



DOUGLAS COUNTY SCHOOL DISTRICT
Strategic Plan

2022-2027



EMPOWER ★ PREPARE ★ INSPIRE ★ CONNECT



Dear DCSD Community,

It is an honor to lead Douglas County School District, and on behalf of the educators of this great district, I am excited to present the 2022-2027 DCSD Strategic Plan. The DCSD Strategic Plan is a five-year roadmap for our school community which will help ensure our students excel and are prepared for college and/or career when they graduate from a DCSD high school. This plan was developed through a collaborative process that included parents, community members, business owners, members of higher education, school board trustees, teachers, administrators, supervisors, and support staff employees. This is a living plan that will require ongoing progress updates and reviews of the goals, objectives and action plans.

Douglas County School District has always prided itself as one of the top school districts in Nevada, and a district that competes nationally in terms of student achievement. The goal of the Strategic Plan is to continue to build on the solid foundation which has already been built. We believe in the importance of remaining focused on improving instruction and allocating the necessary resources to support our classrooms and career and technical (CTE) pathways. The DCSD Strategic Plan outlines the steps we will take to ensure every DCSD student is provided a high-quality education and leaves Douglas County School District prepared to achieve their life aspirations.

As is evident in the DCSD Strategic Plan, we will remain focused on our journey to modernize instruction and personalize learning by empowering, preparing, inspiring, and connecting all students and staff through EPIC Learning. EPIC Learning is an instructional framework that is already well on its way in transforming instruction within the district. EPIC provides students voice and choice in their learning, providing students with meaningful and relevant opportunities, empowering both teachers and students, identifying priority standards, making assessment more meaningful, and ultimately, preparing DCSD students for the 22nd century. If you are fortunate to visit a DCSD classroom, you will see the hallmarks of an EPIC classroom, which include student voice, a transparency of learning, and student ownership. As a district, we have created an Instructional Model that is based on three pillars: 1) Be Learner Centered, 2) Create a Positive Culture, and 3) Provide Responsive Instruction. We truly believe in the need to empower, prepare, inspire, and connect with every student who enters our school system.

In closing, it's important to understand that no Strategic Plan can truly encompass every subject taught, nor every strategy available for reducing learning gaps or eliciting community support for our students and schools. There are other intangibles that are just as important as what we measure in the DCSD Strategic Plan; love of learning, the development of problem-solvers and critical thinkers, the building of good citizenship, fostering habits of healthy living, and much, much more. With that in mind, we expect our school community, educators, and staff to be open to innovation, and to keep students at the center of all we do. Having a Strategic Plan ensures that we will not lose sight of our purpose while we continue to expand our horizons.

Douglas County School District thanks you for your commitment to our students and schools! I look forward to working with you to make the Strategic Plan meaningful for our students and community.

