

# STRATEGIC PLAN

*for*

## JOINT SCHOOL DISTRICT 391

---

KELLOGG, IDAHO  
JANUARY 2008



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## INTRODUCTION

A school district, or any organization, has a better understanding of what it is doing, and what it intends to do, if it periodically establishes and monitors goals. Each year the Kellogg School Board sets goals based upon the district's Strategic Plan. Periodically, the plan is updated, allowing the school system to shape its future by capitalizing on its resources, addressing its challenges, and providing the kind of leadership to encourage success.

The Strategic Plan for the Kellogg School District serves as a guide for the Board, administration, faculty and staff, students, and the community to reaffirm core values, chart new directions, and fulfill our mission with integrity, creativity, and distinction. Over time it will be necessary to modify the plan. This will ensure the district remains responsive to new issues and that the goals and strategies contained herein, will be relevant and effective.

We believe this Strategic Plan will lead to improved decision making and a higher standard of service and leadership in obtaining the greatest possible student achievement and community involvement to promote this achievement.

The format used to develop the plan is one that follows *The Key Works of School Boards* published by the National School Boards Association in 2000. The guidebook provides a framework for raising student achievement through community engagement and focuses on eight key actions boards can do to promote equity and excellence in their schools. They include: **Vision, Standards, Assessment, Resource Alignment, Climate, Collaboration and Continuous Improvement.**

Updating the Strategic Plan has been an inclusive process involving a broad range of constituents and stakeholders. A series of meetings and focus groups were conducted beginning in October, 2007 with the Board, students, faculty, staff, administrators, parents, and community members for the purpose of gathering input on additions and/or deletions to make the plan more relevant and current with the district's present needs.

We are grateful for the time given to produce this Plan. District employees, students and a variety of community members and parents contributed their knowledge and expertise, adding depth and breadth to the final product. Our next challenge is to facilitate implementation. We look forward to this challenge knowing that the partnerships we have formed will help make Kellogg School District one of exemplary quality.

## FOREWORD

The Strategic Plan for Kellogg School District is organized in the following manner.

Section I contains the Mission Statement which sets forth the district's purpose and the results or outcomes we expect to occur. We want to be an integral part in building a community and region where all individuals can be successful. We believe education and new knowledge has the greatest potential for changing worldviews, attitudes, and opinions and for ensuring we accomplish our Mission. Our Belief Statements are included in this section. These principles form a set of governing values that guide our behavior both within the district and outside of the district.

The Vision Statement, located in Section II, presents a picture of the district's desired future. It is used by the Board in formulating goals and provides direction in responding to immediate challenges.

This plan contains a new component entitled Critical Issues located in Section III. Critical Issues reflect the primary challenges faced by the district and are used as guideposts from which decisions are made. They are phrased as questions and include the factors that make them fundamental challenges and the consequences of failing to address the issue.

Section IV includes the Goals, Objectives, and Performance Measures. The goals are presented below:

**Goal # 1: Standards** - Clear standards are set for student performance to meet or exceed state and national benchmarks. These standards are communicated to parents, students, staff, and faculty for the purpose of improving awareness and understanding.

**Goal # 2: Assessment** - District and state assessment processes measuring success at regular intervals are continued. District-wide training for the Board, administration, and faculty is offered to increase understanding assessment, including the relationship between assessment and standards.

**Goal # 3: Accountability** - An accountability process that will enable graduates to be knowledgeable individuals, quality producers, effective communicators, competent thinkers, effective collaborators, responsible citizens, and life-long learners is strengthened. Evaluation measures related to student achievement are utilized at every level.

**Goal # 4: Alignment** - Resources are aligned to focus on students meeting the standards. Staff development, textbooks and instructional materials, technology integration, and school facilities advance student achievement priorities.

**Goal # 5: Climate** – A safe, nurturing environment to meet basic needs of students and staff which include physical and emotional security, self-confidence and self-reliance is promoted.

**Goal # 6: Collaborative Relationships** - Available resources are maximized by developing mutually beneficial partnerships between school and the community including businesses, civic clubs, public agencies, and social services. Collaboration and trust are modeled by the Board, administration, faculty, and staff.

**Goal # 7: Continuous Improvement** – A commitment to continuous improvement for student achievement is recognized by everyone and its value is communicated to the community.

