

Middletown Public Schools Strategic Plan 2008 – 2011

VISION STATEMENT

Create a community of lifelong learners prepared to achieve success in the global market-place.

MISSION STATEMENT

In partnership with students, parents and community, the Middletown Public Schools will cultivate lifelong learning through a collaborative, student-centered, educational model in the context of real world experiences

MAPPING TO RIDE's AREAS of EDUCATIONAL REFORM

These seven strategic areas of education reform are common to the federal No Child Left Behind Act of 2001, the Rhode Island Student Investment Initiative (Article 31), and RIDE's system of Progressive Support and Intervention. It is the framework from which RIDE now offers varying levels of technical support and intervention to all of Rhode Island's school districts. Middletown Public Schools has mapped strategies to these seven strategic areas.

Areas of Educational Reform	Middletown Public Schools Strategies
AREA 1: Leading the Focus on Learning and Achievement	Strategy 1.1 Create a comprehensive curriculum, instruction and assessment system based upon the GLE/GSEs.
AREA 2: Ensuring Equity and Adequacy of Fiscal and Human Resources	Strategy 4.1 Continue to develop and implement strategies for funding and educational programs. Strategy 4.2 Utilize time in a flexible manner to support student achievement.
AREA 3: Guiding the Selection and Implementation of Curriculum/Instruction/Assessment	Strategy 1.2 Assure that all students will meet benchmark criteria as defined by the state.
AREA 4: Recruiting, Supporting, and Retaining Highly Qualified Staff	Strategy 1.3 Recruit and retain highly qualified teachers, administrators and support staff.
AREA 5: Using Information for Planning and Accountability	Strategy 1.1 Create a comprehensive curriculum, instruction and assessment system based upon the GLE/GSEs.
AREA 6: Engaging Families and Community	Strategy 3.1 Increase involvement among schools and families. Strategy 3.2 Increase involvement among schools and community.
AREA 7: Ensuring Safe and Supportive Environments for Students	Strategy 2.2 Provide a safe and healthy environment for all students, staff and visitors Strategy 2.3 Implement and support activities and programs that address individual behaviors, health and wellness of students and employees.

GOAL 1: CURRICULUM, INSTRUCTION and ASSESSMENT - By 2011, all Middletown students will be assured of the opportunity to achieve high educational standards/expectations.

Strategy 1.1 Create a comprehensive curriculum, instruction and assessment system based upon the GLE/GSEs.

Action Plan	Person Responsible	Timeline	Results Expected	How will work be evaluated?	How will work be supported / financed?
1.1.1 Develop a guaranteed and viable curriculum plan to ensure that curricula in all content areas align with GLE/GSE/SLEs using a unified design to integrate higher order thinking skills into all classroom activities. (UbD)	Central Office Administrators <i>Building Principals</i> <i>MHS Directors</i> <i>GMS Grade Leaders</i> <i>Elem Lead Teachers</i> <i>Classroom Teachers</i>	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	ELA, math, science and social studies curriculums will be developed and used for instruction and assessments 3% at least annual increase in all NECAP assessments, NWEA scores and reading assessments	Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) Report Card grades Number of PLPs	Local Budget Professional Development Article 31 (18)
1.1.2 Ensure horizontal and vertical alignment of curriculum, instruction and assessment.	Central Office Administrators <i>Building Principals</i> <i>MHS Directors</i> <i>GMS Grade Leaders</i> <i>Elem Lead Teachers</i> <i>Classroom Teachers</i>	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	3% at least annual increase in all NECAP assessments, NWEA scores and reading assessments	Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) Report Card grades Number of PLPS	Local Budget Professional Development Local Budget Administrators' Salaries CRP - Title II Professional Development Article 31 (18)

