

2011-12 REPORT ON SUPERINTENDENT'S GOALS
Melinda J. Boone, Ed.D.

(Approved by School Committee November 3, 2011)

(Framed Around the District's Comprehensive Accountability System)

“Delivering on High Expectations and Outstanding Achievement”

- **100% of students guaranteed a rigorous core curriculum resulting in measurable gains in student learning**
 - **Focus on the percent of students proficient in reading, ELA and math**
 - **Focus on the percent of students successfully completing high school coursework that prepares graduates for college and career readiness**

Goal Areas:

- **Student Academic Achievement – strategies resulting in high levels of student achievement**
 - Initiate district curriculum revision to reflect the new Massachusetts Frameworks (2011) in English and Mathematics (defining standards, defining needs of students, and defining scope and sequence)

■ ***Accomplishments:***

- Phase I of the curriculum renewal process has been underway throughout 2011-12 school year. Stakeholders have had key roles as participants and decision-makers, under the leadership of each Curriculum Liaison.
- Each content area is on schedule for defining a scope and sequence aligned with state standards for fall 2012. A format aligned with that used by the College Board to describe courses will be used to describe WPS K-12 courses.
- Monthly reports on this work are provided at the Standing Committee for Teaching, Learning and Student Supports
- Two significant changes to policies gained approval by the School Committee: adoption of new graduation requirements, effective with the entering 9th grade class in 2013), aligned with the MASSCore and refinements to the Advanced Placement policy to support greater access to advanced placement courses.
- Monitor and assess full implementation of the initial Innovation Schools in

the district with specific attention on instructional practices and achievement benchmarks outlined in the approved plans

■ ***Accomplishments:***

- Principals of Innovation Schools meet monthly with members of the Superintendent's Staff to ensure successful implementation based on approved plans.
 - Implementation of Pinpoint was initiated with a soft-launch in the spring of 2012. Full implementation is on track for the fall of 2012.
 - Innovation School review meetings with the School Committee will occur in the fall of 2012.
- Continue development of new career, vocational and technical education programs/courses in the comprehensive high schools, with particular emphases on STEM related opportunities

■ ***Accomplishments:***

- Doherty High School is expanding its Engineering Academy to accommodate more students. This is in response to greater numbers of students expressing an interest and the district responding to that need.
- Worcester East Middle School (WEMS) is implementing its Innovation School Plan for a STEM academy in the fall of 2012. The science lab at WEMS will be refurbished as part of this initiative. This academy will strengthen the health and science academy pipeline at North High School. Students from across the city are able to apply for enrollment into the WEMS STEM Academy.
- North High School's Health/Science Academy gained approval as a Chapter 74 program by DESE. It is also expanding its academic reach with its Early College High School initiative affording students in grade 12 the opportunity to earn college credits prior to graduation.
- Worcester Technical High School's innovation plan for an Early College STEM High School was approved this spring by the School Committee. Their work continues to strengthen college and career readiness in a variety of STEM related fields.
- Additional teaching positions gained through the city's allocation of an additional \$350,000 in funding, along with \$1.4 million in funds that WPS identified in its budget, will result in additional positions for vocational and technical

education and new career focus areas at Doherty High School, Worcester Technical High School, North High School, and Worcester East Middle School.

- Develop an educator evaluation system for principals and teachers aligned with expectations to support greater student achievement, initially for Level 4 schools

■ ***Accomplishments:***

- Educator Evaluation system implementation has been underway since August 2011.
- Level 4 schools have implemented the new system as required by DESE.
- The district is currently in collective bargaining with the Educational Association of Worcester (EAW) regarding the implementation of the new system throughout the district. Full implementation is required of all Level 4 districts for 2012-13.

- Address strategies to continue to lower the dropout rate and improve graduation rates for all students

■ ***Accomplishments:***

- The district has increased alignment of alternative programs to ensure that all students have access to a rigorous curriculum.
- The district is participating in the Grad-Planning Grant for both high schools and middle schools. A variety of strategies are underway, including using early warning indicator data for students in grades 7-12 to support improved attendance and academic performance, increased focus on English language learner (ELL) support to build both academic language and English proficiency. Achievement monitoring is underway using vertical teams of teachers.
- The district partners with Quinsigamond Community College in the Gateway to College initiative and Vision Project. The Gateway initiative focuses on alternative educational opportunities for students, while the Vision Project ensures that students matriculate to college successfully without the need for remediation in math.

