



Milford

SCHOOL DISTRICT

HOME *of the* BUCCANEERS

Charting the Course to Excellence

STRATEGIC PLAN
2023-2028

Message from the Milford School District Leadership Team

Dear Milford School District Staff, Students, Families, and Community,

During the past year, we embarked on a journey of our schools and communities, seeking input and ideas from hundreds of parents, students, educators, businesses, staff, and community leaders through surveys, meetings, and focus groups. As a result, we are proud to introduce our new strategic plan for the years 2023-2028, the road map that will guide the work of the Milford School District over the next five years.

Our plan is focused on four essential priorities: Academic Excellence, Student Supports, Recruitment and Retention, and Facilities and Systems. By prioritizing these areas, we believe we can provide our students with the best possible educational experience and supports to help them reach their life pursuits.

Our goals are clear: we aspire to be a district of schools that are pillars in our communities, where students can achieve big dreams, where families and community members feel welcomed and respected, and where staff is supported and appreciated as they guide students to their highest potential.

We are confident that by working together, we can achieve our goals and provide our students with the best possible education while facilitating the growth and supports needed. We are committed to providing all students access to opportunities to learn and develop life skills, rigorous curriculum, and social-emotional intelligence. This plan aims to offer excellent, equitable, and relevant education for our entire student body.

We would like to thank everyone in the district-community and members of the Strategic Plan Steering Committee for their work and support of the Milford School District during this process.

*Together, we will
Chart the Course to Excellence!*

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STRATEGIC PLAN
2023-2028

PLANNING PROCESS

Milford School District engaged a diverse group of students, staff, caregivers, and community members to develop the next strategic plan, *Charting a Course to Excellence*. The Strategic Plan Steering Committee convened multiple times over a 6 month period to guide the key elements of the plan: Portrait of a Buccaneer, Core Beliefs, Vision, Mission, and Priorities. Each of the elements contributes to setting the stage for the next several years of focus in Milford Schools. Additionally, the strategic planning process elevated stakeholder voices through a survey completed by over 1,000 individuals and numerous focus groups all designed to gather input from all stakeholders. *Charting a Course to Excellence* was presented to the Board on May 23, 2023 and goes into effect immediately.



1,000 SURVEYS

were completed by individuals
throughout the MSD community

ACKNOWLEDGMENTS

Steering Committee Members: Jena Albright, Bridget Amory, Sara Bluhm, Seth Buford, Julie Bunting, Jessenia Carranza, Sara Croce, Jayson Crouch, Jolene Dickerson, Kevin Dickerson, Paul Dorey, Fred Duffy, Hunter Emory, Paige Evers, Scott Fitzgerald, Sharon Forrest, Amanda Gaglione, Kristin Galati, Trish Gerken, Sharlitta Gilbert, Charles Gray, Jennifer Hallman, SaraKate Hammer, Brittany Hazzard, Shervaun Hinton, Carrie Holleger, Trudy Horsey, Jason James, Nick Jefferson, Amy Jones, Katie Kenton, Lori L'Armand, Ashley Lockwood, Laura Manges, Lisa McQueen, Jodi Messick, Jason Miller, Joe Nolt, Jason Peel, Kris Phillips, Gary Rhodes, Adam Richardson, Mike Sharp, Kerry Stahl, Jean Wylie. Student Representatives: Sofia Lopez and Orrin Sharp







OUR VISION

Milford School District students will be prepared with the attributes, knowledge, and skills to fulfill their life pursuits.

MISSION

The mission of Milford School District is to provide all learners a comprehensive, individualized education in a safe, supportive, rigorous environment where learners are prepared to grow and thrive in a global society.

PRIORITIES

Supporting the Whole Student

Academic Excellence

Empowering and Investing in our People

Building Our Future



Core Beliefs

We Believe the foundation of excellence is rooted in an academically rigorous curriculum, supportive instruction, and high expectations for each learner.

We Believe in ensuring that each student has equitable access to the appropriate resources and supports to thrive.

We Believe in the mindset that improvement is always possible and mistakes are learning opportunities.

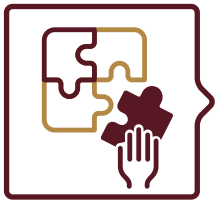
We Believe honoring each individual's identity, opinions, and dignity leads to a sense of belonging for each member of the school community.

