

Friend Public Schools



Friend Public Schools Mission

“Committed to engaging all students, staff, and community to ensure a diverse education through a culture of life-long learning.”

2017-2020 Strategic Plan

Table of Contents

I.	Administrators, Student Learning Team, and Board of Education	Page 3
II.	Introduction	Page 4
III.	Friend Public Schools Mission Statement	Page 5
IV.	Friend Public Schools Belief Statements	Page 5
V.	Friend Public Schools – Strategic Plan Priorities	Page 6
VI.	Implementation of the Strategic Plan	Page 6
VII.	Strategic Plan Terms	Page 7
VIII.	Friend Strategic Plan Framework	Page 9
IX.	Priority I Academics	Page 14
X.	Priority II Student Service Programs	Page 23
XI.	Priority III Human Resources	Page 30
XII.	Priority IV Communications	Page 33
XIII.	Priority V Technology	Page 37
XIV.	Priority VI Board Policy	Page 40
XV.	Priority VII District Resources	Page 42

David Kraus, Superintendent

Alyson Dickinson, Elementary Principal

Ben Dempsey, High School Principal

Board of Education

Paul Senger, President

Scott Spohn, Vice President

Nate Klenke

Jamie Tuttle

Nancy Vossler

Scott Vyhnalek

Introduction

The school district Mission, Beliefs, and Priorities impact the student's development, learning and achievement. The Friend Strategic Plan is intended to assist the board, administrators, and staff in their responsibility to create and sustain a school district in which students are engaged and learning.

Public education is a complex and ever-changing environment in which educators must remain focused and poised to meet the total needs of all students. To ensure the school district is preparing for the future the board and administration must analyze district needs, growth, and stakeholder feedback to make certain the district provides a quality education in a safe learning environment.

In December of 2016, the Friend Board of Education initiated the development of the Strategic Plan to guide the vision and direction of education for Friend Public Schools. The importance of this endeavor will result in an actionable plan that aligns to the mission and beliefs of the school district.

To ensure a comprehensive and collaborative process, the board and superintendent have committed to engaging an extensive group of community stakeholders to contribute to the discussion of Friend Public Schools' needs and its future growth. Stakeholders involved included, but were not limited to students, all staff, parents, community members, and business leaders. In addition, the Strategic Core Committee, provided a diverse representation of internal and external stakeholders working collaboratively with district leadership to identify Friend priorities, goals, and outcomes. Because the process of developing a strategic plan is completed in a manner where broad consensus is reached, this ensures the plan accurately reflects the priorities of the community and will be used to guide administrative decision-making, policy development, and the allocation of district resources.

The collaborative work of the Strategic Core Committee, staff, community, administration, and Board of Education yielded the following direction:

Friend Public Schools Mission Statement

Committed to engaging all students, staff, and community to ensure a diverse education through a culture of life-long learning.

Friend Public Schools Belief Statements

- We believe each individual has value and dignity and is capable of life-long learning.
- We believe in sustaining a progressive learning environment that is physically and emotionally safe for learning.
- We believe education is a collaborative community responsibility.
- We believe every student needs to be invested in all areas of their educational experience.

Friend Public Schools – Strategic Plan

Priorities, Objectives, Strategies, and Performance Indicators

The Strategic Planning process enabled the district to identify needs and establish Priorities. To have an impact on student learning, however, a strategic plan must include a plan of action for affecting change. In the following Strategic Plan, each Priority is further defined in the form of an Objective. Each Objective states, with specificity, a goal that when achieved, will have a direct impact on FPS' ability to meet its mission. For each Objective, Strategies have been created that define the action necessary to meet the objective. Each Strategy is expressed through manageable and measurable action steps ("Performance Indicators").

Implementation of the Strategic Plan

This strategic plan represents the district's collective resolve to engage and empower all students. The Priorities, Objectives, and Strategies set forth below are the building blocks of the path the district has laid out to achieve its mission. Fulfilling the mission depends on more than just designing a path – the district must dedicate itself, at every level, to the consistent and effective implementation of the specific strategies and measurable action steps (Performance Indicators) and work to integrate the strategic plan into the regular operation of the district.

