FAIRBANKS NORTH STAR BOROUGH SCHOOL DISTRICT

FY18-21 STRATEGIC PLAN

Full Strategic Plan w/Progress for FY18/19

As of August 28, 2019

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 - PROGRESS AT-A-GLANCE

STRATEGIC GOALS AND DISTRICT OBJECTIVES	EOY TARGET, MEASURE	ACTUAL	STATUS
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.	100% Average Class Size		On Target As of 12/04/18
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.	100% Implementation of Comprehensive CTE Plan	100%	On Target As of 04/23/19
1.3 Effective Teaching: Support a culture of continuous improvement.	100% Culture of continuous improvement	96%	On Target As of 05/07/19
1.4 eLearning: Expand student access to online courses.	100% Online Learning Programs	98%	On Target As of 05/02/19
1.5 Full-Day Kindergarten: All kindergartners will have full-day options.	100% Full-Day K Options	100%	On Target As of 05/02/19
1.6 K-8 Options: Expand K-8 options.	100% K-8 Options	100%	Achieved As of 05/22/19
1.7 Secondary Options: Expand secondary options.	100% Expanded Secondary Options	92%	On Target As of 05/15/19
1.8 Success Pathways: Create multiple pathways to graduation.	100% Multiple Pathways	43%	On Target As of 05/22/19
1.9 Support Services: Support academic and social/emotional needs of students.	100% Support Services	99%	On Target As of 05/20/19
1.10 Provided targeted professional development for 1st grade teachers, specifically addressing reading, math, social emotional education and classroom management.	100% % complete	25%	On Target As of 05/29/19
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.	100% Parent Communication	95%	On Target As of 05/02/19
2.2 Community: Proactively engage by providing numerous opportunities for dialogue between community and the district.	100% Community Engagement	93%	On Target As of 05/02/19
2.3 Staff: Connect and engage with all staff through frequent and streamlined communication.	100% Staff Communication	99%	On Target As of 05/02/19
2.4 Board: Guide the strategic direction of the district by facilitating the engagement of all stakeholders both internal and external.	100% Board Engagement	96%	On Target As of 05/02/19
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.	100% Parent Engagement	100%	On Target As of 05/02/19
3.2 Business Partnerships & Community Groups: Expand partnerships with businesses and community groups.	100% Business & Community Partnerships	100%	On Target As of 05/02/19

3.3 Stakeholder Engagement: Engage local stakeholders in educational decision making.	100% Stakeholder Engagement	84%	On Target As of 05/15/19
3.4 UA System & DEED Collaboration: Collaborate with the University of Alaska System and Department of Education & Early Development to facilitate alignment.	100% University Collaboration	83%	On Target As of 05/02/19

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.	100% Operational Support	72%	On Target As of 05/29/19
4.2 Diversity: Engage and foster a strong diverse workforce, representative of all cultures that enriches the quality of education provided to all students.	100% Diversity Initiatives	79%	On Target As of 05/15/19
4.3 Curriculum System: Redesign our curriculum system to be agile and adaptive to change, keeping materials and resources relevant.	100% Agile Curriculum System	88%	On Target As of 05/15/19
4.4 School Buildings: Ensure facility plans to address safety, changing delivery needs and declining enrollment.	100% Safe/Adaptive School Facilities	56%	On Target As of 05/03/19
4.5 Workforce Excellence: Attract, retain and develop excellence in our employees.	100% Staff Engagement & Retention	78%	On Target As of 05/15/19

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.	100% Technology in Classroom	97%	On Target As of 05/22/19
5.2 Tech Support: Improve and expand site-level technology proficiency.	100% Tech Support	92%	On Target As of 05/02/19
5.3 IT Infrastructure: Ensure a robust IT infrastructure.	100% IT Infrastructure	89%	On Target As of 05/02/19
5.4 PD for Staff: Embed technology into all professional development as appropriate.	100% Tech PD	100%	Achieved As of 05/02/19

FY18-21 STRATEGIC PLAN - PROGRESS 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)

Comments on Status: 5/28/18: The school board maintained status quo elementary class size and lowered middle and high school target PTR.

Measure: Average Class Size
Target: 100%

| | On 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. (CTE) (06/30/19)

*Comments on Status: *Overall progress calculated based on average status of supporting CTE initiatives. Refer to CTE Comprehensive Plan for additional detail.*

Measure: Implementation of Comprehensive CTE Plan
Target: 100%

100% | On Target |

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.2.1 CTE OPTIONS: Provide comprehensive and relevant CTE options, aligned to student interest, industry standards, and employment data. (CTE) *Comments on Status: 04/23/2019 On target for SY19 and continuing strategic goal & implementation of detailed CTE Plan. This is an ongoing effort to ensure students across the district are able to access the programs they need and that the programs all meet industry standards.*	07/01/18, 06/30/19	100% Progress of Goal 1 Action Plan	100%	On Target As of 04/23/19
1.2.2 EQUITY & ACCESS: Provide equitable access across the District through innovative and flexible delivery of CTE options. (CTE) *Comments on Status: 04/23/2019 On target for SY19 and continuing strategic goal & implementation of detailed CTE Plan. Open lottery enrollment initiated at Hutchison High School for the 2019-20 School Year.*	07/01/18, 06/30/19	100% Progress of Goal 2 Action Plan	100%	On Target As of 04/23/19
1.2.3 PROFESSIONAL/SOFT SKILLS: Integrate the teaching and application of professional skills across the curriculum. (CTE) *Comments on Status: 04/23/2019 On target for SY19 and continuing strategic goal & implementation of detailed CTE Plan. Multiple approaches being developed. Some at the school level SP2 at the District level.*	07/01/18, 06/30/19	100% Progress of Goal 3 Action Plan	100%	On Target As of 04/23/19
1.2.4 INDUSTRY COLLABORATION: Build community/industry partnerships as a foundational component of our CTE program. (CTE) *Comments on Status: 04/23/2019 On target for SY19 and continuing strategic goal & implementation of detailed CTE Plan. One new program ITC Program with FPTC. One new program with UAF/CTC. Program in the works with Foundation Health.*	07/01/18, 06/30/19	100% Progress of Goal 4 Action Plan	100%	On Target As of 04/23/19
1.2.5 CTE AWARENESS/PROMOTION: Cultivate awareness of CTE and engage the community around opportunities available at FNSBSD. (CTE) *Comments on Status: 04/23/2019 On target for SY19 and continuing strategic goal & implementation of detailed CTE Plan. Engagement through Chamber, Comprehensive Needs Assessment and multiple Business & Industry entities.*	07/01/18, 06/30/19	100% Progress of Goal 5 Action Plan	100%	On Target As of 04/23/19
1.2.6 INFRASTRUCTURE: Ensure District infrastructure and resources to sustain a successful CTE program. (CTE) *Comments on Status: 04/23/2019 On target for SY19 and continuing strategic goal & implementation of detailed CTE Plan. The Fairbanks North Star Borough and the Fairbanks North Star Borough School District continue to support strong CTE programs in our community.*	07/01/18, 06/30/19	100% Progress of Goal 6 Action Plan	100%	On Target As of 04/23/19

1.3 Effective Teaching: Support a culture of continuous improvement. (06/30/19)

*Comments on Status: *Actual status calculated based on average of supporting initiatives. 10/17: New teacher class implemented. Danielson modules completed. Work with Ass't Supt on Danielson refreshers.*

Measure: Culture of continuous improvement
Target: 100%

96% | On Target |

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.3.1 Direct a comprehensive study and update of the district discipline system. (SUPT) *Comments on Status: Final report provided at December 3 school board work session.*	07/13/17, 12/21/18	100% % complete	100%	Achieved As of 12/10/18

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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) *Comments on Status: 05/02/2019 We feel this goal needs to be more fine tuned. Inclusive practices are still important to our department. 12/03/2018 Professional development for current co-teachers will begin in January. We will also have a session for new teachers to co-teaching.*	07/13/17, 06/30/19	100% Receiving SPED support in Gen Ed per provider survey data	30%	**Off Target** As of 05/22/19
1.3.2.1 Increase "push-in" services of both Special Education Teachers and Related Service Providers providing special education services in the general education setting. (SPED) *Comments on Status: 05/02/2019 Do not have an increase in percentages, we are planning to stay the course. 12/03/2018 Have set up coaching for current co-teachers in January. Will be forming new group of co-teachers at that time.*	07/13/17, 06/30/19	100% Survey Data	50%	**On Target** As of 05/02/19
1.3.2.2 Support established Co-Teaching teams by providing professional development and time for collaboration and planning. (SPED) *Comments on Status: 05/02/2019 Planning to stay the course for next year. 12/03/2018 In October and November, resources were provided to current co-teaching partners and those interested via email and our district website staff resources page. Coaching will be taking place in January and February with Susan Hentz.*	07/13/17, 06/30/19	100% Provide Quarterly PD and Monthly half day subs for collaboration and planning	100%	**On Target** As of 05/02/19
1.3.2.3 Encourage new Co-Teaching teams by providing professional development and time for collaboration and planning. (SPED) *Comments on Status: 05/02/2019 Planning to stay the course for next year.*	07/13/17, 06/30/19	100% % on target; number of PLCs, Principal Meetings and written outreach promoting Co-Teaching	100%	**On Target** As of 05/22/19
1.3.3 The Dept. of Teaching & Learning will provide responsive professional learning to increase effectiveness in personalized learning and Danielson domains. (T&L) *Comments on Status: 05/02/2019 It is standard operating procedure in T&L to align professional learning to PL and Danielson. Offerings are responsive to identified needs in this area. 05/02/2019 It is standard operation 12/26 - Continuing to provide requested trainings in variety of formats. Identifying topics for creation of asynchronous online PD. 11/15 - Ongoing trainings to various audiences including district and bldg inservice days, PLC's, staff meetings and principal academy.*	07/01/18, 06/30/19	100% # of trainings	95%	**On Target** As of 05/22/19
1.3.11 With contracted support from Education Elements, provide recurring, embedded professional development to staff in coaching-related positions via networked peer learning, personalized learning knowledge-building, and the development of coaching competencies. (FED) *Comments on Status: Bi-weekly coach cohort building consultation with Education Elements, Sep through May. Sep 20: PL Coaching Workshop for all district staff in coaching-related positions. Nov 13: PL Coaching Workshop for all district staff in coaching-related positions. Jan 25: PL Coaching Workshop for all district staff in coaching-related positions. Apr 24: PL Coaching Workshop for all district staff in coaching-related positions.*	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 05/20/19

