



Iowa Education for Deaf & Blind

Board of Regents, State of Iowa

Strategic Plan
2022 – 2027

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for the Blind & Visually Impaired**
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Mission, Vision and Planning Process

Mission

The mission of Iowa Education for Deaf and Blind is to provide children and youth who are blind, visually impaired, deaf, hard of hearing or deafblind with appropriate educational opportunities, resources and support services that propel them to a future of literacy, independence, and successful living.

Vision

All students can learn, achieve and thrive.

Planning Process

Phase I: Conduct research

- Review mission, vision and priorities
- Review and analyze program and student data, and stakeholder feedback
- Conduct self-assessment of program quality factors
- Determine strengths and areas for improvement

Phase II: Develop Strategic Plan

- Document mission and vision and guiding principles for future
- Synthesizes the results of research phase
- Develop the strategic plan document to serve as a broad outline to guide:
 - Strategic Goals
 - Objectives
 - Strategies and tactics

Phase III: Develop Implementation Plan

- Develop systems for measuring and monitoring progress
- Develop a process for reporting progress to both internal and external stakeholders
- Develop a plan to manage implementation that ensures resources and actions align with goals



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ORGANIZATIONAL CHART

April 2022

**Board of Regents
State of Iowa**

**ISD/IESBVI
SUPERINTENDENT**

Director of Communications

External Communication
Stakeholder Relations
Social Media

ISD Foundation

<p>Director of Student Life</p> <p>Residential Services</p> <p>Food Services</p> <p>Transportation</p> <p>Health Center</p>	<p>Director of Outreach</p> <p>Family Resources</p> <p>Extended Learning</p> <p>Language Resources</p> <p>Literacy Resources</p>	<p>Director of Human Resources</p> <p>Personnel Policy</p> <p>Recruitment</p> <p>Compensation Benefits</p> <p>Employee Relations</p>	<p>Director of Business Operations</p> <p>Accounting Services</p> <p>Information Instructional Technology</p> <p>Facilities and Grounds</p>	<p>ISD Principal Elementary</p> <p>P-8 Education</p> <p>4 PLUS</p>	<p>ISD Principal Secondary</p> <p>9-12 Education</p> <p>Athletics Activities</p>	<p>IESBVI Western Regional Director</p> <p>Itinerant Services</p> <p>4 PLUS</p>	<p>IESBVI Southeastern Regional Director</p> <p>Itinerant Services</p> <p>Vision Resource Center</p> <p>IESBVI Consultation Services</p>	<p>IESBVI Northeastern Regional Director</p> <p>Itinerant Services</p> <p>Extended Learning</p> <p>Athletics</p>
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Strategic Plan Priorities 2022-27

IAEDB Priorities	Regents Priorities
Everyone is accountable for meeting student needs so they become independent and productive adults.	Student Success and Academic Experience Service to Iowans
Students have access to a continuum of services and parents are aware of educational options.	Student Success and Academic Experience Stakeholder Engagement
As a center of expertise, IAEDB personnel have the specialized knowledge, skills and credentials and ongoing professional development to provide high quality education to all students.	Student Success and Academic Experience Operational Excellence and Effectiveness Service to Iowans
Continuous school improvement is grounded in evidence-based practices, collaboration with stakeholders, and performance outcomes that are measured and shared.	Student Success and Academic Experience Stakeholder Engagement
Students have access to the Expanded Core Curriculum including social emotional learning.	Student Success and Academic Experience
Students have a safe learning environment	Operational Excellence and Effectiveness

Strategic Plan for IAEDB Administration

GOAL 1 Improve agency effectiveness by ensuring relevance of programs and services

Priority Areas

IAEDB

- Students have access to a continuum of services and parents are aware of educational options.
- Continuous school improvement is grounded in evidence-based practices, collaboration with stakeholders and performance outcomes that are measured and shared.

Regents

- Operational Excellence and Effectiveness
- Stakeholder Engagement

Objective 1 By 2024 IAEDB administration will implement a review process that aligns areas of programming and services with the mission driven work of the agencies.

Strategy 1 Conduct an internal audit of current programs and services.

Tactic 1 Determine relevance to the mission of the agency.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
07/01/22	Outline, goals and budget for each program and service, Administrative support Time to review program goals and mission	Superintendent Institutional officials	Programs/services, purposes and constituencies served		List of programs and services provided that align/do not align with mission	06/01/23

Tactic 2 Determine resources needed to adequately support each program or service.

Start Date 07/01/23	Resources Needed Time to review program personnel and operating costs	Leader(s) Institutional officials	Base Benchmark Metric List of programs/services that align with mission	Progress Notes Evidence of Change	Final Benchmark Metric List of FTE and operating costs for identified programs	End Date 06/30/24
Tactic 3 Survey staff to determine need for program or service and relevance to mission.						
Start Date 07/01/24	Resources Needed Administrative support to develop/conduct a survey, Staff time to survey	Leader(s) Institutional officials	Base Benchmark Metric Prepare a survey with information from tactics 1 and 2	Progress Notes Evidence of Change	Final Benchmark Metric Staff survey complete with analysis of results	End Date 12/31/24
Strategy 2 Conduct an external audit of current programs and services.						
Tactic 1 Survey external stakeholders to determine need, and support for programs or services.						
Start Date 01/01/25	Resources Needed Administrative support to develop/conduct a survey	Leader(s) Superintendent	Base Benchmark Metric Prepare a programs and needs survey for external stakeholders; parents, LEA and AEA staff	Progress Notes Evidence of Change	Final Benchmark Metric External stakeholder survey complete with analysis of results	End Date 06/30/25
Strategy 3 Determine the unmet mission driven needs of students.						
Tactic 1 Engage external and internal stakeholders for feedback on unmet student needs.						
Start Date 07/01/25	Resources Needed Results from surveys of staff and	Leader(s) Institutional officials	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date 12/31/25

