



Report of the Superintendent

Superintendent Maureen Binienda
November 3, 2016

Standards: III-A-1, III-A-2;
I-C-1; I-E-1, I-E-2, I-E-3;
III-E-2; IV-A-2



Superintendent's Entry Plan

- Interviews
- Document Analysis
- School & Classroom Observational Data
- Additional Considerations
- District Report

Interviews: School and Community Meetings

June	July	August	
Coughlin Electric Curriculum Liaisons DESE Diane Biancheria Donna Colorio Elder Summit Care Fallon Health Head Start John Monfredo Lave View School Mass Insight One School/One Library PIC Teacher's 21 TLC WEC WPI	City Manager Augustus Clark University CMSEC Chief Sargent, WPD Curriculum Liaisons Donna Colorio Dr. Matilde Castiel Mayor Petty Parent Info Center Raise.Me Foundation UMass Medical School Unum Upward Bound WEC Worcester Magazine Worcester Rotary Club WorcesterHEARS Youth Philanthropy	Anna Maria College Assumption College Channel 3 City Manager Augustus Community Legal Aid Curriculum Liaisons DCU Center Durham School Services Edward M Kennedy Community Health Care Engrade Gradebook EVERfi Fallon Health	FitClub Jobs for Youth Mass Insight Mayor Petty Molly McCullough MSBAPaul Livingston Playworks QCC \$eedMA Strategic Plan TLC Meeting United Way UNUM WEC Worcester Interfaith Worcester Rotary Club WorcesterHEARS Work for Worcester

Interviews: School and Community Meetings

September

AAA Driver Training
 School
 ASVAB Interpretation
 Bowditch & Dewey
 Chamber of
 Commerce
 CMSEC
 College Board
 CPPAC
 DESE Civic
 Engagement
 Diane Biancheria
 EAW
 Edward Kennedy
 Center
 Fallon Health
 Gear Up
 Girl's Inc
 Hanover Insurance
 HOPE Coalition
 In City Times
 Jordan Levy

Mass Insight
 MassEdCo
 Mayor Petty
 Nellie Mae
 Recreation
 Worcester
 Teacher's 21
 Strategic Plan
 Umass Medical
 School
 WEC
 Worcester Public
 Library
 Worcester Research
 Bureau
 WSBA
 Youth Craft

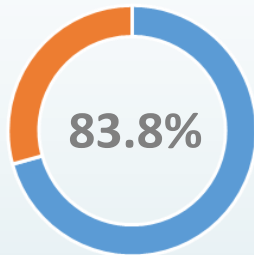
October

American Heart
 Association
 Assumption College
 Autism Learning
 Partners
 Birth to 3/ECE Grant
 BOKS
 Central MA
 Workforce Investment
 Board
 CMSEC
 Chamber of
 Commerce
 City of Worcester
 Public Health Dept
 Commerce Bank
 Commission for the
 Blind
 CPPAC
 DESE
 DPW
 Durham School
 Services
 EAW

Jordan Levy
 Kaska Yawoo, ACE
 Kim Marshall
 Mass Insight Education
 MCAC Day
 Microsoft
 Molly McCullough
 NEASC
 OEE & MEFA
 Our Bright Future
 QCC
 Recovery High School
 Recreation Worcester
 Rep. Mary Keefe
 Senator Mary Keefe
 Strategic Plan
 WEDF
 Worcester JYC program
 Worcester Pipeline
 Collaborative
 WPD
 Worcester Interfaith
 WSU

