

**Grantee Name: New Haven Unified School District**

### **Project #3 Teacher/Principal Evaluation**

**Project Goals/Desired Outcomes:** Increase the use of data in the evaluation process and develop a rubric for highly effective teachers, principals, and superintendent. Create a new teacher, principal, and superintendent evaluation system linked to student proficiency and growth.

**Narrative:** The Teacher Principal Evaluation project focuses resources on developing a district wide rubric for determining which teachers are effective and highly effective, based on multiple measures including student growth. This effort is already underway, with the participation and support of the New Haven Teachers' Association, the collective bargaining unit representing our teachers. This project invests in staff time to develop, test, analyze, improve, and implement a new teacher and principal evaluation system based on our educational reforms and the imminent implementation of CCSS in California in 2014. We are also budgeting for teacher-leader coaches who will follow up with teachers during class time and during Instructional Leadership Team meetings around teacher evaluation. Because we are investing in a one-time restructuring of our evaluation system for teachers and principals, most of our costs are one-time investments during the grant period or is already underway. Each line item in the budget narrative is marked as a one-time investment or an ongoing cost.

**Key Performance Measures:** Table E(3)a. Performance Measure (All Applicants – a) a) The number and percentage of participating students, by subgroup, whose teacher of record and principal are a highly effective teacher and a highly effective principal; Table E(3)ab. Performance Measure (All Applicants – b) b) The number and percentage of participating students, by subgroup, whose teacher of record and principal are an effective teacher and an effective principal; Table E(3)ab. Performance Measure (All Applicants – b) b) The number and percentage of participating students, by subgroup, whose teacher of record and principal are an effective teacher and an effective principal; Table E(3)c. Performance Measure (All Applicants – c) c) Percentage of students District-wide achieving at least 1 year of growth per year on NWEA English Language Arts test; Table E(3)d. Performance Measure (Grades PreK-3 – a, b) a) Percentage of Kindergarten students who reach grade-level literacy cut point on NWEA by end of Kindergarten; Table E(3)d. Performance Measure (Grades PreK-3 – a, b) b) The number and percentage of participating students, by subgroup, who are meeting 75% of their social-emotional indicators by the end of Trimester 1; Table E(3)e. Performance Measure (Grades 4-8 – a) a) The number and percentage of participating students, by subgroup, who are on track to college- and career-readiness based on the number and percentage of 6th grade students achieving NWEA assessment (RIT 228 or greater); Table E(3)f. Performance Measure (Grades 4-8 –b, c) b) Percentage of students Achieving Proficiency on NWEA Math in Gr. 6 (Spring 2012 NWEA Math Scores of 228 RIT or Greater).

**Cross-reference to other projects:** *The Teacher / Principal Evaluation project relates to Project 4 ( Technology and Personalization) and Project 5 (Grading & Assessment).*

Activities for Project 3					Activities for Project 3		
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3	<i>Project 3 ~ Teacher / Principal Evaluation</i>	D. McNamara, Chief Personnel Officer	1/1/13	12/26/16			
3.1	Activity 3.1: Constitute the Evaluation Task Force (ETF) to develop a new teacher evaluation system	D. McNamara, Chief Personnel Officer	1/1/13	6/30/13			
3.1.1	Task 3.1.1: Create and share agendas	D. McNamara, Chief Personnel Officer	1/1/13	1/31/13			
3.1.2	Task 3.1.2: Establish a calendar of meetings	D. McNamara, Chief Personnel Officer	2/1/13	2/28/13			
3.1.3	Task 3.1.3: Finalize the philosophy statement based on District beliefs and California Teachers Association (CTA) 12 Guiding Principles	D. McNamara, Chief Personnel Officer	2/15/13	6/30/13			
3.1.4	<i>Deliverable 3.1.4: Sign-in sheets, calendars and ETF Philosophy</i>	D. McNamara, Chief Personnel Officer	2/15/13	2/15/13			
3.1.5	<i>Milestone 3.1.5: Philosophy statement shared with entire District</i>	D. McNamara, Chief Personnel Officer	2/15/13	2/15/13			
3.2	Activity 3.2: Create clear timelines and share with various stakeholders	D. McNamara, Chief Personnel Officer	3/1/13	4/1/14			
3.2.1	Task 3.2.1: Timeline agreed upon by ETF and shared with various stakeholders	D. McNamara, Chief Personnel Officer	3/1/13	6/30/13			
3.2.2	Task 3.2.2: Scope of work agreed upon and charted out for first year of grant	D. McNamara, Chief Personnel Officer	3/1/13	6/30/13			
3.2.3	<i>Deliverable 3.2.3: Completed timeline</i>	D. McNamara, Chief Personnel Officer	6/30/13	6/30/13			

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3.2.4	<i>Milestone 3.2.4: Calendar finalized</i>	D. McNamara, Chief Personnel Officer	4/1/14	4/1/14			