My Best,

Keith Lewis, Superintendent

DOUGLAS COUNTY SCHOOL DISTRICT

2021-22 STRATEGIC PLAN COMMITTEE MEMBERS

Member	Affiliation	Role
Baligad, Cade	Douglas County School District	CTE Coordinator/Parent
Bednar, Lindsey	Douglas County School District	Professional Learning Facilitator
Beronio, Denise	Douglas High School	Parent
Bourgeois, Annmarie	C.C. Meneley Elementary School	Parent
Brown, Shannon	Douglas County School District	Assistant Director - Education Services
Chichester, Ross	Douglas County School District	Board Clerk
Cronin-Mack, Rommy	Douglas County School District	Executive Director - Education Services
Dalpe, Kyle	Western Nevada College	President
Dedmon, Adam	Pau-Wa-Lu Middle School	Principal/Parent
Demus, Phil	Douglas County School District	Director of Facilities
Dwyer, Jeannie	Douglas County School District	Executive Director - Inclusive Education
Endter, John	Douglas County School District	Director of Information Technology
Estes, Susan	Douglas County School District	Director of Business Services
Foster, Jordy	Douglas County School District	Director of School Nutrition
Frazier, Brian	Douglas County School District	Executive Director - AGPM
Freeman, Jeanne	Carson City Health & Human Services	Public Health Preparedness Manager/Parent
Gilkerson, Linda	Douglas County School District	Board President
Gilmartin, Pam	Jacks Valley Elementary School	Principal
Girdner, Joe	Douglas County School District	Executive Director - Human Resources/Parent
Jackson, Heather	Douglas County School District	Board Member/Parent
Jezek, Cris	Douglas County School District	EPIC Instructional Coach
Kangas, Carey	Douglas County School District	Board Member
Lamb, Karen	DCPEA	President-Elect
Lehmann, Robbe	Douglas County School District	Board Member/Parent
Lewis, Keith	Douglas County School District	Superintendent/Parent
Linford, Brian	Douglas County School District	Director of Transportation
Magnotta, Tony	Douglas County School District	Board Member
McNeall, Susan	Scarselli Elementary School	Principal
Michalik, Vivian	Douglas County School District	EPIC Instructional Coach
Monochino, David	DCSSO	Vice-President
Nalder, Jen	Main Street Gardnerville	Program Director/Parent
Nalder, Susan	Douglas County School District	Professional Learning Facilitator
O'Donnell, Keeley	Zephyr Cove Elementary School	4th Grade Teacher
Rechs, Michael	Douglas High School	Principal/Parent
Reid, Amanda	Douglas County Parks & Recreation	Recreation Coordinator/Parent
Schnoll, Jessica	Zephyr Cove Elementary School	Parent
Summers, Kaycee	Minden Elementary School	Parent
Vasey, Shaunda	Gardnerville Elementary School	School Counselor/Parent
Walling, Marc	Lake Schools	Principal/Parent
Yankoskie, Wendi	Douglas County School District	Assistant Director - Inclusive Education

DOUGLAS COUNTY SCHOOL DISTRICT



Douglas County School District Named 2023 #1 School District in State of Nevada by Niche.com

(This is the 2nd year in a row DCSD has been ranked #1)

Our Mission: We will continually grow as an innovative education community, committed to the learning of all.

Our Vision: We will inspire, empower, and prepare each learner to achieve his/her aspirations.

NSPF Star Ratings	
CCMES	★★★★
GES	★★★★
JVES	★★★
MES	★★★★
PHES	★★★★
SES	★★★★
ZCES	★★★
CVMS	★★★
PWLMS	★★★
AAHS	★
DHS	★★★★★
GWHS	★★★★



Douglas County School District - BY THE NUMBERS			
	2019-20	2020-21	2021-22
District Enrollment	5,786	5,385	5,383
In-Person Learning	5,786	4,528	5300
Online Learning	N/A	857	83
764 Employees	392 Certified Employees	13 Schools	
Employee Retention Rate: 95% (Certified) and 90% (Classified)			
K-8 Student/Teacher Ratio	22:1	20:1	21:1
Per Pupil Expenditures	\$10,860	\$11,067	\$12,242
Avg. Daily Attendance	94.8%	94.6%	92.8%
Graduation Rate	91.3%	88.9%	84.5%
Transiency Rate	12.0%	25.3%	16.2%
Chronic Absenteeism	No Data	16.9%	22.6%

DCSD Budget Data			
	2019-20	2020-21	2021-22
Beginning Balance	\$7,854,847	\$7,081,871	\$8,463,919
Revenue	\$53,310,180	\$55,012,149	\$59,498,571
Expenditures	-\$54,083,156	-\$53,630,101	-\$56,403,638
Ending Balance	\$7,081,871	\$8,463,919	\$11,558,852



EducationWeek Quality Counts - Nevada Rankings			
Success Criteria	2019-20	2020-21	2021-22
K-12 Achievement	18th	18th	Rankings suspended due to impact of COVID-19
Chance of Success	50th	50th	
School Finance	48th	49th	
Overall	49th	50th	

Douglas County Summative Assessment Data				
		2019-20	2020-21	2021-22
ELA	SBAC-Grades 3-8 % Proficient	No Data	50.9%	48.2%
	SBAC-Grades 3-8 State Ranking	N/A	3rd	3rd
	ACT-Grade 11 % Proficient	55.5%	51.8%	52.1%
	ACT-Grade 11 State Ranking	4th	3rd	3rd
Math	SBAC-Grades 3-8 % Proficient	No Data	37.9%	34.9%
	SBAC-Grades 3-8 State Ranking	N/A	3rd	4th
	ACT-Grade 11 % Proficient	35.6%	26.4%	25.5%
	ACT-Grade 11 State Ranking	1st	2nd	3rd
Science	SBAC-Grades 5-8 % Proficient	No Data	37.6%	38.7%
	SBAC-Grades 5-8 State Ranking	N/A	1st	3rd
	Grades 9-10 % Proficient	No Data	38.2%	27.1%
	Grades 9-10 State Ranking	N/A	1st	2nd