<p>1.1.3 Develop a District assessment plan to include an assessment calendar and support for use of assessment results to drive instruction (professional development around PD results).</p>	<p>Central Office Administrators</p>	<p>Initiate - 2008 Review – 2009 & 2010 Complete - 2011</p>	<p>Calendar will be created and posted on web site and shared network drive.</p> <p>3% at least annual increase in all NECAP assessments, NWEA scores and reading assessments</p>	<p>Annual assessment results (NECAP assessments results, NWEA scores and reading assessments)</p> <p>Report Card grades</p> <p>Number of PLPs</p>	<p>Local Budget Administrators' Salaries</p>
<p>1.1.4 Create common assessments aligned with the GLE/GSEs.</p>	<p>Central Office Administrators</p>	<p>Initiate - 2008 Review – 2009 & 2010 Complete - 2011</p>	<p>Assessments will be created and placed in TIENet.</p> <p>3% at least annual increase in all NECAP assessments, NWEA scores and reading assessments</p>	<p>Annual assessment results (NECAP assessments results, NWEA scores and reading assessments)</p> <p>Report Card grades</p> <p>Number of PLPs</p>	<p>Local Budget Professional Development CRP - Title II Professional Development Article 31 (18)</p>
<p>1.1.5 Create a local data warehouse for all assessment results and train teachers in how to use the warehouse.</p>	<p>Central Office Administrators</p>	<p>Initiate - 2008 Review – 2009 & 2010 Complete - 2011</p>	<p>Data warehouse will be created</p> <p>Instruction and assessment decisions based on data</p> <p>3% at least annual increase in all NECAP assessments, NWEA scores and reading</p>	<p>Annual assessment results (NECAP assessments results, NWEA scores and reading assessments)</p> <p>Report Card grades</p> <p>Number of PLPs</p>	<p>Local Budget Professional Development CRP - Title II Professional Development Article 31 (18)</p>

			assessments		
1.1.6 Use data to identify, expand and support the use of current research based practices and strategies to ensure quality instruction.	Central Office Administrators Building Principals	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Decisions about practices made on the basis of assessment and other data 3% at least annual increase in all NECAP assessments, NWEA scores and reading assessments	Learning Walks Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) Report Card grades Number of PLPs	Local Budget Professional Development Local Budget Administrators’ Salaries CRP - Title II Professional Development Article 31 (18)
1.1.7 Identify and address achievement gaps between student subgroups (including out of district placement, special education math at MHS) to ensure all student reach learning goals.	Central Office Administrators Building Principals	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Decreased gaps between student subgroup assessment data 3% at least annual increase in all NECAP assessments, NWEA scores and reading assessments	Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) Report Card grades Number of PLPs	Local Budget Professional Development Local Budget Administrators’ Salaries CRP - Title II Professional Development Article 31 (18)
1.1.8 Implement and support differentiated instruction to ensure that instruction meets the needs of individual learners. (DI)	Central Office Administrators Building Principals	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Decreased gaps between student subgroup assessment data 3% at least annual increase in all NECAP assessments, NWEA scores and reading assessments	Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) Report Card grades Number of PLPs	Local Budget Professional Development CRP - Title II Professional Development Local Budget Administrators’ Salaries CRP – Title III ELL CRP – IDEA Part B Special Education Article 31 (18)

1.1.9 Create a service learning system aligned with civic standards / expectations.	MHS Service Learning Coordinator	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Students participating successfully in the service learning system	Annual assessment results Report Card grades NECAP assessments results, NWEA scores and reading assessments	Local Budget Professional Development CRP - Title II Professional Development Article 31 (18)
1.1.10 Provide support and intervention to students with exceptionalities to ensure that they achieve high expectations. (ELL, RtI, new IEP requirements, students learning beyond grade level, etc.).	Building Principals Classroom Teachers	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Decreased gaps between student subgroup assessment data 3% at least annual increase in all NECAP assessments, NWEA scores and reading assessments	Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) Report Card grades	Local Budget Professional Development CRP - Title II Professional Development CRP – Title III – ELL CRP – IDEA Part B – Special Education Article 31 (18)
1.1.11 Provide access for all students to technology which supports improved student learning and the development of appropriate technological skills (See Technology Plan).	Central Office Administrators	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Integration of ISTE standards across all curricula	Number of students meeting technology proficiency	Technology Budget Local Budget Professional Development Article 31 (18)

Strategy 1.2 Assure that all students will meet benchmark criteria as defined by the state.

