STRATEGIC PLAN
Year Nine (2014-15)

Leadership

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
L1. Monitor the implementation and effectiveness of the strategic plan	* Benchmark the progress of the effectiveness of the strategic plan * Address all initiatives of the strategic plan in year nine * 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	* 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 15, 2014: Benchmark "Big '5' " rpt June 16, 2015:Executive Summary at School Board meeting
L2. Update board policies and administrative guidelines to support quality control of the educational program and system operations	* 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**	* Updated board policies * Board agendas * Board minutes	July 2014 - June 2015: School Board meetings
L3. Coordinate and monitor initiatives in the district	* 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, Improving Student Learning (Pollock), English Language Development (ELD), Co-Teaching, Small Group Instruction, Cognitive Guided Instruction (CGI), Extending Childrens' Mathematics (ECM), Waterford, SuccessMaker, Reading Recovery, middle school reading curriculum, GradPoint, Advanced Placement, Common Core Curriculum, Technology instruction integration, Digital Learning, Connected Math Project 3 (CMP3), STEM, NTH * Continue 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	* 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 * Quarterly failure/absence report	Ongoing as scheduled Weekly leadership cabinet meetings May 11, 2015: Tech. CWT rpt Oct 20, 2014 & Jan 12, 2015: NTH update Oct 27, 2014 & Apr 6, 2015 :On-time graduation rpts (counselors)

Leadership

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
L4. Create more opportunities for input from an expanded group of stakeholders in decision-making process	* 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 * Continue and refine transition/articulation meetings	**Superintendent**, Deputy Superintendent, relevant central office administrators, building administrators and 9-week principal representative (1 Sec. & 1 Elem)	* Minutes and agendas from leadership cabinet * Minutes & agendas from monthly administrator meetings * Committee reports * Notes/minutes/reports from RHS & HHS feeder patterns (RHS: TBD) (HHS: TBD) * Establish 9 week terms for principals at leadership cabinet	Completed meeting schedules for: leadership cabinet, principals' and assistant principals' meetings, service directors Jan 12 & Jun 8, 2015: Articulation/Transition rpts Sept 15, 2014: Technology committee rpt

Leadership

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
L5. Build instructional leadership capacity among building administrators	* 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 (Instructional Feedback) * 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 "Improving Student Learning" *Continue training on new evaluation system and implementation of BloomBoard	**Superintendent, Deputy Superintendent, Asst. Superintendent for Elementary, Asst. Superintendent for Secondary, building administrators**, Assistant Superintendent for Human Resources and Director of Professional Development	* Agendas * Minutes from monthly administrative meetings * Leadership Cabinet minutes * Annual Measurable Objective (AMO) meetings with principals * Arkansas Leadership Academy attendance/presentations	Ongoing Aug 19, 2014: State summative data results at board meeting Sept/Oct 2014 & Jan/Feb 2015: AMO data meetings
L6. Improve instruction for teachers new to the district	* 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 * Implement AIMM (Arkansas Induction Mentoring Model) * Share new teacher orientation checklist	Director of Special Education, **Asst. Superintendent for Human Resources**, Curriculum Specialists, Director of ESOL and Migrant Services and Director of Gifted and Talented	* Feedback from new teachers through surveys and focus groups * New hire report	Aug 7 & 8, 2014: new teacher induction Oct 6, 2014: minority staffing/new hire rpt

Leadership

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
L7. Meet with community and political leaders at all levels to solicit support for Rogers Public Schools	* 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 * Attend Legislative Forums * Monitor upcoming legistation and communicate support or concerns on issues with legislators	Deputy Superintendent, **Superintendent**, Director of Communications and principals, Asst. Superintendents, Chief Operations Officer	* Calendar * Notes or minutes of meetings * Meeting with Chamber of Commerce leadership * Meetings with patrons * Realtor meetings	Ongoing/when scheduled NWACC: Ongoing meetings Fall 2014: Chamber meeting(s) Jan/Mar 2015: Legislative Forums
L8. Continue to develop leadership capacity in the district	* 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 * 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**	* 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	Ongoing- Asst. principals' meetings Aug 4 - 8, 2014: AAEA summer conference June 1, 2015: Leadership academy feedback TBA: CWT trainings for new administrators Aug 25, 2014: Leadership hire rpt

