

**2017-2019 Strategic Plan
(Plan • Do • Study • Act)**

Priority: College and Career Readiness

Students are prepared to be successful at the 4-year university level, 2-year college level, trade school, military, CTE (Construction and Technical Education) pathways, or workforce depending on their career interests and strands.

2020 Vision Crosswalk: Teaching and Learning (1), High Level Learning Opportunities (4), College and Career Guidance (6), Experiential Learning (7), Career Related Learning (8), Professional-Technical Training (12), Communication/Community Engagement (23), Community Connections (20), Parent Partnership and support (21)

Strategy A: Implement AVID K-12

Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1: Increase the number of trained staff (SI and pathways) a. Implement district pathway October 2017 b. Send staff to district pathways and showcases c. Train new staff locally via district path in summer d. Use AVID modules to increase the % of trained staff	A. Percentage of staff trained district wide and at each school <i>September 2017 Baseline:</i> B. Graduation Rate	Admin Team AVID Site Teams District Directors	2017-19	Grad Rate: JAN 2018: 73%: AVID Trained: 133 current staff 55%
2: Each school will have a five-year framework plan of implementation that will inform district and school PD training	A. Five-year plan template B. Joint meeting to review site plans C. Graduation Rate	AVID District Directors to provide template and training. Site teams Principals	2017-18	Not all schools have a fully developed five-year plan
3: WICOR walkthroughs a: WICOR Stars/Feedback b: Principal and DD walkthroughs c. Building level walkthroughs	A. Hess/District Directors leave informal feedback for AVID trained staff B. Monthly district walkthroughs focused on building-identified needs C. Site teams coordination with DD D. SBAC assessment growth E. STAR assessment growth	AVID District Directors Principals Site Teams	2017-19	WICOR walkthroughs have occurred, but more teacher involvement is needed
4. Increase the number of students district wide in the AVID elective.	Students enrolled in the elective at 7 OAK and LHS	AVID site teams	APR 2018	Spring 2018: 212 Students

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Strategy B: Support CTE programs and career pathway opportunities				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1: Participate and promote Classroom to Career Expo	A. Number of students who attend B. Feedback from staff and students C. Feedback from community partners	Asst. Super Principals Boys and Girls Club	Sep 2017	Over 1,000 students participated
2: Increase STEM and CTE offerings at the middle school level	School schedule and staffing	Budget committee Admin	2017-2019	STEM elective implemented at 7 OAK
3: Increase opportunities for students to participate in CTE a. Increase number of programs offered. b. Sustain and build current programs	A. % of students at LHS identified as a CTE participant <i>Dec 2016 Baseline: 276/375: 73.6%</i> B. % of students at LHS identified as a CTE concentrator <i>Dec 2016 Baseline: 143/375: 38%</i> C. Additional CTE programs D. Additional Resources to existing programs E. Graduation Rate <i>Dec 2016 Baseline: 272/375: 72.5%</i>	Budget committee Admin CTE Teachers District Admin	2017-2019	Class of 2017 75% CTE participant 35% CTE concentrator Expanded CTE offerings in 2018 and 2019
4. Participate in Albany Pipeline activities	A. Students and staff participating in Manufacturing Days B. Albany Chamber Pipeline meetings	High School Admin vSuperintendent	2017-2019	Participating in meetings and grant activities, but not convinced of value to staff, students, and community
5. Participate in East Linn County Manufacturing Grant	Achieve grant outcomes	LBL Grant partners Superintendent	2017-2019	Participating in meetings and grant activities, but not convinced of value to staff, students, and community

* G (Green) = Complete or on track to be complete Y (Yellow) = Partially complete; some monitoring needed R (Red) = Not complete; attention required

