

**Moscow School District 281**  
**www.msd281.org**

# **Strategic Plan**

## **2009-2012**

**Our Goal: *Student Success***

**Our Mission: *The Moscow School District commits all assets, facilities, time and energy to provide students with the tools needed to become positive members of society.***

**Goal: Student Success**

**Mission Statement:** The Moscow School District commits all assets, facilities, time and energy to provide students with the tools needed to become positive members of society.

**Vision Statement:** The energies and resources of the District will be dedicated to supporting and empowering:

- students to engage in the process of learning.
- teachers and support staff to inspire each student to achieve his or her maximum potential.
- the community to be an integral part of the learning process.

**Operational Philosophy:** Moscow School District assists children in gaining the knowledge, skills, habits, understanding, attitudes and character that encourage the development of successful life-long learners who will contribute positively to society. Essential outcomes of such educational experiences include respect for the rights of others who are different, readiness to promote the general welfare, a wholesome approach to the many responsibilities of life, and a desire to continuously improve one's competencies in academic, vocational, personal and social experiences. The District is accountable to both students and parents for the quality and availability of educational services delivered in a safe, achievement-oriented environment.

**Beliefs:**

1. All people can learn.
2. The family is the student's most important teacher.
3. Teachers inspire learning and guide students in the acquisition of knowledge, skills, and attitudes.
4. The community and the school district share a responsibility for the quality education of our youth.
5. Learning is a life-long process.
6. Students, families, and community must have high expectations for student success.
7. Schools prepare students for life, civic responsibilities, and work.
8. Students need to achieve success in fundamental and advanced literacies.
9. Individuality is valued.
10. Open communication promotes understanding and growth.

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5-25-10

**GOAL: Our District will create a coordinated and effective communication process in an atmosphere of trust and respect throughout the District and community.**

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>A. Maintain a Public Information Plan to keep parents, staff, and community members informed.</b>	1. Revise Strategic Plan 2009-2012. Involve all stakeholders. Condense district focus to attainable goals.	Ongoing	Superintendent	Strategic Plan Steering Committee	Strategic Plan Steering Committee's (SPSC) annual summary of accomplishments
	2. Republish <i>Strategic Plan Booklet</i> and <i>Executive Summary</i> each fall.	Ongoing	Superintendent	Administrative Assistant	Administrative Assistant's Checklist
	3. Produce District Newsletter online three times annually. Emphasize current, quality information.	October, January, May	Superintendent	Curriculum Secretary & Selected Staff Writers	Administrative Assistant's Checklist
	4. Continue sending building newsletters to parents.	Variable, as per building plan	Principals	Staff	SPSC annual summary of accomplishments
	5. Republish booklet listing committees and their responsibilities each fall.	Ongoing	Superintendent	Committee Chairs Admin. Assistant	Administrative Assistant's Checklist
	6. Continue expanding and upgrading Web site. Add school closure information.	Ongoing	Admin Team	Tech Coordinator Staff, & Students	SPSC annual summary of accomplishments
	7. Annually review District level and building level brochures.	Ongoing	Superintendent	Admin Council Admin Asst.	Administrative Assistant's Checklist
	8. Update the <i>District Policy Manual</i> and republish as needed. Monitor system to keep manual updated and current throughout the year.	Ongoing	Superintendent Administrative Assistant	Superintendent Trustees Administrators Admin. Asst.	Administrative Assistant's Checklist
	9. Put Board Minutes on the District Web site.	Ongoing	Administrative Assistant	Tech Department	Administrative Assistant's Checklist
	10. Encourage Board members to write guest columns for the newspapers.	Ongoing	Superintendent	Administration & Trustees	Administrative Assistant's Checklist
	11. Post Strategic Plan Steering Committee minutes on the District Web site.	Ongoing	Administrative Assistant	Tech Department	Administrative Assistant's Checklist
	12. Post District Curriculum and Assessment Committee (DCAC) minutes on MSDNet.	Ongoing	Curriculum Secretary	Tech Department	Administrative Assistant's Checklist
	13. Schedule regular committee and District program reports on the Board Agenda.	Ongoing	Superintendent	Administrative Assistant	Administrative Assistant's Checklist

**FOCUS AREA: Communication**

**GOAL:** Our District will create a coordinated and effective communication process in an atmosphere of trust and respect throughout the District and community.

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>A. Continued</b>	14. Post “Board Highlights” on Web site promptly after each regular Board meeting.	Ongoing	Administrative Assistant	Tech Department	Administrative Assistant’s Checklist
	15. Keep handbook available for classified staff on MSDNet. To be revised 2009-10.	Ongoing	Director of Spec Ed/HR	HR Tech., Clerk, Business Mgr.	Administrative Assistant’s Checklist
	16. Send important parent information to administrators for building list serves.	Ongoing	Superintendent	Admin Council	SPSC annual summary of accomplishments
	17. Coordinate reports through Moscow Education Association for summer email list.	Ongoing	MEA President	MEA Exec. Board D.O. Admin	SPSC annual summary of accomplishments
	18. Distribute electronic news to community Web sites.	Ongoing	Superintendent	Admin Council	SPSC annual summary of accomplishments
	19. Provide access to student progress via the parent/ student portal to parents of secondary students.	Ongoing	Secondary Administrators	Faculty/Staff	Number of parent and student accesses
	20. When input is sought, feedback including rationale is given (Trust & Respect).	Ongoing	Superintendent	SPSC Membership	SPSC annual summary of accomplishments
<b>B. Gather public opinion to promote receptiveness to community and parent concerns.</b>	1. Hold public forums on specific topics.  <b>*SMART GOAL</b>	As needed annually	Superintendent Board of Trustees Chair	Admin Council Trustees	SPSC annual summary of accomplishments
	2. Publicize the District Web site and encourage people to use it.	Ongoing	Superintendent/ Tech Coordinator	Superintendent & Admin Council Cabnology	SPSC annual summary of accomplishments
	3. Link the District Web site to the Chamber of Commerce Web site.	Ongoing	Technology Coordinator	Technology Department	Administrative Assistant’s Checklist
	4. When input is sought, feedback including rationale is given (Trust & Respect).	Ongoing	Superintendent	SPSC Membership	SPSC annual summary of accomplishments
<b>C. Strengthen our relationship with our community to enhance communications, responsiveness, and participation.</b>	1. Hold back-to-school and other open houses during the year to encourage community visitation and appreciation of each school.	Ongoing	Building Administrators	Staff/Faculty	SPSC annual summary of accomplishments

**FOCUS AREA: Communication**

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>C. Continued</b>	2. Publicize District Crisis Assistance Team Plan and post on MSDnet.	Ongoing	Superintendent	Crisis Assistance Team Technology Department	Administrative Assistant's Checklist
	3. Superintendent will attend community gatherings and make presentations to service groups.	Ongoing	Superintendent	Superintendent Administration	SPSC annual summary of accomplishments
	4. Provide avenues for soliciting community input as part of the Northwest Association of Accredited Schools (NAAS) process.	Ongoing	Superintendent Trustees	Building Administrators Trustees Admin. Asst.	SPSC annual summary of accomplishments
	5. Maintain positive relationships with all media. (Principals provide information to media frequently.)	Ongoing	Superintendent	All MSD Employees	SPSC annual summary of accomplishments
	6. Send media email addresses and phone numbers to all buildings.	Twice Annually	Superintendent	Administrative Assistant	Administrative Assistant's Checklist
	7. Cooperate with Homeland Security to post applicable alerts.	Ongoing	Superintendent	Superintendent	Administrative Assistant's Checklist
	8. Keep staff informed of legislative activity.	Ongoing	Superintendent	Superintendent	SPSC annual summary of accomplishments
	9. Cooperate with regional health agency, North Central District Health Department.	Ongoing	Superintendent	School Nurse	SPSC annual summary of accomplishments

5/25/10

\*B. 1. SMART Goal: During the 2009-10 school year Moscow School District will provide at least one public forum to present information and solicit input on Moscow High School science labs, senior projects, and master schedule.

(SMART Goals are: Specific, Measurable, Attainable, Results oriented, and Time bound)

**FOCUS AREA: Student Achievement – Curriculum/Instruction/Assessment**

**GOAL: Our District will focus on continuously increasing student achievement by providing a research-based, sequential, K-12 curriculum, instruction, and assessment process that is aligned with state and local achievement standards.**

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<p><b>A. Implement the district-wide curriculum process.</b></p>	<p>1. The District Curriculum and Assessment Committee (DCAC) meets regularly to:</p> <ul style="list-style-type: none"> <li>• Direct curricular efforts</li> <li>• Monitor student progress on state and district assessments</li> <li>• Set annual goals to enhance the learning/teaching process to increase student performance</li> </ul> <p><b>* SMART GOAL</b></p> <ul style="list-style-type: none"> <li>• Review adoption requests made by Subject Area Committees</li> </ul>	Ongoing	Curriculum Director	District Curriculum and Assessment Committee	<p>DCAC annual summary of accomplishments</p> <p>SAC reporting documents on MSDNet</p>
	<p>2. Implementation of the sequential Curriculum Cycle is in coordination with regularly scheduled K-12 Subject Area Committee meetings. Every subject area committee meets a minimum of three times annually to address issues relating to:</p> <ul style="list-style-type: none"> <li>• Curriculum Development, Evaluation, or Revision</li> <li>• Summative Assessment</li> <li>• Adoption of Textbooks/Materials</li> <li>• Formative Assessments</li> <li>• Program Review</li> </ul>	Ongoing	Curriculum Director	Administrators and Teacher Co-chairs	SAC reporting documents on MSDNet
	<p>3. Textbook adoption requests are listed on the State Department adoption list of approved textbooks or a waiver is submitted to the State Department if a different text is preferred.</p>	Ongoing	Curriculum Director	Curriculum Director and Subject Area Committees Administrators	Adoption of textbooks that are approved by the State Department of Education
	<p>4. Teachers and administrators receive state curriculum and assessment updates in a timely manner.</p>	Ongoing	Curriculum Director	Curriculum Director Superintendent Building Admin.	DCAC annual summary of accomplishments
	<p>5. Teacher teams collaborate on a regular basis by grade level or department to:</p> <ul style="list-style-type: none"> <li>• Review and discuss instructional practices to enhance student achievement.</li> <li>• Review and update annual instructional calendars to ensure the curriculum is being covered effectively.</li> <li>• Utilize state and local assessment data to set SMART Goals to improve student achievement.</li> </ul>	Ongoing	Curriculum Director  Building Administrators	Building Administrators	<p>Team report logs</p> <p>Annual submission of SMART Goals and revised instructional calendars to principals</p> <p>Reports submitted on spring communication day</p>

