

# DISTRICT/SUPERINTENDENT'S PRIORITIES RUBRIC "Raising the Bar for 2018"

## STANDARD I: INSTRUCTIONAL LEADERSHIP

Academic Year	Curriculum Indicator	Instruction Indicator	Assessment Indicator	Evaluation Indicator	Data-Informed Decision Making
<b>YEAR 2014-2015</b>	<ol style="list-style-type: none"> <li>1. Purchase new textbooks for HS Physics, ELA, Math, Science, Chemistry, Social Studies, ELL, &amp; Geometry</li> <li>2. Evaluate future textbook needs</li> <li>3. Addition of more hand-held devices</li> <li>4. Increase number of Chrome Books</li> <li>5. Purchase additional Bright Links projectors for district</li> </ol>	<ol style="list-style-type: none"> <li>1. SEI Training Continues</li> <li>2. Collaboration with STCC Gateway to College Program</li> <li>3. Improve Internet instructional technology</li> <li>4. Development of Connections Program for students with behavioral needs</li> <li>5. Continue to strengthen Curriculum Facilitator's role. Expand Teacher Leaders to Doering School.</li> </ol>	<ol style="list-style-type: none"> <li>1. DDM implementation</li> <li>2. Continuation of MCAS testing for Spring 2015</li> <li>3. Purchase electronic devices to implement standardized tests</li> <li>4. MKEA Teaching Strategies Gold</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop language to address evaluation in teacher's contract</li> <li>2. Develop staff &amp; student surveys in conjunction with evaluation instrument</li> <li>3. Provide on-going training for staff regarding the new evaluation instrument</li> <li>4. Continue <i>Super Committee</i> collaboration regarding evaluations</li> <li>5. Revise evaluation forms for ease of use</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement Edwin Software Program (Teacher/Learning Portal)</li> <li>2. Ensure SIF compliant with student schedules and EPIMS</li> <li>3. Use of Oasis software program in order to monitor school/district goals</li> </ol>
<b>YEAR 2015-2016</b>	<ol style="list-style-type: none"> <li>1. Develop written curriculum for Jr. High STEM program</li> <li>2. Complete purchase of ELA materials at AHS</li> <li>3. Ongoing review of district textbook needs</li> <li>4. Expansion of 65" InFocus JTouch, LCD monitors at AHS</li> <li>5. Prepare for implementation of new State Science Standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluate second year of Connections Program</li> <li>2. Rely on Curriculum Facilitators to deliver professional development</li> <li>3. Expansion of video production course for utilization of new video studio at AHS</li> <li>4. Implementation of <i>Naviance</i> program website to assist students with post high school plans</li> <li>5. Continue collaboration with STCC's <i>Gateway to College</i> Program</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposed State-determined assessments to begin</li> <li>2. Continue with review and development of DDM implementation</li> <li>3. Continue with Data Teams to review assessment results</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluate effectiveness of curriculum facilitators</li> <li>2. Review established criteria for evaluation ratings</li> </ol>	<ol style="list-style-type: none"> <li>1. Student Impact Rating Implementation</li> <li>2. Expand Edwin access through training and support</li> <li>3. Review data from teacher surveys relating to New Teacher Evaluation Instrument</li> </ol>
<b>YEAR 2016-2017</b>	<ol style="list-style-type: none"> <li>1. Implementation of new Science standards</li> <li>2. Purchase new Science materials</li> <li>3. Implement new JHS STEM Program</li> <li>4. Create curriculum maps for substantially separate program</li> <li>5. Embed ESL curriculum standards</li> <li>6. Review &amp; replace textbooks as needed</li> <li>7. Review delivery model of instruction for middle level Math &amp; ELA</li> </ol>	<ol style="list-style-type: none"> <li>1. Review &amp; revise Grade 5 &amp; 6 Intensive Math program</li> <li>2. Implement new K-12, ELL textbooks</li> <li>3. Update &amp; restructure co-teaching model for grades 5-12</li> <li>4. Continue <i>Inclusive Concurrent Enrollment</i> (ICE) at HCC for special ed. Students</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepare for changes to State assessment system</li> <li>2. Continue to work with teachers to develop better understanding of <i>Student Impact Rating</i></li> <li>3. Provide timely DDM and assessment results to teachers</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish an Evaluation Super Committee</li> <li>2. Administration will evaluate staff regarding the use of SEI Strategies in the classroom</li> <li>3. Create new <i>Student Update</i> form for elementary schools</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide CCFs with access to Test Wiz and other data resources</li> <li>2. Build stronger Data Teams to review assessment and DDM results</li> <li>3. Analyze and track student growth</li> </ol>

