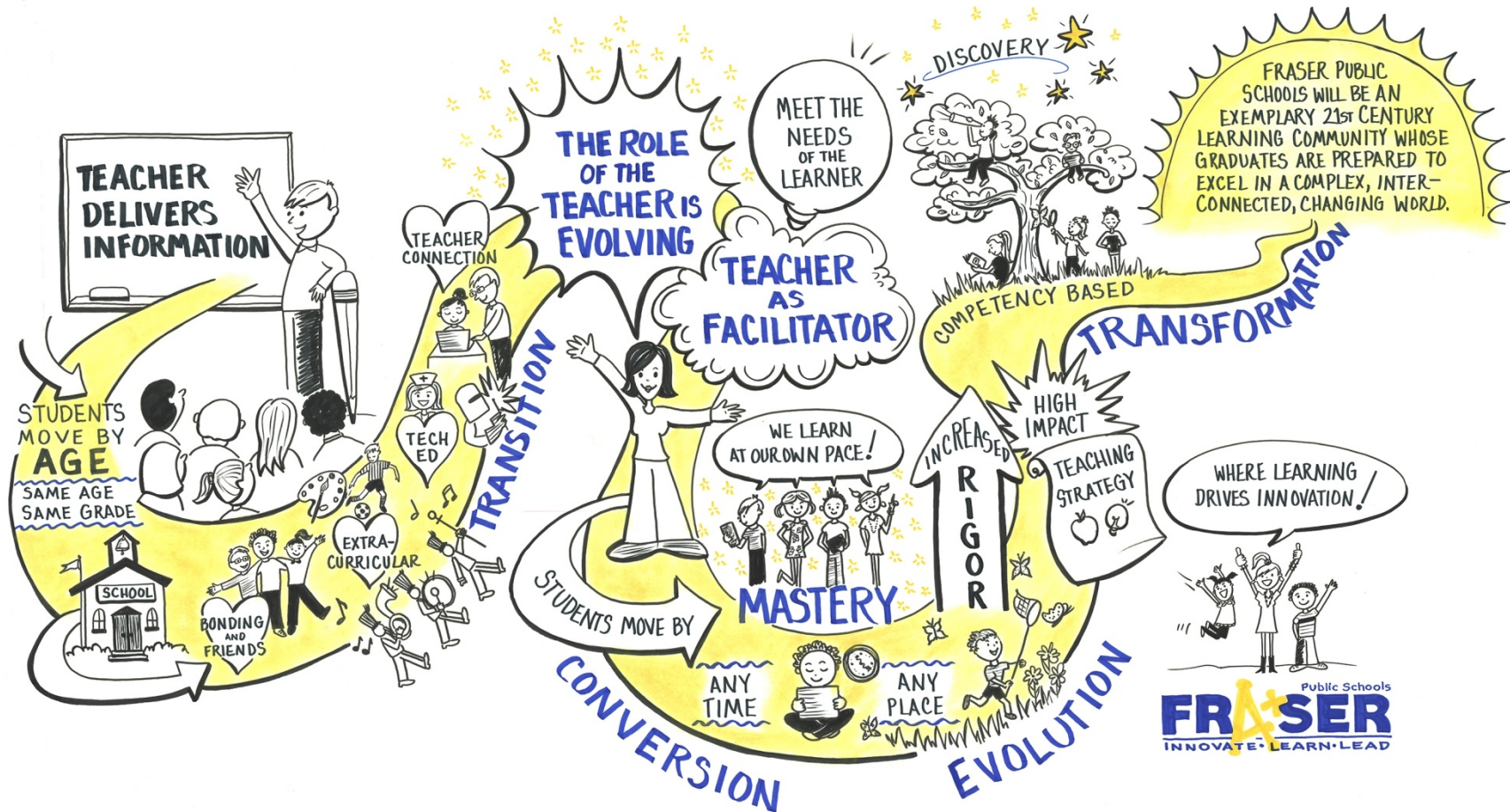


# Fraser Public Schools Strategic Plan 2014-2017



**David M. Richards, Ph.D.**  
**Superintendent of Schools**



In February 2011, the Fraser Public Schools Board of Education adopted our 2011-2014 Strategic Plan, which addressed many of the systems needs of our school district. Over the past three years, our staff, community and school board, worked diligently to accomplish the goals which were outlined in the plan. Significant improvements were made to many of our processes at the central office level to support student learning at the building level. Established goals in the areas of technology, curriculum, instruction, human resources, finance, communications, professional development, and assessment were accomplished through the joint efforts of our administrators, teachers, support staff, and our Board of Education. It's inspiring to see how far our District has moved forward in such a short amount of time.

With the accomplishment of achieving the goals established in our first strategic plan, the Board of Education and superintendent charged the central administration team to begin the process of developing a strategic roadmap for our next three years. As such, an invitation was sent out to our community for volunteers to assist in this process. In addition, identified groups of district and building staff members were selected to provide direction and oversight to the development of our new plan. This in-depth process of meetings, research, and group strategizing took place over six months and has resulted in our 2014-2017 Strategic Plan.

