



FAIRBANKS NORTH STAR BOROUGH SCHOOL DISTRICT

FY18-21 STRATEGIC PLAN

Full Strategic Plan for School Year 2018-19

DRAFT as of September 25, 2018

MISSION STATEMENT

Our mission is to provide an excellent, equitable education in a safe, supportive environment so all students will succeed and contribute to a diverse and changing society.

VISION STATEMENT

We envision *learning without boundaries*, where every student achieves his/her path to academic and career success. Learning will be driven by student need, through flexible and adaptive options. Supporting the district's educational system are highly engaged families; proven technology infrastructure; staff that are continually raising the bar in their profession; and a community that is committed to growing our future.

Success looks like...

- Improved achievement for all students, closing the achievement gaps, and accelerating learning.
- Low class size that is conducive to learning.
- Programs that address the needs of under-served students.
- Parents that trust the school district and are engaged in their students learning.
- Fully implemented effective educator evaluations, AK state standards & student assessments.
- Technology is used effectively to amplify and personalize learning.

CORE VALUES

- Student-Centered: Center everything we do on the student and student learning.
- Respect: Embody respect for the diversity and dignity of all.
- Safe Environment: Provide a safe learning environment.
- High Expectations: Maintain high expectations and educational opportunities to inspire high achievement.
- Collaborative: Engage with students, family, staff and community to support student success.
- Innovative: Be innovative and adaptive to student needs.
- Integrity: Be transparent, trustworthy and professional.

DISTRICT-WIDE STRATEGIES

Personalized Learning:

Personalized learning is tailoring learning for each student's strengths, needs and interests-- including enabling student voice and choice in what, how, when, and where they learn-- to provide flexibility and supports to ensure mastery at the highest standards possible.

FY18-21 STRATEGIC PLAN — AT-A-GLANCE

STUDENT ACHIEVEMENT STRATEGIC GOALS & DISTRICT OBJECTIVES

1 PERSONALIZED LEARNING: Provide all students with options to meet their needs and achieve academic success. * Objectives under Goal 1 are listed in alphabetical order; not by priority

- 1.1 Class Size: Ensure class size that is conducive to learning.
- 1.2 CTE: Provide comprehensive technical training combined with relevant CTE experiences to increase student awareness of postsecondary options and prepare them for high skill, high demand careers.
- 1.3 Effective Teaching: Support a culture of continuous improvement.
- 1.4 eLearning: Expand student access to online courses.
- 1.5 Full-Day Kindergarten: All kindergartners will have full-day options.
- 1.6 K-8 Options: Expand K-8 options.
- 1.7 Secondary Options: Expand secondary options.
- 1.8 Success Pathways: Create multiple pathways to graduation.
- 1.9 Support Services: Support academic and social/emotional needs of students.

EFFECTIVE COMMUNICATION STRATEGIC GOALS & DISTRICT OBJECTIVES

2 EFFECTIVE COMMUNICATION: Establish relevant and consistent two-way communication to increase student, parent, staff and community connectedness with the district.

- 2.1 Parents: Engage with all parents through systematic, multi-channel delivery of relevant information.
- 2.2 Community: Proactively engage by providing numerous opportunities for dialogue between community and the district.
- 2.3 Staff: Connect and engage with all staff through frequent and streamlined communication.
- 2.4 Board: Guide the strategic direction of the district by facilitating the engagement of all stakeholders both internal and external.

PARENT & FAMILY ENGAGEMENT STRATEGIC GOALS & DISTRICT OBJECTIVES

3 PARENT & COMMUNITY ENGAGEMENT: Engage parents and the community to create a meaningful learning environment for students.

- 3.1 Parent Engagement: Focus on meaningful parent engagement through a variety of opportunities to support student success.
- 3.2 Business Partnerships & Community Groups: Expand partnerships with businesses and community groups.
- 3.3 Stakeholder Engagement: Engage local stakeholders in educational decision making.
- 3.4 UA System & DEED Collaboration: Collaborate with the University of Alaska System and Department of Education & Early Development to facilitate alignment.

4 ORGANIZATIONAL EXCELLENCE: Create an environment that supports the needs of staff to enable a school and organizational climate where students thrive.

- 4.1 Operational Support: Execute efficiency and best practice in operational support and financial management.
- 4.2 Diversity: Engage and foster a strong diverse workforce, representative of all cultures that enriches the quality of education provided to all students.
- 4.3 Curriculum System: Redesign our curriculum system to be agile and adaptive to change, keeping materials and resources relevant.
- 4.4 School Buildings: Ensure facility plans to address safety, changing delivery needs and declining enrollment.
- 4.5 Workforce Excellence: Attract, retain and develop excellence in our employees.

5 TECHNOLOGY INTEGRATION: Integrate technology across the district.

- 5.1 Technology in the Classroom: Ensure technology is embedded within instruction as appropriate to support personalized learning.
- 5.2 Tech Support: Improve and expand site-level technology proficiency.
- 5.3 IT Infrastructure: Ensure a robust IT infrastructure.
- 5.4 PD for Staff: Embed technology into all professional development as appropriate.

