

**SPECIAL JOINT MEETING
WITH THE CCSD BOARD
TRUSTEES AND THE
CARSON CITY BOARD OF
SUPERVISORS**

November 13, 2013

AGENDA ITEM

7

Presentation and Discussion on Empower
Carson City: The School District Strategic Plan
from Vision to Action and the Role of the Race
to the Top Grant

Empower Carson City 2017

A Five Year Strategic Plan for Extraordinary Schools
built by the Community of Carson City



Our Community Empowers Tomorrow's Innovators, Leaders, and Thinkers





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Letter from Superintendent Richard Stokes

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Dear Friends,

March 13, 2012

In August of 2011, nearly two-hundred interested community members joined ranks with the Trustees and administration of the School District to discuss education in Carson City. Parents, students, school staff, elected officials, and interested citizens united during a series of public meetings to offer their opinion about education in today's world. The experience resulted in a community concept for education and the creation of a series of ideas or beliefs to serve as major themes for our time.

Following our "Town Hall" type meetings, a smaller, Vision Steering Committee was established to represent the various stakeholders of our community. The purpose of this group was to explore and study ways to incorporate ideas suggested by our citizenry into our educational operations. Consequently, a new Vision Statement emerged and sub-groups were created to help formalize an educational strategic plan for the District. That strategic plan is presented in the following pages of this document.

As you read the proposed strategic plan, you will realize the timeliness and importance of this work. As educational resources continue to dry-up it is more important than ever that our community pull together to provide the educational training and services needed so our children can adequately compete in a global economy. New and more efficient methods and tools are required to educate our children. The need for partnerships between schools, parents, and businesses has never been more critical. While changing the way we do things can be a challenge it can also be rewarding, invigorating, and the right thing to do for our children.

I invite you to participate with me in this exciting venture. Your knowledge, skills, and abilities are needed in this effort. If we are to be successful in educating the students who will lead our community, nation, and world, then it will take the very best effort from all of us. Thanks for your support of our schools. I look forward to our continued and combined effort in educating our students and moving forward toward a more prosperous tomorrow.

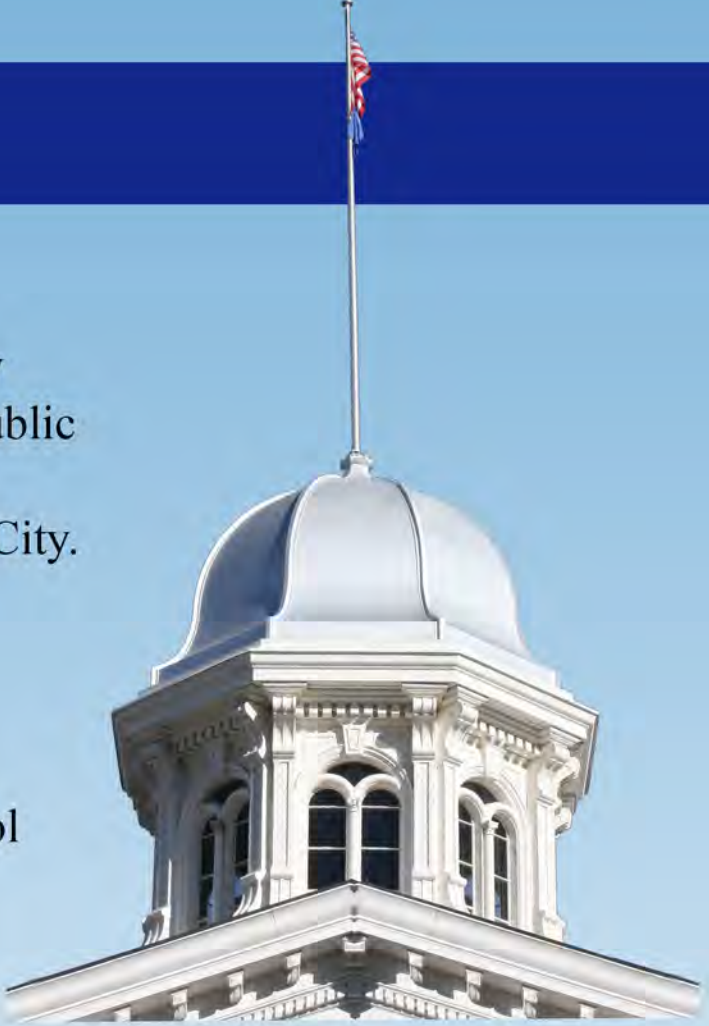
Sincerely,

Richard W. Stokes
Superintendent



Community Process

Beginning in August of 2011, the Carson City School District Board of Trustees held two public workshops to listen to community members describe their vision for education in Carson City. During those two days nearly two-hundred interested citizens began an effort that would span the next seven months. The group engaged in discussions and shared ideas that were aimed at making Carson City School District one of the best educational systems in Nevada.



Vision Steering Committee

- Ben Contine** -- Chairman,
Secondary Education
- Rena Huntington** -- Elementary Education
- Sven Klatt** -- Manufacturing
- Karen Simms** -- Administration
- Leticia Servin** -- PTA
- Steve Reynolds** -- Trustee
- Kevin Edwards** -- WNC
- Adam Whatley** -- Secondary Education
- Jody Ostrander** -- CHS Student
- Ray English** -- Manufacturing
- Joe McCarthy** -- Arts Community
- Richard Stokes** -- Superintendent

From the two community workshops, several general themes emerged. The Trustees directed the Superintendent to create the Vision Steering Committee to develop a Vision Statement and a Strategic Plan based on the themes of the community workshops. School Board Trustee Ron Swirczek challenged the Committee to complete their work by February of 2012. Members of the Committee and their affiliation are listed in the table to the left.



