



VISTA 2010 Action Plans

Adopted: November 21, 2006
Revision adopted: December 4, 2007

Higher Expectations and Higher Accountability for All

Picking up the PACE for continuous improvement to close the achievement gap

PEOPLE • ACHIEVEMENT • COMMUNITY • ENVIRONMENT



People Action Plans

People Action Plans

Goal 1: Recruit, hire, induct, support and retain high-performing staff

Objective 1: Provide vigorous and effective personnel recruitment strategies that achieve greater diversity, fill critical needs and identify the most talented applicants

Action 1: Further develop partnerships with colleges, universities and leadership organizations resulting in increased participation in hiring options

Outcome/Measurement: Annually report number of participants in the following programs: student teachers, Classified Grow Your Own, Teacher in Residence, Troops to Teacher, VISTA Scholars and District-sponsored Linguistically Diverse Educator cohorts.

Tasks	Person Responsible:	Time Line
Participate in university panel discussions related to teacher recruitment	Director of Classified/Licensed Personnel	Annually
Revise APS Grow Your Own program for classified employees	HR Coordinator	November 2008
Enhance partnerships with UCD and Regis for Linguistically Different Educator (LDE) certificate cohorts	Director of Classified/Licensed Personnel, Director of Curriculum and Professional Learning, Director of Licensed Professional Learning	Annually
Implement VISTA Scholars program; this is a grow your own special educator program for APS high school graduates in the class of 2008	Director of Classified/Licensed Personnel	May 2008
Increase the number of Troops to Teachers participants using the Teacher in Residence program as a licensure option	Director of Classified/Licensed Personnel	Annually
Enhance partnerships with universities to increase student teacher placements; implement two new professional development centers for student teachers and determine appropriate placement criteria for student teachers.	Director of Classified/Licensed Personnel, Director of Curriculum and Professional Learning, Director of Licensed Professional Learning	Annually

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Action 4: As positions become available, and while always seeking to hire the best qualified person for any position, increase gender and ethnic diversity by 10 percent annually through recruitment in the work force		
Outcome/Measurement: Determine the number of employees in each minority group; increase each number by 10 percent annually		
Tasks	Person Responsible:	Time Line
Troops to Teachers, VISTA Scholars, and Classified Grow-Your-Own programs	Director of Classified/Licensed Personnel & HR Coordinator	Annually
Research district eligibility for possible implementation of the Teach for America program	HR Coordinator	July 2008
Attend university recruitment fairs with high numbers of minority teacher candidates	Director of Classified/Licensed Personnel	Annually
Action 99: Revise the principal recruiting and hiring process		
Outcome/Measurement: New process will be in place by December 2007		
Tasks	Person Responsible:	Time Line
Research and possibly implement the Principal Insight screening interview	HR Consultant	October 2007
Develop and implement a process for recruiting and building a candidate pool	HR Consultant	November 2007
Collaborate with the Division of Instruction to identify aspiring principals from current staff who may participate in the NISL program and UCD licensure cohorts	Chief Personnel Officer	Annually
Objective 2: Attract and retain talented employees by providing market-competitive compensation and effective work rules		
Action 6: Base compensation and bargained agreements on annual analysis of contracts and salaries of neighboring		

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districts in order to maintain competitive compensation/benefits and fair/effective work rules within available resources		
Outcome/Measurement: APS total compensation will continue to rate in the top half of all Denver metro area school districts as measured by annual Colorado Education Association data.		
Tasks	Person Responsible:	Time Line
Analyze the Oehms Consulting Survey to identify salary topics	Chief Personnel Officer	Annually
Interview metro area HR leaders regarding salary and contract issues and outcomes	HR Coordinator	Annually
Collaborate with the division leaders, Cabinet and Board, and bargain with the teachers' association for compensation and work rules	Chief Personnel Officer	Annually
Objective 3: Improve retention rates by being responsive to professional concerns and needs of employees		
Action 8: Provide all beginning teachers ongoing support through an effective induction program		
Outcome/Measurement: Survey of completer, mentors and principals will indicate level of satisfaction with the induction program		
Tasks	Person Responsible:	Time Line
Participate in the CDE review of the district's induction program and act on recommendations as appropriate	Director of Licensed Professional Learning	June 2007
Evaluate the induction program through a survey of those who complete the program	Chief Accountability and Research Officer	Annually
Enhance non-instructional support to the induction program	Director of Licensed Professional Learning	July 2007
Conduct new teacher conference	Director of Licensed Professional Learning	August 2007

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Conduct new teacher inductions course	Director of Licensed Professional Learning	June 2008 and annually
Assign mentors to new teachers	Director of Licensed Professional Learning	August 2007
Develop new teacher site-based courses	Director of Licensed Professional Learning	August 2007
Develop a new teacher personal professional development plan	Director of Licensed Professional Learning	August 2007
Action 9: Partner with school administrators and the Aurora Education Association to decrease teacher turnover annually by 10 percent		
Outcome/Measurement: Determine the number of teachers who leave APS to work in other school districts; reduce this number annually by 10 percent		
Tasks	Person Responsible:	Time Line
Conduct and analyze annual new hire surveys, retention rate data, focus groups and employee exit data	Chief Personnel Officer	Annually
Work with respective divisions and teachers' association on appropriate adjustments to respond to staff concerns	Chief Personnel Officer	Annually
Goal 2: Ensure all employees are highly qualified and skilled for their positions		
Objective 1: Ensure all teachers and instructional support staff are highly qualified as defined by the federal No Child Left Behind Act		
Action 10: Employ no teacher or instructional support staff in APS who is not eligible to become highly qualified		

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Outcome/Measurement: 95 percent or more of teachers will be highly qualified as measured by the Colorado Department of Education and 95 percent or more non-probationary instructional support classified employees will be highly qualified as measured by district data		
Tasks	Person Responsible:	Time Line
Provide classified employee NCLB training to ensure compliance with federal NCLB guidelines	HR Coordinator	Annually
Use the Teacher in Residence program and SEE Authorizations to hire highly qualified teachers in hard to fill subjects	Director of Classified/Licensed Personnel	Annually
Meet with principals twice per year to discuss teacher assignments, highly qualified status and license requirements	Directors of Classified/Licensed Personnel	Annually
Objective 2: Provide all staff with relevant, job-specific professional learning		
Action 12: Develop an annual learning plan with each teacher based on his or her specific knowledge, skills, experience and job assignment		
Outcome/Measurement: Report percentage of teachers who have an updated learning plan with a goal of 100 percent of all learning plans revised quarterly		
Tasks	Person Responsible:	Time Line
Annually, teachers will develop individual professional learning plans correlated to their school's School Improvement Plan and based on summative student data	Director of Licensed Professional Learning	August 2007
Teachers will revise their plans based on quarterly student data	Director of Licensed Professional Learning	June 2008
Action 13: Collaborate with supervisors to provide professional development for all classified employees, including leadership opportunities, mentoring, and acculturation/orientation programs		

