
  - Send message to community soliciting members for SPT
  - Deadline for interest: Thursday, March 27
- Friday, March 28
  - Notify SPT applicants of status
- Thursday, April 3, SPT Meeting #1
  - Meeting objectives:
    - Introductions
    - Introduce expected outcomes of work
    - Differentiate between responsibility for focal areas and goals (SPT) and action steps (AC)
    - Examining Portrait of a Graduate (PoG)
    - Discussion: How do we support students to reach outcomes in the PoG and how do we know if they have?
- Thursday, April 17, SPT Meeting #2
  - Note: this night may move, as April break starts the next day*
  - Meeting objectives:
    - District data dive (based on discussion from SPT Meeting #1)
    - Initial discussion of focal areas
- Thursday, May 1, SPT Meeting #3
  - Finalize focal areas
  - Initial discussion of goals
- Thursday, May 15, SPT Meeting #4
  - Create draft goals
- Thursday, May 29, SPT Meeting #5
  - Finalize draft goals
- Thursday, June 12, School Committee
  - Update on process, share draft focal areas
- June 2025 Administrative Council Meeting and Administrative Council Retreat
  - Review draft goals

- Initial development of action steps
- July 2025 School Committee Retreat
  - Review draft goals
- August 2025 Administrative Council Retreat
  - Finalize action steps
- September 2025 School Committee Meeting
  - Release final Strategic Plan