

GOAL
1

Innovative Educational System

Washougal School District provides an innovative educational system that inspires all students to vigorously pursue educational excellence and become responsible citizens.

OBJECTIVE 1.1 ACCELERATED LEARNING AND CIVIC RESPONSIBILITY

PERFORMANCE MEASURES:

On the annual Staff Survey, 85% of staff will give Washougal School District a grade of “B” or better for providing innovative programs to enhance student achievement and success as future citizens.

In focus group, 85% of Washougal High School students will give Washougal School District a grade of “B” or better for providing innovative programs to enhance student achievement and success.

Current Action Plan for 2008—2009 ✓ Accomplished in 2007-08 and continuing work in 2008-09 Performance Measures Staff Grade: Student Grade:	Future Actions 2009—2011
Develop a three-year plan for accelerating student learning for all students, specifically in these areas: <ul style="list-style-type: none"> ✓ improved learning for secondary English Language students through teacher SCIOP training and OLE` training ✓ expanded counseling and career guidance at secondary level • expand academically challenging extra-curricular activities • expand early learning programs for pre-school students • add effective extended learning opportunities at all schools ✓ Explore possibilities for introducing foreign languages to elementary and middle school students <ul style="list-style-type: none"> • Would cost \$23,200 to add 1 elective class at JMS and CCMS • Further explore volunteer community native speakers cadre ✓ Be open and responsive to student-led initiatives, using adult-world processes to problem-solve, find solutions and reach desired outcomes <ul style="list-style-type: none"> • Seniors 2008 used process to change graduation to Saturday • WHS Rotary Interact Club leads community service projects ✓ Engage students in civic responsibility as a means of understanding democracy and potential future roles in civic engagement <ul style="list-style-type: none"> • 5th Grade “Project Citizen” curriculum and projects • 6th – 12th Curriculum Based Assessments in Social Studies 	Develop assessments that allow students to challenge a high school class for credit or enroll in a higher level class Develop a plan for increasing student voice and influence in planning programs and extra-curricular offerings at secondary level

OBJECTIVE 1.2 PARTNERSHIPS PROMOTING STUDENT SUCCESS

PERFORMANCE MEASURE: On a community survey, 85% of parents and community members will give Washougal School District a grade of “B” or better in the area of parent and community involvement.

Current Action Plan for 2008—2009 ✓ Accomplished in 2007-08 and continuing work in 2008-09 Performance Measure Community Grade:	Future Actions 2009—2011
Involve parent and community members on Task Force initiatives, Advisories and Committees: ✓ Elementary Task Force, ✓ Health and Fitness Task Force, ✓ Technology Task Force, ✓ Career and Technical Education Advisories, ✓ Title I Parent Advisory, ✓ Social Studies Task Force, ✓ Highly Capable Program, ✓ school parent advisories Explore a partnership with homeschooled families	Explore possibilities with business and community leaders to be lunch buddies or mentors for middle and high school students Develop plan for an Academy for the Trades Develop a partnership with homeschoolers

GOAL
2

High Levels of Achievement for All Students

All students demonstrate high levels of achievement and graduate ready to accomplish a post-secondary career or educational goal.

OBJECTIVE 2.1 COHESIVE ACADEMIC SYSTEM ALIGNED TO BOARD'S ENDS POLICY

PERFORMANCE MEASURE: Student academic performance will meet or exceed that of Washington State and the nation as measured by WASL at all grade levels, PSAT, SAT, ACT and Advanced Placement test data.