Community Process (continued)

Soon after the Committee was established, a Vision Statement was developed and adopted by the School Board. Following this milestone, four sub-groups were created to assist the Vision Steering Committee in developing goals, strategies, and objectives from the major themes from our public workshops. Contained in this document is evidence of the vision, passion, and commitment to education that has been shared by members from our community through this process. Community members who contributed to the sub-group effort are as follows:

Community Partnerships	Family Engagement	Student Health	Choice and Flexibility
Ray English Chris Bayer Steve Reynolds Joe Girdner Joe McCarthy Adam Whatley Ron Swirczek Sara Jones David Steiger Michele Lewis Ben Contine Steve Lewis Darrin Berger Angie Smith	Jodi Swirczek Ben Contine Rena Huntington Sarah Marschall Lupe Ramirez Danielle Schofield Leticia Servin Laurel Crossman	Erin Been Lisa Schuette Lisa Keating Sam Santillo Lynette Conrad Laura Austin Chris Bayer Dustin Boothe Michele Cowee Midge Breeden Tom Chase John Kinkella Gale Thomssen	LeAnn Morris Dee Frewert Angie Wolz Laura Austin Eugene Paslov J. Farrell Cafferata- Jenkins Jody Ostrander Julie Balderson Karen Simms Rob Maw Kevin Edwards Bob Morin Randy Carlson Sven Klatt Donna Curtis



Introduction

The following is a plan to make Carson City education exceptional and inspire our children to be successful, prosperous, thoughtful citizens. The plan embodies beliefs, goals and approaches developed during a public visioning process begun in the fall of 2011.

The Carson City School District (CCSD) Board of Trustees directed our School District to engage the community in a process that would set the direction for local education. Hundreds of community members have spent, collectively, thousands of hours working to understand what that direction should be and how to get there. This plan will serve as a compact with the Carson community and the families of our students.



With limited resources, we need to be focused on objectives that will best prepare our students for life in a global economy. The Carson City Community identified five goals critical to meeting this challenge. They are a **community in full partnership, engaged families, healthy students, a relevant, rigorous curriculum, and a preeminent faculty and staff.**

Carson City is home to some of the most talented young people in the world. They come with different backgrounds, interests, passions, and learning needs. Our mission is to make the most of every day for each child and prepare them with the skills and knowledge, values and opportunities they need to thrive.





Community Vision, Beliefs, and Mission

Vision: Our Community Empowers Tomorrow's Innovators, Leaders, and Thinkers

Our community believes:

- ✦ Every student must have the opportunity to EXCEL.
- ✦ Every student must be prepared for success in college or a chosen career.
- ✦ Students, Families, Schools, Businesses, and the Community must work in partnership to relentlessly pursue academic excellence.
- ✦ We must recruit, empower, and retain the most effective educators and staff.
- ✦ Every student must continue to learn beyond 3:00 p.m.
- ✦ To move our community and nation forward, students must receive a world class education.
- ✦ That the measure of success must extend beyond standardized tests to students who are life-long learners and empowered to compete.
- ✦ Students must be empowered to achieve a healthy physical, emotional, and social lifestyle.
- ✦ All learners must have something to look forward to at the beginning and end of each day.

Mission: In partnership with the community, we will make the most of every day for each student by empowering them with the skills, knowledge, values and opportunities to thrive.



Overview of Goals

To live our vision, support our beliefs, and accomplish our mission, we must have:



Goal 1 Community in Full Partnership:

Actively connect every student with learning beyond the classroom

Goal 2 Engaged Parents and Guardians:

Empower families to positively impact their child’s education in a welcoming and inclusive environment

Goal 3 Healthy Generations of Carson City Students:

Promote optimal wellness for all students

Goal 4 Curriculum that Matters:

Provide multiple pathways that empower lifelong learners, active citizens, and career and college ready students

Goal 5 Exceptional administrators, teachers, and staff:

Attract and retain a preeminent faculty by supporting innovation, creativity, and performance in our administrators, teachers, and staff



Goal One

Goal 1 Community in Full Partnership:

Actively connect students with learning beyond the classroom



- Objective 1.1 Provide every student with opportunities for extended school programs that enhance critical thinking and problem solving skills, improve academic performance, promote student wellness, and allow for hands on application of skills.
- Strategy 1.1.1 Establish and implement a formal community partnership program that aligns extended school programs with the District's core curriculum and strategic goals, including project-based learning focused on science, technology, engineering, math, science, arts, literacy, foreign language, and social and physical development.
- Strategy 1.1.2 Form recruiting team to engage business, government, higher education, civic and cultural groups, libraries, museums, and other community organizations in partnership.
- Strategy 1.1.3 Establish a Project-Based Learning Development and Implementation Team consisting of Teachers and Community Partners.



Goal One (continued)

Objective 1.2 Create a dynamic environment where students develop marketable skills and social and civic competence.



Strategy 1.2.1 Provide students the opportunity to visit, observe, and participate in multiple and diverse worksites and civic organizations.

Strategy 1.2.2 Establish a Worksite Program Development and Implementation Team consisting of teachers, principals, career counselors, students, parents/guardians, business, government, higher education and civic organizations.

