



# Vision



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# kid·FRIENDLY

## Introduction

Evolving the learning experience for every individual can only be achieved through an evolutionary transformation. The start of this transformation is the development of a vision, which defines how kid·FRIENDLY will develop, support, enhance and drive forward learning through five key areas.

This document contains a five-year “vision” and forms the basis for kid·FRIENDLY strategic planning. The document is divided into three main parts:

**Part One** is essentially the areas of focus. These have significant overlap as each one is not designed to stand in isolation. The areas are

- Learning
- Teaching
- Leadership and Management
- Professional Development
- Wider Community

**Part Two** is the overall vision for kid·FRIENDLY. This comprises a number of broad statements contained within the areas listed above.

**Part Three** covers the vision delivery, which has three parts (kid·FRIENDLY, District, School) that represent who owns the delivery. This element of the vision does not identify specific details as it is designed to be the stepping off point for the five-year Personalized Learning Plan.

# kid·FRIENDLy

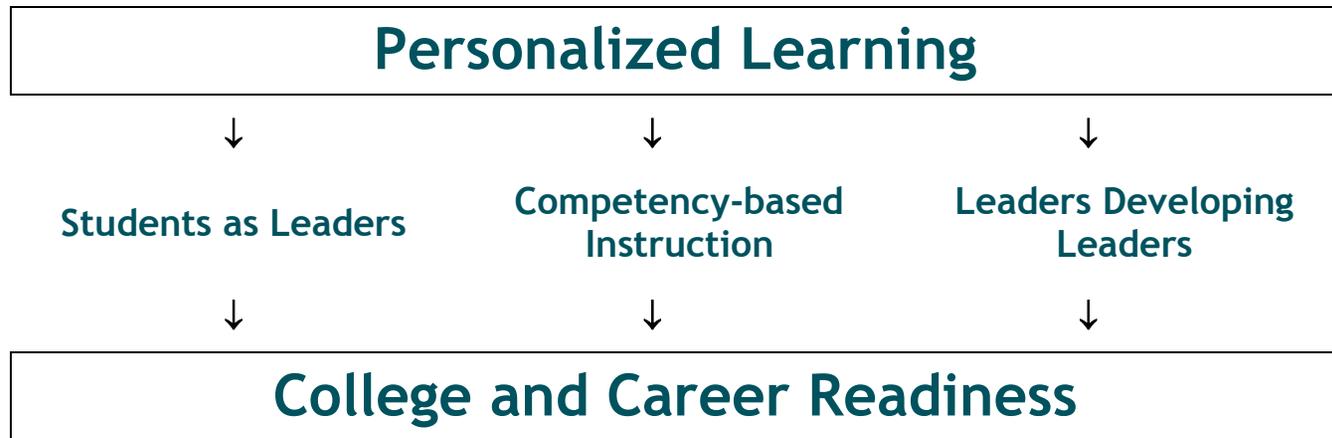
## Overview

kid·FRIENDLy: Kids Focused, Responsible, Imaginative, Engaged, and Determined to Learn is a four-year Race to the Top-District consortium project designed to make learning just that - kid friendly. It touches nearly 60,000 children in 112 schools in 22 school districts located in the Green River Regional Educational Cooperative (GRREC) and Ohio Valley Educational Cooperative (OVEC) service areas. The original kid·FRIENDLy proposal established four key, multi-faceted elements of educational practice and policy to meet the four core assurances designated by the U.S. Department of Education (ED):

Key Educational Elements	US Department of Education Core Assurances
Students as Leaders Leaders Developing Leaders Competency-based Teaching Personalized Learning for All	Adopting standards and assessments that prepare students to succeed in college and the workplace and to compete in the global economy  Building data systems that measure student growth and success, and inform teachers and principals with data about how they can improve instruction  Recruiting, developing, rewarding, and retaining effective teachers and principals, especially where they are needed most  Turning around lowest-achieving schools



In translating the four key educational elements of the kid·FRIENDLY proposal into a unified and comprehensive vision for implementing the grant and reaching the goal of college and career readiness for all students, the kid·FRIENDLY leadership team elevated one element, **Personalized Learning**, as the *overarching principle* to guide all other elements, as illustrated below:



Below is the kid·FRIENDLY vision of how Personalized Learning, supported by the other key elements, will affect five essential educational arenas: 1) Learning, 2) Teaching, 3) Leadership and Management, 4) Professional Development, and 5) Wider Community.



# Vision Narratives

# kid·FRIENDLy Learning

kid·FRIENDLy will revolutionize education through a personalized approach that embraces competency based instruction, measured by student mastery rather than traditional seat time. Personalized learning is purposeful, career focused, and highly engaging. Through universal access to learning resources and the development of individualized goals, our students will take full ownership of their learning. kid·FRIENDLy recognizes that students still need the guidance of teachers. We believe high quality teaching is critical to student success.

kid·FRIENDLy learning environments will reach beyond the walls of the school and blur the lines between the classroom and the real world. Extending learning beyond traditional school dates, times, and places will enable learners to work in multiple venues both on- and off-site, accessing learning resources 24/7/365, thus personalizing time and place to meet individual needs. Some traditional classrooms will become meeting rooms or cafe style environments where students collaborate through team projects, peer learning, real world opportunities, problem-based learning, and other personalized approaches. At other times, learners may work virtually or at non-school locations such as a home or business.

