

Strategic Plan for the Bordentown Regional School District

Approved: May 18, 2016

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Mission / Vision Statement

The mission of the Bordentown Regional School District, in collaboration with the community, is to provide a safe, nurturing, rigorous learning environment that empowers all students to achieve individual excellence.

We envision a school district:

- That is on the forefront of teaching and learning by implementing practices and programs that prepare students to be successful 21st century citizens,
- That develops the passion in students to be lifelong learners who are critical thinkers, respectful and compassionate individuals, and socially responsible global citizens,
- That believes a thorough education is a shared responsibility among parents, students, community members, school district personnel, higher education partners and other stakeholders, and
- That fosters collaboration among educators to create challenging, meaningful, and relevant learning experiences that incorporate multiple learning and teaching strategies.

Action Plan: Fiscal

Priority: Educate Community/Increase Public Relations Regarding BRSD Budget

Strategy: Make district budget easier to digest by public; increase opportunity for public to review budget.

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
<p>1. Present budget in smaller “buckets” that are easier to understand;</p> <ul style="list-style-type: none">a. Create focus group of stakeholders to lead this activity:b. Survey the stakeholders (survey created by Admin) to determine their understanding and satisfaction of present budget format and outreach:c. Meet with stakeholders to review survey, discuss possibilities and suggest timeline and activities regarding the understanding of district budget. Focus committee will work on:d. Obtain community opinion on how budget information (format) is received - written vs. presentatione. Decide on presentations strategies for the year:f. Set timeline of budget to be presented publicly for the yearg. Have committee review the suggested methods under Activity 2 in addition to their own creations.	<p>Superintendent and Business Admin.</p>	<p>Summer 2016 - September 1, 2017</p>	<ul style="list-style-type: none">● Analysis of survey results

<p>2. Suggested methods to make budget easier to digest or increase opportunity for public review:</p> <ol style="list-style-type: none"> a. Put information about budget in the Bordentown Bulletin newsletter b. Decide on output of information by Principals (what is too much or too little); c. Use Principal emails or PTO outreach; d. Look to coordinate budget presentations with other events where parents are already present/offer a door prize (local gift certificate)/free cupcake for all who attend; e. Determine community leaders “key communicators” who will use their influence to advocate or broadcast budget information out to the community; f. Examine social media/webcasting. <ul style="list-style-type: none"> o Make budget info available to the community online through YouTube streaming videos o PowerPoint presentations, o Display prominently on district website, etc. for people to review at home; make info easy to find; o Evaluate the possibility of social media for the district - would a twitter feed account provide more outreach? 	<p>As determined by Focus Group</p>	<p>Summer 2016 - September 1, 2017</p>	<ul style="list-style-type: none"> ● Information presented in Bordentown Bulletin/emails ● Assess number of people who attended budget presentations in past vs. meetings with other events ● Review click/view rates of online resources to see if they are access by the community
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Action Plan: Fiscal

Priority: Increase Funding Sources

Strategy: Examine ways to bring in more money for the district

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
<p>1. Search for outside grant opportunities;</p> <p>a. Re-evaluate Admin team responsibilities with the addition of grant writer - time vs. cost analysis:</p> <p>b. Review idea and then make affirmative or negative recommendation to Superintendent.</p>	<p>Admin. Team - charge one person with this responsibility; Curriculum Director</p>	<p>Now - December 2017</p>	<ul style="list-style-type: none"> • Compare number of grants researched to number of grants awarded. • Record amount of grant funding awarded to district
<p>2. Evaluate facility usage/rental and standardize fees</p> <p>a. Review current requests for usage, cost factors, rates</p> <p>b. Review idea and then make affirmative or negative recommendation to Superintendent</p>	<p>Business Office/ Superintendent/ Facility Director</p>	<p>Ongoing - recommendations by December for following year</p>	<ul style="list-style-type: none"> • Maintain record of revenue generated from facility usage compared to previous years.
<p>3. Enterprise fund - investigate methods for CDA programs to generate revenue (before/after care; summer camps; preschool tuition;</p>	<p>Business Office/ CDA Director</p>	<p>ongoing - recommendations Summer for following year</p>	<ul style="list-style-type: none"> • List of new programs and rate differential

