



Parkland School District



***Strategic Plan
2008 - 2014***

**EXECUTIVE
SUMMARY
REPORT**

AUGUST 2008

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PARKLAND SCHOOL DISTRICT
ORGANIZATIONAL OVERVIEW
2008 – 2014 STRATEGIC PLAN

The Parkland School District is located in a rapidly growing and desirable suburban area of Allentown, Pennsylvania. The Parkland School Board, district administrators, staff, parents and community members share a tradition of high expectations for all students and programs. While home to many office complexes and the world headquarters for a number of large corporations, the district also has open lands and farms. With six major institutions of higher learning -- DeSales University, Cedar Crest College, Lafayette College, Lehigh University, Moravian College and Muhlenberg College -- the region maintains a strong commitment to educational excellence. Parkland's strong academic reputation coupled with a convenient location for travel and commuting continues to attract newcomers to the area. The district has a wide socio-economic representation with primarily middle and upper class families along with a growing lower class population. Parents are actively engaged in their children's education and strongly support the educational endeavors of the district.

Geographic Setting

Parkland School District spans 72 square miles and encompasses three townships, North Whitehall, South Whitehall and Upper Macungie along with a small portion of the city of Allentown. The total population for the district is approximately 50,000 residents. The cultural advantages of the city and the residential advantages of the suburban-rural lifestyle are readily available to district residents. The district is located approximately 60 miles north of Philadelphia in the semi-metropolitan region known as the Lehigh Valley. The regional population is approximately 600,000, including Allentown, the third largest city in Pennsylvania.

District Composition

The Parkland School District consists of seven elementary schools, two middle schools and one high school. Each building is staffed with full-time administrators; qualified professional and support staff, and has the necessary resources to provide a quality educational program. In addition, the district has an Administration Center and the Troxell Building, which both support administrative and professional development activities. As of June 2008, the total district enrollment was 9,290 students with 3,916 students at the elementary level (K-5), 2,183 students at the middle school level (6-8) and 3,191 students at the high school level (9-12).

Over the past twenty years, the district has almost doubled its student population. Within the past 5 years alone, the district has experienced a student growth rate of approximately 2% each year. To address this growth, the Parkland Board of School Directors has authorized the addition of an eighth elementary school to open in September of 2010.

Demographics

The Parkland School District is growing in cultural diversity. For many years, the student population was comprised of white middle and upper class students with parents from professional backgrounds. More recently, the student population has evolved into 86% white students, 7% Asian students, 4% Latino/Hispanic students and 3% Black/African American students. This blending of cultures has brought a new-founded respect for diversity in the school community.

The demographic evolution of the district has also brought about expanded educational programs to meet the needs of all students. The English as a Second Language Program presently provides support to approximately 1% to 2% of the total student population with 36 different languages or dialects represented. Special Education services are provided to 12% of students and Gifted Education services are provided to 10% of students. A variety of remediation programs support approximately 20% of the total student population.

Along with a cultural shift, the district is experiencing a socio-economic change. Approximately 10% of the total student population receives free or reduced lunch based on the economic status of their families. Just 10 years ago this percentage was at 4%. The combination of a cultural shift coupled with socio-economic changes, have brought a new face to the student population of the district.

Personnel

The Parkland Board of School Directors strives to provide high quality educational programs and personnel to the district. Presently, the district employs approximately 60 administrators, 635 professional staff, 336 support staff, 301 school services staff, and 70 food services staff. The district ranks as the fifth largest employer within its geographic boundaries.

The Parkland School District prides itself on the quality and experience of its staff. Approximately 70% of the professional staff holds at least a Master's Degree in Education. The Parkland Professional Development Program, commonly referred to as the Parkland Academy, services all administrative, professional, support, school services and food services staff. With over 100 workshops offered annually, professional education in Parkland is differentiated to meet the varied and specific needs of all personnel.

Most notable in the area of personnel is that 100% of the district's professional staff is considered "Highly Qualified" under the "No Child Left Behind" guidelines. For the Parkland community, it would be difficult to accept anything less from the personnel who work to educate our students.

Finance

Fiscal stewardship is the keystone of school governance for the Parkland Board of School Directors. With 83% of district revenues derived from local sources, school directors diligently strive to balance the needs of our students with the community's ability to support those needs. In this effort, the district participates in numerous cost-saving consortiums to address high-cost areas such as medical benefits and fuel. Such measures have allowed the district to continue with high quality programs, facilities, resources and personnel while maintaining modest budget increases. The district's 2008-2009 budget is \$126,752,476. This budget reflects an increase of .83 mills or 2.3% over the previous year.