Objective 1.3 Strengthen economic development within our community and region by empowering a highly-trained and motivated workforce with exceptional thinking, innovation, and leadership skills.

Strategy 1.3.1 Establish a formal system, including internships, job shadowing opportunities, and in-school exposure to careers and college, to provide students with opportunities for authentic development of real world skills.

Strategy 1.3.2 Establish a Career and College Exploration and Readiness Team that links teachers, principals, career counselors, students, parents/guardians, businesses, government, higher education and others.



Goal Two

Goal 2 Engaged Parents and Guardians:

Empower families to positively impact their child's education in a welcoming and inclusive school environment



- Objective 2.1 Develop a cutting edge communication plan designed for two-way interaction between schools and parents that increases trust and builds a culture of shared responsibility for student success.
- Strategy 2.1.1 Assess home and school relationships, parent satisfaction, support for academics, and response to informational needs of families using an annual survey of parents.
 - Strategy 2.1.2 Develop and track a compact (e.g. parent/school pledge) to define expectations of families, students, and schools.
 - Strategy 2.1.3 Develop dynamic two-way communications between schools and parents through home visits, multilingual print media, social media and technology usage.



Goal Two (continued)

- Objective 2.2 Build the capacity of schools to engage parents and build the capacity of parents to navigate educational systems and support their child's achievement.
- Strategy 2.2.1 Hold an annual “Parent Engagement Summit” to evaluate previous family engagement initiatives and engage in collaborative discussion on continuous improvement.
- Strategy 2.2.2 Create a “parent space” at every campus, where parents have regular access and are made to feel comfortable.
- Strategy 2.2.3 Do regular “parent friendly walk through” based on family friendly rubric.
- Strategy 2.2.4 Establish a formal system of parent, teacher, administrator, and community education opportunities (e.g. Parent University), ensuring all have the necessary skills to engage as equal partners in decisions that affect children and work together with schools and the district to create policies, practices, and programs.
- Strategy 2.2.5 Designate on-site parent involvement coordinators at every site and define roles and expectations.





Goal Three



Goal 3 Healthy Generations of Carson Students:

Promote optimal wellness for all students

Objective 3.1 Advance social emotional wellness for all students.

Strategy 3.1.1 Adopt and implement a best-practices, empirically supported, Social Emotional Learning Program, chosen by an appointed committee of experts in the field that focuses on executive functioning skills. The program will be based on appropriate developmental, step-wise, interventions and be taught by teachers and supported by the community, parents for students in grades Kindergarten through 12th grade.

Objective 3.2 Empower students to make healthy choices for nutrition and physical activity.

Strategy 3.2.1 Adopt and implement a best-practices, empirically supported, nutrition and physical activity program, chosen by an appointed committee of experts in the field that empowers students to make healthy choices for nutrition and physical activity.

Strategy 3.2.2 Request schools include a student health component in daily activities.



Goal Three (continued)

- Strategy 3.2.3 Maintain a District Nutrition Council to help oversee/create menus, food options for meal opportunities for students in need.
- Strategy 3.2.4 Conduct a research-based review of school schedules, including start and end times that lead to increased student engagement and achievement and establish set times throughout the school day, including **before school** to allow children opportunities to exercise and wake up their brains and bodies.
- Strategy 3.2.5 In collaboration with the district external communications plan, work with the local media to invite the community to learn about healthy eating tips, fitness and recreation opportunities, as well as available resources offered by CCSD and participating businesses.
- Objective 3.3 Provide access to healthcare for students by establishing a school-based health clinic in Carson City.

- Strategy 3.3.1 Maintain a committee of experts in the field to implement and monitor progress of “Road Map” from NASBHC.





Goal Four

Goal 4 Curriculum that Matters:



Provide multiple pathways that empower lifelong learners, active citizens, and career and college ready students

Objective 4.1 Increase relevance and rigor through personalized student plan.

Strategy 4.1.1 Beginning in 4th grade, identify and monitor student goals and progress through a **personalized e-portfolio** and provide annual counseling and/or guidance to create and monitor expectations for achievement, graduation, and/or post-secondary training/education.

Strategy 4.1.2 Provide every student with access to current one-to-one mobile technology and access to the Internet as an authentic educational tool.

Objective 4.2 Empower students to choose among world class programs of study that will excite their interests, foster their talents, and better prepare them for high level career and college choices.

Strategy 4.2.1 Grades 9-12 curricula will include specific programs of study tracked through graduation that will prepare students with courses, credits, enrichment opportunities, and exposure to authentic college and career experiences to ensure highly-skilled career and college readiness.



Goal Four (continued)

Strategy 4.2.2 Students will have opportunities to participate in rigorous, relevant curriculum and enrichment programs, (e.g., academy / signature programs, Science, Technology, Engineering, Arts, and Mathematics (STEAM), world language programs, dual credit, and after-school programs).

Strategy 4.2.3 Support and services for gifted students will be expanded at student's zoned schools. Options will be added for highly gifted and talented students to attend specialized programs at designated sites for those who require full-time gifted placement.



Strategy 4.2.4 Through community partnerships, opportunities for every child to participate in early childhood programs will be provided by increasing the number of early childhood programs (Pre-K and full-day K) with measures taken to ensure the programs are rigorous.



Goal Five

Goal 5 Exceptional Administrators, Teachers, and Staff:

Attract and retain a preeminent faculty by supporting innovation, creativity, and performance in our administrators, teachers, and staff



Objective 5.1 Develop and implement a comprehensive, internal communication plan designed to increase collaboration and build a culture of shared responsibility for student success by facilitating regular two-way communication with teachers, administrators, and staff.

