



MANSFIELD | **Strategic Plan**

Independent School District





We believe that...

- 1. Our foundation is built on personal beliefs, integrity and respect.**
- 2. Building positive relationships is vital for success.**
- 3. Effective communication is essential.**
- 4. Development and achievement are self-determined.**
- 5. Responsibility and accountability are crucial.**
- 6. Lifelong learning is imperative.**
- 7. A safe, nurturing environment strengthens education.**
- 8. Leadership is inherent within all of us.**



**Mansfield Independent School District
ensures educational and personal success by:**

- **aspiring to high academic standards**
- **fostering a community built on mutual support and excellence**
- **delivering innovative educational opportunities**
- **cultivating productive, lifelong learners.**



Each student will:

- **master and demonstrate skills that build character and integrity.**
- **actively engage in extracurricular activities and community involvement beyond the classroom setting.**
- **creatively pursue hopes and dreams which will have a positive impact on society.**
- **graduate on the Distinguished Achievement Program.**



We will:

- 1. ensure educational opportunities for all students delivered through innovative and inspiring teaching methods.**
- 2. address funding challenges through efficient operations and alternative funding sources.**
- 3. ensure that all district facilities are equitable.**
- 4. unify our district around a common mission.**
- 5. engage all parents in a partnership committed to student success.**
- 6. educate our community about the strengths of our diversity.**
- 7. communicate effectively throughout our community to achieve the district's mission.**



We will:

- 1. make decisions in the best interest of students.*
- 2. honor relationships, maintain integrity, and treat all people with respect and compassion.*
- 3. ensure a culture of creativity, imagination, and innovation.*
- 4. recognize, develop, and provide opportunities for leadership throughout the entire organization.*
- 5. be responsible and accountable in everything we do.*
- 6. not compromise excellence.*

Strategy:	We will ensure educational opportunities for all students delivered through innovative and inspiring teaching methods.					
Specific Result:	The District will address the learning styles of students through innovative teaching					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Create a bank of lessons (on-line/video) by grade and content in electronic format.	Dr. Vaszauskas	7/1/2011	9/1/2016	Tangible: Professional development costs for specific workshops and substitute costs. Intangible: time	Tangible: quality professional development for staff, enhanced academic performance of students, lower dropout rate, lower absenteeism. Intangible: engaged students	
2. Create a bank of professional development offerings with inspiring lessons in electronic format.	Dr. Vaszauskas	7/1/2011	9/1/2016	Tangible: Professional development costs for specific workshops and substitute costs. Intangible: time	Tangible: quality professional development for staff, enhanced academic performance of students, lower dropout rate, lower absenteeism. Intangible: engaged students	

<p>3. Model good teaching styles with adult learners.</p>	<p>Executive Council</p>	<p>7/1/2011</p>	<p>9/1/2016</p>	<p>Tangible: Professional development costs for specific workshops and substitute costs. Intangible: time</p>	<p>Tangible: quality professional development for staff, enhanced academic performance of students, lower dropout rate, lower absenteeism. Intangible: engaged students</p>	<p>Implemented 9/1/11 - requiring Active Inspire for presentations in Area and Level meetings, increasing interaction and active engagement in small group meetings and modeling the lesson cycle by posting objectives</p>
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Specific Result:	The district will integrate technology into daily instruction.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Build and maintain proficiency utilizing instructional technology.	Dr. Doug Brubaker	7/1/2011	7/1/2016	<p>Tangible: Equipment: Infrastructure and classroom=\$2,000,000 annually \$10,000,000 over 5 years. Training:Substitute expenses and contract trainer fees</p>	<p>Tangible: Equipment and infrastructure with capacity for 21st Century content and delivery. Intangible: Greater student engagement. Greater efficiencies. Wider array of learning opportunities. (i.e. distance learning, virtual field trips, teacher recruitment, teacher job satisfaction, and</p>	12.7.2011 -- Training provided through the following models: Camp Inspire, August 2011, ___ participants; 2011-2012 school year: ActivAcademy half-day training sessions, _____ participants; ActivJourney/Spotlight On-Campus Training Sessions, _____ participants.
2. Offer quality professional staff development using instructional technology.	Dr. Doug Brubaker	7/1/2011	7/1/2016			___% "Agree" or "Strongly Agree" with the statement, "_____" as reported on teacher surveys in Eduphoria Workshop system.
3. Build model lessons incorporating technology (i.e. Flip Charts, ActivExpressions, Safari Montage, Safari Live) into content areas.	Dr. Doug Brubaker	7/1/2011	7/1/2016			K-12 Social Studies,K-4 Science, and K-4 Math model lessons have been posted electronically in Flip Chart format.
4. Maintain replacement cycle of technology equipment.	Dr. Doug Brubaker	7/1/2014	7/1/2016			Conduct annual assessment of computer quality in spring semester 2012. Explore use of existing desktop computers as clients in virtualized desktop environment; proof of concept for desktop virtualization planned for spring semester 2012.

5. Increase distance learning options.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016	= \$100,000/annually \$500,000 over 5 years. Intangible: Time	retention, student development of 21st Century skills, lower student to device ratio). Universal access to content not limited by time or place. Equity in resources.	Completed tests of H.323 bridge in order to prepare for provision of distance learning opportunities capable of reaching each MISD classroom. As of December 7, 2011, four successful distance learning sessions have been conducted through this service. More are planned for the spring 2012 semester.
6. Implement digital textbooks.	Dr. Jim Vaszauskas	7/1/2015	7/1/2016			Proof of concept involving up to 20 students planned for spring 2012; pilot of virtual desktop involving 150-200 devices planned for fall 2012 at Lake Ridge High School.
7. Implement policy on personal devices.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016			Updated policy on personal devices has been placed on the agenda for consideration at January 2012 Tech Advisory Meeting.

Specific Result:	The district will use assessment to guide instruction.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
<p>1. Create a district philosophy on assessments, including formative, summative, and performance based.</p>	<p>Dr. Jim Vaszauskas</p>	<p>7/1/2011</p>	<p>7/1/2016</p>	<p>Tangible: Scoring and reporting software. Trainers and facilitators. Intangible: Time for research, training, and preparation of assessments. Time away from other duties and responsibilities. Reluctance to change.</p>	<p>Tangible: District-wide standards of performance and expectations. Standardized plan across district. Increased student learning based on analysis of test results. Better short-and-long range planning. More efficient use of time. Better constructed assessments. Development and availability of appropriate performance-based assessments. Intangible: Less waste of time developing tests. Less stress over developing appropriate assessments. Campus-level maintenance of training and accountability. Better understanding of purpose and use of formative and summative assessments to inform instruction.</p>	

2. Create a district plan for assessment.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016
3. Offer professional development opportunities in effective assessment practices, including rubrics, summative formative assessments, and performance based assessments.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016
4. Embed effective assessments into curriculum guides.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016

Specific Result:	The district will create a variety of summer enrichment programs.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Develop a summer enrichment plan.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016	Tangible: Summer Interest Enrichment Camp (SIEC) 48 hours of paid time for each teacher@ \$20/hour for each course taught (academic incorporating hands-on activities, fitness and health, arts, crafts, theatre, study skills, etc.) High	Tangible: Intangible: (SIEC) Students will improve academically and be	
2. Partner with TCC to offer special interest camps during the summer.	Angela Martin	7/1/2011	7/1/2016			
3. Advertise to parents early in the spring.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016			

