2026-2027
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, Kim Hart — Signature: Kim Hart

5) Teacher/Parent, Russ Coward — Signature: Russell Coward

6) Teacher, Emily Coates — Signature: Emily Coates

7) Parent, Christine Schurman — Signature: Christine Schurman

8) Parent, Mark House — Signature: Mark House

9) Parent, Patty Huang — Signature: Patty Huang

10. Parent, Ramya Soman — Signature: Ramya Soman

11.) Student, Aarshia Bhattacharyya — Signature: Aarshia Bhattacharyya

12) Student, Grace Hinkle — Signature: Grace Hinkle

13) Student, Hansen Shieh — Signature: Hansen Shieh

14) Community Member, Gulshan Kumar — Signature: Gulshan Kumar

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.

Council meetings dates:

October 16, 2025

November 20, 2025

December 19, 2025

January 15, 2026

February, 12 2026

March 19, 2026

April 30, 2026

May 14, 2026

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 o 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.

DESE DATA 2025-2026

Enrollment by Race/Ethnicity (2025-26)			
Race	**% of School**	**% of District**	**% of State**
American Indian or Alaska Native	0.3	0.2	0.2
Asian	36.2	33.4	7.6
Black or African American	2.0	2.6	10.4
Hispanic or Latino	4.1	5.1	26.2
Multi-Race, Not Hispanic or Latino	0.8	2.1	4.8
Native Hawaiian or Other Pacific Islander	0.0	0.0	0.1
White	56.6	56.5	50.8

Enrollment by Gender (2025-26)			
	School	**District**	**State**
Female	777	2,225	437,445
Male	692	2,283	461,770
Nonbinary	4	7	1,272
Total	1,473	4,515	900,487

Enrollment by Grade (2025-26)																
	PK	**K**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**SP**	**Total**
District	99	257	283	296	330	318	361	359	371	368	337	404	377	349	6	4,515
Westford Academy	0	0	0	0	0	0	0	0	0	0	337	404	377	349	6	1,473

WESTFORD ACADEMY SCHOOL PROFILE 2025

Post Secondary Plans 2025

Class of	2023	2024	2025
4 yr. college	92%	90%	89%
2 yr. college	2%	6%	6%
Employment	2%	1%	2%
Military/Other	4%	3%	3%

Mean SAT Scores

Class of	2023	2024	2025
# Tested	354	307	285
EBRW	618	625	627
Math	625	629	617

Mean ACT Scores

Class of	2022	2023	2024
# Tested	85	80	69
Composite	**28.6**	**28.3**	**28.4**

National Merit Scholarship Results

Class of	2024	2025	2026
Commended Students	26	21	24
Semifinalists	6	0	6

Advanced Placement Program

Advanced Placement courses are offered in:

Biology	Microeconomics
Calculus AB and BC	Music Theory
Chemistry	Physics C – Mechanics
Computer Science A	Pre-Calculus
English Literature	Psychology
Environmental Science	Statistics
European History	Spanish Language
French Language	Studio Art
German Language	United States History
Latin	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.