We Believe the district's partnerships with families and community are integral to the success of our students and community at large.

We Believe the arts, extra-curricular, and co-curricular activities are integral components of a well-rounded education, fostering much personal growth.



Portrait of a Buccaneer



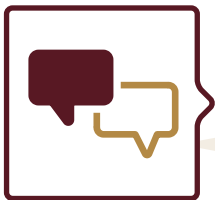
Problem-Solving

Milford students will be equipped to find the best possible solutions to simple and complex challenges.



Empathy

Milford students will demonstrate compassion as they consider the perspective of others to better the community.



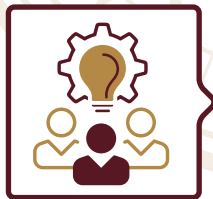
Communication Skills

Milford students will listen and communicate in a clear and effective manner to a range of audiences.



Work Ethic

Milford students will persevere and put forth their best effort to complete tasks understanding that it will often take multiple attempts.



Team Building

Milford students will work collaboratively with diverse groups of people to reach common goals and success.

Priorities



Our four priorities are the four quadrants on our compass

Supporting the Whole Student

- Supporting each student's social, emotional, and behavioral well being

Academic Excellence

- Equitable access to academic excellence and high-quality instruction

Empowering and Investing in Our People

- Recognizing that the people who work in Milford are the driving force behind its success

Building Our Future

- Evaluation, planning, and future development of district facilities and systems of engagement



Supporting the Whole Student

Milford School District is committed to supporting each child's social, emotional, and cognitive skills. In order for a child to live a full life as a caring, creative, resilient adult, we must build connections between the complexity of student needs and a broad range of instructional and social emotional supports.

Goal 1 Streamline and provide clear communication on the availability of student supports district-wide.

Strategy 1: Formalize and maintain a plan for vertical alignment of student supports available across all schools.

Strategy 2: Utilize the *District Wellness Committee* to coordinate and communicate supports for students across the district.

Strategy 3: Communicate identified district resources on many platforms to foster increased engagement with students and families.

Goal 2 Ensure services are matched with needs (ie; social-emotional health, attendance, and safety in school and in the community).

Strategy 1: Student Support Team (SST) members are identified in each school to serve as ambassadors, acting as a liaison to district staff and families by facilitating two-way communication.

Strategy 2: Utilize best practices in conducting ongoing Student Support Team meetings to review data, discuss services, and coordinate necessary support.

Goal 3 Maintain current supports with regularly scheduled re-evaluation to adjust based on student and community needs and input.

Strategy 1: Conduct quarterly administrative reviews to maintain alignment between resources and student needs.

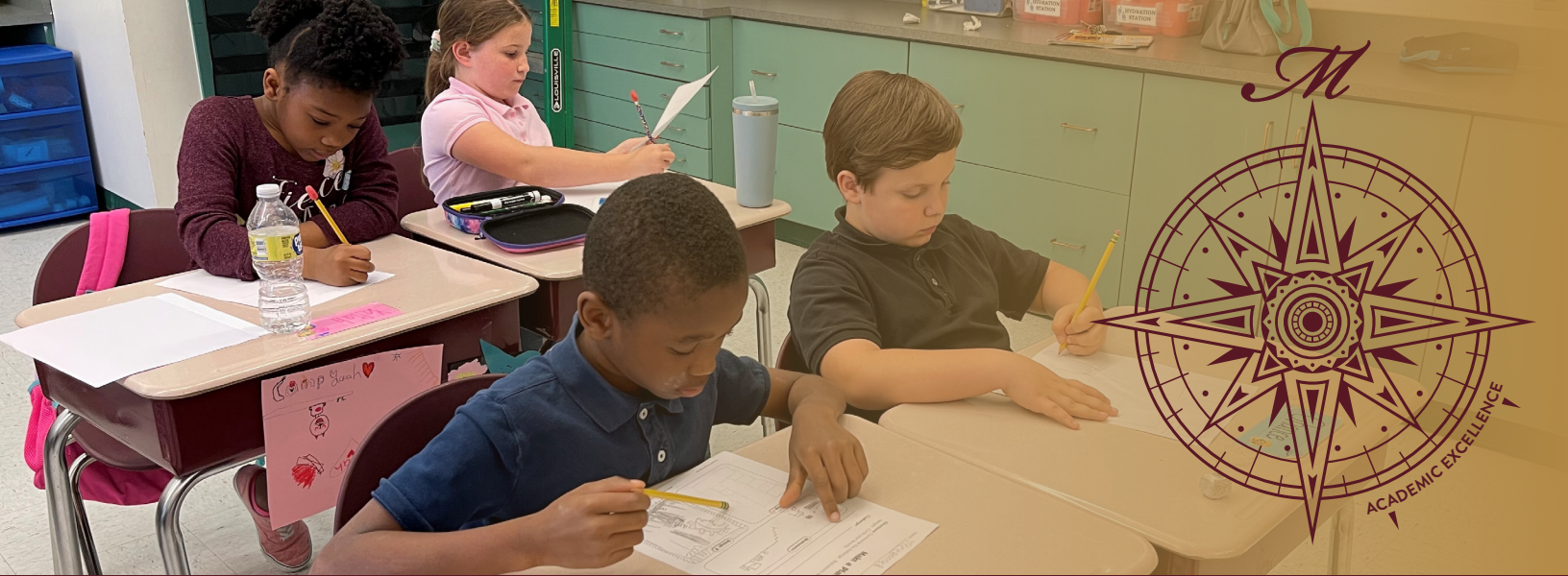
Strategy 2: Establish accountability with providers to create positive outcomes and fidelity for service implementation.