Nevada's Traditional HS
Whittell High
 9th of 111
 Top 7% Nationally
Douglas High
 10th of 111
 Top 17% Nationally

2022 Distinguished Employees of the Year	
Educator	Amy Carter
Support Staff	Stephanie Schieck
School Counselor	Juan Quijas
Trainer/Service Provider	Cris Jezek
Classified Supervisor	Jennifer Tyndall
Site Administrator	Susan McNeill

EPIC Learning Implementation Stage	1	2	3	4	5	6	7
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ACT Composite Scores	AAHS	DHS	GWHS	State
	2021-22	13.9	18.1	17.0
2020-21	14.5	18.6	19.8	17.3
2019-20	16.3	19.2	18.5	17.8

AP	Advanced Placement Assessment Data					
	Tests Taken		Tests Passed		% Passed	
	DHS	GWHS	DHS	GWHS	DHS	GWHS
2021-22	397	64	278	35	70.0%	54.7%
2020-21	399	61	298	35	74.7%	57.4%
2019-20	434	74	341	41	78.6%	55.4%

MAP Assessment Data				
% Meeting Fall to Spring Expected Growth				
Grade	2020-21		2021-22	
	Math	Read	Math	Read
K	58.9%	22.9%	52.0%	59.6%
1st	68.2%	16.4%	58.0%	50.0%
2nd	75.9%	27.1%	54.5%	62.1%
3rd	77.3%	51.9%	50.9%	53.2%
4th	67.2%	48.2%	47.6%	47.9%
5th	73.3%	49.3%	43.2%	55.6%
6th	61.1%	47.9%	36.9%	50.4%
7th	47.4%	52.7%	37.9%	62.3%
8th	58.6%	53.4%	49.5%	64.6%

Graduation Data - Diploma Type		
Diploma Type	20-21	21-22
Standard	184	189
Advanced	179	106
Adult	6	15
College/Career	30	85
Completers		
Adjusted	8	4
HSET/GED	12	17

Year	DCSD Summative Assessments vs. National Scores							
	DCSD		Massachusetts		New Jersey		Connecticut	
	Math	ELA	Math	ELA	Math	ELA	Math	ELA
21-22	34.9%	48.2%	39.0%	41.0%	34.5%	48.8%	40.0%	49.1%
20-21	38.0%	50.9%	33.4%	46.0%	No Data	No Data	No Data	No Data



Deployed Chromebooks devices for all DCSD students. Constructed fiber connection from PHES to the Airport Network Center. Installed Bus Wifi on multiple school buses. Installed 160 interactive panels in classrooms. Increased classroom Wifi capacity by 30%, and added outdoor Wifi.



We will inspire, empower, and prepare each learner to achieve his/her aspirations.

Our Vision



We will continually grow as an innovative education community, committed to the learning of all.

Our Mission



Our Core Beliefs

- We believe all children can learn, and we can teach all children.
- We believe student needs are the primary factor in all decision-making.
- We believe open, honest and accurate communication is critical.
- We believe all curriculum must be age appropriate, rigorous, and meaningful; with a focus on our goal to empower, prepare, inspire, and connect with all learners.
- We believe in providing a variety of opportunities for students to learn lifelong skills.
- We believe every effort must be made to promote student success.
- We believe we must always be fiscally responsible.
- We believe in actively pursuing interactions among schools, students, staff, parents and community.
- We believe we must ensure a safe, disciplined, and positive learning environment where all are valued, respected and encouraged to contribute.
- We believe all staff and students should be held to high standards.
- We believe in the value of sustained professional development to achieve our goals and objectives.
- We believe in the importance of reporting accurate progress toward achievement of our goals and being responsive to the data.
- We believe in a collective responsibility for student and staff success.
- We believe in the importance of providing our students effective district and school leadership.

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Student Success with Opportunity & Access

Goal 1

Every classroom will provide equitable access to rigorous, relevant, and personalized learning opportunities. Each Douglas County School District graduate will be prepared for their life aspirations to include a college or career pathway.