<p>4.Offer tuition based acceleration and/or virtual courses for high school credit</p>	<p>Paul Cash</p>	<p>7/1/2011</p>	<p>7/1/2016</p>	<p>School acceleration/virtual courses (HS) 100 hours of paid time for acceleration classes @ \$20.00/hour. 60 hours of paid time for administration of virtual class@\$20/hour(no prep time required) Transportation-PK/K \$35,427.84;K-2 \$25,369.27;3-8 \$54,725.12 Administration-pk/k \$4,249;K-2 \$4,352;3-4 \$4600;5-6 \$4,605,7-8 \$6776;9-12 \$8,415 Transportation and administrative costs reflect the amounts that are currently paid during summer school. If the programs are run concurrently, there will be no additional costs.</p>	<p>able to explore varied interests by participating in the numerous course offerings during the summer. (HS) More students will graduate on the distinguished achievement plan. (HS) More students will obtain college credit prior to graduating from high school. (HS) Students will have more flexibility in their schedules to take classes at Ben Barber.</p>	<p>Discussion meeting on January 4, 2012. Monthly meetings with Kyle Heath on how this will be executed. Targeted date for information to be ready, early February 2012.</p>
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Specific Result:	The district will begin creating project based instruction and learning environments.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Develop a common definition or understanding of project-based learning (PBL) to be utilized throughout all training and implementations.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016	Tangible: Paid extra duty time for teacher input on the PBL design elements/principles @\$20 per hour. Approx. 5 hours per teacher for planning. Paid time for teacher trainers. 10 hours at @20 an hour. Paid time for teachers to plan specific PBL lessons with all areas of design examples shown. 10 hours @\$20 an hour. Substitute pay for any training or work that will be done during the school day. Intangible: Selected principals and/or curriculum coordinators spend time developing a common definition and understanding of PBL. Selected principals and/or curriculum	Tangible: Quality professional development for staff. Enhanced academic performance of students. Intangible: Opportunities for our students to be taught through inspiring teaching methods. Increased parent knowledge and involvement through PBL instruction techniques. Teacher training in summer curriculum conference. An effective teaching strategy that will allow SDCE hours in curriculum area.	
2. Select a PBL design and provide teacher training in each step of the design principle.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016			
3. Select a grade level of subject area to pilot training and implementation.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016			
4. Develop PBL lesson references and resources that are easily accessible to teachers.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016			
5. Provide technology in order to support and enhance student learning.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016			

6. Educate parents and community about the PBL philosophy.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016	coordinators spend time selecting a PBL design framework to use. Time spent developing the design principles with specific
7. Begin robotics units/classes/clubs in K-8.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016	guidelines. Time by technology department placing example lessons for on-line access. Time by curriculum coordinators to add PBL suggestions to subject and grade-level curriculum frameworks.

Specific Result:	The district will market college expectations and the distinguished achievement program.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Embed the expectation into the district culture by educating teachers, principals, and counselors; and publishing information in all student handbooks.	Dr. Bob Morrison	7/1/2011	7/1/2016	Tangible: Webinar production costs. Intangible: Teacher/administrator preparation time for programs and webinar development.	Tangible: Higher DAP graduates. Higher accountability scores for district. Improved college readiness for graduates. Intangible: Better communication between parents and district. Goodwill with community on educational efforts for college readiness. Better understanding of DAP and its impact on district.	
2. Embed AVID and College/Career readiness standards into every grade level.	Angela Martin	7/1/2011	7/1/2016			
3. Communicate with and educate parents about the Distinguished Achievement Plan and the path to accomplish it by inviting HS counselors to talk with 4th, 6th, and MS grade parents and by creating an informative webinar for parents and students to watch.	Karen Wentworth Holly McCanlies	7/1/2011	7/1/2016			8th Grade campus visits - 1/20/2012. 4th/6th Grade visits are scheduled by campuses 1/2012 - 5/2012
4. Educate parents about the college application process before the students get to middle school	Karen Wentworth Holly McCanlies	7/1/2011	7/1/2016			8th Grade campus visits - 1/20/2012. 4th/6th Grade visits are scheduled by campuses 1/2012 - 5/2012

Specific Result:	The district will begin an International Baccalaureate program.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Identify a potential school or schools for implementation, considering which levels will participate and a phase-in plan.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016	Tangible: Year 1: \$4,000 travel to IB orientation seminar. Year 2: \$10,000 IB recognized professional development for teachers and staff. Year 3: \$4,000 application fee. \$15,000 IB orientation travel. Year 4: \$9,500 candidate fee. \$15,000 Teacher/Staff workshops. \$8,400 Annual school fee. \$3,500 Program evaluation. Year 5: \$9,500 Candidate fee. \$15,000 Teacher/Staff workshops. \$8,400 Annual school fee. \$3,500 Program	Tangible: Quality professional development for staff. Enhanced academic performance of students. Intangible: Enhanced district reputation for having an IB World School.	
2. Begin the application process, consideration phase/request for candidacy following the IB timeline.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016			
3. Follow IB guidelines regarding required teacher trainings.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016			
4. Begin candidate phase and request for authorization following the IB timeline.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016			
5. Complete candidate phase and verification visit following the IB timeline.	Dr. Jim Vaszauskas	7/1/2011	7/1/2016			

<p>Maintain training for new teachers</p>	<p>Dr. Jim Vaszauskas</p>	<p>7/1/2011</p>	<p>7/1/2016</p>	<p>evaluation. Intangible: Teacher training time taken away from other activities. Potential community anxiety about which school is chosen to serve as IB school. Staff time dealing with transfer procedures, application procedures, student recruitment, policy updates, and other administrative issues related to starting new program.</p>		
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Strategy:	We will address funding challenges through efficient operations and alternative funding sources.					
Specific Result:	An online form will be created that can be filled out anonymously to report areas of waste, fraud or abuse with school or district assets.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. The communications department will create and promote the link on the district web page.	Terry Morawski	7/1/2011	7/1/2016	Tangible: Time to establish guidelines. Time to create form. Time and manpower to manage forms. Time to communicate process. Intangible:	Tangible: Savings due to reports (ex. Energy savings, etc.). Preventing fraud, waste, etc. Intangible:	The Communications Department has discussed this item for future planning. No other action is required at this time.
2. The district will post on the district web page a phone number for people to call and leave their suggestions.	Terry Morawski	7/1/2011	7/1/2016	Impact of being perceived as a "whistle blower". Creating possible suspicious environment with staff. Investing all claims including bogus claims (time, energy, staff member). Lack of follow up may damage relationships with community.	Stakeholders feel they have a voice and that the district is being responsible. Transparency for the district. Creating a more cautious perspective among staff. Strengthen "work together" relationship between the school district and community.	The Communications Department has discussed this item for future planning. No other action is required at this time.

Specific Result:	The district will use the most cost effective, energy efficient technology.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Communicate to district personnel expectations of expenditures requirements and district goals and guidelines for energy efficient technologies.	Executive Council	7/1/2011	7/1/2016	Tangible: Time spent identifying and developing the criteria for future energy-efficient technologies. Intangible: Learning to use new technologies by district personnel.	Tangible: Reduce energy usage within the district. Intangible: Environmental benefits.	Completed December 2011
2. The district will develop criteria/specifications or guidelines for future purchases of energy-efficient technologies.	Executive Council	7/1/2011	7/1/2016		Auxiliary Services, Technology and Purchasing will review all pending purchases to determine if equipment meets desired criteria.	
3. The district will determine if energy efficient technologies are cost effective.	Executive Council	7/1/2011	7/1/2016		Monitoring process initiated December 2011 and ongoing	

Specific Result:	MISD campuses will develop and implement an energy efficiency plan that will result in a decrease of energy use by 5%					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Establish campus energy teams to identify potential areas to reduce energy usage (i.e. turn off lights in vacant rooms, computer monitors, exterior doors, etc.).	Campus Energy Champions	7/1/2010	7/1/2016	Tangible: Time of staff responsible for identifying areas of energy reduction. Time for staff to monitor energy usage throughout the year. Fiscal costs related to celebration of success. Intangible: Complaints by staff over limitations regarding the use of energy using appliances.	Tangible: Reduction in energy costs of 5% on each campus. Intangible: Environmental benefits.	Energy Champions at each campus with the cooperation of the site administration are reviewing energy savings potential quarterly and sharing recommendations with campus staff.
2. Conduct awareness sessions with staff to educate them on targeted areas and energy reduction goals.	Principals	9/1/2011	7/1/2016			Energy Champions & Principals have conducted the first staff meeting to discuss energy conservation on or before Dec. 1, 2011. Meetings were conducted with energy champion staff members on 10-5 and 10-14, 2011.
3. Identify baseline energy usage.	Jeff Brogden	7/1/2005	7/1/2005			
4. Establish checkpoints throughout the year to monitor progress toward the goal.	Jeff Brogden	7/1/2005	7/1/2016			Energy Consumption is reviewed each month and compared to the previous years data.
5. Report total savings at the end of the fiscal year.	Jeff Brogden	7/1/2011	7/1/2016			Savings Reports will begin 9-1-2012
6. Celebrate success toward the goal.	Jeff Brogden	6/1/2012	7/1/2016			Although program begins 2012, four schools were awarded ice machines for best reduction in 2011.

