STRATEGIC PLAN
Year Two

Leadership				
School Improvement Objective	**Action**	**Person Responsible**	**Measurement**	**Timeline**
L1. Monitor the implementation and effectiveness of the strategic plan Evaluation efforts should include benchmarking the process of other effective districts across the country	* Benchmark the progress of the effectiveness of the strategic plan * Identify high-performing schools across the nation with similar demographics and compare student achievement	**Deputy Superintendent**, Superintendent, Director of Data and Accountability	* NRT's * CRT's * Graduation rates * Drop-out rates compared to select benchmark districts	9/17/2007: (Benchmark Schools)
L2. Coordinate initiatives in the district	* Complete a timeline/calendar of professional development activities designed to support initiatives, classroom walk-through calendar, Monday collaboration meetings	Director of Professional Development , **Leadership Cabinet**, Directors, Building Administrators	* Completed total instructional alignment document for all subjects	6/2/2008: (TIA Documents)
L3. Create more opportunities for input from an expanded group of stakeholders in decision-making progress	* Restructure Principals' Roundtable and Administrative Council to include regular discussions on district topics * Establish advisory committees when relevant	**Superintendent**, Deputy Superintendent, relevant central office administrators, Building Administrators	* Minutes * Agendas * Notes	Ongoing
L4. Evaluate the effectiveness of all programs and make regular reports	* Create reports on the effectiveness of all programs and interventions * Reports will be part of the decision to revise, continue or discontinue programs and interventions	**Director of Data and Accountability**, Director of Technology, Leadership Cabinet, and appropriate directors, Treasurer	* Test results of program participants * Cost analysis of program	Ongoing
L5. Employ a teaching force and staff that reflects the diversity of the student population	* Create and pursue incentives to attract minority staff	**Assistant Superintendent for Human Resources**, Superintendent, Deputy Superintendent, Director of Early Childhood and Grants	* Report on the percentage of minority staff * Report on the availability of incentives	October 29, 2008: (Minority Report) June 16, 2008: (Incentive Plan)
L6. Hire highly effective teaching candidates in a timely manner	* Improve timeline for staffing allocations by removing barriers, clarifying processes, and communicating with building administrators about staff allocations in a clear and timely manner	Superintendent, Treasurer, **Assistant Superintendent of Human Resources**, Deputy Superintendent, Asst. Superintendents for Secondary and Elementary, Building Administrators, Director of Data and Accountability	* Longitudinal review of mentor Praxis III results * Mentor evaluations / observations * Mentee feedback * Percent of open positions filled by July 1st	September 24, 2007: (Praxis III Report) April 21, 2008: (Mentor/Mentee)

Leadership				
School Improvement Objective	**Action**	**Person Responsible**	**Measurement**	**Timeline**
L7. Recruit highly effective district administrators, principals and teachers	* Aggressively recruit quality candidates for hard to fill positions outside of the state	**Assistant Superintendent of Human Resources**, Building Administrators, Asst. Superintendent for Secondary and Elementary	* Percentage of out-of-state recruits * Mentor feedback * District test scores * Performance reviews	9/24/2007: (Out of State Report)
L8. Assign central office responsibility and develop a plan for enhancing the mentoring program for new teachers	* Institute a continuous improvement model for the teacher mentor program	**Assistant Superintendent of Human Resources**, Building Administrators, Director of Data and Accountability, mentors	* Formative feedback/surveys from first-year teachers and mentors * Walk-through by Asst. Superintendent of Human Resources * Survey of mentees	October 15, 2007: May 12, 2008: (Mentor Survey)
L9. Meet with community and political leaders at all levels to solicit support for Rogers Public Schools	* Establish appropriate meetings with district stakeholders and supporters	Deputy Superintendent , **Superintendent**	* Calendar * Notes or minutes of meetings	Ongoing
L10. Continue to develop leadership capacity in the district	* Leadership development activities for each Principals' Roundtable and Administrative Council meetings, * Establish a leadership academy for assistant principals/directors, continue leadership academy for teachers	Leadership Cabinet, Building Administrators, Directors, **Deputy Superintendent**, Superintendent	* Notes * Agendas of meetings * Feedback forms from the leadership academies	Ongoing
L11. Evaluate the number of teachers with ESOL endorsements and number of bilingual personnel at all levels	* Recruit bilingual personnel * Increase participation in summer training for ESOL endorsement * 5-year SIOP training plan for teachers and administrators	**Asst. Superintendent of Human Resources**, Director of ESOL and Migrant	* Participation rate in ESOL academy * Percentage of staff that is bilingual * Participation numbers in SIOP training * Enrollment in ESOL Academy	May 19, 2006: (ESOL Report)
L12. Initiate a program to grow our own Hispanic leaders and teachers	* Hold a hispanic student retreat * Meet with parents of promising Hispanic students * Pursue funding for para- professionals and other staff to pursue post secondary education for potential Hispanic teachers	High school counselors, **Deputy Superintendent**, Superintendent, Asst. Superintendent of Human Resources, Director of Early Childhood and Grants	* Agenda and calendar of meetings * Acquisition of grant funding	Ongoing

