

CALALLEN INDEPENDENT SCHOOL DISTRICT

STRATEGIC ACTION PLAN

2005-2015



STRATEGIC ACTION PLAN

Statement of Mission and Beliefs



The mission of Calallen Independent School District is to prepare citizens to acquire knowledge, communicate effectively, make responsible decisions, and adapt to the challenges of an ever-changing society by utilizing a positive school climate, parent and community involvement, sound management practices, and a well-trained staff dedicated to a comprehensive curriculum and committed to measurable academic progress.

- We believe that all children can succeed.
- We believe that children learn in different ways.
- We believe that every child is special.
- We believe that teaching is child-oriented.
- We believe that teachers are caring, giving people who make a difference in children's lives.
- We believe that we are advocates of children.
- We believe that all employees can continue to learn and improve their job performance.
- We believe that a partnership with parents is essential to the school's efforts.
- We believe in the modeling and teaching of citizenship and the basic values of honesty, dignity, respect, and responsible decision-making.
- We believe in the value of life and that school is both preparation for and practice in life.
- We believe that life is a group effort; success depends on everyone's commitment and contribution.
- We believe in the importance of a positive attitude and enthusiasm, stressing both for our children and employees.
- We believe that excellence is worth the cost.
- We believe our future is our children.

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SECTION I

CURRICULUM AND INSTRUCTION

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I. CURRICULUM AND INSTRUCTION

Initiatives/Strategies	Staff Responsible for Implementing Strategy	Timeline to Implement Strategy	Planned Evaluation of Strategy	Projected Resource Allocation for Strategy
CISD's general curriculum will focus on improving every student's achievement to realize the District's mission and beliefs to include the following strategies:				
Construct a strong, aligned, rigorous PK-12 curriculum based on state and local standards	Curriculum Director	Begin in 2006	Accomplishment of strategy	TBD
Monitor and evaluate the curriculum to assure uniformity of standards, content, and rigor	Curriculum Director	Annually, beginning in 2006	Assessments and program evaluations that indicate increased student achievement	TBD
Differentiate instruction of the curriculum to accommodate learning styles and needs of all students to maximize opportunities to excel	Curriculum Specialists Campus Administrators	Annually, beginning in 2006	District Improvement Plan (DIP)	TBD
 Expand course offerings to include, but not limited to: mathematics, science, college survival course, PLUS, DAEP, ROTC, other languages (CMS), dual credit (CHS), math/science academy (CHS), and Spanish (elementary level) 	Staff appropriate to specific programs	Annually, beginning in 2006-2007 school year	Campus Improvement Plan (CIP)	TBD per course expansion
Continue to provide a comprehensive staff development plan that is data driven and reflective of staff and student needs	Staff appropriate to specific programs	Annually, beginning in 2006-2007 school year	Accomplishment of strategy	TBD on an annual basis

	Promote parental and community involvement with educators in curriculum, instruction, and learning	Curriculum Director and staff	Annually, beginning in 2006-2007 school year	Assessments and program evaluations that indicate increased student achievement	TBD on an annual basis
	• Expand the current assessment and evaluation system which measures student achievement, teacher effectiveness, and programmatic success .	Curriculum Director Curriculum Specialists Campus Administrators	Annually, beginning in 2006-2007 school year	DIP CIP	TBD on an annual basis
2.	CISD's English as a Second Language (ESL), English Language Learners (ELL), and Bilingual curriculum will focus upon improving student achievement to realize the District's mission and beliefs	Curriculum Director Bilingual/ESL Curriculum Specialist Campus Administrators	Annually beginning in 2006-2007 school year	Annually as part of DIP, CIP's, and PBMAS	TBD on an annual basis
3.	CISD's special education curriculum will focus upon improvement of student achievement and program compliance to realize the District's mission and beliefs	Special Programs Director Campus Administrators Campus SPED departments	2006-2007 school year and annually thereafter	Annually as part of DIP, CIP's, and PBMAS	TBD on an annual basis
4.	CISD's curriculum will focus upon improving migrant students' achievement to realize the District's mission and beliefs to include the following strategies:	Curriculum Director Counselors Curriculum Specialists	2006-2007 school year and annually thereafter	Annually in the analysis of the DIP, CIP's, and PBMAS	TBD on an annual basis

