

STRATEGIC PLAN
Year Five

Leadership

School Improvement Objective	Action	Person Responsible	Measurement	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 five * 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. * Develop a multi-year review of the Strategic Plan 	Deputy Superintendent, Leadership Cabinet , principals and relevant district administrators	<ul style="list-style-type: none"> * State summative tests * Graduation rates * Benchmark "Big 4" school districts * District student achievement results * Reports to the school board * Notes and minutes of meetings 	Sept 13, 2010: Benchmark "Big 4"Report June 21, 2011: 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 staff to review and edit board policies per curriculum audit 	Superintendent, Deputy Superintendent, Board members, Director of Communications	<ul style="list-style-type: none"> * Updated board policies * Board agendas * Board minutes 	Ongoing July 2010 - June 2011: School board meetings
L3. Coordinate and monitor initiatives in the district	<ul style="list-style-type: none"> * Create classroom walk-through schedule for district office * Monitor Monday (district) collaboration meetings through agendas * Monitor all district initiatives (CWT, GANAG, SIOP, TIA, Co-Teaching, Small Group Instruction, CGI, Waterford, SuccessMaker, Smart Boards, Reading Recovery, middle school reading curriculum, NovaNet, Content Mastery, Expanding AP * Monitor principals' sharing of CWT data 	Leadership Cabinet, directors, building administrators, teachers, academic facilitators, curriculum specialist	<ul style="list-style-type: none"> * Minutes, agendas * Monitor Monday collaboration meetings for CWT * Agendas from building administrators for district Monday meetings * Quarterly report from committees * Curriculum meeting minutes * CWT Calendar * TIA progress report 	Ongoing: agendas from Monday meetings TBA-Ongoing: Committee quarterly reports Aug 2, 2010: CWT Calendar Jan & May 2011: CWT Results September 13, 2010: TIA Progress Report

**STRATEGIC PLAN
Year Five**

Leadership

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
<p>L4. Create more opportunities for input from an expanded group of stakeholders in decision-making process</p>	<ul style="list-style-type: none"> * Continue Principals' Roundtable and Assistant Principals' meetings to include regular discussions on district topics * Establish advisory committees and when relevant include a school board member when appropriate * Conduct regular meetings with district support directors * Principal representation at leadership cabinet * Share a standard protocol for district committees * Provide decision-making opportunities through vertical meetings 	<p>Superintendent, Deputy Superintendent, relevant central office administrators, building administrators, 9-week representative (1 Sec. & 1 Elem)</p>	<ul style="list-style-type: none"> * Minutes and agendas from leadership cabinet * Minutes & agendas from monthly administrator meetings * Committee reports 	<p>Completed meetings schedule for: leadership cabinet, principals' and assistant principals' meetings, service directors</p> <p>TBA: Quarterly reports to leadership cabinet from committees</p>
<p>L5. Evaluate the effectiveness of programs and interventions and make regular reports</p>	<ul style="list-style-type: none"> * Establish a rubric to evaluate the implementation of programs and interventions to determine whether to continue or discontinue * Monitor implementation of programs to ensure implementation fidelity * Schedule disproportionality update at principals' roundtable 	<p>Director of Data and Accountability, CIO, Leadership Cabinet, appropriate directors, District Treasurer, Special Education Director, and Director of ESOL and Migrant Services, building administrators</p>	<ul style="list-style-type: none"> * Test results of programs and interventions participants * Cost/benefit analysis of program * Interim reports on software/interventions (Waterford, Read 180, FastForWard, Successmaker) * Disproportionality Report * Principals' AYP meetings to include fidelity of implementation of district interventions/programs 	<p>Dec 6, 2010: Disproportionality report and update</p> <p>July 18, 2011: State summative results</p> <p>Sept/Oct 2010 & Jan/Feb 2011 :AYP meetings</p>

