



DIRECTOR PROFESSIONAL GROWTH PLAN 2023-24 School Year

Goal: The Director will strengthen stakeholder communication by creating meaningful check ins with stakeholders in order to increase job satisfaction among staff and strengthen employee retention as well as strengthen parent satisfaction with LTCS and ensure the governing board is kept apprised of school happenings and overall school well being.

Purpose/Benefit:

- To maintain a stable enrollment for the health of the organization. Targeted enrollment for beginning of FY25 of 131.
- To develop a parent satisfaction survey with meaningful data and measurable outcomes to allow for monitoring of parent satisfaction from year to year.
- Ensure the governing board has the information needed to make appropriate and sound decisions for the success of the organization
- To increase staff job satisfaction thus ensuring low staff turnover by a staff satisfaction survey with meaningful data and measurable outcomes to allow for monitoring of staff satisfaction from year to year.

Strategies:

- ❖ The Operations Director will improve overall stakeholder satisfaction by improving communications, asking for feedback and establishing meeting schedules.

Action steps:

1. Meet with staff to review, define and set expectations for "good communication from Director" using model established last year. *We started the year off with a staff meeting 2x/month. In January the staff indicated they did not have enough time on Fridays to complete all of their tasks etc. At that time we changed staff meetings to monthly with email communication from the Director for things that need to be addressed prior to the monthly meeting. During a check-in during the March meeting the staff report they have been liking this system and they feel they have been receiving the communication they need. During the end of year staff debrief they continued to express satisfaction with the monthly meeting. We did discuss that some of the surveys indicated that they felt they were missing some information and that due to that we would be increasing the length of time for our monthly meeting from 2 hours to 2.5 hours so I can include a directors update every month.*
2. Meet with new teaching staff weekly through fall break, bi-weekly through winter break and monthly for the remainder of the year to ensure an open line of communication is established with new staff. *This was completed. I feel this has been really helpful with establishing a relationship with new teachers and also being able to answer questions and help them be better prepared for special events etc.*

3. Continue regular leadership team meetings. Meetings will be monthly unless additional meetings are required. We decided early in the year to create school wide MAC activities in the leadership meetings so we have been meeting twice per month. One meeting is dedicated to MAC planning and the second is a regular meeting.
4. Continue bi-weekly staff meetings. See #1 above.
5. Conduct mid-year informal reviews of new support staff and formal, annual evaluations with feedback for improvement. No new support staff for evaluation. Meetings scheduled for May for annual evaluations of support staff.
6. Conduct review of new support staff within 45 days. Only new support staff started in February so her review was completed beginning of May rather than completing one in April and again in May.
7. Establish bi-weekly office specific meetings to allow for the director to be informed of Academic Program Coordinator and Administrative Assistant job struggles and successes. Meetings were originally being held weekly. We lost our additional office help midyear. Since that time meetings have been held as able due to scheduling conflicts and unavailability of uninterrupted time to meet.. On average over the year, meetings occurred bi-weekly.
8. Weekly email to parents. Emails have been sent more consistently bi-weekly with weekly emails when information warrants.
9. Creation of master calendar with notifications to parents 2 weeks in advance of events. We sent communication to parents regarding all upcoming events with at least 2 weeks notice.
10. Continue monthly community events as a means to increase community involvement and parent satisfaction. Monthly events have been held. We have seen a decrease in attendance this year. I would like to send out a community events survey to families near the start of next school year to gauge if there is a more convenient day/time. Also if there are more optimal events that parents would like to see added to the calendar or in place of some of our current events.
11. Attend all monthly scheduled governing board meetings with relevant information as requested by the board. All monthly board meetings as well as special session meetings were attended. Additionally, all planning sessions were attended. All requested and necessary information was brought to the board and attached to the meeting agenda for review by board members.
12. Attend monthly scheduled planning meetings for the governing board meetings. See #11.
13. Attend monthly scheduled solo planning meetings for the governing board meetings. See #11.
14. Attend special sessions of the governing board as requested by the board. See #11.

Desired Outcomes and Evidence of Success:

- Increasing and stable student enrollment, overall increase of 5% Enrollment in August of 2023 was 129.5. Current enrollment is at 131.5. I believe this goal was to have 5% increase in enrollment by the start of FY25. A 5% increase would be 136. Current projects for start of FY25 as at 134.5
- Increasing parent satisfaction a/e/b survey results and attendance at school functions See #10 above regarding school functions. We received a total of 35 responses to the satisfaction survey. Overall I was very pleased with the results of the parent survey. I feel the largest area for growth includes increased communication with our discipline program and helping parents understand what bullying is defined as. I have already met with our school social worker and we are planning to attend parent information nights in August and share

more information with parents on how discipline is handled and what we are and are not allowed to discuss with parents. I will also be relaying to parents information throughout the upcoming year on the ongoing Conscious Discipline trainings we will be having. A second area that received a lot of attention was communication from teachers. We will be having a session on expectations and also easy ways to increase teacher communication with parents during teacher work week in July.. Many of the smaller areas will be addressed with the change in structure for the upcoming year. Adding an office person will help with office management, we will be adding a gifted program and a Friday program. Some of the enrichment activities we are looking at for the Friday program would address parent requests for second language, more outdoor activities, some music, art, performance pieces.

