

**Strategic Plan
Goals for the Eight Strands
2006 – 2011 & 2011 – 2016**

Eight Strands	2006 – 2011	2011 – 2016	2016 – 2021
<p>1. Curriculum: What Students Learn</p>	<p>To design and maintain a common, consistent framework for curriculum development and implementation, using a research-based design. The characteristics of this framework would require that each curricular area:</p> <ul style="list-style-type: none"> • Is developed on a Grades K-12 continuum, whenever possible or as appropriate. • Includes deeply aligned benchmarks, outcomes, and assessments that are data driven (alignment between what is written, taught, and assessed). • Clearly articulates the levels of proficiency and mastery expected in order to support higher-level learning and balance breadth and depth. • Provides for horizontal and vertical articulation of core knowledge, concepts and skills (horizontal refers to articulation across each grade level and/or each discipline area; vertical articulation refers to articulation on a K-12 continuum, as appropriate, and between and among discipline areas). • Identify what students should know, understand and be able to do in order 	<p>To design and maintain a <i>standards-based</i> curriculum in each area of instruction, which is based on a consistent, research-based framework for curriculum development, implementation, and assessment. The characteristics of this framework would require that each curricular area:</p> <ul style="list-style-type: none"> • Provides equitable access to the curriculum, clearly articulates the levels of proficiency and mastery expected, and supports both remediation and higher-level learning. • Is developed on a Grades Pre K-12 continuum, which incorporates horizontal and vertical articulation² and includes aligned³ benchmarks, outcomes, and assessments that are data driven. <p>To engage students in relevant and meaningful learning experiences.</p> <ul style="list-style-type: none"> • Identify what all students need to know, understand, and be able to do in order to thrive in a complex, evolving, global, technologically 	

	<p>to thrive in an evolving complex, global environment.</p> <p>To provide equitable access to the curriculum.</p> <p>To engage students in learning experiences which are relevant and meaningful.</p>	<p>oriented, and sustainable environment and develop the necessary programs for addressing these skills on a Grades Pre K-12 basis.</p> <ul style="list-style-type: none">• Incorporate community service/service learning as a part of the curriculum, when appropriate. <p>To pursue educationally sound and fiscally responsible in-district programs and services for students with special needs.</p>	
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<p>2. <i>Instruction: How Students Learn</i></p>	<p>To assist instructional staff in acquiring and using a variety of differentiated teaching strategies that will:</p> <ul style="list-style-type: none"> • Address the unique learning styles of each student, and recognize that each student differs in relation to developmental readiness, interests and skills. • Meet each student’s emotional, psychological and social needs. • Shift the focus of instruction from how well each teacher teaches to how well each student learns. • Ensure that the curriculum is being correctly implemented and appropriately responsive to student needs. <p>To use the results of assessment and data, including the examination of student work, in making decisions relative to the delivery of instruction.</p>	<p>To use a variety of teaching methodologies and strategies based on a common language of instruction, innovative approaches, and technological support that will:</p> <ul style="list-style-type: none"> • Address the unique needs of all students and ensure that instruction reflects the developmental readiness, interests, and skills that foster self-advocacy and student ownership of the learning process. • Provide inquiry/research based learning experiences that foster independent thought and collaboration. <p>To use the results of assessment and data, including the examination of student work, in making decisions relative to the delivery of instruction.</p> <ul style="list-style-type: none"> • Ensure a consistent approach to instruction, homework, and assessment practices. • Encourage the use of diverse assessment practices that provide teachers with valid data about how well each student learns, and how to use this data to make adjustments in instructional strategies and/or programming to improve student performance/learning. 	
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<p>3. Professional Growth</p>	<p>To provide all new employees with a comprehensive induction program relative to his/her area of responsibility.</p> <p>To provide all staff members with professional development opportunities that are:</p> <ul style="list-style-type: none"> • Aligned with District goals, curriculum and instruction, student achievement, best practice and research findings. • Tiered to the proficiencies and needs of the respective staff members and delivered in a variety of modes and systems. • Designed to ensure support for all staff members, encourage self-reflection, promote effective goal setting and result in continuous improvement of performance. <p>To engage each staff member in a meaningful evaluation process that includes self-reflection, continuous improvement, supervisory observation and accountability, Staff members are encouraged to solicit and utilize evaluative data from other sources as well.</p> <p>To ensure that all instructional staff members are part of professional learning communities which provide greater opportunities for collaboration and reflection on student learning</p>	<p>To identify and evaluate <i>best practice</i> in the delivery of professional development and provide all staff members with opportunities that are aligned with District goals.</p> <ul style="list-style-type: none"> • Engage all staff members in professional learning community activities that provide a continuum of creative and flexible opportunities for collaboration, mentoring, and/or reflection on student learning across grade levels and disciplines. • Promote individual responsibility for identification and engagement in professional growth. <p>To evaluate professional development programs for impact on instruction.</p> <p>To provide all new employees with a comprehensive induction program and on-going professional development during their pre-tenure/probationary employment.</p> <p>To engage each staff member in a meaningful performance evaluation process that promotes continuous professional growth and accountability.</p>	
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<p>4. <i>Technology</i></p>	<p>To ensure ethical and responsible student and teacher access to and use of technology as a resource for enhancing learning and teaching in all content areas, with emphasis on problem solving and creative thinking.</p> <p>To provide easy access to a variety of data to support informed decision-making relative to the instruction of students and the administration of the District.</p> <p>To use technology to enhance communication and business processes internal and external to the District.</p>	<p>To ensure that sufficient technical training and support is available to facilitate the expanding and more intensive use of technology in the classrooms.</p> <ul style="list-style-type: none"> • Promote the efficient, effective, and sustainable use of educational technology by staff and students. • Provide appropriate and sufficient resources to permit staff and students to meet District expectations in this area. <p>Implement technology goals and timelines as presented by the District Technology Committee and the 21st Century Technology Classroom Subcommittee.</p> <p>To use technology to enhance communication and business processes internal and external to the district.</p>	
<p>5. <i>Assets, Resources and Financial Support</i></p>	<p>To ensure that resources are utilized effectively and efficiently with a focus on addressing the educational and related needs of students.</p> <p>To keep the community abreast of how the District is using current resources and what the District's emerging and long-term needs might be.</p> <p>To establish a Livingston Education Foundation to access community, philanthropic and corporate resources to</p>	<p>To ensure that all resources are used effectively and efficiently with a focus on addressing the District's mission and goals.</p> <p>To maintain the fiscally sound position of the District.</p> <ul style="list-style-type: none"> • Keep community well informed regarding the impact of the current economy and local, state, and federal funding on the District's current programs as well as its emerging and long-term needs. 	