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

*Comments on Status: *Actual status calculated based on average of supporting initiatives.*

Measure: Online Learning Programs
Target: 100%   98%   **On Target**

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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) *Comments on Status: 05/02/2019 This pilot will be finished at the end of the year. 2 of the 4 followed through until the end. We'll have continuation and further development next year. 12/26 - Touch base with all participating teachers to determine effectiveness, ongoing PD needs. Possibility of adding new teachers in S2, and possible end of 1 teacher. 11/15 - ongoing PD and re-evaluation of blended learning for second semester.*	07/01/18, 06/30/19	100% # of teachers participating in pilot.	100%	**On Target** As of 05/22/19
1.4.2 The Dept. of Teaching & Learning will review data from current eLearning courses and research strategies for increasing student success. (T&L) *Comments on Status: 05/02/2019 Ongoing evaluation of data and discussion about increasing student success. Next year all students will have a common orientation. Research continues into other vendors. 12/26 - Ongoing. Revised eLearning handbook to standardize communication expectations and procedures. Discussions with BEST online program. PD for lab facilitators scheduled for 2/1/19. 11/15 - review of success statistics, demand and challenges continues.*	07/01/18, 06/30/19	100% % complete	100%	**On Target** As of 05/02/19
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) *Comments on Status: 05/02/2019 We continue to explore other vendors for eLearning which will give us more options for how to offer more dasses. Additional teachers are being recruited. 12/26 - Ongoing. Demos and webinars with vendors occuring. Researching costs and staffing models. 11/15 - Various plans are being discussed. Scenarios need to be presented to HR and budget.*	07/01/18, 06/30/19	100% % complete	90%	**On Target** As of 05/02/19

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

Comments on Status: *Actual status calculated based on average of supporting initiatives.

Measure: Full-Day K Options
Target: 100%

100% | On Target |

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: 5/2/19 Project is ahead of schedule and will be completed when the summer KJS program ends June 30. 12/05/2018 12.5.18) Grant funding was delayed, grant manager position is currently advertised and in hiring process. 11/15/2018 Delayed start due to delayed State funding to begin the project.				
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: 11/15/2018 Acquired $250,000 grant for current year but State did not complete award process until late October so hiring and project start was delayed.				
1.5.3 Support implementation of Full Day Kindergarten (ASST ELEM)	07/13/17, 06/28/19	100% % complete	50%	On Target As of 05/22/19
Comments on Status: Full Day Kindergarten has started throughout the FNSBSD in Fall of 2018-2019 ASY. Focus on supporting the implementation success through helping teachers and parents meet student needs .				
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. (ASST ELEM)	07/13/17, 09/15/18	100% % complete	0%	Deferred As of 05/02/19
Comments on Status: This did not happen and reassessment is necessary to determine if this should be a goal in the future.				

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

Measure: K-8 Options
Target: 100%

100% | Achieved |

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.6.3 Increase enrollment at the exsisting K-8 Schools in the 7th and 8th grade classes. (ASST ELEM)	07/01/18, 06/30/19	100% % complete	50%	On Target As of 05/22/19
Comments on Status: Working with the 3 K-8 principals to plan outreach in Spring 2019.				

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

Comments on Status: *Actual status calculated based on average of supporting initiatives.

Measure: Expanded Secondary Options
Target: 100%

92% | On Target |

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.7.1 Research options for a K-12 Magnet School. Present to the board in a January work session and for consideration regarding inclusion in the new district strategic plan. (SUPT)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/22/19
Comments on Status: 05/15/2019 A K-12 Magnet was not included in the new Strategic Plan. Mid Year Report: January 14 work session scheduled. February strategic planning scheduled for board consideration of a K-12 magnet.				
1.7.2 Provide communications support for K12 Magnet exploration process with community stakeholders. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: CD&E has provided support for communicating the exploration meetings. More effort may be required once a decision is made about the development of K12 magnet school model.				
1.7.3 Provide guidance to Hutchison HS strategic planning team to give equal access to all high school students, maximize use of the facility, and maximize use of staff. (SUPT)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/15/19
Comments on Status: 05/15/2019 Hutchison HS completed their strategic planning process in April. Mid Year Report: Final CTE report provided at December 11 board meeting. District CTE and Hutchison will begin strategic plan implementation.				

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.7.4 In accordance with DODEA grant funding, hire, train, and support a .5 FTE project coordinator to implement DIPLOMAS (Developing Innovative Personalized Learning Opportunities Maximizing the Achievement of Students) at 5 secondary sites. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19

Comments on Status: 05/02/2019 New project coordinator has gotten the project caught up and our dept has provided support in the coordination with the external evaluators. 11/15/2018 Hiring complete, training ongoing

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.7.5 The Dept. of Teaching & Learning will explore course delivery and content options for middle school students. (T&L)	07/01/18, 06/30/19	100% % complete	90%	On Target As of 05/02/19

Comments on Status: 12/26 -Met with middle school principals & asked for needs. Scheduling occuring in spring and will include eLearning as potential for meeting student needs. 11/15 - Research and demonstrations are ongoing. 5/2 - eLearning is an option at middle school next year for geometry - Research is ongoing for other courses.

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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)	07/01/18, 06/30/19	100% % complete	45%	Deferred As of 05/02/19

Comments on Status: 05/02/2019 CB curriculum is being developed and concurrent enrollment with UAF/CTC is expanding, including discussions around middle college and ways to earn an AA while in high school. 12/26 - Some options explored and models created.

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

Measure: Multiple Pathways **Target:** 100% — 43% — On Target

Comments on Status: *Actual status calculated based on average of supporting initiatives.*

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.8.1 Continue collaboration with UAF to increase dual credit opportunities. (SUPT)	07/13/17, 06/30/19	100% % complete	100%	Achieved As of 05/15/19

Comments on Status: 05/15/2019 The collaboration is ongoing between the District and UAF. In May we held our first Middle College meeting. Mid Year Report: Multiple meetings statewide and with UAF specifically. The District and UAF are in the process of developing classes available to high school students through eCampus.

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

Measure: Support Services **Target:** 100% — 99% — On Target

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.9.1 Provide ACES professional development opportunities, with a focus on strategies for student resilience. (FED)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/20/19

Comments on Status: Aug 17: After School Program (ASP) staff training on Growth Mindset Language for Staff and Students Sep 7: ASP Tutors, Teachers, Temp. Staff and HS Mentor Training on Positive Youth Development Practice with Academic Learning Sep 14:Youth Mental Health First Aid Training and Self Care for Alaska Native Education (ANE) staff Oct 5: Self Care for ANE staff Oct 26: ACES-History & Healing Presentation followed by We Breathe Again Documentary: Fed Pro, ANE, ASP, ELL, Foster Care, FNA JOM, McKinney-Vento, Migrant, SMART, Social Services Managers Nov 9: Self Care for ANE staff Nov 28: Trauma-Responsive After School Programming for After School Program Coordinators - Full day training Dec 14: Creating a Welcoming School Climate for ANE staff Feb 1: Dr. Linda Chamberlain, Brain-Body Practices to Promote Resilience, Self-Regulation and Well-Being: ASP; available as a session opportunity for all district instructional staff Feb 8: Resiliency and Self Care for ANE staff Mar. 22: Mindfulness in Practice to Promote Reslience and Well Being for ANE and JOM staff

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.9.2 Train and support staff in the use of effective strategies to support students in a personalized learning setting. (FED)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/20/19

