



**SALEM CITY SCHOOLS**

**2020-2026 COMPREHENSIVE PLAN**

**Update June 2020**

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## **SCHOOL BOARD MEMBERS**

**Mr. David Preston, Chairman**

**Dr. Michael Chiglinsky - Vice Chairman**

**Dr. Nancy Bradley**

**Mrs. Artice Ledbetter**

**Mr. Andy Raines**

**Dr. H. Alan Seibert, Superintendent**

Salem City Schools does not unlawfully discriminate on the basis of race, color, national origin, disability, gender, or age in employment or in its educational programs and activities

## 2020 Comprehensive Plan Review Committee Members

Dr. Alan Seibert	Dr. Curtis Hicks
James Soltis	David Turk
Joe Hafey	Meg Clemons
TJ Stratton	Jamie Nichols
Macel Janoschka	TJ Stratton
Lesley Owen	Gary Lupton
Dan Netting	Jenny Miles
Maribeth Schermer	Kyle Highfill
Megan Crew	Megan Graybill
Mary Gregory	Josh Handy
Dave Prosser	Terri Vangelos
Amy Jennings	DeAnna Crum
Alexis Hutchinson	Wayne Adkins
Laura West	Jenny Atkinson

# School Principals

## Elementary Principals

East Salem  
GW Carver  
South Salem  
West Salem

Hunter Routt  
Kristyn Schmidt  
Laura James  
Deborah Carroll

## Middle School Principal

Andrew Lewis

James Garst

## High School Principal

Salem High School

Scott Habeeb



## OUR VISION

The vision of Salem City Schools is to place children first and to meet the needs of every child *every day*.

## OUR MISSION

The mission of Salem City Schools is to provide a loving and engaging environment that inspires children to meet their full potential.

Love. Engage. Inspire

## **Salem City Schools Core Values**

WE ARE COMMITTED TO EXCELLENCE IN ALL WE DO.

WE BELIEVE THAT ALL CHILDREN ARE IMPORTANT AND CAN BE SUCCESSFUL.

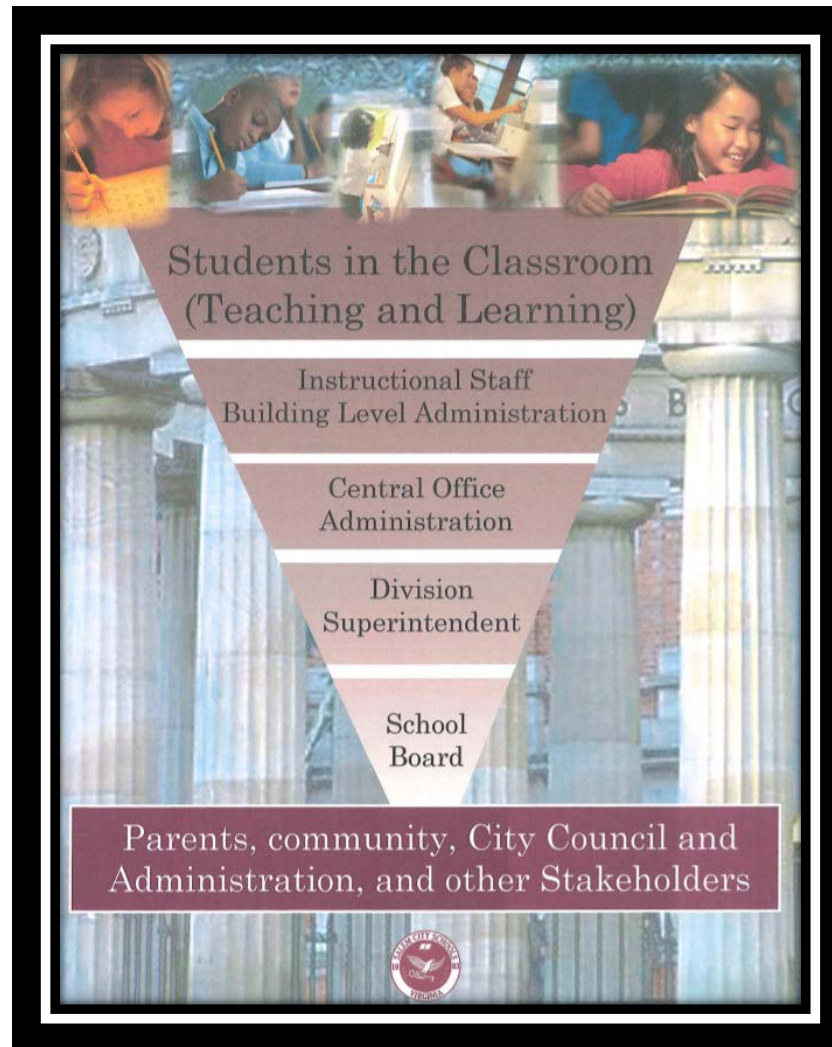
WE BELIEVE STUDENT SUCCESS IS A SHARED RESPONSIBILITY AMONG SCHOOLS, PARENTS, AND COMMUNITY PARTNERS.

WE RECOGNIZE AND VALUE INDIVIDUAL DIFFERENCES AMONG STAFF AND STUDENTS.

WE BELIEVE STUDENTS LEARN BEST IN A SAFE AND DISCIPLINED ENVIRONMENT PROVIDED BY CARING AND RESPECTFUL ADULTS.

WE ARE COMMITTED TO PROVIDING EMPLOYEES WITH AN EXCELLENT WORK ENVIRONMENT AND A COMPETITIVE COMPENSATION PACKAGE.