	external stakeholders, Time for meetings with stakeholder groups to discuss findings, Access to families, LEA and AEA staff, DOE, IVRS and IDB staff		List of unmet needs identified through surveys		Needs prioritized based on feedback from stakeholders	
Tactic 2 Determine mission driven relevance of potential new programs or services.						
Start Date 07/01/25	Resources Needed Time to review list of prioritized needs identified by stakeholders	Leader(s) BOR, Institutional officials	Base Benchmark Metric Prioritized list of needs	Progress Notes Evidence of Change	Final Benchmark Metric List of needs that are identified to align with mission of agency	End Date 12/31/25
Tactic 3 Decide which mission driven programs or services will be pursued for development.						
Start Date 07/01/25	Resources Needed Time to consider list of identified needs for new programs or services	Leader(s) BOR, Institutional officials	Base Benchmark Metric Prioritized list of needs	Progress Notes Evidence of Change	Final Benchmark Metric List of approved program/services identified for development	End Date 12/31/25
Strategy 4 Work with external stakeholders to successfully develop and implement new programs and services.						
Tactic 1 Identify agencies and resources needed to provide new programs or services.						

Start Date 01/01/26	Resources Needed Time for agencies to meet and identify resources	Leader(s) Institutional officials and LEA, AEA, DOE, IVRS/IDB partners	Base Benchmark Metric Identified resources to operate program or service and list of potential partners	Progress Notes Evidence of Change	Final Benchmark Metric Outline of resources assigned to any agencies partnering in program or service	End Date 06/30/26
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Tactic 2 Identify agencies responsible for delivery and supervision of services.

Start Date 01/01/26	Resources Needed Time for agencies to meet and determine areas of responsibility	Leader(s) Institutional officials and LEA, AEA, DOE, IVRS/IDB partners	Base Benchmark Metric Outline of responsibilities and list of potential partners	Progress Notes Evidence of Change	Final Benchmark Metric Outline of responsibilities assigned to any agencies partnering in program or service	End Date 06/30/26
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Tactic 3 Determine method for measuring success for new programs or services.

Start Date 01/01/26	Resources Needed Time for agencies to meet and determine accountability measures	Leader(s) Institutional officials and LEA, AEA, DOE, IVRS/IDB partners	Base Benchmark Metric Examples of potential metrics for measuring success	Progress Notes Evidence of Change	Final Benchmark Metric Rubric for measuring and reporting success of program or service	End Date 06/30/26
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GOAL 2 Ensure both internal and external stakeholders are informed about agency progress to achieve strategic goals.

Priority Areas

IAEDB

- Continuous school improvement is grounded in evidence-based practices, collaboration with stakeholders and performance outcomes that are measured and shared.

Regents

- Operational Excellence and Effectiveness
- Stakeholder Engagement

Objective 1 By 2024, IAEDB administration will develop and implement a system for regular communication with internal and external stakeholders about progress to achieve objectives in the strategic plan.						
Strategy 1 Determine data to be collected and analyzed for reporting results.						
Tactic 1 Identify data to be reported from plan objectives.						
Start Date 01/01/23	Resources Needed Time and administrative support	Leader(s) Superintendent Institutional Officials	Base Benchmark Metric Possible data for reports	Progress Notes Evidence of Change	Final Benchmark Metric Data set selected for reports	End Date 07/01/23
Tactic 2 Develop a format for reporting progress data						
Start Date 01/01/23	Resources Needed Time and administrative support	Leader(s) Superintendent	Base Benchmark Metric Sample report templates	Progress Notes Evidence of Change	Final Benchmark Metric Complete report templates	End Date 07/01/23
Strategy 2 Develop a schedule for reporting progress to stakeholders.						
Tactic 1 Determine frequency for reporting data that meets the needs of internal and external stakeholders.						
Start Date 01/01/23	Resources Needed Time and administrative support	Leader(s) Institutional officials and LEA, AEA, DOE, IVRS/IDB partners	Base Benchmark Metric Survey for stakeholder feedback	Progress Notes Evidence of Change	Final Benchmark Metric Report frequency determined for stakeholder groups	End Date 07/01/23
Tactic 2 Determine a schedule for communicating progress to internal and external stakeholders.						
Start Date 01/01/23	Resources Needed Time and administrative support	Leader(s) Superintendent	Base Benchmark Metric Stakeholder report frequency	Progress Notes Evidence of Change	Final Benchmark Metric Progress reports are communicated to stakeholders	End Date 07/01/23

Strategic Plan for Communications

Goal 1 Raise stakeholder awareness of Iowa Education for Deaf and Blind as a trusted resource and school/program of choice.

Priority Areas

IAEDB

- Students have access to a continuum of services and parents are aware of educational options.
- As a center of expertise, Iowa Education for Deaf and Blind has specialized knowledge, skills and credentials and ongoing professional development to provide high quality education to all students.
- Continuous school improvement is grounded in evidence-based practices, collaboration with stakeholders, performance outcomes that are measured and shared.

Regents

- Student success and academic experience
- Stakeholder engagement

Objective 1 By June 2027, 50% percent of surveyed or interviewed referral sources will be able to identify at least one unique service, program or outcome provided by each agency.

Base metric: Assumed as zero. Baseline to be established with survey/interview research. From the survey/interview research, we will learn which programs referral sources are most familiar and emphasize programs with lesser familiarity

Strategy 1 Referral sources will be provided examples of success by their own students resulting from Iowa Education for the Deaf and Blind’s unique services or programs.

