

**Professional Practice**

1 By June 2018, Mrs. Binienda will continue to develop skills in instructional leadership by completing all requirements of the second year of the New Superintendent's Induction Program (NSIP).

**BENCHMARKS**

- Documented attendance and completed assignments from NSIP trainings
- Participated in Urban Superintendents' Meetings
- Documented coaching sessions with NSIP Advisor

**Student Learning**

2 By November 2018, Mrs. Binienda will provide high quality learning opportunities and resources to all students through the development and implementation of a comprehensive curriculum.

**BENCHMARKS**

**Advanced Placement -**

- By August 2018, add one additional course- AP Research.
- By August 2018, expand the number of students participating in AP courses by 2%.

**PSAT/SAT**

- By December 2018, increase the number of students linked to Khan Academy support for improvement by 5%.

**Guidance**

- By June 2018, implement My CAP at two district schools.

**Literacy**

- By August 2018, implement the *Fountas and Pinnell Classroom (K-2)* and *Read Side by Side* reading program (3-6) in all district elementary schools.
- Expand the SRSD "Writing in Response to Reading" elementary, middle and high school network initiative.
- Implement and monitor the Early Literacy Grant Initiative at Vernon Hill, Chandler Magnet, Union Hill, Woodland Academy, and Tatnuck Magnet schools.
- Implement *Word Generation* at Chandler Elementary, Chandler Magnet, Thorndyke Road and Grafton Street schools.

### **Mathematics**

- Continue to conduct and analyze quarterly, the standards based common assessments to guide instruction and the use of the enVision Math program in K-6, year 2 implementation.
- Obtain grant funding for the implementation of the *STE Math Program Pilot* in 3 to 5 elementary schools.

### **Science**

- By August 2018, implement, monitor, and expand *Project Lead the Way* at Jacob Hiatt, Flagg Street and West Tatnuck schools. (pending grant approval)
- By August 2018, purchase and provide targeted Professional Development for the new grade 8 science texts.

### **Social Studies**

- By August 2018, develop a plan for implementation of the new MA DESE History/Social Studies standards to be adopted in June 2018.

### **Foreign Language**

- By August 2018, extend the Dual Language Program to Grade 7 at Burncoat Middle School.
- Consult with DESE on piloting the Seal of Biliteracy.

### **Health/Physical Education**

- By August 2018, provide an updated Health Curriculum for grades 6 & 7, pending approval.

### **Computer Science and Digital Literacy**

- Assemble a district team for participation in the Massachusetts PACE (Programming the Acceleration of Computing and Equity) Initiative to begin scaling Computer Science Education K-12.
- Create a plan to develop a K-6, 7-8 Digital Literacy and Computer Science curriculum scope and sequence, based on the MA standards.

### **Arts**

- Continue to expand opportunities in the arts by increasing community partnerships through grants.

	<p><b>CVTE</b></p> <ul style="list-style-type: none"> <li>● By August 2018, implement the Innovative Pathways Grant.</li> </ul> <p><b>Interventions/Supports</b></p> <p>Implement and monitor the following supports from February-August 2018:</p> <ul style="list-style-type: none"> <li>● After School Tutoring for ELs (Middle and High School)</li> <li>● After School MCAS Tutoring for all High School students- ELA, Math and Biology</li> <li>● After School Tutoring for low achieving CTVE students (9-12)</li> <li>● Camp Explore (K-5), July 9-27</li> <li>● All Middle School Summer School, 15 days with credit buyback option</li> <li>● All High School Summer School, 15 day credit buyback program</li> <li>● 21st Century Summer Program at Burncoat Middle, Claremont Academy, UPCS, and Sullivan Middle schools</li> <li>● EL summer school for elementary, middle and high school students</li> </ul>
<b>District Improvement</b>	
3	<p>By November 2018, Mrs. Binienda will develop a district technology plan that prioritizes and supports student learning and achievement through increasing the digital literacy skills of students, staff and district administration.</p> <p><b><u>BENCHMARKS</u></b></p> <ul style="list-style-type: none"> <li>● By January 2018, create a districtwide Digital Learning and Technology Committee comprised of stakeholder groups.</li> <li>● By November 2018, provide a written technology plan created with stakeholder input and published on the school website.</li> <li>● By November 2018, provide an “Innovative Teacher Leader” in each school and 6 districtwide ones who will be responsible for supporting school, district staff and administration in order to increase their digital literacy skills. (Title IVA grant)</li> <li>● By May 2018, assemble a district team for participation in PACE (Programming the Acceleration of Computing and Equity) Initiative to begin scaling Computer Science Education K-12. (MASS Superintendents/MASSCAN)</li> <li>● By May 2018, recommend a course of action for modernizing information technology systems.</li> <li>● By July 2018, provide a new brand and website that increases family and community communication.</li> <li>● By November 2018, provide a plan to develop K-5 Digital Literacy and Computer Science curriculum scope and sequence, based on the MA standards.</li> <li>● By November 2018, provide all schools access to mobile devices on an equitable basis.</li> <li>● From July 1, 2018 through June 30, 2019 School year, provide a team from each secondary school to participate in the Massachusetts Innovative School Leadership Network to enhance administrative and leadership competencies regarding digital learning.</li> </ul>