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
A. Continued	6. The Spring Teacher Communication Day is scheduled annually, whereby teachers meet by grade level and department, as well as in a grade up/grade down format to discuss curriculum and assessment issues and needs across the district.	Ongoing	Curriculum Director	Curriculum Director	Reports submitted by grade level, departments, and grade up/grade down teams
	7. The Technology Plan is implemented to enhance student learning.	Ongoing	IT Coordinator Superintendent Curriculum Dir.	IT Coordinator Cabnology Admin Council	Instructional Technology report to state
	8. Funds are allocated annually for curriculum adoptions in alignment with a protocol that outlines standardized procedures to guide the adoption process across disciplines. <ul style="list-style-type: none"> <li>• Arrange for teachers to attend State Department of Education materials “Caravans” to preview materials prior to piloting and/or adopting.</li> <li>• Arrange for samples of materials to be sent to teachers per their request(s).</li> <li>• Arrange for publishers to send representatives to Moscow School District to present an overview of programs we are piloting, considering, and/or adopting.</li> <li>• Contact publishers to enable teachers to pilot Idaho-approved programs in order to reach an informed decision.</li> <li>• Utilize the adoption rubric to evaluate pilot programs in a standardized manner.</li> </ul>	Ongoing	Curriculum Director	Curriculum Director	Accomplishments documented in District Curriculum & Assessment Committee (DCAC) minutes
	9. Title I and LEP teachers and paraprofessionals: <ul style="list-style-type: none"> <li>• Are fully informed regarding the programming requirements outlined by the Elementary and Secondary Education Act (ESEA) legislation.</li> <li>• Are highly qualified as defined by the state of Idaho and the ESEA.</li> <li>• Receive appropriate professional development opportunities.</li> <li>• Receive training in administration of appropriate assessments.</li> </ul>	Ongoing	Curriculum Director Superintendent	Curriculum Director	Title I and LEP Program reporting as documented in annual state required plans

**FOCUS AREA: Student Achievement – Curriculum/Instruction/Assessment**

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>A. Continued</b>	9. Continued <ul style="list-style-type: none"> <li>• Develop annual state-approved program plans for the appropriate building and/or district.</li> <li>• Maintain an active parental involvement and parental training program in accordance with federal guidelines in an effort to have a productive home/school connection that ultimately improves student learning.</li> <li>• Meet on a regular basis to discuss instructional strategies and student achievement.</li> </ul>				
<b>B. Enhance instructional effectiveness.</b>	1. The district employs highly qualified teachers and paraprofessionals, as indicated by state and federal guidelines.	Ongoing	Superintendent Human Resources Director	Human Resources Personnel Building Admin.	IBEDS documentation
	2. A student graduation rate of 90% is maintained or increased at the building and district level. <b>*SMART GOAL</b>	Ongoing; measured annually	Building Admin. Curriculum Director	Building Administrators Teachers	Graduation rates reported on CIP
	3. The percentage of student absences and dropouts is reduced annually.	Ongoing	Building Administrators	Building Administrators Teachers	Monitoring of attendance and drop-out rates; effectiveness of Attendance Court
	4. The Strategic Plan Steering Committee oversees efforts to provide quality professional development opportunities to staff using Title II and district funds. <ul style="list-style-type: none"> <li>• District in-service offerings are based on an annual survey of identified instructional needs and review of assessment data.</li> <li>• The Survey is finalized by the Strategic Plan Steering Committee after input is received from teachers, principals, and paraprofessionals.</li> <li>• The Survey is disseminated in the fall to all teachers in the District and the results are brought back to the Strategic Plan Steering Committee for planning district-wide professional development offerings using Title II and district funds in alignment with Moscow School District’s <i>Professional Development Plan</i>.</li> </ul>	Ongoing	Curriculum Director	Strategic Plan Steering Committee and Professional Development Committee	Professional Development Committee annual summary of accomplishments  Log of October Days Professional Development District offerings and participation  Monitoring of student assessment data

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<p><b>B. Continued</b></p>	<p>4. Continued</p> <ul style="list-style-type: none"> <li>• Professional development opportunities may be available to teachers, principals, and para-professionals to improve content knowledge in core subject areas and/or instructional strategies to enhance teaching practices.</li> <li>• Individual teacher, administrator, or paraprofessional requests for professional development utilizing district funding are reviewed, and approved or denied, by the Professional Development Committee. All requests must be to seek training to improve student achievement in the areas of content knowledge, instructional strategies, and/or assessment practices.</li> <li>• All certified staff are encouraged to complete Individual Professional Growth Plans (approved plans are a prerequisite for the granting of professional development funds).</li> <li>• In-service credits based on guidelines in the <i>Professional Development Procedural Handbook</i> are awarded as appropriate by the Chair of the Professional Development Committee and the Superintendent.</li> <li>• Completion of the Professional Development Evaluation form is required from those who have received district funding in order to measure positive impact on student performance and overall effectiveness.</li> </ul>				
	<p>5. The three-tiered <i>Response to Intervention</i> (RTI) Program is to be implemented in stages over the next three years.</p> <ul style="list-style-type: none"> <li>• Provide professional development to support RTI implementation.</li> <li>• Clarify roles of building administrators, teachers, and paraprofessionals.</li> </ul>	<p>Spring 2012</p>	<p>Curriculum Director Special Education Director Intervention Specialist Building Admin.</p>	<p>Intervention Specialist Building Administrators Teachers Support Staff Volunteers</p>	<p>Develop an evaluation mechanism such as a survey or rubric to monitor progress toward effective RTI implementation in each building. Principals will utilize the mechanism at least once per year.</p>

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<p><b>B. Continued</b></p>	<p>5. Continued</p> <ul style="list-style-type: none"> <li>• Identify research-based intervention programs for each Tier in specific areas of reading to include: fluency, comprehension, phonemic awareness, phonics, and vocabulary.</li> <li>• Train teachers in use of intervention materials.</li> <li>• Implement Tier I strategies:               <ol style="list-style-type: none"> <li>a. Implement core reading and math programs with fidelity.</li> <li>b. Administer universal screening three times per year to determine reading achievement level of students in K-6.</li> <li>c. Administer further assessment to students not meeting benchmark standards to identify specific deficits.</li> <li>d. Teachers differentiate/intervene based on assessment results.</li> <li>e. Teachers monitor progress to determine student response to the differentiation/intervention and adjust instruction as appropriate.</li> <li>f. Principals schedule and lead grade level or department team meetings to identify appropriate interventions, discuss student progress, and formulate instructional decisions based upon data.</li> <li>g. Building administrators conduct periodic walk-throughs to stay abreast of differentiation/intervention efforts and observe student progress.</li> </ol> </li> </ul>				

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>B. Continued</b>	<p>5. Continued</p> <ul style="list-style-type: none"> <li>• Implement Tier II and Tier III strategies at the elementary level.                             <ul style="list-style-type: none"> <li>a. Select effective intervention programs in the areas of fluency, phonemic awareness, phonics, comprehension, and vocabulary.</li> <li>b. Train teachers and support staff in the use of these programs.</li> <li>c. Teachers monitor progress to determine student response to the differentiation/ intervention and adjust instruction as appropriate.</li> <li>d. Explore options for flexible student grouping and instructional delivery.</li> </ul> </li> <li>• At the secondary level, identify successful RTI efforts and set a three year goal sequence for completing RTI implementation.</li> <li>• Complete RTI Process Guidelines and disseminate to buildings.</li> </ul>				
	<p>6. Methods are implemented for accommodating varying student abilities and learning styles at the elementary and secondary levels.</p> <ul style="list-style-type: none"> <li>• Provide differentiated instruction for all students (struggling/at benchmark/advanced) in core subject areas as appropriate.</li> <li>• Provide instructional support and/or remediation to students who do not demonstrate proficiency on the ISAT in Reading, Language Usage and Math, and monitor progress on a regular basis to determine the effectiveness of the intervention.</li> <li>• Offer students who have not been able to attain proficiency on the standards as measured by the ISAT the opportunity to demonstrate their competencies on local Board-approved alternative graduation measures that satisfy state graduation requirements.</li> </ul>	Ongoing	Curriculum Director Special Education Director Intervention Specialist Building Administrators	Curriculum Director Special Education Director Intervention Specialist Building Administrators Teachers	<p>Documentation of professional development offerings focused on differentiation of instruction</p> <p>Documentation of differentiated classes as reported in building CIP tools</p> <p>Monitoring of student achievement on statewide assessments and progress in classroom performance</p> <p>Documentation of allocation of funds to assist these students</p>