While the primary focus of our first plan was to address the systemic challenges we were facing at that time, this plan has a laser focus on instruction and student achievement. Each of the identified goals and objectives supports our redesign efforts to provide a customized learning environment for every student, every day. By accomplishing the goals set forth in this plan, our District has the potential for becoming a prototype public school system for other districts throughout the State of Michigan and our country.

As superintendent, I am incredibly proud of the work we have done thus far and eagerly look forward to the challenges and opportunities we are presented with as we implement our new strategic plan. I appreciate the vision and leadership of our Board of Education as they have provided the support and enthusiasm for encouraging us all to think differently about the services and opportunities we provide to our students. Fraser Public Schools has quickly become known as an innovation leader in education and I'm confident this plan will drive our efforts to develop a next-generation learning model to better serve our students.

With Fraser Pride,

David M. Richards, Ph.D.  
Superintendent

# Strategic Planning Committee

**Facilitators:** *Larry Thomas*  
*Jason Almerigi*  
*Dr. David Richards – Superintendent*



## ***Strategic Planning Task Force:***

*Cathy Amicucci*  
*Dr. Donna Anderson*  
*Lou Aquino*  
*Sam Argiri*  
*Jerry Baird*  
*Charlene Barla*  
*Beth Bartlett*  
*Steve Berg*  
*Renee Biegas*  
*Dina Borkowski*  
*Robert Brannon*  
*Stacie Brodi*  
*Regina Cable*  
*Jessica Carrier*  
*Lisa Dubay*  
*Kelly Dumas*  
*George Fillar*

*Helena Fisher*  
*Katie Fitzpatrick*  
*Michael Froude*  
*Carey Geml*  
*Doug Hagerty*  
*Stacy Hewitt*  
*Huston Julian*  
*Sheilia Kloski*  
*Todd Koch*  
*Shannon Lauer*  
*Norm Lentine*  
*Dr. Michael Lonze*  
*Nicole Malak*  
*Jarod McGuffey*  
*Tom McHenry*  
*Denis Metty*  
*Kathy Moroney*

*Wendy Murray*  
*Martina Pardue*  
*Kyle Ray*  
*Kris Robinson*  
*Nancy Scopas*  
*Brian Sikorski*  
*Kristi Skladanowski*  
*Ed Skowneski*  
*Christina Sorrow*  
*Mandy Sosnowski*  
*Chris Stanley*  
*Shannon Stover*  
*Aaron Sutherland*  
*Kerry Terman*  
*Sheryl Terman*  
*Mary Thompson*  
*Laurie Videtta*

*Alyssa Vodak*  
*Scott Wallace*  
*Dan Waters*  
*Dr. Kristi Weiss*  
*Michelle Wenner*  
*Lori Wetzel*  
*Mike Whiteley*  
*Luke Woods*  
*Carrie Wozniak*  
*Theresa Wright*  
*Kris Young*  
*Lynn Zaglaniczny*  
*Carolyn Zekind-Weed*  
*Steve Zielinski*  
*Kelly Zombo*

**Administration Task Force Committees:**

**Customized Learning:**

*Co-Chairs:*

**Carrie Wozniak**

**Kris Young**

**Jessica Carrier**

*Committee:*

*Dr. Donna Anderson*

*Jerry Baird*

*Charlene Barla*

*Renee Biegas*

*Dina Borkowski*

*Robert Brannon*

*Stacie Brodi*

*George Fillar*

*Michael Froude*

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*Shannon Lauer*

*Norm Lentine*

*Wendy Murray*

*Kyle Ray*

*Kristi Skladanowski*

*Chris Stanley*

*Shannon Stover*

*Lynn Zaglaniczny*

**Learning Structures:**

*Co-Chairs:*

**Dan Waters**

**Dr. Michael Lonze**

**Kerry Terman**

*Committee:*

*Sam Argiri*

*Beth Bartlett*

*Regina Cable*

*Carey Geml*

*Doug Hagerty*

*Tom McHenry*

*Kathy Moroney*

*Kris Robinson*

*Brian Sikorski*

*Mandy Sosnowski*

*Aaron Sutherland*

*Laurie Videtta*

*Alyssa Vodak*

*Scott Wallace*

*Michelle Wenner*

*Lori Wetzel*

*Michael Whiteley*

*Luke Woods*

*Steve Zielinski*

*Kelly Zombo*

**Diverse Learning:**

*Co-Chairs:*

**Steve Berg**

**Nicole Malak**

**Denis Metty**

*Committee:*

*Cathy Amicucci*

*Lou Aquino*

*Lisa Dubay*

*Kelly Dumas*

*Helena Fisher*

*Katie Fitzpatrick*

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*Ed Skowneski*

*Christine Sorrow*

*Sheryl Terman*

*Mary Thompson*

*Dr. Kristi Weiss*

*Teresa Wright*

*Carolyn Zekind-Weed*

## Goal #1: FPS will implement and monitor customized learning for our students.

### Objective 1: We will customize the learning experience through the implementation of competency-based learning.

Action: We will research, define, and set a clear district vision of customized learning and competency-based learning at FPS.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
We have no agreed upon definition or vision of customized learning or competency-based learning.	We have a district wide agreement on the definition and vision of customized learning and competency-based learning at FPS.	2014 - 2015	Physical Site Visits (Examples)  Research Journals and Professional Articles	Professional Learning Community (PLC) time for staff.  On - Going Modern Teacher Professional Development over three years.	Committee with representation from all stakeholders.  Teachers  Administrators  Assistant Superintendent