## **MISSION STATEMENT**

The mission of the Kellogg School District in a partnership of students, parents, educators, and community members is to ensure a safe, nurturing environment where people are challenged to achieve:

- Individual responsibility
- Academic excellence
- Personal success, and
- Life-long learning

### **Belief Statements**

- Our greatest potential for action is realized when we clearly establish and articulate our beliefs.
- All people are individuals possessing equal value.
- Quality education requires a partnership with the community. Our schools and community have a responsibility for developing a strong foundation on which the student may grow.
- A safe, disciplined and caring environment is necessary for learning to take place.
- All students and staff are accountable for their actions.
- Development of excellence should be the first consideration in any aspect of the school community.
- The process of learning is characterized by active, on-going, life-long participation.
- The continued development of technological literacy and understanding of its uses is important in developing globally focused students.
- Equal value is placed on any career path the learner chooses to follow.
- Our educators function primarily as mentors and facilitators.
- All students are afforded the same opportunity to succeed with consideration given for individual needs and capabilities.

## **VISION STATEMENT**

The vision for the future of Joint School District 391 is to be a district of exemplary quality by providing strong leadership, the motivation to succeed, the tools needed for success, and a safe and healthy environment for our students.

## CRITICAL ISSUES

*Critical Issues are fundamental policy questions or challenges that affect an organization's mission, values, users, financial resources, and structure. They are generally framed as questions the organization can do something positive to answer and include a consequence of failing to address the issue. They are not listed in any particular priority.*

### 1. Education: How do we reduce our present dropout rate?

The dropout rate in the Kellogg School District has remained fairly consistent in the last five years. The figures below represent the percentage rates according to the Idaho State Department of Education:

2002 - 2003	18.69%
2003 - 2004	15.18%
2004 - 2005	14.85%
2005 - 2006	15.85%
2006 - 2007	12.09%

Although consistent efforts have been made to reduce these figures, it remains a concern for district stakeholders.

***Failure to address this issue has several consequences. First, although the number of students who drop out has dropped in the last five years, ignoring the situation may lead to an increase, rather than a decrease in the overall rate. Second, support of a status quo that discourages students from completing their education may affect the community's economic well being. Third, with the implementation of No Child Left Behind, Kellogg School District has an obligation to prepare future generations to compete and be successful in the workforce and in their communities. Failure to address this issue places the District in a position of abdicating its responsibility to help young people become thoughtful, committed, and effective citizens.***

### 2. Education: How do we expand our course offerings to meet diverse needs and ensure our students succeed once they leave the Kellogg School District?

Students, faculty, staff, administrators, parents, and community members agree, course offerings should be expanded to include more professional technical training and career preparation programs, more college preparation classes, and more electives.

***Ignoring this issue may inhibit students from becoming productive members of their communities and society. Failure to address this issue might also limit students in pursuing their preferred career paths. In addition, consideration given to individual needs and capabilities of students will be absent.***

**3. Education: How can we strengthen the district's technology readiness to ensure our students are prepared to interact successfully in a global society?**

In today's workplace, technology is an equalizer, meaning that once one has acquired the skills to effectively use this mode of communication, he or she is better positioned to succeed in a competitive work environment.

***Failure to address this issue may result in students not having the advantage of being on an equal playing field with peers seeking similar opportunities.***

**4. Resources and Sustainability: How do we sustain diminishing resources and still maintain strong educational programs?**

Since 2004 the Kellogg School District has experienced a decline in enrollment. This has affected state support unit funding. In addition, the District's annual fund balance has decreased.

In order to supplement these losses, money from Federal Forest Funds has been transferred into the district's General Fund. Renewal of Federal Forest Funds is dependent upon passage of legislation, which is presently being held in Congress with unknown results.

At the end of this fiscal year, a two year supplemental levy, approved by local citizens, will retire. The levy totals \$1,450,000 and is used for ancillary and other meritorious student programs, including all-day kindergarten, elementary science, libraries in all schools, the district nurse, the School Resource Officer, ROTC, and various athletic activities.

