

## Draft

October 27, 2010  
20 Irving Street  
Room 410

1. Introductions – 10 minutes
2. Superintendent's Charge – 10 minutes
  - Creating A System of Schools that Attracts and Retains Families and Results in Outstanding Achievement for All Students
  - What boundaries will guide the operation of Innovation Schools in Worcester?
3. Meeting Norms and Meeting Roles – 15 minutes
4. Effective Schools / Innovation Schools – 20 minutes

-----Break – 5 minutes-----

5. Data Analysis: The Current Context – 30 minutes
6. Essential Conditions – Overview and Rubric – 15 minutes
7. Essential Condition # 1 – Effective District Systems of Support – 30 minutes
8. Essential Condition #2 – Effective Leadership – 30 minutes
9. Essential Condition #6 – Principal's Staffing Authority – 30 minutes
10. Points for Communication – 30 minutes
11. Meeting Evaluation – 10 minutes

### References and Supports

1. Meeting Agendas
2. Message from Superintendent Boone
3. The Worcester Public Schools (WPS) Compact & Strategic Goals
4. Moving Toward A Results System
5. Innovation Schools: Six Steps to Approval
6. Innovation Schools: Frequently Asked Questions and Answers
7. G.L. Chapter 71, Section 92 – Innovation Schools
8. Essential Conditions for School Effectiveness & Rubric
9. The 90 / 90 / 90 Schools: A Case Study
10. Student Performance and Demographic Data – State, District & South Quadrant
11. High Performance in High Poverty Schools: 90 / 90 / 90 and Beyond
12. WPS – Year Two Leadership Expectations (Essential Conditions #1 & #2)

### Meeting Norms:

1. Begin And End On Time, 2. One Person Speaks At One Time, 3. Stay Focused, 4. Make Decisions By Consensus, 5. No Side Conversations, 6. Be Patient And Respectful, 7. NA - No Acronyms, 8. Humor, 9. Each Person Is Responsible For Representing His / Her Point Of View, 10. Check-in With Each Member To Verify Consensus

Draft

October 27, 2010

Recommendations – Essential Condition #1

**Define the ways district support and intervention systems will be used to anticipate and address school staffing, instructional, and operational needs in timely, efficient, and effective ways for Innovation Schools in Worcester?**

Unless articulated in the Innovation School Proposal and Plan, established district systems, policies, and practices will be used to anticipate and address school human resource, instructional, and operation needs in timely, efficient, and effective ways for Innovation Schools in Worcester. Other agreements can be reached through negotiation with and approval by the Worcester School Committee.

Human Resource systems address human capital issues such as attracting, hiring / placement, developing, retaining, evaluating staff.

Instructional systems address issues related to teaching and learning such as school management and instructional leadership, curriculum, instruction, assessment, and professional development materials and support.

Operational systems address issues related to budgeting, transportation, nutrition, grants management, and facilities.

The district office of Research and Accountability provides supports regarding data collection, application, and action planning related to continuous improvement toward outstanding results for all students.

October 27, 2010  
Recommendations – Essential Condition #2

**Define the key leadership expectations.**

Innovation Schools will use the Worcester Public Schools Leadership Expectations to define expectations for school leaders.

Worcester Public Schools Leadership Expectations

**1. Deepen the Implementation of the school-wide Instructional Focus**

There is obvious evidence that the school is “living” a solid school-wide Instructional focus through its words, actions and deeds.

**2. Develop professional collaboration Teams to Improve Teaching and Learning**

Using protocols and strategies, teacher teams meet regularly to talk about student work, teacher assignments, effective teaching practices and data that demonstrate progress towards eliminating the achievement gap. The leadership participates in these meetings. These meetings drive improvements in teaching and learning. The Instructional Leadership Team meets regularly and is providing strong leadership around the school-wide instructional focus.

**3. Learn and Use Effective Research-based Teaching Practices**

A narrow list of (3-5) best practices has been identified. Progress is being made at school-wide implementation of the best teaching practices in each and every classroom for each and every student each and every day.

**4. Implement A targeted Professional Development Plan That Builds Expertise in Selected Best Practices**

The School’s Professional Development supports the instructional focus by building teacher expertise and promoting high expectations for all students. As expertise is developed, teachers are held increasingly accountable for implementation of strategies.

**5. Realign Resources (People, Time, Energy, and Money) to Support the Instructional Focus**

The school can demonstrate clear evidence that it is making decisions that its resources are aligned with the school-wide instructional focus.

**6. Engage families and the Community in Supporting the Instructional Focus**

The school can demonstrate clear evidence that it is involving families and the community with the school-wide instructional focus and district and school-wide expectations.