Specific Result:	MISD campuses will develop and implement strategies to reduce operating costs by 3%.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Conduct small group meetings with principals to identify potential areas to reduce operating costs.	Dr. Jim Vaszauskas	10/1/2011	7/1/2016	Tangible: Time required for employees responsible to implement tasks. Intangible: Training employees in cost-cutting strategies. Complaints by staff regarding a reduction in materials, budgets, etc.	Tangible: Reduction of operating costs/expenses on each campus of 3%. Intangible: Streamline operations and provide better utilization of campus resources.	
2. Conduct awareness sessions with staff.	Principals	8/1/2012	7/1/2016			
* What, how and results.						
* Example items:						
· Paper						
· Travel						
· Substitutes						
· Professional Development						
3. Identify baseline expenses for targeted areas to reduce.	Principals	10/1/2011	7/1/2016			
4. Establish checkpoints.	Principals	10/1/2011	7/1/2016			
5. Report total savings at the end of the fiscal year.	Principals	10/1/2011	7/1/2016			

Specific Result:	Partner with specific corporate entities to develop incentive programs that will provide continuous revenue streams for the district.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Superintendent will assign a designee.	Terry Morawski	7/1/2011	7/1/2016	Tangible: Manpower. Intangible: Reallocation of resources. Competition with other district groups. Factors that affect the stability of the length of partnerships. Stability of business members, Economy, Length of partnership. Determining which types of businesses with whom we would like to partner.	Tangible: Continuous revenue streams for the district. Partners become well known in the community. Intangible: Good relationships involving and highlighting the community and business.	Terry Morawski was assigned by Dr.Morrison.
2. Designee will form a committee of staff, community and business members.	Terry Morawski	3/1/2012	7/1/2016			Terry Morawski and Abigail Cloud discussed the formation of the committee.
3. Analyze and compile a list of companies that would be potential	Terry Morawski	3/1/2012	7/1/2016			An initial list has been created. The list will be added to as the process continues.
4. Contact potential companies and discuss possible partnerships that would benefit both parties.	Terry Morawski	7/1/2012	7/1/2016			
5. Re-evaluate plan each year.	Terry Morawski	8/1/2012	7/1/2016			

Specific Result:	A marketing plan for maximizing the utilization of facilities will be created to generate revenue for the district.						
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates	
1. A marketing plan for maximizing the utilization of facilities will be finalized to generate revenue for the district.	Terry Morawski	7/1/2011	7/1/2016			The Communications Department has discussed this item for future planning. No other action is required at this time.	
2. Designated staff will identify appropriate facilities.	Terry Morawski	7/1/2011	7/1/2016	Tangible: Increased use and up keep of the facilities. Increased maintenance costs for the facilities. Event planner personnel unit required at new performing arts center. District personnel on site to open and close the facility for events.	Tangible: Increased revenue. Ability to hold events such as graduations on our own property. Intangible: Exposure for M.I.S.D. Feeling of ownership for stakeholders.		
3. Develop written policies and procedures to guide the district in making decisions about marketing and/or advertising.	Terry Morawski	1/1/2011	7/1/2016			Exposure to a wider variety of fine arts	
What's allowed, what's the fee, expectations for care of the facilities.						Intangible: Wear and tear on	
4. Develop a contract "for-profit" venues.	Terry Morawski	1/1/2011	7/1/2016				

<p>5. Report back to Superintendent.</p>	<p>Terry Morawski</p>	<p>7/1/2011</p>	<p>7/1/2016</p>	<p>and tear on buildings due to increased use. Possible controversy over facility usage (e.g. which organizations may or may not rent the facilities).</p>	<p>variety of fine arts. Increased student involvement. MISD control of dates.</p>	
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Specific Result:	Establish district guidelines for grant acquisition and administration to proactively seek out, acquire, and administer discretionary grants to support the educational strategies of MISD.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Superintendent will assign a designee who will:					Tangible: Meeting the goals and objectives of the grant (intend purpose). Improved student achievement. Increased educational opportunities.	
A. Form a committee when an appropriate district-wide grant is under consideration, or	Dr. Jim Vaszauskas	9/1/2014	7/1/2016	Tangible: Create grant researcher/writer personnel unit. Office and operational budget for position. Needs assessment to determine types of grants to seek out/areas of focus.	Evaluation of grant's impact. Intangible: One time cost of a grant might have long term benefits at little or no continued cost.	
B. Funnel down appropriate grants to individual campuses, departments, grade levels, or teachers.	Dr. Jim Vaszauskas	9/1/2015	7/1/2016	Intangible: Time it would take to train others to assist in developing a grant.	Campus staff involved with a grant will gain increased expertise and training. Teachers and coordinators will fee supported. Increase in student interest for learning/motivation.	
2. Designee will provide periodic trainings on grant discovery and grant writing	Dr. Jim Vaszauskas	8/1/2016	7/1/2016		More informed stewardship of current (& future	

Strategy:	The district will ensure that all district facilities are equitable.					
Specific Result:	Replace all HVAC equipment at the end of life cycle in order to prevent failures from interrupting instruction at District facilities.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Assess and determine the life cycle of all existing HVAC equipment.	Jeff Brogden	7/1/2012	7/1/2013	Tangible: Replacement of life cycle equipment for current HVAC equipment needed from now-2012 \$11,000,000 (est.) Intangible:	Tangible: More energy efficient. Lower maintenance costs. Intangible: Staff/Student comfort. Less down time with equipment.	Complete audit of existing equipment was performed in 2011. Remaining lifecycles were prioritized and placed in the bond according to priority for replacement with energy efficient technologies.
2. Prioritize HVAC equipment replacement based on the assessment of the equipment and determine the current life of the equipment. (Est. cost for current – 2012 replacements: \$11,000,000)	Jeff Brogden	7/1/2012	7/1/2013	Intangible: Decreases need for additional maintenance technicians. Improve skill set for MISD maintenance technician. Less work for maintenance staff.		Replacements are scheduled to begin 2012 and continue through 2016.

Specific Result:	Replace and renovate all equipment and components not meeting code requirements including fire alarms, fire sprinklers, ADA requirements and plumbing fixtures.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Assessment to determine code compliance of existing facility components.	Jeff Brogden	1/1/2011	1/1/2011	Tangible: Replace prioritized non-code compliant building components. (\$9,600,000-est.) Develop replacement plan for code compliance needs. Intangible: Reduce employee overtime from responding to false alarms.	Tangible: Physical property protection. Reduction in insurance premiums. Intangible: Reduced amount of false firm alarm call-outs.	ADA compliance was audited in the 2011 building assessment. Non-compliant components were placed in the 2011 Bond Program for repair / replacement.
2. Prioritize non-code compliment building components and develop a replacement plan. (Est. cost \$9.6 million)	Jeff Brogden	7/1/2011	7/1/2012			Replacements / repairs are scheduled to begin in the summer of 2012.
Specific Result:	Replace and/or renovate inefficient equipment to improve energy cost savings and maximize life cycle costs.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Perform energy audit on existing facilities to determine cost-saving opportunities through equipment replacement, standard practices, and temperature and lighting control sequences.	Jeff Brogden	1/1/2011	1/1/2011	Tangible: Replacing and installing energy efficient equipment (i.e. occupancy sensors and light fixtures) (\$4,900,000-est.) Intangible: Hire contractor for installation.	Tangible: Reduced utility costs. (approx. \$250,000/year) Intangible: Less work for maintenance employees. Improved light quality.	All district facilities were audited and energy performance projects were developed according to best return on investment. Projects continue to be performed through 2012. Many projects have received rebates and grant funding.
2. Prioritize energy projects based on best return on investment. (Est. cost \$4.9 million)	Jeff Brogden	9/1/2011	9/1/2012			Projects continue to be performed, over \$200,000 dedicated to projects on 2011-12 school year.

