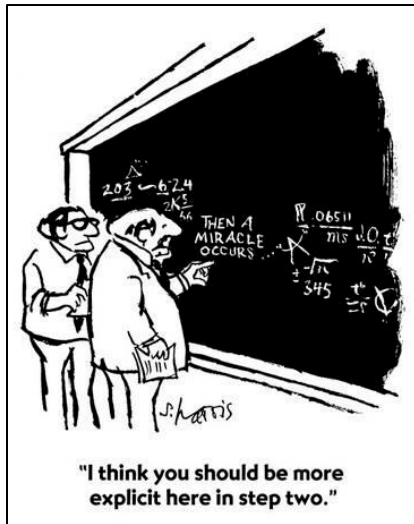


## Guide to Developing Milestones



**What is a milestone?** Milestones help connect the work that we are doing to the strategies and larger goals we seek to accomplish and give us a roadmap that we can use to track our progress. Without milestones, we risk falling prey to the challenge described in this Sidney Harris *The New Yorker* cartoon. Milestones should represent the most important things that need to happen to accomplish a given goal and its supporting strategies.

To develop milestones, focus on discrete accomplishments which demonstrate that you are making progress against your strategy, such as the launch of a program, drafting a new policy, completing initial analysis of a problem, collection of feedback from users or holding an important training. Milestones should focus on specific deliverables with a single, point-in-time end date (e.g., “develop recommendations based on teacher feedback”) as opposed to routine work or points of process (e.g., “ongoing review of

applications”; “Hold quarterly meetings with stakeholders”). Keep the language describing each milestone short and sweet.

**How many milestones?** You should identify the 2-3 most important deliverables for each strategy to represent your three-year milestones. This means that if there are 3 strategies for a given goal, you would identify 6-9 total milestones for the goal.

**Setting start and end dates:** The start date of your milestone represents the time when you begin actively working to implement the milestone. The end date of your milestone represents the deadline by which you expect it to be fully complete. Across your milestones for a given strategy, you should generally see a clear progression, or “waterfall,” across both the start and end dates. You should not have the same start or end date for all of your milestones.

**When and how to make milestone changes:** Plans change. Teams can--and should--request changes to milestones and milestone timelines throughout the year. In regular monthly updates, strategy owners should alert STAPs to changes as need arises.

### Sample Milestones

**Goal: Extend Learning Opportunities for Students with the Highest Needs.** Accelerate learning for our highest need students through extended learning opportunities such as high-impact tutoring and summer accelerator programs.

Strategy	Milestone	Start Date	End Date
Design and launch a High Impact Tutoring program, with a focus on those that have the greatest student need.	Finalize design for supporting targeted students	10/1	11/30
	Pilot support approach with a small group of students	12/1	2/28
	Scale support approach to reach 35 students, building on lessons learned in pilot	4/1	6/30