FAIRBANKS NORTH STAR BOROUGH SCHOOL DISTRICT

FY18-21 STRATEGIC PLAN - 2017-18 SCHOOL YEAR

Executive Summary for FY17/18

As of October 25, 2017

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.

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.

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.

1.3 Effective Teaching: Support a culture of continuous improvement.

1.4 eLearning: Expand student access to online courses.

1.5 Full-Day Kindergarten: All kindergartners will have full-day options.

1.6 K-8 Options: Expand K-8 options.

1.7 Secondary Options: Expand secondary options.

1.8 Success Pathways: Create multiple pathways to graduation.

1.9 Support Services: Support academic and social/emotional needs of students.

EFFECTIVE COMMUNICATION STRATEGIC GOALS & DISTRICT OBJECTIVES

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.

2.2 Community: Proactively engage by providing numerous opportunities for dialogue between community and the district.

2.3 Staff: Connect and engage with all staff through frequent and streamlined communication.

2.4 Board: Guide the strategic direction of the district by facilitating the engagement of all stakeholders both internal and external.

PARENT & FAMILY ENGAGEMENT STRATEGIC GOALS & DISTRICT OBJECTIVES

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.

3.2 Business Partnerships & Community Groups: Expand partnerships with businesses and community groups.

3.3 Stakeholder Engagement: Engage local stakeholders in educational decision making.

3.4 UA System & DEED Collaboration: Collaborate with the University of Alaska System and Department of Education & Early Development to facilitate alignment.

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.

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

4.3 Curriculum System: Redesign our curriculum system to be agile and adaptive to change, keeping materials and resources relevant.

4.4 School Buildings: Ensure facility plans to address safety, changing delivery needs and declining enrollment.

4.5 Workforce Excellence: Attract, retain and develop excellence in our employees.

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.

5.2 Tech Support: Improve and expand site-level technology proficiency.

5.3 IT Infrastructure: Ensure a robust IT infrastructure.

5.4 PD for Staff: Embed technology into all professional development as appropriate.

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. (06/30/18)

Measure: % complete
Target: 100%

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. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.2.1 Expand capacity for City of Fairbanks and ADC Internships. (Gallaway, Weirden, Heineken) (CTE)	% complete; Increased number of interns	100%	07/13/17, 06/30/18
1.2.2 Forge student internship agreement with City of North Pole. (Mingo, Armstrong, Wade, Heineken) (CTE)	% complete; NPHS (also possibly SON and BEHS) students participate in internship	100%	07/13/17, 06/30/18
1.2.3 Restructure and implement Ben Eielson High School Pre-Apprenticeship Agreement with the U.S. Air Force and the Red Cross. (Bell, Simpson, Heineken) (CTE)	% complete; BEHS (SON,NPHS) students participate in pre-apprenticeships	100%	07/13/17, 06/30/18
1.2.4 Complete the required 2018-2022 comprehensive district CTE Plan. (CTE)	% complete; CTE Plan submitted and approved by state and federal entities	100%	07/13/17, 06/30/18
1.2.5 Research current employment sector requirements and students' CTE needs to align districtwide CTE program capacities and programs of study with current business and industry demands. (CTE)	% complete; CTE programs of study align w/ current employment data & needs	100%	07/13/17, 06/30/18
1.2.6 Launch comprehensive online CTE programs of study accessible to 7-12 students district-wide. (CTE)	% complete; Online CTE curriculum Programs of	100%	07/13/17, 06/30/18

		Study have students enrolled	
1.2.7 Direct a comprehensive, district-wide CTE study. (SUPT)	% complete	100%	07/13/17, 06/30/18

