

**KEY PILLAR 4: LEADERSHIP AND GOVERNANCE****PRIORITY AREA: 4.5 - Professional Development and Training**

Goal 4.5.A. Enhance the effectiveness of Professional Learning (PL) by ensuring it is job-embedded, relevant, and leads to measurable improvements in instructional practices *(and aligned with Academic Goal 1.1.A)*.

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.A.a. Define and implement high-rigor lessons by training teachers to define, design, and implement lessons that require higher-order thinking (e.g., critical analysis, synthesis, and Non-Fiction reading/writing) and productive struggle.	Asst. Supt. of Learning Executive Director of Secondary Learning Executive Director of Elementary Learning	PLC (Data) Teams Agendas Student Proficiency Data Walkthrough Data	District Budget District Professional Development Budget	Fall 2027	Spring 2028
4.5.A.b. Define and implement high-rigor lessons by modeling for teachers high-rigor lessons in classrooms, emphasizing instructional strategies that challenge students to justify their answers and engage in critical thinking.	Building Administration Instructional Coaches	Weekly PLC team agendas Monthly administrator team agendas Coaching cycle agendas	District Budget Federal Funds Budget (Title I, IIA)	Fall 2027	Spring 2028
4.5.A.c. Provide professional learning to equip teachers with strategies for embedding rigor and clarity into the aligned curriculum, instruction, and assessment.	Executive Director of Secondary Learning Executive Director of Elementary Learning Building Administration Instructional Coaches	Faculty Meeting Agendas PLC Team Agendas PD Survey Data PD Calendar	District Budget District Professional Development Budget	Fall 2025	Spring 2028



Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.A.d. Provide ongoing professional learning opportunities on data literacy, targeting the creation and interpretation of assessment data, creating small-group instructional plans, and adapting lessons based on real-time student performance.	Assistant Superintendent of Learning Executive Director of Secondary Learning Executive Director of Elementary Learning Building Administration Instructional Coaches	Faculty Meeting Agendas PLC Team Agendas PD Survey Data PD Calendar	District Budget District Professional Development Fund	Spring 2026	Spring 2028
4.5.A.e. Provide ongoing professional learning on data literacy by modeling lesson planning based on data, showing how to adjust instruction in response to students' needs.	Building Administration Instructional Coaches	Faculty Meeting Agendas, PLC Team Agendas, PD Survey Data, PD Calendar	District Budget District Professional Development Fund	Fall 2026	Spring 2028
4.5.A.f. Design PL based on teacher needs and roles and provide opportunities that are targeted by grade level, subject, and experience, ensuring relevance to teachers' daily practices.	Executive Directors, Principals Instructional Coaches	Faculty Meeting Agendas PLC Team Agendas PD Survey Data PD Calendar Calendar matches the survey	District Budget, PD Funds	Fall 2026	Spring 2028
4.5.A.g. Design PL based on teacher needs and roles which allows for choice in PL topics, with opportunities for teachers to select based on their individual or team needs.	Assistant Superintendent of Learning, Executive Directors, Principals, Instructional Coaches	PD Survey Data PD Calendar	District Budget, PD Funds	Fall 2026	Spring 2028



Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.A.h. Provide ongoing application, coaching, peer collaboration, and feedback into professional learning, giving teachers opportunities to apply new strategies in real-time.	Principals, Instructional Coaches, Teacher Teams	Faculty Meeting Agendas PLC Team Agendas PD Survey Data PD Calendar Coaching Calendar Update performance measures	District Budget, Federal Funds (Title I, IIA), PD Funds	Fall 2026	Spring 2028
4.5.A.i. Provide ongoing application, coaching, and feedback to implement teacher or team goal setting around PL opportunities and discuss progress during follow-up coaching sessions and PLC meetings.	Principals, Instructional Coaches, Teacher Teams	Faculty Meeting Agendas PLC Team Agendas PD Survey Data PD Calendar Coaching Calendar	District Budget, Federal Funds (Title I, IIA), PD Funds	Fall 2027	Spring 2028
4.5.A.j. Increase teacher ownership and visibility by creating opportunities for teachers to lead PL sessions, sharing successful strategies and outcomes with their peers.	Principals, Instructional Coaches, Teacher Teams, PL Committee	Faculty Meeting Agendas PLC Team Agendas PD Survey Data PD Calendar	District Budget, PD Funds	Fall 2025	Spring 2028
4.5.A.k. Increase teacher ownership and visibility by tracking and celebrating the impact of professional learning on instructional changes through classroom observations, student proficiencies, and teacher reflections.	Assistant Superintendent of Learning, Executive Directors, Principals Teacher Teams, PL Committee	PLC (Data) Teams Agendas Student Proficiency Data Walkthrough Data PD Survey Data	District Funds	Fall 2026	Spring 2028



Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.A.I. Provide ongoing professional learning opportunities on data literacy, targeting the creation and interpretation of assessment data, creating small-group instructional plans, and adapting lessons based on real-time student performance.	Assistant Superintendent of Learning Executive Director of Secondary Learning Executive Director of Elementary Learning Building Administration Instructional Coaches	Faculty Meeting Agendas PLC Team Agendas PD Survey Data PD Calendar	District Budget District Professional Development Fund	Spring 2026	Spring 2028



Goal 4.5.B. All teachers will participate in professional development sessions focused on designing and implementing RWL activities.

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.A.a. Build faculty and staff capacity to effectively implement the RIASEC (Realistic, Investigative, Artistic, Social, Enterprising, Conventional) framework as a common language for student self-discovery and career exploration by providing comprehensive professional development and ongoing support across grades 5–12.	District Administration Counselors	RIASEC lessons and assessment implementation plan PD Plan	District Budget, District Curriculum Budget District Professional Development Budget	Fall 2026	Spring 2028
4.5.A.b. Develop PK–12 faculty understanding and capacity to explore, engage, and immerse students in Real World Learning (RWL) and the Academy Model.	District Administration Counselors	PD Plan All teachers participate in at least 2 RWL PD	District Budget District Curriculum Budget District Professional Development Budget	Spring 2027	Spring 2029
4.5.A.c. Provide targeted professional development for secondary faculty and staff to ensure the consistent use of clear language around Diploma + MVA and the identification of key success measures.	Building Administration (High School) Director of Academies	PD Plan	District Budget District Professional Development Budget	Fall 2026	Spring 2028



Goal 4.5.C. Early Childhood teachers and staff will participate in evidence based professional development (as aligned with Academic Goal 1.3.A. - Kindergarten Readiness).

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.C.a. Early Childhood staff will engage in evidence-based professional development targeting social/emotional development and severe behaviors.	Building Administration Interventionist	Teacher completion of professional development	District Budget Building Professional Development Budget	Fall 2025	Spring 2027
4.5.C.b Teachers will receive professional development focused on developmentally appropriate practices, with instructional coaches supporting implementation.	Building Administration Instructional Coaches Teachers	PD logs	District Professional Development Budget	Fall 2025	Fall 2029
4.5.C.c. Teachers will receive professional development on vertical and horizontal peer observations.	Building Administration Instructional Coaches	Observation schedule	District Professional Development Budget	Fall 2026	Spring 2028



Goal 4.5.D. Teachers will receive appropriate professional development on academic and behavior interventions and the RTI process.

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.D.a. Provide ongoing professional development through the PDC committee for teachers, interventionists, and administrators on behavior interventions, modeling strategies, and tiered instruction.	Assistant Superintendent of Learning, PD Committee	Staff survey reflecting increased opportunities for PD	District Professional Development Budget	Spring 2026	Spring 2030
4.5.D.b. Recruit and train teachers to become model examples of the RTI process.	Executive Directors of Learning Building admin	Evidence of process to recruit, train, and sustain model classrooms in each building	District Professional Development Budget	Fall 2026	Spring 2028
4.5.D.c. Provide cyclical professional development on the effective use of resources and data-informed intervention.	Assistant Superintendent of Learning with PD Committee	PD Plan	District Professional Development Budget	Fall 2027	Spring 2030



Goal 4.5.E. Ensure all staff complete regular and required training on communication platforms to enhance effective and consistent district-wide communication.

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.E.a. Regular & required training on communication platforms.	Communication Department	Staff Survey Number of staff trained	District Budget Training Materials	Fall 2025	Fall 2027 Ongoing

Goal 4.5.F. Ensure all staff receive annual safety and emergency response training to promote a safe, prepared, and responsive school environment.

