

Vision Statement: Inspiring academic excellence and cultivating caring, active citizens.

Mission Statement: Orcas Island School District is committed to partner with families and community to provide each student with a well rounded education in a nurturing environment. We will foster academic excellence and creative expression, while inspiring successful future endeavor and productive community involvement.

Goals:

- **Curriculum and Instruction:** Design, implement, evaluate, and improve instructional programs to ensure every student meets or exceeds the State standards.
- **Personnel:** Recruit, select, educate, evaluate, support and retain the highest quality staff.
- **Student Support Services:** Design, implement, evaluate, and improve programs and services to support success for all students.
- **Facilities:** Provide a safe, clean, and attractive environment that promotes student learning and fosters student, staff, and community pride.
- **Technology:** Equip, educate, and support students and staff with appropriate technology to enhance the services and programs of the District.
- **Educational Options:** Design, implement, evaluate, and improve quality educational options for students, parents and the community.
- **Parent and Community Partnerships:** Design, implement, evaluate, and improve partnerships that support high quality education for every student.
- **Finance:** Design, implement, evaluate, and improve a process to ensure the financial integrity of the District.
- **Strategic Planning:** Design, implement, evaluate, and improve the ongoing strategic planning process.

Objectives in Priority Order:

Strategic Goal: Curriculum and Instruction - Design, implement, evaluate, and improve instructional programs to ensure every student meets or exceeds the State standards.

1. **OBJECTIVE:** Reading/Language Arts Program
Design, develop, implement, evaluate, and improve the standards-based Reading/Language Arts Program.

Evaluation Criteria for 2007/2008

Maintain the high academic relative ranking of Orcas Island Unified School District, as compared with the other districts reflected within the Washington Assessment of Student Learning Report.

Orcas Island Schools will develop specific site plans utilizing WASL data and formative district assessments to establish grade level baselines. The plans will identify program areas and strategies to make specific literacy improvements.

Each school will provide a report to the Board of baseline data, and identified target areas for improvement.

Strategic Goal: Curriculum and Instruction - Design, implement, evaluate, and improve instructional programs to ensure every student meets or exceeds the State standards.

- 2. OBJECTIVE: Math Program**
Design, develop, implement, evaluate, and improve the standards-based Math Program.

Evaluation Criteria for 2007/2008

Maintain the high academic relative ranking of Orcas Island Unified School District, as compared with the other districts reflected within the Washington Assessment of Student Learning Report.

Each school will provide a report to the Board of the improvements made to increase performance of the students in the area of math.

Each school will provide a report to the Board of baseline data, and identified target areas for improvement.

Strategic Goal: Finance - Design, implement, evaluate, and improve a process to ensure the financial integrity of the District.

- 3. OBJECTIVE: Fiscal Accountability**
Design, develop, implement, and evaluate the financial resource allocation system to ensure fiscal integrity and accountability.

(The Board and Administration are encouraged to recognize the importance of small class sizes.)

Evaluation Criteria for 2007/2008

Maintain a minimum 3% reserve for 2007/2008 level.

Maintain a minimum 5.5% reserve for 2008/2009 level.

Maintain a minimum 7.5% reserve for 2009/2010 level.

Prioritize Certificated Staff Positions utilizing the following definitions: Core Positions, Strategic Plan Prioritized Positions, Support Positions, as reflected within the 2007/2008 budget presentation.

Prioritize Classified Staff Positions utilizing the following definitions: Core Positions, Strategic Plan Prioritized Positions, Support Positions, as reflected within the 2007/2008 budget presentation.

Establish Certificated Staff Positions funded within State Formulas, as reflected within the 2007/2008 budget presentation.

Establish an annual budget to support the district's deferred maintenance plan.

Schools (K-6, and 7-12) will actively incorporate Site Councils into their budget development process. All site budgets proposed by principals will have SSC approval effective May, 2008.