To ensure the success and implementation of the Friend Strategic Plan, district leadership will:

- A. Assign staff to manage and oversee Measures and Objectives
- B. Monitor and assess the implementation, making necessary and appropriate adjustments as needed
- C. Commit resources needed to ensure the progress and success of the plan

- D. Align the plan to the Board's Annual Calendar and Monthly Meeting Agenda to measure progress and success of the plan
- E. Communicate progress of the plan to internal and external stakeholders annually

Strategic Plan Terms

Priority

The FPS Priorities highlight the areas the district will build upon to support the mission and vision of the school district.

Objective

The objective states the area of focus and outcome that FPS will achieve.

Strategy

The strategy provides detail of how the objective will be met.

Performance Indicator

The performance indicators identify specific tasks, assignments, or action staff members will follow to realize the stated objective and strategy.

Program/Building Level

The Program/Building Level identifies the point of impact.

Responsible

The assigned responsibility is to ensure progress/success of the Indicator.

Target Date

The Target Date identifies when the indicator is to be assessed for progress and/or a target completion date.

Funding

The Funding identifies an approximate figure for how the program/service will impact district resources.

Evidence of Progress

The Evidence of Progress identifies the action that has been taken to meet the Indicator.

Friend Strategic Plan Framework

Priority I: Academics

Objective: To refine and continue to put into practice a system of curriculum, instruction, and assessment that enables each student to be engaged in challenging, creative, and rigorous learning experiences throughout the district.



Strategy 1.1: Implement and follow a common vision of instruction to support student transitions and success.

Strategy 1.2: Provide a standards-based curriculum that aligns to the NDE State Standards and best practice for all PK-12 students.

Strategy 1.3: Analyze data, including formative and summative assessments to inform staff and students with timely and relevant feedback to improve both instruction and student learning and achievement.

Strategy 1.4: Develop Student Learning Objectives to measure the student academic growth and to measure progress of each student.

Strategy 1.5 Consider expanded curriculum to enhance the learning environment for all students.

Strategy 1.6: Develop learning opportunities to include college/career readiness skills and knowledge to enhance the K-12 learning experience.

Strategy 1.7: Develop a Professional Development Plan to guide the value and purpose of staff learning and to support allocation of district resources.

Priority II: Student Support Services

Objective: To provide opportunities for students to advance their individual academic knowledge, skills, and abilities.

Strategy 2.1: Implement expanded learning opportunities for students who may benefit from alternative curriculum to support their abilities and needs.

Strategy 2.2: Implement an LLI Reading Program to support struggling readers through small group instruction and support.

Strategy 2.3: Implement a Student Assistance Team Program to support successful student learning.

Strategy 2.4: Implement the Multi-Tiered Support System model to accelerate academic and behavioral instruction and intervention based upon each student's identified needs.

Strategy 2.5: Provide a High-Ability Learning (HAL) Program to challenge identified students to advance their individual academic knowledge, skills, and abilities.

Strategy 2.6: Grow and sustain the Food Service Programs to support student nutrition and academic success.

Priority III: Human Resources

Objective: To cultivate a positive learning culture for staff and administrators through an organized and purposeful professional development plan to support skills, knowledge, and application of instruction.

Strategy 3.1: Create and implement school-based Professional Learning Communities (PLC's) comprised of school administrators and certified staff to support quality instruction, successful student learning and achievement, student and family engagement, and effectiveness of staff training.

Strategy 3.2: Ensure the district cultivates a supportive and conducive environment for learning for all students.

Priority IV: Communication

Objective: To develop plans to improve and grow district communications with staff, students, parents, community, and business leaders to ensure engagement that supports student learning and achievement.

Strategy 4.1: Appoint and organize a Communications Committee made up of administrators, staff members, board members, students, parents, and community members to address what effective, timely, complete information must be included in district communications to improve and grow district communications and how communication will be dispersed.

Strategy 4.2: Identify and address opportunities to grow and improve staff engagement.

Strategy 4.3 Cultivate a conducive environment for building positive relationships to support the efficiency and quality of education provided by Friend Public Schools.

Priority V: Technology

Objective: To build and sustain a district technology framework that supports effective instruction, curriculum, and growth and improved student learning outcomes.

Strategy 5.1: Develop and sustain a short and long-term plan to grow and improve technology integration in each classroom.

Strategy 5.2: Use integrated technology to engage and inspire students to support instruction and growth of learning.

Strategy 5.3: Provide professional development to assist staff in integrating technology to enhance instruction and student learning and achievement.

Priority VI: Board Policy

Objective: To develop and adopt a methodology to review, update, and define Board Policy to support district protocol and procedures.