FY18-21 STRATEGIC PLAN - DETAIL

STUDENT ACHIEVEMENT STRATEGIC GOALS & DISTRICT OBJECTIVES

1 PERSONALIZED LEARNING: Provide all students with options to meet their needs and achieve academic success. * Objectives under Goal 1 are listed in alphabetical order; not by priority

1.1 Class Size: Ensure class size that is conducive to learning. (06/30/19) **Measure:** Average Class Size
Target:

1.2 CTE: Provide comprehensive technical training combined with relevant CTE experiences to increase student awareness of postsecondary options and prepare them for high skill, high demand careers. (06/30/19) **Measure:** Implementation of Comprehensive CTE Plan
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.2.1 CTE OPTIONS: Provide comprehensive and relevant CTE options, aligned to student interest, industry standards, and employment data. (CTE)	Progress of Goal 1 Action Plan	100%	07/01/18, 06/30/19
1.2.2 EQUITY & ACCESS: Provide equitable access across the District through innovative and flexible delivery of CTE options. (CTE)	Progress of Goal 2 Action Plan	100%	07/01/18, 06/30/19
1.2.3 PROFESSIONAL/SOFT SKILLS: Integrate the teaching and application of professional skills across the curriculum. (CTE)	Progress of Goal 3 Action Plan	100%	07/01/18, 06/30/19
1.2.4 INDUSTRY COLLABORATION: Build community/industry partnerships as a foundational component of our CTE program. (CTE)	Progress of Goal 4 Action Plan	100%	07/01/18, 06/30/19
1.2.5 CTE AWARENESS/PROMOTION: Cultivate awareness of CTE and engage the community around opportunities available at FNSBSD. (CTE)	Progress of Goal 5 Action Plan	100%	07/01/18, 06/30/19
1.2.6 INFRASTRUCTURE: Ensure District infrastructure and resources to sustain a successful CTE program. (CTE)	Progress of Goal 6 Action Plan	100%	07/01/18, 06/30/19

1.3 Effective Teaching: Support a culture of continuous improvement. (06/30/19) **Measure:** Culture of continuous improvement
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.3.1 Direct a comprehensive study and update of the district discipline system. (SUPT)	% complete	100%	07/13/17, 12/21/18
1.3.2 Continue to increase the amount of Special Education services to students with IEPs within the general education setting, if appropriate given students' abilities and needs, by providing professional development to staff on topics that support inclusion of students such as accommodations and modifications, positive behavior supports, co-teaching and academic interventions. (SPED)	% receiving SPED support in Gen Ed per provider survey data	100%	07/13/18, 06/30/19

1.3.3 The Dept. of Teaching & Learning will provide responsive professional learning to increase effectiveness in personalized learning and Danielson domains. (T&L) # of trainings 07/01/18, 06/30/19

1.4 eLearning: Expand student access to online courses. (06/30/19)

Measure: Online Learning Programs
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.4.1 The Dept. of Teaching & Learning will pilot blended learning models with identified teachers integrating digital content with traditional classroom instruction. (T&L)	# of teachers participating in pilot	10	07/01/18, 06/30/19
1.4.2 The Dept. of Teaching & Learning will review data from current eLearning courses and research strategies for increasing student success. (T&L)	% complete	100%	07/01/18, 06/30/19
1.4.3 The Dept. of Teaching & Learning will develop a plan to meet the increased demand for eLearning options and numbers of course requests. (T&L)	% complete	100%	07/01/18, 06/30/19

1.5 Full-Day Kindergarten: All kindergartners will have full-day options. (06/30/19)

Measure: Full-Day K Options
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.5.1 Support readiness for full day kindergarten by developing our own Fairbanks version of a kindergarten jump start program as part of P3 grant project. (CDE)	% complete	100%	07/01/18, 06/30/19
1.5.2 Support early learners' transitions to Kindergarten by acquiring grant funding for and deploying a P3 project coordinator to provide support for elementary principals, early learning providers, and families. (CDE)	% complete	100%	07/01/18, 06/30/19
1.5.3 Support implementation of Full Day Kindergarten. (ASST ELEM)	% complete; Update to Superintendent	100%	07/13/17, 06/28/19
1.5.3.2 After School Program - Anderson and Crawford Elementary identified a need for before and after school programs during K-8 planning. Partnership with YWCA for ASP program. (Kate LaPlaunt)	% complete	100%	07/13/17, 09/15/18

1.6 K-8 Options: Expand K-8 options. (06/30/19)

Measure: K-8 Options
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.6.2 Increase enrollment at the existing K-8 Schools in the 7th and 8th grade classes. (ASST ELEM)	% complete	100%	07/01/18, 06/30/19

