Amphitheater Public Schools
Strategic Plan

September 5, 2018
Draft

Goal 1: Student Success

GOAL 1	**Empower students to succeed in school, college, and career through engagement in exemplary academic and varied extracurricular experiences.**
Goal 1, Objective 1	Students will engage in lessons which: • Engage them in collaborative project-based learning • Personalize/individualize their instruction • Engage them in critical thinking, creative thinking and problem solving • Teach them to communicate effectively • Help them realize the Portrait of a Graduate.
Strategy 1	Model lessons are identified and developed continually beginning in 2018 and beyond.
Strategy 2	Instructional strategies leading to the desired POG are identified and communicated to teachers throughout 2018-2019.
Strategy 3	Focus on instructional practices which do not inhibit students' critical thinking, problem solving, and creativity and therefore promote retention and application of learning.
Strategy 4	Instructional shifts are identified and feedback is provided to teachers.
Goal 1, Objective 2	Students realize the Portrait of the Graduate by 2023 as evidenced by results on required assessments and results of a student survey.
Strategy 1	All students, parents, teachers and the community receive information and/or training on the Amphitheater Portrait of a Graduate by June of 2019.
Strategy 2	Benchmarks assessments for the Portrait of a Graduate are selected and/or developed.

Goal 1, Objective 3	Continue to develop and enhance educational pathways with equitable means of access for students and development of measures of progress, equity, and accomplishment.
Strategy 1	Develop and enhance quality academic and instructional programs to improve student performance and close achievement gaps among all sub-groups. **Published measures:** **By 2023, all students will be proficient or highly proficient in English/Language Arts, Mathematics, and science as measured by State and/or local assessments.** **By May of 2021, all continuously enrolled third grade students will be at or above grade level in reading.** **By 2023 and beyond, all students will successfully complete:** **Algebra I by the end of grade 9** **Geometry by the end of grade 10** **Algebra II by the end of grade 11** **By 2023, all Limited English Proficient students enrolled in our schools for at least three years will be proficient in English as measured by State assessments.**

	By 2023, all schools will increase participation and performance on the SAT and ACT exams over the 2018 baseline.
Strategy 2	Personalized learning for all students by targeting individualization of instruction utilizing on-line and blended learning practices.
Strategy 3	Students will set their educational goals with the assistance of teachers, advisors, counselors and parents.
Strategy 4	Provide CTE programs which meet student interests and which are responsive to community workforce needs and opportunities.
Strategy 5	Develop a comprehensive internship program which engages students with businesses and other organizations in the community.
Strategy 6	Increase enrollment in Advanced Placement, International Baccalaureate, and Cambridge programs.
Strategy 7	All schools will achieve a student attendance rate which meets or exceeds recommended levels.
Strategy 8	The district will increase inclusionary practices to ensure that students with disabilities have access to, benefit from, and achieve in the general education environment to the maximum extent appropriate.

Goal 1, Objective 4	By 2022, all students will be highly engaged in well-defined and evidenced based curriculum in all classrooms in preparation for college, career, and citizenship.
Strategy 1	Develop well-articulated reading/writing/speaking (ELA) curriculum which ensures students communicate effectively.
Strategy 2	Prepare curriculum guides in all subject areas which clearly outlines expectations and provides flexibility for teacher creativity.
Strategy 3	Implement new math curriculum district-wide beginning in 2018-2019.
Strategy 4	Create practitioner in residence programs pairing up classrooms of students and/or individual students with local scientists, engineers, teachers, etc. providing role models and mentorship in career fields.
Goal 1, Objective 5	Offer a STEM/STEAM pathway at all grade levels by 2020-2021.
Strategy 1	Develop well-articulated STEM/STEAM curriculum which is interdisciplinary in design and requires students to use creativity, critical thinking, and problem solving.
Strategy 2	Build or renovate an existing classroom at each school into a "maker space" to be completed by the 2020-2021 academic year.
Strategy 3	Expand implementation of common models of the Engineering Design Process and the Scientific Inquiry Process district-wide by 2019-2020.