- Initiate exploration of a process for identifying and serving gifted students

■ ***Accomplishments:***

- This item will be addressed in the future. Limitations on resources have impacted the district's ability to advance work in this area.
- **Welcoming, Safe and Secure Schools – strategies to develop and maintain welcoming, safe and secure schools**
 - Monitor and assess implementation of the Challenge and Reach Academies developed to support the grade 7-12 continuum for alternative programming

■ ***Accomplishments:***

- The Quadrant Office works very closely with the Coordinator of Alternative Programs to ensure he regularly monitors the implementation of the Challenge and Reach Academies.
 - Teachers and administrators from alternative programs have participated in bi-monthly meetings during 2011-12 and have developed shared core values, are considering the implementation of PBIS, and have met with district departments to learn about supports they are able to access.
- Ensure enforcement of student conduct policies and guidelines in a manner which maintains school order and safety consistent with the procedural and due process rights of students

■ ***Accomplishments:***

- I appointed the Chief Academic Officer to serve as designee for hearings potentially leading to long-term suspension of students. Fourteen hearings were conducted during the 2011-12 school year. These hearings considered violations of rules 4-Physical Assault on a Student or Other Person not employed by the School, 5A-Threatening a School Employee, 6A-Written Assault or Threat on a Student or Non-employee, 8-Policy on Possession or Use of Alcohol, and 13-Sounding False Alarms (Policies Handbook for the Worcester Public Schools – 2011-12).
- The Due Process Clause is essentially a guarantee of basic fairness. Fairness can, in various cases, have many components: notice, an opportunity to be heard at a

meaningful time in a meaningful way, a decision supported by substantial evidence. The seriousness of each situation is considered in the determination of the outcome of the hearing.

- 2011-12 Hearing Outcomes:
 - Discipline by the school was sufficient – 5
 - Diagnostic placement – 2
 - Up to ten days of additional suspension – 5
 - Hearing by the School Committee – 2
- Extend opportunities for student and family engagement through provision of appropriate language supports

■ ***Accomplishments:***

- The district continues to expand and be responsive to language needs by adding ESL classes for parents and adults in the community.
- Implemented Spanish language requirement for certain office/clerical positions in the district.
- The district has added Arabic as one of now five (5) languages when certain district and school documents are translated.
- Family and Community Engagement, Commitment and Partnership – strategies that foster high levels of family and community engagement, commitment and partnership
 - Launch parent portal for secondary schools allowing access to student schedules, attendance and quarterly grades

■ ***Accomplishments:***

- This was successfully implemented at the beginning of the 2011-12 school year. Comments from parents have been positive on this effort.
- Implement Wraparound Zone efforts to support the social/emotional, family stability, and attendance needs of students within designated schools

■ ***Accomplishments:***

- The district Wraparound Zone (WAZ) Project Manager

continues to support the implementation of WAZ at Chandler Elementary School, Union Hill Elementary School, Goddard Elementary School, Chandler Magnet School, Woodland Academy, Goddard Scholars Academy, and University Park Campus School.

- The schools have hosted family and/or partner programs to inform stakeholders about available resources in the community.
 - The district has received additional support from the Executive Office of Education and Department of Health and Human Services by assigning a liaison to support linking WAZ efforts to community services.
 - The district participates in the state network of WAZ programs sharing and learning best practices.
- Continue to garner and leverage focused partnerships to support wraparound zone efforts, innovation schools, student achievement, and enrichment activities

■ ***Accomplishments:***

- Worcester Education Collaborative (WEC) : District-wide debate team (North High School's after-school program); Supported the city's application for recognition as an "All-American City" with a focus on citywide literacy efforts; Community Responsibility Initiative linked to the district's Comprehensive Accountability System and connecting business, community agencies, and colleges/universities in efforts to improve student achievement and to support schools; community forums designed to inform parents and others of revisions to the state's Curriculum Frameworks, MASS Core requirements, college and career readiness
 - Oak Hill CDC: Constructing an asset map for the Burncoat Quadrant as supported by a grant from the DESE. This work will have direct implications for Burncoat Prep as a Level 4 school
 - Innovation Schools, WAZ and Supplemental Academic Programs and Services: These district entities maintain and establish numerous partnerships to support after-school programs, parenting support, school programs and incentives.
- Continue to support CPPAC's implementation of its agenda to engage a diverse base of parents in efforts to ensure college and career readiness for

every student

■ ***Accomplishments:***

- Continued monthly meetings with CPPAC leadership to plan and support various programs and initiatives of the group and well as to discuss concerns, challenges and areas of celebration throughout our schools.
 - Supported the CPPAC 2012 Parent Exposition with planning, logistics and implementation of a very successful event. Twenty (20) schools showcased academic programs, instructional supports and/or innovative practices. Ten (10) district departments highlighted supports and services for families and adults in the community.
- Provide periodic updates on successful efforts by schools to improve the welcoming climate for parents and community

■ ***Accomplishments:***

- The Office of Supplemental Services conducts a quarterly review of customer service survey results with the staff at the Parent Information Center (PIC).
 - Data from parent perception surveys conducted in the spring of 2011 were presented and discussed at the standing committee level. That information was also reviewed by the district's LEAP team and principals.
 - The second year of parent perception surveying is currently underway and to date participation is well above last year's numbers with approximately 3000 responses received. These results will be presented to the school committee and various stakeholder groups during the 2012-13 school year.
- **Communication to Share and Promote Practices and Results – strategies to transfer information of effective practices and needs among all stakeholders**
- Continue to provide the opportunity to meet with School Committee members on a regular basis to discuss the direction of the district and specific issues impacting the district

■ ***Accomplishments:***

- Continued meeting individually with School Committee members on a regular and as needed basis to discuss district operations, policy matters, movement towards specific

goals and objectives, fiscal matters, community concerns and other matters raised by either School Committee members or the Superintendent.

