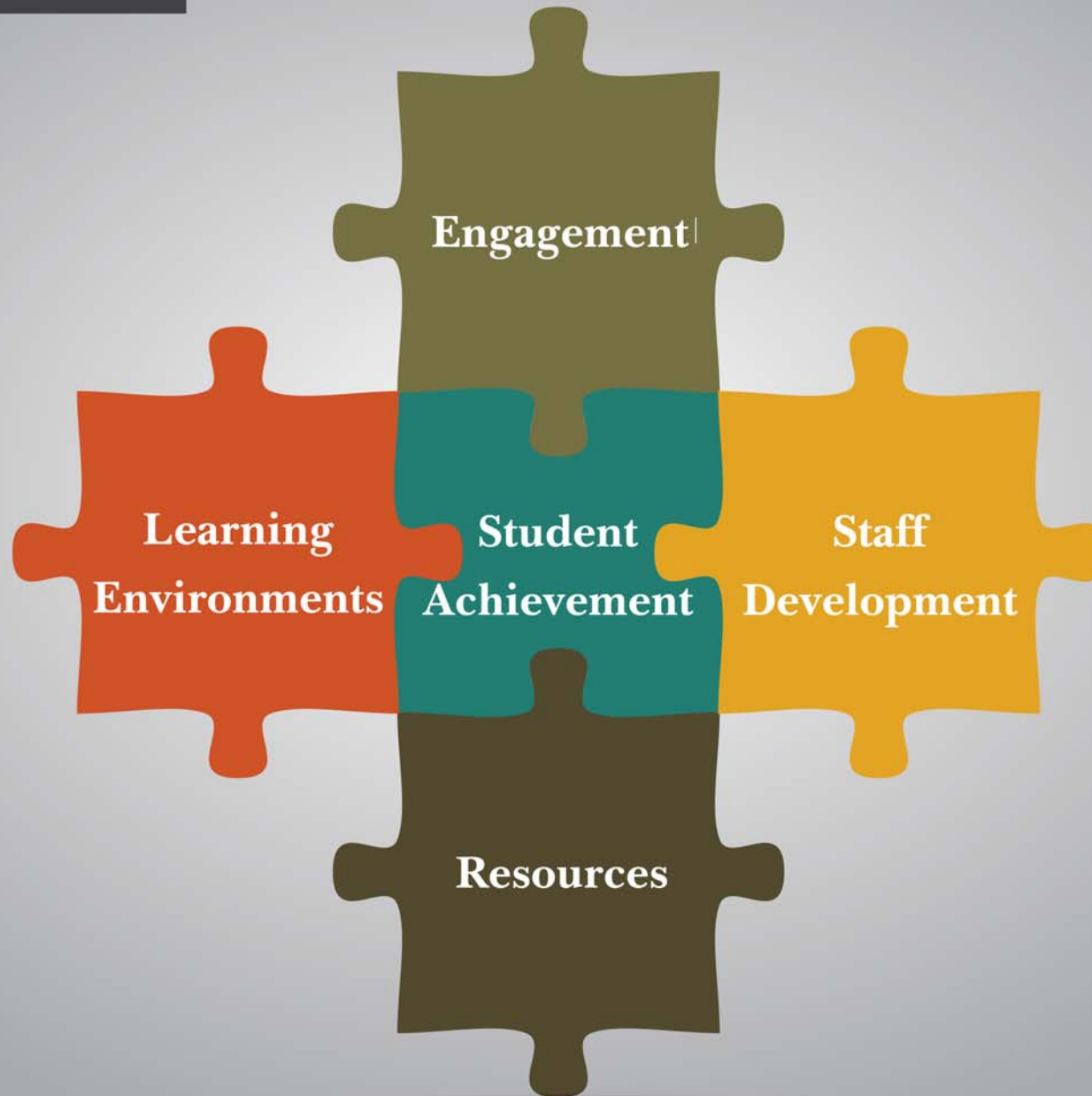
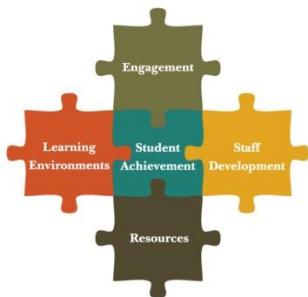


# Bettendorf Community School District

## Strategic Plan





**Vision**

Bettendorf Community School District will link learning to life with passion, purpose, and pride so that all students can make a positive difference.

**Mission**

Educational Excellence is the foundation of the Bettendorf Community School District. Working in partnership with the family and community, we will instill and nurture in all students the knowledge, skills, creativity, and confidence to pursue their dreams and to succeed in a global society.

