



Huntsville City Schools Strategic Plan

UPDATE

October 2007

Action Inventing the future of
Huntsville City Schools
NOW

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Discrimination on the basis of sex, race, age, religious belief, disability, national origin, or ethnic group shall be prohibited in all educational programs and activities of the Huntsville City Schools. Huntsville City Schools' Compliance Coordinator is Dr. Sandra Shipman. Her office is located on the second floor of the Annie C. Merts Administration Building at 200 White Street, Huntsville, Alabama. Telephone Number: 428-6970.

GREETINGS FROM THE SUPERINTENDENT

It is my pleasure to present the 2007 Update for Huntsville City Schools' Strategic Plan. Action Team Members met with Dr. William J. Cook, Jr., President of the Cambridge Group, to assess progress of the Strategies. Some Strategies were identified as operational and ongoing, some Strategies were revised, reflecting both wording changes and implementation of Specific Results, as well as one new Strategy was added.

The Action Team Leaders worked long hours to complete their revisions, which culminated in a final session with Dr. Cook on March 9, 2007, to assess their work prior to Board approval.

I wish to thank all of the participants who worked hard to achieve the 2007 Strategic Plan Update. This plan continues to chart future direction for Huntsville City Schools. Additionally, I wish to express appreciation to Members of the Board of Education for their continued commitment to providing opportunities for academic excellence for all students in all of our schools.



Ann Roy Moore, Ed.D.

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Mission

The mission of Huntsville City Schools, the Nation's premier educational system in one of the world's most technologically advanced communities, is to guarantee that every student will graduate with the capacity to compete successfully and contribute responsibly in a global technological society through an educational process characterized by effective instruction, individualized learning, superior academic and personal achievement, and safe and orderly centers of excellence, in partnership with families and the community.

Statement of Beliefs

We believe that...

- ❑ All individuals can learn.
- ❑ A free and democratic society depends on an educated public.
- ❑ The higher the expectations, the higher the results.
- ❑ Families are fundamental to the development of children.
- ❑ All people have equal, intrinsic worth.
- ❑ Excellence in education improves the quality of life.
- ❑ Well prepared, dedicated teachers motivate and inspire students to achieve.
- ❑ A shared moral foundation is essential to a cohesive community.
- ❑ It is possible for dreams to be realized.
- ❑ Quality education is vital to our community's success.
- ❑ Community support and involvement are essential to the success of public education.
- ❑ Every individual has the potential to contribute to society.
- ❑ A safe, healthy, disciplined environment is essential for optimal learning.
- ❑ Understanding cultural diversity enriches and prepares individuals to live in a global society.
- ❑ Individuals are responsible for their actions.
- ❑ Change is essential to success of an organization.

Objectives

All students will exceed all academic standards.

All students will successfully complete their individual achievement programs.

All students will be good citizens who practice respect, responsibility, and service.

Strategic Parameters

1. Will make all decisions and take all action based strictly on the best interest of the student.
2. No program or service will be added or retained unless:
 - It is consistent with Strategic Plan
 - The benefits clearly exceed cost
 - The provisions are made for Staff Development and Program Evaluation
3. Site-based decisions will always be consistent with Strategic Plan.
4. General fund balance will not fall below what is necessary for 15 days of operating expenses.
5. We will not tolerate ineffective performance of any employee.
6. We will not tolerate behaviors or practices which demean the dignity or self worth of any individual or group.

Strategies made Operational and Ongoing

We will develop and implement plans to ensure the financial integrity of Huntsville City Schools in order to best achieve our mission.

We will unite all segments of our community in achieving our mission.

We will, in partnership with families and community, develop the habits of responsibility, respect, citizenship and service.

Strategies

1. We will implement state and national standards of content and performance and utilize appropriate assessment methods for those standards.
2. We will implement innovative leadership of teaching and learning to ensure student achievement and school performance.
3. We will establish a system for creating individualized achievement plans as well as means of assessing accomplishment of those plans.
4. We will develop and implement plans to assist students who do not meet standards or are not making significant progress towards graduation.
5. We will develop and implement a system to maximize the capability and capacity of all employees in order to enhance student achievement.
6. We will expand centers of excellence throughout the system and reduce the restrictions on student attendance.
7. We will effectively implement progressive technologies in support of student achievement throughout the learning community.
8. We will develop a comprehensive facilities plan to determine location, condition, use and expansion.
9. We will enhance the ability of families and the community to positively impact student achievement.

