

## ACTION PLAN

**Objective: By 2023, all students at St. Stephen’s Episcopal School will demonstrate improved reading skills.**

**Strategy #1: Increase interest in reading with involvement from school, family and the community.**

| Action Step  | Person(s)/Group(s) Responsible                  | Timeline for Completion | Resources Needed  | Indicators of Success  | Status      |
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| 1. Visit local library with teacher and class          | Teachers<br>Head of School                      | Implement by 9/2017     | <ul style="list-style-type: none"> <li>• Coordination with local library</li> <li>• Time in schedule</li> <li>• Library cards for students and teachers</li> </ul>  | All grades visit library with class and teacher on a regular schedule          | In process  |
| 2. Invite guest readers into the classrooms and school | Teachers<br>Dean of Students                    | Implement by 9/2018     | <ul style="list-style-type: none"> <li>• Volunteers to read</li> <li>• Books to read</li> <li>• Classroom or common area</li> <li>• Time in schedule</li> <li>• Adherence to policies for clearances</li> </ul> | Guest readers invited into the classroom and school during each marking period | Developing  |
| 3. Hold a minimum of two literacy nights each          | Dean of Students<br>Home and School Association | Implement by 6/2019     | <ul style="list-style-type: none"> <li>• School facility</li> <li>• Organizer(s)</li> <li>• Staff and volunteers for event</li> </ul>   | Two literacy events held and student participation documented and              | Researching |

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| school year   |   |   | <ul style="list-style-type: none"> <li>• Parent support</li> <li>• Refreshments</li> <li>• Budgeted funds</li> <li>• Adherence to policies for clearances</li> </ul>   | discussed   |             |
| 4. Create a literacy-rich school environment          | Dean of Students<br>Head of School<br>Teachers  | Training by<br>9/2019<br>Implement by<br>9/2020 | <ul style="list-style-type: none"> <li>• Age-appropriate visuals that support literacy throughout the school</li> <li>• Budgeted funds</li> <li>• Donated funds and materials</li> </ul>   | Periodic review and evaluation of classrooms and school environment | In process  |
| 5. Provide high interest, leveled classroom libraries | Teachers<br>Dean of Students                    | Implement by<br>8/2021                          | <ul style="list-style-type: none"> <li>• High-interest books</li> <li>• Shelving or other storage</li> <li>• Organization system</li> <li>• Periodic review and evaluation</li> <li>• Resources for leveling and organizing books</li> </ul> | All classrooms provide high interest, leveled libraries             | In process  |
| 6. Implement a school-wide reading incentive          | Dean of Students<br>Home and School Association | Implement by<br>6/2022                          | <ul style="list-style-type: none"> <li>• Incentive Program</li> <li>• Organizer(s)</li> <li>• Budgeted funds for incentives</li> <li>• Parent and teacher</li> </ul>   | Reading incentive program implemented, participation documented and | Researching |

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|  |  |  | support | reviewed |  |
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**Professional Development Needs for Strategy #1:**

1. Training in leveling and organizing classroom libraries
2. Keeping current on new literature and trends.
3. What does a literacy-rich environment look like?

## ACTION PLAN

**Objective: By 2023, all students at St. Stephen’s Episcopal School will demonstrate improved reading skills.**

**Strategy #2: Examine curriculum, instruction, and assessment.**

| Action Step  | Person(s)/Group(s)<br>Responsible                      | Timeline for<br>Completion                         | Resources Needed   | Indicators of<br>Success  | Status          |
|--|--|--|--|---|-----------------|
| 1. Reinstate the Curriculum Committee with the subcommittees of (1) Curriculum Revision and (2) Assessment | Teachers<br>Administrators<br>Parents<br>Board Members | Implement by<br>1/2016                             | <ul style="list-style-type: none"> <li>• Time</li> <li>• Information on curriculum methods, standards, and assessment</li> </ul>   | Curriculum objective revisions created, shared, and implemented | Planning stages |
| 2. Create or purchase student assessment tracking software   | Technology Sub-Committee<br>Dean of Students           | Develop by<br>4/2016<br><br>Implement by<br>7/2016 | <ul style="list-style-type: none"> <li>• Software</li> <li>• Funding</li> <li>• Time and Personnel for data entry</li> <li>• Team for tracking and analyzing data</li> </ul> | Ability to track and analyze student growth and improvement     | Planning stages |
| 3. Develop   | Head of School   | Develop by   | <ul style="list-style-type: none"> <li>• Committee to review</li> </ul>  | Report card   | Planning stages |