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>B. Continued</b>	6. Continued <ul style="list-style-type: none"> <li>• Students of all ethnicities, students with special needs, and students who are homeless have access to all educational programming.</li> <li>• Counselors and building administrators seek to identify students who are considered homeless and communicate with the Homeless Liaison regarding identification procedures, student support, and student progress.</li> <li>• Provide support to homeless students to increase their likelihood of academic and social success.</li> <li>• Provide Gifted and Talented enrichment opportunities.</li> <li>• Enhance and/or maintain humanities and professional/technical course offerings resulting from new state mandates that increase graduation requirements in math and science while considering budgetary restrictions.</li> <li>• Offer credit options for students through AP courses, dual and concurrent enrollment with universities, IDLA, etc.</li> </ul>				Annual review of course offerings in PTE and humanities at MHS, MJHS, and PCRHS  Annual review of course options available to students are identified in district CIP tool
	7. Professional development opportunities are provided to effectively implement the Technology Plan by integrating technology to enhance the instructional process.	Ongoing	Superintendent Curriculum Dir. IT Coordinator	IT Coordinator Curriculum Director	Documentation of professional development offerings and attendance
	8. The Information Literacy research-design tool is implemented at elementary and secondary levels.	Spring 2010	Curriculum Director	Media and Information Literacy Committee	Identification of a research model and training necessary for implementation.
	9. The Idaho Digital Learning Academy (IDLA) is incorporated as an instructional delivery system.	Ongoing	Curriculum Dir. ITC Building Administrators	Admin Council Teachers	Determine numbers participating; report outcomes; study future involvement
<b>C. Implement the district-wide assessment system.</b>	1. Counselors, administrators, and teachers receive updated training for administration of all state mandated assessments: ISAT, IRI, and IELA.	Ongoing	Curriculum Director	Curriculum Director Building Administrators	Documentation of district and state training sessions and attendance

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>C. Continued</b>	2. The ISAT, IRI, and local assessment data are utilized to formulate building and classroom SMART Goals in reading, language usage, and mathematics to promote and monitor growth for all students.	Ongoing	Building Administrators Curriculum Director	Building Administrators	Documentation of SMART Goals and attainment status
	3. School and District performance on Adequate Yearly Progress (AYP), state assessment data, and state-designed district and school report cards are communicated via newsletters, the media, and District/school Websites.	Ongoing	Curriculum Director	Curriculum Director	Assessment information presented in newsletters and on district and school Websites
	4. Measurable district-wide SMART Goals are developed at the district level by the District Curriculum and Assessment Committee and also at the school level by building administrators and staff.	November 1 Annually	Curriculum Director	Curriculum Director DCAC Building Admin.	Determination by Administrative Council and DCAC to determine if goals were developed and attained
	5. Administrators and teachers understand how to analyze and meaningfully interpret ISAT, IRI, and IELA data in terms of targeting instruction to improve student achievement.	Ongoing	Curriculum Director	Curriculum Director	Documentation of teacher training opportunities and student assessment results
	6. Current knowledge of state and national assessment requirements in respect to the Elementary and Secondary Education Act and state-required assessments is maintained and shared as appropriate.	Ongoing	Curriculum Director Superintendent	Curriculum Director Superintendent Building Administrators	Documentation of updates to administrators, teachers, the Board, parents, and the community

5/25/10

\*A.1 & B. 2. SMART Goal: During the 2009-10 school year Moscow schools will reach Adequate Yearly Progress (AYP) targets for students by: 1) attaining required proficiency levels as measured by the spring ISAT or through the use of safe harbor, and 2) a minimum graduation rate of 90%. This year's targets are as follows: Reading 85.6 %, Language Usage 75.1%, Mathematics 83.0%.

(SMART Goals are: **S**pecific, **M**easurable, **A**ttainable, **R**esults oriented, **T**ime Bound)

**FOCUS AREA: Student Achievement – Special Services**

**GOAL: Our District will focus on continuously improving student achievement maintaining an ongoing commitment to identify and provide a wide range of student support services and ensure that services are connected inside and outside our District.**

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>A. Coordinate special services through district-wide review and program development, staff training and workshops throughout the school year.</b>	1. Maintain an outline of current district career guidance opportunities and preparation activities that exist in the District.	Ongoing	Superintendent	Building Administrators Career Counselor Counselors Professional/ Technical Committee Co-chairs	Updated document
	2. Update the Gifted/Talented Plan and disseminate as needed.	Ongoing	Director of Special Services	G/T Staff	Updated plan on file
	3. For the special education program, complete annual data submission requirements that coincide with the state's new Longitudinal Data System, ISEE, and develop a district plan based on results. Complete activities to bring district into compliance within one year of findings.	Annually  Annually	Director of Special Services	Dir of Spec Services Staff	Special ed data profiles, Plan on File
	4. Provide staff training to support students with special needs to improve state assessment results in reading and mathematics.  <b>*SMART GOAL</b>	Ongoing	Director of Special Services	Dir of Spec Services Special Ed Staff G/T Staff	Improvement of student proficiency ratings
	5. Consider special education needs as texts are adopted.	Ongoing	Director of Special Services	Dir of Spec Services Curriculum Director	Special ed staff on Subject Area Committees
	6. Continue weekly staff meetings (Educational Team Meetings [ETMs]) to benefit students.	Ongoing	Director of Special Services	Dir of Spec Services Special Ed Staff Building Administrators	Meeting notes
	7. Continue to offer professional development on a tiered model of intervention/differentiated instruction to benefit all students.	Ongoing	Director of Special Services Curriculum Director	Dir of Spec Services Curriculum Director	Training schedule/ opportunities

**FOCUS AREA: Student Achievement – Special Services**

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
	8. Increase services for students with social/emotional/behavioral needs.	Ongoing	Director of Special Services	Dir of Spec Services Counselors Psychologists Building Administrators G/T Staff	Number of: new behavioral plans and outside provider contracts
	9. Increase the technology competencies of special education students, especially the use of assistive technologies and augmentative communication.	Ongoing	Director of Special Services	Dir of Spec Services Special Ed Staff Tech Dept.	List of assistive technologies used by students

5/25/10

\*A. 4. SMART GOAL: During the 2009-10 school year Moscow School District will increase the percent of proficient or advanced special education students on the spring 2010 Idaho Standards Achievement Test from 75% to 83% in reading and from 67% to 75% in math.

(SMART Goals are: **S**pecific, **M**easurable, **A**ttainable, **R**esults oriented, and **T**ime bound)

**FOCUS AREA: Student Achievement – Technology**

**GOAL:** Our District will focus on continuously increasing student achievement and will improve the overall quality and effectiveness of curriculum, instruction, assessment, and administrative programs by integrating a variety of technology based resources, thus providing rich opportunities for learning in a variety of formats and increasing the efficiency of all district operations.

**GOAL 1:** Utilize technology to improve academic achievement and teacher effectiveness. [Based on SIP Goal 9]

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>A. Provide pertinent professional development in technology for teachers to facilitate the acquisition of applicable technology skills.</b>	1. Provide a variety of professional development delivery formats for teachers to facilitate the acquisition of applicable technology skills (e.g. AIMSWeb).  * SMART GOAL	Ongoing	Curriculum Director Instructional Technology Coordinator (ITC) Special Services Director	Curriculum Dir. ITC Special Services Director Intervention Specialist Building Administrators	The number of teachers who participate in technology skill development activities.
	2. Inform and train teachers how to use relevant District technologies and software applications that improve instructional practices, such as Lexia, Plato, tablets, chalkboards, etc.	Ongoing	Special Services Director Curriculum Director ITC	Building Software Leaders ITC	Annual training is provided.
	3. Continue to utilize a software evaluation and approval process based on instructional considerations and computer/network capacity to improve instructional practices.	Ongoing	Cabnology	Curriculum Dir. ITC Tech Department	All purchased products work as intended on the District's system to enhance student achievement.
	4. Provide a list of supported software (instructional and applications) and a clear, differentiated process for support of each title.	Ongoing	Curriculum Director ITC	ITC Tech Department	A list of supported software“how to’s” and a clear process for technical and instructional support are provided on MSDNet.
	5. Continue to provide links for teachers and staff to online training opportunities for staff (e.g. Plato, ISAT, MSD Links, PowerSchool, access to teacher evaluation model).	Ongoing	Curriculum Director ITC	ITC Superintendent Administrators	Links are provided on MSDNet.
	6. Prepare teachers, administrators, and proctors to inform students about procedures and strategies to take computerized assessments. (ISAT)	Ongoing	Curriculum Director ITC Building Admin.	ITC	Documentation of training sessions and effectiveness of ISAT administration.
	7. Continue to provide focused approaches based on 8 <sup>th</sup> Grade Technology Literacy expectations, list of district software packages, and staff expertise.	Ongoing	Curriculum Director ITC	Librarians, Teachers Information Literacy Instructors	Students meet expectations.

