

LAKE CHELAN SCHOOL DISTRICT



STRATEGIC PLAN 2008/2013

Vision Statement **Educational Excellence for Everyone**

Mission Statement

In partnership with the parents and community, the Lake Chelan School District will provide an educational environment in which all students will maximize academic potential, demonstrate respect for individual differences, prepare themselves for future employment, have opportunities for life-enriching activities, become successful life-long learners and active participants in stewardship of their community.

Updated/Amended/Adopted 2/26/08
(Staff input-10/15/07-Community/Board Review 10/20/07-
Review November/December, 2007-January 2008)

GOAL A. PROVIDE EDUCATIONAL PROGRAMS THAT HELP ALL STUDENTS MEET OR EXCEED STATE AND FEDERAL GUIDELINES FOR ANNUAL YEARLY PROGRESS (AYP) GOALS AND ALL STATE STANDARDS.

*This goal will be considered the Lake Chelan School District Improvement Plan (as part of the 2008/2013 Strategic Plan)

OBJECTIVE I:

Research, investigate, and implement a K-12 district-wide assessment system (academic and non-academic) that informs instruction and interventions.

- **WASL analysis/determine AYP status annually**
- **Research and investigate screening diagnostic assessments to create district-wide assessment system (NWEA/MAPS, etc.)**
 - Pilot assessments/spring 2008
 - Identify professional development needs
 - Staff training on data results
 - How to measure improvement and intervention needs.
- **Use academic assessment data to collaboratively provide classroom support and research-based intervention strategies.**
 - (6-12) 15% reduction in course failure rates annually
 - (6-12) Every student has an adult advocate at our school.
 - (6-12) All students have an organized portfolio to validate their learning and assist them in identifying their goals
 - (6-12) use for advisory and Navigation 101
 - (6-12) MS/HS Advisory period daily
 - All students lead a conference where they are accountable for their learning and future planning.
 - (K-12) 100% attendance at parent/teacher conferences
 - (K-5) MOE students will develop data folders and begin to engage in self-assessment and be in charge of their learning.
- **Use non-academic data to collaboratively provide classroom support and research-based intervention strategies.**
 - (MS/HS) Develop common classroom assessments in content areas and align all content areas in reading, writing, mathematics, and science.
- **Identify assessment coordinator position and determine financial impact**
 - spring 2008

OBJECTIVE II:

Consistent implementation of research-based and state aligned instruction that closes the achievement gap.

- **PTL/STAR Protocol observations, reflection, and collaboration**
- **Consistent collaboration of student evidence/data that informs instruction**
- **Additional ELL training for all staff. Coordinate with PTL process**

Committee Team Leaders: Barry DePaoli, Leah Thompson, Scott Raab, and Jeff Peck

GOAL B. EMPLOY HIGH QUALITY STAFF, TRAIN AND SUPPORT THEM IN NECESSARY AREAS AND OBSERVE/EVALUATE AND PROVIDE FEEDBACK FREQUENTLY.

OBJECTIVES:

EMPLOY HIGHLY QUALIFIED STAFF

[In compliance with federal and state guidelines - “No Child Left Behind”] with appropriate certificates and endorsements.

- ✓ Recruitment to be on-going and proactive with emphasis on quality and Spanish/ESL speaking staff for key positions.
- ✓ Identify potential future positions early in the year to recruit the best staff available.
- ✓ Continually promote Lake Chelan School District through the website, career fairs, network, etc. Attend Spokane and Tacoma Career Fairs annually each spring.
- ✓ Sell the area and the quality of life.
 - Website [update weekly and post all job openings]
 - Career Fairs [Spokane and Tacoma]
 - Network with other school districts
 - Network w/ESD/private agencies for specialists positions
- ✓ Screening/Hiring process
 - Set specific criteria for required paperwork
 - Letter of application/questions (pre-screening)
 - Application
 - Resume
 - Credentials
 - Transcripts
 - References [placement file]
- ✓ Interview/Testing
 - Specific position questions for each candidate
 - Specific assessments for job specific duties (To be developed for each position i.e., teacher, administration, supervisor, classified that identify knowledge/skill in “Best Practices”.)
 - “Reference checks” [minimum three calls]
 - Standardized set of questions for phone checks
 - “Lesson” teaching demonstrated
 - Administrators/Supervisors will review involvement and guidelines with staff for their role on interview teams
- ✓ Visitations as necessary to candidate’s current/past positions

TRAIN AND SUPPORT STAFF IN IDENTIFIED AREAS

- ✓ All staff will be encouraged to develop a professional growth plan (developed by the staff member and their supervisor each year). The focus will be on improving teaching/responsibilities for specific duties.
- ✓ On-going training for administrators on hiring techniques.