Strategy 6.1: Review the district policy manual to ensure the accuracy and content.

Strategy 6.2: Implement a board adopted grading policy to ensure consistency, expectations, and system beliefs.

Priority VII: District Resources

Objective: To ensure fiscal accountability and efficiency to support a quality education for the students of Friend Public Schools.

Strategy 7.1: Develop and align the annual budget to the district mission, vision, and goals.

Strategy 7.2: Sustain district facilities to support a quality and safe learning environment.



PRIORITY		DEVELOPED			
I: Academics		August 2017			
Objective: Progress: To refine and continue to put into practice a system of curriculum, instruction, and assessment that enables each student to be engaged in challenging, creative, and rigorous learning experiences throughout the district.					
Strategy 1.1: Implement and follow a common vision of instruction to support student transitions and success.					
INDICATORS	1.1 (a) Examine and study successful instructional framework.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		K-12	Admin Team	Completed	
	1.1 (b) Define and adopt the components of a successful instructional framework.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		K-12	Admin Team	Completed	ESU/PLC Training
	1.1 (c) Engage staff to develop an understanding of why a shared and common vision is critical for student success.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		K-12	Admin Team/ESU	Completed	ESU/PLC Training

INDICATORS	1.1 (d) Develop and implement a professional development plan to support proper training and implementation of the district wide initiative.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		K-12	Admin/SIP Team		Written plan
	1.1 (e) Work with staff to identify focus areas/goals relative to the district wide instructional framework.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Principals	Ongoing	Staff meetings/individual goal setting/ PLC PD
	1.1 (f) Conduct walk-throughs to ensure and assess staff is in compliance with building focus areas to compile data to report on compliance.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Principals	ongoing	Informal and Formal Walkthroughs and feedback forms/evaluations/log books
	1.1 (g) Monitor and assess the trends of each building to analyze how effectively the instructional framework has been implemented and the overall progress/success of each building in meeting the identified goals/focus areas identified.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Ongoing	Staff evaluations/Staff individual goals posted
	1.1 (h) Assess the results realized in	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18

	each to building/district as a result of the instructional framework/best practice and the impact to student engagement and learning.	PK-12	Admin Team	Ongoing	Review student data, informal/formal walk-throughs.
	1.1(i) Evaluate the effectiveness and sustainability of the district instructional framework.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Ongoing	Work with ESU, staff feedback, student data

Strategy 1.2: Provide a standards-based curriculum that aligns to the NDE State Standards and best practice for all PK-12 students.

INDICATORS	1.2(a) Develop a systematic approach for the review and adoption of all curriculum.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Ongoing	School policy
	1.2(b) Create PK-12 teams to support the philosophy, beliefs, and curriculum area.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Principals	Complete	Teams have been created during PLC time.
	1.2(c) Ensure the curriculum is aligned within and across all content areas and at grade level.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Teachers/Admin	Ongoing	PLC time set aside
	1.2(d) Differentiate curriculum to engage all learners including, but not limited to, students with identified special needs.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Teachers/Admin Team	Ongoing	Staff feedback to admin.

	1.2(e) Evaluate the effectiveness of the Curriculum Review and Alignment process.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	All Staff/Admin	Ongoing	

Strategy 1.3: Analyze data, including formative and summative assessments to inform staff and students with timely and relevant feedback to improve both instruction and student learning and achievement.

INDICATORS	1.3(a) Design and adopt a school calendar to ensure staff the time and resources necessary to analyze student data.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team/FEA	March	Completed calendar
	1.3(b) Develop and implement formative and summative assessment resources to support data analysis.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	1.3(c) Utilizing data analysis, implement instructional practices and best practice methodologies to support the use of data to lead instructional growth that motivates and inspires students to achieve their academic potential.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Staff Principals	On-going	Use PLC set aside time to analyze data, ESU support.
	1.3(d) Develop student targets/benchmarks based upon the data analysis to measure progress and success of instruction and student achievement.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Staff Principals	On-going	Use PLC set aside time to analyze formative and summative assessments. Set ILP's.
	1.3(e) Develop building level goals in response to the analysis of data and the defined student targets.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Principals		

	1.3(f) Monitor and assess the progress toward goals and the achievement of student targets to validate the impact of change and growth of student success.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Principals	On-going	
	1.3(g) Evaluate the effectiveness of district data analysis process, schedule, and outcomes.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Principals	On-going	

Strategy 1.4: Develop Student Learning Objectives to measure the student academic growth and to measure progress of each student.

