Vision

███████████████ provides an environment that fosters each learner's potential, equips students for academic excellence, and promotes lifelong learning.

Mission

To love, educate, and prepare students for graduation and a successful future.

Beliefs

We believe

- All students are capable of learning, graduating high school, and reaching their highest potential.
- All students deserve superior, high-quality educational opportunities.
- All stakeholders will work together to meet the needs of the students.

Student Engagement/Support	Data Use for Program Evaluation	Shared Instructional Leadership	Stakeholder Communication & Engagment
Objectives	**Objectives**	**Objectives**	**Objectives**
• Create learning environments rich in high expectations and active engagement	• Adopt a process for identifying baseline and variables for targeted program evaluations.	• Create common practices that aim to increase instructional capacity at all levels.	• Utilize a district-wide communication plan.
Critical Initiatives	**Critical Initiatives**	**Critical Initiatives**	**Critical Initiatives**
• Provide professional learning opportunities that focus on best practices in positive relationships, high expectations, project-based learning and student engagement • Structure a uniform student advocacy program for every student district wide • Prioritize uniform teacher expectations that include evidence of support, collaboration, and relationship-building which promotes retention of high quality teachers	• Create framework and protocol for district-wide program evaluation. • Begin the data analysis and use the information to determine program outcomes and next steps. • Align district-wide resources to support chosen programs	• Implement new teacher evaluation system. • Develop common grading practices to increase instructional capacity. • Structure a district wide PLC model to support the new instructional coaching model and Leverage Leadership.	• Compile and analyze the current list of communication tools. • Design a framework to support consistent expectations for engaging stakeholders. • Utilize a district parent advisory council to garner additional input throughout the strategic implementation process.

Strategy Map

Critical Initiatives	Critical Initiatives	Critical Initiatives	Critical Initiatives
• Integrate school wide activities that engage students outside of the classroom to keep all students connected with the school • Incorporate career connection, life/soft skill, dating violence, mental health and all required instruction in one course • Allocate equitable opportunities at every school			

Key Measures	Key Measures	Key Measures	Key Measures
• Classroom Observations • Teacher Survey • Student Survey • Stakeholder Survey • Attendance Rate (TMP) • Discipline Data (BMP) • Counseling Referrals • Graduation Rate • Student Achievement Data	• Stakeholder Survey • Program usage reports • Evidence of Effectiveness • Student Achievement Data • Cognia Stakeholder Surveys • Studer Stakeholder Surveys • Software access and usage • Funding Adjustments	• Teacher Survey • Teacher Evaluation System Score • Classroom Observations • Student Achievement Data • PLC artifacts	• Stakeholder Survey • Participant/access results • Parent & student participation • Attendance • Evidence of Effectiveness

Student Engagement/Support

Objective
Create learning environments rich in high expectations and active engagement

Critical Initiative	Key Measures
Provide professional learning opportunities that focus on best practices in positive relationships, high expectations, project-based learning and student engagement **Start Date**: 07/01/2022　　**End Date**: 06/30/2023	Classroom Observations Teacher Survey Student Survey
Structure a uniform student advocacy program for every student district wide **Start Date**: 07/01/2022　　**End Date**: 06/30/2023	Stakeholder Survey Attendance Rate (TMP) Discipline Data (BMP) Counseling Referrals Graduation Rate Student Achievement Data
Prioritize uniform teacher expectations that include evidence of support, collaboration, and relationship-building which promotes retention of high quality teachers **Start Date**:　　**End Date**:	Stakeholder Survey Classroom Observations Student Achievement Data
Integrate school wide activities that engage students outside of the classroom to keep all students connected with the school **Start Date**:　　**End Date**:	Attendance Rate (TMP) Graduation Rate Student Achievement Data
Incorporate career connection, life/soft skill, dating violence, mental health and all required instruction in one course **Start Date**:　　**End Date**:	Attendance Rate (TMP) Graduation Rate Student Achievement Data
Allocate equitable opportunities at every school **Start Date**:　　**End Date**:	Attendance Rate (TMP) Graduation Rate Student Achievement Data

Objective
Adopt a process for identifying baseline and variables for targeted program evaluations.