To support multi-centered learning, students will have access to a wide range of tools, providing them with a variety of methods for accessing, engaging, and expressing their work. Technology will be used to deliver a “wow” factor to ignite and stimulate learning. Tools will be seamlessly integrated as part of the learning experience, promoting independent working, collaboration, enterprise, and lifelong success. With ubiquitous connectivity, students will be able to explore new methods of learning such as the flipped classroom, which will provide access to the teacher led element of a lesson in a digital format that is viewed anytime, anywhere. Face-to-face time is then spent more productively on engagement and expression activities with direct teacher guidance.

# kid·FRIENDLy Teaching

kid·FRIENDLy education will transform the role of teachers to facilitators of personalized learning. High quality teaching encompasses practices that (a) engage, motivate, explain, and challenge; (b) provide enrichment and extended learning opportunities; and (c) encourage and enable students to take ownership of their learning.

kid·FRIENDLy recognizes that there will always be a need for direct teacher-to-student interaction, but, in this digital age, teachers will evolve their practice to facilitate a career/college focused, student-led learning model. Teachers will guide learning through a variety of methods that enable students to progress in a way that best suits their needs.

kid·FRIENDLy teachers will develop the structures and supports necessary to deliver the many elements of learning. Strategies such as online courses, peer learning, flipped classrooms, real-world opportunities, blended learning, problem-based situations, and competency-based achievement will provide for greater personalization. All teachers will be able to share and have access to resources, formative and summative data, and real-time feedback. This approach will enable monitoring and understanding of progress and attainment, helping transform teachers of the industrial age to learning coaches of the digital age. Teachers will better use their time and resources, allowing more opportunities to personalize the learning experience, ultimately preparing students for a future we cannot yet describe.

kid·FRIENDLy school and district leaders will develop a working environment conducive to a learner-led model, transforming the teacher from deliverer of content to collaborator, facilitator, and coach.

The shift to a culture of personalization will see a far greater focus placed on flexible environments, reimaged human capital, and a variety of working practices all unrestricted by time and place. This shift will generate enthusiasm and provide increased job satisfaction among staff. Our teachers, ultimately, will personalize their own professional experience.

## kid·FRIENDLy

kid·FRIENDLy will foster a culture of leadership that builds the capacity of ALL learners to set goals and work toward them, developing teamwork, critical thinking, communication, creativity, and problem-solving.

kid·FRIENDLy schools will be a hub - where learners are both encouraged and able to articulate their dreams. Students will choose the tools, environments, and pathways to personalize their learning, enabling them to build the knowledge, skills, and experience for lifelong success.



# kid·FRIENDLy

## Leadership and Management

kid·FRIENDLy leaders will be catalysts for change. Leaders will not be limited to principals but will also include teachers, students, and industry and community mentors who can facilitate change in schools and districts. They will support innovative policies and practices that develop the personalization of learning and build capacity to take ownership of these new pathways. Our leaders will develop a culture of positive change, encouraging both learners and teachers to drive forward cutting edge educational models in a supportive environment.

kid·FRIENDLy education will be data-rich and data-wise. Leaders will enable teachers to know their learners - how much time they spend in school and learning in other locations, what resources they use, their interests, their assessment and grade information, and even their progress and achievement beyond graduation. kid·FRIENDLy will promote relevant feedback that will guide next steps and enable learners to take ownership of their career and college readiness goals. Data will not only inform daily strategies but will also help analyze how effectively learners are prepared for their future careers.

kid·FRIENDLy leadership will value sophisticated communication as an essential part of ensuring continual success and sustainability. Our communication strategies will afford greater flexibility for learners, providing them with access to educators that they would not have been possible previously. Leaders will embrace communication with students, encouraging them to have a clear and purposeful voice in the development of a student-centric school. Through the effective sharing of information we will propagate good practice nationally, ultimately reshaping our nation's education system.

# kid·FRIENDLy

## Professional Development

kid·FRIENDLy will capitalize on professional development as the fundamental means by which learning is transformed and personalized. Learners will use various needs assessment tools to determine areas of growth and connect to anytime - anywhere resources, programs, and high-quality providers.

kid·FRIENDLy professional development will guide teachers and school leaders to become effective role models, facilitators, and decision makers who integrate personalization into every aspect of teaching, learning, and leading. Professional development will be consistent, on demand, individualized, and collaborative and will include coaching, on-going in-class support, and identification of new pedagogical tools and approaches. Kid·FRIENDLy will increase learning time for teachers and other school leaders to allow for personalized professional development.

Technology will be an essential part of providing effective professional development, because it is flexible, multimodal, has varied entry points, and facilitates networking and collaboration. kid·FRIENDLy will use technology to engage teachers and support the personalization of their learning, enabling them to self-direct when, where, and what they learn.

kid·FRIENDLy will promote personalized learning and the integration of emerging technologies by establishing cohorts of lead educators who will model exemplar lessons, help design demonstration classrooms, and provide high-quality experiences aimed at developing highly effective teachers and school leaders.

kid·FRIENDLy lead educators will

- Share research.
- Build flexible time models.
- Explore alternative organizations of classroom and building environments.
- Investigate and develop innovative delivery methods.
- Develop learning resources around their area of expertise.
- Deliver exemplar lessons that can be viewed by other teachers (live and/or recorded).
- Explore new and existing technologies.
- Produce and/or find guidance notes (e.g., podcasts, video) in their area of expertise.
- Develop resources that promote an “on-demand” approach to professional development.
- Use technology to increase the flexibility of professional development (e.g., webinars).