1.7 Secondary Options: Expand secondary options. (06/30/19)

Measure: Expanded Secondary Options
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.7.1 Facilitate development of and secure board approval for a K-12 magnet school to open in Fall 2020. (SUPT)	% complete	100%	07/01/18, 06/30/19
1.7.2 Provide communications support for K12 Magnet exploration process with community stakeholders. (CDE)	% complete	100%	07/01/18, 06/30/19
1.7.3 Ensure Hutchison HS new strategic direction includes maximized use of of staff and facility, implementation of lottery, removal of enrollment barriers, and a student population that mirrors the diversity of the district. (SUPT)	% complete	100%	07/01/18, 06/30/19
1.7.4 In accordance with DODEA grant funding, hire, train, and support a .5 FTE project coordinator to implement DIPOMAS (Developing Innovative Personalized Learning Opportunities Maximizing the Achievement of Students) at 5 secondary sites. (CDE)	% complete	100%	07/01/18, 06/30/19
1.7.5 The Dept. of Teaching & Learning will explore course delivery and content options for middle school students. (T&L)	% complete	100%	07/01/18, 06/30/19
1.7.6 The Dept. of Teaching & Learning will research and present alternative models for earning a diploma, such as competency-based awards or post-secondary certifications. (T&L)	% complete	100%	07/01/18, 06/30/19

1.8 Success Pathways: Create multiple pathways to graduation. (06/30/19)

Measure: Multiple Pathways
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.8.1 Continue collaboration with UAF to increase dual credit opportunities. (SUPT)	% complete	100%	07/13/17, 06/30/19

1.9 Support Services: Support academic and social/emotional needs of students. (06/30/19)

Measure: Support Services
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.9.1 Strengthen the understanding of ACES and the implementation of Social Emotional Learning strategies (FED)	% complete	100%	07/01/18, 06/30/19
1.9.2 Train and support tutors in the use of effective strategies to support students in a personalized learning setting. (FED)	% complete	100%	07/01/18, 06/30/19
1.9.3 Build a program-level data tool to measure the effectiveness of each program (FED)	% complete	100%	07/01/18, 06/30/19
1.9.4 In accordance with DODEA grant funding, support a 1.0 FTE project coordinator to implement Project 360 which provides district level support for all military connected students, personalized support for high-risk and transitioning students at 10 sites, and professional development in Safe & Civil Schools at 10 target sites. (CDE)	% complete	100%	07/01/18, 06/30/19
1.9.5 If DODEA grant funding aquired, hire, train, and support a .5 FTE project coordinator to implement Step Up To STEM project at 3 schools. (CDE)	% complete	100%	07/01/18, 06/30/19

2 EFFECTIVE COMMUNICATION: Establish relevant and consistent two-way communication to increase student, parent, staff and community connectedness with the district.**2.1 Parents: Engage with all parents through systematic, multi-channel delivery of relevant information. (06/30/19)**

Measure: Parent Communication
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
2.1.1 Work with Executive Directors to identify key messages for parent audiences. Develop and deploy messages for parent audiences aligned with district goals and objectives and in support of strategic initiatives to raise awareness, increase understanding, and cultivate support. (CDE)	% complete	100%	07/01/18, 06/30/19
2.1.2 Identify content needed for each key initiative campaign. Create and collect content needed for each campaign; incorporate strong storytelling skills to reach heads and hearts in messaging. (CDE)	% complete	100%	07/01/18, 06/30/19
2.1.3 Strategically and systematically deploy communications on multiple channels as appropriate (e.g. direct messaging, website, GCI 14, social media, web streaming, publications, etc.) (CDE)	% complete	100%	07/01/18, 06/30/19
2.1.4 Deploy “Let’s Talk” platform to facilitate increased 2-way dialogue between parents and district. (CDE)	% complete	100%	07/01/18, 06/30/19
2.1.5 Grow parent audience and establish trust through consistent and engaging social media activity. (CDE)	% complete	100%	07/01/18, 06/30/19
2.1.6 Support dissemination of printed information to parents who may lack access to more technology-dependent information sharing methods (through the district print shop.) (CDE)	% complete	100%	07/01/18, 06/30/19
2.1.7 Support key communicators in effective communications with parents through resources, training, and responsive customer service. (CDE)	% complete	100%	07/01/18, 06/30/19
2.1.8 Empower key communicators with training and support in all Blackboard tools, social media engagement strategies, and website best practices. (CDE)	% complete	100%	07/01/18, 06/30/19
2.1.9 Fed Pro: Establish two-way engagement between Federal Programs and the families of the parents served. (FED)	% complete	100%	07/13/17, 06/28/19
2.1.9.1 Communicate information and opportunities through multiple channels. (FED Pro)	% complete	100%	07/13/17, 06/28/19
2.1.10 Strengthen the use of the district website’s as “communication central.” Provide website editors with training and support (site visits as needed). (CDE)	% complete	100%	07/01/18, 06/30/19
2.1.11 Increase the availability of “toolkit” style online resources (document templates, images, graphics, videos, etc) for school site leaders to empower them as key communicators. (CDE)	% complete	100%	07/01/18, 06/30/19
2.1.12 Deliver accurate and timely information to parents during emergency situations. (CDE)	% complete	100%	07/01/18, 06/30/19

