

Superintendent's Goals 2019-2020

Professional Practice	
1	<p>Professional Practice Goal: By June 2020, update and utilize the WPS High Quality Teaching and Learning (HQTL) Framework to align and increase academic relevance and rigor across all grades.</p> <p><u>BENCHMARKS</u></p> <ul style="list-style-type: none">● By November 2019, create HQTL stakeholder committee to review and revise existing framework.● By January 2020, distribute and review the new WPS HQTL Framework with all staff.● January - June 2020 implementation of new WPS HQTL Framework.
Student Learning	
2	<p>Student Learning Goal: By June 2020, implement a comprehensive district-wide approach to monitoring, measuring, and improving student math outcomes.</p> <p><u>BENCHMARKS</u></p> <ul style="list-style-type: none">● By October 2019, use STAR math assessment, grades K-9 (benchmark and progress monitoring), to analyze student performance and provide intervention and support as needed.● By November 2019, begin quarterly administration and analysis of standards based, common assessments to guide instruction in the use of the enVision Math program in K-6, year three implementation.● By November 2019, begin quarterly student progress monitoring on all AP math courses through check-ins at the school and district level.● Beginning in September 2019, provide individualized support to teachers during Professional Learning Communities through modeling lessons, personalized workshops and lesson plan development.● By June 2020, monitor the implementation of the <i>STMath</i> Program in two new elementary schools and continue support for Union Hill.● By June 2020, identify and pilot supplemental math curriculum for students with disabilities in specialized programs or in need of intensive services.

District Improvement

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District Improvement Goal 1:

By June 2020, implement a district technology strategy that prioritizes and supports student learning and achievement through increasing the digital fluency skills of students, staff, and district administration.

BENCHMARKS

- By September 2019, deliver student home device/internet access survey and family home device/internet survey.
- By October 2019, create a Techquity subcommittee to analyze survey results and begin to research best practices for closing home digital access divide for students and families.
- By May 2020, through a student information system (SIS) stakeholder subcommittee and RFP Process, select a 3rd party SIS.
- By May 2020, advocate for two additional district instructional technology coaches to continue to reach the goal of 8. (Currently 4/8)
- By May 2020, advocate for a K-12 Digital Literacy and Computer Science Liaison.
- By May 2020, complete implementation of the first phase of the K-5 Digital Literacy, Computer Science and Engineering enrichment curriculum with support, modeling, and coaching.
- By May 2020, implement new aligned curriculum for the 7-8 Digital Literacy and Computer Science courses.
- By May 2020, implement first phase of the Student Data Privacy Alliance.
- By May 2020, implement first phase of district staff training on cybersecurity awareness.
- By June 2020, complete the 4th and 5th cohorts of the “Innovative Teacher Leader Network” (iTeacher), with the goal of a minimum of one iTeacher in each elementary school and 2 in each secondary school for a total of 75-100.
- By June 2020, complete a second cohort of the “innovative Principal Network” (iPrincipal) with the goal of giving school and district leaders skills and knowledge to lead their schools using digital tools.
- By June 2020, sustain and strengthen the skills and knowledge of Cohorts 1-3 iTeachers and Cohort 1 iPrincipals through deeper integration of ISTE Standards, continued professional development, and exposure to national trainers.
- By June 2020, provide ongoing, expanded, and diversified professional development offerings, as requested in June 2018 staff survey results, by district technology coaches to support teaching and learning and will measure impact through end of year survey.
- By June 2020, with a focus on UDL, assess students’ needs and identify tools for assistive technology and augmentative communication.

<p>4</p>	<p>District Improvement Goal 2: By June 2020, identify and implement strategies to address social and emotional needs that impact student school performance.</p> <p><u>BENCHMARKS</u></p> <ul style="list-style-type: none">● By August 2019, provide a Leadership Institute to all district, school administrators and coaches on collaborative problem solving, “The Discipline Fix”, by J. Stuart Ablon, Ph.D., the Director of Think Kids in the Department of Psychiatry at Massachusetts General Hospital.● By September 2019, begin bi-monthly resiliency workshop series for all district leaders, principals, and teachers. (ACES, anxiety, Joe Rustuccia’s work on the impact of trauma on student learning, mindfulness, problems of practice)● By September 2019, launch district Stabilization Team in collaboration with the Offices of Special Education, Social Emotional Learning, and Nursing.● By January 2020, provide safe, and supportive schools by completing and implementing a multi-tiered system of support (MTSS) and an accompanying data collection strategy to monitor and target student support interventions and resources aligned to improve academic and behavioral outcomes. Participate in DESE MTSS workshops (year 1).● By June 2020, Burncoat Middle, Worcester East Middle, Sullivan Middle, Claremont, and North High faculty and staff will receive training on “ The Culturally Responsive Classroom”.● By June 2020, analyze student and staff attendance data, monthly at the school and District Attendance Taskforce to develop targeted interventions.● By June 2020, analyze student discipline data, monthly at the district and building level to evaluate progress and revise action steps as needed.
<p>5</p>	<p>District Improvement Goal 3: By June 2020, develop a plan for staff recruitment and retention and implement strategies that will increase access to well qualified, diverse candidates.</p> <p><u>BENCHMARKS</u></p> <ul style="list-style-type: none">● By October 2019, hire Chief Diversity Officer to work with superintendent and district leadership team to develop a plan for staff recruitment and retention.● By November 2019, expand staff participation in the “Real Talk” educators network.● By June 2020, expand MTEL preparation support for dual licensure in ESL.● By June 2020, provide financial and academic support to 29 instructional assistants with current degrees to gain MA DESE educator licensure in partnership with WSU.● By June 2020, provide financial and academic support to 24 undergraduate instructional assistants to continue their education in partnership with WSU.● By June 2020, expand recruitment of students in the Worcester Future Teachers Program.

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District Improvement Goal 4:

By June 2020, support the development of advanced and experiential learning opportunities for students to develop intellectual agility (the ability to think and act well), social acuity (the capacity to communicate well), and personal agency (the ability to know yourself and the capacity to act towards specific ends).

BENCHMARKS

- By September 2019, enroll students from each high school in 22 Dual Enrollment courses taught during the fall of 2019.
- By October 2019, increase student enrollment in the Innovation Pathways Program.
- By October 2019, partner with Mass Hire and Workforce Central to develop shadowing and internship opportunities.
- By January 2020, enroll students from each high school in 21 Dual Enrollment courses taught during the spring of 2020.
- By June 2020, increase the network of community based opportunities for students with disabilities in the areas of self-advocacy, personal learning, and transition planning.
- By June 2020, increase the number of English learner students in the New Citizen's Center (NCC) Young Adult program who participate in dual enrollment classes.
- By August 2020, increase recognition of the AP Capstone Diploma by increasing the number of students in AP Seminar and Research.