Action: We will communicate the vision of customized learning and competency-based learning at FPS to all stakeholders.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
We have no agreed upon definition or vision of customized learning or competency-based learning.	We have provided opportunities for raising community awareness and understanding of the definition and benefits of customized learning and competency-based learning.	2014-2015	District/ Building Communication and Media Tools  Teachers, Administration and Support Staff  Community Relations Coordinator	Not-applicable	Community Relations  21 <sup>st</sup> Century Literacy Teachers

## Goal #1: FPS will implement and monitor customized learning for our students.

**Objective 1 continued:** *We will customize the learning experience through the implementation of competency-based learning.*

Action: We will develop valid, reliable performance tasks to support competency-based learning.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
<p>We have created common assessments at each grade level.</p> <p>We have not established common competency-based standards at all grade levels.</p>	<p>We have established a common understanding of competencies across all of the content areas.</p> <p>We have established competency-based standards at all grade levels.</p>	2014-2016	Allocate funding and time for the Identification and-development of common competency-based standards at all grade levels.	Professional learning or committee work identifying and researching performance tasks.	<p>Administrators</p> <p>Teachers</p> <p>Assistant Superintendent</p>
	<p><u>Proposed State</u></p> <p>We have performance tasks that support and monitor identified competencies.</p> <p>We have performance tasks that measure student achievement.</p>	2016-2017	Allocate funding and time for development and implementation of performance tasks and digital resources needed to monitor competency-based learning.	Professional learning or committee work.	<p>Administrators</p> <p>Teachers</p> <p>Assistant Superintendent</p>

## Goal #1: FPS will implement and monitor customized learning for our students.

### Objective 2: We will provide learning opportunities that are engaging and rigorous using high impact teaching strategies.

Action: We will provide staff professional development that will equip our teachers with the tools that support engaging and rigorous high impact teaching strategies.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
We are providing district wide professional development on Modern Teacher and Universal Design for Learning.	We are providing continued Professional Development on rigorous lesson design based on the Modern Teacher Model and Universal Design for Learning.	2014- 2017	Professional Development Funds  Trainers	Modern Teacher and Universal Design for Learning Professional Development	Administrators  Teachers

Action: We will have the staff implement and share high impact teaching strategies for customized learning.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
We are researching the capabilities of various Learning Object Repository products to store digital content allowing teachers to collaborate and share best practices.	We are utilizing a common Learning Object Repository throughout the district allowing teachers to collaborate and share best practices.  We have "model" classrooms for teachers to observe using a teacher lab model.	2014 - 2017	Learning Object Repository funding and support  Modern Teacher resources	Learning Object Repository professional development  Collaborate using Modern Teacher resources and adopted Learning Object Repository  Peer Observation	21 <sup>st</sup> Century Teachers  Department Heads  Administrators  Teachers

## Goal #1: FPS will implement and monitor customized learning for our students.

### Objective 3: We will create an educational framework where access to learning can occur beyond traditional school hours.

Action: We will identify our district wide needs regarding a Learning Management System and research our options.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
<p>We have not adopted a district wide Learning Management System.</p> <p>We have learning resources available to students via a variety of Learning Management Systems.</p>	<p>We have decided on a common Learning Management System across the district to extend learning beyond traditional school hours.</p>	2014 - 2015	<p>Vendor Demonstrations</p> <p>Allocate funding</p>	Research	<p>Committee with representation from all stakeholders</p> <p>Administrators</p>

Action: We will implement an adopted district wide Learning Management System

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
<p>Although various Learning Management Systems are utilized in the district, we have not adopted a district wide Learning Management System.</p>	<p>We have adopted a district wide Learning Management System.</p>	2015 - 2016	<p>The selected Learning Management System and support</p> <p>Allocate funding for the Learning Management System and Training</p> <p>Technology Support</p>	<p>Learning Management System Professional Development for staff</p> <p>Technology Support</p>	<p>Administrators</p> <p>Teachers</p> <p>21st Century Teachers</p>

Action: We will raise stakeholder awareness of the adopted Learning Management System

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
<p>We have raised stakeholder awareness for the currently used Learning Management Systems.</p>	<p>We have raised stakeholder awareness regarding the use of the adopted Learning Management System.</p>	2014-2016	<p>District/ Building Communication and Media Tools</p> <p>Teachers, Administration and Support Staff</p> <p>Community Relations Coordinator</p>	Not Applicable	<p>Administrators</p> <p>Teachers</p> <p>21st Century Teachers</p> <p>Community Relations</p>



## Goal #1: FPS will implement and monitor customized learning for our students.

### Objective 4: We will provide flexible student learning environments allowing for student choice regarding when, where, and how they learn.