# Salem City Public Schools Organizational Model for Implementation of the Division Goals & Objectives





## INTRODUCTION

The Standards of Quality for Public Schools in the Commonwealth of Virginia state that “each local school board shall adopt a division-wide comprehensive, unified, long-range plan based on data collection, an analysis of the data, and how the data will be utilized to improve classroom instruction and student achievement. Each local board shall review the plan biennially and adopt any necessary revisions.”

The Salem City School Division uses a number of standing committees to inform the comprehensive planning process including but not limited to the Superintendent’s Communication Committee, the Superintendent’s Student Advisory Council, the Administrative Leadership Team, the Student Health Advisory Board, the Gifted Advisory Committee, and the Special Education Advisory Committee.

In addition, the division uses feedback from student, parent and faculty surveys to develop division priorities. In 2018 climate surveys were completed by 827 parents, 1640 students, and 188 faculty members. Climate surveys are compared to determine climate trends, and goals and objectives are developed to address areas that need improvement. In addition, parents, students, and faculty are provided with open response opportunities to express areas of strength and opportunities for improvement.

As a result of these opportunities, the Comprehensive Plan is a reflection of feedback from more than 2500 stakeholders representing student, parent, faculty, and community interests.

## STANDARDS OF QUALITY REQUIREMENTS

The body of law governing the operation of schools in the Commonwealth of Virginia, known as the Standards of Quality (SOQ), sets forth the requirement that all school divisions must develop a six-year planning document that is evaluated and updated every two years. The SOQ requires that each plan address certain long-range topics in addition to the most current objectives of the school division. The required topics are an enrollment forecast, a plan for regional services, a technology plan, and a needs assessment.

### School Division Objectives

The objectives of the School Division are distributed annually by the Superintendent. Those Division objectives become the basis for planning and action. The objectives of the Division are diligently addressed and monitored. Outcomes are analyzed and actions are carried forward into the future.

### Enrollment Forecast

Enrollment forecasts are provided by Forecast5 Analytics. Enrollment is expected to increase slightly over the next five years to a high of 3,948 students in 2021. The Division will continue to use non-resident applications to stabilize enrollment across schools and grade levels.

#### Enrollment Projection - Five Years

Grade	2018-19	2019-20	2020-21	2021-22	2022-23
K	261	284	343	351	276
1	276	259	282	331	349
2	247	276	259	282	331
3	324	250	279	262	286
4	275	327	253	282	265
5	303	278	331	256	285
6	305	310	284	338	261
7	309	307	312	287	341
8	310	316	314	319	293
9	349	323	329	328	333
10	321	333	309	314	313
11	320	311	323	299	305
12	302	296	288	299	277
K-12 Total	3,902	3,870	3,906	3,948	3,915

## Regional Services

Cooperation between school divisions is an effective means to provide services to small numbers of students which might otherwise be too expensive for a single school division to offer. The Division currently participates in a variety of regional programs including, but not limited to, The Roanoke Valley Governor's School, The Virginia Western Regional Career and Technical Education Academy, The Western Virginia Public Education Consortium, The Roanoke Valley Education Consortium, The Eastern States Consortium, the Roanoke Valley Regional Board of Low Incidence Populations, the Roanoke Regional Alternative Education Program, etc. The division will continue to pursue opportunities to enhance our programs in a cost effective manner through regionalization when available.

## Technology Plan

The Six-Year Technology Plan for Salem City Schools is a comprehensive document with goals and objectives that have been included in the Six-Year Comprehensive Plan. Due to the specific requirements for the Technology Plan and the detail necessary to meet the requirements, it is not included in its entirety in this report.

## Needs Assessment

In addition to the comprehensive planning process, which includes feedback from students, staff, parents, and community stakeholders, the Salem City School Division uses its annual Capital Improvement Plan and the annual operating budget process as mechanisms for needs assessment. The 2017-2023 Capital Improvement Plan was completed and presented to the School Board in October of 2017. The annual budget process begins in November. The annual budget process establishes funding priorities for the division, includes a thorough review of the budget for each school and the central office, and concludes in March when it is approved by the School Board.



# 2020-2026 COMPREHENSIVE PLAN

*The mission of Salem City Schools is to provide a loving and engaging environment that inspires all children to reach their full potential.*

## Teaching and Learning

*Children First, Every Child Every Day!*

### Instruction

*"We believe that all students are important and can be successful."*

#### Desired Outcomes

- a. All students will graduate with a board-approved diploma or its equivalent.
- b. All graduates will exhibit college and/or career readiness by participating in advanced level coursework and/or demonstrating proficiency on an industry credential, state licensure exam and/or a national assessment.
- c. The division will ensure that instruction is aligned with intended learner outcomes (ILOs).
- d. The division will provide personalized learning opportunities designed to promote design thinking and the acquisition and growth of the 5C Skills (Communication, Collaboration, Creativity, Critical Thinking, and Citizenship) to students in grades K-12.
- e. The division will foster the development of social and emotional skills to ensure that all students attain the skills they need to be successful members of the 21<sup>st</sup> Century Global Economy.
- f. The division will provide and support a variety of IB, AP, Dual Enrollment, elective courses and Career and Technical Education programs at Salem High School and through external educational and business partnerships to ensure that ALL students are engaged in coursework related to areas of individual interest and aptitude.
- g. The division will provide educational experiences that reflect the application of learning to real-world problems that are relevant to learners.
- h. By 2022, all teachers will record and report grades by learning standard.

