

APSB

District Strategic Plan

2016-2017 School Year

Blaine Dauzat

7/6/2016

This plan was constructed in an effort to align district support according to need. It is a body of work that will be adjusted throughout the year as necessary.

APSB District Strategic Plan

INTRODUCTION

The Avoyelles Parish School Board is charged with providing a well-rounded, high quality education for all of our students. This will empower them with the skills, tools and opportunities to be successful. Our ultimate goal is for our students to leave us with the ability to live purposeful lives and find their place in our community.

The Board acknowledges that to provide the education necessary to all of our students, improvements must be made throughout our system. To facilitate making those improvements, this strategic plan has been created. It is divided into four focus areas that we feel are most important for making substantial improvement. Each of those areas is then subdivided into components, each with goals that, if reached, would mean significant progress for our school district.

For any school system to be successful, it must have quality personnel. That is why human capital was chosen as the first focus area. We must recruit and retain high quality teachers, and we must provide them with leaders at each of our schools dedicated to the growth of our system. Strong teachers led by strong administrators can only result in better outcomes.

Even the best personnel can only be successful in schools if they have access to an academic program designed to ensure student success. The curriculum that is taught must be challenging, rigorous and aligned to state assessments. The curriculum must also provide our students with opportunities to be successful when they graduate- whether they are entering post-secondary education or directly entering the workforce.

The best facilities using the greatest curricula cannot succeed if our students don't have a school environment conducive to learning. This is the third focus area. Our facilities must be updated and maintained. Discipline in our schools must be of highest priority. Our students must feel safe and they must feel that we care for them.

Of course, the first three focus areas will not be successful without the resources necessary. That is why the fourth focus area in this plan is finance. Our finances must align with our goals, and we must always attempt to be fiscally responsible, so that we can ensure the continuation of this plan for years to come.

Personnel, Academic Program, School Environment and Finance are the four focus areas that we believe need to be addressed. We will commit to improvement in each of these areas. We believe that the sky is the limit- if we improve in each of these areas, our students will have everything they need to succeed after they graduate.

Blaine Dauzat
Superintendent, Avoyelles Parish Schools

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District Personnel

<u>Avoyelles Parish School Board Members</u>		<u>Avoyelles Parish Central Office Staff Members</u>
Freeman Ford	District 1	Blaine Dauzat, Superintendent
Darrell Wiley (President)	District 2	Thelma Prater, Assistant Superintendent
Chris Lacour	District 3	Mary Bonnette, Director of Finance
James Gauthier	District 4	Irma Andress, Director of Federal Programs
Shelia Blackman Dupas	District 5	Demetria Alexander, Supervisor of Federal Programs
Lizzie Ned	District 6	Debbie Bain, Supervisor of Child Welfare and Attendance
Michael Lacombe	District 7	Jaimie Lacombe, Supervisor of Sales Tax
Van Kojis	District 8	Wendy Marchand, Data/Instructional Coordinator
John Gagnard (Vice-President)	District 9	Steven Marcotte, Supervisor of Maintenance
		Richard Robinson, Network Administrator
		Becky Spencer, TECH/CLU Coordinator
		Celeste Voinche, Supervisor of Elementary Education
		Jenny Welch, Supervisor of Food Service
		Luke Welch, SIS Coordinator
		Susan Welch, Supervisor of Secondary Education
		Brent Whiddon, Supervisor of Transportation
		Karen Williams, Supervisor of Special Services

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FOCUS AREA 1 PERSONNEL		
DOMAIN 1: Teacher Recruiting and Retention		
Long Range Goal : All classrooms will be staffed with effective teachers		
Objective 1: Provide competitive salaries to APSB teachers	Objective 2: Provide more support to new and/or struggling teachers	
<p style="text-align: center;">Action Plan</p> <p>1. APSB will provide signing incentives of 3000 dollars for teachers entering the system to teach at Lafargue Elementary School, LaSAS and Plaucheville Elementary School. This incentive will require a 3 year commitment.</p> <p>2. APSB will provide signing incentives of 5000 dollars for teachers entering the system to teach at the remaining 7 schools. This incentive will require a 2 year commitment.</p> <p>3. In December of 2016, APSB will ask the voters for a 1 cent increase in sales tax across the parish. This will lead to a 5500 dollar raise for all teachers.</p> <p>4. Continue to team with Teach for America and look for other groups that may help provide teachers. TFA provides about 10-15 teachers each year to our school system. We are trying to join forces with other groups (Troops to Teachers, for example) that may assist in this area also.</p>	<p style="text-align: center;">Action Plan</p> <p>1. Support will be given to new teachers through the NEST program, designed to assist teachers and provide them with professional development in areas such as class management, instruction and assessments.</p> <p>2. Support will be given to new teachers as they will each be provided with a mentor ON THEIR CAMPUS. These mentors can assist in all areas, or can simply be a sounding board for the mentee.</p> <p>3. Support will be given to all teachers as Supervisors will spend a minimum of 40%, Principals a minimum of 50%, Asst. Principals a minimum of 40%, Instructional Coaches a minimum of 60% and liaisons a minimum of 10% of their time visiting schools/classrooms.</p>	