Educational Goals

An emphasis on the basic skills and equal opportunities for all students constitute the foundation of educational programming in the Parkland School District. In keeping with this commitment, the Parkland Board of School Directors endorses the Pennsylvania Academic Standards as the basis for planning and developing the instructional programs and the co-curricular or non-curricular programs. District policy requires the curriculum to meet state standards, but it has been district practice to exceed them.

The goal in Pennsylvania as well as in the Parkland School District is for all students to develop knowledge and skills in the following areas. The district continually strives to provide high quality instruction and resources in each of these areas.

- Reading, Writing, Speaking and Listening
- Mathematics
- Science and Technology
- Environment and Ecology
- Social Studies including Civics, Government, Geography, Economics and History
- Arts and Humanities
- Career Education and Work
- Health, Safety and Physical Education
- World Languages
- Family and Consumer Sciences

Achievements and Distinctions

Students in the Parkland School District have consistently performed well on both state and standardized assessments of academic achievement. Approximately 85% of students demonstrate proficiency on the PSSA Reading assessment and approximately 87% of students demonstrate proficiency on the PSSA Mathematics assessments. Percentages for advanced and proficient students on the PSSA Writing assessment have been as high as 97%.

Approximately 30 to 36 Parkland High School students have achieved national merit status of finalist, semifinalist or commended each year for the past ten years. The mean SAT score in 2007 was 1603, with a mean score of 535 in Critical Reading, 545 in Math, and 523 in Writing. Other standardized test scores are also consistently well above state and national averages.

Distinctions for the 2007-2008 school year include students selected for the Pennsylvania Governor's School, an award winning video produced by the students on the Parkland High School television crew, and a state award for the high school newspaper. In addition, the Parkland boy's football team participated in the state championship and overall Parkland athletic teams won six conference titles and five district crowns. A student musician was named to the All-State Orchestra and another to the All-State Band. Three students were named to the All-State Chorus with eighteen district representatives and seventeen regional representatives. Numerous individual students have achieved recognition at the state or national level for academics, athletics and the arts.

Ongoing District Initiatives

- **Annual district themes** are developed by the Superintendent of Schools for each school year. These district themes serve as a philosophy or framework for the school community and focus attention upon ongoing and new district initiatives. Each district theme is presented during an Opening Day presentation to all staff members and provides motivation for the start of a new school year.
- **Annual district goals** are established by administrators and professional staff for each school year. These goals are shared with the Parkland Board of School Directors in September, with a mid-year update in January and with an end of the year report in August.
- **Education Summit** has been an annual event for the past 10 years in the Parkland School District. Each November, this event serves as a “State of the District” report for the Parkland School Directors and members of the community. Presentations are made by the Superintendent of Schools, the Assistant Superintendent of Schools, and each of the district’s Department Directors. These presentations are both reflective and visionary in nature focusing on the district’s educational initiatives and academic achievements.
- **Budget Seminar** is another annual event for the Parkland School District. Held each spring, this event provides a comprehensive overview of district programs. It is also an opportunity for school board directors and district administrators to review preliminary budget proposals and solidify the appropriation of funds. The end result is a collaborative effort by the district leadership to develop a responsible and feasible budget.
- **Partnerships** are an important facet of the Parkland School District. Collaboration with local businesses, government agencies and other educational institutions has proven vital to the district’s success. These partnerships have built and sustained relationships benefiting all parties involved from both an operational and financial perspective.
- **Community Outreach** is an essential aspect of the district. Programs for parents, senior citizens and other community members have allowed the district to connect with all stakeholders. Quarterly newsletters, an annual publication of district accomplishments and special senior citizen events all serve to bring our schools to the community and our community to the schools.
- **School Safety and Crisis Prevention Programs** are a crucial part of the district. Proactive programs to ensure the safety of students and staff are a top priority. In addition, a Crisis Response Team operating in cooperation with other local school districts has proven to be invaluable. To date, this team has been vital in circumstances involving the loss of a student or faculty member.
- **Technology** has become a necessary component to the success of the district. Current and updated video, voice, and data systems have supported educational goals. In addition, they have allowed the logistical operations of the district to run in a smooth and seamless manner. With a one million dollar state grant, the “Classrooms for the Future” or CFF program has become the district’s most current technology initiative.