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| standard for assessing and recording reading level on student report cards | Curriculum Director<br>Dean of Students        | 7/2016<br>Training by 8/2016<br>Implement by 9/2016 | and revise current report card practices <ul style="list-style-type: none"> <li>• Examples from other schools</li> <li>• Latest assessment tools</li> </ul> | revision accepted and implemented              |            |
| 4. Engage students in Daily Five practices                                 | Teachers<br>Dean of Students                   | Training by 8/2016<br>Implement by 6/2017           | <ul style="list-style-type: none"> <li>• Resources in Daily Five practices</li> <li>• Time scheduled on lesson plans</li> </ul>                             | Teachers use Daily Five practices              | In process |
| 5. Review and revise current curriculum                                    | Curriculum Director<br>Curriculum Committee    | Revise by 6/2018<br>Implement by 8/2018             | <ul style="list-style-type: none"> <li>• Time</li> <li>• Information on current trends in curriculum and standards and best practices</li> </ul>            | Curriculum is reviewed and revised             | In process |
| 6. Differentiate reading instruction                                       | Teachers<br>Dean of Students<br>Head of School | Training by 2019-2020<br>Implement by 8/2023        | <ul style="list-style-type: none"> <li>• Appropriate materials for differentiating instruction</li> </ul>   | All Teachers differentiate reading instruction | In process |

**Professional Development Needs for Strategy #2:**

1. Training/Review and Information on Daily Five practices
2. Training/Review in assessment and reporting of reading levels
3. Training/Review in differentiated instruction

## ACTION PLAN

**Objective: By 2023, all students at St. Stephen's Episcopal School will demonstrate improved reading skills.**

**Strategy #3: Increase reading skills of below level and at risk students.**

| Action Step                               | Person(s)/Group(s)<br>Responsible            | Timeline for<br>Completion               | Resources Needed   | Indicators of Success  | Status          |
|---|--|--|--|--|-----------------|
| 1. Offer tutoring for at risk students    | Student Support Director<br>Reading Tutors   | Offer by 8/2017                          | <ul style="list-style-type: none"> <li>• Funding</li> <li>• Teachers to tutor</li> <li>• Criteria for student and teacher participation</li> <li>• Time</li> <li>• School space during afterschool hours</li> <li>• Coordinator</li> <li>• Parent support</li> <li>• Specialized materials for teachers</li> </ul> | Tutoring program offered   | Planning stages |
| 2. Create trouble shooting binder/digital | Student Support Director<br>Dean of Students | Collect resources by 8/2018<br>Resources | <ul style="list-style-type: none"> <li>• Binder/ server space</li> <li>• Materials from reading specialist</li> <li>• Ongoing review to</li> </ul>   | Binder/Online files are available for teachers<br>Teachers provide | Researching     |

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| resource files.  |   | available by<br>6/2020<br><br>Revise and<br>supplement   | update materials <ul style="list-style-type: none"> <li>• Feedback from teachers</li> <li>• Visible location for easy access</li> <li>• Feedback form</li> </ul>   | feedback  |             |
| 3. Create online collection of reading resources for parents and an alternative for non-internet parents | Student Support<br>Director<br><br>Dean of Students   | Collect resources by<br>8/2018<br><br>Resources available by<br>8/2020<br><br>Revise and<br>supplement | <ul style="list-style-type: none"> <li>• Resources</li> <li>• Server space</li> <li>• Time</li> <li>• Ongoing review to update resources</li> <li>• Feedback from parents</li> <li>• Web support</li> <li>• Feedback form</li> </ul> | Reading resources available for families and parents<br><br>Parents and families provide feedback | Researching |
| 4. Develop opportunities for student ownership of books  | Head of School<br><br>Dean of Students                | Research and funding by<br>9/2019<br><br>Implement by<br>9/2020  | <ul style="list-style-type: none"> <li>• Review existing programs through publishers and non-profits</li> <li>• Seek funding</li> <li>• Books</li> </ul>   | Students have opportunity to own books  | Researching |
| 5. Bring animals in for students to read to  | Head of School<br><br>Dean of Students<br><br>Reading | Implement by<br>8/2021   | <ul style="list-style-type: none"> <li>• Adherence to policies for clearances</li> <li>• Volunteers</li> <li>• Coordination with</li> </ul>  | Students are provided with the opportunity to read to animals                                     | Researching |

