

Bellingham Public Schools

Strategic Planning Process

School: Kulshan Middle School

Date: October 15, 2007

- Annual Update
- Complete Revision

Strategic Plan Area	School Goals for Student Performance
Reading	By 2008, 82.9% of students will meet the standard in reading as measured by the WASL.
Writing	By 2008, 80.0% of students will meet the standard in reading as measured by the WASL.
Math	By 2008, 68.4% of students will meet the standard in reading as measured by the WASL.
Learning Environment	By 2008, students will demonstrate overall gains of 10% in academic achievement and attendance rates. The school detention and suspension rate will decrease by 20% or more.
Technology	All students will use technology for research, problem solving and decision-making.

Principal Signature: _____

Site Council Chair Signature: _____

Action Plan: READING

School: Kulshan Middle School				Date: October 15, 2007			
District Goal for Student Performance: By 2008, 65.1% of students will meet the standard in reading as measured by the WASL.							
School Goal for Student Performance: By 2008, 82.9% of students will meet the standard in reading as measured by the WASL.							
Target Objective: At least 85% of students will effectively utilize critical thinking skills with literary text and apply appropriate reading strategies to comprehend text.							
Strategies (include actions related to curriculum and instruction, professional development and parent involvement)	C/I	PD	PI	Who	When	Evidence of Implementation	Evidence of Impact (include methods of assessment)
Develop teacher understanding about effective strategies to instruct a variety of comprehension skills.	X	X		Professional Development Team (PDT); Literacy Steering Committee (LSC); Teachers, Administrators	Fall 2007	Learning Meeting agendas; LSC minutes; unit and lesson plans	Improved WASL and DRP reading scores
Develop teacher understanding about effective strategies to develop critical thinking skills.	X	X		PDT, LSC, Teachers, Administrators	Fall 2007	Learning Meeting agendas; LSC minutes; unit and lesson plans	Improved WASL and DRP reading scores
Identify and align comprehension strategies across grade levels.	X	X		LSC, Teachers, Administrators	2007-2008	Learning Meeting agendas; LSC minutes; School Literacy Guide	Improved WASL and DRP reading scores
Develop continuum of instruction across grade levels focusing on the development of critical thinking based on both literary and informational text.	X	X		LSC, Teachers, Administrators	2007-2008	School Literacy Guide	Improved WASL, DRP and fluency reading scores
Utilize and reinforce effective comprehension strategies across all content areas.	X	X		Teachers	2007-2008	School Literacy Guide; Literacy Posters; Lesson Plans	Improved WASL scores in all content areas
Analyze student work to determine effectiveness of instructional strategies for student learning.	X	X		PDT, LSC, Teachers, Administrators	2007-2008	Feedback sheets from small group collaboration; Action Plans	Improved WASL scores in all content areas; Improved academic grades.
Provide parents with strategies to support reading development for students.			X	Teachers, Administrators	2007-2008	Student Success Plans; Newsletters	Improved independent reading scores; Improved reading grades and summative assessments.

Action Plan: WRITING

District Goal for Student Performance: By 2008, 72.6% of students will meet the standard in writing as measured by the WASL.

School Goal for Student Performance: By 2008, 80.0% of students will meet the standard in writing as measured by the WASL.

Target Objective:

All students will apply strategies within the writing process to effectively elaborate on the main idea with effective concrete details and commentary.

Strategies (include actions related to curriculum and instruction, professional development and parent involvement)	C/I	PD	PI	Who	When	Evidence of Implementation	Evidence of Impact (include methods of assessment)
Develop teacher understandings about skills and strategies that writers use to communicate main ideas and details.	X	X		Professional Development Team (PDT); Literacy Steering Committee (LSC); Teachers, Administrators	Fall 2007	Learning Meeting agendas; LSC minutes; unit and lesson plans	Improved WASL and writing assessment scores
Implement teaching strategies to develop the use of concrete detail/commentary in student writing.	X	X		Teachers	2007-2008	Lesson plans	Improved WASL and writing assessment scores
Develop and administer school-wide writing assessment.	X			LSC, Teachers, Administrators	2007-2008	Assessment	Improved WASL and writing assessment scores
Analyze results of school-wide writing assessment to determine specific needs of individuals as well as general trends of writing deficiencies.	X	X		LSC, Teachers, Administrators	2007-2008	Assessment; Student papers	Improved WASL and writing assessment scores; Improved academic grades
Utilize school- and district writing guides to instruct writing strategies in effective manner.	X			Teachers	2007-2008	Lesson plans	Improved WASL and writing assessment scores, Improved academic grades
Assess and analyze student work samples in order to refine practice and identify appropriate teaching responses.	X	X		PDT, Teachers, Administrators	2007-2008	Feedback sheets from small group collaboration; Action Plans	Improved WASL and writing assessment scores; Improved academic grades
Provide parents with strategies to support student-writing development.			X	Teachers, Administrators	2007-2008	Student Success Plans; Newsletters	Improved WASL and writing assessment scores; Improved academic grades