INDICATORS	1.4(a) Define clear Student Learning Objectives to support what a teacher can accomplish with his/her students during the course of a semester.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Staff Principals	On-going	SLO's will be developed and shared with building principals
	1.4(b) Monitor and assess the progress of Student Learning Objectives to validate progress and that they support challenging and yet realistic learning expectations.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Staff Principals	On-going	
	1.4(c) Assess student progress according to the identified Student Learning Objectives.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Staff Principals	On-going	

	1.4(d) Review progress and identify next steps including new Student Learning Objectives or appropriate modifications to support challenging and yet realistic learning expectations.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Staff Principals		
	1.4(e) Evaluate and assess the impact of Student Learning Objectives and the outcome as a result of implementing this practice.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Staff Principals		

Strategy 1.5 Consider expanded curriculum to enhance the learning environment for all students.					
INDICATORS	1.5(a) Increase the opportunities for students to participate in college level coursework at the high school level.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		9-12	Staff/Admin Team	Ongoing	SENCAP/ Dual Credit Options
	1.5(b) Identify methods of expanding the coursework and partners to support the initiative.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		9-12	HS Principal	April 2017	
	1.5(c) Modify the high school class schedule to support and enable students to participate in the expanded college coursework.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		9-12	HS Principal	April 2017	

	1.5(d) Evaluate the growth, expansion, and effectiveness of the modifications.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		9-12	HS Principal	April 2017	

Strategy 1.6: Develop learning opportunities to include college/career readiness skills and knowledge to enhance the K-12 learning experience.

INDICATORS	1.6(a) Develop a college/career readiness committee (Note: including, but not limited to administrators, staff, board members, community members, and students) to study and assess current district initiatives, curriculum, and programs that meet the criteria for college/career preparation.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
			9-12	Career Readiness Committee	April 2017
INDICATORS	1.6(b) Establish how the district might expand learning opportunities to expose students to the non-traditional employment opportunities that exist within the school district and surrounding areas.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		9-12	Career Readiness Committee	April 2017	Committee will met and discuss learning opportunities

INDICATORS	1.6(c) Initiate and encourage college visits at the Junior High Level to expose students to the environment and to expand their knowledge of the career options that may be acquired through local post-secondary institutions.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		7-8	Admin Team	Spring 2019	College visits for JH will occur.
	1.6(d) Invite high school graduates to return and engage Junior High and High School students during the break following their freshmen semester to address the value of scholarships, participating in high level classes at the high school level, academic performance starting at Junior High, study skills, etc.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		11-12th Grade	Admin Team	Dec. 2017	Visit from college students will take place with our students each December.
	1.6(e) Establish and grow job shadowing in area businesses, mentor/internships with local independent business owners, career day for Junior and High School students.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		9-12	HS Principal	Spring 2019	Partnerships will be created and students involved in job shadowing. Career day will take place for JH/HS Students.

Strategy 1.7: Develop a Professional Development Plan to guide the value and purpose of staff learning and to support allocation of district resources.

INDICATORS	1.7(a) Develop a Professional Development Plan aligned to district initiatives to grow the skills and knowledge of staff.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Ongoing Quarterly	Provide list of PD which occurred during the year to BOE quarterly.
	1.7(b) Identify and allocate district funds to support the Professional Development Plan.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Superintendent	Ongoing	Plan will be developed Funds set aside or incorporated into NDE grants.
	1.7(c) Present the Plan to the Board for adoption.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Superintendent	April 2017	Plan will be adopted by board in April.
	1.7(d) Monitor and assess the effectiveness of the Plan to validate the benefit and outcomes realized through purposeful and planned Professional Development.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Staff and Admin Team	Quarterly	Plan will be created and shared with BOE.



PRIORITY	DEVELOPED
II: Student Support Services	August 2017

Objective: To provide opportunities for students to advance their individual academic knowledge, skills, and abilities.					
Strategy 2.1: Implement expanded learning opportunities for students who may benefit from alternative curriculum to support their abilities and needs.					
INDICATORS	2.1(a) Assess and identify the components of a quality Life Skills program and curriculum to support the unique needs of students.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		K-12	Admin Team	Ongoing	Curriculum identified and program implemented
	2.1(b) Develop a plan to implement the program including funding, curriculum, staff, and facility needs.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		K-12	Superintendent	Complete	Program in place and funded.
	2.1(c) Implement, monitor, and assess the quality and effectiveness of the program to ensure it the service meets the identified needs of our students.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		K-12	Staff/Admin Team	Ongoing	Staff evaluations, NDE compliant, ESU support, parent feedback.

