

Bellingham Public Schools

Strategic Planning Process

School: Kulshan Middle School

Date: October 12, 2006

- Annual Update
 Complete Revision

Strategic Plan Area	School Goals for Student Performance
Reading	By 2007, 75.1% of students will meet the standard in reading as measured by the WASL.
Writing	By 2007, 77.7% of students will meet the standard in writing as measured by the WASL.
Math	By 2007, 70.9% of students will meet the standard as measured by the WASL.
Learning Environment	By 2007, 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 12, 2006			
District Goal for Student Performance: By 2007, 74.9% of students will meet the standard in reading as measured by the WASL.							
School Goal for Student Performance: By 2006, 75.1% of students will meet the standard in reading as measured by the WASL.							
Target Objective: At least 85% of students will effectively apply strategies to analyze and interpret informational text and utilize critical thinking skills with literary text.							
Strategies	CI	PD	R	Who	When	Evidence of Implementation	Evidence of Impact)
Develop teacher understandings about skills and strategies that readers use to analyze and interpret informational text (GLE).	X	X		Professional Development Team (PDT), Literacy Support Team (LST), Teachers, Administrators	Fall 2006	Learning Meeting agendas; LST minutes; unit and lesson plans.	Increase in reading WASL scores, DRP, fluency, and classroom assessments.
Develop teacher understandings about skills and strategies that readers use to think critically about literary text (GLE).	X	X		PDT, LST, Teachers, Administrators	Fall 2006	Learning Meeting agendas; LST minutes; unit and lesson plans.	Increase in reading WASL scores, DRP, fluency, and classroom assessments.
Identify instructional skills and methods that effectively convey specific reading skills necessary for analysis and interpretation of informational text.	X	X		PDT, LST, Teachers, Administrators	Fall 2006	Learning Meeting agendas; LST minutes; unit and lesson plans.	Increase in reading WASL scores, DRP, fluency, and classroom assessments.
Identify instructional skills and methods that effectively convey specific reading skills necessary for thinking critically about literary text.	X	X		PDT, LST, Teachers, Administrators	Fall 2006	Learning Meeting agendas; LST minutes; unit and lesson plans.	Increase in reading WASL scores, DRP, fluency, and classroom assessments.
Intentionally align the instruction of reading GLEs across grade levels.	X			LST, Teachers	Fall 2006	LST minutes; Documents of reading alignment.	Increase in reading WASL scores and classroom assessments.
Develop and design instruction based on common understandings of reading concepts and vocabulary.	X	X		PDT, Teachers, Administrators	2006-2007	Unit and lesson plans, classroom observations.	Increase in reading WASL scores and classroom assessments.
Produce resource notebook that includes instructional methods, practice activities, and sample readings for related GLEs.	X			LST, Teachers, Administrators	Fall 2006	Resource notebook; LST minutes.	Increase in reading WASL scores and classroom assessments.
Identify and utilize strategies to differentiate instruction.	X	X		PDT, Teachers, Administrators	2006-2007	Learning Meeting agendas; LST minutes; unit and lesson plans; classroom observations.	Increase in reading WASL scores, DRP, fluency, and classroom assessments.

Participate in professional development opportunities (whole group, small group, one-on-one coaching) in order to support teaching and learning in reading.		X		PDT, Teachers, Administrators	2006-2007	Learning Meeting agendas; LST minutes; Records of Support, Action Plans.	Increase in reading WASL scores, DRP, fluency, and classroom assessments.
Create and implement assessments that duplicate WASL-type questions.	X	X		PDT, LST, Teachers, Administrators	2006-2007	Assessments; unit and lesson plans.	Increase in reading WASL scores.
Collectively analyze student work to identify student needs and plan for instruction.	X	X		Teachers, Administrators	2006-2007	Unit and lesson plans.	Increase in reading WASL scores and classroom assessments.
Provide parents with strategies to support reading strategies.			X	Teachers, Administrators	2006-2007	Student Success Plans; student goals; school newsletters.	Increase in reading WASL scores, DRP, fluency, and classroom assessments.

Action Plan: WRITING

District Goal for Student Performance: By 2007, 75.2% of students will meet the standard in writing as measured by the WASL.

School Goal for Student Performance: By 2007, 77.7% of students will meet the standard in reading as writing measured by the WASL.

Target Objective: All students will apply strategies within the writing process to effectively communicate the main idea with supporting details across all content areas.

Strategies	U	D	A	Who	When	Evidence of Implementation	Evidence of Impact
Develop teacher understandings about skills and strategies that writers use to communicate main ideas and details.	X	X		Professional Development Team (PDT), Literacy Support Team (LST), Teachers, Administrators	Fall 2006	Learning Meeting agendas; LST minutes; unit and lesson plans.	Increase in writing WASL scores, school-wide, and classroom assessments.
Determine a continuum of writing skills reflective of the developmental abilities across grade levels.	X			LST, Teachers, Administrators	Fall and Winter 2006-2007	School writing document; unit and lesson plans.	Increase in writing WASL scores, school-wide, and classroom assessments.
Align school-wide writing continuum with GLEs.	X			LST, Teachers	Fall 2006	School writing document.	Increase in writing WASL scores.
Create and instruct standardized writing process across all grade levels and content areas.	X			LST, Teachers, Administrators	Fall and Winter 2006-2007	School writing document; unit and lesson plans.	Increase in writing WASL scores, school-wide, and classroom assessments.
Collect and utilize anchor papers at each grade level.	X			LST, Teachers, Administrators	2006-2007	Unit and lesson plans.	Increase in writing WASL scores, school-wide, and classroom assessments.
Assess and analyze student work samples in order to refine practice and identify further staff development needs.	X	X		PDT, LST, Teachers, Administrators	2006-2007	Learning Meeting agendas; LST minutes; unit and lesson plans.	Increase in writing WASL scores, school-wide, and classroom assessments.