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		5. Initiate elementary robotics coding program			
<b>YEAR 2017-2018</b>	<ol style="list-style-type: none"> <li>1. Develop Grade 6 Health curriculum</li> <li>2. Build stronger vertical alignment of CCFs</li> </ol>	<ol style="list-style-type: none"> <li>1. Investigate the need to expand elementary Science Specialists</li> <li>2. Develop Elementary Report Card Committee to review &amp; revise existing report cards</li> <li>3. Review &amp; revise K-12 Pacing Guides</li> <li>4. Review student/teacher ratio in ELL</li> </ol>	<ol style="list-style-type: none"> <li>1. Review &amp; assess MCAS 2.0</li> <li>2. Determine Technology &amp; classroom needs for MCAS 2.0</li> </ol>	<ol style="list-style-type: none"> <li>1. Review protocol/procedures for conducting staff evaluations</li> </ol>	<ol style="list-style-type: none"> <li>1. Investigate various software programs to assist with the collection of data</li> </ol>

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## STANDARD II: MANAGEMENT & OPERATIONS

Academic Year	Environment Indicator	Human Resources Management and Development Indicator	Scheduling and Management Information Systems Indicator	Law, Ethics & Policies Indicator	Fiscal Systems Indicator
<b>YEAR 2014-2015</b>	<ol style="list-style-type: none"> <li>1. Develop plans for new ECC</li> <li>2. Remove carpet at Doering, Clark, Phelps, Robinson &amp; Granger Schools and replace with tile flooring</li> <li>3. Investigate renovation of lower level of high school to create Art classrooms</li> <li>4. Expansion of security cameras at the HS &amp; JH</li> <li>5. Expand P.O.S. to three remaining elementary schools</li> <li>6. Expansion of BHN services for at-risk students</li> <li>7. Proceed with plans for a New Athletic Facility</li> <li>8. Offer <i>Breakfast Program</i> at all elementary schools</li> </ol>	<ol style="list-style-type: none"> <li>1. Expansion of district bandwidth</li> <li>2. Integration of secure Cloud technology</li> <li>3. Implement Governor's School Safety &amp; Security Guidelines</li> <li>4. Monitor MSBA Statement of Interest regarding high school renovations</li> <li>5. Implementation of "My Learning Plan" professional development software program</li> <li>6. Initiate on-line purchase orders</li> <li>7. Proposed purchase of two-way radios for all schools</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing Professional Learning Communities meetings for elementary principals</li> <li>2. PLCs for teachers continue</li> <li>3. PreK-4 Math &amp; Literacy Teacher Leaders and Curriculum Facilitator monthly meetings</li> <li>4. Annual in-house professional development days for staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiate new State Fingerprint-Based Program for new hires</li> <li>2. Participation in Global Compliance Network for state mandated training</li> <li>3. Review of all new State &amp; Federal laws by school attorney at annual Administrator's Retreat</li> </ol>	<ol style="list-style-type: none"> <li>1. Investigate possible funding sources to sustain Advanced Placement Program at high school</li> <li>2. Begin preparations for FY'16 Budget process</li> <li>3. Continue the pursuit of available grants to offset school budget</li> <li>4. Purchase <i>Boardpaq</i> software program for School Committee use</li> </ol>