STRATEGY #1

We will implement state and national standards of content and performance and utilize appropriate assessment methods for those standards.

Specific Results:

- Establish a comprehensive Staff Development Program to train teachers and staff in the development and implementation of adopted standards.
- Establish professional partnerships to provide a network for research-based curriculum development for Huntsville City Schools.

ACTION PLAN

STRATEGY NUMBER: 1
PLAN NUMBER: 1

SPECIFIC RESULT: Establish a comprehensive Staff Development Program to train teachers and staff in the development and implementation of adopted standards.

PROPOSED ACTION STEPS:

1. Utilize curriculum specialists to assist with development of the Staff Development Program related to the adopted standards of Huntsville City Schools.
2. Provide information on Staff Development topics and opportunities that support implementation of adopted standards.
3. Evaluate teacher's implementation of the curriculum standards through PEPE.

ACTION PLAN

STRATEGY NUMBER: 1
PLAN NUMBER: 2

SPECIFIC RESULT: Establish professional partnerships to provide a network for research-based curriculum development for Huntsville City Schools.

PROPOSED ACTION STEPS:

1. Host a meeting of principals and university representatives to appraise the value for both entities in developing a partnership that provides a network for research-based curriculum development.
2. Establish a process for schools to network with the universities to answer curriculum development questions.

(NEW STRATEGY)

STRATEGY #2

We will implement innovative leadership of teaching and learning to ensure student achievement and school performance.

SPECIFIC RESULT:

- Validate with involvement of principals the seven factor competency model for principals described in the Hess & Kelly Report.
- Design a high quality aspiring administrators program which includes job embedded leadership training, induction and certification aligned to State standards.
- Develop a set of matrixes designed to evaluate effectiveness of leadership of teaching and learning.
- Establish working conditions and incentives for attracting and retaining high quality, innovative leaders in every school.
- Provide leadership professional development which focuses on student learning, student achievement, and school performance.

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 1

SPECIFIC RESULT: Validate with involvement of principals the seven factor competency model for principals described in the Hess & Kelly Report.

PROPOSED ACTION STEPS:

(In process of being developed)

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 2

SPECIFIC RESULT: Design a high quality aspiring administrators program which includes job embedded leadership training, induction and certification aligned to State standards.

PROPOSED ACTION STEPS:

(In process of being developed)

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 3

SPECIFIC RESULT: Develop a set of matrixes designed to evaluate effectiveness of leadership of teaching and learning.

PROPOSED ACTION STEPS:

(In process of being developed)

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 4

SPECIFIC RESULT: Establish working conditions and incentives for attracting and retaining high quality, innovative leaders in every school.

PROPOSED ACTION STEPS:

(In process of being developed)

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 5

SPECIFIC RESULT: Provide leadership professional development which focuses on student learning, student achievement, and school performance.

PROPOSED ACTION STEPS:

(In process of being developed)

STRATEGY #3

We will establish a system for creating individualized achievement plans as well as means of assessing accomplishment of those plans.

SPECIFIC RESULT:

- Inform and gain support of students, teachers, parents and community members/groups for the Individualized Achievement Plan (IAP) Model.
- Conduct a phased implementation of the Individualized Achievement Plan (IAP) Model in all Huntsville City Schools.

ACTION PLAN

STRATEGY NUMBER: 3
PLAN NUMBER: 1

SPECIFIC RESULT: Inform and gain support of students, teachers, parents and community members/groups for the Individualized Achievement plan (IAP) Model.

PROPOSED ACTION STEPS:

1. Inform students, parents, and teachers involved with the Field Test about IAP Model.
2. Inform the public of the IAP Model concept and acceptance by the Board.
3. Publicize the components and procedures for the IAP Model.
4. Publicize the success and results of the IAP Plan implementation.

ACTION PLAN

STRATEGY NUMBER: 3
PLAN NUMBER: 2

SPECIFIC RESULT: Conduct a phased implementation of the Individualized Achievement Plan (IAP) Model in all Huntsville City Schools.

PROPOSED ACTION STEPS:

1. Increase the number of students participating in the IAP Model annually. Consider: continuity for following years, transient student rates, school size and testing.
2. Expand Cadre of trainers if needed.
3. Conduct faculty training.
4. Complete an IAP for each student.
5. Monitor IAP field-test implementation to ensure that procedures are followed.
6. Collect students and parent comments during the school year in accordance with the procedures guide.
7. Obtain input from faculty near year-end, with regard to the IAP Model.
8. Compile comments and input in an organized manner noting compliments and concerns.

