



Kenai Peninsula Borough School District

FY13-17 Strategic Plan

Nikiski Middle/High School As of February 18, 2014

Full Strategic Plan Created by M3 Planning

MISSION STATEMENT

Nikiski Middle/High School, part of the Kenai Peninsula Borough School District, provides a safe educational environment that encourages every student to develop his/her intellectual and physical skills, and emotional well being; preparing students to be productive and responsible member in our community and society.

VISION STATEMENT

*We envision KPBSD students **engage** in their learning, **participate** in their community, reach high levels of **achievement**, and **graduate** prepared for their future.*

CORE GUIDING PRINCIPLES

1. Each student can learn and be successful
2. Every student is recognized as unique, valuable, and is treated with respect and dignity
3. Learning is a lifelong process
4. The educational environment is safe, engaging and purposeful
5. Our students' educational experience depends on understanding and working with diverse communities
6. Early identification of strengths and weaknesses is crucial to ensure overall development and achievement
7. High standards and expectations are essential for student success and preventing student failure
8. Continuous improvement is student-centered, data-driven, and collaborative
9. Differentiated learning opportunities are integral to all instruction
10. A rigorous curriculum challenges students
11. Collaboration and effective instruction are district commitments
12. Teachers are facilitators of learning and agents of inspiration
13. KPBSD graduates are prepared for post-secondary education and, or, career ready
14. All financial decisions are student centered and sustainable

KEY ACCOMPLISHMENTS

2012 Key Accomplishments:

- Students with disabilities and Low Socioeconomic students made gains in all disciplines
- Staff collaboration project that provided time within the day for peer observation and collaboration
- Five teachers and principal attended a differentiated instruction conference for future school goals
- Developed leadership team consisting of five classroom teachers
- For the first time, AK native students increased their writing scores in two consecutive years

FOCUS AREAS

Academic Success

Deliver relevant, rigorous, standards-based curriculum in conjunction with alternative pathways and a flexible approach to ensure that every KPBSD student stays engaged, reaches high levels of achievement and graduates.

Organizational Excellence Evolve KPBSD as a highly reliable, world-class organization that fosters a culture of innovation, attracts and retains the best-of-the-best employees, and supports an infrastructure that promotes a fluid academic environment.

Community and Family Engagement All KPBSD schools reach out to parents and communities to promote shared value and responsibility for the process of education.

NIKISKI MIDDLE/HIGH SCHOOL - AT-A-GLANCE

ACADEMIC SUCCESS DISTRICT FOCUS AREAS & DISTRICT GOALS

ORGANIZATIONAL EXCELLENCE DISTRICT FOCUS AREAS & DISTRICT GOALS

COMMUNITY AND FAMILY ENGAGEMENT DISTRICT FOCUS AREAS & DISTRICT GOALS

DISTRICT FOCUS AREAS & DISTRICT GOALS

NIKISKI MIDDLE/HIGH SCHOOL - DETAIL

ACADEMIC SUCCESS DISTRICT FOCUS AREAS & DISTRICT GOALS

1 Deliver relevant, rigorous, standards-based curriculum in conjunction with alternative pathways and a flexible approach to ensure that every KPBSD student stays engaged, reaches high levels of achievement and graduates.

1.2 Student Proficiency: All students will meet or exceed state and national averages on nationally developed annual assessments within five years. (06/30/17) **Measure:** % students meeting state/national average **Target:** 100%