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Outcome/Measurement: The classified staff climate survey will indicate the use of and satisfaction with classified professional development programs and resources		
Tasks	Person Responsible:	Time Line
Maintain apsnet resources for classified professional development. Communicate those resources regularly to supervisors and classified employees including the acculturation/orientation program.	Coordinator of HR	Annually
Coordinate an ongoing analysis of classified professional development needs. Work with supervisors to address those needs including online learning resources	Coordinator of HR	Annually
Evaluate alignment of current classified NCLB training curriculum with original program intent. Standardize format of classified NCLB training curriculum materials	HR Coordinator and Director of Licensed Professional Learning	June 2008
Implement mentoring program for new classified employees	HR Coordinator	May 2008
Objective 3: Hold employees accountable to a high standard of performance		
Action 15: Implement a personnel review system by June 2010 for administrators and professional/technical staff who manage at least three people that, in addition to the supervisor, also includes evaluations by peers and subordinates		
Outcome/Measurement: A “360” evaluation tool will be available to enhance the present administrator and professional/technical evaluation process		
Tasks	Person Responsible:	Time Line
Assemble stakeholders for input regarding use of “360” evaluation tool	Director of Classified/Licensed Personnel	September 2008
Research other districts using a “360” evaluation	Director of Classified/Licensed Personnel	September 2008

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Develop and implement time line	Director of Classified/Licensed Personnel	April 2009
Pilot a 360-evaluation tool with a select group of administrators	Director of Classified/Licensed Personnel	July 2009
Analyze the effectiveness of pilot instrument for future use	Director of Classified/Licensed Personnel	May 2010
Action 17: Review and revise current teacher evaluation process by June 2010 including development of job descriptions for Appendix A employees		
Outcome/Measurement: An evaluation tool to measure teacher performance indicators based on job descriptions will be implemented by 2010		
<p style="text-align: center;">Tasks</p> <p style="text-align: center;">In collaboration with the teachers association and within collective bargaining requirements</p>	<p style="text-align: center;">Person Responsible:</p>	<p style="text-align: center;">Time Line</p>
Determine the job description categories for licensed staff including teachers on special assignment	Chief Personnel Officer	December 2008
After providing content outlines to identified licensed staff and their supervisors, request and collect draft descriptions. Collect feedback on the drafts including review by an outside consultant. Finalize the job descriptions and develop a time line for regular review and updates	Chief Personnel Officer	December 2009
In addition to job duties and responsibilities, a committee of stakeholders will define measurement standards and any additional performance indicators	Chief Personnel Officer	December 2009
The committee will recommend an evaluation process to the district's bargaining teams	Chief Personnel Officer	June 2010



Achievement Action Plans

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Goal 1: Accelerate learning and raise expectations for every student		
Objective 1: Every student will be at grade level in reading, writing, math and science within five years (or within three years when entering at first grade) of continuous attendance in Aurora Public Schools		
Action 23: Align curriculum, instruction, assessment and professional development to state standards to successfully meet the challenge of high mobility of students		
Outcome/Measurement: Pacing charts developed, and revised annually		
Tasks	Person Responsible:	Time Line
Align curriculum, instruction, assessment and professional development to state standards through the development of standards-based pacing guides at grades 3-10 in literacy and math	Elementary Literacy Instructional Coordinators, Secondary Literacy Instructional Coordinator, Secondary Math Instructional Coordinator	July 2008
Implement literacy programs at trial sites: Mondo Bookshop at the elementary and the Reader's Writer's Workshop at the secondary level	Elementary and Secondary Literacy Instructional Coordinators	May 2007
Provide professional development for literacy and math programs at all sites	Director of Licensed Professional Learning	January 2007
Develop an instructional audit instrument to monitor the fidelity of implementation of the recommended resources, instructional approaches and pacing guides	Director of Accountability and Research	January 2008
Align science curriculum to state standards for grades 3-10 and develop pacing guides	Curriculum TOSA	June 2009
Action 25: Provide full-day kindergarten for every child and additional quality preschools by 2010		
Outcome/Measurement: 100 percent of students will have access to full-day kindergarten programs by 2010		
Tasks	Person Responsible:	Time Line
Add full-day kindergarten programs in schools when space and funding is available	Principal of each school	Ongoing
Calculate costs to implement full-day kindergarten, considering the following departments: Nutrition Services, Transportation, Maintenance and Operations, and Divisions of Instruction and Human Resources	Chief Financial Officer, Chief Operating Officer, Chief Academic Officer, Chief Personnel Officer	January 2007
Implement professional learning plan for all full-day kindergarten teachers	Elementary Literacy Instructional Coordinators	August 2007
Explore sources and procure additional funding sources to add quality preschool programs	Chief Financial Officer Director, ECE	February 2007
Action 26: Increase proficiency rates for students scoring proficient or advanced on all state assessments (CSAP) by at		

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least 3 percent every year for the next five years		
Outcome/Measurement: CSAP scores will show increased proficiency by at least 3 percent annually		
Tasks	Person Responsible:	Time Line
Develop and implement interim assessments in core content in order to guide instruction and determine interventions for students	Chief Academic Officer, Chief Accountability and Research Officer	June 2008
Provide support and feedback to principals around continuous school development	Student Achievement Directors	January 2007
Principals monitor classroom instruction 90 minutes daily or more and provide feedback to teachers	Principals of all schools	January 2007
Action 27: Increase support for art, music, physical education, library/media programs and other areas of special interest each year		
Outcome/Measurement: Increase in perceived level of support for teachers and staff measured by a spring survey with at least a 4.0 rating by 2010		
Tasks	Person Responsible:	Time Line
Provide professional development for art, physical education and music departments	TOSA – Curriculum, Director of Professional Learning	November 2006
Increase the number of 21 st Century Media Centers in APS and increase partnerships with community libraries	Director of Library Media Services	June 2008
Provide professional learning for library personnel	Director of Library Media Services	August 2007
Action 28: Implement the district wellness plan by June 2008		
Outcome/Measurement: Implementation of the district wellness plan by June 2008		
Tasks	Person Responsible:	Time Line
Finalize district wellness plan	Chief Operating Officer	January 2007
Wellness plan to be presented to the APS Board of Education	Chief Operating Officer	January 2007
Implementation of district wellness plan	Chief Operating Officer	June 2008
Action 29: Provide report cards K-12 that are standards-based by August 2009		
Outcome/Measurement: Implementation of a standards-based report card K-12 by August 2009		
Tasks	Person Responsible:	Time Line
Assemble SS-BGR research and development group and establish the group's roles and goals	Directors of Student Achievement (KH & RP)	March 2007
Create an action plan of the specific components / events and who is responsible for each	Elementary & Secondary Literacy Instructional Coordinators, Secondary	June 2008