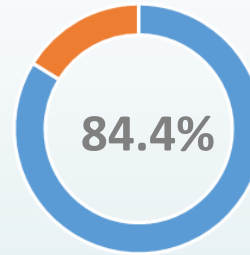
Document Analysis: Where We Are

4-YEAR ADJUSTMENT
GRADUATION RATE



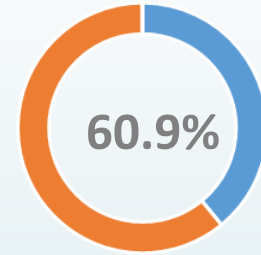
■ 2015

5-YEAR ADJUSTMENT
GRADUATION RATE



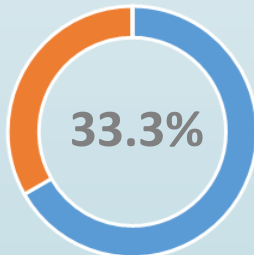
■ 2015

COLLEGE ENROLLMENT RATE
Within one (1) year of
High school graduation



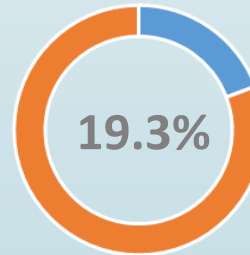
■ 2015

SAT PARTICIPATION RATE



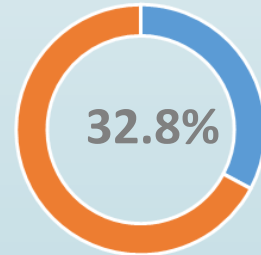
■ 2015-2016

AP PARTICIPATION RATE



■ 2015-2016

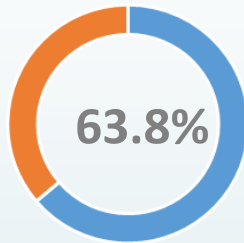
AP QUALIFYING SCORE
RATE



■ 2015-2016

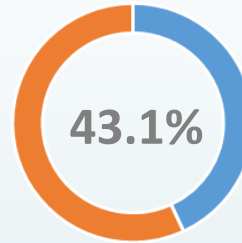
Document Analysis: Where We Are

MCAS ELA OVERALL
PROFICIENCY



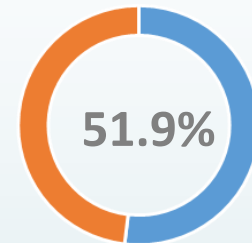
■ 2016

PARCC ELA OVERALL
MEETING EXPECTATIONS



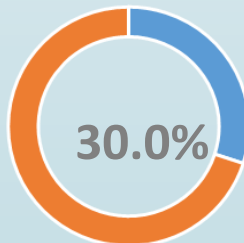
■ 2016

MCAS MATH OVERALL
PROFICIENCY



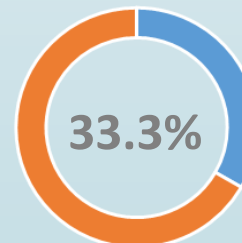
■ 2016

PARCC MATH OVERALL
MEETING EXPECTATIONS



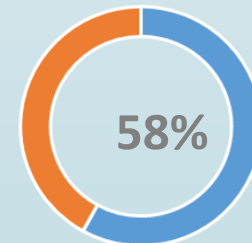
■ 2016

MCAS SCIENCE OVERALL
PROFICIENCY



■ 2015

ACCESS MEDIAN
PERCENTILE



■ 2015

School and Classroom Observational Data

- Challenge & Reach Program
- Chandler Elementary & Annex
- Chandler Magnet
- Columbus Park
- Doherty Memorial
- Gerald Creamer Evening
- Goddard School
- Grafton Street School
- Jacob Hiatt Magnet
- McGrath Elementary
- North High School
- Norrback Avenue
- Nelson Place
- Quinsigamond Elementary
- Rice Square
- South High Community
- Sullivan Middle
- Special Ed Transition
- University Park Campus
- Union Hill
- Vernon Hill
- Worcester Technical

Additional Considerations: Community Events

April/May	June	July	August	September	October
WPI Welcome reception	Braveheart's Opening Pitch	TEAM Meeting	Worcester State's Superintendent's Welcome Reception	First Wednesday Group	YWCA Guest Reader
WPS Graduation Speaker	Burncoat Ribbon Cutting	Andy's Attic	Eagle Hill Welcome and Closing Dinner	CMHA Application Dinner	Coats for Kids Pancake Breakfast
WSU Urban Education Panel	Youth Service America Conference	Urban Superintendents Network Conference	Unum Welcome Back night	Columbus Day Parade Banquet	Youth Violence Prevention Initiative
Woman's Conference	Dedication of North High Library		Ecotarium Guest Reader	Worcester Magazine's 40 th Anniversary	H.A.C.E. Awards
WSU College President Celebration	WPS Graduation Speaker			Prayer at City Hall	North High Homecoming
	WPS Evening of Staff Celebration			Fallon Health Hunger Awareness Brunch	US District Court's Norman Rockwell Unveiling
	Chamber of Commerce Annual Meeting			Commerce Bank Field Ribbon Cutting	Breast Cancer Walk
	EAW Speaker- WPS Retirement			WSU Ribbon Cutting	Coats for Kids Fundraiser
	MA School of Pharmacy and Nursing Ceremony				Food Policy Council Celebration
	WPS Mini Olympics				WEDF
					Girls Inc Awards Night
					Manufacturing Roundtable
					Greendale Peoples Church
Standard: III-A-2					



District Report on Findings

- ▶ New Mission Statement
- ▶ New District Focus Goals
- ▶ District Strengths & Weaknesses
- ▶ Next Steps



Mission Statement

Our mission in the Worcester Public Schools is to 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.