Comments on Status: FY19: Regular Professional Learning Community meetings amongst Federal Programs school-level staff to focus on meeting student needs FY19: Instructional Coaches in five Title I Schools supporting teachers in student-centered PL implementation FY19 ELL Specialists: Cultivating Practices to Support Language Learner Success Aug 17: Strategic Plan and PL in the After School Setting for ASP Coordinators and Records Manager Aug 17: Strategic Plan and Personalizing 21st Century Education book study chapter 1 for Alaska Native Education (ANE) staff Aug 29: Strategic Plan - Personalized Learning and Parent/Community Engagement for ASP Coordinators Aug 30: Strategic Plan - Personalized Learning - Data-driven decisions and goal setting with Barbara Sundberg for ASP Coordinators Sep 7: Personalized Learning in the ASP setting for all ASP Instructional Staff Sep 7: Personalized Learning ELL Staff Collaborative Discussion Sep 14: Learning Styles and Personalizing 21st Century Education for ANE staff Oct. 5: Personalizing 21st Century Education book study for ANE staff Oct 12: ASP Personlized learning based on AIMs Web and MAP data from External Evaluation Nov: 6 ASP External Evaluation data driven decisons within a Logic Model for Student Learning and Engagement Nov 9: Personalizing 21st Century Education book study for ANE staff Jan 11: Personalizing 21st Century Education book study for ANE staff Jan 31: ELL Language Interpreters: Helping Students Develop Skills to Succeed Feb 8: Personalizing 21st Century Education book study for ANE staff Mar 22: Personalizing 21st Century Education book study for ANE and JOM staff Apr 12: Personalizing 21st Century Education reflection for ANE staff

1.9.3 Increase the use of data-driven decision making related to the evaluation of program effectiveness in Federal Programs, starting with the Alaska Native Education Program (FED)	07/01/18, 06/30/19	100% % complete	92%	On Target As of 05/20/19

Comments on Status: November: Drafted initial data "one-pager" Sep 25: Met with Dr. Ott regarding appropriate data points related to measuring the effectiveness of current program supports Feb. 12-13 Follow up meeting with Dr. Ott and received preliminary data: impact of ANE Tutoring services on drop out rates. April 3: Preliminary data shared by Dr. Ott at Formal Tribal Consult Meeting. April 9: Dr. Ott provided final data supporting the impact of ANE tutoring service has significant positive impact with students identified as High Risk per the early warning system. Continuing

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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19

Comments on Status: 11/15/2018 Training ongoing

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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19

Comments on Status: 11/15/2018 1 Million DODEA grant funding was awarded in September. Hiring and project planning in process.

1.9.6 Facilitate Social Emotional Learning professional development opportunities and support school-level and program-level efforts to explore SEL strategies and tools. (FED)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/20/19

Comments on Status: Sep 14: Social Service Managers (SSMs) presentation and discussion to Alaska Native Education (ANE) staff Sep 19: ASP Family Support Social Emotional Learning (SEL) PLC Sep 28: Culture of Poverty through an Equity lens for all ASP coordinators and available as a session opportunity for all district instructional staff Sep 28: Building Relationships Across Cultures for ANE and available as a session opportunity for all district instructional staff Oct 17: ASP Family Support PLC Oct 26: Coordinated planning between SSMs and ASP Coordinators regarding SEL supports in ASP, including SEL parent engagement activities Nov 7: Redesign of ASP SMART Goals to include SEL Competencies Nov 9: ACES and SEL Competencies and Practice for all ASP Coordinators Nov 12: Safe and Civil Schools, Tough Kids @ Denali Elementary Nov 12: Zones of Regulation @ Joy Elementary Nov 12: Brain Friendly Teaching and Learning @ University Park, Anne Wien, and Salcha Elementary Schools Nov 20:Leadership Club for students in ANE at West Valley-discussion included how to prepare for the future Nov 29: ASP State Conference - SEL - Program Quality Assessment; Growth Mindset; ACES Resiliency Dec 14: ELL Language Interpreters: Culture, English Learners and Social Emotional Learning (SEL) Jan 6: Mindfulness and SEL Resources: Fed Pro ADC staff, ANE, ASP, ELL, Foster Care, FNA JOM, McKinney-Vento, Migrant, SMART, Social Services Managers Jan 10: ASP Districtwide Staff Training - SEL Strategies and Embedding SEL into PBL Stations Jan 26: ASP PD SEL Day Long PD Training with Dominique Smith for Lead Staff Jan 29: Leadership Club for students in ANE at West Valley-discussion included how to be socially prepared for working after high school Jan 30: ASP: Youth Program Quality Assessment (YPQA) Training Feb 1: ASP SEL - Program Quality Acessor Reliability Training Feb 8: Supporting Teachers in the Classrroom in integrating SEL strategies for ANE staff Feb 15: ASP PD on All Learning is Social and Emotional - Helping Students Develop Essential Skills Mar 28: ASP: SEL for a Safe and Welcoming Environment Fall & Spring: 1 credit UAA Class for Title I Teachers to integrate SEL strategies into classroom practices Apr 4: Leadership Club for ANE students at WV-presentation on working across cultures Apr 5: ASP CHAMPs and SEL Support PD May 1: McKinney-Vento Subgrant: Strategies to support students with SEL needs based on the book "Self-Regulation in the Classroom" May 3: ASP and SSM's Share resources and Strategies for SEL support at ASP sites to include both student and parent resources

1.10 Provided targeted professional development for 1st grade teachers, specifically addressing reading, math, social emotional education and classroom management. (ASST ELEM) (06/26/20)

Measure: % complete
Target: 100%

25%   On Target

Comments on Status: A two-prong survey was sent to 1st-grade teachers, part for early career teachers to help identify their professional learning needs, and another prong for experienced 1st-grade teachers on what they observe students need to make more progress. Teaching & Learning is developing professional development opportunities based on survey responses. Initiative will carry forward to next school year.

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%   95%   On Target

*Comments on Status: *Actual status calculated based on average of supporting initiatives.*

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: CD&E has worked with EDs to develop and refine key messages for parents. Key initiatives have included PL launch at HS, ALICE rollout, K12 exploration, student safety awareness, strategic plan input process, and budget input process. Looking forward, 2nd semester key initiatives requiring CD&E support will likely include PL progress, electronic report cards, revised strategic plan, proposed budget and budget input process, YRBS survey process, and K12 magnet decisions.				
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: CD&E has worked with EDs to develop and refine key messages for parent audiences. Key initiatives have included the strategic plan input process, PL launch, budget input process, etc. and CD&E has worked with district leaders to develop and distribute relevant content.				
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: This semester, CD&E has utilized multiple channels for parent communications. Ex: Radio ads, video content on social media and website. The school attendance messaging, which incorporated local radio ads and video ads on social media, had greater than anticipated positive outcomes.				
2.1.4 Deploy "Let's Talk" platform to facilitate increased 2-way dialogue between parents and district. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19
Comments on Status: 11/15/2018 Trained users and did "soft launch" of platform.				
2.1.5 Grow parent audience and establish trust through consistent and engaging social media activity. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: CD&E continues to grow the district's Facebook presence and support all new individual school and departments' social media accounts. Parent engagement through these channels continue to be strong. We reach more people through just one of our social media accounts than the local newspaper's entire subscriber base, so we are constantly seeking to more effectively leverage our social media audience within our limited budget.				
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19
Comments on Status: The print shop continues to provide printed content to meet school and department communication needs.				
2.1.7 Support key communicators in effective communications with parents through resources, training, and responsive customer service. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: 5/2/19 Approximately 85 of the district's key communicators participated in Crisis Communications Training comprised of an overview of school crisis management and communications essentials followed by a multi-layered tabletop exercise on a crisis scenario. Training was conducted by Deb Hileman, President & CEO of ICM (Institute for Crisis Management), who is a certified strategic communication management professional. 11/15/2018 Created crisis communications toolkit and rollout to principals, counselors, etc. Rolled out other toolkits and resources for specific strategic goals.				
2.1.8 Empower key communicators with training and support in all Blackboard tools, social media engagement strategies, and website best practices. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19
Comments on Status: This semester, CD&E has supported principals and department heads to communicate with parents. Examples) setting up effective school social media accounts, setting up all principals with access to and training in essential parent communication tools such as Smore and Blackboard.				