Strategy 2.2: Implement an LLI Reading Program to support struggling readers through small group instruction and support.

INDICATORS	2.2(a) Assess options for implementing an LLI Reading Program at the Junior/High School level to provide daily interventions for students who struggle with Reading and Writing at grade level.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	2.2(b) Design district level standards for implementation, train staff, and establish program goals to support a purposeful and effective LLI Reading Program.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	2.2(c) Introduce the LLI Reading Program initially at the Junior High level and collect data to support the impact of the initiative and identify areas of growth.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
2.2(d) Monitor and assess the student outcomes realized through his/her participation in the LLI Reading Program.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18	
2.2(e) Evaluate and assess the LLI	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18	

	Reading Program prior to growing and expanding into the High School level.				
Strategy 2.3: Implement a Student Assistance Program to support successful student learning.					
INDICATORS	2.3(a) Research, study, and consider the development of SAT (Student Assistance Team) to mediate and assess appropriate problem-solving interventions and strategies to support student success.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Sped Director/Sped Team	Spring 2017	Evaluate current SAT procedure and adopt recent or new system.
	2.3(b) Appoint a SAT Coordinator supported by a job description and evaluation tool to assess progress and success of the leadership role and effectiveness of the SAT Program.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Sped Director	Spring 2017	A job description and responsibilities will be developed and shared.
	2.3(c) Define protocol and procedures to be followed at each level.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Sped Director/SPED team	Spring 2017	Protocol will be developed and shared.
	2.3(d) Adopt resources to identify students who will benefit from the SAT support.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Sped Director/SPED team	Spring 2017	Resource list will be developed
	2.3(e) Evaluate the effectiveness of	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18

the SAT Program.	PK-12	SPED Director	On-going	Sped Meeting minutes
------------------	-------	---------------	----------	----------------------

Strategy 2.4: Implement the Multi-Tiered Support System model to accelerate academic and behavioral instruction and intervention based upon each student's identified needs.

INDICATORS	2.4(a) Provide a structured professional development plan to train staff and administrators on the key components of MTSS, pre-integration, and implementation of the model.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Spring 2017	In-house and ESU training will be scheduled for staff
	2.4(b) Include training and education through the staff onboarding process to ensure all personnel understand and are equipped to integrate this form of instruction and intervention effectively.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Spring 2017	Establish PD training for staff and admin.
	2.4(c) Ensure that effective and purposeful assessment resources are identified and available to staff to support the implementation of the MTSS model.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Spring 2017	Assessments and resource list identified and documented

	2.4(d) Provide training and support for teachers to ensure consistent evidence-based interventions are utilized district wide.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Fall 2018	PD scheduled for staff

	2.4(e) Implement best practice progress-monitoring to ensure interventions are effective and yield the desired outcome.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Fall 2018	PD established and plan created for implementation
	2.4(f) Engage and provide parents/guardians with the defined criteria of the MTSS model to support discussion of their child's behavior and/or success.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team		
	2.4(g) Evaluate the effectiveness of the MTSS model.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18

Strategy 2.5: Provide a High-Ability Learning (HAL) Program to challenge identified students to advance their individual academic knowledge, skills, and abilities.					
INDICATOR 5	2.5(a) Research, study, and assess the structure and program content to support a district wide HAL program.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		3-12	Mr. Kraus	Ongoing	New policy adopted to identify student. Provide staff development on implementing ideas.

2.5(b) Appoint a HAL Coordinator supported by a job description and evaluation tool to assess progress and success of the leadership role and effectiveness of the HAL program.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	3-12	Mr. Kraus	Fall 20128	Create job description and evaluation tool

2.5(c) Define protocol and procedures to be followed in each learning facility providing the HAL Program.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	3-12	Mr. Kraus	Completed	New policy created and approved

2.5(d) Identify, engage, and train staff to facilitate the HAL Program.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	3-12	Mr. Kraus	Fall 2018	Create PD time for HAL

2.5(e) Adopt assessment resources to identify students who will benefit from advanced differentiation and curriculum content provided by the HAL Program.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	3-12	Mr. Kraus	Spring 2019	Assessment identification created and adopted in board policy

2.5(f) Develop differentiated instructional strategies, curriculum content, and pacing guides to support implementation.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	3-12	Mr. Kraus Staff	Spring 2018	Strategies, curriculum contend and guides created and utilized.