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|  | Coordinator |  | service animal<br>organization   |  |  |
|  |             |  | <ul style="list-style-type: none"><li>• Space for activities</li><li>• Coordinator</li><li>• Alternative activity for students with medical issues</li></ul> |  |  |
| <b>Professional Development Needs for Strategy #3:</b> |             |  |  |  |  |
| 1. Best practices for tutoring                         |             |  |  |  |  |



## ACTION PLAN

**Objective:** By 2023, all students at St. Stephen’s Episcopal School will demonstrate improved technological literacy and use skills

**Strategy #1: Improve typing fluency.**

| Action Step   | Person(s)/Group(s)<br>Responsible                                | Timeline for<br>Completion | Resources Needed   | Indicators of<br>Success  | Status     |
|---|--|----------------------------|--|---|------------|
| 1. Adjust class schedule to allow for weekly keyboarding instruction during computer course | Dean of Students<br><br>Technology Teacher                       | September 2015-ongoing     | <ul style="list-style-type: none"> <li>• Time</li> </ul>   | Schedule adjusted to allow for specific keyboarding instruction | Completed  |
| 2. Implement a new K-8 keyboarding program  | Head of School<br><br>Dean of Students<br><br>Technology Teacher | September 2015-May 2016    | <ul style="list-style-type: none"> <li>• Funding</li> <li>• Time</li> <li>• Training for the technology teacher</li> </ul> | Keyboarding program acquired and implemented                    | In process |

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| 3. Implement monthly progress monitoring testing  | Technology Teacher   | October 2015-ongoing  | <ul style="list-style-type: none"> <li>• Time,</li> <li>• Specific progress monitoring test</li> <li>• Data collection</li> </ul>   | Review of monthly students testing by Technology teacher and Dean of Students                                   | In process |
| 4. Allow for students to practice skills through implementation of cross curricular projects. | Technology Teacher<br>Classroom Teachers K-8<br>Head of School<br>Dean of Students | December 2016-ongoing | <ul style="list-style-type: none"> <li>• Support for classroom teachers,</li> <li>• Access to technology</li> <li>• Time</li> </ul> | Teacher lesson plans as reviewed by Dean of Students showing projects implementing keyboarding into instruction | In process |

**Professional Development Needs for Strategy #1:**

1. Instruction for implementing new keyboarding program
2. In-service support for classroom teachers to develop cross curricular projects where new keyboarding skills can be practiced

## ACTION PLAN

**Objective:** By 2023, all students at St. Stephen’s Episcopal School will demonstrate improved technological literacy and use skills

**Strategy #2: Increase student computer literacy skills.**

| Action Step   | Person(s)/Group(s)<br>Responsible  | Timeline for<br>Completion | Resources Needed   | Indicators of<br>Success                | Status          |
|---|--|----------------------------|--|---|-----------------|
| 1. Install Wi-Fi access throughout the campus that will reach all classrooms                        | Technology Sub-Committee<br>Head of School<br>Board of Directors                               | December 2015-ongoing      | <ul style="list-style-type: none"> <li>• Funding</li> <li>• Hardware</li> <li>• Installation and maintenance</li> </ul>                                      | Access to Wi-Fi from anywhere on campus | Planning stages |
| 2. Acquire technology including tablets, laptops, and desktops at a school wide device ratio of 1:1 | Board of Directors<br>Head of School<br>Dean of Students<br>Grant Writer<br>Classroom Teachers | September 2016-ongoing     | <ul style="list-style-type: none"> <li>• Funding for technology</li> <li>• Time</li> <li>• Campus Wi-Fi wired to support maximum use of 1:1 ratio</li> </ul> | Equipment acquired                      | In process      |