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.1.9 Increase parent engagement, with a focus on partnership and dialogue, related to Federal Programs and student supports. (FED)	07/13/17, 06/28/19	100% % complete	100%	Achieved As of 05/20/19

Comments on Status: FY19: Monthly Title VI Alaska Native Education (ANE) Parent Advisory Committee (PAC) meetings for grant input Aug 17: Cultural Immersion (shared values and ethics across cultures) for ANE staff Sep 13: America's Cultures Week Celebration for ELL and ANE families Sep 14: Thinking Maps with Indigenous Peoples Day brainstorm of activities for ANE staff Sep 19: Personalized Learning Strategies in an ASP setting for Lathrop parents during Lathrop's Personalized Learning Launch Night Sep 21: Parent and Community Engagement Training - Science Nights with UAMN for ASP coordinators Sep 25: Title I Family Engagement Plan reviewed and input gathered at ANE Parent Advisory Committee meeting October: Each ASP site hosted a family engagement event with a focus on personalized learning in the ASP setting through STEAM based learning. Oct 19: Titlewide Meeting, inclusive of parents, focused Title I school Team planning on specific school level family engagement supports. Oct 24: ASP District-wide Science Family Engagement event with Community Partners in Celebration of Lights On! November: Each ASP site hosted an advisory board meeting for input from parents, students and teachers related to program improvements. November: Each ASP site hosted a family engagement event with a focus on either Literacy or STEAM based learning Learning. Nov 8: North Pole Native Heritage Celebration Nov 13: ANE Program Parent Advisory Committee input into the program's Annual Performance Report. Nov 14: Title I Family Engagement Plan reviewed and input gathered at District Parent Engagement Committee meeting Nov 15: Native Heritage Celebration at Ryan Dec 14: Creating a Welcoming School Climate and Elder Sharing for ANE staff Jan 25: Titlewide Program Implementation Review and Needs Assessment meeting inclusive of Family Engagement connections Jan15-Apr 28: Native Youth Olympics (NYO) that include parents as volunteers at meets January-February: Each ASP site hosted a family engagement event with a focus on SEL Strategies February-March: ASP Parent Input and Satisfaction Surveys gathered through family engagement and advisory board events Feb 20: Elizabeth Peratrovich Celebration with feedback given from parents and families Mar 23: ELL Family Literacy Brunch in collaboration with the Literacy Council of Alaska, including discussion on Title III-A grant April-May: Community Needs Assessment for parents of students in the ANE program April 12: Title I Peer Review Meeting for all Title I school Teams: strong focus on family engagement connection to support school identified needs Apr 17: Title VI Grant Hearing for parents of students in the ANE program: foucsing on data and supports for students May 3: End of Year Picnic for ANE families to celebrate FY19 and vote in new PAC members May 9: Joy Parent Cafe - SSM; FNA JOM; Title 1; PTA; and ASP - Zones of Regulation; SEL Supports and Mindfulness; Correlation of Attendance and learning/early learning

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19

Comments on Status: CD&E supports communication with parents through continued website training and technical assistance to over 100 individual school web editors.

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19

Comments on Status: Ongoing. Created crisis communications toolkit and rolled out to principals, counselors, etc. Rolled out other toolkits and resources for specific strategic goals. Ex) PL launch at HS, safety and wellness messages

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.1.12 Deliver accurate and timely information to parents during emergency situations. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19

Comments on Status: CD&E provides principals with access to and training and tech support in BlackBoard to support their ability to use these tools to communicate with parents in emergency situations. These tools allow principals to efficiently communicate via COPE (Create Once, Publish Everywhere) tools. The development of the crisis communications toolkit has also helped streamline emergency comms.

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.1.13 Develop crisis communications toolkit, have toolkit reviewed by national expert and internal stakeholders, and provide training to distirct leaders on crisis communications best practices. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19

Comments on Status: 5/2/19 Approximately 85 of the district's key communicators participated in Crisis Communications Training comprised of an overview of school crisis management and communications essentials followed by a multi-layered tabletop exercise on a crisis scenario. Training was conducted by Deb Hileman, President & CEO of ICM (Institute for Crisis Management), who is a certified strategic communication management professional. 03/18/2019 Training was delayed because of trainer being snowed in at SeaTac and missing training times. CD&E developed and launched the crisis comms toolkit and presented at least once to all key communicators. Feedback has been overwhelmingly positive. Review by local constituents has been completed and national expert review is in process. The toolkit is a living document and will continue to be refined. In depth scenario training is scheduled for February with all 100 of the district's key communicators.

2.2 Community: Proactively engage by providing numerous opportunities for dialogue between community and the district. (06/30/19)

Measure: Community Engagement
Target: 100%

93% — On Target

Comments on Status: *Actual status calculated based on average of supporting initiatives.

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.2.1 Implement Facebook Live events to increase 2-way dialogue with superintendent and community stakeholders (SUPT)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/15/19

Comments on Status: 05/15/2019 Our FBL events were extremely successful this year, especially during budget season. Mid Year Report: FB live events have been scheduled and launched, averaging twice per month. We have also used superintendent-voiced video content on FB for several critical messages.

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)	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 05/02/19

Comments on Status: CD&E has worked with EDs to develop and refine key messages for community members. Key initiatives have included student safety awareness, strategic plan input process, and budget input process. Looking forward, 2nd semester key initiatives requiring CD&E support will likely include Hutchison lottery, summer program options, kindergarten roundup, Spring assessment timelines, general PL awareness, revised strategic plan, proposed budget and budget input process, and K12 magnet timeline if the board moves that forward.

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)	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 05/02/19

Comments on Status: CD&E has worked with EDs to develop and refine key messages for broad community audiences. Ex) strategic plan input process.

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)	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 05/02/19

Comments on Status: 12/05/2018 This semester, CD&E has used multiple channels for community communications. Ex: Chamber of Commerce presentations. Just in December, we have responded to community requests for access to district-level emails and have provided an opportunity for any community member to opt in to district monthly and quarterly newsletters.

2.2.5 Deploy "Let's Talk" platform to facilitate increased 2-way dialogue between community members and district. (CDE)	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 03/18/19

Comments on Status: 12/05/2018 Let's Talk was deployed at the district level, expanding the opportunity for community members to more readily enter into dialogue with district staff.

2.2.6 Support key communicators in effective communications with community members through resources, training, and responsive customer service. (CDE)	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 05/02/19

Comments on Status: This semester, CD&E has supported principals and department heads to communicate with the community by helping them set up effective social media accounts and providing website training and technical assistance to well over 100 individual website editors.

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)	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 03/18/19

Comments on Status: CD&E supports communication with community members through continued website training and technical assistance to well over 100 individual website editors.

2.2.8 Grow community audience and establish trust through consistent and engaging social media activity. (CDE)	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 05/02/19

Comments on Status: CD&E continues to grow our Facebook audience, and community engagement with this channel continues to be strong. We reach more people through just one of our social media accounts than the local newspaper's entire subscriber base, so we are constantly seeking to more effectively leverage our social media audience within our limited budget.

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)	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 05/02/19

Comments on Status: 5/2/19 MVP awards breakfast was a great opportunity to spotlight some of our mentors, volunteers, and partners. 12/05/2018 No One Left Behind awards was a success, received increased media and social media coverage. (Finally made it onto TV news as well as Newsminer!) PIE recognition will now be a spring event.

2.2.10 Redesign HR website to provide improved user experience. (HR)	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 05/07/19

Comments on Status: 12/05/2018 CD&E completed a total overhaul of the structure of the many pages f the HR website in time to be impactful during spring recruiting season. Scheduled to go live December 17, 2018 The HR website went live mid-December 2018. Pronounced icons for Jobs were added on the HR homepage along with icons on the Career and Job Opportunities page. Sections for EEO and Title IX were included in the redesign. Each employee group has its own section (FEA, ESSA, FPA, Exempt, Sub/Temps) which has allowed specific information for those groups to be captured in one location. Specific pages were added for the negotiations information. All negotiations information is posted in a timely manner for more transparency of the process.

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)	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 05/07/19

Comments on Status: Now that website is done, this is next. Working on building content and schedule that is sustainable. After reviewing our options, HR decided that we needed to capitalize on the Facebook page that CD&E maintains and post job information and other relevant information on that site in order to utilize the base of followers.

2.2.12 Nutrition Services - Establish a presence on social media, specifically Facebook and Instagram. (CFO)	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 11/16/18

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.2.13 Nutrition Services - Conduct student focused food product show (CFO)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 11/16/18
Comments on Status: Was held the week of November 5th at 8 different school locations.				

2.3 Staff: Connect and engage with all staff through frequent and streamlined communication. (06/30/19)

	Measure: Staff Communication **Target:** 100%	99%	On Target

*Comments on Status: *Actual status calculated based on average of supporting initiatives.*

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: 05/02/2019 On target and want to continue to increase communication. For first and second quarter the Mentor Messenger was sent out through the District Digest, linked on our webpage and emailed to special education providers.				
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)	07/01/18, 06/30/19	100% % complete	100%	On Target As of 05/02/19
Comments on Status: 05/02/2019 Have added some new communication, would like to continue. 12/3/2018: FEA survey results and communication goals shared in October with stakeholders. We have been publishing in the District Digest weekly, providing trainings to administration and set up cohort meetings for the various teaching groups. All groups have met once.				
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: 12/05/2018 The establishment of more consistent internal communication channels such as District Digest (weekly) and monthly "round-up" emails has enabled our department to accommodate various initiatives and departments'last-minute messaging and support more of the district's rapidly changing communication needs				
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: CD&E has worked with EDs to develop and refine key messages for internal audiences. Key initiatives have included the strategic plan input process, HR's annual open enrollment period, and budget input process.				
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19
Comments on Status: 12/05/2018 This semester, CD&E has made much greater use of internal-only channels for staff communications. Ex: Hering Kickoff Google page, Crisis Communications Toolkit were positively received.				
2.3.6 Deploy "Let's Talk" platform to facilitate increased 2-way dialogue between school staff and district leadership. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: 12/05/2018 Deployed at the district level, so school staff has the same opportunity as parents and others to utilize this communication tool.				
2.3.7 Support key communicators in effective communications with staff through resources, training, and responsive customer service. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: This semester, CD&E has supported principals and department heads with setting up effective social media accounts and providing individualized training in best practices, provided access to and training in advanced communication tools such as Smore and Blackboard, and continued to provide website training and technical assistance to well over 100 individual school web editors.				
2.3.8 Empower key communicators with training and support in all Blackboard tools, social media engagement strategies, and website best practices. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19
Comments on Status: CD&E had invested many hours win this endeavor, and work will continue in 2nd semester.				
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19
Comments on Status: CD&E supports internal communication through continued website training and technical assistance to website editors. Ex) CD&E restructure and cleanup of HR website				

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)	07/01/18, 06/30/19	100% % complete	100%	Achieved *As of 03/18/19*

Comments on Status: Ongoing.Launched crisis communications toolkit to support communications with school communities.. Rolled out other toolkits and resources for specific strategic goals. Ex) PL launch at HS, safety and wellness messages

2.3.11 Grow internal audience and establish trust through consistent and engaging social media activity. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved *As of 05/02/19*

Comments on Status: CD&E continues to grow our social media audiences, and our staff and student engagement with this channel continues to be strong. We reach more people through one FB accounts than the local newspaper's entire subscriber base, so we are constantly seeking to more effectively leverage our social media audience within our limited budget.

