

PARK CO. SCHOOL DISTRICT NO. 1

Governing Monitoring Guide

MONTH	Policies 1.0 - 1.9	Policies 2.1 - 2.10	3.1 Vision 3.2 Mission 3.3 Expectations	Linkage with Community
January	Review of Policies 1.1 to 1.9			
February		Review of Policies 2.1 to 2.5		
March		Review of Policies 2.6 to 2.10		
April				Report to Stakeholders on Policies 3.1 to 3.3
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Park County School District #1

Board of Trustees

GOVERNANCE/POLICY MANUAL

Leadership Governance Model

Focusing on the POLICY

Not on the ISSUE

1.1 Commitment

The Board believes that its primary responsibility is to act in the best interests of every student in the District. The Board represents, all members of the community, and is committed to , Wyoming state and Federal laws, rules, and regulations pertaining to public education, and established policies of the District. Board members are expected to govern responsibly and hold themselves to the highest standards of ethical conduct.

The Board will:

- govern with emphasis on organizational vision rather than on interpersonal issues of the Board;
- encourage diversity in viewpoints;
- focus on strategic leadership rather than administrative detail;
- observe clear distinction, through policy, between Board and Superintendent roles and responsibilities;
- make collective rather than individual decisions; and
- govern proactively rather than reactively.

Accordingly,

1. The Board will:

- cultivate a sense of group responsibility.
- work in partnership with the Superintendent, staff, students, parents, and the community.
- utilize the expertise of individual Board members to enhance the ability of the Board as a body.

2. The Board will hold itself accountable for governing with excellence. This self-discipline will apply to attendance, preparation for meetings, adherence to policymaking principles, respect of roles, and ensuring the continuity of the leadership governance policies.

3. The Board will direct, control, and inspire the District through the careful establishment of written policies reflecting the District's values. The Board's major policy focus will be on the intended long-term benefits for students.

4. An orientation of new Board members and/or the Superintendent in the Board's governance process will be conducted by the existing Board members and Superintendent as soon as possible after the individuals are sworn into office or employed.

5. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling its commitments.

6. The Board will monitor its process and performance annually, and set improvement goals accordingly.

1.2 Board Chairman

1. The Chairman of the Board will ensure the integrity of the Board's processes.
2. The Chairman of the Board will represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations. The Chairman may delegate this authority to other Board members or the Superintendent but remains accountable for its use.
3. The Chairman of the Board will refrain from exercising any authority as an individual to supervise or direct the Superintendent.
4. The Chairman will be the liaison between the Superintendent and the Board, understanding that individual Board members may communicate with the Superintendent at any given time.
5. The Chairman will attend a leadership training session specifically for Board chairmen as soon as available after election as Chairman.
6. The Chairman will encourage all Board members to attend appropriate training relative to their Board roles.

1.3 Board Committees

Board committees, when used, will be used to support the work of the Board and will not interfere with the delegation of authority from the Board to the Superintendent.

Accordingly,

1. Board committees may be utilized to make recommendations to the Board.
2. Board committees may not speak or act for the Board except when formally given such authority. Purpose and authority will be carefully stated by the Board to assure that committee authority will not conflict with authority delegated to the Superintendent.
3. Board committees may not exercise authority over the Superintendent or staff. Any direction to the Superintendent related to a committee recommendation must come from the full Board.
4. This policy applies only to committees that are formed by Board action, whether or not the committees include Board members.
5. A committee is a Board committee only if its existence and charge comes from the Board and its work is intended to support the Board's work or is required by law.
6. Membership on Board committees will be appointed as needed by the Board Chairman.
7. The scope of a committee will be determined prior to the development of the committee. The process, purpose, board expectations and what the board will do with the committee's recommendation will be outlined before the committee is formed.

1.4 Board Member Code of Conduct

The Board commits itself and its members to ethical, businesslike, and lawful conduct. The Board acting in its legislative capacity will have the authority and responsibility to interpret and enforce standards of conduct.

Accordingly,

1. Board members will represent the interests of the citizens of the entire school District. This accountability to the whole District supersedes any conflicting loyalty to other advocacy or interest groups. It supersedes the personal interest of any Board member who is a parent of a student in the District or a family member of an employee of the District.
2. Board members will not attempt to exercise individual authority over the organization.
 - a. Members' interaction with the Superintendent or with staff will recognize the lack of authority vested in individuals except when explicitly authorized by the Board.
 - b. Members' interaction with the public, press, or other entities will recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - c. Members will not publicly express individual negative judgments about the Superintendent, Board members or staff performance. Any such judgments of the Superintendent, Board members or staff performance will only be made when the Board is meeting in executive session.
3. Board members will maintain the confidentiality of issues discussed in executive session and other issues of a confidential or sensitive nature. No electronic devices are allowed in executive sessions.
4. The modified Roberts' Rules of Order will be followed.