Leadership

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
L13. Produce and publish a district technology plan	* Write a viable technology plan * Explore and implement ways to allow increased access and flexibility to the district's system while maintaining a reasonable level of security * Identify and implement, as appropriate, examples of successful technology plans and approaches in districts with similar needs as well as from national organizations * Conduct a review of existing technology infrastructure, security and equipment in the district to examine stability, connectivity of schools, access to data speed, and interoperability and to advise the district about future configuration options and staffing needs	**Director of Technology**, Technology Committee	* A completed Technology Plan	January 14, 2008: (Technology Plan) Ongoing
L14. Investigate reward systems for highly effective teachers	* Continue to pursue public and private financial sources to support a reward system for highly effective teachers based on a value-added model * Reconvene a committee of teachers and determine the support for adding a reward system	Superintendent, **Deputy Superintendent**, and Director of Early Childhood and Grants	* Report on reward systems	September 2007 (TBA-Committee) Ongoing
L15. Review special education department procedures and responsibilities to improve student achievement for students with disabilities	* Conduct weekly department meetings * Create a system for monitoring the academic progress of students with disabilities in all classes. * Relocate the school psychologists in buildings throughout the district * Reallocate special education paraprofessionals	**Director of Special Education**, Deputy Superintendent, Superintendent	* Minutes* * Agendas from meetings * Staff assignments * Classroom walk throughs * State tests * Report to the leadership cabinet	August 20,2007: (relocation of staff) Ongoing (meetings) May 19, 2008: (Sp. Ed. report)

