BELIEFS

... An expression of fundamental values; ethical code, overriding convictions, inviolable principles.

We believe that...

Every student is a unique individual with unique potential

Effective communication is key to success

Engaged and interested students learn more effectively

Respect is a key to success

Education is a team effort

High quality educational facilities optimize student and staff success

Accountability is essential to success

A physically and emotionally safe environment promotes student learning

A high quality education is barrier free

MISSION

...A declaration of the unique identity to which the organization aspires; its specific purpose; and the means by which it will achieve its purpose.

The Mission of Eagle Mountain-Saginaw Independent School District is to foster a culture of excellence that instills a passion for a lifetime of continuous achievement in every student.

OBJECTIVES

... An uncompromising commitment to achieve specific, measurable, observable, or demonstrable results that exceed its present capability.

Each student will have a dynamic-customized education plan from registration to graduation which contains post-secondary goals and inspires individual success.

Each student will be equipped with the innovative technological skills to compete in an ever-changing global society.

Each student will be challenged to fulfill the District's high expectations and graduate the District prepared and qualified to succeed in their chosen path(s).

Eagle Mountain-Saginaw ISD

Strategic Plan

Strategies

...Bold resolutions that dedicate the organization's resources and energies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission and objectives.

I. We will design and implement a system in which personal education plans are created that promote high expectations and meet the academic, social, emotional, and extra-curricular needs of each student.

II. We will create an interconnected community where technology is integrated into the fabric of all we do. The district will provide the resources, training, and skill development to drive our students' future success.

III. We will provide each teacher with the resources and opportunities to collaboratively plan the innovative implementation and delivery of the instructional program.

IV. We will create a culture that promotes each student's inner drive, providing the opportunity to reach full potential.

V. We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.

VI. We will employ and retain high-performing, dynamic educators with character and conviction to improve themselves and their students through effective strategies by innovative, targeted continuing education, freedom, and flexibility to teach beyond established assessments, all with District support.

Strategy   I: **We will design and implement a system in which personal education plans are created that promote high expectations and meet the academic, social, emotional, and extra-curricular needs of each student.**

Action Plan   1**:**   We will design and implement a system in which personal education plans are created.

Action Plan   2**:**   Each student will have a comprehensive personal education plan (PEP) which addresses academic, social, emotional, and extra-curricular needs and is developed at the time of entry into Eagle Mountain-Saginaw ISD.

Strategy   II: **We will create an interconnected community where technology is integrated into the fabric of all we do. The district will provide the resources, training, and skill development to drive our students' future success.**

Action Plan   1**:**   Technology will be identified and integrated into all curriculum areas to ensure that technology integration successfully impacts teaching and learning.

Action Plan   2**:**   EM-S ISD will ensure the ongoing use of web-based communication tools to facilitate seamless interaction between district personnel, students, parents, and community members.

Action Plan   3**:**   Staff development will be provided to facilitate the effective integration of technology into teaching and learning.

Action Plan   4**:**   Provide and maintain an adaptable network to support a variety of tools including online virtual access to applications and network files that allows district employees, parents, students, and community members access to available resources such as software, school content, media, and data.

Strategy   III: **We will provide each teacher with the resources and opportunities to collaboratively plan the innovative implementation and delivery of the instructional program.**

Action Plan   1**:**   The practice of effective collaboration protocols is systemically implemented in EM-S ISD so that teachers have opportunities to share innovative strategies for student learning.

Action Plan   2**:**   The campus principal will be responsible for sustaining the practice of collaboration on his/her campus.

Action Plan   3**:**   All teachers, curriculum leaders and campus administrators are involved in a collaborative team that meets regularly to examine student work as well as levels of engagement that lead to higher student learning and achievement.

Strategy   IV: **We will create a culture that promotes each student's inner drive, providing the opportunity to reach full potential.**

Action Plan 1**:** A safe, clean, and inviting environment will be created at each campus to build pride among students and staff members.

Action Plan 2**:** Each campus will promote a positive setting which meets the academic, behavioral, and emotional needs of each student in order to promote his or her well-being.

Action Plan 3**:** Learning opportunities addressing current academic and social needs will be provided for not only students, but for all parents, teachers, and community members.

Strategy   V: We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.

Action Plan 1**:** Evaluate District/Campus staff development to ensure all staff receives appropriate training to ensure professional growth.

Action Plan 2**:** Superintendent's Leadership Team and principals will annually assess their performance targets, known as, "targets of excellence" to ensure a continued pursuit to a "culture of excellence."

Action Plan 3**:** Evaluate staff appraisal systems to ensure accountability for professional growth and include on-going, appropriate feedback from all customers.

Action Plan 4**:** Systematically evaluate instructional programs (i.e., PACE, Advanced Placement, etc.) to determine their effectiveness in helping students meet and exceed external and internal benchmark standards of excellence.

Action Plan 5**:** Systematically evaluate support programs (i.e., Title I, Child Nutrition, Health Services, Maintenance, Technology, etc.) to determine their effectiveness in helping students meet and exceed external and internal benchmark standards of excellence.

Action Plan 6**:** Implement a nationally norm-reference assessment (at elementary, middle, and high school) so all stakeholders are accountable for student performance at a national level. (NOTE: Norm-referenced assessments are usually multiple choice assessments that compare a student's score to a similar group of students who have already taken the exam.)

Action Plan 7**:** Develop a system of academic opportunities that provide students with assessments and competitions at state, national, and international level to ensure the district maintains a "culture of excellence."

Action Plan 8**:** The district will implement a teacher evaluation system that utilizes supervisor and colleague feedback, student growth results, and survey feedback from parents and students in order to hold teachers accountable, and as a result, teachers will annually collaborate with their supervisor to create a professional development plan.

Strategy VI: We will employ and retain high-performing, dynamic educators with character and conviction to improve themselves and their students through effective strategies by innovative, targeted continuing education, freedom, and flexibility to teach beyond established assessments, all with District support.

Action Plan   1**:**   A comprehensive and competitive employee recruiting and retention program will be established in order to attract and retain high performing and highly qualified staff that reflects our student population.

Action Plan   2**:**   High quality professional development opportunities for administrators, teachers and staff will be systematic and systemic.

Action Plan   3**:**   Create a culture of learning for student engagement/differentiation that fosters innovative teaching practices.

