

# KENAI PENINSULA BOROUGH SCHOOL DISTRICT

148 North Binkley Street Soldotna, Alaska 99669-7553

Phone (907) 714-8888 Fax (907) 262-9132

[www.kpbsd.k12.ak.us](http://www.kpbsd.k12.ak.us)


## SCHOOL BOARD COMMUNICATION

**Title:** Strategic Plan Approval - REVISED

**Date:** October 11, 2012

**Item Number:**

11c.

**Administrator:** Steve Atwater, Ph.D.   
Superintendent of Schools

**Attachments:** KPBSD 2012-17 Strategic Plan

Action Needed

For Discussion

Information

Other: \_\_\_\_\_

## BACKGROUND INFORMATION

The strategic planning process that was begun 10 months ago is now in its final stage. At the worksession preceding this meeting you reviewed the latest draft of the plan and if necessary, made changes. The final draft of the plan is before you this evening for approval

## ADMINISTRATIVE RECOMMENDATION

Approve KPBSD's FY13-17 Strategic Plan.

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## **Kenai Peninsula Borough School District**

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### **FY13-FY17 Strategic Plan**

**As of October 10, 2012  
Revised October 15, 2012**

## **Mission Statement**

The mission of the Kenai Peninsula Borough School District is to develop productive, responsible citizens who are prepared to be successful in a dynamic world.

## **Vision Statement**

*We envision KPBSD students **engage** in their learning, participate in their community, reach high levels of **achievement**, and **graduate** prepared for their future.*

## **Guiding principles**

1. Each student can learn and be successful
2. Each student are recognized as unique, valuable, and is treated with respect and dignity
3. Learning is a lifelong process
4. Early identification of strengths and weaknesses is crucial to ensure overall development and achievement
5. Our students' educational experience depends on understanding and working with diverse communities
6. Educational environment is safe, engaging and purposeful
7. High standards and expectations are essential for student success and preventing student failure
8. Continuous improvement is student-centered, data-driven, and collaborative
9. Differentiated learning opportunities are integral to all instruction
10. Students are challenged by a rigorous curriculum
11. Collaboration and effective instruction are district commitments
12. Teachers are facilitators of learning and agents of inspiration
13. KPBSD graduates are post-secondary and/or career ready
14. All financial decisions are student centered and sustainable

# SWOT Analysis

*\*Based on themes from Strategic Planning Session #1 – March 28, 2012*

<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>• Commitment to excellence</li> <li>• Strong work ethic</li> <li>• Utilizing resources beyond school (community resources)</li> <li>• Quality education and opportunities for students</li> <li>• Independent decision making</li> <li>• Strong Technology</li> <li>• Small class sizes</li> <li>• Students being first</li> <li>• Student achievement</li> <li>• Meeting educational needs of all students</li> <li>• Diversity</li> <li>• Professional Development</li> <li>• Framework for teaching</li> <li>• Response to Intervention</li> <li>• Formative use of data and assessments</li> <li>• Great place to live with unique communities</li> <li>• Continuity in leadership and purpose</li> <li>• Public school options</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation process</li> <li>• Professional Learning Communities/Collaboration</li> <li>• Prof Development for teachers and staff</li> <li>• Empower Teachers/Professionalize</li> <li>• Technology Advances/Innovation/Incorporation</li> <li>• Equity across all schools</li> <li>• Career and Tech Education</li> <li>• Response to Intervention</li> <li>• Focus on the facilities</li> <li>• Engage unions as partners in improvement efforts</li> <li>• Diversity of programs and opportunities</li> <li>• Parents and public involved in funding/legislative issues</li> <li>• Business partnerships</li> <li>• Parent Education</li> <li>• Positive communication with community</li> </ul>
<b>Weaknesses</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Variety of Course Offerings (One program to fit 43 diverse schools)</li> <li>• Graduation rate</li> <li>• Drop-out rate</li> <li>• RTI for high end students – more resources to support this</li> <li>• Lack of time/resources for rural schools</li> <li>• Inequity to smaller schools</li> <li>• Communication from district level to local schools and homes</li> <li>• Perceived lack of trust/ethics</li> <li>• Getting teachers the data needed to help them improve</li> <li>• Lack of standard processes</li> <li>• Lack of elementary counselors</li> <li>• Inconsistent parental involvement and/or parental apathy</li> <li>• Rolling out too many initiatives too fast</li> <li>• Not changing fast enough to meet needs of students</li> <li>• Non-retention of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Uncertain funding</li> <li>• Funding from Title 1</li> <li>• Declining Enrollment/Funding</li> <li>• Contract negotiations/disrespect</li> <li>• Dissatisfaction with the District at times</li> <li>• Federal legislation/uncertainty</li> <li>• Focus on AYP &amp; “teaching to the test”</li> <li>• Substance abuse by students</li> <li>• Big brother watching/trust issues can be a threat</li> <li>• Inconsistent parental involvement/community engagement</li> <li>• Resistance to change</li> <li>• Disrespect for public employees</li> <li>• Community Apathy</li> </ul>