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FOCUS AREA 1 PERSONNEL		
DOMAIN 2: Leadership Development		
Long Range Goal : All schools will be staffed with capable, highly effective administrators		
<p>Objective 1: Provide support and Professional Development for Administrators</p>	<p>Objective 2: Develop a pipeline to replace administrators who retire or leave the district</p>	
<p style="text-align: center;">Action Plan</p> <p>1. Administrators will all receive Professional Development on leadership. Some will receive direct support from a principal “coach” from the Center for Educational Leadership. Others will be members of “Leading for Better Instruction”, also provided by the Center for Educational Leadership.</p> <p>2. Administrators will collaborate monthly in a principals’ PLC (professional learning community). Not only will principals discuss key issues in our schools, but they will also participate in professional development activities with one main focus. The focus for the first year (2016-17) will be on assisting teachers in writing better assessments. Each following years’ focus will be determined by data.</p> <p>3. Administrators will be held more accountable for their schools’ performance. If support from CEL and the APSB central office supervisory staff does not lead to improved performance in their schools, administrators may be replaced.</p> <p>4. All principals will be placed on professional development plans with realistic, short term areas for growth listed. These plans are developed through the cooperation of the Superintendent, the appropriate supervisor, the schools’ liaison and a principal coach from CEL.</p>	<p style="text-align: center;">Action Plan</p> <p>1. APSB and the Orchard Foundation have teamed up to form a group of Aspiring Leaders. Effective teachers from throughout the district will be nominated each year to join this group that will receive professional development on the key aspects of being a school administrator. (In its first year (2016-17), 28 teachers from across Avoyelles are entering the program.)</p> <p>2. Each school will develop leadership teams. These teams will be comprised of not only administrators but also teachers. Hopefully, by putting teachers in leadership roles, we are developing their skills and their desire to eventually become an administrator.</p>	

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FOCUS AREA 2 ACADEMIC PROGRAM		
DOMAIN 1: Curriculum		
Long Range Goal : All schools will have letter grades of “C” or better and the district will have a letter grade of “B”.		
Objective 1: All teachers will provide students with a challenging, integrated and engaging curriculum based on the Louisiana standards.	Objective 2: Increase performance on all state assessments	Objective 3: Increase school performance scores at all individual school sites.
<p style="text-align: center;">Action Plan</p> <p>1. Teachers will be given resources tied directly to the state standards, such as all Eureka materials, Learnzillion units (ELA Guidebook 2.0), practice tests, released test items, etc. needed to be successful.</p> <p>2. Teachers will receive professional development- both job embedded and not- on the implementation of the content through APSB personnel, Louisiana state department network teams, Spalding trainers, etc. When not job embedded, the teachers will receive stipend pay.</p> <p>3. Teachers will be provided assistance on writing proper assessments, ensuring alignment to state tests, from state department network teams, APSB personnel and their building level administrators.</p>	<p style="text-align: center;">Action Plan</p> <p>1. Goals will be set at each school by each teacher at the beginning of each school year. If teachers are given the proper resources and training listed in numbers 1-3 in objective 1 of this domain, student performance on all assessments should increase.</p> <p>2. Principals will review teachers’ goals and results on a yearly basis and will make staffing decisions based on these results. Teachers who achieved their goals will also continue to be rewarded monetarily.</p> <p>3. Data will be monitored and studied on a regular basis to determine when/if adjustments in curriculum or staffing need to be made and when remediation is necessary.</p>	<p style="text-align: center;">Action Plan</p> <p>1. Goals will be set by each school at the beginning of each school year. They will be tied to goals set by the district as a whole.</p> <p>2. The Superintendent and supervisory staff will review school goals and results on a yearly basis and make staffing decisions based on these results. Administrators’ at schools that met their goals will be rewarded monetarily.</p> <p>3. Support for schools will from central office staff and resources will be determined based on need. So, schools with lower school performance scores will receive more support.</p>

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FOCUS AREA 2 ACADEMIC PROGRAM		
DOMAIN 2: Student Opportunities		
Long Range Goal : All students will graduate.		
Objective 1: Increase percentage of students entering our high schools reading at grade level.	Objective 2: Give students more options	
<p style="text-align: center;">Action Plan</p> <ol style="list-style-type: none"> 1. Raise community awareness of, and appreciation for, kindergarten readiness by stressing Pre-K programs. 2. Coordinate existing funding streams and solicit all additional funding needed to provide universal access to pre-K for four-year olds. This includes continuing to develop reciprocal relationships between pre-K programs in our schools and other settings that serve four-year olds (Head Start, child care centers, etc.). 3. Place a renewed emphasis on literacy. Dollars from all sources will be sought to ensure proper reading instruction in grades K-3 through programs such as Spalding. 4. Targeted remediation will be given to all students below grade level. Monies will also be sought out here to provide professional development and resources to target these struggling students. 	<p style="text-align: center;">Action Plan</p> <ol style="list-style-type: none"> 1. Students may pursue graduation through the TOPS university “track” or through JumpStart. 2. Offer as many credentials through JumpStart as possible. We currently offer several- welding, CNA, etc. but will be trying to expand yearly. 3. Offer increased opportunity in middle school to earn Carnegie units. 4. Continue to offer dual enrollment opportunities at both LSUA and CLTCC. 	