<p>expand adult classes/programs, etc.) to supplement district's budget;</p> <ol style="list-style-type: none"> a. Review current programs, rates b. Determine if what changes to make and recommend to start Summer 2017 and institute a process to make these recommendations each summer for following year <p>4. Potential of the Education Foundation (members who are influential in the community)</p> <ol style="list-style-type: none"> a. Networking opportunities b. Determine how Ed Foundation could be expanded c. Current funding available vs. potential if smaller parent/booster clubs coordinated efforts d. Determine if is it appropriate for School District to spearhead this 	<p>Superintendent</p>	<p>September - December 2017</p>	<ul style="list-style-type: none"> ● Growth of Ed. Foundation membership and amount of increased revenue generated.
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Action Plan: **Fiscal**

Priority: Manage Outflow of Resources

Strategy: Determine efficiency of current resources and recommend possible changes to BOE

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Evaluate student choice and tuition costs (to outside schools) a. What are reasons they are going to charters, choice or alternate schools? b. Exit interview/questionnaire for parents who are leaving the district, c. Review existing data, d. Survey community on “what are the priorities for the school program?” e. Pros of being school choice vs. cons.	Admin. Team and Director of Special Services	Now- December 2016	<ul style="list-style-type: none">Review idea and then make affirmative or negative recommendation to Superintendent
2. Evaluate budget efficiency via community/school committees;	Superintendent/BOE Finance committee	Dec/Jan of budget season	<ul style="list-style-type: none">Review use of resources by building and program and see if the spending is effective vs. priorities
3. Evaluate cost priorities;	Admin. Team	Nov/Dec of budget season	<ul style="list-style-type: none">Review existing budget, community priority surveys compared to state mandates and operations
4. Evaluate program opportunities;	Building Principals/ Superintendent/ Director of Special Services	Nov/Dec of budget season	<ul style="list-style-type: none">Assess current programs to determine needs and trends; prioritize items that may be deleted from budget, vs. additions to budget.

Action Plan: Fiscal

Priority: Develop Budget Priorities

Strategy: Examine needs by building/program and allocate funds appropriately.

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Examine existing program and determine importance by need	Admin/Staff	Summer 2016 - June 2017	<ul style="list-style-type: none">● Review existing budget and materials● Develop needs assessment
2. Create Long Range District Demographic Study Examine the possible re-districting/school reassignment/new construction for maximum efficiency of K-5 program	Superintendent/Business Administrator	Summer 2016- September 2017	<ul style="list-style-type: none">● Analyze effects of current and future populations on budget
3. Create a list of priority categories <ol style="list-style-type: none">a. building/facilitiesb. curriculumc. staffd. learning materialse. technology	Admin/Staff	Fall 2016	<ul style="list-style-type: none">● Revision of existing budget
4. Submit to Sup./Business Admin using existing process	Admin	Dec 2016	<ul style="list-style-type: none">● Budget worksheets

Action Plan: **Governance**

Priority: Increase Student Academic Achievement

Strategy: Increase Parent Communication

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Develop and refine all means of communication to Bordertown Regional families from k-12 as well as community stakeholders.	Staff	Sept. 2016- on-going	<ul style="list-style-type: none">● Maintain websites for all schools
	Staff & Administration	Sept. 2016- on-going	<ul style="list-style-type: none">● School Messenger usage school and district wide
	Staff & Administration	Sept. 2016- on-going	<ul style="list-style-type: none">● Implement a Social Media Protocol
	Staff & Administration	Sept. 2016- on-going	<ul style="list-style-type: none">● Utilization of District Newsletter
	Administration	Sept. 2016- on-going	<ul style="list-style-type: none">● Utilization of school marquees