Action Plan	Person Responsible	Timeline	Results Expected	How will work be evaluated?	How will work be supported / financed?
1.2.1 Align graduation requirements to support proficiency based graduation system and high school requirements.	MHS Administration MHS Directors	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Increase in the number of students meeting proficiency	Number of students meeting graduation and high school requirements	Local Budget Professional Development CRP - Title II Professional Development Article 31 (18)
1.2.2 Continue to refine the proficiency based graduation requirements.	Central Office Administrators MHS Administration MHS Directors	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	3% at least annual increase in all NECAP assessments, NWEA scores and reading assessments	Number of students meeting graduation and high school requirements	Local Budget Professional Development CRP - Title II Professional Development Article 31 (18)
1.2.3 By the end of grade 8 students will develop portfolio evidence that demonstrates achievement in learning and development.	Central Office Administrators Building Principals GMS Grade Leaders	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Middle school student portfolios demonstrating ILP goals met 3% at least annual increase in all NECAP assessments, NWEA scores and reading assessments	Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) Report Card grades	Local Budget Professional Development CRP - Title II Professional Development Article 31 (18)
1.2.4 By the end of grade 4 students will develop portfolio evidence that demonstrates achievement in	Central Office Administrators Elementary Building Principals	Initiate - 2008 Review – 2009 & 2010 Complete -	Elementary school student portfolios demonstrating proficiency in meeting	Annual assessment results (NECAP assessments results, NWEA scores and reading assessments)	Local Budget Professional Development CRP - Title II Professional Development Article 31 (18)

learning and development.		2011	standards 3% at least annual increase in all NECAP assessments, NWEA scores and reading assessments	Report Card grades	
1.2.5 Provide interventions at all grade levels for students to meet grade level criteria.	Central Office Administrators Building Principals <i>MHS Directors</i> <i>GMS Grade Leaders</i> <i>Elem Lead Teachers</i> <i>Classroom Teachers</i>	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	3% at least annual increase in all NECAP assessments, NWEA scores and reading assessments	Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) Report Card grades	Local Budget Professional Development CRP - Title II Professional Development CRP – Title III - ELL CRP – IDEA Part B – Special Education Article 31 (18)

Strategy 1.3 Recruit and retain highly qualified teachers, administrators and support staff.

Action Plan	Person Responsible	Timeline	Results Expected	How will work be evaluated?	How will work be supported / financed?
1.3.1 Revise evaluation system for all staff linked to Beginning Teacher Standards and RI Quality Professional Development Standards.	Central Office Administrators	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	New evaluation system based on use of data, connection to GLEs and NECAP and school and district goals Highly qualified teachers in every classroom	Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) Report Card grades Survey staff, evaluators	Local Budget Professional Development Local Budget Administrators Salaries CRP - Title II Professional Development Article 31 (18)
1.3.2 Create an evaluation system for administrators, high school MHS Directors, middle school GMS	Central Office Administrators <i>Building Principals</i> <i>Central Office Administrators</i> <i>Building Principals</i> <i>MHS Directors</i>	Initiate - 2008 Review – 2009 & 2010	New evaluation system based on use of data, connection to GLEs and	Annual assessment results (NECAP assessments results, NWEA scores and reading	Local Budget Professional Development Local Budget Administrators Salaries CRP - Title II Professional