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FOCUS AREA 3 SCHOOL ENVIRONMENT		
DOMAIN 1: Facilities		
Long Range Goal: All sites will provide safe, inviting, well-maintained schools that reflect an environment of care.		
Objective 1: All campuses will be safe	Objective 2: Renovation and construction will continue	Objective 3: All campuses will be clean and attractive
Action Plan	Action Plan	Action Plan
<p>1. Security cameras will be placed in key areas across all sites to prevent safety issues as well as to help conclude investigations sooner.</p> <p>2. School crisis plans will be developed and safety measures will be taken to ensure that our campuses are as secure as possible.</p> <p>3. Annual assessments of maintenance and physical plants will continue to prioritize district needs.</p>	<p>1. APSB will continue to adhere to the 10 year plan, as per the consent decree declaring the school system unitary.</p> <p>2. When funds are available, projects will take place to help modernize our campuses as well as make them safer.</p>	<p>1. Principals will constantly assess their schools for maintenance and cleaning needs. Custodians will be given specific duties and will be held accountable for those duties.</p> <p>2. District maintenance staff will be contacted when needed.</p>

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FOCUS AREA 3 SCHOOL ENVIRONMENT		
DOMAIN 2: Discipline		
<p>Long Range Goal: All students will feel safe and all teachers will be able to provide quality instruction without interruption due to behavior problems.</p>		
<p>Objective 1: Student discipline referrals will decrease over time. (Note- they may actually go UP for a while....things sometimes have to get worse before they get better.)</p>		
<p style="text-align: center;">Action Plan</p> <ol style="list-style-type: none"> 1. PBIS plans will be in place and active on every campus. By rewarding positive behavior, we hope to influence all students to act properly. 2. Student misbehaviors will be dealt with consistently. 3. Teachers will continue to receive support through NEST, Kagan workshops and other opportunities to help them manage their classrooms better. 4. APSB will continue to seek out help from providers to give our students more mental health assistance. Hopefully, our students will learn to cope with more situations and, thus, feel safer on our campuses. 		

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FOCUS AREA 4 FINANCE		
DOMAIN 1: Alignment		
Long Range Goal: APSB will ensure all resources are tied to student achievement.		
Objective 1: School Based Budgets will strategically allocate funding to give students the greatest chance of academic success.	Objective 2: All departments will work together to ensure that financial resources from all sources are working together.	
<p style="text-align: center;">Action Plan</p> <p>1. Principals will meet semi-annually with central office finance staff to ensure best use of funds.</p> <p>2. Principals will strategically develop master schedules that prioritize funding for areas with the most effect on school performance scores.</p>	<p style="text-align: center;">Action Plan</p> <p>1. Directors and Supervisors of all departments will plan budgets together. Federal Programs, Special Services, and all departments with financial resources will work with instructional personnel to ensure alignment.</p> <p>2. Directors and Supervisors of all departments will work with principals seeking input to maximize the effect of financial resources on student achievement.</p>	

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FOCUS AREA 4 FINANCE		
DOMAIN 2: Fiscal Responsibility		
Long Range Goal: APSB will provide a quality, financially viable school system which is sustainable.		
Objective 1: Budgets will be developed using strategies that are conservative yet put student achievement first.	Objective 2: APSB will be financially secure for many years to come.	
<p style="text-align: center;">Action Plan</p> <ol style="list-style-type: none"> 1. Decisions will be made by APSB finance staff based on state recommended staffing numbers. 2. Exceptions will only be made when there is an absolute and obvious need. 3. Finance staff will monitor all budgets regularly, constantly looking for ways to spend less and achieve more. 	<p style="text-align: center;">Action Plan</p> <ol style="list-style-type: none"> 1. Budgets will be created with long term goals as well as one year results. 2. Investments will be made when the result is a gain of funds for the future when possible. 3. Studies will take place to determine the long term feasibility of schools with declining enrollment and the feasibility of all co-curricular and extra-curricular programs. 	

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<u>Avoyelles Parish Elementary Schools</u>	<u>Avoyelles Parish High Schools</u>
Bunkie Elementary Learning Academy – Amy Volentine	Avoyelles High – Mike Rachal
Cottonport Elementary School – Wendy Adams	Bunkie Magnet High – Laura Hargis
Lafargue Elementary – Sharice Sullivan	LASAS – Dexter Compton
Marksville Elementary – Dawn Pitre	Marksville High – Marvin Hall
Plaucheville Elementary – Tonenikea Wilson	
Riverside Elementary – Jessica Gauthier	