5.	CISD's curriculum will focus upon improving dyslexic students' achievement to realize the District's mission and beliefs	Curriculum Director Counselors Curriculum Specialists	2006-2007 school year through DIP and CIP's	Annually through analysis of 504 Dyslexia Plan/DIP/CIP's	TBD
6.	CISD's curriculum will focus upon improving the achievement of identified gifted and talented students to realize the District's mission and beliefs	Curriculum Director G/T Curriculum Specialist Campus Administrators	2006-2007 school year and annually thereafter as determined in DIP/CIP's	Annual analyses of DIP/CIP's	TBD
7.	CISD will focus upon enhancement of its library services to realize the District's mission and beliefs	Director of Curriculum Campus Administrators Librarians	Within timeframe of strategic plan (2005-2015)	Accomplishment and ongoing implementation of strategy	TBD
8.	CISD will focus upon enhancement of its technology services to realize the District's mission and beliefs	Director of Curriculum and Director of Technology	Within timeframe of strategic plan (2005-2015)	Accomplishment of strategy/levels of utilization	TBD
9.	CISD will focus on its grant writing/procurement activities to realize the District's mission and beliefs	Superintendent	Initiate during 2006-2007 school year	Accomplishment of strategy	TBD
10.	CISD will focus on accelerated instruction and Student Success Initiatives to realize the District's mission and beliefs	Director of Curriculum Curriculum Specialists and Campus Administrators	2006-2007 school year and annually thereafter	Accomplishment of strategy	TBD

11. CISD will focus on the prekindergarten program to realize the District's mission	Director of	2006-2007 school	Accomplishment	TBD
and beliefs	Curriculum	year and annually	of strategy	
	Curriculum	thereafter		
	Specialists and			
	Campus			
	Administrators			

SECTION II

PERSONNEL

STRATEGIC ACTION PLAN 2005-2015

II. PERSONNEL

Initiatives/Strategies	Staff Responsible for Implementing Strategy	Timeline to Implement Strategy	Planned Evaluation of Strategy	Projected Resource Allocation for Strategy
 CISD will focus upon technology support to personnel to realize the District's mission and beliefs to include the following strategies: 				
Assure that support to technology is fully functional during critical instructional times through training	Director of Technology Director of Curriculum Campus Administrators	Summer 2006	On-going functionality of technology	TBD
Train all teachers in technology "best uses" for enhancing instruction	Director of Technology Campus Administrators	Implement summer 2006	Teacher & Administrator feedback	TBD
Employ a full time technology coordinator for each campus; with an approved job description	Superintendent Director of Technology	Implement 2006- 2007 school year	Levels of technology usage per campus Teacher & Administrator feedback	Equivalent of one teacher salary per campus (provide each campus with additional teacher FTE)

2.	CISD will focus on staff training to realize the District's mission and beliefs to include the following strategies (Cross reference to Section I: Curriculum and Instruction):				
	Create a Calallen Independent School District Training Academy	Superintendent All Directors Campus Administrators	Implement summer 2006	Feedback & evaluations from participants & leaders	TBD: to include- Utilization of ESC II personnel Parent volunteers to relieve teachers Provisions for training stipends Utilization of staff for mentors & training
	 Through the Training Academy, a pre-selected list of required and/or available training will be developed to include, but not limited to: Classroom management/student discipline Reporting procedures Instructional techniques (cooperative grouping, centers, technology utilization enhancement, etc. Multi-cultural diversity training SPED process/procedures SPED inclusion model New teacher mentoring 	Superintendent All Directors Campus Administrators	Implement summer 2006	Feedback & evaluations from participants & leaders	TBD
	Through the Training Academy, establish an annual training/staff development calendar	Superintendent All Directors Campus Administrators	Implement 2006- 2007 school year	Accomplishment of strategy	No cost
3.	CISD will focus on recruiting and retaining highly qualified teachers in every classroom to realize the District's mission and beliefs to include the following strategies:				
	Come into compliance by the end of school year 2005-2006	Director of Personnel Campus Administrators	Currently on- going	%age of highly qualified teachers on staff	No cost