STRATEGIC PLAN
Year Two

Data				
School Improvement Objective	**Action**	**Person Responsible**	**Measurement**	**Timeline**
D1. Analyze results from local and state assessments	* Collect data from state tests * Develop a report representing comparative performance of each subgroup	**Director of Data and Accountability**, Deputy Superintendent, Asst. Superintendents for Secondary and Elementary, Building Administrators	* Complete report on the performance of subgroups on state tests	July 15, 2008 (Board Mtg) September 24, 2007 (Building Data Report)
D2. Analyze data and formative assessments to make instructional decisions	* Collect formative assessment data and grades by subgroups * Develop a productive model to improve instruction * Principals and teachers analyze The Learning Institute reports	**Director of Data and Accountability**, Deputy Superintendent, Asst. Superintendents for Secondary and Elementary, Director of Testing, Teachers, Building Administrators, Directors of ESOL, Special Education	* Completed report on the performance of subgroups on local assessments and grades * District reports on student performance through The Learning Institute system * AIP's * State tests * Lesson plans * Demographic information * Building enrollment	Ongoing
D3. Analyze graduation rates	* Calculate and compare the graduation rate for each subgroup from class of 2007	**Director of Data and Accountability**, high school administration, high school counselors	* Completed graduation rate report on class of 2007 by subgroup	September 17,2007: (Graduation Rates)
D4. Develop a plan for tracking Rogers Public Schools graduates	* Collect and analyze percentage of students graduating from college or university, enrolled by accredited colleges or universities, taking remediation courses in post secondary schools * Develop the capacity to gather longitudinal data to identify trends in student achievement and demographics	**Director of Data and Accountability**, Leadership Cabinet, high school administrators and counselors	* The completion of a plan to track graduates * Completed enrollment report rate in remediation courses on class of 2007 by subgroup * ACT report * College entrance exam results	November 26,2007: (Graduation Tracking Rpt)
D5. Analyze the enrollment of subgroups in remedial courses after high school	* Calculate enrollment in remediation courses and compare enrollment for each subgroup from class of 2007	**Director of Data and Accountability**, high school administration	* Report on subgroup enrollment in remedial classes	October 8,2007: (Graduation/Subgroups in Remedial Courses)
D6. Analyze percentage of students taking rigorous courses	* Compile and analyze a report on the percentage of each subgroup enrolled in rigorous course work	**Director of Data and Accountability**, high school administration	* Completed enrollment report on the percentage students from each subgroup enrolled in rigorous course work	October 8,2007: (Students in Rigorous Courses)

STRATEGIC PLAN
Year Two

Data				
School Improvement Objective	**Action**	**Person Responsible**	**Measurement**	**Timeline**
D7. Analyze percentage of students passing and excelling in rigorous courses	* Compile and analyze a report on the percentage of each subgroup successfully completing rigorous course work	**Director of Data and Accountability**, high school administration	* Report on the percentage of students in each subgroup that successfully completes AP / concurrent credit course work.	September 10,2007: (Course Enrollment)
D8. Each intervention and enrichment program shall be evaluated for effectiveness and impact on student achievement	* Compare per-pupil investments and student outcomes across schools and by student population and program in order to more efficiently and strategically deploy resources	**Director of Data and Accountability**, Deputy Superintendent, Building Administrators and Teachers, Directors ESOL, Special Education and Gifted and Talented, Treasurer, Federal Programs Coordinator	* Report from each school on their respective programs and the impact on student achievement * State assessments	May through June 2008
D9. Use enrollment projection to make systemic decisions	* Disaggregate enrollment projections for the next decade * Develop an enrollment projection for the next decade that includes estimates for ELL and low-income students	Business Manager, **Deputy Superintendent**, Superintendent, Asst. Superintendent for Secondary and Elementary	* Annual review of the accuracy of projections beginning in the 2007	October 22, 2007: (Cohort report) January 28, 2008: (Allocations)
D10. Develop a plan to collect and analyze attendance and membership data by subgroup and grade level	* Investigate the ability to collect membership and attendance data * Correlate membership and attendance data to school achievement	**Director of Data and Accountability**, Deputy Superintendent, Director of Technology, State Reporting Coordinator	* Attendance and membership data	November 5,2007: (2006-2007 Enrollment)

Curriculum

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
C1. Ensure that the district's leadership team has ongoing, focused planning sessions in which it discusses district-wide issues such as curriculum and instruction, school improvement, budget, staffing, facility needs, communication, and other strategic issues. The team should include, when appropriate, principal and director-level representation and should model an atmosphere of collaboration and joint decision-making based on high-quality data	* Schedule a collaborative district cabinet to address all initiatives of the Strategic Plan in Year Two	**Leadership Cabinet** and relevant district administrators	* District student achievement results * Perception surveys of administrators * Reports to the school board * Notes and minutes of meetings	Ongoing
C2. Create a seamless K-12 curriculum	* Monitor curriculum implementation in district * Observation protocol administered by principals and district administrators * Monitor the alignment of the curriculum, instruction, and assessment	Director of Professional Development and Testing, Curriculum Directors, Directors, Literacy and Math Coaches, Teachers, Deputy Superintendent, **Asst. Superintendents for Secondary and Elementary,** Building Administrators, Superintendent	* Results of the CWT at buildings. * Total Instructional alignment documents	June 16,2008: (TIA Documents)
C3. Create a K-12 curriculum for ELL students by grade and proficiency level	Complete and work on the development of district standards, goals, objectives, performance indicators, for ELL students	**Director of ESOL and Migrant Services,** Deputy Superintendent, Superintendent	Completed and published curriculum	October 15,2008: (K-12 Curriculum)
C4. Review the exit criteria and placement for ELL students	* Clarify, communicate and publish placement and exit criteria for ELL students * Clarify the procedures for the LPAC (Language Placement Assessment Committee)	**Director of ESOL and Migrant Services,** Deputy Superintendent	* LPAC Procedures * Exit criteria * Placement Criteria	