STRATEGIC PLAN
Year Nine (2014-15)

Leadership				
School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
L9. Recruit highly effective district administrators, principals and teachers that reflect the demographics of the district	* Continue to 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 certified Hispanic candidates * Continue process to establish preferences for hiring veterans	Deputy Superintendent, Superintendent, **Asst. Superintendent for Human Resources**, Director of Grants, Asst. Superintendent for Elementary, Asst. Superintendent for Secondary and Director of Professional Development	* Report on the percentage of minority staff * New hire report * Principals' performance reviews	Ongoing Oct 6, 2014: Minority staffing/new hire rpt Mar 2015: Principal performance reviews
L10. To become a premier school district in the use of technology to support student learning, teacher instruction processes and district business administration	* 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 * Support the usage of technology for instruction in classrooms * Training for building administrators in the role of technology to support instruction * Model new technology with administrators * Prepare for online assessments * Plan future technology training and integration * Prepare for digital learning requirements * Create a proposal for virtual learning opportunities	**CIO**,Technology Committee, Deputy Superintendent, Superintendent, Asst. Superintendent for Secondary, Asst. Superintendent for Elementary, technology curriculum specialists and principals	* 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	Technology Updates: Sept 15, 2014: Technology committee report Jan 12, 2015: Tech. CWT rpt May 11, 2015:Tech. Plan update Aug 19, 2015: CIO rpt to the board Technology training at principals' and assistant principals' meetings Dec 15, 2014: Virtual learning proposal

Leadership

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
L11. Monitor Targeted Achievement Gap Group (TAGG) to improve student achievement	* Conduct weekly department meetings * Monitor the academic progress of students with disabilities and limited English proficiency in all classes and adjust instruction as needed * Monitor the co-teaching model for ESOL and special education students * 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	* 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 * On-time graduation rates (disaggregate) * Gap analysis for TAGG	Ongoing (meetings) Oct 6, 2014: Graduation/Drop-out rpt June 15, 2015: Retention rpt Sp.Ed.: Oct 13, 2014, Mar 2, May 11, 2015: Quarterly reports to include: *Evaluate delivery models for Sp.Ed: 1. Indirect 2. Co-Teach 3. PD Rpt (CGI, ECM) 4. High Yield Strategies ESOL: Oct 20, 2014, Feb 23, May 4, 2015: Quarterly reports to include: *Evaluate ELL Programs: 1. English Language Development (ELD) 2. Help Math 3. Math Vocabulary 4. PADRES report

Data

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
D1. Use results from state summative assessments to improve student achievement	* 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	Director of Data and Accountability, **Deputy Superintendent**, Asst. Superintendent for Secondary, Asst. Superintendent for Elementary, building administrators, teachers and Director of Federal Programs	* 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	Aug 1, 2014: Building data and gap analysis report at beginning of the year administrative meeting Aug 12, 2014: Building data and gap analysis report at adm. kick-off meeting Aug 19, 2014: Preliminary report to the board Oct 21, 2014: Report to the public
D2. Use state summative and local formative data to make instructional decisions	* Collect formative assessment data in grades K-12 by subgroups * Principal and teachers analyze MAP results * Produce a fall 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 quarterly	Director of Data & Accountability, Deputy Superintendent, **Asst. Superintendent for Secondary, Asst. Superintendent for Elementary**, **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	* 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 2014-15 * Kindergarten screener (QUALLS)	Ongoing Oct 20, 2014: Fall prediction reports Sept/Oct 2014 & Jan/Feb 2015: AMO meetings Jan 12 & Jun 8, 2015: GPA rpt Oct 27, 2014; Jan 12, Mar 30 & June 8, 2015: Quarterly failure rpt

Data

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
D3. Implement effective programs and interventions to improve student achievement	* Ensure the fidelity of the implementation for each program * 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 * Ensure all interventions are recorded in FileMaker	**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 facilitors, Asst. Superintendent for Secondary, Chief Information Officer, appropriate directors and Chief Financial Officer, CLC principal	* Monitor and implement plans * State assessments * 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	Aug 19, 2014: State summative data Aug 25, 2014: AP scores Sept/Oct 2014 & Jan/Feb 2015: AMO data meetings Nov 10, 2014: Intersession report to leadership cabinet Sept 8, 2014: Pre-AP & AP enrollment rpt Sept 22, 2014: GradPoint & summer school credits rpt Jan 26 & June 1, 2015: Secondary reading rpt Apr 13, 2015: Summer school plan Intervention reports as scheduled Jun 8, 2015: ALE student achievement rpt