Current Action Plan for 2008—2009 ✓ Accomplished in 2007-08 and continuing work in 2008-09 Performance Measure (see Ends Policy Monitoring Report 2007-08)	Future Actions 2009—2011
<ul style="list-style-type: none"> ✓ Publish School Improvement Plans developed by school teams ✓ Provide Professional Learning Community training and time for teachers to collaborate and improve instruction, assessment and feedback to students <ul style="list-style-type: none"> • Training provided in August 2007, Solution Tree • Early release schedule improved for 2008-09 ✓ Involve staff in curriculum decisions, planning, implementation <ul style="list-style-type: none"> • Elementary Task Force, Report Card committee • WHS staff input on class schedule for 2008-09 • PEP grant teachers chose trainers for 2008-09 ✓ Continue to refine Curriculum Guides to tightly align instruction and assessment with state Grade Level Expectations (Kindergarten – 12th grade) and the Essential Learnings (11th –12th grades) <ul style="list-style-type: none"> • Developed District Assessment Plan beginning 2008-09 Provide quality professional development focused on rigorous, engaging instruction and assessment that informs teaching and learning ✓ Support differentiated instruction for all students <ul style="list-style-type: none"> • Elementary differentiated instruction meetings ✓ Implement better Highly Capable program assessment/placement <ul style="list-style-type: none"> • Began 2nd and 5th testing using In View assessment ✓ Use literacy specialists to provide coaching for teachers K-8 ✓ Collect evidence of student learning in evaluation dialogue ✓ Expand Advanced Placement course offerings and support for students through mentors, study sessions, and funds for exams Engage students in rigorous literacy and mathematics instruction using technology, where appropriate, and incentives shaped by student choice, academic needs and abilities ✓ Implement Culminating Projects at grades 5 and 8 <ul style="list-style-type: none"> • Implemented Project Citizen research papers at 5th grade ✓ Explore AVID as a possible guidance/advisory system <ul style="list-style-type: none"> • Would cost \$33,000 for first classroom and \$12,000 beyond 	<ul style="list-style-type: none"> Continue to refine instructional skills through Professional Learning Communities team collaboration and meaningful evaluation Expand use of assessments to advance learning Expand professional learning through in-class coaching for literacy, math and science Expand training and support for differentiated instruction in all classrooms and subjects K-12 Provide parent education classes to support learning at home Explore Panther Success Academy model for freshmen Implement Risk-Roster reports in fall 2009 for early intervention Continue to support Response to Intervention

GOAL
3

Highly Qualified and Skilled Staff

High levels of staff performance are evident as certificated and classified staff engage in ongoing professional development and work in teams to provide rigorous, relevant and engaging learning opportunities or other types of support for all students.

OBJECTIVE 3.1 HIGHLY QUALIFIED CERTIFICATED STAFF

PERFORMANCE MEASURE: On a web-based survey, 85% of certificated staff will give Washougal School District a grade of “B” or better in the area of professional growth, support for attainment of Professional Certification and/or National Board Certification and effective evaluation by an administrator.

Current Action Plan for 2008—2009 ✓ Accomplished in 2007-08 and continuing work in 2008-09 Performance Measure Staff Grade:	Future Actions 2009—2011
<ul style="list-style-type: none"> ✓ Conduct required blood-borne pathogen and HIV-AIDS training ✓ Conduct professional development tailored to the unique needs of teachers in August and on State Inservice Day, October 12, 2007 ✓ Conduct training for all staff for Professional Learning Communities collaboration time ✓ Conduct training for all staff on February 15, 2008 for prevention and intervention with respect to bullying and harassment Convene K-12 Teaching and Learning Task Force for long-range curriculum and professional development planning ✓ Conduct specific training for playground aides and bus drivers on appropriate and timely interventions and prevention of bullying ✓ Provide information to teachers pursuing Professional Certification and/or National Board Certification ✓ Provide ongoing training of all administrators in the effective evaluation and coaching of teachers to improve teaching and learning ✓ Provide flexible support for teachers using Professional Development Funds throughout the year for coursework, classes and conferences ✓ Review substitute teacher pay in comparison with local districts Collaborate with the Advisory Team of Washougal Association of Educators to reduce anxiety around issues of employment, labor relations and contract negotiations. 	<ul style="list-style-type: none"> Integrate career progression and support for professional development as key drivers for developing a highly qualified teaching force Develop plan for improving substitute teacher recruitment and response to Washougal Begin a program for identifying and increasing the leadership capacity of teachers and future administrator Reduce out-of-endorsement assignments 100% of staff will be Highly Qualified Increase diversity recruitment and hiring Train staff in diversity and cultural competency Recruit high school students as future teachers