- **Professional Development** is an ongoing priority for the Parkland School District. Lifelong learning comes alive with the district’s “Parkland Academy.” The academy offers over 250 workshops and seminars annually. This flexible year-long professional development program for all professional and support staff coupled with a differentiated supervision plan for teachers assures that the focus of all district initiatives is to enhance student achievement.
- **New Teacher Induction** is an important part of the district’s professional development program. High expectations balanced with an equally high level of support serves as the basis for this program. New teachers are offered a 6-day program in August to orient them to the district and to review curriculum specific to their position. An total of 66 hours of professional development through the Parkland Academy are required during the school year. Most important, they are assigned a principal and mentor teacher to support them throughout their first year with the district during monthly meetings. Under this Strategic Plan, an expansion of the New Teacher Induction Program is under consideration.
- **Academic Offerings** are at the heart of the district’s mission. An ongoing Curriculum and Instruction Review Cycle or CIRC is conducted in all content areas. This five step cycle includes a revision and/or development of the curriculum, a review of published materials, and a pre-implementation with professional development to support a full implementation. Most important is an assessment of new or revised curriculum to ensure its effectiveness to improve student achievement based on the Pennsylvania Academic Standards.
- **Career Awareness Programs** are an integral part of the educational experiences provided to students. Beginning at the elementary level, the Career Pathways Program and a Career Shadowing Program have proven to be a valuable opportunity for students to explore and apply skills to future career aspirations.

PARKLAND SCHOOL DISTRICT
A VISION FOR THE FUTURE WITH AN EYE TO THE PAST
2008 – 2014 STRATEGIC PLAN

The Parkland School District holds a long-standing tradition of annual district themes. Over the past fifteen years, these themes served as a philosophy or framework to guide the efforts of the entire school community. Many of these themes focused on the word “Success.” In some instances the district theme centered on student success with ideas such as “Shared Leadership for Student Success” (2004). In other instances the district theme spoke to the success of schools as in “Schools Only Succeed When Students Achieve” (2003). With time the district themes took a more global perspective by encompassing success for all members of the school community as in “Communicating, Connecting and Caring: Success for All” (2005). The key word of “Success” in a global sense continues as a focal point for district goals and initiatives.

Embedded throughout the district themes are high expectations for both students and staff as stated in the district theme of 1998, “Expect the Best and Get It.” However the Parkland community provides an equally high level of support to achieve those expectations. For many years, the phrase “Educating for Life” served as the district vision. This vision reflects the district’s efforts toward lifelong learning by all stakeholders. Parents and other community members have joined with the school board, administrators, teachers and support staff in serving as a vital force in helping students to be the best they can be. In 1995, the district theme was “We’re in this Together” and in 2001 it was “Parkland Students, Staff and Parents: A Learning Community United in Purpose.” Both spoke to a unified front by all to ensure the success of students. In 1992, the district theme, “Can the Best Get Better?” spoke to the ongoing efforts to self-reflect and continually strive for “Excellence.”

From this backdrop, the Parkland School District Strategic Planning Committee embarked upon the challenge of establishing an appropriate vision for the district’s 2008 – 2014 Strategic Plan. In doing so, the committee strived to capture the essence of the community and portray the district at its ideal best. At the same time, the committee looked to a vision that could serve as an overarching goal and as a means to measure the success of the district. Considerable time, effort and creative energy were spent to arrive at a vision which reflects the ideal best for all stakeholders including students, staff, parents and the entire community. The Parkland School District Strategic Planning Committee and the Parkland Board of School Directors are proud to announce the following district vision.

“Educating for Success, Inspiring Excellence”

MISSION STATEMENT

Concurrent with the district vision is a district mission statement that speaks to the unique purpose or function of the Parkland School District. This mission statement identifies what the district and community do, for whom they do it, and for what benefit. In a real sense, it speaks to the day-to-day actions of all stakeholders as stated below.

Through the collaborative efforts of students, staff, parents, and the community, the Parkland School District mission is to empower each learner to be a meaningful contributor in a dynamic global society.

Key words in this mission statement are emphasized to speak to the collaborative nature of a mission that enhances and extends the district vision.