Action Plan: **Governance**

Priority: Increase Student Academic Achievement

Strategy: Increase student recognition programs

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Establish a protocol to determine the success of our PBIS across the school district.	Focus groups, students, staff and administration	End of Oct. 2016 - spring 2018	<ul style="list-style-type: none">• Administration confirm, data review and reporting• Create document listing current building programs.• Explain purpose and function of each program.• Review and analyze data.• Determine what changes, if any, need to be made.• Implement changes if necessary and continue to evaluate effectiveness of programs on an annual basis.

Action Plan: Governance

Priority: Increase Community Connections

Strategy: Develop District Outreach Team

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Establish key communicators throughout district, school and community to enhance greater communication and develop community/school partnerships to implement and or establish joint projects and activities.	PTO/A, Administration, Parents, Students, Staff, and Community Leaders	Sept. 2016- July 2018	<ul style="list-style-type: none">● Completion of team - Central Administration review● Identify one representative from each school● Hold four meetings during the school year with the first meeting to be held each June of the upcoming school year● Meeting minutes● Establish and publicize joint community project● Creation of calendar/timeline for projects/activities

Action Plan: **Governance**

Priority: Increase Community Connection

Strategy: Inclusion of Community in Schools

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Identify potential organizations and agencies to partner with the School District to increase student experiences beyond the classroom and provide essential skills and advancement for students' K-12.	District Outreach Team Various building teams Staff / Administration Community stakeholders	Sept 2016 - on-going	<ul style="list-style-type: none">• List of organizations and grants available• Calendar of community members included in building events• Overall report to Superintendent and Building Admin• Summary report of progress and needs for future

Action Plan: Operations

Priority: Facilities (Buildings and Grounds and Transportation)

Strategy: Develop Capital Replacement Plan

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Conduct district-wide inventory of district's current facilities and equipment to identify needs and priorities, including but not limited to facility renovations/upgrades as well as equipment replacement/updates.	SBA, with building & Grounds and Transportation Director	Begin: Fall 2016 Complete: June 2017	<ul style="list-style-type: none">• Report identifying each school's/operational area's findings and needs and prioritization to address.
2. Continue to refine district-wide preventive maintenance best practices for facilities and transportation equipment operations.	SBA, with building & Grounds and Transportation Director	Begin: Fall 2016 Complete: June 2017	<ul style="list-style-type: none">• Revised PM protocol documents, as necessary.

Action Plan: Operations

Priority: Technology

Strategy: Enhance technology and its use district wide

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Conduct district-wide inventory of district's current available technology resources; identify areas of needs and priorities, including replacements of obsolete technology.	Technology Director, with support from Technology Committee (of the Board); Administrative Staff	Begin: Fall 2016 Complete: June 2017	<ul style="list-style-type: none">• Technology (inventory) database and/or accompanying report• Documentation of survey responses; discussions with representative user and/or focus groups
2. Evaluate changes, as appropriate, to the current district-wide technology training programs to maximize their efficiency and effectiveness for educational and administrative use.	Technology Director, with support from Technology Committee (of the Board); Administrative Staff	Begin: Fall 2016 Complete: June 2017	<ul style="list-style-type: none">• Survey staff to identify areas that require training