Action: We will define and research strategies that promote flexible learning environments.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
We have no district wide agreed upon definition or vision of a flexible learning environment.	<p>We have decided on a common definition of a flexible learning environment across the district.</p> <p>We have identified strategies that contribute to flexible learning environments.</p>	2014 - 2015	<p>Physical Site Visits (Examples)</p> <p>Research Journals and Professional Articles</p>	<p>Modern Teacher Professional Development</p> <p>Classroom Management Training</p> <p>Learning Management System training and support</p> <p>Continued access to learning networks (MACUL, etc.).</p> <p>21st Century Teachers and Support</p>	<p>Committee with representation from all stakeholders</p> <p>Administrators</p>

Action: We will implement strategies that provide flexible learning environments

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
We provide some blended learning environments that allow students to experience flexible learning through the use of Learning Management Systems and online collaboration tools. This allows students to have choice in when, where, and how they learn.	We have increased opportunities for students to experience blended learning environments through the use of a Learning Management System and online collaboration tools. This allows students to have choice in when, where, and how they learn.	2014 - 2016	<p>Learning Management System</p> <p>Allocated Funding</p>	<p>Modern Teacher Professional Development</p> <p>Classroom Management Training</p> <p>Learning Management System training and support</p> <p>Continued access to learning networks (MACUL, etc.).</p> <p>21st Century Teachers and Support</p>	<p>Administrators</p> <p>Teachers</p> <p>21<sup>st</sup> Century Literacy Teachers</p>

## Goal #1: FPS will implement and monitor customized learning for our students.

### Objective 5: We will provide a system for students to manage their own learning through competency-based curriculum.

Action: We will research additional systems and educational strategies that monitor customized learning based on reliable and relevant standards

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
We have elementary report cards that include standards for Reading and Math. We have a report card system that reports student progress in terms of grades, not standards, at the secondary level.	We have identified systems and educational strategies that monitor and evaluate customized learning and student progress.	2015 - 2017	Vendor demonstration  Physical and Virtual Site Visits	Grade Level and Progress Monitoring Professional Development	Department Heads  Committee with representation from all stakeholders  Teachers  Administration

Action: We will adopt and implement a process in creating digital learner profiles for each student to monitor their learning.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
We currently have an inconsistent process for sharing grade level information of student learning profiles.	We have implemented a digital system that allows a teacher to quickly gauge the type of learners within their classroom.  We have provided students with opportunities to monitor and create their own digital learner profile.	2015 - 2017	Vendor demonstration  Allocate Funding	Professional development focusing on individual learning styles and the digital system.	Department Heads  Committee with representation from all stakeholders  Teachers  Students  Administration

## Goal #1: FPS will implement and monitor customized learning for our students.

### Objective 6: We will provide students with the opportunity to participate in Work Based Learning.

Action: We will define the position and research the feasibility of a K12 full-time Career Technology Educational Coordinator

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
We have a part time position at FHS supporting current co-op students.	We are employing a full-time K-12 Work-Based Learning Coordinator.	2014-2016	Allocate Funding Staffing Site Visits	Annual training and certification	Human Resources Assistant Superintendent Principal

Action: We will research opportunities with our community businesses to offer real world learning experiences in all curricular areas.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Through our Career Technology Education Department, we currently offer co-op opportunities for students. Fraser Public Schools partnerships with the Macomb Intermediate School District, houses a Workforce Investment Coordinator and program.	We are partnering with the MISD, local businesses, and local organizations to build a relationship that allows students the opportunity to explore a variety of careers.	2015-17	Staffing Allocate Funding	Annual training and certification	Work-Based Learning Coordinator Principal

Action: We will implement Work-Based Learning Experiences K-12.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
We currently have limited Work-Based Learning Experiences at all levels. Students begin their Educational Developmental Plan in 8 <sup>th</sup> Grade.	We are providing students opportunities to complete a Work-Based Learning experience at the secondary level.	2016-2017	Staffing Community and Business Allocate Funding	Educating Staff and Students regarding Work Based Learning Opportunities	Work Based Learning Coordinator Students

## Goal #2: FPS will create and implement systems and structures that support customized learning environments.

### Objective 1: We will implement systems that will support the customized learning environments that focus on campus security and student attendance.

Action: We will research current attendance laws.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Compliant with current State and District policies based on current learning environment.	Adjust District policies to maintain compliance with State law yet allow for flexible access and attendance to meet the needs of the personal learning environment.	2014-2015	Necessary time to determine which elements of the Strategic Plan will be impacted by current & future attendance policies.	1-3 days of release	Student Data Coordinator

Action: We will research automated/flexible attendance systems.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Fraser Public Schools currently uses Power School as the attendance system.	Investigate student ID scanning system for attendance, building access, and transportation to support the customized learning environment.	2014-2015	Consult multiple vendors that provide scanning products and plan site visits to school districts that have implemented ID scanning for attendance, transportation, Human Resources needs, and building access.	1-3 days of release for vendor presentations.	High School Assistant Principal