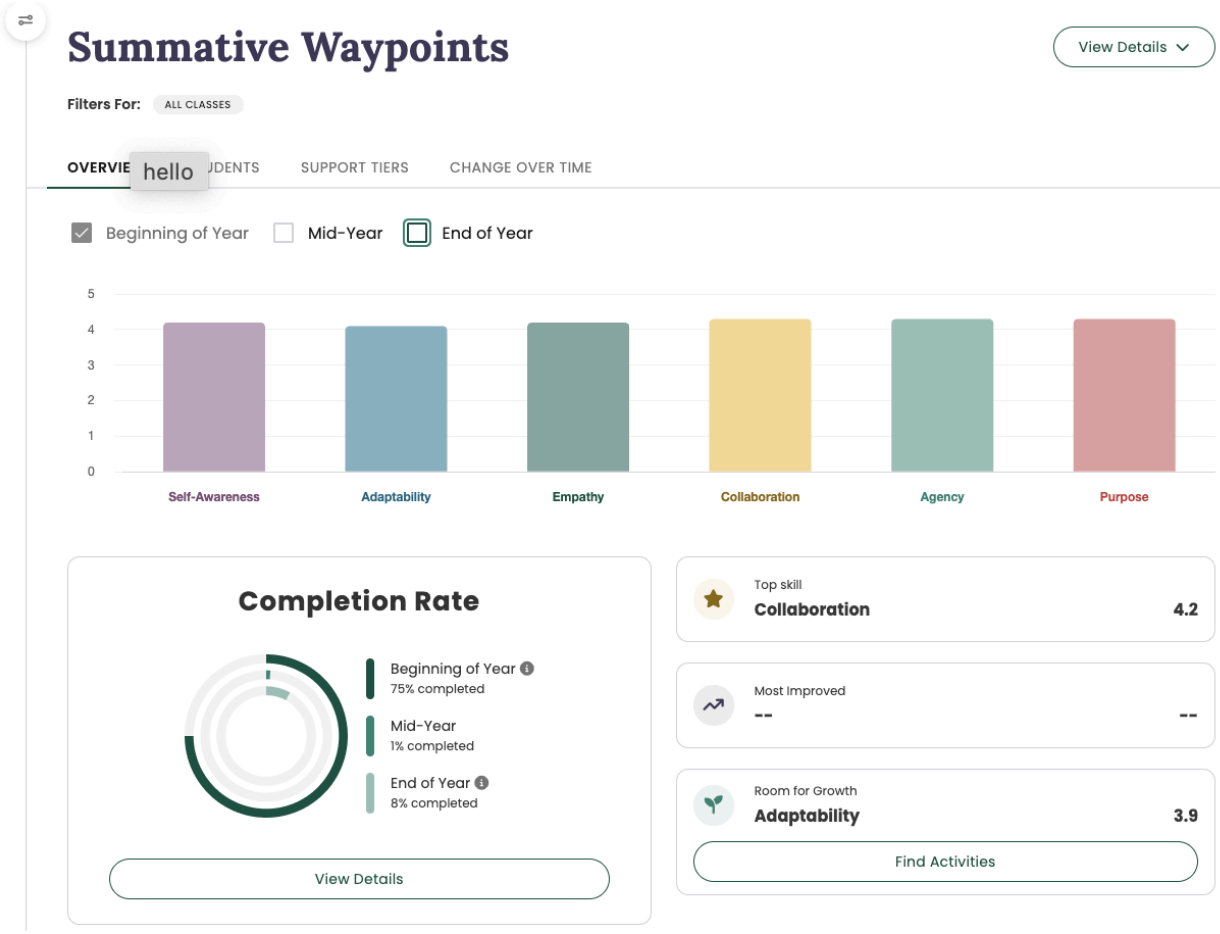
2025 AP Distribution of Scores*

Test Scores	Number of Scores	% Total Exams
5	390	47%
4	259	31%
3	129	15%
2	52	6%
1	3	<1%

*Excludes students who self-study for an AP exam

Class of	2023	2024	2025
Total AP Students	476	432	399
AP Scholars	206	195	194
Number of Exams	1063	913	936
%Total of AP Students with Scores of 3 or above	91%	94%	93%

WAYFINDER DATA POINTS (MORE DATA RESULTS PENDING)



WESTFORD ACADEMY MCAS DATA 2025

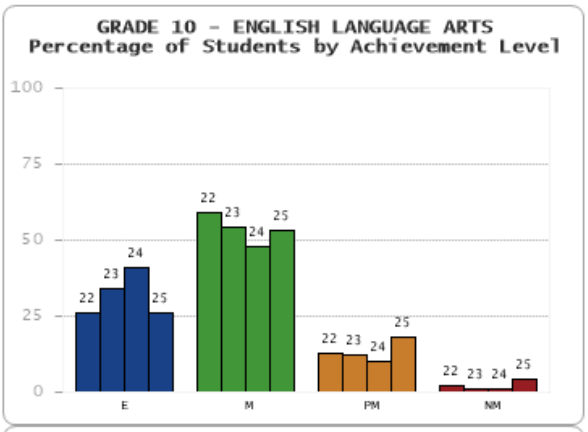
MCAS Annual Comparisons

PRINT

Data Last Updated on September 29, 2025
More about the data

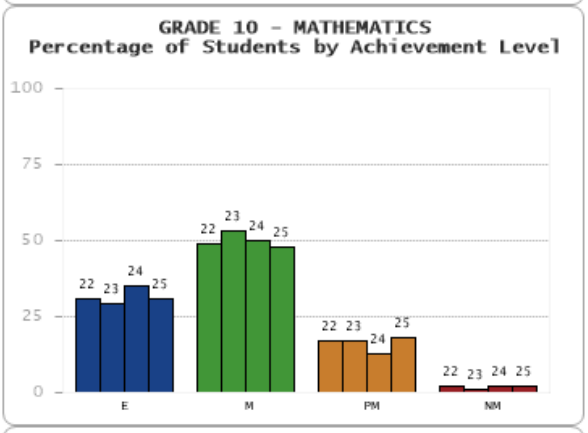
GRADE 10 - ENGLISH LANGUAGE ARTS ACHIEVEMENT LEVEL	2022	2023	2024	2025
Exceeding Expectations (E)	26	34	41	26
Meeting Expectations (M)	59	54	48	53
Partially Meeting Expectations (PM)	13	12	10	18
Not Meeting Expectations (NM)	2	1	1	4

2025 Participation Rate = 97%



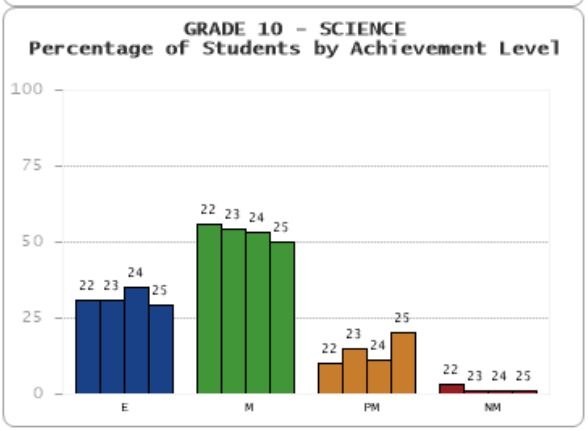
GRADE 10 - MATHEMATICS ACHIEVEMENT LEVEL	2022	2023	2024	2025
Exceeding Expectations (E)	31	29	35	31
Meeting Expectations (M)	49	53	50	48
Partially Meeting Expectations (PM)	17	17	13	18
Not Meeting Expectations (NM)	2	1	2	2