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.F.a. Provide annual safety and emergency response training for all staff.	Executive Director of Operations Director of School Police Building Administration	100% of staff complete required safety and emergency response training annually.	District Budget	Fall 2025	Fall 2030 Ongoing



Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.F.b. Driver Training & Accountability-Ensure all school bus drivers demonstrate high standards in safety, professionalism, and student management through consistent training, evaluation, and support.	Executive Director of Operations Director of Transportation	Number of bus drivers that complete safety and emergency response training within a specified time Feedback system to monitor and improve transportation performance	District Budget	Fall 2025	Spring 2027
4.5.F.c. Emergency Management Training-Professional development or training focused on crisis response protocols, communication procedures and safety measures.	Executive Director of Operations	100% of staff participate in training Conduct at least one table-top or live action drills a year	District Budget Partnership with local emergency services	Spring 2026	Spring 2027



Goal 4.5.G. Opportunities to engage in professional development on energy sustainability will be provided.

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.G.a. Provide professional development workshops focused on energy education and integrating sustainability into existing subjects.	Executive Director of Operations Assistant Superintendent of Learning	At least 25% of the teaching staff selected will complete training	District Budget	August 2027	August 2028
4.5.G.b. Offer training on using energy monitoring tools or solar dashboards in the classroom.	Executive Director of Operations	Number of staff in attendance	District Budget	August 2027	August 2028
4.5.G.c. Develop and Train a team of facilities staff, student leaders, and/or green teams to audit and bring awareness to energy consumption.	Executive Director of Operations Executive Director of Finance	Team Roster	District Budget	August 2026	June 2027



Goal 4.5.H. Develop an ongoing professional development plan for support staff.

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.H.a. Host department meetings to identify the reality and where we see ourselves in 5 years.	Department Directors and Executive Directors	100% of departments hold at least one facilitated future-planning meeting At least 75% of staff attend and actively participate in the meetings Each area submits a summary document identifying current strengths, challenges, and a 5-year vision	District Budget	Fall 2025	Fall 2026
4.5.H.b. Establish a district wide support staff committee for the purposes of collaboration and identification of professional development opportunities.	Executive Director of Human Resources Department Representative	1 meeting per semester (Fall 2026) A districtwide survey or focus groups are conducted with support staff, with at least 75% response rate (Fall 2026) Classified employees are offered access to a minimum of two relevant professional development opportunities annually	District Budget District Professional Development Budget	Fall 2026	August 2030



4.5.H.b. <i>cont.</i> Establish a district wide support staff committee for the purposes of collaboration and identification of professional development opportunities.		80% participation and 85% of participants reporting the training was valuable and applicable to their role			
4.5.H.c. Ensure equitable access to communication, learning, and school services by proactively supporting individuals who face challenges with technology or language barriers.	Executive Director of Human Resources Executive Director of Student Services	100% of critical district communications are available in the top 3 home languages At least 90% of families/employees who report technology access challenges are provided a solution within 5 days At least 95% of front-facing staff (office, counselors, teachers) complete annual training on effective communication with multilingual or tech-challenged families	District Budget	Fall 2025	Spring 2026



Goal 4.5.I. Determine professional development schedule in alignment with work calendars for support staff professional development.

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.I.a. Explore the feasibility of adding days to support staff schedules to facilitate meaningful professional development opportunities.	Executive Directors Committee members	A formal analysis examines cost, scheduling impact, contract implications, and staff availability Comparison of at least 5 similar districts' PD practices and calendar models for support staff is completed and summarized A written report with at least two viable options for adding PD time is presented	District Budget	Fall 2026	Spring 2027



Goal 4.5.J. Develop meaningful professional development to attract and retain quality staff.

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.J.a. Conduct a needs analysis at the department/building level utilizing building level achievement data, active listening through rounding visits and survey feedback.	District Administration Building Administration	Ozark LEAD Rounding Survey data	N/A	Fall 2025	Fall 2030
4.5.J.b. Design and develop a PD plan for each department/building.	District Administration Building Administration	PD Document	District Budget District Professional Development Budget Building Professional Development Budget	Fall 2026	Fall 2030
4.5.J.c. Allocation of funds to support professional development.	District Administration Building Administration	Budget PD Plan Document	District Budget District Professional Development Budget Building Professional Development Budget	Fall 2026	Fall 2030



Goal 4.5.K. Ensure staff receive training on proper financial procedures.

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.5.K.a. Training for staff to ensure proper financial procedures.	Executive Director of Business Services Business Services Team	Visit per building	District Budget	Fall 2025	Fall 2030 On Going