Critical Initiative	Key Measures
Create framework and protocol for district-wide program evaluation. **Start Date**: 07/01/2022 **End Date**: 06/30/2023	Stakeholder Survey Program usage reports Evidence of Effectiveness
Begin the data analysis and use the information to determine program outcomes and next steps. **Start Date**: **End Date**:	Program usage reports Evidence of Effectiveness Student Achievement Data Cognia Stakeholder Surveys Studer Stakeholder Surveys
Align district-wide resources to support chosen programs **Start Date**: **End Date**:	Program usage reports Software access and usage Funding Adjustments

Objective
Create common practices that aim to increase instructional capacity at all levels.

Critical Initiative	**Key Measures**
Implement new teacher evaluation system. **Start Date**: 07/01/2022 **End Date**: 06/30/2023	Teacher Survey Teacher Evaluation System Score
Critical Initiative	**Key Measures**
Develop common grading practices to increase instructional capacity. **Start Date**: 07/01/2022 **End Date**: 06/30/2023	Classroom Observations Student Achievement Data
Critical Initiative	**Key Measures**
Structure a district wide PLC model to support the new instructional coaching model and Leverage Leadership. **Start Date**: **End Date**:	Classroom Observations Student Achievement Data Teacher Evaluation System Score PLC artifacts

Objective
Utilize a district-wide communication plan.

Critical Initiative	Key Measures
Compile and analyze the current list of communication tools. **Start Date**: 07/01/2022 **End Date**: 06/30/2023	Stakeholder Survey
Design a framework to support consistent expectations for engaging stakeholders. **Start Date**: 07/01/2022 **End Date**: 06/30/2023	Stakeholder Survey Participant/access results
Utilize a district parent advisory council to garner additional input throughout the strategic implementation process. **Start Date**: **End Date**:	Stakeholder Survey Parent & student participation Attendance Evidence of Effectiveness

On Track

Critical Initiative

Provide professional learning opportunities that focus on best practices in positive relationships, high expectations, project-based learning and student engagement

Objective:

Create learning environments rich in high expectations and active engagement

Activity

Implement district wide CKH program

Person responsible: Director of Federal Programs

Launch Date: 06/16/2022

Required Resource(s):

Financial Resource:

Other Resource: ESSER funds, Title I, other grant funding

Source of Funding:

Activity Measure(s)

Decrease district wide discipline referrals,

Increased attendance,

Positive student surveys,

Benchmark(s)

Benchmark: District will offer CKH PD on June 9 and 10 open to teachers and staff at Bagdad, Central, Rhodes, HNP, WNP, King and OBE.

Date: 06/30/2022

Activity

Align instructional eval in CKH to best practices

Person responsible:		**Launch Date:** 05/24/2022
Required Resource(s):		
Financial Resource:	**Source of Funding:**	
Other Resource: General Fund - cost of new evaluation system		

Activity Measure(s)	**Benchmark(s)**	
Informal and formal observation data	Benchmark: District will offer school leader evaluation system training May 31 through June 8.	**Date:** 05/31/2022
	Benchmark: Administrators will engage teachers in a Marzano cross-walk	**Date:** 08/01/2022

On Track

Critical Initiative

Structure a uniform student advocacy program for every student district wide

Objective:
Create learning environments rich in high expectations and active engagement

Activity

Develop framework for student tracking of progress

Person responsible: Assistant Superintendent of ITS, MH Coordinator	**Launch Date:** 06/16/2022

Required Resource(s):

Financial Resource:	**Source of Funding:**
Other Resource: General Fund - Cost neutral to allow Focus to accommodate this activity.	

Activity Measure(s)

Attendance Rate,

Discipline Data,

Number of counseling referrals,

Graduation Rate,

Number of active student mentor participation,

Benchmark(s)

Benchmark: Develop a Focus form that allows student identification of an advocate.