Specific Result:	The interior and exterior of all district facilities are equitable.						
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates	
<u>Interior</u>							
1. All campuses will have interior signage that is ADA compliant. (TBD)	Jeff Brogden	9/1/2011	Capital Request	Tangible: Rolled carpeting \$3,334,000. VCT tiles \$66,000. Interior paint \$4,512,614.50. Intangible: Awning \$114,000. Exterior Paint \$595,345.	Tangible: Equitable Campuses. Updated products. Intangible: Healthier environments.	All interior and exterior signage will be reviewed during the 2011 bond program renovations.	
2. Rolled carpeting will be less than 10 years old. (\$5.00/sq. ft.)	Jeff Brogden	9/1/2011	Requires Bond			Rolled carpeting will be replaced during the 2011 bond program.	
3. All walls will have been painted within the last 8 years. (\$2.50/sq. ft.)	Jeff Brogden	9/1/2011	Addl. Pers. Req			Painting will be performed during the 2011 bond program. Small scale painting will continue to be performed by the Facilities staff.	
4. VCT tiles will be less than 20 years old. (\$2.75/sq. ft.)	Jeff Brogden	9/1/2011	Requires Bond			VCT tile will be updated during the 2011 bond program as needed.	
<u>Exterior</u>							
1. All campuses will be fully accessible according to ADA regulations. (TBD)	Jeff Brogden	9/1/2011	Requires Bond			ADA compliance will be reviewed and corrected during campus renovations under the 2011 bond program.	
2. All campuses will have exterior signage that is ADA compliant. (TBD)	Jeff Brogden	9/1/2011	Capital Request			Signage will reviewed and replaced were required in the 2011 bond program. Two major campuses were addressed during the 2011-12 school year.	
3. All campuses will have at least 1,000 square feet of covered area/awnings. (\$30/sq. ft.)	Jeff Brogden	9/1/2011	Requires Bond			Covered areas will be addressed at every campus as part of the 2011 bond program.	

<p>4. All campuses will have external identification that is consistent with MISD approved guidelines. (TBD)</p>	<p>Jeff Brogden</p>	<p>9/1/2011</p>	<p>Capital Request</p>			<p>Campuses have been reviewed for compliance. A plan to add or replace signage is being developed.</p>
<p>5. All campuses, 10 years or older, will have landscaping that meets current city ordinances and is tolerant of low water. (TBD)</p>	<p>Jeff Brogden</p>	<p>9/1/2011</p>	<p>Capital Request</p>			<p>Landscaping will be reviewed by facilities on an annual basis. A priority list will be developed and implemented for renovation by Spring of 2013.</p>

Specific Result:	Equitable safety and security at all District facilities.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Establish controlled access at all campuses (\$3,256,000) including roof security and (\$750,000) bringing burglar alarm panels to current standards. (\$320,760)	Mike Leyman	7/1/2011	Requires Bond	Tangible: \$12,442,360. Intangible: Potential training costs. Additional time for monitoring cameras.	Tangible: Improved protection of assets. Intangible: Better secure educational environment. Better response to problem situations. Peace of mind for staff and students. Improved interaction with non-district law enforcement agencies. Limited losses for district. Improved communication district wide. Savings on personnel secondary to improved automation of system.	
2. Install IP based cameras on all campuses/parking lots/temporary buildings. (\$7,382,400)	Mike Leyman	7/1/2011	Requires Bond			
3. Implement a student proximity card attendance system at all MISD campuses. (\$500,000)	Mike Leyman	7/1/2011	Requires Bond			
4. Provide sufficient two-way radios to all campuses/administrators/faculty/staff. (\$183,200)	Mike Leyman	7/1/2011	Requires Bond			
5. Provide additional AED's and appropriate ongoing training to meet all campus needs. (cost to be determined)	Mike Leyman	7/1/2011	Requires Bond			
6. Place signage on all campuses communicating desired traffic flow patterns for that specific campus. (\$50,000)	Mike Leyman	7/1/2011	Requires Bond			

Specific Result:	Ensuring all District athletic facilities are equitable.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Ensure that all high schools have the same number of gyms. Build 3 rd gym at MHS and SHS. (\$2.8 million)	Jeff Brogden	9/1/2011	Requires Bond	Tangible: Construction Supplies/Labor \$5,926,810. Intangible: Displacement of students and teachers during construction periods. Limitations on use of facilities	Tangible: Equitable athletic facilities across the district. Potential increase in community and parent involvement. Intangible: Better public image attached	Additional gyms will be added in the 2011 bond program.
2. Ensure that all high school campus football stadiums have concession stands. Build concession stand at SHS. (\$350,000)	Jeff Brogden	9/1/2011	Requires Bond			Additional concession stands will be constructed in the 2011 bond program.
3. Ensure that all middle school gyms are equitable. Replace wooden bleachers at RWMS and THMS (\$400,000), build concessions at RWMS and THMS (\$100,000), and make BWMS concessions code-compliant. (\$26,810)	Jeff Brogden	9/1/2011	Requires Bond			Gym seating will be addressed in the 2011 bond program.
4. Ensure that all middle school football/track stadiums are equitable. Add seating to RWMS, THMS, and BWMS. (\$300,000)	Jeff Brogden	9/1/2011	Requires Bond			Field seating will be added in the 2011 bond program.

<p>5. Ensure that all middle school girls/coaches locker room facilities are equitable. Remodel BWMS (\$150,000) and build outdoor field houses at RWMS and THMS. (\$700,000)</p>	<p>Jeff Brogden</p>	<p>9/1/2011</p>	<p>Requires Bond</p>	<p>until completion. Possible resentment towards a diversion of significant fund amount to athletics.</p>	<p>to MISD Athletics program.</p>	<p>Locker room renovations will occur in the 2011 bond program.</p>
<p>6. Ensure that all middle school weight rooms are equitable in square footage. Add 250 square feet to RWMS and THMS weight rooms. (\$50,000)</p>	<p>Jeff Brogden</p>	<p>9/1/2011</p>	<p>Requires Bond</p>			<p>Weight rooms will be renovated where applicabkle in the 2011 bond program.</p>
<p>7. Ensure all high school tennis facilities have restrooms for public use. Add public restrooms to SHS tennis field house. (\$50,000)</p>	<p>Jeff Brogden</p>	<p>9/1/2011</p>	<p>Requires Bond</p>			<p>Additional facilites will be constructed in the 2011 bond program.</p>

Specific Result:	Establishing equity in all science classrooms in the district.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Install eyewash stations at MLIS (6), DIIS (6), and ALIS (8). (20 @ \$395 = \$7,900)	Jeff Brogden	7/1/2012	Requires Bond	Tangible: Materials (eyewash stations, ventilator hoods, chemical cabinets) - \$28,938. Construction - \$131,400. Intangible: Possible displacement of students and staff during periods of construction.	Tangible: Safer learning environment for students and staff. Ability to purchase larger quantities of consumables at reduced cost. Intangible: Greater program flexibility. Lower teacher anxiety regarding student safety.	Eyewash stations are included in the 2011 bond program.
2. Install ventilator hoods at CTIS (2) to facilitate safety protocols in science classrooms. (2 @ \$4,810 = \$9,620)	Jeff Brogden	7/1/2012	Requires Bond			Ventilation is included where required in the 2011 bond program.
3. Install storage closets/areas in science classrooms at CTIS (3) and MHS (16) to facilitate proper storage of equipment used in science programs. (19 @ \$2,500)	Jeff Brogden	7/1/2012	Requires Bond			Storage closet renovations are included in the 2011 bond program.
4. Install chemical storage cabinets in science classrooms at CTIS (8), ALIS (8), DSIS (8), and BWMS (6) to facilitate the proper storage of chemicals used in science programs. (30 @ \$380.60 = \$11,418)	Jeff Brogden	7/1/2012	Requires Bond			Chemical storage is included in the 2011 bond program.
5. Install safety showers in science labs at MLIS (6), ALIS (8), THMS (8), RWMS (8), and BWMS (3) to facilitate safety protocols in science classrooms. (33 @ \$1000)	Jeff Brogden	7/1/2012	Requires Bond			Safety showers are included in the 2011 bond program.