<b>YEAR 2015-2016</b>	<ol style="list-style-type: none"> <li>1. Proposed renovation of high school lower level to create Art classrooms</li> <li>2. Conduct <i>Feasibility Study</i> for construction of new ECC</li> <li>3. Begin construction of New Track Facility</li> <li>4. Renovations to AJHS auditorium</li> <li>5. Installation of second set of security doors at AHS rotunda</li> <li>6. Installation of handicap seating in AHS auditorium</li> <li>7. Expansion of security cameras to elementary schools</li> <li>8. Breakfast offered at Doering &amp; Jr. High School</li> <li>9. Expansion of Robinson Park School parking lot</li> </ol>	<ol style="list-style-type: none"> <li>1. Continuation of Table Top Safety Exercises with Police, Fire, &amp; Emergency Management Departments</li> <li>2. Review of Safety Response Team composition in all schools</li> <li>3. Contract with <i>Source4 Teachers</i></li> <li>4. Contract with <i>School Dude</i></li> <li>5. Review &amp; update job descriptions for assistant principals</li> <li>6. Replace air conditioning units at junior high school</li> <li>7. Update energy management by replacing thermostat controls in heating system at all schools</li> <li>8. Replacement of swimming pool filtering system at junior high school</li> <li>9. Ice melt cables installed on Phelps &amp; ECC roofs</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing PLCs for teachers and administrators</li> <li>2. Continuation of PreK-6 Math &amp; Literacy &amp; Curriculum Facilitator monthly meetings</li> <li>3. Conduct annual in-house Professional Development days for staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Fingerprinting continues for all staff &amp; personnel who have unsupervised, direct contact with students</li> <li>2. Conduct legal workshops twice a year for School Committee members</li> <li>3. Continue state-mandated training with Global Compliance Network</li> <li>4. Review of all new State &amp; Federal laws during Administrators Retreat</li> </ol>	<ol style="list-style-type: none"> <li>1. Begin negotiation process with five bargaining units</li> <li>2. Implementation of <i>Boardpaq</i> software program for administrators</li> <li>3. Continue search for funding sources to sustain AP program at high school</li> <li>4. Initiate FY'17 Budget process</li> <li>5. Continue pursuit of available grants to offset district budget</li> </ol>
<b>YEAR 2016-2017</b>	<ol style="list-style-type: none"> <li>1. Breakfast program expanded to include all schools</li> <li>2. Completion of New Athletic Complex at AHS</li> <li>3. Continue systematic replacement of carpeting throughout the district</li> </ol>	<ol style="list-style-type: none"> <li>1. Replace roof at Robinson Park School</li> <li>2. Upgrade district security cameras and fire alarm system at all schools</li> <li>3. Continue to post open positions on School Spring, in local newspapers, Mass Live, &amp; on</li> </ol>	<ol style="list-style-type: none"> <li>1. Expansion of Literacy and Math Coaches</li> <li>2. Weekly/Monthly PLC and/or staff meetings</li> <li>3. Continue to offer in-house</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue Legal Workshops for SC members &amp; administrators</li> <li>2. Ongoing state-mandated training with Global Compliance Network</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalize negotiations with 5 bargaining units</li> <li>2. Replace Doering School boilers with MSBA assistance</li> </ol>