School/Department and Team Member Goals	Measure	Target	Start Date, End Date
1.2.23 Increase SBA scale scores for all students in reading and writing by 2% and math by 2.5% in order to meet the AMO target for the 2017-18 school year. (Nikiski Middle/High School)	Annual SBA scores for NMHS students	2.50%	08/20/13 04/05/18
1.2.23.1 Performance Series Testing in grades 6 - 9 (Dan Carstens)	Gradual improvement in Performance Series scores during 3 testing windows	2%	08/20/13 04/05/18
1.2.23.2 Advisory Enrichment/Intervention Classes (Dan Carstens)	Students appropriately placed into classes based on data		08/20/13 04/05/18
1.2.23.3 Success Maker math intervention for MS (Dan Carstens)	SBA/Performance Series Improvement		08/20/13 04/05/18
1.2.23.4 Read 180/Language ELA intervention classes for MS and HS (Dan Carstens)	Increased scores on SBA/Performance Series		08/20/13 04/05/18
1.2.23.5 Writing Center process for all 9th/10th grade students (Dan Carstens)	Increased proficiency on SBA/Performance Series tests		08/20/13 04/05/18
1.2.23.6 Math Labs for MS and HS students during advisory times (Dan Carstens)	Increased proficiency levels on math SBA/Performance Series tests		08/20/13 04/05/18
1.2.23.7 All staff KUD alignment with state standards; this is our method of "unpacking" the standards in student-friendly terms (Dan Carstens)	KUD's turned in that reflect alignment		08/20/13 04/05/18

1.4 Student Engagement: Achieve high levels of student engagement utilizing research-based strategies at all schools. (06/30/14) **Measure:** **Target:** 100%

School/Department and Team Member Goals	Measure	Target	Start Date, End Date
1.4.19 Increase student engagement by offering multiple educational opportunities to meet the needs of diverse learners starting in the 2012-13 school year. Measure/Evidence: 1. attendance; 2. GPA; 3. Ed Performance growth; 4. Increased SBA Proficiency. (Nikiski Middle/High School)	% complete; increased attendance, GPA, SBA proficiency	100%	07/01/12 06/30/13
1.4.19.1 Increased CTE offerings including welding 7-12, Foods class taught within the school day, an increase in our CAD Cam offering, and a variety of after school academies. (CTE Instructors/Other staff) (Dan Carstens)	% complete	100%	07/01/12 06/30/13
1.4.19.2 Increased opportunity for reading and math intervention in grades 6-12 with research based or data driven programs. (Interventionist/Reading Teacher/Sped teachers/other staff) Measure/Target: Ed Performance Growth; Increased SBA proficiency; Lexile scores. (Dan Carstens)	% complete	100%	09/01/12 06/30/13
1.4.19.3 Continuation of the standards based alternative school designed for at-risk students. (Alt. Teachers/Other staff) Measure/Target: Attendance rate, GPA, credits, student eligibility. (Dan Carstens)	% complete	100%	09/01/12
1.4.19.4 Implementation of the integrated honors language arts program beginning in the 9th grade to better prepare for AP Classes. (LA Teachers and Counselor/Other staff) Measure/Evidence: Enrollment in program and in future AP LA classes; AP exam scores increase. (Dan Carstens)	% complete	100%	09/01/12 06/30/13
1.4.19.5 Increased AP offerings from two AP classes to four AP classes. (LA/SS Teachers/Counselor) Measure/Evidence: Increase number of AP classes in school schedule. (Dan Carstens)	% complete	100	09/01/12 06/30/13
1.4.19.6 Increased emphasis on differentiated instruction (Leadership Team/Other staff) Measure/Evidence: KUD's developed by teachers for every unit taught, at least one differentiated activity per quarter for every teacher, and an increase in student achievement based on SBA and EdPerformance scores. (Dan Carstens)	% complete	100%	04/01/12 06/30/13
1.4.19.7 PD Needs: LA teachers attended a pre-AP institute to align integrated honors program to			

1.4.19.7 PD Needs: LA teachers attended a pre AP institute to bring integrated honors program to freshmen and sophomores. One LA teacher and one SS teacher to attend AP institute in order to offer increased AP classes. (Nikiski Middle/High School) (Professional Development)	% complete	100%	07/01/12 06/30/13
1.4.19.8 Budget Requirements: SB 84 monies to help with CTE programs. Teacher Career Development grant money (Dan Carstens)	% complete	100%	07/01/12 06/30/13

