



Strategic Plan 2023-2028

Mission

The mission of the Wilmington Public Schools is to educate and develop students academically, socially, and emotionally to be active, civic-minded contributors to our global society

Vision

To provide an inclusive, respectful, and collaborative learning environment where all stakeholders are engaged in the development of the whole child.

Core Values

The Wildcat CIRCLE of Values





Theory of Action

IF Wilmington Public Schools...

- Provides challenging, engaging, and relevant instruction that is responsive to each learner's academic, social, emotional, and behavioral needs
- Fosters school communities where all students and staff experience a sense of belonging and safety
- Creates a vision for equitable and inclusive schools with students, staff, families, and community members
- Strengthens partnerships amongst students, families, staff, and the community that promotes a sense of pride, connectedness, and inclusiveness

THEN students will become...

- **Learners** who are inclusive and respectful collaborators who are engaged in academic and extracurricular endeavors that promote social and emotional wellbeing
- **Communicators** who promote respectful and appropriate discourse that is founded in well-informed ideas that are both inclusive and purposeful in manner and intention
- **Contributors** who assume responsibility for engaging actively for the good of the community and for participating locally and globally in a positive and impactful way
- **Collaborators** who assume responsibility to work productively as part of a team to promote learning and achieve common goals while valuing the contributions of team members
- **Leaders** who engage in respectful, inclusive, and collaborative learning experiences, promote healthy responsible decision-making and recognize, respect, and support the efforts and ideas of others

[WPS Vision of the Graduate]

Strategic Objectives

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<i>All Students Reach Their Fullest Potential</i> <i>Provide challenging, engaging, relevant instruction that is responsive to each learner's academic, social, emotional, and behavioral needs.</i>	<i>Caring and Safe for All</i> <i>Foster school communities where all students and staff experience a sense of belonging and safety.</i>	<i>Equitable and Inclusive Schools</i> <i>Create a vision for equitable and inclusive schools with students, staff, families, and community members.</i>	<i>Enhanced and Updated School Facilities</i> <i>Improve school facilities and design learning spaces to promote student success and support family and community involvement.</i>	<i>We are One Community</i> <i>Strengthen partnerships amongst students, families, staff, and the community that promotes a sense of pride, connectedness, and inclusiveness.</i>

Strategic Initiatives

<i>[1.1] Use data to assess student achievement and inform instruction to best meet the academic needs of students through a multi-tiered system of support that provides both remediation and extension as needed for students. Ensure curricula and intervention materials are evidence-based and relevant.</i>	<i>[2.1] Utilize ongoing feedback cycles (e.g., surveys, focus groups, forums) from students, parents/guardians, community partners, and staff to make data-driven improvements and refine strategies to build inclusive, positive school communities.</i>	<i>[3.1] Provide professional development on culturally responsive instructional practices that value and respect diverse backgrounds, experiences, and perspectives of students.</i>	<i>[4.1] Partner with the Massachusetts School Building Authority and Wilmington town government to establish long-term plans for the development of school facilities and grade-level configurations that best support the needs of the Wilmington Community.</i>	<i>[5.1] Assess current communication practices to identify areas in need of improvement and develop district-wide communication guidelines.</i>
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[1.2] Enhance the integration of social-emotional learning competencies into daily instruction across all curricular areas and measure student growth in the competencies through Panorama screening data.	[2.2] Increase the availability and accessibility of student support services for mental health, such as counseling, mentoring, and peer support programs.	[3.2] Implement a comprehensive data collection and analysis system to track key diversity, equity, and inclusion metrics and regularly disseminate information and resources to all stakeholders, including students, parents/guardians, and the wider community.	[4.2] Establish a new 5-year Technology Plan to ensure that infrastructure, hardware, and software meet the needs of students and staff.	[5.2] Develop enrichment opportunities, programs, and initiatives that actively involve families and community members in school activities, including opportunities to contribute their skills, expertise, and resources to enrich the educational experience of students.
[1.3] Establish district-wide practices and protocols to monitor discipline and attendance to determine the social, emotional, and behavioral needs of students.	[2.3] Create opportunities for student involvement and leadership within the schools and community as active and engaged members of the WPS.	[3.3] Establish ongoing processes for recruiting, hiring, retaining, and advancing highly qualified staff. Strive to hire highly qualified staff that represents the diversity of the Wilmington community.	[4.3] Create flexible and adaptable learning spaces to accommodate various instructional methods, individual learning needs, and collaboration among students and staff.	[5.3] Develop opportunities, programs, and partnerships with external institutions, organizations, corporations, etc. that serve to enhance the educational experiences of Wilmington students.
[1.4] Implement a district-wide multi-tiered system of support to ensure that students receive appropriate social, emotional, and behavioral interventions to support their well-being and enable them to fully access learning.	[2.4] Ensure programming for Positive Behavior Instructional Supports (PBIS), Bullying Prevention, and SEL integration is implemented consistently across all grade levels.	[3.4] Enhance culturally responsive communication with families by ensuring communication is accessible in parents'/guardians' home language.	[4.4] Create welcoming spaces within schools for parents/guardians, staff, and community members to participate in school activities and community events.	[5.4] Create structured transition support programs that provide targeted assistance for students moving between schools (i.e., orientation sessions, transition workshops, peer mentoring, personalized support plans, etc.) and develop a monitoring and evaluation framework to assess the effectiveness of transition initiatives.