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>A. Continued</b>	8. Provide training for staff responsible to maintain the SDE Longitudinal Data System.	Winter 2010 Ongoing	Cabnology	As assigned by Cabnology	Documentation of technology staff receiving training.
<b>B. Continue to identify innovative strategies and research-based best practices for integrating technology with curricula and instruction and post to MSDNet (Intranet).</b>	1. Create and maintain matrices of Reading and Math Resources on MSDNet (intranet) to develop greater awareness of the integration of relevant instructional resources with curricula and instruction.	Ongoing	Curriculum Director ITC Special Services Director	Curriculum Dir. ITC Special Services Director Intervention Specialist	The Instructional Support Resources database on MSDNet is current: Reading and Math Resource Matrices are posted to MSDNet and include district supported instructional resources, Web links and skills targeted by grade level.
	2. Maintain on-line learning resources that are tied to the curriculum on the District's external Web site for secondary students (Library pages).	Ongoing	Curriculum Director ITC Special Services Director	Curriculum Dir. ITC Librarians	Online student resources that support classroom activities and are available 24/7 on the District's Web site.
	3. Involve librarians in the technology planning process.	Ongoing	Cabnology Curriculum Director	Librarians Cabnology	Documentation of library information resources.  Participation of District Librarians on Strategic Planning Committee.
	4. Maintain shared services among secondary libraries (such as Interlibrary loan transactions, LiLI, shared catalogs, and partnerships in virtual reference services).	Ongoing	Curriculum Director ITC Special Services Dir.	Curriculum Dir. ITC Librarians	List of shared services.
	5. Maintain the district's connection to regional library networks via telecommunications systems. (LiLI)	Ongoing	Cabnology	Area Librarians Tech Department	List of school libraries that are participating in regional library networks.
	6. Encourage and maintain involvement with post-secondary institutions in the process of delivering on-line content to students.	Ongoing	Cabnology Special Services Director Secondary Building Administrators	Secondary Building Administrators	Post-secondary institutions deliver on-line content to students.

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>B. Continued</b>	7. Evaluate and employ public virtual learning environments (including IDLA, Video Conferencing (VTC), IEN and libraries) for Webinar opportunities as appropriate.	Ongoing	Cabnology District and Building Administrators	Tech Department Building Administrators Librarians Site Coordinators	Decisions about whether and/or how to expand participation.
<b>C. Support ALL students (including students with special needs and varied linguistic, cultural, ethnic and socio-economic backgrounds) to meet or exceed Idaho technology literacy standards.</b>	1. Identify and provide optional education delivery methods to meet the needs of learners with varied linguistic, cultural, ethnic and socio-economic backgrounds, including the use of assistive technologies for special needs students.	Ongoing	Curriculum Director Special Services Director Building Administrators	Tech Department ITC Teachers	All students are supported to meet or exceed technological literacy standards.
	2. Manage upgrades, purchases of new hardware and software, and a replacement schedule to maintain equitable student access to technology resources for students (current ratio of 3 students:1 computer).	Ongoing	Cabnology Special Services Dir. Building Administrators	Tech Department ITC Building Administrators	All students and staff can access computers capable of supporting instructional goals and district operations.
	3. Promote a sound understanding of the ethical issues as related to technology as appropriate per grade level (CIPA/NCIPA Compliance).	Ongoing	Curriculum Director ITC	ITC Media & Info Literacy Comm. SDFS Coordinator	Students behave responsibly and safely on District networks. SDFS annual report and program evaluation.
	4. Employ activities and/or instruments (that constitute acceptable evidence of student performance by grade) to determine that ALL students meet or exceed national technology literacy standards.	Ongoing	Cabnology Special Services Dir. Building Admin. Curriculum Director	Teachers ITC	Classroom assessments and data analysis documents student achievement.
<b>D. Assess the impact of technology use in the classroom.</b>	1. Employ electronic activities and/or instruments that constitute acceptable evidence of student performance.	Ongoing	Cabnology Curriculum Director Special Services Director	ITC Intervention Specialist Teachers	Cabnology analyzes student and teacher use reports on a regular basis. Building administrators observe teachers' use of technology in the classroom.

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>D. Continued</b>	2. Monitor the use of technology based intervention resources designed to improve student achievement in Language Arts and Math.	Ongoing	Cabnology Curriculum Director Special Services Director	ITC Intervention Specialist Building Administrators	Building administrators observe how teachers use technology in the classroom to drive instruction, support instructional methodology and measure outcomes.
	3. Monitor effectiveness of technology based intervention resources designed to improve student achievement in Language Arts and Math.	Ongoing	Cabnology Curriculum Director Special Services Director	ITC Intervention Specialist Building Administrators	Student centered teams analyze students' results as a basis for instructional evaluation and interventions. Building Administrators evaluate teacher use of technology in the classroom. Cabnology analyzes implementation progress and the effectiveness of the resources.
	4. Use Plato and NWEA as alternate graduation mechanisms.	Ongoing	Cabnology Curriculum Director ITC	Tech Department Teachers Building Administrators	Monitor student graduation rates.
	5. Use Apangea as a supplemental math resource.	Ongoing	Cabnology Curriculum Director ITC	Tech Department Teachers Building Administrators	Monitor the number of teachers using Apangea. Monitor student gains.
	6. Evaluate the usefulness of NWEA assessments to identify sub skill proficiencies, areas needed for ISAT remediation, and drive instructional groupings.	Ongoing	Curriculum Director Building Administrators	Building Administrators Teachers Secondary School Psychologist	Monitor student gains. Report results to Curriculum Director, Administrative Council, and teachers.

**Goal 2. Promote the collaboration of schools, state agencies, organizations, business and industry, post secondary institutions, and public virtual learning environments to meet the needs of all learners.**

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>A. Create an environment that fosters meaningful collaboration with state and local entities.</b>	1. Collaborate with state and local entities in the technology planning process (WAN & IEN).	Ongoing	Cabnology	Tech Department	Status of Fiber Project; involvement of other agencies in the planning process (ITD, City, Hospital).
	2. Promote data sharing among other state, county, and local entities.	Ongoing	Cabnology	SDFS Coordinator	Status of state, county, and local entities that share data.
	3. Collaborate with other state and local entities in the technology planning process to ensure that the District has sufficient technology capacity and training to participate in upcoming on-line learning initiatives (such as the Idaho Education Network and SDE Longitudinal Data System).	Ongoing	Cabnology District and Building Administrators	ITC Tech Department	The District has sufficient capacity to participate in upcoming on-line learning initiatives (such as the Idaho Education Network).
	4. Collaborate with SDE to develop systems or processes that extract, transform and load (ETL) individual student and staff data, promote interoperability across institutions and States, and protect student and staff privacy consistent with applicable privacy protection laws.	2010-2011	Cabnology District and Building Administrators	ITC Tech Department	Data is up-to-date and secure.
<b>B. Business, Industry, Chamber</b>	1. Encourage the involvement of business and industry in the technology planning process (PCRHS/Chamber Web site).	Ongoing	Superintendent	Superintendent	Status of project.
	2. Encourage business and industry to foster mentoring relationships with students that are focused on technology.	Ongoing	Cabnology	Secondary Building Administrators and Staff	Status of mentoring relationships in terms of objectives and activities with examples.
<b>C. Post-secondary institutions help planning.</b>	1. Encourage involvement of post-secondary institutions in the technology planning process.	Ongoing	Superintendent	Curriculum Dir. ITC Secondary Bldg. Administrators Counselors	Status of Involvement: Yr 1: LCSC: CNA Online; EMT Online, Yr. 1: UI: Polya Math Lab, Yr. 2: LCSC: Pharmacology
	2. Encourage collaboration with post-secondary institutions; investigate possibility of adding pre-engineering and environmental science professional-technical offerings through the University of Idaho.	Ongoing	Curriculum Director	Curriculum Dir. ITC, Secondary Bldg. Admin. Counselors	Status of activities.

**FOCUS AREA: Student Achievement – Technology**

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**Goal 3: Improve the efficiency of day-to-day district operations through the appropriate and/or applicable use of technology.** (This section is based on the Technology Support Index (TSI), a rubric developed at the International Society for Technology in Education, University of Oregon that is based on best practices and supported by research.) [Based on SIP Goal 10]

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>A. Conduct an annual analysis of the District’s hardware, software, network operating system, and connectivity capacity.</b>	1. Utilize the District’s electronic inventory system to assess the District’s capabilities.	Annual	Cabnology	Tech Department	The District’s technology systems are monitored and upgraded annually in order to maintain a robust and efficient District system.
	2. Evaluate and update instructional, business, maintenance, transportation, technology department and student management system software on an annual basis.	Ongoing	Cabnology	Curriculum Dir. ITC Tech Department	Software upgraded annually as needed to maintain integrity of district/ instructional operations.
	3. District technicians audit connectivity on an annual basis to ensure the effectiveness of an infrastructure that supports daily activities.	Ongoing	Cabnology	Tech Department Consultant	Audit indicates that network connectivity has adequate bandwidth to prevent delays in the support of identified instructional and operations activities.
	4. As needed, periodic network analysis by a third party vendor ensures the effectiveness of the infrastructure to support daily District activities. [Ednetics Network Analysis]	Ongoing	Cabnology	Consultant Tech Department	Third party recommends improvements to capacity.
<b>B. Standardize and consolidate network services to maintain the operation of a stable, robust, district-wide network infrastructure.</b>	1. Maintain the use of Voice Over Internet Protocol (VOIP) technology.	Met Phase I Goal Ongoing	Cabnology Business Office	Tech Department Contracted Services	Monitor service requests.

