2025-2026
Westford Academy

School Improvement Plan

Dan Twomey, Principal
Betsy Murphy, Dean; Amanda Welch, Dean; Robert Ware, Dean
Lauren Clark, Director of School Counseling: Sejal Costa, Student Support Leader;
Jeff Bunyon, Director of Athletics; SRO Det. Tony Bernadin, WPD

Westford Academy School Improvement Plan
School Improvement Plan 2025-2026

School Advisory Council Members:

1) Principal, Dan Twomey — Signature: Dan Twomey
2) Dean of Students, Amanda Welch — Signature: Amanda Welch
3) Director of School Counseling, Lauren Clark — Signature: Lauren Clark
4) Teacher, Kristin Morris — Signature: Kristin Morris
5) Teacher/Parent, Russ Coward — Signature: Russell Coward
6) Grandparent/Resident, Michele Curtis — Signature: Michele Curtis
7) Parent, Christine Schurman — Signature: Christine Schurman
8) Parent, Mark House — Signature: Mark House
9) Student, Mia Votano — Signature: Mia Votano
10) Student, Sahil Dua — Signature: Sahil Dua
11) Student, Hansen Shieh — Signature: Hansen Shieh

School Improvement Plan Purpose

School Improvement Plans, as described by the legislation, are created to contain some or all of the following elements:

1. An assessment of:
   - The impact of class size on student performance
   - Student-to-teacher ratios
   - Ratios of students to other supportive adult resources

2. A scheduled plan for reducing class size, if deemed necessary

3. Professional development for the school's staff and allocation of any professional development funds in the school budget

4. Enhance parental involvement in the life of the school

5. School safety and discipline

6. Establishment of a school environment characterized by tolerance and respect for all groups

7. Extra-curricular activities

8. Means for meeting, within the regular education programs at the school, the diverse learning needs of as many children as possible, including children with special needs currently assigned to separate programs

9. For any further subjects the principal, in consultation with the school council, shall consider appropriate

Mission of Westford Academy Advisory Council

The mission of the Westford Academy School Advisory Council is to assist the principal in identifying the educational needs of our students, reviewing the school's annual budget, and formulating and monitoring the School Improvement Plan.

The council meetings are held on the following dates:

October 25, 2024

November 14, 2024

December 12, 2024

January 30, 2025

February 27, 2025

March 20, 2025

May 2, 2025

JUNE TBD

WPS Overarching Mission & Vision

We value the development of curious lifelong learners who are responsible, empathetic members of the community, demonstrating innovation through a wide variety of opportunities within inclusive, joyful learning environments that embrace variability and honor diversity.

Core Values

As an entire district and school, we embrace the SPIRIT core values initially developed by our six elementary schools:

Safety- physical, mental, and emotional wellbeing
Perseverance- fostering resilience and growth mindsets
Inclusion- committing to equity for all
Respect- both of ourselves and those around us
Integrity- in our work, in our actions, in our choices
Teamwork- collaborating with others toward a common goal

Vision of the Graduate

Graduates will be active, positive participants as both local and global citizens and will develop the foundational skills necessary for continued growth and development of their creativity, communication, collaboration and critical thinking skills.

Enrollment by Race/Ethnicity (2024-25)			
Race	**% of School**	**% of District**	**% of State**
American Indian or Alaska Native	0.4	0.3	0.2
Asian	34.4	33.0	7.5
Black or African American	2.7	2.5	10.2
Hispanic or Latino	3.5	4.4	25.9
Multi-Race, Not Hispanic or Latino	0.7	1.6	4.6
Native Hawaiian or Other Pacific Islander	0.1	0.1	0.1
White	58.3	58.2	51.5

