



2020-2023 Strategic Plan

1

Our Students




Commitment

All students will learn in a safe & engaging environment and graduate transition ready.

Measurable Goal

How we know we are making progress...

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- Increase the % of students that perform on grade level in reading and math by the end of Grade 3, 5 and 8
 - Decrease % of behavior and discipline referrals
 - Increase % of students college- or career-ready
 - Key Assessment scores (MAP, ACT, KPrep, Brigance in Kdg.)
 - Increase % of students who are Transition Ready

- Increase the % of students meeting the new graduation prerequisites in Grade 8
- Increase co-op and job shadowing opportunities to make senior year more meaningful
- Student participation in extra-curricular on campus or in community (MS & HS)
- \$of Scholarships attained
- Measure where students go after graduation – matriculation
- Opportunities (minutes) for mental health counseling

Key Strategic Actions

What will this accomplish?

Key Strategic Actions

Life Ready through College or Career

- Implement one-to-one scheduling with parents at Grades 5/6, 8, 11 & 12.
- Create well-informed, personalized pathways for all students.
- Implement system to review progress on pathway (e.g. ACT).
- Analyze current career pathways to determine student success based on data and if pathways best meet employability & community needs.

Foundational Skills of Reading, Writing and Math

- Implement core phonics program at each elementary school.
- Gain adherence in writing and basic computation skills protocols to gain consistency (e.g. pre-writing).

Key Strategic Actions

Intentional Instruction to Engage Students in Learning

- Implement a co-teaching for all At Risk Students.
- Develop a plan to address Digital Literacy & Citizenship and share best practice use.
- Engage students in CTE (real-life connections) across the district.

Life Skills & Character Education

- Implement comprehensive financial literacy curriculum.
- Grow use of *Sanford Harmony* curriculum use with fidelity at elementary level.
- Expand work ethic certification/curriculum to lower grades with culminating experiences at key juncture grades (to include re-training for those students who do not earn work ethic certification).

Key Strategic Actions

Social & Emotional Learning/Mental Health

- Make certain every child has one person to rely on to ensure school success.
- School counselors will focus on social/emotional needs of students (not administrative duties).
- Provide services for students most in need of assistance.
- Educate staff to better meet students SEL needs.



2

Our People

Commitment:
All employees will be engaged and valued



Measurable Goal

How we know we are making progress...

- The overall mean of the 2018-19 Employee Engagement Survey will increase from 4.12 (Spring 2019) to 4.22 (Spring 2020)
- Increase employee retention for certified and classified employees
- Increase attendance of certified & classified employees
- Growth of new leaders – #s in principal cohort

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- Increase the number of applicants for jobs
 - Increase the % of minority hires
 - Salary schedule comparables
 - Increase the amount of quality professional development opportunities (by hour, #)
 - Increase employee satisfaction in PD

Key Strategic Actions

What will this accomplish?

Staff Recruitment, Hiring and Engagement

- Include incentives for shortage areas as well as continuing educational opportunities.
- Create, implement and expand a Grow Your Own program for administrative & teaching programs, with a focus on increasing diversity.
- Employ a school-based Recruiting Plan/Hiring Protocol (e.g. announcement of new hires), including mentoring.
- Develop an onboarding protocol for expectations and service (e.g. new principals, transition coaches, cafeteria managers).
- Invest in Leadership Development for administrators on Employee Engagement strategies.

Key Strategic Actions

Professional Development

- Focus on Personalized PD to better meet instruction.
- Develop a PD Plan for Classified Employees and Other Unique Certified Positions.
- Implement District PD Plan & Calendar to Address High Need Topics (e.g. Co-Teaching, Trauma-Informed Care)
- Enhance School PD quality District-wide.

Key Strategic Actions

Staff Health & Wellness

- Analyze health and wellness trends to identify major causes for employee absence/HC use
- Develop comprehensive program to address key issues.

Key Strategic Actions

3

Our Parents & Community Partners



Measurable Goals

How we know we are making progress...

- Set a baseline for the overall mean on the **Parent Satisfaction Survey**
- Create alumni partnerships
- Increase volunteer pool by checking background check for volunteering
- Increase the number of school community partnerships with local organizations and donations.
- Create baseline on increasing pride in district as measured by net promoter score (likelihood to recommend)
- Increase in communication (website hits, Twitter, Facebook likes, Instagram followers)
- Parent conference data

Key Strategic Actions

What will this accomplish?

Key Strategic Actions

Grow and Enhance Community Partnerships

- Implement system to identify and connect students to living wage jobs.
- Serve as a recruiting ground for area businesses in need of our graduates – develop and market a “product” (our prepared graduates) that we can sell to our community.

Parent Education to Support Student Learning

- Give parents necessary tools to be more engaged in their students’ learning.
- Develop and implement a plan to better engage parents and teach parenting skills, as needed.
- Work with court system to coordinate parent education for community service.

4


Our Processes and Operations



Measurable Goal

How we know we are making progress...

- Maintain the overall mean of the Fall 2019 **District Services Survey** at a 4.45 or above on the Fall 2019 survey administration. On the same survey, Top Box will increase from 58.75% (Fall 2018) 60.75% (Fall 2019)
- Be fully staffed in key areas key times (classroom, bus)
- #s in Principal induction program and satisfaction
- Key measures of fiscal accountability: bond rating, fund balance, revenue vs. expense
- Key measures of satisfaction with transportation and student nutrition

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- Increase work order timeliness
 - # of policies documented
 - Transportation efficiency
 - Customer service training
 - Energy STAR usage
 - More behavioral/mental health supports for students
 - # of people cross trained

Key Strategic Actions

What will this accomplish?

Key Strategic Actions

Key Work Process Development

- Develop a succession plan for key positions.
- Publish key communication & process protocols.
- Seek efficiencies & quality service in operational areas (e.g. transportation, school nutrition).
- Cross train in key positions in district office.

Key Strategic Actions

Improve Communication

- Educate community on fiscal constraints/needs.
- Improve communication from school to home district-wide (e.g. parent notes for excuses, free lunch, CEP, grading).
- Maximize central office consistency in communication.
- Implement customer service training for front-line staff at schools

Key Strategic Actions

Enhancing School Safety

- Calibrate safety plans at the school level.
- Communicate safety investments and necessity.
- Continue to build strong relationships with community safety agencies (e.g. hot spot areas).



Thank You



Questions?