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	Math Instructional Coordinator, Curriculum TOSA	
Create a communication plan that centers on the specific components of the action plan	Chief Academic Officer	June 2008
Form curriculum standards group to prioritize standards for courses at teach grade level	Chief Academic Officer	June 2008
Form work habits group to make work habits reporting recommendations	Chief Academic Officer	June 2008
Agree upon common evidence that students have met the standards	Chief Academic Officer	June 2008
Develop draft standards-based report card and grade book	Chief Academic Officer	June 2008
Develop professional development plan that is district and site-based	Chief Academic Officer	June 2008
Develop evaluation plan	Chief Academic Officer	June 2008
Go live with standards-based grade book	Chief Academic Officer	June 2008
Go live with standards-based report card and its processes	Chief Academic Officer	August 2009
Objective 2: Increase percentage of students achieving one or more year's growth in reading, writing and math by at least 5 percent annually		
Action 30: Use accurate, timely data to monitor student progress, identify potential problem areas and implement student-targeted intervention strategies		
Outcome/Measurement: Percentage of students achieving one or more years' growth will increase by 5 percent annually		
Tasks	Person Responsible:	Time Line
Provide professional development to increase teachers' understandings of high quality initial instruction, and how to effectively use data teams for instructional planning	Director of Licensed Professional Learning, Center for Leading and Learning	June 2008
Provide professional development for the implementation of high quality interventions	Director of Professional Learning	January 2007
Utilize Student Achievement Team structure to develop and share best practices related to intervention strategies	Directors of Student Achievement, Principals	October 2007
Provide staff with technology systems to support efficient access to data by August 2007	Chief Accountability and Research Officer	August 2007
Action 32: Work with general education/special education departments to adopt a Response to Intervention (RTI) model to better identify, support and monitor students at risk of underachieving by providing targeted academic interventions by August 2008		
Outcome/Measurement: August 2008 – All components of a RTI model are in place		
Tasks	Person Responsible:	Time Line
Through a partnership with CDE, research and develop a RTI model for the entire	Chief Academic Officer and	June 2008

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district	Directors of Student Achievement, ESS, Professional Learning, and Chief Accountability and Research Officer	
Identify current Child Study Teams and best practices for RTI implementation	Chief Academic Officer and Directors of Student Achievement, ESS, Professional Learning, and Chief Accountability and Research Officer	December 2007
Explore and Identify model progress monitoring processes and tools	Chief Academic Officer and Directors of Student Achievement, ESS, Professional Learning, and Chief Accountability and Research Officer	December 2007
Explore and identify interventions in reading, writing, oral expression and listening comprehension at each level of the RTI model	Chief Academic Officer and Directors of Student Achievement, ESS, Professional Learning, and Chief Accountability and Research Officer	December 2007
Work groups formed to determine critical components and guidelines for implementation	Chief Academic Officer and Directors of Student Achievement, ESS, Professional Learning, and Chief Accountability and Research Officer	January 2008

Objective 3: Increase graduation rates annually to meet or exceed the state average by 2010

Action 33: Expand student access to college, postsecondary options and dual credit while attending high school and upon graduation by 10 percent annually

Outcome/Measurement: Increase by 10 percent annually the number of students graduating from high school, attending college; and, decrease by 10 percent annually the number of students requiring remediation upon entering college

Tasks	Person Responsible:	Time Line
Provide middle and high school counselors with professional development to support parents and students in accessing postsecondary options	Director of Student Achievement	January 2007 then quarterly
Develop partnerships with postsecondary institutions to develop dual credit options	Directors of Student Achievement	June 2007
Develop a system for tracking the number of students attending postsecondary options	Chief Accountability & Research Officer	February 2007
Redesign high school program planning guide to make it more useful for parents	Director of Student Achievement	February 2007

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and students	(RP)	
Goal 2: Increase student achievement and teacher development through precise, individualized professional learning aligned with achievement goals		
Objective 1: Ensure teachers are effective in the delivery of teaching and learning for all students		
Action 35: Provide continuous job-embedded professional development for teachers		
Outcome/Measurement:		
[1] Increase percentage of literacy and math classrooms proficient or exemplary by 10 percent annually on RMC and other district rubrics to assess teaching and learning outcomes at the building level		
[2] Increase in satisfaction with professional development as measured by principal/teacher surveys to achieve at least 4.0 by 2010		
[3] Quarterly analysis of SIP to ensure compliance with professional development plan with a goal of 100 percent for every quarter in 2007-08		
Tasks	Person Responsible:	Time Line
Principal and student achievement director will monitor that every school has structures in place for job-embedded professional development that meets the needs of all staff (general education, special education, ELA, AGATE, and classified) based on student achievement results and school improvement goals	Principals	August 2007 and annually
Develop rubrics to assess teaching and learning outcomes	Chief Academic Officer, Chief Accountability & Research Officer, RMC Consultants	April 2007
Each school's professional development plan will explicitly identify teaching and learning outcomes	Principals	August 2007 and annually
Provide district-level support through: seminars and institutes focused on curriculum and instruction, professional development for district coaches and teacher leaders, mentor program, and new teacher induction program	Director of Licensed Professional Learning	August 2007
Professional development for district coaches and teacher leaders is scheduled and communicated by June 1 of each school year. Professional development for new induction program will be scheduled and communicated by June 1 of each school year	Director of Licensed Professional Learning	July and August 2007 and annually
Revise and update the Division of Instruction Web site	Director of Instructional Technology	June 2007
Support the Collaborative Coaching and Learning Model	Directors of Student Achievement, and Director of Professional Learning	August 2007
Objective 2: Ensure school principals are instructional leaders who demonstrate strategic thinking and strong leadership		

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skills		
Action 37: Require all principals to complete comprehensive training through the National Institute for School Leadership by June 2008		
Outcome/Measurement: Certificate of completion by 100 percent of NISL principals		
Tasks	Person Responsible:	Time Line
Require all principals to complete comprehensive training through the National Institute for School Leadership	Chief Academic Officer, Director of Student Achievement, Director of Licensed Professional Learning	August 2008
Align the pilot administrator evaluation instrument to include NISL outcomes	Chief Personnel Officer, Director of Licensed Professional Learning, Director of Student Achievement	July 2007
Site visits, walkthroughs, K-12 principal meetings and other professional development will incorporate achievement data, Colorado state standards, and NISL outcomes	Chief Academic Officer, Director of Licensed Professional Learning	January 2008 then monthly
Revise parent survey to include feedback to building leadership	Chief Accountability and Research Officer and Coordinator of Diversity Education	May 2007
Objective 3: Ensure staff uses data effectively to make decisions about instruction and student learning		
Action 40: Require 100 percent of district administrators and teachers to complete training by June 2008 to fully implement data-driven decision making to differentiate instruction		
Outcome/Measurement: Train 100 percent of district administrators and teachers in DDDM by June 2008		
Tasks	Person Responsible:	Time Line
Provide ongoing professional development on data-driven decision making offered through Center for Leading and Learning	Center for Leading and Learning	June 2007
Conduct learning fairs to share achievement results and strategies for success	Deputy Superintendent, Chief Academic Officer and Chief Accountability & Research Officer	June 2007
Provide professional development on Infinite Campus Assessment Module (ICAM)	Director of Instructional Technology and Chief Accountability & Research Officer	June 2007
Provide ongoing professional development around district data meetings and data teams meetings	Chief Academic Officer, Chief Accountability and Research Officer and Center for Leading and Learning	June 2008
Objective 4: Ensure the entire school community has the respect, knowledge and skills to respond to the needs of students not proficient in English		