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| 3. Implement cross curricular and grade specific projects within computer education classes | Technology Teacher<br>Classroom Teacher  | September 2016-ongoing | <ul style="list-style-type: none"> <li>• Professional development</li> <li>• Access to technology</li> <li>• Time</li> <li>• Support from Head of School and Dean of Students</li> </ul>      | Review of lesson plans by Head of School<br><br>Review of student produced work involving technology | In process      |
| 4. Showcase of student produced work involving technology biannually                        | Head of School<br>Dean of Students<br>Classroom Teachers<br>Specials Teachers<br>Parents<br>Students | December 2017-on going | <ul style="list-style-type: none"> <li>• Space for showcase</li> <li>• Support for classroom/specials teachers to help students produce work</li> <li>• Communication with parents</li> </ul> | Showcase completed   | Planning stages |

**Professional Development Needs for Strategy #2:**

1. Training on use of specific technology and or applications/programs

## ACTION PLAN

**Objective:** By 2023, all students at St. Stephen’s Episcopal School will demonstrate improved technological literacy and use skills

**Strategy #3: Increase integration of information resources across the curriculum.**

| Action Step   | Person(s)/Group(s)<br>Responsible  | Timeline for<br>Completion | Resources Needed  | Indicators of<br>Success  | Status     |
|---|--|----------------------------|---|---|------------|
| 1. Develop and implement a Technology Club                                    | Technology Teacher<br>Students<br>Parents  | November 2015 – ongoing    | <ul style="list-style-type: none"> <li>• Lab</li> <li>• Transportation</li> <li>• Funding</li> <li>• Hardware and software</li> </ul> | Participation in IU competition<br><br>Creation of technologically generated projects | In process |
| 2. Create a Technology Sub-Committee to guide and monitor goal implementation | Technology teacher<br>Staff members<br>Board members<br>Administration<br>Parents/students | January 2016- ongoing      | <ul style="list-style-type: none"> <li>• Time,</li> <li>• Meeting space</li> <li>• Agenda</li> <li>• Goals</li> </ul>                 | Biannual meetings with meetings documented  | Developing |
| 3. Implement Google School  | Teachers   | March 2016-                | <ul style="list-style-type: none"> <li>• Wi-Fi access school wide</li> </ul>  | All students have Google School   | In process |

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|  | Staff<br>Students<br>Technology Sub-Committee Members         | ongoing             | <ul style="list-style-type: none"> <li>• Funding</li> </ul>   | email accounts and are using to receive communications                      |             |
| 4. Social Media and Internet Safety included in curriculum   | Technology teacher<br>Curriculum Coordinator<br>Staff         | June 2016-ongoing   | <ul style="list-style-type: none"> <li>• Wi-Fi access school wide</li> <li>• Funding</li> </ul>   | Weekly lesson plans including mini lessons on social media/ internet safety | Researching |
| 5. Use of class delivery system (i.e. <i>Blackboard</i> or <i>Moodle</i> ) to access lesson remotely | Technology Teacher<br>Middle School Staff<br>Dean of Students | August 2017-ongoing | <ul style="list-style-type: none"> <li>• Cloud storage</li> <li>• Back-up system</li> <li>• Wi-Fi access school wide</li> <li>• Funding</li> <li>• Subscription to Delivery System Service</li> </ul> | Students able to access all lessons remotely                                | Researching |

**Professional Development Needs for Strategy #1:**

1. Training for uses of Google School
2. Training for all staff on basic programs such as Word, Power Point, and Excel
3. Training for all Middle School students and staff on class delivery systems and how to implement

## ACTION PLAN

**Objective:** By 2023, St. Stephen’s Episcopal School will demonstrate improved communication amongst all stakeholders.

**Strategy #1:** Increase communication among school, teachers, and families relating to assignments, grades, programming, and classroom activities and lessons.