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3.3	Activity 3.3: Develop a communication plan to share work of ETF with stakeholders.	D. McNamara, Chief Personnel Officer	2/1/13	6/30/13			
3.3.1	Task 3.3.1: Meet with ETF to develop a communication plan	D. McNamara, Chief Personnel Officer	2/1/13	2/15/13			
3.3.2	Task 3.3.2: ETF meeting minutes agreed upon, written and distributed to all stakeholders	D. McNamara, Chief Personnel Officer	3/1/13	3/28/13			
3.3.3	Task 3.3.3: ETF meeting minutes agreed upon, written and distributed to all stakeholders	D. McNamara, Chief Personnel Officer	4/1/13	4/25/13			
3.3.4	Task 3.3.4: ETF meeting minutes agreed upon, written and distributed to all stakeholders	D. McNamara, Chief Personnel Officer	5/1/13	5/23/13			
3.3.5	Task 3.3.5: Budget adjustments communicated with RTT-D Director and program officer	D. McNamara, Chief Personnel Officer	3/1/13	3/31/13			
3.3.6	Task 3.3.6: Provide clear communication to all stakeholders via RTT-D Updates and New Haven News that we are creating a teacher driven evaluation system that is based on multiple measures and meets the assurances of the RTT-D grant	D. McNamara, Chief Personnel Officer	2/1/13	2/19/13			
3.3.7	<i>Deliverable 3.3.7: A completed set of minutes from all ETF meetings</i>	D. McNamara, Chief Personnel Officer	6/30/13	6/30/13			
3.3.8	<i>Deliverable 3.3.8: Copies of RTT-D Update and New Haven News regarding teacher evaluation</i>	L. Metzinger, Director, RTT-D	2/28/13	2/28/13			
3.3.9	<i>Milestone 3.3.9: Plan has been communicated to stakeholders</i>	D. McNamara, Chief Personnel Officer	6/30/13	6/30/13			

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3.4	Activity 3.4: Complete mini-pilot of a teacher evaluation system at Alvarado Middle School based on the research of Charlotte Danielson, and Lynn Nordgren of the Minneapolis Public Schools.	D. McNamara, Chief Personnel Officer	2/1/13	5/23/13			
3.4.1	Task 3.4.1: Provide opportunities for sharing results of mini-pilot at ETF meetings	D. McNamara, Chief Personnel Officer	2/1/13	5/23/13			
3.4.2	Task 3.4.2: Note successes in order to incorporate them into DRAFT Teacher Evaluation System	D. McNamara, Chief Personnel Officer	4/24/13	5/23/13			
3.4.3	<i>Deliverable 3.4.3: Agendas and minutes from ETF meetings</i>	D. McNamara, Chief Personnel Officer	5/23/13	5/23/13			
3.4.4	<i>Milestone 3.4.4: Mini-pilot at AMS complete</i>	D. McNamara, Chief Personnel Officer	5/23/13	5/23/13			
3.5	Activity 3.5: Meet regularly with the ETF to research and share best practices in teacher evaluation to inform DRAFT Teacher Evaluation System	D. McNamara, Chief Personnel Officer	2/1/13	5/23/13			
3.5.1	Task 3.5.1: Gather research for ETF meeting, prepare agendas and handouts	D. McNamara, Chief Personnel Officer	2/1/13	2/27/13			
3.5.2	Task 3.5.2: Hold ETF Meeting	D. McNamara, Chief Personnel Officer	2/28/13	2/28/13			
3.5.3	Task 3.5.3: Gather research for ETF meeting, prepare agendas and handouts	D. McNamara, Chief Personnel Officer	3/1/13	3/27/13			
3.5.4	Task 3.5.4: Hold ETF Meeting	D. McNamara, Chief Personnel Officer	3/28/13	3/28/13			
3.5.5	Task 3.5.5: Gather research for ETF meeting, prepare agendas and handouts	D. McNamara, Chief Personnel Officer	4/1/13	4/24/13			
3.5.6	Task 3.5.6: Hold ETF Meeting	D. McNamara, Chief Personnel Officer	4/25/13	4/25/13			

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3.5.7	Task 3.5.7: Gather research for ETF meeting, prepare agendas and handouts	D. McNamara, Chief Personnel Officer	5/1/13	5/22/13			
3.5.8	Task 3.5.8: Hold ETF Meeting	D. McNamara, Chief Personnel Officer	5/23/13	5/23/13			
3.5.9	<i>Deliverable 3.5.9: Agendas and minutes from ETF meetings</i>	D. McNamara, Chief Personnel Officer	5/23/13	5/23/13			
3.5.10	<i>Milestone 3.5.10: Research and input gathered and shared</i>	D. McNamara, Chief Personnel Officer	5/23/13	5/23/13			

