

**STRATEGIC PLAN
Year Eight (2013-14)**

Leadership

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
L1. Monitor the implementation and effectiveness of the strategic plan	<ul style="list-style-type: none"> * Benchmark the progress of the effectiveness of the strategic plan * Address all initiatives of the strategic plan in year eight * Ensure that the district's leadership team has ongoing, focused planning sessions in which it discusses district-wide issues such as curriculum and instruction and other strategic issues 	Deputy Superintendent, Leadership Cabinet, principals and relevant district administrators	<ul style="list-style-type: none"> * State summative tests * Graduation rates * Benchmark "Big '5' " school districts * District student achievement results * Reports to the School Board * Notes and minutes of meetings 	Sept 16, 2013: Benchmark "Big '5' " rpt June 17, 2014: Executive Summary at School Board meeting
L2. Update board policies and administrative guidelines to support quality control of the educational program and system operations	<ul style="list-style-type: none"> * Continue the committee of board members and central office staff to review and edit board policies per curriculum audit * Establish a cycle to review board policies * Identify sections to be reviewed this year 	Superintendent, Deputy Superintendent, board members and Director of Communication	<ul style="list-style-type: none"> * Updated Board policies * Board agendas * Board minutes 	July 2013 - June 2014: School Board meetings
L3. Coordinate and monitor initiatives in the district	<ul style="list-style-type: none"> * Create classroom walk-through (CWT) schedule for district office * Continue to share CWT data to improve instruction * Monitor Monday (district) collaboration meetings through agendas * Monitor all district initiatives: CWTs, Dr. Pollock's work, Sheltered Instruction Observation Protocol (SIOP), Co-Teaching, Small Group Instruction, Cognitive Guided Instruction (CGI), Extending Childrens' Mathematics (ECM), Waterford, SuccessMaker, Reading Recovery, middle school reading curriculum, GradPoint, Expanding AP, Common Core Curriculum, Technology instruction integration and Digital Learning * Schedule technology classroom walk-throughs 	Leadership Cabinet, directors, building administrators, teachers, academic facilitators, curriculum specialists, Director of Data and Accountability, New Technology High Principal, articulation leaders and secondary counselors	<ul style="list-style-type: none"> * Minutes, agendas * Monitor Monday collaboration meeting through agendas, notes and attendance * Report from committees * Curriculum meeting notes and agendas * CWT calendar * Quarterly common core updates * Technology CWT results * NTH quarterly reports * Articulation reports twice a year * Quarterly failure/absence report 	Ongoing as scheduled Weekly leadership cabinet meetings May 12, 2014: Tech. CWT rpt Oct 21, 2013 & Jan 13, 2014: NTH update Jan 13, & Jun 9, 2014: Articulation/Transition rpts Oct 28, 2013 & Apr 7, 2014 :On-time graduation rpts (counselors)

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L4. Create more opportunities for input from an expanded group of stakeholders in decision-making process	<ul style="list-style-type: none"> * Continue principals' and assistant principals' meetings to include regular discussions on district topics * Establish/continue advisory committees and include a School Board member when appropriate * Conduct regular meetings with district support directors * Principal representation at leadership cabinet * Provide decision-making opportunities through transition/articulation meetings * Re-purpose Technology Committee 	Superintendent , Deputy Superintendent, relevant central office administrators, building administrators and 9-week principal representative (1 Sec. & 1 Elem)	<ul style="list-style-type: none"> * Minutes and agendas from leadership cabinet * Minutes & agendas from monthly administrator meetings * Committee reports * Notes/minutes/reports from RHS & HHS feeder patterns (RHS: Oct 3, Dec 3, Feb 4, May 6) (HHS: Oct 1, Nov 5, Jan 7, Feb 4) * Establish 9 week terms for principals at leadership cabinet 	<p>Completed meeting schedules for: leadership cabinet, principals' and assistant principals' meetings, service directors</p> <p>Jan 13 & Jun 9, 2014: Articulation/Transition rpts</p> <p>Sept 16, 2013: Re-purpose technology committee rpt</p>
L5. Build instructional leadership capacity among building administrators	<ul style="list-style-type: none"> * Plan and facilitate curriculum meetings at building level conducted by building administrators * Building administrators' participation on committees * Work with school leadership teams to improve instruction * Continue to build leadership capacity by supporting Arkansas Leadership Academy * Promote leadership development at assistant principals meetings * Effective use of data by building administrators * Support building principals in their leadership role in sustaining the work of Dr. Pollock * Continue training on new evaluation system * Implement book study at administrators' meetings to improve leadership 	Superintendent, Deputy Superintendent, Asst. Superintendent for Elementary, Asst. Superintendent for Secondary, building administrators , Assistant Superintendent for Human Resources and Director of Professional Development	<ul style="list-style-type: none"> * Agendas * Minutes from monthly administrative meetings * Leadership Cabinet minutes * Annual Measurable Objective (AMO) meetings with principals * Attendance at Arkansas Leadership Academy 	<p>Ongoing</p> <p>Aug 20, 2013: State summative data results</p> <p>Sept/Oct 2013 & Jan/Feb 2014: AMO meetings</p>
L6. Improve instruction for teachers new to the district	<ul style="list-style-type: none"> * Continue to review and evaluate the effectiveness of new teacher induction * Provide the necessary resources to new teachers to be successful at the beginning of the school year 	Director of Special Education, Asst. Superintendent for Human Resources , academic facilitators, Director of ESOL and Migrant Services and Director of Gifted and Talented	<ul style="list-style-type: none"> * Feedback from new teachers through surveys and focus groups * New hire report 	<p>Aug 8 & 9, 2013: new teacher induction</p> <p>Oct 7, 2013: minority staffing/new hire rpt</p>