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)	07/01/18, 06/30/19	100% % complete	85%	On Target *As of 05/02/19*

Comments on Status: Schedule has been developed for newsletter (via mailchimp) communication for various groups - sub/temp, ESSA, FEA/FPA, benefits, general HR. Newsletters for bargaining units are going out along with a HR Newsletter that goes to all staff. CD&E developed a 90 second video showcasing the NCBI initiative. HR will continue to investigate the use of videos to market our department's key points.

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%	96%	On Target

*Comments on Status: *Actual status calculated based on average of supporting initiatives.*

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%	100%	On Target

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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) Comments on Status: 05/02/2019 For next year we are increasing the number of visits required. 12/3/2018: Preschool teachers have held multiple meetings and have begun home visits.	07/01/18, 06/30/19	100% % complete	100%	On Target As of 05/02/19
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) Comments on Status: 05/02/2019 Will continue. Not sure that it needs to be a continued goal. 12/3/2018: PreK teams have met and have begun planning activities for families.	07/01/18, 06/30/19	100% % complete	100%	On Target As of 05/02/19
3.1.3 Facilitate parent involvement in Bright Futures Fairbanks. (CDE) Comments on Status: This is ongoing. The process has been streamlined and the outreach is continuous.	07/01/18, 06/30/19	100% % complete	100%	On Target As of 05/02/19
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) Comments on Status: The school attendance messaging, which incorporated local radio ads and video ads on social media, had greater than anticipated positive outcomes. The student safety and wellbeing messaging had minimal measurable impact. These results will likely lead us to incorporate video and radio into more of our messaging around key initiatives.	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19

3.2 Business Partnerships & Community Groups: Expand partnerships with businesses and community groups. (06/30/19) Comments on Status: *Actual status calculated based on average of supporting initiatives.	**Measure:** Business & Community Partnerships **Target:** 100%	100%	On Target

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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) Comments on Status: CD&E continues to be asked to recruit new partners to support specific schools, projects, and events and has been successful in developing new partnerships to address the needs. Ex: Helped Asst. Supt. to recruit major sponsor for a new project, helped develop a "brand" for the project "North Star To Nanooks" and facilitated the donation and recognition for the donation.	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
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) Comments on Status: 5/2/19 MVP recognition and reward event occurred. Follow-up will include website updates and social media posts. 03/18/2019 MVP recognition and reward event scheduled for April 12/5/2018 Recruitment of donors and volunteers has been active, and we have provided multichannel recognition of the partners for key projects.	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
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) Comments on Status: CD&E has provided printed resources and in-person presentations about Bright Futures to school staff as well as printed resources for parents, and the BFF leadership team continues to work on increasing awareness across the larger community.	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
3.2.4 Increase awareness of and utilization of the BFF Community Resource Guide and the existing resources it summarizes. (CDE) Comments on Status: CD&E has provided printed resources and in-person presentations about the resource guide to school staff and parents, and continues to hear reports of its usefulness among school staff and community members.	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19

3.2.5 Increase social media engagement through the Bright Futures Fairbanks Facebook page. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19

Comments on Status: 03/18/2019 Steady growth in # followers on BFF Facebook page - 42% increase since start of current school year. With funding challenges and the loss of the college intern who was instrumental in supporting our FB activity, this has been more difficult than anticipated. We continue to work to develop the BFF FB page and provide engaging content to build the audience and engagement rate.

3.2.6 Implement Bright Futures Fairbanks student referral system for student basic needs. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19

Comments on Status: 03/18/2019 Great connections made with existing resources and leveraging those. Needs ARE being met! We continue to have strong engagement with the referral system we have set up for BFF. We have created multiple channels for school staff to reach us with needs, and respond immediately to all channels.

3.2.7 Continue to facilitate partnership agreements (MOAs, MOUs) aligned to the mission and goals of the district. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19

Comments on Status: 03/18/2019 4th Quarter is always busy season for grant-writing and MOUs/MOAs. 11/15/2018 There have been multiple new projects reviewed through this process.

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

Measure: Stakeholder Engagement
Target: 100%

84% — On Target

*Comments on Status: *Actual status calculated based on average of supporting initiatives.*

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.3.1 Implement broad community stakeholder budget survey to provide input to the Superintendent's Proposed Budget. (SUPT)	07/01/18, 11/30/19	100% % complete	100%	Achieved As of 05/15/19

Comments on Status: 05/15/2019 The community budget survey was a success. Mid Year Report: Budget survey complete.

3.3.2 Deploy Executive Directors to provide district and department updates during public testimony at Borough, Fairbanks, and North Pole municipal meetings. (SUPT)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/15/19

Comments on Status: 05/15/2019 EDs and I attended and testified at a variety of public meetings (when there were not conflicting board meetings). It was well worth the effort and something I plan to operationalize. Mid Year Report: Public testimony by Superintendent and Executive Directors is going well. Very well received by each municipal body.

3.3.3 Work to re-establish mutually respectful, effective working relationship with new Borough Mayor and new Assembly. (SUPT)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/15/19

Comments on Status: 05/15/2019 What a difference a mayor makes. Bryce and I have established a very positive working relationship. We meet in June to debrief the year and look ahead to next year. Mid Year Report: Superintendent has held meetings and phone calls with Mayor Ward. We have had a very positive start to our relationship.

3.3.3.1 Superintendent & COO will meet regularly with new mayor and invite assembly members to engage as well. (SUPT) *Comments on Status: 05/15/2019 The meetings with me, Andy, Bryce and Jim are very beneficial. Mid Year Report: Meetings with board president, superintendent, COO, mayor, chief of staff and business manager have occurred. Regular meetings with district and borough staff have been planned.*	11/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/15/19

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)	07/01/18, 06/30/19	100% % complete	35%	Off Target As of 05/02/19

Comments on Status: 05/02/2019 Submitted a proposal and will work to put together a commitee 12/3/2018: During coordinator meetings we have been looking at our mission/vision for this committee. We are working on finalizing something to share with District Admin by January for review.

3.3.5 Increase collaboration with Fairbanks Native Association program-level staff in the planning and implementation of the student support efforts of both organizations. (FED)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/20/19

Comments on Status: Aug 28: Tribal Consultation: general program-level Sep 6: Tribal Consultation: Formal Sep 25: ANE, ASP, Sped meeting with FNA staff @ FNA Nov 7: FNA - FNSBSD Meeting: FNA awarded three new education grants and will implement in FNSBSD and in collaboration with related district programs Feb 5: Tribal Consultation: general program-level Mar 19: Tribal Consultation: general program-level Mar 27: Collaborative preparation for formal Tribal Consultation Apr 3: Tribal Consultation: Formal May 17: Tribal Consultation: general program-level

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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19

Comments on Status: 03/18/2019 The response and the quantitative data was positive about the movement from community forums to the FaceBook Live forums about the budget. CD&E has developed and delivered content promoting opportunities to engage in educational decision making, via website updates and news items, Superintendent quarterly emails, roundup monthly emails, weekly district digests, targeted text messages, social media posts, and collaboration with local print news outlet.

3.3.7 Deploy "Let's Talk" platform to facilitate increased 2-way dialogue between local stakeholders and district. (CDE)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19

Comments on Status: 12/05/2018 Let's Talk was deployed at the district level, expanding the opportunity for community members to more readily enter into dialogue with district staff.