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3.6	Activity 3.6: Meet with the Grading and Assessment Task Force (GATF) and leaders in the Beginning Teacher Support and Assessment (BTSA) Program to learn about their work and share best practices to inform DRAFT Teacher Evaluation System.	L. Metzinger, Director, RTT-D	4/1/13	5/23/13			
3.6.1	Task 3.6.1: Attend April 10 GATF Meeting to share ideas about the DRAFT Teacher Evaluation System, get input, and share how these projects connect	L. Metzinger, Director, RTT-D	4/10/13	4/10/13			
3.6.2	Task 3.6.2: Schedule meeting with BTSA leaders and key representatives from the ETF	L. Metzinger, Director, RTT-D	4/1/13	4/5/13			
3.6.3	Task 3.6.3: Prepare agenda and materials for the meeting	L. Metzinger, Director, RTT-D	4/6/13	4/18/13			
3.6.4	Task 3.6.4: Hold BTSA/ETF Meeting and gather input to share at the April 24 ETF meeting	L. Metzinger, Director, RTT-D	4/19/13	4/19/13			
3.6.5	Task 3.6.5: Share input from the GATF and BTSA meetings with the ETF at the April and May meetings	L. Metzinger, Director, RTT-D	4/25/13	5/23/13			
3.6.6	Task 3.6.6: Hold ETF Meeting	D. McNamara, Chief Personnel Officer	4/25/13	4/25/13			
3.6.7	<i>Deliverable 3.6.7: Agendas and minutes from GATF and BTSA/ETF meetings</i>	L. Metzinger, Director, RTT-D	5/23/13	5/23/13			
3.6.8	<i>Milestone 3.6.8: Research and input from GATF and BTSA/ETF gathered and shared</i>	D. McNamara, Chief Personnel Officer	5/23/13	5/23/13			

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3.7	Activity 3.7: Use the <i>California Standards for the Teaching Profession Continuum of Practice</i> , rubrics used in Boston Public School teacher evaluation and the work of Charlotte Danielson to create a performance rubric for teachers to be used as part of the DRAFT Teacher Evaluation System	D. McNamara, Chief Personnel Officer	7/1/13	10/31/13			
3.7.1	Task 3.7.1: Form a sub-committee with members from the ETF, GATF and BTSA to create a performance rubric for teachers	D. McNamara, Chief Personnel Officer	7/1/13	7/15/13			
3.7.2	Task 3.7.2: Plan agenda for sub-committee meeting	D. McNamara, Chief Personnel Officer	7/15/13	7/18/13			
3.7.3	Task 3.7.3: Meet with sub-committee to research and create the performance rubric for teachers	D. McNamara, Chief Personnel Officer	7/24/13	8/31/13			
3.7.4	Task 3.7.4: Share DRAFT performance rubric for teachers with ETF, GATF and BTSA to make revisions	D. McNamara, Chief Personnel Officer	9/1/13	9/30/13			
3.7.5	Task 3.7.5: Include the DRAFT performance rubric for teachers in the pilot process as described in Activity 3.7	D. McNamara, Chief Personnel Officer	10/1/13	10/31/13			
3.7.6	<i>Deliverable 3.7.6: Agendas and handouts</i>	D. McNamara, Chief Personnel Officer	9/30/13	9/30/13			
3.7.7	<i>Deliverable 3.7.7: DRAFT performance rubric for teachers</i>	D. McNamara, Chief Personnel Officer	10/31/13	10/31/13			
3.7.8	<i>Milestone 3.7.8: DRAFT performance rubric for teachers is ready to be used as part of the DRART Teacher Evaluation System</i>	D. McNamara, Chief Personnel Officer	10/31/13	10/31/13			



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3.8	Activity 3.8: Using research and information from mini-pilot, GATF and BTSA input sessions, design and implement a DRAFT Teacher Evaluation System and pilot process that incorporates the assurances of the RTT-D grant	D. McNamara, Chief Personnel Officer	5/1/13	5/1/14			
3.8.1	Task 3.8.1: Identify sites and participants for the 2013-14 pilot	D. McNamara, Chief Personnel Officer	5/1/13	8/31/13			
3.8.2	Task 3.8.2: Using research from initial pilot and teacher evaluation models in Santa Cruz and the Boston public schools, design a teacher evaluation system to be piloted in 2013-14	D. McNamara, Chief Personnel Officer	5/1/13	7/31/13			
3.8.3	Task 3.8.3: Work with ETF to design professional development (PD) components for the teacher evaluation system	D. McNamara, Chief Personnel Officer	7/24/13	8/31/13			
3.8.4	Task 3.8.4: Hire assessment coaches from pilot schools to support implementation of the pilot	D. McNamara, Chief Personnel Officer	9/1/13	9/30/13			
3.8.5	Task 3.8.5: Complete authorizations for hourly pay for pilot participants	D. McNamara, Chief Personnel Officer	9/1/13	9/30/13			
3.8.6	Task 3.8.6: Provide PD on implementing the PILOT of the first stages of the new teacher evaluation system (self assessment; analysis, goal setting, and plan development; and implementation of the plan)	D. McNamara, Chief Personnel Officer	8/1/13	9/30/13			
3.8.7	Task 3.8.7: Support sites in implementing the first stages of the teacher evaluation system: self assessment; analysis, goal setting, and plan development; implementation of the plan	D. McNamara, Chief Personnel Officer	9/16/13	11/30/13			