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L7. Meet with community and political leaders at all levels to solicit support for Rogers Public Schools	<ul style="list-style-type: none"> * Establish appropriate meetings with district stakeholders and supporters * Meetings with local realtors * Meet with local Chamber of Commerce * Principals to attend building and district PTO/PTA meetings * Meeting(s) with NWACC representatives 	Deputy Superintendent, Superintendent , Director of Communications and principals	<ul style="list-style-type: none"> * Calendar * Notes or minutes of meetings * Meeting with Chamber of Commerce leadership * Meetings with patrons * Realtor meetings 	<p>Ongoing/when scheduled</p> <p>Fall 2013: Chamber meeting(s)</p> <p>Jul 9, 2013: NWACC meeting</p>
L8. Continue to develop leadership capacity in the district	<ul style="list-style-type: none"> * Develop leadership development activities for principal and asst. principal meetings, * Continue leadership academy for certified staff * Arkansas Association of Educational Administrators (AAEA) summer conference * Supporting membership to professional organizations * Reports to leadership cabinet from conference participants * Train new administrators in classroom walk-through process if necessary * Implement book study at administrator meetings to improve capacity * Continue to build leadership capacity by supporting Arkansas Leadership Academy 	Leadership Cabinet, building administrators, directors, Deputy Superintendent , Superintendent, Director of Professional Development and Asst. Superintendent for Human Resources	<ul style="list-style-type: none"> * Notes/ Agendas of meetings * Feedback forms from the leadership academy participants * Number of attendees at conferences * Attendance of Arkansas Leadership Academy * Percent of in-house candidates hired for leadership positions 	<p>Ongoing- Asst. principals' meetings</p> <p>July 29 - 31, 2013: AAEA summer conference</p> <p>June 2, 2014: Leadership academy feedback</p> <p>TBA: CWT trainings for new administrators</p> <p>Aug 26, 2013: Leadership hire rpt</p>
L9. Recruit highly effective district administrators, principals and teachers that reflect the demographics of the district	<ul style="list-style-type: none"> * Recruit quality minority candidates to fill positions * Create and disseminate a list of bilingual applicants * Create and share a list of Hispanic applicants * Principals to interview minority candidates when available * Provide incentives for Hispanic candidates * Create a process to establish preferences for hiring veterans as required 	Deputy Superintendent, Superintendent, Asst. Superintendent for Human Resources , Director of Grants, Asst. Superintendent for Elementary, Asst. Superintendent for Secondary and Director of Professional Development	<ul style="list-style-type: none"> * Report on the percentage of minority staff * New hire report * Principals' performance reviews 	<p>Ongoing</p> <p>Oct 7, 2013: Minority staffing/new hire rpt</p> <p>Mar 2014: Principal performance reviews</p>

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L10. To become a premier school district in the use of technology to support student learning, teacher instruction processes and district business administration	<ul style="list-style-type: none"> * Implement the district's technology plan * Continue to explore and implement ways to allow increased access and flexibility to the district's technology while maintaining a reasonable level of security * Continue E-rate grants * Continue to upgrade our infrastructure * Audit and monitor the usage of technology for instruction in classrooms (e.g. Netbooks, Stoneware, Smartboards, webpage) * Training for building administrators in the role of technology to support instruction * Model new technology with administrators * Prepare for online assessments * Plan a future technology conference * Prepare for digital learning requirements 	CIO, Technology Committee, Deputy Superintendent, Superintendent, Asst. Superintendent for Secondary, Asst. Superintendent for Elementary, technology curriculum specialists and principals	<ul style="list-style-type: none"> * A completed Technology Plan * Minutes and notes from technology committee * CIO report to the board * Technology committee roster * Technology training agendas * Report on technology usage * Technology walk-through report 	<p>Technology Updates: Sept 16, 2013: Re-purpose technology committee report</p> <p>Jan 13, 2014: Tech. CWT rpt May 12, 2014: Tech. Plan update</p> <p>July 2014: CIO Report to the Board</p> <p>Technology training at principals' and assistant principals' meetings</p>
L11. Monitor Targeted Achievement Gap Group (TAGG) to improve student achievement	<ul style="list-style-type: none"> * Conduct weekly department meetings * Monitor the academic progress of students with disabilities and limited English proficiency in all classes and adjust instruction as needed * Reallocate special education and ESOL resources and implement and monitor a co-teaching model * Monitor the process to identify and align at-risk students with appropriate interventions * Monitor responsibility of special education and ESOL departments * Use prediction models to identify at risk students (MAP Testing) * Disaggregate retention and drop-out rates * Monitor free & reduced lunch student achievement 	Director of Special Education, Director of ESOL and Migrant Services , Deputy Superintendent, Superintendent, building administrators, assistant directors, ESOL curriculum directors, Asst. Superintendent for Secondary, Asst. Superintendent for Elementary and Director of Data and Accountability	<ul style="list-style-type: none"> * Agendas from meetings & notes * Staff assignments * Classroom walk-throughs * State summative tests * Report to the leadership cabinet * Improvement plans * MAP test reports * Annual report to the board * Retention rate of Targeted Achievement Gap Group (TAGG) * Drop-out rate of TAGG group * on-time graduation rates (disaggregate) 	<p>Ongoing (meetings)</p> <p>Sept 16, 2013: Graduation/Drop-out rpt</p> <p>June 16, 2014: Retention rpt</p> <p>ESOL: Oct 7, 2013, Feb 24, May 5, 2014: Quarterly reports to include: *Evaluate ELL Programs: 1. Language Program 2. Help Math 3. Math Vocabulary 4. PADRES report</p> <p>Sp.Ed.: Oct 14, 2012, Mar 3, May 12, 2014: Quarterly reports to include: *Evaluate delivery models for Sp.Ed: 1. Indirect 2. Co-Teach 3. High Yield Strategies</p>

