

Professional Practice Goal:

Goal #1: Effective Entry and Team Building.

Framing my transition into Wellesley as the new superintendent, I will engage both staff and members of the community to establish productive working relationships, gain an understanding of the district's recent history, and assess priority areas moving forward.

Key Actions

1. Seek input on draft entry plan prior to my July start date. Post final entry plan on WPS website and invite additional input from the community.
2. Convene off-site retreat in July for district administrators focusing on team building and exploring priorities for the year.
3. Engage key community stakeholders through individual and group entry meetings.
4. Convene off-site retreat with School Committee to explore working styles, expectations, and priorities for the year.
5. By February, 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.
6. Fill interim positions with qualified permanent appointments.

Benchmarks

1. Posted Entry Plan
2. Retreats with administrators and School Committee
3. Presentation of Entry findings.
4. Post vacancies in January and hiring before the end of the school year.

District Level Goals:

Goal #2: Development of Multi-Year Strategic Plan.

Through a comprehensive process that will engage internal and external stakeholders, develop a strategic plan that addresses three primary questions:

- a) What should all Wellesley students know and be able to do?
- b) What type of instruction will best develop these competencies?
- c) How will we measure success?

Key Actions

1. Survey community to establish baseline data in priority areas.
2. Establish representative Task Force to oversee the strategic plan development.
3. Convene smaller sub-groups to develop specific areas of plan.
4. Engage in ongoing community engagement in both plan development and dissemination.

Benchmarks

1. Approval of Task Force and development plan in November 2012.
2. Securing appropriate resources and staff capacity by December 2012.
3. Development of Community survey to be administered by January 2013.
4. Complete full draft of plan by June 2013 with School Committee approval of final plan by August 2013.

Goal #3: Implementation of New Educator Evaluator Regulations.

In preparation for meeting the new state regulations by September 2013, staff will collaborate with the Wellesley Teachers Association (WTA) to pilot elements of the new system during SY 2012-2013.

Key Actions

1. Establish design team comprised of teachers, principals, central office administrators, and WTA representatives to establish appraisal elements to pilot.
2. Provide ongoing training on new educator evaluation system for staff.
3. Successful adoption of new requirements into WTA collective bargaining.
4. Superintendent and principals will base their 2012-2013 evaluations on the new state system.

Benchmarks

1. Design team established in early September 2012.
2. Training on new system begins in July for principals and extends through the Fall of 2012 for teachers and other administrators.
3. Pilot identified elements beginning in Fall 2012.
4. Collective bargaining of appraisal system to be used in SY 2013-2014 completed by Spring 2013.

Goal #4: Restore Public Confidence in the District's Business Office

Improve communications, transparency, and efficiency in the District's Business Office.

Key Actions

1. Make successful transition to new food service provider.
2. Resolve outstanding food service debt and ensure that minimal new debt is incurred.
3. Implement new online payment/registration system that allows for automatic payments.
4. Provide training and manage rollout of MUNIS financial system for principals and department heads.
5. Increase business office capacity and efficiency through staff reorganization and training.
6. Develop and execute transparent FY 2014 Budget Process that includes ongoing engagement with the School Committee, Board of Selectman, Advisory, and staff.

Benchmarks

1. Increased student participation in food lunch program.
2. Total outstanding district-wide lunch balance will not exceed \$3,000 by close of fiscal year.
3. Online payment/registration system is available to parents—at a minimum—for spring sports, transportation registration in February, and spring field trips.
4. Purchase requisitions will be processed through MUNIS at the building level beginning in May 2013.
5. Business Office reorganization and staffing needs presented to School Committee in November 2012.
6. FY14 Budget development calendar approved by Advisory and School Committee in October. FY14 Capital Budget presented to School Committee on November 13th. FY14 Operating Budget presented to School Committee on December 18th.

Goal #5: Begin Development of School Facilities Master Plan (SFMP)

Develop a long-term school facilities master plan responsive to facilities requirements, enrollment projections, and the academic vision outlined in the WPS Strategic Plan.

Key Actions

1. Establish an SFMP Task Force to guide the development of short and long-term project scoping.
2. Analyze SMMA facilities audit to determine priority items that could be bundled in an FY14 debt exclusion.
3. Conduct a professional demographic study to determine enrollment projections.
4. Develop a transparent, public process through which longer term projects will be determined by the school district's academic vision, enrollment projections, and resource availability.

Benchmarks

1. SFMP Task Force established and begins meeting in October 2012.
2. Identification of FY14 capital projects by December 2012.
3. Approval of FY14 debt exclusion by Fall 2013.
4. SFMP Task Force establishes long-term development process by January 2013.
5. SFMP Task Force seeks community input from January-May 2013 on long-term project scoping.
6. Draft of Task Force recommendations ready by June 2013 and presented to School Committee and Board of Selectmen.
7. Approval of School Facilities Master Plan by August 2013.

Student Performance Goal:

Goal #6: Address Performance Gaps in the Areas of Math and Science

Work to understand the root causes of overall attainment gaps as well as the disparity within sub-group performance in Math and Science and develop a comprehensive improvement strategy.

Key Actions

1. Analyze current and longitudinal student performance data to establish trends and isolate areas of challenge.
2. Crosswalk WPS curriculum sequence with state standards to ensure alignment between written, taught, and tested curriculum.
3. Observe classroom instruction to differentiate between curriculum and delivery challenges.
4. Develop common assessments in Math to monitor student progress.
5. Continue to provide professional development in Math through coaching model and workshops offered during the school year and summer.
6. Ensure that progress in these areas is built into School Improvement Plans and SMART Goals SY 2013-2014.

Benchmarks

1. MCAS data analysis in Fall 2012.
2. Analysis of curriculum alignment with MA state standards and Common Core complete by Spring 2013.
3. Re-sequencing of course schedule to begin in SY 2013-2014.
4. Support for building-level professional learning communities (PLCs) to begin in Nov. 2012.