



**Marco C. Rodrigues, Ed.D.**

**Interim Superintendent**

**Entry Plan**

December 3, 2015

Since my appointment to the Interim Superintendent position, I have been actively seeking input from a wide-range of stakeholders, including school committee members. They communicated their priorities, shared their expectations, concerns, and vision for continuous improvement.

This interim entry plan reflects the stakeholders' voices and my strong desire to lead the district in a thoughtful and deliberate manner. It articulates the ways in which I intend to lead the district to expand our areas of strength and to continue to build upon the current and historical success of the Worcester Public Schools.

As an instructional assistant, teacher, director, and central administration leader, my focus on creating the best possible school environment for students to have the opportunity to achieve at the highest levels has never wavered. My successful track record and experience in successfully executing strategic plans and deploying necessary supports for continuous improvement, have prepared me to lead the district.

The Worcester Public Schools' Theory of Action states:

To ensure that all students have access to high quality teaching and learning, a robust system of supports, accountability, and collaborative practice must be developed, implemented, and sustained over time. My leadership will continue to strengthen the district's capacity to develop, implement, and sustain best practices and to link adult actions to student outcomes.

To effectively collaborate with all members of the Worcester Public Schools' Community to ensure a safe and supportive learning environment that promotes a high achieving school district.

1. Organizational Effectiveness
2. Communication
3. Teaching, Learning and Student Supports
4. District and School Climate and Culture
5. FY 17 Budget

**Goal 1. To re-organize the administrative team, on an interim basis, to ensure organizational effectiveness, high performance, and focused support to schools.**

Action Steps:

- Recruited Mrs. June Eressy, retired Principal and former Quadrant Manager, to enhance the Leadership Team. Re-organization of the Team will ensure seamless transition and distribution of the work/responsibilities under the Chief Academic Officer's position.
- Re-align the clerical staff within the Quadrant Office, Chief Academic Office, Superintendent's Office and Mail Room to enhance productivity and quality customer service.

**Goal 2. To establish an open, fluid, and honest communication protocol that builds trust, positive relationships, and productive collaborations with all stakeholder groups.**

Action Steps:

- Hold individual meetings with School Committee members
- Visit schools weekly
- Hold monthly meetings with PLAN Leaders
- Hold monthly meetings with Principals with Central Office Administration available for consultancy
- Create Superintendent's Weekly Update (former Friday Letter)
  - Weekly information and upcoming events
- Develop master schedule to respond to School Committee items in a timely manner
- Lead LEAP Team discussions – Focus on Climate and Culture
- Report of the Superintendent
  - To include multiple items
  - WPS Improvement Strategy: A Closer Look Series
- Schedule meetings with State Legislative Delegation
- Develop a Public Engagement Plan
  - Meeting with community leaders, cultural brokers, CPPAC and Sped/PAC
  - Meeting with families/community: Meet & Greet by quadrant

**Goal 3. To promote high quality teaching, learning, and support services to close the achievement gap and to ensure that all students graduate college and career ready.**

Action Steps:

- Continue developing Multi Tiered System of Supports (MTSS) framework
- Plan the roll out of the Advanced High School Academy
- Focus on Level 3 schools – Turnaround practices in action work
- Focus on the Coordinated Program Review – Corrective Action Plan

- Focus on the development of ELL curriculum and services
- Focus on the development of inclusion opportunities for students with disabilities
- Focus on efforts to improve graduation rates

**Goal 4. To build on School Safety practices that encourage a respectful, positive climate and culture.**

*Action Steps:*

- Create a Safety Advisory Committee (secondary, middle, elementary school principals, School Resource Officers, Worcester Juvenile Court, School Safety Liaison, Chief Financial/Operations Officer, Child Study, teachers)
- Develop training for School Administrators and Police Officers to support the School Resource Officer Model
- Revise the MOU between WPS and WPD
- Create School Climate and Culture Report Card
- Develop a Student/Family friendly guide to student discipline
- Evaluate Safety Audit report findings and recommendations
- Develop a strategic plan based on the Safety Audit recommendations
- School Safety Liaison to report directly to the Interim Superintendent
- Implement the Worcester HEARS project (Grant announcement 12/15)

**5. To ensure that the FY 17 budget process is student-centered and is aligned with the Seven Point Financial Plan for Advancing Student Achievement and Program Sustainability.**

*Action Steps:*

- Provide FY17 Budget presentation coinciding with the release of the Governor's Budget and on-going updates throughout the state budget process

- Share on-going budget status with City Council and State Legislative Delegation and advocate for funding necessary for the Worcester Public Schools
- Engage school principals and district administrators in identifying comprehensive budget needs assessment and resource allocation using a zero-based budget approach
- Solicit stakeholder input on budget allocations and priorities, including the School Committee, CPPAC, Sped PAC and other parent groups, Superintendent's High School Advisory Council, and other interested community members
- Prepare an FY17 Budget Recommendation to the School Committee that aligns with the district's Seven Point Financial Plan for Advancing Student Achievement and Program Sustainability
- Submit the FY17 Budget to the School Committee and public by May 13, 2016

This entry plan demonstrates my vision and goals for the district during the interim period. It will afford me the opportunity to listen, learn, and lead. It will serve as a communication vehicle to formulate ideas and strategies to improve students' learning and to advance our school system to systematically close the achievement gaps.