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Action 41: Fifty percent of all APS teachers will earn a LDE certificate by 2010		
Outcome/Measurement: 420 teachers each year will need to be enrolled in courses		
Tasks	Person Responsible:	Time Line
Develop and coordinate the delivery of the necessary LDE course work in partnership with metro area universities	Director of Student Achievement, ELL; Director of Professional Learning	July 2007
All new instructional coordinators and district coaches will participate in LDE course work so they embed ELL strategies in all professional development	Director of Student Achievement, ELL; Director of Professional Learning	August 2008
Expand the current induction program to provide additional support to teachers to address ELA instruction and meeting the needs of diverse learners	Director of Student Achievement, ELL; Director of Professional Learning	August 2008
Action 42: Provide professional development and build capacity of the instructional staff, administration and school community to meet needs of English language learners		
Outcome/Measurement: Increase in rating of perceived efficacy by teachers in meeting needs of ELL students (Achieve at least a 4.0 percent increase by 2010)		
Tasks	Person Responsible:	Time Line
Provide systematic professional development for classified instructional support staff to effectively meet the needs of diverse learners	Director of Professional Learning; Coordinator of HR; Director of Student Achievement, ELL; Director of Student Achievement, ESS	January 2007
Monitor school instructional schedules to allow specialized instructional support staff and classroom teachers to collaborate (co-plan/co-teach) to ensure diverse learners meet state standards	Principals and Director of Student Achievement, ESS	March 2007
Monitor every classroom for a variety of resources to support content and reflect the cultural, linguistic, and learning needs of their students	Principals and Director of Student Achievement, ELL	August 2007
Leadership teams will align teachers' qualifications/endorsements with the appropriate teaching assignments	Principals, Chief Personnel Officer	August 2007
Implement strategies from the parent involvement guidebook	Principals and Coordinator of Diversity Education	August 2007
Goal 3: Reduce the gap in academic performance of students while raising achievement overall		
Objective 1: Close the gap by 10 percent each year		
Action 43: Meet adequate yearly progress (AYP) for the achievement of all student groups		
Outcome/Measurement: Increase of 2 percent annually the number of AYP targets met		

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Tasks	Person Responsible:	Time Line
Use current student data and student work samples to direct district professional development for increasing teachers' understandings of <i>proficiency</i> in all content areas	Principals and Directors of Student Achievement	October 2007
Through a partnership with CDE, research and develop a RTI model for the entire district	Chief Academic Officer; Director of Student Achievement, ESS; Chief Accountability and Research Officer; Director of Student Achievement, ELL; Ed Steinberg (CDE)	June 2008
Teachers will report quarterly, through Data Team meetings, the growth of students receiving interventions	Principals	August 2008

Action 44: Meet annual measurable achievement objectives for English language learners

Outcome/Measurement: Meet AMAO targets annually

Tasks	Person Responsible:	Time Line
Provide professional development to increase teachers' knowledge of the ELD standards, how to use them in daily planning for instruction, and how to monitor for student progress	Director of Student Achievement, ELL	January 2007
Ensure structures and supports are in place for the effective administration of CELA	Principal; Director of Student Achievement, ELL; Chief Accountability and Research Officer	December 2008
Evaluate progress toward meeting annual measurable academic objectives (AMAO)	Chief Accountability and Research Officer and Director of Student Achievement, ELL	May 2008
School improvement plans (SIP) will include targets and strategies toward meeting district AMAO goals	Chief Academic Officer	August 2008

Action 45: Conduct Learning Fair every June for school principals so all schools can share achievement results and strategies for success

Outcome/Measurement: Complete Learning Fair each June

Tasks	Person Responsible:	Time Line
Determine dates/ times and location for Learning Fair	Deputy Superintendent	February 2008
Collaborate with Center for Leading and Learning to provide professional development for school leadership teams in preparation for Learning Fairs	Chief Academic Officer	May 2007

Action 46: Encourage teachers who are most skilled at working with high-risk students to choose to work at low-

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performing schools

Outcome/Measurement: Increase in student performance for high-risk students as measured by CSAP by three percent annually [reading] [math]

Tasks	Person Responsible:	Time Line
Identify the qualities of teachers who are most skilled at working with high-risk students	Chief Personnel Officer and Chief Academic Officer	January 2008
Identify students who are not proficient in reading, writing, mathematics and/or science	Principals	March 2007
Develop student contact schedules that match highly skilled teachers with high-risk students to increase teacher-directed instruction	Principals, School Counselors	August 2007
Determine potential teacher incentives for working with high-risk students and at low performing schools	Deputy Superintendent	February 2007
Identify teachers and assign to implement instruction for identified students	Principal	July 2007
Pilot a modified truancy task force utilizing a case manager frame work during the spring semester of 2007	Deputy Superintendent, Director School Services	Spring 2007
Implement a full truancy task force pilot utilizing a case manager frame work during the 2007-08 school year	Deputy Superintendent, Director School Services	August 2007-June 2008

Action 47: Increase percentage of students taking honors, AP classes and International Baccalaureate across all ethnic and language groups

Outcome/Measurement: Number of honors and AP classes at comprehensive high schools will increase by 15 percent

Tasks	Person Responsible:	Time Line
Hold information sessions for students and parents on how students can qualify to enroll in honors, MYP, IB, and AP courses in fall 2007	IB Coordinator, Principals	May 2007
Administer the Explore test to all 8 th -graders on a voluntary basis	Principals	October 2007
Increase number of students enrolled in honors and advanced placement courses	Directors of Student Achievement, Principals	September 2007 and annually
Minimum of 15 AP classes in each comprehensive high school	HS Principals	September 2010
Host advanced placement professional development for teachers who will teach advanced placement courses. Host refresher courses for current advanced placement teachers	Director of Professional Learning	June 2007
Support the implementation of school-wide Middle Years Program at Aurora Hills	IB Coordinator and Principal of Aurora Hills MS	May 2007

Action 48: Reduce the overrepresentation of ethnic groups in referrals, suspensions and expulsions

Outcome/Measurement: Reduction of overrepresentation of discipline referrals, suspensions, and expulsions to less than

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15 percent annually for all groups		
Tasks	Person Responsible:	Time Line
Provide professional development to increase the understandings of deans, counselors, administrators and teachers that discipline should increase the efficacy of a student to be resilient and overcome any challenges	Coordinator of Diversity Education, Director of School Services	September 2007 then quarterly
Develop task force to study alternative models to all forms of discipline and develop a referral and suspension re-entry plan that will have an instructional and behavioral focus	Director of School Services	January 2008
Evaluate quarterly data on discipline reports and adjust support to teachers and students	Director of School Services and Principals	October 2007
Provide professional development for all new teachers around conditions of learning in classrooms, classroom management, and cultural competence	Director of Professional Learning, Coordinator of Diversity Education	August 2007 and ongoing
Goal 4: Adopt models and structures based on practices that are research based and demonstrated to be effective		
Objective 2: Determine feasibility of a professional training Center of Excellence for teachers and administrators to develop cutting-edge teaching and expand skills		
Action 52: Develop a recommendation by May 2008, based on input and carefully reviewed data, to create a training Center of Excellence for professional development by July 2010		
Outcome/Measurement: Recommendation is submitted by May 2008		
Tasks	Person Responsible:	Time Line
Develop a broad-based task force to identify components (mission, vision, program) for Center of Excellence	Chief Academic Officer, Director of Professional Learning	March 2008
Task force researches existing "Centers of Excellence," that have proven to be effective	Chief Academic Officer, Director of Professional Learning	March 2008
Task force collaborates with Divisions of Support Services and Finance to explore feasibility of Center of Excellence	Chief Academic Officer, Director of Professional Learning	March 2008
Objective 3: Develop new schools and organize existing schools to better support expanded educational opportunities and choice		
Action 53: Determine feasibility and available resources to create a preschool-through-postsecondary (P2) campus that connects preschool, K-12 and postsecondary in a seamless continuum of public education by including an early childhood center, a K-8 school, an innovative high school design, and a college on site by 2010		
Outcome/Measurement: Recommendation to BOE by June 2008		
Tasks	Person Responsible:	Time Line
Develop a community-based task force to make a recommendation on the	Director of Student Achievement	February 2008