Strategy   I: We will design and implement a system in which personal education plans are created that promote high expectations and meet the academic, social, emotional, and extra-curricular needs of each student.

Action Plan: 1

Specific Result: We will design and implement a system in which personal education plans are created.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Implement a systemic procedure for setting, reviewing, assessing, resetting, communicating, and maintaining the continuity of personal education plans which address the academic, social, emotional, and extra-curricular needs of each student.				
2	Provide targeted, systemic professional development on the use of the S.M.A.R.T. Goal Process for the district leadership team, campus administrators, and teachers to assist students in the goal setting process including how to read, interpret, and use performance data.				
3	Develop a system for helping students establish a personal education plan for college and career readiness and put in place a monitoring and engagement system for assisting students in reaching the goals set forth in the plan.				
4	Regularly and intentionally publicize information about student goal setting, including rationale, general information, and specific steps and guidelines.				

Strategy   I: We will design and implement a system in which personal education plans are created that promote high expectations and meet the academic, social, emotional, and extra-curricular needs of each student.

Action Plan: 2

Specific Result: Each student will have a comprehensive personal education plan (PEP) which addresses academic, social, emotional, and extra-curricular needs and is developed at the time of entry into Eagle Mountain-Saginaw ISD.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Each student will engage in activities which will assist them in identifying, understanding, and analyzing their academic, social, and emotional strengths and weaknesses.				
2	Each student will be made aware of the various academic, social, and extra-curricular activites that are available to them each year.				
3	Each student will learn the process of setting short and long term goals including how to read, interpret, and use performance data.				
4	Each student will set challenging educational goals tailored toward his or her personal, academic, and career interests and aspirations and create a personal education plan to track progress toward attainment of these goals.				
5	Each student will review his or her goals set forth in the personal education plan on a continuous basis throughout the school year and make changes or updates as needed.				

Strategy   I: We will design and implement a system in which personal education plans are created that promote high expectations and meet the academic, social, emotional, and extra-curricular needs of each student.

Action Plan: 2

Specific Result: Each student will have a comprehensive personal education plan (PEP) which addresses academic, social, emotional, and extra-curricular needs and is developed at the time of entry into Eagle Mountain-Saginaw ISD.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
6	Each student will be provided an opportunity to lead parent conferences to share goals and analyze growth.				

STRATEGY **1:** **We will design and implement a system in which personal education plans are created that promote high expectations and meet the academic, social, emotional, and extra-curricular needs of each student.**

Action Plan **1:** **We will design and implement a system in which personal education plans are created.**

COSTS	BENEFITS

Tangible:
- Expense of S.M.A.R.T. Goal Process Training

Benefits Tangible:
- School improvement (decreased absences, tardies, disciplinary referrals)
- Increased student achievement measurable by district and state testing.

Intangible:
- Staff may see the goal setting process as taking away from instructional time.
- Staff may view the procedure for monitoring student plans as time and labor intensive.

Benefits Intangible:
- Focused collaboration and communication

Eagle Mountain-Saginaw ISD

Strategic Plan

Action Plan Cost/Benefit Report

STRATEGY   1 :   We will design and implement a system in which personal education plans are created that promote high expectations and meet the academic, social, emotional, and extra-curricular needs of each student.

Action Plan   2 :   Each student will have a comprehensive personal education plan (PEP) which addresses academic, social, emotional, and extra-curricular needs and is developed at the time of entry into Eagle Mountain-Saginaw ISD.

COSTS	BENEFITS
Tangible:	**Tangible:**
- Increased student achievement, better grades, fewer failures	- School improvement (decreased absences, tardies, disciplinary referrals)
	- Increased student achievement
Intangible:	**Intangible:**
- Staff may see the goal setting process as taking away from instructional time.	- Pride through a sense of accomplishment and increased motivation to achieve
- Staff may view the goal management process as more work.	

Strategy   II: **We will create an interconnected community where technology is integrated into the fabric of all we do. The district will provide the resources, training, and skill development to drive our students' future success.**

Action Plan: 1

Specific Result: **Technology will be identified and integrated into all curriculum areas to ensure that technology integration successfully impacts teaching and learning.**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Continue development of and provide access to the comprehensive list of district technology resources.				
2	Representatives from each grade level/curricular content area will regularly evaluate and select technology resources to add to the online curriculum documents which are reflective of current 21st century learning trends.				
3	Integration of the selected technology resources will be monitored and evaluated to ensure full implementation.				
4	Create a dynamic, ever-changing, online learning library to facilitate the acquisition and dispersal of best practices of technology integration.				
5	Design an accountability process to ensure that technology is effectively intergrated and to identify and evaluate the resources, student learning styles, training, and skill development needed to drive our students' future success.				

Strategy   II: **We will create an interconnected community where technology is integrated into the fabric of all we do. The district will provide the resources, training, and skill development to drive our students' future success.**

Action Plan: 2

Specific Result: **EM-S ISD will ensure the ongoing use of web-based communication tools to facilitate seamless interaction between district personnel, students, parents, and community members.**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Determine campus and family accessibility needs.				
2	Design and install appropriate network/system to facilitate access for all personnel and families.				
3	EMSISD employees will utilize web-based tools to facilitate effective communication.				
4	Evaluate the use of web-based tools each semester and provide support to correct accessibility issues.				
5	Develop evaluative accountability measures to ensure that EM-S employees are effectively utilizing the appropriate web-based communication tool to the depth necessary for an end result of improved student learning.				

Strategy   II: **We will create an interconnected community where technology is integrated into the fabric of all we do. The district will provide the resources, training, and skill development to drive our students' future success.**

Action Plan: **3**

Specific Result: **Staff development will be provided to facilitate the effective integration of technology into teaching and learning.**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Provide district personnel with professional development which defines and integrates 21st Century skill expectations.				
2	Develop and utilize evaluative instruments designed to determine the effectiveness of the delivered technology integration professional development sessions.				
3	Examine evaluative technology staff development data to drive decisions regarding training topics, method of delivery, scheduling, and logistics.				
4	Develop and provide staff development resources at the campus level including, but not limited to, the provision of online video instruction, modeling appropriate and effective technology integration instructional strategies with students, and support as needed.				
5	Create implementation timelines for technology staff development which delineate follow-up activites and evaluative measures to ensure that the delivered staff development results in increased student learning.				