## **Focus areas**

### ***Academic Success***

*Deliver relevant, rigorous, standards-based curriculum in conjunction with alternative pathways and a flexible approach to ensure that every KPBSD student stays engaged, reaches high levels of achievement and graduates.*

### ***Organizational Excellence***

*Evolve KPBSD as a highly reliable/world-class organization that fosters a culture of innovation, attracts and retains the best-of-the-best employees, and supports an infrastructure that promotes a fluid academic environment.*

### ***Community and Family Engagement***

*All KPBSD schools reach out to parents and communities to promote shared value and responsibility for the process of education.*

## **FY13-15 district goals**

*\*Red font indicates FY13 High Priority District Goals*

### **Academic success**

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- 1 Deliver relevant, rigorous, standards-based curriculum in conjunction with alternative pathways and a flexible approach to ensure that every KPBSD student stays engaged, reaches high levels of achievement and graduates.**

*\*Intentionally support equity across our diverse schools and encourage innovation while retaining best practices.*

*\*Attaining the right balance between District Standardization and Improvisation/Site Identity.*

- 1.1 Student Achievement:** All students will **meet or exceed proficiency levels on quarterly assessments** within 2 years of development.

- **Formative Assessments/District:** Implement full use of formative assessments at the District Level. (District Level/Department)
- **Formative Assessments/Site:** Implement full utilization of formative assessments at the site level. (Site Level)
- **Data Driven Improvement:** Utilize measurable data from **common assessments** for data-driven decision making in instruction and programs. (FY13)
- **Intervention Plans:** Develop individual learning plans for students. (Site Level)

- 1.2 Student Proficiency:** All students will meet or exceed **state and national averages** on nationally developed common assessments within 5 years.

- 1.3 Reporting System:** Reflect student learning with improved accuracy through implementation of a **standards-referenced reporting system** by FY18.

- 2012-13 Pilot at grades 4-6.
- 2013-14 Full implementation grades K-6.
- 2014-15 Pilot at middle school.
- 2015-16 Full implementation at middle schools K-8.
- 2016-17 Pilot at high school.
- 2017-18 Full implementation K-12.
- **Grading policies:** Develop grading policies that measure and connect student performance to standards.

**1.4 Student Engagement:** Achieve high levels of student engagement utilizing **research-based strategies at all schools by FY14.**

- **Site Engagement Plans:** Develop a strategy to promote student engagement.
- **Attendance:** Support school implementation of activities that improve attendance (PBIS, Intervention, etc.).
- **Connectedness:** Measure school climate/connectedness through a student survey (track why students leave).
- **Classroom Approach:** All teachers deemed **proficient on the 3C element** of the evaluation instrument/tool as a means to improve student engagement.

**1.5 Graduation:** Increase the **graduation rate by 3% annually and decrease drop out numbers by 5% annually.**

- **Grad Rate Definition:** Students that are freshman are expected to graduate four years later. The graduation rate is determined by considering the number of seniors who graduated as the numerator and the number of seniors who were freshman four years earlier as the denominator.
- **Dropout Support:** Develop alternative systems to support dropouts in returning to school and graduating.

