



KENAI PENINSULA BOROUGH SCHOOL DISTRICT

Office of Superintendent

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M E M O R A N D U M

DATE: March 17, 2008
TO: Members, Board of Education
FROM: Donna Peterson, Ed.D.
Superintendent of Schools
RE: Long Range Plan

On January 14 a presentation was made to the Board of Education regarding progress on the Long Range Plan. Since then each site council has had the opportunity to review the changes and provide feedback. A review of the feedback has been completed by the Leadership Team and minor changes were made to the plan. Attached for your review and action is the Kenai Peninsula Borough School District's Long Range Plan for 2007-2012, including the popular "plan on a page" that will guide the work plans for District Office. Several notes were received from site councils in appreciation of their continuous involvement throughout the process. The administration urges your adoption of the document.

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 and early intervention are critical to preventing academic difficulties
- 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 and science skills
 - Demonstrate ability to comprehend complex written material
 - Demonstrate critical thinking and creative abilities
 - Demonstrate necessary competencies in 21st century skills (information management, research skills, technology skills, applying learning)
 - Have appropriate work attitudes preparing them for their next endeavor (responsibility, team member, safety, etc.)
 - Have learned and practiced appropriate social skills, respect for self and others, and healthy lifestyle choices/activities
- 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 and substantive assessments to allow continuous progress monitoring and flexibility 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
 - Develop 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 quality teachers and staff who inspire students and teach well
 - Provide time for staff to interpret and respond to student data
 - Develop or provide 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 (kindergarten=1:20, Grades 1-3=1:22, Grades 4-6=1:24, Grades 7-12=1:24)
 - Equalize 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)
 - Facilitate opportunities to draw on local expertise to create educational options for students.
 - 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” and professional need
 - 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 and encourage opportunities for sharing between and within schools

Goal #3 - Organizational Responsiveness:

KPBSD will be a flexible organization able to, after thoughtful evaluation, 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 schools
 - Continue and expand 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 changes, population shifts, rising costs, potential or actual AYP failures and other pertinent data
 - Develop a long range consolidation plan
 - Audit and provide recommendations regarding building utilization (shared community/school space options, etc.)
 - Implement 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
 - Emphasize technology ethics

- D. Emphasize **healthy life habits**
 - 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

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
- Further encourage a positive and cooperative relationship with federal and state agencies

B. Attracting and retaining **quality personnel**

- Use the District's strengths (unique geographic location, technology infrastructure, and collaborative team structure) as tools
- 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

Kenai Peninsula Borough School District Plan on a Page 2007-2012

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GOAL	FOCUS	ACTION AREAS
Organizational Excellence Prepare students to thrive in 21st Century global economy and security	Rigorous and comprehensive curriculum	<ul style="list-style-type: none"> • 21st Century skills
	Collaborative use of assessments	<ul style="list-style-type: none"> • Data warehouse • Proficiency or plan for improvement • Formative and substantive assessment • Response to Intervention • Graduation rate • Standards based report cards
	Accountability	<ul style="list-style-type: none"> • Standards of evaluation • Time for staff interpretation of data • Professional development • Systems to empower all levels
	Class sizes and instructional strategies	<ul style="list-style-type: none"> • Co-teaching • Class sizes • Similar offerings at similar schools • Staff understanding of literacy and learning
	Community involvement	<ul style="list-style-type: none"> • Expand interactions with public • Public service projects • Career partnerships • Talent bank • Cultural awareness • Community learning hub
Organizational Improvement Enhance value and quality of personnel and services	Staff capacity	<ul style="list-style-type: none"> • Job/responsibilities study • Professional development plan • Effective practices list • Counselor/student ratio • Staffing for interventionists
	Involvement of families	<ul style="list-style-type: none"> • Workshops for parents • Understanding parent responsibilities • Transitions between schools • Regular communication • Increase role of input
	Communication	<ul style="list-style-type: none"> • Employees as ambassadors • User friendly, timely information • Public engagement activities • Solicit ideas from employees • Site councils • Website as main communication • Sharing between schools
Organizational Responsiveness Flexible organization	Choices for students	<ul style="list-style-type: none"> • IEPs and accommodations for many • Standards based options within high schools • Menu of options available to all • Flexible offerings, facilities use
	Future needs	<ul style="list-style-type: none"> • Long range consolidation plan • Review building utilization • Environmental conservation plan
	Technology	<ul style="list-style-type: none"> • Expand integration and implementation • Instructional technology support • Adopt emerging technologies
	Healthy life habits	<ul style="list-style-type: none"> • Wellness plan • Student nutrition
Organizational Sustainability Viable vibrant focused regardless of personnel changes	Monetary resources	<ul style="list-style-type: none"> • Assembly – sources/levels • New revenue streams • Development/grant office • State forward funding • Positive state and federal relationships
	Attracting and retaining quality personnel	<ul style="list-style-type: none"> • Diverse ethnic/cultural recruitment • Review honors, recognition • Comparable salaries/benefits • Rewards for innovation