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6. Implement a CTE Ad Hoc committee	Serve as advisory board for CTE program development. Membership to include staff, community members, and board	Rob Hess	Winter 2018	Meeting attendance and minutes
7. Implement an horticulture CTE program	Hire and support qualified staff	Brad Shreve via High school success grant	Spring 2018	
8. Implement a early child development CTE program	A. Hire and support qualified staff B. Create space for infant care at LHS	Brad Shreve via High school success grant	Spring 2018	
Strategy C: Advanced Placement (AP) Access and Opportunities				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Collaborate with EOS (Equal Opportunity Schools) to identify students capable and eligible for AP coursework.	Demographics of AP enrollment mirror demographics of school.	Building Admin Teacher leaders	2017-2019	Outcomes on target
2. Provide a variety of AP course options.	A. Number of course offered B. Number of students enrolled	Building admin AP teachers	2017-2019	Spring 2018 # of AP seats: 644 # of AP courses: 14 # of students: 495
3. Increase the percent of students taking AP exams	Number of students taking AP exams	Building admin	2017-2019	Spring 2017 % taking exams: 55%
4. Increase the percent of students passing AP exams	Percentage of students receiving a 3 or higher	Building admin AP teachers	2017-2019	Spring 2017 % exams passed: 26%
Strategy D: Implement a CTE district sponsored charter school				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Learn process to become a state recognized charter school	A. Attend charter school grant meeting	Superintendent	Sept 2017	Meeting attended
2. Develop charter school concept and apply to the board	A. Proposal made to School Board	District Admin	Winter 2017	Insufficient support to create charter school

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3. Create an advisory board for the charter school	A. Meeting Agendas	District Admin	Spring 2017	NA
4. Create a leadership team for the charter school	A. Meeting Agendas	District Admin	Spring 2017	NA
5. Write charter school planning grant and receive funding from the state.	A. Planning grant written B. Planning grant awarded from ODE	District Admin Charter Advisory Board	Spring 2017	NA
6. Apply to Board to open a new CTE focused charter school.	A. Application approved	Charter Board	Fall 2018	NA
7. Apply for ODE Implementation Grant.	A. Grant awarded	Charter Board		NA
Strategy E: Implement a district sponsored alternative school				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Design an alternative school that has a variety of programs to support personalized learning.	A. Handbook developed for the school	Alternative design team	Spring 2018	Completed April 2018
2. Present to the School Board a proposal to create a district alternative school for grades 7-12	A. Board Meeting Approval	Superintendent	Spring 2018	
3. Submit form to state; recruit/train staff to implement school	School opens	Alternative school leaders	Fall 2018	

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Priority: Attendance

Students demonstrate regular attendance at school

2020 Vision Crosswalk: Communication/Community Engagement (23), Community Connections (20), Parent Partnership and support (21), Career Related Learning (8), Professional Technical Training (12), Health, Wellness, Nutrition (18), Beyond the Day Programs (19)

Strategy A: Building and District Attendance Committees

Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Support building attendance committees.	A. Meeting Minutes B. Attendance data increase at each school.	District Admin Building Admin	2017-18	Common expectations being created
2. Implement District attendance committee.	A. Meeting Minutes B. Attendance increase district wide at each level (elementary, middle, high) <i>2016-17 baseline: K-3: 79.2%; 4-5: 82.3%; 6-8: 80.6%; 9-12: 63.7%</i> C. Reduction in # of dropouts. <i>Dec 2016 67/1264: 5.3%</i>	District Admin Building Admin	2017-18	Class of 2017: Dropouts: 54 of 1268 (4.26%)
3. Implement the A Team (Attendance Team) at the high school	A. Team hired and trained B. Attendance rate increase LHS <i>2016-17 baseline: 65.6% regular attenders</i> C. Reduction of Unexcused absences D. Reduction of Tardies E. Reduction of F grades F. Each team member has a caseload of students they work with on a regular basis.	Measure 98 funding Superintendent LHS Admin Team "A" Team at LHS	2017-18	All formative data is pointing toward increases in the identified outcomes