- **Offer adult education**
 - Continue to work with WVC to offer Adult ESL and Adult Basic Education (ABE)
 - CONEVyT classes to increase literacy in Spanish
 - Strategies for parents to help children prepare for WASL
 - Explore open computer lab where students teach parents
 - Citizen classes

- **Provide technology training**
 - Schedule training for at least two times annually
 - Support individual staff requests for on-going training

- **Offer exploratory and elective classes and activities that support our mission statement**
 - Fine arts offerings in art, music and drama district wide
 - Classes
 - Afters
 - Explore possibility of combining Manson and Chelan resources to improve/increase offerings to all students
 - Expand use of on-line learning with Digital Learning Commons

- **Keep students on campus**
 - Continue to offer college in the high school classes
 - Explore further offerings with on-line learning and advanced placement courses

Committee Team Leaders: Larry Bowers and Lynda Foster

GOAL C. CONTINUE TO EVALUATE, IMPROVE CURRICULUM, BROADEN SUBJECTS AND OPPORTUNITES
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Objectives:

- **Explore options to offer Spanish education district wide**
 - Offer Spanish to all students
 - Classes – MS/HS
 - Afters – K-5
 - Provide opportunity for all staff to learn Spanish
 - CONEVyT classes to increase literacy in Spanish at CMS, CHS, CPHS

- **Evaluation of educational programs/models**
 - Purchase data management/assessment system to facilitate student assessments spring, 2008
 - Review/evaluate all school improvement plans and make presentations to the school board prior to any curriculum adoptions:
 - By June 2008
 - Spanish Reading K-3
 - K-8 Spelling
 - K-12 Social Studies
 - By June 2009
 - K-12 Fine Arts
 - K-12 Career & Tech Ed.
 - K-12 Library/Media
 - K-5 Afters/6-12 Afters, Clubs, Extra-curricular
 - K-12 Music
 - By June 2010
 - K-12 Writing/Communications/Language Arts
 - 6-12 Foreign Language
 - K-12 Special Education
 - 6-12 Advisory System
 - K-12 Health/Fitness
 - June 2011
 - K-12 Reading
 - K-12 Counseling
 - ECEAP/Preschool
 - K-12 Math
 - K-12 Science
 - June 2012
 - Begin cycle of reviews again

- **Investigate and add opportunities for involving “uninvolved students”**
 - Interscholastic soccer at CMS
 - CHS students mentor with building tech. trouble shooter
 - Support advisory system 6-12 to build relationships and connections with students

- Mentorships
 - Continue and evaluate annually for improvement
- Joint Board meeting with school and community groups each year (Chamber, City Council, other community groups)
- ✓ **Promote school involvement in community programs, projects and activities each year.**
 - Service club presentations
 - Art/Music/Drama presentations
 - Co-curricular presentations
 - Community service
 - Teen Center/Together for Drug Free Youth (continue the relationship)
 - Translation service (use and promote)

Committee Team Leaders: Frank Phelps and Jim Colbert

GOAL D. CONTINUE TO STRENGTHEN COMMUNICATION AND PARTNERSHIP WITH THE COMMUNITY.

OBJECTIVES:

- ✓ **Improve district wide communication by having open and thorough communication with school district patrons.**
 - Address bilingual/dual language in numerous communication documents (board clips, report cards and direct mailers).
 - Focus on communication enhancements
 - target churches, or other organizations, for connecting with Hispanic population.
 - bring Hispanic parents in with invitation to meet staff. Have food and translators available. Celebrate Cinco de Mayo in our schools
 - increases level of commitment for expanding bilingual services
 - possible offer Latino history course at CHS
 - HS Spanish class for Spanish speaking families
 - Chelan Preparatory/GVHS-human interest stories about students/staff. Have staff member do PR activities (block of time)
 - All staff should recognize and promote excellence in all curricular and co-curricular activities (G.O.A.T.S.)
 - Reader board for district property to advertise and promote achievements and activities
 - Use of local media (Mirror, Kozi, Wenatchee World, GoLakeChelan, Sunny FM) to highlight programs and activities
 - Provide student projects for public viewing
 - Hall of Fame at CHS. Continue to promote through Site Based Council
 - All staff shall respond to oral and written communication as soon as possible from parents and community.
 - Pursue reader board at MOE.