Last Update 8/8/2014

Data

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
D4. Increase the percentage of students taking and excelling in AP and Pre AP courses	* 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, **Director of Gifted & Talented**	* 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 * Monitor enrollment in accelerated math classes in middle school	Aug 25, 2014: AP scores Sept 8, 2014: Pre-AP & AP enrollment reports Jan 12, & Jun 8, 2015: Articulation/Transition rpts Jan 12 & Jun 8, 2015: GPA rpt Oct 27, 2014 & Apr 6, 2015: Smart core enrollment (counselors) Sep 8, 2014 & Apr 20, 2015 : Middle school accelerated math course enrollment rpts
D5. Improve on-time graduation rates	* Calculate and compare the graduation rate for TAGG group * Implement drop-out prevention strategies (Reach Out to Drop Outs) * 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 * Create & implement early warning indicators (FileMaker)	Director of Data and Accountability, Deputy Superintendent, **Asst. Superintendent for Secondary,** Asst. Superintendent for Elementary, secondary administrators, counselors and Director of Federal Programs, Director of Data and Accountability, **high school principals**	* Completed graduation rate report by subgroup * Weekly enrollment reports *NSLA budget *Articulation/Transition * Preliminary graduation rate	Ongoing: Enrollment report by grade level Aug 1, 2014: Early warning inicators at shared at kick off meeting Jan 12, & Jun 8, 2015: Articulation/Transition rpts Oct 6, 2014: Preliminary graduation rate rpt Oct 27, 2014 & Apr 6, 2015: On-time graduation rpt (counselors)

Data

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
D6. Improve Rogers Public Schools' ability to prepare students for college & career readiness	* 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 * Monitor enrollment in CTE classes	**Director of Data and Accountability,** high school administrators, counselors, Deputy Superintendent, Chief Information Officer and Director of Career & Technical Ed.	* 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	Sep 8, 2014 & Apr 13, 2015: CTE enrollment projections Sept 8, 2014: Remedial course enrollment Oct 6, 2014: Graduation/Drop-out rpt Dec 15, 2014: Student tracker rpt Jan 12, 2015: CTE EOC rpt Mar 30, 2015: ACT college remediation rpt May 4, 2015: Completers report & student employment rpt
D7. Plan for efficient use of district personnel and facilities	* 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**	* Annual review of the accuracy of enrollment projections * District Facilities Master Plan for the State * FTE rpt: actual vs. projection	Oct 6, 2014: FTE projection rpt Oct 13, 2014: Enrollment report to the Board Dec 16, 2014: District Facilities Master Plan for the state - report to the board Feb 23, 2015: Enrollment projections (personnel allocations)

Data

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
D8. Use advanced technology to enhance data driven decisions	* 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 and schedule extensive professional development for all staff to use appropriate technology to make effective decisions * Prepare for transition to eSchool financial module * Explore the viability of Edfi (ADE Student GPS dashboard)	**Chief Information Officer**, **Director of Data and Accountability**, Asst. Superintendent for Secondary, Asst. Superintendent of Elementary and Asst. Superintendent of Human Resources, Chief Operations Officer	* Accessibility of data warehouse * Technology committee notes and agendas * AMO data notebooks * Personnel database * Student information database * Feedback results for technology trainings	Sept 15, 2014: Technology committee rpt Sept/Oct 2014 & Jan/Feb 2015: AMO data meetings Sept 8, 2014: Training calendar Jan/May 2015: Technology training report

Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
C1. Implement an aligned K-12 instruction,curriculum and assessment model that equips students with the skills necessary for college and career readiness	* 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 * Explore ways to integrate literacy in all non tested areas	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, teachers	* 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 * Academy student survey	Ongoing: Monthly reports to school board Aug 25, 2014: AP scores Jan 2015: Course catalog Jan 5, 2015: Smart Core enrollment (longitudinal) Jan 5 & Jun 8, 2015: Elementary curriculum updates Jan 12 & May 18, 2015: Classroom Walk-Through (CWT) Results Jan 12, 2015: CTE EOC rpt Jan 12 & Jun 15, 2015: Secondary curriculum updates Apr 13, 2015: Academy implementation rpt to include student survey