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	<ul style="list-style-type: none"> <li>4. Installation of keyless door entry system at Grade 5 - 12 schools</li> <li>5. Review composition of Emergency Response Teams</li> <li>6. Update roles &amp; responsibilities of Emergency Response Team members</li> <li>7. Continue to offer CPR training for all staff</li> <li>8. Implement <i>Employee Assistance Program</i></li> </ul>	<ul style="list-style-type: none"> <li>various professional organization websites</li> <li>4. Attend Westfield State University's annual Job Fair for education majors</li> <li>5. Reconfiguration of rotunda bathroom at AHS to meet IDEA compliance regulations</li> </ul>	Professional Development opportunities	<ul style="list-style-type: none"> <li>3. Continue CORI and finger print testing for all potential employees.</li> <li>4. Continue to update SC policies as directed by MASC</li> <li>5. Initiate Narcan Policy</li> </ul>	<ul style="list-style-type: none"> <li>3. Purchase additional non-fiction books for elementary book closets</li> <li>4. Increase mobile devices district-wide</li> <li>5. Secure funding to remove existing oil tank at Doering School</li> </ul>
<b>YEAR 2017-2018</b>	<ul style="list-style-type: none"> <li>1. Install keyless door entry system at PkreK-4 schools</li> <li>2. Evaluate Employee Assistance Program</li> </ul>	<ul style="list-style-type: none"> <li>1. Secure engineer to address separation of storm &amp; sanitation drain issue at Doering School</li> <li>2. Continue collaboration with MEMA, Fire, &amp; Police department personnel in order to conduct trainings</li> </ul>		<ul style="list-style-type: none"> <li>1. Evaluate effectiveness of Narcan Policy implementation</li> </ul>	<ul style="list-style-type: none"> <li>1. Secure engineer to investigate replacement of condensing units at AJHS</li> <li>2. Install security cameras at new Athletic Complex</li> </ul>

### STANDARD III: FAMILY AND COMMUNITY ENGAGEMENT

Academic Year	Engagement Indicator	Sharing Responsibility Indicator	Communication Indicator	Family Concerns Indicator
<b>YEAR 2014-2015</b>	<ul style="list-style-type: none"> <li>1. Continue supporting various booster clubs</li> <li>2. On-going support of "Career Days" at the junior and senior high schools</li> <li>3. Conduct Financial Aid Night for parents of high school students</li> <li>4. Promote scholarships available for high school seniors</li> </ul>	<ul style="list-style-type: none"> <li>1. Continue to offer at-risk intervention program, after school for elementary students</li> <li>2. Conduct annual <i>Back-to-School Nights</i> for parents &amp; guardians</li> <li>3. Conduct evening guidance hours for parents/guardians who work during the day</li> <li>4. Support various school, family-based activities and events</li> </ul>	<ul style="list-style-type: none"> <li>1. Continue DWST monthly meetings</li> <li>2. Conduct informational forums for parents/guardians and community members</li> <li>3. Expand educational Channel 12 offerings</li> <li>4. Continue with Response to Intervention Program at elementary level</li> <li>5. Provide translation of educational materials to families in their native language</li> </ul>	<ul style="list-style-type: none"> <li>1. Continuation of Coordinated Community &amp; Family Grant Outreach Program</li> <li>2. Support Agawam Parent Advisory Council (PAC) meetings for parents/guardians of students with special needs</li> </ul>
<b>YEAR 2015-2016</b>	<ul style="list-style-type: none"> <li>1. Continue outreach to local businesses through AHS Career Center</li> <li>2. Continue collaboration with West of the River Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>1. Establish <i>Best Buddies Club</i> at AHS</li> <li>2. After school, at-risk intervention program for elementary students continued</li> <li>3. Annual <i>Back-to-School Nights</i> conducted for parents &amp; guardians</li> <li>4. Evening guidance department hours offered for working parents</li> </ul>	<ul style="list-style-type: none"> <li>1. DWST monthly meetings continued</li> <li>2. Channel 12 expanded</li> <li>3. Ongoing <i>Response to Intervention Program</i> at elementary level</li> <li>4. Educational materials translated into native language for families</li> </ul>	<ul style="list-style-type: none"> <li>1. Coordinated Community &amp; Family Grant Outreach Programs continued</li> <li>2. Expansion of lending library for district families</li> <li>3. Ongoing Before &amp; After School Childcare Program available to district families</li> <li>4. Continuation of Agawam Parent Advisory Council (PAC) for families of children with special needs</li> </ul>