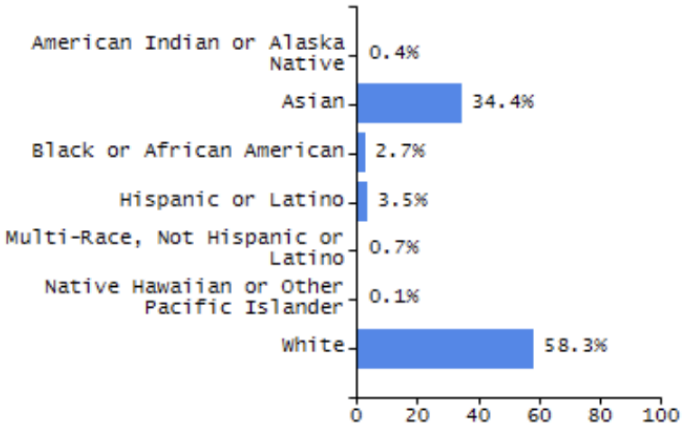
Enrollment by Gender (2024-25)			
	School	**District**	**State**
Female	771	2,249	444,147
Male	729	2,320	470,190
Nonbinary	4	6	1,595
Total	1,504	4,575	915,932

Enrollment by Grade (2024-25)																
	PK	**K**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**SP**	**Total**
District	96	262	281	333	315	353	344	362	364	361	404	373	353	367	7	4,575
Westford Academy	0	0	0	0	0	0	0	0	0	0	404	373	353	367	7	1,504

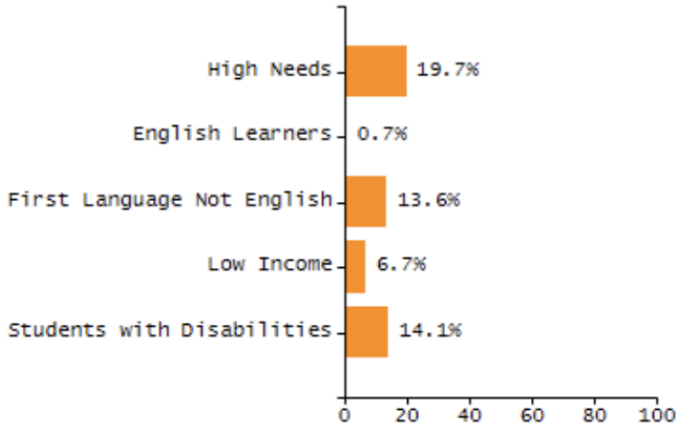
2024-25 Enrollment

School Type	Enrollment	Grades Served	Student / Teacher Ratio
Public	1,504	09 - 12	12.3 to 1

Student Race and Ethnicity



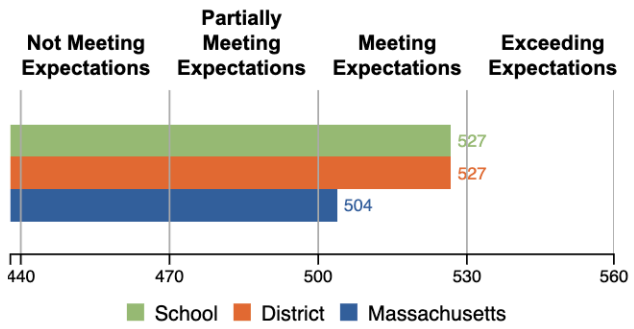
Selected Populations



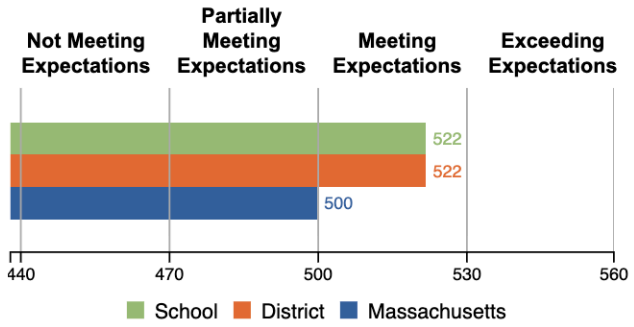
2024 Student Achievement

MCAS (Average Scaled Score)

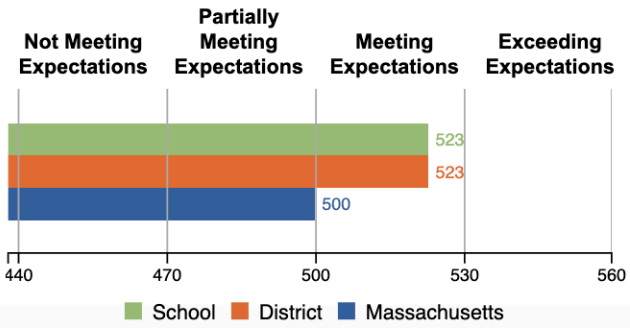
English Language Arts - Grade 10



Mathematics - Grade 10



Science - Grade 10





Panorama SEL: Student Competency & Well-Being Measures

How did students perceive their own social-emotional skills?