## kid·FRIENDLy

# Wider Community

kid·FRIENDLy schools will be key learning “hubs” in the local community. They will provide open, resource-rich environments that extend learning opportunities for a wide range of learners throughout the community.

kid·FRIENDLy will strengthen the relationship between the community and the school. kid·FRIENDLy will promote a community-focused approach to facilities usage, and all learners will come to regard school facilities as essential resources that enhance the overall quality of community life.

kid·FRIENDLy schools will establish extended hours of use to meet broader student and community needs that help build student/teacher relationships and further develop life skills. Before and after school programs will help keep kids safe, assist working parents, and extend the school day with enriching experiences.

kid·FRIENDLy schools will welcome the values, wisdom and expertise of parents and community members. Parents will play an essential role in assisting students in attitude, behavior, and academic development. Intergenerational volunteers will provide the skills, knowledge, and experience that greatly assist students, teachers, and administrators.

kid·FRIENDLy schools will build critical and reciprocal partnerships with local, regional, national, and international businesses, community and civic organizations, and post-secondary institutions. Partnerships will enable rich learning experiences through volunteering, internships, and apprenticeships. This approach will open the eyes of students to new possibilities, while building lifelong, positive relationships between the wider community and all learners.



# Vision Narratives and Deliverables

*\*In the following tables, **highlighted text** represents a deliverable that ALL schools are required to include in the Year 1 Personalized Learning Plans.*



# kid·FRIENDLy Learning

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To support multi-centered learning, students will have access to a wide range of tools, providing them with a variety of methods for accessing, engaging, and expressing their work. Technology will be used to deliver a “wow” factor to ignite and stimulate learning. Tools will be seamlessly integrated as part of the learning experience, promoting independent working, collaboration, enterprise, and lifelong success. With ubiquitous connectivity, students will be able to explore new methods of learning such as the flipped classroom, which will provide access to the teacher led element of a lesson in a digital format that is viewed anytime, anywhere. Face-to-face time is then spent more productively on engagement and expression activities with direct teacher guidance.



Learning	Vision	Vision Delivery kid·FRIENDLY	Vision Delivery District	Vision Delivery School
<p>Learning</p>	<p><i>kid·FRIENDLY will embrace competency based instruction measured by student mastery.</i></p>	<ul style="list-style-type: none"> <li>• Provide PD for standards based mastery grading.</li> <li>• Deliver symposia providing information on standards based grading.</li> <li>• Provide support, examples, and resources to assist districts.</li> <li>• Provide support for districts writing waivers and policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a standards-based grading policy.</li> <li>• Conduct informational meetings for parents about mastery learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and implement acceleration strategies (e.g., grade level to grade level, teacher to teacher, online) based on standards mastery.</li> <li>• Move students through the curriculum at their own pace based on mastery of standards.</li> <li>• Implement standards-based learning/grading.</li> <li>• Develop student personalized learning plans for students who are two standards below grade level.</li> <li>• Develop E-portfolios as a means for capturing evidence of learning.</li> </ul>



Learning	Vision	Vision Delivery kid·FRIENDLy	Vision Delivery District	Vision Delivery School
	<p><i>Personalized learning environments will reach beyond the walls of the school.</i></p>	<ul style="list-style-type: none"> <li>• Provide support, examples, and resources to assist districts.</li> <li>• Provide support for districts writing waivers and policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct informational meetings for parents about personalized learning.</li> <li>• Provide a learning platform with curriculum content available from any location with internet connectivity.</li> <li>• Develop policy to allow flexibility in terms of time, location, and staffing.</li> </ul>	<ul style="list-style-type: none"> <li>• Upload online lessons and lesson resources.</li> <li>• Implement blended learning strategies.</li> <li>• Provide physical and virtual alternative learning environments.</li> <li>• Conduct parent informational meetings.</li> </ul>
	<p><i>kid·FRIENDLy will extend personalized learning beyond traditional school calendar days.</i></p>	<ul style="list-style-type: none"> <li>• Provide support, examples, and resources to assist districts.</li> <li>• Provide support for districts writing waivers and policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a district calendar that supports extended learning days beyond the traditional calendar.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide extended calendar days to meet the needs of students.</li> </ul>