Goal 4 Maintain safe, supportive, and orderly learning environments throughout each school.

Strategy 1: Consistent application of Student Code of Conduct across all schools.

Strategy 2: Routine safety drills in collaboration with designated safety officials.

Strategy 3: Foster current and future partnerships with local and state police agencies and designated staff to monitor the safety and security of all schools.



Academic Excellence

Milford strives to appropriately challenge each student by providing rigorous instructional materials and high-quality instructional strategies. This combination supports our efforts to ensure equitable access to academic excellence in every school.

Goal 1 Demonstrate consistent growth in student proficiency scores across all content areas.

Strategy 1: Review, develop, and implement strategies to address gaps in student outcomes between various subgroup.

Strategy 2: Implement professional development for staff to address challenges in student achievement.

Strategy 3: Maintain Multi-Tiered Systems of Supports (MTSS) with fidelity ensuring early intervention.

Goal 2 Guarantee that students across all grade levels have access to high quality instructional materials aligned with a grade reporting system that reflects the attainment of standards and an appropriate level of rigor.

Strategy 1: Routine review of curriculum materials at all grade levels to determine replacement cycles to maintain alignment and best practices.

Strategy 2: Provide ongoing support and professional development to all staff to maximize effectiveness of curriculum resources.

Strategy 3: Review student data on a regular basis to identify areas where achievement targets have not been met.

Goal 3 Increase the number of students who graduate on time and successfully transition into employment, trade or post-secondary education through their involvement in Career and Technical Education and higher level coursework.

Strategy 1: Support ongoing partnerships with the local business community and colleges and universities to foster college and/or career readiness.

Strategy 2: Monitor student data and identify students who are not on track to graduate and provide direct interventions to improve student outcomes.

Strategy 3: Ongoing evaluation of student program options to make certain that students have the best opportunities for post-secondary success.



Empowering and Investing in Our People

Milford School District is driven by the collective group of individuals that serve our students. In order for Milford to thrive in the coming years, the district must invest in the talents and skills of the present and future support staff, teachers, and administrators. Milford must work strategically to support each other to continue to meet the needs of the students, schools, and community.

Goal 1 Recruit a high quality, diverse, and professional staff

Strategy 1: Develop a comprehensive branding and marketing plan to promote Milford as a desirable place to work and live.

Strategy 2: Review staff demographic and hiring data to ensure recruitment of a diverse workforce, evaluate teacher turnover, and identify areas of need.

Goal 2 Develop a high quality, diverse, and professional staff

Strategy 1: Provide ongoing and meaningful professional development to engage and challenge all staff to continue to grow professionally.

Strategy 2: Develop relationships among staff members to provide ongoing mentoring and support.

Strategy 3: Implement collaborative tools that facilitate cross-curricular collaboration and create opportunities for educators from different subject areas, grades, and buildings to work together on projects, instructional activities, and collaborative educational initiatives.

Goal 3 Retain a high quality, diverse, and professional staff

Strategy 1: Retain employees by expressing appreciation and fostering a robust support system.

