

BELÉN CONSOLIDATED SCHOOLS

STRATEGIC PLAN

SUCCESSFULLY PREPARING ALL OF OUR
STUDENTS FOR THEIR FUTURES

520 NORTH MAIN STREET
BELEN, NEW MEXICO 87002

STRATEGIC PLAN

CORE VALUES

Our core values drive our culture and answer the questions, “How do we want to act, consistent with our mission, along the path towards achieving our vision?”

Specific values are at the heart of our culture because they drive us towards achieving shared vision. Throughout this plan four core values are prioritized.

MISSION

Our mission explains our fundamental purpose as an organization

Successfully preparing all students for their futures

VISION

Our vision captures the future we seek to create for our students.

To be an educational model of excellence

Accountability:

*the quality or state of being **accountable** especially an obligation or willingness to accept responsibility or to account for one's actions*

Professional, dependable, successful, knowledgeable, consistent, prepared

Caring:

Displaying kindness and concern for others

Compassionate, mindfulness, empathy, warmth, fun, honest, happiness, thoughtfulness, thankfulness, appreciation, recognition

Enthusiasm:

Intense and eager enjoyment, interest, or approval

Cheerfulness, dedication, daring, joy, motivation, selflessness, risk taking, expressiveness

Teamwork:

The combined action of a group of people, especially when effective and efficient

Cooperation, collaboration, growth, community, flexibility, coaching

THEORY OF ACTION

Our theory of action describes the specific methods we will use to achieve our vision.

When we close the achievement gaps and create challenging career pathways for all students, then we will equip every student to be globally competitive in college, careers, and in life.

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OVERSIGHT

- The oversight consists of a shared commitment to continuous improvement and a change management system. Feedback loops are built in semiannually to ensure informed management early and often

Every fall, the Strategic Plan Steering Committee, composed of representative stakeholders, will convene to assess the progress on strategic goals according to the key indicators. The performance management system will provide the Committee with relevant district and school performance data aligned to the strategic goals. The Strategic Plan Steering Committee will track the progress of the primary goal measures over the next five year, developing an in-depth understanding of the norms and patterns of variation. The Committee will make recommendations to ensure the district's vision is actualized for students.

Every spring, the Strategic Planning Committee will forward recommendation for improvements or adjustment to the school board and superintendent for approval and implementation.

STRATEGY

Strategy declares the four primary district goals and targeted measures (quantitative, qualitative and perceptual) that are essential toward achieving our desired results. Our strategy assumes an active, continuous improvement system with oversight.

Four strategic goals drive our work and focus our efforts toward accomplishing our mission and vision for our students.

The following pages present our four primary strategic goals. For each goal, there is a specific set of objectives and implementation strategies followed by a set of key indicators that measure our performance over the five years of the plan.

OUR FOUR PRIMARY STRATEGIC GOALS

1. Prepare all students to be college and career ready by raising the academic and social emotional learning bar and closing the gaps in student achievement. (Instructional Infrastructure)
2. Engage parents, students, and community in two-way communication focused on equity and excellence.
3. Create effective organizational systems that reinforce equity and excellence (Leadership/Differentiated Support and Accountability)
4. Recruit, hire, develop, and retain a diverse and premier workforce (Talent Management)

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GOAL 1

Prepare all students to be college and career ready by raising the academic and social emotional learning bar and closing the gaps in student achievement.

RESEARCH AND PRACTICE RATIONALE

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| CLOSING THE ACHIEVEMENT GAP IS ESSENTIAL TO PREPARING ALL STUDENTS FOR CHALLENGING COMPETITIVE CAREERS | A COMMON CURRICULA SUPPORTS TEACHER IN LESSON PLANNING AND DELIVERY; |
| BOTH ACADEMIC AND SOCIAL DEVELOPMENT ARE ESSENTIAL FOR IMPROVED STUDENT PERFORMANCE | EFFECTIVE TEACHING IS THE MOST ESSENTIAL TO STUDENT LEARNING |
| WE WILL RAISE THE ACADEMIC ACHIEVEMENT AND SOCIAL EMOTIONAL LEARNING BAR FOR ALL STUDENTS | CAREER PATHWAYS OFFER STUDENTS APPLIED LEARNING IN THE WORLD OF WORK AND ENSURE THEIR COMPETITIVENESS |
| OUR CURRICULUM WILL ANTICIPATE HOW TO BEST EDUCATE TODAY'S CHILDREN TO SUCCEED IN TOMORROW'S WORLD | VERTICAL CURRICULA THAT ARE BACKWARD-MAPPED WITH RIGOROUS COLLEGE AN CAREER EXPECTATIONS HAVE BECOME AN ACCELERATOR TOWARDS IMPROVED STUDENT ACHIEVEMENT |