Curriculum				
School Improvement Objective	**Action**	**Person Responsible**	**Measurement**	**Timeline**
C5. Provide effective strategies to general education teachers and administrators to meet the need of ELL students.	* Provide targeted training for teachers and administrators * Monitor implementation of strategies	**Director of ESOL and Migrant Services**, Deputy Superintendent, Treasurer, Director of Data and Accountability, Superintendent	* Enrollments in SIOP, JBU ESOL Institute * CWT 's results * State Results * English Language Development Assessment Test Results	Ongoing
C6. The district and schools will build instructional capacity through high quality teachers, leadership, and training	*Establish mentor program for newly hired special education teachers *Pilot a building–based menu of professional development programs, using internal and external experts to train regular education teachers and special education teachers in best practices for students with disabilities * Reduce the number of students with disabilities needing modified curriculum	**Director of Special Education**, Deputy Superintendent, Superintendent, teachers, school psychologists	* Agendas * Handouts from professional development * State tests * Special education participation rates * OCR reports * Cycle 7 state report / end of the year report	September 24, 2007: (mentors) May 19, 2008: (report) Ongoing: (professional developmen)t
C7. Focus course offerings in the high school on key subjects by eliminating those that have marginal enrollments and are not central to the curriculum	* Review and report on the enrollment in high school courses and predicted viability of some course offerings	**Asst. Superintendent for Secondary**, high school administration, secondary curriculum committee, secondary curriculum specialists	* Course catalog 2008-2009 * Agendas * Notes	Review September- December 2007 Catalog will be printed in January 2008
C8. Review the roles and responsibilities of the curriculum specialists and, literacy and math coaches to improve student achievement	* Review and reorganize duties, responsibilities and personnel to support the school improvement process	Superintendent, Deputy Superintendent, Asst. Superintendent of Human Resources, Building Administrators, **Asst. Superintendents for Secondary and Elementary**	* State testing results * Personnel evaluations * Surveys of stakeholders to include building administrators * Teachers	May 12, 2008: (Coaching Report)
C9. Share and duplicate proven instructional practices	* Analyze instructional practice using appropriate data * Share effective practices	Director of Data and Accountability, **Leadership Cabinet**	* Leadership agendas * Minutes notes * Interventions reports	Ongoing

Professional Development				
School Improvement Objective	**Action**	**Person Responsible**	**Measurement**	**Timeline**
P1. Create and implement an effective research-based professional development plan	* Establish an active professional development committee * Align professional development to district initiative of curriculum instructional assessment * Research best practices, align professional development initiatives with student outcome data * Create an evaluation system for annual review of the effectiveness of the professional development plan based on student outcome data * Use a variety of data sources to determine professional development	Professional Development Committee, **Director of Professional Development**, Deputy Superintendent, Superintendent	* Published plan * Professional Development Report	August 3, 2007: (2007-2008 plan) June 2, 2008: (2007-2008 Evaluation)
P2. Provide teachers with the appropriate strategies to improve student achievement including strategies for English Language Learners and students with special needs	* Provide SIOP for teachers * Provide professional development for teachers of with disabilities * Implement response-to-intervention process * Training to align interventions to student needs	**Director of ESOL and Migrant Services**, **Director of Special Education**, Building Administrators, Asst. Superintendents for Secondary and Elementary, Director of	* Performance on state tests including the subpops in ELL and Special Education	July 7,2008:(Test Results)
P3. Build capacity to use data to improve student achievement	* Provide more training on the effective use of data to improve student achievement	Asst. Superintendents for Secondary and Elementary, Building Administrators, **Director of Data and Accountability**	* Test scores * Monday collaboration agendas and notes	Ongoing July 7,2008: (Test Results)