Strategic Goal: Curriculum and Instruction - Design, implement, evaluate, and improve instructional programs to ensure every student meets or exceeds the State standards.

4. OBJECTIVE: Science Program

Design, develop, implement, evaluate, and improve the standards-based Science Program.

Evaluation Criteria for 2007/2008

Maintain the high academic relative ranking of Orcas Island School District, as compared with the other districts reflected within the Washington Assessment of Student Learning Report.

Orcas Island Schools will develop specific site plans utilizing WASL data and formative district assessments to establish grade level baselines. The plans will identify program areas and strategies to make specific Science improvements. Completed plans will be presented to the board on or before May of 2008.

Each school will provide a report to the Board, on or before April of 2008, of the improvements made to increase performance of the students in the area of science.

Strategic Goal: Facilities - Provide a safe, clean, and attractive environment that promotes student learning and fosters student, staff, and community pride.

5. OBJECTIVE: Facility Maintenance

Consistently maintain safe, clean, and attractive classrooms, facilities and grounds.

Evaluation Criteria for 2007/2008

On a Likert Scale survey, with a minimum of 60% return, rate staff pride and satisfaction with an average of 3 or higher.

Establish minimum annual preventive maintenance fund budget level of 3%.

Establish a 5 year deferred maintenance plan for the district.

The School District Facility is to receive an annual overall rating of 7 or better, on a 0-10 scale, on the Board/Superintendent Annual Site Visit Report.

Strategic Goal: Curriculum and Instruction - Design, implement, evaluate, and improve instructional programs to ensure every student meets or exceeds the State standards.

- 6. OBJECTIVE: Career and Technical Education**
Design, develop, and implement, a master plan for restructuring and improving Career and Technical Education.

Evaluation Criteria for 2007/2008

Create a Career and Technical Education Committee which represents parents, staff, and community members.

Develop a Master Career Technology Education Plan to present to the Board for approval, at the May, 2008 Board meeting.

Strategic Goal: Parent and Community Partnerships - Design, implement, evaluate, and improve partnerships that support high quality education for every student.

- 7. OBJECTIVE: Outreach and Partnerships**
Design, develop, implement, improve, and evaluate parent and community outreach partnerships that provide direct and indirect support to students, staff, and community.

Evaluation Criteria for 2007/2008

Create community outreach fund raising partnerships and opportunities to support the educational programs provided to students. Submit a report to the Board of the improvements made in the fund raising program, on or before April of 2008.

Strategic Goal: Student Support Services - Design, implement, evaluate, and improve programs and services to support success for all students.

- 8. OBJECTIVE: Unique Educational Needs**
Design, develop, implement, evaluate, and improve services that recognize and respect the unique educational needs of each student.

Evaluation Criteria for 2007/2008

The Superintendent will work with staff and parents to establish evaluation criteria for this objective, to be included within the 2008/2009 Strategic Plan Evaluation Criteria.

Strategic Goal: Curriculum and Instruction - Design, implement, evaluate, and improve instructional programs to ensure every student meets or exceeds the State standards.

- 9. OBJECTIVE: Social Science Program**
Design, develop, implement, evaluate, and improve the standards-based Social Science Program.

Evaluation Criteria for 2007/2008

Each school will provide a report to the Board, on or before April of 2008, of the improvements made to increase performance of the students in the area of social science.

Strategic Goal: Curriculum and Instruction - Design, implement, evaluate, and improve instructional programs to ensure every student meets or exceeds the State standards.

- 10.OBJECTIVE: Physical Education Program.**
Design, develop, implement, evaluate, and improve the standards-based Physical Education Program.

Evaluation Criteria for 2007/2008

Maintain the performance level of Orcas students on the National Physical Fitness Assessment Program.

Strategic Goal: Technology - Equip, educate, and support students and staff with appropriate technology to enhance the services and programs of the District.

- 11.OBJECTIVE: Improve Technology**
Design, develop, implement, evaluate, and improve technology infrastructure to meet administrative and instructional requirements.