<p><i>[1.5] Engage educators in data-based and relevant ongoing professional development. Increase opportunities for coaching support and feedback to support the implementation of new instructional practices.</i></p>	<p><i>[2.5] Develop a multi-year school safety improvement plan for all schools. Regularly assess and update safety protocols to ensure a physically safe environment for students and staff.</i></p>			
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Strategic Objective 1: All Students Reach Their Fullest Potential <i>Provide challenging, engaging, relevant instruction that is responsive to each learner's academic, social, emotional, and behavioral needs.</i>			
Strategic Initiative	Action Plan	Person(s) Responsible	Anticipated Completion Date
[1.1] Use data to assess student achievement and inform instruction to best meet the academic needs of students through a multi-tiered system of support that provides both remediation and extension as needed for students. Ensure curricula and intervention materials are evidence-based and relevant.	Link	Asst. Supt. for Curriculum & Staff Dev. Principals/Assistant Principals Curriculum Leaders	Spring 2025 ▾
[1.2] Enhance the integration of social-emotional learning competencies into daily instruction across all curricular areas and measure student growth in the competencies through Panorama screening data.	Link	Behavioral Health Task Force Coordinator of Behavioral Health & SEL	Fall 2025 ▾
[1.3] Establish district-wide practices and protocols to monitor discipline and attendance to determine the social, emotional, and behavioral needs of students.	Link	Superintendent Attendance Procedure Working Group Principals/Assistant Principals	Fall 2024 ▾
[1.4] Implement a district-wide multi-tiered system of support to ensure that students receive appropriate social, emotional, and behavioral interventions to support their well-being and enable them to fully access learning.	Link	Director of Student Support Services Coordinator of Behavioral Health & SEL Principals/Assistant Principals	Fall 2026 ▾
[1.5] Engage educators in data-based and relevant ongoing professional development. Increase opportunities for coaching support and feedback to support the implementation of new instructional practices.	Link	Asst. Supt. for Curriculum & Staff Dev. Curriculum Leaders Principals/Assistant Principals	Fall 2027 ▾

Strategic Objective 2: Caring and Safe for All <i>Foster school communities where all students and staff experience a sense of belonging and safety.</i>			
Strategic Initiative	Action Plan	Person(s) Responsible	Anticipated Completion Date
[2.1] Utilize ongoing feedback cycles (e.g., surveys, focus groups, forums) from students, parents/guardians, community partners, and staff to make data-driven improvements and refine strategies to build inclusive, positive school communities.	Link	Behavioral Health Task Force Coordinator of Behavioral Health & SEL	Fall 2026 ▾
[2.2] Increase the availability and accessibility of student support services for mental health, such as counseling, mentoring, and peer support programs.	Link	Director of Student Support Services Coordinator of Behavioral Health & SEL Director Human Resources	Winter 2027 ▾
[2.3] Create opportunities for student involvement and leadership within the schools and community as active and engaged members of the WPS.	Link	Principals/Assistant Principals	Spring 2028 ▾
[2.4] Ensure programming for Positive Behavior Instructional Supports (PBIS), Bullying Prevention, and SEL integration is implemented consistently across all grade levels.	Link	Coordinator of Behavioral Health & SEL Asst. Supt. for Curriculum & Staff Dev.	Spring 2025 ▾
[2.5] Develop a multi-year school safety improvement plan for all schools. Regularly assess and update safety protocols to ensure a physically safe environment for students and staff.	Link	Superintendent District Safety Team School-Based Safety Teams	Spring 2027 ▾