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>B. Continued</b>	2. Participate in Statewide network (IEN).	June 2010	Cabnology	Tech Department	Receiving 18MBPS at MHS.
	3. Provide integrated and systemic electronic communication services, such as email, desktop telephones with voicemail, radio and pager services based on staff roles and responsibilities	Ongoing	Cabnology Business Office	Tech Department Contracted Services	Integrated and systemic electronic communication such as email, desktop telephones with voicemail, radio and pager services are functioning seamlessly.
	4. Provide cell service for itinerant personnel, administrators, teachers, and bus drivers working with students out of the classroom	Ongoing	Cabnology Business Office	Contracted Services	Documentation by building.
	5. Provide Internet access to all district computers to enable access to instructional and district operational resources, such as online professional development, distance learning and remote databases.	Ongoing	Cabnology Business Office	Tech Department	100% of computers (of sufficient capacity) are connected to the Internet.
	6. Provide consistent, specialized training for technical staff (computer and network technicians) business office staff, maintenance, bus garage, and testing staff etc., based on staff roles and responsibilities.	Ongoing	Cabnology Business Office	Train-the-trainer Model Contracted Services	Documentation of staff sub-groups receiving training.
	7. Train and supervise high school students to support district technology in a peripheral way; either as part of their instructional program, or as a part of an after-school program.	Ongoing	High School Administration	HS Coordinator Tech Department	Number of students employed as technical support, as well as their responsibilities.
	8. Continue to implement Thin Client computing.	Ongoing	Cabnology Business Office	Tech Department	Analyze inventory records.
	9. Standardize application software purchases, such as Microsoft Word.	Ongoing	Cabnology Business Office	Tech Department	District technical support is limited to the list of approved software listed on MSDNet - Intranet.
	10. Identify and enforce specifications for grant equipment, donations, and surplus equipment.	Ongoing	Cabnology Business Office	Building Admin. Business Office Tech Department	Analyze inventory records.
	11. Centralize servers in farms.	Ongoing	Cabnology, Business Office	Technology Staff	Analyze inventory records.
	12. Maintain five year warranties on servers and central switches.	Ongoing	Cabnology Business Office	Tech Department	Analyze inventory records.

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>B. Continued</b>	13. Use network management software, including packet sniffers, ghosting, remote access, metering diagnostics and other tools, such as distribution and metering software.	Ongoing	Cabnology Business Office	Tech Department	Efficient management of network resources.
	14. Utilize a work order tracking system to manage repair requests and monitor network status.	Ongoing	Cabnology Business Office	Tech Department	Work orders managed and analyzed.
	15. Ensure that the District has sufficient technical capacity, ongoing maintenance, quality control, and training to participate in the SDE Longitudinal Data System.	Ongoing	Cabnology	Tech Department	District ETL system has technical capacity to participate in ISEE.
	16. Apply for grant to support the District’s compliance with the requirements of the SDE Longitudinal Data System’s ETL.	February 16, 2010	Superintendent	ITC	Completed
	17. Comply with requirements of the SDE Longitudinal Data System (ISEE).	Milestone 1 – April 30, 2010 Milestone 2 – Nov. 5, 2010 Milestone 3 – March 31, 2011	Superintendent Cabnology	ITC, HR, Business Office, Special Ed Dept., Secretaries, Tech Department MJHS Principal	Meet data submission Milestones.
	18. Develop an automated data upload system to comply with ISEE schedule.	Ongoing, each week, March 2011	Superintendent Cabnology	ITC, HR, Business Office, Special Ed Dept., Secretaries, Tech Department, Administrators	Meet data submission Milestones.
<b>C. Promote best practices to secure the use of technology, prevent unauthorized access, and promote safe access.</b>	1. Update antivirus software on a regular basis.	Ongoing	Cabnology	Tech Department	District technology is secure, users employ safe practices and there is no unauthorized access. Server based virus software updates automatically on schedule.
	2. Utilize Internet firewalls, proxy servers, and blocking software to protect District system.	Ongoing	Cabnology	Tech Department	Status of Internet firewalls, proxy servers and blocking software.

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>C. Continued</b>	3. Prevent unauthorized access to business and student records; maintain confidentiality of information; employ hardware and software security measures (login scripts).	Ongoing	Cabnology	Tech Department	Checklist of key actions verified. Investigation of security concerns identified by administrators.
	4. Comply with CIPA and NCIPA legislation; update Network Security Policy as needed to remain compliant with CIPA and NCIPA legislation.	Ongoing	Cabnology Building Administrators	ITC Human Resources Director	Internet safety policy is up to date.
	5. Review procedures regarding use of personal computers on district's network as needed.	Ongoing	Cabnology	Tech Department	Annual Review
	6. Formulate District's Disaster Recovery Plan. a. Analyze District's existing backup and disaster recovery protocols and practices. b. Evaluate enterprise level services available to backup and store District's digital data. c. Upgrade District's backup and storage capacity. d. Create Disaster Recovery Plan document.	June 2010	Cabnology	Tech Department	Resources analyzed and recommendations for purchase made to Cabnology. Disaster Recover Plan on file. Successful restoration of District data.
	7. Participate in SDE's decentralized model of security by assigning and managing single user IDs for state databases.	Winter 2010	Superintendent	Cabnology	District manages logins for selected district responsibilities (IBEDS, SIS)
<b>D. Maintain efficiency of day-to-day operation of electronic systems.</b>	1. Update information on State's student and staff ID system in a timely manner.	March 15, 2010 Ongoing	Cabnology	ITC HR Specialist Curriculum Secretary Business Office	All students and staff have state ID.
	2. Update and maintain the currency of information on the District's Student Management Data Base (PowerSchool) to comply with SDE's Longitudinal Data System.	Ongoing	Cabnology	ITC Bldg. Secretaries Registrars Counselors Special Ed Teachers	Monthly update to Cabnology group. Feedback from parent portal system.
	3. Update and maintain the currency of information on the District's Special Education and Gifted/Talented systems (Excent) to comply with the SDE's Longitudinal Data System.	Ongoing	Cabnology	Director of Special Services Special Education Teachers	Student information is current.

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>D. Continued</b>	4. Update and maintain equipment and facilities to support District and state testing programs (ISAT, IRI).	Ongoing	Cabnology	Tech Department ITC	All students tested appropriately for ISAT and IRI.
	5. Update and maintain equipment and facilities that support state reporting (Skyward, PowerSchool, Excent, Transportation, Nutrikids, DIRECT CERT)	Ongoing	Cabnology	Tech Department	Data collected and entered into state reporting and testing systems. Data used to guide decision making.
	6. Maintain district instructional software: Accelerated Learning, Renaissance Place, Lexia, Read Naturally, Follett Library and Plato Apangea Software, and Waterford.	Ongoing	Cabnology	Tech Department ITC	Analysis of work orders.
	7. Maintain and update Excent (IEP) Software.	Ongoing	Cabnology	Tech Department	Analysis of work orders.
	8. Enforce software approval process to ensure software purchases support instructional goals and function on existing networks.	Ongoing	Cabnology	Tech Department ITC Curriculum Dir.	Software purchases meet instructional objectives and work on existing networks.
<b>E. Maintain efficiency of day-to-day operation of technology systems.</b>	1. Maintain a rotation schedule and specific strategies for maintenance, purchase and upgrade of District equipment.	Ongoing	Cabnology	Tech Department	Status of rotation schedule: equipment is placed on a 4-5 year replacement cycle. A district standard has been selected; few exceptions made.
	2. CPUs: Upgrade, redeploy, and/or purchase machines as needed to provide every staff member with a machine that meets current district requirements by role.	Ongoing	Cabnology	Tech Department	Specific vendor list with only rare exceptions made for those who are not on the list – models limited.
	3. Standardize Equipment <ul style="list-style-type: none"> <li>• Switches           • Filters</li> <li>• Radios             • Servers</li> <li>• Routers           • Printers</li> </ul>	Ongoing	Cabnology	Tech Department	All equipment is standardized on a small number of brands and models with equipment that is rated for industrial use.
	4. Platform Selection: Migrate to Windows platform with few exceptions made for special projects or programs.	Ongoing	Cabnology	Tech Department	Only one platform is allowed with few exceptions made for special projects or programs.

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>E. Continued</b>	5. Network and Machine Operating System and hardware: Migrate to one platform and two of the most recent desktop operating systems.	Ongoing	Cabnology	Tech Department	Only one platform is allowed. Two OS versions are used. A few exceptions are made for special projects or programs.
	6. Software Application Standardization for Administrative, Instructional and Technical Software: Standards are established and software selection process is used. Supported software list is published. Rare non-standard installations are allowed but no support is provided.	Ongoing	Cabnology	ITC Tech Department	Software Approval Process is used for administrative, instructional and technical software.
	7. Donated Equipment: Accept donated equipment that meets minimum performance requirements (and suggested brand, when possible) less than three years old.	Ongoing	Cabnology	Tech Department	Donated equipment is accepted if it meets minimum performance requirements, less than three years old.
	8. Grant Equipment: All grants involving technology are presented to Cabnology before submission with standardization encouraged.	Ongoing	Cabnology	Tech Department	All equipment meets district performance specifications or it is not allowed. Standardization is encouraged.
	9. Surplus Practice: Equipment is added to surplus when it falls below District specifications. Disposal will fall under appropriate environmental guidelines.	Ongoing	Cabnology	Tech Department	Equipment that does not meet district specifications is no longer supported by district personnel.
	10. Warranties: Purchase extended warranties for servers with a value greater than \$5,000.	Ongoing	Cabnology	Tech Department	Extended warranties purchased for servers valued over \$5,000.
	11. Sniffing: Use network sniffing tools.	Ongoing	Cabnology	Tech Department	Network sniffing tools are used to both diagnose problems and establish performance matrices for preventative maintenance. Tools systematically monitor the network.