1.3 Effective Teaching: Support a culture of continuous improvement. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.3.1 The Dept. of T&L will implement a 2 year new teacher induction program to increase teacher retention and teacher effectiveness. (Alica Unruh) (T&L)	% complete; Curriculum is implemented for full 2 year cycle	100%	07/13/17, 06/30/18
1.3.2 The Dept. of T&L will target professional development to specific Core 4 strategies and aligned Danielson domains and components in order to increase teacher effectiveness in identified areas of need. (Alica Unruh) (T&L)	% complete; All PD is aligned to identified domains/ components and prioritized	100%	07/13/17, 06/30/18
1.3.3 The Dept. of T&L will implement a framework to provide comprehensive support to teachers and school administrators. (instruction, technology, curriculum etc). (T&L)	% complete; Framework is articulated and fully implemented	100%	07/13/17, 06/30/18
1.3.4 The Dept. of T&L will articulate an instructional model that supports teachers and students to maximize learning, as well as clarifies the integration of District and school-level structures, initiatives and expectations. (T&L)	% complete	100%	07/13/17, 06/30/18
1.3.5 Direct August Inservice to include PL and School Culture. (SUPT)	% complete	100%	07/13/17, 06/30/18
1.3.6 Provide support for Ron Clark keynote and PL sessions at September inservice. (SUPT)	% complete	100%	07/13/17, 06/30/18
1.3.7 Collaborate with ASA and ASCA to promote and organize PL conferences and events statewide. (SUPT)	% complete	100%	07/13/17, 06/30/18
1.3.8 Increase the amount of Special Education services provided to students with IEPs within the general education setting. (SPED)	success measured by number of professional development opportunites	50	07/13/17, 06/30/18

1.4 eLearning: Expand student access to online courses. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.4.1 Investigate other eLearning vendors. (ASST SUPT SEC)	% complete	100%	07/13/17, 06/30/18
1.4.2 Add additional eLearning courses through other vendors in FY18 S2. (ASST SUPT SEC)	% complete	100%	07/13/17, 06/30/18

1.5 Full-Day Kindergarten: All kindergartners will have full-day options. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.5.1 Identify additional schools for expansion. (ASST ELEM)	% complete; Schools for expansion will be identified in the approved FY19 budget	100%	07/13/17, 12/15/17
1.5.2 Provide professional development support for new and continuing teachers and classified staff in full-day programs. (ASST ELEM)	% complete; Day-long PD opportunities provided to teachers and full day aides	100%	07/13/17, 02/15/18
1.5.3 Assess building needs for expansion to full day (furniture, materials, space, technology) and identify a baseline of materials, supplies equipment for each classroom. (ASST ELEM)	% complete; Baseline costs are identified for schools & provided for budget	100%	07/13/17, 02/15/18
1.5.4 Inform school communities identified for expansion. (ASST ELEM)	% complete; Blackboard communication log	100%	07/13/17, 05/30/18
1.5.5 Implement Preschool Partnership Program (P3). (CDE)	% complete; Incoming kindergarteners are more prepared for full day experience	100%	07/13/17, 06/30/18

1.6 K-8 Options: Expand K-8 options. (06/30/18)   **Measure:** % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.6.1 Facilitate the process for Phase 1 schools with timeline and action items during the 2017-18 school year that identifies areas that will be addressed before a school can begin the 18-19 conversion: Staffing, master schedule, enrollment deadlines, communication timeline, other items identified by site principals and department heads. (ASST ELEM)	% complete; Schools demonstrate readiness in May 2018 for conversion via Report	100%	07/13/17, 12/15/18
1.6.2 Facilitate planning for Phase II schools (Full Day Kindergarten and After School Programs) (ASST ELEM)	% complete; Full Day Kindergarten Update to Superintendent After School Program	100%	07/13/17, 02/15/18
1.6.3 Develop an updated OAA policy to address student and family need for access to choice. (ASST ELEM)	% complete; OAA policies submitted for board approval	100%	07/13/17, 10/30/17