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3.8.8	Task 3.8.8: Develop survey regarding PD and implementation of the first stages of the new Teacher Evaluation System	D. McNamara, Chief Personnel Officer	10/1/13	10/15/13			
3.8.9	Task 3.8.9: Survey staff regarding PD and implementation of the first stages of the new teacher evaluation system (self assessment; analysis, goal setting, and plan development; and implementation of the plan)	D. McNamara, Chief Personnel Officer	11/1/13	11/30/13			
3.8.10	Task 3.8.10: Plan PD on the second stage of the teacher evaluation system: formative assessment / evaluation	D. McNamara, Chief Personnel Officer	10/1/13	10/31/13			
3.8.11	Task 3.8.11: Provide PD on the second stage of the teacher evaluation system: formative assessment / evaluation	D. McNamara, Chief Personnel Officer	11/1/13	11/31/13			
3.8.12	Task 3.8.12: Support sites in implementing the second stage of the teacher evaluation system: formative assessment / evaluation	D. McNamara, Chief Personnel Officer	12/1/13	1/31/14			
3.8.13	Task 3.8.13: Create survey regarding PD and implementation of the second stages of the new Teacher Evaluation System	D. McNamara, Chief Personnel Officer	12/1/13	12/15/13			
3.8.14	Task 3.8.14: Survey staff regarding PD and implementation of the second stages of the new teacher evaluation system	D. McNamara, Chief Personnel Officer	1/15/14	1/31/14			
3.8.15	Task 3.8.15: Plan PD on the last stage of the teacher evaluation system: summative evaluation	D. McNamara, Chief Personnel Officer	1/1/14	1/31/14			
3.8.16	Task 3.8.16: Provide PD on the last stage of the teacher evaluation system: summative evaluation	D. McNamara, Chief Personnel Officer	2/1/14	2/28/14			

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3.8.17	Task 3.8.17: Support sites in implementing the last stage of the teacher evaluation system: summative evaluation	D. McNamara, Chief Personnel Officer	3/1/14	3/31/14			
3.8.18	Task 3.8.18: Create survey regarding PD and implementation of the last stage of the new Teacher Evaluation System	D. McNamara, Chief Personnel Officer	2/1/14	2/15/14			
3.8.19	Task 3.8.19: Survey staff regarding PD and implementation of the last stage of the new teacher evaluation system	D. McNamara, Chief Personnel Officer	3/1/14	3/31/14			
3.8.20	Task 3.8.20: Analyze data collected from surveys and make changes to the evaluation system.	D. McNamara, Chief Personnel Officer	4/1/14	4/30/14			
3.8.21	<i>Deliverable 3.8.21: Survey</i>	D. McNamara, Chief Personnel Officer	10/31/13	10/31/13			
3.8.22	<i>Deliverable 3.8.22: Survey</i>	D. McNamara, Chief Personnel Officer	12/23/13	12/23/13			
3.8.23	<i>Deliverable 3.8.23: Survey</i>	D. McNamara, Chief Personnel Officer	2/28/14	2/28/14			
3.8.24	<i>Deliverable 3.8.24: Draft evaluation model ready for 'review' by NHTA and district leadership</i>	D. McNamara, Chief Personnel Officer	5/1/14	5/1/14			
3.8.25	<i>Milestone 3.8.25: Draft evaluation model ready for PILOT</i>	D. McNamara, Chief Personnel Officer	5/1/14	5/1/14			
3.9	Activity 3.9 Adopt teacher/principal evaluation linked to student growth	D. McNamara, Chief Personnel Officer	3/1/14	6/30/14			

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3.9.1	Task 3.9.1: ETF reviews data of piloted evaluation instrument models linked to student growth and makes changes based on data	D. McNamara, Chief Personnel Officer	3/1/14	4/30/14			
3.9.2	Task 3.9.2: ETF makes recommendation of evaluation system to Executive Cabinet	D. McNamara, Chief Personnel Officer	5/1/14	5/31/14			
3.9.3	Task 3.9.3: ETF presents recommendation of evaluation system to NHTA Executive Board	D. McNamara, Chief Personnel Officer	5/1/14	5/31/14			
3.9.4	<i>Deliverable 3.9.4: Meeting agendas and handouts</i>	D. McNamara, Chief Personnel Officer	5/31/14	5/31/14			
3.9.5	<i>Deliverable 3.9.5: Evaluation instrument is finalized and incorporated into evaluation process</i>	D. McNamara, Chief Personnel Officer	6/30/14	6/30/14			
3.9.6	<i>Milestone 3.9.6: NHTA and District adopt new evaluation policies in alignment with RTT-D assurances</i>	D. McNamara, Chief Personnel Officer	6/30/14	6/30/14			
3.10	Activity 3.10: Hire consultant with expertise to provide PD and support ongoing development and implementation of teacher evaluation system	D. McNamara, Chief Personnel Officer	6/1/14	7/31/14			
3.10.1	Task 3.10.1: Solicit and hire consultant	D. McNamara, Chief Personnel Officer	6/1/14	6/30/14			
3.10.2	Task 3.10.2: After the pilot is complete and revisions to the DRAFT Teacher Evaluation System are complete, work with consultant to assist in designing PD and an ongoing support plan for implementing the teacher evaluation system	D. McNamara, Chief Personnel Officer	7/1/14	7/31/14			

