

**SHELBYVILLE CENTRAL SCHOOLS
CORPORATION STRATEGIC PLAN
2015-2020**

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GOLDEN BEARS

Strategic Plan

Vision Statement

Building our Community through Education and Opportunity.

Mission Statement

SCS Educates Every Student, Every Day, No Exceptions, No Excuses.

Values

- Kids First
- The belief that every child can learn
- Total education: mind, body, and character
- An understanding and appreciation for the concepts of Equality/Civility/Citizenship
- Community Leadership
- Climate of mutual respect
- Pride in: Self, School, Community, Country
- Inspire: Every interaction is an opportunity to teach and to learn!
- Data Driven: Data will be used to help direct financial, curricular, and instructional strategies

Areas of Key Strategic Initiatives

I. Human Capital:

Administration, faculty and staff competencies, performance, development, habits, attitudes, creativity and attributes

II. Operations

Fiscal responsibility, policy, budget, building/grounds and services including custodial, health, technology, clerical, maintenance, food service, transportation, 730 (equipment), and 611 (supplies)

III. Academic and Extracurricular

Student performance, programs, curriculum development, instruction, athletic/clubs, and innovative initiatives

IV. Image

Public relations, community, culture and communication

MEASURABLE GOALS FOR KEY STRATEGIC INITIATIVES

I. Human Capital

A. Goal: 100% of our certified and non-certified staff will achieve the Effective/Highly Effective status

B. Key Strategic Initiatives:

1. A Corporation that has Healthy Staff/Healthy Students/Healthy Schools
 - a. Provide wellness programs for faculty, staff and students
 - b. Maintain clean buildings by monitoring Corporation custodial staff and outsourced custodial companies at the elementary
 - c. Offer nutritious meals through the Corporation cafeteria services that meet state and federal guidelines
 - d. Maintain a qualified wellness committee that meets regularly to study and suggest wellness strategies for the Corporation
 - e. Expand knowledge of available health/wellness initiatives by developing health services webpages, distributing materials, and advertising at school events
 - f. Develop and implement strong tobacco/alcohol/drug prevention programs
 - g. Increase the level of expertise (nursing services) throughout the Corporation
 - h. Offer staff incentives for participation in health related programs, activities, and for practicing healthy behaviors
 - i. Open the pool for open swim sessions for staff and the community
 - j. Offer health/fitness events for students at all levels
 - k. Staff workout opportunities (running, fitness, T25, yoga, water aerobics) at each building
 - l. Work with PE departments on vertical articulation with curriculum and find an actual curriculum to use that focuses on proper exercise, food and weight balance (not just following Physical Education standards but more depth and structure), a more scripted type of program that gets results at each level
2. Provide professional development to staff to ensure quality instruction and Curriculum implementation
 - a. Corporation summer professional development opportunities based on a needs assessment and school improvement plans
 - b. Maintain professional development money in the budget to ensure staff can attend appropriate workshops and conferences throughout the summer and school year
 - c. Utilize employee expertise for professional development on early release Wednesdays and the Corporation Leadership Summit
 - d. Continue professional development in differentiation, Depth of Knowledge (DOK), literacy standards, and new expectations in the new Indiana Standards

- e. Maintain honest and effective evaluation for all staff members to ensure personal and professional growth
- f. Diversity training for all faculty and staff to ensure cultural awareness and understanding of the academic, emotional, and social needs of the Corporation's minority and subgroup populations.
- 3. Well compensated faculty and staff
 - a. Review ISBA statewide statistics annually to ensure competitive wages and benefits
 - b. Review local and regional wage scales to ensure non-certified wages are competitive throughout the Corporation
 - c. Develop a fair and appropriate Collective Bargaining Agreement that meets the needs of faculty and students
- 4. Hire the most qualified individuals for all positions
 - a. Attend university hiring fairs throughout the State
 - b. Properly advertise all positions in order to attract a larger pool of candidates (SearchSoft, IDOE, network with universities, attend job fairs)
 - c. Continue to build partnerships with surrounding colleges and universities to increase the number of field experience and student teaching opportunities
 - d. Recruit quality candidates
 - e. Market upgrades to facilities, technology, support mechanisms, and professional development opportunities
 - f. Interview process should include a "sell the school" tour by teachers in grade level or department
- 5. Ensure all employees receive a thorough orientation outlining Corporation expectation
 - a. Annual new teacher orientation
 - b. Substitute teacher orientation
 - c. Instructional assistant orientation
 - d. Bus driver orientation
 - e. Faculty orientation
 - f. New teacher mentor (department heads/lead teachers)
- 6. Continue to foster an atmosphere of employee appreciation
 - a. Take time to celebrate academic success
 - b. Acknowledge the challenges faced in public education and provide support for staff (Professional development, stipends for summer work, collaboration on building and Corporation level initiatives)
 - c. Show appreciation for individual teacher efforts that go beyond what is expected (Recognize at board meetings, on employee page, building level convocations or events)
 - d. Publicly recognize excellence and dedication to serving the students of Shelbyville
 - e. Promote collegiality and school pride