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feasibility of creating a P2 campus		
Collaborate with E-470 Pre-K-16 Council and Community College of Aurora to coordinate efforts toward the development of a P2 campus	Chief Academic Officer and Director of Student Achievement, Curriculum and Professional Learning	June 2007
Action 54: Review existing school structures to maximize opportunities and choice for students to meet diverse interests and learning needs		
Outcome/Measurement: Increased district choice offerings and building based choice offerings by 100 percent by August 2008		
Tasks	Person Responsible:	Time Line
Develop a community-based task force to review existing school structures and collaborate with committees examining feasibility of Center of Excellence and the P-16 campus. Committee will consider: <ul style="list-style-type: none"> high school reform, small learning communities, Career and Technical Education, Magnet schools Alternative Education	Chief Academic Officer, Director of Student Achievement, Curriculum and Professional Learning	February 2008
Committee will make recommendations that result in increased choice for students and parents at both building and district levels	Chief Academic Officer	May 2008
Action 55: Build a K-8 school of choice for academically advanced, motivated, gifted and talented students by fall 2008		
Outcome/Measurement: [1] BOE approves recommendations [2] Completion of building project		
Tasks	Person Responsible:	Time Line
Planning committee comprised of students, parents, teachers and principal began gathering input for programming K-8 school	Director of Student Achievement, ELL; Director of Student Achievement (SO)	January 2007
Planning committee presents recommendations to BOE for approval	Director of Student Achievement (SO)	April 2007
K-8 choice school opens	Deputy Superintendent	August 2008



Community Action Plans

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Goal 1: Strengthen collaboration with parents to enhance learning for their own children and all children		
Objective 1: Promote and facilitate meaningful parent involvement to support each school's learning goals and make it easier for parents to get involved		
Action 56: Develop a parent involvement plan with school accountability committees at each school to support student achievement by December 2006 and update annually		
Outcome/Measurement: 100 percent of schools have a parental involvement plan		
Tasks	Person Responsible:	Time Line
Use the results from spring parental involvement survey to identify areas of strengths and areas for improvement; focus will be on the student achievement section of the survey	Principals	September 2007
Develop a template for the schools to utilize to develop their plan for parental involvement, activities to be offered, responsible staff and measurable outcomes to be achieved	Chief Accountability and Research Officer	June 2007
Action 57: Track parent participation in school committees and attendance at school events annually with a 10 percent overall increase each year using 2005-06 as baseline		
Outcome/Measurement: 75 percent of parents will complete 20 hours of service/volunteer work annually		
Tasks	Person Responsible:	Time Line
Utilize a sign-in sheet for parental involvement workshops and committees. Have parents complete an evaluation sheet upon completion of workshops. Collect evaluations and maintain documentation for data, needs assessment and planning of future workshops and committees.	Coordinator of Diversity Education	June 2007, annually
Develop a service/contact hours tracking system to track parent and community involvement	Coordinator of Diversity Education	January 2008
Action 58: Expand parent workshops and learning opportunities (e.g. adult English classes, computer training, homework help)		
Outcome/Measurement: 10 percent annual increase in the number of parent involvement workshops and learning opportunities		

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Tasks	Person Responsible:	Time Line
Develop report on all current parent workshops and learning opportunities	Coordinator of Diversity Education	May 2007
Identify resources, partnerships (adult ed.), trainings or staff as needed for the various workshops, opportunities or referrals per the community's needs	Coordinator of Diversity Education	May 2008
Develop a parent advisory committee for the ELA department to seek input on the goals of the ELA department with parental involvement, parent rights with ELS services and with goals for student achievement and parental involvement	Student Achievement Director for English Language Acquisition	December 2006 – November 2007, annually
Provide parents of ELA students, opportunities and workshops on effective ELD practices, assessment of ELA students, monitoring of ELD progress and parent rights with ELA services	Student Achievement Director for English Language Acquisition	December 2006 – November 2007, annually
Action 59: Assist PTA/PTO in developing active parent participation in each school to increase membership 10 percent annually		
Outcome/Measurement: 10 percent annual increase in the number of parents/staff active in PTA/PTO		
Tasks	Person Responsible:	Time Line
Provide training opportunities to parent organizations on how to write plans and goals for supporting the SIP with student achievement and parent involvement	Principals	August 2007 – May 2008, annually
Use SIP plans and goals to help parent organizations recruit parents, teachers and community members to be involved with student achievement	Principals	August 2007 – May 2008, annually
Objective 2: Increase parent involvement in key district events and membership on district councils and committees; solicit ongoing feedback from parents		
Action 60: Increase satisfaction, involvement and support by hosting eight public forums for community, parents, teachers and students and by sending three updates from the superintendent each year		
Outcome/Measurement: Increase the number of participants attending public forums by 10 percent.		
Tasks	Person Responsible:	Time Line
Schedule meetings and reserve locations	Chief Communication Officer	Each spring and fall
Promote parent, student, community and staff involvement by advertising using Community Connection, E-News, Sentinel ads, Key Communicator list invitations, parent fliers, posters at schools and key sites, Web Current Events Calendar and	Chief Communication Officer	Three weeks prior up to the day of the event

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news releases		
Develop bilingual programs and question cards for each meeting	Chief Communication Officer	Three weeks prior
Provide onsite assistance by emceeing and facilitating the event and by collecting, reading and interpreting question cards	Chief Communication Officer	Day of event
Develop Superintendent Updates in the fall, winter and spring to keep staff, parents and community informed about the state of the district.	Chief Communication Officer	Fall, winter and spring
Prepare for distribution, translate and post Superintendent Updates on the Web site	Chief Communication Officer	Fall, winter and spring

Action 61: Use written surveys and various online opportunities for input to measure satisfaction and support

Outcome/Measurement: Increase satisfaction with school and district parental involvement activities by 5 percent

Tasks	Person Responsible:	Time Line
Develop parent surveys	Chief Accountability and Research Officer	April 2007
Translate surveys	Chief Communication Officer	April 2007
Schools distribute and collect surveys	Chief Academic Officer	May 2007
Collect and analyze data	Chief Accountability and Research Officer	June 2007
Communicate results to administration and BOE	Chief Accountability and Research Officer	June 2007
Communicate results to parents, students, community and staff by advertising in Community Connection, E-News and school newsletter articles	Chief Communication Officer	June 2007
Analyze need for follow up	Chief Accountability and Research Officer	June 2007

Action 62: Review the partnership with the District Accountability Advisory Committee (DAAC) annually

Outcome/Measurement: Increase the number of parents serving on DAAC by 50 percent and increase underrepresented groups serving on DAAC by 25 percent

Tasks	Person Responsible:	Time Line
Conduct an annual review of the representation serving on the DAAC to identify who is still underrepresented on DAAC	Chief Accountability and Research Officer	October 2007