STRATEGIC PLAN
Year Five

Leadership

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
L6. 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 * Create exemplars for the administrator evaluation instrument * Building administrator participation on committees * Building principals to attend meetings with Dr.Pollock 	Superintendent, Deputy Superintendent , Asst. Superintendent for Elementary, Executive Director for Secondary Curriculum, building administrators, Assistant Superintendent for Human Resources	<ul style="list-style-type: none"> * Agendas * Minutes from monthly administrative meetings * Leadership Cabinet minutes * Updated administrative evaluation instrument * AYP meetings with principals * Attendance at Dr. Pollock meetings 	Ongoing February/March 2011: Evaluation instrument Sept/Oct 2010 & Jan/Feb 2011 :AYP meetings July 2011: Test results
L7. Improve instruction for teachers new to the district	<ul style="list-style-type: none"> * Review and evaluate the effectiveness of mentors annually * Recalibration training for mentors * New teacher induction process 	Director of Special Education, Asst. Superintendent for Human Resources , academic facilitators	<ul style="list-style-type: none"> * Mentor/mentee survey * Praxis III results * academic facilitators reports 	July 14-16, 2010: Mentor training Nov 1, 2010: Praxis III report Nov 1, 2010: Mentor/Mentee Survey
L8. 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 * Legislative Forums * Principals to attend buiding and district PTO/PTA meetings 	Deputy Superintendent, Superintendent , Director of Communications, principals	<ul style="list-style-type: none"> * Calendar * Notes or minutes of meetings * Reports to Chamber of Commerce leadership * Meetings with patrons * Realtor meetings 	Ongoing/when scheduled November 2010: Chamber retreat January -March 2011: Legislative Forums

STRATEGIC PLAN
Year Five

Leadership

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
<p>L9. Continue to develop leadership capacity in the district</p>	<ul style="list-style-type: none"> * Develop leadership development activities for principal and asst. principal meetings, * Continue leadership academy for teachers * AAEA Summer conference * AAIMS Grant 	<p>Leadership Cabinet, building administrators, directors, Deputy Superintendent, Superintendent</p>	<ul style="list-style-type: none"> * Notes/ Agendas of meetings * Feedback forms from the leadership academy participants * Number of attendees at conferences 	<p>Ongoing</p> <p>TBA: Lead teacher training</p> <p><i>AAIMS Staff development:</i> TBA: AP Math/Science, Literacy TBA: <i>Laying the Foundation Training</i> TBA: AAEA conference TBA: <i>Laying the Foundation Training</i></p> <p>June 6, 2011: Leadership Academy feedback</p> <p>Aug 2 & 3, 2010: AAEA Summer Conference</p>
<p>L10. Recruit highly effective district administrators, principals and teachers that reflect the demographics of the district</p>	<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 	<p>High school counselors, Deputy Superintendent, Superintendent, Asst. Superintendent for Human Resources, Director of Early Childhood and Grants, ESOL Migrant Specialist for Grants, middle school counselors, academy chair, Asst. Superintendent for Elementary, Executive Director for Secondary Curriculum</p>	<ul style="list-style-type: none"> * Principal performance reviews * Report on the percentage of minority staff 	<p>Ongoing</p> <p>Oct 4, 2010: Minority staffing/New hire report</p> <p>March 2011: Principal performance reviews</p>

**STRATEGIC PLAN
Year Five**

Leadership

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
<p>L11. To become a premier school district in the use of technology to support student learning, teacher instruction processes and district business administration</p>	<ul style="list-style-type: none"> * Implement the district's technology plan * Write viable building level technology plans * 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 update our infrastructure based on the results of a technology audit review * Audit and monitor the usage of technology for instruction in classrooms e.g. Netbooks, Stoneware, Smartboards, Webpage * Implement a software purchase process to create uniformity at schools * Reorganize the technology committee to include teachers * Training for building administrators in the role of technology support instruction 	<p>CIO, Technology Committee, Deputy Superintendent, Superintendent, Executive Director for Secondary Curriculum, Asst. Superintendent for Elementary, Technology Curriculum Specialists, principals</p>	<ul style="list-style-type: none"> * A completed Technology Plan * Minutes and notes from technology committee * CIO report to the board * Results of technology audit * Complete software purchase forms and process * Technology committee roster * Technology training for administrators 	<p>April 11, 2010: (Technology Plan)</p> <p>July 2011: CIO report to the board</p> <p>September 20, 2010: Technology committee roster</p> <p>September 7, 2010: Technology training at principals' meeting</p>

