DARBY PUBLIC SCHOOLS

# STRATEGIC PLAN

## 2022-2025

# Strategic Planning Process

In 2020, Darby Public Schools launched a comprehensive strategic planning process that included input from various stakeholders including district and building administrators, the School Board, staff and community members. However, the process was put on hold with the COVID-19 pandemic, as the school district focused its energies on maintaining the physical and emotional health of students and staff, while delivering exceptional educational content in remote and then hybrid environment. The pandemic has significantly altered the way the school district can achieve its goals, and this strategic planning process will be an ongoing improvement process, as we will continue to develop our ability to pivot as our world changes to respond to and reimagine the ways in which we engage students and meet student, staff, parent, and community needs.

At the June 2022 school board meeting, the Darby Public School Board reviewed the strategic planning process and approved the following plan to guide our visions and direction.

This plan sets a clear direction that will inform district priorities and initiatives and positively impact student-centered learning, culture, growth and achievement. It is structured to identify high level priorities for a long-term path to continuous improvement, supported by annual action goals and plans.

# Darby School District Mission & Vision
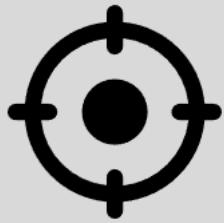
## MISSION

Every student that graduates from Darby Public Schools is college/career and community ready.

## VISION

Empower all learners to be culturally aware and to reach their full potential as productive citizens in a globally competitive world.

Empower all staff to reach their full potential as innovative and inspiring educators who support all students' achievement and ensure the physical and emotional health of all.

## VALUES

Academic Excellence
Character
Community
Respect
Collaboration
Innovation
Perseverance

# PURPOSE OF THE STRATEGIC PLANNING PROCESS

Gain momentum to create a compelling vision for the future.

Set a roadmap with specific goals and measurements.

Inspire alignment and collaboration across the district with common goals.

Promote recruitment and retention of top talent and inspire their ongoing engagement.

# Desired Outcomes

Support and maintain a high performing culture.

Ensure academic rigor for every student.

Create opportunities for students and staff to reach their full potential.

Become the school district of student and staff choice in the Bitterroot Valley.

# Strategic Directions & Goals

The strategic directions, encompassing the six strategic goals, guide the long-term work of Darby Schools.  These high-impact, high-leverage areas directly align with the district's mission, vision and values and set the direction for the continuous improvement of both individual schools and the district.

## Student Achievement

**Strategic Goal 1:** Increase student achievement resulting in measurable improvements for each school's learning gains, grade-level proficiency,  and graduation rates.

**Strategic Goal 2:** Ensure innovative curriculum, instruction, and assessments that are designed and delivered with a focus on content rigor, student engagement and continuous improvement to accelerate academic achievement.

## Culture that Promotes Learning in a Rewarding, Healthy and Safe Environment

**Strategic Goal 3:** Develop and sustain a rewarding, healthy, safe and secure environment that promotes the physical, emotional and mental well-being of all students, faculty and staff, resulting in a culture of learning for the individual employee and student.

## Career and College Readiness

**Strategic Goal 4:**  Achieve the district's goal for career-and college-readiness for all students by creating and/or enhancing interdisciplinary and vertically aligned curriculum content, dual credit and CTE opportunities, necessary resource allocation, and parent and community engagement to ensure each student graduates with a plan, and the resources and navigational skills to support their postsecondary path.

# Strategic Directions & Goals

## (Continued)



## Communication and Stakeholder Engagement

**Strategic Goal 5:** Develop and sustain diverse structures for communication that promote two-way engagement of students, staff, families and the community in support of increased student achievement and retention of staff.

## Effective Use of Resources

**Strategic Goal 6:** Develop budgets and capital improvement plans that sustain the effective use of all resources. These plans will be supported by quality technology, management structures, data systems, building and grounds use, and human resources to optimize operations for improved student achievement, stewardship for program development, recruitment and retention of staff, and fiscal responsibility.

# Student Achievement

**Strategic Goal 1:**

**Increase student achievement resulting in measurable improvements for each school's learning gains, grade-level proficiency, and graduation rates.**

**Strategies:**

- Three Critical Areas: School teams will develop school-wide instructional focus action plans and will set SMART goals for improvement in critical areas - Writing, Math, and Reading.

