

WESTON PUBLIC SCHOOL DISTRICT
WESTON, MASSACHUSETTS

AN EQUAL OPPORTUNITY EMPLOYER

APPLICATION FOR SUPERINTENDENT

Personal Information:

Name Allison F. Borchers Home Phone [REDACTED]
Address [REDACTED] Office Phone [REDACTED]
[REDACTED] Cell Phone [REDACTED]
city state zip
Email Address [REDACTED]

How may we contact you? at work at home by e-mail by cell phone

Certifications Held

Certification State
Superintendent/Assistant Superintendent, Professional MA

Are you licensed as a superintendent in Massachusetts? YES NO
Are you eligible for licensure as a superintendent in Massachusetts? YES NO
If not, have you submitted an application for certification as a superintendent in Massachusetts? YES NO
Date of application: _____

Current School District Information:

Are you presently under contract to a school district? yes
If yes, when does your contract expire? June 30, 2026
Name of District Westwood
Position Assistant Superintendent

Academic and Professional Training:

High School(s), Colleges, Universities Attended	Location	Degree
Port Angeles High School	Port Angeles, WA	HS diploma
Harvard University	Cambridge, MA	BA, Philosophy
Lesley University	Cambridge, MA	MEd, Middle School
Boston University	Boston, MA	n/a

Professional Experience:

No. Years	Dates From/To	Position	School District
6	2017-present	Assistant Superintendent	Westwood, MA
9	2008-2017	Principal	Westwood, MA
3	2005-2008	Assistant Principal	Westwood, MA
8	1997-2005	Teacher	Westwood, MA
3	1993-1996	Admissions Coor	Boston, MA

Other Relevant Work Experience and Achievements:

6	2000-2006	Residential Advisor (Tutor)	Cambridge, MA
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Memberships in Professional Organizations:

Massachusetts Association of School Superintendents

The Education Cooperative

Massachusetts Partnership for Diversity in Education

Greater Boston School Human Resources Network

Massachusetts Association for Supervision and Curriculum Development

References:

Please list below the names and addresses of three persons who have knowledge of your professional competence and character, whom we may contact should you become a finalist.

Name Tim Piwowar Address Westwood Public Schools
Relationship supervisor Phone Number [REDACTED]

Name Lateefah Franck Address Westwood Public Schools
Relationship colleague Phone Number [REDACTED]

Name Steve Ouellette Address Westwood Public Schools
Relationship colleague Phone Number [REDACTED]

Release of information:

Please check one box:

Upon request from the media, I do do not give permission to the school committee to release my resumé.

A complete application form includes the following:

- X 1. A completed and signed application form.
- X 2. An up-to-date resume.
- X 3. A copy of the candidate's Massachusetts superintendent license, or evidence that the candidate is eligible for licensure as a superintendent in Massachusetts and has submitted his/her application to the Department of Education.
- X 4. Evidence of highest degree earned (copy of diploma, license and/or certificate).
- X 5. Three recent letters of reference (within the past three years preferred) from persons **other than those listed on the previous page.**
- X 6. The Committee requests a personal statement describing your major educational accomplishments and the specific leadership and management skills you can bring to the superintendency of the Weston Public School District.

All application documents listed above must be received in the MASC office on or before **October 6, 2023** at 3:00pm.

**Please note: MASC does not maintain an applicant file for use in future searches.
A new application and application materials listed are required for each search.**

I understand that, under the requirements of the Massachusetts Open Meeting Law, should I become a finalist, certain facts of my application will become public information and that the school committee may request a copy of my transcripts.

Signature Allison Borchers Date 10/5/2023

Send all information to: **Weston Public Schools Search**
c/o Glenn Koocher
MASC
One McKinley Square
Boston, Massachusetts 02109
Telephone: (617) 523 – 8454; (800) 392 – 6023
FAX: (617) 702 – 4111

Email all information to Ann-marie Martin: amartin@ Masc.org

For further information please contact Glenn Koocher at gkoocher (██████████)
Please do not contact school committee members or members of the school administration.