***Failure to seek other revenue sources, including passing a supplemental levy to replace the existing one, will necessitate a severe reduction in programs, personnel, and daily maintenance and operations of the school district.***

**5. Highly Qualified Staff: How can we recruit and retain highly qualified administrators, teacher and staff?**

One hallmark of a successful school and district is a highly qualified and motivated administration, faculty, and staff. Kellogg School District has been fortunate to retain dedicated, hard working employees. In addition, the District has done an outstanding job of making sure the faculty and administration are current and well trained in current educational research and trends.

According to all of the focus groups participating in updating this strategic plan, one benefit and strength of working and attending school in the district is the family-like atmosphere everyone works toward creating. New students feel welcome. This, in large part, is credited to the employees.

However, recruiting and retaining is always problematic, especially when district resources are limited. Although Kellogg is in close proximity to larger metropolitan areas, it is nevertheless somewhat isolated and rural in nature.

***Failure to address this issue may result in a high turnover of faculty and staff. It may also result in losing qualified and dedicated instructors and limit the district's ability to attract highly qualified, highly motivated, caring teachers, administrators, and staff.***

**6. Community Acceptance: How can we build community support and acceptance for our mission?**

Since the last update on the Strategic Plan in 2000, Kellogg School District has enjoyed a strong partnership with parents and community patrons. However maintaining ongoing and strong support for school/community relations is always a challenge.

In order to build community acceptance for its mission, Kellogg District must help everyone better understand all facets of the educational program. The challenge for the District is providing a variety of forums that encourage on-going information sharing and dialogue around the District's goals and responsibilities.

***The consequence of not addressing this issue will result in a loss of community and parental support, both of which have contributed greatly to the educational opportunities afforded to students in the district.***

**7. Evaluation: How can we better measure and communicate student achievement attitudes in a manner that effectively guides our efforts?**

With responsibility comes accountability. The Kellogg School Board, administration, faculty and staff unanimously agree if we are to be successful in fulfilling our mission, then an ongoing, comprehensive evaluation process must occur.

This evaluation process should occur at all levels, and focus on student achievement. A system of recognizing teachers who consistently produce student improvement gains, using student achievement data to drive decision making, communicating personalized student achievement data to parents and ensuring funding to implement accountability will be needed.

***Failure to engage in this process will cause the District to exert effort without a reasonable expectation of any particular results or outcomes.***

## GOALS, OBJECTIVES, STRATEGIES, AND PERFORMANCE MEASURES

**Goal # 1: Standards - Clear standards are set for student performance to meet or exceed state and national benchmarks. These standards are communicated to parents, students, staff, and faculty for the purpose of improving awareness and understanding.**

**Objective: Set clear standards for student performance to meet or exceed state and national benchmarks.**

All students' achievement on standards-based state and local common assessments will continually improve. Data collected from local common assessments will be used to guide instruction and provide interventions for students.

Students will be self-motivated learners. Joint School District #391 students will exhibit a desire to be self-motivated learners who assume responsibility regarding their individual success in education, career, citizenship and a healthy lifestyle. All students will be prepared for college, career, and citizenship.

### **Strategies**

1. Define academic and life skills competencies for each grade level and subject area indicating appropriate, measurable benchmarks.
2. Develop and disseminate a brochure for students, parents and the community that communicates these academic and life skills competencies by grade level.
3. Identify, promote and celebrate exceptional approaches to teaching and learning.
4. Develop and implement a classroom management plan based on common principles so that students will problem-solve personal issues and develop self-motivation and responsibility over time.
5. Provide students with guidance, procedures and tools so that they assume responsibility for their own learning.
6. Explore the development and possible implementation of dialogue journals, student study groups, role playing of difficult situations, analysis of videotaped teaching and learning episodes, co-teaching classes, demonstration teaching, presentations by internal and external experts, on-line chat rooms among faculty, mentoring, collaborative teams (grade level, subject area) and school improvement teams focused on teaching and learning.

### **Success will be evidenced by one or more of the following measures:**

- Annual increase in the number of students who improve their standardized test score rank.
- Annual increase in the percentage of students exceeding academic standards as measured by national, state and district assessments.
- Annual increase in student attendance rates.
- Annual increase in graduation rates.
- Annual decrease in dropout and truancy rates.