2.5(g) Provide professional	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
-----------------------------	---------------------	-------------	-------------	--------------------------------------

INDICATORS	development opportunities to support staff in their work with students in the HAL program.	3-12	Mr. Kraus	Spring 2018	Attend state/national HAL/NAG conference with staff
	2.5(h) Evaluate the effectiveness of the HAL Program.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		3-12	Mr. Kraus	On-going	Meet quarterly with staff who have HAL students

Strategy 2.6: Grow and sustain the Food Service Programs to support student nutrition and academic success.					
INDICATORS	2.6(a) Identify producers/donors to support the Meat Program.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		K-12	Purple Ribbon Board	Ongoing	Donor dinner, donor dinner,
	2.6(b) Assess the community need and program qualities the district must consider when implementing a Breakfast Program for students.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		K-12	Wellness Team	Spring 2018	NDE Grants, PEP Grant Create survey to students
	2.6(c) Engage staff in the discussion and study of the funding and staffing needs this program will require if implemented.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		K-12	Wellness Team	Spring 2018	Minutes from Wellness Meeting reflect it is a goal and discussed.
	2.6(d) Develop and implement a	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18

	Grab and Go Breakfast to support the nutrition and academic success of students.	K-12	Wellness Team	Aug. 2018	Wellness team is currently researching ideas and PEP grant is funding.
	2.6(e) Implement and evaluate the Meat and Breakfast Programs.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		K-12	Wellness Team	On-going	Quarterly Wellness Meetings



PRIORITY	DEVELOPED
III: Human Resources	August 2017

Objective: To cultivate a positive learning culture for staff and administrators through an organized and purposeful Professional Development Plan to support skills, knowledge, and application of instruction.					
Strategy 3.1: Create and implement school-based Professional Learning Communities (PLC's) comprised of school administrators and certified staff to support quality instruction, successful student learning and achievement, student and family engagement, and effectiveness of staff training.					
INDICATORS	3.1 (a) Develop and implement Professional Learning Communities (PLC's) including all administrators, certified staff, and classified staff members as appropriate or possible to analyze and improve classroom instruction and student engagement.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team/ESU	Ongoing	ESU Training Calendar, Cohort partnership,
	3.1 (b) Define clear expectations and protocol to be followed by each PLC Team.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Fall 2018	PLC teams will be presented information on expectations and protocols.

3.1(c) Assign staff to PLC Teams consisting of a cross-section when appropriate to support collaboration among district staff to focus on student learning.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	PK-12	Admin Team/ESU	Completed	Teams have been created and identified.
3.1(d) Develop school calendar/staff development plan to support team meetings throughout the school year.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	PK-12	Admin Team/ESU	Complete	PLC calendar is created and sent to staff quarterly.
3.1(e) Align the PLC Team agenda and/or initiatives to the Strategic Plan/Building Goals/Classroom Goals/Personal-Professional goals. Note: Team Goals and Agendas will be in written form and communicated to district administrators.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	PK-12	Admin Team	Spring 2019	PLC time will be utilized to align initiatives to strategic plan. Team goals and agendas will be written.
3.1(f) Evaluate the effectiveness of the PLC process.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	PK-12	PLC Teams/Admin Team	On-going	Staff feedback/Evaluation forms

Strategy 3.2: Ensure the district cultivates a supportive and conducive environment for learning for all students.

INDICATORS	3.2(a) Identify, adopt, train, and implement a student behavior program to support a positive instructional and learning environment for staff and students.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Principals	Fall 2019	An adopted PK-12 behavior plan will be in place and board approved.
	3.2(b) Engage administration, staff, students, and parents in the development of a Student Code of Conduct to support a positive learning environment for students and staff.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin, staff, students, and parents	Fall 2019	Meetings with staff, students, and parents will occur to create an agreed upon Code of Conduct plan.
	3.2(c) Create a communication plan for this initiative to educate staff, students, and parents.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Principals	Fall 2019	A written plan will be created and carried out.
	3.2(d) Ensure the Student Code of Conduct is enforced consistently throughout the district.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Staff and Admin.	On-going	