1.5 Board Member Covenants

Board members will maintain a system of communication and interaction that builds upon mutual respect and trust.

Accordingly, members will:

1. exercise honesty in all communication.
2. demonstrate respect for others' opinions.
3. focus on issues rather than on personalities.
4. recognize the importance of and practice trust.
5. maintain focus on the District's mission, vision, values, and goals.
6. communicate in a timely manner to avoid surprises.
7. prior to Board action, effectively participate in the discussion.
8. withhold judgment on issues until fully informed.
9. criticize privately, praise publicly.
10. use executive sessions judiciously, in accordance with state law.
11. keep confidential matters confidential.
12. follow the District's chain of command.
13. following Board action, openly support majority decisions of the Board.
14. assume a non-defensive posture, taking the initiative to communicate and ask questions for clarification.
15. share information and knowledge.
16. not give direction or make decisions or promises as an individual.
17. make every reasonable effort to protect the integrity and promote the positive image of the District and one another.
18. communicate a common vision.
19. refrain from undue influence to other Board members in a personnel or conflict of interest issue.

1.6 Board Member Conflict of Interest

Public office is a trust created by the confidence the electorate places in the integrity of local government officials for the common good and for the benefit of the people. A conflict of interest arises when a public officer is unable to devote complete loyalty and singleness of purpose to the general public interest. To preserve this confidence, the Board and its individual members will operate in a manner that will avoid situations that are, or have the appearance of, a conflict of interest.

Board members will adhere to the Wyoming Ethics and Disclosure Act (W.S. 9-13-101 to 9-13-109) and all other applicable conflict of interest laws.

If the superintendent or any board member foresees a potential conflict of interest of a Board member, he/she will inform the Board Chairman and/or Board Vice-Chairman of the issue. Once there is a determination that there is a conflict of interest, the Board Chairman and/or Vice-Chairman will inform the Board member of the conflict.

As per Wyoming state statute and District Administrative Regulations/Operational Procedures (AROP), Family member means an individual's spouse, child, parent, grandparent, sibling, parent-in-law, brother-in-law, sister-in-law, nephew, niece, aunt, uncle or first cousin and/or is a member of the individual's household.

When a Board member becomes aware that he or she is in a position that creates a conflict of interest or the appearance of a conflict of interest as defined in state law or board policy, he or she will declare the nature and extent of the conflict or appearance of conflict and will abstain from voting or participating in the discussion of the issue giving rise to the conflict.

In the event a current school board member chooses to seek employment with the school district; that board member must resign his/her seat prior to submitting an application.

1.7 Process for Addressing Board Member Violations

The Board and its members will comply with the provisions of the Board's policies. In the event of a member's violation of policy, the Board will seek remedy by the following process:

1. Supportive conversation in a private setting between the Board member and the Board Chairman and/or other Board member.
2. Discussion in executive session between the Board member and the full Board regarding the policy issues involved.
3. As a last resort, public censure of the Board member.

1.8 Development of Governance Policies

It is the Board's responsibility to develop governing policy. A systematic, predictable means of developing policy will promote community, staff member, parent, and student involvement in policy decisions of the Board and encourage careful and well informed decision-making by the Board. Accordingly, the Board will develop new policy and/or repeal or substantially revise existing policy as follows:

1. Informal Introduction

Any new governance policy concept may be introduced informally by any patron of Park County School District Number 1 during the Board meeting. Patrons must request such an opportunity to be placed on the agenda through the Board Chairman or Superintendent prior to the Board meeting. No formal action will be taken on informal policy proposals.

This policy, as presented, may be discussed by the Board at any time. The Board may also choose to schedule in-depth discussion at a Board workshop or refer items for potential revision to staff for further drafting.

2. Formal Introduction

Prior to consideration, all new or revised governance policies must be submitted to the Board in writing.