## District-Wide Critical Issues

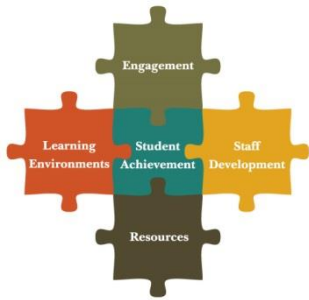
Based on the input from the board, focus groups and review of various data, the following critical issues were identified. While all the critical issues below are important to address as part of the district strategic plan, the Superintendent’s Cabinet identified the highest district-wide priorities from the group of critical issues as follows:

Highest District -Wide Priorities

- **Success for ALL Students** - District/schools in need of attention, addressing the achievement gap, proficiency and student growth.
- **Fiscal Sustainability** – Financial resources to meet future student needs and support success for all students.
- **Clear Vision & Understanding** - Among all stakeholders and district.
- **Organization Alignment** – Working together as a board, administration, educators, and staff.
- **Student Engagement** - Student voice, personalized learning/career readiness, social /emotional health, student growth, and ownership.

Other Critical Issues

- **Professional Learning Community/Teacher Leadership Model & Iowa Common Core** - Integration and execution.
- **Early Childhood Education** (Pre-k through 3rd) - Tied to student achievement gap and pre-k through 3rd SES groups. Urgency to meet 3rd grade progression to 4th grade state mandates.
- **Recruitment, Retention & Development** – Hiring and meeting the needs of diversified group of educators and staff.
- **Lack of Enrollment Growth** - With natural barriers to growth, what can district do to sustain enrollment levels?
- **Elementary Facility Needs** - Short term improvements/long term footprint.
- **Technology Needs** - Meeting current technology needs for students and educators. (Professional Development, learning devices, etc.)



## Strategic Assumptions

Other strategic assumptions that need to be considered in developing the strategic plan represent factors over which the district has little, if any, control but have a potentially significant impact on the district.

### Funding Sources

- Uncertain state funding for FY17 and beyond. *Assume stagnant and potentially declining.*
- Per student state formula revenue sharing will continue. Likely that student enrollment will decline over the planning period.
- Uncertainty regarding sustainability of federal support/grants for targeted student populations. *E.g. low income, special needs, Armstrong.*
- Continued unfunded federal/state mandates.
- Limited or no growth in assessed taxable property values within BCSD boundaries. *Longer term impact of Duck Creek flood plain.*

### Demographics

- Free/reduced lunch population will continue to increase in numbers and % of all students. *2015-2016 - 33%.*
- Total school enrollment will slowly decline. *Est. decrease of 30 resident students per year.*
- Overall school enrollment will continue to fluctuate with slight overall uptick over the planning period.
- Community demographics within the district will become more urban-like.
- BCSD will continue to be landlocked with limited new and significant housing growth.
- There will be moderate, but manageable growth in both ESL and special needs students.
- Special needs students will continue to require increased level of service.

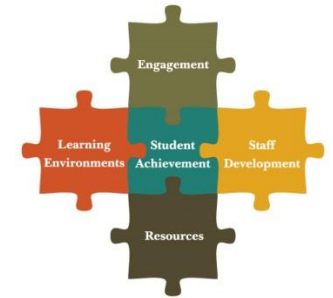
- Uncertainty of impact from Duck Creek flood plain issues, but could have significant long term negative impact (facilities, funding, etc.) on student enrollment. *I.e. up to 200 students long term.*
- Continued strong community pride in BCSD.
- Education environment.
- Diminished engagement of parents in child's education as formal organization support (e.g. PTO, etc.) continues to wane.
- Students will need / require more transportation assistance. *Tied to free/reduced lunch population.*
- Continued health insurance and benefits cost pressures and school district, teachers, staff, and parents.
- Major teacher retirements will diminish and stabilize. *We are through the major retirement bubble.*
- Continued relatively high turnover rates due to higher proportion of newer, younger teachers moving through life cycles.
- Continued strong moral imperative to develop career-ready students, while recognizing that all students will require some type of post-secondary education and training.
- Uncertainty as to state of Iowa's student assessment choice and methodology.
- Continued emphasis on pre-k through 3rd grade/early childhood development.
- Retained 3rd grade state requirement will be implemented by 6/30/17.
- Continued significant rising costs of college education and impact on HS curriculum offering.
- Increasing use and expectation of on-line education opportunities.

# Strategic Plan Goals

## GOAL 1

### Student Achievement

BCSD will accelerate achievement for all students and minimize disparities among all groups of students by delivering research-based, best practice instructional strategies and programs consistently throughout the district.



### Strategies

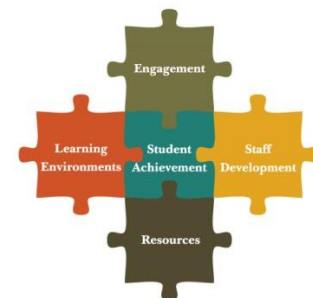
1. Complete design of systemic district-wide PLC implementation plan (expectations, roles, protocol, roll-out, etc.) and begin to implement.
2. Align district pre-k through 12 core curriculum with prioritized Iowa Common Core standards.
3. Design, revise, and continue to implement common formative assessments across the district to drive instruction, monitor practices, and adjust, as needed, using Multi-tier System of Supports framework (MTSS) to address student achievement gaps.
4. Complete and implement digital learning plan including needed resources to ensure innovative and best use of technology tools for student learning.
5. Design and implement an intensive primary (K-3) summer school program, with an emphasis on literacy and math, to meet state grade progression requirements.
6. Research and increase implementation of differentiated, personalized and authentic learning opportunities throughout the district to increase student engagement.
7. Design and incorporate a plan to evaluate instructional programming and support systems.
8. Implement instructional practices that ensure student acquisition of 21st century skills.