- Increased staff satisfaction and low job turnover as evidenced by survey results and low turnover (under 20%) Staff survey results show a high level of satisfaction. This year we had 3 staff member left the school. One left due to a move out of Prescott, one left due to upcoming birth of her child and one left due to dissatisfaction.. We have 20 staff members so 3 staff members represents only a 15% turnover which is a positive. The average turnover rate in Arizona is typically 23%. I received a total of 13 responses from staff which I think is a very good response rate. We currently have 19 staff members that were invited to complete the survey. Overall, I am very happy with the staff satisfaction surveys. It is important to me that staff feel supported and heard and it seems clear in the surveys that this is true. I was a bit overwhelmed with their positive feedback. As far as areas for improvement, it seems there are similar questions/confusion regarding the use of Conscious Discipline and office referrals. We were able to have discussions around this at teacher work week at the end of the school year and have some ideas for how to tackle this in the upcoming school year. Additionally, as a staff we discussed how dropping our staff meetings to a monthly meeting may have had negative impacts on communication and also discussed strategies to address this in the fall.
- Increased communication with the governing board as evidenced by correspondence documents All requested and required information provided as requested and attached to the board meeting agendas.

Goal: The Director will continue to strengthen the formal behavior program used at LTCS including the ability to track data, staff professional development and monitoring of student achievement with regards to Conscious Discipline and behavior management.

Purpose/Benefit

- To utilize data that will assist in promoting the behavior program with Conscious Discipline and behavior management for LTCS
- To help train teachers to increase the use of data to inform decisions on student behavior and social and emotional learning.
- To continue to build our Professional Learning Communities where teachers analyze data and use data to inform instruction with a focus on student behaviors, attendance and tardies.
- Work with Academic Program Coordinator to build a system to include students in data discussions and to track their progress in data binders.
- Evaluate all support staff annually to support the school culture and climate.

Strategies:

- ❖ The Director will participate in monthly PLC meetings to increase understanding and use of data to focus on student behaviors, attendance and tardies in support of a behavior program..
- ❖ Monthly review of office referral and safe space usage.

Action Steps:

1. Facilitate book study entitled "Creating a School Family" by Becky Bailey. The book study was completed during teacher work week in July. All staff chose 2 strategies from the book to utilize in their classroom this school year.
2. Facilitate new staff participation in e-course "Handling Adult Upset: The Adult First Mindset Shift" by Conscious Discipline (only available through October 2023). All new staff (prior to October 2023) were given a link to log in to the training and provided time and compensation for completion.
3. Continue to use monthly tracking form for all behavior referrals to ensure year to year data is captured. Tracking form completed monthly. Will present compiled data during the June board meeting.
4. Monthly check in at staff meetings regarding the current state of behaviors in classrooms. This was being completed when staff meetings were bi-monthly. Time constraints during meetings have made it difficult to check in. One to one check ins have been happening with teachers with known challenges. During teacher work week I spoke to staff on the importance of this and that if we continue with monthly staff meetings we will increase the time to 2.5 hours to be able to include this data.
5. Conduct Conscious Discipline specific training for all new staff members. All new staff members have received Conscious Discipline specific training prior to the start of their position.
6. Use SEL classrooms evaluation tool 2x/year in established classrooms and per quarter in new teacher classrooms. I had this down as 2x/year in new classrooms and annually for established classrooms so it did not occur with all classrooms in the fall however did occur during the school year.
7. Assist in creating tools for PLC teams to use to discuss and refer students who have behaviors affecting their academic progress. PLCs have been at varying times which has made this challenging. Teachers currently use the Child Study Team form to refer students with discipline/behavior issues and will continue with this as the official referral form.
8. Provide staff with on-going Conscious Discipline training to support student social and emotional learning as needed. Will be having a CD training from a CD trainer as well as school visit days for them to work with teachers on specific issues for the SY25.

Desired Outcomes and Evidence of Success:

- Increased student achievement and teacher effectiveness as evidenced by attendance, tardies and behavioral issues. Absences continue to be a challenge. We have been working with the school social worker to create a more concrete plan for absences for the 25SY. This plan will be finalized over the summer. We will be notifying parents at regular intervals with absences and scheduling meetings with parents when students reach a certain number of absences. This updated information on absences will be included in the student handbook and we (Director and School Social Worker) will be attending parent information nights in

August to relay this information. Will also be working with CD to work on behavioral issues and protocols to decrease behaviors.

- Increased staff knowledge and effectiveness with utilizing Conscious Discipline strategies as evidenced by decreased behavioral referrals. We have not seen this yet and have limited resources on how to address the chronic behavior student. Will be working with CD certified trainers in FY25.
- Decreased student behaviors a/e/b discipline tracking forms This was our first year with an official tracking form. We had challenges getting teachers to send students to the office. This will be data that needs to be tracked over several years to look for trends and decreases. Will have whole staff training from CD certified trainers to address students with chronic behavioral challenges. Also working on adding a "focus zone" where students can go to refocus and work on assignments when they are not able to work in the classroom.