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Data

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
D1. Use results from state summative assessments to improve student achievement	<ul style="list-style-type: none"> * Collect data from summative state tests * Develop a gap analysis comparing performance of the Targeted Achievement Gap Group (TAGG) * Analyze state summative and local formative data * Continue to analyze and adjust curriculum and instruction to meet the needs of all students * Develop an Arkansas Comprehensive School Improvement Plan (ACSIP) plan that reflects data driven priorities from state summative results * Report data results to appropriate stakeholders 	<p>Director of Data and Accountability, Deputy Superintendent, Asst. Superintendent for Secondary, Asst. Superintendent for Elementary, building administrators, teachers and Director of Federal Programs</p>	<ul style="list-style-type: none"> * Complete gap analysis on the performance of TAGG group on state tests * Interim data meetings/data notebooks * Completed ACSIP plans * State summative results * Quarterly reports from Special Ed. and ESOL 	<p>Aug 20, 2013: Preliminary report to the board</p> <p>Aug 2, 2013: Building data and gap analysis report at adm. kick-off meeting</p> <p>Oct 14, 2013: Report to the public</p>
D2. Use state summative and local formative data to make instructional decisions	<ul style="list-style-type: none"> * Collect formative assessment data in grades 6-12 by subgroups * Principal and teachers analyze MAP results * Produce a mid-year student achievement report * Use formative data to assist teachers to improve instruction * Use ACSIP to develop and monitor instruction and interventions * Monitor middle school and high school failures at 9, 18 and 27 weeks 	<p>Director of Data & Accountability, Deputy Superintendent, Asst. Superintendent for Secondary, Asst. Superintendent for Elementary, Director of Testing, teachers, building administrators, Director of ESOL and Migrant Services, Director of Special Education, professional development committee, department chairs, academic facilitators and Director of Federal Programs</p>	<ul style="list-style-type: none"> * GPA-Course report * District-wide progress monitoring report * Academic Improvement Plans (AIP) and Intensive Reading Improvement plan (IRI) * State tests * MAP reports * Determine the level of implementation through self reporting, classroom walk-throughs and use data to drive professional development for 2013-14 * Kindergarten screener 	<p>Ongoing</p> <p>Sept/Oct 2013 & Jan/Feb 2014: AMO meetings</p> <p>Jan 13, 2014: Mid-year prediction reports</p> <p>Jan 13 & Jun 9, 2014: GPA rpt</p> <p>Nov 4, 2013; Jan 6, Mar 31, 2014: Failure rpt</p>

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School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
D3. Implement effective programs and interventions to improve student achievement	<ul style="list-style-type: none"> * Ensure the fidelity of the implementation for each program (excludes Reading Recovery as per waiver) * Compare student achievement data for students in alternative learning environments * Monitor credit recovery options for high school students * Continue to use a common format for intervention reports * Monitor and support effective instructional practices and student achievement in block classes * Maintain and update an accurate data source for all students and staff * Schedule reports on interventions as needed * Update CTE curriculum * Monitor NTH programming and student achievement 	<p>Director of Data and Accountability, Deputy Superintendent, building administrators, teachers, Director of Federal Programs, Director of ESOL and Migrant Services, Director of Special Education, Director of Gifted and Talented, academic facilitators, Asst. Superintendent for Secondary, CIO, appropriate directors and Chief Financial Officer</p>	<ul style="list-style-type: none"> * Report from each school on their respective programs and the impact on student achievement * State assessments * Interim progress monitoring report * MAP results * Review summer school costs and impact on credit recovery * MAP test results for students in remediation programs for literacy at secondary schools * AP performance reports * Pre-AP enrollment reports * ACSIP plans * Test results of programs and interventions participants Principals' Annual Measurable Objective (AMO) meetings 	<ul style="list-style-type: none"> Aug 20, 2013: State summative data Aug 26, 2013: AP scores Sept/Oct 2013 & Jan/Feb 2013: AMO meetings Nov 11, 2013: Intersession report to leadership cabinet Apr 14, 2014: Summer school plan Sept 9, 2013: Pre-AP & AP enrollment rpt Sept 23, 2013: GradPoint & summer school credits rpt Jan 27 & June 2, 2014: Secondary reading rpt Intervention reports as scheduled Jun 9, 2014: ALE student achievement rpt