CORE BELIEFS AND SHARED VALUES

At the foundation of any organization's vision and mission are the fundamental beliefs held by the organization. Core beliefs or shared values serve as the driving force in the critical decisions made within an organization. As such they guide how members of an organization behave in pursuit of their vision and mission. In education, beliefs about students, learning, and the learning process are essential to the success of a school district. As stated in the district theme of 1997, in Parkland "What You Believe, You Achieve". To this end, the Parkland School District subscribes to the following core beliefs.

- ***Learning is a lifelong process.***
- ***Success for all depends on collaboration.***
- ***All students can learn in a safe and nurturing environment.***
- ***Respect for diversity and individual differences is essential in a growing community.***
- ***Innovation enriches learning for the 21st Century.***
- ***High expectations increase student achievement.***

Again, key words in these belief statements are emphasized based on their importance to all stakeholders in the district.

PARKLAND SCHOOL DISTRICT
STRATEGIC PLANNING PROCESSING
2008 – 2014 STRATEGIC PLAN

TIMELINE OF EVENTS

The following timeline of events chronicles a yearlong process toward the completion of the Parkland School District's 2008 – 2014 Strategic Plan.

Spring/Summer 2007

- Attended a general overview of the e-Strategic Planning Tool.
- Started initial phases of the strategic planning process.

Fall 2007

- Established a core team to guide the Strategic Planning Process.
- Reviewed the e-Strategic Planning Tool and identified administrators and authors for each section.
- Created a needs assessment and utilized the district website to survey community members, alumni, parents, staff, and students.

October/November 2007

- Utilized the District Newsletter to announce the Strategic Planning process.
- Invited community and business members to participate and later appointed members to the Strategic Planning Steering Committee.
- Elected staff members and appointed volunteer students to the Strategic Planning Steering Committee.
- Finalized the Strategic Planning Steering Committee membership and scheduled the first committee meeting.

November/December 2007

- Registered plan authors for the e-Strategic Planning Tool, who established action teams and identified liaisons from the Steering Committee to facilitate communication with each group or department involved i.e. Academic Standards, Assessment, Educational Technology, Teacher Induction, Student Services, Professional Education, and Special Education.

January 2008

- Held the first Strategic Planning Steering Committee meeting and scheduled seven additional meeting dates from January 2008 through August 2008.
- Established expectations, compared the previous Strategic Plan with the new plan components, reviewed data sources, and began work on the district Vision, Mission, and Core Beliefs.

March 2008

- Held three separate Strategic Planning Steering Committee Meetings.
- Introduced background and data for Academic Standards, Assessment, Professional Education, Special Education, and Student Services.
- Sought feedback on goals for Academic Standards related to Full Day Kindergarten and Class Rank.

April 2008

- Introduced background and data for Educational Technology.
- Finalized goals for Academic Standards.
- Sought feedback on Special Education and Assessment.
- Generated additional ideas for the district Vision.
- Finalized Core Beliefs and Mission Statement.

May 2008

- Presented goals on Assessment and Data Analysis.
- Sought input to formulate goals on Student Services and Educational Technology.
- Finalized the District Vision.
- Submitted Special Education plan to PDE for Approval.

June 2008

- Reported PDE approval of the Special Education Plan.
- Finalized goals for Student Services and Educational Technology.
- Sought feedback for School Services.

July 2008

- Reviewed Strategic Plan goals with central administration and building administration.
- Shared the proposed Vision, Mission, and Core Beliefs with school board members.
- Completed a draft of the e-Strategic Plan.

August 2008

- Presented the final plan to the Strategic Planning Steering Committee to approve and recommend to the Parkland Board of School Directors.
- Presented the final Strategic Plan to the Parkland Board of School Directors for final approval.
- Made the Strategic Plan available for a thirty-day public inspection.

September 2008

- Submitted the final Strategic Plan to the Pennsylvania Department of Education.

STRATEGIC PLANNING STEERING COMMITTEE

Sincere appreciation and gratitude is extended to the following members of the Strategic Planning Steering Committee for their time, effort and dedication to the Parkland School District. Individually, the input and feedback from each member of this committee was critical in the completion of the district's 2008 – 2014 Strategic Plan. Together, their insights and vision for the district will impact the education and lives for a generation of students.