2.1.13 Develop crisis communications toolkit, have toolkit reviewed by national expert and internal stakeholders, and provide training to district leaders on crisis communications best practices. (CDE)	% complete	100%	07/01/18, 06/30/19
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2.2 Community: Proactively engage by providing numerous opportunities for dialogue between community and the district. (06/30/19) **Measure: Community Engagement**
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
2.2.1 Implement Facebook Live events to increase 2-way dialogue with superintendent and community stakeholders (SUPT)	% complete	100%	07/01/18, 06/30/19
2.2.2 Work with Executive Directors to identify key messages for community audiences. Develop and deploy messages for community audiences aligned with district goals and objectives and in support of strategic initiatives to raise awareness, increase understanding, and cultivate support. (CDE)	% complete	100%	07/01/18, 06/30/19
2.2.3 Identify content needed for each key initiative campaign. Create and collect content needed for each campaign; incorporate strong storytelling skills to reach heads and hearts in messaging. (CDE)	% complete	100%	07/01/18, 06/30/19
2.2.4 Strategically and systematically deploy communications on multiple channels as appropriate (e.g. radio and print advertising, website, GCI 14, social media, web streaming, publications, etc.) (CDE)	% complete	100%	07/01/18, 06/30/19
2.2.5 Deploy "Let's Talk" platform to facilitate increased 2-way dialogue between community members and district. (CDE)	% complete	100%	07/01/18, 06/30/19
2.2.6 Support key communicators in effective communications with community members through resources, training, and responsive customer service. (CDE)	% complete	100%	07/01/18, 06/30/19
2.2.7 Strengthen the use of the district website's as "communication central." Provide website editors with training and support (site visits as needed). (CDE)	% complete	100%	07/01/18, 06/30/19
2.2.8 Grow community audience and establish trust through consistent and engaging social media activity. (CDE)	% complete	100%	07/01/18, 06/30/19
2.2.9 Enhance positive community presence by implementing special events and activities at the district level and supporting targeted special events and activities at the school level. (No One Left Behind awards, community film screenings, MVP & PIE recognition events, etc) (CDE)	% complete	100%	07/01/18, 06/30/19
2.2.10 Redesign HR website to provide improved user experience. (HR)	% complete	100%	07/01/18, 06/30/19
2.2.11 Develop a social media presence with a focus on marketing to potential applicants as part of the broader goal of increasing the diversity and depth of the applicant pool. (HR)	% complete	100%	07/01/18, 06/30/19
2.2.12 Nutrition Services - Establish a presence on social media, specifically Facebook and Instagram. (ADMIN SRV)	% complete	100%	07/01/18, 06/30/19
2.2.13 Nutrition Services - Conduct student focused food product show (ADMIN SRV)	% complete	100%	07/01/18, 06/30/19

2.3 Staff: Connect and engage with all staff through frequent and streamlined communication. (06/30/19) **Measure: Staff Communication**
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
2.3.1 Increase distribution of the Mentor Messenger by incorporating a link into the District Digest; assess readership, relevance, effectiveness and purpose prior to SY20. (SPED)	% complete	100%	07/01/18, 06/30/19
2.3.2 Improve transparency and effectiveness in communication with Special Education Staff and FEA. Results of a staff survey will be shared along with department actions identified as areas needing improvement. (SPED)	% complete	100%	07/01/18, 06/30/19
2.3.3 Work with Executive Directors to identify key messages for internal audiences. Develop and deploy messages for internal audiences aligned with district goals and objectives and in support of strategic initiatives to raise awareness, increase understanding, and cultivate support. (CDE)	% complete	100%	07/01/18, 06/30/19
2.3.4 Identify content needed for each key initiative campaign. Create and collect content needed for each campaign; incorporate strong storytelling skills to reach heads and hearts in messaging. (CDE)	% complete	100%	07/01/18, 06/30/19
2.3.5 Strategically and systematically deploy communications on multiple channels as appropriate (e.g. direct messaging, website, GCI 14, social media, web streaming, publications, etc.) to include internal-only channels such as District Digest and staff-only webpages. (CDE)	% complete	100%	07/01/18, 06/30/19
2.3.6 Deploy “Let’s Talk” platform to facilitate increased 2-way dialogue between school staff and district leadership. (CDE)	% complete	100%	07/01/18, 06/30/19
2.3.7 Support key communicators in effective communications with staff through resources, training, and responsive customer service. (CDE)	% complete	100%	07/01/18, 06/30/19
2.3.8 Empower key communicators with training and support in all Blackboard tools, social media engagement strategies, and website best practices. (CDE)	% complete	100%	07/01/18, 06/30/19
2.3.9 Strengthen the use of the district website’s as “communication central.” Provide website editors with training and support (site visits as needed). (CDE)	% complete	100%	07/01/18, 06/30/19
2.3.10 Increase the availability of “toolkit” style online resources (document templates, images, graphics, videos, etc.) for school site leaders to empower them as key communicators. (CDE)	% complete	100%	07/01/18, 06/30/19
2.3.11 Grow internal audience and establish trust through consistent and engaging social media activity. (CDE)	% complete	100%	07/01/18, 06/30/19
2.3.12 Embrace multiple methods of communication with employee groups to include utilizing MailChimp, implementing social media, and investigating the use of videos to brand our message. (HR)	% complete	100%	07/01/18, 06/30/19