	<p>promote and advance the mission of the Livingston Public Schools.</p>	<ul style="list-style-type: none"> • Incorporate a framework for sustainability in the use of District resources. <p>To seek additional community, philanthropic, and corporate funding to promote and advance the mission and goals of the District.</p> <ul style="list-style-type: none"> • Proactively pursue local, county, statewide, and national grants and shared service opportunities, either as an independent District or through collaboration with other districts, colleges, or business entities. • Support the Livingston Education Foundation in its efforts to become a sustainable entity that will promote and advance the mission of the District. 	
<p>6. <i>Facilities</i></p>	<p>To provide and maintain schools that provide an ADA compliant, safe and supportive climate for learning, and are environmentally sensitive, energy responsible and fiscally sound.</p> <p>To ensure that facilities, grounds and other capital resources are appropriately maintained, replaced and/or renewed, as appropriate.</p> <p>To establish/reconfigure space to provide appropriate environments for emerging needs, whenever possible and fiscally appropriate.</p>	<p>To provide and maintain schools that offer a safe and supportive climate for teaching and learning, are compliant with the American Disabilities Act and are environmentally sustainable.</p> <ul style="list-style-type: none"> • Maintain, replace and/or renew facilities, grounds and other capital resources in an equitable manner. <p>To establish a <i>Facility Utilization Plan</i> to ensure appropriate facilities are available for an inclusionary special education program, the alternative high school, and pre-school P.R.I.D.E. (Preschool Readiness</p>	

		<p>Individualized Developmental Education) program.</p> <ul style="list-style-type: none"> • Establish/reconfigure space to provide appropriate environments for emerging programs and technological needs. 	
<p>7. <i>Parent/Community Partnerships</i></p>	<p>To provide parents with information on the Strategic Plan in understandable language, with emphasis on how parents can contribute to its successful implementation.</p> <p>To provide parents and community members with easy access to District/school information via user-friendly, coordinated District and school websites.</p> <p>To partner with the Livingston Education Foundation, community, business and industry to provide community service opportunities for students and additional expertise and resources for the respective schools.</p> <p>To regularly solicit feedback from students, graduates, staff, parents and the community at large relative to District and respective school performance.</p>	<p>To provide parents with information on the Strategic Plan in understandable language, with emphasis on how parents can contribute to its successful implementation.</p> <p>To provide parents with various methods to access coordinated District/school information that is user friendly, consistent, and clear.</p> <p>To expand relationships with the Livingston Education Foundation, community, business, and industry to identify additional community service opportunities for students, as well as volunteer expertise and resources for the District schools.</p> <p>To regularly solicit feedback from students, graduates, staff, parents and the community at large to contribute to the success of the District and its schools.</p>	
<p>8. <i>Policies and Procedures</i></p>	<p>To ensure that a strategic long-range plan is in place and routinely updated to provide on-going continuous improvement in the District.</p>	<p>To ensure that a strategic long-range plan is in place and routinely updated to provide ongoing continuous improvement in the District.</p>	

	<p>To provide updated policies to address the current and emerging needs of the District.</p> <p>To provide an organizational structure that clearly defines the lines of authority and accountability as well as to whom community and staff members should contact when there is a need to address accolades, questions and/or concerns.</p>	<p>To review, modify, and/or develop policies and/or procedures on the basis of <i>best practice</i> in areas of current and emerging needs.</p> <p>To align the <i>Code of Conduct</i>, course guides, student handbooks, and other District documents with District policies, procedures, and core beliefs.</p> <p>To maintain and communicate an organizational structure that clearly defines the lines of authority and accountability as well as whom community and staff members should contact when there is a need to address accolades, questions, and/or concerns.</p>	
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