**Goal #2: Assessment - District and state assessment processes measuring success at regular intervals are continued. District-wide training for the Board, administration, and faculty is offered to increase understanding assessment, including the relationship between assessment and standards.**

**Objective: Continue the district assessment process that measures success at regular intervals.**

**Strategies:**

1. Develop district grade-level and course assessments to determine the degree to which students have met the standards.
2. Communicate and interpret the results of the assessments to parents and the community.
3. Provide staff training for interpreting assessment results.
4. Use assessment results to assist with district decision-making processes that will help students achieve academic proficiency.
5. Review and align all state and district assessments to ensure consistency within our K-12 assessment process.
6. Analyze and interpret district assessment results, and report overall student achievement to parents and the general public.
7. Use assessment results to improve curriculum and instructional practice.

**Success will be evidenced by one or more of the following measures:**

- Completion and implementation of grade-level and course assessments.
- Increased awareness of assessment results by parents and the community.
- Increased understanding of how to interpret assessment results.
- Increased use of assessment data to make instructional decisions.

**Goal #3: Accountability – An accountability process that will enable graduates to be knowledgeable individuals, quality producers, effective communicators, competent thinkers, effective collaborators, responsible citizens, and life-long learners is strengthened. Evaluation measures related to student achievement are utilized at every level.**

**Objective: Establish a strong accountability process that will enable graduates to be knowledgeable individuals, quality producers, effective communicators, competent thinkers, effective collaborators, responsible citizens and life-long learners.**

### **Strategies**

#### ***School Board:***

1. Monitor and support the Strategic Plan developed for Joint School District 391.
2. Use the Strategic Plan to guide the district by setting appropriate board goals and school district policies.
3. Provide leadership in promoting a culture of innovation, risk-taking, service and trust.

#### ***District Administration:***

1. Monitor the progress of the Strategic Plan.
2. Facilitate development of building-level strategic plans that align with the district Strategic Plan.
3. Oversee publication of an annual report of progress toward meeting the goals and objectives outlined in the Strategic Plan.
4. Encourage staff to think, work and plan together.
5. Guide the flow of resources to areas of need.
6. Continue open, honest communication among board members, community members, parents, students and staff.
7. Provide parents with the tools and resources to support student learning, growth, and success.
8. Develop and maintain web-based communications with parents as part of a total communications plan.
9. Communicate with parents/students the classroom management philosophy through open houses, parent dialogues, web pages, newsletters.

#### ***Building Administration:***

1. Develop and implement building-level plans within the framework of the district Strategic Plan.
2. Assist with defining staff training needs.
3. Provide leadership for whole-school improvement efforts.
4. Develop and implement embedded and ongoing Professional Development opportunities for staff (teachers, educational aides) and administrators.
5. Through embedded (within the school day) professional development, create a desired culture where all students and staff learn and are supported in their learning.

6. All staff and administrators will learn communication strategies for a variety of situations (staff with staff; staff and administration with students; staff and administrators with parents and community; staff with administrators; and administration with administration).
7. All staff and administrators will be current with and use research and best practices in content and pedagogy to increase student learning.

***Classified Personnel:***

1. Implement elements of the Strategic Plan in areas of responsibility.
2. Administer rules and policies in a consistent manner.

***Teachers:***

1. Develop strategies for meeting the needs of the individual student.
2. Administer rules and policies in a consistent manner.
3. Partner with parents to ensure students meet or exceed their potential.

***Students:***

1. Accept responsibility for own actions.
2. Always do quality work.
3. Be self-directed and motivated learners.
4. Develop skills that will promote life-long success in the workplace.
5. Apply knowledge to improve the quality of life for self and community.

***Parents & Community:***

Joint School District #391 community and parents are invited and encouraged to demonstrate positive involvement in their students' education and personal development.

All communication regarding students will be conducted in a manner that is productive, respectful, mutually supportive, and optimizes the goal of student academic, social, and emotional health and wellbeing.

1. Advocate for child's education and well being.
2. Partner with teachers to ensure students meet or exceed their potential.
3. Assist Joint School District 391 to implement the Strategic Plan.
4. Participate in parent/community curriculum meetings (e.g., math and literacy).

***Shared Responsibilities among All Stakeholders:***

1. Continue to develop strong support for district funding goals.
2. Build relationships with legislative and other government agencies.
3. Strengthen relationships with senior citizens and community members who do not have children in school.
4. Create a community resource directory to increase community members' participation in our schools.