Strategy   II: **We will create an interconnected community where technology is integrated into the fabric of all we do. The district will provide the resources, training, and skill development to drive our students' future success.**

Action Plan: 4

Specific Result: Provide and maintain an adaptable network to support a variety of tools including online virtual access to applications and network files that allows district employees, parents, students, and community members access to available resources such as software, school content, media, and data.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Design and install a wireless network at each campus that will support our ever-changing needs.				
2	Implement virtual desktop system to support Bring Your Own Device (BYOD) capability.				
3	Maximize utilization of Cloud technology for accessibility for all district employees, parents, students, and community members.				
4	Repair equipment as needed and replace equipment as designated on the replacement cycle.				

STRATEGY   II :   We will create an interconnected community where technology is integrated into the fabric of all we do. The district will provide the resources, training, and skill development to drive our students' future success.

Action Plan   1 :   Technology will be identified and integrated into all curriculum areas to ensure that technology integration successfully impacts teaching and learning.

COSTS	BENEFITS
Tangible:	**Tangible:**
- Time (hrs. spent on task)	- Increased resources
- Extra-duty pay (document creation and professional development)	- Increased student performance as measured through set goals
	- Higher level instruction
	- Increase of technology use reflected in classroom instruction
Intangible:	**Intangible:**
- Stress	- Ability to differentiate for students
- Fatigue	- Improved productivity/efficiency
- Personal Agendas	- Community building
- Resistance to change	- Students will have the ability to rapidly increase their knowledge
	- Every child will be intellectually engaged in their own learning
	- Motivated students
	- Increased innovative instructional capacity (> repeated < innovation)

Eagle Mountain-Saginaw ISD

Strategic Plan

Action Plan Cost/Benefit Report

STRATEGY **II:** **We will create an interconnected community where technology is integrated into the fabric of all we do. The district will provide the resources, training, and skill development to drive our students' future success.**

Action Plan **2:** **EM-S ISD will ensure the ongoing use of web-based communication tools to facilitate seamless interaction between district personnel, students, parents, and community members.**

COSTS	BENEFITS

COSTS

Tangible:

- Determine Accessibility Needs: Cost is $0. The cost of the surveys/evaluative tools is already included in our contract with K12.

- Appropriate access for personnel and all families: outlined in Action Plan #4. Once accessibility is determined, the district may need to provide/subsidize home internet access.

- Step #3: Utilize web-based tools: Time invested to learn/provide training for the tools. This may be covered by the CTI.

- Step #4: Evaluate the use of web-based tools: Cost is time to assess at the classroom level what is being used. Surveys can also be utilized – cost of surveys included in K12 contract already.

Intangible:

- Shift in thinking needed to incorporate technology into teaching.

- Time is needed to learn new tools and use them on a daily basis.

- Demands made on teachers are already great. Will this been seen as yet just another "mandate?"

- Correcting accessibility issues can be an unknown as we don't know how many different scenarios exist that we have to overcome in order to provide access.

BENEFITS

Tangible:

- Better understanding of our community's access and usage of technology will help us to provide and create appropriate tools.

- Evaluation of student and employee usage of technology will allow us to offer programs that better fit the needs of the district.

- More tools available to teachers and students to enhance learning.

- Ability to communicate with parents increased as all have access to the same information portal.

Intangible:

- Empowerment of students and parents that they have the tools needed to be successful.

- More tech-savvy community including parents, students, and teachers.

- Increased awareness of a global learning environment.

- Increased confidence in the school district as we communicate more effectively.

(Have you considered opportunity cost? Does this action plan have sufficient return on investment?)

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STRATEGY **II:** **We will create an interconnected community where technology is integrated into the fabric of all we do. The district will provide the resources, training, and skill development to drive our students' future success.**

Action Plan **3:** **Staff development will be provided to facilitate the effective integration of technology into teaching and learning.**

COSTS	BENEFITS

Tangible:

- Quantitative: District personnel staff development costs @ $33 per hour (outside contract time)

Tangible:

- More effective teachers as measured through performance data

- Increased number of tech integration sessions

- Evaluative data reflecting the success of the training

- Increased student acceptance to nationally recognized universities

- Increased student skills for post-graduate success

- Higher graduation rate

Intangible:

- Time (a longer "to do" list)

- Anxiety about attempting an area that will be a weakness for some

Intangible:

- Increased knowledge

- Improved student motivation

- Highly engaged students

STRATEGY **II :** **We will create an interconnected community where technology is integrated into the fabric of all we do. The district will provide the resources, training, and skill development to drive our students' future success.**

Action Plan **4 :** **Provide and maintain an adaptable network to support a variety of tools including online virtual access to applications and network files that allows district employees, parents, students, and community members access to available resources such as software, school content, media, and data.**

COSTS   **BENEFITS**

STRATEGY   II :   We will create an interconnected community where technology is integrated into the fabric of all we do. The district will provide the resources, training, and skill development to drive our students' future success.

Action Plan   4 :   Provide and maintain an adaptable network to support a variety of tools including online virtual access to applications and network files that allows district employees, parents, students, and community members access to available resources such as software, school content, media, and data.

Tangible:

- Action Step #1-HS projected cost - $195,000/campus ($390,000); MS projected cost - $75,000/campus ($375,000); ES projected cost - $75,000/campus ($1,050,000); TOTAL $1,815,000

- Action Step #1-Technical support of users to ensure access and authentication

- Action Step #2-Virtual Desktop + 20 GB storage/person @ $75 = $1,500,000 (based on 20,000 current users) - subject to change based on growth trends

- Action Step #2-Increase Internet bandwidth utilization = $7,200/yr

- Action Step #3-Current Live@EDU includes 25GB online storage = $0.00

Tangible:

- Action Step #1-Increased availability to internet and network resources

- Action Step #1-Ability to support Bring-Your-Own (BYO) or 1 to 1 technology initiatives

- Action Step #1-Afterhours access for all stakeholders who do not have access at home

- Action Step #1-Access to online student resources such as textbooks, enrichment activities, and teacher materials

- Action Step #1-Decreased usage of print materials (printer costs such as ink and paper)

- Action Step #2-High availability access to network resources and documents online

- Action Step #2-Ability to support Bring-Your-Own (BYO) or 1 to 1 technology initiatives

- Action Step #2-24/7 access to resources that will not need to be purchased by individual stakeholders

- Action Step #2-More efficient use of funds allocated for technology hardware purchased

- Action Step #2-Increased student achievement

- Action Step #3-High availability access to resources and documents online

- Action Step #3-24/7 access to resources that will not need to be purchased by individual stakeholders

- Action Step #3-NO maintenance/support expense

- Action Step #3-Upgrades are done by Microsoft

STRATEGY   II: We will create an interconnected community where technology is integrated into the fabric of all we do. The district will provide the resources, training, and skill development to drive our students' future success.