 Recruit and retain highly qualified special education teachers by offering contract signing bonuses and providing stipends to highly qualified special education teachers 	Superintendent Director of Personnel	Implement in manner to have impact in 2006- 2007 school year	Results of recruitment and retention of highly qualified special education teachers	TBD
 Recruit and retain highly qualified teachers by increasing salaries for beginning teachers and by compensating teachers and administrators competitively 	Superintendent Director of Personnel Director of Finance/Business	On-going	%age of highly qualified teachers on staff	TBD
4. CISD will form a co-op partnership with Texas A&M University—Corpus Christi and Texas A&M UniversityKingsville to recruit highly qualified teachers to realize the District's mission and beliefs to include the following steps:				
Provide scholarships for student teachers in CISD	Superintendent Director of Personnel	Implement in 2006-2007 school year	Levels of student teachers in district— comparative data	\$1,090 per student teachers (based on 2005 cost for 6 hours tuition)
Conduct recruiting visits to local universities	Director of Personnel Campus Administrators	Implement in 2006-2007 school year	Accomplishment of strategy	Minimal cost of travel
Increase salaries of beginning teachers	Superintendent Director of Finance and Business	Implement in 2006-2007 school year	Accomplishment of strategy	\$1,500 per beginning teacher
Provide stipends for math, science, and special education teachers (Cross reference to #3 above)	Superintendent Director of Personnel Director of Finance and Business	Implement in 2006-2007 school year	Accomplishment of strategy and longitudinal data on teacher retention	\$2,000 per designated teacher

5. CISD will offer attendance incentives for teachers and incentives for substitute teachers to realize the District's mission and beliefs to include the following strategies:				
Explore ways to decrease teacher absences for training purposes by instituting early release days	Superintendent All Directors Campus Administrators	Implement in 2006-2007 school year	Comparative data on volume of teacher absences	TBD (strategy might be cost saving)
 Consider attendance incentives for teachers through the following methods: Provide a compensatory day or a \$75.00 stipend for teacher with perfect attendance per semester Reimburse retiring teachers with 50% of accrued sick leave days at daily rate of pay Reimburse \$75 per day of local sick leave in increments of days (must have a minimum of 10 local sick leave days) 	Director of Personnel Director of Finance and Business	Begin implementing in 2006-2007 school year	Comparative data on volume of teacher absences	TBD
 Increase substitute teacher pay as follows: Per certified teacher: \$75.00 per day Per non-certified teacher: \$65.00 per day Per certified teacher after 10 consecutive days in sam position: \$80.00 per day Per non-certified teacher after 10 consecutive days in sam position: \$70.00 per day Adjust any other substitute positions as needed 	Finance and	Implement in 2006-2007 school year	Feedback from staff on substitute teacher quality	TBD

SECTION III

STUDENT SERVICES

STRATEGIC ACTION PLAN 2005-2015

III. STUDENT SERVICES

Initiatives/Strategies	Staff Responsible for Implementing Strategy	Timeline to Implement Strategy	Planned Evaluation of Strategy	Projected Resource Allocation for Strategy
1. CISD will focus on before/after school programs/activities for students to realize the District's mission and beliefs to include the following strategy (cross reference to Section IV: Extracurricular Activities):				
Establish a committee of school administrators, teachers, parents, and students to examine before and after school programs for students	Campus Administrators Selected Teachers	Implement in 2006-2007 school year	Longitudinal data on participation and feedback from administrators, teachers, parents, and students	TBD
2. CISD will work towards establishing a more effective disciplinary alternative education program (DAEP) to realize the District's mission and beliefs to include the following strategies:				
Identify options for DAEP facility and administrators	Superintendent All Directors Campus Administrators	Begin implementation in 2006-2007 school year	Longitudinal data and feedback	TBD
 Establish a committee to study the DAEP student population and to develop a profile of causes for assignment, retention, recitivism, economic factors, gender, age, grade levels, etc. 	Superintendent Appropriate Directors Campus Administrators	Begin implementation in 2006-2007 school year	Accomplishment of strategy	No Cost