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D4. Increase the percentage of students taking and excelling in AP, Pre AP and Honors courses	<ul style="list-style-type: none"> * Provide education to parents and students to increase understanding the importance and ramifications of the Smart Core curriculum, Pre-AP and AP * Continue to improve the articulation processes * Establish a process to monitor Smart Core 	Director of Data and Accountability, building administrators, counselors, teachers, Asst. Superintendent for Secondary and Director of Counseling	<ul style="list-style-type: none"> * Participation in Pre-AP and AP courses * Report on the percentage of students in each subgroup that score a 3, 4 or 5 in AP exam * Compare students that scored below a 3, 4 or 5 in AP exam to grades * Analysis of core GPA for secondary students * Enrollment in accelerated math classes in middle school 	<p>Aug 26, 2013: AP scores</p> <p>Sept 9, 2013: Remedial course enrollment</p> <p>Sept 9, 2013: Pre-AP & AP enrollment reports</p> <p>Jan 13, & Jun 9, 2014: Articulation/Transition rpts</p> <p>Jan 13 & Jun 9, 2014: GPA rpt</p> <p>Oct 28, 2013 & Apr 7, 2014: Smart core enrollment (counselors)</p> <p>July 29, 2013 & Apr 21, 2014 : Middle school accelerated math course enrollment rpts</p>
D5. Improve on-time graduation rates	<ul style="list-style-type: none"> * Calculate and compare the graduation rate for TAGG group * Implement drop-out prevention strategies * Monitor 'D's and 'F's * Articulation/Transition meeting in Sept. to systemically plan ways to improve Graduation Rates * Reallocate National School Lunch Act (NSLA) funds for summer school 	Director of Data and Accountability, Deputy Superintendent, Asst. Superintendent for Secondary , Asst. Superintendent for Elementary, secondary administrators, counselors and Director of Federal Programs	<ul style="list-style-type: none"> * Completed graduation rate report by subgroup * Weekly enrollment reports * NSLA budget * Articulation/Transition * Preliminary graduation rate 	<p>Ongoing: Enrollment report by grade level</p> <p>Jan 13, & Jun 9, 2014: Articulation/Transition rpts</p> <p>Sept 16, 2013: Preliminary graduation rate rpt</p> <p>Oct 28, 2013 & Apr 7, 2014: On-time graduation rpt (counselors)</p>

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Data

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
D6. Improve Rogers Public Schools' ability to prepare students for college & career readiness	<ul style="list-style-type: none"> * Collect and analyze percentage of students (including subgroups) enrolled and graduated by accredited colleges or universities * Analyze the enrollment of subgroups in remedial courses after high school * Monitor longitudinal data to identify trends in student achievement and demographics * Share with appropriate stakeholders 	Director of Data and Accountability , high school administrators, counselors, Deputy Superintendent, CIO and Director of Career & Technical Ed.	<ul style="list-style-type: none"> * Completed enrollment rate report in remediation courses on graduates by subgroup * American College Testing (ACT) report * College entrance exam results * Completers report * CTE student employment report 	Sept 9, 2013: Remedial course enrollment: Sept 16, 2013: Graduation/Drop-out rpt Dec 16, 2013: Student tracker rpt Mar 31, 2014: ACT college remediation rpt May 5, 2014 :Completers report & student Employment rpt
D7. Plan for efficient use of district personnel and facilities	<ul style="list-style-type: none"> * Disaggregate enrollment projections for the next decade * Personnel allocations * Update/monitor the District Facilities Master Plan for the State 	Chief Operations Officer , Deputy Superintendent, Superintendent, Asst. Superintendent for Secondary, Asst. Superintendent for Elementary and Asst. Superintendent for Human Resources	<ul style="list-style-type: none"> * Annual review of the accuracy of enrollment projections * District Facilities Master Plan for the State 	Oct 14, 2013: Enrollment report to the Board Dec 17, 2013: District Facilities Master Plan for the state - report to the board Feb 24, 2014: Enrollment projections (personnel allocations)
D8. Use advanced technology to enhance data driven decisions	<ul style="list-style-type: none"> * Provide administrators and other stakeholders with timely, meaningful information from a data warehouse with information from a multitude of sources * Establish expectations and accountability * Provide extensive professional development for all staff to use appropriate technology to make effective decisions * Prepare for transition to E-School 	CIO, Director of Data and Accountability , Asst. Superintendent for Secondary, Asst. Superintendent of Elementary and Asst. Superintendent of Human Resources	<ul style="list-style-type: none"> * Accessibility of data warehouse * Technology committee notes and agendas * AMO data notebooks * Personnel database * Student information database 	Sept 16, 2013: Re-purpose technology committee rpt

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Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
<p>C1. Implement an aligned K-12 instruction, curriculum and assessment model that equips students with the skills necessary for college and career readiness</p>	<ul style="list-style-type: none"> * Monitor curriculum implementation in district * Monitor the alignment of the curriculum, instruction, and assessment * Analyze results of MAP reports and adjust instruction * Establish criteria for curriculum offerings to ensure students are prepared for college and career readiness * Update the Career & Technical Education (CTE)/Common Core Curriculum * Develop curriculum documents for every tested area in high school * Develop all curriculum documents for Common Core for the four core areas in middle school * Fully implement Common Core standards in grades K-12 * Monthly updates to school board from Asst. Superintendent for Elementary and Asst. Superintendent for Secondary 	<p>Director of Professional Development , curriculum directors, academic facilitators, lead teachers, dept chairs, Deputy Superintendent, Asst. Superintendent for Secondary, Asst. Superintendent for Elementary, building administrators, Superintendent , Director of Career & Technical Education</p>	<ul style="list-style-type: none"> * Results of the CWT at buildings * Curriculum documents * MAP reports * Course catalog * Smart Core & AP course enrollment report * Curriculum meeting notes * Board agendas and notes * CTE end of course exam 	<p>Ongoing: Monthly reports to school board</p> <p>Aug 26, 2013: AP scores</p> <p>Jan 2014: Course catalog</p> <p>Jan 6, 2014: Smart Core enrollment (longitudinal)</p> <p>Jan 6 & Jun 9, 2014: Elementary curriculum updates</p> <p>Jan 13 & May 19, 2014: Classroom Walk-Through (CWT) Results</p> <p>Jan 13 & Jun 16, 2014: Secondary curriculum updates</p> <p>Apr 14, 2014: Academy implementation rpt</p>