Goal: La Tierra Community School will build strong Community Relationships by continuing to strengthen community relationships/school traditions and events, communication of vision for high achievement to families/community.

Purpose/Benefit

- Improve student achievement by reducing absenteeism and increasing family engagement.
- Increased parental involvement.
- Strengthen newly modified Community Connections by creating community relationships with the vast community resources available to our school and students.

Strategies:

- ❖ Work with new parent liaison to strengthen volunteer opportunities and participation for the 2023-24 SY.
- ❖ Creation of Community Connections Binder and resources available to staff.

Action Steps:

1. Meet with at least 3 community resources per quarter to determine what services they provide and how it could fit in with a variety of classroom expeditions. This was not accomplished. Looking at the action steps for this goal when there were time constraints this is the item that got dropped. Will be trying to come up with new ways to achieve this goal.
2. Create a binder for staff which includes information of the services provided by and topics available for student learning at a wide variety of community resources within the state of Arizona. See number 1 above.
3. Maintain classroom expectations of at least 6 "Community Connections" per year and help teachers achieve this goal with support of finances, location of appropriate resources and office support with ensuring parent compliance with transportation guidelines. Classrooms completed 3-6 this year. It was more difficult for upper grades to achieve this goal. May need to drop middle school expectations to 3 per year. Have provided all financial and logistic support from the office.

4. Meet with teachers at beginning of school year teacher to determine volunteer needs for FY24 [Met with teachers during teacher work week and volunteer need lists were created.](#)
5. Meet at least monthly with new volunteer coordinator to discuss strategies to increase parent participation with volunteering. [Met with volunteer coordinator at the beginning of the year at least weekly. The volunteer coordinator left in the fall and due to the fact that we did not have another parent volunteer for this position, we were left with a critical gap in this service. .](#)
6. Quarterly newsletter blurb. Newsletter creation to be delegated to another staff member. [We did not have a newsletter completed this year. New social media stipend includes 2x/year newsletter creation for school.](#)
7. Creation of master calendar with notifications to parents 2 weeks in advance of events [We have sent communication to parents regarding all upcoming events with at least 2 weeks notice.](#)
8. Weekly email to parents. [Emails have been sent more consistently bi-weekly from Director with weekly emails when information warrants. I frequently did not send an email if an office email had been sent from Ms. Heather.](#)
9. Maintain website. [During the summer a complete review of the website was completed and revisions needed were sent to our website company. As changes occurred over the school year we have continued to make changes with our website company.](#)
10. Assign weekly Facebook/Instagram postings to teacher for month they are in charge of fundraising. [This was somewhat of a flop. Teacher postings were inconsistent. We had an aide start who was going to be in charge of this task but then they moved so we were left with a void again. Will be creating a paid stipend position for the upcoming school year.](#)
11. Monitor weekly classroom newsletters ensuring completion. [This was not monitored this school year.](#)
12. Create expectation of teacher contact of parents within 2 weeks of school start to tell parents one good thing about their student. [Teachers were notified of expectation during fall teacher work week however no follow up was completed to gauge compliance or effectiveness.](#)
13. Provide tours to prospective parents. [Tours were arranged and performed at all times throughout the school year by me.](#)
14. Kindergarten information nights held for prospective Kindergarten parents in February 2024. [Two kindergarten information nights were held in February. These nights were planned and presented by both kindergarten teachers and director.](#)
15. Participate in Kindergarten Fair. [No kindergarten fair was held this year.](#)
16. Participate in Earth Day celebration. [We had a double booth at Earth Day. Myself and 4 teachers participated in the booth and we created bird seed pine cone feeders.](#)
17. Creation of on boarding schedule for new families by the end of SY2024 utilizing strategies obtained from conference attended in June 2023. [Working on over the summer to be ready by first week of school.](#)
18. Director and kindergarten co-teachers will visit local preschools in January 2024 to share data for prospective Kindergarten families and create relationships with preschool operators. [Kindergarten co-teachers visited local preschools in January. I facilitated classroom coverage for them but did not visit the preschools with them.](#)

Desired Outcomes and Evidence of Success:

- Availability of "Community Connections" resource binder by end of FY24 [Per number 1 and 2 under action steps this was not completed this year.](#)
- Parent Attendance at Community Events [Attendance was low this year. See action step number 10 under goal number 1 for additional information and proposed strategies.](#)
- Parent participation in volunteer opportunities [Parent volunteers were up in some classrooms and down in some. Not sure how to increase this number at this time.](#)
- Full Kindergarten Enrollment for SY2024-2025 [Current kindergarten enrollment for SY25 is up to 15](#)
- Increase in Parent Satisfaction Survey Results [See Goal #1, Desired Outcome #2 regarding parent satisfaction survey reflection and summary.](#)