II. Operations

- A. Goal: Operations will support academic goals and enhance educational opportunities, climate and culture

B. Key Strategic Initiatives:

1. Improve/Maintain facilities to community expectations
 - a. Maintain efficient custodial services
 - b. Maintain efficient maintenance of facilities
 - c. Keep a running list of short and long term Capital Projects plans to ensure upkeep of buildings with anticipated projected dates and actual completion dates
2. Maintain strong corporate finances
 - a. Maintain a General Fund cash balance of at least 10%
 - b. Maintain a Rainy Day Fund to be used in case of a financial emergency
 - c. Monitor tax caps to ensure the Transportation Fund remains stable
 - d. Adjust transportation expenses as needed to ensure fund solvency
 - e. Investigate a Corporation Foundation to raise funds to support key initiatives
3. Friendly and professional auxiliary services
 - a. Clearly communicated expectations
 - b. Honest and constructive evaluation system
 - c. Professional development
4. Friendly, professional, efficient, safe transportation services
 - a. Professional development provided by administration
 - b. Professional development provided by Director of Transportation
 - c. Clearly communicated expectations
 - d. Honest and constructive evaluation system
 - e. Upgrade technology
5. Readily available and affordable resources: technology, materials, and supplies
 - a. Review student fees
 - b. Review Capital Projects and General Fund allocations
 - c. Investigate fundraising opportunities

III. Academic and Extracurricular

A. Goal: Shelbyville Central Schools IDOE Letter Grade A

B. State and local benchmarks:

1. An average of 90% of students passing both sections of ISTEP+ at each grading level and corporation wide
2. 92% of students passing the English/Language Arts section of ISTEP+ in grades 3-10
3. 92% of students passing the Math section of ISTEP+ in grades 3-10
4. 75% participation in Advanced Placement Courses/College Credit Courses at SHS
5. 96% Corporation graduation rate
6. 96% of students reading at grade level by the end of the 3rd grade. This percentage will be based on IREAD
7. SCS students will demonstrate median growth of 60% on the ELA section of ISTEP+ in grades 3-8

8. SCS students will demonstrate median growth of 60% on the Math section of ISTEP+ in grades 3-8
9. SHS students will score above the State and National averages on the SAT. The following are the 2014 average scores.

	SHS	State	National
Critical Reading	489	497	497
Math	480	500	513
Writing	471	477	487
	1440	1447	1497

10. Increase the amount of students who leave SHS with college credit to 65% of the graduating class by 2018.
11. Gradually increase percentage of students in extracurricular activities until at least 90% of students at the High School and Middle School are involved in at least one extracurricular activity.

C. Key Strategic Initiatives:

1. Maintain data cards on students with regular review of data and re-teaching strategies
2. Incorporate regular data meetings to identify areas in need of extra instructional minutes
3. Utilize instructional assistants at the elementary and middle school levels for one-on-one and small group remediation
4. Use Acuity and mClass testing to identify gaps in instruction
5. Realignment of scope and sequences to align to the 2014 Indiana Academic Standards with valid benchmarking at all courses
6. Utilize Curriculum Loft for documentation of solid maps with common instructional calendars, resources, activities, and assessments
7. Continue integration and benchmarking of literacy standards
8. Continue vertical articulation meetings between preschool-kindergarten, fifth-Middle School and eighth-High School
9. Response to Instruction (Rtl) - Use for core and remedial instruction based on individual needs of students
10. Investigate the need for additional support staff at the secondary level for at-risk students (dean, social worker)
11. Jump Start Program for identified at-risk incoming kindergarten students
12. Maintain good class sizes
13. English as a Second Language (ESL) instruction and academic support
 - a. Continue to offer English Language Learner Night
 - b. Hire English as a New language (ENL) certified faculty
 - c. Diversity training for faculty and staff
 - d. Recruit/hire minority staff members
14. Expand early childhood education
15. Expand alternative education programs