Goal 1, Objective 6	Extracurricular and co-curricular opportunities will be expanded, participation rates will increase, greater diversity of student participants will be evident across all schools by 2021.
Strategy 1	Expand and support current programs in the arts.
Strategy 2	Expand and support academic, athletic, and technical competitions.
Strategy 3	Expand and develop before and after-school programming.

Goal 2: High Quality Staff

GOAL 2	**Deliver world class service and outcomes to students and community with a highly skilled workforce.**
Goal 2, Objective 1	By 2021, all schools will establish culturally imbedded, structured, monitored, and sustained professional learning communities to foster collaboration for continuous school improvement.
Strategy 1	Provide training for all teachers and educational professionals on the professional learning community model.
Strategy 2	Establish guidance and provide feedback for principals on the use of professional learning communities for overall school improvement.
Goal 2, Objective 2	By 2021, develop and implement a district-wide professional development plan aligned with the needs identified through analysis of student achievement and teacher proficiency data.
Strategy 1	Establish a design team/committee/ group to analyze data and develop annual plans for professional development.
Strategy 2	Professionally develop teachers in project-based learning and integrate this teaching strategy into all classrooms by 2020.
Strategy 3	Professionally develop teachers in personalized/individualized instruction
Strategy 4	Professionally develop teachers to engage students in critical thinking, creative thinking, problem-solving, and communication skills.
Strategy 5	Professionally develop teachers to bring students to a proficiency level for each of the POG competencies for their grade.
Strategy 6	Establish a system of awarding "seals" or "badges" which records employees' completion of professional development modules/strands.
Strategy 7	Include on-line and off-line options for professional development for employees.
Strategy 8	Provide leadership development program for aspiring, new, and veteran school leaders.
Strategy 9	Require principals to articulate plans for meaningful school improvement and rapid turnaround for underperforming schools (e.g., any school with a C, D or F label).

Goal 2, Objective 3	Develop a continuous and comprehensive "on-boarding" and mentoring program for new employees.
Strategy 1	Expand and improve the teacher mentoring program for teachers in their first three years of service.
Strategy 2	Develop a training program for classified staff members in all job categories.
Strategy 3	Offer incentives for novice teachers to complete mentoring programs and for in-service teachers to become mentors.
Goal 2, Objective 4	Develop a comprehensive recruitment and retention program for all employee groups which includes continuous development for all employees promoting professional growth and career advancement.
Strategy 1	Create and implement models for success that enable employees to reach their full potential through alignment of job descriptions and annual evaluations.
Strategy 2	Identify, develop and organize post-employment training to improve employee knowledge and skills appropriate to their functions
Strategy 3	Develop partnerships with higher education institutions to increase recruitment of student teachers and graduates from colleges of education.

Strategy 4	Develop career pathways to assist employees in advancement particularly in areas that are hard to fill. (e.g., apprenticeships, internships)

Goal 3: Communication and Community

GOAL 3	Collaborate with parents and the community in support of a shared mission to maximize student success.
Goal 3, Objective 1	Engage in regular, meaningful two-way communication about the district to showcase its programs and people.
Strategy 1	Develop **targeted message campaigns** to support district strategic priorities such as: enrollment, recruitment, academic achievement, etc.
Strategy 2	Expand **digital communications efforts** to promote success stories (programs, people, events)
Strategy 3	Increase **district-level communications to internal audiences** and stakeholder groups to keep them informed and vested in the district's success
Strategy 4	Create a parent/community scorecard or dashboard that graphically depicts each schools' performance.
Goal 3, Objective 2	Strengthen relationships with the Amphitheater community, including students, families, employees, and community organizations.
Strategy 1	Increase partnerships with community organizations and businesses to find creative ways to support our students and staff
Strategy 2	Provide opportunities for the community to connect with our schools on a regular basis
Strategy 3	Increase parent participation in parent/teacher organizations, school events, etc.
Strategy 4	The district and schools will seek and utilize stakeholder input to inform, influence, and create policies, practices, and programs to foster full engagement of our community in the school improvement process.
Goal 3, Objective 3	Examine community and family needs and determine feasibility of community schools programming to address those needs.
Strategy 1	Identify focus areas through use of a community survey and targeted, structured interviews.
Strategy 2	Identify community partners to offer services to address identified needs (e.g., language, literacy, parenting, etc.).

