



Setting the Course: A Strategic Plan for Worcester Public Schools



December 20, 2017



Agenda

- Overview and Purpose
- Our Findings: Subcommittee Recommendations
- Reflection: Perspectives from the Superintendent
- Community Discussion

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

Subcommittee Process

Discussion Topics:

- Rigorous Learning Options
- Governance
- Finance
- Operations
- Social Emotional Learning
- School Climate
- Early Education
- College and Career Preparation/ Access
- Cultural Competence
- Instructional Technology and Access
- Educator Resources
- Educator Development

50+

Stakeholders
participated in
subcommittees
discussions

30+

hours of
subcommittee
discussion

Subcommittee Process

Analyze
Strengths,
Weaknesses,
Opportunities,
and Threats

Problem
Statement
Definition and
Data Review

Expected
Outcomes and
Future Visioning

Strategy
Development
and Action
Planning

Strategic Principles

Worcester Public Schools (WPS) will support all students' academic, social, and emotional development and preparation for future opportunities and life by prioritizing:

- **High Quality, Rigorous Academics**

- *Worcester Public Schools will provide access to a variety of high quality learning opportunities and resources for all students in support of a comprehensive curriculum that prepares students for learning and life*

- **Quality Instruction and Educator Development**

- *Worcester Public Schools will strengthen educator practice to address the dynamic instructional needs of a large urban district*

- **Supportive Environments in Schools**

- *Worcester Public Schools will employ systematic, targeted, and universal approaches to support whole child development and develop safe, supportive, and responsive school environments*

- **Modern Technology**

- *Worcester Public Schools will modernize and provide access to education tools that personalize learning and increase students' access to knowledge and skill building opportunities*

- **Effective Governance, Finance, and Operations**

- *Worcester Public Schools will develop effective governance, finance, and operations processes that facilitate collaborative improvement for system and student outcomes*

High Quality, Rigorous Academics

Where We Are Going: Worcester in 2021

Academic and support offerings in WPS will be responsive to student needs, interests and meet state standards for graduation

All students can access and participate in advanced learning opportunities at their schools

All students will participate in a coordinated and personalized preparation process for future college or career pathway

How We Can Get There

Mass Core
Compliant Courses
in all schools

Create career
learning
opportunities at all
high schools

Community-Based
Course Offerings as
Electives

Partnership with
Universities to
inventory and scale
advanced learning
opportunities

Personalized
Learning
Approaches in all
schools
(e.g. blended learning)

Rigorous learning
opportunities in
and out of school
for all
(e.g. AP, dual
enrollment,
experiential learning)

Quality Instruction and Educator Development

Where We Are Going: Worcester in 2021

Teacher leadership and skill development opportunities accessible in all buildings

Enhanced collaboration and peer learning opportunities for all educators

A skilled educator and administrator workforce reflective of the diversity of the community

Engaged teachers with supports and incentives to foster positive attendance

Alignment of curricula and instructional strategies to support early learners

How We Can Get There

Support for Educators and Incentives for Attendance

Peer Learning Opportunities for all educators
(e.g. learning walks, coaching, and common planning)

Review of Hiring Timeframe and Diversification of Applicant Pool
(e.g. Identify top teacher prep programs for urban instruction)

Mentoring Opportunities to Support New Educators

Incentives for Skill Development in Evidence-Based Practice and Mastery
(e.g. Credentials, Career Lattice)

Standing Committee on Early Education Alignment and Support

Supportive Environments in Schools

Where We Are Going: Worcester in 2021

Demonstrate increase in student engagement through improved student attendance

All students will receive targeted academic, social, and emotional support

All students can access learning opportunities and demonstrate proficiency in a variety of ways

All parents can access and meaningfully participate in their child's education

Develop accountability measures for social emotional learning

Develop a school climate that values academic achievement and supports school culture

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How We Can Get There

Implementation of District supports and monitoring of student outcomes

Regular Assessment of School Climate and Strategies for Improvement

Trainings in Universal design and Implementation

Trainings in Data Informed Decision Making and Targeted Interventions

Regular Opportunities for Caregivers to Engage in Decision Making in Schools (e.g. Parent Forums)

Implementation of Evidence-based Framework for Social Emotional Learning and Instruction

Modern Technology

Where We Are Going: Worcester in 2021

Defined vision for the district that integrates the use of technology for learning

Communication resources accessible to all and a secure online portal for student and educator information

Technical infrastructure to support personalized learning opportunities through technology for all students

Skill development opportunities for students, families, and educators in digital literacy

Digital learning and computer science curricula at all grade levels

How We Can Get There

District wide
Advisory Committee
on Technology

New District
Website with secure
Student and
Educator
Information

Operational
Wireless
Infrastructure and
Learning
Technologies in All
Buildings

Fiscal Allotment for
Technology
Maintenance in the
District Budget

Instructional
Coaches in
Technology for All
Educators

Digital Literacy
Activities in All
Grade Levels

Effective Governance, Finance, and Operations

Where We Are Going: Worcester in 2021

Efficient governance processes for effective operations and improvements

Formal campaign to raise support at the state level to address current funding formula deficits

Autonomy at the school level to foster innovative practices for student achievement

Improved financial efficiency through strategies to identify cost savings

Marketing strategy to communicate the opportunities in the Worcester schools for current and prospective families

How We Can Get There

Principal Trainings
on Staffing
Autonomy and
Responsibilities

Innovation
Determination for
District

Ongoing Review for
Operational and
Fiscal Efficiency

Streamlined
Operational
Processes for
School Committee
(e.g. consent agendas,
external opportunities
for recognition)

Advocacy Initiatives
amongst District
and State
Policymakers for
funding review

Strategic
Communication and
Outreach on District
Opportunities



Reflection



Maureen Binienda

Superintendent of Worcester Public Schools





Community Voice



Additional Feedback

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- **Modern Technology**

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- **Effective Governance, Finance, and Operations**

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Community Feedback

- Which strategic aims are most important to you?
- High Quality, Rigorous Academics
- Quality Instruction and Educator Development
- Supportive Environments in Schools
- Modern Technology
- Effective Governance, Finance, and Operations

Community Feedback

- What additional action steps are needed?
- What assets in the Worcester Community and Worcester Public Schools will help us achieve these goal?
- What barriers may lie ahead?

Next

Phase 3: Final Plan & Outreach

- Final plan:
 - Identify ways to achieve goals
 - Present draft strategic plans to Advisory Committee and public
 - Present strategic plan to Superintendent and School Committee

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

Conclusion

