Crafting the Future Story of Worcester Public Schools

From here, anywhere... together

Worcester Public Schools- from here, anywhere. The story of Worcester Public Schools (WPS) is rich in history, traditions and values. I am honored to serve as the new Superintendent and look forward to meeting all the individuals who make up WPS. The purpose of this entry plan is to share how I will learn about Worcester and cultivate a culture of listening, learning and communicating throughout the district. I have organized this entry plan as a narrative with chapters and themes. I will spend an extraordinary amount of time learning about the setting and history of WPS and the larger Worcester community. I want to meet all characters in the narrative, past and present, who have helped create the story of Worcester Public Schools. The final chapter will summarize findings and set the stage for a sequel, The Future of Worcester Public Schools- From Here, Anywhere... Together. Like any good novel there will be twists and turns, areas of suspense and surprises however, in the end greatness will prevail.

I look forward to meeting you and crafting a future story of WPS, together.

Rachel H. Monárrez, PhD
Superintendent of Schools

Purpose of Entry Plan

Worcester Public Schools is poised to be a local, national and global learning organization for educational excellence. This entry plan is crafted to ensure the new Superintendent, Rachel H. Monárrez, PhD, actively engages in a thoughtful, intentional, and proactive journey to lead WPS to its next level of excellence. The journey begins with understanding the organization, the people, policies, and practices that define Worcester Public Schools. Author Karin Chenoweth in her book entitled, Districts that Succeed: Breaking the Correlation Between Race, Poverty, and Achievement outlines five levers that yield high performing schools:

- Effective leaders
- Collaborative teachers
- Involved families
- Supportive environments
- Ambitious instruction
The chapters outlined in this plan reflect the new Superintendent’s commitment to make a thoughtful, transparent, and deliberate entry into the school district, taking the necessary time to listen and learn about each one of the aforementioned levers in WPS. This entry plan is organized in chapters to provide Dr. Monárrez with a clear understanding of the story of WPS. Through the process, she will gather invaluable information, data, input, and insight into how best to strengthen and build upon current and historical success to craft a future story together.

The Foreword: Power of Connections, Words, Images

The theme of communication is two fold, gather or share information. Ensuring accurate information is available requires multiple modes of communicating.

Chapter 1: Immersion into the Worcester Community

Immersion and gatherings is the theme of this chapter. The purpose of the gatherings will be to foster relationships, ensure visibility, share her educational philosophy and core values while learning about the dreams and desires of Worcester Public Schools stakeholders.

Chapter 2: Listening to Learn

Listening to learn is essential to understanding WPS. The theme of this chapter is to gather focused information from internal and external stakeholders while continuing to nurture relationships and valuing traditions and successes of the past.

Chapter 3: Learning in Action

Taking time to see work in action is crucial. The theme of this chapter is to gather real-time data, learning in action, and triangulate the information collected through the structured gatherings and the document review.

Chapter 4: Analysis and Sharing

Analysis and reporting trends is the reason for the entry plan. The theme of this chapter will be an interactive process where the School Committee provides input and guidance preparing the Worcester Public Schools to refine and outline a strategic plan for the next five years.

Chapter 5: Crafting the Future Story of WPS, Together

The vast amount of data gathered will set the stage for next steps. The theme of this chapter will be the development of a refined strategic plan that will take WPS into the future.
Goals of Entry Plan

- To ensure a smooth and orderly transition of leadership and to carefully structure the transition to best support and facilitate clear understanding of the district's current state of principal leadership, collaborative teachers, supportive environments, family engagement, and ambitious instruction.
- To develop a clear, trusting, productive, collaborative relationship with the Worcester Public School Committee.
- To create opportunities for the new Superintendent to listen broadly and deeply to a multitude of stakeholders and gain a comprehensive understanding of WPS through meet and greets, listening forums, classroom/school visits and community gatherings.
- To proactively ensure that all voices, not just those who traditionally avail themselves, collaborate and engage with the school district.
- To identify and execute activities that will bring about a successful 2022-23 school year and set the stage for strategic planning that will carry WPS into the future.

Expected Outcomes of Entry Plan

- An outline of a process for the development of a School Committee and Superintendent Governance Team Roadmap.
- Completion of visits to at least 50% of schools by November and 100% of schools by the end of the 2022-23 school year.
- Calendared meetings of 100 people within the first 100 days.
- Mid-year report of observations, themes, and priority actions for the 2022-23 school year.
- Identification of themes and priorities to guide the strategic planning effort and initiation of a collaborative strategic planning process.