Grades 9-12

1,012 responses | show breakdown

Save as PDF

Topic	Percent Favorable	Compared to others nationally	Change since Fall 2023 - 2024
Self-Management	**85%**	80th–99th percentile	▲ 2
Growth Mindset	**57%**	60th–79th percentile	▲ 5 Greatest increase



Panorama SEL: Student Supports + Environment

What feedback did students have for their school?

Grades 9-12

1,049 responses | show breakdown

Save as PDF

Topic	Percent Favorable	Compared to others nationally	Change since Fall 2023 - 2024
Teacher-Student Relationships	67%	40th–59th percentile	▲ 3
Social Relationships	60%		▲ 2
Sense of Belonging	56%	40th–59th percentile	▲ 3
Extracurricular Activities	42%		▲ 1
Time Management	38%		▲ 1
Engagement	37%	20th–39th percentile	▲ 5 Greatest increase
Academics	26%		▲ 1

Post Secondary Plans 2024

Class of	2022	2023	2024
4 yr. college	93%	92%	90%
2 yr. college	2%	2%	6%
Employment	1%	2%	1%
Military/Other	4%	4%	3%

Mean SAT Scores

Class of	2022	2023	2024
# Tested	323	354	307
EBRW	625	618	625
Math	644	625	629

Mean ACT Scores

Class of	2021	2022	2023
# Tested	68	85	80
Composite	**29.5**	**28.6**	**28.3**

National Merit Scholarship Results

Class of	2022	2023	2024
Commended Students	30	20	26
Semifinalists	14	8	6

Advanced Placement Program

Advanced Placement courses are offered in:

Biology
Calculus
Chemistry
Computer Science A
English Literature
Environmental Science
European History
French Language
German Language
Microeconomics
Music Theory
Physics C – Mechanics
Pre-Calculus
Psychology
Statistics
Spanish Language
Studio Art
United States History
U.S. Government & Politics

Please note that AP course offerings are restricted to junior and senior year, with most only available during senior year.
All students receiving Advanced Placement credit are expected to take the AP examination in May.

2024 AP Distribution of Scores

Test Scores	Number of Scores	% Total Exams
5	376	41%
4	345	38%
3	137	15%
2	41	4%
1	14	2%

Class of	2022	2023	2024
Total AP Students	448	476	432
AP Scholars	182	206	195
Number of Exams	889	1063	913
%Total of AP Students with Scores of 3 or above	89%	91%	94%

Westford Academy
School Improvement Plan

2025-2026

Progress Report for FY25
Plan for FY26

Strategic Objective #1: Ensure Equity- Infuse our equity work into our curriculum and instruction- the heart of what we do

Initiatives	Progress FY 25	Plan FY26
Conduct an Equity Audit of our resources and practices	• Analyzed data summer '24 (FY25) • Root Cause Analysis Event Dec '24 • Met with AIR spring 2025	• Work with AIR to develop specific action items that support recommendations
Expand and implement Universal Design for Learning (UDL) Framework and Ensure that the variability of all learners is prioritized as an asset and centered in discussions and decisions SIP 1-9, SDIP 1	• PD during faculty meetings and select early release to explore Engagement Framework of UDL districtwide • Development of Engagement Learning, UDL planning with AI, Content Specific UDL • WA Administration Calibration • HS, MS, Elementary School Vertical Collaboration (Mandarin, Robotics, Cultural Events, other) • New Powerschool IEP rollout and 504 documentation and additional student support • Cont.events to celebrate diversity, added new Marching Band event, Salsa Night, Neurodiversity Week	• PD during faculty meetings and select early release to explore Representation Framework of UDL • Develop UDL "Look Fors" Grades 6-12 • Update existing current curriculum documents to align with UDL Frameworks and DESE Frameworks • Collaborate with staff on educator evaluation goals that align with the UDL Frameworks