Evaluation Criteria for 2007/2008

Evaluate, revise and implement the District's Technology Plan. Present for Board approval the Revised District Technology Plan, on or before April of 2008.

On a Likert Scale survey, with a minimum of 60% return, staff will rate their satisfaction with the information technology service, with an average of 3.0 or higher.

Strategic Goal: Personnel - Recruit, select, educate, evaluate, support and retain the highest quality staff.

- 12.OBJECTIVE: Recruitment, Selection, Retention, and Evaluation**
Develop and implement unique incentives to improve the recruitment and retention of high quality staff.

Evaluation Criteria for 2007/2008

Develop and implement a staff morale assessment instrument, for approval by the Board, not later than May of 2008.

Strategic Goal: Curriculum and Instruction - Design, implement, evaluate, and improve instructional programs to ensure every student meets or exceeds the State standards.

13.OBJECTIVE: Second Language

Design, develop, implement, evaluate, improve, and expand the standards-based second language opportunities for students.

Evaluation Criteria for 2007/2008

Each school will provide a report to the Board, not later than April of 2008, of the improvements and/or expansion of the second language opportunities provided to the students in grades 7-12.

Increase the number of students taking second language courses at grades 7-12 by 5%.

Strategic Goal: Curriculum and Instruction - Design, implement, evaluate, and improve instructional programs to ensure every student meets or exceeds the State standards.

14.OBJECTIVE: Music

Design, develop, implement, evaluate, and improve the standards-based Music Program

Evaluation Criteria for 2007/2008

Create a Staff and Community Music Committee, chaired by a community member, to develop evaluation criteria designed to assess the District's music program.

Increase community based funding designed to maintain or expand the music opportunities provided to students.

Strategic Goal: Curriculum and Instruction - Design, implement, evaluate, and improve instructional programs to ensure every student meets or exceeds the State standards.

15.OBJECTIVE: Performing Arts (Theatre and Dance)

Design, develop, implement, evaluate, and improve the standards-based Performing Arts Program.

Evaluation Criteria for 2007/2008

Create a Staff and Community Performing Arts Committee, chaired by a community member, to develop evaluation criteria designed to assess the District's Performing Arts Program.

Increase community based funding designed to maintain or expand the performing arts opportunities provided to students.

Superintendent will ensure district representation on the Orcas Center Board of Trustees by May, 2008.

Strategic Goal: Curriculum and Instruction - Design, implement, evaluate, and improve instructional programs to ensure every student meets or exceeds the State standards.

17.OBJECTIVE: Visual Arts

Design, develop, implement, evaluate, and improve the standards-based Visual Arts Program.

Evaluation Criteria for 2007/2008

Create a Staff and Community Visual Arts Committee, Chaired by a community member, to develop evaluation criteria designed to assess the District's Visual Arts Program.

Increase community based funding designed to maintain or expand the Visual Arts opportunities provided to students.'

Superintendent will ensure district representation on the Orcas Center Board of Trustees by May 2008.

Strategic Goal: Student Support Services - Design, implement, evaluate, and improve programs and services to support success for all students.

18.OBJECTIVE: Smooth Transitions

Design, develop, implement, evaluate, and improve services that ensure smooth transitions within the district.

Evaluation Criteria for 2007/2008

The Superintendent will work with staff and parents to establish evaluation criteria for this objective, to be included within the 2008/2009 Strategic Plan Evaluation Criteria.

Strategic Goal: Educational Options - Design, implement, evaluate, and improve quality educational options for students, parents and the community.

19.OBJECTIVE: Optional Educational Services

Design, develop, implement, evaluate, and improve optional educational services for students and parents.

Evaluation Criteria for 2007/2008

Evaluate the present ALE opportunities and staffing; restructure the ALE program to address both District and student-parent needs.

The Superintendent will work with staff to a plan to the Board of Trustees that will ensure the ALE program is self funding.