1.7 Secondary Options: Expand secondary options. (06/30/18)   **Measure:** % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.7.1 The Dept. of T&L will provide opportunities in a variety of formats (in person, online, streaming) for teachers to learn and develop "best practice" lessons for blended and online learning environments. (T&L)	% complete; Canvas modules are available and published for teacher use.	100%	07/13/17, 06/30/18
1.7.2 The Dept. of T&L will provide rubrics and templates for evaluating Digital Content, including aps, to provide schools a standardized means of comparison. (T&L)	% complete; Rubrics and templates are available and published for teacher use.	100%	07/13/17, 06/30/18
1.7.3 The Dept. of T&L will create and iterate an asynchronous Canvas course for Alaska Studies, as a model for future district-developed courses. (T&L)	% complete; Canvas course has been published, feedback obtained, course revised	100%	07/13/17, 06/30/18
1.7.4 If funded, implement DIPLOMAS (Developing Innovative Personalized Learning Opportunities Maximizing the Achievement of Students) at 5 secondary sites. (CDE)	% complete; if funded, the target schools will receive	100%	07/13/17, 06/30/18

			additional support for PL	

	MEASURE	TARGET	START DATE, END DATE
1.7.5 Add assistant superintendents to school voluntary staff meetings to expand engagement. Focus on strategic plan implementation. (SUPT)	% complete	100%	07/13/17, 06/30/18
1.7.6 Provide guidance on fall learning and teaching conversations for HS principals to lead. (SUPT)	% complete	100%	07/13/17, 06/30/18
1.7.7 Implement elementary Launch Week for PL. (SUPT)	% complete	100%	07/13/17, 06/30/18
1.7.8 Direct a comprehensive study and update of the district discipline system. (SUPT)	% complete	100%	07/13/17, 06/30/18

1.8 Success Pathways: Create multiple pathways to graduation. (06/30/18) **Measure:** % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.8.1 Identify models of multiple pathways to graduation, and evaluate viability of each model for FNSBSD. (ASST SUPT SEC)	% complete	100%	07/13/17, 06/30/18
1.8.2 Create a document that describes the multiple pathways to graduation and the benefit to students of each model. (ASST SUPT SEC)	% complete	100%	07/13/17, 06/30/18
1.8.3 Collaborate with UAF to allow dual credit for some courses. (ASST SUPT SEC)	% complete	100%	07/13/17, 06/30/18
1.8.4 The Dept. of T&L will recommend alternate curriculum/coursework options to meet District graduation requirements. (T&L)	% complete; School Board approves alternatives to count to graduation	100%	07/13/17, 06/30/18
1.8.5 Continue collaboration with UAF to increase dual credit opportunities. (SUPT)	% complete	100%	07/13/17, 06/30/18

1.9 Support Services: Support academic and social/emotional needs of students. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
1.9.1 Fed Pro: Support effective teaching by providing quality professional development to Federal Programs support staff. (FED)	% complete	100%	07/13/17, 06/30/18
1.9.2 Provide and support social-emotional supports/ACES training for all Federal Programs staff. (FED)	% complete	100%	07/13/17, 06/30/18
1.9.3 Office of Safe and Healthy Students will provide annual professional development in Social Emotional Learning for para-professional staff.	% complete	100%	07/13/17, 06/30/18
1.9.4 Office of Safe and Healthy Students will provide annual student substance use services and support to students and schools - grades k-12.	% complete	100%	07/13/17, 06/30/18
1.9.5 Office of Safe and Healthy Students will build collaborative District and community partnerships to support the diverse student populations in grades K-12.	% complete	100%	07/13/17, 06/30/18
1.9.6 Office of Safe and Healthy Students will provide direct support and service to identified 'high risk' students and their families.	% complete	100%	07/13/17, 06/30/18
1.9.7 Nursing Services will continue to advocate for full-time registered nurses in every school (School nurses improve attendance through health promotion, disease prevention and disease management. Improved attendance means healthy students who are in the classroom and ready to learn). (NURSE)	% complete	100%	07/13/17, 06/30/18
1.9.8 Nursing Services will facilitate professional development opportunities for registered school nurses that focus on social/emotional issues that impact student education. (NURSE)	% complete	100%	07/13/17, 06/30/18
1.9.9 Provide grant management oversight and support for the grant-funded 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)	Grant-funded Project 360 implemented as planned	100%	07/13/17, 06/30/18
1.9.10 Provide professional development for staff in Trauma Informed Schools and Trauma Informed Community trainings through Bright Futures USA as a service of Bright Futures Fairbanks. (CDE)	"Trauma Informed" training provided to school staff and community members	100%	07/13/17, 06/30/18