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Strategy B: Implement Employability Scores Grades 6-12				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Train administrators on the why, rubric, and metrics of Employability Scores	A. Meeting Agendas	Superintendent	Fall 2017	Completed Fall 2017
2. Communicate with School Board, families, and community	A. Website, Meeting Agendas	District, Building Admin	Fall 2017	
3. Train teachers on the Employability Scores	A. Meeting Agendas	Building Admin	Fall 2017	
4. Train students on Employability Scores	A. Lesson plans B. School communications	Building Admin Teachers	2017-18	More work needed here
5. Train parents on the purpose of E.S. and how to interpret the results	A. School communications B. Meeting agendas	Building Admin Teachers	2017-18	
Strategy C: Social and Emotional Support for Students				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Districtwide Counselor PLC for training, networking, and support	A. Monthly meetings and activities	Counseling Team and facilitator	2017-18	On Target and successful
2. Suicide Awareness and Prevention Night	A. Meeting agenda and activity from the event	Suicide Taskforce	Fall 2017, 2018	Successful event Fall 2017
3. Regional Suicide Taskforce	A. Monthly meetings, agendas, and outcomes	Suicide Taskforce	2017-19	Participating
4. Programs at every school to support social and emotional needs of students	A. Classroom visits and site plans	Counselors and social workers	2017-19	In process through counselor PLC
5. Design and implement an alternative school that supports SEL (Social and Emotional Learning)	A. School model approved by the board	Red Zone Team	Spring 2018	

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Strategy D: Develop a Welcome Center to support families				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Create a space in the District Office to start the Welcome Center.	Physical space that is functional and appealing for a Welcome Center	Jennifer Meckley Kim Grousbeck Bo Yates	2017-2018	Spring 2018
2. Conduct an assessment to determine which services we already offer.	Inventory of resources. Documentation of families served.	Jennifer Meckley Kim Grousbeck Mindy Hoeckle Yesenia Salinas Roseanne Hartness	2017-2018	
3. Inventory and organize current resources (school supplies, hygiene products, clothing, etc.)	Inventory of resources.	Jennifer Meckley Kim Grousbeck Mindy Hoeckle Yesenia Salinas Roseanne Hartness	2017-2018	
4. Develop processes for serving families (i.e. homeless students, students in need, students new to the district, etc.)	Documentation of families served "Ticketing" system to track requests for assistance.	Jennifer Meckley Kim Grousbeck Mindy Hoeckle Yesenia Salinas Roseanne Hartness Kela Lynn	2017-2018	
5. Train staff on processes.	Documentation of families served. "Ticketing" system to track requests for assistance. Brochure and communication plan.	Jennifer Meckley Kim Grousbeck Mindy Hoeckle Yesenia Salinas Roseanne Hartness Kela Lynn	2017-2018	Projected for Fall 2018
6. Develop partnerships with local nonprofit organizations and businesses.	Meeting agendas	Jennifer Meckley Kim Grousbeck	2017-2018	Be Undivided, LLL, Boys and Girls Club
7. Develop a brochure and communication plan to advertise the Welcome Center to school staff, families, and the community.	Brochure and communication plan	Welcome Center Staff	2017-2018	Projected for Fall 2018

Priority: Instructional RIGOR

Increase the level of academic understanding for all through high expectations for students and staff

2020 Vision Crosswalk: Teaching and Learning (1), High Level Learning Opportunities (4), College and Career Guidance (6), Alignment and Enrollment (2), Special Education (3), Student Leadership (5), Quality Staff (9), Talented and Gifted (10), World Languages (11), Technology for students (16),

Strategy A: Instructional Coaching & Assessment

Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. SBAC Assessment (A year’s growth in a year’s time) <ul style="list-style-type: none"> a. Increase % of students passing the assessment b. Increase Effect Size of students on the assessment from one year to the next. 	A. SBAC results per grade level, benchmark, and building in reading and math are improved/analyzed through % passing and effect size.	District and Building Administration	2017-19	2017 Achievement: 18 of 56 building grade levels surpassed the state average. Math was stronger than ELA. Effect Size: 24 of 45 building grade levels demonstrated targeted growth of .40 or higher (year’s growth) 3 of 8 grade levels achieved this level.
2. STAR Assessment is used K-8 to track student growth interventions, and SBAC prediction	A. Teacher and building ownership of STAR assessment results and routine use is established throughout the district.	District and Building Admin, teaching staff	2017-19	Continuing to build capacity
3. 6th grade Instructional coaching at 7 Oak	A. Classroom visits, walkthroughs, feedback B. Increase in STAR and SBAC results.	Instructional coach	2017-18	No discernible impact
4. New teacher mentoring and induction program	A. Informal and formal meetings occur B. Feedback from participants C. Retention of staff	District and association staff	2017-18	Continuing to build capacity