Strategic Goal: Personnel - Recruit, select, educate, evaluate, support and retain the highest quality staff.

20.OBJECTIVE: Professional Development

Design, develop, implement, evaluate, and improve the professional development opportunities for staff.

Evaluation Criteria for 2007/2008

Create a Three Year Staff Development Plan, approved by the Board in April of 2008.

Review and revise the present staff observation and evaluation process and forms. The Superintendent will provide a report on any changes or improvements that may come out of this research, for Board approval, on or before January of 2008.

Provide an annual review of each staff member and the growth areas determined for each staff member, to the Board at its March Closed Session Board Meeting.

Strategic Goal: Educational Options - Design, implement, evaluate, and improve quality educational options for students, parents and the community.

21.OBJECTIVE: Extra and Co-Curricular Activities

Design, develop, implement, evaluate, and improve co-curricular and extra-curricular opportunities for students.

Evaluation Criteria for 2007/2008

Create a Staff and Community Extra and Co-curricular Committee, chaired by the High School Principal, to review, revise and/or restructure the present Extra and Co-curricular Program provided to students. Present to the Board, at its January, 2008 Board Meeting, a report of the changes and improvements made to the Extra and Co-curricular Programs provided to the students.

Increase by 5% the number of students participating in Extra and Co-curricular activities.

Strategic Goal: Student Support Services - Design, implement, evaluate, and improve programs and services to support success for all students.

22.OBJECTIVE: Physical and Emotional Health

Design, develop, implement, evaluate, and improve services that promote physical and emotional health.

Evaluation Criteria for 2007/2008

Create a Staff and Community Physical and Emotional Health Services Committee, Chaired by the Elementary Principal, to evaluate the present services provided to the students and to develop greater community support in providing services to the students.

Increase community based participation and/or funding designed to maintain or expand the physical and emotional health services provided to Orcas students.

Provide a report to the Board, at its March meeting, of the improvements made in the area of physical and emotional health services provided to Orcas students.

Strategic Goal: Facilities - Provide a safe, clean, and attractive environment that promotes student learning and fosters student, staff, and community pride.

23.OBJECTIVE: Facility Enhancement

Design, develop, and implement a plan to maximize state and local resources to provide new and/or improved facilities to enhance the quality and safety of school facilities.

Evaluation Criteria for 2007/2008

Develop a five year Facility Master Improvement Plan that would be annually approved by the Board at its February Board Meeting.

Develop a timeline, process, and specific criteria that would enable the passage of a local bond to support facility improvement. Present a report and recommendations to the Board, for action, on or before December of 2007.

Strategic Goal: Parent and Community Partnerships - Design, implement, evaluate, and improve partnerships that support high quality education for every student.

24.OBJECTIVE: Valued and Connected

Design, develop, implement, evaluate, and improve opportunities for students, staff, parents and the community to feel valued and connected to school.

Evaluation Criteria for 2007/2008

Provide a report to the Board, at its June, 2008 Board meeting, of the improvements made in connecting and engaging parents their child's school.

Strategic Goal: Student Support Services - Design, implement, evaluate, and improve programs and services to support success for all students.

25.OBJECTIVE: Decision-Making and Behavior

Design, develop, implement, evaluate, and improve services that promote positive student decision-making and behavior.

Evaluation Criteria for 2007/2008

Provide a report to the Board, at its June 2008 Board meeting, of the improvements made in promoting positive student decision making and behavior.

Strategic Goal: Strategic Planning - Design, implement, evaluate, and improve the ongoing strategic planning process.

26.OBJECTIVE: Strategic Plan Implementation
Ensure the execution of the strategic plan.

Evaluation Criteria for 2007/2008

The Superintendent will provide the Board the 2007/2008 Annual Strategic Plan Report, for acceptance by the Board at its February, 2009 meeting.

The Superintendent will ensure that any revision of the District's Strategic Plan will take place not later than February of each year.