Action Plan   4:   Provide and maintain an adaptable network to support a variety of tools including online virtual access to applications and network files that allows district employees, parents, students, and community members access to available resources such as software, school content, media, and data.

Intangible:

- Action Step #1-Annual maintenance/support expense

- Action Step #1-Probable change/advancement of wireless protocol over life of equipment

- Action Step #1-Increased usage of Internet connection may necessitate increasing bandwidth contract

- Action Step #1-Awareness of security needs for after-hours access

- Action Step #2-Annual maintenance/support expense

- Action Step #2-Probably change/advancement program/system over life of equipment

- Action Step #2-Technical support of users to insure access and utilization

- Action Step #2-Increased usage of Internet connection will necessitate increasing bandwidth contract

- Action Step #3-Technical support of users handled by Microsoft and free training is available to technical and instructional technology staff

- Action Step #3-Increased usage of Internet connection will necessitate increasing bandwidth contract

Intangible:

- Action Step #1-Support of any WIFI capable device

- Action Step #1-Sufficient density to support multiple devices

- Action Step #2-Support of any WIFI capable device that can use a browser to connect to the internet

- Action Step #2-Enough storage and processor power to support current and future users at peak times

- Action Step #2-Increased student engagement

- Action Step #2-Each student can rapidly take advantage of new, innovative educational tools

- Action Step #3-Less control over content (inappropriate, etc)

- Action Step #3-Is 25GB enough storage to support users at peak over time? Most hard drives are a least 120GB now

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(Have you considered opportunity cost? Does this action plan have sufficient return on investment?)

Page 3 of 3

Strategy III: **We will provide each teacher with the resources and opportunities to collaboratively plan the innovative implementation and delivery of the instructional program.**

Action Plan: **1**

Specific Result: **The practice of effective collaboration protocols is systemically implemented in EM-S ISD so that teachers have opportunities to share innovative strategies for student learning.**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	District leaders provide a clear understanding of the practice of collaboration and its impact on student learning.				
2	District and campus leaders are trained in models of effective collaborations.				
3	The district allows opportunities for trained personnel to do site visits in districts that have effective collaboration protocols in place.				
4	The district determines the method of training for all staff in the collaboration protocol.				
5	The district works with campus leaders to ensure teachers are afforded time to meet in collaborative teams during the school day.				
6	Professional development, both campus and district levels, support the practice of professional collaboration.				
7	The district provides a common template for documentation of collaboration activities.				
8	The district provides a database or repository for the sharing of instructional practices.				

Strategy III: **We will provide each teacher with the resources and opportunities to collaboratively plan the innovative implementation and delivery of the instructional program.**

Action Plan: **1**

Specific Result: **The practice of effective collaboration protocols is systemically implemented in EM-S ISD so that teachers have opportunities to share innovative strategies for student learning.**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
9	The district develops a process for teachers to submit requests for resources needed for innovative instructional delivery.				

Eagle Mountain-Saginaw ISD

Strategic Plan

Action Plan Steps Listing

Strategy III: We will provide each teacher with the resources and opportunities to collaboratively plan the innovative implementation and delivery of the instructional program.

Action Plan: 2

Specific Result: The campus principal will be responsible for sustaining the practice of collaboration on his/her campus.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	During the work day, within the contract year, and beyond current existing plan time, all teachers are provided adequate time on a regular basis for collaboration.				
2	Campus administrators are involved in teacher collaboration efforts through implementation, communication, and follow up.				
3	Measureable goals on student learning are developed based on individual campus needs.				
4	Through collaboration, teachers develop common assessments to measure learning.				
5	Each campus develops a method for sharing results of collaborative meetings and best practices.				
6	All new staff receives training in collaboration protocols and assigned a campus mentor.				

Strategy III: We will provide each teacher with the resources and opportunities to collaboratively plan the innovative implementation and delivery of the instructional program.

Action Plan: 3

Specific Result: All teachers, curriculum leaders and campus administrators are involved in a collaborative team that meets regularly to examine student work as well as levels of engagement that lead to higher student learning and achievement.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	The district provides opportunities for teachers and campus leaders to give feedback regarding the practice of collaboration and the needs of the teachers.				
2	Principals are responsible for disseminating collected feedback to the district.				
3	Teachers, curriculum leaders, and campus administrators visit campuses to review achievement data, share instructional strategies, and observe best practices.				
4	Professional Learning Community teams from campuses within the district are afforded opportunities to do site visits and collaborate among teachers with like assignments.				

Eagle Mountain-Saginaw ISD

Strategic Plan

Action Plan Cost/Benefit Report

STRATEGY   III :   We will provide each teacher with the resources and opportunities to collaboratively plan the innovative implementation and delivery of the instructional program.

Action Plan   1 :   The practice of effective collaboration protocols is systemically implemented in EM-S ISD so that teachers have opportunities to share innovative strategies for student learning.

COSTS	BENEFITS

Tangible:

- Professional Learning Communities (DuFour) training in San Antonio is approximately $1,600 per person. This includes registration and materials, meals, and travel.   Initially, two campus leaders attend at district cost of $73,600. (2 per campus / 23 campuses = 46 trained x $1600).

- Training for all locally at an approximate cost of $15,000.

Intangible:

- Time for training

- Initial increased in workload for leaders (creating flexible schedules for teacher PLC time)

- Initial stress due to change for teachers and leaders

Tangible:

- Higher student achievement

- Teacher retention rate increases

Intangible:

- Long term – improved teacher moral

- Focus among leaders and teachers that is global and consistent

- Focus on the learning, instead of teaching

- Teacher – continuous learning and exposure to new & creative strategies

- Collaborative culture breeds trust, support, and sense of team

- Teacher – moves away from isolation

- Data sharing raises awareness of immediate needs

- Clear focus for staff in staff development opportunities

- In addition to workshops, utilize teachers as a knowledgeable source of information and expertise.