- a. A Board member may introduce a new or revised policy if the Board member has notified the Board Chairman in sufficient time so that the proposed policy can be placed on the agenda and each Board member can be provided with a copy of the policy.
- b. A community member, student, parent, or staff member, or teacher may seek introduction of a new or revised policy by discussing it with a Board member or giving it to a Board member in writing. The Board member may then at his or her discretion introduce it as provided above.

3. First Reading

Any policy that is formally introduced pursuant to paragraph 2 above will be given a "first reading" by the Board at the scheduled time on the agenda.

If the policy fails to meet the approval of a majority of the Board, it will be eliminated from further discussion. The policy may be redrafted and resubmitted for another first reading.

If the policy, with or without amendments, meets with approval of a majority of the Board, it will be placed on the agenda for the next monthly business meeting under "action items."

4. Second Reading

A policy that is placed on the agenda as an action item pursuant to paragraph 3 above will receive a second reading.

5. Adoption

After the second reading, upon motion and second, the policy may be adopted, with or without amendments, by approval of a majority of the Board. If extensive or controversial amendments are necessary as determined by the Board Chairman, the policy may be rescheduled as an action item, as amended, for the next monthly business meeting of the Board and will receive another reading pursuant to paragraph 4 above.

6. Form of Readings

Readings may be aloud or silent at the discretion of the Board Chairman. Copies of the proposal will be provided for those attending the meeting.

Any portion of this policy may be waived for good cause or in case of emergency by a majority vote of the Board.

1.9 Development of Administrative Regulations/Operational Procedures (AR/OPs)

The Superintendent will develop and maintain the Administrative Regulations/Operational Procedures (AR/OPs) for the successful operations of the District.

The Superintendent will provide recommendations for Board review for the development or revision of operational policies, administrative procedures, rules, and regulations at regular or special Board meetings.

Upon approval by the Board, the AR/OPs become the operational procedure for the District. Any changes or additions to the AR/OPs will become effective immediately upon the approval of a majority of the Board.

The Superintendent may deviate from approved AROPs in case of emergency. All deviations will be reported to the Board no later than the next Board meeting.

2.1 GENERAL

BOARD

1. The Board's main connection to the operational organization of the District is the Superintendent, except as otherwise required by law.
2. The Board's requests and decisions, not individual Board Member requests, are binding on the Superintendent.
3. The Board will provide to the Superintendent written governance policies which prescribe the District-wide organizational and student achievement expectations to be achieved through the strategic planning process.
4. The Board will ensure involvement of the community, parents/guardians, students, and staff in reviewing the Mission, Vision Values, and Goals for the District, as defined in sections 3.1 – 3.3, which will be focused on learning and achievement and responsive to the needs of all students.
5. The Board will invest the Superintendent with those powers and duties that are in accord with Board policy and state and Federal laws.
6. The Board will provide community leadership on educational issues and will advocate on behalf of students and public education at the local, state, and Federal levels.
7. The Board will participate in professional development and commit the time and energy necessary to be informed and effective leaders. Including, but not limited to attendance at conferences and trainings hosted by Wyoming School Boards Association (WSBA), those held by relevant national associations, and Professional Learning Communities (PLC).

SUPERINTENDENT

1. The Superintendent will implement Board policies and directives.
2. The Superintendent will provide AR/OPs for the governance of the District.
3. The Superintendent will coordinate an annual presentation on each school's plan for student achievement.
4. The Superintendent will coordinate the operation of the schools, supervision of the instructional programs, and management of District personnel.
5. The Superintendent will provide leadership to the Board, staff, students, and community.

6. The Superintendent will identify needs of the District and report them to the Board.
7. The Superintendent will keep the Board aware of local, statewide, and national educational developments and changes.
7. The Superintendent will take reasonable steps to avoid causing or allowing conditions, procedures, actions, or decisions that are or have the potential of being unlawful, unethical, unsafe, disrespectful, undignified, or in violation of Board policy.
8. The Superintendent will continually upgrade his/her professional knowledge and qualifications through membership and participation in professional associations, conferences, and workshops, including those attended by the Board.

2.2 POLICY and AR/OPs

BOARD

1. The Board will direct, control, and inspire the District through the careful approval and adoption of governance policies, , administrative regulations and operational procedures (AR/OPs) and District-wide student achievement expectations reflecting the Board's vision, mission, values, and goals. The Board's major policy focus will be on intended long-term benefits for students, not on the administrative or programmatic means of attaining those benefits.
2. The Board will clarify to the Superintendent the intent of the Board relative to the implementation of AR/OP/s when necessary.
3. The Board will review and evaluate the Board's governance policies, District mission, vision, values, goals, and district-wide student achievement expectations annually according to the monitoring guide.