Strategic Objective #2: Ensure Equity - Assess our organizational structures to ensure equitable learning environment for all of our students

Initiatives	Progress- FY25	SIP- FY26
Continued maintenance and advocacy for WA as part of WPS Master Plan	• Assessed current conditions of 25 year old building • Trustees Field Lighting Upgrade • Accessibility work outside building	• Continue to prioritize and advocate budget items for school building updates, furniture replacement, repair and maintenance, turf field replacement
Determine options to best support healthy school start times for all students	• New Start times were approved for FY26- 8:00 AM for WA!	• Survey students and families to gather perceptions on impact of change • Evaluate modified schedule with new start time
Ensure school procedures align with our commitment to equity SIP 3-9 , SDIP 2	• Explored deleveling in grade 9 classes • Proposed new graduation requirements • Action items to track and to address attendance issues of students • Fully Implemented ROUTES Program • New -Unified Basketball Team, Girls Flag Football	• Propose master calendar changes to include more curriculum development and common planning time • Evaluate weighted GPA and class weights • Revise Course Selection Process including the elements of overrides (Program of Studies)

Strategic Objective #3: Promote Social Emotional Wellbeing - Prioritize mental health and wellness for all of our students and staff by exploring strategies to minimize academic and or social emotional "pressure valves" that negatively impact performance

Initiatives	Progress - FY25	SIP - FY26
Identify what can be removed or reimagined from the curriculum, calendars, and schedules while maintaining high expectations and standards	• FY25 Findings and recommendations from WA Graduation Requirements review presented to SC • Reduced administrative duty times for staff members at WA • PD on AI use for teachers	• Plan Implementation of Revised Graduation Requirements Policy • Continued work on authentic assessments (UDL) • Revise and reinvent the advisory program
Assess the effectiveness of how student progress is communicated to students and families SIP 3-9, SDIP 3	• Opened the PowerSchool grade portal, giving teachers flexible options for publishing achievement and provide transparency for caregivers	• Participate on district wide report card team to assess communication and progress • Continue to develop authentic assessments strategies (UDL based)

Strategic Objective #3: Promote Social Emotional Wellbeing - Prioritize mental health and wellness for all of our students and staff by exploring strategies to minimize academic and or social emotional "pressure valves" that negatively impact performance		
Initiatives	Progress - FY25	SIP- FY26
Secure district wide resources that help support student skill development in fostering resilience and self-regulation	• Established ROUTES 18-22 yr old program • Established a working group to provide all students with "extra time" on assessments • Implemented new phone policy at WA • Continued relationship with Cartwheel, iDecide Program, Screenings, Guidance Curriculum • Counselor Series for Parent/Guardians • Mental Health Fair	• Rollout new WPS District Curriculum Accommodation Plan (DCAP) • Implement evidence based strategies for students with high needs • Continued exploration with AI
Strengthen relationships and community by utilizing collaborative and restorative principles and practices SIP 3-9, SDIP 3	• 25 WA Staff trained in Collaborative Problem Solving • 20 WA staff trained in Level 1 & 2 in Restorative Practices and Community Building Circles	• WA staff will be trained in Restorative Conferencing (Tier 3 Level) • Community Information Night on utilizing restorative practices • Collaborate with Town partners to utilize all available resources.

Strategic Objective #4: Increase Sustainability - Collaborate with our Town partners to support goals outlined in the Westford Climate Roadmap authored by the Clean Energy and Sustainability Co.

Initiatives	Progress - FY25	SIP- FY26
Ensure that all students and staff are able to explore and understand our local Climate Roadmap in an age appropriate manner	• Utilized existing compost in Gardens at WA. Produce was utilized in kitchen at WA.	• Review the WCR with students in classes that connect to the document
Specific commitments that encourage individual and group behavior adjustments to support climate goals SIP 5, 6, 9, SDIP 4	• Growing Gardens, Green Week, funneled numerous volunteer opportunities to an advisor to coordinate • Installation of LED Lights in ½ of the building, adjustable settings • Educator Evaluation Goals and classroom initiatives • Trustees Field Lighting Project	• Coordinated approach school wide • Continue to explore ways to increase recycling and decrease waste, especially in cafeteria • Partner with Town organizations to provide input and participation (ex. OSRP)