Last Update 8/8/2014

Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
C2. Collaborate and implement district standards, goals, objectives, performance indicators for ELL students with suggested resources, assessments, and instructional strategies to complement mainstream curriculum	*Provide support for K-12 ESOL teachers with implementation of English Language Development standards (EL Achieve) * Develop academic vocabulary resources for K-12 with emphasis on math * Conduct 20 classroom walk-throughs a month to monitor instruction by director. ESOL Specialists conduct 15 ELD walk-throughs per month and provide feedback to ESOL teachers on implementation of ELD. * Monitor the placement and exit rate for ELL students * Communicate ESOL proficiency progress to students and parents * Provide on-going professional development for ESOL teachers on implementation of ESOL curriculum	**Director of ESOL and Migrant Services**, Deputy Superintendent, Superintendent, Asst. Superintendent for Secondary, ESOL Specialists, Asst. Superintendent for Elementary, ESOL and classroom teachers	* Completed and published curriculum with resources, assessments, and instructional strategies * Classroom walk-through reports * ELD reports * Placement, exit & LPAC report * Sign-in sheets for professional development * Disaggregate results of ESOL students using MAP and writing assessments	Jan 12 & May 18, 2015: Classroom Walk-Through (CWT) Results Continuous throughout the school year: formative assessments ESOL: Oct 20, 2014, Feb 23, May 4, 2015: Quarterly reports to include: *Evaluate ELL Programs: 1. English Language Development (ELD) 2. Help Math 3. Academic Vocabulary 4. PADRES report 5. Placement, exit & LPAC report 6. High Yield Strategies

Last Update 8/8/2014

Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
C3. Improve achievement for Targeted Achievement Gap Group (TAGG) students	* Improve instructional capacity for teachers: Literacy Design Collaborative (LDC), Math Design Collaborative: (MDC), High Yield Strategies (HYS) etc. * Conduct 20 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 Achievment Gap Group (TAGG) students * Monitor the Response to Intervention (RTI) process	**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	* 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	Aug 19, 2014: State summative data at board meeting Jan 12 & Jun 8, 2015: GPA rpt ESOL: Oct 20, 2014, Feb 23, May 4, 2015: Quarterly reports to include: *Evaluate ELL Programs: 1. English Language Development (ELD) 2. Help Math 3. Academic Vocabulary 4. PADRES report 5. Placement, exit & LPAC report 6. High Yield Strategies Sp.Ed.: Oct 13, 2014, Mar 2, May 11, 2015: Quarterly reports to include: *Evaluate delivery models for Sp.Ed: 1. Indirect 2. Co-Teach 3. High Yield Strategies
C4. Continue a co-teaching model for general education, special education and ESOL teachers to meet the needs of their students.	* 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	* CWT results * Summative state results * MAP results * Disaggregate test data on students participating in co-teaching * Agenda for co-teaching training	Ongoing Co-teaching Analysis Oct 20, 20104 (ESOL Qtrly Rpt) Oct 13, 2014 (SP.ED.Qtrly Rpt) Sept 12 & 13, 2013: Co-teaching training Feb 2, 2015: MAP rpts

Last Update 8/8/2014

Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
C5. Increase the use of effective instructional practices	* 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) and "Thinking Mathematically" for middle school 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 process to improve instructional feedback to teachers	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**	* 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 * AMO data reports * Monthly agendas from building administrators * Disaggregate test data for students involved in CGI, ECM and CMP3	Ongoing Aug 19, 2014: State Summative Data report to school board Aug 25, 2014: Summer professional development rpt Sept 29, 2014: CGI & ECM rpt Sept/Oct 2014 & Jan/Feb 2015: AMO data meetings Jan 12 & May 18, 2015: Classroom Walk-Through (CWT) Results
C6. Expand participation & completion in college and career readiness curriculum	* 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 * Conduct articulation/transition meetings for CTE courses	**Director of Career & Technical Education**, Asst. Superintendent for Secondary, teachers, counselor, secondary principals	* Percent of students completing Smart Core * Completers status *Percent of students competing certification * Follow up survey for completers * Kuder surveys * Academy student survey * Notes from CTE transition meetings	Apr 6, 2015: Smart core enrollment (counselors) Mar 12, 2015: CTE Directors' report to the board Apr 13, 2014: Academy implementation rpt to include student survey May 4, 2015: Completers report to LC (to include transition update)

