



**Guadalupe Alternative Programs SCHOOL STRATEGIC PLAN — 2009-2014**

<b>OBJECTIVE 1 STANDARD 1: MISSION AND PHILOSOPHY</b>					
<b>CREATE, INTEGRATE, COMMUNICATE, AND REVIEW MISSION AND VISION STATEMENTS THAT CAPTURE GAP'S PURPOSE BY USE OF AN ALL-INCLUSIVE PROCESS WHICH IS RECURSIVE</b>					
<b>STRATEGY 1</b>		<b>REVIEW AND RENEW MISSION AND VISION STATEMENTS</b>			
		<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS REPORT</b>
		<b>ACTION STEP 1</b> Convene steering committee	Sept. 08	Executive Director	Steering committee members
		<b>ACTION STEP 2</b> Involve all stakeholders	Oct-Dec. 08	Steering Committee	Meeting agendas; meeting notes; drafts
		<b>ACTION STEP 3</b> Get board approval	Jan. 09	Executive Director	Board meeting minutes; final draft
<b>STRATEGY 2</b>		<b>INTEGRATE AND COMMUNICATE MISSION AND VISION STATEMENTS</b>			
		<b>ACTION STEP</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
		<b>ACTION STEP 1</b> Develop integration & communication plan	Feb-March 09	Directors and Coordinators	Meeting notes
		<b>ACTION STEP 2</b> Implement integration & communication plan	April-Aug. 09 And on-going	Directors and Coordinators	Documentation of integration/communication of statements

	<b>STRATEGY 3</b>	<b>DEVELOP PROCESS TO REVIEW AND RENEW MISSION AND PHILOSOPHY STATEMENTS</b>			
		<b>ACTION STEP</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
		<b>ACTION STEP 1</b> Develop evaluation process	Feb-March 09	Directors and Coordinators	Meeting notes
		<b>ACTION STEP 3</b> Implement evaluation process	Year-end and on-going	Directors and Coordinators	Documentation of yearly review

<b>OBJECTIVE 2 STANDARD 2: CURRICULUM AND INSTRUCTION</b>					
<b>CONTINUE TO DEVELOP PROCESSES AND PRODUCTS WHICH ENSURE EFFECTIVE TEACHING PRACTICES RESULTING IN OPTIMAL STUDENT LEARNING</b>					
	<b>STRATEGY 1</b>	<b>DESIGN, IMPLEMENT AND EVALUATE YEARLY PROFESSIONAL LEARNING COMMUNITY (PLC) ACTIVITIES USING DATA DRIVEN DECISION MAKING AND FOCUSED ON IMPROVING TEACHING EFFECTIVENESS</b>			
		<b>ACTION STEP</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS REPORT</b>
		<b>ACTION STEP 1</b> Assess/plan for PLC needs based on student achievement	May/June each year	Associate Director,	Student achievement data; needs assessment
		<b>ACTION STEP 2</b> Identify resources to support PLC plan	June-August each year	Executive Director, Associate Director	Description of resources; PLC budget and narrative
		<b>ACTION STEP 3</b> Implement and evaluate PLC activities	Sept-June implement; June evaluate	Associate Director, Director of Education; Academic Faculty	PLC meeting notes; PLC evaluation