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Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>E. Continued</b>	12. Software deployment: Investigate software tools for software distribution, technical updates, and metering software use on District’s computers.	Ongoing	Cabnology	Tech Department	Management software is used for all software distribution, technical updates, and for metering of the software use on the district’s computers.
	13. Ghosting: Utilize ghosting or other imaging software.	Ongoing	Cabnology	Tech Department	Machines receive a Ghost image upon delivery. The images are used both for mass delivery and for trouble-shooting computers.
	14. Management: Provide Remote Computer Management.	Ongoing	Cabnology	Tech Department	Remote management is available for all computers and is used as a primary strategy of support.
	15. Work Orders: Continue to implement an electronic trouble ticketing system to prioritize resources and track repairs. (Track-it!)	Ongoing	Cabnology	Tech Department	All technical issues are recorded and delegated to appropriate resources. All are tracked and evaluated through this system.
	16. Continue to implement an electronic inventory system. (Track-It!)	Ongoing	Cabnology	Tech Department	All machines are surveyed on demand providing data for state reports and data based purchase decisions.
	17. Service Priorities: Continue to implement a list of priority areas for technical help deployment.	Ongoing	Cabnology	Tech Department	Priority list of people and initiatives requiring technical services developed and implemented.
	18. Contracted Support: Contract support is purchased for major projects as needed.	Ongoing	Cabnology	Business Manager	Contract support for major projects and high level technical problems, but not for day-to-day operational issues.

**FOCUS AREA: Student Achievement – Technology**

**GOAL:** Our District will focus on continuously increasing student achievement and will improve the overall quality and effectiveness of curriculum, instruction, assessment, and administrative programs by integrating a variety of technology based resources, thus providing rich opportunities for learning in a variety of formats and increasing the efficiency of all district operations.

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>F. Support District’s Administrative software.</b>	1. Maintain software: a) IEP software to customize student learning plans. b) Routing software to develop a system of bus routes that ensure the safe, efficient delivery of students and rider-ship assignment to schools. c) Work order software to manage maintenance requests. d) Lunch tracking and nutritional software to maintain student information, meals served, and other data. e) Nutrikids f) DIRECT CERT System (federal free & reduced meal program, USDA) g) Financial data management (Skyward)	Ongoing	Cabnology	Tech Department Spec. Services Dir.  Transportation Supervisor  Maintenance Supervisor  Student Nutrition Supervisor  Business Manager	Reviews all IEPs.  Transportation Supervisor reviews all assignment reports.  Maintenance Supervisor reviews all assignment reports.  Nutritionist reviews all student reports.  Business Manager reviews financial data.
<b>G. Support District’s student assessment system.</b>	1. Maintain software systems that manage ISAT and IRI data.	Ongoing	Curriculum Director ITC	ITC Tech Department Curriculum Dir.	Bi-annual reports on student achievement trends and Adequate Yearly Progress (AYP).
<b>H. Support District’s student database management system.</b>	1. Maintain and update PowerSchool software on a regular basis based on analysis and evaluation of current releases.	Ongoing	Cabnology	ITC Tech Department Curriculum Dir.	Report presented to Cabnology, Tech Committee, and Administrators.
<b>I. Encourage flexibility in responding to a wide variety of teaching and learning styles through technology.</b>	1. Continuously review technology infrastructure.	Ongoing	Superintendent Cabnology Building Administrators	Cabnology	Cabnology updates and meeting notes.

**FOCUS AREA: Student Achievement – Technology**

**GOAL:** Our District will focus on continuously increasing student achievement and will improve the overall quality and effectiveness of curriculum, instruction, assessment, and administrative programs by integrating a variety of technology based resources, thus providing rich opportunities for learning in a variety of formats and increasing the efficiency of all district operations.

**Goal 4. Assessment, Evaluation, and Publication: Assess, evaluate, and publicize the effects of technology use by educators and students toward student learning and achievement.**

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>A. Evaluate implementation of the Technology Plan.</b>	1. Gather data that is analyzed to manage the implementation of the Technology Plan.	Ongoing	Cabnology	Technology Department ITC	Cabnology and Technology Committees Agendas and document issues addressed.
<b>B. Provide an annual assessment and evaluation of the use of technology to enhance student learning and achievement.</b>	1. Monitor a three-year District Technology Plan to assess the results annually.	Ongoing	Superintendent ITC	District Technology Committee	Phase I & II ICTL reports and CIP reports.
	2. Update the instructional and technical portions of the Strategic Plan to align with state guidelines.	Ongoing	Cabnology	District Technology Committee	The technology strategies portion of the Strategic Plan aligns with state guidelines.

5/25/10

\*A. 1. SMART Goal: During the 2009-10 school year Moscow School District will continue to provide a variety of professional development opportunities for staff to facilitate the acquisition of appropriate technology skills to efficiently and with fidelity use electronic monitoring tools such as AIMSWeb to document students' reading progress.

(SMART Goals are: Specific, Measurable, Attainable, Results oriented, and Time bound)

**FOCUS AREA: Learning Environment**

**GOAL: Our District will provide a safe, supportive, challenging, and productive environment in which all students can learn.**

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>A. Implement a dynamic, long-range facilities plan that aligns with current and future educationally sound, research-based instructional strategies.</b>	1. Participate in the City of Moscow’s comprehensive planning effort in gathering public input on development for Moscow (includes potential school sites for the future).	Ongoing	Superintendent	Business Manager Trustees Interested Facilities Task Force (FTF) Members (if active)	Meeting notes sent to Trustees and FTF (if active).
	2. Update ten-year Facilities Maintenance Plan as required by State Board of Education	Ongoing	Superintendent	Business Manager Maintenance Supervisor	Submit annually to State Department of Education. Copies to Trustees and FTF (if active).
	3. Monitor grade configurations and class load balances throughout the District.	Ongoing	Superintendent Building Administrators	District Staff	Strategic Plan Steering Committee annual summary of accomplishments.
	4. Continue lease agreement for Paradise Creek Regional High School site.	Ongoing	Superintendent	Trustees PCRHS Administrator	Annual review of terms of lease and renewal.
<b>B. Review and define the District student discipline policy and individual building discipline codes.</b>	1. Update individual building Student and Staff Handbooks to reflect Board Policy Section V (Students).	Ongoing	Building Administrators	Building Administrators	Updated Staff and Student Handbooks.
	2. Maintain discipline procedures to ensure a safe learning environment.	Ongoing	Building Administrators	Building Administrators	Annual disciplinary reports from Building Administrators to Superintendent.
<b>C. Provide support services, policies, and personnel to ensure the safety of all students and staff.</b>	1. Conduct annual review of District Safety Plan as per negotiated agreement.	Ongoing	District Safety Officer Superintendent	Principals & Moscow Education Association	Updated documents annually.
	2. Continue participation and development of relations with various city and county agencies.	Monthly	Building Administrators	Building Administrators County Agencies	Meeting notes and monthly administrative updates.
	3. Ensure that all buildings have building specific Emergency Plans in place. All buildings participate in emergency drills throughout the school year.	Ongoing	Superintendent Building Administrators	All Staff	Updated plans and logs to identify drill activity.

**FOCUS AREA: Learning Environment**

**GOAL:** Our District will provide a safe, supportive, challenging, and productive environment in which all students can learn.

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>C. Continued</b>	4. Cooperate with the Justice Department (four meetings annually) and Department of Homeland Security to secure buildings as needed when alerts are forwarded to the District.	Ongoing	Superintendent	Building Administrators	Meeting notes and district logs to identify security updates.
	5. Invite local law enforcement to update building specific “Physical Layout Security Surveys.” Through the surveys, update environmental design to reduce crime opportunities in school buildings and surrounding school grounds.	Ongoing	Building Administrators	Building Administrators Moscow Police Department	Moscow Police Department “Security Survey Reports” and updates to physical sites.
<b>D. Ensure that all schools are free of drugs and weapons.</b>	1. Enable safe reporting procedures for students.	Ongoing	Building Administrators	All Staff	Identification of procedures in handbooks and other media.
<b>E. Create an educational environment that prepares students to compete as successful and responsible citizens in a complex and changing world.</b>	1. Continue staff training and development of age-appropriate school climate and character education programs K-12. “Second Step” Program recommended at K-9 levels. Other K-12 programs in place include: Ambassadors, Bear Buddies, CAT Paws, Harassment Units, Harmony Club, Human Rights Clubs, International Week, Learners Today-Leaders Tomorrow Awards, Moscow Mentors, Peer Mediators, Project Wisdom, Random Acts of Kindness, Speak Out/ Stand Out, Student Councils, Students to Quack About, Virtues Project, and Youth Empowerment.	Ongoing	Safe and Drug Free Schools Coordinator Building Administrators	Counselors Administration	List of opportunities provided.
	2. Foster and support career exploration opportunities in all buildings and continue to make the statewide Career Information System accessible to all secondary students via computer.	Ongoing	Director of Special Services/HR Building Administrators	Counselors Classroom Teachers Career Counselor	List of opportunities provided.
	3. Support appropriate student scheduling processes through cluster grouping and master schedules that provide optimum instructional presentation at all grade levels K-12.  * <b>SMART GOAL</b>	Ongoing	Building Administrators	Teachers G/T Facilitators Counselors Administration	List of opportunities provided.

**FOCUS AREA: Learning Environment**

**GOAL:** Our District will provide a safe, supportive, challenging, and productive environment in which all students can learn.

Strategy	Actions	Completion Date	Responsible Person	People involved in Getting the Work Done	Method of Evaluation
<b>F. Maintain facilities to provide a safe learning environment for students and staff.</b>	1. Review ongoing maintenance needs and equipment replacement schedules on an annual basis and provide information to District Administration for budgeting purposes.	Ongoing	Building/Grounds Supervisor	Building/Grounds Supervisor Administration	Yearly safety inspection reports and documentation showing budget for replacement of equipment.
	2. Conduct annual review of staff resources and custodial/maintenance building needs.	Ongoing	Building/Grounds Supervisor	Building/Grounds Supervisor Administration	Building/Grounds Supervisor checklist.
	3. Conduct annual review of facilities for safety conditions.	Ongoing	Building/Grounds Supervisor	Building/Grounds Supervisor Administration	Yearly safety inspection report.