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Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
<p>C2. Collaborate and implement district standards, goals, objectives, performance indicators for ELL students with suggested resources, assessments, and instructional strategies to complement mainstream curriculum</p>	<ul style="list-style-type: none"> *Provide support for K-5 ESOL teachers with implementation of English Language Development standards * Develop academic vocabulary resources for K-12 with emphasis on math * Conduct 25 classroom walk-throughs a month to monitor instruction. ESOL Specialists conduct two SIOP observations with a full coaching cycle with each ESOL teacher to monitor SIOP implementation and improve ESOL Instruction (1st/3rd quarter). ESOL specialists conduct 15 classroom walk-throughs a month (2nd/4th quarter) * Monitor the placement and exit rate for ELL students * Communicate ESOL proficiency progress to students and parents * Update/provide training for and follow procedures for the LPAC (Language Placement Assessment Committee) * Provide on-going professional development for ESOL teachers on implementation of ESOL curriculum 	<p>Director of ESOL and Migrant Services, Deputy Superintendent, Superintendent, Asst. Superintendent for Secondary, ESOL Specialists, Asst. Superintendent for Elementary, ESOL and classroom teachers</p>	<ul style="list-style-type: none"> * Completed and published curriculum with resources, assessments, and instructional strategies * Classroom walk-through reports * SIOP reports available once per quarter on each component, level of implementation, professional development recommended as part of ESOL Director's quarterly report * Placement & exit report * Sign-in sheets for professional development * Disaggregate results of ESOL students using MAP and writing assessments 	<p>Jan 13 & May 19, 2014: CWT results</p> <p>Continuous throughout the school year: formative assessments</p> <p>ESOL: Oct 7, 2013, Feb 24, May 5, 2014: Quarterly reports to include: *Evaluate ELL Programs: 1. Language Program 2. Help Math 3. Academic Vocabulary 4. PADRES report 5. Placement report 6. High Yield Strategies</p>

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Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
C3. Improve achievement for Targeted Achievement Gap Group (TAGG) students	<ul style="list-style-type: none"> * Improve instructional capacity for teachers (Literacy Design Collaborative: LDC, Math Design Collaborative: MDC, High Yield Strategies: HYS etc.) * Conduct 25 monthly classroom walk-throughs by directors, asst. directors and curriculum specialists to monitor instruction * Continue to monitor the number of students with disabilities and the content of portfolios * Continue to monitor student achievement for Targeted Achievement Gap Group (TAGG) students * Monitor the Response to Intervention (RTI) process *Assign new ESOL teachers to complete SIOPI 	Director of Special Education, Director of ESOL and Migrant Services, Assistant Directors of Special Education, ESOL Curriculum Specialists, Deputy Superintendent, Superintendent, Asst. Superintendent for Secondary, Asst. Superintendent for Elementary, teachers, and school psychologists	<ul style="list-style-type: none"> * Summative state data * Cycle 7 state report at end of the year * Quarterly reports from directors * Annual Measurable Objective (AMO) interim reports * GPA course reports * MAP reports * Arkansas Comprehensive School Improvement Plan (ACSIP) and results 	<p>Aug 20, 2013: State summative data</p> <p>Jan 13 & Jun 9, 2014: GPA rpt</p> <p>ESOL: Oct 7, 2013, Feb 24, May 5, 2014: Quarterly reports to include: *Evaluate ELL Programs: 1. Language Program 2. Help Math 3. Academic Vocabulary 4. PADRES report 5. Placement report 6. High Yield Strategies</p> <p>Sp.Ed.: Oct 14, 2013, Mar 3, May 12, 2014: Quarterly reports to include: *Evaluate delivery models for Sp.Ed: 1. Indirect 2. Co-Teach 3. High Yield Strategies</p>
C4. Continue a co-teaching model for general education, special education and ESOL teachers to meet the needs of their students.	<ul style="list-style-type: none"> * Provide targeted training for teachers and administrators * Continue to monitor implementation through follow up visits * Review effective co-teaching "look fors" for administrators * Monitor co-teaching participants * Continue to train and implement co-teaching model 	Director of ESOL and Migrant Services, Deputy Superintendent, Superintendent, appropriate building administrators, Asst. Superintendent for Secondary, Director of Special Education, Director of Professional Development and Director of Data & Accountability	<ul style="list-style-type: none"> * CWT results * Summative state results * MAP results * Disaggregate test data on students participating in co-teaching * Agenda for co-teaching training * SIOPI observations 	<p>Ongoing</p> <p>Sept 30, 2013: Co-teaching data analysis</p> <p>Sept 12 & 13, 2013: Co-teaching training</p> <p>February 3, 2014: MAP rpts</p>