Grade Leaders and elementary Elem Lead Teachers using ISLLC standards.	<i>GMS Grade Leaders Elem Lead Teachers NEA Middletown</i>	Complete - 2011	NECAP and school and district goals Highly qualified leaders appointed in every school	assessments) Report Card grades Survey administrators	Development Article 31 (18)
1.3.3 Create a district professional development calendar for all staff that ties professional development of individuals to district and school goals.	Central Office Administrators	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Coordinated, district wide calendar Reduction of costs for professional development outside of choices that align with district and school goals	My Learning Plan analysis of activities Gap analysis for goals	Local Budget Administrators Salaries
1.3.4 Expand the collaborative model of the Professional Learning Community.	Central Office Administrators <i>Building Principals MHS Directors GMS Grade Leaders Elem Lead Teachers</i>	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Data driven decisions for K-12 instruction and assessment	Gap analysis for district and school goals	Local Budget Professional Development Local Budget Administrators Salaries CRP - Title II Professional Development Article 31 (18)
1.3.5 Provide teaching and support staff with opportunities to examine best practices within and outside of the district through supportive instructional networks (Learning walks, etc.).	Central Office Administrators Building Principals <i>MHS Directors GMS Grade Leaders Elem Lead Teachers</i>	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Every classroom using best practices	Learning Walk data Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) Report Card grades	Local Budget Professional Development CRP - Title II Professional Development CRP – IDEA Part B – Special Education CRP – Title III - ELL Article 31 (18)

1.3.6 Revise the mentor program for certified staff.	Central Office Administrators Building Principals	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Revised mentor system in place Mentees prepared for teaching in new positions	Survey mentors and mentees	Local Budget Professional Development Local Budget Administrators Salaries Article 31 (18)
1.3.7 Develop a support system for non-certified staff.	Central Office Administrators Building Principals	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Support system in place and communicated to non-certified staff	Review evaluation results for new non-certified staff Survey non-certified staff	Local Budget Professional Development Local Budget Administrators Salaries

GOAL 2: SAFE, HEALTHY & SUPPORTIVE ENVIRONMENTS FOR STUDENTS - By 2011, all Middletown schools will be safe, orderly, accessible, attractive, substance abuse free, creative learning environments that promote productivity and stimulate learning.

Strategy 2.1 Create appropriate space to meet learning needs.

Action Plan	Person Responsible	Timeline	Results Expected	How will work be evaluated?	How will work be supported / financed?
2.1.1 See Fielding Nair Plan.	Facilities Director	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Increase in achievement test scores and proficiency	Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) and Report Card grades of students in “pilot” space compared with students in traditional space Survey teachers students in both traditional and “pilot” space	Life Support, Purchased Services, Local Budget, Capital Improvement Program

2.1.2 See Asset Protection Plan.	Facilities Director	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Increased number of pilot programs Increase in NECAP scores	Survey teachers and students Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) Report Card grades	Life Support, Purchased Services, Capital Outlay; Local Budget, Capital Improvement Program
----------------------------------	---------------------	---------------------------------------------------------------------------------	--------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------

Strategy 2.2 Provide a safe and healthy environment for all students, staff and visitors

Action Plan	Person Responsible	Timeline	Results Expected	How will work be evaluated?	How will work be supported / financed?
2.2.1 Create and/or update and implement policies regarding substance abuse, harassment, bullying, intimidation and privacy and communicate to students, staff and community.	Central Office Administrators Building Principals Guidance Counselors	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Policies in place for substance abuse, harassment, bullying, intimidation and privacy Adherence to applicable statutes	Level of adherence to applicable statutes Survey students, staff and community	CRP -Title IV Administrative Salaries, Local Budget
2.2.2 Continually update the emergency procedure guide and building security plans.	Director of Facilities Facilities Advisory Committee School Architect Central Office Administrators	Initiate - 2008 Review – 2009 & 2010 Complete – 2011	Emergency procedure guides and building security plans updated annually	Actual building plans, fire drill reports, lockdowns and evacuations	CRP - Title IV Administrative Salaries, Local Budget