Curriculum and Instruction

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
C7. Explore and develop district wide STEM initiatives	* Increase the number of students in all sub populations that receive enriched instruction * Develop and monitor a plan to increase the number of students completing smart core * Research "Project Lead the Way" * Research/explore ways to incorporate STEM initiatives in elementary GT Explore and monitor ways to improve biology instruction * Establish a K-8 STEM committee	Superintendent, Deputy Superintendent, **Director of Gifted and Talented**, **Asst. Superintendent for Secondary**, **Asst. Superintendent for Elementary**, principals, secondary counselors and Director of Counseling Services, elementary curriculum specialists	* Number of students served in Gifted & Talented programs * Disaggregate the performance of Gifted & Talented students on state assessments * Performance in Biology EOC * Notes from STEM committee	Sept 15, 2014: Gifted & Talented state assessment results Oct 27, 2014 & Apr 6, 2015: Smart Core enrollment (counselors) Oct 20, 2014: STEM committee rpt

Professional Development

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
P1. Continue and implement an effective research-based long range professional development plan	* Maintain an active advisory professional development (PD) committee composed of teachers and administrators * Align PD to support curriculum and instruction * 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 integration and Digital Learning * Use the 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 "Improving Student Learning" (Pollock) sustainability plans to determine future PD needs * Analyze teacher/administrator evaluations and PGPs through Bloomboar to determine future PD needs	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	* 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	May 19, 2015: Professional Development presentation to the board Jan 12 & May 18, 2015: Classroom Walk-Through (CWT) Results July 2015: Cycle 8 rpt (PD hours) **TBD: Professional development committee meetings** May 11, 2015: Evaluations/PGP summaries

Professional Development

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
P2. Support the use of appropriate strategies to improve student achievement for all students (English Language Learners, students with disabilities, students of poverty and Gifted students)	* Provide PD (SIOP, Project EQUIP, cultural diversity) for classroom teachers of ELLs * Provide professional development for teachers of students with disabilities to improve student achievement * Maintain a response-to-intervention process * Support the 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-12 ESOL teachers and instructional assistants (EL Achieve) * Support PD for administrators and teachers working with students of poverty	**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	* Performance on state summative tests including students in ELL and Special Education * MAP reports * Intervention analysis by principals * AMO data meetings * ASCIP Plan * Evidence through CWTs * Updated ELL PD training plan/ELD District Implementation Plan	Aug 19, 2014: State summative data at board meeting Sept/Oct 2014 & Jan/Feb 2015: AMO Data meetings Oct 20, 2014: STEM committee rpt Sp.Ed.: Oct 13, 2014, Mar 2, May 11, 2015: Quarterly reports to include: *Evaluate delivery models for Sp.Ed: 1. Indirect 2. Co-Teach 3. PD Rpt (CGI, ECM) 4. High Yield Strategies ESOL: Oct 20, 2014, Feb 23, May 4, 2015: Quarterly reports to include: *Evaluate ELL Programs: 1. English Language Development (ELD) 2. Help Math 3. Academic Vocabulary 4. PADRES report 5. Placement, exit & LPAC report 6. High Yield Strategies

Professional Development

School Improvement Objective	Action	Person Responsible	Measurement	Timeline
P3. Build capacity to use data to improve student achievement	* Continue training for teachers and administrators on the effective use of data to improve student achievement * Collect feedback from data meetings to determine the needs of schools * Continue necessary PD for NTH * Provide MAP training and analysis of reports (NWEA) including the possibility of future training through ASPRC	Asst. Superintendent for Secondary, Asst. Superintendent for Elementary, building administrators, **Director of Data and Accountability**, CIO and **Director of Professional Development**,	* Test scores * Monday collaboration agendas and notes * Data team agendas, notes and feedback * Data from AMO data meetings * Building day professional development agendas * Principals' & assistant principals' meeting notes	Ongoing: Collaboration meetings Aug 19, 2014: State summative data at board meeting Sept/Oct 2014 & Jan/Feb 2015: AMO Data meetings TBD: MAP training Jan/May 2015: Technology training rpt