Action: We will implement a student attendance system.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Fraser Public Schools currently uses Power School, and teachers take daily attendance at each grade level.	Document and verify attendance using a student ID scanning system designed to support the customized learning environment and transportation.	Based on the Customized Learning Committee's recommendations.	Hardware, software, Human Resources, and training needed to implement the ID scanning system, approximate cost \$15,000 annually.	1-3 days of release and training. Outside vendor will provide the training.	High School Assistant Principal

## Goal #2: FPS will create and implement systems and structures that support customized learning environments.

**Objective 1 continued:** *We will implement systems that will support the customized learning environments that focus on campus security and student attendance.*

Action: We will review current security protocols to ensure that the customized learning environment is supported.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Secure Entries, Card Access, Security Cameras and Building Alarm Systems	To be determined	Based on the Customized Learning Committee's recommendations.	Available Funds, Contractors, Visits to other locations as needed.	1-3 days of release	Director of Operations and Maintenance

## Goal #2: FPS will create and implement systems and structures that support customized learning environments.

### Objective 2: *The District shall expand Childcare services to support customized learning environments.*

Action: We will research what other districts, companies, and organizations are providing for comprehensive childcare.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
At the Elementary level we provide before and after childcare. The Dooley Center provides daycare and pre-school services. No care provided at the Middle and High School level.	A proposal will be developed and shared with the Board.	2014-2016	Time/Experts in this area of research. One example is Joan Firestone.	1-3 days of release	Director of Early Childhood

Action: We will recommend and implement new childcare program/latchkey.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
At the Elementary level we provide before and after childcare. The Dooley Center provides daycare and pre-school services. No care provided at the Middle and High School level.	A flexible childcare program will be implemented.	Based on the Customized Learning Committee's recommendations.	Currently the total profit is approximately \$37,000 annually. The new system will maintain approximately the same revenue stream.	Training and hiring of additional staffing	Director of Early Childhood

## Goal #2: FPS will create and implement systems and structures that support customized learning environments.

### Objective 3: Resources will be allocated and/or repurposed to support new customized learning environments.

Action: We will research what other schools, companies, and organizations have developed related to flexible learning environments.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Our current learning environments are traditional and limited by space. We need to explore how to maximize the use of minimal space in small classrooms to create these learning environments.	Fraser Public Schools will offer a flexible learning environment that fosters collaboration among students and staff. This may include building renovations, flexible furniture choices, creative use of wall space and table surfaces.	2014-2015	1-3 days of release and a budget of \$1,000 to cover research costs.	Field trips to local districts and business with flexible learning environments implemented. Make connections through Twitter and other Personal Learning Networks to gather additional resources. Include students in this process to see what they see as effective.	21 <sup>st</sup> Century Teacher
Action: We will research what schools have developed related to collaboration spaces outside of the classroom.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
There are many areas in the buildings throughout the district that could be utilized as small group collaboration spaces.	Fraser Public Schools will offer a flexible learning environment that fosters collaboration among students and staff. This may include building renovations, flexible furniture choices, creative use of wall space and table surfaces.	2014-2015	1-3 days of release and a budget of \$1,000 to cover research costs.	Field trips to local districts and business with small group collaboration spaces implemented. Use Twitter and other Personal Learning Networks to gather additional resources.	21 <sup>st</sup> Century Teacher
Action: We will research what current resources are available in Fraser Public Schools that can be reallocated.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Buildings may have furniture and other resources that are not being used that can be shared and potentially altered for use in other buildings.	Fraser Public Schools will develop a list of available resources to enhance our classroom structure and design.	2014-2015	O & M Department & Allocate time, 1-3 days.	One point person for each building to gather data.	Director of Operations and Maintenance

## Goal #2: FPS will create and implement systems and structures that support customized learning environments.

### Objective 3 continued: *Resources will be allocated and/or repurposed to support new customized learning environments.*

Action: We will implement flexible classroom learning environments at all levels.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
On a limited basis, teachers are experimenting with flexible learning environments.	Fraser Public Schools will offer a flexible learning environment that fosters collaboration among students and staff. This may include building renovations, flexible furniture choices, and creative use of wall space and table surfaces.	Based on the Customized Learning Committee's recommendations.	1-5 days of release and a budget of \$5,000 for each converted space.	Training	Administrators
Action: We will implement collaboration spaces outside of the classroom at all levels.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
On a limited basis, teachers are experimenting with flexible learning environments.	Fraser Public Schools will offer collaboration spaces that foster collaboration among students and staff. This may include building renovations, flexible furniture choices, creative use of wall space, and table surfaces.	Based on the Customized Learning Committee's recommendations.	1-5 days of release and a budget of \$5,000 for each converted space.	Training	Administrators