Learning	Vision	Vision Delivery kid·FRIENDLy	Vision Delivery District	Vision Delivery School
	<p><i>kid·FRIENDLy will extend personalized learning beyond traditional school times.</i></p>	<ul style="list-style-type: none"> <li>• Provide support, examples, and resources to assist districts.</li> <li>• Provide support for districts writing waivers and policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt flexible start and end times that support extended learning hours beyond the traditional school day.</li> </ul>	<ul style="list-style-type: none"> <li>• Extend the school day to increase flexible learning.</li> <li>• Enable students and teachers to work from different locations.</li> <li>• Provide students with extended access to teachers and the school building.</li> <li>• Develop alternative schedules for teachers and students.</li> <li>• Provide access to assistance and training resources at point of need.</li> </ul>
	<p><i>Learners will access technology based resources 24/7/365.</i></p>	<ul style="list-style-type: none"> <li>• Provide consultation and resources.</li> <li>• Provide PD for maximizing use of CIITS.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify locations for and provide Wi-Fi hotspots.</li> <li>• Provide a learning platform.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide online resources, lessons, blogs, message boards, social media and teacher/peer feedback.</li> </ul>



Learning	Vision	Vision Delivery kid·FRIENDLY	Vision Delivery District	Vision Delivery School
	<p><i>Some traditional classrooms will be meeting rooms or café style environments to enable personalization</i></p>	<ul style="list-style-type: none"> <li>• Broker relationships with providers and districts to supply equipment free of charge or at reduced cost.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop relationships with providers to supply equipment free or at reduced cost.</li> </ul>	<ul style="list-style-type: none"> <li>• Enable flexible use of space, furniture and learning environments.</li> <li>• Design innovative, appealing, multi-use learning spaces.</li> <li>• Create alternative learning environments inside or outside the school.</li> <li>• Equip learning spaces with specialized technologies and furniture to serve multiple functions.</li> </ul>
	<p><i>kid·FRIENDLY will provide opportunities for personalization through team, peer, real world and problem based learning.</i></p>	<ul style="list-style-type: none"> <li>• Develop relationships with Request for Proposal (RFP) clearinghouses.</li> <li>• Develop a kid·FRIENDLY clearinghouse for RFPs.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide sustainability for RFP clearinghouse.</li> <li>• Provide PD for team, peer, real world and problem based learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate student designed learning.</li> <li>• Enable student choice (e.g., grouping, tools, knowledge, environment).</li> <li>• Develop real world connections for student work (e.g., contests, RFPs, collaborative industry projects and problems).</li> </ul>



Learning	Vision	Vision Delivery kid·FRIENDLy	Vision Delivery District	Vision Delivery School
	<p><i>kid·FRIENDLy students will have access to a wide range of tools providing them with a variety of methods for accessing, engaging and expressing their work.</i></p>	<ul style="list-style-type: none"> <li>• Provide resources and support based on identified needs.</li> <li>• Develop demonstration sites.</li> <li>• Provide annual technology for personalized learning survey.</li> <li>• Provide support for districts writing policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide network access either through a learning platform or personal device network.</li> <li>• Provide access to a range of peripheral technologies (e.g., digital video, podcasting tools, graphic slates).</li> <li>• Provide students access to display technology in classrooms.</li> <li>• Adopt policies that support the use of personal devices for learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide student-centered environment where multiple tools are available.</li> <li>• Provide access to a range of peripheral technologies (e.g., digital video, podcasting tools, graphic slates).</li> <li>• Provide students access to display technology in classrooms.</li> <li>• Use personal devices to positively impact learning.</li> <li>• Complete an annual survey.</li> <li>• Adopt SBDM policies enabling the use of personal devices for learning.</li> </ul>



# kid·FRIENDLy

Learning	Vision	Vision Delivery kid·FRIENDLy	Vision Delivery District	Vision Delivery School
	<p><i>kid·FRIENDLy will provide ubiquitous connectivity.</i></p>	<ul style="list-style-type: none"> <li>• Provide support, examples, and resources to assist districts.</li> <li>• Provide support for districts writing policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure combinations of fixed and mobile devices are accessible through a robust network.</li> <li>• Develop policies for Bring Your Own Device (BYOD) and/or 1:1 initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide learners with uninterrupted access to a robust wireless network.</li> <li>• Provide a combination or fixed, mobile, and personal devices.</li> </ul>
	<p><i>kid·FRIENDLy will foster a culture of leadership in all learners.</i></p>	<ul style="list-style-type: none"> <li>• Provide leadership opportunities for district and school leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide leadership opportunities for school staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide leadership opportunities for students.</li> </ul>



## Teaching

kid·FRIENDLy education will transform the role of teachers to facilitators of personalized learning. High quality teaching encompasses practices that (a) engage, motivate, explain, and challenge; (b) provide enrichment and extended learning opportunities; and (c) encourage and enable students to take ownership of their learning.

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Teaching	Vision	Vision Delivery kid·FRIENDLY	Vision Delivery District	Vision Delivery School
Teaching	<i>kid·FRIENDLY teachers will personalize learning.</i>	<ul style="list-style-type: none"> <li>• Provide support, examples, and resources to assist districts.</li> <li>• Provide support for districts writing waivers and policies.</li> <li>• Develop demonstration sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Support and encourage risk taking.</li> <li>• Develop policies and/or procedures to support innovative learning.</li> <li>• Apply for waivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement strategies, structures and supports for online, peer, blended, real world, problem and competency based learning.</li> <li>• Provide opportunities for Student Choice</li> <li>• Provide opportunities that encourage risk taking.</li> <li>• Use individual goal setting.</li> <li>• Develop SBDM policies and/or procedures to support innovative learning.</li> </ul>