Strategy 5.1.1 Schools, with support from the school district, will establish internal communication plans that are aligned with the District’s comprehensive plan.

Strategy 5.1.2 Annually assess teacher morale, attitudes, and feelings of empowerment, and develop formal collaborative opportunities for improvement.





Goal Five (continued)

Objective 5.2 Empower innovation in the classroom, develop a culture of shared leadership and decision making, and provide opportunities for autonomy and leadership for teachers and site-based administrators.

Strategy 5.2.1 To increase relevancy, classroom teachers, site-based administrators, school district staff, and support staff will collaboratively determine professional development goals.

Strategy 5.2.2 Teachers will be provided more instructional leadership opportunities to further professional growth (e.g. direct programs).

Strategy 5.2.3 Site-based professional learning communities (PLCs) will

provide opportunities for innovation, creativity, and collaboration. Teachers will be empowered, through collaborative inquiry and research, to develop strategies to empower student success. The District and school will support PLCs with data to enhance decision making.





Action Steps!

In order to ensure feasibility, flexibility, and success, the following action steps are recommended for every strategy and objective.



- * Establish baseline data, growth targets, and timeline.
- * Designate individual(s) responsible.
- * Determine costs, logistics, and other barriers to success, evaluate feasibility, and adjust accordingly.
- * Develop programming infrastructure (i.e. technology, scheduling, general logistics) and establish facilitators.
- * Market programs to students, families and the community.
- * Evaluate programming based on measurable data and make adjustments.
- * Explore grant opportunities to support the objective.
- * Explore the formation of a non-profit corporation to work in conjunction with parents, the community, and the school district.



Evaluation and Accountability

In order to ensure that the strategic plan is successful, we will implement the following evaluation tools and accountability measures:

- A. The vision and strategic plan steering committee will convene quarterly throughout the school year and review progress and make recommendations to the board on amendments.



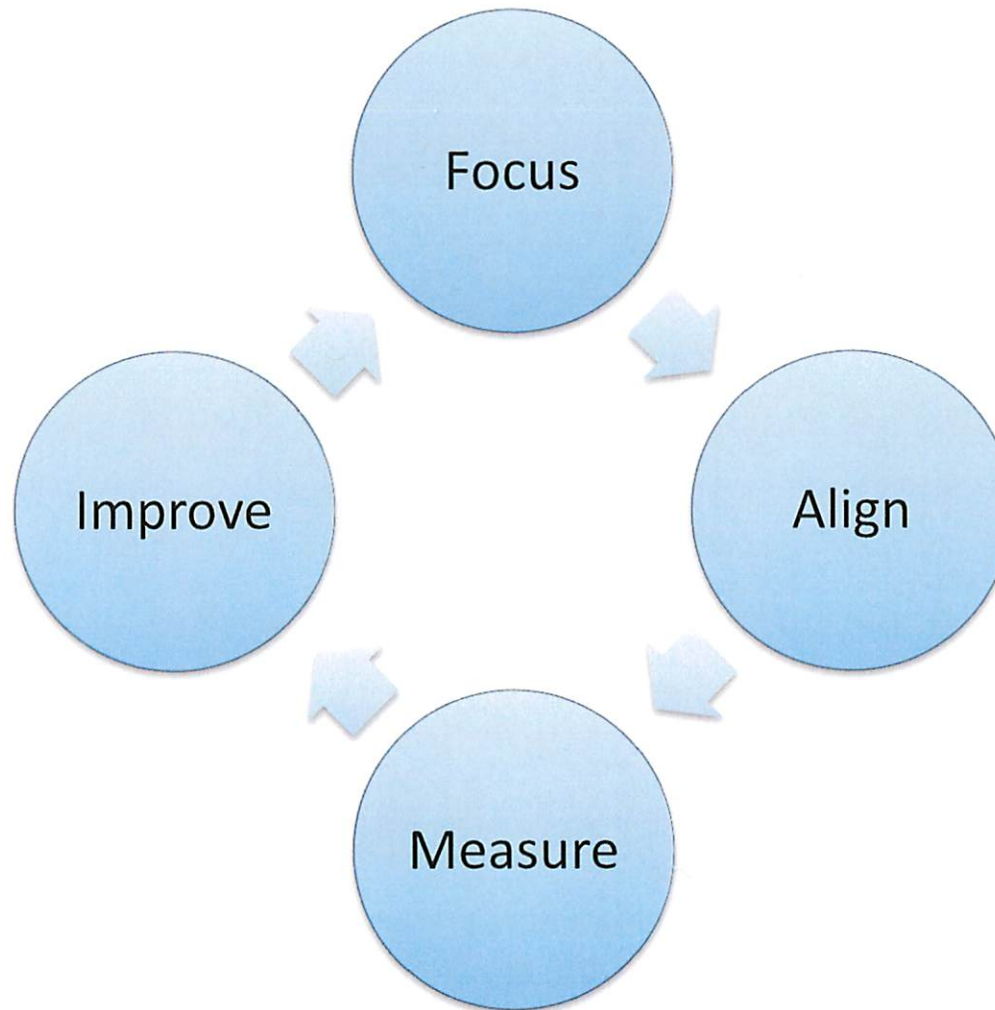
- B. The superintendent will report progress on goals, objectives, and strategies to the Carson City School Board no less than quarterly.
- C. Produce an annual report card on progress.



