



Setting the Course: A Strategic Plan for Worcester Public Schools



October 26, 2017



Pathway to Setting the Course

**January
2016**

Release of
The *Urgency
for
Excellence
report*

Formation of
Business
and Civic
Leaders
Coalition

Spring 2017

Engagement
of Education
Policy and
Reform
Consultants

Formation of
Worcester
Public
Schools
Strategic
Planning
Initiative

Release of
the
Worcester
Compact for
Public
Education

**Summer
2017**

Launch of
Strategic
Planning
Process

What We Will Deliver: Our Approach



Worcester Strategic Plan: Our Approach

May- July
Stakeholder
Engagement

July-September
Teaming &
Visioning

September-
December
Listening Tour &
Analysis

December-
February
Strategic Plan
Development

February
Outreach &
Preparation for
Implementation

Phase 1: Teaming & Visioning

Objectives	Actions
Identify and engaged key stakeholders	<ul style="list-style-type: none">• Community and District Based Committee Membership• Community Public Wide Forum
Develop and form committee operating structure	<ul style="list-style-type: none">• Articulated Multi-level Committee Structure• Launch of Advisory Committee and Working Groups
Facilitated visioning activities for long-term success	<ul style="list-style-type: none">• Review district mission and vision statements

Committee Structures

Working Group	Function	Engagement
Advisory Committee	Diverse set of city, district, community leaders who provide strategic feedback and consultation on overall plan creation	Monthly
Steering Committee	Smaller group of district and community leaders who develop and implement the strategic planning process and contribute to final outcomes.	Twice per month (including the monthly advisory meeting)
Subcommittees	Small groups of stakeholders with interest in a particular subject area (ex. Data) who will discuss and develop proposals on a strategic objective or problem of practice on that topic	Three meeting minimum

Subcommittee

- Access and Availability of Higher Level Learning
- Educator Resources and Development
- Governance, Finance, and Operations
- Instructional Resources and Technology
- Social Emotional Learning and School Climate

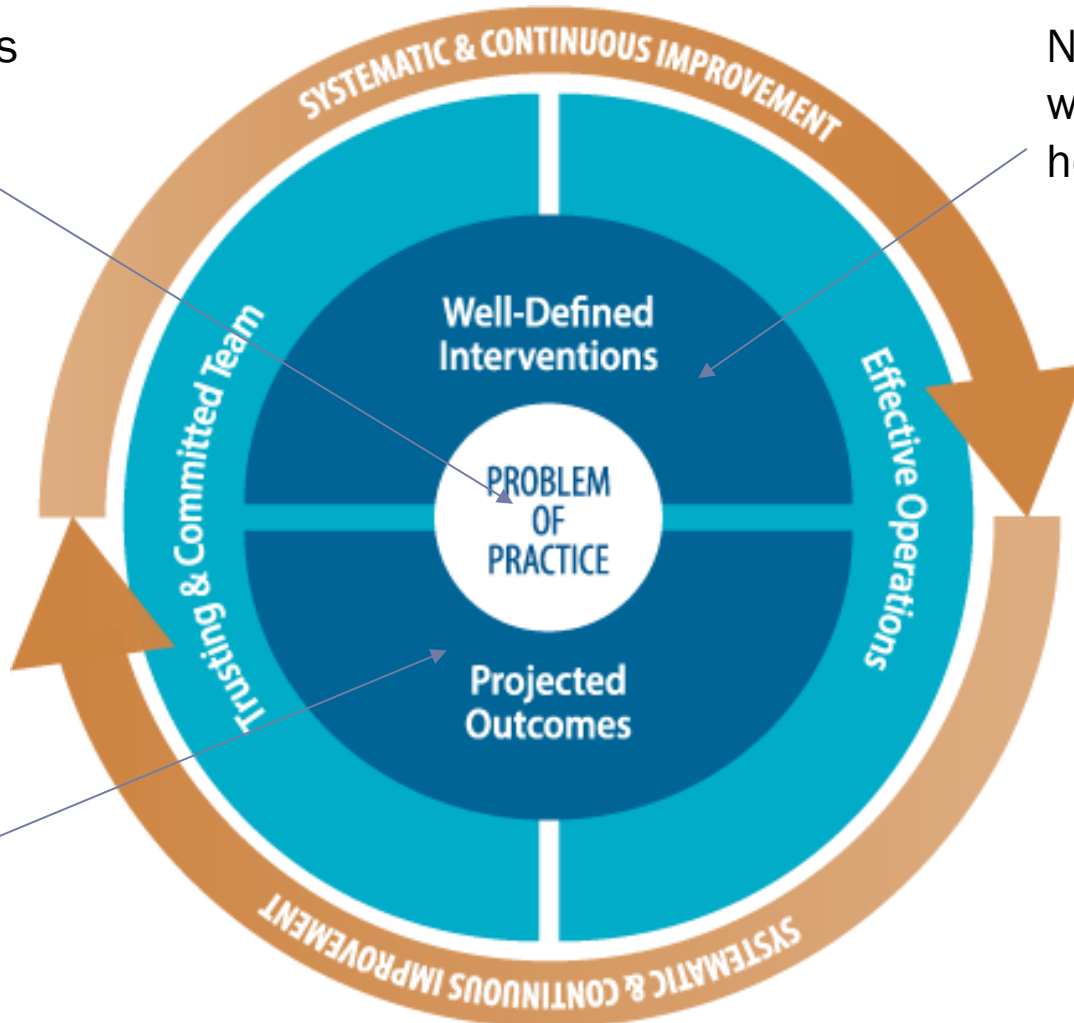
Phase 2: Data Analysis and Synthesis

Objectives	Actions
Engage and solicit perspective from key stakeholders	<ul style="list-style-type: none">• Educator, Parent, and Student Focus Groups
Engage subcommittee members in root cause analysis and strategy development	<ul style="list-style-type: none">• Review quantitative district data• Identify key challenges and focal areas
Present findings to planning committee & host community forums	<ul style="list-style-type: none">• Dissemination of Focus Group Findings to Committees• Three-part community forum series

Change Management Framework: The Work

Working Groups currently in the process of identifying by looking at data

Next Step, examine what is working here or elsewhere



BUT! Begin with the end in mind!

Snapshot: Feedback – Strengths

	Student	Parent	Educator
There are a lot of resources/ supports in schools	X	X	X
Schools feel safe and organized	X		X
Teachers are dedicated	X	X	
Community is invested/supports the schools	X		X

Snapshot: Feedback- Areas for Improvement

	Student	Parent	Educator
More opportunities and supports to assist in planning for college and career opportunities at the high school level	X	X	X
More academic options for high school students	X	X	X
Increase supports and resources for educators to address social emotional needs	X	X	X
Update learning spaces to be more flexible and aligned with the variety of coursework in the building	X		X
More technology access options in schools		X	X



Reflection



Maureen Binienda

Superintendent of Worcester Public Schools





Community Voice



Additional Feedback

Community Feedback

- Which points of feedback resonates most with you?
- What would you add to this list?
- What are the specific improvements that you would like to see in WPS?

Next Steps

- Community Engagement: Focus Groups
- Building the Plan:
 - Strategy Development and Expected Outcomes
 - Articulation of Action Steps

Next Steps (cont.)

Phase 3: Final Plan & Outreach

- Final plan:
 - Identify levers of change to achieve goals
 - Present draft strategic plans to planning committee

- Outreach:
 - Develop communication & outreach materials
 - Create tool to measure impact and implementation of the strategic plan for future use

Conclusion