Date: 07/22/2022

Activity Measure(s)	Benchmark(s)
Pre / Post student surveys	

	Benchmark(s)	
	Benchmark: Pilot a mentor program at HNMS and MHS, specific to 6th and 9th grade	**Date:** 08/01/2022
	Benchmark: Students identify their trusted adult	**Date:** 10/07/2022
	Benchmark: Inform admin of expectations of "trusted adult" mentor	**Date:** 07/27/2022
	Benchmark: Train teachers on expectations of being a "trusted adult" mentor	**Date:** 08/01/2022

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Critical Initiative

Prioritize uniform teacher expectations that include evidence of support, collaboration, and relationship-building which promotes retention of high quality teachers

Objective:

Create learning environments rich in high expectations and active engagement

This critical initiative will begin in year 2 of implementation or after the first two critical initiatives have been implemented successfully.

Student Engagement/Support

Critical Initiative

Integrate school wide activities that engage students outside of the classroom to keep all students connected with the school

Objective:

Create learning environments rich in high expectations and active engagement

This critical initiative will begin in year 2 of implementation or after the first two critical initiatives have been implemented successfully.

Critical Initiative

Incorporate career connection, life/soft skill, dating violence, mental health and all required instruction in one course

Objective:

Create learning environments rich in high expectations and active engagement

This critical initiative will begin in year 2 of implementation or after the first two critical initiatives have been implemented successfully.

Critical Initiative

On Track

Allocate equitable opportunities at every school

Objective:
Create learning environments rich in high expectations and active engagement

This critical initiative will begin in year 2 of implementation or after the first two critical initiatives have been implemented successfully.

Activity

Implement a broadcast classroom plan

Person responsible: Assistant Superintendent of Curr & Inst	**Launch Date:** 07/31/2022

Required Resource(s):

Financial Resource:

Source of Funding:

Other Resource: Grant funding

Activity Measure(s)	**Benchmark(s)**	
Identify schools and programs for broadcast	**Benchmark:** Gather data on student registration requests	**Date:** 05/31/2022
	Benchmark: Select schools for implementation	**Date:** 05/31/2022
	Benchmark: Select programs for broadcast eligibility	**Date:** 05/31/2022
	Benchmark: Adjust transportation schedules of participating high schools	**Date:** 05/31/2022
	Benchmark: Adjust bell schedules of participating schools to allow for broadcasting across the district	**Date:** 05/31/2022
	Benchmark: Select broadcast classroom teachers	**Date:** 06/30/2022
	Benchmark: Train broadcast teachers on equipment use	**Date:** 07/15/2022
	Benchmark: Equip the broadcast teachers' classrooms	**Date:** 07/08/2022

Activity

Utilize the feedback from teachers and students.

Person responsible: Asst Supt for Curr and Instr	**Launch Date:** 06/30/2022

Required Resource(s):

Financial Resource: **Source of Funding:**

Other Resource:

Activity Measure(s)	Benchmark(s)	
Set up a cohort of broadcast teachers	Benchmark: Quarterly collaboration with broadcast teachers	**Date:** 10/07/2022
	Benchmark: Quarterly feedback from students	**Date:** 10/07/2022
	Benchmark: Informal (non-rated) observations of broadcast teachers for feedback purposes	**Date:** 10/07/2022
	Benchmark: Set up (2x per year) a face-to-face experience with broadcast classrooms/teachers	**Date:** 10/07/2022

Critical Initiative

On Track

Create framework and protocol for district-wide program evaluation.

Objective:
Adopt a process for identifying baseline and variables for targeted program evaluations.

Activity

Identify working group members.

Person responsible: Dir of Cont Impr, Dir of Purchasing	**Launch Date:** 07/01/2022

Required Resource(s):

Financial Resource:	**Source of Funding:**
Other Resource:	

Activity Measure(s)	**Benchmark(s)**	
Group roster representative of different stakeholder groups	**Benchmark:** Workgroup identification	**Date:** 07/29/2022

Activity

Schedule and hold meetings.

Person responsible: Dir of Cont Impr, Dir of Purchasing, Asst Supt CIA	**Launch Date:** 07/01/2022

Required Resource(s):

Financial Resource:	**Source of Funding:**
Other Resource:	

Activity Measure(s)	**Benchmark(s)**	
Monthly Agendas, Sign-in Sheets, Meeting Minutes	Benchmark: Initial workgroup meeting	**Date:** 08/31/2022

Activity

ID & prioritize systemic programs for evaluation.