	<b>STRATEGY 2</b>	<b>CONTINUE WORK IN CURRICULUM MAPPING SO THAT STANDARDS, ASSESSMENT, INSTRUCTION AND EVALUATION ARE ALIGNED AND PROMOTE STUDENT ACADEMIC ACHIEVEMENT</b>			
		<b>ACTION STEP</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
		<b>ACTION STEP 1</b> Curriculum map electives (arts, phy ed, ELL, health)	Fall 2010- Spring 2011	Director of Education, Enrichment Faculty	Curriculum maps in elective courses
		<b>ACTION STEP 2</b> Review/update curriculum maps	Fall 2012; on-going	Director of Education. Academic & Enrichment Faculty	Curriculum map reviews
	<b>STRATEGY 3</b>	<b>DEVELOP EFFECTIVE INSTRUCTIONAL STRATEGIES IN THE AREAS OF MATH AND SCIENCE TO SUPPORT STUDENT GROWTH OF 10% POINTS YEARLY ON GRAD STANDARDS TESTS</b>			
		<b>ACTION STEP</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
		<b>ACTION STEP 1</b> Use assessment data to focus and define student need	At intake; bi-yearly using MAP data; year end	Associate Director and Director of Education	Student achievement data; meeting notes
		<b>ACTION STEP 2</b> In PLC, design and implement teaching strategies, course sequences	Weekly PLC meetings; plan for the year	Director of Education and Academic Faculty	PLC plan; strategies developed/implemented
		<b>ACTION STEP 3</b> Identify resources to support plan	June-August; on-going	Executive Director and Associate Director	Description of resources developed (consultants, materials, workshops, etc.)

		<b>ACTION STEP 4 Evaluate plan</b>	<b>June</b>	<b>Associate Director and Academic Faculty</b>	<b>Analysis of student achievement data; teacher surveys</b>
	<b>STRATEGY 4</b>	<b>DEVELOP A PLAN TO INTEGRATE TECHNOLOGY WITHIN THE CURRICULUM SO THAT GAP GRADUATES WILL HAVE SKILLS TO COMPETE IN THE WORKPLACE OF THE 21ST CENTURY</b>			
		<b>ACTION STEP</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
		<b>ACTION STEP 1 Convene a Tech Team</b>	<b>Sept. 2010</b>	<b>Executive Director</b>	<b>Tech Team members</b>
		<b>ACTION STEP 2 Design &amp; implement tech assessment tool</b>	<b>Oct-Dec 2010</b>	<b>Director of Education; Tech Team</b>	<b>Assessment</b>
		<b>ACTION STEP 3 Develop tech plan for integration</b>	<b>Jan-May 2011</b>	<b>Director of Education; Tech Team</b>	<b>Technology Plan</b>
		<b>ACTION STEP 3 Implement and evaluate tech plan</b>	<b>Sept 2011 - June 2012; ongoing</b>	<b>Director of Education; Academic Faculty</b>	<b>Meeting notes; reviewed/renewed tech plan</b>

**OBJECTIVE 3 STANDARD 3: LEARNER PERFORMANCE**

**TO ALIGN ASSESSMENT, INSTRUCTION, EVALUATION WITH LOCAL AND NATIONAL STANDARDS SO THAT STUDENT ACHIEVEMENT IS MAXIMIZED**

	<b>STRATEGY 1</b>	<b>DEVELOP FORMATIVE ASSESSMENTS WHICH ARE ALIGNED WITH STANDARDS AND WHICH GIVE VALUABLE FEEDBACK TO STUDENTS ENHANCING OF THEIR ACADEMIC ACHIEVEMENT</b>			
		<b>ACTION STEP</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS REPORT</b>
		<b>ACTION STEP 1</b> Determine current use of assessments; need	Fall 2011	Director of Education; Academic Faculty	Description of current assessments utilized
		<b>ACTION STEP 2</b> In PLC, explore and implement variety of assessments	Sept 2011- June 2012	Director of Education; Academic Faculty	Compilation of assessments utilized
		<b>ACTION STEP 3</b> Evaluate assessment effectiveness; future planning	June 2012; on-going	Director of Education; Academic Faculty	Meeting notes; plan for 2012-2013
	<b>STRATEGY 2</b>	<b>INCREASE RETENTION RATE OF STUDENTS (WITHOUT WHICH, NOT MUCH ELSE IS POSSIBLE)</b>			
		<b>ACTION STEP</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
		<b>ACTION STEP 1</b> Collect and analyze retention data	Sept. 2009	Director of Education	Retention data
		<b>ACTION STEP 2</b> Develop and implement	Oct. 2009- June 2010	Director of Education; Academic and	Retention plan

		intervention plan		Enrichment Faculties	
		<b>ACTION STEP 3</b> Evaluate retention plan	June 2010; on-going	Director of Education; Academic and Enrichment Faculties	Meeting notes; student retention data