**kid·FRIENDLy**

Teaching	Vision	Vision Delivery kid·FRIENDLy	Vision Delivery District	Vision Delivery School
	<p><i>kid·FRIENDLy teachers will be able to share and have access to digital resources.</i></p>	<ul style="list-style-type: none"> <li>• Provide PD to support.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide access to digital learning platforms.</li> <li>• Provide PD to support.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide access to digital learning platforms.</li> <li>• Provide Teacher Tool Kits that are common to all classrooms.</li> <li>• Provide a variety of peripheral tools (i.e., screen capture software, collaboration tools, and online tutorials) that enable teachers to personalize learning.</li> </ul>
	<p><i>kid·FRIENDLy teachers will be able to share and have access to formative and summative data.</i></p>	<ul style="list-style-type: none"> <li>• Provide PD and support.</li> </ul>	<ul style="list-style-type: none"> <li>• Support student information system (i.e., CIITS).</li> </ul>	<ul style="list-style-type: none"> <li>• Protect time for collaboration among teachers for a deeper understanding and analysis of standards, assessments, tasks through learning communities.</li> <li>• Analyze annually summative assessment data, non-cognitive data, and a variety of other data to develop a school improvement plan inclusive of the personalized learning plan.</li> </ul>



kid·FRIENDLy

Teaching	Vision	Vision Delivery kid·FRIENDLy	Vision Delivery District	Vision Delivery School
	<p><i>kid·FRIENDLy teachers will be able to share and have access to real-time feedback.</i></p>	<ul style="list-style-type: none"> <li>• Provide support and professional learning opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a professional growth and effectiveness system.</li> </ul>	<ul style="list-style-type: none"> <li>• Use various tools to provide real time feedback for teachers from leaders and for students from teachers (i.e., Just for me - Just in time).</li> <li>• Provide opportunities for feedback from all stakeholders.</li> <li>• Participate in regular instructional rounds.</li> </ul>
	<p><i>kid·FRIENDLy teachers will make more effective use of time.</i></p>	<ul style="list-style-type: none"> <li>• Provide PD and support.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide PD and support.</li> </ul>	<ul style="list-style-type: none"> <li>• Create flexible scheduling as needed to implement personalized learning.</li> <li>• Use effective communication strategies.</li> <li>• Develop digital lesson plans.</li> <li>• Analyze and review multiple data sources as an ongoing process to guide teachers and students in maximizing time for personalized learning.</li> </ul>



# kid·FRIENDLY

Teaching	Vision	Vision Delivery kid·FRIENDLY	Vision Delivery District	Vision Delivery School
	<p><i>kid·FRIENDLY teachers will make more effective use of existing resources.</i></p>	<ul style="list-style-type: none"> <li>• Provide job-embedded PD.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide PD to maximize the use of existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide access to all technology resources.</li> <li>• Use under-utilized resources such as CIITS.</li> <li>• Provide PD to maximize existing resources for both teachers and students.</li> </ul>
	<p><i>kid·FRIENDLY teachers working practices will be unrestricted by time and place.</i></p>	<ul style="list-style-type: none"> <li>• Support districts in adopting necessary policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt policies and or procedures to support flexible schedules, environments and locations.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide alternative working environments.</li> <li>• Enable teacher flexibility in work schedule and location.</li> </ul>



## Leadership and Management

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Leadership & Management	Vision	Vision Delivery kid·FRIENDLY	Vision Delivery District	Vision Delivery School
Leadership	<i>kid·FRIENDLY leaders will not be limited to principals but includes teachers, students, and industry and community members.</i>	<ul style="list-style-type: none"> <li>• Provide PD and leadership training for administrators and teachers.</li> <li>• Provide training for students as leader.</li> </ul>	<ul style="list-style-type: none"> <li>• Support efforts for PD by providing facilities, resources (e.g., copies, phone) and time.</li> <li>• Develop a district leadership team that reflects all stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop structures that support the development of teacher leaders.</li> <li>• Develop structures that support the development of student leaders.</li> <li>• Develop structures that support the development of SBDM council and other leadership teams.</li> </ul>
& Management	<i>kid·FRIENDLY leaders will develop a culture of positive change.</i>	<ul style="list-style-type: none"> <li>• Provide and/or review results from school culture assessments.</li> <li>• Provide PD to develop student leadership.</li> <li>• Provide resources and support for teachers to implement strategies for positive change.</li> <li>• Develop leaders' understanding of change management.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide resources and support for positive cultural change by removing barriers that inhibit change (promote risk taking).</li> <li>• Promote positive media and communication about the grant and its positive outcomes for students.</li> <li>• Celebrate the successes of strategies that are changing school culture.</li> <li>• Promote the changes to parents and community.</li> <li>• Manage change effectively with recognized change management structures.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a safe environment conducive to risk taking.</li> <li>• Provide opportunities to celebrate success.</li> <li>• Develop positive relationships between students, teachers, and the wider community.</li> <li>• Manage change effectively with recognized change management structures.</li> </ul>