PRIORITY		DEVELOPED			
IV. Communications		August 2017			
Objective: To develop plans to improve and grow district communications with staff, students, parents, community, and business leaders to ensure engagement that supports student learning and achievement.					
Strategy 4.1: Appoint and organize a Communications Committee made up of administrators, staff members, board members, students, parents, and community members to address what effective, timely, complete information must be included in district communications to improve and grow district communications and how communication will be dispersed.					
INDICATOR	4.1 (a) Establish an advisory committee of board members, administrators, students, staff, parents, and community members to review and consider the effectiveness of all current communication outlets.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Mr. Kraus	Spring 2018	There is currently a teacher advisory committee. Another committee will be created including those listed in the indicator.
	4.1 (b) Create a Communication Plan to guide and direct effective, timely, and appropriate communication with stakeholders.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Mr. Kraus	On-going	

4.1 (c) Include student and or staff highlights, celebrations of success, and a district "Did You Know" item in every communication that is distributed from the district.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	PK-12	Staff and Admin Team	On-going	Newsletter, Facebook, Twitter is currently in place.
4.1 (d) Establish parameters and expectations of a student-community engagement program to develop civic support and commitment.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	PK-12	Staff and Admin Team/Community	Spring 2019	
4.1 (e) Evaluate the impact and effectiveness of the communications campaign.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18

Strategy 4.2: Identify and address opportunities to grow and improve staff engagement.

INDICATORS	4.2(a) Conduct mandatory monthly and purposeful staff meetings to engage district employees in collaborative and problem-solving discussion.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	On-going	Once a month admin meets with staff. Agendas will allow staff to collaborate.
	4.2(b) Present the adopted Strategic Plan to the staff for review and discussion.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Mr. Kraus	Complete	Marcia Herring presented to staff 1st quarter.
	4.2(c) Engage the certificated staff in each building in the review and identification of building/personal-professional goals to support the progress and/or success of the performance indicators applicable to their roles and responsibilities.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	On-going	Review the strategic plan quarterly with staff and provide feedback.
	4.2(d) Monitor and assess the progress of building/individual goals to evaluate the progress/success of the identified goals.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	On-going	
	4.2(e) Evaluate the effectiveness of the engagement measures identified to grow and improve district culture/climate.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	On-going	

Strategy 4.3: Cultivate a conducive environment for building positive relationships to support the efficiency and quality of education provided by Friend Public Schools.

INDICATORS	4.3(a) Conduct joint meetings with the mayor and city council to build community relations and identify potential opportunities to work cooperatively for the benefit of the district and community.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Mr. Kraus	Ongoing	Attend city council meeting and be put on agenda.
	4.3(b) Engage area districts to grow and sustain a positive working-relationship in the best interest of Friend Public Schools.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Mr. Kraus	Ongoing	Coop with JH and HS football, Purple Ribbon Meat, FFA, Cohort,
	4.3(c) Establish a working plan and vision for the Friend Public Schools Foundation.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Foundation	Ongoing	
	4.3(d) Identify and develop an organized Alumni Association to support the school district and the FPS Foundation.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Foundation/Mr. Kraus	Spring 2019	



PRIORITY		DEVELOPED			
V. Technology		August 2017			
Objective: To build and sustain a district technology framework that supports effective instruction, curriculum, and growth and improved student learning outcomes.					
Strategy 5.1: Develop and sustain a short and long-term plan to grow and improve technology integration in each classroom.					
INDICATORS	5.1 (a) Plan and commit the resources needed to provide a quality technology framework to support integrated technology district wide.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Mr. Kraus	Ongoing	REAP, NDE Grants, Foundation Technology Plan
	5.1 (b) Establish a maintenance and replacement plan to support the technology plan.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Mr. Kraus		All technology tagged and inventoried.
	5.1 (c) Establish a comprehensive inventory to account for the investment of district resources.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Mr. Kraus/Chris Nieveen	Ongoing	All technology tagged and inventoried.

	5.1(d) Develop a new-staff orientation process that includes proper technology training and instruction.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Principals	Aug. 2018	Training with new staff in technology will occur during orientation.

Strategy 5.2: Use integrated technology to engage and inspire students to support instruction and growth of Learning.

INDICATORS	5.2(a) Develop a curriculum to ensure integration of technology and the vision for how the use of technology will enhance student learning through improved interaction and expanded access to information.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		K-12	Principals	On-going	Curriculum guide created, courses scheduled, integration plan.
	5.2(b) Based upon platforms – introduce and train staff/students to encourage innovation and to improve communications and collaboration. Staff will integrate the platform into instruction to support student use and learning.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	5.2(c) Evaluate the technology and growth realized through the integration and use of technology.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18

Strategy 5.3: Provide professional development to assist staff in integrating technology to enhance instruction and student learning and achievement.