<p>2.2.3 Provide adult to student mentoring at all levels (advisory).</p>	<p>Building Principals <i>Central Office Administrators</i> <i>Guidance Counselors</i> <i>School Nurses</i></p>	<p>Initiate - 2008 Review – 2009 & 2010 Complete - 2011</p>	<p>Students prepared to meet state requirements and proficient in state assessments</p>	<p>Mentee feedback surveys Annual assessment results (NECAP assessments results, NWEA scores and reading assessments) Report Card grades</p>	<p>CRP-Title IV Administrative Salaries, Local Budget</p>
<p>2.2.4 Review and assess recommendations from Safety Advisory and Nutrition, Health and Wellness Committees.</p>	<p>Central Office Administrators Safety Advisory Committee</p>	<p>Initiate - 2008 Review – 2009 & 2010 Complete - 2011</p>	<p>Policy recommendations in safety and wellness, nutrition and health</p>	<p>Students, staff and community surveys of effectiveness of implemented policies</p>	<p>CRP-Title IV Administrative Salaries, Local Budget</p>
<p>2.2.5 Establish an employee support program (Muniblu).</p>	<p>Central Office Administrators</p>	<p>Initiate - 2008 Review – 2009 & 2010 Complete - 2011</p>	<p>Implement Muniblu initiative for all staff Reduce health insurance claims and premiums</p>	<p>Participation in preventive clinics Number of claims and cost of premiums</p>	<p>CRP -Title IV Administrative Salaries, Local Budget</p>

Strategy 2.3 Implement and support activities and programs that address individual behaviors, health and wellness of students and employees.

Action Plan	Person Responsible	Timeline	Results Expected	How will work be evaluated?	How will work be supported / financed?
2.3.1 Implement Individual Learning Plans in grades 5 – 12.	Central Office Administrators Building Principals <i>Guidance Counselors</i>	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	<ul style="list-style-type: none"> • Decisions about student needs based on data • NECAP scores increase by 3% • Increase in students meeting grade level expectations • Annual increase in NWEA scores and reading assessments 	Annual assessment results(NECAP assessments, NWEA scores and reading assessments) Report Card grades	
2.3.2 Develop and implement a comprehensive student support program. (guidance)	Central Office Administrators Building Principals <i>Guidance Counselors</i>	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	<ul style="list-style-type: none"> • NECAP scores increase by 3% • Students meeting grade level expectations Annual increase in NWEA scores and reading assessments	Annual assessment results (NECAP assessment scores, NWEA scores and reading assessments) Report Card grades Student Surveys Dropout data	

GOAL 3: PARENT-FAMILY-COMMUNITY ENGAGEMENT- By 2011, all Middletown Schools will increase involvement by parents, families, students, and community in decision-making and support for student learning.

Strategy 3.1 Increase involvement among schools and families.

Action Plan	Person Responsible	Timeline	Results Expected	How will work be evaluated?	How will work be supported / financed?
3.1.1 Develop and implement a comprehensive plan to involve parents (COZ).	Central Office Administrators COZ Coordinator	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Student/school calendars of academic and social events posted in print and electronically Linkage & coordination between COZ and PTG/Schools	Parent Surveys Evaluation of number of families involved in school activities Connect Ed EParent usage	COZ budget CRP grants
3.1.2 Review and update the Parent Involvement Policy annually.	Central Office Administrators COZ Coordinator	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Clearly defined Parent Involvement policy	Annual update to School Committee	COZ budget CRP
3.1.3 Create and implement a communication plan connecting schools, families and community (also see Tech Plan).	Central Office Administrators	Initiate - 2008 Review – 2009 & 2010 Complete – 2011	Communication Plan Informed schools, families and community	Survey parents/families	Technology budget

3.1.4 Include a balance of community, students (where applicable) and staff on SIT teams as required by legislation.	Central Office Administrators School Committee Building Principals	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Increased participation of families on SITs	Annual review of SIT teams and plans Parents/families surveys	
----------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------	---------------------------------------------------------------------------------	---------------------------------------------	----------------------------------------------------------------------	--

Strategy 3.2 Increase involvement among schools and community.