## Goal #2: FPS will create and implement systems and structures that support customized learning environments.

### Objective #4: Implement the appropriate level of Food Service offerings to meet the needs of all our students.

Action: We will research what other schools, businesses, and other organizations are providing related to food service.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Fraser Public Schools serves breakfast and lunch. Breakfast is served in the classrooms at the Elementary level.	Flexible breakfast, lunch, nutrition break in AM, afterschool snacks, and supper. Need to look at funding/limitations. Research meal vending machines.	2014-2015	Review and research private/public models. 1-3 days of release.	Visit sites to observe their models.	Food Service Director
Action: We will propose a food service model to support the new learning initiative.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Fraser Public Schools serves breakfast and lunch. Breakfast is served in the classrooms at the Elementary level.	Develop a food delivery system and schedule.	Based on the Customized Learning Committee's recommendations.	Analyze cost, staffing and equipment and other needs. 1-3 days of release.	Training	Food Service Director
Action: We will implement a new food service schedule.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Fraser Public Schools serves breakfast and lunch. Breakfast is served in the classrooms at the Elementary level.	Support the site based programing before and after school.	Based on the Customized Learning Committee's recommendations.	1-5 days of release and a projected cost to operate daily of \$1,000 at FHS only.	Training	Food Service Director

## Goal #2: FPS will create and implement systems and structures that support customized learning environments.

### Objective 5: Research if the District should expand services offered to the community in the area of Health Care, Mental Health, and Parenting.

Action: We will research what services districts, businesses and other organizations are providing related to Health Care for students, Staff, and the community.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Fraser Public Schools does not provide Health Care Services other than health benefits for qualified employees.	Fraser Public Schools will have Health Care Services, Mental Health Services, and Parenting resources that meet the needs of our community.	2014-2015	1-3 days of release.	Ongoing, as needed	Director of Human Resources
Action: We will research what services districts, businesses and other organizations are providing related to Mental Health Services (Counseling, Social Work, Psychologist).					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Fraser Public Schools uses CARE Services on a limited basis to our students.	Fraser Public Schools will have Health Care Services, Mental Health Services, and Parenting resources that meet the needs of our community.	2014-2015	1-3 days of release.	Ongoing, as needed	Director of Human Resources.
Action: We will implement programs based on the research conducted.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Fraser Public Schools currently does not provide health care services to our community and uses CARE Services on a limited basis.	Fraser Public Schools will have Health Care Services, Mental Health Services, and Parenting resources that meet the needs of our community.	Based on the Customized Learning Committee's recommendations.	1-5 days of release and a budget of \$300,000 for daily medical care only via a Physician Assistant.	Training provided by vendor	Director of Human Resources.

## Goal #2: FPS will create and implement systems and structures that support customized learning environments.

### Objective 6: We will implement a student schedule that will support customized learning environments.

Action: We will identify a common area within each building for extended Wi-Fi access.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Students currently have limited access to Wi-Fi outside of the school day.	Students will have access to Wi-Fi for extend hours within a school building. We will provide first level tech support on location or remotely. We will draft and implement policies and procedures regarding the use of the after hours location.	2014-2015	A projected cost of \$31,000 for monitoring only.  This could occur in three building for 5 additional hours in each building.	Staff is aware of policies and procedures	Building Administrators

Action: Based on the needs defined from the Customized Learning Committee, we will develop a flexible schedule for learning.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Fraser Public Schools has a traditional school day with time being fixed. Our Elementary Buildings operate a seven-hour day. Richards Middle School operates a seven period day. Fraser High School operates a Block Schedule with a Seminar Period. In addition, Fraser High School runs Hybrid courses.	We will develop a new flexible structure to support the needs of the learning environment.	Based on the Customized Learning Committee's recommendations.	The proposal from the Customized Learning Committee.  All current costs have been encumbered.	Research Best Practice in Flexible Scheduling.  Training provided by vendor.	Building Administrators

Action: We will implement a pilot model at Fraser High School.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Fraser Public Schools has a traditional school day with time being fixed. Our Elementary Buildings operate a seven-hour day. Richards Middle School operates a seven period day. Fraser High School operates a Block Schedule with a Seminar Period. In addition, Fraser High School runs Hybrid courses.	A Flexible Schedule that meets the needs of our community.	Based on the Customized Learning Committee's recommendations.	The proposal from the Customized Learning Committee.  If additional staff are needed the approximate cost is \$50,000 per member.	Training provided by the vendor	High School Principal

## Goal #2: FPS will create and implement systems and structures that support customized learning environments.

### Objective 6 continued: We will implement a student schedule that will support customized learning environments.

Action: We will evaluate the high school pilot model.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Currently, Fraser High School operates a Block Schedule with a Seminar Period. In addition, Fraser High School runs Hybrid courses. For the 2014-2015 school Fraser High School will be operating a modified block schedule with seminar running daily. Students will attend six block classes and one class daily.	Monitor and adjust as needed.	Based on the Customized Learning Committee's recommendations.	1-5 days of release.	Professional learning or committee work monitoring and adjusting the learning environment.	High School Principal
Action: We will implement a new flexible schedule (K-12) based on the criteria developed from the Customized Learning Committee.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Fraser Public Schools has a traditional school day with time being fixed. Our Elementary Buildings operate a seven-hour day. Richards Middle School operates a seven period day. Fraser High School operates a Block Schedule with a Seminar Period. In addition, Fraser High School runs Hybrid courses.	Flexible Schedule (K-12)	Based on the Customized Learning Committee's recommendations.	The proposal from the Customized Learning Committee.  If additional staff are needed the approximate cost is \$50,000 per member.	Professional development focusing on customized learning.	Assistant Superintendent of Curriculum and Instruction  Building Principals