(Have you considered opportunity cost?
Does this action plan have sufficient return on investment?)

STRATEGY   III :   We will provide each teacher with the resources and opportunities to collaboratively plan the innovative implementation and delivery of the instructional program.

Action Plan   2 :   The campus principal will be responsible for sustaining the practice of collaboration on his/her campus.

COSTS	BENEFITS
Tangible:	**Tangible:**
- Supplies (documentation template, etc.)	- Increased in student achievement
- Time and training for teacher mentor (for staff that's new to district)	
Intangible:	**Intangible:**
- Time for collaboration	- Improved morale
- Commitment / trust	- Long term decrease in teacher stress through sharing of best practices
- Increased workload	- Teacher growth through the process of goal setting for his/her students
- Stress due to change	- Common assessments allows for consistency on campus

STRATEGY   III: We will provide each teacher with the resources and opportunities to collaboratively plan the innovative implementation and delivery of the instructional program.

Action Plan   3:   All teachers, curriculum leaders and campus administrators are involved in a collaborative team that meets regularly to examine student work as well as levels of engagement that lead to higher student learning and achievement.

COSTS	BENEFITS

Tangible:

- Cost of training all teachers, curriculum leaders, and administrators

Tangible:

- Examining student work will, in time, positively impact student achievement

- Feedback for collaboration will positively impact student achievement

Intangible:

- Time

- Anxiety among teachers

- Stress over change for leaders

Intangible:

- Best teaching practice across the district shared

- Greater sense of involvement for all teachers & principals

- Team mentality, working together for the greater good

Strategic Plan

Action Plan Steps Listing

Strategy IV: We will create a culture that promotes each student's inner drive, providing the opportunity to reach full potential.

Action Plan: 1

Specific Result: A safe, clean, and inviting environment will be created at each campus to build pride among students and staff members.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Provide positive signs for community members to be directed to the office.				
2	Maintain landscaping and replace landscaping if destroyed or not living.				
3	Inspect all campuses from an outside source on safety and cleanliness.				
4	Provide customer service to parents, students, and community members when entering the campus				
5	Maintain a clean interior of the campus paying close attention to clean hallways, classrooms, and cafeteria				

Strategy IV: We will create a culture that promotes each student's inner drive, providing the opportunity to reach full potential.

Action Plan: 2

Specific Result: Each campus will promote a positive setting which meets the academic, behavioral, and emotional needs of each student in order to promote his or her well-being.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Provide professional development to all staff members focusing on customer service, effective communication, and mentoring.				
2	Use various evaluation tools, i.e. questionnaires, surveys, games, poll, etc., to learn the individual student's interests of the specific subject which leads to meeting the needs of the student.				
3	Foster positive relationships with students by maintaining a classroom environment conducive to student learning.				
4	Promote intrinsic motivational techniques to discover the learner's (staff and students) inner drive.				
5	Influence positive beliefs about themselves and the learning, i.e. positive nonverbal, affirmations, acknowledging success, teamwork.				
6	Activate and engage student emotions, i.e. through celebrations, daily routines, and movement.				
7	Provide current events and real world scenarios with lessons.				

Strategy IV: **We will create a culture that promotes each student's inner drive, providing the opportunity to reach full potential.**

Action Plan: 2

Specific Result: **Each campus will promote a positive setting which meets the academic, behavioral, and emotional needs of each student in order to promote his or her well-being.**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
8	Utilize open-ended activities or ambiguity to encourage students to explore alternative interpretations or solutions by using creative expression, critical thinking and problem solving throughout the learning process.				

Strategy IV: We will create a culture that promotes each student's inner drive, providing the opportunity to reach full potential.

Action Plan: 3

Specific Result: Learning opportunities addressing current academic and social needs will be provided for not only students, but for all parents, teachers, and community members.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Provide campus/grade specific instruction on topics i.e. core values, bullying, positive relationships.				
2	Conduct parent interest surveys to determine family event topics.				
3	Establish community connection groups to address specific academic and behavior strategies, parenting tips, attendance, and technology that includes staff, students, parents, and community members.				
4	Increase partnerships with outside agencies to promote school-wide community involvement.				
5	Partner with local community organizations/clubs and have a school representative become a member (Chamber of Commerce, Kiwanis, Lions, Rotary, etc.).				

STRATEGY   IV :   **We will create a culture that promotes each student's inner drive, providing the opportunity to reach full potential.**

Action Plan   1 :   **A safe, clean, and inviting environment will be created at each campus to build pride among students and staff members.**

COSTS	**BENEFITS**
Tangible:	**Tangible:**
- Money for campus upkeep (current budget)	- Aesthetic value of the campus
Intangible:	**Intangible:**
- Campus inspectors/secret visitors	- Positive and clean environment

STRATEGY   IV :   We will create a culture that promotes each student's inner drive, providing the opportunity to reach full potential.

Action Plan   2 :   Each campus will promote a positive setting which meets the academic, behavioral, and emotional needs of each student in order to promote his or her well-being.

COSTS	BENEFITS
Tangible:	**Tangible:**
- Money for relationship building curriculums, memberships in community organizations, snacks for socials, fliers.	- Through the use of surveys we would have a tracking system in place to collect data on customer satisfaction, what is/isn't working, what needs to be put in place to improve.
Intangible:	**Intangible:**
- Time it takes to train everyone.	- Positive climate throughout the district
	- Teambuilding/Positive Relationships
	- Open, inviting environment for parents, community, students, and staff

STRATEGY   IV :   We will create a culture that promotes each student's inner drive, providing the opportunity to reach full potential.

      Action Plan   3 :   Learning opportunities addressing current academic and social needs will be provided for not only students, but for all parents, teachers, and community members.