<b>OBJECTIVE 4 STANDARD 4: SCHOOL CLIMATE AND FACILITIES</b>					
PROVIDE A SCHOOL ENVIRONMENT WHICH IS SAFE, SANITARY, RESPECTFUL AND CONDUCTIVE TO TEACHING/LEARNING					
	<b>STRATEGY 1</b>	MAINTAIN CURRENT SCHOOL SPACE AS WELL AS REMODEL/EXPAND GIVEN PROGRAM NEED			
		<b>ACTION STEP</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS REPORT</b>
		<b>ACTION STEP 1</b> Create a Space Committee to consider building needs	Fall 2010	Executive Director	Space Committee
		<b>ACTION STEP 2</b> Update and review buildings maintenance plans	Fall 2009 and on-going	Executive Director and Coordinator of Administration	Maintenance Plan
		<b>ACTION STEP 2</b> Design expansion and remodeling of space based on program need	Fall 2010-Fall 2011	Executive Director and Directors and Coordinators	Design and remodeling plans

	<b>ACTION STEP 3</b> Identify capital funds and other resources to support building plans	Fall 2010 and on-going	Executive Director and Board of Directors	Capital fund
<b>STRATEGY 2</b>	<b>DEVELOP A PLAN FOR ENHANCING LIBRARY AND MEDIA RESOURCES TO SUPPORT TEACHING AND LEARNING</b>			
	<b>ACTION STEP</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
	<b>ACTION STEP 1</b> Convene a Media Center committee	Fall 2012	Executive Director	Media Center committee members
	<b>ACTION STEP 2</b> Develop, implement needs assessment	Fall 2012	Media Center Committee	Needs assessment
	<b>ACTION STEP 3</b> Design Media Center Plan	Jan.-Mar. 2013	Media Center Committee	Media Center Plan
	<b>ACTION STEP 4</b> Identify resources to support Media Center Plan	Jan-Dec 2013; on-going	Executive Director, Associate Director	Resources identified
	<b>ACTION STEP 5</b> Evaluate Media Center Plan	Spring 2013; on-going	Executive and Associate Directors; Media Center Committee	Evaluation
<b>STRATEGY 3</b>	<b>DEVELOP CRISIS PLANS SO THAT THE ENVIRONMENT FOR TEACHING AND LEARNING IS SAFE</b>			
	<b>ACTION STEP</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS REPORT</b>

	<b>ACTION STEP 1</b> Design/implement process to develop Crisis Plans	Sept. 2009	Executive Director	Meeting notes
	<b>ACTION STEP 2</b> Develop and communicate Crisis Plans	Oct.-Dec 2009	Directors and Coordinators	Crisis Plan; meeting agendas;
	<b>ACTION STEP 3</b> Evaluate Crisis Plan	August 2010 ; on-going	Directors and Coordinators	Meeting minutes; revised plans

<b>OBJECTIVE 5 STANDARD 5: COMMUNITY RELATIONS</b>					
<b>TO DEVELOP APPROPRIATE COMMUNITY RELATIONS SO THAT GAP'S MISSION AND VISION ARE SUPPORTED</b>					
	<b>STRATEGY 1</b> (How are you getting there?)	<b>DEVELOP A MARKETING PLAN TO ENSURE SUPPORT FOR GAP PROGRAMS</b>			
		<b>ACTION STEP</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS REPORT</b>
		<b>ACTION STEP 1</b> Hire a Developer of Community Relations	July-August 2009	Associate Director	Position filled
		<b>ACTION STEP 2</b> Develop of Community Relations convenes marketing team	Sept -Nov. 2009	Developer of Community Relations	Agenda; meeting notes
		<b>ACTION STEP 3</b> Marketing Plan created	Dec. 2009	Executive Director and Developer of Community Relations	Marketing Plan