GOAL
3

Highly Qualified and Skilled Staff

High levels of staff performance are evident as certificated and classified staff engage in ongoing professional development and work in teams to provide rigorous, relevant and engaging learning opportunities or other types of support for all students.

OBJECTIVE 3.2 HIGHLY SKILLED PARAPROFESSIONALS

PERFORMANCE MEASURE: On a web-based survey, 85% of classified paraprofessional educators will give Washougal School District a grade of “B” or better in the area of professional development and support for collaboration and teamwork with teachers and other paraprofessionals, as well as in the area of effective evaluation by an administrator or supervisor.

Current Action Plan for 2008—2009	Future Actions 2009—2011
<p>✓ Accomplished in 2007-08 and continuing work in 2008-09</p> <p>Performance Measure Classified Staff Grade:</p> <p>✓ Conduct required blood-borne pathogen and HIV-AIDS training</p> <p>✓ Conduct training for all staff on February 15, 2008 for prevention and intervention with respect to bullying and harassment</p> <p>✓ Train administrators on more effective evaluation of classified staff</p> <p>Collaborate with the Washougal Public School Employees officers To reduce anxiety around issues of employment, labor relations and contract negotiations.</p>	<p>Support PSE Professional Growth program</p>

GOAL
4

Safe, Supportive Learning and Work Environments

Schools and other work sites are safe, civil, respectful and inclusive learning and work environments in which Board policies, fiscal practices and facilities meet state, federal and local regulations.

OBJECTIVE 4.1 SAFE, SUPPORTIVE LEARNING AND WORK ENVIRONMENTS

PERFORMANCE MEASURES:

85% of student ratings will be a 4.0 or better on the OSPI-9 Survey in the area of Learning Environment, and on a web-based survey, 85% of staff will give his/her school a grade of “B” or better for environments.

On a web-based survey, 85% of parents and community members will give schools a grade of “B” or better for providing safe, supportive learning environments for students.

Current Action Plan for 2008—2009 ✓ Accomplished in 2007-08 and continuing work in 2008-09 Performance Measures Community Grade: Student Grade:	Future Actions 2009—2011
<ul style="list-style-type: none"> ✓ Create an atmosphere district –wide where each student and staff member is treated consistently with dignity, respect and care Implement and communicate an Anti-Bullying/Harassment Plan ✓ Implement an Anti-Bullying/Harassment form/process for use by students, staff and parents for reporting bullying and harassment ✓ Implement consistent use of the discipline matrix across all schools Promote and recognize caring, nurturing relationships between staff, between staff and students, and among students Assist school staff, as needed, with problem-solving and development of positive, collegial staff relationships and sense of community Empower students to take ownership in Washougal schools in ways that increase student pride in facilities, motivation to learn and initiatives for improving school climate and culture ✓ Implement Parent Notification System for student attendance ✓ Assist schools with “safety talks” and drills for emergency response ✓ Review student handbooks for clear language on expectations for acceptable behavior and disciplinary consequences for misconduct Convene counselors, social workers and psychologists to review and make recommendations to the superintendent on the K-12 Guidance and Counseling Plan 	<ul style="list-style-type: none"> Evaluate No Bullying or Harassment action plan and develop next steps Explore possibilities of character education Share next round of Healthy Youth Survey data with staff, students and parents

GOAL
4

Safe, Supportive Learning and Work Environments

Schools and other work sites are safe, civil, respectful and inclusive learning and work environments in which Board policies, fiscal practices and facilities meet state, federal and local regulations.