Action Plan: Operations

Priority: Positive and safe environment

Strategy: Examine ways to enhance district-wide discipline system

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Enhance/revise student handbooks, via approaches that include: staff/student/focus group surveys; comparisons to other districts	Admin./ guidance	Finalize: Fall 2016	<ul style="list-style-type: none">• Survey results• Revised handbooks
2. HIB training for staff and students in maintaining/enhancing a positive school environment.	Admin./ guidance	Commence: Fall 2016	<ul style="list-style-type: none">• Formal training protocols and other resources
3. Establish a student advisory board for the secondary schools (middle and high schools).	Admin. and student government	Commence: Winter 2017	<ul style="list-style-type: none">• Advisory boards established• Evidence of operations (i.e.: meetings; agendas; plans/programs institutes; etc.)
4. Formalized school-based safety committee to utilize best practices within the entire school district, including continued partnering with local law enforcement agencies and utilization of our school Resource Officer (SRO) to structure.	Director of Safety and Security to coordinate programs with staff, Administration, SRO	Initial Changes: Winter 2017	<ul style="list-style-type: none">• Director of Safety and Security position funded• Operational manual/guidance for safety committees• Evidence of operations (i.e.: meetings; agendas; plans/programs institutes; etc.)

Action Plan: Operations

Priority: Outside use of district-wide facilities

Strategy: Maximize cost-effective use of district-wide facilities by third parties

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Formation of facility use review team.	Superintendent or designee	August 2016	<ul style="list-style-type: none">● Creation and identification of team members
2. Review and update of current facility use Protocols.	Facility Use Review Team	Fall 2016	<ul style="list-style-type: none">● Report and/or presentation(s) to Superintendent &/or Board Committee
3. Completion of Facility Use Protocol Policy, including revised fee structures and processes for on-going revisions.	Facility Use Review Team	March 2017	<ul style="list-style-type: none">● Comparative fee structures and comparisons● Revised use document● BOE action to approve new Policy/Protocol

Action Plan: Personnel

Priority: Evaluate the effectiveness of a strong mentoring program

Strategy: Actively develop expertise of novice or new staff members

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Mentor training;	Building Administration	Prior to Sept 15 of each school year	<ul style="list-style-type: none">● Record of completion of mentor training program
2. Pair the novice teacher with a colleague (novice teacher, mentee by request, new to district);	Building Admin.	By Sept. 15 of each school year	<ul style="list-style-type: none">● self-evaluation● survey● observations● successful completion of log hours
3. Instructional Rounds: observation of veteran teacher by novices;	Curriculum and Instr. Building Admin	3x/year	<ul style="list-style-type: none">● “Look For” checklist● debrief
4. Formal Mentor/Mentee meetings;	Building Admin	monthly	<ul style="list-style-type: none">● agenda● log of meeting date/ time
5. Novice Teacher Instructional Rounds: observation of novice teachers by other novice teachers;	Curriculum and Inst. building Admin	On-going, as needed, as in-service, as required	<ul style="list-style-type: none">● Discussion● Debriefing
6. Conduct review of established mentoring program.	Curriculum & Instruction Building Admin	July / August	<ul style="list-style-type: none">● Analysis of novice teacher observation reports● Survey of mentors & novice teachers

Action Plan: Personnel

Priority: Align professional development opportunities with district, school, and staff goals and needs

Strategy: Provide professional development that is tied to staff needs

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Determine professional development needs;	Curriculum & Instruction Admin.	June-August	<ul style="list-style-type: none"> • Analysis of observation reports “areas in need of improvement.” • Teacher survey • Backwards design based on district, school, & staff goals.
2. Complete District/School Professional Development Plan for each school year;	Staff/ building Admin. DEAC, PD Committees	June - August	<ul style="list-style-type: none"> • Alignment with observation report data, teacher surveys, and alignment with district and school goals.
3. Sharing District Professional Development Plan with faculty/staff;	Building Admin	September	<ul style="list-style-type: none"> • Faculty Meeting Agendas
4. Take steps to achieve Local Professional Development such as: empowering teachers to act as presenters, teacher instructional rounds, Lunch & Learn/Brown Bag workshops;	Director of Curriculum & Instruction; Building Admin.	June - August	<ul style="list-style-type: none"> • Increase in faculty participation as presenters • Increase in faculty participation at teacher-led PD opportunities
5. Continue to gain insights outside the Bordentown Regional School District such as: outside presenters, site visits to other districts, teacher attendance at conferences, etc.	Director of Curriculum & Instruction; Building Admin	June - August	<ul style="list-style-type: none"> • Increase in faculty participation in outside conferences, site visits, etc. • Turnkey presentations for BRSD faculty