		<b>ACTION STEP 2</b> Implement, communicate Marketing Plan	January 2010 and on-going	Directors and Coordinators	Meeting notes;agendas
		<b>ACTION STEP 3</b> Evaluate Marketing Plan	Sept. 2010; on-going	Developer of Community Relations	Evaluation

<b>OBJECTIVE 6 STANDARD 6: PERSONNEL</b>					
TO HAVE IN PLACE PROCEDURES AND STRATEGIES TO RECRUIT, RETAIN AND DEVELOP TALENTED TEACHERS AND STAFF SO THAT GAPS SCHOOL PROGRAMS ARE EFFECTIVE AND SUCCESSFUL					
	<b>STRATEGY 1</b>	TO DEVELOP A PROFESSIONAL CODE OF ETHICS WHICH WILL GUIDE THE WORK OF GAP TEACHERS AND STAFF WITH STUDENT GROWTH AND ACHIEVEMENT AT THE CENTER			
		<b>ACTION STEP</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS REPORT</b> ?)
		<b>ACTION STEP 1</b> Convene an Ethics Code committee	Fall 2010	Executive Director	Ethics Code committee; meeting minutes
		<b>ACTION STEP 2</b> Develop an Ethics Code	Sept. - Dec. 2010	Ethics Code Committee	Ethics Code
		<b>ACTION STEP 3</b> Communicate the Ethics Code	January 2011	Ethics Code Committee	Meeting agenda/minutes; communications
		<b>ACTION STEP 4</b> Evaluate the Ethics Code	August 2011 and on-going	Directors and Coordinators	Evaluation; meeting minutes

**OBJECTIVE 7 STANDARD 7: LEADERSHIP AND GOVERNANCE**

TO ENSURE THAT PROCESSES AND PRODUCTS SUPPORT SCHOOL LEADERSHIP AND GOVERNANCE SO THAT EDUCATIONAL AND ORGANIZATIONAL EFFECTIVENESS IS ENHANCED

	<b>STRATEGY 1</b>	<b>TO DESIGN AND UPDATE JOB DESCRIPTIONS SO THAT TEACHERS AND STAFF ARE SUPPORTED BY CLEAR AND FOCUSED NARRATIVES OF RESPONSIBILITIES AND ACCOUNTABILITIES</b>			
		<b>ACTION STEP</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS REPORT</b>
		<b>ACTION STEP 1</b> Update job descriptions	Sept. -Dec 2009	Executive Director and Associate Director	Job Descriptions
		<b>ACTION STEP 2</b> Communicate job descriptions	January 2010	Associate Director and Program Coordinators	Staff signature page

**OBJECTIVE 8 STANDARD 8: SCHOOL STRATEGIC PLAN**

TO DETERMINE OBJECTIVES, STRATEGIES AND ACTION STEPS FOR CONTINUOUS SCHOOL IMPROVEMENT

	<b>STRATEGY 1</b>	<b>TO COMMUNICATE SCHOOL STRATEGIC PLAN TO SCHOOL COMMUNITY STAKEHOLDERS</b>			
		<b>ACTION STEP</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS REPORT</b>
		<b>ACTION STEP 1</b> Communicate approved Strategic Plan to stakeholders	Jan 2010 ; and on-going	Executive Director and Associate Director	Communications

	<b>STRATEGY 2</b>	<b>TO EVALUATE SCHOOL STRATEGIC PLAN USING AN INCLUSIVE AND RECURSIVE PROCESS</b>			
		<b>ACTION STEP</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
		<b>ACTION STEP 1 Evaluate Strategic Plan</b>	<b>June 2010 and on-going</b>	<b>Directors and Coordinators</b>	<b>Annual Report</b>
		<b>ACTION STEP 2 Communicate progress of Strategic Plan</b>	<b>July 2010 and on-going</b>	<b>Executive Director and Associate Director</b>	<b>Communications</b>