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. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
2.1.1 Fed Pro: Establish two-way communication between Federal Programs and the families of the parents served. (FED)	% complete	100%	07/13/17, 06/30/18
2.1.2 Nursing Services webpage will be organized for ease of use by parents. (NURSE)	100% complete	100%	07/13/17, 06/30/18
2.1.3 Registered School Nurses will wear a badge at all times, that identifies them as a Registered Nurse. (NURSE)	% complete	100%	07/13/17, 06/30/18
2.1.4 CareDox communicates with parents electronically when their child has had a health related encounter with the school nurse. (NURSE)	% complete	100%	07/13/17, 06/30/18
2.1.5 Nursing Director will communicate with and address parent concerns in a timely manner. (NURSE)	% complete	100%	07/13/17, 06/30/18
2.1.6 Develop a comprehensive, strategic communication plan for parent audiences aligned with district strategic plan goals and objectives and supporting strategic initiatives. (CDE)	% complete	100%	07/13/17, 06/30/18
2.1.7 Implement the comprehensive, strategic communications plan for parent audiences throughout the school year including key campaigns around strategic plan initiatives. (CDE)	% complete	100%	07/13/17, 06/30/18
2.1.8 Evaluate all tactics and activities of the comprehensive, strategic communications plan for parent audience to assess success and inform future communication planning. (CDE)	% complete	100%	07/13/17, 06/30/18
2.1.9 Support administrative leaders and site communicators in effective communications with parents through resources, training, and responsive customer service. (CDE)	% complete	100%	07/13/17, 06/30/18
2.1.10 Strengthen the district website's role as "communication central." (CDE)	% complete	100%	07/13/17, 06/30/18
2.1.11 Deliver accurate and timely information to parents during emergency situations. (CDE)	% complete		07/13/17, 06/30/18
2.1.12 Encourage increased parent engagement through district social media activity. (CDE)	% complete	0%	07/13/17, 06/30/18

2.2 Community: Proactively engage by providing numerous opportunities for dialogue between community and the district. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
2.2.1 The T&L Dept. will hold listening sessions with stakeholder groups to get input on District curriculum needs, strengths, and areas of improvement. (T&L)	% complete; Sessions are completed and input considered	100%	07/13/17, 06/30/18
2.2.2 Nursing Services will continue to collaborate with Fairbanks Regional Public Health to coordinate care for students and families as needed. (NURSE)	% complete; Business Partnerships vs. Community Communication	100%	07/13/17, 06/30/18
2.2.3 Immunizations clinics will be held in North Pole community as well as Fairbanks flyers and announcements will be posted in all schools. (NURSE)	% complete; Business Partnerships vs. Community Communication	100%	07/13/17, 06/30/18
2.2.4 Nursing Services will reach out to health care providers in the community to propose partnerships that will benefit needs of students. (NURSE)	% complete	100%	07/13/17, 06/30/18
2.2.5 Develop a comprehensive, strategic communication plan for community audiences aligned with district strategic plan goals and objectives and supporting strategic initiatives. (CDE)	% complete	100%	07/13/17, 06/30/18
2.2.6 Implement the comprehensive, strategic communications plan for community stakeholder audiences throughout the school year including key campaigns around strategic plan initiatives. (CDE)	% complete	100%	07/13/17, 06/30/18
2.2.7 Evaluate all tactics and activities of the comprehensive, strategic communications plan for community stakeholder audiences to assess success and inform future communication planning. (CDE)	% complete	100%	07/13/17, 06/30/18
2.2.8 Strengthen the district website's role as "communication central." (CDE)	% complete	100%	07/13/17, 06/30/18
2.2.9 Improve community's user experience with the Administrative Center. (CDE)	% complete	100%	07/13/17, 06/30/18
2.2.10 Review relevant board policies and administrative regulations and propose updates to reflect communication program changes. (FLYER submission, FERPA, OCR compliance, Social media, etc) (CDE)	% complete	100%	07/13/17, 06/30/18
2.2.11 Expand speaking engagements and event attendance. (SUPT)	% complete	100%	07/13/17, 06/30/18
2.2.12 Enhance positive community presence by implementing special events and activities at the district level and supporting special events and activities at the school level. (CDE)	% complete	100%	07/13/17, 06/30/18
2.2.13 Encourage increased community member engagement through district social media activity. (CDE)	% complete	0%	07/13/17, 06/30/18