**7. Deepen the Internal Accountability System**

The school has met at least two school-wide SMARTe goals (S – Specific, M – Measurable, A – Attainable, R – Relevant, T – Timely, and e – for everyone). One is around a state-wide measure and one is around a local, internal measure of student performance. Results are easily available and publicly posted. The data is part of an internal accountability system that is used by the Instructional Leadership team

**8. Leadership Focuses on Instruction**

The leadership is working toward the goal of spending 50% of the instructional day in classrooms – observing, demonstrating, modeling and supporting effective teaching practices.

**Define the responsibilities of the district and school regarding actions needed to attract, develop, and retain an effective school leadership team that obtains staff commitment to improving student learning and implements a clearly defined mission and set of goals.**

Refer to Essential Question #1:

Unless articulated in the Innovation School Proposal and Plan, established district systems, policies, and practices will be used to anticipate and address school human resource, instructional, and operation needs in timely, efficient, and effective ways for Innovation Schools in Worcester. Other agreements can be reached through negotiation with and approval by the Worcester School Committee.

Human Resource systems address human capital issues such as attracting, hiring / placement, developing, retaining, evaluating staff.

Instructional systems address issues related to teaching and learning such as school management and instructional leadership, curriculum, instruction, assessment, and professional development materials and support.

Operational systems address issues related to budgeting, transportation, nutrition, grants management, and facilities.

The office of Research and Accountability provides supports regarding data collection, application, and action planning related to continuous improvement toward outstanding results for all students.

The Innovation School Application must address the following:

1. Describe how the school's mission and vision will be shared and aligned with leadership expectations.
2. Define stakeholders.
3. How will stakeholders be involved in decision-making in the areas of autonomy?

October 27, 2010

Recommendations – Essential Condition #6

**Define the role of district personnel policies, budgetary restrictions, and superintendent of schools regarding staffing.**

Refer to Essential Question #1:

Unless articulated in the Innovation School Proposal and Plan, established district systems, policies, and practices will be used to anticipate and address school human resource, instructional, and operation needs in timely, efficient, and effective ways for Innovation Schools in Worcester. Other agreements can be reached through negotiation with and approval by the Worcester School Committee.

Human Resource systems address human capital issues such as attracting, hiring / placement, developing, retaining, evaluating staff.

Instructional systems address issues related to teaching and learning such as school management and instructional leadership, curriculum, instruction, assessment, and professional development materials and support.

Operational systems address issues related to budgeting, transportation, nutrition, grants management, and facilities.

The office of Research and Accountability provides supports regarding data collection, application, and action planning related to continuous improvement toward outstanding results for all students.

**Define parameters of authority granted to the school's leadership to make staffing decisions based on the Innovation School Plan and student needs.**

The Innovation School applicant will address the following:

1. Define the school's staffing plan in terms of the school's mission and vision.
2. Define how the school's leadership will make staffing decisions that are aligned to student needs.

October 27, 2010  
Points for Communication

**Summarize and list key points of discussion and information from the meeting.**

1. The Local Partnership Group agreed that their purpose is to support improved school performance and student results to make Worcester the School District of Choice.
2. The Local Partnership Group agreed on Meeting Norms.
  1. Begin And End On Time, 2. One Person Speaks At One Time, 3. Stay Focused, 4. Make Decisions By Consensus, 5. No Side Conversations, 6. Be Patient And Respectful, 7. NA - No Acronyms, 8. Humor, 9. Each Person Is Responsible For Representing His / Her Point Of View, 10. Check-in With Each Member To Verify Consensus
3. Three of the 11 Essential Conditions (Essential Condition # 1 – Effective District Systems of Support, Essential Condition #2 – Effective Leadership, and Essential Condition #6 – Principal’s Staffing Authority) were considered and are under review.
4. State, District, and School data were analyzed for patterns of success and challenge. The data are useful for the group’s decision-making.
5. Innovation Schools will be required to adhere to the district’s policies and procedures related to Human Resources (such as: attracting, hiring / transferring, developing, retaining, evaluating staff; Instruction (such as school management and leadership, curriculum, instruction, assessment, professional development materials and supports), Operations (such as budgeting, transportation, nutrition, grants management, and facilities), and Research & Accountability (such as data collection, application, and planning related to continuous improvement toward outstanding results for all students) unless otherwise approved via the Innovation School Approval Process.

**Develop communication that is relevant to each of the different constituencies represented**

Members of the Local Partnership Group agreed that no additional support was needed.

**Meeting Evaluation and Review Next Agenda**

What went well?

The binder of agendas and materials was helpful

Focus of the discussions  
Transparent communication

Areas for Improvement?

Name Cards  
Parking Availability

Parking Lot for Questions  
Process for Consensus