

**Goal 1: (Professional Practice, District Improvement) Effective Entry and Direction Setting.** By early spring, the District will have broad agreement from key stakeholder groups about (a) the District's most critical needs, (b) the strategies and goals that will address them most effectively, and (c) the measures that will be used to assess progress.

**Key Actions**

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| 1. By mid-August, present to the school committee a written Entry Plan, including (a) types of evidence to be analyzed, (b) stakeholders to be interviewed, (c) methods for assessing instructional practice, and (d) methods for assessing district systems of support including financial management, human resources, and operations. | Complete                               |
| 2. By January, complete and present a report of Entry Findings that (a) synthesizes evidence collected, (b) identifies strengths of the system and the most critical areas for improvement that require further inquiry, and (c) identifies next steps for study.  | In Progress, On Target                 |
| 3. By February, propose key strategies to improve student learning and other district systems of support.  | Not yet started, but will be completed |
| 4. By April, collaborate with School Committee and WPS Strategy Team to identify three to five strategic objectives focused on district improvement and student learning.  | Not yet started, but will be completed |
| 5. Secure stakeholder feedback about engagement, awareness, and commitment to the strategies and goals.  | Not yet started, but will be completed |

**Goal 2 (Professional Practice): New Superintendent Induction Program.** Develop skills in strategy development, data analysis, and instructional leadership by completing the first year of the New Superintendent Induction Program and earning at least *Proficient* ratings on each major assignment.

**Key Actions**

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| 1. Attend eight daylong sessions.  | In Progress, On Target |
| 2. Complete all assignments.   | In Progress, On Target |
| 3. Consult with my assigned coach at least monthly.  | In Progress, On Target |
| 4. Utilize the NSIP guidelines for developing a district strategy while creating the Watertown District Improvement Plan | In Progress, On Target |

**Goal 3 (District Improvement): Fair and Effective Administrator Evaluation.** Through the administrator’s evaluation process, I, along with principals and other district leaders, will ensure that meaningful progress is made on critical district and school improvement goals.

**Key Actions**

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| 1. Within six weeks, complete with all principals and district administrators Step 1 (Self-Assessment) and Step 2 (Goal Setting and Educator Plan Development) of the Administrator Evaluation process.            | Complete                               |
| 2. By end of February, complete Formative Evaluation conferences with each principal and the district administrators the superintendent supervises.  | Not yet started, but will be completed |
| 3. By late spring, conduct at least three 3-hour visits to each school with the principal to determine progress towards the administrator’s goal attainment and the implementation of the School Improvement Plan. | In Progress, On Target                 |
| 4. By June 30, complete the summative evaluation process for principals and District administrators and assess outcomes based on the 2017/2018 School and/or District Improvement Plan.                            | Not yet started, but will be completed |

**Goal 4 (Student Learning): Fair, Effective Classroom Teacher Evaluation.** By June, principals’ and district administrators’ ratings of classroom instruction will reflect a shared understanding of what classroom instruction entails when it is being done at the *Proficient* level.

**Key Actions**

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| 1. Monitor the frequency of principal visits to classrooms and review the quality of their feedback to teachers.  | Not yet started, but will be completed |
| 2. During school visits, observe classrooms with the principal and share conclusions about the level of practice observed in order to promote consistent evaluations across the District. | In Progress, On Target                 |
| 3. Devote time at five leadership team meetings to viewing digital recordings of teaching and sharing conclusions about the level of practice observed.                                   | Not yet started, but will be completed |
| 4. Conduct five learning walks with the larger District Leadership Team, one in each of the schools to ensure interrater reliability.   | In Progress, On Target                 |

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| <b>Goal 5 (District Improvement): Implement a District-Wide Communication Plan.</b> By June 2018, develop and begin implementation of a district-wide communication plan to enhance public perception of the Watertown Public Schools. |                        |
| <b>Key Actions</b>   |                        |
| 1. By October 2017, form a District Marketing Team comprised of people with a background in marketing and a connection with the schools.   | In Progress, On Target |
| 2. Determine a strategy for the effective use of social media, including timelines and content curation guidelines.  | In Progress, On Target |
| 3. Update and make improvements to the existing website for better access and navigation.  | In Progress, On Target |
| 4. Develop a Watertown High School public relations campaign, emphasizing the opportunities that the high school provides for incoming freshmen.   | In Progress, On Target |
| 5. Continue holding Superintendent’s Coffee Hours once a month through June 2018.  | In Progress, On Target |
| 6. Provide updates to school community on pertinent issues that impact families in the District in a timely fashion.   | In Progress, On Target |