2.3 Staff: Connect and engage with all staff through frequent and streamlined communication. (06/30/18)

Measure: % complete

Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
2.3.1 Nursing Services director will communicate only relevant, health related and district information to all school nurses, in a timely manner. (NURSE)	% complete	100%	07/13/17, 06/30/18
2.3.2 Nursing Services will communicate relevant nursing services and health related information to Principals, either directly or through Assistant Superintendents. (NURSE)	% complete	100%	07/13/17, 06/30/18
2.3.3 Develop a comprehensive, strategic communication plan for internal employee audiences aligned with district strategic plan goals and objectives and supporting strategic initiatives. (CDE)	% complete	100%	07/13/17, 06/30/18
2.3.4 Implement the comprehensive, strategic communications plan for internal employee audiences throughout the school year. (CDE)	% complete	100%	07/13/17, 06/30/18
2.3.5 Evaluate all tactics and activities of the comprehensive, strategic communications plan for internal employee audiences to assess success and inform future communication planning. (CDE)	% complete	100%	07/13/17, 06/30/18
2.3.6 Establish internal communications advisory council for crafting key messages and providing audience insights. (CDE)	% complete	100%	07/13/17, 06/30/18
2.3.7 Implement bi-weekly, internal, interactive web streaming communication. (SUPT)	% complete	100%	07/13/17, 06/30/18
2.3.8 Enhance the weekly newsletter, The Source!, by soliciting input from teachers on how they are implementing personalized learning in their classrooms. (HR-TR) (HR)	% Complete	100%	07/13/17, 06/30/18
2.3.9 Improve transparency in communication with union presidents by implementing shared agendas and meeting notes for regularly scheduled monthly meetings. (HR-LR) (HR)	% Complete	100%	07/13/17, 06/30/18

2.4 Board: Guide the strategic direction of the district by facilitating the engagement of all stakeholders both internal and external. (06/30/18)

Measure: % complete

Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
2.4.1 Develop new administrative committee structure. (SUPT)	% complete	100%	07/13/17, 06/30/18
2.4.2 Continue to evolve budgeting input and administrative recommendation development process. (SUPT)	% complete	100%	07/13/17, 06/30/18
2.4.3 Send weekly updates via email to the board. (SUPT)	% complete	100%	07/13/17, 06/30/18
2.4.4 Add a "personal touch" to Superintendent Report. (SUPT)	% complete	100%	07/13/17, 06/30/18

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. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
3.1.1 Offer quarterly meetings with Parent Teacher Council. (SUPT)	% complete	100%	07/13/17, 06/30/18
3.1.2 In collaboration with the Bright Futures Fairbanks Leadership Team, pilot at least one regional "parent camp/parent boot camp" to empower parents to actively participate in their children's education. (CDE)	At least 1 parent boot camp is piloted	0%	07/13/17, 06/30/18
3.1.3 The district print shop will support dissemination of printed information to parents who may lack access to more technology-dependent information sharing methods. (CDE)	Parent information provided as requested	0%	07/13/17, 06/30/18

3.2 Business Partnerships & Community Groups: Expand partnerships with businesses and community groups. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
3.2.1 Expand business and community partnerships to facilitate a stronger learning environment for students. (CDE)	% complete	100%	07/13/17, 06/30/18
3.2.2 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)	% complete	100%	07/13/17, 06/30/18
3.2.3 Attend the beginning of Borough Assembly meetings to provide update testimony and be available for questions. (SUPT)	% complete	100%	07/13/17, 06/30/18
3.2.4 Attend Borough Military Leadership and Tiger Team meetings. (SUPT)	% complete	100%	07/13/17, 06/30/18
3.2.5 Continue to facilitate partnership agreements (MOAs, MOUs) aligned to the mission and goals of the district. (CDE)	All MOAs and MOUs are aligned to district goals	0%	07/13/17, 06/30/18
3.2.6 Work to facilitate the establishment of methods to make it easier for community members to donate and volunteer in the district. (CDE)	Methods created to improve user experience for volunteers and donors	0%	07/13/17, 06/30/18