2.4 Board: Guide the strategic direction of the district by facilitating the engagement of all stakeholders both internal and external. (06/30/19)

Measure: Board Engagement

Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
2.4.1 Budget input process enhancement. (OWNER?)	% complete	100%	07/01/18, 06/30/19

3 PARENT & COMMUNITY ENGAGEMENT: Engage parents and the community to create a meaningful learning environment for students.

3.1 Parent Engagement: Focus on meaningful parent engagement through a variety of opportunities to support student success. (06/30/19) **Measure: Parent Engagement**
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
3.1.1 In a collaborative effort with parents and caregivers, each preschool teacher will conduct at least two Home Visits each quarter for the 2018/19 school year for the purpose of providing continuity of services between home, community, and the classroom. (SPED)	% complete	100%	07/01/18, 06/30/19
3.1.2 Each preschool teacher will plan, coordinate, and conduct at least one parent training activity per semester for the purpose of providing parents/caregivers with tools and strategies to engage their child/children in skill building and learning activities in the home or community, in conjunction with similar skill building activities in the classroom setting. (SPED)	% complete	100%	07/01/18, 06/30/19
3.1.3 Facilitate parent involvement in Bright Futures Fairbanks. (CDE)	% complete	100%	07/01/18, 06/30/19
3.1.4 Communicate relevant information to parents to raise awareness, increase understanding, and cultivate support for ways to support student success (i.e., preschool learning resources, school attendance messaging, student safety and wellbeing messaging and resources, community resources for military parents, etc) (CDE)	% complete	100%	07/01/18, 06/30/19

3.2 Business Partnerships & Community Groups: Expand partnerships with businesses and community groups. (06/30/19) **Measure: Business & Community Partnerships**
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
3.2.1 In partnership with the Bright Futures Fairbanks Leadership Team, expand business and community partnerships to facilitate a stronger learning environment for students. (CDE)	% complete	100%	07/01/18, 06/30/19
3.2.2 In partnership with the Bright Futures Fairbanks Leadership Team, recruit and recognize MVP (Mentors & Volunteers Program) participants, Partners In Education, and donors through special events, social media, and other communication channels. (CDE)	% complete	100%	07/01/18, 06/30/19
3.2.3 In partnership with the Bright Futures Fairbanks Leadership Team, increase awareness of and engagement with BFF across the community and among all school staff. (CDE)	% complete	100%	07/01/18, 06/30/19
3.2.4 Increase awareness of and utilization of the BFF Community Resource Guide and the existing resources it summarizes. (CDE)	% complete	100%	07/01/18, 06/30/19
3.2.5 Increase social media engagement through the Bright Futures Fairbanks Facebook page. (CDE)	% complete	100%	07/01/18, 06/30/19

3.2.6 Implement Bright Futures Fairbanks student referral system for student basic needs. (CDE)	% complete	100%	07/01/18, 06/30/19
3.2.7 Continue to facilitate partnership agreements (MOAs, MOUs) aligned to the mission and goals of the district. (CDE)	% complete	100%	07/01/18, 06/30/19

3.3 Stakeholder Engagement: Engage local stakeholders in educational decision making. (06/30/19)

Measure: Stakeholder Engagement
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
3.3.1 Implement broad community stakeholder budget survey to provide input to the Superintendent's Proposed Budget. (SUPT)	% complete	100%	07/01/18, 11/30/19
3.3.2 Deploy Executive Directors to provide district and department updates during public testimony at Borough, Fairbanks, and North Pole municipal meetings. (SUPT)	% complete	100%	07/01/18, 06/30/19
3.3.3 Work to re-establish mutually respectful, effective working relationship with new Borough Mayor and new Assembly. (SUPT)	% complete	100%	07/01/18, 06/30/19
3.3.3.1 Superintendent & COO will meet regularly with new mayor and invite assembly members to engage as well. (SUPT)	% complete	100%	11/01/18, 06/30/19
3.3.4 Establish and facilitate a Special Education Parent and Stakeholder Advisory Committee to gain input from members on issues related to provision of Special Education services. (SPED)	% complete	100%	07/01/18, 06/30/19
3.3.5 Fed Pro: Publish for review the input received from Stakeholder Meetings. (FED)	% complete	100%	07/13/17, 06/30/19
3.3.6 Support communication with local stakeholders regarding opportunities to engage in educational decision-making process (such as administrative committee openings, public meetings, and other input opportunities.) (CDE)	% complete	100%	07/01/18, 06/30/19
3.3.7 Deploy "Let's Talk" platform to facilitate increased 2-way dialogue between local stakeholders and district. (CDE)	% complete	100%	07/01/18, 06/30/19

3.4 UA System & DEED Collaboration: Collaborate with the University of Alaska System and Department of Education & Early Development to facilitate alignment. (06/30/19)

Measure: University Collaboration
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
3.4.1 The Dept. of Teaching & Learning will establish regular communication with the UAF Dept. of Education to better align the experiences of pre-service teachers with the needs of the District. (T&L)	# of meetings	4	07/01/18, 06/30/19

4 ORGANIZATIONAL EXCELLENCE: Create an environment that supports the needs of staff to enable a school and organizational climate where students thrive.