Identify strategies to differentiate instruction.	X	X		PDT, LST, Teachers, Administrators	2006-2007	Learning Meeting agendas; LST minutes; unit and lesson plans.	Increase in writing WASL scores, school-wide, and classroom assessments.
Participate in professional development opportunities (whole group, small group, one-on-one coaching) in order to support teaching and learning in writing.		X		PDT, LST, Teachers, Administrators	2006-2007	Learning Meeting agendas; Records of Support; Action Plans.	Increase in writing WASL scores, school-wide, and classroom assessments.
Collectively analyze student work to identify student needs and plan for instruction.	X	X		Teachers, Administrators	2006-2007	Unit and lesson plans.	Increase in writing WASL scores, school-wide, and classroom assessments.
Provide parents with strategies to support student-writing development.			X	Teachers, Administrators	2006-2007	Student Success Plans; student goals; school newsletters.	Increase in writing WASL scores, school-wide, and classroom assessments.

Action Plan: MATH

District Goal for Student Performance: By 2007, 63.7% of students will meet the standard in math as measured by the WASL.

School Goal for Student Performance: By 2006, 70.9% of students will meet the standard in math as measured by the WASL.

Target Objective: All students will apply strategies of pre-and post-checking of mathematical computations in order to demonstrate evidence of number sense.

Strategies	CI	PD	RI	Who	When	Evidence of Implementation	Evidence of Impact
Develop teacher understandings about skills and strategies necessary for students to demonstrate number sense (GLE).	X	X		Math Department, Professional Development Team (PDT), Teachers, Administrators	Fall 2006	Learning Meeting agendas; Math Department notes; unit and lesson plans.	Increase in math WASL scores, MAP, and classroom assessments.
Identify instructional skills and methods that effectively reinforce number sense concepts including estimation and reasonableness of answers.	X	X		Math Department, PDT, Teachers, Administrators	Fall 2006	Learning Meeting agendas; Math Department notes; unit and lesson plans.	Increase in math WASL scores, MAP, and classroom assessments.
Identify CMP as well as supplementary strategies that provide practice with number sense.	X			Math Department, Teachers, Administrators	Fall 2006	Math Department notes; unit and lesson plans.	Increase in math WASL scores, MAP, and classroom assessments.
Align CMP curriculum with GLEs; identify resources and strategies to instruct skills not included in CMP curriculum.	X			Math Department, Teachers, Administrators	Fall 2006	Math Department notes; unit and lesson plans.	Increase in math WASL scores, MAP, and classroom assessments.
Identify and develop differentiated instructional strategies resulting in increased student learning by all students.	X	X		Math Department, PDT, Teachers, Administrators	2006-2007	Learning Meeting agendas; Math Department notes; unit and lesson plans.	Increase in math WASL scores, MAP, and classroom assessments.
Determine common grade-level assessments based on GLEs and reflective of WASL style questions.	X			Math Department, Teachers, Administrators	2006-2007	Assessments; unit and lesson plans.	Increase in math WASL scores, MAP, and classroom assessments.

Collectively analyze student work to identify student needs and plan for instruction.	X	X		Math Department, PDT, Teachers, Administrators	2006-2007	Learning Meeting agendas; Math Department notes; unit and lesson plans.	Increase in math WASL scores, MAP, and classroom assessments.
Create extended day program that provides effective support for students not at standard in math.	X			Math Department, Teachers, Administrators	2006-2007	Implementation of program.	Increase in math WASL scores, MAP, and classroom assessments.
Provide parents with strategies to support student learning of math concepts.			X	Teachers, Administrators	2006-2007	Student Success Plans; student goals; school newsletters.	Increase in math WASL scores, MAP, and classroom assessments.

Action Plan: LEARNING ENVIRONMENT

District Goal for Student Performance:

School Goal for Student Performance: Students will demonstrate overall gains of 10% in academic achievement and attendance rates. The number of school suspensions will decrease by 20%.

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	CI	PD	PI	Who	When	Evidence of Implementation	Evidence of Impact
Develop and reinforce common honor statements to serve as foundation for positive student behavior.		X		Administrators, Culture Committee, teachers, staff	2006-2007	Honor Statements evident throughout building; part of behavior discussions	Decrease in discipline referrals
Develop mentoring support program connecting students with positive staff members.		X		Administrators, Culture Committee, staff	Fall 2006	Program in place; staff communicating with identified students	Decrease in discipline referrals; increase in student attendance; increase in student assessment results
Implement anti-bullying and anti-harassment curriculum across all grade levels.	X			Counselors, teachers	Fall 2006	Lesson plans	Decrease in discipline referrals
Provide focused training to improve student attitudes and develop organizational skills.	X			Counselors, teachers	2006-2007	Existence of groups; lesson plans	Increase in student achievement (grades, standardized and classroom assessments)
Survey parents to understand their perceptions of effectiveness of school.			X	Administrators, Site Council, parents	Fall 2006	Survey	Improvement in positive responses on follow-up survey
Increase effective communication systems between school and home.			X	Administrators, teachers, parents, Site Council	2006-2007	Existence of communication systems (paper, electronic, web-based)	Increase in parent participation in Parent Connect and electronic newsletters
Identify ways to encourage parent involvement in school activities and student learning.			X	Administrators, Site Council, teachers	2006-2007	Site Council Minutes; existence of programs; increased parent volunteers	Increase in parent participation and attendance in school activities