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Contact administrators to assist with recruitment of staff, parents or community members to serve on DAAC from their School Accountability Committee	Chief Accountability and Research Officer	September 2007
Action 63: Support increasing parent involvement with English language acquisition initiatives annually		
Outcome/Measurement: 10 percent increase in the number of parents participating in opportunities for parental involvement with ELA initiatives		
Tasks	Person Responsible:	Time Line
Develop a parent advisory committee for the ELA department to seek input on the goals of the ELA department with parental involvement, parent rights with ELS services and with goals for student achievement and parental involvement	Student Achievement Director for English Language Acquisition	December 2006 – November 2007, annually
Provide parents of ELA students, opportunities and workshops on effective ELD practices, assessment of ELA students, monitoring of ELD progress and parent rights with ELA services	Student Achievement Director for English Language Acquisition	December 2006 – November 2007, annually
Objective 3: Ask teachers to make home visitations to expand their ongoing written and phone communications with parents, and ask district staff and community leaders to visit nonattending students to encourage them to return to school		
Action 64: Ask each teacher to make at least one home visit each year to build trust and strengthen partnerships between parents and schools		
Outcome/Measurement: 50 percent of teachers will make a home visit annually		
Tasks	Person Responsible:	Time Line
Develop a home visit guide for all staff to use with their planning for a home visit	Coordinator of Diversity Education	March 2007
Provide training to staff on the guide and points to be aware of when conducting a home visit	Coordinator of Diversity Education	September 2007, January 2008
Teachers completing home visits report to association representatives. Association representatives report to AEA president. President tracks progress and presents gift certificates for students	AEA president	December 2006-June 2007, annually
Action 65: Invite district staff to be mentors for at least one identified at-promise student; volunteer staff will work with 1000 students by January 2009		
Outcome/Measurement: Volunteer staff will work with 700 at-promise students by January 2008 and 1000 at-promise		

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students by January 2009		
Tasks	Person Responsible:	Time Line
Identify at-promise students who are at risk to be a drop out	Director of School Services	August 2007, January 2008, annually
Identify school contacts for district staff to work with to reenroll a student who has dropped out of school	Principals	August 2007, annually
Goal 2: Expand and strengthen community involvement and partnerships to foster ownership and shared responsibility for our schools		
Objective 1: Increase two-way communications and access to information about APS		
Action 67: Support Aurora Education Foundation efforts to increase sponsorships and partnerships with Aurora Public Schools		
Outcome/Measurement: 25 percent annual increase in donations through sponsorships, individual donations and other contributions		
Tasks	Person Responsible:	Time Line
Contact vendors for APS that are paid greater than \$100,000 to provide support for leadership training for staff	Director, Aurora Education Foundation	April 2008
Increase number of corporate sponsors for AEF fundraisers to support AEF Educator Scholarship Fund	Director, Aurora Education Foundation	April 2008
Increase number of corporate sponsors for AEF fundraisers to support Educator Grants and Classroom Initiative Fund	Director, Aurora Education Foundation	July 2008
Create AEF Student Scholarship and secure individual and corporate donations	Director, Aurora Education Foundation	December 2007
Action 69: Increase outreach through a televised program broadcast on a local Aurora station or through online Web casts		
Outcome/Measurement: Two shows developed by August 2007; quarterly TV shows and monthly Web casts beginning August 2007; and 10 percent increase in positive news coverage of APS in Aurora and local media		
Tasks	Person Responsible:	Time Line
Initiate Discussion	Chief Communication Officer	December 2006
Secure access to City of Aurora's cable channel(s)	Chief Communication Officer	January 2007

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Identify topic, locate resources and talent for initial show	Chief Communication Officer	February 2007
Produce first show	Chief Communication Officer	March 2007
Broadcast first show	Chief Communication Officer	April 2007
Locate resources and talent for second show – Back to School Edition	Chief Communication Officer	May 2007
Produce second show – Back to School Edition	Chief Communication Officer	August 2007
Broadcast second show – Back to School Edition	Chief Communication Officer	September 2007
Secure funding for permanent videographer	Chief Communication Officer	July 2008
Identify topics, locate resources and talent for programs	Chief Communication Officer	July 2007
Produce and broadcast regular programming	Chief Communication Officer	Monthly beginning August 2007
Increase positive news coverage of APS in Aurora and local media	Chief Communication Officer	July 2007 and annually thereafter

Objective 2: Increase opportunities for community involvement in key decisions and events to cultivate active support of educational efforts

Action 70: Continue the initiative of the VISTA Guidance Council, which began in August 2006, comprised of parents, staff and community representatives to provide support and insights to the superintendent

Outcome/Measurement: VISTA Guidance Council will meet monthly

Tasks	Person Responsible:	Time Line
Establish, maintain and sustain monthly meetings	Superintendent	July 2006 - June 2007, annually
Outcomes, agendas and minutes for production and oversight of VISTA 2010	Superintendent	Monthly

Action 71: Increase the number of community members serving in other school and district capacities by 10 percent

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annually based on 2005-06 baseline data

Outcome/Measurement: Increase in the number of community members serving in other school/district capacities by 10 percent annually

Tasks	Person Responsible:	Time Line
Identify what school and district opportunities exist for members to serve and what are the current demographics for each committee	Director, Risk Management and Security	April 2007
Identify what the focus is for each committee to guide what representation is needed on the committee	Director, Risk Management and Security	June 2007

Objective 3: Value partnerships in terms of mentors, tutors, readers, volunteers, donations, and expertise

Action 73: Increase participation in the Readers are Leaders program with elected officials by 10 percent annually

Outcome/Measurement: Increase Readers are Leaders participation with elected officials by 10 percent

Tasks	Person Responsible:	Time Line
Identify cadre of elected officials	Director, Risk Management and Security	July 2006 - June 2007, annually
Schedule with officials to read in school sites	Director, Risk Management and Security	July 2006 - June 2007, annually

Action 74: Partner with local businesses to develop leadership training for staff

Outcome/Measurement: By 2010, 12 additional APS staff will participate in Leadership Aurora

Tasks	Person Responsible:	Time Line
Identify appropriate relevant leadership training opportunity schedule for training to take place	Deputy Superintendent	July 2007
Recruit APS staff to participate in the Leadership Aurora	Director, Risk Management and Security	June 2010

Action 75: Increase communication with active adults, ethnic and faith-based community groups by 10 percent annually

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Outcome/Measurement: 10 percent increase in communication as measured by oral and written communication, meeting and event attendance		
Tasks	Person Responsible:	Time Line
Measure current level of communication outreach to establish a baseline	Chief Communication Officer	April 2007
Expand Community Connection distribution and target outreach.	Chief Communication Officer	April 2008
Provide at least two Community Connection invitations during the school year and two total over summer break to APS events	Chief Communication Officer	Monthly
Meet with the leadership of the Asian, Black and Hispanic chambers of commerce and active adult groups to identify two additional outreach strategies per group	Chief Communication Officer	January 2008
Provide a list of key community committees to district staff to encourage participation and outreach	Chief Communication Officer	March 2007
Provide opportunities for increased staff and BOE involvement in community events	Chief Communication Officer	Monthly during the school year
Goal 3: Increase dialog and cooperation with key local, state and national groups and organizations		
Objective 1: Improve working relationships and communication with city of Aurora, developers and other governmental and intergovernmental agencies		
Action 76: Regularly schedule meetings throughout the year with key groups, including Aurora City Council and Aurora Chamber of Commerce, to better coordinate district operations		
Outcome/Measurement: District representation at 90 percent of regularly scheduled meetings		
Tasks	Person Responsible:	Time Line
District representatives will be identified	Superintendent	July 2006 - June 2007, annually
District representatives will provide regular feedback regarding meeting content	Superintendent	July 2006 - June 2007, annually