## Goal #2: FPS will create and implement systems and structures that support customized learning environments.

### Objective 7: We will implement a transportation system that will support customized learning environments.

Action: We will research what other districts and organizations have implemented related to transportation.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Twenty-seven drivers are required to cover all of the Fraser Public School bus routes. Fraser Public Schools currently operate a three-tiered system with pre-defined transportation routes and times.	Present alternative transportation models including pros, cons and best practices.	2014-2015	1-5 days of release.	Researching transportation systems	Transportation Supervisor
Action: Evaluate proposed transportation model to support the new learning environment.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Twenty-seven drivers are required to cover all of the Fraser Public School bus routes. Fraser Public Schools currently operate a three-tiered system with pre-defined transportation routes and times.	Develop transportation schedule(s) that align with the learning schedule.	Based on the Customized Learning Committee's recommendations.	1-5 days of release.	Training provided by vendor	Transportation Supervisor
Action: We will implement a new bussing schedule K-12 based on the requirements developed from the new student schedule.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Twenty-seven drivers are required to cover all of the Fraser Public School bus routes. Fraser Public Schools currently operate a three-tiered system with pre-defined transportation routes and times	Increase student transportation flexibility to accommodate new schedule.	Based on the Customized Learning Committee's recommendations.	Maintain the current system (K-8) and implement a continuous 15 minute loop for FHS only from 7:00am to 5:00pm. A projected cost of \$650,000.	Training provided by vendor and district personnel.	Transportation Supervisor

### Goal #3: FPS will identify trends that result in learning gaps and create actions to close those gaps.

#### Objective 1: Build and strengthen relationships that support student achievement.

Action: We will define, implement, monitor, and sustain a culture of learning in all schools that meets the needs of students.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Based on our data, schools currently have satisfactory climates and cultures, but we recognize areas that can be improved based on our achievement data which demonstrates gaps in learning for identified student groups.	Fraser Public Schools will strengthen school climate building by building, focused on learning for all students that is supportive, engaging, and intentional at closing identified gaps in learning.	<p>2014-2015</p> <p>Identify and define positive support structures.</p> <p>Gather student input.</p> <p>2015-2016</p> <p>Customize and implement research-based, positive support structures building by building.</p> <p>2016-2017</p> <p>Monitor and review.</p>	<p>PowerSchool and student interest surveys.</p> <p>Improvement committees that attend to climate-culture as a task.</p> <p>Teacher and student mentor programs.</p> <p>Community partnerships/site visits.</p>	<p>Staff, parents, and students will engage in learning that will enhance understandings of needs.</p> <p>Staff will increase student voice as a strategy to help identify learning practices.</p> <p>Specific learning practices will be identified by buildings and implemented to increase engagement in learning.</p>	<p>Superintendent</p> <p>Building principals</p> <p>Community Relations</p>

### Goal #3: FPS will identify trends that result in learning gaps and create actions to close those gaps.

#### Objective 1 continued: *Build and strengthen relationships that support student achievement*

Action: We will improve quality relationships within the district and individual school communities as a means to support student achievement (i.e. student to student, student to adults, adults to adults).

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Current data is not available as it relates to students' participation within their school. Feedback from staff indicates not all students are participating in an area of interest within their school.	Fraser Public Schools will use district data and research to address why particular student groups are not actively involved within their school. FPS will increase opportunities for all students to be connected to their school as an integral part of their community and education, based on the above information.	<p>2014-2015</p> <p>Identify and survey.</p> <p>2015-2016</p> <p>Begin implementation at designated level.</p> <p>2016-2017</p> <p>Monitor for success and revise as needed.</p>	<p>Student survey data and student interviews</p> <p>District discipline data (Pupil Accounting)</p> <p>PowerSchool</p> <p>MISchoolData</p> <p>Continuous Improvement Monitoring System (CIMS)</p> <p>Student participation data</p>	<p>Provide professional learning on building personal connections (teacher to student).</p> <p>Review data and conduct district/school data dialogues.</p> <p>Provide professional learning to staff on culturally sensitive classroom management strategies.</p> <p>Provide professional learning in cultural proficiency learning and crucial conversations.</p> <p>Provide professional learning to all building level staff on student/staff interactions.</p> <p>Support the implementation of objectives from the other two goal groups as a means to more fully engage students in learning and achievement.</p>	<p>Teachers</p> <p>Building Administrators</p> <p>Superintendent</p> <p>Assistant Superintendent</p> <p>Director of Special Education</p>