Tactic 1 Hire a company to conduct and analyze data from stakeholder interviews/surveys.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/01/22	Budget for dedicated secretarial support to maintain contact information of individuals for research company, handle billing, set	Director of Communications	Assumed as zero. Baseline to be established with survey/interview research. From the survey/interview research, we will		50% increase in stakeholder identification of agency services	06/30/23

	up any needed translators or interpreters. Budget for research company.		learn with which programs referral sources are most familiar and emphasize programs with lesser familiarity			
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Tactic 2 Create up-to-date databases of specific referral sources.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/01/22	Names, titles, contact information of referral sources for both agencies. Budget for dedicated secretarial support to build and maintain databases and pull information quickly	Director of Communications Principals and Region Directors	Contact information for referral sources of currently enrolled students		Maintain accurate and up-to-date database of all referral sources for currently enrolled students	10/01/23

Tactic 3 Create up-to-date databases of student information: publicity releases, hometowns, year in school, faculty, contacts of home school and AEA, other relevant information.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/01/22	Budget for dedicated secretarial support to build and maintain a database or pull from other	Director of Communications Principals and Regional Directors	Determine program and format for database based on data sources		Complete database with identified data sources	06/01/23

	databases in a timely manner.					
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Tactic 4 Collect examples of student success from agency staff.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/01/22	Budget for dedicated secretarial support to track success leads from institutional officials. Budget for temporary communication assistants to help formulate stories, social media content, etc. featuring success stories. Buy-in from program administrators to encourage and remind staff to send success stories. Training to staff explaining what constitutes a success story.	Director of Communications Regional Directors, Principles, Director of Student Life, Director of Outreach	Percent of faculty and staff contributing examples. Percent of students with information in database		Database has examples of success for all currently enrolled students	06/01/25

Tactic 5 Track communications provided to stakeholders.

Start Date	Resources Needed	Leader(s)	Base Benchmark	Progress Notes	Final Benchmark	End Date
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09/01/22	Budget for dedicated secretarial support to maintain a database of which AEAs have been provided information, which information was provided and any feedback received from the communication.	Director of Communications	Metric Percent of communications to and from referral sources is tracked in database	Evidence of Change	Metric 100% of communication to and from referral sources is tracked in database	09/01/27
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Goal 2 Engage stakeholders to become advocates for services and programs offered from Iowa Education for Deaf & Blind.

Priority Area

IAEDB

- Students have access to a continuum of services and **parents are aware of educational options.**
- **As a center of expertise,** Iowa Education for Deaf & Blind have specialized knowledge, skills and credentials and ongoing professional development to provide high quality education to all students.
- Continuous school improvement is grounded in evidence-based practices, **collaboration with stakeholders,** performance outcomes that are measured and shared.

Regents

- Student success; academic experience
- Stakeholder engagement

Objective 1 By June 2027, 50% of surveyed or interviewed referral sources will be able to identify one-to-three examples of how they referred other stakeholders to programs and services offered by Iowa Education for Deaf and Blind.

Strategy 1 Specific referral sources will have formal opportunities to engage in two-way communication with the agencies for Q&A and to clear up misunderstandings.

Tactic 1 Annual roundtables will be held with different stakeholders to offer discussion of services, programs, challenges or strengths specific to the agencies.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/01/23	Commitment of agency leaders to invite specific stakeholders and attend roundtables themselves. Budget for outside facilitator, interpreters & translators. Budget for dedicated secretarial support to set up Zooms and confirm attendance, handle billing, scheduling interpreters and translators, take and maintain notes at roundtable, record attendance.	Director of Communications Regional Directors, Principles, Director of Student Life, Director of Outreach	Number of planned roundtables/participants		Percentage of roundtables conducted/participants attending	09/01/27

Tactic 2 Survey referral sources to determine the percentage of those who refer other stakeholders to Iowa Education for Deaf and Blind's programs and services.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/01/22	Names, titles, contact information of referral sources for both agencies.	Director of Communications Regional Directors,	Potential number of referral sources who have referred other		At least 50% of potential referral sources have	10/01/27

	Budget for dedicated secretarial support to survey referral sources on an annual basis	Principles, Director of Student Life, Director of Outreach	stakeholders to Iowa Education for Deaf and Blind		referred other stakeholders to Iowa Education for Deaf and Blind	
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Strategic Plan for Human Resources

GOAL 1 Improve the recruitment process and practices to effectively access potential applicants.

Priority Area

IAEDB

- As a center of expertise, IAEDB personnel have the specialized knowledge, skills and credentials and ongoing professional development to provide high quality education to all students.

Regents

- Operational Excellence and Effectiveness

OBJECTIVE 1 By 2026 IAEDB Human Resources will develop individualized recruitment plans for TOD, TVI, OMS, and School Assistants (ISD).

Strategy 1 Develop a standard “recruitment plan” template.

Tactic 1 Determine what information needs to be included in the recruitment plan templates.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
07/01/22	Information from supervisors Time to research models of recruitment	HR Director and staff	List of information currently used for recruitment processes		Data for each position; job requirements and sourcing, attracting and engaging with candidates	07/01/23

Tactic 2 Determine the format and organization for a plan template.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
07/01/22	Time to research templates	HR Director and staff	Sample plan templates to guide considerations		Plan template complete and formatted to	07/01/24

					accommodate needed data points, tasks, timelines	
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Strategy 2 Gather, organize, and document relevant information about what training is required and where people are trained.