Communication

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
CO1. Provide input opportunities for stakeholders	* 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 Communications**, building administrators, Student Relations Coordinators, Director and assistant directors of Special Education, ESOL and other directors as appropriate, Chief Operations Officer	* 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 22, 2014: 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	* 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 Communications**, counselors, Assistant Superintendent for Human Resources, Student Relations Coordinators and social workers	* Minutes/notes of meetings * Drop-out rates * Graduation rates * Discipline referrals/expulsions * Participation in extracurricular activities * Customer service training agendas * Link Crew and WEB report	Sept 8, 2014 & Feb 23, 2015: Link Crew rpt Sept 2014: Starts and ongoing: Front office customer service training Sept 15, Mar 2, 2014: Middle school WEB ("Where all Belong) Oct 6, 2014: Graduation/Drop-out rpt Oct 13, 2014: Discipline referral rpt

Communication

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
CO3. Improve communication to all stakeholders	* 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 * Maintain a district-wide mobile app, website and emergency notifications	**Director of Communications**, Deputy Superintendent, Superintendent, **CIO** and directors, building administrators and athletic director	* Publications * Notes * Minutes * Agendas * Focus groups (PTO/PTA) * Webpage usage * Communications survey	Service directors' report to the board Aug 4, 2014: Parent/Teacher conference schedule Fall 2014: Report to the Chamber of Commerce Feb 9, 2015: Webpage rpt
CO4. Improve support services for all schools	* 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	* Monthly Reports * Agendas * School Dude reports * Board meeting minutes	Monthly service directors' meetings Aug 1, 2014: Administrative kickoff meeting Sept 2014: Front office customer service training Sept 15, 2014: Crisis plan/school safety plan Oct 7, 2014: Crisis plan at principals' meeting June 2015: End of the year meeting

Communication

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
CO5. Improve effectiveness of communication with Hispanic families	* 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 * 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 * Communicate Rogers Public Schools opportunities with high school students emphasizing minority grant	Superintendent, Deputy Superintendent, Student Relations Coordinators, **Spanish Communications Specialist**, principals, Director of Grants and Asst. Superintendent for Human Resources, Director of ESOL and Migrant Services and ESOL student counselor	* Performance of Hispanic students on state tests * Attendance rates of Hispanic students * DVD use in buildings and ESOL office * PADRES report * Hispanic leadership report * Agendas for college preparation meetings	Aug 4, 2014: Parent/Teacher conference schedule Nov 18, 2014 & Mar 17, 2015: Parent/Teacher conference report to the board May 4, 2015: PADRES/Hispanic student leadership rpt College preparation meeting for Hispanic students and parents Ongoing: DVD distributed

Communication

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
CO6. Improve customer service to all stakeholders	* 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) * Maintain a friendly, courteous and respectful environment throughout the district	Director of Communications, 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	* Report from focus groups * Annual survey results * Spanish communication report * Stakeholder input * Update procedures manual * Publish directory of services * Feedback from parents	Sept 2014: Starts and ongoing: Front office customer service training Oct 2014: ACSIP available on website Ongoing: Directory and procedures manual updates
CO7. Communicate strategic plan goals to internal stakeholders	* Communicate the Strategic Plan with employees * Link Strategic Plan Year Nine to home page	Director of Communications, **Deputy Superintendent,** Superintendent and principals	* Completed Deputy Superintendent report to the board * Building agendas * Established link on web page * Board minutes * Leadership cabinet notes	Aug 8, 2014: Present Strategic Plan to new teachers Aug 19, 2014: Present Strategic Plan to school board Jun 16, 2015: Deputy Superintendent's executive summary to the board Strategic plan updates at principals' and assistant principals' meetings

Last Update 8/8/2014

Communication

School Improvement Objective	Action	Person Responsible	Measurement / Evidence	Timeline
CO8. Market the Rogers Public Schools	* 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 * Implement mobile app	**Director of Communications**, all school personnel	* Maintain a user-friendly, interactive website * Post information through social media * Video tours distributed and posted on web	Sept 22, 2014: Communication plan update Oct 27, 2014: Completed newcomer DVD June 2014 and ongoing: completed virtual tours Ongoing: Social media tools Realtor and family tours as requested Ongoing: Update website