District Focus Goals



1. Provide a supportive, safe, and orderly learning environment that emphasizes relationships marked by respectful interactions, acceptance, inclusiveness, and our responsibility to one another.
2. Work collaboratively to create and sustain excellent instruction that improves students' skills in literacy, critical thinking, collaboration and communication to prepare them for global citizenship.
3. Engage responsively with families and higher education, business and community partners to develop and enhance opportunities for all students.
4. Enhance professional collaborative structures that promote strong, ethical leadership and scholarship.



WPS Strengths & Challenges

Strengths:

- Strong district and school based leadership teams
- Passionate and well trained professional staff
- Focused professional development opportunities
- Solid community and business support
- Open communication and support from City Officials and Legislative Officials

Challenges:

- Foundation Budget: inadequate funding



Next Steps

Worcester Public Schools will continue to:

- Improve academic results through strategic focus on teaching and learning
- Improve core curriculum structures
- Provide targeted professional development
- Set clear academic targets
- Provide career and college opportunities for ALL students
- Expand community partnerships
- Provide parent support
- Cultivate new school leaders that can expand and support our work
- Build trust between schools and the community
- Seek community support for mentoring, Adopt a School Program, Strategic Plan , grants, volunteers for school initiatives, College and Career Opportunities.

M.A.S.S. New Superintendent Induction Program

Process and Timelines for New Superintendents

Key Actions

1. By mid-August, present to the school committee a written Entry Plan.
2. By December, complete and present a report of the Entry Findings.
3. By March, propose key strategies to improve student learning and other district systems of support.
4. By April, collaborate with school committee to identify three to five student learning and district improvement goals.
5. Secure stakeholder feedback about engagement, awareness, and commitment to these strategies and goals.

Superintendent Rubric At-A-Glance

Standard I: Instructional Leadership	Standard II: Management & Operations	Standard III: Family and Community Engagement	Standard IV: Professional Culture
A. Curriculum Indicator 1. Standards-Based Unit Design 2. Lesson Development Support	A. Environment Indicator 1. Plans, Procedures, and Routines 2. Operational Systems 3. Student Safety, Health, and Social and Emotional Needs	A. Engagement Indicator 1. Family Engagement 2. Community and Business Engagement	A. Commitment to High Standards Indicator 1. Commitment to High Standards 2. Mission and Core Values 3. Meetings
B. Instruction Indicator 1. Instructional Practices 2. Quality of Effort & Work 3. Diverse Learners' Needs	B. Human Resources Management & Development Indicator 1. Recruitment & Hiring Strategies 2. Induction, Professional Development, and Career Growth Strategies	B. Sharing Responsibility Indicator 1. Student Support 2. Family Collaboration	B. Cultural Proficiency Indicator 1. Policies and Practices
C. Assessment Indicator 1. Variety of Assessments 2. Adjustment to Practice	C. Scheduling & Management Information Systems Indicator 1. Time for Teaching and Learning 2. Time for Collaboration	C. Communication Indicator 1. Two-Way Communication 2. Culturally Proficient Communication	C. Communications Indicator 1. Communication Skills
D. Evaluation Indicator 1. Educator Goals 2. Observations & Feedback 3. Ratings 4. Alignment Review	D. Law, Ethics & Policies Indicator 1. Laws and Policies 2. Ethical Behavior	D. Family Concerns Indicator 1. Family Concerns	D. Continuous Learning Indicator 1. Continuous Learning of Staff 2. Continuous Learning of Administrator
E. Data-Informed Decision Making Indicator 1. Knowledge & Use of Data 2. School and District Goals 3. Improvement of Performance, Effectiveness, and Learning	E. Fiscal Systems Indicator 1. Fiscal Systems		E. Shared Vision Indicator 1. Shared Vision Development
			F. Managing Conflict Indicator 1. Response to Disagreement 2. Conflict Resolution 3. Consensus Building