Action Plan: MATH

District Goal for Student Performance: By 2008, 58.7% of students will meet the standard in math as measured by the WASL.

School Goal for Student Performance: By 2008, 68.4% of students will meet the standard in math as measured by the WASL.

Target Objective:

At least 75% of students will demonstrate mastery in number sense as measured by the 6th and 8th grade state assessment and algebraic sense on the 7th grade state assessment.

Strategies (include actions related to curriculum and instruction, professional development and parent involvement)	C/I	PD	PI	Who	When	Evidence of Implementation	Evidence of Impact (include methods of assessment)
Develop teacher understandings about skills and strategies necessary for students to demonstrate number sense (grades 6, 8) and algebraic sense (grade 7).	X	X		Administrators, teachers	Fall 2007	Learning Meeting agendas; Math Committee minutes; unit and lesson plans	Improved WASL and MAP assessment scores; Improved math grades
Identify instructional skills and methods that effectively reinforce number sense concepts related to computational skills and measurement.	X	X		Administrators, teachers	Fall 2007	Learning Meeting agendas; Math Committee minutes; unit and lesson plans	Improved WASL and MAP assessment scores; Improved math grades
Identify instructional skills and methods that effectively reinforce algebraic concepts related to fractions,	X	X		Administrators, teachers	2007-2008	Learning Meeting agendas; Math Committee minutes; unit and lesson plans	Improved WASL and MAP assessment scores; Improved math grades
Identify and implement effective algebraic instruction and strategies in a differentiated manner.	X	X		Administrators, teachers, PDT	2007-2008	Lesson Plans	Improved WASL and MAP assessment scores; Improved math grades
Develop a continuum of support for students at all levels including in-class and extended learning opportunities.	X	X	X	Administrators, teachers	2007-2008	Extended Learning Program	Improved WASL and MAP assessment scores; Improved math grades
Assess and analyze student work samples in order to refine practice and identify appropriate teaching responses.	X	X		Administrators, teachers, PDT	2007-2008	Feedback sheets from small group collaboration; Action Plans	Improved WASL and MAP assessment scores; Improved math grades
Provide parents with strategies to support the development of math skills.			X	Administrators, teachers	2007-2008	Student Success Plans; Newsletters; Curriculum Nights	Improved WASL and MAP assessment scores; Improved math grades

Action Plan: LEARNING ENVIRONMENT

School Goal for Student Performance: By 2008, students will demonstrate overall gains of 10% in academic achievement and attendance rates. The school detention and suspension rate will decrease by 20% or more.							
Target Objective: Students will develop a greater sense of engagement and identity in the school community. Students will become independent learners who practice tolerance, acceptance and responsibility within the greater school community.							
Strategies (include actions related to curriculum and instruction, professional development and parent involvement)	C/I	PD	PI	Who	When	Evidence of Implementation	Evidence of Impact (include methods of assessment)
Further integrate the Honor Statements into the culture and procedures of the school.		X		Administrators, Culture Committee, teachers, staff	2007-2008	Honor Statements included in discipline policy and evident in building; part of behavior discussions	Decrease in discipline referrals
Implement anti-bullying and anti-harassment curriculum across all grade levels.	X			Counselors, teachers	2007-2008	Lesson plans	Decrease in discipline referrals
Provide focused training to improve student attitudes and develop organizational skills.	X			Counselors, teachers	2007-2008	Existence of groups, lesson plans	Increase in student achievement (grades, standardized and classroom assessments)
Create training opportunities for students to develop and implement leadership skills.	X			Counselors, staff, HCL coordinator	2007-2008	Leadership workshop agenda, community service projects	Increase in student achievement; decrease in discipline referrals
Survey parents to understand their perceptions of effectiveness of school.			X	Administrators, Site Council, parents	Fall 2007	Survey	Improvement in positive responses on follow-up survey
Further develop communication links between school and families.			X	Administrators, teachers, parents, Site Council	2007-2008	Existence of communication systems (paper, electronic, web-based)	Increase in parent participation in Parent Connect and electronic newsletters
Develop opportunities for families to be more involved in school activities.			X	Administrators, teachers, Site Council	2007-2008	Parent nights, team activities, conferences	Improvement in positive responses on survey and attendance at school activities

