East Washington School Corporation
Strategic Plan 2013-2016

Goal: Ensure Success for All Students

High Quality Learning

Teachers are the facilitators of student-centered learning. A variety of instructional strategies and learning activities are used at all levels in alignment with the Indiana Academic Standards. Additional support is given to students for curriculum mastery and enrichment.

Assessing for True Learning

A variety of assessments are used to strategize student learning. Assessment tools are evaluated regularly to ensure validity. Assessment data drives instruction that improves student learning.

Strategic Objectives:

1. Develop and implement a PK-12 curriculum vertically aligned to Indiana's Academic Standards in all subject areas.
   - **Target:** Curriculum mapping
     - Reading, English/language arts: 2013
     - Word languages, mathematics: 2014
     - Social studies, science, health: 2015
     - Art, music, business, IT, FACS, physical education: 2016
     - **Strategy:** Building & corporation level collaboration meetings. Collaboration meeting notes, curriculum mapping documentation
   - **Target:** Provide Curriculum Development Opportunities (2016)
     - **Strategy:** Staff and department meetings, workshops, conferences, visiting other schools, IDOE website updates

2. Assess student learning achievement with formative and summative assessments and use data to drive instruction and improve individual student results.
   - **Target:** administer state approved assessments (2016)
     - **Strategy:**

ES Strategies/Assessments	MS strategies/Assessments	HS strategies/Assessments
DIBELS K-2	Acuity 5-8	*ECA – Biology 1 9-12
TRC (text-reading comprehension) K-2 STAR	Math 5-8	*ECA – Algebra 1 9-12
Running Records K-1	STAR Reading 5-8	*ECA – English 10 10-12
*Standard-based report cards K-1	Acc. Reading 5-7	*SAT 10-12
AR (accelerated Reader) 1-4	*ECA Algebra 1 (8)	*ACT 10-12
*ISTEP+ testing/IMAST 3-4	*ISTEP+/IMAST 5-8	*AP 10-12
*ISTAR 3-4		*PLAN (Pre ACT) 10
Reading Series ISTEP+ testing K-4		*PSAT 10
STAR test 1-4		ACCUPLACER
Spelling tests K-4		INCAA
Math benchmarks K-4		
Acuity 3-4		
Aims Web 3-4		
*IREAD 3		

*summative

- **Target:** Analyze student assessment data (2016)
  - **Strategy:** Provide training for teachers to learn how to analyze assessment data; identified times for analysis
- **Target:** Track EHS graduates after one year and five years (2016)
  - **Strategy**: Provide survey to graduates

3. Use technology to engage learners with digital curriculum.
   - **Target:** Use technology to engage learners anytime and anywhere (2016)
     - **Strategy:** Continue to upgrade and maintain technological infrastructure to align with instructional needs
     - **Strategy:** Formalize an appropriate technology-training program to teach staff the effective integration of technology in the classroom
     - **Strategy:** Develop a 1:1 program by researching and visiting other schools currently utilizing successful best practices

4. Ensure rigorous courses, effective research-based strategies, and high-quality instruction is available for all students at all times.
   - **Target:** Offer high-quality and rigorous online and offline coursework (2016)
     - **Strategy:** Incorporate weighted grades into rigorous/advanced courses (HS)
     - **Strategy**: Incorporate more science, technology, math, and engineering into current curriculum (STEM)
     - **Strategy:** Provide virtual opportunities to students
   - **Target:** Provide professional development for assessment tools and data use (2016)
     - **Strategy:** Building & corporation level meetings, workshops, conferences, visiting other schools, IDOE website updates

Goal: Provide an Effective Instructional Program

A Highly Skilled and Compassionate Staff
With student well-being as the highest priority, all members of the corporation have a unique role in student development. Staff goes beyond the academics to guide students through their emotional, social, and physical needs.

Professional Development to Support Learning
Professional development is ongoing and is a recognized necessity to stay ahead in an ever-changing global society. The district is committed to providing meaningful professional growth opportunities to enhance student learning.