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| <b>Goal 6 (District Improvement): Building for the Future Elementary Project.</b> In conjunction with the School Committee and the soon-to-be formed Building Committee, identify by May 2018 a preferred schematic design option for the elementary school building project which takes into account the educational needs of our current and future students. |   |
| <b>Key Actions</b>  |   |
| 1. OPM and Designer Selection Team procures the Owner’s Project Manager and designer services for the preliminary and schematic design process by early October 2017.   | Complete  |
| 2. Assist in the creation of a representative Building Committee comprised school, town and community members by November 2017.   | This did not happen by November. With the timeline for the MSBA process, it is better to wait until winter. |
| 3. Conduct school-based meetings with teachers, parents and community members in each of the elementary schools to determine the educational vision for the school, March-May 2018.   | In Progress, On Target  |
| 4. Determine the preferred building design option at each elementary school by May, 2018.   | Not yet started, but will be completed  |

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| <b>Goal 7 (Student Learning): Increase student achievement for all students in the Watertown Public Schools.</b> Working with WPS faculty, staff, and administrators, continue to narrow the achievement gap and increase overall student achievement as measured by available standardized and local assessments. |   |
| <b>Key Actions:</b>  |   |
| 1. Strengthen literacy and math instruction at the elementary level.   | In Progress, On Target  |
| 2. Incorporate authentic learning opportunities for students at the secondary level.   | In Progress, On Target  |
| 3. Foster and support inclusive practices, including co-teaching, at all levels.   | In Progress, On Target  |
| 4. Select a universal screening assessment along with ongoing progress monitoring tools for students in grades K-9 in order to provide teachers with ongoing responsive data to inform instruction.  | Complete  |
| 5. Increase PSAT and SAT participation rates for students in grades 10 and 11.   | This will take more than one year to achieve, but steps will be in place by the end of this year. |
| 6. Increase AP participation rates and increase the numbers of students achieving a 3 or better on the AP exams by 5 percent.  | This will take more than one year to achieve, but steps will be in place by the end of this year. |
| 7. Develop an articulated multi-tiered system of support for both academic and social/emotional learning.  | Not yet started, but will begin planning soon   |

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| <b>Goal 8 (District Improvement): Watertown Public Schools District Improvement Plan.</b> Develop and execute a three-year District Improvement Plan that articulates the District's vision, goals, strategic objectives, action plans and intended outcomes by April 2018. |  |
| <b>Key Actions:</b>   |  |
| 1. Review pertinent data and emerging findings from the entry plan process with the Strategy Team to determine District priorities and identify key issues facing the District.   | Not yet started, but will be completed |
| 2. Revisit the Watertown Public Schools vision and goals to determine alignment with the findings from the entry plan.  | Not yet started, but will be completed |
| 3. Along with the Strategy Team, determine strategic objectives based on the findings from the entry plan and the District's vision and goals over the next three years and proposes strategies to achieve the objectives.  | Not yet started, but will be completed |
| 4. Update and collaborate with the School Committee on the District Improvement Plan development process for feedback and recommendations.  | Not yet started, but will be completed |

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| 5. Share strategic objectives with principals and site councils to be used as basis for School Improvement Plans.  | Not yet started, but will be completed |
| 6. Along with Strategy team, create year-long action plans that delineate action steps, timelines, necessary resources, specifics of implementation, benchmarks and measures of success to ensure the achievement of the strategic objectives. | Not yet started, but will be completed |
| 7. Embed measurable outcomes in the District Improvement Plan and School Improvement Plans and prepare an end-of-the-year analysis for the community that describes the District's progress on the outcomes.                                   | Not yet started, but will be completed |