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		5. Continued support for family-based activities and events		
<b>YEAR 2016-2017</b>	<ol style="list-style-type: none"> <li>1. Maintain relationships with local civic organizations</li> <li>2. Forge relationship with Veteran’s Council via “Wreaths Across America” program</li> <li>3. Foster relationship with Agawam Senior Center citizen groups</li> <li>4. Promote &amp; support Agawam Jr. Women’s Club “First Time Bus Rider” program</li> </ol>	<ol style="list-style-type: none"> <li>1. Collaboration with local colleges &amp; universities to apprise AJHS students of future opportunities</li> <li>2. Conduct Title I Parent Night</li> <li>3. Elementary school family night programs &amp; events</li> <li>4. End-of-year school family activities</li> <li>5. Establish “Helping Hands” club at AHS</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to offer parents Edline software program to access student grades and homework</li> <li>2. News posted on individual school web sites</li> <li>3. Televised School Committee meetings</li> <li>4. Announcements made under “Superintendent’s Notes” at SC meetings</li> <li>5. School newsletters sent home</li> <li>6. New electronic sign at AHS</li> <li>7. Continue to conduct the Annual <i>Kindergarten Information Night</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Expansion of Behavioral Health Network services</li> <li>2. Collaboration with local businesses &amp; organizations to provide student supplies &amp; materials to needy families</li> <li>3. Support organizations that provide “Holiday Food Baskets” for needy families</li> <li>4. Support non-perishable food drives at schools</li> <li>5. Continue weekly “dress down days” at schools to support local charities</li> <li>6. Assistance offered to homeless &amp; displaced families by district’s Homeless Liaison</li> </ol>
<b>YEAR 2017-2018</b>		<ol style="list-style-type: none"> <li>1. Utilize Truancy Officer to work as mentor with at-risk students and those with attendance issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilize Twitter &amp; Facebook to inform families of special events, news, &amp; announcements</li> <li>2. Utilize ELL staff to communicate with families whose primary language is not English</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a “Homework Committee” comprised of teachers, administrators, School Committee members, &amp; parents from each grade level to discuss K-12 homework expectations.</li> </ol>