OBJECTIVES

Academic Growth

Ensure academic growth for all students by closing the achievement gap

1. Establish grade and school performance targets to track academic and social growth to close the achievement gap in five years
2. Conduct a “readiness assessment” for each school focused on improved implementation of curriculum, instruction, formative assessments, embedded technology, Professional Learning Communities (PLCs)

Social Emotional Learning Growth

Ensure asocial growth appropriate for college and career readiness

1. Implement social development curricula in every school and ensure that all staff are trained in behavioral and social supports

Instructional Model

Build a streamlined, teacher-designed instructional model responsive to local school student data

1. Provide school-based training for teacher teams to access online student data aligned with standards-based curriculum
2. Create a working instruction model that captures multiple strategies
3. Create common planning or PLC structure to continue the production and sharing of lessons
4. Increase instructional facilitators and school-based planning teams to ensure implementation for all students

District Curriculum

Establish a clear standards-based curriculum aligned vertically to college and career readiness standards

1. Update all curricula with current standards, formative assessments and vertical alignments

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Language Proficiency

Strengthen English Language Learners (ELL) programs to accelerate language growth for identified students.

1. Strengthen ELL outreach to identify and serve all eligible students and enlist parents as partners
2. Ensure adequate curriculum and testing materials for ELL

Career Pathways

Partner with community and businesses to stimulate the creating of multiple career pathways at each high school to ensure career-ready graduates

1. Implement rigorous career pathways offerings through local business partnership plans for secondary schools
2. Implement rigorous vertical curricula for multiple new career pathway courses

Close College Gaps

Incentivize and support college entry and completion strategies to close the college gap

1. Increase college entry rates
2. Increase the number of students completing dual credit
3. Increase the number of students that take the ACT/SAT or ASVAD

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GOAL 2

Engage parents, students, staff, and community members in two-way communications focused on equity and excellence.

RESEARCH AND PRACTICE RATIONALE

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| PARENT ENGAGEMENT FOCUSED ON ACADEMIC GROWTH AND SOCIAL EMOTIONAL DEVELOPMENT IS THE MOST POWERFUL SUPPORT BECAUSE IT SIMULTANEOUSLY IMPROVES STUDENT EQUITY AND PROMOTES ACHIEVEMENT | IN ORDER TO ENSURE ACADEMIC SUCCESS FOR EVERY STUDENT, WE MUST ADDRESS THE NEED OF CULTURAL UNDERSTANDING AND MUTUAL RESPECT |
| COMMUNICATION BECOMES HIGH IMPACT WHEN IT ENCOURAGES COLLABORATIONS FOCUSED ON A SHARE VISION | ALIGNED TWO WAY, MUTUAL COMMUNICATION PROMOTES UNDERSTANDING OF THE PERSPECTIVE OF OTHERS. |

OBJECTIVES

Mutual Respect

Create a culture of mutual respect of differences to guide student behavior in school and in the community.

1. Increase behavioral exchanges of mutual respect and decrease bullying and harassment incidents:
 - Develop staff expertise in modeling and teaching culturally competent and social emotional behaviors
 - Full implement an anti-bullying curriculum that builds cultural understanding and inclusive behaviors through acceptance of different perspectives.

Aligned Communications

Improve two-way communication, engagement, and outreach that connect the community, the schools, and the district office.

1. Create a mutual system of communication between schools and central office focused on joint ownership of strategic goals
2. Create two-way conversations between schools and parents about how to best support student learning at home and in school
3. Strengthen and coordinate student interventions with parents

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GOAL 3

Create effective organizational systems reinforcing equity and excellence.

RESEARCH AND PRACTICE RATIONALE

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| EQUITY OF STUDENT ACCESS AND POSITIVE OPPORTUNITIES TO LEARN ARE ESSENTIAL TO ACCELERATING LEARNING FOR ALL. | PERFORMANCE MANAGEMENT SUPPORTS IMPLEMENTATION BEST WHEN IT IS DESIGNED AS A CONTINUOUS FEEDBACK LOOP. |
| SAFE, WELL-MAINTAINED, AND MODERNIZED SCHOOL FACILITIES AND AN EMBEDDED, RELIABLE TECHNOLOGY INFRASTRUCTURE ARE ESSENTIAL FOR ONGOING STUDENT LEARNING. | IMPLEMENTATIONS ARE RARELY SUCCESSFUL UNLESS CONDITIONS OF LEARNING AND EQUITY ARE ESTABLISHED. |
| ONLINE DASHBOARDS OF DATA AND COLLABORATIVE SHARING PROMOTE ACCELERATED LEARNING AND MORE INFORMED TEACHING. | DISTRICT ACCOUNTABILITY IS ACHIEVED BY HOLDING ALL INTERNAL STAKEHOLDERS ACCOUNTABLE FOR THEIR OUTCOMES. |

OBJECTIVES

Provide safe environments for all students

Implement a proactive plan of facility student safety.