6. Install eyewash station drains in science labs at MLIS (6), ALIS (8), THMS (8) and MHS (16) to facilitate proper use of eyewash stations in science classrooms. (38 @ \$50)	Jeff Brogden	7/1/2012	Requires Bond		Eyewash station drains are included in the 2011 bond program where feasible and applicable.
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Strategy:	Unify our district around a common mission.						
Specific Result:	MISD will conduct a contest for all stakeholders to create a district motto, logo and jingle that promotes unity around a common mission.						
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates	
1. Establish contest rules/guidelines.	T. Morawski	10/1/2011	2/1/2012	Tangible: Paper, printer/copy supplies - \$200. Community advertising - \$600. Contest awards - \$300. Intangible: Time for committee to set up and administer the contest, judge the entries and promote the contest.	Tangible: Increased awareness of the Mansfield ISD mission of unity. Intangible: Community unity to enhance the district common mission. Greater parental awareness of district mission of unity. Increased awareness for district and school programs in need of parental and community support. Increased awareness and focus by staff on district mission. Increased awareness by all stakeholders of MISD mission of unity.	Contest rules/guidelines have been determined.	
2. Identify funding sources for the contest.	T. Morawski	10/1/2011	10/1/2011			Communications Dept will fund the contest.	
3. Determine participant eligibility.	T. Morawski	10/1/2011	2/1/2012			Participant eligibility has been decided.	
4. Determine time frame for contest.	T. Morawski	10/1/2011	2/1/2012			A draft time line has been created.	
5. Develop an entry form.	T. Morawski	10/1/2011	2/1/2012			The Communications Department has discussed this item for future planning. No other action is required at this time.	
6. Review contest guidelines with PDC.	T. Morawski	10/1/2011	2/1/2012				
7. Publicize contest in various media outlets.	T. Morawski	2/1/2012	4/1/2012				
8. Decide on collection and distribution procedures.	T. Morawski	2/1/2012	2/1/2012				
9. Determine contest prizes.	T. Morawski	10/1/2012	2/1/2012				
10. Develop contest rubric.	T. Morawski	10/1/2012	2/1/2012				
11. Select contest judges.	T. Morawski	10/1/2012	2/1/2012				
12. Determine how/when the winner will be recognized.	T. Morawski	10/1/2012	2/1/2012				
13. Post winning motto, logo and jingle for district-wide use as appropriate.	T. Morawski	10/1/2012	5/1/2012				

Specific Result:	MISD will create the "Power of One" by aligning campus mission statements to the district mission and displaying the supporting in a highly visible area uniformly on each campus.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Provide campus leadership the district mission statement and the assignment to ensure that their campus statement is aligned with the district mission.	Campus Principal	7/1/2011	1/1/2012	Tangible: Paper, printer/copy supplies - \$200. Campus budget for display and labor (maximum) \$750. Recommended Display: Wall Plaques or Framed Posters. Intangible: Increased workload for maintenance department or campus staff to hang/display presentations. Campus staff resistance to display selection or final presentation. Campus staff resistance to rewriting or tweaking their	Tangible: Reinforcement of an aligned district and campus. Intangible: Greater sense of unity throughout the district. A visible standard is set. Visible support of district mission at each campus. Stakeholders across the district can look for the supporting mission statements in the same place regardless of campus location.	
2. Ensure that all campus mission statements start with: "Campus Name" supports the district mission and... finish with campus mission statement.	Campus Principal	7/1/2011	1/1/2012			
3. Meet with campus leaders to determine a district-wide presentation format (plaques or framed posters) of the supporting statements at each campus.	Area Supt.	7/1/2011	1/1/2012			
Ensure supporting statements are displayed appropriately	Area Supt	7/1/2011	1/1/2012			

Specific Result:	MISD will promote district unification around the district by printing the contest winning motto/logo on/in various district buildings and properties as appropriate (natatorium, school buses, stadium seating, campus/ department buildings, board room, etc.)					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Determine appropriate district buildings and properties in which to promote the motto and/or logo.	Executive Council	7/1/2012	7/1/2016	Tangible: Cost will vary depending upon venues and type of sign selected. Intangible: Campus resistance to district signs posted. Loss of individuality of schools. More work for maintenance. Contracting problems.	Tangible: Greater visibility of district motto/logo throughout the community. Couls use student and local artist to volunteer labor. Intangible: Establishing a culture of support. District promoted in all cities we serve. Increased pride among stakeholders. Unified focus presented. Garnishes support from others.	Initiated planning process
2. Develop district standards for unification of the display at each site.	Executive Council	7/1/2012	7/1/2016			Initiated planning process
3. Identify sources of funding and contact appropriate vendors.	Executive Council	7/1/2012	7/1/2016			Initiated planning process
4. Meet with various directors of departments to finalize implementation process and timeline.	Executive Council	7/1/2012	7/1/2016			Initiated planning process

Specific Result:	MISD will promote district unification among the student body and at public forums by reciting the motto and/or playing the jingle at appropriate events (board meetings, morning announcements, district events, sporting events, etc.)					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Come up with guidelines on how this will be carried out during board meetings/on campus, at sporting events and district events.	T. Morawski	7/1/2012	7/1/2016	Tangible: \$0. Digital copy of mission statement for public view; jingle CD produced by communications and downloaded for district-wide use. Intangible: Time during board meetings and campus announcements.	Tangible: Student use/performance of jingle creates more district spirit. Intangible: Better district focus on mission. Familiarity with the mission for all stakeholders.	The Communications Department has discussed this item for future planning. No other action is required at this time.
A) Who will read the statement?						
B) When will it be read?						
2. Meet with the appropriate district leaders to present guidelines and ensure this is carried out.	T. Morawski	7/1/2012	7/1/2016			

Specific Result:	MISD will award a scholarship to the graduating senior(s) selected following the judging of a written essay on how one of the components of the MISD mission have impacted them.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Contact Director of guidance and counseling to add the mission scholarship to the community multi-scholarship.	Karen Wentworth Holly McCanlies	9/1/2012	7/1/2016	Tangible: Scholarship(s) given through donations \$500-\$1000. Intangible: More work for the staff coordinating the Multi-Scholarship Program. Time needed to gain funding for the scholarship.	Tangible: Additional scholarship opportunities for seniors. Intangible: A better understanding of the mission by students will make a more productive learning environment.	This goal is scheduled for implementation 2012-2013
2. Include mission statement on scholarship application.	Karen Wentworth Holly McCanlies	9/1/2012	7/1/2016		Student reflections on the impact of the mission provides additional feedback regarding our mission and focus.	This goal is scheduled for implementation 2012-2013
3. Seek community support to fund scholarship on a continual basis.	Karen Wentworth Holly McCanlies	9/1/2012	7/1/2016		This goal is scheduled for implementation 2012-2013	
4. Determine number of scholarships and amounts.	Karen Wentworth Holly McCanlies	9/1/2012	7/1/2016		This goal is scheduled for implementation 2012-2013	

Specific Result:	MISD will develop and design "Mission-Minded" Recognition Awards for stakeholders (individual, department, or campus) who promote unity in the district.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Establish guidelines/rules for the award.	Exec. C.	7/1/2011	2/1/2012	<p>Tangible: Recognition suggestions: (Certificates, special awards medals, trophies, etc.)</p> <p>Projected monetary cost of one or more award-types: Certificates-\$200 per year, Medals-\$500 per year, Trophies-\$200-\$1000 per year, Rotating Award-\$200. Intangible: Time needed to select recipients. Additional time on the School Board agenda for recognition.</p>	<p>Tangible: Specific number of award recipients each month. Positive "press" each month featuring award recipients via MISD and community publicity avenues.</p> <p>Intangible: Generates mission interest and support. Individual "ownership" of MISD mission (per award recipient). Continuous reinforcement of mission components. Modeling of mission components to provide support and set example.</p>	Completed December 2011
2. Determine timeframe and frequency of the award.	Exec. C.	7/1/2011	2/1/2012			One award per month beginning March 2012
3. Design nomination form/process.	Exec. C.	7/1/2011	2/1/2012			Completed December 2011
4. Determine who will select the recipients.	Exec. C.	7/1/2011	2/1/2012			Executive Council
5. Determine how to publicize award to staff and community.	Exec. C.	7/1/2011	2/1/2012			PDC and Communications
6. Establish how and when winner(s) will be recognized.	Exec. C.	7/1/2011	2/1/2012			Board meeting and MISD website
7. Identify funding sources based on how winner will be recognized.	Exec. C.	7/1/2011	2/1/2012			Completed December 2011