	 Develop an intervention program for students assigned to the DAEP to include the following: Guidance/counseling services Mentoring services Community agency interventions Drop-out intervention/prevention services Other options 	Superintendent Appropriate Directors Campus Administrators	Begin implementation in 2006-2007 school year	Longitudinal data on effectiveness of DAEP	TBD
3.	CISD will focus upon bus driver training to realize the District's mission and beliefs to include the following strategies:				
	Study the cost effectiveness of utilizing contract services for drivers and/or transportation	Superintendent Director of Transportation Director of Finance and Business	During 2006-2007 school year	Cost analysis	TBD (Might involve cost savings)
	• Establish a committee to discuss/make recommendations for the following:	Director of Transportation	During 2006-2007 school year	Accomplishment of strategy	TBD
	 Safety and student discipline guidelines for buses Key bus driver issues including bilingualism, training, and safety practices Utilization of volunteer bus monitors 				
	CISD will examine student and staff dress codes to realize the District's mission and beliefs to include the following strategy:				
	Establish a committee to examine the current dress code requirements and to recommend changes as deemed appropriate	Superintendent Campus Administrators Teachers Parents Students	During 2006-2007 school year	Accomplishment of strategy and implementation of recommendations	TBD

5.	CISD will examine all facets of student discipline to realize the District's mission and beliefs to include the following strategy:				
	 Establish a committee to study student discipline and to develop and make recommendations to include, but not limited to the following: Parent training and outreach A curricular "character building" program Additional resources such as additional behavior specialists and the STARS program 	Appropriate directors Campus Administrators Teachers Parents	During the 2007- 2008 school year	Accomplishment of strategy; implementation of recommendations; longitudinal data	TBD
6.	CISD will work to increase parent involvement in the education process to realize the District's mission and beliefs to include the following strategies:				
	Develop a job description, employ, and train a parent liaison for each campus	Superintendent Appropriate Director and/or Specialist	By the 2007-2008 school year	Accomplishment of strategy	TBD
	Develop a comprehensive plan to increase parent involvement	Parent Liaisons Campus Administrators	During the 2008- 2009 school year	Longitudinal data on levels of parent involvement	TBD
7.	CISD will focus upon its guidance/counseling component to realize the District's mission and beliefs to include the following strategies:				
	Consider restructuring the guidance/counseling program	Campus Administrators Counselors Appropriate Directors	During the 2007- 2008 school year	Staff feedback	TBD
	Consider additional guidance counselor support personnel to include job descriptions and training	Campus Administrators Counselors Appropriate Directors	During the 2007- 2008 school year	Staff feedback	TBD

CISD will focus upon the development of mentoring services to realize the				
District's mission and beliefs to include the following strategy:				
Establish a task force to develop a districtwide mentoring program	Superintendent Campus Administrators Parents Community Representatives Juvenile Justice Representatives Business Professionals	During the 2006- 2007 school year	Staff feedback Student feedback Level of mentor involvement	TBD
CISD will increase its involvement and interaction with community agencies to realize the District's mission and beliefs to include the following strategy:				
Develop and utilize a handbook to access community agencies	Campus Administrators Counselors Appropriate Directors Community Agency Representatives	During the 2006- 2007 school year	Staff feedback	TBD
CISD will focus on student safety, to include quality security systems and campus monitoring procedures for visitors, to realize the District's mission and beliefs to include the following strategies:				
Evaluate the cost effectiveness of employing full time CISD campus police versus utilizing contracted security services	Appropriate directors Campus Administrators	During the 2006- 2007 school year	Findings of evaluation Staff feedback upon implementation of recommendations	TBD (may involve cost savings)
	Establish a task force to develop a districtwide mentoring program CISD will increase its involvement and interaction with community agencies to realize the District's mission and beliefs to include the following strategy: • Develop and utilize a handbook to access community agencies CISD will focus on student safety, to include quality security systems and campus monitoring procedures for visitors, to realize the District's mission and beliefs to include the following strategies: • Evaluate the cost effectiveness of employing full time CISD campus	Establish a task force to develop a districtwide mentoring program Superintendent Campus Administrators Parents Community Representatives Juvenile Justice Representatives Business Professionals CISD will increase its involvement and interaction with community agencies to realize the District's mission and beliefs to include the following strategy: • Develop and utilize a handbook to access community agencies Campus Administrators Counselors Appropriate Directors Community Agency Representatives CISD will focus on student safety, to include quality security systems and campus monitoring procedures for visitors, to realize the District's mission and beliefs to include the following strategies: • Evaluate the cost effectiveness of employing full time CISD campus police versus utilizing contracted security services Appropriate directors Campus	Establish a task force to develop a districtwide mentoring program Superintendent Campus Administrators Parents Community Representatives Juvenile Justice Representatives Juvenile Justice Representatives Business Professionals CISD will increase its involvement and interaction with community agencies to realize the District's mission and beliefs to include the following strategy: During the 2006-2007 school year Campus Administrators Counselors Administrators Counselors Appropriate Directors Community Agency Representatives CISD will focus on student safety, to include quality security systems and campus monitoring procedures for visitors, to realize the District's mission and beliefs to include the following strategies: Evaluate the cost effectiveness of employing full time CISD campus During the 2006-2007 school year Appropriate directors Campus	Establish a task force to develop a districtwide mentoring program Superintendent Campus Administrators Parents Community Representatives Business Professionals CISD will increase its involvement and interaction with community agencies to realize the District's mission and beliefs to include the following strategy: Develop and utilize a handbook to access community agencies Campus Administrators Counselors Appropriate Directors Community Agency Representatives During the 2006- Staff feedback Level of mentor involvement Staff feedback Student feedback Level of mentor involvement Staff feedback Student feedback Level of mentor involvement Campus Administrators Counselors Administrators Community Agency Representatives During the 2006- 2007 school year Staff feedback Student feedback Level of mentor involvement Staff feedback Downstance Student safety, to include the following strategy: Administrators Community Agency Representatives Evaluate the cost effectiveness of employing full time CISD campus police versus utilizing contracted security services Appropriate directors Campus Administrators Appropriate directors Campus Administrators Appropriate directors Campus Administrators Ouring the 2006- 2007 school year Findings of evaluation Staff feedback upon implementation of involvement or inv