Allison F. Borchers

PROFESSIONAL EXPERIENCE

Assistant Superintendent

July 2017 - Present

Westwood Public Schools, Westwood, MA

Assistant Superintendent for a high-performing district in the suburban Boston area with 2,900 students, 650 employees and 7 schools. A trusted educational leader with the capacity to inspire and support continuous improvement.

Teaching and Learning

- Promote continuous improvement through curriculum and program reviews. Outcomes included the revision of high school social studies course sequence, the expansion of English language arts classroom texts to support culturally responsive instruction, the addition of more math course options (e.g. multivariable calculus) and the creation of an elementary SEL team.
- Plan and implement professional development supporting district initiatives around meaningful learning; social emotional learning; rigorous instruction; diversity, equity, integration and belonging; and student and staff well-being.
- Partner with the Westwood Teachers Union to foster a culture of professional learning and promote thoughtful reflection about the impact of instruction .
- Co-chair an artificial intelligence working group to create guidance and professional development for teachers and make recommendations for policy.
- Champion student voice and investment in learning through civic action projects and partnership programs.
- Led the district in creating successful learning models during the pandemic.
- Expanded the use of universal formative assessment to support instructional planning.

Human Resources and Personnel

- Improve district capacity to recruit, hire and retain a more diverse workforce, through partnerships, training for hiring heads, revised hiring processes, and extension of staff supports and opportunities for growth.
- Manage leaves of absence and support district staff in the development and implementation of workplace accommodation (504) plans.
- Oversee faculty hiring processes, chair critical searches for district administrators (e.g., Student Services Director) and guide principals in decisions about teacher tenure.
- Improved systems for feedback and mentoring for operations staff and administrative assistants through the collective bargaining process.
- Implemented personnel management software to support a stronger onboarding experience for new staff and more efficient hiring processes.

Strategic Planning, Management and Operations

- Partner with the Superintendent in gathering stakeholder feedback and drafting Westwood's Strategy for District Improvement.
- Collaborate with the Superintendent and the district leadership team to create a budget proposal reflecting educational priorities. Directly manage \$5.5 million dollars across several key cost centers.
- Negotiate with the teachers, instructional assistants, custodians and administrative assistants unions to create fair and fiscally responsible collective bargaining agreements.
- Oversee grants, including Title II (Teacher Quality), Teacher Diversification and EEOC.

- Serve as key member of the policy review subcommittee, making recommendations for revision to policies related to personnel, students, and teaching and learning.

Communication and Community Engagement

- Lead district's Equity Audit efforts, including drafting a Request for Proposals, screening potential consultants, providing data to and meeting regularly with project leads and collaborating with the Director of Equity, Integration and COmmunity Partnerships to implement priority recommendations.
- Provide critical support for MSBA-supported school building project, including working with the architects to support community outreach during early stages of the project, writing key components of the education plan for the MSBA submission, and serving as as a member of the School Building Committee and subcommittees.
- Draft written communications and partner with the Superintendent to plan for effective outreach during crisis or in response to controversy.
- Oversee elementary leadership team in creating programs and partnerships with Hale Education, the Westwood Historical Society, Westwood's Public Libraries, Westwood's Early Childhood Council, and Youth and Family Services.

Middle School Principal

July 2008 - June 2017

Westwood Public Schools, Westwood, MA

Led efforts to improve student performance and close achievement gaps, particularly in math and science; established expectations and norms around collaborative unit planning and backward design to ensure consistent curriculum; improved school climate through behavior rubric creation and implementation; increased opportunities for student voice, student leadership and community service; developed and implemented an advisory program; promoted the safety of all students through universal mental health screening and bullying prevention programming.

Assistant Principal

2005 - 2008

Westwood Public Schools, Westwood, MA

Created Running Start induction program for new Boston resident students; planned and implemented school-based professional development; supported students, families and teachers; supervised and evaluated faculty.