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Curriculum and Instruction

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C5. Increase the use of effective instructional practices	<ul style="list-style-type: none"> * Train and implement "Cognitive Guided Instruction" (CGI) for K-2 math * Train and implement for "Extending Children's Mathematics" (ECM) for 3-8 math * Train and implement "Connected Math Project 3" (CMP3) for 6th grade math * Analyze instructional practices using appropriate data * Review academic facilitators' reports * Train teachers to implement instructional practices to improve math and science vocabulary for TAGG students * Develop a system to provide feedback to teacher after classroom walk-throughs 	Director of Data and Accountability, Asst. Superintendent for Secondary, Asst. Superintendent for Elementary , lead teachers, curriculum specialists, dept. chairs, academic facilitators, principals and asst.principals	<ul style="list-style-type: none"> * Leadership meeting agendas * Minutes/Notes from curriculum meetings * Intervention reports * CWT summary * State summative test results * MAP results * Discuss CWT feedback with principals at kick-off meeting * Interim data reports * Monthly agendas from building administrators * Disaggregate test data for students involved in CGI, ECM and CMP3 	Ongoing Aug 20, 2013: State Summative Data report to school board Aug 26, 2013: Summer professional development rpt Sept 30, 2013: CGI & ECM rpt Sept/Oct 2013 & Jan/Feb 2014: AMO meetings Jan 13 & May 19, 2014: CWT rpt
C6. Expand participation & completion in college and career readiness curriculum	<ul style="list-style-type: none"> * Counselors smart core report * Implementation of 4-year career plan for all students * Increase and recognize students receiving industry certification in MicroSoft office, Adobe, and family consumer science * Review programs of study to increase completers and partnership with post secondary institutions and industry * Align course offerings and student interests * Increase the percent of students pursuing post secondary education 	Director of Career & Technical Education , Asst. Superintendent for Secondary, teachers, counselor, secondary principals	<ul style="list-style-type: none"> * Percent of students completing Smart Core * Completers status * Percent of students competing certification * Follow up survey for completers * Kuder surveys 	Apr 7, 2014: Counselors' Smart Core report Mar 13, 2014: CTE Directors' report to the board May 5, 2014: Completers report to LC

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Curriculum and Instruction

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C7. Encourage student participation in AP, Pre AP and Honors curriculum	<ul style="list-style-type: none"> * Increase the number of students in AP courses * Increase the number of students in all sub populations that receive enriched instruction * Monitor the number of students enrolled in honors classes at secondary schools * Develop and monitor a plan to increase the number of students completing smart core 	Superintendent, Deputy Superintendent, Director of Gifted and Talented, Asst. Superintendent for Secondary , Asst. Superintendent for Elementary, principals, secondary counselors and Director of Counseling Services	<ul style="list-style-type: none"> * Number of students scoring a "3" or higher on AP exams by subgroup * Number of students served in Gifted & Talented programs * Course enrollment report * Disaggregate the performance of Gifted & Talented students on state assessments * Number of students completing Smart Core curriculum * AP reports * Scholarship money 	Aug 26, 2013: AP scores rpt Sept 9, 2013: Pre-AP & AP Enrollment rpts Sept 16, 2013: Gifted & Talented state assessment results Oct 28, 2013 & Apr 7, 2014: Smart Core enrollment (counselors)

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Professional Development

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
<p>P1. Create and implement an effective research-based long range professional development plan</p>	<ul style="list-style-type: none"> * Maintain an active advisory professional development (PD) committee composed of teachers and administrators * Align PD to support curriculum * Use a variety of data sources to determine the effectiveness of PD * Monitor the implementation of instructional strategies acquired through professional development e.g. small group instruction, co-teaching, high yield strategies (HYS), Cognitive Guided Instruction (CGI), Sheltered Instruction Observation Protocols (SIOP), Extending Children's Mathematics (ECM), Connected Math Project 3 (CMP3), Technology instruction intergration and Digital Learning * Review the reporting capabilities of My Learning Plan (MLP) * Continue to develop annual building PD plans * Continue to develop the capacity of academic facilitators to provide PD * Analyze Dr. Pollock sustainability plans to determine future PD needs * Analyze teacher/administrator evaluations and PGPs to determine future PD needs 	<p>Professional Development Committee, Director of Professional Development, Deputy Superintendent, Superintendent, Director of Data and Accountability, Asst. Superintendent for Elementary, Asst. Superintendent for Secondary and building administrators</p>	<ul style="list-style-type: none"> * Published calendar * State Cycle 8 professional development report * Classroom walk-through district and building reports * Compilation of professional development evaluations * Monday PD meeting schedule * MLP summary report * Completed long range professional development plan * Completed building professional development plans * Conversations and PD survey * Teacher / administrator evaluations and PGP summaries 	<p>Sept 23, 2013: MLP reporting capabilities rpt to leadership cabinet</p> <p>May 20, 2014: Presentation to the board & MLP summary report</p> <p>Jan 13 & May 19, 2014: Classroom Walk-Through (CWT) results</p> <p>July 31, 2014: Cycle 8 rpt</p> <p>Sept 18; Dec 4, 2013, Mar 12, May 21, 2014: Professional development committee meetings</p> <p>Feb 24, 2014: Dr. Pollock sustainability plan</p> <p>Apr 14, 2014: Evaluations/PGP summaries</p>

STRATEGIC PLAN
Year Eight (2013-14)