STRATEGIC PLAN
Year Five

Leadership

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
L12. Monitor special education and ESOL department procedures and responsibilities to improve student achievement for students with disabilities and limited English proficiency	<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 * Assign special education teachers to train with Dr. Pollock * Disaggregate retention and drop-out rates 	Director of Special Education, Director of ESOL and Migrant Services, Deputy Superintendent, Superintendent, building administrators, Assistant Directors, ESOL Curriculum Directors, Executive Director for Secondary Curriculum, Asst. Superintendent for Elementary, 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 * TLI reports * Annual report to the board * Retention rate of subgroups * Drop-out rate of subgroups 	<p>Ongoing (meetings)</p> <p>ESOL: Oct 4, Dec 6,2010, Mar 7, May 9, 2011: Quarterly director reports Nov 8, 2010: Co-teaching reports</p> <p>Sp.Ed.: Oct 11, 2010, Dec 13, Mar 7, May 16, 2011: Quarterly director reports May 23, 2011: Co-teaching reports</p> <p>June 6, 2011: Drop-out & Retention reports</p> <p>September 20, 2010: Graduation report/Drop-out rpt</p>
L13. Monitor special education placement to prevent over or under identification of students	<ul style="list-style-type: none"> * Reduce the disproportionality of Caucasian students by district & building in special education * Update principals on special education placement * Evaluate placement at individual buildings 	Director of Special Education, building administrators, Asst. Superintendent for Elementary	<ul style="list-style-type: none"> * Disproportionality report * Principals' Roundtable agenda * AYP reports on RTI process 	<p>Sept 7, 2010: Update principals Sept 14, 2010: Update asst. principals Oct 25, 2010: Disproportionality report</p> <p>Sept/Oct 2010 & Jan/Feb 2011 :AYP meetings</p>

STRATEGIC PLAN
Year Five

Data

School Improvement Objective	Action	Person Responsible	Measurement	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 each subgroup to the combined population * Analyze state summative and local formative data * Develop a plan to analyze and adjust curriculum and instruction to meet the needs of all students * Develop an ACSIP plan that reflects data driven priorities from state summative results * Report data results to appropriate stakeholders 	Director of Data and Accountability, Deputy Superintendent , Executive Director of Secondary Curriculum, Asst. Superintendent for Elementary, building administrators and teachers, Director of Federal Programs	<ul style="list-style-type: none"> * Complete gap analysis on the performance of subgroups on state tests * Building data report * Interim data meetings/data notebooks * Completed ACSIP plans * State summative results * Monthly report on AYP programs from identified schools * Quarterly reports from special ed. and ESOL 	<p>July 20, 2010: Preliminary report to the board</p> <p>Jul 30, 2010: Building data and gap analysis report at adm. kick-off meeting</p> <p>Oct 19, 2010: 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 and grades by subgroups * Principal and teachers analyze The Learning Institute results * Produce a mid-year student achievement report * Use formative data to assist teachers to improve instruction * Use ACSIP Plan to develop and monitor instruction and interventions 	Director of Data and Accountability, Deputy Superintendent , Executive Director of Secondary Curriculum, Asst. Superintendent for Elementary, Director of Testing, teachers, building administrators, Directors of ESOL and Special Education, Professional Development Committee, department chairs, academic facilitators, Director of Federal Programs	<ul style="list-style-type: none"> * GPA-Course report * District-wide progress monitoring report * AIP's and IRI's * State tests * TLI reports * Determine the level of implementation through self reporting and classroom walk-throughs and use data to drive professional development for 2010-11 * Kindergarten Screener * STAR Math, Reading, SEL 	<p>Ongoing</p> <p>July 12, 2010 & Feb 21, 2011: Grade/GPA report</p> <p>Sept/Oct 2010 & Jan/Feb 2011 :AYP meetings</p> <p>Jan 17, 2011: Mid-year prediction reports</p>

**STRATEGIC PLAN
Year Five**

Data

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
<p>D3. Fully implement and determine the effectiveness of each intervention and enrichment program as measured by student achievement</p>	<ul style="list-style-type: none"> * Compare per-pupil investments and student outcomes across schools and by student population and program in order to more efficiently and strategically deploy resources * 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 * Fully implement the AAIMS grant * Develop a common format for reports * Monitor and support effective instructional practices and student achievement in block classes 	<p>Director of Data and Accountability, Deputy Superintendent, building administrators and teachers, District Treasurer, Federal Programs Coordinator, Director of ESOL and Migrant Services, Director of Special Education, and Director of Gifted and Talented, academic facilitators, Executive Director of Secondary Curriculum</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 * TLI results * Review summer school costs and impact on credit recovery * Test results for students in remediation programs for literacy at high school * AP performance reports * Pre-AP enrollment reports * Facilitator module comparison 	<p>Sept/Oct 2010 & Jan/Feb 2011 :AYP meetings</p> <p>Jan 18, 2011: Intersession report to school board</p> <p>April 2011: Proposed summer school report on enrollment and costs</p> <p>July 26, 2010: AP reports</p> <p>Oct 4, 2010: Pre-AP & AP enrollment reports</p> <p>Aug 23, 2010: Common format for reports</p> <p>TBD:TLI Report</p>