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3.10.3	<i>Deliverable 3.10.3: PD plan, agendas and handouts</i>	D. McNamara, Chief Personnel Officer	7/31/14	7/31/14			
3.10.4	<i>Milestone 3.10.4: Ongoing PD plan is in place and ready to implement</i>	D. McNamara, Chief Personnel Officer	7/31/14	7/31/14			
3.11	Activity 3.11: Implement approved Teacher / Principal Evaluation System using performance rubric for teachers	D. McNamara, Chief Personnel Officer	8/1/14	6/30/15			
3.11.1	Task 3.11.1: Hire assessment coaches	D. McNamara, Chief Personnel Officer	8/1/14	8/31/14			
3.11.2	Task 3.11.2: Work with consultant to provide initial PD to administrative team and assessment coaches on implementing the first stages of the approved teacher evaluation system	D. McNamara, Chief Personnel Officer	8/1/14	8/31/14			
3.11.3	Task 3.11.3: Support the implementation of the first stages of the approved teacher evaluation system (self assessment; analysis, goal setting, and plan development; and implementation of the plan)	D. McNamara, Chief Personnel Officer	9/1/14	11/30/14			
3.11.4	Task 3.11.4: Gather data on the implementation of the first stages of the approved teacher evaluation system	D. McNamara, Chief Personnel Officer	11/15/14	12/15/14			
3.11.5	Task 3.11.5: Work with consultant to provide PD to administrative team and assessment coaches on implementing the second stage of the approved teacher evaluation system (formative assessment / evaluation)	D. McNamara, Chief Personnel Officer	10/1/14	10/31/14			
3.11.6	Task 3.11.6: Support the implementation of the second stage of the approved teacher evaluation system (formative assessment / evaluation)	D. McNamara, Chief Personnel Officer	12/1/14	2/28/15			

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3.11.7	Task 3.11.7: Gather data on the implementation of the second stage of the approved teacher evaluation system (formative assessment / evaluation)	D. McNamara, Chief Personnel Officer	2/15/15	2/28/15			
3.11.8	Task 3.11.8: Work with consultant to provide PD on implementing the third stage of the approved teacher evaluation system (summative evaluation)	D. McNamara, Chief Personnel Officer	3/1/15	3/31/15			
3.11.9	Task 3.11.9: Support the implementation of the third stage of the approved teacher evaluation system (summative evaluation)	D. McNamara, Chief Personnel Officer	4/1/15	5/15/15			
3.11.10	Task 3.11.10: Gather data on the first year implementation of the approved teacher evaluation system	D. McNamara, Chief Personnel Officer	5/1/15	5/15/15			
3.11.11	Task 3.11.11: Modify and negotiate REVISED evaluation model	D. McNamara, Chief Personnel Officer	5/15/15	6/30/15			
3.11.12	<i>Deliverable 3.11.12: Approval of modified Teacher Evaluation System</i>	D. McNamara, Chief Personnel Officer	6/30/15	6/30/15			
3.11.13	<i>Deliverable 3.11.13: Agendas, sign-in sheets and handouts from training</i>	D. McNamara, Chief Personnel Officer	6/30/15	6/30/15			
3.11.14	<i>Milestone 3.11.14: Report final product to all stakeholders (teachers, principals, district staff and the Board)</i>	D. McNamara, Chief Personnel Officer	6/30/15	6/30/15			
3.12	Activity 3.12: Create Student Performance Rubric (SPR) based on multiple measures and student growth to be piloted as part of the DRAFT Teacher Evaluation System in 2015-16	D. McNamara, Chief Personnel Officer	7/1/14	6/15/15			
3.12.1	Task 3.12.1: Form a sub-committee with members from the ETF, GATF and BTSA to create a SPR	D. McNamara, Chief Personnel Officer	7/1/14	7/31/14			

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Item	Activities, Tasks, Milestones, and Deliverables	Key Personnel	Start Date (mm/dd/yy)	End Date (mm/dd/yy)	Change from application (includes pg. reference)	Rationale for change	Implications on other activities, performance measures, and budget?
3.12.2	Task 3.12.2: Plan agenda for sub-committee meeting	D. McNamara, Chief Personnel Officer	7/1/14	7/31/14			
3.12.3	Task 3.12.3: Meet with sub-committee to research and create the DRAFT SPR	D. McNamara, Chief Personnel Officer	8/1/14	9/30/14			
3.12.4	Task 3.12.4: Share DRAFT SPR with ETF, GATF and BTSA to make revisions	D. McNamara, Chief Personnel Officer	10/1/14	10/31/14			
3.12.5	Task 3.12.5: Meet with sub-committee to conduct further research based on recommended revisions and revise the SPR	D. McNamara, Chief Personnel Officer	11/1/14	12/23/14			
3.12.6	Task 3.12.6: Share revised SPR with ETF, GATF and BTSA	D. McNamara, Chief Personnel Officer	1/1/15	1/31/15			
3.12.7	Task 3.12.7: Make final revisions to SPR	D. McNamara, Chief Personnel Officer	2/1/15	2/28/15			
3.12.8	Task 3.12.8: Share revised SPR with Executive Cabinet	D. McNamara, Chief Personnel Officer	3/1/15	3/31/15			
3.12.9	Task 3.12.9: Share revised SPR with NHTA Executive Board	D. McNamara, Chief Personnel Officer	4/1/15	4/30/15			
3.12.10	Task 3.12.10: Upon approval from Executive Cabinet and NHTA Executive Board, incorporate the SPR as part of the Teacher Evaluation System so it can be piloted in 2015-16	D. McNamara, Chief Personnel Officer	4/1/15	6/15/15			
3.12.11	<i>Deliverable 3.12.11: Agendas and handouts from sub-committee meeting</i>	D. McNamara, Chief Personnel Officer	9/30/14	9/30/14			