### Assessment

*"We are committed to excellence in all that we do."*

#### Desired Outcomes

- a. All students will meet or exceed state standards as assessed by the Virginia Standards of Learning Assessment Program.
- b. All students will and meet or exceed personalized growth goals that are developed collaboratively with teachers.
- c. The division will continue to develop and expand the balanced assessment plan comprised of summative, formative, and authentic assessments.
- d. Salem students will exceed the state and national average mean scores on the SAT and PSAT annually.
- e. Students will demonstrate proficiency on assessments and/or industry credentials related to individual post-secondary goals identified in their student selected Career Pathway Plan of Study (CPPS).
- f. Division staff will demonstrate increased awareness of the impact of culture on achievement in order to ensure equity.

**Climate and Culture**

*“We recognize and respect differences among staff and students.”*

**Communication and Community Relations**

*“Student success is a shared responsibility among schools, parents and community partners.”*

**Desired Outcomes**

- a. The division will maintain a 95% approval rating with parents, students, staff, and the community as measured by survey every two years.
- b. The division will maintain two-way communication with stakeholders to promote continuous improvement.
- c. The division will communicate the key components associated with Virginia’s “Profile of a Graduate”.
- d. The division will communicate the benefits of cultural proficiency, personalized learning, authentic assessment, 5C’s acquisition, assessment for learning, and standards-based learning.
- e. The division will communicate the availability of business, community, industry, and higher education partnerships that promote career readiness.
- f. By 2023, 90% of stakeholders will indicate their satisfaction with the method their child’s school uses to report student achievement.

**Safety and Organization Management**

*“Students learn best in a safe and disciplined environment provided by caring and respectful adults.”*

**Desired Outcomes**

- a. Staff and students will consistently report that the Salem City School Division provides a safe and disciplined learning environment that promotes learning.
- b. The division will support the physical and mental well-being of both students and staff.
- c. The Salem City School Division will support and promote environments that are culturally competent and responsive.
- d. The school calendar, transportation schedules, and school schedules will reflect the school division’s emphasis on personalized learning.
- e. School facilities will reflect the division’s emphasis on personalized learning in a modern workplace.
- f. By 2022, division salaries will rank first when compared to regional school divisions in each salary range and employment category.

**Career Education**

**Desired Outcomes**

- a. All students will participate in a variety of activities designed to provide an understanding of careers and career pathways.
- b. All students in grades 8-12 will select and successfully pursue a Career Pathway Plan of Study to ensure that every student graduates with a diploma and a plan.
- c. The division will promote, support and report enrollment in a variety of career-centered learning opportunities.
- d. The division will integrate the 5C skills necessary for career success into the curriculum.
- e. The division will increase the number of students participating in Work-Based Learning Opportunities.
- f. The division will provide parents and students with information related to a variety of post-secondary education and training opportunities related to their areas of interest and aptitude.

**Technology**

**Desired Outcomes**

- a. The Salem City School Division will provide the necessary infrastructure, hardware and software to support the division's expansion and/or maintenance of personalized learning and the one student: one device initiative.
- b. The division will foster classroom environments that support innovation.
- c. The Salem City School Division will provide multiple formal and informal learning opportunities related to online safety and digital citizenship.
- d. The division will support the implementation of technology and Computer Science standards in grades K-12.



## DEPARTMENT STRATEGIC PLAN INSTRUCTION

KEY PERFORMANCE INDICATORS	ACHIEVEMENT SUMMARY
GOAL 1  <b>Implement the Science of Reading in Grades K-8</b>	2020
	2021
	2022
	2023
GOAL 2  <b>By 2022, all teachers will record and report grades by learning standard.</b>	2020
	2021
	2022
	2023
GOAL 3  <b>The division will foster the development of social and emotional skills to ensure that all students attain the skills they need to be successful members of the 21<sup>st</sup> Century Global Economy.</b>	2020
	2021
	2022
	2023
GOAL 4  <b>Increase division capacity to provide instruction in a blended or online environment.</b>	2020
	2021
	2022
	2023



## GOAL ACTION PLAN

### GOAL 1: Implement the Science of Reading in Grades K-8

**RATIONALE / EVIDENCE OF NEED:** *Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.*

- Current Reading Data (The number of students reading below grade-level).
- Reading is fundamental for all subjects.

**PLAN ON A PAGE TARGET:** *Please indicate which area of the Plan on A Page is targeted by this goal by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page*

X	Instruction (Outcome #1)		Assessment		Communication & Community Relations		Safety & Organizational Management
	Career Education		Technology	X	Professional Growth		

**ANTICIPATED OBSTACLES:** *Please briefly state anticipated obstacles or threats to accomplishing this goal.*

- Development of consistent expectations
- Money/Time for PD
- Paradigm changes for some

**KEY PERFORMANCE INDICATORS:** *Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.*

*Reading Assessment Data - MAP, PALS, GRA*

*SOL Reading Performance Data - Overall and Subgroup*

ACTION PLAN	TIMELINE	REFERENCES	FACILITATOR	BUDGET	EVALUATION	ANNUAL PROGRESS DATA
<b>STRATEGY 1.1</b>  Provide and implement LETRS training in Grades K-8.	2020-24	LETRS	Directors of Instruction  Principals  Reading Specialists	Title IIA	Certificate of Competency from LETRS	<b>2020:</b>  <b>2021:</b>  <b>2022:</b>  <b>2023:</b>  <b>2024:</b>