4.1 Operational Support: Execute efficiency and best practice in operational support and financial management. (06/30/19) **Measure: Operational Support**
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
4.1.2 Facilitate district response to fluctuating enrollments. (SUPT)	% complete	100%	07/01/18, 06/30/21
4.1.3 Work with Accounting Services to create capacity to receive mobile/online donations and utilize donor database. (CDE)	% complete	100%	07/01/18, 06/30/19
4.1.4 Work with Technology Dept to support and enhance new work order system for the Print Shop to track time on tasks and improve efficiency. (CDE)	% complete	100%	07/01/18, 06/30/19
4.1.5 Work with Admin. Services Dept. to support new annual budget platform that is more user-friendly for internal and external audiences. (CDE)	% complete	100%	07/01/18, 06/30/19
4.1.6 FMD - Custodial (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.6.1 Review the use of chemicals the custodial department uses to clean our schools with the purpose of redundancy and the number of chemicals we use. (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.6.2 Review paper and plastic products that we use in the schools for adequacy and cost. (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.6.3 Review custodial processes for efficiency and standardize our processes across the district (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.6.4 Evaluate current custodial equipment to see if we have the right equipment to make our processes as efficient as possible and standardize that equipment across the district. (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.6.5 Nudge the culture of the department from a place of “my school” to “our schools” (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.6.6 Build an adequate Aesop list to cover custodial employees out on leave (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.6.7 Train custodial staff on snow removal processes that work with our grounds staff to enhance the level of service at our schools (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.7 FMD - Maintenance (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.7.1 Create a process to review, evaluate, and disseminate service level standards and employee productivity measures *Measure, benchmark and improve our results (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.7.2 Address customer issues promptly *Manager required to send an e-mail to customer after a period of time (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.7.3 Reduce the number of W/O's on the books and the time between W/O creation and completion. (FMD)	% complete	100%	07/01/18, 06/30/19

4.1.8 FMD - Grounds (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.8.1 Work with custodial staff to ensure that the snow removal processes work and keep hard pack below the curb level (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.9 FMD (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.9.1 Collaborate with Nutrition Services to pilot a central eating area in a couple of elementary schools to reduce the number of classrooms that students eat in. (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.9.2 Create effective two-way communication with all staff (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.9.3 Develop incentive program for attendance at work (FMD)	% complete	100%	07/01/18, 06/30/19
4.1.10 Develop and deliver in person and online training courses to principals and teachers for the purpose of providing support for the implementation of the Electronic Evaluation Management (EEM) system. (HR)	% complete	100%	07/01/18, 06/30/19
4.1.11 Begin the initial phase of implementation of electronic evaluations for principals and administrators for deployment in 2019-2020. (HR)	% complete	100%	07/01/18, 06/30/19
4.1.12 Evaluate current certified evaluation process by updating the FEA evaluation handbook in order to align process and practice. (HR)	% complete	100%	07/01/18, 06/30/19
4.1.13 Review current certified evaluation types within the Danielson framework and determine which additional customized evaluations are needed (i.e. ELL teachers, head teachers, SLPS, etc.) (HR)	% complete	100%	07/01/18, 06/30/19
4.1.14 Provide transparency and relevant information regarding contracts, memoranda of agreement, and negotiations by restructuring the labor relations webpage. (HR)	% complete	100%	07/01/18, 06/30/19
4.1.15 Expand ESS Payroll to include Employee Reimbursements (ADMIN SRV)	Limited Programs	100%	07/01/18, 06/30/19
4.1.17 Implement new budget module (MyBudgetFile) (ADMIN SRV)	% complete		07/13/17, 06/30/18
4.1.17.1 FY19 Budget process MBF implementation at department level and key pilot schools. New format for budget document developed with interactive links to department websites. 75% FY21 all sites using system to provide budget input. (ADMIN SRV)	FY19 Budget development using online system	100%	07/13/17, 06/30/19
4.1.18 Review and revise, as necessary, board policy and administrative regulations related to Administrative Services department. (ADMIN SRV)	% complete	100%	07/13/17, 09/28/18
4.1.18.1 Ongoing Update travel policies and purchasing thresholds FY18 Continual review of all department related policies and regulations with complete review done by Sept 2018 (ADMIN SRV)	80%	100%	07/13/17, 09/28/18
4.1.19 Increase bus ridership through predictable operations, professionalism, and communication. (ADMIN SRV)	% complete	100%	07/01/18, 06/30/19
4.1.19.1 Implementation of Versa-trans routing software - Aug 2017 Feasibility study of system delivery options - October 2017 Improved performance by contractor Improved customer satisfaction based on predictability and quality of service (ADMIN SRV)	% complete	100%	07/13/17, 06/30/19
4.1.20 Implement InTouch online cashiering system (ADMIN SRV)	Pilot Program	100%	07/01/18, 06/30/19