SUPERINTENDENT

1. The Superintendent will act as an advisor to the Board in areas needing policy and/or AR/OP development or revision.
2. The Superintendent will operate under adopted governance policies, and AR/OP/s that are consistent with law and that ensure reasonable progress toward achieving the Board's expectations.
3. The Superintendent will maintain an up-to-date version of adopted governance policies, and administrative regulations and operational procedures (AR/OPs).
4. The Superintendent, when appropriate, will seek input from stakeholders when developing or revising AR/OP/s.
5. The Superintendent will communicate to the Board circumstances which indicate the need to draft new or revise policies, administrative procedures, and/or rules and regulations.

2.3 MEETINGS

BOARD

1. Board members are expected to faithfully attend and participate in all scheduled meetings of the Board.
2. The Board will perform all business at a public Board meeting in accordance with public meeting law.
3. The Board will hold all meetings, including executive sessions, in the presence of the Superintendent, or his/her designated administrator, except when his/her contract and salary are under consideration or when due process requires he/she absent himself/herself from the meeting.
4. The Board will refrain from misuse of the executive session provisions as defined in the Public Meetings Law. As specified in Administrative Regulation/Operational Procedures, BEC-Executive Sessions.
5. The Board will establish and adhere to the operational procedures for meetings.
6. The Board Chairman and/or Vice-Chairman, in consultation with the Superintendent, will develop the meeting agenda.
7. The Board will work cooperatively with the Superintendent to identify the information needed for responsible decision-making.
8. The Board will review their agenda materials in adequate time before scheduled Board meetings to ensure informed decision making.

SUPERINTENDENT

1. The Superintendent will serve as an advisor to the Board during official meetings.
2. The Superintendent will assure compliance with all legal requirements relative to the posting of notices and maintenance of meeting records.
3. The Superintendent will assist the Chairman and Vice-Chairman in identifying business meeting agenda items.
4. The Superintendent will communicate information to the Board on a regular basis.
5. The Superintendent will implement Board decisions and instructions developed at Board meetings.
6. The Superintendent will assure that Board meetings, including executive sessions, meet the requirements of law.

7. The superintendent will provide agenda materials to all board members in adequate time to ensure that board members have sufficient time to review and ask questions in a manner that provides for informed decision making.

2.4 BUDGET/FINANCE

BOARD

1. The Board, with counsel from the Superintendent or his/her designee(s), will annually establish priorities for the financial management of the District.
2. The Board will provide the Superintendent with the Board's priorities in the development of the budget at an April Board meeting.
3. The Board will adopt a fiscally responsible budget based on the District's mission, vision, values, and goals.
4. The Board will annually review and monitor the financial condition of the District.
5. The Board will review the internal controls of the District through the annual auditor's report.

SUPERINTENDENT

1. The Superintendent with his/her designee(s) will insure the preparation of a detailed budget based on the District's mission, vision, values, goals, and expectations.
2. The Superintendent, with his/her designee(s), will present a budget to the Board for consideration and approval in a summary format that is understandable to the Board.
3. The Superintendent will administer the budget assuring that the expenditures of District funds are within the legal requirements of the budget.
4. The Superintendent will not deviate from the Board's vision, and will not risk financial jeopardy. He/She will provide financial planning for each fiscal year.
5. The Superintendent will not allow assets to be unprotected, inadequately maintained, inappropriately used, or unnecessarily risked.
6. The Superintendent will use a competitive bidding procedure, as provided by law.
7. The Superintendent or his/her designee will act as a resource to the Board within the framework of the District audits.

2.5 INSTRUCTION

BOARD

1. The Board in collaboration with the District leadership team will establish the mission, vision, values, and goals for the instructional program of the District.
2. The Board will adopt new and/or changes to standards and instructional programs as necessary.
3. The Board will maintain accountability for student learning by monitoring student progress at least annually.
4. The Board will require an annual report to the community on the status of education in the District.
5. The Board will adopt graduation requirements.
6. The Board will review the annual District calendar for the ensuing year at the first regular meeting in November and adopt the calendar at the first December meeting.