**Success will be evidenced by one or more of the following measures:**

- Annual increase in parent/teacher conference participation.
- Increased involvement by parents and other community members in district issues and activities.
- Regular communication with the community regarding funding issues.
- Greater alignment between district strategic plan and building plans.
- A high level of esprit de corps among board members, community, parents, staff and students.
- Other districts look to Joint School District 391 as a role model.

**Goal #4: Alignment - Resources are aligned to focus on students meeting the standards. Staff development, textbooks and instructional materials, technology integration, and school facilities advance student achievement priorities.**

**Objective: Work toward establishing stable and dependable revenue sources to provide optimum programs and services for students.**

**Strategies**

1. Ensure curriculum, resources, staffing and program incentives are directly aligned to achievement priorities.
2. Develop a plan to ensure all students have a textbook where appropriate.
3. Continue to provide training opportunities for staff.
4. Provide incentives for staff to be pro-active in grant writing.
5. Employ and retain highly qualified and effective personnel.
6. Develop and maintain structured and accountable orientation as well as mentoring programs for certified and administrative employees.
7. Continue to develop innovative ways to attract and retain personnel.
8. Develop, implement and evaluate procedures for maintaining a certified, qualified, diversified staff.
9. Provide support and training that will allow teachers to achieve at high levels.
10. Provide leadership development for new and aspiring administrators.

**Success will be evidenced by one or more of the following measures:**

- Strong community support for district funding needs.
- Increased grant funds.
- Professional development opportunities that are aligned with district goals and priorities.
- Continued recruitment of high-quality staff and continued hiring procedures that meet the needs of the district.
- Progress made toward achieving funding goals.

**Goal #5: Climate – A safe, nurturing environment to meet basic needs of students and staff which include physical and emotional security, self-confidence and self-reliance is promoted.**

**Objective: Establish and promote a safe, nurturing, and collaborative environment to meet the basic needs of students and staff which include physical and emotional security, self-confidence and self-reliance.**

### **Strategies**

1. Enforce disciplinary policies and procedures.
2. Enforce student responsibilities.
3. Provide support and training to students and staff regarding safety.
4. Inform students about the value of staying drug free and maintaining healthy lifestyles.
5. Review and update district safety program.
6. Provide professional development opportunities for support staff members.
7. Provide in-service offerings for support staff members.
8. Maintain an environment in which buildings promote and showcase student achievements and school culture.
9. Define and communicate educational values and culture.
10. Involve students and staff in the development, improvement, and promotion of a positive school environment.

**Objective: Continue and develop financially sound long-term facilities for academics, technology and athletics for the Kellogg School Community.**

### **Strategies**

1. Continue upgrading district facilities.
2. Establish the long-term facility needs for academic, technology, and athletics.
3. Identify and obtain required funding needed to implement plan.
4. Determine and implement technology infrastructure plan.

**Success will be evidenced by one or more of the following measures:**

- Students, parents and staff feel safe.
- Increased community cooperation and response to district needs.
- Decreased evidence of substance abuse in schools.
- Decreased dropout and truancy rates.
- Increased use and integration of technology.

**Goal #6: Collaborative Relationships - Available resources are maximized by developing mutually beneficial partnerships between school and the community including businesses, civic clubs, public agencies, and social services. Collaboration and trust are modeled by the board, administration, faculty, and staff.**

**Objective: Maximize available resources by developing mutually beneficial partnerships between school and the community including businesses, civic clubs, public agencies and social services.**

### **Strategies**

1. Develop new partnerships that provide an increased level of support for district needs.
2. Update a list of community resources.
3. Create learning opportunities with other educational institutions.
4. Strengthen relationship with legislative and other government agencies.
5. Communicate district resources available to the community.
6. Increase the understanding of “school finance” in the Kellogg community.
7. Identify community organizations that are key to communicating school finance.
8. Develop public/private partnerships with business for mutual beneficial resource sharing.
9. Establish avenues to support future levies.