**STRATEGIC PLAN
Year Five**

Data

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
D4. Increase the percentage of students taking and excelling in rigorous 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. * Compile and analyze a report on percentage of each subgroup enrolled in Smart Core course work * Complete a drop-out prevention plan * Monitor requirements of AAIMS grant * Meet with parents of promising 8th grade students * Establish a plan to improve articulation 	Director of Data and Accountability, building administrators, counselors, teachers, Executive Director of Secondary Curriculum	<ul style="list-style-type: none"> * Completed enrollment report on the percentage of students from each subgroup enrolled in Smart Core * Participation in Smart Core, Pre-AP, and AP courses * Report on the percentage of students in each subgroup that successfully completes AP credit course work * Annual report from AAIMS grant * Analysis of core GPA for secondary students 	Quarterly drop out prevention committee reports July 26, 2010: AP Report September 13, 2010: Course Enrollment:remediation Oct 4, 2010: Pre-AP & AP enrollment reports September 20, 2010: Graduation report/Drop-out rpt July 2010 & Feb 21, 2011: Grade/GPA November 2010: Articulation Plan
D5. Improve graduation rates	<ul style="list-style-type: none"> * Calculate and compare the graduation rate for each subgroup * Establish a drop-out prevention plan 	Director of Data and Accountability, Deputy Superintendent, Executive Director for Secondary Curriculum , Asst. Superintendent for Elementary, secondary administration and counselors	<ul style="list-style-type: none"> * Completed graduation rate report by subgroup 	Quarterly drop out prevention committee reports September 20, 2010: Graduation report/Drop-out rpt February 2011: Drop-out plan

**STRATEGIC PLAN
Year Five**

Data

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
D6. Improve Rogers Public Schools' ability to prepare students for post secondary education	<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 and counselors , Deputy Superintendent, CIO	<ul style="list-style-type: none"> * Completed enrollment report rate in remediation courses on graduates by subgroup * ACT report * College entrance exam results * Compare attendance and membership data from previous year's and the correlation to student achievement * Hispanic Scholars meetings for promising students to access post secondary education (FAFSA-financial aid) 	Fall 2010(FAFSA) & Jan 2011: Meet with parents of Hispanic scholars September 20, 2010: Graduation report/Drop-out rpt September 13, 2010: Course Enrollment:remediation December 6, 2010: Student Tracker Report April 4, 2011-College Remediation Rpt November 8, 2010-Attendance report
D7. Use enrollment projections to make systemic decisions	<ul style="list-style-type: none"> * 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, Executive Director of Secondary Curriculum and Asst. Superintendent for Elementary, Asst. Superintendent for Human Resources	<ul style="list-style-type: none"> * Annual review of the accuracy of enrollment projections 	October 18, 2010: Enrollment report February 7, 2011: Secondary FTE 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 holding information from a multitude of sources * Continue to investigate a customized dashboard reflecting current status vs. accountability (pending funds) * Establish expectations and accountability * Provide extensive professional development 	CIO , Director of Data and Accountability, Superintendent, Deputy Superintendent, Executive Director of Secondary Curriculum, Asst. Superintendent of Elementary	<ul style="list-style-type: none"> * Availability of data by the warehouse * Technology committee notes and agendas * AYP data notebooks 	Nov 1, 2010, January 31, & Apr 25, 2011: Technology committee reports June 2011: Completed technology plan August 2010: Fully operational (pending available funds)

STRATEGIC PLAN
Year Five

Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
<p>C1. Implement an aligned K-12 instruction and assessment model that equips students with the skills necessary for the 21st century and a global economy</p>	<ul style="list-style-type: none"> * Monitor curriculum implementation in district * Monitor the alignment of the curriculum, instruction, and assessment * Analyze results of TLI reports and adjust instruction accordingly * Establish criteria for curriculum offerings to ensure students are prepared for the 21st century and a global economy * Select and implement curriculum audit priorities * Improve TIA documents to meet the standards outlined in the curriculum audit * Evaluate the effectiveness of high school academies * Restructure secondary curriculum committee process * Monitor Open Response items from TLI 	<p>Director of Professional Development and Testing, curriculum directors, academic facilitators, lead teachers, dept chairs, Deputy Superintendent, Executive Director for Secondary Curriculum, Asst. Superintendent for Elementary, building administrators, Superintendent, curriculum committee</p>	<ul style="list-style-type: none"> * Results of the CWT at buildings * Total Instructional alignment documents * TLI reports * Course catalog * Completed TIA documents * Enrollment report * Curriculum committee notes * Board agendas and notes * Academy survey results 	<p>October 18, 2010: CWT Results</p> <p>December 16, 2010, March 31, 2011 & June 6, 2011: TLI reports</p> <p>Dec 6, 2010: Academy survey report</p> <p>January 2011: Course catalog</p> <p>September 13, 2010: TIA progress report</p>