2025 Participation Rate = 99%



GRADE 10 - SCIENCE ACHIEVEMENT LEVEL	2022	2023	2024	2025
Exceeding Expectations (E)	31	31	35	29
Meeting Expectations (M)	56	54	53	50
Partially Meeting Expectations (PM)	10	15	11	20
Not Meeting Expectations (NM)	3	1	1	1

2025 Participation Rate = 98%



SIP FY 26 Progress Updates

Objective #1 Ensure Equity - Curriculum and Instruction

-UDL Development (Representation) - Look fors identified, PD Days conducted, curriculum work and analysis (Science, Health/PE, Math) increased Educator Evaluation goal alignment with SIP/SDIP

-AIR Reports - Calendar development with Collaborative Data Meetings

Objective #2 Organization Structures

-Trustees Field LIghts, Westford Academy Interior Light Project, Continued advocacy for Roof/HVAC Project

-Feedback for New School Start times

-Revamped Program of Studies (clarity and user friendly) and course selection process (Grade or teacher recommendation)

SIP FY 26 Progress Updates

Objective #3 Promote Social Emotional Well Being

-Implemented revised graduation policy for class 2030

-Began implementation of Wayfinder curriculum in Advisory schedules

-Continued work on authentic assessment strategies

-Implemented new WPS DCAP (Extra time at WA)

-Conducted AI PD Day and best practices (Participation in AI MassCue Cohort)

-Implemented with success Tier 3 Restorative Practices at WA

Objective #4 Increase Sustainability

- Partnered with Town organizations and provided input for OSRP, Composting Continued, Gardens, Trustees Lights, WA Building Project Interior light upgrades

WESTFORD ACADEMY SCHOOL IMPROVEMENT PLAN

SCHOOL YEAR 2026-2027

Goal 1: Westford Academy will continue to infuse our equity work into our curriculum, instruction, and assessment–the heart of what we do–to ensure high quality learning experiences for every student.

(UDL, Collaborative Data Meetings, Co-Teaching)

Strategies	Action Plan FY27
1.1 Engage in Collaborative Data Meetings with the goal of having common data to analyze student growth.	• Staff will participate in three Collaborative Data Meetings and identify key skills and data points for their content area and grade level to drive in.struction in the classroom • Create a formalized structure and protocol for consistent, high-quality data analysis.
1.2 Continued professional learning in learner-centered approaches to engage all students through the Universal Design for Learning framework.	• Continue Professional Development for all staff around UDL with a focus on the Action and Expression framework. • Share 'Look Fors' for the Engagement and Representation frameworks of UDL with all staff. • Provide feedback to staff using the 'Look Fors' for the Engagement and Representation frameworks of UDL. • Develop co-teaching pairings across all grade and department levels with appropriate supports, PD, and structures

SIP Element/s Addressed (1-9) - 3, 8, 9; SDIP Element/s Addressed - 1.1, 1.2

Goal 2: Westford Academy will assess our organizational structures to ensure equitable learning environments and a sense of belonging for all of our students.

(Schedule, Technology Use Assessment, Vision of Learner)

Strategies	Action Plan FY27
1.3 Ensure that the variability of all learners is prioritized as an asset and centered in discussions and decisions around instruction and learning	• Evaluate and assess best practices related to weighted and unweighted GPA • Evaluate and improve class selection process including override process • Review and evaluate potential schedule options
2.2 Assess the use of technology at Westford Academy	• Conduct comprehensive technology and Artificial Intelligence use surveys for students and staff to identify current digital habits, instructional purpose, and the impact of screen time on the learning environment. • Analyze data and identify areas for possible improvements for 3.4

SIP Element/s Addressed (1-9) - 5, 8, 9; SDIP Element/s Addressed - 2.2, 2.4

Goal 3: Westford Academy will 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.

(Restorative Practices, Wayfinder, Cell Phone Usage)

Strategies	Action Plan FY27
3.1 Implement social emotional learning strategies as a means for building relationships and community and academic engagement.	• Staff will implement Waypoints surveys for all students at the beginning, middle, and end of year. • Staff will analyze data from Waypoints surveys to identify areas of need for individual students and groups/grade levels. • Staff will implement Wayfinder lessons focused on particular areas of social emotional learning and development and as an instructional tool in their classes and/or in advisory lessons. • Implement a phone free school day in alignment with state legislation
3.5 Assess the WPS implementation of Collaborative Problem Solving and Restorative Practices on learning environments including how expectations are communicated to students, staff and families at each grade level	• Communicate with family, staff and students the use and role of restorative practices

SIP Element/s Addressed (1-9) - 3, 5, 6, 8, 9; SDIP Element/s Addressed - 3.2, 3.3, 3.5