Goal 4: Culture Building

GOAL 4	**All students, parents, employees, and community members are connected to their schools to ensure the participation, engagement, and success of all.**
Goal 4, Objective 1	All decisions are student-centered.
Strategy 1	Support/increase participation in character building and/or social-emotional curricula and best practices for our students.
Goal 4, Objective 2	Demonstrate a positive, collaborative and constructive climate which is physically inviting, drug free, and protects all stakeholders from physical and emotional harm.
Strategy 1	Review and update school safety plans and procedures and train all staff on a recurring basis.
Strategy 2	Implement the capital plan and other physical improvements to offer safe and effective learning environments.
Goal 4, Objective 3	Increase sense of school pride and belonging within each school community.
Strategy 1	Establish and strengthen "brand identities" for each school to promote offerings and student experience.
Strategy 2	Build strong relationships with District alumni.

Goal 5: Technology

GOAL 5	Promote digital literacy by integrating technology throughout learning and district operations.
Goal 5, Objective 1	Provide necessary physical and human resources to fully equip and maintain the technology in our schools.
Strategy 1	Establish an oversight committee to research technology needs and make recommendations accordingly.
Strategy 2	Implement the capital plan to allocate technology resources on an equitable basis.
Goal 5, Objective 2	Ensure all classrooms are wired global places that encourage interactivity, collaboration, and learning by doing.
Strategy 1	Ensure all classrooms and facilities are using electronic tools for instruction and work.
Strategy 2	Increase utilization of digital textbooks and resources.
Strategy 3	Implement the use of blended learning in every classroom
Goal 5, Objective 3	Ensure that digital literacy, safety and citizenship are part of the learning experience for each student.
Strategy 1	Instruct all students, at their appropriate level, on the appropriate and inappropriate uses of our network and have them "sign" that they understand the rules
Strategy 2	Instruct all parents on the appropriate and inappropriate uses of our network so that they can support the rules by explaining them to their children at home.
Strategy 3	Ensure that all students receive direct instruction in digital literacy by documentation of the lessons having been conducted by teachers.
Strategy 4	Establish technology proficiency standards and rubrics which are used with students to assist them in becoming technologically literate.
Goal 5, Objective 4	Train all staff on the most current and available technology resources in order to propel and enhance student learning.
Strategy 1	Expand our technology training plan to include required training for new technology devices and software.
Strategy 2	Maximize available technology through the opening/increasing access to BYOD and assisting teachers with management strategies.

Goal 6: District Systems

GOAL 6	Optimize the efficiency and productivity of District systems in order to maximize the resources available to students.
Goal 6, Objective 1	Ensure all district departments act in service to the schools and the students.
Strategy 1	Leverage technology for communication and collaboration.
Strategy 2	Ensure that all departments respond to all requests with a "service" approach leading to increased satisfaction by stakeholders.
Goal 6, Objective 2	Examine structure of classification and compensation system to ensure proper alignment of organizational priorities with human resource strategies
Strategy 1	Evaluate current organization to determine skill requirements needed for District success.
Strategy 2	Analyze pay structures to determine whether we are competitive in the market.
Goal 6, Objective 3	Integrate **core data systems** throughout the District to increase efficiency and accuracy in business practices
Strategy 1	Audit and evaluate current business practices and compare to best practices and/or available ERP and student data management systems. Implement appropriate changes.
Strategy 2	Identify and implement staff development to support system interactivity and utilities.
Goal 6, Objective 4	Increase consistent, purposeful, and clear district communications for both internal and external stakeholders.
Strategy 1	Establish consistent communication protocols with schools and other departments to facilitate the work order process for technology and facilities support.
Strategy 2	Increase use of a variety of communication tools to reach target audiences with specific messages.
Goal 6, Objective 5	By 2023, develop key performance indicators that measure the effectiveness and improve the efficiency of all district departments.
Strategy 1	Establish task forces/committees in each department to review standards of practice and set performance measures.
Strategy 2	Establish a process of continuous review of department performance metrics in order to constantly improve performance and satisfaction of stakeholders.