



KENAI PENINSULA BOROUGH SCHOOL DISTRICT

Office of Superintendent

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M E M O R A N D U M

DATE: January 2, 2008
TO: Members, Board of Education
FROM: Donna Peterson, Ed.D. *Donna Peterson*
Superintendent of Schools
RE: Long Range Plan

Attached is a visual for suggested changes in the Long Range Planning process. Due to the extensive feedback received from site councils that led to significant changes in the plan, another opportunity to review and provide feedback is necessary.

A worksession is scheduled at the January 14 meeting to update the Board on Long Range Planning. The new draft plan is attached for your information and review.

KPBSD Long Range Plan Development Suggested Revision to Process



Kenai Peninsula Borough School District

Long Range Plan 2007-2012

Mission:

The mission of the Kenai Peninsula Borough School District, in partnership with the richly diverse communities, is to develop creative, productive learners who demonstrate the skills, knowledge, and attitudes to meet life's challenges, by providing stimulating, integrated learning opportunities in a safe, supportive environment.

Guiding Principles:

Our guiding principles consider the ideal educational experience for all students to be one in which:

- Each person can learn and be successful
- Each individual is recognized as unique, valuable, and is treated with respect and dignity
- Learning becomes a lifelong process
- Prevention of academic difficulties is preferred to intervention
- Education is the accepted responsibility of the entire community
- The educational environment is safe, orderly and comfortable
- High standards and expectations are essential elements for student success
- Positive change is embraced
- Decisions are student-centered, data-driven, and made collaboratively

Goal #1 - Organizational Excellence:

KPBSD will provide services to students in order to prepare them to thrive in a 21st Century global economy and society.

The District will do this through:

- A: A rigorous and comprehensive **curriculum** where students:
- Demonstrate effective communication (written, oral, listening) with a variety of audiences
 - Demonstrate effective math skills
 - Demonstrate ability to comprehend complex written material
 - Demonstrate critical thinking and creative abilities
 - Demonstrate necessary competencies in 21st century skills (information management, knowing how to learn, working with others, applying learning)
 - Have appropriate work attitudes preparing them for their next endeavor (responsibility, team member, safety, etc.)
 - Have learned and practiced appropriate social skills and respect for self and others
- B: Collaborative use of **assessments** to assure continuous progress of all students
- Develop a comprehensive data warehouse system allowing personal and site level access to multiple sources of information
 - 100% of students score at proficiency level on standardized tests or have a plan in place to address improvement

- Develop formative assessments to allow continuous progress monitoring and adjustments for learning in the classroom
 - Use Response to Intervention strategies and have supports in place for students to attain proficiency or potential
 - Implement district study team suggestions to improve graduation rate
 - Standards based report card through 6th grade by 2010, and 8th grade by 2012
- C: Assuring **accountability** for all who work with students
- Clarify and reaffirm standards for evaluation of staff (retention, tenure) to assure high quality teachers and staff who inspire students and teach well
 - Provide time for staff to interpret and respond to student data
 - Develop or provide high quality, job embedded professional development for all levels (see Goal #2 A)
 - Build systems that lead to empowering students, employees, and communities to identify ways to achieve goals in conjunction with the district
- D: Supporting **class sizes and instructional strategies** that meet the needs of all students
- Continue focus on meeting needs of all students in heterogeneous classrooms (Co-teaching)
 - Maintain class size range allowing individual student attention (K=1:20, 1-3=1:22, 4-6=1:24, 7-12=1:24)
 - Delineate basic program opportunities in similar sized schools
 - Assure staff knows the literacy and learning skills necessary for children's developmental stages and engages students appropriately in research-based strategies
- E: Promoting and creating opportunities for **community** involvement
- Support and expand involvement in student academic, artistic, vocational, and athletic organizations and events
 - Encourage public service projects in courses and schools
 - Expand existing school to career partnerships to involve more communities and more business (job shadow, mentors, career pathways, etc.)
 - Reinstate talent bank (data base to match school needs with community resources and community needs with school resources)
 - Advance cultural awareness, responsiveness, and communication across cultures through training, active dialogue and community experiences
 - Create community learning hubs inside schools with abundant, quality, and culturally engaging materials available in libraries; technology access

Goal #2 - Organizational Improvement:

KPBSD will continuously and thoughtfully enhance the value and quality of its personnel and services utilizing data and input.