<p><b>STRATEGY 1.2</b></p> <p>Provide and implement Reading Horizons Training for Teachers (English) K-8</p>	2020-24	Reading Horizons	Directors of Instruction Principals Reading Specialists	Title IIA	Certificate of Competency from Reading Horizons	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p> <p><b>2024:</b></p>
<p><b>STRATEGY 1.3</b></p> <p>Mapping out Language Arts Block according to skill in Grades K-5.</p>	2020-24	LETRS Reading Horizons Heggerty	Directors of Instruction Reading Specialists Teachers	Title IIA	Language Arts Block Map	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p> <p><b>2024:</b></p>
<p><b>STRATEGY 1.4</b></p> <p>Develop a Reading Curriculum Map aligned to the Standards in Grades K-5.</p>	2020-24	LETRS Reading Horizons Heggerty State Standards	Directors of Instruction Reading Specialists Teachers	Title IIA Local Budget	Curriculum Map	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p> <p><b>2024:</b></p>
<p><b>STRATEGY 1.5</b></p> <p>Align the reading assessment (GRA) to the skill in Grades K-5.</p>	2020-24	LETRS Reading Horizons Heggerty State Standards	Directors of Instruction Reading Specialist Teachers	Title IIA Local Budget	Assessments	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p> <p><b>2024:</b></p>

**GOAL 2: Plan, develop, and implement performance based learning and assessment opportunities.**

**RATIONALE / EVIDENCE OF NEED:** *Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.*

- VA Profile of A Graduate - In order for students to graduate with all the skills and aspirations of the VA Profile of A Graduate, a balanced instructional and assessment plan must be developed and implemented.
- Current SCS Balanced Assessment Plan
- Comprehensive Planning Committee Feedback

**PLAN ON A PAGE TARGET:** *Please indicate which area of the Plan on a Page that is targeted by this goal1 by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page*

X	Instruction	X	Assessment	X	Communication & Community Relations		Safety & Organizational Management
	Career Education		Technology		Professional Growth		

**ANTICIPATED OBSTACLES:** *Please briefly state anticipated obstacles or threats to accomplishing this goal.*

- Creating quality performance tasks (PTs) and assessments (PAs) will take time and money.
- Integrating the 5C's into the PTs and PAs will require a common definition of the 5C's.
- Measuring the ability of students and adults to employ 21<sup>st</sup> century skills effectively will be challenging.
- Rubrics will need to be designed and implemented to be used as a means of evaluating the level of 5C's implementation.
- Need for PD on creating PTs/PAs, instructing using PTs/PAs, and assessing using PTs/PAs

**KEY PERFORMANCE INDICATORS:** *Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.*

ACTION PLAN	TIMELINE	REFERENCES	RESPONSIBILITY	BUDGET	EVALUATION	ANNUAL PROGRESS DATA
<b>STRATEGY 2.1:</b>  Grade 3 (Science & SS), 5 (Writing and SS), and 6 (SS) teachers will meet by grade-level yearly to revise and edit Performance Assessments	2020-21	Performance Assessments	Directors of Instruction  Teachers	Title IIA  Local Substitute Budget	Performance Tasks vetted against VDOE Criterion Tool.	<b>2020:</b>  <b>2021:</b>  <b>2022:</b>  <b>2023:</b>
<b>STRATEGY 2.2:</b>  Continue to develop and modify a balanced assessment plan with	2020-24	Performance Assessments	Directors of Instruction  Teachers	Title IIA	Balanced Assessment Plan	<b>2020:</b>  <b>2021:</b>

<p>teachers and administrators for K-12.</p> <p>Begin with VDOE mandated courses</p> <p>Grade 3 History &amp; Science</p> <p>Grade 5 Writing</p> <p>US History to 1865</p> <p>US History 1865 – present and EOC Writing (9-11)</p>		<p>VDOE website and resources</p> <p>VaSCL TestBank</p> <p>LDC</p> <p>Jay McTighe</p>		<p>Local Substitute Budget</p>	<p>Performance Tasks vetted against VDOE Criterion Tool.</p>	<p><b>2022:</b></p> <p><b>2023:</b></p>
<p><b>STRATEGY 2.3:</b></p> <p>Implement a district performance-based rubric to measure student achievement of collaboration, communication, creativity, critical thinking, and citizenship.</p> <p>Or other identified student impacts <i>such as self-directed learners</i>.</p>	<p>2020-21</p>	<p>EdLeader21</p> <p>Hewitt Foundation</p>	<p>Director of Instruction</p> <p>Teachers</p>	<p>Title IIA</p> <p>Extended Summer Program Grant</p>	<p>Rubrics</p>	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p>
<p><b>STRATEGY 2.4</b></p> <p>Design high quality performance tasks for each content area.</p> <p>Create lesson repositories composed of “gold standard” performance tasks.</p>	<p>2021-24</p>	<p>VDOE Quality Tool for PAs</p> <p>Understanding by Design (UBD) planning tools</p> <p>*GRASPS - Jay McTighe</p> <p>VaSCL Test Bank</p> <p>SCS PA Bank</p>	<p>Directors of Instruction</p> <p>Teachers</p> <p>Principals</p>	<p>Title IIA</p> <p>Extended Summer Program Grant</p> <p>Local Budget</p>	<p>Lesson Repository of “gold standard” PTs</p>	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p>