4.1.21 Site Based Budgeting - Create and implement school level budget management. Provide school administrators knowledge, tools and resources to manage school based budget. (ADMIN SRV)	% complete	100%	07/01/18, 06/30/19
4.1.22 Work with Technology Dept to build and implement a work order system for the Print Shop to track time on tasks and improve efficiency. (CDE)	Work Order system built and available to staff	100%	07/13/17, 11/30/18
4.1.23 Vendor Self-Serve (ADMIN SRV)	% complete	100%	07/01/18, 06/30/19

4.2 Diversity: Engage and foster a strong diverse workforce, representative of all cultures that enriches the quality of education provided to all students. Measure: Diversity Initiatives (06/30/19) Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
4.2.1 In an effort to support student and staff understanding of diversity issues, develop an educational program to reach out to staff, students, parents and community members regarding diversity and discrimination issues. (HR)	% complete	100%	07/01/18, 06/30/19
4.2.2 Launch a district wide diversity and equity initiative by partnering with the National Coalition Building Institute (NCBI) to form a core team of leaders who will attend NCBI training and facilitate the implementation of the initiative. (HR)	% complete	100%	07/01/18, 06/30/19
4.2.3 Research and pilot a comprehensive case management tracking system for the purpose of Title IX complaint tracking, with the potential for further expansion for EEO and employee/labor relations case management. (HR)	% complete	100%	07/01/18, 06/30/19
4.2.4 Begin a comprehensive review and revision of Title IX policies, procedures, and guidelines. Develop customized Title IX training programs for administrators, staff, and students. (HR)	% complete	100%	07/01/18, 06/30/19
4.2.5 Restructure the annual hiring and diversity report to include the affirmative action plan for the purpose of communicating district wide hiring trends alongside an analysis of the current workforce. (HR)	% complete	100%	07/01/18, 06/30/19
4.2.6 Research the options for and feasibility of incorporating a demographics statistics dashboard on HR's website to accurately reflect the current demographics breakdown of district employees. (HR)	% complete	100%	07/01/18, 06/30/19
4.2.7 Evolve principal hiring committee makeup and process to increase diversity of building administrators hired. (SUPT)	% complete	100%	07/01/18, 06/30/19

4.3 Curriculum System: Redesign our curriculum system to be agile and adaptive to change, keeping materials and resources relevant. (06/30/19)

Measure: Agile Curriculum System
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
4.3.1 The Dept. of Teaching & Learning will pilot a re-designed curriculum model using the content areas of English/Language Arts and Social Studies. (T&L)	% complete	100%	07/01/18, 06/30/19
4.3.2 The Dept. of Teaching & Learning will create and implement a feedback and response process for curriculum needs and issues. (T&L)	% complete	100%	07/01/18, 06/30/19
4.3.3 The Dept. of Teaching & Learning will deploy a revised curriculum guide structure to centralize curriculum information. (T&L)	% complete	100%	07/01/18, 06/30/19
4.3.4 Implement new Student Support Services department. (SUPT)	% complete	100%	07/01/18, 06/30/19

4.4 School Buildings: Ensure facility plans to address safety, changing delivery needs and declining enrollment. (FMD) (06/30/19)

Measure: Safe/Adaptive School Facilities
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
4.4.1 Long Range plan for Transportation Services. (FMD)	% complete	100%	07/01/18, 06/30/19
4.4.2 Review the use and number of chemicals used in the custodial department. (FMD)	% complete	100%	07/01/18, 06/30/19
4.4.3 Review cleaning processes to find efficiencies. (FMD)	% complete	100%	07/01/18, 06/30/19
4.4.4 Implement ALICE Initiative - plan, train and communicate to staff, students and community (ADMIN SRV)	% complete	100%	07/01/18, 06/30/19
4.4.5 Create Districtwide Emergency Response Plan (ADMIN SRV)	% complete	50%	07/01/18, 06/30/19