### **Success will be evidenced by one or more of the following measures:**

- Stakeholders will have an accurate understanding of the school district’s finances, programs, and student achievement as measured by surveys, participation, and interviews.
- Schools that are active participants in community activities.
- Community members who are active in their schools.
- Business and other entities establishing a presence in our schools.
- The district is consulted by legislators and other officials about educational issues.
- Parental satisfaction with the quality of their school.
- Form an” Impact Group” to provide the following: input on issues for dialog topics, offer feedback on community understanding of issues and information, and to help generate ideas for communications. The group should include representatives from some of the following: parents, preschool, business, retail, alumni, senior citizens, students, PTO, PTA, boosters (music and athletic), representative of elementary, middle school, high school staff.
- Improve website to be a more effective means of communication.
- Develop ways to use the Internet to effectively communicate.
- Create and provide opportunities for 2-way dialog.
- Work with buildings to help create action plans for dialogs.
- Work with PTA to help create action plans for dialogs.
- Work with building PTO to help with dialogs.
- Establish a partnership with designated community organizations to help host/sponsor dialogs.
- Promote school and student events and achievements to the surrounding area through use of the media.

**Goal #7: Continuous Improvement – A commitment to continuous improvement for student achievement is recognized by everyone and its value is communicated to the community.**

**Objective: Commit to continuous improvement for student achievement.**

**Strategies**

1. Continue efforts to be recognized as a district respected for exemplary quality and one which is valued and viewed as a community resource.
2. Conduct yearly evaluation of progress toward meeting district goals.
3. Challenge all students to achieve personal academic excellence.
4. Expand data-drive decision making processes.

**Success will be evidenced by one or more of the following measures:**

- Number of students meeting and exceeding standards.
- Review and interpretation of data in district's annual report on Board goals.

## ACKNOWLEDGEMENTS

Joint School District 391 personnel and district patrons spent many hours providing valuable information for this document. Without their considerable time and effort this Strategic Plan would not have been possible. Thank you!

### BOARD OF TRUSTEES

George Blickenstaff, Member  
Brad Corkill, Member  
Bryon Morgan, Chairman  
Thad Samuelson, Vice Chair  
Bob Stovern, Member

### SUPERINTENDENT

Sandra Pommerening

### STRATEGIC PLANNING COMMITTEE:

#### Administration

Paul Currie, Pinehurst Elementary Principal  
Bonnie Farmin, Director of Curriculum & Assessment  
Sue Hanson-Barber, Canyon Elementary Principal  
Cal Ketchum, K.M.S. Principal  
Tracy Ketchum, K.H.S. Dean of Students/Activities Director  
Simon Miller, Technology Coordinator  
Troy Schueller, K.H.S. Principal  
Steve Shepperd, Sunnyside Elementary Principal

#### Certified Staff

Jenny Ferreira  
Sue Finlay-Clark  
Janel Fisher

Sandy Harden  
Jimmy Lewis  
Joy Persoon

Wendy Roach  
Saprina Schueller  
Leah White

#### Classified Staff

Cindi Berggart  
Colleen Braun  
Bev Croston

Tim Etherton  
Darcy Furlin  
Julie Hunt

Art Krulitz  
Francie Pooler

#### Patron/Parent Group

Mitch Alexander  
Cleave Ashcraft  
Stephanie Broaddus

Kenny Carver  
Susan Copeland  
Art Fleming

Brett Maxwell  
Becky Powers  
Dave Selman

#### Student Group

Mara Ashcraft  
Lee Fink  
Adam Furlin

James Hogan  
Britney Jacobs  
Cody Lewis

Ian Marshall  
Brad Miller  
Erin Redmond

**Appendix  
Sample Work Plan**

<b>Goal # 1: Standards - Clear standards are set for student performance to meet or exceed state and national benchmarks. These standards are communicated to parents, students, staff, and faculty for the purpose of improving awareness and understanding.</b>				
<b>Objective: Set clear standards for student performance to meet or exceed state and national benchmarks.</b>				
	<b>Assigned to</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Resources</b>
1. Define academic and life skills competencies for each grade level and subject area indicating appropriate, measurable benchmarks.				
2. Develop and disseminate a brochure for students, parents and the community that communicates these academic and life skills competencies by grade level.				
3. Identify, promote and celebrate exceptional approaches to teaching and learning.				
4. Develop and implement a classroom management plan based on common principles so that students will problem-solve personal issues and develop self-motivation and responsibility over time.				
5. Provide students with guidance, procedures and tools so that they assume responsibility for their own learning.				
6. Explore the development and possible implementation of dialogue journals, student study groups, role playing of difficult situations, analysis of videotaped teaching and learning episodes, co-teaching classes, demonstration teaching, presentations by internal and external experts, on-line chat rooms among faculty, mentoring, collaborative teams (grade level, subject area) and school improvement teams focused on teaching and learning.				