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5. Teachers are supported to deliver intended curriculums with fidelity.	A. Teacher evaluations B. District walkthroughs and conversations	Principals District Admin	2017-19	Continuing to build capacity
Strategy B: Special education				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Support New special education teachers	A. District mentoring program B. Staff feedback of supports offered	HR and SPED Directors	2017-18	Continuing to build capacity
2. Increase the % of SPED students receiving a diploma (standard or modified)	4 and 5 Year Graduation cohort rates	Principals SPED Director SPED teachers	2017-19	Class of 2017 40% SPED 4 year grad rate
3. Decrease the number of SPED students who drop out of school.	Dropout report	Principals SPED Director SPED teachers		Class of 2017 5.9% SPED drop out rate
Strategy C: RTI Academics				
Goals: Targets of Opportunity	Evidence	Who*	When	Performance Indicator (G, Y or R)*
1. All buildings have an RTI team that meets regularly to review academic data and develop/implement interventions for students	Building agendas	Principals Teacher leaders	2017-2018	Continuing to build capacity
2. Develop a common set of forms that are used throughout the district	RTI form and meeting agenda review	Amanda Sasoki Jan Sansom	2017-2018	Continuing to build capacity
3. Implement STAR assessment in reading and math grades K-8	Consistent use of the system throughout the district.	Dawn Baker Principals RTI teams	2017-2018	Continuing to build capacity
4. Design and implement a common grading and reporting system (IKA-AR) for grades 6 through 12	Policy IKA-AR is created and implemented	Admin and teachers	Spring 2018	

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Strategy D: WICOR Walkthroughs (see also AVID Implementation)				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1: WICOR Stars/Feedback	Superintendent/District Directors leave informal feedback for AVID trained staff	Superintendent	2017-18	Little impact
2. Principal and District Directors walkthroughs	A. Monthly district walkthroughs focused on building identified needs B. Site teams coordination with DD	AVID District Directors Principals	2017-19	Continuing to build capacity
3. Building level walkthroughs	Number walkthroughs that occur	Site Teams	2017-19	Continuing to build capacity

Priority: Culture

Students, staff, and parents feel supported by our schools.

2020 Vision Crosswalk: Experiential Learning (7), Career Related Learning (8), Professional-Technical Training (12), Communication/Community Engagement (23), Community Connections (20), Parent Partnership and support (21), Financial Literacy (13), Pre-K through 20 Connections (14), Character Education (15), Arts and Music (17), Health, Wellness, and Nutrition (18), Beyond the Day programs (19),

Strategy A: Implement a worksite wellness program for district staff

Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Each site will have a school wellness committee team with the main objective to implement the Wellness Policy.	Meeting minutes	Jennifer Meckley Angie Gorman Kim Grousbeck School Wellness Teams (SWTs)	2017-2019	Most buildings have an established team meeting regularly
2. The District Wellness (representatives from each site) team will meet three times a year.	Meeting minutes	Jennifer Meckley Angie Gorman Kim Grousbeck SWTs	2017-2019	Achieved

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3. Each site will conduct a health assessment and create an action plan.	School action plans	Jennifer Meckley Angie Gorman Kim Grousbeck SWTs	2017-2019	In Progress
4. Develop a partnership with the community group Live Longer Lebanon.	School representatives on Live Longer Lebanon team	Jennifer Meckley Angie Gorman Kim Grousbeck SWTs	2017-2019	Multiple projects are underway
5. Provide professional development opportunities for staff on “wellness” topics each District early release Wednesday.	Professional development agendas	Jennifer Meckley Angie Gorman Kim Grousbeck SWTs	2017-2019	Not all early releases have had trainings on this topic
6. Apply for OEA Choice grant to gain funds to support employee wellness.	OEA Grant application submitted	Jennifer Meckley Angie Gorman Kim Grousbeck SWTs	November 2018	