Action Plan: TECHNOLOGY*

School: Kulshan Middle School				Date: January, 2007		Level: Middle School		
School Goal for Student Performance: All students— collaboratively and as individuals —will become competent users of information. They will use 21 st century technology for research, problem solving, and decision-making.								
Target Objective (state in terms of student learning; e.g., 90% of students will reach standard in comprehension of informational text): <ul style="list-style-type: none"> ▪ 100% of students will regularly research utilizing a research process (i.e. Big6 Skills, The Research Cycle), where they determine appropriateness of resources and the most appropriate delivery method for their findings. ▪ 100% of students will complete and present a minimum of one collaborative research project using current and appropriate resources. ▪ 100% of students will complete and present a minimum of one individual research project using current and appropriate resources. 								
Rationale (Research that supports objective): "Information competence is the fusing or integration of library literacy, computer literacy, media literacy, technological literacy, ethics, critical thinking, and communication skills." (Work Group on Information Competence, 1995, p. 5; as quoted in <i>Information Literacy: Essential Skills for the Information Age</i> , Eisenberg, Lowe, and Spitzer, 2004)								
Strategies (include actions related to curriculum and instruction, professional development and parent involvement)	C/I	PD	PI	Who	When	Hardware (HW), Software (SW), and Tech Support (TS) Needs	Funding Strategies for HW, SW, TS, and PD	Evidence of Impact (include methods of assessment)
Teachers design and implement curriculum relevant online projects and other inquiry-based research (Teacher Tier 3.2).	X	X		Teachers, Administration, Curriculum Department, Instructional Technology and Libraries	2008-2010	SW Access to SharePoint (or similar software) for all instructors	PD Instructional Technology and Libraries, Curriculum Department, building budget; SW District Technology Levy	Administrative observation as instructors implement curriculum relevant inquiry-based projects; Curriculum relevant projects shared among staff; PILOT assessment data
Students select and utilize appropriate productivity/multimedia authoring tools to present individual and collaborative inquiry-based projects throughout their curriculum (Student Indicators 5.3 and 6.2).	X	X	X	Students, Teachers, Administration, Curriculum Department, Instructional Technology and Libraries	2008-2010	HW includes mounted projectors, document cameras, and laptops per classroom instructor TS supports maintenance and care	HW District Technology Levy; PD Instructional Technology and Libraries, Building budget	Student completion of projects as assessed on rubrics; Teacher observation and assessment; Library media specialist instruction and observation; PILOT Jr. assessment data

<p>Students employ appropriate tools and technology to solve problems, conduct research, organize production, and present findings (Student Indicator 8.3).</p>	<p>X</p>	<p>X</p>		<p>Students, Teachers, Administration, Curriculum Department, Instructional Technology and Libraries</p>	<p>2008-2010</p>	<p>SW Graphic organizer program (i.e. Inspiration); SW Multimedia authoring tools (i.e., video production, podcasting software) HW interactive whiteboards (1 per team); HW digital video cameras, microphones, tripods (3 per team); HW mobile cart of laptop computers, that support video production (15 per classroom); TS laptop and interactive whiteboard maintenance</p>	<p>SW District Technology Levy, Instructional Technology and Libraries; HW District Technology Levy</p>	<p>Teacher observation, instruction, and monitoring; Library media specialist instruction and observation; Student completion of projects as assessed on rubrics; PILOT Jr. assessment data</p>
<p>Students identify and evaluate accurate, relevant, and appropriate sources of information (utilizing a “research process” such as the Big6 or The Research Cycle) (Student Indicator 10.3).</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>Students, Teachers, Parents, Administration, Curriculum Department, Instructional Technology and Libraries</p>	<p>2008-2010</p>	<p>SW continued subscriptions to the most current and appropriate resources; TS to maintain services</p>	<p>SW Instructional Technology and Libraries; PD Instructional Technology and Libraries, Building budget</p>	<p>Teacher observation, instruction, and monitoring of collaborative and individual projects; Parent support in research; Library media specialist instruction and observation</p>