Communication

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
CO1. Continue to provide input opportunities for stakeholders	* Establish committees of representative stakeholders(including parents and students), to gather input * Maintain Special Education Advisory Committee,Hispanic Action Committee, and establish other committees as needed * Change the structure of Principals' Roundtable and Administrative Council to include more opportunities for input from administrators * Update the existing communication plan to increase the number of stakeholders involved in a variety of school issues	Leadership Cabinet, **Director of Communications**, Building Administrators, Coordinator of Student Relations, Directors and Assistants Directors of Special Education, ESOL, and other directors as appropriate	* Minutes * Agendas * Notes from meetings * Action plans developed from input * Updated communication and engagement plans	September 10, 2007: (Communication Plan) Ongoing
CO2. Foster positive relationships between students and adults	* Discuss plans to foster relationships with students at Principals' Roundtable * Submit a site plan to build positive relationships with students * Investigate the use of an organizational health index	Superintendent, Deputy Superintendent, **Director of Counselors and Social Workers**, Building Administrators, teachers, and staff	* Compilation of school engagement plans * Minutes * Notes of meetings * Drop-out rates * Graduation rates * Attendance rates * Discipline referrals/expulsions	October 2, 2007: (discussion) November 12, 2007: Organizational Health Index report
CO3. Continue to improve communication to all stakeholders	*Create and establish processes for communicating with stakeholders in a variety of mediums and evaluating the effectiveness of all processes	**Director of Communications**, Deputy Superintendent, Superintendent	* Publications * Notes * Minutes * Agendas * Surveys * Focus groups (PTO/PTA)	Ongoing
CO4. Improve support services for all schools	* Implement EDULOG Program to improve transportation services * Monitor School Dude reports for delays in work orders and work completion * Monitor tech requests	**Director of Buildings and Grounds**, Deputy Superintendent, **Superintendent, Director of Transportation, Director of Technology**	* Monthly Reports * Agendas * Minutes * Tech request	Monthly service directors meetings

Communication

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
CO5. Improve effectiveness of communication with Hispanic families	* Review school district communications to ensure that all key communications are available in Spanish * Hire a central office bilingual staff member to support communication with Hispanic stakeholders and solicit support for student achievement * Involve Student Relations Coordinator on the curriculum committee * Establish Hispanic Action Committee goals for 2007-08 * Increase number of translations and the number of parent information meetings conducted in Spanish * Renew Americorps grant * Develop Hispanic student leadership group	Superintendent, **Deputy Superintendent**, Student Relations Coordinator, Americorps, Spanish Communications Specialist, Hispanic Action Committee	* Performance of Hispanic students on state tests * Involvement of the Hispanic community in their respective schools * Attendance rates of Hispanic students * Attendance of Hispanic parents at teacher conference * Completion of Hispanic Action Committee goals	Ongoing
CO6. Communicate administrative responsibilities more clearly	* Publish a department responsibilities list	Directors / **Deputy Superintendent**	* Completed and published organization listing of responsibilities	November 19, 2007: (Directory of Services)
CO7. Communicate clear practices about how resources are allocated and who is accountable for expenditures at the central office and school level	* Administrative Council communicates the allocation of district resources through administrative presentations by directors of funding sources	Administrators of various funding sources, **Treasurer**	* Agenda * Notes	September 21, 2007: (Service Directors) November 5, 2007: (Publish)