16. Develop and improve the technology used for instruction in all Corporation buildings
 - a. Insert technology programs that enhance instruction and teaching of State standards (iPad Initiative)
 - ▶ Read 180 - Reading intervention
 - ▶ Systems 44 - Reading intervention
 - ▶ ALEKS
 - ▶ Achieve 3000 or Kids Biz
 - ▶ Dibels
 - ▶ Rosetta Stone
 - b. Replace textbooks with iPads where appropriate
 - c. Apply for IDOE eLearning Grants
 - d. Have teachers participate in eLearning Courses
 - e. Provide on-going and differentiated professional development opportunities for the integration & technology tools in the classroom
17. Increase the academic and extracurricular opportunities available to students
 - a. Assist in removing obstacles so minority and subgroup populations participate in extracurricular opportunities
 - b. Monitor the following percentages of minorities in each area and in each school within the Corporation to check for disproportionality and ensure equality in academic opportunity:
 - c. Promote athletic opportunities to all students well in advance of participation deadlines
18. Annual review of new trends in education
19. Encourage faculty innovation
20. Audit surrounding and successful school corporations for program development
 - a. Monitor and review data at the building and district level in the following areas:
 - ▶ Suspension rates
 - ▶ Expulsion rates
 - ▶ In-school suspension rates
 - ▶ Discipline referral rates
 - ▶ Graduation rates
 - ▶ Extracurricular participation rates
 - ▶ Failure rates
 - ▶ AE participation rates
 - ▶ Honors diplomas
 - ▶ Special Education rates
21. Closely monitor dual credit enrollment and offer remedial College Prep Course for identified students
22. Increase enrollment in College-Entrance Prep Class and expand dual credit offerings
23. Increase out-of-district student enrollment
 - a. Continue to improve course offerings and extra-curricular activities that will attract and retain students to the Corporation
 - b. Expand the preschool program to meet community need
 - c. Investigate offering transportation to out-of-district students

IV. Image

A. Goal: Recognized as an educational leader in the Community and around the State

B. Key Strategic Initiatives:

1. Create and implement a plan to improve SCS perception in both Community and Region
2. Advertise and promote academic success (IDOE letter grade A)
 - a. Put report card on billboard
 - b. Signs on all schools
 - c. Utilize electronic signs
 - d. Send out in listservs
 - e. Program inserts for each level promoting success and outlining academic and non-academic opportunities for students (athletic, academic, fine arts)
 - f. Celebrations at the building level
 - g. Place brochures in local businesses, movie theaters, gathering places
 - h. Create documents or brochures with up to date information for realtors
3. Regularly submit pictures and articles for the Shelbyville News Classroom Page
4. Promote more the Straight A status and 4 Star Schools, Schools to Watch (signs, billboards...)
5. Hold a Corporation academic celebration night at a home basketball / football or some other event and hand out SCS "A" shirts / recognize teachers there and their accomplishments
6. Create a promotional video about the Corporation that is professionally produced / run a campaign and advertise our strengths
7. Promote the financial savings for families when students take advantage of the dual credit options at the High School
8. Continue to grow the community service component (several large projects that SCS sponsors)
9. Outreach program for parents of struggling students that involves strategy in a nonthreatening environment which may include, if necessary, a personal invitation
10. Utilize electronic media to reach more families and community members
 - a. Facebook
 - b. Twitter
 - c. Electronic Newsletters
 - d. Instant Alert System
 - e. Enhance Web Pages
 - f. Develop a Corporation App
 - g. Expand SHS Television Studio for Corporation news
 - h. Develop a Corporation radio station
 - i. Daily announcements on webpage
11. Organize an alumni association and communicate via listservs or social media

12. Continue Hall of Fame and investigate an Athletic Hall of Fame with specific criteria for recognition
13. Work towards accomplishing the Family Friendly Schools designation of "Excelling" from the IDOE
14. Continue to have high school athletic teams participate in community service projects
15. Promote and advertise SCS apparel (spirit days)
16. Establish a partnership involving students, staff, families, and community
 - a. Partner with community organizations to help promote the City of Shelbyville
 - b. Encourage employees to have more of a presence on State-wide professional organizations
 - c. Communicate activities where parents, community members and board members can volunteer or visit the schools (Recognition programs, Parent Fair, Back to School Night, SCS Loves to Read)
 - d. Develop more opportunities for family and community members to visit schools within the Corporation
 - e. Encourage community service and involvement by employees and students (Goal: 50% of certified staff participates in a community service opportunity)
 - f. Develop a student/faculty/community mentorship program
17. Develop programs that educate and exhibit an appreciation for the many different cultures that make up Shelbyville Central Schools
 - a. Incorporate multiculturalism and diversity into lesson plans in grades K-12
 - b. Expand multicultural awareness in the Shelbyville Middle Schools' Language Lab and Shelbyville High Schools' Foreign Language Curriculums
 - c. Continue to sponsor the English Language Learner Night