STRATEGIC PLAN
Year Five

Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
<p>C2. Implement an effective K-12 curriculum for ELL students by grade and language proficiency level</p>	<ul style="list-style-type: none"> *Complete the development of district standards, goals, objectives, performance indicators, for ELL students with suggested resources, assessments, and instructional strategies * Conduct 25 classroom walk-throughs a month to monitor implementation by ESOL Director and 10 classroom walkthroughs by ESOL Specialists. ESOL Specialist will also conduct four SIOP observations, two of those with pre/post conference, with each ESOL teacher to monitor implementation and improve ESOL instruction *Review the 5-year SIOP training plan for teachers and administrators to expand the number of trained staff * Monitor the exit criteria and placement 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) * SIOP training for administrators * Expand co-teaching for ESOL students at the high schools 	<p>Director of ESOL and Migrant Services, Deputy Superintendent, Superintendent, Executive Director of Secondary Curriculum, ESOL Specialists, 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 * Exit & placement report * Sign-in sheets * Disaggregate results of ESOL students using TLI, STAR and writing assessments 	<p>October 4, 2010: ELL student placement report</p> <p>May 16, 2011: CWT Report</p> <p>Continuous throughout the school year: Assessments</p> <p>September 2, 2010: SIOP training for administrators</p>

**STRATEGIC PLAN
Year Five**

Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
<p>C3. Improve achievement for special education and ESOL students</p>	<ul style="list-style-type: none"> * Improve instructional capacity for teachers * Conduct 25 monthly classroom walk-throughs by director, asst. directors and curriculum specialists to monitor instruction * Monitor the number of students with disabilities taking portfolio assessments so as not to exceed state guidelines * Monitor student achievement in identified subgroups * Review and monitor the RTI process * Assign special education teachers to train with Dr. Pollock 	<p>Director of Special Education, Director of ESOL and Migrant Services, Assistant Directors of Special Education, ESOL Curriculum Specialists, Deputy Superintendent, Superintendent, Executive Director of Secondary Curriculum, Asst. Superintendent of Elementary, teachers, school psychologists</p>	<ul style="list-style-type: none"> * Summative state data * Cycle 7 state report / end of the year report * Disproportionality report * Quarterly reports from directors * AYP interim reports * GPA course report * Content mastery report 	<p>July 18, 2011: State summative data</p> <p>October 2010: Disproportionality report at principals' meeting</p> <p>Jan 11, 2011 & July 12, 2011: Grade/GPA report</p> <p>ESOL director reports: Oct 4, Mar 7, May 9, 2011</p> <p>Nov 8, 2010: Co-teaching reports Sept/Oct 2010 & Jan/Feb 2011 :AYP meetings</p> <p>Sp.Ed. director reports: Oct 11, 2010, Mar 7, May 16, 2011</p> <p>May 23, 2011: Co-teaching reports Sept/Oct 2010 & Jan/Feb 2011 :AYP meetings</p>
<p>C4. Implement a co-teaching model for general education, special education and ESOL teachers to meet the needs of their students.</p>	<ul style="list-style-type: none"> * Provide targeted training for teachers and administrators * Monitor implementation through follow up visits * Train administrators to identify effective co-teaching "look fors" 	<p>Director of ESOL and Migrant Services, Deputy Superintendent, Superintendent, appropriate building administrators, Executive Director of Secondary Curriculum, Director of Special Education, Director of Professional Development, Director of Data & Accountability</p>	<ul style="list-style-type: none"> * CWT results * Summative state results * TLI results * Disaggregate test data on students participating in co-teaching * Schedule administrator co-teaching training 	<p>Ongoing</p> <p>August 2011: Co-teaching data analysis</p> <p>January 2011: TLI interim reports</p> <p>July 30, 2010: Co-teaching training for administrators</p>