Objective 1

Set high expectations and challenge students with rigorous, personalized, inclusive, and blended learning opportunities.

- Action Step 1** Continue the implementation of EPIC Learning as a means to modernize instruction and personalize learning in all classrooms and content areas.
- Action Step 2** Support implementation of EPIC Learning through the use of Instructional Coaches.
- Action Step 3** Develop a DCSD Portrait of a Learner.
- Action Step 4** Create learning progressions in all classrooms and content areas.
- Action Step 5** Create common assessments, aligned to learning progressions, for all grade levels and content areas.
- Action Step 6** Create and maintain Multi-Tiered Systems of Support teams in all schools.

Objective 2

Foster a safe, positive, and trusting learner-centered environment.

- Action Step 1** **Embed social and emotional learning in all classrooms.**
- Action Step 2** **Develop and expand mental health and community partnerships.**
- Action Step 3** **Implement restorative practices to create a culture of dignity, respect, accountability, and fairness.**
- Action Step 4** **Create and maintain Multi-Tiered Systems of Support teams in all schools.**
- Action Step 5** **Acknowledge, honor, and connect with students and staff.**
- Action Step 6** **Be proactive and continuously evaluate safety and security.**

Objective 3

Increase student preparation for college and/or career pathways.

- Action Step 1** **Provide and expand workplace experience opportunities for all students.**
- Action Step 2** **Promote and support increased participation in dual enrollment course work and programs.**
- Action Step 3** **Increase opportunities for career exploration for all students.**
- Action Step 4** **Increase school and business community connections.**
- Action Step 5** **Develop a student interest survey to inform their Student Learner Profile and post-secondary plans.**
- Action Step 6** **Expand career & technical education electives at the middle school level.**
- Action Step 7** **Increase Career & Technical Education offerings through the use of Comprehensive Local Needs Assessment (CLNA).**
- Action Step 8** **Support students in the development of individualized educational pathways aligned to their life aspirations.**



Highly-Qualified Personnel

Goal 2

Recruit, retain, and develop high-qualified personnel

Objective 1

Provide a compensation package that is competitive with other school districts in the region.

- Action Step 1** **Continually evaluate salaries and benefits to ensure comparability with surrounding districts.**
- Action Step 2** **Evaluate current personnel policies to reduce barriers for hiring.**
- Action Step 3** **Maintain an insurance plan that minimizes cost to employees.**

Objective 2

Recruit and retain skilled and qualified candidates.

- Action Step 1** **Support state efforts to reduce barriers for qualified individuals to enter the education profession.**
- Action Step 2** **Modernize our recruiting practices.**
- Action Step 3** **Develop a “Profile of an Educator” to identify highly qualified staff.**
- Action Step 4** **Increase outreach and develop partnerships with institutions of higher education to expand internship opportunities.**
- Action Step 5** **Increase engagement with businesses and organizations to recruit teachers and families to Douglas County.**
- Action Step 6** **Continue to pursue affordable housing opportunities for employees.**
- Action Step 7** **Acknowledge, honor, and connect with staff.**

Objective 3

Provide support for new staff through a comprehensive induction program.

- Action Step 1** **Maintain level-one and level-two professional development for all new DCSD certified staff.**
- Action Step 2** **Improve and maintain mentoring opportunities for teachers and administrators.**
- Action Step 3** **Implement the STEDI Training Program, through the Substitute Training Institute of Utah State University, for all DCSD substitute employees.**
- Action Step 4** **Develop professional development opportunities for new classified employees.**

Objective 4

Provide professional learning opportunities tied directly to school and district improvement plans.

- Action Step 1** **Maintain level-one and level-two professional development for all new DCSD certified staff.**
- Action Step 2** **Maintain the Leadership Academy to support the development of new and aspiring leaders.**
- Action Step 3** **Provide opportunities for employees to share, develop, and enhance instructional and professional practices through district-provided training and professional learning communities.**
- Action Step 4** **Provide additional professional learning opportunities designed to support diverse learners to include students with disabilities and English learners.**



Operations Management

Goal 3

Create responsive, effective, and integrated operations to sustain district initiatives, enable continuous improvement of educational programs, and achieve organizational success.

Objective 1

Provide sound, responsible financial stewardship through the management and maintenance of adequate financial reserves.