Specific Result:	MISD will have a quarterly "Sup with the Supt" dinner event fostering discussion between an MISD Superintendent on predetermined topics of interest.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Determine selection guidelines for participants and number of participants (Cost-benefit analysis is based on 10 participants).	Exec. C.	7/1/2011	9/1/2011	Tangible: Intangible: Time for superintendents to prepare and attend the dinner.	Tangible: Increased awareness of MISD mission, goals, objectives and initiatives. District platform to promote initiatives with various community members. Intangible: District transparency in addressing community issues and concerns. Inertia to build community support for district mission unity. Greater parental awareness of district mission of unity. Increased awareness for district and school programs in need of parental and community support. Increased awareness and focus by staff on district	Completed December 2011
2. Determine guidelines for dialogue.	Exec. C.	7/1/2011	Quarterly			Based on topic to be discussed
3. Establish rotating schedule for Superintendent participation.	Exec. C.	7/1/2011	7/1/2016			Based on topic to be discussed
4. Establish calendar dates and times for sessions.	Exec. C.	7/1/2011	Annually			Various venues and dates throughout the year
5. Determine communication for events.	T. Morawski	7/1/2011	Quarterly			Completed 25 Bond Meetings with community

Specific Result:	MISD will develop the "Linked In" Program for Intermediate and Middle schools which provides central office staff the opportunity to directly impact student success by assisting in the classrooms and working with student learners.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Identify a campus contact person for "Linked-In" for each campus.	Jim Vaszauskas	7/1/2011	6/1/2012	Tangible: \$0. Intangible: Flow of education in the classroom may be interrupted by visitors. Time away from other responsibilities for central office staff.	Tangible: Additional student connections are made. Additional one-to-one or small group activities to assist learning. Intangible: Central office staff, paraprofessionals, and teachers all working together. Increased knowledge of what goes on in the daily classroom setting. Increased respect and morale for all parties working together.	
2. Identify a central office contact person for "Linked-In."	Jim Vaszauskas	7/1/2011	9/1/2011			
3. Determine and establish general guidelines and expectations for the program.	Jim Vaszauskas	7/1/2011	9/1/2011			
4. Establish frequency and length of campus visits.	Jim Vaszauskas	7/1/2011	9/1/2011			

Specific Result:	A district community-unity day will be developed to promote the unity of our mission and garner support from all stakeholders.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Form a committee with members from community, parents, students, and MISD employees	T. Morawski	7/1/2012	7/1/2016	Tangible: Vernon Newsom Stadium-\$0, security- \$640 (\$40 per hour per officer- 8 hours 2 officers), custodial staff- \$1200-\$25 per hour per per custodian- 8 hours, 6 custodians), set up/ take down-\$0, general supplies-\$400, advertising-\$200 Intangible: event organizers (MISD staff members, parents, school organizations, students and community members) time	Tangible: provides an opportunity to solidify the district's mission with its stakeholders, helps to support local businesses and vendors Intangible: fosters a mutually beneficial relationship between businesses and MISD.	The Communications Department has discussed this item for future planning. No other action is required at this time.
2. Determine the date for the event.	T. Morawski	7/1/2012	7/1/2016			
3. Determine the location of the event and secure the location.	T. Morawski	7/1/2012	7/1/2016			
4. Determine funding sources, vendor fees, and/or sponsorships to offset cost of the event.	T. Morawski	7/1/2012	7/1/2016			
5. Contact possible vendors to have booths, etc. at the event.	T. Morawski	7/1/2012	7/1/2016			
6. Contact school volunteer organizations (booster clubs, PTA's, etc.).	T. Morawski	7/1/2012	7/1/2016			
7. Contact school organizations about offering games or other activities (sports games, band concerts, etc.).	T. Morawski	7/1/2012	7/1/2016			
8. Solicit support from the Education Foundation in creating/selling a t-shirt design to commemorate the event.	T. Morawski	7/1/2012	7/1/2016			
9. Publicize the event through the community.	T. Morawski	7/1/2012	7/1/2016			

10. Schedule security/custodial help for the event.	T. Morawski	7/1/2012	7/1/2016			
Specific Result:	Online video clips with unity promotional messages will be shared by various					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Meet with the communications department to discuss the scope of the project.	T. Morawski	7/1/2011	1/1/2013	Intangible: staff/participant time, stress of initiating tasks, stress of routine updates and maintenance, website/mainframe/network space, possible negative feedback from stakeholders.	Tangible: communicates how stakeholders perceive our district unity to guests and other stakeholders, online viewing and hearing of the pride of stakeholders-testimonials, deals more viewers to our district website Intangible: increased district pride, increased morale.	A committee has met to discuss details of the video project. The committee plans to meet again in January.
2. Develop a process for allowing volunteers representing various district stakeholders to submit a video clip or be filmed by MISD communications department (parents, students, teachers, staff, business partners, etc.).	T. Morawski	7/1/2011	1/1/2013			
3. Determine rotation schedule and schedule for filming.	T. Morawski	7/1/2011	1/1/2013			
4. Review videos prior to posting.	T. Morawski	7/1/2011	1/1/2013			
5. Post videos online.	T. Morawski	7/1/2011	1/1/2013			

Specific Result:	MISD will develop an intra-district council to promote student unity and leadership to intra-district clubs, organizations and performance groups that foster opportunities for students to network and interact across campus lines.				<u>SuperSAC</u>	
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Determine selection process for the intra-district council sponsor and sponsor(s) of selected organization(s).	Kyle Heath	7/1/2011	9/1/2012	Tangible: Organization resources Intangible: additional time for sponsors, possible conflict of interest for sponsors with similar campus clubs	Tangible: Intra-district student organizations, increased number of district organizations Intangible: opportunities for new friendships, more students working together, increased district unity among students, increased student identity with MISD.	Discussed on 9-15-11 during weekly Director's meeting.
2. Determine the structure of the council and operating guidelines.	Kyle Heath	7/1/2011	9/1/2012			Discussed on 9-15-11 during weekly Director's meeting.
3. Determine selection process for student participation.	Kyle Heath	7/1/2011	9/1/2012			Discussed on 9-15-11 during weekly Director's meeting.
4. Advertise/promote/secure student participation in the council.	Kyle Heath	7/1/2011	9/1/2012			Discussed on 9-15-11 during weekly Director's meeting.
5. Determine a name for the council that reflects the "spirit" of district unity.	Kyle Heath	7/1/2011	9/1/2012			Selected in August by Kyle Heath
6. Determine selection process for the specific organizations of interest (choir, gospel choir, jazz band, special interest clubs, community service groups, etc.). School PTA's will sponsor the lunch meetings.	Kyle Heath	7/1/2011	9/1/2012			Discussed on 9-15-11 during weekly Director's meeting.
7. Determine selection process for student involvement in the organizations.	Kyle Heath	7/1/2011	9/1/2012			Nov. 15 - Student names given by HS, Middle school Principals

<p>8. Quarterly meetings to be hosted by high schools on a rotating basis with topics of discussion to be identified by students.</p>	<p>Kyle Heath</p>	<p>7/1/2011</p>	<p>9/1/2012</p>		<p>Meeting 1: 1-5, 2012 RLA cafeteria, food tasting/survey provided by MISD catering. Meeting 2: 3-21-12, 12-8-11 formal invitations mailed to Board Members, 12-9-11 all members notified with flyer/agenda</p>
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Strategy:	Engage all parents in a partnership committed to student success.					
Specific Result:	A district level kindergarten registration roundup will be established to maximize district and community resources to provide a comprehensive kindergarten enrollment program which shall include educational, social and health services.					Kindergarten Roundup
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Assign a district administrator to coordinate the roundup.	Kyle Heath	7/1/2011	7/1/2016	Tangible: cost of additional hours for custodians and other personnel who may need to put in overtime to prepare and/or clean building, technology and resources to be used, video production, printing costs for posters, information packets, forms, etc. , staff time, cost of bus transportation to roundup Intangible: more work for central administrator who is in charge of kindergarten roundup, possible loss of participation because of parental hesitancy to go to a centralized site as opposed to the neighborhood	Tangible: if PAC is used, location will be centralized, donations of community services such as shot clinic Intangible: more effective use of district facilities, more reliable numbers of projected enrollment, consistency of information provided to all parents of enrollees, parents can accomplish several tasks at one site, improved community relations and networking with service providers, projected increase in numbers of early kindergarten enrollees.	August 31, 2011 meeting 1 - to assign roundup coordinator - Billy Snow Meeting 2 - 11-4-11 Meeting 3 - 12-9-11 - MISD Board Room, meeting 1-20-12
2. Identify a site for the roundup.	Kyle Heath	7/1/2011	7/1/2016			HS campuses - April 14, 2012 from 9 AM to 12 PM.
3. Identify sources of funds and budget for roundup.	K. Bowman	7/1/2011	7/1/2016			Funds will be provided from current adopted budgets. The round up estimated budget is still being developed.
4. Determine the means of communication and publication for the event.	T. Morawski	7/1/2011	7/1/2016			Committee discussed on 11-30-11 Committee discussed on 12-9-11 Next meeting 1-20-11 Committee discussed on 1-20-11 Next meeting 2-17-12
5. Identify methods for families to register for district bus transportation to the event.	Kyle Heath	7/1/2011	7/1/2016			Committee discussed on 11-30-11 Committee discussed on 12-9-11 Next meeting 1-20-12 Committee discussed on 1-20-11 Next meeting 2-17-12
6. Determine bus pickup points and routes based upon transportation registration.	C. Stone	7/1/2011	7/1/2016			Committee discussed on 11-30-11 Committee discussed on 12-9-11 Next meeting 1-20-12 Committee discussed on 1-20-12 Next meeting 2-17-12

school.