- Using curriculum standards, school teams will create and implement a standard lesson plan format that identify the curriculum standards addressed and measured.

- Create and implement staff training on assessment data to drive instructional decisions/ plans to promote student achievement in classrooms and across grade levels.

- By 2025, we will achieve and maintain a 98% rate of graduation.

# Student Achievement

**Strategic Goal 2:**

**Ensure innovative curriculum, instruction, and assessments that are designed and delivered with a focus on content rigor, student engagement and continuous improvement to accelerate academic achievement.**

**Strategies:**

- Create Professional Learning Communities (PLCs) across content areas and grade levels to improve student achievement, providing continuous learning pathways for students and professional development of teachers as they learn from each other.

- Enhance faculty professional development opportunities with a focus on developing skills and engaging students through high-impact learning strategies, including critical thinking skills, teaching techniques, curriculum design, and assessment.

- Create a digital library of training and best practice resources for staff development and on demand learning opportunities.

# Culture that Promotes Learning in a Regarding, Healthy and Safe Environment

## Strategic Goal 3:

**Develop and sustain a rewarding, healthy, safe and secure environment that promotes the physical, emotional and mental well-being of all students, faculty and staff, resulting in a culture of learning for the individual employee and student.**

**Strategies:**

- Increase opportunities for all staff and student training on mental health awareness.

- Increase student activities that promote pride in the school and boost morale.

- Review, update and provide training for all staff and students on the school safety plan.

- Create and implement a formative and summative performance review process for tenured staff.

- Align leadership philosophy and strategies at all schools to promote positive, consistent culture and experiences for all staff and students.

- Design and implement administrator training that promotes effective and constructive feedback grounded in best current teaching practices and effective ways to engage and grow teachers and staff.

# Career and College Readiness

**Strategic Goal 4:**

**Achieve the district's goal for career-and college-readiness for all students by creating and/or enhancing interdisciplinary and vertically aligned curriculum content, dual credit and CTE opportunities, necessary resource allocation, and parent and community engagement to ensure each student graduates with a plan, and the resources and navigational skills to support their postsecondary path.**

**Strategies:**

- Increase dual credit opportunities in Math, English and Science.

- Develop criteria for dual credit scholarships.

- Ensure continuity between STEAM (Science, Technology, Engineering, Arts, and Math) opportunities and CTE (Career and Technical Education) career readiness opportunities at the high school level.

- Identify offered CTE Pathways (https://mus.edu/mcp/) and build out curriculum offerings that allow students to complete the pathway.

- Identify and support the opportunities to increase current staff's ability and desire to increase dual credit and CTE pathway offerings.

# Communication and Stakeholder Engagement

**Strategic Goal 5:**

**Develop and sustain diverse structures for communication that promote two-way engagement of students, staff, families and the community in support of increased student achievement and retention of staff.**

**Strategies:**

- Ensure and enhance google staff classroom posts.

- Plan and implement 8-12 grade family nights each year.

- Design and implement a new website with the goal of creating a hub for consistent and up to date information for students, family, staff and the community.

- Assess our social media and app to determine frequency of use and satisfaction of parents and students.

- Align school leadership communication efforts to ensure consistent, transparent and timely sharing of information and requirements.

# Effective Use of Resources

## Strategic Goal 6:

**Develop and sustain effective use of all resources supported by quality technology, management structures, data systems, building and grounds use, and human resources to optimize operations for improved student achievement, stewardship for program development, recruitment and retention of staff, and fiscal responsibility.**

**Strategies:**

- Establish and implement a robust recruitment plan to attract a skilled and diverse staff.

- Update the website employment page to include pictures and other marketing collateral (videos, descriptions, etc.) to create the "why" for potential candidates to want to apply.

- Identify and implement strategies to increase tangible and intangible benefits for our staff (e.g. benefits, early outs, staff rewards/recognition opportunities etc.) to support employee retention.

- Assess the opportunity to create district housing for staff.

- Utilize all resources to support STEAM, CTE and dual credit offerings (physical resources, personnel, schedule, etc).