3.3 Stakeholder Engagement: Engage local stakeholders in educational decision making. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
3.3.1 Fed Pro: Boomerang the input received from Stakeholder Meetings. (FED)	% complete	100%	07/13/17, 06/30/18
3.3.2 Research Alaska Native language instruction models and programs nationally and locally. (ASST ELEM)	% complete; Long term considerations and options presented to Sup. & Board	100%	02/01/18, 06/30/18
3.3.3 Implement new ESSA workgroup with Fairbanks Native Association. (SUPT)	% complete	100%	07/13/17, 06/30/18
3.3.4 Facilitate monthly Board Diversity Committee meetings to gain input from community members on diversity related issues relevant to schools/students. (EEO) (EEO)	% Complete	100%	07/13/17, 06/30/18
3.3.5 Attend and contribute to monthly Fairbanks Diversity Council meetings to engage with community on diversity related issues and share information related to District initiatives/activities. (EEO) (EEO)	% Complete	100%	07/13/17, 06/30/18
3.3.6 Partner with UAF and Army representatives to increase awareness of Title IX related issues. (EEO) (EEO)	% Complete	100	07/13/17, 06/30/18

3.4 UA System & DEED Collaboration: Collaborate with the University of Alaska System and Department of Education & Early Development to facilitate alignment. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
3.4.1 The T&L Dept. will continue to increase and evolve collaboration with UAF Dept. of Education. (T&L)	% complete; Regular Meetings Occur with Meaningful Collaboration	100%	07/13/17, 06/30/18
3.4.2 Participate in Alaska Education Challenge Committee. (SUPT)	% complete	100%	07/13/17, 06/30/18
3.4.3 Continue collaboration with UAF Dept. of Education. (SUPT)	% complete	100%	07/13/17, 06/30/18
3.4.4 Increase connections with Commissioner of Education. (SUPT)	% complete	100%	07/13/17, 06/30/18
3.4.5 Broaden recruitment efforts to all UA campuses. (HR-OPS) (HR)	% Complete	100%	07/13/17, 06/30/18
3.4.6 Implement methods of tracking evaluation outcomes of certified staff recently graduated from UA education degree programs to provide relevant feedback to improve the education programs and accreditation of such. (HR-HRIS) (HR)	% Complete	100%	07/13/17, 06/30/18

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. (06/30/18)	**Measure:** % complete **Target:** 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
4.1.1 Fully implement TimeClock Plus. (ADMIN SRV)	% complete; Rolled out across district & process first payroll in Munis	100%	07/13/17, 06/30/18
4.1.2 Implement new budget module (MyBudgetFile) (ADMIN SRV)	% complete	100%	07/13/17, 06/30/18
4.1.3 Review and revise, as necessary, board policy and administrative regulations related to Administrative Services department. (ADMIN SRV)	% complete	100%	07/13/17, 06/30/18
4.1.4 Increase bus ridership through predictable operations, professionalism, and communication. (ADMIN SRV)	% complete	100%	07/13/17, 06/30/18
4.1.5 Work with Accounting Services to create capacity to receive mobile/online donations and utilize donor database. (CDE)	% complete; District will recover costs of DMS via online donations	100%	07/13/17, 06/30/18
4.1.6 Re-organize the Communications & PR Department. (SUPT)	% complete	100%	07/13/17, 06/30/18
4.1.7 Assist in implementing electronic time-keeping system and in supporting related training efforts, to include creation of online training tutorials. (HR-OPS&HRIS&HR-TR) (HR)	% Complete	100%	07/13/17, 06/30/18
4.1.8 Revise and implement substitute and temporary employee wage scale to facilitate the use to electronic time-keeping system. (HR-OPS&HRIS) (HR)	% Complete	100%	07/13/17, 06/30/18
4.1.9 Provide three trainings for supervisors related to labor/employee relations issues. (HR-LR) (HR)	% Complete	100%	07/13/17, 06/30/18
4.1.10 Ensure 85% of staff are compliant with new mandatory training requirements. (HR-TR)	% Complete	100%	07/13/17, 06/30/18
4.1.11 Complete testing and develop implementation plan for new software for certified staff evaluation system management. (HR-HRIS) (HR)	% Complete	100%	07/13/17, 06/30/18
4.1.12 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)	Work Order system built and available to staff	100%	07/13/17, 11/30/18
4.1.13 Work with Admin. Services Dept. to build a revised annual budget platform that is more user-friendly. (CDE)	Increased transparency of budget process	0%	07/13/17, 06/30/18