**STRATEGIC PLAN
Year Five**

Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
C5. Improve the effectiveness of the district's curriculum support organization	<ul style="list-style-type: none"> * Monitor TIA documents * Review and monitor monthly reports from academic facilitators * Monthly updates to school board from Asst. Superintendent for Elementary and Executive Director for Secondary Curriculum * Train and implement co-teaching model * Evaluate the effectiveness of academic facilitators 	Superintendent, Deputy Superintendent, building administrators, Executive Director for Secondary Curriculum, Asst. Superintendent for Elementary and Director of Professional Development	<ul style="list-style-type: none"> * State summative testing results * Feedback from stakeholders to include building administrators * Interim data meetings * AP & AAIMS reports * Co-teaching data analysis * Agendas from district professional development days 	Ongoing: Monthly reports to school board Sept/Oct 2010 & Jan/Feb 2011 :AYP meetings August 2011: Co-teaching analysis July 25, 2011: AP & AAIMS reports September 13, 2010: TIA progress report
C6. Increase the use of effective instructional practices	<ul style="list-style-type: none"> * Train and implement "Cognitive Guided Instruction" (CGI) for elementary math teachers * Train and implement "Thinking Mathematically" for middle school math teachers * Analyze instructional practice using appropriate data * Share effective practices * Conduct weekly classroom observation by building and district administrators * Measure instructional practices through building CWT reports and provide monthly feedback to staff * Review academic facilitators' reports * Assign selected teachers to train with Dr. Pollock 	Director of Data and Accountability, Executive Director of Secondary Curriculum, 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 * TLI results * Discuss CWT with principals at interim meetings * Interim data reports * Monthly agendas from building administrators * Disaggregate test data for students involved in "Cognitive Guided Instruction" (CGI) and "Thinking Mathematically" 	Ongoing Sept/Oct 2010 & Jan/Feb 2011 :AYP meetings February 2011: Interim CWT report May 16, 2011: CWT summary report July 18, 2011: State summative results August 30, 2010: CGI report

STRATEGIC PLAN
Year Five

Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
C7. Increase student engagement in the learning process at all levels particularly for high school students	<ul style="list-style-type: none"> * Weekly classroom observations * Academic facilitators and building administrators to focus on student engagement * Assign selected teachers to work with Dr. Pollock 	Executive Director of Secondary Curriculum, academic facilitators, Director of Professional Development, building administrators, Asst. Superintendent for Elementary	<ul style="list-style-type: none"> * Disaggregate CWT data for instructional practices * State summative test results 	February 2011: Interim CWT report July 18, 2011: State summative results
C8. Create rigorous curriculum opportunities for high performing students	<ul style="list-style-type: none"> * Implement AAIMS grant with fidelity * 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 the high schools * Continue the <i>Laying the Foundation</i> (LTF) training and implement instructional practices in secondary * Increase the number of students in Smart Core 	Superintendent, Deputy Superintendent, Director of Gifted and Talented, Executive Director of Secondary Curriculum , Asst. Superintendent for Elementary, principals, secondary counselors, 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 in Smart Core curriculum * AP & AAIMS grant reports * Scholarship money 	Oct 4, 2010: Pre-AP & AP enrollment reports July 26, 2011: AP & AAIMS test report July 2011: Gifted & Talented state assessment results

STRATEGIC PLANNING
Year Five

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 committee composed of teachers, administrators and community members * Align professional development to a curriculum management plan * 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 based on student outcome data * Use a variety of data sources to determine the effectiveness of professional development * Develop a system to monitor the implementation of instructional strategies acquired through professional development e.g. Debbie Diller, co-teaching, Dr. Pollock, CGI, SIOP, Thinking Mathematically * Secure a professional development consultant to improve instruction * Develop a district wide report using My Learning Plan (MLP) * Develop a flex day report * Create building professional development plans 	<p>Professional Development Committee, Director of Professional Development, Deputy Superintendent, Superintendent, Director of Data and Accountability, Asst. Superintendent for Elementary, Executive Director of Secondary Curriculum, 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 individual professional development evaluations * Monday meeting schedule * My Learning Plan (MLP) summary report * Completed long range professional development plan * Flex day report * Completed building professional development plans 	<p>October 2010 -May 2011: Professional development committee meetings</p> <p>Sept 27, 2010: MLP & Flex day report</p> <p>January 18, 2011: CWT report to the board</p> <p>May 17, 2011: Presentation to the board & MLP summary report</p> <p>July 30, 2011: Cycle 8 report</p>