Tactic 1 Identify appropriate program(s) of study/training for each position.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
07/01/23	Information from supervisors, licensure requirements	HR Director and staff Program administrators	List of positions to be investigated		Information for each position	07/01/24

Tactic 2 Research universities and training programs to identify which prepare potential applicants.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
07/01/23	Time to research location of training programs	HR Director and staff Program administrators	Current list of known universities and training programs		A comprehensive list of training programs for each position	07/01/24

Tactic 3 Research potential faculty/staff contact information within those programs.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
07/01/23	Time to research contacts for each training program	HR Director and staff	Current list of known faculty/staff contacts at universities and training programs		A comprehensive list of contracts for each training program	07/01/24

Tactic 4 Connect with relevant universities' career pages (register/set up accounts within).

Start Date 07/01/23	Resources Needed Time to research universities and training programs	Leader(s) HR Director and staff	Base Benchmark Metric List of relevant university/training program career pages	Progress Notes Evidence of Change	Final Benchmark Metric Registration complete will all university/training program career pages	End Date 07/01/24
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Strategy 3 Make connections with professionals to determine where to access potential applicants.

Tactic 1 Identify professional organizations and the means to connect with their memberships; e.g. job boards or listservs.

Start Date 07/01/24	Resources Needed Time to research referral sources	Leader(s) HR Director and staff Program administrators	Base Benchmark Metric Current list of professional organization contacts	Progress Notes Evidence of Change	Final Benchmark Metric Complete list of professional organization contacts	End Date 07/01/25
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Tactic 2 Poll our current employees to determine; where did they look for vacancies, where did they get their specialized training, suggestions for recruiting sources, and contacts with university or training program staff with whom we might connect.

Start Date 07/01/24	Resources Needed Time to conduct polls and analyze information	Leader(s) HR Director and staff Program administrators	Base Benchmark Metric Polling instrument	Progress Notes Evidence of Change	Final Benchmark Metric Polling data is analyzed with recommendations for future professional contacts	End Date 07/01/25
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Tactic 3 Poll and analyze information from current applicants to determine how they found out about ISD and IESBVI vacancies.

Start Date 07/01/24	Resources Needed	Leader(s) HR Director and staff	Base Benchmark Metric Polling instrument	Progress Notes Evidence of Change	Final Benchmark Metric	End Date 07/01/25
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	Time to conduct polls and analyze information				Polling data is analyzed with recommendations for future media and referral source	
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Tactic 4 Use social media to research professional organizations where we can connect with potential applicants.

Start Date 07/01/24	Resources Needed Time to conduct research	Leader(s) HR Director and staff	Base Benchmark Metric List of current professional and organization contacts	Progress Notes Evidence of Change	Final Benchmark Metric Complete list of recommended professional and organization contrats	End Date 07/01/25
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Tactic 5 Identify current strategies we want to maintain and include with our plan.

Start Date 07/01/24	Resources Needed	Leader(s) HR Director and staff	Base Benchmark Metric List of current recruitment strategies	Progress Notes Evidence of Change	Final Benchmark Metric Recruitment strategies identified from Tactics 1-4	End Date 07/01/25
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Strategic Plan for Business Operations

<p>GOAL 1 Increase efficient use of I-Visions.</p> <p>Priority Area Regents</p> <ul style="list-style-type: none"> Operational Excellence and Effectiveness 						
<p>OBJECTIVE 1 By 2025, business office staff will study all iVisions processes to determine what changes can be made to increase efficiencies in operations.</p>						
<p>Strategy 1 Study iVisions processes and identify potential changes.</p>						
<p>Tactic 1 Review current I-Visions approval processes to determine how it can be streamlined.</p>						
<p>Start Date 07/01/22</p>	<p>Resources Needed Business Office staff Procedure Manual Employee input</p>	<p>Leader(s) Business Operations Director</p>	<p>Base Benchmark Metric Processes identified for review</p>	<p>Progress Notes Evidence of Change Business procedure updated.</p>	<p>Final Benchmark Metric Workflow updated and duplication eliminated.</p>	<p>End Date Continuous</p>
<p>Tactic 2 Review time reporting process to determine if on-line reporting would be effective and efficient.</p>						
<p>Start Date 07/01/22</p>	<p>Resources Needed Business Office staff Procedure Manual Employee input Human Resources Staff</p>	<p>Leader(s) Business Operations and Human Resources Director</p>	<p>Base Benchmark Metric Processes identified for review</p>	<p>Progress Notes Evidence of Change Business procedure updated</p>	<p>Final Benchmark Metric Workflow updated and duplication eliminated</p>	<p>End Date Continuous</p>

GOAL 2 Increase campus security.						
Priority Area						
Regents						
<ul style="list-style-type: none"> Students have a safe learning environment. 						
OBJECTIVE 1 By July 2025, based on an evaluation and recommendations for additional video surveillance, ISD will install additional cameras in recommended areas on campus.						
Strategy 1 Conduct evaluation of video surveillance networks.						
Tactic 1 Review existing camera coverage and determine additional areas in need of coverage.						
Start Date 07/01/22	Resources Needed Consultation with safety specialist Safety Committee Facilities and Business Director Recommendations	Leader(s) Business Operations Director and Facilities	Base Benchmark Metric Evaluate campus to determine areas identified as needing coverage	Progress Notes Evidence of Change	Final Benchmark Metric All campus evaluated with recommendations for additional cameras	End Date 07/1/23
Strategy 2 Implement recommendations from the surveillance evaluation.						
Tactic 1 Purchase and install surveillance equipment.						
Start Date 07/01/23	Resources Needed State appropriation	Leader(s) Business Operations Director and Director of Facilities	Base Benchmark Metric Number of cameras identified and priorities by need	Progress Notes Evidence of Change	Final Benchmark Metric Additional cameras as recommended are installed as determined within budget	End Date 07/01/25