 Evaluate costs of and possible implementation of metal detectors, additional security cameras, and computer software that identifies sex offenders for appropriate campuses 	Appropriate Directors Campus Administrators	During the 2006- 2007 school year	Findings of evaluation Staff feedback upon implementation of recommendations	TBD
Establish a standing committee that will approach safety issues/concerns from a proactive posture	Appropriate Directors Campus Administrators	During the 2006- 2007 school year	Staff feedback	No cost
11. CISD will focus on student orientation programs that will involve clubs, parents, and community members to realize the District's mission and beliefs. Such orientation programs will focus upon incoming elementary school, middle school, and high school students	Appropriate Directors Campus Administrators Campus Staffs Parents & Community members	During the 2006- 2007 school year	Staff, student, and parent feedback	TBD
12. CISD will focus on drop-out intervention/prevention services to realize the District's mission and beliefs to include the following strategy:				
• Establish a standing committee to research and evaluate existing programs/services to meet drop-out intervention/prevention; to include such programs as the Keys Academy in the Harlingen CSD and Profit School in Victoria ISD	Appropriate Directors Campus Administrators Campus Staffs	During the 2006- 2007 school year	Findings & recommendations of committee Longitudinal drop-out data	TBD
13. CISD will analyze its alternative school setting(s) to realize the District's mission and beliefs to include the following strategies:				
Establish a committee to determine the feasibility of a community alternative school setting to be shared with other districts	Superintendent Appropriate Directors Campus Administrators	During the 2006- 2007 or 2007- 2008 school years	Findings & recommendations of committee	TBD (may involve cost savings)

Examine/evaluate the employment of campus administrators and counselors for the alternative school setting and make recommendations based upon findings	Superintendent Appropriate Directors Campus Administrators	During the 2006- 2007 or 2007- 2008 school years	Findings & recommendations of the committee	TBD
• Examine/evaluate the need for and cost effectiveness of offering night classes for students (flexible scheduling—Cross reference to drop-out intervention/prevention initiative)	Appropriate Directors Campus Administrators Campus Staffs Community members Parents	During the 2006- 2007 or 2007- 2008 school years	Findings & recommendations of the committee Implementation results of recommendations	TBD
14. CISD will focus on drug/alcohol use prevention to realize the District's mission and beliefs to include the following strategies:				
Establish a standing committee to interface with Communities in Schools to present on-going programs on drug/alcohol use awareness/prevention	Appropriate Directors Campus Administrators Campus Staffs	During the 2006- 2007 school year	Presentation of programs	TBD
Consider the cost effectiveness/feasibility of implementing a program of random drug testing among students	Superintendent Appropriate Directors Campus Administrators Parents Community members Students	During the 2006- 2007 or 2007- 2008 school years	Based upon final recommendations & establishment of short/long term goals of such a program	TBD