STRATEGIC PLANNING
Year Five

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 and students with disabilities	<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 common response-to-intervention process * Provide training to align interventions to student needs * Train and implement co-teaching model * Train and implement the Cognitive Guided Instruction (CGI) model * Assign special education teachers to train with Dr. Pollock * Building administrators' and directors' observations 	Director of ESOL and Migrant Services, Director of Special Education , building administrators, Executive Director for Secondary Curriculum, Asst. Superintendent for Elementary, Director of Professional Development, curriculum specialists, building administrators, directors	<ul style="list-style-type: none"> * Performance on state summative tests including students in ELL and Special Education * TLI reports * CWT reports * RTI report * Performance on summative and state test * Common assessment results * Intervention analysis * Interim data meetings 	February 21, 2011: RTI report May 9, 2011: Quarterly report from professional development committee July 18, 2011: State summative data July 18, 2011: Intervention analysis report Sept/Oct 2010 & Jan/Feb 2011 :AYP meetings
P3. Build capacity to use data to improve student achievement	<ul style="list-style-type: none"> * Provide more training for teachers and administrators on the effective use of data to improve student achievement * Hold monthly data team meetings with a representative from each building * Create and provide a system to collect and manipulate professional development data * Schedule Renaissance Place training 	Executive Director for Secondary Curriculum, Asst. Superintendent for Elementary, building administrators, Director of Data and Accountability , Director of Professional Development, CIO	<ul style="list-style-type: none"> * Test scores * Monday collaboration agendas and notes * Monthly data team agendas and notes * Data from interim data meetings * Building day professional development agendas 	Ongoing: Collaboration meetings Sept/Oct 2010 & Jan/Feb 2011 :AYP meetings July 18, 2011: State summative data

STRATEGIC PLAN
Year Five

Communication

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
CO1. Continue to 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 for ESOL and Special Ed. stakeholders * 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, Coordinator of Student Relations, 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 	<p>Monthly board reports</p> <p>Realtor meetings and tours as scheduled</p>
CO2. Build positive relationships between students and school staff to improve student achievement	<ul style="list-style-type: none"> * Continue to train appropriate middle school staff in middle school philosophy * Maintain a drop-out/graduation task force * Measure the effectiveness of academies at both high schools * Conduct training for all staff in building positive relationship with students to ensure that "all belong, all learn and all succeed" * Continue to train front office staff and clarify expectations for customer service * Continue to access the community for mentors for some students * Continue Hispanic scholars meetings 	Superintendent, Deputy Superintendent, Director of Counselors and Social Workers , building administrators, teachers, staff, academy chairs, Executive Director for Secondary Curriculum, Asst. Superintendent for Elementary, Director of Professional Development, ESOL Director and Spanish communication specialist, Director of Data and Accountability, Director of Communication , counselors, Assistant Superintendent for Human Resources and social workers	<ul style="list-style-type: none"> * Minutes/notes of meetings * Drop-out rates * Graduation rates * Attendance rates * Discipline referrals/expulsions * Recommendations of task force * Participation in extracurricular activities * Customer service training agendas 	<p>November 8, 2010: Academy survey results</p> <p>Sept 2010: Starts and ongoing: Customer service training</p> <p>September 20, 2010: Graduation report/Drop out rpt</p> <p>October 11, 2010: Discipline Referral report</p> <p>November 8, 2010 : Attendance rates</p> <p>TBA:Front office staff training</p>