COSTS	BENEFITS
Tangible:	**Tangible:**
- none	- Create a positive culture on each campus.
Intangible:	**Intangible:**
- Effort and time	- Increased learning
	- Student gains academically, emotionally, and socially
	- An atmosphere which will maximize opportunities for each individual student

Strategy   V: **We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.**

Action Plan: 1

Specific Result: **Evaluate District/Campus staff development to ensure all staff receives appropriate training to ensure professional growth.**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	An implementation plan will be included with the required training				
2	In conjunction with department supervisors, identify required training and expectations for each position				
3	Create a matrix with a timeline of required training by position				
4	Supervisors monitor the implementation and completion of required training				
5	A follow-up survey of all training is completed as a means of improvement				
6	All staff will be held accountable for the implementation of their required training in the annual evaluation to ensure professional growth				

Strategy   V: We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.

Action Plan: 2

Specific Result: Superintendent's Leadership Team and principals will annually assess their performance targets, known as, "targets of excellence" to ensure a continued pursuit to a "culture of excellence."

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Superintendent's Leadership Team and principals evaluate current departmental and campus situations				
2	Chief Officer or Deputy Superintendent establishes areas of targets of excellence based upon state and national comparison data.				
3	After considering state and national comparison data where appropriate, staff members from all departments propose the performance targets for each area in order to establish high-performing targets to represent a "culture of excellence."				
4	Targets of excellence that represent adequate annual growth for each department and campus are set and approved by Chief Officer or Deputy Superintendent				
5	Targets of excellence are communicated appropriately and expectations of accountability are communicated to each staff member				

Strategy V: **We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.**

Action Plan: **2**

Specific Result: **Superintendent's Leadership Team and principals will annually assess their performance targets, known as, "targets of excellence" to ensure a continued pursuit to a "culture of excellence."**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
6	Targets of excellence are annually appraised and appropriate increases are set				

Strategy   V: **We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.**

Action Plan: 3

Specific Result: **Evaluate staff appraisal systems to ensure accountability for professional growth and include on-going, appropriate feedback from all customers.**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Staff appraisal systems are analyzed for current practice to determine an expected level of professional growth and feedback processes.				
2	Staff appraisals are modified to include aspects of professional growth and allow for feedback to be included in final appraisal score.				
3	Modified staff appraisals are submitted for review and approval from Human Resources as needed.				
4	Feedback would allow for continued communication between the supervisor and the staff member.				
5	Revised staff appraisals are implemented the following year to ensure professional growth for all staff members.				

Strategy   V: **We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.**

Action Plan: **4**

Specific Result: **Systematically evaluate instructional programs (i.e., PACE, Advanced Placement, etc.) to determine their effectiveness in helping students meet and exceed external and internal benchmark standards of excellence.**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Designate a lead person to oversee the evaluations.				
2	Determine objective criteria on which programs will be evaluated.				
3	Involve stakeholders in evaluation planning, processes, and recommendations.				
4	Where appropriate, student and parent feedback should be included in the evaluation process.				
5	Establish an electronic system or spreadsheet so that results can be tracked from year to year.				
6	Establish clear goal and objectives for each program to be measured.				
7	Make results available in writing to all stakeholders to ensure accountability for results.				
8	Where appropriate, some programs may be eliminated or substantially changed.				

Strategy   V: **We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.**

Action Plan: 5

Specific Result: **Systematically evaluate support programs (i.e., Title I, Child Nutrition, Health Services, Maintenance, Technology, etc.) to determine their effectiveness in helping students meet and exceed external and internal benchmark standards of excellence.**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Designate a lead person to oversee the evaluations.				
2	Determine objective criteria on which programs will be evaluated.				
3	Involve stakeholders in evaluation planning, processes, and recommendations.				
4	Establish an electronic system or spreadsheet so that results can be tracked from year to year.				
5	Establish clear goal and objectives for each program to be measured.				
6	Make results available in writing to all stakeholders to ensure accountability for results.				
7	Where appropriate, some programs may be eliminated or substantially changed.				

Eagle Mountain-Saginaw ISD

Strategic Plan

Action Plan Steps Listing

Strategy   V: **We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.**

Action Plan: **6**

Specific Result: **Implement a nationally norm-reference assessment (at elementary, middle, and high school) so all stakeholders are accountable for student performance at a national level. (NOTE: Norm-referenced assessments are usually multiple choice assessments that compare a student's score to a similar group of students who have already taken the exam.)**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	A district team will select and implement a national norm-referenced assessment at elementary, middle, and high school.				
2	A district team will communicate the national norm-referenced assessment's purposes and uses to all stakeholders.				
3	The assessment results will be a proactive tool to advise curriculum coordinators, principals, teachers, and students of adjustments that need to be made to curriculum and learning.				
4	A district team will review national norm-referenced data annually to determine the expected uses of the assessment results for all stakeholders.				
5	Assessments will incorporate growth measures, where feasible. Administrators, teachers, students, and parents will use the assessment results to ensure all students meet or exceed one year's growth.				

Strategy V: **We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.**

Action Plan: 6

Specific Result: **Implement a nationally norm-reference assessment (at elementary, middle, and high school) so all stakeholders are accountable for student performance at a national level. (NOTE: Norm-referenced assessments are usually multiple choice assessments that compare a student's score to a similar group of students who have already taken the exam.)**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
6	The results of the assessments will be incorporated into the student's personal education plan.				

Strategy   V: We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.

Action Plan: 7

Specific Result: Develop a system of academic opportunities that provide students with assessments and competitions at state, national, and international level to ensure the district maintains a "culture of excellence."

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Establish district-wide participation in a variety of academic or skill-specific competitions. (e.g., science fair, reflections, etc.)				
2	Develop policies and procedures for these academic opportunities to ensure equity and appropriate funding sources.				
3	Communicate academic opportunities to all students with expectations and costs explained in advance.				
4	Publish and communicate results within the district and community to inspire other students and community members.				
5	Make all stakeholders aware of how their statistics and achievements compare with students around the nation.				

Eagle Mountain-Saginaw ISD

Strategic Plan

Action Plan Steps Listing

Strategy   V: **We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.**

Action Plan: 8

Specific Result: The district will implement a teacher evaluation system that utilizes supervisor and colleague feedback, student growth results, and survey feedback from parents and students in order to hold teachers accountable, and as a result, teachers will annually collaborate with their supervisor to create a professional development plan.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Due to the nature and time required for this specific result, it may be necessary to complete the items over a period of two years.				
2	The district will adopt a teacher evaluation system that has the components listed above.				
3	Teachers and Administrators will be trained in the evaluation system.				
4	Each teacher will be evaluated using the system.				
5	Survey questions will be developed in conjunction with K12 Insight that will yield results for growth.				
6	Surveys will be given to parents and students. These will be anonymous surveys.				
7	Results will be sent to teachers for their own reflection.				
8	Teachers and Administrators will receive training in development of personal professional development plans.				