Person responsible: Dir of Cont Impr, Dir of Purchasing	**Launch Date:** 07/01/2022

Required Resource(s):
Financial Resource: Source of Funding:
Other Resource:

Activity Measure(s)	**Benchmark(s)**	
List of systemic programs identified and prioritized	Benchmark: Initial list of systemic programs	**Date:** 09/30/2022
	Benchmark: Prioritized list of systemic programs to be evaluated	**Date:** 10/31/2022

Activity

Identify data needed for evaluation programs.

Person responsible: Core Strategic Planning Team	**Launch Date:** 07/01/2022

Required Resource(s):
Financial Resource: Source of Funding:
Other Resource:

Activity Measure(s)	**Benchmark(s)**	
List of data measures needed for evaluation of prioritized programs	Benchmark: Identified data measures	**Date:** 11/30/2022

Activity

Develop an adaptive evaluation tool.

Person responsible: Dir of Cont Impr, Dir of Purchasing	**Launch Date:** 07/01/2022

Required Resource(s):
Financial Resource: Source of Funding:
Other Resource:

Activity Measure(s)	**Benchmark(s)**	
Evaluation tool	Benchmark: Working draft	**Date:** 02/28/2023

On Track

Critical Initiative

Begin the data analysis and use the information to determine program outcomes and next steps.

Objective:
Adopt a process for identifying baseline and variables for targeted program evaluations.

Activity

Establish diverse evaluation working group.

Person responsible: Dir of Cont Impr, Dir of Purchasing, Asst Supt CIA

Launch Date: 07/01/2022

Required Resource(s):

Financial Resource:

Other Resource:

Source of Funding:

Activity Measure(s)	Benchmark(s)	
Group roster consisting of a representative from each of the five divisions (Human Resources, Finance, ITS, Curriculum/Instruction, and Administrative Services).	**Benchmark**: Initial Meeting	**Date:** 03/06/2023

Activity

Identify the program for evaluation.

Person responsible: Dir of Cont Impr, Dir of Purchasing, Asst Supt CIA	**Launch Date:** 07/01/2022

Required Resource(s):

Financial Resource: **Source of Funding:**

Other Resource:

Activity Measure(s)	**Benchmark(s)**	
As a group, determine the program for evaluation and data needed.	Benchmark: Identified program and data required	**Date:** 03/31/2023

Activity

Analyze data using framework and provide feedback.

Person responsible: Dir of Cont Impr, Dir of Purchasing, Asst Supt CIA	**Launch Date:**

Required Resource(s):

Financial Resource: **Source of Funding:**

Other Resource:

Activity Measure(s)	**Benchmark(s)**	
Analysis report and recommendations to decision-maker(s); cyclical process	Benchmark: Initial analysis submission of first prioritized program	**Date:** 04/28/2023

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Critical Initiative

On Track

Align district-wide resources to support chosen programs

Objective:
Adopt a process for identifying baseline and variables for targeted program evaluations.

Activity

Adopt a process for the realignment resources.

Person responsible: Dir of Cont Impr, Dir of Purchasing	**Launch Date:** 07/01/2022

Required Resource(s):

Financial Resource:	**Source of Funding:**
Other Resource:	

Activity Measure(s)	**Benchmark(s)**	
Realignment resource identified and applied based on findings of the program evaluation; cyclical process	**Benchmark:** Working draft of the process	**Date:** 05/31/2023
	Benchmark: Realignment of resources for program evaluated, if necessary	**Date:** 06/30/2023

Shared Instructional Leadership

On Track

Critical Initiative

Implement new teacher evaluation system.

Objective:

Create common practices that aim to increase instructional capacity at all levels.

The new evaluation platform has been selected and training for admin teams will take place in June

Activity

Provide evaluation PD for administrators.