OBJECTIVE 4.2 FISCAL RESPONSIBILITY

PERFORMANCE MEASURE: Annual 6% undesignated and reserved ending fund balance.

Current Action Plan for 2008—2009 ✓ Accomplished in 2007-08 and continuing work in 2008-09 Performance Measure Ending Fund Balance:	Future Actions 2009—2011
<ul style="list-style-type: none"> ✓ Train school staff to attain higher level of budget expertise on P-223 reports, timesheet accuracy, and timeliness for paying invoices ✓ Implement system for budget development for 2008-2009 ✓ District office administrator costs in 2008-2009 ✓ Update Board policies related to fiscal management ✓ Implement long-range capital facilities planning process <p>Initiate and perform internal audits in areas of risk: food service, enrollment, attendance, ASB</p> <p>Ensure proper maintenance of all facilities</p> <p>Reduce printing costs</p> <p>Develop a balanced budget for 2009-2010</p>	<p>Identify new sources of revenue such as grants and magnet programs</p> <p>Successfully propose levy and bond measures as determined by the Board</p>

GOAL
5

Communication and Collaboration

Washougal School District establishes a communication plan to promote the timely and accurate relay of information and interactive exchange of ideas, as well as collaboration among staff and with students, parents and other members of the community.

OBJECTIVE 5.1 INFORMED AND POSITIVELY ENGAGED STAFF

PERFORMANCE MEASURE: On a web-based survey, 85% of staff will give Washougal School District a grade of “B” or better in the area of communication and collaboration.

Current Action Plan for 2008—2009 ✓ Accomplished in 2007-08 and continuing work in 2008-09 Performance Measure Staff Grade:	Future Actions 2009—2011
<ul style="list-style-type: none"> ✓ Recognize staff members publicly and/or express appreciation for a job well-done ✓ Publish <i>STAFF INSIDER</i> newsletter (4 issues in 2008-09) ✓ Conduct <i>LISTEN, LAUGH & LEARN</i> staff interactive time with superintendent (4 sessions in 2008-09) ✓ Support teacher collaboration and individual planning time ✓ Ensure staff representation on District committees ✓ Superintendent and district administrators visit schools and events ✓ Conduct regular meetings between union leaders and superintendent <p>Evaluate needs for innovative communication strategies</p> <ul style="list-style-type: none"> • Develop superintendent web-based newslite 	<p>Evaluate and continue successful Communications Plan from prior years</p> <p>Invite staff input for improving communication</p> <p>Establish positive environment for contract negotiations</p> <p>Create email news link for access by staff members on voluntary basis</p>

GOAL
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Communication and Collaboration

Washougal School District establishes a communication plan to promote the timely and accurate relay of information and interactive exchange of ideas, as well as collaboration among staff and with students, parents and other members of the community.

OBJECTIVE 5.2 INFORMED AND POSITIVELY ENGAGED COMMUNITY

PERFORMANCE MEASURE: On a web-based survey, 85% of parents and community members will give Washougal School District a grade of “B” or better in the area of communication and collaboration.

Current Action Plan for 2008—2009 ✓ Accomplished in 2007-08 and continuing work in 2008-09 Performance Measure Community Grade:	Future Actions 2008—2011
Train Parent Advisories to use Professional Learning Community collaboration for assessing school needs ✓ Publish <i>COMMUNITY CONNECTIONS</i> patron newsletter (4 issues) ✓ Involve community and/or parents on District committees Conduct Patron Tours of schools with focus on business leaders and senior citizens (2 tours) ✓ Develop culture of visibility, accessibility and open communication between District administrators and community ✓ Continually update District website and maintain “ASK TERESA” Increase visibility of District good news with local media and realtors Publish annual district performance report for: ✓ 2006—2007 and 2007-08	Demonstrate well functioning relationships between schools and families Raise awareness and expectations for customer service in all aspects of district operations Create email news link for access by parent and community members on voluntary basis