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3.12.12	<i>Deliverable 3.12.12: DRAFT SPR</i>	D. McNamara, Chief Personnel Officer	9/30/14	9/30/14			
3.12.13	<i>Deliverable 3.12.13: Final SPR</i>	D. McNamara, Chief Personnel Officer	6/15/15	6/15/15			
3.12.14	<i>Milestone 3.12.14: SPR is ready to be used as part of the Teacher Evaluation System</i>	D. McNamara, Chief Personnel Officer	6/15/15	6/15/15			
3.13	Activity 3.13: Implement the approved REVISED teacher evaluation system using the performance rubric for teachers and piloting the use of the SPR (SPR)	D. McNamara, Chief Personnel Officer	7/1/15	6/30/16			
3.13.1	Task 3.13.1: Identify sites and participants for the 2015-16 SPR pilot	D. McNamara, Chief Personnel Officer	7/1/15	8/15/15			
3.13.2	Task 3.13.2: Hire assessment coaches from pilot schools to support implementation of the pilot	D. McNamara, Chief Personnel Officer	8/1/15	8/31/15			
3.13.3	Task 3.13.3: Complete authorizations for hourly pay for pilot participants	D. McNamara, Chief Personnel Officer	8/1/15	9/15/15			
3.13.4	Task 3.13.4: Plan professional development on using the SPR during the first stages of the new teacher evaluation system	D. McNamara, Chief Personnel Officer	8/1/15	8/15/15			
3.13.5	Task 3.13.5: Provide PD for pilot sites on using the SPR during the first stages of the new teacher evaluation system (self assessment; analysis, goal setting, and plan development; and implementation of the plan)	D. McNamara, Chief Personnel Officer	8/16/15	9/30/15			



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3.13.6	Task 3.13.6: Support pilot sites in implementing the first stages of the teacher evaluation system: self assessment; analysis, goal setting, and plan development; implementation of the plan	D. McNamara, Chief Personnel Officer	9/16/15	11/30/15			
3.13.7	Task 3.13.7: Develop survey regarding PD on using the SPR and implementation of the first stages of the new Teacher Evaluation System	D. McNamara, Chief Personnel Officer	10/1/15	10/15/15			
3.13.8	Task 3.13.8: Plan PD for the pilot sites on using the SPR during the second stage of the teacher evaluation system: formative assessment / evaluation	D. McNamara, Chief Personnel Officer	10/1/15	10/31/15			
3.13.9	Task 3.13.9: Survey pilot staff regarding PD on using the SPR and implementation of the first stages of the new teacher evaluation system (self assessment; analysis, goal setting, and plan development; and implementation of the plan)	D. McNamara, Chief Personnel Officer	11/1/15	11/30/15			
3.13.10	Task 3.13.10: Provide PD for pilot sites on using the SPR on the second stage of the teacher evaluation system: formative assessment / evaluation	D. McNamara, Chief Personnel Officer	11/1/15	11/30/15			
3.13.11	Task 3.13.11: Analyze data and revise the SPR	D. McNamara, Chief Personnel Officer	12/1/15	12/15/15			
3.13.12	Task 3.13.12: Support pilot sites in implementing the SPR during the second stage of the teacher evaluation system: formative assessment / evaluation	D. McNamara, Chief Personnel Officer	12/1/15	1/31/16			
3.13.13	Task 3.13.13: Create survey regarding PD on using the SPR and implementation of the second stages of the new Teacher Evaluation System	D. McNamara, Chief Personnel Officer	12/1/15	12/15/15			

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3.13.14	Task 3.13.14: Plan PD for the pilot sites on using the SPR on the last stage of the teacher evaluation system: summative evaluation	D. McNamara, Chief Personnel Officer	1/1/16	1/31/16			
3.13.15	Task 3.13.15: Survey pilot staff regarding PD on the SPR and implementation of the second stages of the new teacher evaluation system	D. McNamara, Chief Personnel Officer	1/15/16	1/31/16			
3.13.16	Task 3.13.16: Analyze data and revise the SPR	D. McNamara, Chief Personnel Officer	2/1/16	2/28/16			
3.13.17	Task 3.13.17: Create survey regarding PD on using the SPR and implementation of the last stage of the new Teacher Evaluation System	D. McNamara, Chief Personnel Officer	2/1/16	2/15/16			
3.13.18	Task 3.13.18: Provide PD for pilot sites on using SPR during the last stage of the teacher evaluation system: summative evaluation	D. McNamara, Chief Personnel Officer	2/1/16	2/28/16			
3.13.19	Task 3.13.19: Support sites in implementing the last stage of the teacher evaluation system: summative evaluation	D. McNamara, Chief Personnel Officer	3/1/16	3/31/16			
3.13.20	Task 3.13.20: Survey pilot staff regarding PD on the SPR and implementation of the last stage of the new teacher evaluation system	D. McNamara, Chief Personnel Officer	3/1/16	3/31/16			
3.13.21	Task 3.13.21: Analyze data	D. McNamara, Chief Personnel Officer	4/1/16	4/30/16			
3.13.22	Task 3.13.22: Revise the SPR and PD based on feedback	D. McNamara, Chief Personnel Officer	5/1/16	5/31/16			
3.13.23	<i>Deliverable 3.13.23: Survey results</i>	D. McNamara, Chief Personnel Officer	12/15/15	12/15/15			