2012/13 Carson City Strategic Plan

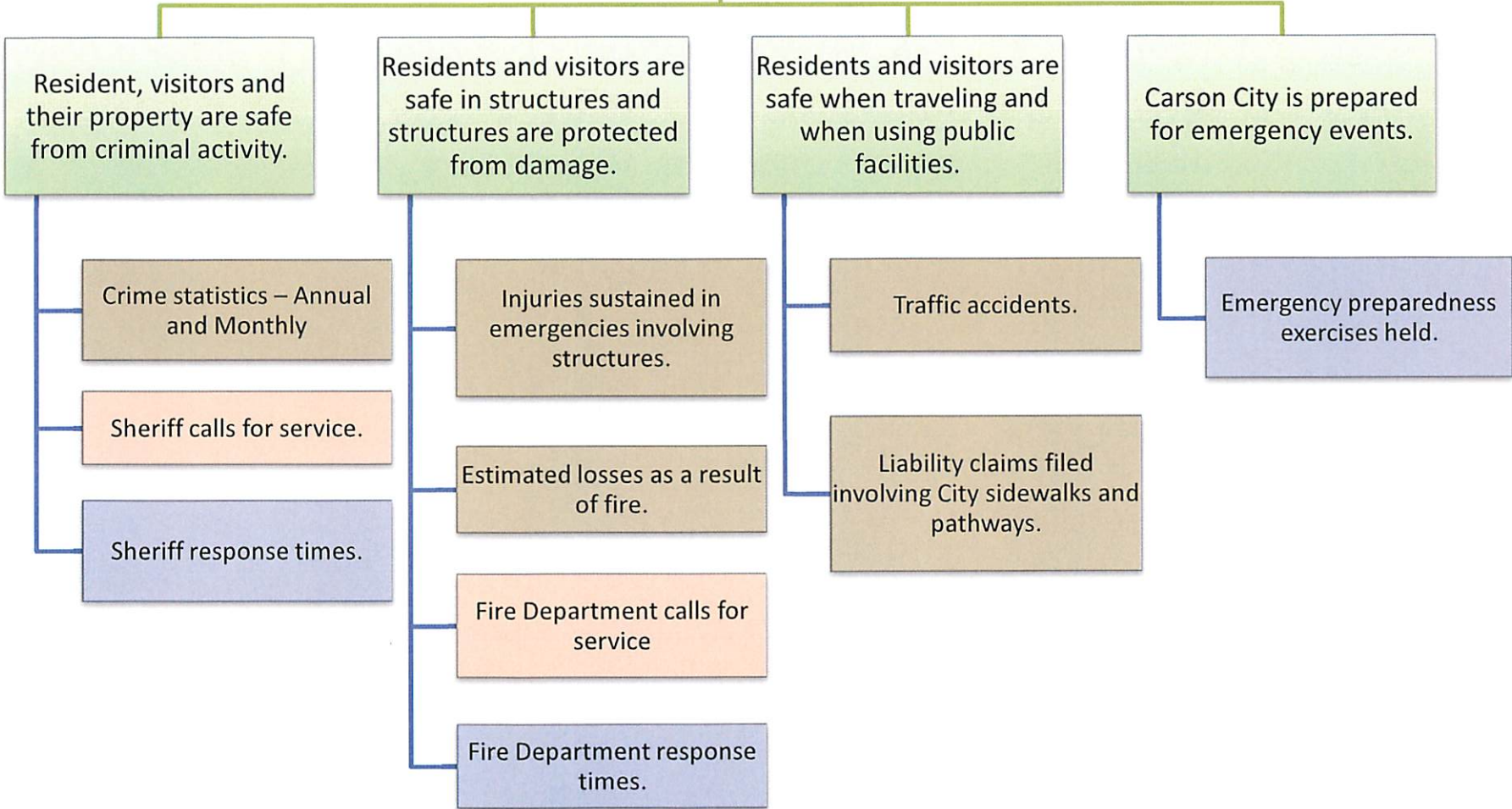
Approved by the Board of
Supervisors
July 5, 2012