Action Plan: Personnel

Priority: Employ a High Quality Faculty

Strategy: Develop a Recruitment Plan to acquire a high-quality faculty

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Evaluate the current application process for ease and efficiency;	Superintendent/Business Administrator	Fall/Winter 2016	<ul style="list-style-type: none">● Survey other districts for comparison.● Evaluate software programs like <u>Applitrack</u> and perform a cost study.● Ease of access to postings on district website
2. Attend college job-fairs at local colleges & universities;	Director of Curriculum & Instruction /Building Admin	Spring	<ul style="list-style-type: none">● Presence at Job Fairs.● Analysis of hiring practices
3. Confirm hiring needs in the early part of the hiring season;	District-wide Administration	March	<ul style="list-style-type: none">● Analysis of date of hire, specifically looking for earlier hire dates.
4. Recruit diverse staff to meet the needs of Bordentown's population.	HR Director/Principals	January of each school year.	<ul style="list-style-type: none">● Track data of new hires.

Action Plan: Personnel

Priority: Promote greater collaboration between faculty, administration, and board of education

Strategy: Continued participation in Rutgers Collaborative School Leadership Initiative

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Attendance at Rutgers organized conferences;	District administrative team, faculty, board of ed.	Yearly, as set by Rutgers researchers.	<ul style="list-style-type: none">● Record of attendance
2. Attendance by school teams at BRSD organized conferences;	District administrative team, faculty, board of ed.	2x a year (Summer & January)	<ul style="list-style-type: none">● Record of attendance
3. Construction and meetings of school based collaborative committees;	District administrative team, faculty, board of ed.	4x a year	<ul style="list-style-type: none">● Record of attendance● Meeting agendas
4. Develop collaborative goals for the district/each school;	District administrative team, faculty, board of ed.	July - August (in conjunction with creation of PD goals)	<ul style="list-style-type: none">● Record of attendance● Meeting Agendas
5. Monitor progress towards district/school collaborative goals.	District administrative team, faculty, board of ed.	2x a year (Summer & January)	<ul style="list-style-type: none">● Dependent on goal, suggested methods of assessment may vary.● Varied qualitative and quantitative measures

Action Plan: **Personnel**

Priority: Cultivate and Enhance Character

Strategy: Review and Refine Staff/Admin Professional Responsibilities

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Teacher/Admin reflection of Domain 4/Marshall Rubric score from previous school year;	Admin/Staff	Sept 2016	<ul style="list-style-type: none">• Yearly teacher/administrator evaluation
2. Creation of PDP and SGO for school year;	Admin/Staff	Oct 2016	<ul style="list-style-type: none">• PDP/SGO document
3. Midyear reflection of Domain 4/ Marshall Rubric progress;	Admin/Staff	Jan 2017	<ul style="list-style-type: none">• Self-reflection of PDP/SGO document
4. Evaluation of Domain 4/Marshall Rubric and assessment of progress - end of year;	Admin/Staff	June 2017	<ul style="list-style-type: none">• PDP/SGO document
5. Implement changes if necessary and continue to evaluate professionalism on an annual basis.	Admin/Staff	June 2017	<ul style="list-style-type: none">• Creation of next year's PDP/SGO document

Action Plan: Program & Instruction

Priority: Students will acquire foundational skills and knowledge at every level of their education

Strategy: Review curriculum documents to ensure they are both rigorous and supportive of the needs of diverse learners. This review should confirm that curriculum documents are aligned with applicable standards, include assessments and appropriate pacing guides, and make use of best instructional practices including differentiation.