John Winthrop House Residential Advisor

2000 - 2006

Harvard University, Cambridge, MA

Created welcoming and supportive environment in undergraduate residence house and mentored students interested in careers in education.

Teacher

1997 - 2005

Westwood Public Schools, Westwood, MA

Grade 8 team leader, English and social studies teacher, high school track coach, and vice president and chair of collective bargaining for the Westwood Teachers' Association.

Admissions Coordinator, Teacher & Dean

1993-1996

The Steppingstone Foundation, Boston, MA

Oversaw recruitment and admissions, taught humanities classes and provided academic and social emotional support for grade 6 students.

EDUCATION

Boston University/The Education Collaborative | 2005-2006

Administrative Licensure Program

MA License #: 51949643 (Superintendent/Assistant Superintendent)

Lesley University | 2001

M.Ed. in Middle School Education

Harvard University | 1993

A.B. in Philosophy

PROFESSIONAL AFFILIATIONS

Massachusetts Association of School Superintendents

The Education Cooperative

Massachusetts Partnership for Diversity in Education

Greater Boston School Human Resources Network

Massachusetts Association for Supervision and Curriculum Development

REFERENCES

Tim Piowar

Superintendent

Westwood Public Schools



Lateefah Franck

Director of Equity, Integration and Community Partnerships

Westwood Public Schools



Emily Parks

Executive Director

The Education Cooperative



Steven Ouellette

Director of Technology, Learning and Innovation

Westwood Public Schools



John Antonucci

Superintendent

North Attleboro Public Schools



Abigail Hanscom

Director of Student Services

Hopkinton Public Schools



Inquiry - Activity Details

Allison F. Borchers xxx-xx-██████

Activity Type: **Licensure**

Credential: **Superintendent/Assistant Superintendent, All Levels, Professional**

Requirements

close



JOHN J. ANTONUCCI, SUPERINTENDENT
NORTH ATTLEBOROUGH PUBLIC SCHOOLS
6 MORSE STREET, NORTH ATTLEBOROUGH, MASSACHUSETTS 02760

October 4, 2023

Dear Weston Superintendent Search Committee,

It is with great pleasure that I write this letter of recommendation for **Allison Borchers**, who is applying for the Superintendent position in Weston. I worked with Allison for twelve years in Westwood, where she served as Principal of the Thurston Middle School, and where I served as Superintendent from 2005 to 2017. She is the total package – an effective instructional leader, community leader, communicator, and colleague. She would certainly be missed in Westwood, but she is ready to become a superintendent and it is without reservation that I recommend her to you.

In the instructional arena, Allison worked tirelessly to shape the agenda at Thurston Middle School, where student growth and achievement was at the forefront of every conversation. Before she became a successful administrator, Allison was one of Westwood's most talented teachers, and she never forgot the challenges of the classroom. As principal, and now as an assistant superintendent, it is evident that her decisions reflect her appreciation of, and experience in the teaching field. Finally, Allison was not afraid to tackle any challenge. I remember a time when the School Committee expressed a desire to raise achievement in Middle School Science, and Allison's response was nothing short of exceptional. She mobilized and motivated her staff, she developed short and long-term solutions, she researched best practices, and importantly, she was unwavering in her commitment to doing what was best for students.

As both Principal and Assistant Superintendent, Allison has exceptional relationships with the parent community, and understands how important community engagement is for school leaders. She is always accessible to families and views them as partners in the education process. She is a great listener, she is patient and empathetic, and parents enjoy collaborating with her even when working through difficult situations. She is also willing to go above-and-beyond to support students and families. Many years ago, we were faced with the tragedy of a student suicide, and Allison's calm, steady leadership style enabled our community to cope with, and recover from, an unimaginable loss. She led with grace and compassion, and it was clear to me then that Allison had the "it" factor that only successful leaders have. You will want her in your corner in times of need.