	<ul style="list-style-type: none"> <li>● By September 2018, provide ongoing, expanded and diversified professional development offerings by district technology coaches to support teaching and learning.</li> </ul>
4	<p>By November 2018, Mrs. Binienda will strengthen educator and administrator capacity by providing effective professional development, monitoring of practice and use of the MA DESE evaluation system.</p> <p><b><u>BENCHMARKS</u></b></p> <p><b>Targeted Professional Development –</b></p> <ul style="list-style-type: none"> <li>● Monitor curriculum liaison visits to schools and workshops provided to individual teachers, faculty, small group PLC and other types of meetings.</li> <li>● Provide targeted PD in content areas:             <ul style="list-style-type: none"> <li>● ATLAS curriculum platform and its use</li> <li>● specific needs assessed by school leaders</li> <li>● data driven areas of focus</li> <li>● classroom management &amp; teaching strategies</li> <li>● UDL, SEL, second language acquisition and</li> <li>● inclusive practices in special education.</li> </ul> </li> <li>● Provide professional development and support for fall implementation of the <i>Fountas and Pinnell Classroom (K-2)</i> and <i>Read Side by Side</i> reading program (3-6) at the district and building level to all general education, special education and English learner staff.</li> <li>● From March -June 2018, provide <i>Teaching English as a Second Language</i>, an online blended learning course for 140 teachers through Lesley University (Title III Grant).</li> <li>● During June 2018, provide two day professional development, <i>Co-Teaching with English Learners</i>. Each building will send two staff who will bring the research based models back to their building colleagues. (Title III Grant)</li> <li>● By July 2018, plan and implement Cohort 2 of the New Principals Institute.</li> <li>● Provide a Special Education Professional Development Series on Diverse Learners and Differentiated Instruction, UDL, Classroom Management and De-escalation.</li> <li>● Provide PD opportunity for STEP Principals to attend Harvard Graduate School of Education School Climate Consulting Services - Social Emotional Conference.</li> <li>● Expand elementary coaching trios' instructional rounds with managers/mentors to middle and high schools.</li> </ul> <p><b>Monitoring Site Visits:</b></p> <p><b>Conduct visits at:</b> <b>Elementary</b></p> <ul style="list-style-type: none"> <li>● Goddard and Elm Park with AIR (February-March 2018); Grafton St., Quinsigamond, Lincoln St., Clark St. schools (Winter 2018).</li> </ul>

	<p><b>Middle</b></p> <ul style="list-style-type: none"> <li>● WEMS (March 2018, October 2018)</li> <li>● Sullivan Middle (March 2018, October 2018)</li> </ul> <p><b>High</b></p> <ul style="list-style-type: none"> <li>● North (November 2017, March 2018, June 2018, October 2018)</li> </ul> <p><b>Evaluation System</b></p> <ul style="list-style-type: none"> <li>● By March 2018, provide updated evaluation training to Principals, and Assistant Principals.</li> <li>● By July 2018, provide evaluation calibration training to Principals, Assistant Principals, District leaders and Department Heads.</li> <li>● By August 2018, complete feedback to DESE on the piloting of the new evaluation rubric at three district schools.</li> <li>● By August 2018, monitor and review the evaluations of all district personnel.</li> </ul>
5	<p>Through November 2018, Mrs. Binienda will continually analyze district data to increase rigorous learning opportunities for all students through advanced and specialized courses, implementation of career pathways and supportive interventions.</p> <p><b><u>BENCHMARKS</u></b></p> <ul style="list-style-type: none"> <li>● By November 2018, increase the number of high school students enrolled in Dual Enrollment Courses and other Higher Education initiatives:             <ul style="list-style-type: none"> <li>○ Early College Career Pathway</li> <li>○ Worcester Future Teachers Pathway</li> <li>○ Innovative Career Pathways and</li> <li>○ 100 Males to College Pathway.</li> </ul> </li> <li>● By November 2018, implement and monitor a districtwide tiered system of support to improve students' academic, social and emotional development.</li> <li>● By November 2018, develop and implement experiential learning opportunities that foster academic and workforce skill development.</li> <li>● By November 2018, expand the programs for gifted students within the WPS.</li> </ul>

**Other Goals (if any)**

6 Through November 2018, Mrs. Binienda will continually support the development of a positive school climate in all schools by monitoring intensified research tiered interventions of social and emotional learning and by consistent enforcement of appropriate disciplinary rules and procedures.

**BENCHMARKS**

- In August 2018, provide a Leadership Institute to all district and school administrators by Peter Dewitt on "School Climate and Efficacy."
- By August 2018, communicate with Principals to identify Universal SEL programs, initiatives, and activities.
- By August 2018, collaborate with Special Education Administrator, Child Study Department and district team to open 4 Transitional Kindergartens.
- Support and lead ongoing initiatives that promote universal good attendance and target students with chronic absenteeism.
- Evaluate student and staff attendance to identify individuals in need of improved attendance.

**Social Emotional Learning Framework**

- By November 2018, 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.