Action Plan	Person Responsible	Timeline	Results Expected	How will work be evaluated?	How will work be supported / financed?
3.2.1 Develop and implement a plan utilizing community resources for service learning.	Central Office Administrators <i>Building Principals</i> <i>MHS Service Learning Coordinator</i>	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Plan in place and implemented Increased opportunities for students to participate in service learning	Number and quality of service learning opportunities available to students Number of students participating Survey of students and service learning providers	
3.2.2 Develop a mechanism to identify and communicate information about assistance programs,	Central Office Administrators COZ Coordinator	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Communication system in place	Parent surveys	
3.2.3 Create a district wide policy and a plan for involving volunteers in the schools.	Central Office Administrators COZ Coordinator	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Approved policies in place Increased number of volunteers in schools	Volunteer surveys Review of number and type of volunteers in schools	

3.2.4 Include a balance of community, students (where applicable) and staff on SIT teams as required by legislation.	Central Office Administrators School Committee Building Principals	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	All SIT teams include the required balance of school, community and students	Annual review of SIT teams and plans by administration and school committee	
----------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------	---------------------------------------------------------------------------------	------------------------------------------------------------------------------	-----------------------------------------------------------------------------	--

GOAL 4: UTILIZATION OF RESOURCES - By 2011, all Middletown Public Schools will ensure equity and adequacy of financial and human resources.

Strategy 4.1 Continue to develop and implement strategies for funding and educational programs.

Action Plan	Person Responsible	Timeline	Results Expected	How will work be evaluated?	How will work be supported / financed?
4.1.1 Seek and secure private sources of funding.	Central Office Administrators	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Increased funding from sources other than the town budget	Number of grants received Amount of funding received	Administrative salaries
4.1.2 Seek and apply for grant funds.	Central Office Administrators Building Principals Classroom teachers	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Increased funding from sources other than the town budget	Number of grants received Amount of funding received	Administrative salaries
4.1.3 Maintain existing and develop new partnerships with colleges/businesses, industries, school districts and organizations. (NCRSEP, EBEC, GHGR, RISTE, Aquidneck Island Study- RIPEC)	Central Office Administrators Building Principals MHS Service Learning Coordinator	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Partnerships with available with colleges/businesses, industries, school districts and organizations.	Number of opportunities for students and staff from partnerships	Administrative salaries

Strategy 4.2 Utilize time in a flexible manner to support student achievement.

Action Plan	Person Responsible	Timeline	Results Expected	How will work be evaluated?	How will work be supported / financed?
4.2.1. Develop and implement schedules to maximize student time on task and support student learning goals (Look at high school schedules across Aquidneck Island to accommodate AP courses).	Central Office Administrators Building Principals	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Increase in the number of opportunities for students to participate in available learning experiences outside the district and within the district	Number of students participating in programs/classes outside the school and the district Student surveys	Administrative salaries
4.2.2 Investigate feasibility of flexible schedules for staff and students.	Central Office Administrators Building Principals	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Programs available for students outside the regular school day Staff participating in programs outside the regular school day Students participating in programs outside the school day Student services for remedial and accelerated courses available for extended school days Increased number of students meeting	Annual assessment results(NECAP assessment scores, NWEA scores and reading assessments) Report Cards	Administrative salaries

			or exceeding state assessment targets		
4.2.3 Design and implement extended school day and school year activities to support student achievement.	Central Office Administrators Building Principals	Initiate - 2008 Review – 2009 & 2010 Complete - 2011	Calendar of activities Closure in achievement gaps Reduced number of PLPs	Number of program participants Annual assessment results(NECAP assessment scores, NWEA scores and reading assessments)	Administrative salaries