STRATEGIC PLAN
Year Five

Communication

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
CO3. Continue to 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 * Improve website communication * Coordinate a parent/teacher conference calendar to maximize parent involvement * Investigate an emergency notification system 	Director of Communication, Deputy Superintendent, Superintendent, CIO, directors	<ul style="list-style-type: none"> * Publications * Notes * Minutes * Agendas * Focus groups (PTO/PTA) * Webpage usage 	Directors' report to the board Aug 2010: Parent/Teacher schedule December 2010: Webpage usage report
CO4. Improve support services for all schools	<ul style="list-style-type: none"> * Monitor School Dude, Trip Direct and tech requests reports for delays in work orders and work completion * Monitor the use of copy center and establish copy budget for 2010-11 * Conduct a school secretaries in-service * Report to the Chamber of Commerce * Enhance crisis plan through REMS grant and other funding sources to include an emergency notification system * Investigate online payment system for parents * Investigate school dude facilities usage software * Communicate the allocation of district resources through administrative presentations to principals and directors of funding sources and expenditures 	Director of Buildings and Grounds, Deputy Superintendent, Superintendent, Director of Transportation, CIO, Business Manager , and Director of Communication, Director of Professional Development, building administrators, Energy Manager, Treasurer, Asst. Superintendent for Elementary, Executive Director of Secondary Curriculum	<ul style="list-style-type: none"> * Monthly Reports * Agendas * Tech requests reports * School Dude /Trip request reports * Copy center reports * Completed form to comply with extended field trip guidelines * Board meeting minutes * FTE allocations 	Monthly service directors meetings TBA: Report to Chamber July 30, 2010 Crisis plan/School Safety Plan TBA: Technology requests report March 28, 2011: Copy center report TBA: Front office staff training May 2011: End of Year meeting budget report to administrators July 30, 2010: Administration Kickoff meeting Feb 7, 2011: Secondary Allocations

STRATEGIC PLAN
Year Five

Communication

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
<p>CO5. Improve effectiveness of communication with Hispanic families</p>	<ul style="list-style-type: none"> * Review school district communications to ensure all key communications are available in Spanish * Continue to involve student relations coordinator on the curriculum committee * Build leadership skills with Hispanic students * Establish a parent/teacher conference schedule to efficiently use interpreters * Conduct a series of meetings with students and families of promising Hispanic students * Distribute DVD for Hispanic parents on American education to all schools * Expand PADRES program * Continue to support AmeriCorp for schools * Improve middle school to high school articulation for Hispanic parents and students * Develop and expand community resources to improve communication with Hispanic families 	<p>Superintendent, Deputy Superintendent, Student Relations Coordinator, AmeriCorps Coordinator, Spanish Communications Specialist, principals, Director of Grants, Asst. Superintendent for Human Resources</p>	<ul style="list-style-type: none"> * Performance of Hispanic students on state tests * Involvement of the Hispanic community in their respective schools * Attendance rates of Hispanic students * Hispanic Scholars meetings * DVD use in buildings and ESOL office * Hispanic parent/teacher conference attendance * Utilization of community resources by Hispanic families 	<p>Aug 2, 2010: Coordinated P/T conference schedule</p> <p>TBA: College preparation for Hispanic juniors</p> <p>Ongoing: DVD distributed</p> <p>Nov 2010 & Mar 2011: Parent conference report to the board</p> <p>TBA Hispanic Scholars 8th grade registration</p>

STRATEGIC PLAN
Year Five

Communication

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
CO6. Improve customer service to all stakeholders	<ul style="list-style-type: none"> * Gather feedback through stakeholder focus groups * Maintain a procedures manual for building staff * Establish an electronic process for input through the district website * Meet state requirements for the publication of Arkansas Comprehensive School Improvement Plans * Investigate an administrator 360 degree feedback process 	Director of Communication, office staff, teachers, administrators, building administrators, central office administrators , Director of Data and Accountability, Director of ESOL and Migrant Services, Director of Family and School Relations, all employees, and Asst. Superintendent for Human Resources	<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>Ongoing: Directory and procedures manual updates</p> <p>Oct 2010: ACSIP Plans available on website</p> <p>Nov 2010: 360 degree feedback process(administrator meetings)</p>
CO7. Continue a communication plan to communicate strategic plan goals to internal stakeholders	<ul style="list-style-type: none"> * Communicate the strategic plan with employees * Link Strategic Plan Year Five to home page * Create a friendly, courteous and respectful environment throughout the district 	Director of Communication, Deputy Superintendent , Superintendent, principals	<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>Deputy Superintendent report to the board</p> <p>August 9,2010: Present Strategic Plan to new teachers</p> <p>Aug 17, 2010: Present Strategic Plan to school board</p>

**STRATEGIC PLAN
Year Five**

Communication

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
<p>CO8. Continue a communication plan to market the Rogers Public Schools</p>	<ul style="list-style-type: none"> * Continue to improve website communication * Continue to develop a virtual tour of district and schools * Continue the use of social media tools for outreach * Use a variety of mediums to communicate with all stakeholders 	<p>CIO and Director of Communication</p>	<ul style="list-style-type: none"> * Maintain procedures for WebPages * Maintain a user-friendly, interactive website 	<p>Ongoing: Social media tools Realtor and family tours as requested TBD: Update website June 2011 and ongoing: Completed virtual tours</p>