

# A STRATEGIC PLAN FOR EDUCATION IN WORCESTER

## AN OVERVIEW

2018-2023

### Mission of Worcester Public Schools

Provide all students the opportunity to advance their scholarship with a rigorous core curriculum and high-quality instruction. This enables students to discover the expanse of their academic talents, shape the quality of their character, and develop the confidence to become conscientious, reflective citizens who are empowered to better our community and our world.

### Our Vision for 2023

Worcester Public Schools will be a national leader in education, offering high-quality learning experiences, ensuring that all young people are prepared to thrive, and equipping them to become engaged citizens in their community.

### Theory of Change

**IF** we embrace a student-centered approach that:

- fosters innovation in schools;
- provides vital supports for teaching and learning;
- ensures access to modern technology;
- develops the critical thinking and technical skills of all students; and
- leverages the input of families and community;

**THEN** we will build a system of diverse, high-performing schools that can equip all students with the academic, social, and technical skills necessary to thrive.

### Worcester Public Schools in 2023

The Worcester community will transform its public school system into one which ensures all students receive a high-quality education and are prepared for the challenges of tomorrow.

### Where We're Headed

#### WPS STUDENTS WILL

**Current**      **2023**  
31% → 47%  
MEET/EXCEED EXPECTATIONS  
ON 3RD GRADE ELA MCAS

65% → 76%  
ENROLL IN POSTSECONDARY  
OPPORTUNITIES<sup>B</sup>

17% → 14%  
REDUCE CHRONIC ABSENTEEISM

1:4 → 1:1  
ACCESS TECHNOLOGY  
(STUDENT TO DEVICE RATIO)

#### WPS WILL

INCREASE PER PUPIL EXPENDITURE BY  
↑ 8%

INCREASE NUMBER OF HIGH  
PERFORMING SCHOOLS BY  
↑ 20%

INCREASE DIVERSITY OF NEW HIRES BY  
↑ 25%



## Culture of Innovation

**All students will have access to high quality learning experiences which leverage effective approaches**

Worcester will foster a districtwide culture of innovation by testing and spreading evidence-based practices and supporting school leaders in making improvements. Worcester will develop an incubation hub to provide a structured approach to piloting and scaling effective practice in the district.



## Academic Excellence

**All students will have access to rigorous and personalized learning supported by technology**

Worcester will improve early education experiences to ensure all students have the knowledge and skills to become lifelong learners. The district will also create a range of stimulating educational experiences in all grades which challenge the intellectual demands of students; develop technological and career skills; and provide students with choices in their academic preparation.



## Welcoming Schools

**All students will gain a holistic set of skills and be supported by a network—inclusive of their families and the community—to realize their personal, academic, and professional goals**

Worcester will cultivate welcoming environments in all schools by supporting students' social and emotional health and fostering collaboration and participation from families and the community. Schools will proactively monitor students' wellbeing and academic needs to more equitably allocate resources and provide holistic support.



## Investing in Educators

**All students will be supported by effective educators who demonstrate leadership and commitment to enhancing student learning and development**

Worcester will enhance its educator workforce by recruiting top candidates from diverse backgrounds and supporting current educators through training and instructional support in social-emotional learning, integrated instruction with technology, and cultural competence.



## Technology & Operations

**All students will learn in an efficient and fiscally sound district**

Worcester will come together as a city, community, and school district to prioritize and support success for all students. This includes more public participation in school policy discussions and new strategies to advocate for state funding.