GOAL 3 All staff have technology that is current and meets their needs.						
Priority Area						
Regents						
<ul style="list-style-type: none"> Operational Excellence and Effectiveness 						
OBJECTIVE 1 All staff will have access to hardware and software needed to fulfill position related responsibilities by July 2025.						
Strategy 1 Survey staff to determine unmet technology needs.						
Tactic 1 Conduct survey.						
Start Date 07/01/22	Resources Needed State appropriation ISD and IESBVI technology committees	Leader(s) Business Operations Director and Information Technology Staff	Base Benchmark Metric Develop and distribute survey to all staff, all departments	Progress Notes	Final Benchmark Survey complete with 100% participation	End Date 07/01/23
Strategy 2 Acquire and distribute identified technology.						
Tactic 1 Prioritize purchases of identified hardware and software.						
Start Date 7/01/2023	Resources Needed ISD and IESBVI technology committees	Leader(s) Business Operations Director and Information Technology Staff	Base Benchmark Metric Survey data	Progress Notes Evidence of Change Analysis of data	Final Benchmark Metric List of hardware and software with cost estimates for each program	End Date 7/01/24
Tactic 2 Budget for and purchase hardware and software.						
Start Date 7/01/2024	Resources Needed State appropriation	Leader(s) Business Operations Director and	Base Benchmark Metric Budget	Progress Notes Evidence of Change Purchasing schedule	Final Benchmark Metric All staff have technology	End Date 7/01/25

		Information Technology Staff			needed to do their job	
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Strategic Plan for Student Life

GOAL 1 Develop and implement opportunities for personal and professional development for staff and training and support for students and families to address social-emotional needs our students.

Priority Area

IAEDB

- As a center of expertise, IAEDB personnel have the specialized knowledge, skills and credentials and ongoing professional development to provide high quality education to all students.

Regents

- Student success and academic experience

Objective 1 By 2027 a professional development plan will be implemented for the Student Life department.

Strategy 1 Increase access to training opportunities.

Tactic 1 All Student Life staff will have yearly training targeting social-emotional learning and development as part of their inservice.

Start Date 08/01/22	Resources Needed Presenters, subject matter experts	Leader(s) Director of Student Life	Base Benchmark Metric Once a year	Progress Notes Evidence of Change Documentation of trainings	Final Benchmark Metric Once a year	08/01/27
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Tactic 2 Dormitory and nursing staff will receive targeted social-emotional training.

Start Date 10/01/22	Resources Needed Webinars, presenters, a variety of literature and other materials	Leader(s) DOSL DoN SLA RM	Base Benchmark Metric Two times a year	Progress Notes Evidence of Change Documentation of trainings	Final Benchmark Metric Four times a year	End Date 08/01/27
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Tactic 3 All dormitory staff will have the opportunity to attend National Student Life for the Deaf/Hard of Hearing (NSLDHH) conferences every two years.

Start Date 07/01/23	Resources Needed Funding	Leader(s) Residence Manager(s)	Base Benchmark Metric Once every two years	Progress Notes Evidence of Change Documentation of trainings	Once every two years	End Date 08/01/27
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Tactic 4 Nurses will accumulate one hour of continuing education unit (CEU) that focus on social emotional learning with each license renewal period.

Start Date 08/01/22	Resources Needed Access to trainings	Leader(s) Director of Nursing	Base Benchmark Metric Once a year	Progress Notes Evidence of Change Proof of CEUs - documentation	Final Benchmark Metric Once a year	End Date 08/01/27
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Objective 2 Increase student understanding of social-emotional needs by 2027 by providing internal and external educational opportunities.

Strategy 1 Increase access to educational opportunities related to social-emotional learning.

Tactic 1 Utilize internal resources to provide ongoing education on a monthly basis regarding social-emotional learning and development.

Start Date 08/01/22	Resources Needed SLA, RCs, RMs, RNs Identified areas of concern Recordings of trainings	Leader(s) SLA, RMs, RNs	Base Benchmark Metric Four a year	Progress Notes Evidence of Change Documentation of education	Final Benchmark Metric Monthly	End Date 08/01/27
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Tactic 2 Utilize external resources to provide ongoing education regarding social-emotional learning and development 5 times a year.

Start Date 08/01/22	Resources Needed Outside agencies and organizations, subject matter experts, recordings of trainings	Leader(s) SLA, RMs	Base Benchmark Metric Two a year	Progress Notes Evidence of Change Documentation of education	Final Benchmark Metric 5 a year	End Date 08/01/27
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Objective 3 Increase parent/family engagement by providing up to four social-emotional learning opportunities a year.

Strategy 1 Share information with parents/families about social-emotional learning.

Tactic 1 Individualized parent contacts from staff based on identified areas of concern regarding their child/ren on a weekly basis.						
Start Date 08/01/22	Resources Needed More detailed information-sharing	Leader(s) RMs, Nurses, SLA	Base Benchmark Metric Weekly	Progress Notes Evidence of Change Text messages, phone calls, emails, etc.	Final Benchmark Metric Weekly	End Date 08/01/27
Tactic 2 Provide opportunities for parents to participate in webinars or other types of content related to social emotional learning up to four times a year.						
Start Date 09/01/22	Resources Needed Internal and external individuals, agencies, organizations, subject matter experts	Leader(s) SLA, RMs, RNs	Base Benchmark Metric Twice a year	Progress Notes Evidence of Change Documentation of opportunities	Final Benchmark Metric Four times a year	End Date 08/01/27
Strategy 2 Establish a social-emotional resource library for parents/families to access.						
Tactic 1 Create a central repository of social-emotional learning content by 2027.						
Start Date 08/01/22	Resources Needed Outreach department, IT department, webinars, a variety of literature and other materials developed by subject matter experts	Leader(s) SLA, RMs, RNs, DoSL	Base Benchmark Metric Establish a repository	Progress Notes Evidence of Change Collection of materials as the repository is developed	Final Benchmark Metric Maintain a update the repository	End Date 08/01/27

Strategic Plan Outreach

Goal 1 Develop multilingual, culturally considerate informational brochures that explain each of the five programs to be distributed via email, social media, and the new ISD website.