4.5 Workforce Excellence: Attract, retain and develop excellence in our employees. (06/30/19)

Measure: Staff Engagement & Retention
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
4.5.1 Implement Shadow a Teacher for all program managers. (SUPT)	% complete	100%	07/01/18, 12/30/18
4.5.2 Implement Principal Academy for all first and second year principals. (SUPT)	% complete	100%	07/01/18, 06/30/19
4.5.3 Nursing Services will advocate for Registered, full time nurses as a first choice in filling current vacancies. (NURSE)	% complete	100%	07/13/17, 06/30/19
4.5.4 Develop and implement training in classroom management skills for substitute teachers. (HR-TR) (HR)	% Complete	100%	07/13/17, 06/30/19
4.5.5 Increase student awareness of student worker employment opportunities across the district. Collaborate with school administrators and counseling staff to identify opportunities and broadly distribute vacancy announcements to reach all eligible students. (HR)	% complete	100%	07/01/18, 06/30/19
4.5.6 Collaborate with hiring managers to overhaul and streamline the reference checking process and ensure relevant, probing questions are asked in order to hire the best qualified, highest performing applicants (HR)	% complete	100%	07/01/18, 06/30/19
4.5.7 Review the district's current applicant tracking system (AppliTrack) and explore the possibility of migrating to the TylerMunis applicant tracking module. Assess cost savings and increased efficiencies within the HR department and identify any barriers the new system might present to internal and external applicants. (HR)	% complete	100%	07/01/18, 06/30/19
4.5.8 Implement a leave management program comprised of an internal HR workgroup that is designed to overcome absense management issues, ensuring compliance with federal requirements (FML, ADA) and creating effective communication to employees and supervisors. (HR)	% complete	100%	07/01/18, 06/30/19
4.5.9 Develop and implement online onboarding for newly hired employees for the purpose of providing flexibility in new hire start dates and streamlining the overall onboarding process. (HR)	% complete	100%	07/01/18, 06/30/19

5 TECHNOLOGY INTEGRATION: Integrate technology across the district.

5.1 Technology in the Classroom: Ensure technology is embedded within instruction as appropriate to support personalized learning. (TECH) (06/30/19)

Measure: Technology in Classroom
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
5.1.1 In accordance with DODEA grant funding, support a 1.0 FTE project coordinator to implement Basic Training 1:1 which provides iPads, apps, and professional development to support technology integration into primary grade classrooms at 5 target schools. (TECH)	% complete	80%	07/01/18, 06/30/19
5.1.2 The Dept. of Teaching & Learning will develop a system to evaluate technology needs and system integration capacity as a regular part of all curriculum material review and purchase processes. (T&L)	% complete	100%	07/01/18, 06/30/19
5.1.3 The Dept. of Teaching & Learning will provide professional development specific to integration of technology into instruction, such as blended learning and SAMR. (T&L)	% complete	100%	07/01/18, 06/30/19
5.1.4 The Dept. of Teaching & Learning will maintain and publish a listing of current district supported software and applications, with corresponding training and usage resources. (T&L)	% complete	100%	07/01/18, 06/30/19

5.2 Tech Support: Improve and expand site-level technology proficiency. (T&L) (06/30/19)

Measure: Tech Support
Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
5.2.1 Utilizing the Employee Self Serve (ESS) web portal, revise and implement the ability of employees to maintain personal information in a format that will meet district dat standards, promoting ease and conformity of reporting and minimizing data corrections. (HR)	% complete	100%	07/01/18, 06/30/19
5.2.2 Assess and implement new features provided the the Munis HRIS for communicating the status requirements of job specific mandatory training. (HR)	% complete	100%	07/01/18, 06/30/19
5.2.3 Continue development of secondary librarian media specialists as primary instructional technology support at the school level. (T&L)	% complete	100%	07/01/18, 06/30/19
5.2.4 Develop process for schools to identify, request and receive real time site-specific instructional technology training needs. (T&L)	% complete	100%	07/01/18, 06/30/19
5.2.5 Provide targeted professional development on instructional technology, considering factors such as content, technology tool and user proficiency. (T&L)	% complete	100%	07/01/18, 06/30/19

5.3 IT Infrastructure: Ensure a robust IT infrastructure. (TECH) (06/30/19)

Measure: IT Infrastructure

Target: 100%

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	MEASURE	TARGET	START DATE, END DATE
5.3.1 Create a technology sustainability roadmap. (TECH)	% complete	100%	07/13/17, 06/30/19
5.3.1.1 Include refreshes of instructional devices. (TECH .)	% complete	100%	07/13/17, 06/30/19
5.3.1.2 Include refreshes of teacher devices and classroom technology (i.e., projectors, document cameras, Apple Tv's, etc.) (TECH .)	% complete	100%	07/01/18, 06/30/19
5.3.1.3 Include refreshes of network infrastructure components (firewalls, wireless access points, switches) (TECH .)	% complete	100%	07/01/18, 06/30/19
5.3.1.4 Include refreshes of Voice over IP (VoIP) phones and related infrastructure. (TECH .)	% complete	100%	07/01/18, 06/30/19
5.3.2 Complete the technology infrastructure upgrade project. (TECH)	% complete; Expand the technology support team	100%	07/13/17, 06/30/19
5.3.2.1 Provide wireless access to every classroom. (TECH .)	% complete	100%	07/13/17, 06/30/19
5.3.3 Provide robust connectivity to support the needs of the district. (TECH)	% complete	100%	07/01/18, 06/30/19

5.4 PD for Staff: Embed technology into all professional development as appropriate. (TECH) (06/30/19)

Measure: Tech PD

Target: 100%