Professional Development

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
P2. Increase the use of appropriate strategies to improve student achievement including strategies for English Language Learners, students with disabilities and students of poverty	<ul style="list-style-type: none"> * Provide SIOP for teachers * Provide professional development for teachers of students with disabilities to improve student achievement * Implement a response-to-intervention process * Train and implement co-teaching model * Develop a plan to train special ed teachers in CGI and ECM *Implement the use of high yield strategies (GANAG/Dr. Pollock training) in special education and ESOL classrooms *Update the 5-year SIOP training plan for teachers and administrators to expand the number of trained staff *Provide training in specific/systematic English Language Development to K-5 ESOL teachers and instructional assistants * Provide PD for administrators and teachers working with students of poverty 	<p>Director of ESOL and Migrant Services, Director of Special Education, building administrators, Asst. Superintendent for Secondary, Asst. Superintendent for Elementary, Director of Professional Development, curriculum specialists, building administrators and directors</p>	<ul style="list-style-type: none"> * Performance on state summative tests including students in ELL and Special Education * MAP reports * Intervention analysis by principals * Interim data meetings * ASCIP Plan * Evidence through CWTs * Updated SIOP Plan * Poverty training 	<p>Aug 20, 2013: State summative data</p> <p>Sept/Oct 2013 & Jan/Feb 2014: Intervention analysis report by principals</p> <p>Sept/Oct 2013 & Jan/Feb 2014 :Data meetings (AMO)</p> <p>ESOL: Oct 7, 2013, Feb 24, May 5, 2014: Quarterly reports to include: *Evaluate ELL Programs: 1. Language Program 2. Help Math 3. Academic Vocabulary 4. PADRES report 5. Placement report 6. High Yield Strategies</p> <p>Sp.Ed.: Oct 14, 2013, Mar 3, May 12, 2014: Quarterly reports to include: *Evaluate delivery models for Sp.Ed: 1. Indirect 2. Co-Teach 4. High Yield Strategies</p> <p>Sept 3, 2013: Poverty training at principals' and assistant principals' mtgs</p>
P3. Build capacity to use data to improve student achievement	<ul style="list-style-type: none"> * Continue training for teachers and administrators on the effective use of data to improve student achievement * Hold data team meetings to meet the needs of buildings * Continue necessary PD for NTH * Provide MAP training and analysis of reports (NWEA) 	<p>Asst. Superintendent for Secondary, Asst. Superintendent for Elementary, building administrators, Director of Data and Accountability, CIO and Director of Professional Development, NTH Principal</p>	<ul style="list-style-type: none"> * Test scores * Monday collaboration agendas and notes * Data team agendas and notes * Data from interim data meetings * Building day professional development agendas * Principals' & assistant principals' meetings 	<p>Ongoing: Collaboration meetings</p> <p>Aug 20, 2013: State summative data</p> <p>Sept/Oct 2013 & Jan/Feb 2014 :Data meetings (AMO)</p> <p>Aug 6 / Oct / Nov 2013, May 2014: MAP training</p>

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Communication

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
CO1. Provide input opportunities for stakeholders	<ul style="list-style-type: none"> * Conduct informal meetings with stakeholders (including realtors, parents and students) to gather input * Publish newsletters * Include more opportunities for input from administrators including roundtable meetings and committees * Involve and inform stakeholders about a variety of school issues * Provide opportunities for electronic input from patrons 	Leadership Cabinet, Director of Communication , building administrators, Student Relations Coordinators, Director and assistant directors of Special Education, ESOL and other directors as appropriate	<ul style="list-style-type: none"> * Agendas/Minutes/Notes from committees * Action plan recommendations developed from input * Updated annual district communication plan * Board minutes from Strategic Plan updates * Survey results 	Sept 23, 2013: Communications plan update Monthly board reports Realtor meetings and tours as scheduled
CO2. Build positive relationships between students and school staff to improve student achievement	<ul style="list-style-type: none"> * Implement and monitor drop-out prevention plan * Conduct training for all staff in building positive relationship with students to ensure that "all belong, all learn and all succeed" * Continue training front office staff and clarify expectations for customer service * Continue to access the community for mentors for some students * Create and implement strategies for the personalization of learning for secondary schools 	Superintendent, Deputy Superintendent, Director of Counselors and Social Workers , building administrators, teachers, staff, academy chairs, Asst. Superintendent for Secondary, Asst. Superintendent for Elementary, Director of Professional Development, Director of ESOL and Migrant Services, Spanish communication specialist, Director of Data and Accountability, Director of Communication , counselors, Assistant Superintendent for Human Resources, Student Relations Coordinators and social workers	<ul style="list-style-type: none"> * Minutes/notes of meetings * Drop-out rates * Graduation rates * Attendance rates * Discipline referrals/expulsions * Participation in extracurricular activities * Customer service training agendas * Link Crew report 	Sept 12, 2013: Starts and ongoing: Front office customer service training Sept 9, 2013 & Feb 24, 2014: Link Crew rpt Sept 16, 2013: Graduation report/Drop-out rpt Oct 14, 2013: Discipline referral rpt Nov 4, 2013: Attendance rates