SUPERINTENDENT

1. The Superintendent will provide leadership to the Board and staff in the continuous development, implementation, and evaluation of the instructional program as necessary toward meeting District standards, expectations, and the general educational needs of each student in the District.
2. The Superintendent will regularly schedule presentations and reports by staff on various segments of assessments and instructional programs beyond annual reports as necessary.
3. The Superintendent will inform the Board of changes in instructional textbooks or the addition of new courses to the curriculum.
4. The Superintendent will prepare and present to the Board a proposed District calendar for the following school year by the first regular Board meeting in November that provides the required number of instructional and contract hours/days and includes the dates for all staff in-service programs that best meets the instructional needs of the students. The calendar will be presented to the Board for final approval at the first regular Board meeting in December.

2.6 PERSONNEL

BOARD

1. Except as otherwise provided by law, all authority over staff members of the District will rest with the Superintendent, and all staff members of the District will be accountable to the Superintendent. Accordingly, neither the Board as a whole, nor individual Board members will give instructions to district staff members, except as otherwise authorized or required by law.
2. The Board will conduct a self-evaluation and develop Board goals for themselves in November of each year.
3. The Board will conduct an evaluation and report the results to the superintendent. Based on this, goals will be developed by the superintendent and reported to the Board no later than the July meeting.. The evaluation will occur in April and will be reviewed in January.
4. The Board will not, except as required by law, participate in disciplining employees other than the Superintendent.
5. The Board will not participate in interviewing or evaluating employees other than the Superintendent.
6. The Board will employ and dismiss certified and support staff only after consideration of the recommendation of the Superintendent.
7. The Board will consider any other recommendations of the Superintendent on personnel issues.
8. The Board, in dealing with personnel complaints or concerns, will adhere to the District's chain of command.
9. The Board will promote strong public relations with schools and staff.

SUPERINTENDENT

1. The Superintendent will make recommendations to the Board regarding the employment or dismissal of all certified and support staff.
2. The Superintendent may employ personnel on a temporary basis prior to Board action at the next regularly scheduled Board meeting.
3. The Superintendent will notify the Board of all certified employees on a plan of improvement no later than the next regularly scheduled Board meeting, and regularly report the status of that plan to the Board as needed.
4. The Superintendent will assign staff to instructional and extra-duty areas and inform the Board of any changes at the next regularly scheduled meeting. The superintendent will,

upon a recommendation from a principal or assistant principal, inform the Board of any hire, dismissal, or termination of an employee from an extra-duty assignment or a temporary position.

5. The Superintendent will be responsible for the supervision of all employees of the District and will hold District personnel accountable for their duties.
6. The Superintendent will establish job descriptions for all staff positions.
7. The Superintendent will serve as the Board's liaison with staff.
8. The Superintendent will take reasonable steps to avoid causing or allowing conditions, procedures, actions, or decisions which are unlawful, unethical, unsafe, disrespectful, disruptive, undignified, or in violation of Board policy in the treatment of paid and volunteer staff.
9. The Superintendent will make reasonable background inquiries and checks prior to hiring any paid or volunteer personnel.
10. The Superintendent will take reasonable steps to develop and implement an evaluation system that links employee performance with the District's mission, vision, values, and goals, which complies with state law, and measures employee performance in terms of achieving the Board's goals.
11. The Superintendent will evaluate administrators through an annual performance plan that has been reviewed and approved by the Board.
12. The Superintendent will provide open and honest communications with staff in all written and interpersonal interaction.
13. The Superintendent will delegate authority to staff members as appropriate.
14. The Superintendent will provide the Board the number of his/her days of accrued vacation, sick leave and personal leave each May.

2.7 COMMUNITY RELATIONS

BOARD

1. The Board will hold itself accountable to the citizens of the District by endeavoring to take action that supports achieving the mission vision, values, and goals of the District for student achievement.
2. The Board will represent and lead the District by determining and demanding appropriate and excellent performance by focusing on the mission of the District.
3. The Board will welcome input from students, staff, parents, and the public as a means to maintain an awareness of community values, concerns, and interests.
4. The Board will annually report to the community the progress toward achieving the District goals by December 31st.
5. The Board will channel all complaints and/or grievances through the chain of command at the lowest level of authority in an effort toward resolving them at the administrative level prior to the Superintendent's review and subsequent Board review.