I place great value on the Superintendent's ability to positively represent the school in a public forum and Allison does that exceptionally well. She is an excellent communicator, both written and verbal, and she is a confident, eloquent public speaker. Whether in a classroom, at an assembly, or at a School Committee meeting, I know that Allison will deliver. Her intellect, her high level of preparation, her ability to relate well to people, and her calm demeanor, are on display at all times.

Over the years I called upon Allison to assume several district-wide leadership responsibilities, from chairing search committees to leading curriculum reviews. Most notably, in 2015, I tapped Allison to serve as Acting Assistant Superintendent to fill a maternity leave, and her transition to a district-level

role was seamless. Besides her contributions to the district, it was a pleasure for me personally to have her next door, and I learned a lot *from her* every day. Of course, Allison assumed that role permanently in 2017, and she deservedly has earned the respect and praise from teachers, administrators, parents, and school committee members. If she leaves Westwood, she will leave with the highest level of respect and admiration from the entire school community.

Finally, Allison was a wonderful colleague and a respected and well-liked member of my administrative team. She always pulled her weight when work needed to be done, and she approached hard work and challenges with a positive attitude. She took her job very seriously yet had a great sense of humor. Importantly, she was also the consummate team player, and she always had the "big picture" in mind. I know you will have many exceptional candidates for this position, but I strongly encourage you to consider **Allison Borchers**. She will be an exceptional superintendent and you will not regret hiring her. Please let me know if I can be of further assistance during the search process. Thank you very much.

Sincerely,

A handwritten signature in cursive script that reads "John J. Antonucci".

John J. Antonucci

Emily J. Parks
Executive Director

Dan Shovak
Director of Finance & Operations



Zachary Abrams
Director of Student Services

Jean Kenney
Director of Professional
Learning & Leadership

141 Mansion Drive, Suite 200
East Walpole, Massachusetts 02032

Phone: [REDACTED]

October 3, 2023

Mr. Glenn Koocher
Executive Director
MASC
1 McKinley Square
Boston, MA 02109

Dear Mr. Koocher and Members of the Search Committee:

It is my pleasure to provide this reference for Allison Borchers, candidate for Superintendent of Schools. It was my privilege to work with Allison for more than a decade, most recently as we worked side-by-side for 6 years when I was Superintendent in the Westwood Public Schools. She is one of the finest educators and leaders that I have worked with, and I am thrilled that she has decided to take on the challenge of the superintendency. I have no doubt that she would provide exceptional leadership for Weston.

In our respective roles in Westwood, Allison and I collaborated on a myriad of issues from long-range systemic change to daily consultation and problem-solving. As Superintendent, I knew I could rely on Allison to ask important questions, provide thoughtful counsel, and act with good judgment. She is both visionary and practical, possessing a keen ability to integrate information from a variety of perspectives, analyze an issue, and then act with clarity. Even when faced with the thorniest of issues or a monumental task, Allison doesn't get overwhelmed, but rather clarifies the goal and starts forging a path, making sure that folks understand the vision and are ready to do the work.

The central office in Westwood is a small team, which means that Allison has been intimately involved in all aspects of leading the district. As a result, Allison has significant experience with budget development, collective bargaining, strategic planning, supervision and evaluation, policy development, personnel matters, incident management, and a building project. For example, she has played a pivotal role in collective bargaining with teachers, instructional assistants, custodians, administrative assistants and food service workers, often building consensus and finding mutually beneficial solutions thereby earning the trust and confidence of both the School Committee and staff. She is knowledgeable about the budget process, having worked through the many budget development cycles to assess competing priorities and present a responsible, sustainable budget that met student needs and aligned with District goals. As the District's *de facto* HR manager, she has conducted a number of workplace investigations, and, as a member of the School Building Committee, she has been involved in every aspect of a building project from needs assessment to feasibility study to design and construction.