Leadership & Management	Vision	Vision Delivery kid·FRIENDLY	Vision Delivery District	Vision Delivery School
	<p><i>kid·FRIENDLY education will be data-rich and data-wise to enable us to better know our learners.</i></p>	<ul style="list-style-type: none"> <li>• Support the use of data systems that measure student growth and success, and inform teachers and principals with data about how they can improve instruction.</li> <li>• Provide training for Data Retreats.</li> <li>• Provide D.A.T.A. Focused Learning Communities training.</li> </ul>	<ul style="list-style-type: none"> <li>• Be actively involved in data communities.</li> <li>• Support schools in training parents and students in data management.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in and sustain Data Retreats.</li> <li>• Participate in and sustain D.A.T.A. Focused Learning Communities.</li> <li>• Implement effective student self-management of data.</li> <li>• Use CIITS to support data management.</li> </ul>
	<p><i>kid·FRIENDLY will promote relevant feedback that guides next steps.</i></p>	<ul style="list-style-type: none"> <li>• Use multiple structures and data sources to provide timely and specific feedback to guide next steps for district and school leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• Use multiple structures and data sources to provide timely and specific feedback to guide next steps for school leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• Use multiple structures and data sources to provide timely and specific feedback to guide next steps for both students and teachers.</li> </ul>



Leadership & Management	Vision	Vision Delivery kid·FRIENDLY	Vision Delivery District	Vision Delivery School
	<p><i>Leaders enable learners to take ownership of their career and college readiness goals.</i></p>	<ul style="list-style-type: none"> <li>• Provide college and career readiness counselors.</li> <li>• Provide resources for CCR centers.</li> <li>• PD for CCR counselors.</li> <li>• Provide resources to remove college and career readiness barriers for students.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide space and resources for career centers.</li> <li>• Ensure sustainability for career centers and staffing.</li> <li>• Forge close industry links.</li> <li>• Support school and FRYSC collaboration to provide college and career readiness training at all grade levels.</li> <li>• Support school and FRYSC collaboration to remove college and career readiness barriers at all grade levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate student goal setting for college and career readiness.</li> <li>• Ensure all students implement effective college and career readiness goals.</li> <li>• Provide “day in the life” speakers.</li> <li>• Forge close industry links to facilitate workplace experience.</li> <li>• Collaborate with FRYSCs to provide college and career readiness training for parents.</li> <li>• Collaborate with FRYSC to remove college and career readiness barriers at all grade levels.</li> </ul>



Leadership & Management	Vision	Vision Delivery kid·FRIENDLY	Vision Delivery District	Vision Delivery School
	<p><i>kid·FRIENDLY leadership will promote and develop sophisticated communication</i></p>	<ul style="list-style-type: none"> <li>• Use communication tools (e.g., website, blogs, Tweets) effectively.</li> <li>• Implement strategies for communicating kid·FRIENDLY vision, goals and progress.</li> <li>• Develop innovative ideas for communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop innovative ideas for communication.</li> <li>• Remove barriers to communication.</li> <li>• Examine/re-design current communication policies that may need to be changed.</li> <li>• Develop policies and or procedures for all modes of communication between and among all stakeholder groups.</li> <li>• Implement strategies for communicating kid·FRIENDLY vision, goals and progress.</li> <li>• Use communication tools (e.g., website, blogs, Tweets) effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop policies and or procedures for all modes of communication between and among all stakeholder groups.</li> <li>• Use 21<sup>st</sup> century communication tools (e.g., website, blogs, Tweets) effectively.</li> <li>• Implement strategies for communicating kid·FRIENDLY vision, goals and progress.</li> <li>• Develop and maintain an active and up to date web presence that includes a school website and social media presence.</li> </ul>
	<p><i>kid·FRIENDLY communication strategies will provide greater flexibility for learners.</i></p>	<ul style="list-style-type: none"> <li>• Provide necessary support.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide broad, realistic access to communication tools.</li> <li>• Develop appropriate policies and procedures for using communication tools.</li> <li>• Provide necessary support.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide communication tools that facilitate greater flexibility (e.g., Skype, Wallwisher, JoinMe, instant messaging).</li> </ul>



Leadership & Management	Vision	Vision Delivery kid·FRIENDLy	Vision Delivery District	Vision Delivery School
	<p><i>kid·FRIENDLy leaders will embrace communication with students, encouraging them to have a clear and purposeful voice in the way the school operates to ensure its development is student-centric.</i></p>		<ul style="list-style-type: none"> <li>• Develop and implement mechanisms for all students to have voice, prompted and unprompted.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities for student voice in developing personalized learning.</li> <li>• Develop and implement mechanisms for all students to have voice, prompted and unprompted.</li> </ul>



Leadership & Management	Vision	Vision Delivery kid·FRIENDLY	Vision Delivery District	Vision Delivery School
	<p><i>kid·FRIENDLY will propagate good practice nationally through the effective sharing of information.</i></p>	<ul style="list-style-type: none"> <li>• Ensure consistency of messages to all stakeholders at the local and national level through a communications and marketing specialist.</li> <li>• Participate and/or present at national conferences.</li> <li>• Develop an information gathering tool to share among the participants.</li> <li>• Continually research best practices about grant components to disseminate to the grant's stakeholders.</li> <li>• Provide opportunities for districts to come together and share ideas.</li> </ul>	<ul style="list-style-type: none"> <li>• Share information with other districts about the successes and challenges of personalized learning.</li> <li>• Gather and share artifacts that demonstrate best practices as evidenced through the grant components.</li> <li>• Provide community forums for disseminating information.</li> <li>• Participate and/or present at national conferences.</li> <li>• Provide regular press releases.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate and/or present at national conferences.</li> <li>• Provide regular press releases.</li> <li>• Invite parents and community members in to school events and daily activities.</li> <li>• Develop webpages that help propagate good practice.</li> </ul>