The District will do this through:

- A: Ensuring the **staff capacity** necessary to achieve the district mission and objectives

- Complete a review of job/work classifications and responsibilities for employees
 - Develop and adopt a long term comprehensive model for professional development emphasizing collaboration, focused on student achievement, and based on “best practices”
 - Implement innovative programs for staff that include plans for group and individual growth and measure implementation
 - Assure training is embedded, sustainable, offered through multiple delivery models, and addresses changing personnel
 - Establish a multi-level development program for certified staff focused on leadership
 - Guarantee growth and development of personnel in the 1st-3rd years of employment through a structured support program
 - Develop a content-area-specific program to assist struggling tenured teachers
 - Share professional development opportunities with KPC and business partners
 - Create an idea list of effective teaching practices for enhancing instruction
 - Improve counselor/student ratio to increase post secondary transition success and meet increased student needs
 - Provide staffing for interventionists at schools to assist classroom teachers with Response to Intervention strategies and documentation
- B: Ensuring full **involvement of families** in the education of their children
- Develop system level workshops for parents and staff regarding meaningful parent involvement
 - Create an awareness and support for parent’s responsibilities in educating their children
 - Work with community partners to identify strategies to help families make smooth transitions between schools
 - Assure families receive regular communication concerning school and district goals, objectives, and programs
 - Increase the role of parent and citizen input
- C: Improving **communication**
- Implement strategies to address each employees role as the ambassador for the district and public education
 - Provide user friendly and timely information to all stakeholders
 - Continue to utilize a variety of public engagement activities to promote communication
 - Survey employees for specific ideas about ways to improve KPBSD
 - Continue and strengthen existing site councils as the primary site level decision advisors
 - Continuously evaluate and upgrade the use of mass media and technology to enhance communication
 - Provide opportunities for sharing between schools

Goal #3 - Organizational Responsiveness:

KPBSD will be a flexible organization able to move quickly and easily as new information and changing circumstances dictate.

The District will do this through:

- A: Providing maximum, quality **choices** in classes, programs, and schools for students
- Provide individualized learning plans and flexible accommodations for students to reach their highest personal potential
 - Explore opportunities to expand standards-based options within all high schools
 - Continue and expand menu of options available to all students from a variety of programs (distance, dual credit, Connections, traditional, supplemental)
 - Develop flexible course schedules, delivery formats, and facilities use to maximize opportunities for students
- B: Determining **future needs** due to enrollment declines, population shifts, rising costs, and other pertinent data
- Develop a long range consolidation plan
 - Audit and provide recommendations regarding building utilization (shared community/school space options, etc.)
 - Develop a long range environmental conservation plan (energy management, recycling, “green” practices, etc.)
- C: Making optimal use of **technology**
- Continue and expand technology integration and implementation
 - Establish an instructional technology support system at schools, overseen by the district, to coordinate and expand services
 - Explore and adopt appropriate emerging technologies to improve student performance and prepare students for their future world

Goal #4 - Organizational Sustainability:

KPBSD will be a viable, vibrant organization focused on students and plans regardless of changes in leadership and personnel.

The District will do this through:

- A: Securing sufficient **monetary resources** for meeting the needs of students now and in the future
- Work with Borough Assembly to identify sources and levels of revenue to meet the needs of the school system
 - Develop new, diverse, stable revenue streams to support educational programs and facilities
 - Establish a development office to conduct grant writing, supplemental funding, and coordination of outside resources

- Work with the State Legislature and Governor's Office to assure forward, appropriate levels of funding
- Enhance a positive and cooperative relationship with federal and state agencies

B: Being **efficient as an organization**

- Develop and implement an employee wellness plan with goal of reducing sick leave and health care costs, thus ensuring the greatest portion of resources possible used to impact student learning directly
- Improve student nutrition services – reduce fats/refined sugars and increase whole grains/fresh fruits and vegetables

C: Using the district's strengths (unique geographic location, technology infrastructure, and collaborative team structure) as tools for **attracting and retaining** quality personnel

- Aggressively recruit applicants of diverse ethnic and cultural backgrounds
- Review honors, recognition, and validation for accomplishments by students and staff
- Provide a salary and benefit package to employees comparable to other large districts in the State
- Recognize and reward faculty and staff for the achievement of professional distinction and for innovation, creativity, participation on school and district committees, and community engagement