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
<p>1. Develop year-long/full course pacing guides in K-12. Set Timely Review Process for all classes;</p>	<p>Director of C&I Assistant Principal Of C&I Principals Summer Curriculum Writers</p>	<p>on-going</p>	<ul style="list-style-type: none"> ● Implementation of Completed Pacing Guides ● Classroom Observations
<p>2. Continue to develop and refine programs for gifted and high achieving students;</p>	<p>G&T Teachers Supervisor of G&T Admin Team</p>	<p>on-going</p>	<ul style="list-style-type: none"> ● Newly developed identification process ● Classroom observations ● Student Work Products
<p>3. Develop common curricular end-of-unit (summative) assessments that are aligned with Common Core Standards K-12;</p>	<p>Teachers K-12 Director of C&I Principals Director of C&I Asst. Principal of C&I Principals</p>	<p>completed by June 2018</p>	<ul style="list-style-type: none"> ● Implementation of assessments ● Review and Interpretation of results
<p>4. Establish a curriculum revision model and a schedule for 5 year curriculum revision cycles for all subjects and courses;</p>	<p>Director of C&I Asst. Principal C&I Admin Team</p>	<p>on-going /based on date of curriculum adoption</p>	<ul style="list-style-type: none"> ● Pacing guides/Curriculum Calendars ● Observation of common pacing and common units across grade levels and subject areas

<p>5. Create a plan for Professional Development in the use of instructional best practices and to teach diverse learners;</p>	<p>DEAC / ScIPs</p>	<p>on-going</p>	<ul style="list-style-type: none"> ● Professional Develop Plan and offerings ● Classroom Observations ● Staff Surveys ● Review of minutes from ScIP meetings ● Review of minutes from DEAC meetings
<p>6. Analyze assessment information to determine programmatic strengths and weaknesses.</p>	<p>Admin team Teachers</p>	<p>on-going</p>	<ul style="list-style-type: none"> ● Review of student results from state standardized assessments

Action Plan: Program & Instruction

Priority: Students will acquire foundational skills and knowledge at every level of their education

Strategy: Collect, analyze and interpret data as a means to identify student strengths/areas of need, inform instructional strategies and plan for intervention(s) or specialized programming.

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Continue progress monitoring of all K-12 special education students;	Director of Special Services Principals CST Teachers	on-going	<ul style="list-style-type: none">• Training for teachers• Student progress toward specific IEP-driven goals
2. Refine Intervention protocols for literacy and math in regular education prior to referral for special education K-5;	I&RS Teams Counselors BSI Teacher K-5 Admin	on-going	<ul style="list-style-type: none">• Tracking of intervention and level of success with pre and post data• Decreased special education referrals by providing alternate supports through general education
3. Intervention Programs at Middle School and high school levels;	I&RS Counselors Secondary Admin	on-going	<ul style="list-style-type: none">• Tracking of intervention and level of success with pre and post data• Decreased special education referrals by providing alternate supports through general education
4. Review eligibility criteria for academic support including review of report cards / standardized test scores / parent request / I&RS records / summative & formative assessments.	Admin Team BSI Team I&RS Team Teachers	on-going	<ul style="list-style-type: none">• Review of student rosters, report card data, standardized test scores and other assessments

Action Plan: Program & Instruction

Priority: Students will acquire foundational skills and knowledge at every level of their education

Strategy: Provide opportunities for students to develop into productive members of the larger community by enhancing their exposure to various academic experiences and extracurricular activities.

ACTIVITY	PERSON(S) RESPONSIBLE	TIMELINE	EVALUATION METHOD
1. Examine extracurricular activities/clubs offered throughout district K-12;	Students Parents Teachers Principal	on-going	<ul style="list-style-type: none">• Survey Results• Participation rates
2. Continue to develop students' 21 st Century skills (i.e., web-based applications, computer programming, keyboarding, internet research and safety, digital citizenship, etc.).	Admin Team Instructional Staff	on-going	<ul style="list-style-type: none">• Student Products / Performance• Lesson Plans• Classroom Observations