Priority Area

IAEDB

- Students have access to a continuum of services and parents are aware of educational options.

Regents

- Service to lowans

OBJECTIVE 1 By the end of Summer 2022, Create one concise brochure with summary information for each of the five outreach programs.

Strategy 1 Develop summary for each program in English and ASL.

Tactic 1 Develop draft descriptions of each program in English.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
05/15/22	Shared Google Doc	Outreach Director	0 of 5 descriptions completed	3 of 5 descriptions completed by June 15, 2022	5 of 5 descriptions completed	07/01/22

Tactic 2 Develop ASL translations of each program description.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
06/15/22	Recording studio, video equipment, interpreter	Outreach Director	5 English descriptions, 0 ASL descriptions	5 of 5 descriptions recorded	5 of 5 descriptions edited	07/15/22

Strategy 2 Create summary brochure.

Tactic 1 Develop draft brochure for Outreach programs.

Start Date 06/01/22	Resources Needed Shared Google Doc	Leader(s) Communications Director	Base Benchmark Metric English and ASL draft descriptions	Progress Notes Evidence of Change Draft Brochure by July 31, 2022	Final Benchmark Metric Brochure Reviewed and Approved	End Date 08/15/22
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OBJECTIVE 2 By September 2022, develop specific brochures for each of the three largest and highest impact sub-programs; Interpreting Intensive Study, ASL Classes, and Mentoring Program.

Strategy 1 Develop brochures for the three largest and highest impact subprograms first.

Tactic 1 Develop brochure for the Interpreting Intensive Study Program.

Start Date 07/15/22	Resources Needed Data on previous years of IS, Photos	Leader(s) Sign Language Program Coordinator	Base Benchmark Metric Existing program description, curriculum plan, and data	Progress Notes Evidence of Change Draft of brochure text, images, and graphics to Communications Director by July 15, 2022	Final Benchmark Metric Brochure completed	End Date 08/15/22
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Tactic 2 Develop brochure for the ASL Classes Program.

Start Date 07/15/22	Resources Needed Data on attendance from previous year of ASL Classes	Leader(s) Family Resources Coordinator, Outreach Director	Base Benchmark Metric Existing program description, curriculum plan and data	Progress Notes Evidence of Change Draft of brochure text, images, and graphics to Communication Director by July 15, 2022	Final Benchmark Metric Brochure completed	End Date 08/15/22
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Tactic 3 Develop brochure for the Mentoring Program.

Start Date	Resources Needed	Leader(s)	Base Benchmark	Progress Notes	Final Benchmark	End Date
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07/05/22	Data on previous years of mentoring program, existing description of LAMP	Sign Language Program Coordinator, Outreach Director	Metric Existing program description, emails to service providers, numbers of students served	Evidence of Change Draft of brochure text, images, and graphics to Communication Director by August 15, 2022	Metric Brochure completed	09/15/22
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OBJECTIVE 3 By September 15, 2022, develop flyers which will be updated annually for each event; DCC, Explore ASL, Immersion Conference, Summer Camp, Webinars, Family-Focused Workshops, Day Camps.

Strategy 1 Develop annual flyers in English with ASL descriptions.

Tactic 1 Develop a flyer for Deaf Culture Celebration.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/15/22	Theme, Presenter(s), and Logo by December 1 annually	Assigned Program Coordinator by Outreach Director	Existing event description, emails to service providers, numbers of participants		Registration Open by January 15, Flyers Created	Save the Date by 10/15 Annual Detailed Flyer by 01/15

Tactic 2 Develop flyer for Explore ASL.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
05/15/23	Theme, Presenter(s), and Logo by July 1 annually	Assigned Program Coordinator by Outreach Director	Existing event description, emails to service providers, numbers of participants		Registration Open by August 31, Flyers Created	Save the Date by 05/15 Annual Detailed Flyer by 08/01

Tactic 3 Develop flyer for Immersion Conference.						
Start Date 07/15/23	Resources Needed Theme and Presenter(s) by November 30 annually	Leader(s) Sign Language Program Coordinator	Base Benchmark Metric Existing event description, emails to service providers, numbers of participants	Progress Notes Evidence of Change	Final Benchmark Metric Registration Open by January 15, Flyers Created	End Date Save the Date by 09/01 Annual Detailed Flyer by 01/15
Tactic 4 Develop flyer for Summer Camps.						
Start Date 11/01/22	Resources Needed Theme by December 1	Leader(s) Assigned Program Coordinator by Outreach Director	Base Benchmark Metric Existing event description, emails to service providers, numbers of participants	Progress Notes Evidence of Change	Final Benchmark Metric Registration Open by March 31, Flyers Created	End Date Save the Date by 02/15 Annual Detailed Flyer by 03/15
Tactic 5 Develop flyer for Webinars.						
Start Date 08/01/22	Resources Needed Schedule by September 15	Leader(s) Assigned Program Coordinator by Outreach Director	Base Benchmark Metric Existing event description, emails to service providers, numbers of participants	Progress Notes Evidence of Change	Final Benchmark Metric Registration Open 30 Days Prior to Webinar	End Date Save the Date with Schedule by 09/30 Specific information for each webinar 30 days prior to webinar