Person responsible: ████ , █ , Learning Science International	**Launch Date:** 06/01/2022

Required Resource(s):

Financial Resource:	**Source of Funding:**
Other Resource:	

Activity Measure(s)	**Benchmark(s)**	
Calibration activity,	**Benchmark**: 3 day admin. training	**Date**: 06/01/2022
Feedback,		
Survey,		
Sign-in sheet,		
Presentation Materials		
	Benchmark: Building Expertise Conf. for admin.	**Date**: 06/22/2022
	Benchmark: Follow-up training at admin. conference	**Date**: 07/26/2022
	Benchmark: Self Assessment Review	**Date**: 09/01/2022

Activity Measure(s)	Benchmark(s)	
	Benchmark: Review of element data by schools and district	**Date:** 10/06/2022

Activity

Provide PD for all instructional employees

Person responsible: ▮▮▮▮▮▮▮		**Launch Date:** 08/02/2022
Principals & APs		

Required Resource(s):

Financial Resource: | **Source of Funding:**

Other Resource:

Activity Measure(s)	Benchmark(s)	
Feedback,	**Benchmark:** Self Assessment Review	**Date:** 08/30/2022
Survey,		
Sign-in sheet,		
Presentation Materials,		
	Benchmark: Q1 Observation Data	**Date:** 10/06/2022
	Benchmark: Q2 Observation Data	**Date:** 12/16/2022

<div style="background:teal; color:white">Shared Instructional Leadership</div>

Critical Initiative

On Track

Develop common grading practices to increase instructional capacity.

Objective:

Create common practices that aim to increase instructional capacity at all levels.

The timeline for administrators to initiate this with site-based staff will be provided at admin conf in July

Activity

Principal/teacher discussions (grading practices)

Person responsible: School Administrators/teachers

Launch Date: 08/30/2022

Required Resource(s):

Financial Resource: **Source of Funding:**

Other Resource:

Activity Measure(s)	**Benchmark(s)**	
Meeting dates,	**Benchmark**: Review current grading practices	**Date:** 08/30/2022
Presentation materials	**Benchmark**: Principals follow-up discussions	**Date:** 10/07/2022
	Benchmark: Principal defines and communicates expectations for common grading practices	**Date:** 12/16/2022

Activity

Groups begin development/common grading practices

Person responsible: Principals/Assistant Principals/Teachers	**Launch Date:** 09/29/2022

Required Resource(s):

Financial Resource:	**Source of Funding:**
Other Resource:	

Activity Measure(s)	**Benchmark(s)**	
Meeting dates,	Benchmark: Grade level/subject area meetings	**Date:** 09/29/2022
Sign-in sheets,		
Meeting minutes,		
Proposals for common grading practices,		
	Benchmark: Progress reported to administration	**Date:** 12/16/2022
	Benchmark: Common grading practices reflected in 3rd quarterly grades	**Date:** 03/10/2023

Activity

Administrators report the status of developing CGP

Person responsible:	**Launch Date:** 09/01/2022
Administrators/Directors	

Required Resource(s):

Financial Resource:	**Source of Funding:**
Other Resource:	

Activity Measure(s)	**Benchmark(s)**	
Document outlining grade/subject grading practices from each school administrator	Benchmark: Compare and Review grading practices	**Date:** 09/01/2022
	Benchmark: Administrators share and compare progress towards establishing common grading practices	**Date:** 10/06/2022
	Benchmark: Principals present grading procedures to Directors and District leaders	**Date:** 01/05/2023

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Critical Initiative

Structure a district wide PLC model to support the new instructional coaching model and Leverage Leadership.

Objective:

Create common practices that aim to increase instructional capacity at all levels.

Admin teams will receive specific training at the July admin conference on PLC structure.

Activity

Structure a district PLC model

Person responsible: ████████ ████████ Directors	**Launch Date:** 07/26/2022

Required Resource(s):

Financial Resource: **Source of Funding:**

Other Resource:

Activity Measure(s)	Benchmark(s)	
Documents outlining PLC Structure, presentation materials, timelines, resources, feedback, PLC evaluation	**Benchmark**: Follow-up with administrators to receive feedback on PLC progress, additional PLC resources, needed support	**Date:** 10/06/2022
	Benchmark: Evaluation progress of school PLCs and develop action steps to adjust or enhance PLCs	**Date:** 01/05/2023
	Benchmark: Provide PLC guidelines and presentation materials for administrators to launch PLCs	**Date:** 07/26/2022

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On Track

Critical Initiative

Compile and analyze the current list of communication tools.