| Action Step   | Person(s)/Group(s)<br>Responsible           | Timeline for<br>Completion                            | Resources Needed   | Indicators of Success                                      | Status     |
|---|---|---|--|--|------------|
| 1. Write and publish bimonthly newsletters                  | Classroom Teachers<br><br>Specials Teachers | Training by Fall 2015<br><br>Implement by Spring 2016 | <ul style="list-style-type: none"> <li>• Trainers with expertise in creation of effective newsletters</li> <li>• Examples of newsletters and formats</li> <li>• Staff discussion of newsletter creation and submission</li> <li>• Time to write and publish newsletters</li> </ul> | Newsletters are written and published for family viewing   | In process |
| 2. Post teacher newsletters on school website or individual | Teachers<br><br>Office Administrator        | Implement by 9/2016                                   | <ul style="list-style-type: none"> <li>• Internet access</li> <li>• Teacher websites</li> <li>• Time to post newsletters</li> </ul>  | Newsletters are posted to school and/or teacher website(s) | In process |

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| teacher websites  |   |   |   |   |             |
| 3. Provide online access to current grades and assignments            | Classroom Teachers (3 <sup>rd</sup> -8 <sup>th</sup> )<br>Specials Teachers | Training by 6/2017<br>Implement by 9/2017 | <ul style="list-style-type: none"> <li>• Internet access</li> <li>• Grading Software (i.e. Grade-Pro, ThinkWave, or LearnBoost)</li> <li>• Funding for purchase and maintenance of grading software</li> <li>• Teacher training in grading software</li> <li>• Time for recording and posting grades and assignments</li> </ul> | Grades and assignments are posted online for access by students and families                    | Researching |
| 4. Create and publish concise, yet thorough informational flyers      | Office Administrator<br>Head of School                                      | Ongoing                                   | <ul style="list-style-type: none"> <li>• Information from stakeholders groups</li> <li>• Time to create informational flyers</li> <li>• Survey of family preference of digital or paper communication of information</li> </ul>   | Concise and thorough informational flyers published for families one time per week              | In process  |
| 5. Create and publish <i>The Cranberry Alley Gazette</i> , a combined | Office Administrator<br>Head of School                                      | Implement by 9/2018                       | <ul style="list-style-type: none"> <li>• Information from stakeholder groups</li> <li>• Development of <i>Gazette</i> format and monthly</li> </ul>   | <i>The Cranberry Alley Gazette</i> is created and published for families and other stakeholders | Developing  |



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| school and HSA generated document | Home and School Association<br>Dean of Students |  | columns<br>• Time and staff to create and publish <i>Gazette</i> | on a monthly basis |  |
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**Professional Development Needs for Strategy #1:**

1. Training in creating and publishing informational newsletters

## ACTION PLAN

**Objective: By 2023, St. Stephen’s Episcopal School will demonstrate improved communication amongst all stakeholders.**

**Strategy #2: Increase communication amongst and participation by members of all stakeholder groups relating to short and long-range strategic plans, development, curriculum, and programming.**

| Action Step   | Person(s)/Group(s)<br>Responsible          | Timeline for<br>Completion  | Resources Needed  | Indicators of Success  | Status                |
|---|--|-----------------------------|---|--|-----------------------|
| 1. Attendance of staff liaison at monthly Board of Directors and Home and School Association meetings | School Staff<br><br>Head of School         | Implement by 9/2015         | <ul style="list-style-type: none"> <li>• Sign-up or assignment of liaison for meetings</li> <li>• Time for liaison to attend meetings</li> <li>• Scheduled faculty meetings for liaison to communicate Board and HSA information to school staff</li> </ul> | Monthly attendance of faculty liaison at Board of Directors and Home and School Association meetings | Completed/<br>Ongoing |
| 2. Offer afterschool clubs in various areas planned and led by staff                                  | Office Administrator<br><br>Head of School | Implement by 9/2015-ongoing | <ul style="list-style-type: none"> <li>• Time and space for various afterschool clubs</li> <li>• Planning and preparation time for</li> </ul>   | Student participation in afterschool clubs offered by school staff                                   | In process            |