- Action Step 1** Maintain and evaluate internal controls and procedures.
- Action Step 2** Train administrators regarding budgeting and financial policy.
- Action Step 3** Annually review Education Department General Administrative Regulations (EDGAR).
- Action Step 4** Align growth of total payroll and employee benefit costs to the growth of permanent revenue sources.

Objective 2

Ensure the alignment of resources to meet district strategic goals.

- Action Step 1** Use the strategic plan to guide annual budget development, program review, and new program adoption cycles.
- Action Step 2** Perform annual needs assessment and prioritize funding to support identified needs.
- Action Step 3** Create a budget for district marketing and community outreach programs.

Objective 3

Increase support for educational programs and strategic goals by leveraging community and fiscal partnerships.

- Action Step 1** **Seek grant funding sources to supplement general fund revenues that support educational programs and priorities.**
- Action Step 2** **Continue to develop partnerships with community organizations and businesses.**

Objective 4

Create effective and efficient operational procedures and systems responsive to the needs of our students, staff, and stakeholders.

- Action Step 1** **Review and update the student activity manual.**
- Action Step 2** **Continue to work with Pool/Pact to audit policy, procedures and school safety plans.**
- Action Step 3** **Annually evaluate operational procedures and systems with input from stakeholders.**

Objective 5

Maintain and improve facilities to provide high-quality and safe learning environments.

- Action Step 1** **Prioritize facility needs with an emphasis on health and safety, property preservation, and facility upgrades.**
- Action Step 2** **Develop a ten-year capital improvement plan.**
- Action Step 3** **Seek funding opportunities for innovative and proactive technology and facility upgrades.**
- Action Step 4** **Continue to improve the safety of all facilities based on an annual vulnerability assessment.**



Community Engagement

Goal 4

Strengthen family, school, and community partnerships through clear and consistent communication. Provide meaningful feedback and input opportunities toward continuous improvement efforts.

Objective 1

Schools and facilities will be safe and inviting places for families, staff, and the community.

- Action Step 1** Continue to improve the safety of all facilities based on annual vulnerability assessment.
- Action Step 2** Provide family friendly events at all sites.
- Action Step 3** Communicate and provide volunteer opportunities for parents and community members.

Objective 2

Build relationships with families to strengthen understanding of state standards, student progress, and the importance of teachers and families working together.

- Action Step 1** Expand education outreach activities for parents and community members.
- Action Step 2** Provide opportunities for student led conferences to discuss student growth and progress.
- Action Step 3** Update the district website to include Nevada Academic Standards, course offerings, and assessments.
- Action Step 4** Organize and advertise family events.
- Action Step 5** Develop a marketing plan that continually updates and communicates school district events, changes, and successes with the school community.

Objective 3

Coordinate with community stakeholders to support student growth and development.

- Action Step 1** Provide parent coaching and resources to support their ability and knowledge base of child development and to address mental health and other parenting concerns.
- Action Step 2** Partner with Western Nevada College to support dual credit opportunities for students.
- Action Step 3** Develop partnerships with community businesses to provide workplace and student internship opportunities.

Objective 4

Highlight student achievements and school events through a multitude of media outlets.

- Action Step 1** Redesign district and school websites.
- Action Step 2** Create a mobile application to support easy use and access to information.
- Action Step 3** Create a social media presence for all school sites.

Objective 5

Create additional opportunities for students and staff to make a positive impact on the community.

- Action Step 1** Create both a district wide and site-specific calendar of events.
- Action Step 2** Provide new classes and workshops that supplement the needs of the community through a needs assessment survey.
- Action Step 3** Provide and promote community service opportunities for students.
- Action Step 4** Encourage participation of district staff in local events (i.e. Festivals, Parades, Markets, etc.).
- Action Step 5** Explore the development of a district-wide peer mentoring program.

