## Strategic Plan Timeline

<table>
<thead>
<tr>
<th>2008-2009</th>
<th>Plan Development</th>
<th>Plan Adoption</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-2010</td>
<td>Implementation I</td>
<td>Implementation II</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Implementation III</td>
<td>Implementation IV</td>
</tr>
<tr>
<td>2011-2012</td>
<td>Mid-Point Review and Plan Modifications</td>
<td>Implementation I</td>
</tr>
<tr>
<td>2012-2013</td>
<td>Implementation II</td>
<td>Implementation III</td>
</tr>
<tr>
<td>2013-2014</td>
<td>Plan Evaluation</td>
<td>New Plan Development/Adoption</td>
</tr>
</tbody>
</table>
Inputs
- Policies
- Budgeting
- Staffing
- Curriculum
- Instructional Practice
- Assessments
- Co-curricular opportunities
- Systems of Support
- Access to Resources

Outcomes
- Grades
- Attendance
- Promotion
- Participation in Higher Level Courses
- Engagement in Extra-Curricular Activities
- Graduation
- College Access and Success
Strategic:

- Planned
- Tactical
- Intentional
- Calculated
- Premeditated
- Considered
GOAL AREAS

- Curriculum
- Student Achievement
- Achievement Gap
- Holistic Needs of Students
- Communications
- Facilities

- Mathematics & Reading
- Participation in State Assessments
- Student Attendance
- Graduation
- Educational Technology
The Context of Plan Implementation

- Teacher and Staff Quality
- Tradition of Excellence/Innovation
- Investment in Buildings/Technology
- Programming for Student Needs
- Strong Curriculum
- Strong Parental Support
The Context of Plan Implementation

- Inconsistent Use of Data
- Organizational Independence
- Changes in Leadership and Unexamined Practices
- Construction Management

Our Current Quality

- Teacher and Staff Quality
- Tradition of Excellence/Innovation
- Investment in Buildings/Technology
- Programming for Student Needs
- Strong Curriculum
- Strong Parental Support
Curriculum: integrated, coherent, culturally proficient, rigorous and relevant

- Expanding of our District-wide capacity for using data to guide instruction and curriculum revisions K-12.
- Establishing consistent processes to implement ‘Consensus mapping’ of the curriculum to identify the content, skills, assessments & resources in each grade level and course.
- Aligning curriculum with an emphasis in elementary mathematics and writing.
- High Schools are completing the development of aligned final exams in the core curricular areas.
- Middle Schools are reviewing curriculum to establish a more aligned curriculum at each school.
Student Achievement

- Establishing an infrastructure to assist teachers and administrators with data collection and analysis processes at the elementary, middle, and high school grade levels.
- Establishing longitudinal data on students’ progress in reading, writing, and math has been implemented through Performance Tracker.
- Facilitating of data analysis training in support of achievement teams and all staff K-12.
Achievement Gap

- Conduct monthly meetings for 50 Cultural Proficiency Cadre members
- Conduct professional development on culturally proficient strategies for administrators
- Coordinate attendance for teachers, building administrators, curriculum team members, and school counselors to attend DVMSAC workshops that focus on diversity and culturally proficient teaching strategies
- Provide student advocacy and parental support for high school students
- Work with staff and community agencies to provide adult mentors for students who are experiencing academic difficulties
- Designed a week-long summer transition program for students entering high school who are in need of support
Achievement Gap

- Expanded instructional focus of new teacher orientation to include issues of cultural identity
- Targeted recruitment for the IB program
- Supported the development of student support programs and activities: Day of Service, CRAYONS, Cross-Age Mentors
Achievement Gap

- Revised the format of the CARE meetings
- Offered the Parents as Leaders course
- Developed the Road Map to Success
- Increased the percentage of African American students identified as gifted
  - 2007-2008  2.6%
  - 2009-2010  4.8%
Holistic Needs of Students

- Initiated reviews of school counseling services in cooperation with ISC, CARE and external consultants
- Revised Policy 245 on Self Harming Behaviors
- Conducted training on issues of student identity
- Surveyed teachers, administrators and counselors on school-to-school transition
Holistic Needs/Achievement

- Revised the CST model to the district-wide Achievement Team Model
  - Incorporated more data use
  - Included parents earlier in the dialogue
  - Formalized action plans and data collection
  - Established a monitoring process
- Expanded role of the Welcoming Committee
  - Revised registration forms
Facilities

**Strategy: Prepare and Implement a Strategic Energy Plan**

- Draft Energy Management policy being circulated for comment prior to submitting to Policy Committee.
- Audit of building lighting and controls completed. Results will be incorporated into future energy saving projects.
- Retrofitted lighting in Downs Gym with high efficiency T5 fluorescent lighting. Two more gym lighting retrofits planned for this year.
Facilities

**Adopt Green Cleaning Program**
Successfully implemented new Green Cleaning program at HHS

**Capital Program**
**Description:** Complete the capital program to build two new high performing green high schools and renovate the District Administration Building.

**Update:**
LEED Applications still pending the completion of the projects.
Facilities

Improve Facility Planning and Preventative Maintenance Operations

• Preliminary Facility assessment done in conjunction with preparation of School Year 2010-2011 Budget. Incorporating assessments into 5 Year Plan.
• District-wide asphalt pavement assessment completed.
Communications

- Started Staff/Parent Affinity Sections of website
- Expanded school-specific content on website
- Established District-Wide Community Service Coordination
- Provided Strategic Communication support for Achievement Gap initiatives
- Established a Partnership with Next Level Achievers for student mentors
- Initiated Thursday Folders “Go Green”