4.2 Diversity: Engage and foster a strong diverse workforce, representative of all cultures that enriches the quality of education provided to all students. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
4.2.1 Provide training to supervisors on strategies to prevent, identify, and address issues related to discrimination, harassment, and accommodating individuals with disabilities. (EEO) (EEO)	% Complete	100%	07/13/17, 06/30/18
4.2.2 Work with recruiting staff in HR to broaden recruitment outreach to include more diverse communities and agencies. (EEO & HR-OPS) (EEO)	% Complete	100%	07/13/17, 06/30/18

4.3 Curriculum System: Redesign our curriculum system to be agile and adaptive to change, keeping materials and resources relevant. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
4.3.1 The T&L Department will continue to develop a process for revising curriculum which is: nimble, responsive, inclusive of stakeholders. (T&L)	% complete; Process for Social Studies is completed and reviewed	100%	07/13/17, 06/30/18

4.4 School Buildings: Ensure facility plans to address safety, changing delivery needs and declining enrollment. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
4.4.1 Address pick and drop off issues to ensure safe and orderly process (increased vehicles anticipated with expansion to full day Kindergarten and K-8 conversions).	% complete	100%	07/13/17, 06/30/18
4.4.2 Direct a feasibility study for school closure and general district downsizing. (SUPT)	% complete	100%	07/13/17, 06/30/18

4.5 Workforce Excellence: Attract, retain and develop excellence in our employees. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
4.5.1 The Dept. of T&L will implement a 2 year new teacher induction program to increase teacher retention and teacher effectiveness. (Alica Unruh) (T&L)	% complete; Curriculum is implemented for full 2 year cycle	100%	07/13/17, 06/30/18
4.5.2 Nursing Services will advocate for Registered, full time nurses as a first choice in filling current vacancies. (NURSE)	% complete	100%	07/13/17, 06/30/18
4.5.3 Collaborate with teacher's union to facilitate at least three (3) group sessions on mandatory training topics. (HR-TR) (HR)	% Complete	100%	07/13/17, 06/30/18
4.5.4 Assess the utilization of new health benefit plan accounts and plan options and report findings to the joint committee on health benefits. (HR-BEN) (HR)	% Complete	100%	07/13/17, 06/30/18
4.5.5 Work with EEO staff to broaden recruitment outreach to include more diverse communities and agencies. (HR-OPS) (HR)	% Complete	100%	07/13/17, 06/30/18
4.5.6 Coordinate the ESSA In-Service, incorporating concepts of personalized learning. (HR-TR) (HR)	% Complete	100%	07/13/17, 06/30/18
4.5.7 Develop and implement training in classroom management skills for substitute teachers. (HR-TR) (HR)	% Complete	100%	07/13/17, 06/30/18
4.5.8 Develop and distribute total compensation report for employees to better communicate the cost and value of the employee benefit package. (HR-BEN&HRIS) (HR)	% Complete	100%	07/13/17, 06/30/18
4.5.9 Through staff restructuring, create opportunities for growth within the human resources department in order to improve retention, increase efficiency, and enhance customer service. (HR-ED) (HR)		100%	07/13/17, 06/30/18
4.5.10 Review and revise content area requirements and qualifications based on new ESSA legislation in order to increase the teacher applicant pool and provide more flexibility in staffing district wide. (HR-OPS) (HR)		100%	07/13/17, 06/30/18
4.5.11 Develop and implement technology skills testing for certified applicants. (HR-OPS) (HR)		100%	07/13/17, 06/30/18