- ✓ **Increase School/Community Partnerships in educational programs and activities for all students regardless of ethnic or social background.**
 - Invite and encourage Hispanic parents to serve on district committees (PAC, PTA, Site Based)
 - Focus communication with Hispanic students regarding opportunities in band, choir, drama and activities
 - Parent/Teacher conferences will be immediate and on-going with students that perform at the D or F level in courses and students that do not pass all sections of the WASL. Academic alerts should be communicated prior to parent/teacher conferences.
 - Career Day
 - Science Fair
 - Carnival
 - Open Houses
 - Evening of Excellence
 - Senior Presentations

- ✓ Training will be specific to the individual, program and department needs and supported through program and building budgets.
 - provide online learning access and opportunities for all staff.
 - provide Spanish language and/or ESL classes for staff each year.
 - provide technology training opportunities for staff each year.
 - provide annual ELL training for staff.
 - provide CPR/First Aid training for all staff.
 - review and evaluate collaboration opportunities for all staff each year.
 - *all staff includes certified and classified in every department, program and building.
- ✓ Substitute academy training each August to ensure adequate certificated and classified substitute pool.
- ✓ Volunteer training/in-service or develop a handbook on school law issues. [Harassment, child abuse, body fluids, building expectations. etc.]
 - WSP clearance annually

OBSERVE, EVALUATE AND PROVIDE FEEDBACK FREQUENTLY

- ✓ Board evaluation (annually) and professional development tools to be discussed and identified by board members and superintendent; [to be determined annually and could include Canfield/WSSDA training and “Who is Responsible for What?”]
- ✓ Mid-year/mid season evaluations/feedback to be provided for all classified/coaches; supervisors/central office staff and administrators.
- ✓ Superintendent evaluation #1 - November each year [completed by the Board].
- ✓ 360 degree superintendent evaluation in April
 - *process to be determined annually by the Board of Directors
- ✓ Provide open, honest feedback to improve performance at every opportunity.
- ✓ Observe certified staff numerous times per school year with a focus on quality improvement and suggestions to improve teaching and learning.
- ✓ Give frequent feedback (formally and informally); including staff recognition throughout the year.
- ✓ Meaningful professional growth should be the focus for all staff. The PTL model encourages staff observation of peers and other programs.

Committee Team Leaders: Jim Busey, Siri Tift, Scott Logan and Sondra Jacobson
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GOAL E. SHORT AND LONG RANGE SUPPORT OF MAINTENANCE AND IMPROVEMENT OF FACILITIES
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OBJECTIVES:✓ **Short Term**

- Acquire Property for Future Building Site
 - 30+ acres (Bond issue/2008)
- Athletic
 - tennis courts at CHS need repaired (spring 2008/summer 2008)
 - football stadium repairs/bleacher repairs to be completed (review/improve each summer)
 - purchase new/plumbing fixtures (toilets/sinks)
 - summer 2008/evaluate/update
- Baseball/Softball Fields
 - upgrade City fields (fall 2007)/continue working w/City
 - develop fields at new property site (Bond issue/2008)
 - pursue options for baseball/softball complex with City and PUD (Bond issue/2008)
- Community Gym
 - remodel facility (entrance/foyer/restrooms-safety issues are top short term objectives) (Bond issue/2008)
- MS/HS
 - address water issues in MS/HS Gym (Bond issue-2008/Repair grant-2008)
 - phone/security system upgrade (summer 2008)
 - network wiring at all buildings (E-rate/M & O Levy)
 - scoreboards in MS/HS & Community Gym need replacement
 - evaluate w/vendor contracts (spring 2008)
- Food Service Program
 - replace equipment as needed per plan (Bond issue/2008)
 - replace freezer/refrigerators for more capacity (Bond issue/2008)
 - expand office space in kitchen at MOE (Bond issue/2008)
 - lunch room eating space improved (Bond issue/2008)
- General Maintenance Areas
 - upgrade HVAC units and operational equipment as needed
 - parking lots re-sealed/re-stripped within district per plan
 - painting scheduled and developed/implemented district wide
 - interior & exterior schedules developed per plan
 - roofing repairs/upgrades per plan
- Transportation
 - bus purchases each year per M & O levy/depreciation schedules
 - vehicles/pick up/vans/upgrades each year
 - surplus older vehicles
 - consider Holden per 2008 lease update

✓ **Long Term**

- Wrestling room/weight facility to be built
- Tennis courts
 - partner with City/PUD
 - new courts (possibly multi-use)

- Construct additional covered bus parking
- MOE covered area (to be discussed)
 - turf
 - game courts
- District Office space
 - continue leasing
 - Department of Licensing, Columbia Valley Community Health, Libke Insurance, NCESD, Chelan Fresh
- HS track upgrades/parking lots/locker room remodels
- Property Development/Naumes (Bond/2008)
 - work with City/Interlocal with PUD/City fields
 - Review options with Job Corps/construction firms/land preparation

Committee Team Leaders: Scott Renick, Ken Brunner, Jim Busey, Guy Harper and Trish Nichols