DOUGLAS COUNTY SCHOOL DISTRICT

SWOT ANALYSIS SUMMARY

A Summary of the SWOT Analysis conducted with the Strategic Planning Committee

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Staff Development <ul style="list-style-type: none"> ▪ New teacher training ▪ Leadership Academy ▪ Long Range Vision for EPIC learning <ul style="list-style-type: none"> ▪ Personalizing instruction/learning and modernizing the learning experience ▪ Proactive district in vision and planning ▪ Focused/intentional planning ▪ High expectations for student achievement ▪ Holistic education (arts, music, PE at all levels) ▪ Technology Integration ▪ Geographical Location <ul style="list-style-type: none"> ▪ Desirable Location to Live ▪ Community support ▪ Communication <ul style="list-style-type: none"> ▪ Accessibility to leadership ▪ Staff Retention ▪ Inclusive Practices 	<ul style="list-style-type: none"> ▪ Marketing <ul style="list-style-type: none"> ▪ Communicating expectations ▪ Why EPIC? ▪ Reach all residents of Carson Valley and Lake ▪ Shortage of Resources <ul style="list-style-type: none"> ▪ Mental health ▪ Parent Engagement ▪ Accountability <ul style="list-style-type: none"> ▪ Data awareness ▪ Nevada School Performance Framework (NSPF) ▪ Consistency in Grading ▪ Age of Facilities
Opportunities	Threats
<ul style="list-style-type: none"> ▪ CTE <ul style="list-style-type: none"> ▪ Connect with community/employers ▪ Student Achievement ▪ Improving Grading Practices <ul style="list-style-type: none"> ▪ What is the meaning of a grade? ▪ Redesigning and Personalizing Instructional Practices <ul style="list-style-type: none"> ▪ Modes of instruction ▪ Employee Retention Practices <ul style="list-style-type: none"> ▪ Recruitment ▪ Staff support ▪ Training ▪ Mentorship ▪ Team building/Induction ▪ Re Engage with Community <ul style="list-style-type: none"> ▪ Volunteers in our schools ▪ Guest Speakers ▪ Keep up with Technology ▪ Develop Sense of Service ▪ Declining Enrollment 	<ul style="list-style-type: none"> ▪ School Funding (PCFP) <ul style="list-style-type: none"> ▪ Competitive salaries ▪ Resources ▪ Misinformation <ul style="list-style-type: none"> ▪ Propagation of misinformation ▪ Mental Health <ul style="list-style-type: none"> ▪ Students ▪ Staff ▪ Staffing <ul style="list-style-type: none"> ▪ Low interest in education as a career option ▪ Availability of Affordable Housing in Carson Valley ▪ Declining Enrollment



DOUGLAS COUNTY SCHOOL DISTRICT

OPEN RESPONSE QUESTIONS

Q - What should a DCSD diploma prepare our students to achieve?

- **College and/or career readiness**
- **Competitive in workforce**
 - Local and global
- **Basic life skills**
- **EPIC Learning**
 - [Portrait of a graduate](#) - Build within
- **Sense of service**
- **Financial literacy**

Q - What is student success, and what are examples of it in DCSD?

- **Graduation**
- **Student achievement and growth**
- **Employability skills**
- **Engaged in learning**
 - Badge books
 - Voice and choice
 - Participation
- **Soft skills/life skills**
 - Independence
- **Recognition/Awards/Honors**
- **Student engagement in academic planning/leveraging**

Q - If money and resources were no object, what would you like to see the District provide our students?

- **Increase mental health services**
- **Health clinic for students/families/staff**
- **Teacher housing**
- **Expand extra and co-curricular opportunities**
- **Flexible schedule**
- **Increased salaries and benefits**
- **Expansion of facilities**
 - Auditorium
 - Athletic facility
 - STEM center
- **Expand extra and co-curricular after school activities/opportunities**
- **Replacement/renovate existing facilities**
- **Specialized pathways**
 - Magnet schools
- **Pre-K for all**
- **Foreign Language offered K-12**
- **Lower student/teacher ratios**
- **No student fees**
- **Diverse learning opportunities**
 - Utilizing diverse resources
 - Global resources

Q - What other questions do we need to talk about?

- **How do we build opportunities for relationships with families?**
- **How do we give students skills to deal/thrive in a digital world?**
- **How do we balance and manage screen time?**
- **How to balance digital citizenship in home and school?**
- **How do we create consistency throughout the district with all initiatives?**
- **How do we effectively communicate across multiple platforms?**
- **How do we support parents?**
- **How do we ensure kids don't get left behind?**
- **How do we get all kids on path to success?**
- **How do we transition parent involvement to parent engagement?**
 - Involvement - Doing to
 - Engagement - Doing with
- **How do we celebrate student success?**
- **How do we provide opportunities for all students?**
- **How do we ensure unbiased (cultural/economic/religious/gender) views and practices in our classrooms/schools?**