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Communication

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
CO3. Improve communication to all stakeholders	<ul style="list-style-type: none"> * Coordinate process for communicating with stakeholders in a variety of mediums * Continue communication and presentations with civic, service and business organizations * Distribute publications to stakeholders * Coordinate a parent/teacher conference calendar to maximize parent involvement * Report to the Chamber of Commerce * Investigate a district-wide mobile app, website and emergency notifications 	Director of Communication, Deputy Superintendent, Superintendent, CIO and directors	<ul style="list-style-type: none"> * Publications * Notes * Minutes * Agendas * Focus groups (PTO/PTA) * Webpage usage * App Feedback 	<p>Service directors' report to the board</p> <p>Aug 5, 2013: Parent/Teacher conference schedule</p> <p>Fall 2013: Report to the Chamber of Commerce</p> <p>Nov 2013: Webpage usage rpt, Website recommendation & Kirksey app usage rpt</p>
CO4. Improve support services for all schools	<ul style="list-style-type: none"> * Monitor School Dude software reports * Conduct a school secretaries in-service * Continue to communicate the allocation of district resources through administrative presentations to principals and directors of funding sources and expenditures * Update crisis plan * Conduct E-School training as needed 	Deputy Superintendent, Superintendent, Director of Transportation, CIO, Chief Operations Officer , Director of Communication, Director of Professional Development, building administrators, Director of Facilities, Chief Financial Officer, Asst. Superintendent for Elementary, Asst. Superintendent for Secondary and Asst. Superintendent of Human Resources, APSCN Coordinator	<ul style="list-style-type: none"> * Monthly Reports * Agendas * School Dude reports * Board meeting minutes 	<p>Monthly service directors' meetings</p> <p>Aug 2, 2013: Administrative kickoff meeting</p> <p>Sept 2013: Front office staff training</p> <p>Sept 16, 2013: Crisis plan/School safety plan</p> <p>Oct 1, 2013: Crisis plan at principals' meeting</p> <p>June 2014: End of year meeting</p>

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Communication

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
<p>CO5. Improve effectiveness of communication with Hispanic families</p>	<ul style="list-style-type: none"> * Continue school district communications to ensure all important communications are available in Spanish * Conduct meetings to prepare Hispanic parents and students for college and/or career readiness * Continue to involve student relations coordinator on the curriculum committee * Build leadership skills with Hispanic students * Continue parent/teacher conference schedule to efficiently use interpreters * Distribute DVD for Hispanic parents on American education to all schools * Continue to expand PADRES program (Parents Advancing Readiness for Educational Success) * Improve articulation for Hispanic parents and students * Distribute a parent involvement DVD in Spanish 	<p>Superintendent, Deputy Superintendent, Student Relations Coordinator, Spanish Communications Specialist, principals, Director of Grants and Asst. Superintendent for Human Resources</p>	<ul style="list-style-type: none"> * Performance of Hispanic students on state tests * Attendance rates of Hispanic students * DVD use in buildings and ESOL office * PADRES report 	<p>Aug 5, 2013: Parent/Teacher conference schedule</p> <p>Nov 19, 2013 & Mar 18, 2014: Parent/Teacher conference report to the board</p> <p>May 5, 2014: PADRES rpt</p> <p>College preparation meeting for Hispanic students and parents</p> <p>Ongoing: DVD distributed</p>

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Communication

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
<p>CO6. Improve customer service to all stakeholders</p>	<ul style="list-style-type: none"> * Gather feedback through stakeholder focus groups and surveys * Update and utilize the district procedures manual for building staff * Continue an electronic process for input through the district website * Meet state requirements for the publication of Arkansas Comprehensive School Improvement Plans (ACSIP) * Continue the administrator 360 survey feedback process * Create a friendly, courteous and respectful environment throughout the district 	<p>Director of Communication, office staff, teachers, administrators, building administrators, central office administrators, Director of Data and Accountability, Director of ESOL and Migrant Services, all employees and Asst. Superintendent for Human Resources</p>	<ul style="list-style-type: none"> * Report from focus groups * Annual survey results * Spanish communication report * Stakeholder input * Update procedures manual * Publish directory of services * Feedback from parents 	<p>Sept 2013: Starts and ongoing: Front office customer service training</p> <p>Oct 2013: ACSIP available on website</p> <p>Spring 2014: 360 Survey feedback</p> <p>Ongoing: Directory and procedures manual updates</p>
<p>CO7. Communicate strategic plan goals to internal stakeholders</p>	<ul style="list-style-type: none"> * Communicate the Strategic Plan with employees * Link Strategic Plan Year Eight to home page 	<p>Director of Communication, Deputy Superintendent, Superintendent and principals</p>	<ul style="list-style-type: none"> * Completed Deputy Superintendent report to the board * Building agendas * Established link on web page * Board minutes * Leadership cabinet notes 	<p>Aug 9, 2013: Present Strategic Plan to new teachers</p> <p>Aug 20, 2013: Present Strategic Plan to school board</p> <p>Jun 17, 2014: Deputy Superintendent's executive summary to the board</p> <p>Strategic plan updates at principals' and assistant principals' meetings</p>

**STRATEGIC PLAN
Year Eight (2013-14)**

Communication

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
CO8. Market the Rogers Public Schools	<ul style="list-style-type: none"> * Continue to improve website communication * Continue the use of social media tools for outreach * Use a variety of mediums to communicate with all stakeholders * Complete virtual tours of district and schools * Distribute newcomer DVD and literature 	Director of Communication, all school personnel	<ul style="list-style-type: none"> * Maintain a user-friendly, interactive website * Post information through social media * Video tours distributed and posted on web 	Sept 23, 2013: Communication plan Oct 28, 2013: Completed newcomer DVD June 2014 and ongoing: completed virtual tours Ongoing: Social media tools Realtor and family tours as requested Ongoing: Update website