SECTION IV

EXTRACURRICULAR ACTIVITIES

STRATEGIC ACTION PLAN 2005-2015

IV. EXTRACURRICULAR ACTIVITIES

Initiatives/Strategies	Staff Responsible for Implementing Strategy	Timeline to Implement Strategy	Planned Evaluation of Strategy	Projected Resource Allocation for Strategy
CISD will enhance extracurricular opportunities for all students to realize the District's mission and beliefs to include the following strategies:				
Employ a coordinator for extracurricular/co-curricular activities	Superintendent Appropriate Director(s)	Prior to beginning of 2006-2007 school year	Levels of student participation Increased availability of extracurricular opportunities Outcomes of annual review of activities	Coordinator salary (recurring annually)
 Implement an intramural program at the high school level (program will include sports and extracurricular programs—in conjunction with co- curricular programs) 	District coordinator Campus administrator	2007-2008 school year	Levels of student participation Feedback from staff/students	TBD
Annually publish a document of all extracurricular activities for all grade levels—promoting benefits/limitations of each program	District coordinator Campus administrators	2007-2008 school year	Levels of student participation Feedback from staff/students	TBD
Annually survey middle school students (Include intake and exit surveys; as well as exit survey for seniors)	Campus coordinator	2007-2008 school year	Accomplishment of strategy	TBD (minimal costs)

Provide transportation for students involved in extracurricular activities	District coordinator Director of Transportation	2007-2008 school year	Levels of student participation in transportation compared to levels of student participation in activities	TBD
 Implement a "Fabulous Friday" concept at the elementary level whereby on certain Fridays for the last hour of the day, teachers, volunteers, and/or older students conduct "courses" in areas where they have expertise, hobbies, interests, etc. 	District coordinator Campus administrators	2007-2008 school year	Feedback from staff Feedback from students	TBD
Improve on-going communication with a District extracurricular/co- curricular activities calendar to staff, students, and the community via the CISD website	District coordinator District WebMaster All activity sponsors/coaches	2007-2008 school year	Feedback from staff, students, and community	No Cost

SECTION V

FACILITIES/FINANCE

STRATEGIC ACTION PLAN 2005-2015

V. FACILITIES/FINANCE

Initiatives/Strategies	Staff Responsible	Timeline to	Planned	Projected
	for Implementing Strategy	Implement Strategy	Evaluation of Strategy	Resource Allocation for
	Strategy	Strategy	Strategy	Strategy
CISD will conduct a master facility plan study to realize the District's mission and beliefs to include, but not limited to, the following strategies/components:	Superintendent All Directors Campus Administrators	Begin in 2006- 2007 school year and continue for 5-10 years	Accomplishment of initiative	Capital bond program
 Consider new facilities—e.g., new elementary school, new Career Education Center to support Career and Technology Education needs, etc. with supporting data, such as demographic studies, condition of existing facilities, etc. 				
Consider long-term renovations to existing facilities				
Consider the configuration of schools/grade levels to coincide with any new facilities/demolition of older facilities				
 Consider decisions regarding the use or sale of undeveloped land/properties 				
Consider consolidation with surrounding districts				

2.	 CISD will undertake an annual maintenance/moderate renovation program for its facilities to realize the District's mission and beliefs to include the following strategies: Consider maintenance needs on an annual basis—e.g., HVAC and roofing needs per facility Consider annual technology upgrades—to include infrastructure(Cross reference to Section I: Curriculum and Instruction and Section II: Personnel) 	Superintendent Director of Finance and Business Director of Facilities and Maintenance Director of Technology	Begin in 2006- 2007 school year	Annual assessment of work accomplished	Budget \$500,000 annually for maintenance and an amount TBD for technology
3.	 CISD will consider cost-cutting measures to realize the District's mission and beliefs to include, but not limited to, the following strategies: Consider consolidation with surrounding districts (Cross reference to #1 above) Consider outsourcing food service and/or transportation or forming a joint venture with surrounding district(s) (Cross reference to Section III: Student Services) 	Superintendent All Directors Campus Administrators	Align considerations with timeline of the master facility plan	Formulation of final recommendations and accomplishments	TBD (cost savings)

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