Strategy 2: Provide competitive pay, staff support structures, and benefits.

Strategy 3: Foster a culture of feedback among educators to promote continuous improvement and collaboration for additional staff support.



Building Our Future

The Greater Milford Community is growing and the district must plan and prepare for the impact of increased student enrollment at every level. Our community will continue to evolve and our students need to be equipped to thrive. The district must have modern learning facilities that are not only safe and secure, but provide adequate space and resources to support and foster student achievement at every level. The district is committed to ensuring transparency and engagement with the community through a user friendly website and other digital communication tools.

Goal 1 Develop a 5 year plan that ensures Milford School District facilities, infrastructure, transportation, and technology are prepared for increased enrollment and modern learning environments.

Strategy 1: Develop a communication plan that garners community buy-in and support to understand the plans for future growth and the need for continued investment.

Strategy 2: Study grade level configurations and building capacities to provide the best learning environments for students.

Strategy 3: Maintain a technology replacement cycle with ongoing evaluation of best resources to support student achievement.

Goal 2 Maintain an ongoing facility evaluation reviewing safety, security, and physical environments.

Strategy 1: Foster community relationships to coordinate focused efforts towards safety throughout the Milford school-community.

Strategy 2: On-going evaluation and maintenance of facilities to provide a modern and secure environment for students and staff.

Strategy 3: Proactive safety training and routine drills with evaluation of policies, procedures, and infrastructure to provide safety for all.

Goal 3 Effective communication through multiple platforms to ensure transparency and connections with all stakeholders.

Strategy 1: Maintain district website with up to date information and resources.

Strategy 2: Evaluate and research current communication platforms to expand the ways the district is able to provide and receive information.

Strategy 3: Translate communications into multiple languages so all students and families can provide and receive information successfully.

School Sites & Demographics



Evelyn I. Morris Early Childhood Center
8609 Third Street – Lincoln
(p) 302-422-1650 (f) 302-424-4557



Benjamin Banneker Elementary
449 North Street – Milford
(p) 302-422-1630 (f) 302-424-5487



Lulu M. Ross Elementary
310 Lovers Lane – Milford
(p) 302-422-1640 (f) 302-424-5453



Mispillion Elementary
311 Lovers Lane – Milford
(p) 302-424-5800 (f) 302-422-3469



Milford Central Academy
1021 North Walnut Street – Milford
(p) 302-430-7900 (f) 302-424-4163



Milford High School
1019 North Walnut Street – Milford
(p) 302-422-1610 (f) 302-424-5463

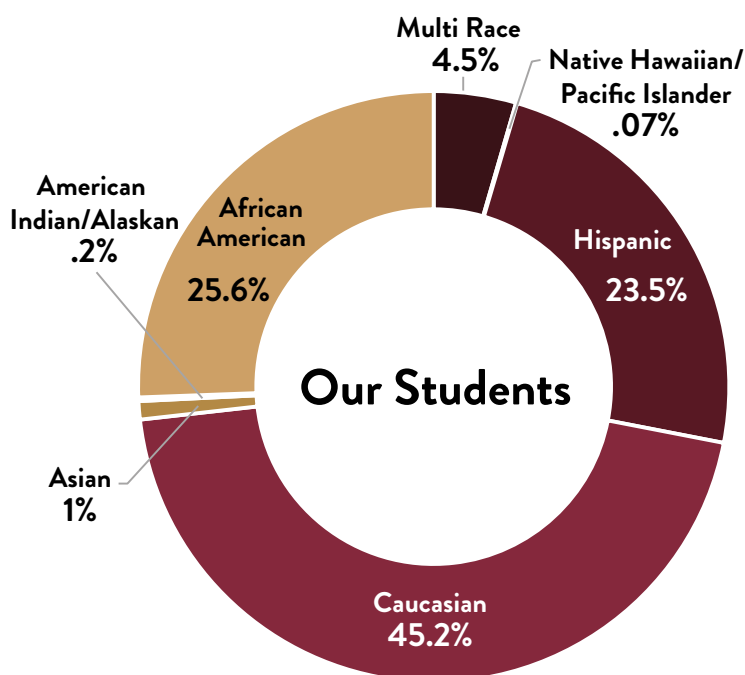
6+
school
campuses



The Milford Middle School project
will open in 2025.



4,500+
STUDENTS





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milfordschooldistrict.org



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