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3.13.24	<i>Deliverable 3.13.24: Survey results</i>	D. McNamara, Chief Personnel Officer	2/28/16	2/28/16			
3.13.25	<i>Deliverable 3.13.25: Survey results</i>	D. McNamara, Chief Personnel Officer	4/30/16	4/30/16			
3.13.26	<i>Deliverable 3.13.26: Revised SPR</i>	D. McNamara, Chief Personnel Officer	5/31/16	5/31/16			
3.13.27	<i>Milestone 3.13.27: SPR is ready for use by all staff as part of the Teacher Evaluation System</i>	D. McNamara, Chief Personnel Officer	6/30/16	6/30/16			
3.14	Activity 3.14: Complete an external evaluation of the Teacher Evaluation System	External Evaluator	2/1/16	6/30/16			
3.14.1	Task 3.14.1: Gather focus group and survey input from a broad range of stakeholders	External Evaluator	2/1/16	3/31/16			
3.14.2	Task 3.14.2: Analyze data and prepare report	External Evaluator	4/1/16	4/30/16			
3.14.3	Task 3.14.3: Share results with stakeholders	D. McNamara, Chief Personnel Officer	5/1/16	6/30/16			
3.14.4	<i>Deliverable 3.14.4: External Evaluation Report</i>	External Evaluator	4/30/16	4/30/16			
3.14.5	<i>Milestone 3.14.5: Report shared with stakeholders (teachers, principals, district staff and the Board)</i>	D. McNamara, Chief Personnel Officer	6/30/16	6/30/16			
3.15	Activity 3.15: Implement the final Teacher Evaluation System incorporating performance rubric for teachers and SPR	D. McNamara, Chief Personnel Officer	7/1/16	12/26/16			
3.15.1	Task 3.15.1: Using data from external evaluation report make final revisions to the Teacher Evaluation System	D. McNamara, Chief Personnel Officer	7/1/16	7/31/16			

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3.15.2	Task 3.15.2: Plan PD on changes to the Teacher Evaluation System and on using the SPR	D. McNamara, Chief Personnel Officer	8/1/16	8/15/16			
3.15.3	Task 3.15.3: Provide PD on changes to the Teacher Evaluation System and on using the SPR	D. McNamara, Chief Personnel Officer	8/16/16	8/31/16			
3.15.4	Task 3.15.4: Support sites on implementing the changes to the teacher evaluation system and on using the SPR	D. McNamara, Chief Personnel Officer	9/1/16	12/26/16			
3.15.5	<i>Deliverable 3.15.5: Agenda and handouts from PD</i>	D. McNamara, Chief Personnel Officer	8/31/16	8/31/16			
3.15.6	<i>Milestone 3.15.6: All staff are evaluated using all elements of the new Teacher Evaluation System</i>	D. McNamara, Chief Personnel Officer	12/26/16	12/26/16			
3.16	Activity 3.16: Revise existing Principal Evaluation Instrument to meet the assurances of the RTT-D Grant, and insure it is aligned with the new Teacher Evaluation System	D. McNamara, Chief Personnel Officer	9/1/13	6/30/14			
3.16.1	Task 3.16.1: Form a committee of administrators to revise the Principal Evaluation Instrument	D. McNamara, Chief Personnel Officer	9/1/13	9/30/13			
3.16.2	Task 3.16.2: Schedule committee meetings	D. McNamara, Chief Personnel Officer	9/1/13	9/30/13			
3.16.3	Task 3.16.3: Plan initial committee meeting	D. McNamara, Chief Personnel Officer	9/1/13	9/30/13			

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3.16.4	Task 3.16.4: Hold initial committee meeting to outline the task and gather input in preparation of revising the Principal Evaluation Instrument	D. McNamara, Chief Personnel Officer	10/1/13	10/31/13			
3.16.5	Task 3.16.5: Plan committee meeting	D. McNamara, Chief Personnel Officer	11/1/13	11/30/13			
3.16.6	Task 3.16.6: Hold committee meeting to continue revising the Principal Evaluation Instrument	D. McNamara, Chief Personnel Officer	12/1/13	12/23/13			
3.16.7	Task 3.16.7: Plan committee meeting	D. McNamara, Chief Personnel Officer	2/1/14	2/28/14			
3.16.8	Task 3.16.8: Committee meeting to finalize the Principal Evaluation Instrument	D. McNamara, Chief Personnel Officer	3/1/14	3/31/14			
3.16.9	Task 3.16.9: Present DRAFT Principal Evaluation Instrument to Executive Cabinet and New Haven Administrators Association (NHAA) for approval	D. McNamara, Chief Personnel Officer	4/1/14	4/30/14			
3.16.10	Task 3.16.10: Plan committee meeting	D. McNamara, Chief Personnel Officer	4/1/14	4/30/14			
3.16.11	Task 3.16.11: Committee meeting to make final revisions and create a plan for sharing the Principal Evaluation Instrument with principals	D. McNamara, Chief Personnel Officer	5/1/14	5/31/14			
3.16.12	Task 3.16.12: Share Principal Evaluation Instrument with principals	D. McNamara, Chief Personnel Officer	6/1/14	6/30/14			
3.16.13	<i>Deliverable 3.16.13: Meeting Sign-in sheets, agendas and handouts</i>	D. McNamara, Chief Personnel Officer	6/30/14	6/30/14			
3.16.14	<i>Deliverable 3.16.14: DRAFT Principal Evaluation Instrument</i>	D. McNamara, Chief Personnel Officer	3/31/14	3/31/14			

