

**Focus Areas and Goals
Keystone Learning Services
Adopted September 18, 2013**

Long Term Focus Areas: (These are the items that the board would like to accomplish 3-5 years from now)

Focus Area	Comments
1. Create a climate of good communication with stakeholders who feel invested in Keystone.	<ul style="list-style-type: none"> • Value our staff, maintain high levels of staff morale • Consistently communicating within all levels (8)
2. Develop a clear and concise rubric for determining staffing needs that can be shared with all stakeholders.	<ul style="list-style-type: none"> • Be fiscally stable to allow for program growth and securing of grants • Maximize efficiency of all programs (7)
3. Work cooperatively with districts, KSDE, and regional directors on innovative practices that are research-based.	<ul style="list-style-type: none"> • Establish a strong, trustworthy and unmatched reputation, “Bank on it!” • Be Leaders in Education (5)

Two items not making the top three long-term focus areas are: 1) Seamless integration among districts, and seamless integration between regular and special education, and 2) End all meetings by 9:00pm.

Short Term Goal Areas: (These items are prioritized, and should be focused on within the next 18-24 months.)

Short Term Goal	Long Term Focus Area(s)	Action Steps	Measurable(s)	Additional Comments
1. Improve Staff Morale through better communication (9)	1	<p>More focused communication to Keystone stakeholders, at all levels, Board down to classroom and parents (9)</p> <ul style="list-style-type: none"> • Develop Two-way communication opportunities • Educate board members in each district, and share what Keystone does-Fact Sheet <ul style="list-style-type: none"> A. Continue with weekly director meetings, but schedule time for office managers. B. Continue with weekly district visits. C. Set quarterly leadership team visits to each district. District administrators, Keystone licensed and classified staff will be invited to attend. This will extend and improve our two yearly meetings with each district’s administrative staff. D. Design and Implement weekly updates on happenings at Keystone – on the web site and in email. E. Special education supervisors attend district board meetings to meet board members and discuss services annually. 		

		<p>F. Design and continually update an annual calendar for staff use.</p> <p>G. Review past practices, make any needed changes and inform staff of current practices.</p>		
2. Improve financial sustainability (7)	2	<ul style="list-style-type: none"> Acquire current building, and sell old assets Review program costs and clarify processes for adding staff in programs. 	The original 3 year lease on Ozawkie expires July 1, 2014. We need to look for a long-term solution prior to that date.	<ul style="list-style-type: none"> Look for efficiencies Take into account current issues; district cuts, health insurance issues, decreased funding level from state
3. “Slow down turn around” Hire and retain quality staff in the districts, certified and classified (5)	1	<ul style="list-style-type: none"> Look for ways to assist with health insurance cost as employee benefit <ul style="list-style-type: none"> A. Use insurance meetings, the website and weekly news updates to educate staff on health care reform B. Determine cost and affordability once health care reform is in place C. Restructure benefits to maximize health insurance coverage Look for ways to reward staff who commit to the organization and professional development <ul style="list-style-type: none"> A. Review staff on waivers and provisional licenses. B. Clarify in writing staff development/training for new and current employees (licensed and classified). 		<ul style="list-style-type: none"> Continue growth in accreditation and licensure Recruit quality SPED teachers
4. Develop more equity in professional development for staff (4)	3	<ul style="list-style-type: none"> The staff development plan in place is solid and focuses on our goals and state and federal goals for special education. The solution is to improve goal number 1 so employees have more input and understanding of the system. 		<ul style="list-style-type: none"> Consistent effective training for Newbies
5. Address equity issues regarding technology, facilities and resources (3)	3	<ul style="list-style-type: none"> This goal can be met through several of the communication pieces. The quarterly district meetings will be the most useful for resolving these issues. We can also post the interlocal agreement on the web site. 		<ul style="list-style-type: none"> Meet the technology supports and services of SPED students in the districts-due to financial and SPED regulations

Items not making the top five short term Goal Areas are: 1) Maintenance of cluster programs so there is the least amount of negative impact on districts that support them (3 votes), 2) Close the achievement gap between SPED and general education, and 3) Coordinate shared mission and vision throughout all schools within Keystone