7. Determine the types of family services and resources to be provided at the event.	Kyle Heath	7/1/2011	7/1/2016		Committee discussed on 12-2-11 Committee discussed on 12-9-11, Next meeting 1-20-12 Committee discussed on 1-20-12 Next meeting 2-17-12
8. Evaluate roundup and revise for the following year.	Kyle Heath	7/1/2011	7/1/2016		TBD -Will occur once 2012 roundup is complete.

Specific Result:	We will establish expanded hours for registration and parent conferences to maximize					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Campus principals will meet within their levels with area superintendents to develop a consistent plan regarding expanded hours for registration and parent conference.	Area Supts.	7/1/2011	7/1/2016	Intangible: possible negative attitude of personnel who do not wish to participate in expanded hours	Intangible: improved communication with parents, increase in the number of parents who visit the school, increase in the number of parents who feel comfortable coming to the school, parents will be better prepared to assist their students, improved public relations because of willingness to accommodate parental scheduling needs	
2. Determine the means of communication and publication regarding events and expanded hours.	Area Supts.	7/1/2011	7/1/2016			
3. Develop consistent format for teachers to use for conference documentation.	Area Supts.	7/1/2011	7/1/2016			
4. Develop parent survey to be administered regarding registration/parent conference organization and effectiveness.	Area Supts.	7/1/2011	7/1/2016			
5. Compile and distribute data regarding number of registrants processed during expanded hours.	Area Supts.	7/1/2011	7/1/2016			
6. Compile and distribute data regarding number of after-hours parent conferences conducted.	Area Supts.	7/1/2011	7/1/2016			

7. Evaluate expanded hours goal and revise as necessary for the following year.	Area Supts.	7/1/2011	7/1/2016			
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Specific Result:	Each campus will implement three campus wide community outreach activities per					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Principal will determine target groups for the campus-wide outreach activities.	Principals	8/1/2011	6/1/2012	Tangible: based on campus need Intangible: time of parents and staff	Intangible: increased communication between parents and staff particularly those who are not typically involved	
2. Principal will determine what activities will take place at each event.	Principals	8/1/2011	6/1/2012			
3. Principal will determine the off-campus location for each event.	Principals	8/1/2011	6/1/2012			
4. Principal will determine the dates of the off-campus activities.	Principals	8/1/2011	6/1/2012			
5. Principal will determine what funds, if any, are needed for each event.	Principals	8/1/2011	6/1/2012			
6. Principal will decide who will be in charge of each activity's specific planning and carry-out.	Principals	8/1/2011	6/1/2012			
7. Icenhower Intermediate will pilot a 100% goal this year to personally engage every parent face-to-face.	Principals	8/1/2011	6/1/2012			

Specific Result:	A parent volunteer program will be established at each school.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Designate an individual or group of individuals to develop and administer a parent volunteer program for its school.	Principals	8/1/2011	6/1/2012	Tangible: paper, printer supplies (\$200 annually) Intangible: time of the coordinators to set up and administrate the program.	Tangible: increased number of parent volunteers Intangible: better match between parent preferences and school needs, increased individualized attention to students because of parental involvement, greater parental awareness of what is happening in school, parent involvement in the school in areas other than just his/ her child's classroom.	
2. Advertise the "Power of 2" volunteer program.	Campus and T. Morawski	8/1/2011	6/1/2012			
3. Determine the types of volunteer needs at the campus.	Principals	8/1/2011	6/1/2012			
4. Contact parents to determine their availability, schedule, and preferred areas of volunteering.	Principals	8/1/2011	6/1/2012			
5. Develop a matrix of school needs and parent interest/schedules and suggest matches.	Principals	8/1/2011	6/1/2012			
6. Adjust parent and school assignments throughout the year as needed.	Principals	8/1/2011	6/1/2012			
7. Keep the principal appraised of the status of the program and report the number and types of assignments at the end of the school year.	Designated campus employee	8/1/2011	6/1/2012			
8. Provide recognition to volunteers.	Principal	8/1/2011	6/1/2012			

9. Assess and update the program annually as needed.	Principal	8/1/2011	6/1/2012			
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Specific Result:	Each campus will hold a parent panel once per semester to receive feedback on					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Principal will designate an individual or group of staff members to develop and administer a parent panel.	Principals	8/1/2011	6/1/2012	Intangible: time of parents and staff	Intangible: increased communication between parents and staff and increased awareness of parents attitudes and opinions about the campus.	
2. Determine a date and time for parent panel.	Principals	8/1/2011	6/1/2012			
3. Invite a group of parents that represents a cross section of the school population to participate in the parent panel.	Principals	8/1/2011	6/1/2012			
4. Create a list of items to be addressed during the parent panel based on campus needs.	Principals	8/1/2011	6/1/2012			
5. Record minutes of the discussion.	Principals	8/1/2011	6/1/2012			
6. Evaluate feedback from the discussion.	Principals	8/1/2011	6/1/2012			

Strategy:	Educate our community about the strengths of our diversity.					
Specific Result:	The use of promotional tools will contribute to a workplace of difference enhancing the district's strength of diversity.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Create a video – Who We Are to include promotional tools.	T. Morawski	7/1/2011	2/1/2012	Tangible: video production can be done as a project by our media technology department thus eliminating vendor costs (information determined by committee), time spent by staff and students creating fact sheets as a project, distribution of video and fact sheets can be done by MISD mail service. Intangible: student time spent away from other curriculum	Tangible: students working on the video and fact sheets will have an opportunity to share with other students the districts view on the importance of diversity, the project can be distributed to the community as well. Intangible: cannot measure the number of community members exposed to the information and video	A committee has met to discuss details of the video project. The committee plans to meet again in January.
2. Create a staff and students fact sheet to include in all promotional materials.	T. Morawski	7/1/2011	2/1/2012			Research and production of the staff and student fact sheet is in progress.
3. Distribute the video and fact sheets to all campuses.	T. Morawski	7/1/2011	2/1/2012			

Specific Result:	Create an atmosphere that fosters a culture of respect.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Teachers and counselors will develop mini-lessons that encourage acceptance and tolerance.	Dr. Vaszauskas	7/1/2011	7/1/2016	Tangible: materials needed for mini lesson activities Intangible: time spent without student behaviors changing.	Tangible: students show respect to others, fewer discipline issues Intangible: staff members will have an opportunity to have a greater impact on our diversity initiative, the classroom will be a place of acceptance.	
Specific Result:	The schools will reach out to neighborhoods and communities.					

Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	
1. Encourage school community walks and activities.	Kyle Heath	7/1/2011	7/1/2016	Tangible: \$200 per participating school Intangible: time spent away from other classroom activities	Tangible: staff will have an opportunity to learn about the community, staff will have an opportunity to meet the students before school begins, staff members will have an opportunity to establish relationships with parents before school begins Intangible: students feel more welcomed and accepted at school.	
Specific Result:	Celebrate student diversity.					Multi-cultural District Event
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	
1. Create a district organizing committee.	Kyle Heath	7/1/2011	7/1/2012	Tangible: researching locations may require physical visits to different locations, promoting events in the community may incur costs, time spent on researching and planning Intangible: scheduling a date / time for event with	Tangible: community will attend celebration and recognized diversity, inclusion of volunteer businesses in the community helping celebrate Intangible: students positively being recognized for their differences, celebrating the	12-9-11 In process of organizing committee
2. Research locations and venues for conducting a multi-cultural event.	Kyle Heath	7/1/2011	7/1/2016			On-going discussions with potential committee members
3. Recruit school personnel to volunteer in the event.	Kyle Heath	7/1/2011	7/1/2016			Spring 2012
4. Develop a plan for promoting the event.	Kyle Heath	7/1/2011	7/1/2016			Spring 2012
5. Schedule and have the event.	Kyle Heath	7/1/2011	7/1/2016			Spring 2012

6. Evaluate the event's effectiveness and impact.	Kyle Heath	7/1/2011	7/1/2016	time for event with too many conflicting community	diversity of cultures.	August 2012 - once event is completed
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Strategy:	Communicate effectively throughout our community to achieve the district's mission.						
Specific Result:	Continue to examine the need to increase the number of languages for which we provide translation and interpretation.						
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates	
1. Identify and prioritize translation/interpretation needs.	Y. Davault	7/1/2011	7/1/2016	Tangible: staff member to coordinate translation services, phone interpreter, contracted interpreter (personnel), supplies, documentation translation Intangible: frustration/controversy with language(s) chosen, increased workload to person assigned the duties, adds complexity to all communicators	Tangible: access to multiple translation services, increased parental involvement, increased achievement Intangible: improved morale in community, greater sense of involvement (student)		
2. Secure funds.	K. Bowman	7/1/2011	7/1/2016			Project has not begun	
3. Recruit translator(s)/interpreter(s).	Y. Davault	7/1/2011	7/1/2016				
4. Determine protocol for use of translation/interpretation services.	Y. Davault	7/1/2011	7/1/2016				
5. Inform stakeholders of services/procedures.	Y. Davault	7/1/2011	7/1/2016				
6. Evaluate annually.	Y. Davault	7/1/2011	7/1/2014				
7. Create improvement plan.	Y. Davault	7/1/2011	7/1/2014				

Specific Result:	Train staff in the appropriate use of district communication tools.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Identify communication tools and prioritize them based on district input.	T. Morawski & B. Morrison	7/1/2011	7/1/2016	Tangible: supplies for printed materials, cost of training, other duties as assigned, staff for evaluating improvement plan, subs for staff or extra duty pay Intangible: increased workload for additional assignments	Tangible: improve community involvement, efficient communications, increase student achievement Intangible: reduce frustration of staff, parents and students, improve morale and greater sense of involvement	Dr.Morrison and Mr.Morawski have had initial discussions on this project.
2. Assign trainers with appropriate skill sets.	T. Morawski & B. Morrison	7/1/2011	7/1/2016			
3. Identify participant groups.	T. Morawski & B. Morrison	7/1/2011	7/1/2016			
4. Design training and accountability system.	T. Morawski & B. Morrison	7/1/2011	7/1/2016			
5. Create schedule.	T. Morawski & B. Morrison	7/1/2011	7/1/2016			
6. Evaluate annually.	T. Morawski & B. Morrison	7/1/2011	7/1/2016			
7. Create improvement plan.	T. Morawski & B. Morrison	7/1/2011	7/1/2016			

Specific Result:	Develop written guidelines for external communication from all staff members.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
METHOD				Tangible: developmental time and training time	Intangible: campus administration feel valued.	Targeted communication surveys are planned for Spring 2012.
1. Survey stakeholders to determine preferred method of receiving communication.	T. Morawski	7/1/2011	7/1/2016			
2. Disaggregate data to determine specific areas of need for training.	T. Morawski	7/1/2011	7/1/2016			
3. Develop training to address the specific needs.	T. Morawski	7/1/2011	7/1/2016			
4. Train staff.	T. Morawski	7/1/2011	7/1/2016			
ETIQUETTE						
1. Assemble collaborative team to research best practices of communication etiquette.	T. Morawski	7/1/2011	7/1/2016			
2. Write guidelines for district communication etiquette.	T. Morawski	7/1/2011	7/1/2016			
3. Distribute district guidelines regarding communication etiquette.	T. Morawski	7/1/2011	7/1/2016			
4. At the end of one year, review the guidelines.	T. Morawski	7/1/2011	7/1/2016			

Strategy:	Unify our district around a common mission.					
Specific Result:	MISD will develop a bi-annual book study for all employees to develop a unified framework for beliefs.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Form a committee to examine possible books for a study.	B. Morrison	3/1/2012	5/1/2012	<p>Tangible: Price of book-\$15.00, total cost varies depending on distribution method (example: district wide rotation (500 book to rotate @15.00=\$7,500)</p> <p>Intangible: time for staff to read the book, time for faculty/ departments to meet and discuss the book, time for Superintendent /Designee to go to each school and discuss the book, Reluctant Readers, Timing of the book rotation may produce stress, books not returned.</p>	<p>Tangible: District wide awareness of subject presented and how it relates to the district mission, note written in each book to share thoughts, integrate lessons you learned into daily activity.</p> <p>Intangible: Higher morale throughout the district, district focus on selected topic.</p>	
2. Establish funding source.	B. Morrison	3/1/2012	5/1/2012			
3. Committee selects 3 books for possible use.	B. Morrison	3/1/2012	5/1/2012			
4. Superintendent decides on book.	B. Morrison	3/1/2012	5/1/2012			
5. Determine book distribution.	B. Morrison	3/1/2012	5/1/2012			
6. Determine who will lead the book study/reflection piece at each site.	B. Morrison	3/1/2012	6/1/2013			

Specific Result:	A district community-unity day will be developed to promote the unity of our mission and garner support from all stakeholders.					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Form a committee with members from community, parents, students, and MISD employees.	T. Morawski	7/1/2012	7/1/2016	Tangible: Vernon Newsom Stadium-\$0, security- \$640 (\$40 per hour per officer- 8 hours 2 officers), custodial staff- \$1200-\$25 per hour per per custodian- 8 hours, 6 custodians), set up/ take down-\$0, general supplies-\$400, advertising-\$200 Intangible: event organizers (MISD staff members, parents, school organizations, students and community members) time	Tangible: provides an opportunity to solidify the district's mission with its stakeholders, helps to support local businesses and vendors Intangible: fosters a mutually beneficial relationship between businesses and MISD.	The Communications Department has discussed this item for future planning. No other action is required at this time.
2. Determine the date for the event.	T. Morawski	7/1/2012	7/1/2016			
3. Determine the location of the event and secure the location.	T. Morawski	7/1/2012	7/1/2016			
4. Determine funding sources, vendor fees, and/or sponsorships to offset cost of the event.	T. Morawski	7/1/2012	7/1/2016			
5. Contact possible vendors to have booths, etc. at the event.	T. Morawski	7/1/2012	7/1/2016			
6. Contact school volunteer organizations (booster clubs, PTA's, etc.).	T. Morawski	7/1/2012	7/1/2016			
7. Contact school organizations about offering games or other activities (sports games, band concerts, etc.).	T. Morawski	7/1/2012	7/1/2016			
8. Solicit support from the Education Foundation in creating/selling a t-shirt design to commemorate the event.	T. Morawski	7/1/2012	7/1/2016			
9. Publicize the event through the community.	T. Morawski	7/1/2012	7/1/2016			

10. Schedule security/custodial help for the event.	T. Morawski	7/1/2012	7/1/2016			
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Specific Result:	Online video clips with unity promotional messages will be shared by various					
Action Steps	Assigned To	Starting Date	Completed date	Costs	Benefits	Updates
1. Meet with the communications department to discuss the scope of the project.	T. Morawski	7/1/2011	1/1/2013	Intangible: staff/ participant time, stress of initiating tasks, stress of routine updates and maintenance, website/ mainframe/ network space, possible negative feedback from stakeholders.	Tangible: communicates how stakeholders perceive our district unity to guests and other stakeholders, online viewing and hearing of the pride of stakeholders- testimonials, draws more viewers to our district website Intangible: increased district pride, increased morale.	A committee has met to discuss details of the video project. The committee plans to meet again in January.
2. Develop a process for allowing volunteers representing various district stakeholders to submit a video clip or be filmed by MISD communications department (parents, students, teachers, staff, business partners, etc.).	T. Morawski	7/1/2011	1/1/2013			
3. Determine rotation schedule and schedule for filming.	T. Morawski	7/1/2011	1/1/2013			
4. Review videos prior to posting.	T. Morawski	7/1/2011	1/1/2013			
5. Post videos online.	T. Morawski	7/1/2011	1/1/2013			