STRATEGY #4

We will develop and implement plans to assist students who do not meet standards or are not making significant progress towards graduation.

SPECIFIC RESULT:

- Develop and integrate a study skills curriculum to help students achieve success.
- Expand the pre-school program and provide information about the success of pre-school programs that are currently in place.
- Utilize community-based tutorial resources to improve student academic performance.

ACTION PLAN

STRATEGY NUMBER: 4
PLAN NUMBER: 1

SPECIFIC RESULT: **Develop and integrate a study skills curriculum to help students achieve success.**

PROPOSED ACTION STEPS:

1. Develop staff development, grade-appropriate, mini courses on teaching study skills for Summer Conference.
2. Implement the Huntsville City School System's study skills course for selected grade levels.
3. Review and compare student data to monitor improvement in course work after implementing the study skills course.

ACTION PLAN

STRATEGY NUMBER: 4
PLAN NUMBER: 2

SPECIFIC RESULT: Expand the pre-school program and provide information about the success of pre-school programs that are currently in place.

PROPOSED ACTION STEPS:

1. Secure stable funding by lobbying the Legislature and seeking other funding sources.
2. Raise public awareness of the need for pre-school education.
3. Establish and utilize a pre-school advisory committee to assist as needed.
4. Revise and implement the Huntsville City Schools' readiness curriculum and the home literacy program in collaboration with parents.
5. Distribute "Developmental Information" to parents.
6. Assess the pre-school program using formal and informal documentation.

ACTION PLAN

STRATEGY NUMBER: 4
PLAN NUMBER: 3

SPECIFIC RESULT: Utilize community-based tutorial resources to improve student academic performance.

PROPOSED ACTION STEPS:

1. Compile and disseminate a list of community resources and programs.
2. Compile, collect, and distribute documented teaching resources using available technology.
3. Provide orientation for school-based community tutors.
4. Continue to provide recognition program for volunteers.
5. Continue to expand school hours for tutoring.
6. Evaluate program effectiveness through formal and informal documentation.

STRATEGY #5

We will develop and implement a system to maximize the capability and capacity of all employees in order to enhance student achievement.

Specific Result:

- Establish a staff development commitment that will accomplish the mission of the Huntsville City Schools.
- Establish a staff development resource center.

ACTION PLAN

STRATEGY NUMBER: 5
PLAN NUMBER: 1

SPECIFIC RESULT: Establish a staff development commitment that will accomplish the mission of the Huntsville City Schools.

PROPOSED ACTION STEPS:

1. Revise the staff development policy to maximize the effectiveness and productivity of all employees.
2. Allow non-certified staff to participate in staff development programs as mandated by the Huntsville City School System.
3. Establish a staff development council that includes a representative from each school, center or central office department.
4. Determine current expenditures for staff development for all departments and sources within central office and make recommendations for an annual staff development budget.
5. Ensure that Staff Development resources are allocated to effectively implement Board-Approved District Action Plans.
6. Evaluate the staff development program annually to ensure effectiveness and return on investment.
7. The capability of all employees in Huntsville City Schools to meet yearly AMO will be measured and the capacity of each employee to achieve the AMO of their students will be reinforced by staff development directly linked to AMO deficits.

ACTION PLAN

STRATEGY NUMBER: 5
PLAN NUMBER: 2

SPECIFIC RESULT: Establish a staff development resource center.

PROPOSED ACTION STEPS:

1. Establish a resource center which will:
 - provide a database of staff development opportunities
 - disseminate information on available opportunities/resources
 - create training modules related to staff performance evaluations
 - utilize distance learning labs to increase student achievement by directly linking staff development resources to improve Huntsville City Schools AMO deficits.
2. Present specifications for staff development resource center to Director of Maintenance, Construction and Transportation.

STRATEGY #6

We will expand centers of excellence throughout the system and reduce the restrictions on student attendance.

Specific Result:

- Develop an academic specialty plan for each selected school which will meet the needs of a specific student population.
- Create/nurture an environment which promotes confidence in parents and students in each Huntsville City School.
- Expand a K-12 bus system.