<p><b>STRATEGY 2.5</b></p> <p>Develop a Curriculum Map that incorporates Cornerstone Assessments designed to measure both disciplinary impacts and transdisciplinary impacts</p>	<p>2022-24</p>	<p>Identified student impacts (Long-term Transfer Goals)</p> <p>VDOE Subject Standards</p> <p>Profile of a VA Graduate</p>	<p>Directors of Instruction</p> <p>Teachers</p> <p>Principals</p>	<p>Title IIA</p> <p>Local Budget</p>	<p>Curriculum Map with Cornerstone Assessments</p>	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p>
<p><b>STRATEGY 2.6</b></p> <p>All staff in instructional coaching roles will participate in high quality professional development to improve instructional coaching skills relative to 5C's and success skills (Such as self-directed learning)</p>	<p>Fall 2020-Spring 2024</p>	<p>VDOE VA is For Learners Network</p> <p>VDOE Deeper Learning Conferences</p> <p>Teacher Evaluation System</p>	<p>Directors of Instruction</p> <p>PD Planning Team</p>	<p>Title IIA</p> <p>Local Budget</p>	<p>Professional learning log</p>	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p>
<p><b>STRATEGY 2.7</b></p> <p>Planning and implementation of a camp style extended summer program for grades K-8.</p>	<p>Spring 2020 – Spring 2024</p>	<p>Extended Summer Program Planning Grant Committee Plans</p>	<p>Directors of Instruction</p> <p>Teachers</p> <p>Community Stakeholders</p>	<p>VDOE Planning and Implementation Grant</p>	<p>Extended Summer Learning Plan.</p>	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p>
<p><b>STRATEGY 2.8</b></p> <p>Develop and implement an in-house PD program where teachers/leaders regularly visit each other's classrooms and share both instructional strategies and provide meaningful feedback a minimum of 2X/Year (formally). Utilize Edthena for Video review</p>	<p>Spring 2021</p>	<p>ALP Reflective Friends Protocols</p> <p>DuFour PLC Framework</p> <p>Teacher Evaluation System</p> <p>Edthena</p>	<p>Directors of Instruction</p> <p>Instructional Coaches</p> <p>SCS Teaching Staff</p> <p>Principals</p>	<p>Operating budget</p>	<p>Meeting and professional development log</p> <p>Reflection Logs</p>	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p>

**GOAL 3: The division will foster the development of social and emotional skills to ensure that all students attain the skills they need to be successful members of the 21<sup>st</sup> Century Global Economy.**

**RATIONALE / EVIDENCE OF NEED:** *Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.*

- VTSS data analysis
- COVID-19 out of school time and trauma

**PLAN ON A PAGE TARGET:** *Please indicate which area of the Plan on A Page is targeted by this goal by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page.*

	Instruction		Assessment	X	Communication & Community Relations	X	Safety & Organizational Management
	Career Education		Technology		Professional Growth		

**ANTICIPATED OBSTACLES:** *Please briefly state anticipated obstacles or threats to accomplishing this goal.*

- instructional time
- teacher/staff buy-in
- resources
- budget
- professional development time and resources

**KEY PERFORMANCE INDICATORS:** *Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.*

ACTION PLAN	TIMELINE	REFERENCES	FACILITATOR	BUDGET	EVALUATION	ANNUAL PROGRESS DATA
<b>STRATEGY 3.1</b>  Purchase and map out SEL curriculum (Caring School Community) for Grades K-8).	2020-23	Caring School Community Curriculum  VTSS	Directors of Instruction  Principals  Teachers	Title IVA	Curriculum Map	<b>2020:</b>  <b>2021:</b>  <b>2022:</b>  <b>2023:</b>

		What Works Clearinghouse				
<b>STRATEGY 3.2</b>  Purchase and map out an SEL for Grades 9-12.	2021-24	VTSS	Directors of Instruction  Principals  Teachers	Title IV	Curriculum Map	<b>2020:</b>  <b>2021:</b>  <b>2022:</b>  <b>2023:</b>
<b>STRATEGY 3.3</b>  Implement the online Trauma Training (Educational Impact) for all staff.	2020-24	Educational Impact	Directors of Instruction  Principals  Teachers	Title II	Certificates	<b>2020:</b>  <b>2021:</b>  <b>2022:</b>  <b>2023:</b>
<b>STRATEGY 3.4</b>  Provide PD for teachers and administrators on Caring School Community curriculum.	2020-21	Caring School Community  Collaborative Classroom Online	Directors of Instruction  Principals	Title II  Local Budget	Lesson Implementation	<b>2020:</b>  <b>2021:</b>  <b>2022:</b>  <b>2023:</b>
<b>STRATEGY 3.5</b>  Purchase and Implement SEL assessment for students.	2020-21	DESSA  VTSS	Directors of Instruction  Director of Student Services  Principals  Counselors	VTSS grant		<b>2020:</b>  <b>2021:</b>  <b>2022:</b>  <b>2023:</b>

**GOAL 4: Increase division capacity to provide instruction in a blended or online environment.**

**RATIONALE / EVIDENCE OF NEED:** *Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.*

- COVID-19
- Integration of Virtual VA

**PLAN ON A PAGE TARGET:** *Please indicate which area of the Plan on A Page is targeted by this goal by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page.*

X	Instruction		Assessment	X	Communication & Community Relations		Safety & Organizational Management
	Career Education		Technology	X	Professional Growth		

**ANTICIPATED OBSTACLES:** *Please briefly state anticipated obstacles or threats to accomplishing this goal.*

- teacher/staff buy-in
- resources (Devices for Grades 2)
- budget
- professional development time and resources
- Access to connectivity

**KEY PERFORMANCE INDICATORS:** *Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.*

ACTION PLAN	TIMELINE	REFERENCES	FACILITATOR	BUDGET	EVALUATION	ANNUAL PROGRESS DATA
<b>STRATEGY 4.1</b>  Partner with and integrate Virtual VA LMS and provide access to Virtual VA Course Materials	2020-21	Virtual Virginia	Directors of Instruction  Teachers  Principals	VDOE budget	VVA Integration	<b>2020:</b>  <b>2021:</b>  <b>2022:</b>  <b>2023:</b>