While Allison is adept at management and operations, she is deeply rooted in curriculum and instruction and has a strong vision of effective teaching and learning. She is committed to ensuring that all students have the opportunity

to reach their potential, build skills that will allow them thrive, and develop a sense of belonging in school. She understands good curriculum design, is a keen observer of instruction, and is adept at thinking about how to make incremental improvement to meet the needs of all students. She has led the District curriculum review process in several areas, overseen the adoption of new instructional materials and programs, and supported the implementation of new intervention models based on identified student needs. Along with the District's Director of Equity, Integration, and Community Partnerships, Allison has steered the District's efforts to increase teachers' skills around culturally responsive practices and to recruit, hire, and retain a more diverse workforce.

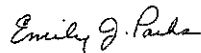
Allison is an excellent communicator. She writes and speaks clearly and resists the temptation to resort to jargon or platitudes. She listens carefully and responds thoughtfully during moments of disagreement or upset. Over the last several years, from COVID policies, to questions about curricular materials, to challenging collective bargaining processes, there have been many opportunities to practice these particular skills. Always open to conversation, Allison effectively balances a desire to understand another person's perspective with a strong inner compass and clarity about her values as a leader. When she communicates about a decision, she does so with transparency, making clear her thought process and how a decision was reached. She is flexible when possible, and holds firm when required. She is comfortable and effective when communicating with any audience, be it faculty, parents, school committee, or students.

Allison believes in working collaboratively, helping others to grow professionally, and continually building the capacity of the organization. She builds strong relationships both within the District and with community partners. For example, as Assistant Superintendent, she strengthened the relationship between the District and the Town's Human Resources Department, identifying ways to be mutually supportive and more efficient, and along with a School Committee member, she represented the District on the Town's Human Rights task force. Beyond the WPS, Allison has a strong professional network, as an active participant in the M.A.S.S. REDI initiative, a member of the M.A.S.S. Assistant Superintendent job-alike group, Tri-County Superintendent's Roundtable, and an officer in the Massachusetts Partnership for Diversity in Education (MPDE).

Finally, Allison approaches her work professionally, ethically, and with humility. She understands, and embraces, the importance of community engagement, and exhibits strong political acumen. She is enjoyable to work with and is highly respected by teachers, administrators, parents, students, and local officials. I honestly can think of no one better to lead a school district. I give her my highest, unequivocal recommendation.

I would be happy to talk further about her candidacy, if that would be helpful during the search process.

Sincerely,



Emily J. Parks
Executive Director



Hopkinton Public Schools

89 Hayden Rowe Street Hopkinton, MA. 01748

Abigail Hanscom

Director of Student Services

Telephone: [REDACTED]

Fax: [REDACTED]

October 5, 2023

To Whom It May Concern,

Please accept this letter on behalf of Ms. Allison Borchers as she applies for the role of Superintendent of Schools. I have had the pleasure of working with Allison for twelve years in my previous role as the Director of Student Services in the Westwood Public Schools.

Allison and I have worked together in her roles as Assistant Superintendent and as the Principal of Thurston Middle School. We have collaborated on numerous projects, programs and very challenging situations. We have had the opportunity to create policies and procedures, professional development calendars and learning activities while also managing the day to day requirements of large departments that frequently intersected. As the Assistant Superintendent in a small district, Allison has to handle multiple domains of responsibility simultaneously. She is the Human Resources Director for the school department, the Curriculum and Instruction Director Pre K - 12 and coordinates the actions of the K - 5 Principals on a weekly basis.

Allison is ready to assume new responsibilities as a Superintendent. She has learned the day to day realities of the Central Office through direct observation and support of the Superintendent for both long term projects such as budget planning and bargaining strategy development as well as immediate and urgent crisis response. She is entrusted to present to the School Committee on the most sensitive topics and always speaks in a thoughtful, calm and informed manner. Her approach to challenging topics has contributed to the community's ability to move forward on curriculum and policy even in the face of vociferous and mean spirited antagonism. I both personally and professionally respect Allison and know that her courage and intelligence will serve your District well if you are lucky enough to have her join your community.