ACTION PLAN

STRATEGY NUMBER: 6
PLAN NUMBER: 1

SPECIFIC RESULT: Develop an academic specialty plan for each selected school which will meet the needs of a specific student population.

PROPOSED ACTION STEPS:

1. Develop implementation procedures for marketing, student assignment, and staffing.
2. Register eligible students.
3. Complete staff assignments.
4. Open choice sites.

ACTION PLAN

STRATEGY NUMBER: 6
PLAN NUMBER: 2

SPECIFIC RESULT: Create/nurture an environment which promotes confidence in parents and students in each Huntsville City School.

PROPOSED ACTION STEPS:

1. Assess current teaching/learning environment at each Huntsville City School.
2. Ensure implementation of appropriate customer service responses.

ACTION PLAN

STRATEGY NUMBER: 6
PLAN NUMBER: 3

SPECIFIC RESULT: Expand a K-12 bus system.

PROPOSED ACTION STEPS:

1. Identify funding.
2. Survey school population to determine ridership.
3. Identify bus routes.

STRATEGY #7

We will effectively implement progressive technologies in support of student achievement throughout the learning community.

Specific Result:

- Ensure system-wide support of instructional and informational technology.
- Advance the infrastructure and support increased utilization of technology.
- Provide support for the implementation of technology in instruction.
- Require the application of technologies to meet and exceed standard-based achievement and instruction.
- Enhance communication through technology.
- Expand distance learning capabilities and implementation.
- Investigate innovative technologies as related to our Mission.

ACTION PLAN

STRATEGY NUMBER: 7
PLAN NUMBER: 1

SPECIFIC RESULT: Ensure system-wide support of instructional and informational technology.

PROPOSED ACTION STEPS:

1. Provide adequate and timely system support for technology.
2. Establish an Instructional Technology Department (ITD).
3. Establish a training program for district staff to keep up with emerging technology.
4. Provide a technology helpline.
5. Provide online resources for effective use and troubleshooting of technology.
6. Establish and maintain categorical listservs.
7. Establish a state of the art training facility that is accessible to teachers and parents.

ACTION PLAN

STRATEGY NUMBER: 7
PLAN NUMBER: 2

SPECIFIC RESULT: Advance the infrastructure and support increased utilization of technology.

PROPOSED ACTION STEPS:

1. Increase bandwidth to all locations.
2. Ensure that all servers meet utilization requirements.
3. Purchase network management software/hardware.
4. Improve student/computer ratio until one to one ratio is met.
5. Increase technology funding in order to meet state requirements.

ACTION PLAN

STRATEGY NUMBER: 7
PLAN NUMBER: 3

SPECIFIC RESULT: Provide support for the implementation of technology in instruction.

PROPOSED ACTION STEPS:

1. Provide a certified teacher to train and coach teachers and model excellent technology practices in the classroom.
2. Provide on-going training in support of the teacher/administrator/student technology standards.
3. Update and implement the job description of computer lab technician to facilitate both hardware and software support.
4. Upgrade computer lab technician position in each school.
5. Staff computer lab technician positions in each school according to student enrollment.
6. Ascertain the certification standards for computer and technology education.
7. Locate and utilize community resources to help with projects, resource equipment, curriculum models, grant writing, and certification.

ACTION PLAN

STRATEGY NUMBER: 7
PLAN NUMBER: 4

SPECIFIC RESULT: Require the application of technologies to meet and exceed standard-based achievement and instruction.

PROPOSED ACTION STEPS:

1. Provide accountability at the school level of required assignments/projects in every classroom based on the Alabama Course of Study: Technology Education.
2. Provide tools for data-driven assessment of teacher/administrator/student technology standards.
3. Provide for teacher technology certification levels and goal-related incentives based on knowledge and training attended.
4. Assess student achievement of technology standards at each grade level.
5. Supply tutorial and remediation activities with technology use based on assessment results.

ACTION PLAN

STRATEGY NUMBER: 7
PLAN NUMBER: 5

SPECIFIC RESULT: Enhance communication through technology.

PROPOSED ACTION STEPS:

1. Fund and support district level webmaster.
2. Fund and support school level webmaster.
3. Standardize web development software across the district.
4. Standardize web page design for each school, department, teacher, and employee.
5. Provide webpage training for all employees with system level requirements for use and implementation.
6. Establish policy and procedures for use of online interactive communication (blogs, wikis, podcasts, etc.)
7. Acquire software that will improve communication with schools and community and provide family notification utilizing technology resources.
8. Add STI Home to elementary grades.
9. Provide homework online.
10. Complete the installation of telephones in each classroom.