<p><b>STRATEGY 4.2</b></p> <p>Develop and implement a required Virtual Implementation PD plan for teachers.</p>	2020-21	Virtual Virginia	Directors of Instruction Teachers Principals	Title IIA Budget	VVA PD Plan Teacher Completion Log	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p>
<p><b>STRATEGY 4.3</b></p> <p>Provide Professional Development for the integration of the 5C's in a virtual or blended classroom environment.</p>	2020-21	VDOE Profile of a Graduate State Standards VASCL	Directors of Instruction	Title IIA Budget Local Budget	PD Resources	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p>
<p><b>STRATEGY 4.4</b></p> <p>Define essential competencies for each class.</p>	2020-21	State Standards ILOs	Directors of Instruction Grade-level/Department Chairs Teachers	Title IIA	Teacher Reports	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p>
<p><b>STRATEGY 4.5</b></p> <p>Work with teachers outside of the content areas offered by VVA to build course content</p>	2020-21	CANVAS (Virtual Virginia) CTE Competency (VERSO) Innovative CTE Curriculum (ICEV)	Directors of Instruction ITRTs	Title IIA	Courses developed using VVA Canvas LMS	<p><b>2020:</b></p> <p><b>2021:</b></p> <p><b>2022:</b></p> <p><b>2023:</b></p>



## DEPARTMENT STRATEGIC PLAN

# ADMINISTRATIVE SERVICES

KEY PERFORMANCE INDICATORS	ACHIEVEMENT SUMMARY
GOAL 1	2020
	2021
	2022
	2023
GOAL 2	2020
	2021
	2022
	2023
GOAL 3	2020
	2021
	2022
	2023

### GOAL ACTION PLAN

<b>GOAL 1:</b>					
<b>RATIONALE / EVIDENCE OF NEED:</b> <i>Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.</i>					
•					
<b>PLAN ON A PAGE TARGET:</b> <i>Please indicate which area of the Plan on A Page is targeted by this goal by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page</i>					
	Instruction		Assessment		Communication & Community Relations
	Career Education		Technology		Professional Growth
					Safety & Organizational Management
<b>ANTICIPATED OBSTACLES:</b> <i>Please briefly state anticipated obstacles or threats to accomplishing this goal.</i>					
•					
<b>KEY PERFORMANCE INDICATORS:</b> <i>Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.</i>					

ACTION PLAN	TIMELINE	REFERENCES	FACILITATOR	BUDGET	EVALUATION	ANNUAL PROGRESS DATA
STRATEGY 1.1						2020: 2021: 2022: 2023:
STRATEGY 1.2						2020: 2021: 2022: 2023:
STRATEGY 1.3						2020: 2021: 2022: 2023:
STRATEGY 1.4						2020: 2021: 2022: 2023:
STRATEGY 1.5						2020: 2021: 2022: 2023:
STRATEGY 1.6						2020: 2021: 2022: 2023:

**GOAL 2:**

**RATIONALE / EVIDENCE OF NEED:** Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.

•

**PLAN ON A PAGE TARGET:** Please indicate which area of the Plan on a Page that is targeted by this goal by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page

	Instruction		Assessment		Communication & Community Relations		Safety & Organizational Management
	Career Education		Technology		Professional Growth		

**ANTICIPATED OBSTACLES:** Please briefly state anticipated obstacles or threats to accomplishing this goal.

•

**KEY PERFORMANCE INDICATORS:** Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.

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STRATEGY 2.1:						2020: 2021: 2022: 2023:
STRATEGY 2.2:						2020: 2021: 2022: 2023:
STRATEGY 2.3:						2020: 2021: 2022: 2023:
STRATEGY 2.4:						2020: 2021: 2022: 2023:
STRATEGY 2.5						2020: 2021: 2022: 2023:
STRATEGY 2.6						2020: 2021: 2022: 2023:

**GOAL 3:****RATIONALE / EVIDENCE OF NEED:** *Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.*

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**PLAN ON A PAGE TARGET:** *Please indicate which area of the Plan on A Page is targeted by this goal1 by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page.*

Instruction		Assessment		Communication & Community Relations		Safety & Organizational Management
Career Education		Technology		Professional Growth		

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STRATEGY 3.1						2020: 2021: 2022: 2023:
STRATEGY 3.2						2020: 2021: 2022: 2023:
STRATEGY 3.3						2020: 2021: 2022: 2023:
STRATEGY 3.4						2020: 2021: 2022: 2023:
STRATEGY 3.5						2020: 2021: 2022: 2023:



# DEPARTMENT STRATEGIC PLAN

## BUDGET AND FINANCE

KEY PERFORMANCE INDICATORS	ACHIEVEMENT SUMMARY
GOAL 1	2020
	2021
	2022
	2023
GOAL 2	2020
	2021
	2022
	2023
GOAL 3	2020
	2021
	2022
	2023

### GOAL ACTION PLAN

<b>GOAL 1:</b>					
<b>RATIONALE / EVIDENCE OF NEED:</b> <i>Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.</i>					
•					
<b>PLAN ON A PAGE TARGET:</b> <i>Please indicate which area of the Plan on A Page is targeted by this goal by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page</i>					
	Instruction		Assessment		Communication & Community Relations
	Career Education		Technology		Professional Growth
					Safety & Organizational Management
<b>ANTICIPATED OBSTACLES:</b> <i>Please briefly state anticipated obstacles or threats to accomplishing this goal.</i>					
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<b>KEY PERFORMANCE INDICATORS:</b> <i>Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.</i>					