1.5 Graduation: Increase the graduation rate by 3% annually and decrease drop out numbers by 5% annually. (06/30/13)

**Measure:
% increase graduation rate**

**Target:
3%**

School/Department and Team Member Goals	Measure	Target	Start Date, End Date
1.5.21 Increase graduation rate by focusing on student engagement, career opportunities, class choices, and by revising our current attendance policy for implementation by the 2013-14 school year. Measure/Evidence: Revised attendance policy implemented by 2013-14 school years; graduation and attendance rate. (Nikiski Middle/High School)	% complete; Revised attendance policy implemented; graduation & attendance rate	100%	07/01/12 06/30/13
1.5.21.1 Develop an attendance committee involving staff, parents and students. (Assistant Principal/Other Staff). Measure/Evidence: Committee developed (Dan Carstens)	% complete	100%	07/01/12 06/30/13
1.5.21.2 Distribute student/parent survey on revised attendance policy for review and feedback. (Assistant Principal/Attendance Committee) Measure/Evidence: Survey distributed and feedback provided. (Dan Carstens)	% complete	100	07/01/12 06/30/13
1.5.21.3 Submission to district office for final approval. (Assistant Principal) Measure/Evidence: Finished Policy. (Dan Carstens)	% complete	100%	07/01/12 06/30/13
1.5.21.4 Focus on differentiated instruction to meet the needs of all learners. (Leadership Team/Certified Staff) Measure/Evidence: KUD's will be developed by teachers for each unit taught and at least one specifically differentiated activity per quarter; increase in assessment levels based on multiple assessments. (Dan Carstens)	% complete	100%	09/01/12 06/30/13
1.5.21.5 Continue and increase offerings for multiple learning levels and interest groups including: CTE classes, alternative school, integrated honors, AP classes, freshmen career class, use of AKCIS, MS/HS intervention classes focusing on language arts and math.(Administration/All Staff) Measure/Evidence: Specific classes included in schedule; exit surveys to freshmen career class; increased math and language arts assessment scores. (Dan Carstens)	% complete	100%	07/01/12 06/30/13
1.5.21.6 PD Needs: Communication with staff, parents, students. (Nikiski Middle/High School) (Professional Development)	% complete	100%	07/01/12 06/30/13

2 Evolve KPBSD as a highly reliable/world-class organization that fosters a culture of innovation, attracts and retains the best-of-the-best employees, and supports an infrastructure that promotes a fluid academic environment.

2.6 Communication: Improve district to site communication through visiting every school bi-annually, to share strategic plan progress. (05/31/13) Measure: # school visits per year Target:

School/Department and Team Member Goals	Measure	Target	Start Date, End Date
2.6.5 Differentiate classroom instruction by building teacher capacity through a variety of collaboration menu items requiring accountability through an action plan and product starting in the 2012-13 school year. Measure/Evidence: Based on DI rubric, an increase of differentiation in instruction through lesson plans. (Nikiski Middle/High School)	% complete	100%	07/01/12 06/30/13
2.6.5.1 Develop collaboration groups and menu of options to assist groups in differentiation based on their level of readiness. (Leadership Team/Other staff) Measure/Evidence: Groups and menu options formed. (Dan Carstens)	% complete	100%	04/01/12 06/30/13
2.6.5.2 PLC's will be formed and work through Strickland's "Exploring Differentiated Instruction" book. (Leadership Team/Other staff) Measure/Evidence: Menu option chosen, action plans, and DI Lesson Plan. (Dan Carstens)	% complete	100%	08/01/12 05/31/13
2.6.5.3 Peer observations will take place based on Differentiated Instruction Lesson Plans created through PLC work described above. (Leadership Team/Other staff) Measure/Evidence: DI Lesson Plans formed and reflective questions submitted from peer observations. (Dan Carstens)	% complete	100%	01/01/13 02/28/13
2.6.5.4 PD Needs: In order to get staff on the same page with each other, all certified staff will work through the ten sessions of Strickland's "Exploring Differentiated Instruction". Teachers who attended the DI conference in spring of 2012 will facilitate the PLC's. (Nikiski Middle/High School) (Professional Development)	% complete	100%	07/01/12 06/30/13
2.6.5.5 Budget Requirements: PD grant that allows us to compensate facilitators and to have substitutes come in the building to allow for peer observation. Small amount of money to purchase Strickland's book for all staff. (Dan Carstens)	% complete	100%	07/01/12 06/30/13

3 All KPBSD schools will reach out to parents and communities to promote shared value and responsibility for the process of education.