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|   | Teachers  |                                     | club leaders <ul style="list-style-type: none"> <li>• Funding for afterschool activity supplies</li> <li>• Informational and sign-up letters for students and parents</li> <li>• Afterschool club attendance sheets</li> </ul>  |   |            |
| 3. Create a functioning, long-term Central Planning Committee (CPC) composed of members from all stakeholder groups | Classroom Teachers<br>Administration<br>Board of Directors<br>Parents<br>Students<br>Parishioners | Form by 1/2016<br>Biannual meetings | <ul style="list-style-type: none"> <li>• Copies of action plans to determine scope and function of CPC</li> <li>• Participation by members from each stakeholder group</li> <li>• Time, space, and agendas for biannual meetings</li> <li>• Creation of CPC sub-committees</li> </ul> | Creation of Central Planning Committee<br>Biannual meetings scheduled and held<br>Sub-committees formed and functioning | In process |
| 4. Post policies, plans, and curriculum revisions on  | Office Administrator<br>Head of School  | Implement by 9/2016                 | <ul style="list-style-type: none"> <li>• Internet access</li> <li>• Policies, plans, and curriculum in digital format</li> </ul>  | Policies, plans, and curriculum revisions posted on school  | In process |

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| school website   | Director of Curriculum   |                     | <ul style="list-style-type: none"> <li>• Time for posting</li> </ul>   | website   |            |
| 5. Schedule and hold biannual policy and programming meetings  | Head of School<br>Board of Directors<br>Home and School Representative<br>Director of Curriculum<br>Student Support Director | Implement by 9/2017 | <ul style="list-style-type: none"> <li>• Meeting time, space, and agendas</li> <li>• Invitations for stakeholders to attend meetings</li> <li>• Planning time for meeting leaders</li> </ul> | Policy and programming meetings held biannually<br><br>Opportunity for stakeholders to voice questions, concerns, and ideas | Developing |
| <b>Professional Development Needs for Strategy #1:</b><br><br>1. Training in collaborative work environments |  |                     |  |   |            |

## ACTION PLAN

**Objective:** By 2023, St. Stephen’s Episcopal School will demonstrate improved communication amongst all stakeholders.

**Strategy #3:** Increase professional communication between administration and staff relating to programming, policies, curriculum, instruction, assessment, and teaching methods.

| Action Step  | Person(s)/Group(s)<br>Responsible                              | Timeline for<br>Completion  | Resources Needed   | Indicators of Success  | Status                    |
|--|--|-----------------------------|--|--|---------------------------|
| 1. Plan and hold bimonthly staff meetings in which all staff will be in attendance | Head of School<br><br>Office Administrator<br><br>School Staff | Implement by 8/2015-ongoing | <ul style="list-style-type: none"> <li>• Time, space, and agendas for meetings</li> <li>• Coverage for teachers/staff with before and after school responsibilities</li> <li>• Communication of meeting dates and times to all staff</li> <li>• Opportunity for staff members to add items to meeting agenda</li> <li>• Meeting minutes provided to all staff</li> </ul> | Scheduled bimonthly staff meetings<br><br>Staff attendance and participation in bimonthly staff meetings | Completed/<br><br>Ongoing |

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|  |  |   | after meetings   |  |            |
| 2. Observe all teachers during classroom instruction | Head of School<br>Teachers                           | Implement by 9/2015-ongoing                   | <ul style="list-style-type: none"> <li>• Time for observations and formal feedback meetings</li> <li>• Communication of planned, formal observations</li> <li>• Observation form</li> <li>• Formal observation feedback form</li> <li>• Time for unannounced observations and oral feedback</li> </ul> | Development of observation forms<br><br>Biannual observations of all teaching staff with oral and written feedback by Head of School to teaching staff                         | In process |
| 3. Identify and write annual teaching goals          | Teaching Staff<br>Head of School<br>Dean of Students | Training by 6/2017<br><br>Implement by 9/2017 | <ul style="list-style-type: none"> <li>• Annual goals form</li> <li>• Teacher training on use of goals form and identification of strengths and goals</li> <li>• Time for goal planning and reflection by teacher</li> <li>• Time for teaching staff to meet with and receive feedback</li> </ul>      | All teaching staff will identify and write annual teaching goals<br><br>Head of School will provide time for reflection and feedback upon completion of the instructional year | Developing |

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**Professional Development Needs for Strategy #1:**

1. Training in use of annual goal form
2. In-service and professional development opportunities based upon feedback from observations and goal development