Strategy Execution / Performance Management Cycle

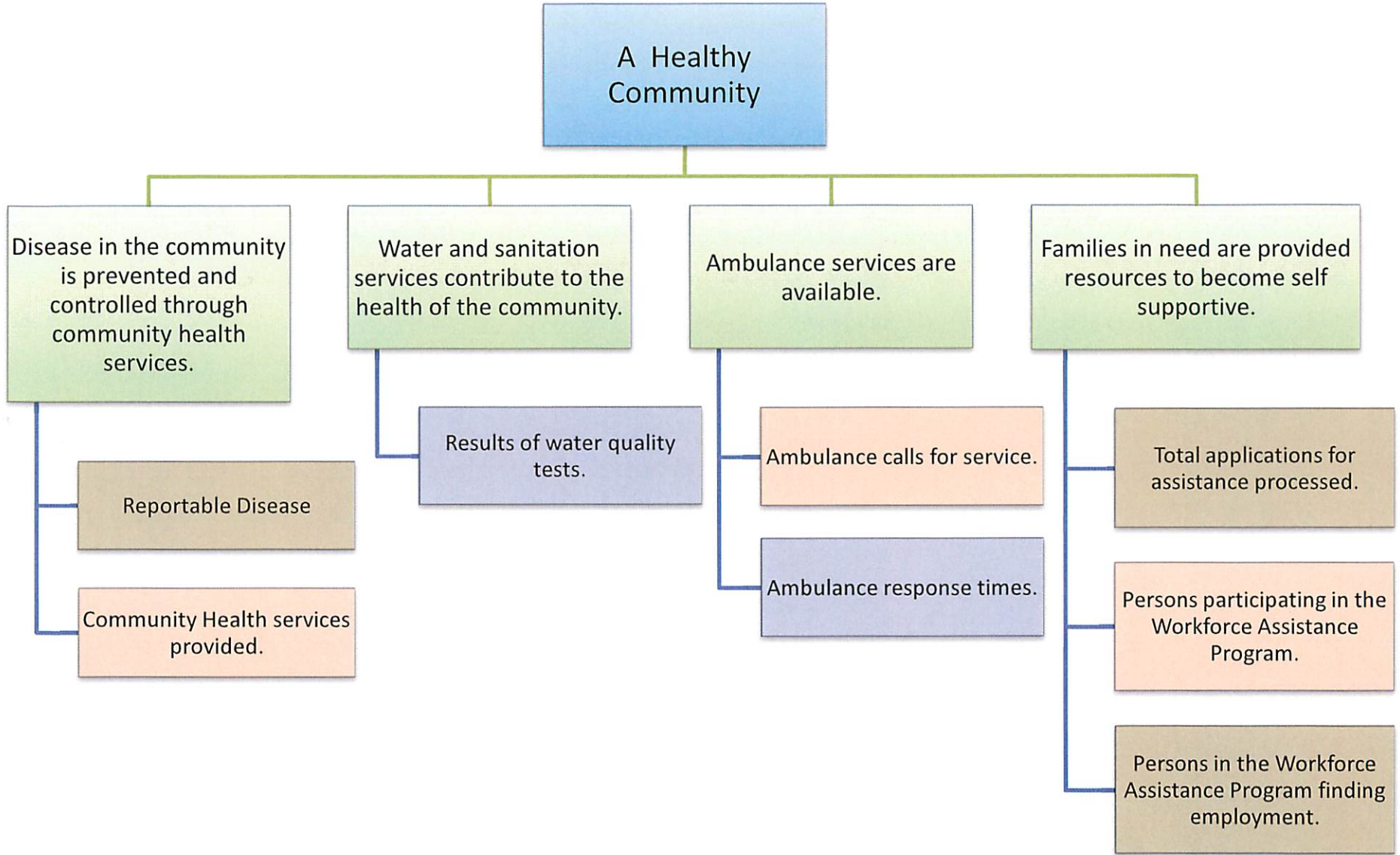




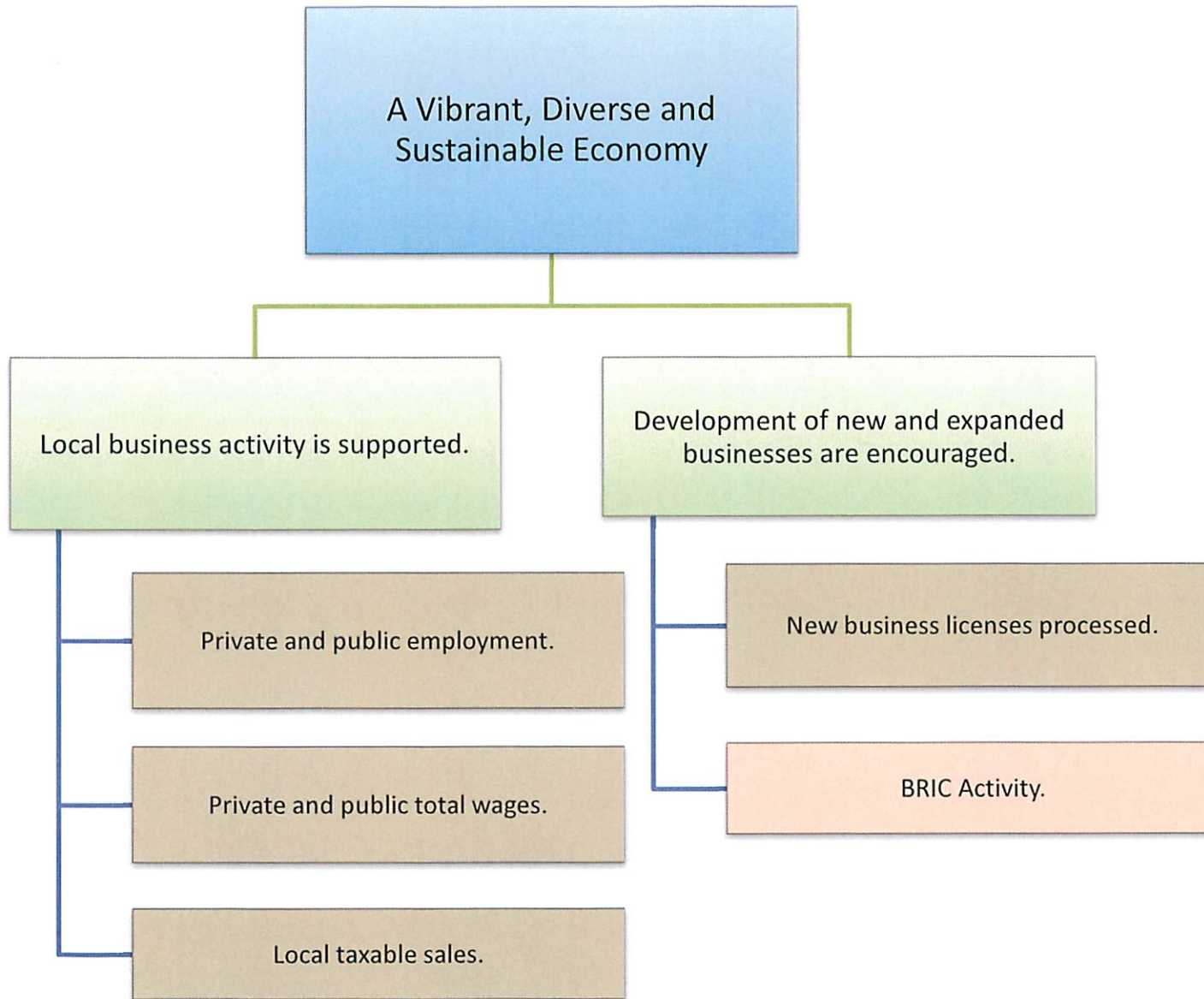
A Safe and Secure Community



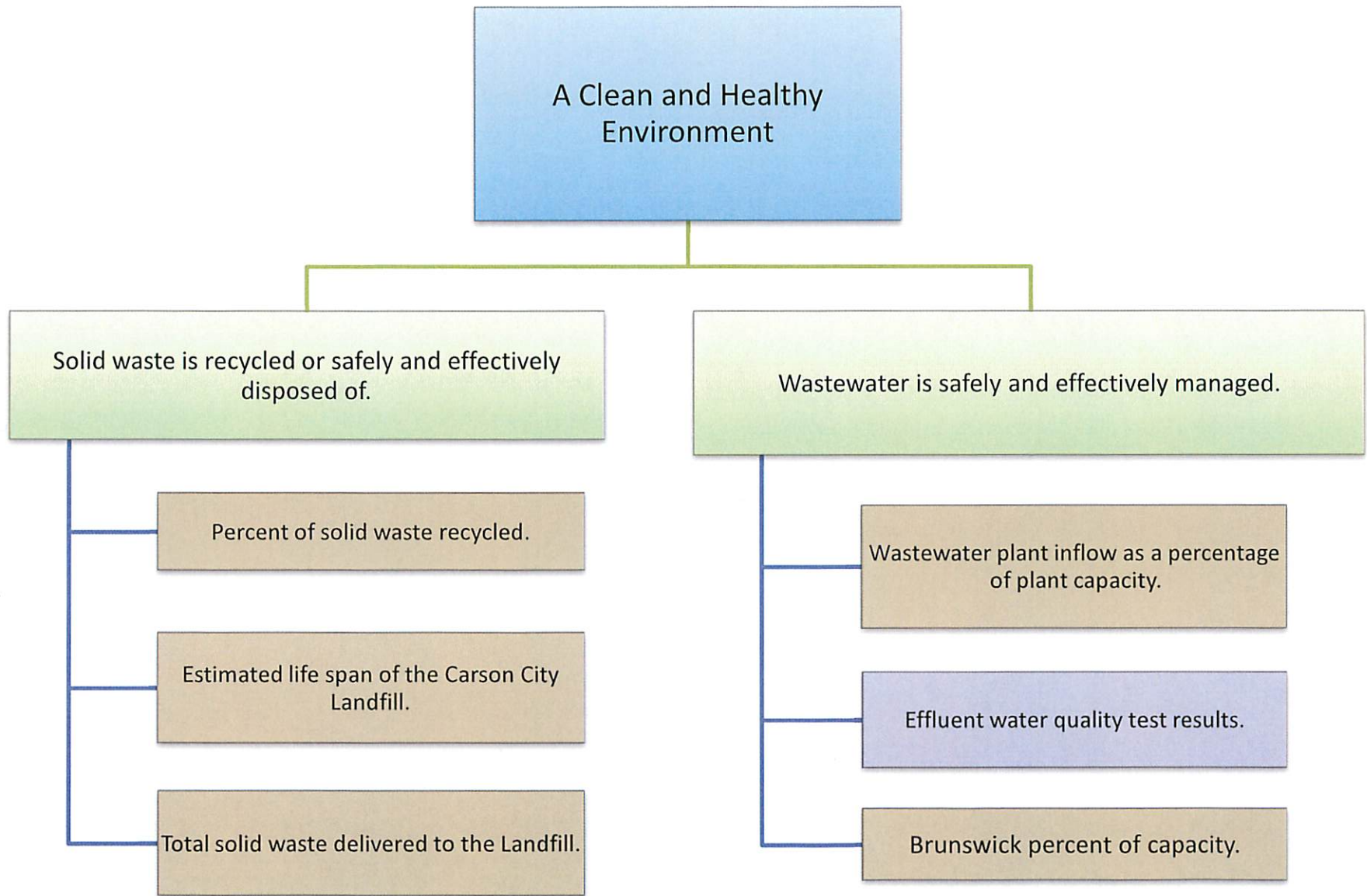
Measure types:	External - No influence or indirect influence	Work Load	Internal – Direct influence
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Measure types:	External - No influence or indirect influence	Work Load	Internal – Direct influence
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Measure types:	External - No influence or indirect influence	Work Load	Internal – Direct influence
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An Active and Engaged Community

Public spaces and facilities are available for activities.

City facility reservations – number.

City facility reservations – hours.

Eagle Valley golf course activity.