5/25/10

\*E. 3. SMART Goal: During the 2009-10 school year the Moscow School District will research, develop, and present Policy recommendations to the Board of Trustees to fulfill State Department of Education rules regarding implementation of middle level credits and the senior project.

(SMART Goals are: **S**pecific, **M**easurable, **A**ttainable, **R**esults oriented, and **T**ime bound)

**FOCUS AREA: Business and Operations**

**GOAL: Our District will focus on supporting instructional, administrative, and support staff in their efforts to provide the students and patrons of the District with the most efficient and effective educational system in the most cost effective manner possible.**

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>A. Furnish attractive and nutritious breakfasts and lunches to all students at a minimal cost to the student.</b>	1. Develop an efficient and nutritious menu cycle.	Ongoing	Food Service Supervisor	Food Service Supervisor Food Service Staff	Track student participation Monitor waste
	2. Maintain inventories at a level to sustain menu cycle and to avoid spoilage and food loss.	Ongoing	Food Service Supervisor	Food Service Supv. & Staff	Monitor expiration dates & inventory levels
	3. Evaluate resources annually to determine if established fees cover current costs in an effort to keep the program self-sustaining.	Ongoing	Food Service Supervisor	Food Service Supv. Business Manager	Use current and projected program resources & needs to adjust fees
	4. Evaluate program annually in order to make staffing adjustments to align with student participation in the program.	Ongoing	Food Service Supervisor	Food Service Supv. & Staff	Monitor student enrollment & staff hours at each building
	5. Evaluate and implement inventory software and processes.	Ongoing	Food Service Supervisor	Food Service Supv. & Staff Tech Department Business Mgr.	Monitor efficiency of program and availability of data
<b>B. Maintain safe and efficient pupil transportation services to all qualifying students in the District.</b>	1. Use routing software to develop a system of to/from school routes that will provide qualifying students with safe and efficient transportation to the appropriate school buildings.	Ongoing	Transportation Supervisor	Administration Trustees	Review data for route modification
	2. Work with building administrators and program directors to provide safe and efficient transportation to all student activities.	Ongoing	Transportation Supervisor	Administration Trustees	Transportation Dept. tracks & monitors
	3. Satisfy all state requirements for bus driver training and licensing.	Ongoing	Transportation Supervisor	Administration Trustees	Supervisor monitors state requirements
	4. Evaluate ridership assignments for each school building.	Ongoing	Transportation Supervisor	Superintendent Trustees	Supervisor reviews assignments
	5. Work with administrators to determine number and value of field trips. Elimination of state reimbursement will require reductions.	Ongoing	Transportation Supervisor Superintendent	Staff Administration Trustees	Review data
	6. Maintain vehicle and bus replacement schedule.	Ongoing	Transportation Supervisor	Administration Trustees	Review annually

**FOCUS AREA: Business and Operations**

**GOAL:** Our District will focus on supporting instructional, administrative, and support staff in their efforts to provide the students and patrons of the District with the most efficient and effective educational system in the most cost effective manner possible.

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>C. Provide the financial data and personnel support to provide the Board, administration, and staff with the information necessary to make sound decisions impacting the educational programs of the District.</b>	1. Maintain a software system that manages all financial data in a manner that provides timely and accurate information.	Ongoing	Business Manager	Business Manager Building Office Staff Building Administrators	Review system data for usefulness
	2. Provide regular staff training for data management, purchasing and reporting processes.	Ongoing	Business Manager	Business Manager Bldg. Office Staff Bldg. Admin.	Review regularly, list opportunities, evaluate
	3. Maintain appropriate documentation for auditing.	Ongoing	Business Manager	Business Manager Bldg. Office Staff Bldg. Admin.	Annual audit
	4. Include financial records of each school annually in the district audit.	Annually in October	Business Manager	Superintendent	Annual audit
	5. Review investment sources regularly for maximum return on investments.	Ongoing	Business Manager	Business Manager Bldg. Office Staff Bldg. Admin.	Monitor rates
	6. Maintain appropriate fund balance in all funds to avoid deficit spending.	Ongoing	Business Manager	Business Manager Bldg. Office Staff Bldg. Admin.	Review monthly reports
	7. Make budget information readily available to building administrators and district supervisors.	Ongoing	Business Manager	Business Manager Bldg. Office Staff Bldg. Admin.	Monthly reports
	8. Evaluate and modify purchasing processes as needed.	Ongoing	Business Manager	Business Manager Bldg. Office Staff Bldg. Admin.	Ongoing evaluation
	9. Establish and maintain minimum liability, property insurance, and catastrophic insurance coverage.	Ongoing	Business Manager Facilities & Grounds Supv. Transportation Supervisor	Business Manager Bldg. Staff Bldg. Admin. Activities Director	Annual review

**FOCUS AREA: Business and Operations**

**GOAL:** Our District will focus on supporting instructional, administrative, and support staff in their efforts to provide the students and patrons of the District with the most efficient and effective educational system in the most cost effective manner possible.

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
<b>C. Continued</b>	10. Require agencies using buildings/grounds to furnish Certificate of Insurance.	Ongoing	Business Manager Facilities & Grounds Supv.	Bldg. Staff Bldg. Admin. Trans. Supervisor	Track use & compliance
	11. Transport students to school-related activities on school buses, public transit buses, or insured charter buses only.	Ongoing	Business Manager Transportation Supervisor	Business Manager Bldg. Staff Bldg. Admin.	Track student trips
	12. Provide communication equipment for all staff.	Ongoing	Business Manager Facilities & Grounds Supv. Transportation Supervisor	Business Manager Bldg. Staff Bldg. Admin.	Department supervisor check list
	13. Review and monitor cost savings related to implementing the VOIP system.	2009-2010	Business Manager	Business Manager Facilities Supv. Tech Dept. Bldg. Admin.	Evaluate the first year of savings.
<b>D. Coordinate support services through district-wide review and services development, and staff training.</b>	1. Provide induction training for all support staff, as appropriate.	Ongoing	Business Manager Supervisors Director of Special Services/HR Cabinet	Business Manager Supervisors Administration Director of Special Services/HR	History of training opportunities available
	2. Provide ongoing training to provide support staff with the knowledge and tools to perform tasks.	Ongoing	Business Manager Supervisors	Business Manager Supervisors Administration	Review needs quarterly
	3. Provide annual personnel and support program evaluation.	Ongoing	Business Manager Supervisors	Business Manager Supervisors Administration	Annual Evaluations
	4. Train secretaries on software; brief them regularly on district initiatives.	Ongoing	Business Manager Admin Council		Review needs quarterly

5/25/10

\* SMART Goal: During the 2009-10 school year Moscow School District will increase use of its Website and electronic media as communication tools and decrease the use of paper copies and District mailing costs.

**School Governance – Board & Superintendent Miscellaneous MOR Recommendations Outside of Focus Areas**

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
	1. Board members will visit all schools yearly.	Ongoing	Chair	Trustees	Documentation of visitations
	2. Support efforts to open communication with constituents.	Ongoing	Chair	Trustees	Strategic Plan Steering Committee's (SPSC) annual summary of accomplishments
	3. Audit Moscow Charter School with emphasis on plant facilities, curriculum, and finance.	Annual	Superintendent	Superintendent Independent auditor	Documentation in Board minutes
	4. Support Superintendent. Refrain from involvement in administrative detail.	Ongoing	Chair Trustees	Trustees	SPSC annual summary of accomplishments
	5. Trustees extend service on board.	Ongoing	Chair	Trustees	Maintain log of trustee terms
	6. Continue boardsmanship training, attend ISBA meetings annually.	Ongoing	Chair Superintendent	Trustees Superintendent	Maintain log of training opportunities and participation
	7. Use annual Board calendar to schedule and outline important work. Review programs, examine program objectives, and relevant data.	Annual	Trustees Superintendent	Trustees Superintendent Clerk	Administrative Assistant's checklist
	8. Plan expenditures to meet district goals, make budget information readily available to buildings, involve community in audit process, and continue positive diplomatic method of operation.	As Appropriate	Business Manager Superintendent	Audit Committee	SPSC annual summary of accomplishments
	9. Articulate the process for resource allocation.	Annual	Superintendent Business Manager Admin Council	Business Manager Finance Specialist	SPSC annual summary of accomplishments
	10. The Board should review the annual audit prior to its formal presentation.	Annual	Business Manager	Superintendent	Administrative Assistant's checklist
	11. Determine and maintain appropriate fund balance. Develop a spending plan should funds exceed that amount.	Annual	Superintendent Business Manager	Superintendent Business Manager Trustees	Addressed annually in District Audit
	12. Board Goals for 2009-10: a. Board Training – the Trustees will individually involve themselves in one or more training opportunities. b. Learn more about Graduation Requirements, Senior Project, High School Master Schedules, etc.	Annual  Ongoing	Chair Superintendent	Curriculum Director Staff	Board Minutes  Review goals in July, approve in August

Strategy	Actions	Completion Date	Responsible Person	People Involved in Getting the Work Done	Method of Evaluation
	12. Board Goals for 2009-10 Continued: <ul style="list-style-type: none"> <li>c. Learn more about our curricular offerings – the Board will schedule presentations/reports from appropriate staff members in selected areas.</li> <li>d. Facilities – Review Capital Projects schedule; determine needs and options for improving High School Science Labs.</li> <li>e. Public Relations – the Board will continue to look for opportunities to improve visibility in the community through the media, by attending school functions and through interactions with community members. The Board will formally engage in dialogue with the public at least once during the year regarding High School Science labs and Senior Projects.</li> </ul>				