3.1 Parent and Family Engagement: Achieve high levels of parent and community engagement utilizing research-based strategies at all schools. (06/30/14)

Measure:

**Target:
100%**

School/Department and Team Member Goals	Measure	Target	Start Date, End Date
3.1.24 Modify current school events to attract a broader range of family and community members beginning in the fall of 2012. Measure/Evidence: Modified school event plans; community attendance numbers. (Nikiski Middle/High School)	% complete; modified school events	100%	07/01/12 06/30/13
<i>3.1.24.1 Provide one social/food event in conjunction with one home game per activity in conjunction with local businesses. (Assistant Principal/Athletic Director) Measure/Evidence: Events taken place; attendance at events. (Dan Carstens)</i>	<i>% complete</i>	<i>100%</i>	<i>09/01/12 06/30/13</i>
<i>3.1.24.2 Hold a black/silver basketball game/night similar to college midnight madness activities. (Student Council/Assistant Principal) Measure/Evidence: Holding the event; attendance at event. (Dan Carstens)</i>	<i>% complete</i>	<i>100%</i>	<i>12/01/12 06/30/13</i>
<i>3.1.24.3 Modified freshman transition night that focuses on academics (counselor), activities (AD, Asst Prin), and a games component. (Counselor, AD, AP) Measure/Evidence: Modified Transition Plan; attendance at events. (Dan Carstens)</i>	<i>% complete</i>	<i>100%</i>	<i>09/01/12 06/30/13</i>
<i>3.1.24.4 Modified open house activity that includes local businesses for food/prizes with passport activity. (Admin/Other Staff) Measure/Evidence: Modified open house plan; attendance at event (Dan Carstens)</i>	<i>% complete</i>	<i>100%</i>	<i>09/01/12 06/30/13</i>
<i>3.1.24.5 Budget Requirements: Freshmen/6th grade transition budget (Dan Carstens)</i>	<i>% complete</i>	<i>100%</i>	<i>07/01/12 06/30/13</i>

PLAN IMPLEMENTATION

Planning Team:

- *Dan Carstens (Principal)*
- *Shane Bostic (Assistant Principal)*
- *Laura Niemczyk (Teacher)*
- *Tony Jackson (Teacher)*
- *Ann Krogseng (Site Council Chair)*
- *Jesse Bjorkman (Teacher)*
- *Anna Widman (Teacher)*
- *Char Delago (Support Staff)*
- *Crystal Leighton (Parent)*

APPENDIX A: STRATEGIC PLANNING TERMS

Strategic Planning Term	Definition
Core Values/Guiding Principles	<i>How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?</i>
Core Purpose/Mission Statement	<i>The organization's core purpose. Why do we exist?</i>
Vision Statement (5+ years)	<i>Where you are headed — your future state — your Big, Hairy, Audacious Goal. Where are we going?</i>
Competitive Advantages	<i>A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can. What are we best at in our market?</i>
Organization-Wide Strategies	<i>Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how."</i>
Long-Term District Focus Areas (3+ years)	<i>Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision?</i>
Short-Term Goals and Actions (1 year)	<i>Short-term Goals that convert the District Focus Areas into specific performance targets. Effective Goals clearly state what, when, who and are specifically measurable — they are Specific, Measurable, Attainable, Responsible person, time bound (SMART). What must we do to achieve our long-term District Focus Areas?</i>
Key Performance Indicators (KPIs)	<i>Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to Goals. How will we know we have achieved our Goals?</i>