<b>Goal #2: Assessment - District and state assessment processes measuring success at regular intervals are continued. District-wide training for the Board, administration, and faculty is offered to increase understanding assessment, including the relationship between assessment and standards.</b>				
<b>Objective: Continue the district assessment process that measures success at regular intervals.</b>				
	<b>Assigned to</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Resources</b>
1. Develop district grade-level and course assessments to determine the degree to which students have met the standards.				
2. Communicate and interpret the results of the assessments to parents and the community.				
3. Provide staff training for interpreting assessment results.				
4. Use assessment results to assist with district decision-making processes that will help students achieve academic proficiency.				
5. Review and align all state and district assessments to ensure consistency within our K-12 assessment process.				
6. Analyze and interpret district assessment results, and report overall student achievement to parents and the general public.				
7. Use assessment results to improve curriculum and instructional practice.				

<b>Goal #3: Accountability - An accountability process that will enable graduates to be knowledgeable individuals, quality producers, effective communicators, competent thinkers, effective collaborators, responsible citizens, and life-long learners is strengthened. Evaluation measures related to student achievement are utilized at every level.</b>				
<b>Objective: Establish a strong accountability process that will enable graduates to be knowledgeable individuals, quality producers, effective communicators, competent thinkers, effective collaborators, responsible citizens and life-long learners.</b>				
	<b>Assigned to</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Resources</b>
<b>School Board:</b> 1. Monitor and support the Strategic Plan developed for Joint School District 391. 2. Use the Strategic Plan to guide the district by setting appropriate board goals and school district policies. 3. Provide leadership in promoting a culture of innovation, risk-taking, service and trust.				
<b>District Administration:</b> 1. Monitor the progress of the Strategic Plan. 2. Facilitate development of building-level strategic plans that align with the district Strategic Plan. 3. Oversee publication of an annual report of progress toward meeting the goals and objectives outlined in the Strategic Plan. 4. Encourage staff to think, work and plan together. 5. Guide the flow of resources to areas of need. 6. Continue open, honest communication among board members, community members, parents, students and staff. 7. Provide parents with the tools and resources to support student learning, growth, and success. 8. Develop and maintain web-based communications with parents as part of a total communications plan. 9. Communicate with parents/students the classroom management philosophy through open houses, parent dialogues, web pages, newsletters.				
<b>Building Administration:</b> 1. Develop and implement building-level plans within the framework of the district Strategic Plan. 2. Assist with defining staff training needs. 3. Provide leadership for whole-school improvement efforts. 4. Develop and implement embedded and ongoing Professional Development opportunities for staff (teachers, educational aides) and administrators. 5. Through embedded (within the school day) professional development, create a desired culture where all students				

<p>and staff learn and are supported in their learning.</p> <p>6. All staff and administrators will learn communication strategies for a variety of situations (staff with staff; staff and administration with students; staff and administrators with parents and community; staff with administrators; and administration with administration).</p> <p>7. All staff and administrators will be current with and use research and best practices in content and pedagogy to increase student learning.</p>				
<p><b>Classified Personnel:</b></p> <p>1. Implement elements of the Strategic Plan in areas of responsibility.</p> <p>2. Administer rules and policies in a consistent manner.</p>				
<p><b>Teachers:</b></p> <p>1. Develop strategies for meeting the needs of the individual student.</p> <p>2. Administer rules and policies in a consistent manner.</p> <p>3. Partner with parents to ensure students meet or exceed their potential.</p>				
<p><b>Students:</b></p> <p>1. Accept responsibility for own actions.</p> <p>2. Always do quality work.</p> <p>3. Be self-directed and motivated learners.</p> <p>4. Develop skills that will promote life-long success in the workplace.</p> <p>5. Apply knowledge to improve the quality of life for self and community.</p>				
<p><b>Parents &amp; Community:</b></p> <p>1. Advocate for child's education and well being.</p> <p>2. Partner with teachers to ensure students meet or exceed their potential.</p> <p>3. Assist Joint School District 391 to implement the Strategic Plan.</p> <p>4. Participate in parent/community curriculum meetings (e.g., math and literacy).</p>				
<p><b>Shared Responsibilities among All Stakeholders:</b></p> <p>1. Continue to develop strong support for district funding goals.</p> <p>2. Build relationships with legislative and other government agencies.</p> <p>3. Strengthen relationships with senior citizens and community members who do not have children in school.</p> <p>4. Create a community resource directory to increase community members' participation in our schools.</p>				