# kid·FRIENDLy

## Professional Development

kid·FRIENDLy will capitalize on professional development as the fundamental means by which learning is transformed and personalized. Learners will use various needs assessment tools to determine areas of growth and connect to anytime - anywhere resources, programs, and high-quality providers.

kid·FRIENDLy professional development will guide teachers and school leaders to become effective role models, facilitators, and decision makers who integrate personalization into every aspect of teaching, learning, and leading. Professional development will be consistent, on demand, individualized, and collaborative and will include coaching, on-going in-class support, and identification of new pedagogical tools and approaches. Kid·FRIENDLy will increase learning time for teachers and other school leaders to allow for personalized professional development.

Technology will be an essential part of providing effective professional development, because it is flexible, multimodal, has varied entry points, and facilitates networking and collaboration. kid·FRIENDLy will use technology to engage teachers and support the personalization of their learning, enabling them to self-direct when, where, and what they learn.

kid·FRIENDLy will promote personalized learning and the integration of emerging technologies by establishing cohorts of lead educators who will model exemplar lessons, help design demonstration classrooms, and provide high-quality experiences aimed at developing highly effective teachers and school leaders.

kid·FRIENDLy lead educators will

- Share research.
- Build flexible time models.
- Explore alternative organizations of classroom and building environments.
- Investigate and develop innovative delivery methods.
- Develop learning resources around their area of expertise.
- Deliver exemplar lessons that can be viewed by other teachers (live and/or recorded).
- Explore new and existing technologies.
- Produce and/or find guidance notes (e.g., podcasts, video) in their area of expertise.
- Develop resources that promote an “on-demand” approach to professional development.
- Use technology to increase the flexibility of professional development (e.g., webinars).

Professional Development	Vision	Vision Delivery kid·FRIENDLY	Vision Delivery District	Vision Delivery School
Professional Development	<p><i>kid·FRIENDLY teachers will use various needs assessment tools to determine areas of growth.</i></p>	<ul style="list-style-type: none"> <li>• Provide and conduct regular needs assessment and share with stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct regular needs assessment and share with stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct regular needs assessment and share with stakeholders.</li> </ul>
	<p><i>kid·FRIENDLY professional development will guide teachers and school leaders to be effective role models, facilitators, and decision makers.</i></p>	<ul style="list-style-type: none"> <li>• Offer a variety of professional development opportunities.</li> <li>• Support and develop lead educator cohort across kid·FRIENDLY districts.</li> </ul>	<ul style="list-style-type: none"> <li>• Support and develop lead educator cohort across district.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and participate in appropriate PD activities.</li> <li>• Operationalize learning from PD.</li> <li>• Allow time for peer observations.</li> <li>• Allow choice of PD.</li> <li>• Identify, support and develop lead educators.</li> <li>• Participate in required kid·FRIENDLY PD</li> </ul>



Professional Development	Vision	Vision Delivery kid·FRIENDLy	Vision Delivery District	Vision Delivery School
	<p><i>kid·FRIENDLy professional development will be consistent, on demand, individualized, and collaborative.</i></p>	<ul style="list-style-type: none"> <li>• Support the development of demonstration classrooms.</li> <li>• Provide PD follow-up and coaching.</li> <li>• Support on-demand PD.</li> </ul>	<ul style="list-style-type: none"> <li>• Design opportunities for peer observations, demonstration site visits and planning for personalized learning among schools and/or districts.</li> <li>• Share best practice through available technologies to support on-demand PD (e.g., video of exemplar lesson, short tutorials)</li> <li>• Support school level PD to accomplish kid·FRIENDLy goals.</li> <li>• Support on-demand PD.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and/or develop resources that enable on demand PD.</li> <li>• Share best practice through available technologies to support on-demand PD (e.g., video of exemplar lesson, short tutorial videos).</li> <li>• Allocate PD time/days to accomplish kid·FRIENDLy goals.</li> <li>• Develop demonstration classrooms.</li> <li>• Ensure PD is on-demand and available for anytime/anyplace learning.</li> <li>• Enable learning coaches/lead educators to model innovative practices.</li> </ul>



Professional Development	Vision	Vision Delivery kid·FRIENDLy	Vision Delivery District	Vision Delivery School
	<p><i>Kid·FRIENDLy will increase learning time for teachers and other school leaders to allow for personalized professional development.</i></p>	<ul style="list-style-type: none"> <li>• Provide opportunities for personalized professional development for kid·FRIENDLy staff to enable effective support of schools and districts.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that district and school leaders have appropriate time for personalized professional development.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that teachers have appropriate time for personalized professional development.</li> </ul>
	<p><i>Kid·FRIENDLy will facilitate collaborative professional development.</i></p>	<ul style="list-style-type: none"> <li>• Facilitate collaborative PD for school personalized learning teams through regional learning networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in learning networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in learning networks.</li> </ul>