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STANDARD IV: PROFESSIONAL CULTURE						
Academic Year	Commitment to High Standards Indicator	Cultural Proficiency Indicator	Communications Indicator	Continuous Learning Indicator	Shared Vision Indicator	Managing Conflict Indicator
<b>YEAR 2014-2015</b>	<ol style="list-style-type: none"> <li>1. Provide training for teachers of Advanced Placement students</li> <li>2. Dissemination of PreK-12 Student/Parent Handbooks</li> <li>3. Conduct monthly meetings with administrative team</li> <li>4. "Writing Across the Curriculum" year-long training for all Doering teachers</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to work with the Policy Subcommittee to review &amp; update existing district policies, as well as to create new policies</li> <li>2. Support Multi-Cultural Family Nights at various schools</li> </ol>	<ol style="list-style-type: none"> <li>1. Creation of student-centered television studio</li> <li>2. Parent/Guardian, staff, &amp; community outreach via the Connect Ed program, e-mail, district website, &amp; Channel 12</li> <li>3. Information provided during <i>Superintendent's Notes</i> at regularly-scheduled school committee meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Expansion of professional development opportunities outside of school time (summer, after school)</li> <li>2. Continue Administrator's Retreat</li> <li>3. Provide in-house trainings via the district's IT Department</li> <li>4. Continue to provide Prof. Dev. in elementary literacy &amp; math</li> </ol>	<ol style="list-style-type: none"> <li>1. Address the needs identified by the Facility Needs Committee</li> <li>2. Publish annual <i>Back-to-School</i> edition of local newspaper</li> <li>3. Publish mid-year status of schools report in local newspaper</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue monthly meetings with AEA leadership</li> <li>2. Expansion of Peer Mediation Program to Doering School</li> <li>3. Follow <i>Problem Resolution Guidelines</i></li> <li>4. Follow <i>Chain-of-Command</i></li> </ol>
<b>YEAR 2015-2016</b>	<ol style="list-style-type: none"> <li>1. Advanced Placement "Kick-Off" held to encourage student involvement</li> <li>2. Conduct annual Administrators Retreat</li> <li>3. Administrative attendance at State and local workshops &amp; meetings</li> <li>4. Monthly Mentor Program meetings conducted</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to bring forward new MASC policies to Policy Subcommittee</li> <li>2. Continue to offer multi-cultural clubs at high school</li> <li>3. Encourage multi-cultural family activities at all schools</li> </ol>	<ol style="list-style-type: none"> <li>1. Full implementation of My Learning Plan to track, store, and analyze professional development</li> <li>2. Expand individual school and district websites</li> <li>3. Continued use of Connect Ed program, e-mail, district website, &amp; Channel 12 to reach parents/guardians, staff, &amp; community regarding emergencies and important events</li> <li>4. Utilization of student-centered television studio</li> <li>5. Information regarding schools provided via <i>Superintendent's Notes</i> at school committee meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to provide teachers with SEI training in strategies</li> <li>2. Develop Professional Development training to address State-determined assessment</li> <li>3. Ongoing professional development for staff in elementary literacy &amp; math</li> <li>4. IT Department training for staff in all new programs</li> </ol>	<ol style="list-style-type: none"> <li>1. District Vision, Core Values, &amp; District Goals published in local newspaper &amp; on district website</li> <li>2. Philosophy of Agawam Public Schools published in Student Handbooks &amp; newspaper</li> <li>3. Develop action plan for needs identified by the Facility Needs Committee</li> <li>4. Publish annual <i>Back-to-School</i> edition of local newspaper</li> <li>5. Publish "Status of Schools" report mid-year in local newspaper</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue support of AHS "Chiefs" program</li> <li>2. Continue informative School Committee workshops</li> <li>3. Conduct individual and/or group meetings</li> <li>4. Notification of all important issues to appropriate parties</li> <li>5. Peer Mediation group expanded to Doering School</li> </ol>
<b>YEAR 2016-2017</b>	<ol style="list-style-type: none"> <li>1. Continue to expand enrollment in Honors &amp; AP courses</li> <li>2. Offer Saturday study sessions for AP students</li> <li>3. Continue to offer free PSAT testing to students</li> </ol>	<ol style="list-style-type: none"> <li>1. Expand translation services for those families whose first language is not English</li> <li>2. Promote Cultural Night Dinners at schools</li> </ol>	<ol style="list-style-type: none"> <li>1. Create videos that promote the district and its schools</li> <li>2. Research parent-oriented educational programs to air on Channel 12</li> </ol>	<ol style="list-style-type: none"> <li>1. Offer mandated SEI or ESL strategies training (15 PDPs)</li> <li>2. Offer mandated effective strategies for teaching SPED students (15 PDPs)</li> <li>3. Provide Science workshops to inform and acclimate staff to new standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish a Building Committee for construction of a new Preschool/Kindergarten building</li> <li>2. Research &amp; secure funding for a new Preschool &amp; Kindergarten school</li> <li>3. Continue to publish <i>District Priorities</i> &amp; policies in the annual <i>Back-to-School</i> edition of local newspaper</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue monthly meetings with AEA leadership</li> <li>2. Promote the Parent Advisory Council meetings</li> <li>3. Continue relationship with UMASS regarding PBIS strategies</li> </ol>

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	4. Continue participation in the <i>Pioneer Valley Excellence in Teaching Awards</i> program		3. Continue to utilize Connect Ed messaging to parents/ guardians	4. Train all elementary classroom & special education staff in the new Envisions Math Program 5. Establish a Professional Development Committee	4. Publish <i>State of Schools</i> report mid-year in local newspaper	4. Publish <i>Problem Resolution Guidelines</i> in local newspaper & in Student Handbooks 5. Publish <i>Chain of Command</i> in local newspaper & in Student Handbooks
<b>YEAR 2017-2018</b>	1. Continue to recruit highly-qualified teachers and support staff		1. Investigate additional avenues to expand communication with parents & guardians, as well as the community	1. Provide opportunities for staff/administration to conduct Learning Walkthroughs 2. Provide updated Technology training for all staff		1. Continue Peer Mediation groups