<b>Goal #4: Alignment - Resources are aligned to focus on students meeting the standards. Staff development, textbooks and instructional materials, technology integration, and school facilities advance student achievement priorities.</b>				
<b>Objective: Work toward establishing stable and dependable revenue sources to provide optimum programs and services for students.</b>				
	<b>Assigned to</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Resources</b>
1. Ensure curriculum, resources, staffing and program incentives are directly aligned to achievement priorities.				
2. Develop a plan to ensure all students have a textbook where appropriate.				
3. Continue to provide training opportunities for staff.				
4. Provide incentives for staff to be proactive in grant writing.				
5. Employ and retain highly qualified and effective personnel.				
6. Develop and maintain structured and accountable orientation as well as mentoring programs for certified and administrative employees.				
7. Continue to develop innovative ways to attract and retain personnel.				
8. Develop, implement and evaluate procedures for maintaining a certified, qualified, diversified staff.				
9. Provide support and training that will allow teachers to achieve at high levels.				
10. Provide leadership development for new and aspiring administrators.				

<b>Goal #5: Climate - A safe, nurturing environment to meet basic needs of students and staff which include physical and emotional security, self-confidence and self-reliance is promoted.</b>				
<b>Objective: Establish and promote a safe, nurturing, and collaborative environment to meet the basic needs of students and staff which include physical and emotional security, self-confidence and self-reliance.</b>				
	<b>Assigned to</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Resources</b>
1. Enforce disciplinary policies and procedures.				
2. Enforce student responsibilities.				
3. Provide support and training to students and staff regarding safety.				
4. Inform students about the value of staying drug free and maintaining healthy lifestyles.				
5. Review and update district safety program.				
6. Provide professional development opportunities for support staff members.				
7. Provide in-service offerings for support staff members.				
8. Maintain an environment in which buildings promote and showcase student achievements and school culture.				
9. Define and communicate educational values and culture.				
10. Involve students and staff in the development, improvement, and promotion of a positive school environment.				
<b>Objective: Continue and develop financially sound long-term facilities for academics, technology and athletics for the Kellogg School Community.</b>				
	<b>Assigned to</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Resources</b>
1. Continue upgrading district facilities.				
2. Establish the long-term facility needs for academic, technology, and athletics.				
3. Identify and obtain required funding needed to implement plan.				
4. Determine and implement technology infrastructure plan.				

<b>Goal #6: Collaborative Relationships - Available resources are maximized by developing mutually beneficial partnerships between school and the community including businesses, civic clubs, public agencies, and social services. Collaboration and trust are modeled by the board, administration, faculty, and staff.</b>				
<b>Objective: Maximize available resources by developing mutually beneficial partnerships between school and the community including businesses, civic clubs, public agencies and social services.</b>				
	<b>Assigned to</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Resources</b>
1. Develop new partnerships that provide an increased level of support for district needs.				
2. Update a list of community resources.				
3. Create learning opportunities with other educational institutions.				
4. Strengthen relationship with legislative and other government agencies.				
5. Communicate district resources available to the community.				
6. Increase the understanding of "school finance" in the Kellogg community.				
7. Identify community organizations that are key to communicating school finance.				
8. Develop public/private partnerships with business for mutual beneficial resource sharing.				
9. Establish avenues to support future levies.				

**Goal #7: Continuous Improvement – A commitment to continuous improvement for student achievement is recognized by everyone and its value is communicated to the community.**

**Objective: Commit to continuous improvement for student achievement.**

	<b>Assigned to</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Resources</b>
1. Continue efforts to be recognized as a district respected for exemplary quality and one which is valued and viewed as a community resource.				
2. Conduct yearly evaluation of progress toward meeting district goals.				
3. Challenge all students to achieve personal academic excellence.				
4. Expand data-drive decision making processes.				