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%	83%	On Target

*Comments on Status: *Actual status calculated based on average of supporting initiatives.*

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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)	07/01/18, 06/30/19	4 # of meetings	1	Off Target As of 05/02/19

Comments on Status: 05/02/2019 Proj Diplomas manager went to UAF to recruit ed students to Coach positions, which would increase their familiarity with schools and PL. Regular communicaton exists with some members of the Ed Dept. 12/26 - Meeting with Provost, Summer Sessions, eLearning & follow up occuring. However topic has been dual enrollment & communication not preservice teachers. 11/15- Meeting with Diane Kardash re: PL and Reading/Dyslexia Task Force; speaking with elem ed tech class

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%	72%	On Target

*Comments on Status: *Actual status calculated based on average of supporting initiatives.*

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
4.1.2 Facilitate district response to fluctuating enrollments. (SUPT) *Comments on Status: 05/15/2019 Our partnership with the Borough on the Eielson Regional Growth Plan was very beneficial. I think my adjustments to the Plan's population and enrollment projections were a critical pivot in terms of the District's approach to the F35 beddown. We will continue to monitor enrollment closely. Next year I will begin the process of determining if we need to close a school in town and if so, which one(s). Mid Year Report: Growth Management Plan report was provided to the school board. District administration continues to monitor enrollment closely.*	07/01/18, 06/30/21	100% % complete	100%	Achieved As of 05/15/19
4.1.3 Work with Accounting Services to create capacity to receive mobile/online donations and utilize donor database. (CDE) *Comments on Status: 03/18/2019 Pause is due to Acctg dept working on a cash management software system to allow online and credit card payments, which may be able to manage mobile donations as well. Waiting on accounting to set up online credit card payment system so that online donations can be accepted.*	07/01/18, 06/30/19	100% % complete		Deferred As of 05/02/19
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) *Comments on Status: 12/05/2018 This has been fully implemented. Minor updates are still being made as the types of services and products available changes in response to district needs.*	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19
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) *Comments on Status: 03/18/2019 CD&E continues to do the design work for the budget overview to make sure the information is user-friendly for the public. Last year, CD&E developed a more user-friendly graphical display of the budget overview and will support the finance office in presenting this year's annual proposed budget summary using that more graphical format.*	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 03/18/19
4.1.6 FMD - Custodial: Improve efficiency and standardize our custodial processes across the district. (FMD) *Comments on Status: *Status based on average progress of supporting action items.*	07/01/18, 06/30/19	100% % complete	80%	On Target As of 05/29/19
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) *Comments on Status: Products have been determined and will not be replaced as they run out at the locations*	07/01/18, 06/30/19	100% % complete	70%	On Target As of 05/22/19
4.1.6.2 Review paper and plastic products that we use in the schools for adequacy and cost. (FMD) *Comments on Status: Products have been picked, currently under contract with old product thru June*	07/01/18, 06/30/19	100% % complete	60%	On Target As of 05/02/19
4.1.6.3 Review custodial processes for efficiency and standardize our processes across the district (FMD) *Comments on Status: task based cleaning will continue to be the process, we are updating our equipment to help our levels of efficiency. Joshua is currently entering data into a program that will help to schedule the work and help standardize our cleaning process.*	07/01/18, 06/30/19	100% % complete	90%	On Target As of 05/17/19
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) *Comments on Status: We have evaluated existing equipment and have been purchasing new replacement equipment. We are updating our equipment and acquiring better equipment that will help our staff be more productive.*	07/01/18, 06/30/19	100% % complete	80%	Off Target As of 05/17/19
4.1.6.5 Nudge the culture of the department from a place of "my school" to "our schools" (FMD) *Comments on Status: We have rolled out the concept and schools are starting to work together when staff are out. By working together during the summer to clean our buildings our staff are building relationships with each other and working together to get the job done. This is our 4th summer and looks to be the most organized of all so far.*	07/01/18, 06/30/19	100% % complete	80%	Off Target As of 05/17/19
4.1.6.6 Build an adequate Aesop list to cover custodial employees out on leave (FMD) *Comments on Status: We continue to suggest the Aesop list to employees that applied but did not get the position they applied for. We continue to follow up with employees that have applied. We have had a lot of employees from the Aesop list move into regular positions for the department. I think the hiring process is too difficult for a lot of prospective temporary employees. We may need to find a different way to get the word out about our jobs.*	07/01/18, 06/30/19	100% % complete	80%	Off Target As of 05/17/19

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) *Comments on Status: We have rolled out the plan, we have purchased new equipment and it has not snowed much this year! Things are going well so far this winter.*	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 05/17/19
4.1.7 FMD - Maintenance: Review, evaluate, and disseminate service level standards related to maintenance. (FMD) *Comments on Status: *Status based on average progress of supporting actions.*	07/01/18, 06/30/19	100% % complete	62%	**Off Target** As of 05/29/19
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) *Comments on Status: 05/02/2019 Driver GPS Data 05/02/2019 Added We have rolled out the plan with our crews, determined KPI's in which to measure. We have started using the information in the employee anual evaluation.*	07/01/18, 06/30/19	100% % complete	80%	**Off Target** As of 05/02/19
4.1.7.2 Address customer issues promptly *Manager required to send an e-mail to customer after a period of time (FMD) *Comments on Status: 05/02/2019 Determining Time Frame when email is Required We have not started this yet, we continue to work on the back log to reduce the response times.*	07/01/18, 06/30/19	100% % complete	25%	**Off Target** As of 05/22/19
4.1.7.3 Reduce the number of W/O's on the books and the time between W/O creation and completion. (FMD) *Comments on Status: Actively managing the W/O's, reducing the numbers by merging W/O's that are redundant, completed on a different W/O etc.*	07/01/18, 06/30/19	100% % complete	80%	**Off Target** As of 03/18/19
4.1.8 FMD - Grounds: Work with custodial staff to ensure that the snow removal processes work and keep hard pack below the curb level (FMD) *Comments on Status: Plan has been rolled out and with the new equipment the lack of snow we have received we have been able to keep up.*	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 05/29/19
4.1.9 FMD - Internal Processes: Improve communication, training and internal processes within FMD. (FMD) *Comments on Status: *Status based on average progress of supporting action items*	07/01/18, 06/30/19	100% % complete	33%	**On Target** As of 05/29/19
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) *Comments on Status: We have not started this one We did not get to this one this year*	07/01/18, 06/30/19	100% % complete		**Not Started** As of 05/29/19
4.1.9.2 Create effective two-way communication with all staff (FMD) *Comments on Status: In the custodial department communication to and from seems to be better now that we have a manager in place that is in touch with how and what we are doing. We have been doing our tool box safety meeting bi-weekly with the maintenance department.*	07/01/18, 06/30/19	100% % complete	50%	**On Target** As of 05/02/19
4.1.9.3 Develop incentive program for attendance at work (FMD) *Comments on Status: Have come up with ideas and have been trying to spread the word through conversation with HR, and superintendent and the staff survey.*	07/01/18, 06/30/19	100% % complete	50%	**On Target** As of 05/02/19
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) *Comments on Status: Kathy Port has provided training to schools and has developed online tutorials. Since product is new, tutorials continue to be built and refined as training needs are identified.*	07/01/18, 06/30/19	100% % complete	100%	**Achieved** As of 05/02/19
4.1.11 Begin the initial phase of implementation of electronic evaluations for principals and administrators for deployment in 2019-2020. (HR) *Comments on Status: Work is just beginning on this; plan is to pilot in the spring and implement fall 2019.*	07/01/18, 06/30/19	100% % complete	10%	**On Target** As of 12/18/18
4.1.12 Evaluate current certified evaluation process by updating the FEA evaluation handbook in order to align process and practice. (HR) *Comments on Status: Ivory is leading meetings on this - one has been held to date. HR has been meeting with a small group of principals throughout the year to revise the FEA Evaluation Handbook. A draft of the handbook was sent to the EETS committee which will be reviewing the changes on 5/8/19. End of year meeting with principals happened; a few odds and ends to finalize but essentially this goal is complete.*	07/01/18, 06/30/19	100% % complete	100%	**On Target** As of 05/29/19
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) *Comments on Status: Kathy Port has begun working on this and will continue into spring. Hope to have in place by fall 2019. SLP teachers have met and drafted an evaluation type suited to their particular job needs. This evaluation will be ready to pilot next fall.*	07/01/18, 06/30/19	100% % complete	25%	**Off Target** As of 05/07/19