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3.16.15	<i>Deliverable 3.16.15: Final Principal Evaluation Instrument</i>	D. McNamara, Chief Personnel Officer	5/31/14	5/31/14			
3.16.16	<i>Milestone 3.16.16: Principals are evaluated according to the Principal Evaluation Instrument</i>	D. McNamara, Chief Personnel Officer	6/30/14	6/30/14			
3.17	Activity 3.17: Implement Principal Evaluation Instrument	A. Smith, Chief Academic Officer	8/1/14	6/30/15			
3.17.1	Task 3.17.1: Schedule and implement planning conferences for all principals	A. Smith, Chief Academic Officer	8/1/14	9/30/14			
3.17.2	Task 3.17.2: Monitor implementation of goals set during planning conferences	A. Smith, Chief Academic Officer	10/1/14	12/23/14			
3.17.3	Task 3.17.3: Complete mid-year check-ins with principals to follow-up	A. Smith, Chief Academic Officer	1/1/15	2/28/15			
3.17.4	Task 3.17.4: Monitor implementation of goals set during planning conferences and follow-up meeting	A. Smith, Chief Academic Officer	3/1/15	4/30/15			
3.17.5	Task 3.17.5: Complete final evaluation with principals	A. Smith, Chief Academic Officer	5/1/15	6/30/15			
3.17.6	<i>Deliverable 3.17.6: Calendar of planning conferences, mid-year check-ins and final evaluation conferences</i>	D. McNamara, Chief Personnel Officer	6/30/15	6/30/15			
3.17.7	<i>Milestone 3.17.7: All principals are evaluated using the new Principal Evaluation Instrument</i>	D. McNamara, Chief Personnel Officer	6/30/15	6/30/15			

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3.18	Activity 3.18: Revise existing Superintendent's Evaluation Document to meet the assurances of the RTT-D Grant, and insure it is aligned with the new Teacher and Principal Evaluation Systems	Superintendent	9/1/13	6/30/14			
3.18.1	Task 3.18.1: Meet with Board of Education to share assurances necessary for the Superintendent Evaluation and share input	Superintendent	9/1/13	9/30/13			
3.18.2	Task 3.18.2: Develop a revised Superintendent's Evaluation Document	Superintendent	10/1/13	11/30/13			
3.18.3	Task 3.18.3: Share newly developed Superintendent's Evaluation Document with Board of Education and work collaboratively to revise	Superintendent	12/1/13	1/31/14			
3.18.4	Task 3.18.4: Prepare final Superintendent Evaluation Document for use in 2014-2015	Superintendent	2/1/14	4/30/14			
3.18.5	<i>Deliverable 3.18.5: Board Meeting Agenda and Minutes</i>	Superintendent	4/30/14	4/30/14			
3.18.6	<i>Deliverable 3.18.6: DRAFT Superintendent Evaluation Document</i>	Superintendent	11/30/13	11/30/13			
3.18.7	<i>Deliverable 3.18.7: Final Superintendent Evaluation Document</i>	Superintendent	4/30/14	4/30/14			
3.18.8	<i>Milestone 3.18.8: Superintendent Evaluation Document is ready for implementation</i>	Superintendent	6/30/14	6/30/14			
3.19	Activity 3.19: Implement Superintendent Evaluation Document	Superintendent	8/1/14	11/30/15			
3.19.1	Task 3.19.1: Include Superintendent's Evaluation during Closed Session on Board Agenda to begin planning	Superintendent	8/1/14	9/30/14			

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3.19.2	Task 3.19.2: Monitor implementation of goals set during Closed Session	Superintendent	10/1/14	12/23/14			
3.19.3	Task 3.19.3: Complete mid-year check-ins with Board of Education	Superintendent	1/1/15	2/28/15			
3.19.4	Task 3.19.4: Continue to monitor implementation of goals set during Closed Session and follow-up meeting	Superintendent	3/1/15	4/30/15			
3.19.5	Task 3.19.5: Complete data analysis for final evaluation	Superintendent	6/1/15	8/30/15			
3.19.6	Task 3.19.6: Complete Superintendent's Summary Evaluation	Superintendent	10/1/15	10/31/15			
3.19.7	Task 3.19.7: Meet with Superintendent to Share Summary Evaluation	Board of Education	11/1/15	11/30/15			
3.19.8	<i>Deliverable 3.19.8: Board meeting minutes and agendas</i>	Superintendent	11/30/15	11/30/15			
3.19.9	<i>Milestone 3.19.9: Superintendent is evaluated using the new Superintendent's Evaluation Document</i>	Superintendent	11/30/15	11/30/15			