### Goal #3: FPS will identify trends that result in learning gaps and create actions to close those gaps.

#### Objective 1 continued: *Build and strengthen relationships that support student achievement.*

Action: The District will continue to review its processes and student achievement data for evidence of bias for student groups and take action to eliminate where it might exist.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Based on 2012-2013 student discipline data, discrepancies exist in the number of referrals by student groups.	Fraser Public Schools will ensure policies and procedures are implemented to reduce biases as identified by data.	2014-2017  Review District policies and Administrative Rules for disciplinary procedures.  Implement actions to reduce potential bias based on district data.	PowerSchool/ attendance records  MISchoolData  Research best practice strategies pertaining to potential bias (i.e. Restorative Justice).	Research and inform District leadership and Board Members.  Review implementation of policy and administrative guidelines.	Superintendent  Board of Education  Building Administrators  Assistant Superintendent  Director of Special Education  School Improvement Teams



## Goal #3: FPS will identify trends that result in learning gaps and create actions to close those gaps.

### Objective 2: Cultivate and improve family engagement strategically throughout the FPS community.

Action: We will gather input from students, parents and other educational resources on effective strategies to promote a strong culture of learning in our District.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
We have limited data to quantify the family participation events; however, our perception data notes low family participation in academic informational events.	Fraser Public Schools will provide a variety of learning events and resources that are meaningful for families in our community.	2014-2017  Conduct research, awareness, and implementation where appropriate.	Research other practices and programs from other organizations and institutions.  Collect and review data regarding participation rates (Pupil Accounting).  Allocate funds to support the implementation of the action.	Explore professional learning opportunities based on the data that is collected.	Building Administrators  Title I  School Improvement Team  Community Relations  Assistant Superintendent  Director of Special Education
Action: We will research and implement effective strategies that engage students in goal setting.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Currently educational development plans and career cruising are utilized in grades 8-12.	The students will be active participants in their individualized goal setting using the student management system for customized curriculum.	2014-2015 Research  Begin implementation in a designated level.  2015-2017  Continue implementation.	New format to include student interaction and tie to educational goal setting.  Research other organization's practices regarding student goal setting and monitor student goals.  Align to implementation of educator evaluation system.	Teacher as Architect  Modern Teacher  John Hattie's research  Evaluation system professional development	Assistant Superintendent  Building Administrators at designated levels  Teachers  Students

### Goal #3: FPS will identify trends that result in learning gaps and create actions to close those gaps.

#### Objective 2 continued: *Cultivate and improve family engagement strategically throughout the FPS community.*

Action: We will research conferencing formats that facilitate student ownership with family support.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Current parent/teacher conferences may or may not include students and may not occur at optimal times of school year to adequately address student needs and achievements.	Fraser Public Schools will explore conference format that engages students in the process.	<p>2014-2016</p> <p>Research various student involved conferencing formats.</p> <p>2016-2017</p> <p>Building expansion of conferencing options.</p>	<p>School calendar</p> <p>Teacher input</p>	<p>Teacher as Architect</p> <p>Modern Teacher</p> <p>Student involved conference training</p>	<p>Building Principals</p> <p>Teachers</p> <p>Students</p>

### Goal #3: FPS will identify trends that result in learning gaps and create actions to close those gaps.

#### Objective 3: Increase the percentage of Fraser students who attend college and/or other post secondary educational opportunities.

Action: We will research and implement strategies that promote college and other post secondary learning for all students.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
<p>We currently do not have data that tracks students attending various post secondary options.</p> <p>Based on student exit data: 60% were 4 year, 30% 2 year, 4% business/tech school, 3% military, 6% employment.</p> <p>College initiatives not consistent in all buildings.</p>	<p>Fraser Public Schools will have an increased awareness in assisting students from the identified achievement gap groups who are seeking to apply and enroll in post secondary educational opportunities.</p>	<p>2014-2015 Implement college themes.</p> <p>2015-2016 Review &amp; Implement college options, presentations, and parent resources (website, speakers, etc.).</p> <p>2016-2017 Ongoing &amp; Review</p>	<p>Allocation of funds to support possible implementation of initiative.</p>	<p>Awareness of college readiness programs.</p> <p>Use research and practices from other districts to advance the proposed state.</p>	<p>School Improvement/Building Leadership Teams</p> <p>Counseling Department</p>

## Goal #3: FPS will identify trends that result in learning gaps and create actions to close those gaps.

### Objective 3 continued: Increase the percentage of Fraser students that attend college.

Action: We will raise student, staff and parent awareness of advance placement opportunities starting in middle school.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Minority students currently make up less than 10% of students in AP classes. Students from poverty currently make up less than 23%.	Fraser Public Schools will research practices and activities that support the enrollment of students in identified groups taking advanced placement and early college courses.	2014-2017  Research and monitor	Teacher as Architect  College Board	Staff will research districts that have taken on a similar goal to learn what it takes to achieve this objective.  Raise the expectation of rigor for all students and the supports required by staff and parents.	Assistant Superintendent  Building Administration  FHS and RMS Counselors  Teachers

Goal #3: FPS will identify trends that result in learning gaps and create actions to close those gaps.

Objective 3 continued: *Increase the percentage of Fraser students that attend college.*

Action: We will increase the percent of students with an "I can" (growth) mindset rather than an "I can't" (fixed) mindset.					
<u>Current State</u>					