### Key Metrics of Success

1. *Graduation rates above state standards.*
2. *Achieve college career readiness targets. National Clearinghouse*
3. *100% 3rd grade students' meet end of 3rd grade state defined proficiency standards.*
4. *All attendance centers meet state defined success indicators.*

# Strategic Plan Goals

**GOAL 2**  
**Staff Development**  
 BCSD will attract, develop, and retain highly competent, dedicated, and caring staff so that we can be responsive to the diverse needs of our learners and high expectations from our community.



## Strategies

1. Grow and sustain TLC process of mentoring and coaching to support teachers in the continuous improvement process.  
*Transitioning past mentoring practices while integrating with PLC implementation.*
2. Effectively use teacher Personal Learning Plan (PLP), via Peer Review process, to drive continuous improvement through job-embedded professional development.
3. Actively employ proactive approaches to attract and retain more diverse staff.
4. Seek staff input through various forms of feedback related to staff development activities and apply systemic improvements.
5. Provide necessary training related to diverse learners.
6. Develop and implement a plan/process to onboard and retain classified staff. *E.g. para- mentors, building based orientation, teacher-para interaction.*

## Key Metrics of Success

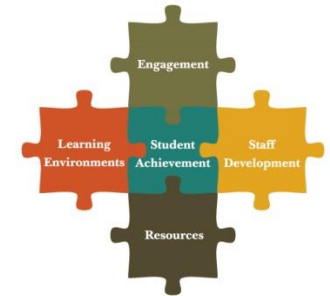
1. *Staff/district workforce diversity more closely mirrors the district’s student demographics.*
2. *Improved retention of staff and new teachers. (TBD)*
3. *Measured improvement of meaningful professional development activities. (TBD)*
4. *Improvement in job satisfaction and employee engagement selected question scores. Humanex culture survey. (TBD)*

# Strategic Plan Goals

## GOAL 3

### Learning Environments

BCSD will upgrade, maintain, and expand facilities; enhance culture and climate to support the district mission; and continue to provide a safe, accessible and welcoming environment for students, staff, parents, and the community.



#### Strategies

1. Implement training and practices to address and prevent bullying and harassment. *Counseling focus and resources; clarify definition; student identification and awareness.*
2. Continue development of long range facilities vision for 21st century learning and activity centers.
3. Continue to review and audit safe physical environment practices and implement improvements. *E.g. building and grounds inspections, police liaison assessments, EMC audits.*
4. Expand social, emotional, and behavioral supports (e.g. PBIS) at pre-k through 5 and determine potential application and implications throughout the district.

#### Key Metrics of Success

1. *Improvement in student bullying responses – Iowa Youth Survey. (TBD)*
2. *Improvement in safe environment - district satisfaction survey. (TBD)*
3. *Completion and implementation of district long-range facilities plan with elementary facilities focus.*
4. *Decrease number of major behavioral related referrals at attendance centers.*

# Strategic Plan Goals

## GOAL 4 Engagement

BCSD will share a common vision for its future and work to align the board, administration, educators, district staff, students, and community with the shared vision. BCSD will establish effective two-way communication within the district, as well as with parents and the community, in order to foster a trusting and supportive partnership for student success.



### Strategies

1. Develop and implement a process to increase understanding and ownership of district vision, mission, and goals. *Includes design and communication of a concise visual model that clearly defines the district vision and how district resources and strategies are aligned with the vision.*
2. Implement best practices for improved board performance.
3. Research best practices for administrative and staff accountability, follow-through and implement strategies throughout the district.
4. Educate and increase understanding of the Iowa Core among our school community.
5. Enhance meaningful staff, parent and community engagement district-wide and at building levels.
6. Explore and implement effective ways to communicate district information, stories and successes to the community.

### Key Metrics of Success

1. *Improvement on targeted engagement questions for various stakeholders. District satisfaction survey*
2. *Improvement on targeted vision and alignment questions. Humanex culture survey*
3. *Improvement on targeted teacher leadership and engagement questions. CTQ annual survey*

# Strategic Plan Goals

## GOAL 5 Resources

BCSD will develop a seamless continuation of existing funding options and aggressively pursue new funding mechanisms in order to provide our students and staff with an innovative world-class educational experience.



### Strategies

1. Effectively use the financial projection tool for meeting long term financial goals via contingency and scenario planning.
2. Continue to investigate and leverage resources outside the district to provide enhanced student and staff support services.  
*E.g. 21st Century Community Schools grant, expanded Vera French partnership.*

### Key Metrics of Success

1. *Maintain minimum of 10-15% solvency ratio throughout the planning period. (Unspent balance)*
2. *Sustainment of 21st Century Community Schools program components after grant sunsets.*
3. *Attainment of additional resources and grants outside the district to support district mission.*