Brett Feldman	Parkland School District	Student
Brian Barone	Parkland School District	Ed Specialist - School Psychologist
Brian Everett	Parkland School District	Support Staff
Chaun Yount	Parkland School District	Parent
Cheryl-Lynn Malloy	Parkland School District	Parent
Colleen Fahey	Parkland School District	Parent
Dale Reitz	Director of School Services	Administrator
Dan Spiegel	Parkland School District	Parent
Daniel Novey	Assistant Superintendent of Schools	Administrator
David Grim	Director of Assessment and Data Analysis	Administrator
Deborah Costigan	Parkland School District	Ed Specialist - School Nurse
Debra Miller	Director of Curriculum, Instruction, and Professional Development	Administrator
Denise Mitton	Parkland School District	Elementary School Teacher
Diane Foley	Administrative Assistant	Recording Secretary
Diane Haberstroh	Parkland School District	Middle School Teacher
Priscilla D'Annibale	Director of Information Systems	Administrator
Elaine Letoski	Parkland School District	Ed Specialist - School Counselor
Jeffrey Wetherhold	Parkland School District	Secondary School Teacher
Jim Kester	Parkland School District	Ed Specialist - Instructional Technology
John Ritter	Parkland School District	Secondary School Teacher
Karen Cope	Parkland School District	Middle School Teacher
Kim Pilgert	Parkland School District	Ed Specialist - School Counselor
Kristin Yudt	Parkland School District	Middle School Teacher
Lauren Will	Parkland School District	Secondary School Teacher and Ed Specialist - Librarian

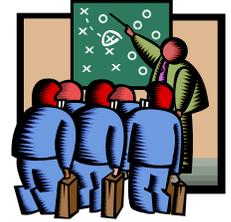
Linda Perlman-McKenna	Parkland School District	Parent
Lisa Adams	Parkland School District	Business Representative
Lisa Lantier	Parkland School District	Parent
Louise Donohue	Superintendent of Schools	Administrator
Louise Fick	Supervisor of Special Education	Administrator
Marge Evans	Parkland School District	Middle School Teacher
Mark Syslo	Parkland School District	Elementary School Teacher and Ed Specialist – Instrumental Band
Michelle Gannon	Parkland School District	Secondary School Teacher
Patrick Price	Parkland School District	Middle School Teacher
Phil Del Vecchio	Parkland School District	Community Representative
Richard Sniscak	Parkland School District	Administrator High School Principal
Robert M. Cohen	Parkland School District	Board Member
Robert Thornburg	Director of Student Services	Administrator
Roberta M. Marcus	Parkland School District	Board Member
Samantha Edwards	Parkland School District	Regular Education Teacher
Steven Rosen	Parkland School District	Student
Thomas Simpson	Parkland School District	Elementary School Teacher
Uday Prekh	Parkland School District	Business Representative
William Bowen	Parkland School District	Administrator Elementary Principal

In addition to the Strategic Planning Steering Committee, special recognition and gratitude is extended to the following people who gave of their time and effort to participate on one of the various Strategic Planning subcommittees. Their input and feedback contributed to the overall plan developed by the district.

Ara Hoderweiski	Parkland School District	Special Education Teacher
Robert Bold	Parkland School District	Board President
Peggy Coker	Parkland School District	Regular Education Teacher
Margaret Goll	Parkland School District	Member at Large



PARKLAND SCHOOL DISTRICT STRATEGIC PLANNING GOALS REVIEW



1) CURRICULUM AND INSTRUCTION

Continue to develop, implement and monitor a quality educational program including curriculum, instruction and assessment which considers the specific needs of each Parkland student and the community, supports high academic standards and addresses Pennsylvania State Board of Education requirements.

The following objectives have been designed and will be completed in conjunction with this goal:

- ◆ Investigate the alternative(s) to the current practice of reporting individual class rank.
- ◆ Investigate the impact of extended day Kindergarten programs on student success.
- ◆ Revisit the current requirements of existing Graduation Project.
- ◆ Research the benefits of an early introduction of World Language.



PARKLAND SCHOOL DISTRICT STRATEGIC PLANNING GOALS REVIEW



2) ASSESSMENT AND DATA ANALYSIS

Continue a process for ongoing school improvement to support high levels of student achievement by analyzing data from various sources, enhancing curriculum and instruction, implementing school improvement action plans, and providing professional development opportunities for administrators and teachers.