ACTION PLAN

STRATEGY NUMBER: 7
PLAN NUMBER 6

SPECIFIC RESULT: Expand distance learning capabilities and implementation.

PROPOSED ACTION STEPS:

1. Provide all schools with distance learning equipment according to district standards.
2. Increase utilization of distance learning State Department of Education ACCESS courses in our high schools.
3. Provide a minimum of one distance learning activity every year for all students.
4. Update, maintain, and publicize a bank of distance learning opportunities to include a data base of local teachers, community leaders, and partnerships.

ACTION PLAN

STRATEGY NUMBER: 7
PLAN NUMBER 7

SPECIFIC RESULT: Investigate innovative technologies as related to our Mission.

PROPOSED ACTION STEPS:

1. Develop elective courses that reflect emerging technologies.
2. Promote and fund attendance at state and national technology conferences.
3. Solicit businesses in the technology industry to provide resources for “cutting edge” technology for our schools.
4. Provide “Technology Plan” consultants to assess and recommend proper infrastructure and technology pathways for each school.
5. Lease technologies.

STRATEGY #8

We will develop a comprehensive facilities plan to determine location, condition, use and expansion.

Specific Result:

- Optimize use of existing facilities.
- Renovate or replace existing facilities.
- Expand or relocate alternative educational programs to accommodate current and future population.

ACTION PLAN

STRATEGY NUMBER: 8
PLAN NUMBER 1

SPECIFIC RESULT: Optimize use of existing facilities.

PROPOSED ACTION STEPS:

1. Develop an assessment tool to determine the level of facility use. The assessment tool will include factors such as building capacity, operating cost, total enrollment and/or total staff. The assessment tool will also utilize information on use of the individual classrooms or offices gathered from principals or supervisors.
2. Consult with the City of Huntsville regarding neighborhood population trends based on current projections.
3. Determine benchmarks for facility size utilizing available sources, such as SACS, research and best practices.

ACTION PLAN

STRATEGY NUMBER: 8
PLAN NUMBER: 2

SPECIFIC RESULT: Renovate or replace existing facilities.

PROPOSED ACTION STEPS:

1. Develop an assessment tool to determine the condition of facilities. The assessment tool will include current and projected capital costs.
2. Utilize the assessment tool and compare data with published or internally established standards.
3. Prepare a cost/benefit analysis comparing renovation vs. replacement costs.

ACTION PLAN

STRATEGY NUMBER: 8
PLAN NUMBER: 3

SPECIFIC RESULT: Expand or relocate alternative educational programs to accommodate current and future population.

PROPOSED ACTION STEPS:

1. Develop a method to determine the number of students, with future projections, enrolled in alternative programs. Include the types of programs, educational grade level and other pertinent factors.
2. Collect the data and determine the facility needs.
3. Utilize data collected in other Action Plans in Strategy 8 to identify potential facilities made available due to under utilization, consolidation or closure.
4. Prepare a cost/benefit analysis.

STRATEGY #9

We will enhance the ability of families and the community to positively impact student achievement.

Specific Result:

- Empower families through family-friendly policies and cooperative programs.
- Develop greater awareness for families and the community of the importance of education.
- Establish a comprehensive parent involvement program in each school.
- Promote parent-teacher communication.

ACTION PLAN

STRATEGY NUMBER: 9
PLAN NUMBER: 1

SPECIFIC RESULT: Empower families through family-friendly policies and cooperative programs.

PROPOSED ACTION STEPS:

1. Encourage employers to promote and support increased employee participation in their children's education.
 - a. Increase media campaign highlighting schools and organizations.
 - b. Promote involvement of civic leaders.
 - c. Increase involvement of faith-based and volunteer organizations.
2. Develop annual award programs that recognize organizations that promote parent involvement. (Attempt to cooperate with existing recognition programs, i.e., Family Business Awards, Volunteer Center's Volunteer Awards Banquet during "Volunteer Recognition Week").
3. Revisit the Parent Involvement Policy annually.

ACTION PLAN

STRATEGY NUMBER: 9
PLAN NUMBER: 2

SPECIFIC RESULT: Develop greater awareness for families and the community of the importance of education.