**RTI:** Expand RTI to the secondary level.

- **Behavior RTI:** Full implementation of behavior side of RTI process.
- **Wrap-Around Services:** Provide wrap-around services at all schools that go beyond our instructional programs.
- **Identifying Systems/Intervention:** Develop/implement an identifying system much earlier than 9<sup>th</sup> grade to put all of the intervention programs in place.
- **Community Awareness:** Increase public awareness around the KPBSD graduation rate inclusive of students graduating in 4 years or less and alternative graduates.

**1.6 School Innovation:** Deliver an **innovative and flexible instructional approach** at all schools to meet the individual needs of students by FY16.

- **Multiple Pathways/Site Plan:** Develop a plan at every site to include alternative/multiple pathways to ensure every student is progressing towards graduation. (FY13)
- **Collaboration:** Increase implementation success of the multiple pathways initiative through partnerships with other schools.
- **Hybrid High School:** Create the option of a hybrid high school as part of the effort to ensure achievement for every student.
- **District Support:** Provide support/resources and help schools to implement the multiple pathways initiative.

## ***Organizational excellence***

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- 2 Evolve KPBSD as a highly reliable/world-class organization that fosters a culture of innovation, attracts and retains the best-of-the-best employees, and supports an infrastructure that promotes a fluid academic environment.**
- 2.1 Infrastructure:** Create a fluid learning environment throughout the district by examining alternative options/models/technology and developing an implementation plan by the beginning of FY14.
- 2.2 Resource Allocation:** Develop and implement a plan which allocates resources based on alignment with the strategic plan and instructional outcomes by November 2014.
- 2.3 Professional Development/Compensation:** Develop a revised salary schedule inclusive of KPBSD professional development cells, through a collaborative process by FY15.
- **Evaluation System:** Continue to develop a highly reliable evaluation system that encourages continued and ongoing professional development/skill refinement based on the Danielson Framework.
  - **Learning Forward Standards:** All KPBSD professional development activities will include follow up support as defined by the Learning Forward PD standards by 2014.
  - **PD Requirements:** Create a system of required PD that gives each KPBSD educator a base knowledge of effective instruction strategies within 3 years of employment. (FY13)
- 2.4 Attract/Retain:** Attract high-quality candidates through sustaining an organizational culture that promotes growth, collaboration and innovation. Secure top performing teachers by developing partnerships with the top teacher prep programs by end of FY14.
- **New Teacher Support:** continue to offer new teacher support and mentoring
  - **Incentive Based Compensation:** Provide competitive and incentive based compensation.
  - **Teacher Recognition/Awards:** Exploring options of **grant funded compensation** to provide incentive based compensation for those instructional leaders that are achieving national recognition related to the district's work.
  - Form a district committee by January 2013
- 2.5 Collaboration:** Ensure each site is maximizing time by documenting well planned schedules within the day, for high quality professional development and collaboration by FY13.
- 2.6 Communication:** Improve district to site communication through visiting every school bi-annually, to share strategic plan progress by FY13.



## ***Community and family engagement***

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- 3 All KPBSD schools reach out to parents and communities to promote shared value and responsibility for the process of education.**
- 3.1 Parent/Family Engagement:** Achieve high levels of parent/community engagement utilizing **research-based strategies at all schools by FY14.**
- Support students' academic and social success by offering multiple opportunities at every site for parents and families to participate in school activities.
  - Conduct quarterly parent/family site hosted trainings to increase parent family engagement with a specific emphasis to reach at-risk students.
  - Gather stakeholder input e.g., surveys, each semester
  - **Site Trainings:** Offer engaging, relevant interactions on a *quarterly basis* with incentives that are meaningful to the parents that are most in need of participating.
  - **Outreach:** Develop partnerships and grant funding to support community outreach efforts.
- 3.2 Direct Communication Strategy:** Implement ongoing communication at each site to inform and engage 85% of families in their child's education by May 2013
- 3.3 Business Partnerships:** Develop business partnerships (both site and district based) to explore career pathways and promote education within the community by April 2013.
- 3.4 Public Relationships:** Educate stakeholders through consistent ongoing communication while promoting district programs and performance by May 2013.
- 3.5 Partnership Awareness:** Feature community partnerships in stories/public relations to increase public awareness by May 2013.
- 3.6 Service Learning:** All students will participate in a service learning project to instill the value of volunteering, community service and increased understanding of our interconnectedness by May 2014.