Strategy B: Sustain PBIS at all sites

Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Implement district and building PBIS teams a. Ensure consistent implementation of Article 17 at all sites.	Meeting Agendas Feedback from staff Common district handbook developed	Superintendent Building Principals Amanda Sasaki	2017-2018	In Progress
2. Conduct 360 Feedback Surveys at all sites	Surveys conducted	Building Principals	Fall 2017	Completed at the building level and used for site plans
3. Implement improvements from the feedback	Each building takes action to improve their culture and climate	Building Principals	Spring 2018	Continuing to build capacity

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Strategy C: Increase cultural awareness, diversity, and a focus on equity				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Increase service and support to our English Language Learner students and families	Implement State grant	Dawn Baker	2017-2019	Approved grant. Additional resources provided. Spring 2018
2. Increase awareness and appreciation of diversity	Increase number of staff trained in Courageous Conversations	REG Team	2017-2019	Continuing to build capacity
3. Increase staff awareness and practice of trauma informed practices, collaborative problem-solving, and LCI	Provide a variety of trainings	Kela Lynn Jan Sansom	2017-2019	Determined to be the top priority for district trainings for all staff in 18-19
Strategy D: RTI Behavior				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. All buildings have an RTI team that meets regularly to review behavior data and develop/implement interventions for students	Building agendas	Principals Teacher leaders	2017-2018	Continuing to build capacity
2. Develop common set of forms that are used throughout district	RTI form and meeting agenda review	Amanda Sasaki Jan Sansom	2017-2018	Continuing to build capacity
Strategy E: Opportunities for Students				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Develop and implement SEL (Social and Emotional Learning) environments for students	Expansion of SEL spaces and meeting student needs in those spaced	Red Zone Team	2017-2018	2017 Two functioning programs created
2. Increase CTE options and offerings for students	Increase % of students that participate in CTE programs	Brad Shreve Rob Hess CTE teachers	2017-2019	Class of 2017: 75% CTE participants 35% CTE concentrators

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				Expanded CTE offerings in 2018 and 2019
3. Increase instructional time for students behind in Math	A. Review of schedules at LHS and 7 Oak. B. SBAC results of 2018	Brad Shreve Bo Yates Math teachers	2017-2018	Continuing to build capacity
4. Partner with the Boys and Girls Club on 21st Century grant	A. Obtain the grant B. Number of students served	Rob Hess Principals Kris Latimer	Spring 2018	
Strategy F: Increase Student Safety				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
1. Design and implement a consistent Threat Assessment process throughout the district	Completed STAT forms correctly	Jennifer Meckley Building principals	Spring 2018	Forms and processed developed
2. Increase video and technology capacity throughout the district	A. Build \$100,000 into budget for 2018-19 B. Install the technology	Linda Darling Bo Yates	2018-19	

Priority: Facilities/Operational Development and Improvement

Maintain and improve the quality of our facilities and operations

2020 Vision Crosswalk: Facility Improvement (24), Technology Infrastructure (25), Resource Development (22)

Strategy A: Facilities

Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
Construction Excise Tax	Ad Hoc Committee Meetings	Linda Darling Bo Yates School Board	2017-2018	Research completed. Not implemented yet
Long Term Planning Grant	Apply for planning grant	Linda Darling Bo Yates	Jan 2018	Grant received Spring 2018

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Comprehensive Building Plans	Building condition audit	Long range facilities planning committee	Fall 2018	
Strategy B: Technology				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
Professional Development for Teachers and Staff	A. District Early Release PDs B. Other Trainings C. Long Range (3-year) plan developed	Tech Team	2017-2019	Some trainings have occurred.
Maintenance of Systems	Electronic task management system	Tech Team	2017-2019	?
Chromebook Replacement	Number of machines in circulation	Tech Team	2017-2019	On Target
Strategy C: Transportation				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
Bus Updates to 2007 emission standards	A. \$250,000 annually to bus replacement fund B. Three new buses each year	Transportation Team	2017-2019	On Target
Strategy C: Food Service				
Goals: Targets of Opportunity	Evidence	Who (Accountability)	When	Performance Indicator (G, Y or R)*
Healthy Meals that students like at as close to neutral price	Price per meal charge Survey students and parents	Food service Team	2017-2018	Survey needed
Maintain/Purchase equipment	Inventory of equipment	Food service Team	2017-2018	On Target