INDICATORS	5.3(a) Formalize the district's current technology collaboration efforts to ensure staff will be supported in their work towards integrating technology into instruction.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Principals	On-going	
	5.3(b) Provide professional development for staff to ensure the effective use of technology.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Ongoing	PD and PLC time scheduled for technology, attend NETA
	5.3(c) Staff will use technology to access current research on issues in education to continue growth and understanding of teaching, learning, and management processes.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Staff/Principals	On-going	
	5.3(d) Provide student/parental instruction and development on the effective use of technology and social media by student.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Ongoing	KSB presented to staff and students in 2016-17 school year.

5.3(e) Empower staff to research and implement learning applications and/or resources to support student learning outcomes and to attain curriculum objectives.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	PK-12	Principals	On-going	
5.3(f) Evaluate professional development provided to support integration of technology.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	PK-12	Principals	On-going	

Friend Public Schools



PRIORITY		DEVELOPED			
VI. Board Policy		August 2017			
Objective: To develop and adopt a methodology to review, update, and define Board Policy to support district protocol and procedures.					
Strategy 6.1: Review the district policy manual to ensure the accuracy and content.					
INDICATORS	6.1 (a) Define and adopt a process to formalize the review of the board policy manual.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Mr. Kraus/Policy Committee	On-going	Minutes from Policy Committee meetings and BOE minutes.
	6.1 (b) Review and revise handbooks to ensure they align to the updated policy manual.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	On-going	BOE approved annually

Strategy 6.2: Implement a board adopted grading policy to ensure consistency, expectations, and system beliefs.					
INDICATORS	6.2(a) Create a committee representing key stakeholders to study and consider the qualities of a grading policy to assess student success and the evaluation of learning.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team/Staff	Fall 2018	Committee will research and present to board their key findings to board.
	6.2(b) Present the proposed policy language and grading system to the board of education for consideration and adoption.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	Spring 2020	Board adopts policy

6.2(c) Communicate the content of the policy and rationale to parents and students prior to implementing.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	PK-12	Admin Team	Spring 2020	Parent/Community Engagement meeting
6.2(d) Monitor the implementation and use of the grading system to ensure the integrity of the policy is being carried out and in a consistent and uniform method building/district wide.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	PK-12	Principals	On-going	
6.2(e) Evaluate the outcome realized as a result of the policy and the impact on student success and the evaluation of learning.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
	PK-12	Admin Team	On-going	

Friend Public Schools



PRIORITY		DEVELOPED			
VII. District Resources		August 2017			
Objective: To ensure fiscal accountability and efficiency to support a quality education for the students of Friend Public Schools.					
Strategy 7.1: Develop and align the annual budget to the district mission, vision, and goals.					
INDICATORS	7.1 (a) Present a purposeful and efficient budget proposal aligned to the district mission and goals.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Mr. Kraus	August	Prepared budget for adoption
	7.1 (b) Review and assess the endorsements of staff members when developing the course curriculum schedule to ensure the district is designing a curriculum and utilizing staff to expand opportunities for learning.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Admin Team	On-going	NDE certificates will all be reviewed when determining staffing and course offering to comply with Rule 10
	7.1 (c) Develop goals to support the design of the budget (e.i., Build Depreciation Fund to support _____. Increase the Building Funds to support _____.)	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Mr. Kraus/Budget Committee	On-going	Goals established and shared with board.

Strategy 7.2: Sustain district facilities to support a quality and safe learning environment.

INDICATORS	7.2(a) Develop a Facilities Advisory Committee to support the design of a Short-Long Term Facilities Plan.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Facility Committee/Mr. Kraus/Justin Kirchhoff	Ongoing	Facility committee assigned and meets quarterly. Minutes shared in BOE meeting with goals.
	7.2(b) Assess district facilities for the purpose of creating a comprehensive inventory of identified needs for growth and improvement of buildings and grounds.	Program/Bldg. Level	Responsible	Target Date	Funding/Evidence of Progress 2017-18
		PK-12	Facility Committee/Mr. Kraus/Justin Kirchhoff	Ongoing	Create needs assessment inventory for all district facility needs. Share with BOE.