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. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
5.1.1 Provide professional development geared toward consistently and effectively integrating technology into the instructional process. (T&L)	% complete	100%	07/13/17, 06/30/18
5.1.2 Build a plan to move into the digital future starting with digital content and technology for teachers, followed by 1:1 access. (TECH)	% complete	100%	07/13/17, 06/30/18
5.1.3 The Dept. of T&L will provide teachers with lists of district supported technology resources, as well as responsive and district-wide professional development on those resources. (T&L)	% complete; Lists and trainings are provided	100%	07/13/17, 06/30/18
5.1.4 Direct funding toward purchase of student devices to support personalized learning. (SUPT)	% complete	100%	07/13/17, 06/30/18
5.1.5 Review process used to prompt the issuance of various permissions for use of district electronic systems and the issuance of laptops to new certified staff to ensure new staff have tools necessary to perform job duties by their first day of work. (HR-OPS) (HR)	% Complete	100%	07/13/17, 06/30/18
5.1.6 Provide grant management oversight and support for grant-funded Basic Training 1:1 to provide iPads, apps, and professional development to support technology integration into primary grade classrooms at 5 target schools. (CDE)	Grant-funded program "Basic Training 1:1" implemented as planned	0%	07/13/17, 06/30/18

5.2 Tech Support: Improve and expand site-level technology proficiency. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
5.2.1 Provide instructional technology training opportunities for teachers and staff. (T&L)	% complete; Expand the technology support team	100%	07/13/17, 06/30/18
5.2.2 Develop a comprehensive team for school technology support. (TECH)	% complete; Expand the technology support team	100%	07/13/17, 06/30/18
5.2.3 Complete the technology infrastructure upgrade project. (TECH)	% complete; Expand the technology support team	100%	07/13/17, 06/30/18
5.2.4 Identify and improve areas of support needed for instructional technology. (T&L)	% complete	100%	07/13/17, 06/30/18

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
5.2.5 The T&L Dept will continue developing vision of Library Media Services and library staff as school level, first responder technology support. (T&L)	% complete; Vision is articulated in written and visual form and published	100%	07/13/17, 06/30/18
5.2.6 Ensure the promotion of technology use by employee's during ESSA In-Service for employment and job related information. (HR-TR) (HR)	% Complete	100%	07/13/17, 06/30/18
5.2.7 Utilize technology to allow employees to enroll in health plan benefits online. (HR-BEN&HRIS) (HR)	% Complete	100%	07/13/17, 06/30/18
5.2.8 Provide professional development opportunities and resources in the effective use of technology tools for communications, to include website, social media channels, district app, BlackBoard Connect, etc. (CDE)	PD resources offered in all primary communication technology tools	0%	07/13/17, 06/30/18

5.3 IT Infrastructure: Ensure a robust IT infrastructure. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
5.3.1 Provide robust connectivity to support the needs of the district. (TECH)	% complete	100%	07/13/17, 06/30/18
5.3.2 Create a technology sustainability roadmap. (TECH)	% complete	100%	07/13/17, 06/30/18
5.3.3 Provide support to maintain effective technology tools used by school staff for communications, to include website, social media channels, district app, BlackBoard Connect, etc. (CDE)	Staff use of technology tools is supported	0%	07/13/17, 06/30/18

5.4 PD for Staff: Embed technology into all professional development as appropriate. (06/30/18)

Measure: % complete
Target: 100%

DEPT/SITE LEVEL INITIATIVES	MEASURE	TARGET	START DATE, END DATE
5.4.1 The T&L Dept will include appropriate instructional technology components in all District professional development offerings. (T&L)	% complete; Vision is articulated in written and visual form and published,	100%	07/13/17, 06/30/18
5.4.2 Review and improve format and access to online mandatory training programs to streamline and improve user experience. (HR-TR) (HR)	% Complete	100%	07/13/17, 06/30/18
5.4.3 Ensure technology related training options are provided at the ESSA In-Service to improve employee job skills. (HR-TR) (HR)	% Complete	100%	07/13/17, 06/30/18

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?