Initiative	Start/End Date	Target, Measure	Actual	Status
4.1.14 Provide transparency and relevant information regarding contracts, memoranda of agreement, and negotiations by restructuring the labor relations webpage. (HR)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
Comments on Status: LR webpage will go live with revamped HR website 12/17/18; negotiations website to come. Both completed. Negotiations information was continually updated throughout the negotiation process for all three bargaining units.				
4.1.15 Expand ESS Payroll to include Employee Reimbursements (CFO)	07/01/18, 06/30/19	100% Limited Programs	10%	Deferred As of 05/02/19
Comments on Status: 05.02.19 - MUNIS training was held. Began testing system process to develop standard procedures. On-hold until we get further training from MUNIS technicians. Will coordinate through the PACE program.				
4.1.17 Implement new budget module (MyBudgetFile) (CFO)	07/13/18, 06/30/19	100% FY19 Budget development using online system	75%	On Target As of 05/22/19
Comments on Status: 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.				
4.1.18 Increase bus ridership through predictable operations, professionalism, and communication. (CFO)	07/01/18, 06/30/19	100% % complete	50%	On Target As of 05/22/19
Comments on Status: 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 3rd Quarter - Decrease in ridership compared to last year. Still digging into comparisons against last year. We are still awaiting 2nd Quarter student count reports. The monthly student count reports were returned to First Student for corrections. For the 1st Quarter: - There were 251,788 individual rides in the first 30 days of school. This is up from 236,137 rides during the first 30 days during FY18. -Regular route ridership increased by 20,651 rides, or 8.75%, during the 1st Quarter of FY19. - SPED route ridership decreased by 6,113 rides, or -35.24%, during the 1st Quarter. This is due to lower enrollment on SPED buses, and a new Pre-K schedule with fewer days per week than FY18. -Ridership was at an estimated 31.08% of the total student population in the 1st Quarter. This is up 2.36% from FY18. -Ridership was at an estimated 38.75% of the transportation eligible population in the 1st Quarter. This is up 3.39% from FY18. Rehearsals before school, positive messaging, and increased customer focus from the management team at First Student are the major contributors to increase in ridership.				
4.1.19 Implement InTouch online cashiering system (CFO)	07/01/18, 06/30/19	100% Pilot Program	75%	On Target As of 05/02/19
Comments on Status: 05.02.19 - Purchased system, received devices, hosting InTouch May 20th for ADC training and finalizing the setup. Scheduled secretary training for August 13-14th. Plan to start with course fees via PowerSchool and library/textbook fees via Destiny. Received approval to purchase InTouch. Scheduled internal meeting with IT to map out PowerSchool, Fines/Fees software, Destiney and MUNIS. Need to schedule internal AZURE and LDAP meeting with IT. Then have follow-up external meeting with InTouch team to discuss how InTouch with link with these systems and replace our Fees/Fines software.				
4.1.20 Site Based Budgeting - Create and implement school level budget management. Provide school administrators knowledge, tools and resources to manage school based budget. (CFO)	07/01/18, 06/30/19	100% % complete	75%	On Target As of 05/22/19
Comments on Status: 05.03.19 - All schools were visited and provided instruction on site based budgeting. Not all schools are taking full advantage of the process. Additional support and direction will be given in future years to assist schools to fully manage their funds. - HH Visited each school and offered training and objectives of site-based budgeting. Will have a follow-up consult in January/February.				
4.1.21 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)	07/13/17, 11/30/18	100% Work Order system built and available to staff	100%	Achieved As of 12/11/18
Comments on Status: 12/05/2018 The work order system has been fully implemented and has dramatically increased the shop's efficiency, thereby freeing up staff time to respond to schools' requests for more digital design work, social media support, and videography services.				
4.1.22 Vendor Self-Serve (CFO)	07/01/18, 06/30/19	100% % complete	25%	On Target As of 05/22/19
Comments on Status: 05.02.19 - IT has set up links for access. Still, need to test before full roll-out. Training scheduled for December 19th.				

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

Measure: Diversity Initiatives
Target: 100%

79% On Target

Comments on Status: *Actual status calculated based on average of supporting initiatives.*

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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)	07/01/18, 06/30/19	100% % complete	25%	Off Target As of 05/22/19
Comments on Status: This is a huge lift and needs to be broken down into smaller, attainable goals. Preliminary proposed break down from David has been sent to Claire for vetting. Employee Protection Documents were added to the EEO section of the HR website which the various protections afforded to each staff member. Examples include Age Discrimination, Race Discrimination, Equal Pay Discrimination, etc. Community Listening Sessions, which were advocated for Dr. Gaborik were instituted Spring 2019 and will continue next year. This goal will continue next year.				

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/22/19
Comments on Status: Initial core team members attended training in Baltimore. In March HR facilitated two full-day immersion workshops that were facilitated by NCBI staff members. Approximately 60 staff and community members attended. More NCBI activities will be forthcoming for the 2019-2020 school year.				
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)	07/01/18, 06/30/19	100% % complete	75%	On Target As of 05/22/19
Comments on Status: Goal is to launch iSight along with revamped website on 12/17/18. May need to revise depending on vendor progress. Vendor delays have caused our launch date to be pushed back to the 2019-2020 school year. EEO is still in the process of working with the vendor to provide support in building the site.				
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)	07/01/18, 06/30/19	100% % complete	50%	On Target As of 05/02/19
Comments on Status: Policy draft in progress; training for administrators almost complete. Administrators and counselors have been trained on Title IX. HR has drafted SOPs for EEO and Title IX investigations. Training and staff and students are on target for 2019-2020 school year.				
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)	07/01/18, 06/30/19	100% % complete	85%	Achieved As of 05/02/19
Comments on Status: Work in progress; new graphics being developed; data from AAP being evaluated for relevance in hiring report.				
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)	07/01/18, 06/30/19	100% % complete	80%	On Target As of 05/20/19
Comments on Status: On target to launch in Fall 2019, pending data fixes over the summer. Brandy is working on getting a quote from a company that can facilitate this for us. Will collaborate with Ellis.				
4.2.7 Evolve principal hiring committee makeup and process to increase diversity of building administrators hired. (SUPT)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/15/19
Comments on Status: 05/15/2019 I added a member of the Diversity Committee to all principal hiring committees. This has been a very positive adjustment. Mid Year Report: Superintendent is still considering updates to the principal hiring process.				

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%   88%   On Target

*Comments on Status: *Actual status calculated based on average of supporting initiatives. 10/17: Policy/process revisions have not been started.*

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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)	07/01/18, 06/30/19	100% % complete	100%	On Target As of 05/02/19
Comments on Status: 12/26 - Process scheduled to start in January. Prework occuring, including survey for teachers and gathering of data. 5/1 SS and ELA process is complete with a redesigned curriculum model.				
4.3.2 The Dept. of Teaching & Learning will create and implement a feedback and response process for curriculum needs and issues. (T&L)	07/01/18, 06/30/19	100% % complete	100%	On Target As of 05/02/19
Comments on Status: 12/26 - Let's Talk started but not fully developed re: curriculum or communicated as a systematic way of gathering curricular feedback. Journeys class finishing, which established a successful process for implementation feedback. 5/1 Used Let's talk and also a community survey regarding Curriculum				
4.3.3 The Dept. of Teaching & Learning will deploy a revised curriculum guide structure to centralize curriculum information. (T&L)	07/01/18, 06/30/19	100% % complete	30%	Deferred As of 05/02/19
Comments on Status: 05/02/2019 This will happen next year during the revision process. This year was spent establishing competencies and implementing new K-6 ELA materials. 05/02/2019 This will happen next year during the revision process. This year was spent establishing competencies and implementing new K-6 ELA materials. 05/02/2019 Th 12/26 - Draft for elementary ELA started. Will largely defer this process until August of 2019, when writing/revisions happen for secondary ela and K-12 ss.				

| 4.3.4 Implement new Student Support Services department. (SUPT) | 07/01/18, 06/30/19 | 100% % complete | 100% | Achieved As of 05/22/19 |

Comments on Status: 05/15/2019 This reorganization has been very productive. There are still too many areas and responsibilities for one person to handle, but we will continue to provide support as best we can with limited high level leadership staffing available in district administration. Mid Year Report: Student Support Services director began mid-fall semester. Transition to date has been smooth. Through reorganization, this position replaces 2+ previous positions.

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%   56%   On Target

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
4.4.1 Implement ALICE Initiative - plan, train and communicate to staff, students and community (CFO)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/03/19

Comments on Status: 05.03.19 - Schools have embraced ALICE and adapted the information to meet the needs of their community. Although some schools have been able to be more aggressive than others, ALL schools have performed some level of ALICE training and practice. -HH 86% of staff trained as of 10/31 in eLearning. On site training offered to staff. Student training started 11/1

| 4.4.2 Create Districtwide Emergency/Crisis Response Plan (CFO) | 07/01/18, 06/30/19 | 50% % complete | 25% | Off Target As of 05/03/19 |

Comments on Status: 05/03/19 - The committee has been established and initial planning meetings are beginning. The framework has began. HH Working with LE to identify solution to create a threat assessment and crisis plan. Possibly bring training in or send a team out to learn best practices.