Strategic Objectives:

1. Recruit and retain effective, high-quality faculty and staff.
    * **Target:** Reach out to universities and solicit student teachers
    * **Target:** Substitute pay is on par with other local schools
        o **Strategy:** Annual comparison with other local schools pay rate
        o **Strategy:** Increases made in rates as needed to remain competitive
    * **Target:** Retain premium salaries and benefits for certificated staff
        o **Strategy:** Comparison of neighboring schools/districts
    * **Target:** Increase communication from leadership
        o **Strategy:** Administrators keep list of meetings, weekly notes to staff and agendas
    * **Target:** Teachers/personnel fill extra-curricular roles to provide stability and continuity of programs
        o **Strategy:** Encourage fifty percent (50%) of extra-curricular and coaching positions are filled by teachers/personnel
    * **Target:** Athletic Directors for all schools (K-12)
        o **Strategy:** Athletic Director assigned for elementary school by 2014

2. Identify and foster teaching excellence through observation and evaluation techniques based on best practice in Indiana certificated evaluation process.
    * **Target:** Administrators use corporation evaluation plan with <u>fidelity</u>, expectations are clear throughout the District
        o **Strategy**: Communication to all buildings
    * **Target:** Encouraging confidence through Indiana certificated evaluation process
        o **Strategy:** Administrators feel competent and confident about corporation evaluation plan
    * **Target:** Ongoing professional development and training for evaluators in Indiana certificated evaluation process
        o **Strategy:** Teacher survey results that demonstrate corporation evaluation plan is being used with fidelity

3. Provide supportive measures through professional development to assure effective and highly effective teaching is practiced throughout the corporation every day.
    * **Target:** Professional development on Best Practices utilized in the classroom
        o **Strategy:** Incorporate a professional development day in school calendar
    * **Target:** Substitute teachers can effectively use technology

- o **Strategy:** Instruction sheet developed and given to all substitutes
- o **Strategy**: Guest substitute login registry is created
- o **Strategy:** Teachers use created folders to drop in plans/materials for day lessons when not in school
- o **Strategy:** Access available for staff H drive outside of school
- **Target:** Teachers have access to necessary materials (e.g., curricular materials, textbooks and supporting materials, videos, technology (e.g., iPads, desktops, laptops, tablets and software) when and where needed
    - o **Strategy:** Textbooks and supportive materials are adopted yearly with sufficient books for every student
- **Target:** time spent on testing is reviewed
    - o **Strategy:** All locally chosen student assessments are re-evaluated for validity and reliability by 2014 to decrease testing time spent
- **Target:** Data analysis/driving instruction/grade level or subject area collaboration
    - o **Strategy:** Administrators schedule data meetings throughout the school year, calendar set at the beginning of each school year
    - o **Strategy:** School Data Walls or regular monitoring of SDA reports

Goal: Maximize Facilities and Financial Resources for Student Learning

A Safe and Positive Learning Environment
Buildings are well-maintained and properly cared for on a daily basis. School Safety Plans are evaluated and updated regularly. A respectful environment is the expectation for all students, parents, teachers, and community for daily school operation.

Strategic Objectives:

1. Transport students in a safe, timely, efficient and responsive manner.
    - **Target:** New transportation facility will house all campus transportation operations.
        - **Strategy:** New transportation facility built and operational
    - **Target:** Improved safety/security for all transportation equipment parked outside
        - **Strategy:** Examine other district transportation departments for best practice
    - **Target:** New video equipment on all route buses
        - **Strategy**: Determine payment source