PROPOSED ACTION STEPS:

1. Encourage local family agencies and organizations to contribute materials that are in compliance with HCS policies to the parent resource centers. Each school should have a Kiosk-“information table” of resources located at the entrance.
2. Partner with the community groups to provide workshops within the community that focus on a variety of school related topics such as communication skills, study strategies, discipline techniques, parenting and literacy.
3. Collaborate with community agencies to develop Parent Outreach Programs- P.O.P.’s or Parent Involvement in the Neighborhood – P.I.N.
4. Work with city leaders to encourage businesses, civic volunteers and faith based organizations to adopt a school.

ACTION PLAN

STRATEGY NUMBER: 9
PLAN NUMBER: 3

SPECIFIC RESULT: Establish a comprehensive parent involvement program in each school.

PROPOSED ACTION STEPS:

1. Provide long term training for staff and parents in collaborative partnering and shared decision making.
2. Develop and implement a parent involvement plan at each school.
3. Provide an accessible parent/family resource display at the main entrance of each school and the central office with appointed staff responsible for updating and replenishing of materials.

ACTION PLAN

STRATEGY NUMBER: 9
PLAN NUMBER: 4

SPECIFIC RESULT: Promote parent-teacher communication.

PROPOSED ACTION STEPS:

1. Provide consistent staff development at each school regarding effective communication techniques and the importance of regular two-way communication among the school, family, and community.
 - a. Partner with PTA to present workshops on communication techniques.
 - b. Provide workshops for parents and teachers.
2. Implement in every school a written compact that is signed each year by parents, teachers, and students. The compact (agreement) should be a commitment from students, parents, and teachers to better education.

Definition of compact: “A compact is a written agreement or promise between two or more people to declare the intent of all involved in achieving mutual goals.”

3. Schedule flexible Parent-Teacher Conference days to coincide with the distribution of report cards *and/or* progress reports.

PARENT COMPACT

Definition: A **compact** is a written agreement or promise between two or more people to declare the intent of all involved to help in achieving mutual goals.

Directions: Please read carefully the section of this compact that pertains to your responsibilities, and sign on the back of this form once per school year to pledge and then to renew your commitment to the education of our children.

PARENT/GUARDIAN

*(Any person who is interested in helping this student may sign in lieu of the parent.)
I want my child to achieve. Therefore, I will encourage him/her by doing the following:*

- See that my child attends school regularly and arrives on time.
- Support the school in its efforts to maintain proper discipline.
- Establish a time and place for doing homework and review homework regularly.
- Encourage my child's efforts, be aware of his/her interests, and keep the lines of communication open.
- Read with my child and let my child see me read.

STUDENT

It is important that I work to the best of my ability. Therefore, I will try to do the following:

- Attend school regularly.
- Come to school each day with books, pens, pencils, paper, and other necessary tools for learning.
- Complete and return homework assignments.
- Do my best on tests.
- Behave myself in a manner that contributes to a classroom in which learning can occur.

TEACHER

It is important that the students achieve. Therefore, I will try to do the following:

- Demonstrate professional behavior and a positive attitude.
- Maintain open lines of communication with students and their parents.
- Encourage students and parents by providing information about student progress.
- Provide homework assignments as necessary to reinforce learning and teach responsibility.
- To treat each child in a fair and equitable manner.
- Help each child reach his/her maximum learning potential.

PRINCIPAL

I support this form of parent involvement. Therefore, I will try to do the following:

- Provide an environment that allows for positive communication between the school and the home.

PARENT COMPACT

SCHOOL YEAR	PARENT/GUARDIAN SIGNATURE	STUDENT SIGNATURE	TEACHER SIGNATURE	PRINCIPAL SIGNATURE
2002/2003				
2003/2004				
2004/2005				
2005/2006				
2006/2007				
2007/2008				
2008/2009				
2009/2010				
2010/2011				
2011/2012				
2012/2013				

APPENDIX

STRATEGY LEADERS

Strategy 1

Dr. Cathy McNeal

Strategy 2

Dr. Ann Roy Moore

Strategy 3

Dr. Alicia Wilson

Strategy 4

Dr. Sandra Shipman

Strategy 5

Dr. Arthur Booker

Strategy 6

Dr. Mary Ruth Yates

Strategy 7

Ms. Ginny Murray

Strategy 8

Mr. John Brown

Strategy 9

Ms. Carol Pope