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

*Comments on Status: *Actual status calculated based on average of supporting initiatives.*

Measure: Staff Engagement & Retention **Target:** 100%   78%   On Target

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
4.5.1 Implement Shadow a Teacher for all program managers. (SUPT)	07/01/18, 12/30/18	100% % complete	100%	Achieved As of 12/10/18

Comments on Status: Outstanding program. We are now working to share stories.

| 4.5.2 Implement Principal Academy for all first and second year principals. (SUPT) | 07/01/18, 06/30/19 | 100% % complete | 100% | Achieved As of 05/15/19 |

Comments on Status: 05/15/2019 A smashing success and my most important work this year. I am expanding the scope of this academy next year and adding a required mentor component. Mid-year report: Excellent support for 1st and 2nd year principals. We continue to refine the program based on direct feedback regarding ongoing needs from our newest building administrators.

| 4.5.3 Nursing Services will advocate for Registered, full time nurses as a first choice in filling current vacancies. (NURSE) | 07/13/17, 06/30/19 | 100% % complete | | Waiting As of 05/02/19 |

Comments on Status: 11/15/2018 All schools have a designated Nursing Services staff as of 11/5/18. All are not RNs. Continue to recruit and give preference to RNs as current staff resign. 5/2/19 Currently one vacant school. Another resignation effective May 10th. 3 resignations effective the end of this school year. University Park, Midnight Sun Elementary, Barnette Magnet, Anne Wien Elementary, and Ryan Middle School. Two RNs have recently been hired and will be assigned to a school at the start of the 2019-20 school year.

| 4.5.4 Develop and implement training in classroom management skills for substitute teachers. (HR-TR) (HR) | 07/13/17, 06/30/19 | 100% % complete | 20% | Waiting As of 05/02/19 |

Comments on Status: Plan for 19-20: two full days of sub teacher training (paid) to take place on parent teacher conference days. Kathy Port has 75% of the program planned. Due to budgetary reasons, training for subs did not happen. Subs were invited to attend the ESSA inservice in September were classes on CHAMPS were offered. A small number of subs attended.

| 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) | 07/01/18, 06/30/19 | 100% % complete | 10% | Off Target As of 05/22/19 |

Comments on Status: Hope to work on this in the spring. Sara McBride (tech in charge of student workers) has been pulled as negotiations note taker and capacity is limited. Initial info has been gathered from principals.

| 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) | 07/01/18, 06/30/19 | 100% % complete | 10% | Off Target As of 05/22/19 |

Comments on Status: To be completed in summer 2019

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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 12/18/18

Comments on Status: Full review of Munis product complete; features not compatible with our needs at this time. Will revisit in two years or so.

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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/22/19

Comments on Status: HR team members along with Heather Heineken meet monthly. Gaining steam. Internal work group within HR has been developed, to include risk management liaison for WC purposes.

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)	07/01/18, 06/30/19	100% % complete	50%	Deferred As of 05/20/19

Comments on Status: Still working on most efficient and effective way to implement, while not losing the in person connection with new employees. Plan is to implement new structure with ESSA group in Fall 2019.

4.5.10 Develop and distribute total compensation report for employees to better communicate the cost and value of the employee benefit package. (HR-BEN&HRIS) (HR)	07/01/18, 06/30/19	100% % complete	10%	Deferred As of 05/02/19

Comments on Status: Munis trainer addressed this request and there are some data mining issues within the system. Work in progress...

4.5.11 Engage in a district wide wellness program to boost morale health of employees. (HR)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 12/18/18

Comments on Status: Program launched and underway.

4.5.12 Develop a recruiting marketing work group to identify untapped sources of certified applicants and determine cost effective means of increasing applicant pools. (HR)	07/01/18, 06/30/19	100% % complete	10%	Deferred As of 05/02/19

Comments on Status: Refining this goal to school of ed programs with high minority enrollment. David & Brandy taking this on. Research has been done however more information is needed.

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%	97%	On Target

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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)	07/01/18, 06/30/19	80% % complete	100%	Achieved As of 05/02/19
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)	07/01/18, 06/30/19	100% % complete	90%	On Target As of 05/22/19

Comments on Status: 12/26 - Authority file created, processes established and being used. Pilots of Newsela and Open Up Resources include tech integration inclusion. 5/2 - Continued re-evaluation of digital content subscriptions. Implementing ClassLink to further support SSO and rostering. Program includes a ROI data dashboard for purchased products

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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/22/19

Comments on Status: 5/2 - Completed 13 of the 19 elementary school visits and offered follow up sessions. Additional sessions were completed during requested PLC sessions. Additional stepsheets and tutorial links were shared through the T&L Tech team drive and out to sites. 12/26 - Instructional tech integration is an ongoing topic. ITT's meeting with all elem. schools in Dec / January to identify specific needs & questions.

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)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/22/19

Comments on Status: 12/26 - Basically complete, although revisions to format and updates are ongoing. 5/2 - Updated with new programs currently offered. Additional documentation will be added; website will be redesigned this summer.

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

Measure: Tech Support
Target: 100%

92% `On Target`

Comments on Status: 05/02/2019 Instructional Tech coaches interviewed staff at 13 elementary schools to survey needs, proficiency and integration of tech into best practice instruction. They developed recommendations and will continue this model next year. *Actual status calculated based on average of supporting initiatives.*

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
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) Comments on Status: Planning stages only...this item is impacted by the postponement of the latest Munis system upgrade. Carolyn Weaver investigated this feature in MUNIS but it did not meet the needs of HR.	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/22/19
5.2.2 Assess and implement new features provided by the Munis HRIS for communicating the status requirements of job specific mandatory training. (HR) Comments on Status: Planning has begun but we are now on hold due to postponement of Munis upgrade. The testing phase of this goal will be underway soon. Carolyn Weaver has been working on implementing an automated process in which MUNIS will update new employee records with mandated training rather than have the HR Techs manually enter the trainings.	07/01/18, 06/30/19	100% % complete	75%	On Target As of 05/02/19
5.2.3 Continue development of secondary librarian media specialists as primary instructional technology support at the school level. (T&L) Comments on Status: 5/2 - Ongoing. Additional tech training needed for library assistants with influx of Chromebooks. Developing additional PD opportunities for their training. 12/26 - Ongoing. Secondary librarians included in tech training and communication/reminders to school admin and staff ongoing.	07/01/18, 06/30/19	100% % complete	90%	On Target As of 05/22/19
5.2.4 Develop process for schools to identify, request and receive real time site-specific instructional technology training needs. (T&L) Comments on Status: 5/2 - Extended use of Screen Connect applications; streamlined communication with NWS, SIS, and BIS; continuous communication with Help Desk; back up personnel identified for each program means quicker response time. 12/26 - Process identified and continues to be refined. Currently documented / requests in work order system or via email request to T&L staff. Internal process for scheduling requests implemented.	07/01/18, 06/30/19	100% % complete	100%	On Target As of 05/22/19
5.2.5 Provide targeted professional development on instructional technology, considering factors such as content, technology tool and user proficiency. (T&L) Comments on Status: 5/2 - Best practices are embedded into each step sheet and PD presentation. 12/26 - Ongoing. PD provided in response to requests, targeted to specific needs. ITTs meeting with all elem. schools in Dec/ Jan to identify specific needs.	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/22/19

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

Measure: IT Infrastructure
Target: 100%

89% `On Target`

Comments on Status: *Actual status calculated based on average of supporting initiatives.*

DEPT/SITE LEVEL INITIATIVES AND DEPARTMENT INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.3.1 Create a technology sustainability roadmap. (TECH) Comments on Status: 05/02/2019 continue next year An electronic dashboard tool has been created for the ease of tracking student devices. Principals can more easily track their school's inventory of devices.	07/13/17, 06/30/19	100% % complete	50%	On Target As of 05/02/19
5.3.1.1 Include refreshes of instructional devices. (TECH)	07/13/17, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
5.3.1.2 Include refreshes of teacher devices and classroom technology (i.e., projectors, document cameras, Apple Tv's, etc.) (TECH) Comments on Status: 05/02/2019 continue next year Teacher	07/01/18, 06/30/19	100% % complete	50%	On Target As of 05/02/19
5.3.1.3 Include refreshes of network infrastructure components (firewalls, wireless access points, switches) (TECH) Comments on Status: We need to secure funding.	07/01/18, 06/30/19	100% % complete	90%	Deferred As of 05/02/19
5.3.1.4 Include refreshes of Voice over IP (VoIP) phones and related infrastructure. (TECH) Comments on Status: 05/02/2019 continue next year. We will have to budget annually for the replacement of these devices. We don't have any needs for FY19-20.	07/01/18, 06/30/19	100% % complete	30%	Deferred As of 05/02/19

5.3.2 Complete the technology infrastructure upgrade project. (TECH)	07/13/17, 06/30/19	100% % complete; Expand the technology support team	95%	On Target As of 05/02/19
5.3.2.1 Provide wireless access to every classroom. (TECH)	07/13/17, 06/30/19	100% % complete	100%	Achieved As of 05/02/19
5.3.3 Provide robust connectivity to support the needs of the district. (TECH)	07/01/18, 06/30/19	100% % complete	100%	Achieved As of 05/02/19

Comments on Status: We are down to the final four schools remaning toward completion of our infrastructure upgrade project.

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

Measure: Tech PD
Target: 100%

100%   Achieved

*Comments on Status: *Actual status calculated based on average of supporting initiatives.*

PLAN IMPLEMENTATION

APPENDIX A: STRATEGIC PLANNING TERMS

STRATEGIC PLANNING TERM	DEFINITION
Core Values/Guiding Principles	How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?
Core Purpose/Mission Statement	The organization's core purpose. Why do we exist?
Vision Statement (5+ years)	Where you are headed — your future state — your Big, Hairy, Audacious Goal. Where are we going?
Competitive Advantages	A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can. What are we best at in our market?
Organization-Wide Strategies	Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how."
Long-Term Strategic Goals (3+ years)	Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision?
Short-Term Items (1 year)	Short-term items that convert the Strategic Goals into specific performance targets. Effective goals clearly state what, when, who and are specifically measurable — they are Specific, Measurable, Attainable, Responsible person, time bound (SMART). What must we do to achieve our long-term Strategic Goals?
Key Performance Indicators (KPIs)	Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to goals. How will we know we have achieved our goals?