SUPERINTENDENT

1. The Superintendent, with his/her designee(s), will provide information to the community about school programs and activities.
2. The Superintendent will establish and maintain a working relationship with the news media.
3. The Superintendent will make recommendations to the Board for resolution of complaints that cannot be resolved at the administrative level.
4. The Superintendent will serve as the Board's liaison with appointed standing and advisory committees as needed.
5. The Superintendent will ensure that an annual report to the community of the progress toward achieving the District goals is published by December 31st.
6. The Superintendent will take reasonable steps to avoid causing or allowing conditions, procedures, actions, or decisions that are or have the potential of being unlawful, unethical, unsafe, disrespectful, disruptive, and/or undignified in the treatment of students, parents, and community.

2.8 LABOR RELATIONS

BOARD

1. The Board will participate in the Meet and Confer process.
2. The Board will adopt salary schedules and/or set salaries of all employees.
3. The Board will solely administer the Superintendent's contract, benefits, and salary.

SUPERINTENDENT

1. The Superintendent will develop and recommend to the Board compensation and benefit plans for teachers and support personnel consistent with the applicable marketplace, with organizations of comparable size and type, and within available resources.
2. The Superintendent will develop and recommend to the Board compensation and benefit plan for administrators. Salaries will be consistent with the applicable marketplace, with organizations of comparable size and type, and within available resources.
3. The Superintendent will administer contracts and/or agreements as appropriate.

2.9 STUDENT SERVICES

BOARD

1. The Board will keep the District focused on the mission, vision, values and goals to ensure learning and achievement for all students.
2. The Board requires that the Superintendent develop and implement AR/OP's and/or rules and regulations for maintaining student services including admission, attendance, activities, rights and responsibilities, discipline, and welfare, .and control of students and to deal with health and safety emergencies.
3. The Board requires the Superintendent to develop and implement AR/OP's and/or rules and regulations to ensure that a safe and appropriate educational environment is provided to all students as outlined within the District mission statement.

SUPERINTENDENT

1. The Superintendent will take reasonable steps to create a school environment that is safe, conducive to the learning process, and free from unnecessary disruption.
2. The Superintendent will develop and implement AR/OP's, and/or rules and regulations to maintain adequate student services including admission, attendance, activities, rights and responsibilities, discipline, and welfare, .and control of students and to deal with health and safety emergencies.
3. The Superintendent will promote the successes of all students and strive for the achievement of the District goals.

2.10 FACILITIES, TRANSPORTATION, FOOD SERVICES

BOARD

1. The Board requires the Superintendent to develop and maintain AR/OP's, and/or rules and regulations as necessary for governing the public use of buildings, grounds, and equipment.
2. The Board will prioritize construction and building renovation needs of the District and be involved in the selection of school sites.
3. The Board will require AR/OP's, and/or rules and regulations as necessary for governing transportation and food services.

SUPERINTENDENT

1. The Superintendent will supervise the upkeep of facilities and the maintenance of grounds and equipment.
2. The Superintendent will supervise the prioritization of long-range plans for preventive maintenance of buildings, grounds, and equipment.
3. The Superintendent will develop and implement AR/OP's, and/or rules and regulations in the supervision of public use of buildings, grounds, facilities, and equipment.
4. The Superintendent will develop and implement AR/OP's, and/or rules and regulations in the supervision of the District's transportation services and food services program and assign staff as appropriate.

3.1 DISTRICT MISSION

As a learning community, we inspire, engage, and prepare all students.

3.2 DISTRICT VISION

Empowered with knowledge, skills, and empathy, all students grow, achieve, and succeed.

3.3 GOALS

GOAL 1: We will create a positive, healthy, and engaged learning community that improves student performance and fuels success.

1. All schools will meet or exceed targets as measured by the state accountability report
2. All schools will train staff to fully implement the Professional Learning Communities (PLC) model, and use student outcomes to drive teaching and learning.
3. The district will provide a safe and secure learning environment for all students and staff.
4. The district will provide quality social, emotional, mental, and physical health support for all students.

GOAL 2: We will ensure that all students have the opportunity to participate in activities and programs that enhance the classroom learning experience.

1. The district will provide all students with opportunities for cooperative learning and collaboration through relevant hands-on activities.
2. The district will provide varied choices in curricular, co-curricular, and extra-curricular programs to increase student engagement.
3. The district will commit to and maintain a culture of growth and student success.
4. The district will promote internal and external communication to all stakeholders.

GOAL 3: All schools will prepare good citizens who are ready for their futures.

1. All staff will incorporate the attributes of effective collaboration, communication, problem solving, and self-advocacy to improve those skills in all students.
2. All students will learn and exhibit social skills and positive character traits through a systematic approach.
3. All schools will promote service to our community and real-world learning experiences.