ACTION PLAN	TIMELINE	REFERENCES	FACILITATOR	BUDGET	EVALUATION	ANNUAL PROGRESS DATA
STRATEGY 1.1						2020: 2021: 2022: 2023:
STRATEGY 1.2						2020: 2021: 2022: 2023:
STRATEGY 1.3						2020: 2021: 2022: 2023:
STRATEGY 1.4						2020: 2021: 2022: 2023:
STRATEGY 1.5						2020: 2021: 2022: 2023:
STRATEGY 1.6						2020: 2021: 2022: 2023:

**GOAL 2:****RATIONALE / EVIDENCE OF NEED:** *Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.*

•

**PLAN ON A PAGE TARGET:** *Please indicate which area of the Plan on a Page that is targeted by this goal by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page*

	Instruction		Assessment		Communication & Community Relations		Safety & Organizational Management
	Career Education		Technology		Professional Growth		

**ANTICIPATED OBSTACLES:** *Please briefly state anticipated obstacles or threats to accomplishing this goal.*

•

**KEY PERFORMANCE INDICATORS:** *Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.*

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STRATEGY 2.1:						2020: 2021: 2022: 2023:
STRATEGY 2.2:						2020: 2021: 2022: 2023:
STRATEGY 2.3:						2020: 2021: 2022: 2023:
STRATEGY 2.4:						2020: 2021: 2022: 2023:
STRATEGY 2.5						2020: 2021: 2022: 2023:
STRATEGY 2.6						2020: 2021: 2022: 2023:



**GOAL 3:****RATIONALE / EVIDENCE OF NEED:** *Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.*

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**PLAN ON A PAGE TARGET:** *Please indicate which area of the Plan on A Page is targeted by this goal1 by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page.*

Instruction		Assessment		Communication & Community Relations		Safety & Organizational Management
Career Education		Technology		Professional Growth		

**ANTICIPATED OBSTACLES:** *Please briefly state anticipated obstacles or threats to accomplishing this goal.***KEY PERFORMANCE INDICATORS:** *Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.*

ACTION PLAN	TIMELINE	REFERENCES	FACILITATOR	BUDGET	EVALUATION	ANNUAL PROGRESS DATA
STRATEGY 3.1						2020: 2021: 2022: 2023:
STRATEGY 3.2						2020: 2021: 2022: 2023:
STRATEGY 3.3						2020: 2021: 2022: 2023:
STRATEGY 3.4						2020: 2021: 2022: 2023:
STRATEGY 3.5						2020: 2021: 2022: 2023:



# DEPARTMENT STRATEGIC PLAN HUMAN RESOURCES

KEY PERFORMANCE INDICATORS	ACHIEVEMENT SUMMARY
GOAL 1	2020
	2021
	2022
	2023
GOAL 2	2020
	2021
	2022
	2023
GOAL 3	2020
	2021
	2022
	2023

## GOAL ACTION PLAN

<b>GOAL 1:</b>					
<b>RATIONALE / EVIDENCE OF NEED:</b> <i>Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.</i>					
•					
<b>PLAN ON A PAGE TARGET:</b> <i>Please indicate which area of the Plan on A Page is targeted by this goal by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page</i>					
	Instruction		Assessment		Communication & Community Relations
	Career Education		Technology		Professional Growth
					Safety & Organizational Management
<b>ANTICIPATED OBSTACLES:</b> <i>Please briefly state anticipated obstacles or threats to accomplishing this goal.</i>					
•					
<b>KEY PERFORMANCE INDICATORS:</b> <i>Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.</i>					
<b>ACTION PLAN</b>	<b>TIMELINE</b>	<b>REFERENCES</b>	<b>FACILITATOR</b>	<b>BUDGET</b>	<b>EVALUATION</b>
					<b>ANNUAL PROGRESS DATA</b>

<b>STRATEGY 1.1</b>						2020: 2021: 2022: 2023:
<b>STRATEGY 1.2</b>						2020: 2021: 2022: 2023:
<b>STRATEGY 1.3</b>						2020: 2021: 2022: 2023:
<b>STRATEGY 1.4</b>						2020: 2021: 2022: 2023:
<b>STRATEGY 1.5</b>						2020: 2021: 2022: 2023:
<b>STRATEGY 1.6</b>						2020: 2021: 2022: 2023:

**GOAL 2:**

**RATIONALE / EVIDENCE OF NEED:** Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.

•

**PLAN ON A PAGE TARGET:** Please indicate which area of the Plan on a Page that is targeted by this goal by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page

	Instruction		Assessment		Communication & Community Relations		Safety & Organizational Management
	Career Education		Technology		Professional Growth		

**ANTICIPATED OBSTACLES:** Please briefly state anticipated obstacles or threats to accomplishing this goal.

•

**KEY PERFORMANCE INDICATORS:** Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.

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STRATEGY 2.2:						2020: 2021: 2022: 2023:
STRATEGY 2.3:						2020: 2021: 2022: 2023:
STRATEGY 2.4:						2020: 2021: 2022: 2023:
STRATEGY 2.5						2020: 2021: 2022: 2023:
STRATEGY 2.6						2020: 2021: 2022: 2023:

**GOAL 3:****RATIONALE / EVIDENCE OF NEED:** *Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.*

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**PLAN ON A PAGE TARGET:** *Please indicate which area of the Plan on A Page is targeted by this goal1 by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page.*

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Career Education		Technology		Professional Growth		

**ANTICIPATED OBSTACLES:** *Please briefly state anticipated obstacles or threats to accomplishing this goal.***KEY PERFORMANCE INDICATORS:** *Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.*