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Action 77: Increase the number of facility rentals by community groups each year by 10 percent		
Outcome/Measurement: Increase the number of facility rentals by community groups each year by 10 percent		
Tasks	Person Responsible:	Time Line
Meet with city of Aurora library, recreation and cultural services departments to discuss opportunities for city/school district cooperation in future facility planning	Chief Operations Officer	January 2007, ongoing
Meet with city of Aurora parks and open space and planning departments to discuss future development of school park/sites	Chief Operations Officer	January 2007, ongoing
Objective 2: Partner with key regional and national organizations and institutions to better support the district		
Action 78: Increase outreach to state legislators, Colorado State Board of Education, Colorado Department of Education, U.S. Department of Education, national professional organizations, Broad Foundation, etc.		
Outcome/Measurement: Increase the number of contacts with state and national organizations by 10 percent annually		
Tasks	Person Responsible:	Time Line
Identify the number of contacts with state and national organizations since July 2006	Superintendent	August 2007
Action 80: Increase effective partnerships with youth-oriented community-based organizations for before and after school activities by 10 percent		
Outcome/Measurement: Increase the number of effective partnerships with youth-oriented before and after school activities by 10 percent		
Tasks	Person Responsible:	Time Line
Identify those youth-oriented programs currently being utilized in APS. Determine their focus and how to measure their effectiveness with student achievement, school attendance and postsecondary goals	Coordinator of School Services	May 2007
Identify youth-oriented programs that could be recruited to APS. Determine their focus, if a need exists for their programs, and how to measure their effectiveness with student achievement, school attendance and postsecondary goals	Coordinator of School Services	September 2007



Environment Action Plans

Environment Action Plans

Goal 1: Provide environments that optimize learning and teaching and are safe, secure and well-maintained		
Objective 1: Ensure safe, secure schools through increased training and awareness for staff and students to support Safe Schools policies and each school's safety plan		
Action 81: Continue to analyze and upgrade facilities to maximize physical safety of students and staff		
Outcome/Measurement: Increase percent of staff and students reporting satisfaction with school safety		
Tasks	Person Responsible	Time Line
Implementation of the preventative maintenance team to address conditions and safety of equipment and make repairs prior to breakdown	Chief Operating Officer and Director of Maintenance & Operations	November 2007- June 2008
Provide annual training on district Safe School's policies to administrators and deans of students	Director of School Services and Coordinator of School Services	Annually starting in September 2006
Conduct quarterly meetings involving APs, deans and principals to discuss and problem solve the most current student discipline concerns and current trends in behavior	Director of School Services and Coordinator of School Services	Quarterly beginning in September 2006
Provide training and education from the risk management and security office to all APS security staff, deans, campus monitors and SROs twice every year	Director of Security & Risk Management	Annually Starting August 2007
Create and enforce a written policy requiring all APS staff members to wear photo identifications at all times while on district property	Chief Operating Officer and Director of Security & Risk Management	August 2007
Require secondary students to have photo identification on their person at all times while on APS property and/or APS events. This will be enforced at the site level	Director of Security & Risk Management	August 2007
Action 82: Initiate annual survey of students, grades 5-12, by June 2007 to measure percentage of students who feel they are safe at school and indicate they know of at least one adult at school who is available if they have problems or concerns		

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Outcome/Measurement: Increase percentage of students reporting satisfaction with school climate		
Tasks	Person Responsible	Time Line
Draft student surveys to include questions specific to school safety	Chief Accountability and Research Officer	January 2007
Develop reporting tools to provide timely analysis and reporting of data	Chief Accountability and Research Officer	January 2007
Survey administration and data analysis	Chief Accountability and Research Officer	January 2007
Review newly submitted and current safety plans twice a year, and make improvements where applicable. Forward to the Aurora police and fire departments	Director of Security & Risk Management	December and July biannually
Action 83: Reduce out-of-school suspension rates 5 percent annually		
Outcome/Measurement: School suspension rates will decrease 5 percent annually		
Tasks	Person Responsible	Time Line
Comparison of first semester 2006-07 and 2007-2008 suspension data and school year 2006-07 and 2007-08	Chief Operating Officer and Director of School Services	December 2006 and annually
Provide professional development to increase the understandings of deans, counselors, administrators, and teachers that discipline should increase the efficacy of a student to be resilient and overcome any challenges	Coordinator of Diversity Education	September 2007 and quarterly
Develop task force to study alternative models to all forms of discipline and develop a referral and suspension re-entry plan that will have an instructional and behavioral focus	Directors of Student Achievement, Principals, Deans, School Services, Director of Special Education, parents, students	July 2008
Evaluate quarterly data on discipline reports and adjust support to teachers and students	Principals, Deans, School Counselors	January 2007 and quarterly
Provide professional development for all new teachers around conditions of learning in classrooms, classroom management, and cultural competence	Director of PD, Diversity Office	August 2007 and ongoing

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Objective 2: Integrate technology into every classroom to provide students with access to computers when needed and ensure they are adept in using them; continue to implement progressive technology for business processes

Action 84: Develop school-based technology plans that support improved teaching and learning as part of each school's improvement goals by September 2007

Outcome/Measurement: 100 percent of schools will have school-based technology goals incorporated into the school improvement plan

Tasks	Person Responsible	Time Line
Add instructional technology goals into school improvement plans that are aligned to the district's ETIL Plan	Director of Instructional Technology	June 2007 and ongoing
Integrate and add various technologies into classrooms in order to improve instructional delivery tools and access to resources	Director of Instructional Technology	November 2007 and ongoing
Provide wireless capabilities for all district schools	Chief Information Officer	June 2008

Action 85: Develop systems that use technology to report student learning and progress and provide easily accessible data to teachers and district

Outcome/Measurement: 100 percent of district assessment data will be accessible to teachers and district personnel through ICAM

Tasks	Person Responsible	Time Line
Enhance Infinite Campus Assessment Module (ICAM) in order to increase efficiency in reporting and to include other data sources	Chief Accountability and Research Officer	November 2007 – July 2008
Evaluate the need for assessment tools other than ICAM to provide easily accessible data to teachers and the district	Chief Accountability and Research Officer and Director of Instructional Technology	November 2007 – July 2008
Implement a process for district-wide centralized admissions to ensure student and parent data is accurately entered and maintained in Infinite Campus	Director of School Services and Chief Information Officer	May 2007 and ongoing

Action 86: Provide teachers with assistance and/or training in technology integration into the classroom with training needs prioritized annually

Outcome/Measurement: Increase number of school sites and teachers trained to integrate technology in the classroom by 10 percent annually