Tactic 6 Develop flyer for Family-Focused Workshops.						
Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/15/22	Schedule by September 15	Assigned Program Coordinator by Outreach Director			Registration Open 60 Days Prior to Workshop	Save the Date with Schedule 09/30 Specific information for each workshop 30 days prior to workshop
Tactic 7 Develop flyer for Day Camps.						
Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
08/15/22	Schedule by September 15	Assigned Program Coordinator by Outreach Director			Registration Open 60 Days Prior to Day Camp	Save the Date with Schedule by 09/30 Specific information for each day camp 30 days prior to day camp
Tactic 8 Develop flyer for S3.						
Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/15/22	Location and Committee Selected by	Assigned Program Coordinator by Outreach Director			Registration Open by February 15,	Save the Date by 10/15

	October 15 annually					Annual Detailed Flyer by 02/15
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<p>Goal 2 Develop budgets and sustainable models of funding for each outreach initiative.</p> <p>Priority Area</p> <p>IAEDB</p> <ul style="list-style-type: none"> Continuous school improvement is grounded in evidence-based practices, collaboration with stakeholders, and performance outcomes that are measured and shared. 						
<p>Objective 1 By April 2023, create anticipated budgets for programs seeking funding: Language Resources Program and Family Resources Program.</p>						
<p>Strategy 1 Create five-year average cost analysis for Language Resources and Family Resources Program.</p>						
<p>Tactic 1 Gather budget data for Language Resources Program.</p>						
<p>Start Date 09/06/22</p>	<p>Resources Needed Budgets from past five years</p>	<p>Leader(s) Sign Language Program Coordinator</p>	<p>Base Benchmark Metric Budget data collected and broken down by sub-program: SLPI, IS Program, LAMP, DCC, Workshops</p>	<p>Progress Notes Evidence of Change</p>	<p>Final Benchmark Metric Average budgets for each sub-program completed</p>	<p>End Date 04/15/23</p>
<p>Tactic 2 Gather budget data for Family Resources Program.</p>						
<p>Start Date 09/06/22</p>	<p>Resources Needed Budgets from past five years</p>	<p>Leader(s) Outreach Director, Family Resource Coordinator</p>	<p>Base Benchmark Metric Budget data collected and broken down by</p>	<p>Progress Notes Evidence of Change</p>	<p>Final Benchmark Metric Average budgets for each sub-program</p>	<p>End Date 04/15/23</p>

			sub-program: webinars, ASL classes		completed	
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Strategy 2 Create budget forecast for new program under Family Resources Programs: Deaf mentoring.

Tactic 1 Develop anticipated budget for Deaf Mentoring Program.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
01/09/23	Information and cost of existing mentoring programs	Outreach Director	Gathered information and cost of existing mentoring programs, deaf mentoring program goals	Job descriptions for mentors and anticipated pay rate, anticipated administrative costs	Draft budget for 2023-24	04/15/23

Objective 2 By 11/30 of each year, routinely research, identify, and apply for applicable state and federal projects and grants through local and state agencies to fund opportunities for the Language Resources and Family Resources Programs.

Strategy 1 Identify and apply for potential revenue streams to support Outreach Department activities.

Tactic 1 Identify organizations (local, state, federal, both government and private entity) that provide funding for educational programs and programs for special needs.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
07/01 Annually	Federal Register, Internet	Outreach Director and Program Coordinator(s)	None		List of Agencies and Grant Opportunities	08/31 Annually

Tactic 2 Apply for grant funding.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
	List of Agencies	Outreach Director and			Applications	11/30

08/31 Annually	and Grant Opportunities	Program Coordinator(s)		Schedule of Funding Search Deadlines, Grant Opportunity Postings, Application Deadlines	for Funding by Designated Deadlines	Annually, or based on Grant Deadlines
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Strategic Plan for ISD Education Program

GOAL 1 Improve the level of academic and social/emotional supports we provide to ISD students

Priority Areas

IAEDB

- Continuous school improvement is grounded in evidence-based practices, collaboration with stakeholders, and performance outcomes that are measured and shared.

Regents

- Student Success and Academic Experience

OBJECTIVE 1 By 2027, we will establish and implement a Multi-Tiered System of Supports (MTSS) by moving over at least one level in the indicators of universal instruction, intervention systems, and assessment and data-based decision-making on the Self-Assessment of MTSS Implementation (SAMI) rubric.

Self-assessment of MTSS Implementation (SAMI) Indicators:

- Universal Instruction Indicator
 - Literacy will move from ‘Emerging/Developing’ to ‘Operationalizing’
 - Math and SEBH will move from ‘Operationalizing’ to ‘Optimizing’
- Intervention System Indicator
 - Literacy will move from ‘Getting Started’ to ‘Emerging/Developing’
 - Math and SEBH will move from ‘Emerging/Developing’ to ‘Operationalizing’
- Assessment and Data-Based Decision-Making Indicator all areas will move from ‘Emerging/Developing’ to ‘Operationalizing’

Strategy 1 Develop an ISD MTSS Lead team that will use the Universal Tier Tools Guide in order to improve tier one instruction in all academic areas.

Tactic 1 Put a MTSS lead team in place.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/01/22	Universal Tier Tools Guide	Principals	We do not have a lead team. We are		MTSS Lead team will be	05/01/23

	Possible Training for staff on how to use the Universal Tier Tools Guide		not using the Universal Tier Tools Guide.		established	
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Tactic 2 Create an action plan using the [Universal Tier Tools Guide](#).