Strategy V: We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.

Action Plan: 8

Specific Result: The district will implement a teacher evaluation system that utilizes supervisor and colleague feedback, student growth results, and survey feedback from parents and students in order to hold teachers accountable, and as a result, teachers will annually collaborate with their supervisor to create a professional development plan.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
9	Each teacher will work cooperatively with an administrator (and possibly a colleague) to develop their own personal professional development plan based on their annual evaluation and their personal reflections from the year.				

STRATEGY   V :   We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.

Action Plan   1 :   Evaluate District/Campus staff development to ensure all staff receives appropriate training to ensure professional growth.

COSTS	BENEFITS
Tangible:	**Tangible:**
- none	- Better Staff Development
	- Highly-Trained Staff
Intangible:	**Intangible:**
- Time for Supervisors and staff.	- Better retention of staff
- Time and resources to create and implement follow-up survey.	- People feel valued

STRATEGY   V : We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.

Action Plan   2 : Superintendent's Leadership Team and principals will annually assess their performance targets, known as, "targets of excellence" to ensure a continued pursuit to a "culture of excellence."

COSTS	BENEFITS
Tangible:	**Tangible:**
- None	- Higher Performance from staff and departments, knowing the expectations and the expected end result increases performance, more staff "buy-in"
Intangible:	**Intangible:**
- Time of staff and supervisors	- Better sense of accomplishment
	- Better staff morale

Eagle Mountain-Saginaw ISD

Strategic Plan

Action Plan Cost/Benefit Report

STRATEGY   V :   **We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.**

Action Plan   3 :   **Evaluate staff appraisal systems to ensure accountability for professional growth and include on-going, appropriate feedback from all customers.**

COSTS	BENEFITS
Tangible:	**Tangible:**
- none	- Clear expectations for staff, increased performance, highly motivated staff
Intangible:	**Intangible:**
- Time of supervisors and staff	- Better staff morale, higher quality employees

STRATEGY   **V :**   **We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.**

     Action Plan   **4 :**   **Systematically evaluate instructional programs (i.e., PACE, Advanced Placement, etc.) to determine their effectiveness in helping students meet and exceed external and internal benchmark standards of excellence.**

COSTS	BENEFITS
Tangible:	**Tangible:**
- none	- Decisions made to discontinue programs, increase in funding for effective programs
Intangible:	**Intangible:**
- Time for current personnel to oversee evaluations, determine criteria, track results, establish goals and make results available	- Greater parent, staff involvement, greater community awareness and participation

STRATEGY   V : **We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.**

Action Plan   5 : **Systematically evaluate support programs (i.e., Title I, Child Nutrition, Health Services, Maintenance, Technology, etc.) to determine their effectiveness in helping students meet and exceed external and internal benchmark standards of excellence.**

COSTS	BENEFITS
Tangible:	**Tangible:**
- none	- Decisions made to discontinue programs, increase in funding for effective programs
Intangible:	**Intangible:**
- Time for current personnel to oversee evaluations, determine criteria, track results, establish goals and make results available	- Greater parent, staff involvement, greater community awareness and participation

Eagle Mountain-Saginaw ISD

Strategic Plan

Action Plan Cost/Benefit Report

STRATEGY   V :   We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.

Action Plan   6 :   Implement a nationally norm-reference assessment (at elementary, middle, and high school) so all stakeholders are accountable for student performance at a national level. (NOTE: Norm-referenced assessments are usually multiple choice assessments that compare a student's score to a similar group of students who have already taken the exam.)

COSTS	BENEFITS
Tangible:	**Tangible:**
- Year 1: $180,000 for Three Grade Levels; Year 2: $18,000 for scoring	- Use data to improve and review curriculum, student's awareness of national performance, assistance in preparation for college and career
- These assessments will be used for up to 7 years so the cost per year would be $41,000.	
Intangible:	**Intangible:**
- Instructional time, student stress	- Student's understanding of achievement and goal-setting, greater teacher understanding of curriculum

(Have you considered opportunity cost?
Does this action plan have sufficient return on investment?)

STRATEGY   V :   We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.

Action Plan   7 :   Develop a system of academic opportunities that provide students with assessments and competitions at state, national, and international level to ensure the district maintains a "culture of excellence."

COSTS	**BENEFITS**

Tangible:

- Building Use

- Entry Fees

- Instructional materials

Tangible:

- Volunteer hours for students

- Self-reflection and goal-setting

- Increased self-esteem

Intangible:

- Service hours posted on website/school communications

- Service hours to coordinate and assist with competitions

- Service hours for academic staff

Intangible:

- Students involvement and engagement in learning

STRATEGY   V :   We will systematically evaluate and assess learning, processes, and programs against internal and external benchmark standards to hold staff and students accountable for our culture of excellence.

Action Plan   8 :   The district will implement a teacher evaluation system that utilizes supervisor and colleague feedback, student growth results, and survey feedback from parents and students in order to hold teachers accountable, and as a result, teachers will annually collaborate with their supervisor to create a professional development plan.

COSTS	BENEFITS
Tangible:	**Tangible:**
- Costs related to Strategy #3	- Student goal-setting with assessments
Intangible:	**Intangible:**
- Instructional time for student meetings, time, staff to oversee implementation, additional teacher responsibility and stress	- Self-improvement, self-directed learning, college readiness

Strategic Plan

Action Plan Steps Listing

Strategy VI: We will employ and retain high-performing, dynamic educators with character and conviction to improve themselves and their students through effective strategies by innovative, targeted continuing education, freedom, and flexibility to teach beyond established assessments, all with District support.