2. Ensure students, staff, and visitors are secure while in school buildings or on the school campus.
    - **Target:** Establish a Corporation and Community Emergency Communication System
        - **Strategy:** The School Messenger System is fully operational
    - **Target:** Improve safety educational programs for certified and non-certified school staff.
        - **Strategy:** Designated staff trained in CPR
        - **Strategy:** All building emergency response teams are in place
        - **Strategy:** All staff trained in universal precaution procedures
    - **Target:** Enhance interior physical security measures
        - **Strategy**: Yearly review of camera systems
        - **Strategy:** Annual inspections of fire alarm systems completed
        - **Strategy:** Additional security cameras installed and operational
        - **Strategy:** School Resource Officer (SRO) visible in buildings
        - **Strategy:** Training on security procedures provided to staff, annually
        - **Strategy:** All interior doors will be locked at all times
        - **Strategy:** Visitor check-in system in place at all buildings that scans driver's licenses
        - **Strategy:** Redesign of elementary entry area to include two entry doors into main building entrance
    - **Target:** Enhance exterior physical security measures
        - **Strategy:** Parking lot lights upgraded and operational
        - **Strategy:** Additional security cameras installed and operational
        - **Strategy:** Exterior keyless entry system up and running in all buildings (FOB System)
    - **Target:** Enhance daily school safety policies
        - **Strategy:** Annual review of school emergency plan completed
        - **Strategy:** Corporation visitor procedures intact
    - **Target:** Create follow-up communication procedures to parents after a concerning situation occurs
        - **Strategy:** Appropriate communication sent to parents via written or electronic method

3. Maintain efficient nutrition services for all students.
    - **Target:** Expand the number of breakfasts served to students

- o **Strategy:** Breakfasts will be promoted and offered to all students
- **Target:** Appoint a Food Service Director for the corporation
  - o **Strategy:** A Food Service Director is appointed and overseeing food service department
- **Target:** Attract quality cafeteria staff, including substitutes
  - o **Strategy:** Cafeteria department is fully staffed and substitutes can be found
- **Target:** Offer nutritional snacks for after-school programs
  - o **Strategy:** Nutritional snacks are offered for every after-school program

4. Revisit healthcare policies corporation-wide by informing and improving HIPPA and FERPA compliance.
- **Target:** No filing of violations
  - o **Strategy:** HIPPA and FERPA information communicated to all staff annually

5. Institute a corporation-wide wellness committee.
- **Target:** Revised corporation wellness policies
  - o **Strategy:** Wellness committee meets regularly

6. Ensure facilities are cleaned, maintained, and renovated as needed to meet the needs of students and staff.
- **Target:** Reduced number of complaints about room temperatures.
  - o **Strategy:** Facilities will be cool when needed, warm when needed.
- **Target:** Enhance personal safety in elementary and middle school play areas.
  - o **Strategy:** Shredded rubber installed for elementary playground surface.
  - o **Strategy:** Install a gate system to secure middle school play area.
- **Target:** Internal physical operational systems (intercom, clocks, phones…) are intact.
  - o **Strategy:** Clocks in all buildings are accurate.
  - o **Strategy:** Install outside speakers by library doors for ES playground

Goal: Strengthen Community Collaborations and Partnerships

Accountability for All
Accountability for student success is shared by all corporation stakeholders: students are accountable for their daily choices and actions, parents are accountable for their child's attendance and school preparation, the community is responsible for supporting students and the schools through their words and actions, and school personnel are accountable for their work performance and professionalism.

Parents as Partners
Parents are a child's first teacher. Their input is invaluable as educational decisions are made for their child. Teachers and parents exchange information regularly utilizing various communication tools.

Strategic Objectives:

1. To communicate corporation mission and vision with all stakeholder groups efficiently and effectively.
    - **Target:** Use the school television station, social media and local newspapers to communicate with school stakeholders.
        - o **Strategy:** Re-establish school TV station with up-to-date and current programing.
        - o **Strategy:** Submit student generated news articles for publication in local newspapers highlighting East Washington.

2. Increase community collaborations and partnerships with the school corporation.
    - **Target:** Establish a point person in each building to coordinate/organize family and community relations.
        - o **Strategy:** Building Principals will identify a point person in their respective building to coordinate and improve community relations.

3. Collaborate with local and regional community resources to increase educational opportunities and services for our students.
    - **Target:**   Create more college credit opportunities for students outside of the traditional school day resulting in more online opportunities for students outside school hours.
        - o **Strategy:** Compare the number of students enrolled in college credit classes from one year to the next.
        - o **Strategy:** Career pathways identification and students tracked based on pathway selected.

4. Promote student and parent involvement and engagement with individual schools.
    - **Target:** increased parent involvement within each building
        - o **Strategy:** Establish a point person in each building to promote parent involvement within each school.
        - o **Strategy:**   provide opportunity for parental training on technology