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/01/22	Action Plan template (in the UTT Guide) MTSS Lead Team	Principals	We do not currently have an action plan in place		Action Plan complete	09/01/23

Tactic 3 Develop a structure for PLCs which is used with fidelity.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/01/22	PLC PLUS training through GHAEA PLC PLUS Activator's Guide	Principals MTSS Lead Team	PLCs do not currently have a structure in place which is used with fidelity.		Functional PLCs are in place	09/01/24

Strategy 2 MTSS team will help ISD implement the Intervention Systems guide.

Tactic 1 The MTSS lead team will create an action plan using the Intervention Systems Guide.

Start Date	Resources Needed	Leader(s)	Base Benchmark Metric	Progress Notes Evidence of Change	Final Benchmark Metric	End Date
09/01/23	The Intervention Systems Guide Team training from GHAEA on using the	Principals MTSS Lead Team	We are not currently using the Intervention Systems Guide		Action Plan complete	05/01/24

	Intervention Systems guide					
Tactic 2 Administer a Conditions for Learning Survey to students and parents and share results of the survey with ISD staff, students and parents.						
Start Date 09/01/23	Resources Needed PBIS Survey or Iowa DE Conditions for learning survey Current ISD accreditation surveys Training from GHAEA staff on how the team can use the data.	Leader(s) Principals	Base Benchmark Metric We cannot currently access the statewide survey given to students and parents in regards to 'conditions for learning'. We have baseline survey data from previous accreditations.	Progress Notes Evidence of Change	Final Benchmark Metric Survey Results shared with stakeholders	End Date 09/01/24

Strategy 3 The ISD Lead MTSS team will help ISD staff use student data when implementing the MTSS model.						
Tactic 1 Use the Universal Tier Tool Guide to address needs with Assessment Data Based Decision Making.						
Start Date 09/01/22	Resources Needed Universal Tier Tools Guide	Leader(s) Principals MTSS Lead Team	Base Benchmark Metric We do not currently use the guide	Progress Notes Evidence of Change	Final Benchmark Metric Assessment system is in place to monitor student success	End Date 05/01/25
Tactic 2 The team will develop an early warning data system and an intervention data system to track student progress						

Start Date 09/01/25	Resources Needed Panorama or other data systems	Leader(s) Principals MTSS Lead Team	Base Benchmark Metric We do not currently have one intervention system in place to track student progress	Progress Notes Evidence of Change	Final Benchmark Metric Early warning and intervention data system in place	End Date 05/01/26
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Strategic Plan – IESBVI Education Program

<p>Goal 1 Children who are blind/visually impaired will have completed Expanded Core Curriculum assessments for each IEP ECC goal area.</p> <p>Priority Area IAEDB</p> <ul style="list-style-type: none"> • Students have access to the Expanded Core Curriculum including social emotional learning. <p>Regents</p> <ul style="list-style-type: none"> • Student Success and Academic Experience 						
<p>Goal 1 Children who are blind/visually impaired will have completed Expanded Core Curriculum assessments for each IEP ECC goal area.</p>						
<p>OBJECTIVE 1 By April 2023, determine baseline data on percentage of IEP ECC goals with completed assessments for students in grades kindergarten through 12 including those with additional disabilities.</p>						
<p>Strategy 1 Compare the number of IEP ECC goals to the number of completed ECC assessments to determine baseline percentage of completed assessments to IEP ECC goals.</p>						
<p>Tactic 1 Determine the number of IEPs with assessments for areas of the ECC.</p>						
<p>Start Date 8/01/22</p>	<p>Resources Needed IEP and ECC screening tools/assessments</p>	<p>Leader(s) Yvette and RDs, PD Cadre</p>	<p>Base Benchmark Metric No data on number of assessments for ECC goal areas</p>	<p>Progress Notes Evidence of Change Review assessments completed at December and April communication conferences</p>	<p>Final Benchmark Metric Baseline data determined</p>	<p>End Date 04/01/23</p>
<p>Tactic 2 Research and develop list of accessible ECC assessments.</p>						
<p>Start Date 8/01/22</p>	<p>Resources Needed List of current accessible assessments for ECC</p>	<p>Leader(s) Consultants, Regional Directors, and PD Cadre</p>	<p>Base Benchmark Metric Current assessment list</p>	<p>Progress Notes Evidence of Change Updated assessment list</p>	<p>Final Benchmark Metric Staff trained in using the assessments</p>	<p>End Date 04/01/23</p>

Tactic 3 Train staff to use assessments for areas of the ECC						
Start Date 8/2022	Resources Needed PD Time	Leader(s) Consultants, Regional Directors, and PD Cadre	Base Benchmark Metric Number of staff who know how to use assessment	Progress Notes Evidence of Change Provide assessment training	Final Benchmark Metric Number of staff who know how to use assessment	End Date 04/01/24
OBJECTIVE 2 By April 2024, 100% of children in kindergarten through 12 th grade, including those with additional disabilities, will have a completed assessment in each ECC goal area on their IEP.						
Strategy 1 Determine percentage of increase in IEP ECC goals with completed ECC assessments.						
Tactic 1 - Review IEP Goals and ECC assessments twice year.						
Start Date 4/2023 4/2024 4/2025 4/2026 4/2027	Resources Needed IEP goals Assessment data	Leader(s) Regional Directors, Yvette, and PD Cadre	Base Benchmark Metric Percentage of IEP ECC goals with an assessment completed in that area from the previous year	Progress Notes Evidence of Change Goals and assessments reviewed with staff twice a year in December and April	Final Benchmark Metric 100% of students are assessed in ECC goal areas	End Date 04/01/27