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STRATEGY 3.2						2020: 2021: 2022: 2023:
STRATEGY 3.3						2020: 2021: 2022: 2023:
STRATEGY 3.4						2020: 2021: 2022: 2023:
STRATEGY 3.5						2020: 2021: 2022: 2023:



# DEPARTMENT STRATEGIC PLAN OPERATIONS

KEY PERFORMANCE INDICATORS	ACHIEVEMENT SUMMARY
GOAL 1	2020
	2021
	2022
	2023
GOAL 2	2020
	2021
	2022
	2023
GOAL 3	2020
	2021
	2022
	2023

## GOAL ACTION PLAN

<b>GOAL 1:</b>				
<b>RATIONALE / EVIDENCE OF NEED:</b> <i>Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.</i>				
•				
<b>PLAN ON A PAGE TARGET:</b> <i>Please indicate which area of the Plan on A Page is targeted by this goal by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page</i>				
	Instruction	Assessment	Communication & Community Relations	Safety & Organizational Management
	Career Education	Technology	Professional Growth	
<b>ANTICIPATED OBSTACLES:</b> <i>Please briefly state anticipated obstacles or threats to accomplishing this goal.</i>				
•				
<b>KEY PERFORMANCE INDICATORS:</b> <i>Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.</i>				

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STRATEGY 1.2						2020: 2021: 2022: 2023:
STRATEGY 1.3						2020: 2021: 2022: 2023:
STRATEGY 1.4						2020: 2021: 2022: 2023:
STRATEGY 1.5						2020: 2021: 2022: 2023:
STRATEGY 1.6						2020: 2021: 2022: 2023:

**GOAL 2:****RATIONALE / EVIDENCE OF NEED:** *Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.*

•

**PLAN ON A PAGE TARGET:** *Please indicate which area of the Plan on a Page that is targeted by this goal by typing an "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page*

	Instruction		Assessment		Communication & Community Relations		Safety & Organizational Management
	Career Education		Technology		Professional Growth		

**ANTICIPATED OBSTACLES:** *Please briefly state anticipated obstacles or threats to accomplishing this goal.*

•

**KEY PERFORMANCE INDICATORS:** *Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.*

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STRATEGY 2.2:						2020: 2021: 2022: 2023:
STRATEGY 2.3:						2020: 2021: 2022: 2023:
STRATEGY 2.4:						2020: 2021: 2022: 2023:
STRATEGY 2.5						2020: 2021: 2022: 2023:
STRATEGY 2.6						2020: 2021: 2022: 2023:



**GOAL 3:****RATIONALE / EVIDENCE OF NEED:** *Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.*

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**PLAN ON A PAGE TARGET:** *Please indicate which area of the Plan on A Page is targeted by this goal1 by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page.*

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STRATEGY 3.2						2020: 2021: 2022: 2023:
STRATEGY 3.3						2020: 2021: 2022: 2023:
STRATEGY 3.4						2020: 2021: 2022: 2023:
STRATEGY 3.5						2020: 2021: 2022: 2023:



## DEPARTMENT STRATEGIC PLAN TECHNOLOGY

KEY PERFORMANCE INDICATORS	ACHIEVEMENT SUMMARY
GOAL 1	2020
	2021
	2022
	2023
GOAL 2	2020
	2021
	2022
	2023
GOAL 3	2020
	2021
	2022
	2023

### GOAL ACTION PLAN

<b>GOAL 1:</b>				
<b>RATIONALE / EVIDENCE OF NEED:</b> <i>Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.</i>				
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<b>PLAN ON A PAGE TARGET:</b> <i>Please indicate which area of the Plan on A Page is targeted by this goal by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page</i>				
	Instruction		Assessment	
	Career Education		Technology	
			Communication & Community Relations	Safety & Organizational Management
			Professional Growth	
<b>ANTICIPATED OBSTACLES:</b> <i>Please briefly state anticipated obstacles or threats to accomplishing this goal.</i>				
•				
<b>KEY PERFORMANCE INDICATORS:</b> <i>Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.</i>				

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STRATEGY 1.1						2020: 2021: 2022: 2023:
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STRATEGY 1.3						2020: 2021: 2022: 2023:
STRATEGY 1.4						2020: 2021: 2022: 2023:
STRATEGY 1.5						2020: 2021: 2022: 2023:
STRATEGY 1.6						2020: 2021: 2022: 2023:

**GOAL 2:****RATIONALE / EVIDENCE OF NEED:** *Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.*

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**PLAN ON A PAGE TARGET:** *Please indicate which area of the Plan on a Page that is targeted by this goal by typing a "X" in the appropriate box. To verify alignment with the Plan on a Page, please refer to the descriptive statements listed under each element in the Plan on a Page*

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	Career Education		Technology		Professional Growth		

**ANTICIPATED OBSTACLES:** *Please briefly state anticipated obstacles or threats to accomplishing this goal.*

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**KEY PERFORMANCE INDICATORS:** *Please describe how performance will be measured, the research or professional resources used to guide the development and implementation of an action plan, and strategies adopted within the action plan. The action plan should include a timeline for implementation with benchmarks, a description of who is facilitating the strategies, and how progress will be reported and evaluated.*

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STRATEGY 2.2:						2020: 2021: 2022: 2023:
STRATEGY 2.3:						2020: 2021: 2022: 2023:
STRATEGY 2.4:						2020: 2021: 2022: 2023:
STRATEGY 2.5						2020: 2021: 2022: 2023:
STRATEGY 2.6						2020: 2021: 2022: 2023:

**GOAL 3:****RATIONALE / EVIDENCE OF NEED:** *Please describe the evidence used to identify this goal as a priority. Your description should include empirical data and a brief explanation of how the data was collected.*

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