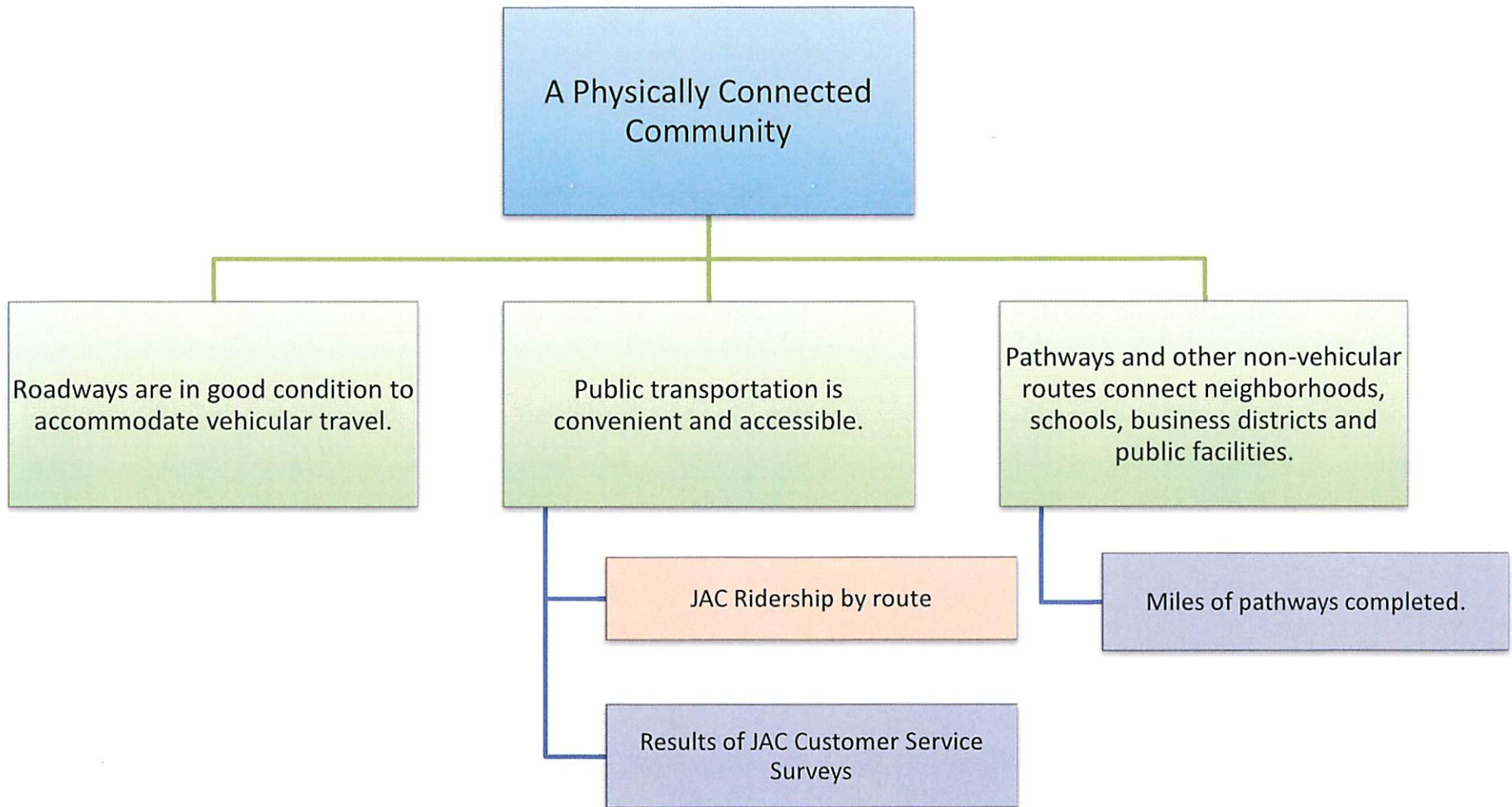
Recreation programs are offered and effectively utilized by the public.

City recreation program participants.

Carson City is served by strong community based organizations.

Community support grants – organizations and amounts.

Measure types: External - No influence or indirect influence Work Load Internal – Direct influence



Measure types:	External - No influence or indirect influence	Work Load	Internal – Direct influence
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A Community Rich in History,
Culture and the Arts

Historic resources are preserved.

Historic resource applications received.

Public and private assets that support culture and arts are expanded and preserved.

Facility use data for facilities owned by Carson City.



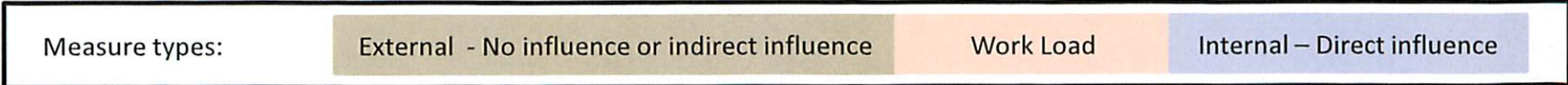
Excellence in education and lifelong learning.

Tools and resources are provided for lifelong learning.

Library resource use statistics.

Persons visiting the Library.

Cooperative Extension program participation.



An Open and Accessible Government

Residents have access to information regarding their local government and are encouraged to actively participate in its operation.

Web hits per City website page.

Average number of applications received per vacancy on Boards, Commission and Committee.

Voter turnout

Financial resources are effectively managed.

Financial Scorecard – General, major operating and enterprise funds.

Measure types:

External - No influence or indirect influence	Work Load	Internal – Direct influence
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