Tasks	Person Responsible	Time Line
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Provide on site training to school sites on district supported software and instruction	Director of Instructional Technology	November 2007 and ongoing
Develop and offer classes for credit focusing on technology integration to enhance instruction and student learning	Director of Instructional Technology	January 2008 and ongoing
ACTION 100: Establish a framework for service-oriented architecture (SOA) for finance, logistics, HR and transportation		
Outcome/Measurement: Establish a framework by June 2009		
Tasks	Person Responsible	Time Line
By June 2008, do research with major IT companies with SOA	Chief Information Officer, Chief Operating Officer	June 2008
Accept bids for SOA by June 2009	Chief Information Officer, Chief Operating Officer	June 2009
Objective 3: Complete current bond projects for modernization of schools, including building new schools, renovations, maintenance and technology upgrades		
Action 87: Complete all current bond projects on time and within budget by June 2008		
Outcome/Measurement: Bond projects completed on time and within budget		
Tasks	Person Responsible	Time Line
Oversee the start and finish of bond project schedule ensuring the completion of projects identified in 2002 Facility and Technology Needs (white book)	Chief Operating Officer and Director of Construction Management	August 31, 2008
Action 88: Finalize needs assessment to identify future facility needs and anticipated demand for technology by April 2008		
Outcome/Measurement: Needs assessment completed and presented to Cabinet and BOE		
Tasks	Person Responsible	Time Line
Present report to Cabinet and BOE regarding future facility needs	Chief Operating Officer	March 2008
Action 89: Increase ongoing information about bond projects through written communications, bond tours and speakers		

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bureau		
Outcome/Measurement: Track the bond outreach to establish baseline and then measure increase in output		
Tasks	Person Responsible	Time Line
Develop and implement a speakers bureau to communicate results of the 2002 bond program	Bond Communication Specialist, Chief Communication Officer, Chief Operating Officer	September 2007
Provide regular updates to the bond Web site	Bond Communication Specialist, Chief Communication Officer, Chief Operating Officer	March 2007 and ongoing
Continue to distribute bond information	Bond Communication Specialist, Chief Communication Officer, Chief Operating Officer	April 2007 and ongoing
Organize and facilitate bond site tours and events	Bond Communication Specialist, Chief Communication Officer, Chief Operating Officer	May 2007 and ongoing
Develop and distribute bond community report	Bond Communication Specialist, Chief Communication Officer, Chief Operating Officer	Each spring
Identify and present to key community groups for presentations and identify/solicit potential speakers	Bond Communication Specialist and Chief Communication Officer	September 2007 – May 2008
Committee to determine dates for fall 2007 and winter 2008 opinion polls	Chief Operations Officer	March 2007
Opinion polls conducted fall 2007, winter 2008	Chief Operations Officer	March 2007
Goal 2: Develop and nurture a professional and high-performing culture based on trust, compassion, mutual respect and integrity		
Objective 1: Promote an organizational climate with staff based on two-way communications, value for professionalism and personal empowerment		
Action 90: Begin immediate and ongoing collaboration with all employees, the Board of Education and the teachers association, based on organizational norms and two-way communication processes, to focus on best interests of students		
Outcome/Measurement: Support and maintenance of monthly AEA, CEC and SEA meetings		
Tasks	Person Responsible	Time Line
Ensure meetings are regularly scheduled	Superintendent	July 2006 through June 2007 and annually

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		thereafter
Ensure district leadership team representative have been assigned	Superintendent	July 2006 through June 2007 and annually thereafter
Ensure leadership team representatives report out to constituents	Superintendent	July 2006 through June 2007 and annually thereafter

Action 91: Measure organizational climate and employee satisfaction annually through staff surveys

Outcome/Measurement: Increase in reported satisfaction with organizational climate

Tasks	Person Responsible	Time Line
Revise the APS staff survey recently completed by assessment and research department	Chief Accountability and Research Officer	January 2008 and annually thereafter
Administer staff climate survey to entire district staff	Chief Accountability and Research Officer	January 2008 and annually thereafter

Objective 2: Direct each school to adopt a process for developing the assets of each student and eliminate bullying

Action 92: Adopt Positive Behavior Support (PBS) processes in every school that are implemented and clearly communicated to students, staff and parents by August 2010

Outcome/Measurement: 100 percent of schools will adopt processes for developing the assets of each student to eliminate bullying by August 2010; reduce bullying in schools by 10 percent annually

Tasks	Person Responsible	Time Line
Review APS Code: JBC and assess site level practices by spring 2007	Director of School Services and Coordinator of School Services	April 2007
Work with sites to align practices with BOE policy and regulations	Director of School Services and Coordinator of School Services	November 2006 – June 2007
Implement approved “bullying” programs for all schools	Director of School Services and Coordinator of School Services	January 2008

Goal 3: Anticipate and prepare for projected community growth and increases in student enrollment

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Objective 1: Manage growth effectively by identifying anticipated impacts on APS

Action 93: Develop a 10-year growth plan with the Board of Education to prepare for increasing student enrollment by October 2007

Outcome/Measurement: Development and presentation of plans and status reports

Tasks	Person Responsible	Time Line
Track, analyze and plan for future growth	Chief Operating Officer, Coordinator of Planning, Director of Construction Management	November 2006 and ongoing
LRFAC will present annual status reports	Chief Operating Officer and Director of Construction Management	September 2007 and ongoing

Action 94: Seek alternative sources of revenue to fund new programs and projects that respond to student and community needs

Outcome/Measurement: [1] Increase number of grants by 5 percent each year using 2006-07 as baseline

[2] Increase number of grants over \$100,000 by two each year

Tasks	Person Responsible	Time Line
Identify a representative from each site to act as a grant liaison	Director of Grants	September 2007
Update grants Web site in order to provide current information of interest	Director of Grants	April 2007 and ongoing
Institute a biannual grants information workshop for all building administrators and other interested parties	Director of Grants	February 2007/September 2007 and ongoing
Continue to research grant opportunities that help fulfill the district's mission and strategic plan	Director of Grants	December 2006 and ongoing

Action 95: Involve city officials and developers in discussions about facility needs

Outcome/Measurement: CBOC will present annual report

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Tasks	Person Responsible	Time Line
Work with committees that include city officials and prominent business/community leaders: Citizen's Bond Oversight and Long-Range Facilities Advisory Committee	Chief Operating Officer and Director of Construction Management	November 2006 and ongoing
Identify ethnic organizations and churches to actively recruit participation on the District Accountability Advisory Committee	Director of School Services	June 2007, annually
Identify ethnic organizations and churches to actively recruit participation on the Long-Range Facilities Advisory Committee and the Bond Oversight Committee	Chief Operations Officer	June 2007, annually
Objective 2: Based on input from the Long-Range Facilities Advisory Committee and city of Aurora projections, identify facility needs		
Action 96: Develop master plan to determine need for new schools, modernization of current schools and sites, and technology upgrades and additions by March 2008		
Outcome/Measurement: Completion of the schedule of milestones adopted in April 2006 resulting in presentation to the Board of Education by May 2008 of a proposed master plan of the new school needs and modernization and repair needs at current school and sites		
Tasks	Person Responsible	Time Line
Develop a five year construction program for the district's next bond program in conjunction with LRFAC. Present the plan to Cabinet and the Board of Education by April 2008	Chief Operating Officer and Director of Construction Management	November 2006 – April 2008
Develop a customer service revamp for HR and IT by next year	Chief Operating Officer	May 2008
Action 97: Ensure facilities are able to support changing demands of teaching and learning programs		
Outcome/Measurement: Review K-8 and high school educational specifications with Division of Instruction and adjust accordingly		
Tasks	Person Responsible	Time Line
Participate on school design committees	Chief Operating Officer and Director of Construction Management	September 2007 and ongoing
Review K-8 and high school educational specifications with Division of	Chief Operating Officer and	September 2007 and

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Instruction and adjust accordingly	Director of Construction Management	ongoing