<b>ALS</b> = Advance Learning Systems	<b>LCSC</b> = Lewis Clark State College
<b>AM</b> = Accelerated Math	<b>LEP</b> = Limited English Proficiency
<b>AP</b> = Advanced Placement	<b>Lexia</b> = Lexia Reading Software
<b>AR</b> = Accelerated Reader	<b>LiLI</b> = Libraries Linking Idaho
<b>ARRA</b> = American Reinvestment and Recovery Act	<b>MEA</b> = Moscow Education Association
<b>AYP</b> = Adequate Yearly Progress	<b>MHS</b> = Moscow High School
<b>Cabinet</b> = Superintendent, Business Manger, Curriculum Director, Director of Special Services/Human Resources	<b>MJHS</b> = Moscow Junior High School
<b>Cabnology</b> = Superintendent, Business Manager, Curriculum Director, Director of Special Services/Human Resources, Tech Department, Instructional Technology Coordinator	<b>MOR</b> = Management & Operational Review
<b>CIP</b> = Comprehensive Improvement Plan	<b>MSD</b> = Moscow School District
<b>CIPA</b> = Children’s Internet Protection Act	<b>MSDNet</b> = Moscow School District Intranet
<b>CNA</b> = Certified Nursing Assistant	<b>NAAS</b> = Northwest Association of Accredited Schools
<b>DCAC</b> = District Curriculum and Assessment Committee	<b>NCIPA</b> = Neighborhood Children’s Internet Protection Act
<b>DMA</b> = Direct Math Assessment	<b>NCLB</b> = No Child Left Behind
<b>DRC</b> = Data Recognition Corporation	<b>NWEA</b> = Northwest Evaluation Association
<b>DWA</b> = Direct Writing Assessment	<b>OS</b> = Operating System
<b>EMT</b> = Emergency Medical Technician	<b>PCRHS</b> = Paradise Creek Regional High School
<b>EPA</b> = Environmental Protection Agency	<b>PDC</b> = Professional Development Committee
<b>ESEA</b> = Elementary and Secondary Education Act	<b>PIR</b> = Plan of Improvement
<b>ETL</b> = Extract, Transform, and Load Data	<b>PTE</b> = Professional Technical Education
<b>ETM</b> = Educational Team Meeting	<b>Ren Place</b> = Renaissance Place
<b>FTF</b> = Facilities Task Force	<b>RTI</b> = Response to Intervention model
<b>G/T</b> = Gifted/Talented	<b>SAC</b> = Subject Area Committees
<b>HR</b> = Human Resources	<b>SADD</b> = Students Against Destructive Decisions
<b>IBEDS</b> = Idaho Basic Education Data System	<b>SAN</b> = Software Approval Number
<b>ICTL</b> = Idaho Council of Technology and Learning	<b>SDE</b> = State Department of Education
<b>IDLA</b> = Idaho Digital Learning Academy	<b>SDFS</b> = Safe & Drug Free Schools
<b>IELA</b> = Idaho English Language Assessment	<b>SIS</b> = Student Information System (PowerSchool)
<b>IEP</b> = Individualized Education Program	<b>SMART Goals</b> = <u>S</u> pecific, <u>M</u> easurable, <u>A</u> ttainable, <u>R</u> esults oriented, <u>T</u> ime bound
<b>I Lit</b> = Information Literacy	<b>SPSC</b> = Strategic Plan Steering Committee
<b>IP</b> = Internet Protocol	<b>STP</b> = State Technology Plan
<b>IPLN</b> = Idaho Plato Learning Network	<b>TAN</b> = Technology Approval Number
<b>IRI</b> = Idaho Reading Indicator	<b>Title I:</b> = Federal program providing financial support to schools with high poverty levels; part of ESEA.
<b>ISAT</b> = Idaho Standards Achievement Test	<b>Thin Client</b> = A low-cost, centrally-managed computer, with only essential applications and devoid of CD-ROM players, diskette drives and expansion slots. Thin clients are not as vulnerable to malware attacks, have a longer life cycle, use less power, and are less expensive to purchase.
<b>ISBA</b> = Idaho School Boards Association	<b>TSI</b> = Technology Support Index
<b>ISEE</b> = Idaho System for Educational Excellence	<b>UI</b> = University of Idaho
<b>ISTE</b> = Idaho Society for Technology in Education	<b>WAN</b> = Wide Area Network
<b>ITC</b> = Instructional Technology Coordinator	
<b>IT Coordinator</b> = Instructional Technology Coordinator	
<b>ITD</b> = Idaho Transportation Department	
<b>LAN</b> = Local Area Network	

# 2009-2012 STRATEGIC PLAN

## EXECUTIVE SUMMARY

The complete Strategic Plan document is available  
at the Superintendent's office or on the Website  
[www.ms281.org](http://www.ms281.org)

Approved 5/25/10

### **FOCUS AREA: Communication**

**GOAL:** Our District will create a coordinated and effective communication process, in an atmosphere of trust and respect, throughout the District and community.

- A. Maintain this Public Information Plan to keep parents, staff, and community members informed.
- B. Gather public opinion to promote receptiveness to community and parent concerns.
- C. Strengthen our relationship with our community to enhance communications, responsiveness, and participation.

*SMART Goal: During the 2009-10 school year Moscow School District will provide at least one public forum to present information and solicit input on Moscow High School science labs, senior projects, and master schedule.*

Note:

**SMART** Goals are: Specific, Measurable, Attainable, Results oriented, and Time bound

### **FOCUS AREA: Student Achievement – Curriculum/ Instruction/Assessment**

**GOAL:** Our District will focus on continuously increasing student achievement by providing a research-based, sequential, K-12 curriculum, instruction, and assessment process, that is aligned with state and local achievement standards.

- A. Implement the district-wide curriculum process.
- B. Enhance instructional effectiveness.
- C. Implement the district-wide assessment system.

*SMART Goal: During the 2009-10 school year Moscow Schools will reach Adequate Yearly Progress (AYP) targets for students by: 1) attaining required proficiency levels as measured by the spring ISAT or through the use of safe harbor, and 2) a minimum graduation rate of 90%. This year's targets are as follows: Reading 85.6%; Language Usage 75.1%; Mathematics 83.0%.*

## **FOCUS AREA: Student Achievement – Special Services**

**GOAL:** Our District will focus on continuously improving student achievement maintaining an ongoing commitment to identify and provide a wide range of student support services and ensure that services are connected inside and outside our District.

- A. Coordinate special services through district-wide review and program development, staff training and workshops throughout the school year.

*SMART Goal: During the 2009-10 school year Moscow School District will increase the percent of proficient or advanced special education students on the spring 2010 Idaho Standards Achievement Test from 75% to 83% in reading and from 67% to 75% in math.*

## **FOCUS AREA: Student Achievement – Technology**

**GOAL:** Our District will focus on continuously increasing student achievement and will improve the overall quality and effectiveness of curriculum, instruction, assessment, and administrative programs, by integrating a variety of technology based resources; thus providing rich opportunities for learning in a variety of formats and increasing the efficiency of all district operations.

1. Utilize technology to improve academic achievement and teacher effectiveness.
2. Promote the collaboration of schools, state agencies, organizations, business and industry, post secondary institutions, and public virtual learning environments to meet the needs of all learners.
3. Improve the efficiency of day-to-day district operations through the appropriate and/or applicable use of technology.
4. Assessment, Evaluation, and Publication: Assess, evaluate, and publicize the effects of technology use by educators and students toward students learning and achievement.

*SMART Goal: During the 2009-10 school year Moscow School District will continue to provide a variety of professional development opportunities for staff to facilitate the acquisition of appropriate technology skills to efficiently and with fidelity use electronic monitoring tools such as AIMSWeb to document students' reading progress.*

## **FOCUS AREA: Learning Environment**

**GOAL:** Our District will provide a safe, supportive, challenging, and productive environment in which all students can learn.

- A. Implement a dynamic, long-range facilities plan that aligns with current and future educationally sound, research-based instructional strategies.
- B. Review and define the District student discipline policy and individual building discipline codes.
- C. Provide support services, policies, and personnel to ensure the safety of all students and staff.
- D. Ensure that all schools are free of drugs and weapons.
- E. Create an educational environment that prepares students to compete as successful and responsible citizens in a complex and changing world.
- F. Maintain facilities to provide a safe learning environment for students and staff.

*SMART Goal: During the 2009-10 school year the Moscow School District will research, develop, and present Policy recommendations to the Board of Trustees to fulfill State Department of Education rules regarding implementation of middle level credits and the senior project.*

## **FOCUS AREA: Business and Operations**

**GOAL:** Our District will focus on supporting instructional, administrative, and support staff in their efforts to provide the students and patrons of the District with the most efficient and effective educational system in the most cost effective manner possible.

- A. Furnish attractive and nutritious breakfasts and lunches to all students at a minimal cost to the student.
- B. Maintain safe and efficient pupil transportation services to all qualifying students in the district.
- C. Provide the financial data and personnel support to provide the Board, administration, and staff with the information necessary to make sound decisions impacting the educational programs of the district.
- D. Coordinate support services through district-wide review and services development, and staff training.

*SMART Goal: During the 2009-10 school year Moscow School District will increase use of its Website and electronic media as communication tools and decrease the use of paper copies and District mailing costs.*