Objective:

Utilize a district-wide communication plan.

District-based communication tools include School Messenger, Facebook, Twitter, Instagram. School sites utilize Remind, Class Dojo, SeeSaw, & GroupMe

Activity

Survey admins about current cmcn tools used

Person responsible: PIO	**Launch Date:** 05/02/2022

Required Resource(s):
Financial Resource: Source of Funding:
Other Resource:

Activity Measure(s)	**Benchmark(s)**	
Stakeholder surveys,	**Benchmark**: District-based communication tools include School Messenger, Facebook, Twitter, Instagram. School sites utilize Remind, Class Dojo, SeeSaw, & GroupMe	**Date:** 06/01/2022
Usage Report,		
Attendance Rate,		
Participation Numbers		

Activity

Assess current communication "glows" & "grows"

Person responsible: PIO	**Launch Date:** 05/02/2022

Required Resource(s):

Financial Resource: **Source of Funding:**

Other Resource:

Activity Measure(s)	**Benchmark(s)**	
Stakeholder surveys,	Benchmark: Analyze data to assess strengths and challenges of current communication tools	**Date:** 06/01/2022
Usage Report,		
Attendance Rate,		
Participation Numbers,		

On Track

Critical Initiative

Design a framework to support consistent expectations for engaging stakeholders.

Objective:
Utilize a district-wide communication plan.

Activity

Develop committee to explore uniform cmcn options

Person responsible: PIO, Assistant Superintendent for ITS	**Launch Date:** 05/02/2022

Required Resource(s):
Financial Resource:
Other Resource:

Source of Funding:

Activity Measure(s)

Stakeholder surveys,

Townhall meetings

Benchmark(s)

Benchmark: Allow admins to volunteer to serve on committee

Date: 08/01/2022

Activity

Utilize district-wide cmcn plan

Person responsible: PIO, Assistant Superintendent for ITS	**Launch Date:** 05/02/2022

Required Resource(s):
Financial Resource: **Source of Funding:**
Other Resource:

Activity Measure(s)	**Benchmark(s)**	
Informal communication observations	Benchmark: FOCUS Comm App	**Date:** 08/01/2022

Activity

Select 1 district supported cmcn platform

Person responsible: PIO, Assistant Superintendent for ITS	**Launch Date:** 07/01/2022

Required Resource(s):
Financial Resource: $35000.00 **Source of Funding:** Budget line item
Other Resource:

Activity Measure(s)	**Benchmark(s)**	
Focus communication data	Benchmark: Access communication tools currently in FOCUS	**Date:** 07/01/2022
	Benchmark: Utilize School Messenger at full capacity	**Date:** 07/01/2022

Activity

Identify pilot schools for platform implement'n

Person responsible: East Bay K-8, NHS, PIO, Ass. Super. for ITS	**Launch Date:** 07/01/2022

Required Resource(s):
Financial Resource: **Source of Funding:**
Other Resource:

Activity Measure(s)	**Benchmark(s)**	
	Benchmark: Set up a TWILIO pilot account	**Date:** 07/01/2022
	Benchmark: Train admins and teachers at pilot schools on using TWILIO	**Date:** 08/01/2022

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Critical Initiative

On Track

Utilize a district parent advisory council to garner additional input throughout the strategic implementation process.

Application is being developed

Objective:
Utilize a district-wide communication plan.

Activity

Create advisory council application and post on di

Person responsible: PIO, Supt	**Launch Date:** 09/01/2022

Required Resource(s):

Financial Resource: **Source of Funding:**

Other Resource:

Activity Measure(s)	**Benchmark(s)**	
Create a Parent Advisory Council application	**Benchmark:** Create application	**Date:** 07/01/2022
	Benchmark: Distribute application	**Date:** 08/01/2022
	Benchmark: Review applications	**Date:** 08/12/2022
	Benchmark: Send welcome letters out to selected applicants	**Date:** 08/22/2022