- Worked to establish a consistent and timely flow of pertinent information to the School Committee utilizing members of the senior leadership team, including the Chief Academic Officer, Chief Finance and Operations Officer, Clerk of the School Committee, along with the Superintendent.
- Develop district marketing/communications plan to support attracting and retaining students based on the portfolio of school options available within the Worcester Public Schools

■ ***Accomplishments:***

- The district's portfolio of school options has been expanded through the implementation of 8 innovation schools and the expansion of CVTE programming at the comprehensive high schools.
- Twenty (20) schools showcased their academic and instructional focus at the 2012 Parent Exposition co-sponsored by CPPAC and WPS.
- Each school has a profile and overview of programs on its webpage
- The FY2013 Budget includes a profile of each school along with staffing and site budgetary information.
- Innovation Schools hosted a variety of information sessions for parents to highlight and promote programs to aspiring and current parents.
- Present Annual State of the Schools Message to highlight both progress and targets for the district

■ ***Accomplishments:***

- The State of the Schools message was sponsored by the Worcester Education Collaborative and presented on October 24, 2011 at North High School. Invited guests included School Committee, City Council, CPPAC, WEC, Black Legacy, PTOs, and various other community groups.
- Twelve (12) areas of district and community focus were presented during that meeting as a charge to embracing and supporting public education in Worcester and moving all students toward college and career readiness. Seven (7) of

those targets focused on policy changes, increased fiscal support, and capital needs. All seven of those targets have been met or addressed!

- **Fiscal and Operations Management**

- Continue to work collaboratively with the School Committee, City Council and City Manager to establish priorities for capital improvements within the Worcester Public Schools

- ***Accomplishments:***

- Worcester Public Schools, with City Council and City Manager support, submitted Statements of Interest to the MSBA for replacement of Nelson Place Elementary School, Accelerated Repair Projects, and Science Lab refurbishment.
 - On June 6, 2012, the MSBA invited Worcester Public Schools and the City of Worcester into the feasibility process for a Nelson Place School replacement and five (5) Accelerated Repair Projects.

- Monitor and assess building cleanliness and upkeep focusing on the supervision during both the first and second shifts

- ***Accomplishments:***

- The second shift custodial supervisor position was implemented during the 2011-12 school year. That person's responsibilities include leading building cleanliness assessments in each school and monitoring cleanliness improvements as a result of those assessments.
 - A greater focus on expectations for building cleanliness, general maintenance, and quality controls has been initiated this year. All efforts in this area will continue including additional training for custodians.

- Continue to work collaboratively with the School Committee, City Council, and City manager to secure funding for Worcester Public Schools beyond the minimum required in the foundation funding formula

■ *Accomplishments:*

- A request for an additional \$5 million in annual revenue was submitted to the City Manager and City Council to address staffing, professional development, materials, supplies and equipment for implementing the MASS Core, expanding career and technical programs, along with supports for English language learners and students with disabilities.
 - Worked collaboratively with the City Manager to garner an additional \$350,000 for FY 13 to address elementary class sizes. This \$350,000 was matched by WPS through adjustments to the FY13 recommended budget. Additionally, that agreement resulted in the City Manager recommending to City Council that funds WPS had earmarked in the FY 13 budget for environmental management issues be capitalized, thus freeing up \$1 million to support additional school nurses, and secondary positions for implementing MASS Core and career and technical education expansion.
 - Worked collaboratively with the City Manager to initiate a process to develop core budget assumptions and a 5-year projection for funding for the WPS.
- Continue to engage the local legislative delegation in support of and understanding of educational issues impacting the Worcester Public Schools

■ *Accomplishments:*

- Supported the Legislative Breakfast hosted by the School Committee for the local legislative delegation with development of the agenda and provision of background information on the various topics.
- The district responded to and/or provided information to the legislative delegation on funding and policy actions being considered in the legislature.
- The district has worked with the area's Congressman to share thoughts and concerns on matters at the federal level impacting public education, including the new nutrition bill and reauthorization of NCLB.
- Met with Mayor and members of the local legislative delegation.

PLEASE NOTE: The designation of Burncoat Prep Elementary School as a Level 4

school resulted in successful implementation of the stakeholder group process and approval of the district's turnaround plan for that school. We are awaiting notice on funding of the school redesign grant to support turnaround efforts at Burncoat Prep.