Action Plan: 1

Specific Result: A comprehensive and competitive employee recruiting and retention program will be established in order to attract and retain high performing and highly qualified staff that reflects our student population.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Evaluate and amend, as needed, all practices, procedures, policies and documents used in the recruiting and hiring process				
2	Research and recommend effective tools to ensure an efficient hiring process				
3	Strengthen recruiting relationships with selected colleges, universities and regional education service centers				
4	Research and promote salary, benefits and other innovative employee incentives to ensure competitiveness				
5	Establish a community outreach program to promote a greater understanding of the cultural diversity within EM-S ISD to encourage diversity within the job applicant pool				
6	Continue development of a culture of appreciation, support and concern for all employees at each campus				
7	Update existing HR matrix to monitor and evaluate effectiveness of each action step				

Strategy VI: **We will employ and retain high-performing, dynamic educators with character and conviction to improve themselves and their students through effective strategies by innovative, targeted continuing education, freedom, and flexibility to teach beyond established assessments, all with District support.**

Action Plan: **1**

Specific Result: **A comprehensive and competitive employee recruiting and retention program will be established in order to attract and retain high performing and highly qualified staff that reflects our student population.**

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date

Strategy VI: We will employ and retain high-performing, dynamic educators with character and conviction to improve themselves and their students through effective strategies by innovative, targeted continuing education, freedom, and flexibility to teach beyond established assessments, all with District support.

Action Plan: 2

Specific Result: High quality professional development opportunities for administrators, teachers and staff will be systematic and systemic.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Establish district professional development core components aligned to the district mission and goals				
2	Develop a systematic professional development plan focused on the specific needs, experiences, and job descriptions of teachers and staff, providing internal career and leadership development				
3	Create a system for providing comprehensive online professional development resources for all teachers and staff members				
4	Develop a centralized professional development plan for planning, providing and tracking professional development				
5	Evaluate professional development initiatives annually to ensure optimum return on investment toward achieving the mission and objectives				

Strategy VI: We will employ and retain high-performing, dynamic educators with character and conviction to improve themselves and their students through effective strategies by innovative, targeted continuing education, freedom, and flexibility to teach beyond established assessments, all with District support.

Action Plan: 3

Specific Result: Create a culture of learning for student engagement/differentiation that fosters innovative teaching practices.

#	ActionStep	Assigned To	Start Date	Due Date	Completed Date
1	Identify and implement innovative, research-based instructional techniques and practices, including but not limited to: Project-based learning, Differentiation, Student centered learning, Meaningful engaged relationships, Sheltered instruction, Thinking maps / Meta-cognition				
2	Establish a Reflective Practitioner Program to provide educators' opportunities to identify, model, observe, and reflect on professional "best practices" focused on student learning				
3	Develop evaluation criteria to assess the effectiveness of teaching practices to include student feedback				
4	Create a campus-based recognition/incentive program, highlighting teachers who have demonstrated innovative teaching practices				

Eagle Mountain-Saginaw ISD

Strategic Plan

Action Plan Cost/Benefit Report

STRATEGY   VI: We will employ and retain high-performing, dynamic educators with character and conviction to improve themselves and their students through effective strategies by innovative, targeted continuing education, freedom, and flexibility to teach beyond established assessments, all with District support.

Action Plan   1:   A comprehensive and competitive employee recruiting and retention program will be established in order to attract and retain high performing and highly qualified staff that reflects our student population.

COSTS	BENEFITS

Tangible:

- Software to support innovative hiring practices. -- $8,000.00

- Development of college, university and ESC partnerships -- $2,000.00

- Costs associated with campus appreciation and support -- $1,500.00

- Materials cost associated with community outreach activities -- $1,000.00

Intangible:

- Increased workload for multiple staff members

- Anxiety about new hiring procedures and practices

- Training staff on the hiring procedures

Tangible:

- New hires are better matched to the District's mission, vision and beliefs

- Retention of highly qualified, highly motivated staff

- Increase in student achievement

- Less turnover in staff

Intangible:

- Increase in staff morale

- Improved collaboration between HR, ESC, and campuses

- Increase effectiveness of employees

- Hiring process more streamlined and thus save time

- Increase diversity among staff that reflects the student population

Eagle Mountain-Saginaw ISD

Strategic Plan

Action Plan Cost/Benefit Report

STRATEGY VI: We will employ and retain high-performing, dynamic educators with character and conviction to improve themselves and their students through effective strategies by innovative, targeted continuing education, freedom, and flexibility to teach beyond established assessments, all with District support.

Action Plan 2: High quality professional development opportunities for administrators, teachers and staff will be systematic and systemic.

COSTS	BENEFITS

Tangible:

- Potential cost of professional development registration and consultant fees -- $150,000.00

- Potential cost for substitutes for professional development during the school day -- $90,000.00

- Potential cost of books, supplies, software, equipment, etc. for Professional Development $10,000 per year

Tangible:

- Growth in student achievement

- Shift in the classrooms from a teacher-directed platform to a student-centered learning platform

- Create and identify in-district experts (trainer of trainers) in various areas to foster sustainability

Intangible:

- Time spent outside of the classroom for campus for professional development

- Anxiety caused by paradigm shift in implementing new ideas, abandoning former ideas and methods, or changing the way professional development is planned

- Stress of accountability

Intangible:

- A better understanding of their own path of learning, what they have learned, and what they need to learn

- Improved confidence in areas targeted by Professional Development

- Greater sense of accomplishment and making a difference with students

STRATEGY   VI :   We will employ and retain high-performing, dynamic educators with character and conviction to improve themselves and their students through effective strategies by innovative, targeted continuing education, freedom, and flexibility to teach beyond established assessments, all with District support.

Action Plan   3 :   Create a culture of learning for student engagement/differentiation that fosters innovative teaching practices.

COSTS	BENEFITS

Tangible:

- Potential cost of incentives for each campus - $500 x 25 campuses -- $12,500.00

Tangible:

- Improved instruction and student achievement

- Evidence in the classrooms of differentiated instruction, flexible grouping, higher-level thinking, and student engagement

- Identification of in-district experts (trainer of trainers)

Intangible:

- Additional effort/time for identifying, planning and implementation of techniques and practices

- Increased effort/time for planning incentives

Intangible:

- Allow students to be active stakeholders in their education

- Enhanced meaningful, engaged student-teacher relationships

- Improved collegiality across the district

- Increased motivation through incentives

- Improved instructional strategies

- Increased interaction between administrators and staff