The following objectives have been designed and will be completed in conjunction with this goal:

- ◆ **Meet and exceed the Adequate Yearly Progress or A.Y.P. targets established under the No Child Left Behind Program.**
- ◆ **Review and evaluate the present state and district testing programs to find the most effective and efficient means to assess overall student success.**
- ◆ **Explore methods to effectively communicate the balance and connection between curriculum, instruction and assessment with parents and the entire school community.**
- ◆ **Explore and implement methods to provide longitudinal profiles for individual students, grades, teams, departments, and schools to further enhance the quality of instruction and improve student achievement.**
- ◆ **Extend and enhance the district's school improvement process to ensure success for a diverse population of learners at all levels.**



PARKLAND SCHOOL DISTRICT STRATEGIC PLANNING GOALS REVIEW



3) *PROFESSIONAL DEVELOPMENT*

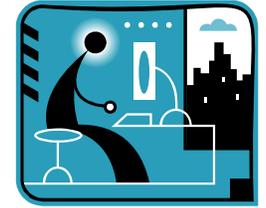
Continue to provide high quality professional development experiences for all staff.

The following *objectives* have been designed and will be completed in conjunction with this goal:

-
- ◆ Continue to provide a quality professional development program to meet the needs of all professional and support staff.
 - ◆ Expand our existing Teacher Induction Program to provide ongoing support.



PARKLAND SCHOOL DISTRICT STRATEGIC PLANNING GOALS REVIEW



4) *INFORMATION SYSTEMS*

Continue the development and implementation of Information Systems initiatives.

The following *objectives* have been designed and will be completed in conjunction with this goal:

- ♦ Maintain an inclusive and cohesive process to develop, implement, and monitor a dynamic, long-range and systemic technology plan to achieve the district vision.
- ♦ Ensure that curricular design, instructional strategies, and learning environments integrate appropriate technologies to maximize learning and teaching.
- ♦ Apply technology to enhance professional practice, to increase productivity, and to promote communication.
- ♦ Maintain and improve a reliable, high-speed infrastructure that is flexible enough to deal with the rapid pace of technological change.
- ♦ Provide the needed electronic resources that enable all stakeholders to have easy access to mission-appropriate data.
- ♦ Understand the social, legal, and ethical issues related to technology.



PARKLAND SCHOOL DISTRICT STRATEGIC PLANNING GOALS REVIEW



5) *STUDENT SERVICES*

Provide all students with access to a comprehensive system of learning supports at every school which will promote a safe, healthy, nurturing culture characterized by respect for differences, trust, caring, support and high expectations.

The following *objectives* have been designed and will be completed in conjunction with this goal:

- ◆ Continue to develop and implement programs that foster a safe environment from proactive programs to crisis intervention.
- ◆ Increase communication to the Parkland community about the support programs that are available in the schools and community.
- ◆ Increase parent awareness about the supports available in selecting post-secondary options.
- ◆ Provide a foundation of academic and emotional support to all students which will increase in intensity as defined needs are demonstrated.
- ◆ Review the gifted program curriculum with a priority on the elementary program.
- ◆ Continue to analyze staffing levels to assure appropriate student support.
- ◆ Implement new regulations from revisions to state and federal laws.



PARKLAND SCHOOL DISTRICT STRATEGIC PLANNING GOALS REVIEW



6) *SCHOOL SERVICES*

Strive for excellence and optimal efficiency in terms of maintaining our facilities and operating our transportation fleet to insure the best possible environment for our students to grow, learn, explore and achieve; our staff to teach and inspire while at the same time minimizing financial demands on our community.

The following *objectives* have been designed and will be completed in conjunction with this goal:

- ◆ Combine fiscal responsibility and environmentally protective measures to create programs and spaces that practice conservation of natural and manufactured resources.
- ◆ Continue to provide the cleanest environments by working with staff and students to create ownership and pride in schools and campuses.
- ◆ Address the need to provide future growth caused by growing student enrollment.
- ◆ Continue to provide safe passage for students, staff, and community to and from district campuses.
- ◆ Investigate all possibilities to provide fuels to heat and cool our buildings, to transport our students, and to illuminate our properties.
- ◆ Review guidelines for field trips and distances for students to walk to schools.



PARKLAND SCHOOL DISTRICT STRATEGIC PLANNING GOALS REVIEW



7) *FINANCIAL MANAGEMENT/HUMAN RESOURCES*

Utilize effective strategies, methods and programs to manage human and financial resources within the district to ensure the success of students and staff.

The following *objectives* have been designed and will be completed in conjunction with this goal:

- ◆ Manage financial resources by using cost effective strategies to guarantee the most responsible expenditure of funds.
- ◆ Support staff by implementing effective methods and programs to provide an environment where careers flourish and staff succeed.