Strategic Objective 3: Equitable and Inclusive Schools <i>Create a vision for equitable and inclusive schools with students, staff, families, and community members.</i>			
Strategic Initiative	Action Plan	Person(s) Responsible	Anticipated Completion Date
[3.1] <i>Provide professional development on culturally responsive instructional practices that value and respect diverse backgrounds, experiences, and perspectives of students.</i>	Link	Professional Development Committee Asst. Supt. for Curriculum & Staff Dev.	Spring 2027 ▾
[3.2] <i>Implement a comprehensive data collection and analysis system to track key diversity, equity, and inclusion metrics and regularly disseminate information and resources to all stakeholders, including students, parents/guardians, and the wider community.</i>	Link	District Leadership Team	Spring 2025 ▾
[3.3] <i>Establish ongoing processes for recruiting, hiring, retaining, and advancing highly qualified and diverse staff with strong equity commitments, understanding, and skills.</i>	Link	Director of Human Resources High School Administration High School Counseling Department	Spring 2028 ▾
[3.4] <i>Enhance culturally responsive communication with families by ensuring communication is accessible in parents'/guardians' home language.</i>	Link	ELE Curriculum Team Leader Building/Department Administrators	Fall 2025 ▾



Strategic Objective 4: Enhanced and Updated School Facilities <i>Improve school facilities and design learning spaces to promote student success and support family and community involvement.</i>			
Strategic Initiative	Action Plan	Person(s) Responsible	Anticipated Completion Date
[4.1] <i>Partner with the Massachusetts School Building Authority and Wilmington town government to establish long-term plans for the development of school facilities and grade-level configurations that best support the needs of the Wilmington Community.</i>	Link	Superintendent Asst. Supt. of Administration & Finance Wildwood Building Committee School Committee Representative (s)	Spring 2026 ▾
[4.2] <i>Establish a new 5-year Technology Plan to ensure that infrastructure, hardware, and software meet the needs of students and staff.</i>	Link	Director of Technology & Digital Learning Technology Committee	Spring 2024 ▾
[4.3] <i>Create flexible and adaptable learning spaces to accommodate various instructional methods, individual learning needs, and collaboration among students and staff.</i>	Link	Classroom Design Committee	Spring 2026 ▾
[4.4] <i>Create welcoming spaces within schools for parents/guardians, staff, and community members to participate in school activities and community events.</i>	Link	Welcoming Schools Committee	Spring 2026 ▾



Strategic Objective 5: We are One Community <i>Strengthen partnerships amongst students, families, staff, and the community that promotes a sense of pride, connectedness, and inclusiveness.</i>			
Strategic Initiative	Action Plan	Person(s) Responsible	Anticipated Completion Date
[5.1] <i>Assess current communication practices to identify areas in need of improvement and develop district-wide communication guidelines.</i>	Link	Superintendent Communication Committee	Fall 2024 ▾
[5.2] <i>Develop enrichment opportunities, programs, and initiatives that actively involve families and community members in school activities, including opportunities to contribute their skills, expertise, and resources to enrich the educational experience of students.</i>	Link	Principals/Assistant Principals Family Engagement Specialists Central Office Leadership Team School Committee Representative(s)	Spring 2026 ▾
[5.3] <i>Develop opportunities, programs, and partnerships with external institutions, organizations, corporations, etc. that serve to enhance the educational experiences of Wilmington students.</i>	Link	Asst. Supt. for Curriculum & Staff Dev. Curriculum Leaders	Winter 2028 ▾
[5.4] <i>Create structured transition support programs that provide targeted assistance for students moving between schools (i.e., orientation sessions, transition workshops, peer mentoring, personalized support plans, etc.) and develop a monitoring and evaluation framework to assess the effectiveness of transition initiatives.</i>	Link	Principals/Assistant Principals Coordinator of Behavioral Health & SEL	Winter 2027 ▾