Finally, I think it is relevant to commend Allison's ability to manage multiple projects, demands and constituencies with respect and tolerance. She is frequently the member of the Central Office who handles the most challenging, emotional and divisive issues. She can always be counted on to improve the situation and move the dialogue forward with multiple constituencies in mind. Whether it be in school committee meetings, building project discussions, classroom walk throughs, bargaining sessions or heated personnel meetings, Allison has both the temperament and skill to support students, families, staff and your district as an outstanding educational leader.

Thank you for the opportunity to write on behalf of my respected colleague,

A handwritten signature in cursive script that reads "Abigail C. Hanscom".

Abigail C. Hanscom Ed.M., MSW, CAGS

Director of Student Services

Hopkinton Public Schools

Allison F. Borchers

October 5, 2023

Weston Superintendent Search Committee
c/o Glenn Koocher, Executive Director
MA Association of School Committees
1 McKinley Square, Boston, MA 02109

Dear Mr. Koocher and Members of the Search Team:

This year marks my twenty-seventh working in the Westwood Public Schools. As Assistant Superintendent, my time has been dedicated to helping a very good district get even better, and I have worked with exceptional leaders and colleagues, wonderful students and supportive families. Given my attachment to Westwood, it would take a rare opportunity for me to consider changing districts. The Superintendency of the Weston Public Schools presents just such an opportunity—one that I believe aligns with my interest in taking on a new role with new challenges.

Westwood, like Weston, is a school district with a reputation for academic excellence. Also like Weston, it is a district that is taking steps to ensure all students are welcomed and accepted as community members; that all are provided with opportunities to engage in meaningful learning experiences; that all are inspired, challenged and supported by their teachers; and that all graduate with the skills and insight they need to pursue whatever future plans they can dream up.

My current role includes a wide range of responsibilities, and I have worked side by side with the superintendent to create a vision of excellence, articulate a strategy that supports continuous improvement and lead the efforts to pursue that vision. As an instructional leader, I have restructured curriculum review processes and provided building and department leaders with training and support in order to strengthen teaching and learning. As the head of human resources for the schools, I have made systemic changes to improve recruiting and hiring practices. As the manager of a sizable portion of the school's operating budget, I've worked to ensure that the district is a thoughtful steward of the community's investment. In all my work, I have relied on my skills as a communicator to foster positive and productive relationships with our unions, town departments and community partners. I am ready to take on the responsibilities of a superintendency.

Part of what excites me about pursuing this job at this moment in time is that I am deeply interested in the project of leading through political turmoil. For the schools, and sometimes for the wider community, the superintendent serves as communicator in chief. A superintendent must be able to listen carefully, to speak and write with clarity and precision, to communicate in a way that invites people into the conversation, and to keep that conversation centered at all times on the educational needs of children. I have managed politically fraught topics in a public setting and engaged in

respectful individual conversations with many community members who have widely divergent political views. In every conversation and every public discussion, I endeavor to listen carefully and reflect what I have heard, to find points of agreement when I can, to be forthright about disagreement when it exists, and to assure community members that as a school system, our mission is to support the growth and development of every child.

By all accounts, Weston is a remarkable district. I would relish the opportunity to work with and learn from the educators, students and parents in your community. I am keenly aware of the ways that even extraordinary districts doing extraordinary things can and should continue to look at how our efforts are impacting our students. Are we teaching kids to invest in learning and think critically or are we prioritizing compliance? Are we helping them learn both the value of academic hard work and the importance of investing in other essential parts of their lives? Are we giving them opportunities to build the interpersonal and problem solving skills that will help them navigate college, career and civic life? Are our efforts working for some, perhaps even most, of our students but failing others? A superintendent is in the position to help a district, and the community it serves, reflect and grow and keep getting better on behalf of children.

Thank you for your consideration. I look forward to the possibility of meeting you during the search process and hearing more about your hopes for Weston's students.

Sincerely,



Allison F. Borchers