1. Pass the bond and levy issues with facility space and technology implementations over the next five years
2. Continue to reduce the overall suspension rates
3. Continue to revisit and revise school safety plans at least annually

Provide financial stability

Implement a proactive plan provide for financial stability

1. Provide quarterly financial reports to School Board to include:
 - Budget status including approved operating budget for revenues and expenses compared to year-to-date actual revenue and expenses
 - Statement of any Budget Adjustment Requests (BARs)
 - Cash Report, including revenue, expenses, temporary loans and cash balances for operational, state and federal grants, capital outlay and debt service funds
 - Voucher Report
2. Increase the Districts cash balance
3. Decrease the number of audit findings

Equity of Student Access

Distribute resources by aligning to students needs and desired outcomes, and then ensure equal access to high-quality resources.

1. Fund schools through a system of identified student needs and desired outcomes.
2. Ensure that students have equal access to high-quality district resources and positive opportunities to learn:
 - Ensure that highly qualified teachers are assigned to students.
 - Ensure that high-need students are supported early and often through coordinated school and central office interventions

Performance Management System

Establish a performance management system with continuous improvement monitoring for key student outcomes.

1. Create a performance management system that sets the learning targets for schools and populations of students. Establish measurable goals and progress cycles.
2. Create a biannual continuous improvement feedback loop to a committee to verify progress in achieving predicted targets

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Provide innovative environments for all students

Implement a proactive plan of modernization for technology implementation

1. Pass the bond and levy issues with facility space and technology implementations over the next five years
2. Provide the appropriate amount of wireless internet access points to support all mobile devices in use
3. Maximize technology integration for teachers as a teaching and learning tool

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GOAL 4

Recruit, hire, develop,
and retain a diverse
and premier workforce.

RESEARCH AND PRACTICE RATIONALE

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| RECRUIT AND HIRE DIVERSE TEACHER ROLE MODELS WITH PROVEN PERFORMANCE TO MOTIVATE STUDENTS | HANDS-ON LEARNING, LIVE MODELING, AND INSTRUCTIONAL COACHING ARE THREE OF THE MOST IMPACTFUL WAYS TO IMPROVE THE CRAFT OF TEACHING |
| INTERNAL STAFF OFF BOTH LOYALTY AND SYSTEM KNOWLEDGE THAT OFTEN HELPS BUILDS ORGANIZATIONAL CAPACITY. | TEACHERS TRAINED IN DATA AND CONTINUOUS DESIGN METHODS OFTEN PRODUCE A POSITIVE TRACK RECORD OF IMPRESSIVE STUDENT RESULTS |
| VERTICAL TEAMS PROVIDE THE BEST STRUCTURE TO PROVIDE STUDENT PERSONALIZATION AND CONTINUITY. INTEGRATION IS A POWERFUL RESOURCE FOR PRINCIPALS. | |

OBJECTIVES

Build Teaching Capacity

Build teacher capacity through embedded instructional coaching and integrated instructional technology.

1. Staff each school with instructional coaches who focus on modeling and mentoring what great instruction should look like in a diverse classroom of student needs
2. School-based coaches contribute to the development of a streamlined instructional model

Sharing Best Practices

Establish a systemic way of sharing teacher best practices within and across schools.

1. Strengthen PLCs at all schools by promoting school-based professional development, formative assessments, and career pathway curricula
2. Secondary schools backward map skills to strengthen vertical curricula
3. Schools focus continuously on both vertical and horizontal sharing of best practices from the PLCs
4. Principals meet to present their own successful practices to colleagues

School-based Professional Development

Support the delivery of customized professional development in schools as opposed to the center

1. PLCs organized in grade level or content teams to develop and share customized instructional solutions for learning needs within their school's classrooms
2. Reduce teacher and principal time away from school. Utilize electronic learning, school-based collaborations, and after-hours professional development
3. Support national board certification for teacher leadership

Grow Internal Leadership Capacity

Develop internal pipeline to support capacity building and succession planning

1. Identify and manage leadership talent
2. Match internal leaders with strong experienced mentors