## kid·FRIENDLy

# Wider Community

kid·FRIENDLy schools will be key learning “hubs” in the local community. They will provide open, resource-rich environments that extend learning opportunities for a wide range of learners throughout the community.

kid·FRIENDLy will strengthen the relationship between the community and the school. kid·FRIENDLy will promote a community-focused approach to facilities usage, and all learners will come to regard school facilities as essential resources that enhance the overall quality of community life.

kid·FRIENDLy schools will establish extended hours of use to meet broader student and community needs that help build student/teacher relationships and further develop life skills. Before and after school programs will help keep kids safe, assist working parents, and extend the school day with enriching experiences.

kid·FRIENDLy schools will welcome the values, wisdom and expertise of parents and community members. Parents will play an essential role in assisting students in attitude, behavior, and academic development. Intergenerational volunteers will provide the skills, knowledge, and experience that greatly assist students, teachers, and administrators.

kid·FRIENDLy schools will build critical and reciprocal partnerships with local, regional, national, and international businesses, community and civic organizations, and post-secondary institutions. Partnerships will enable rich learning experiences through volunteering, internships, and apprenticeships. This approach will open the eyes of students to new possibilities, while building lifelong, positive relationships between the wider community and all learners.



kid·FRIENDLy

Wider Community	Vision	Vision Delivery kid·FRIENDLy	Vision Delivery District	Vision Delivery School
Wider Community	<i>kid·FRIENDLy schools will be key learning “hubs” in the local community.</i>	<ul style="list-style-type: none"> <li>• Provide support to develop community learning hubs.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt policies and/or procedures to support learning hubs.</li> </ul>	<ul style="list-style-type: none"> <li>• Extend community access to the school.</li> <li>• Provide access to print, digital, and human resources before, during and after the traditional school day.</li> <li>• Provide and support community focused learning opportunities (e.g., health and fitness classes, informational sessions, productivity tool lessons, local law enforcement engagement meetings).</li> </ul>
	<i>kid·FRIENDLy will strengthen the relationship between the community and the school.</i>	<ul style="list-style-type: none"> <li>• Provide communication support.</li> </ul>	<ul style="list-style-type: none"> <li>• Publicize school based events.</li> <li>• Engage purposefully with local organizations on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in community organizations and community service learning.</li> <li>• Host community events.</li> <li>• Create a list of volunteer opportunities in the school and community.</li> </ul>



# kid·FRIENDLY

Wider Community	Vision	Vision Delivery kid·FRIENDLY	Vision Delivery District	Vision Delivery School
	<i>kid·FRIENDLY will promote a community focused approach to facilities usage.</i>	<ul style="list-style-type: none"> <li>Support district policy and procedure development.</li> </ul>	<ul style="list-style-type: none"> <li>Develop policies and/or procedures to support facilities and equipment usage.</li> </ul>	<ul style="list-style-type: none"> <li>Provide welcoming facilities equipped with technology and other resources.</li> </ul>
	<i>kid·FRIENDLY before and after school programs will help keep kids safe, assist working parents, and extend the school day with enriching experiences.</i>	<ul style="list-style-type: none"> <li>Provide communications support.</li> <li>Provide examples of single and multi-school programs.</li> </ul>	<ul style="list-style-type: none"> <li>Provide support for multi school programs.</li> <li>Encourage local businesses and organization to become key players in providing resources and funding for after school programs.</li> </ul>	<ul style="list-style-type: none"> <li>Provide after school programs based on student interest and involve the community.</li> <li>Encourage local businesses and organizations to become key players in providing resources and funding for after school programs.</li> </ul>
	<i>kid·FRIENDLY schools will embrace the values, wisdom, and expertise of parents and community members.</i>		<ul style="list-style-type: none"> <li>Produce database of community human resources.</li> <li>Coordinate outreach to remove barriers for parent volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate barriers for parent volunteers.</li> <li>Organize family nights.</li> <li>Involve the community in the school.</li> </ul>



Wider Community	Vision	Vision Delivery kid·FRIENDLY	Vision Delivery District	Vision Delivery School
	<p><i>kid·FRIENDLY schools will build critical and reciprocal partnerships to ensure college and career readiness for all students.</i></p>	<ul style="list-style-type: none"> <li>Facilitate think tanks/focus groups to investigate industry perception of skills/knowledge gap.</li> <li>Provide support and resources for non-public, preschool providers.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in community organizations.</li> <li>Develop partnerships with local, regional, national and international business, community, civic organizations, and post-secondary institutions.</li> <li>Facilitate think tanks/focus groups to investigate industry perception of skills/knowledge gap.</li> <li>Support Collaboration (i.e., FRYSC) with Preschool Pals to promote kindergarten readiness.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in community organizations.</li> <li>Develop partnerships with local, regional, national and international business, community, civic organizations, and post-secondary institutions.</li> <li>Collaborate (i.e., FRYSC) with Preschool Pals to promote kindergarten readiness.</li> <li>Provide opportunities for rich learning experiences through volunteering, internships and apprenticeships.</li> </ul>

