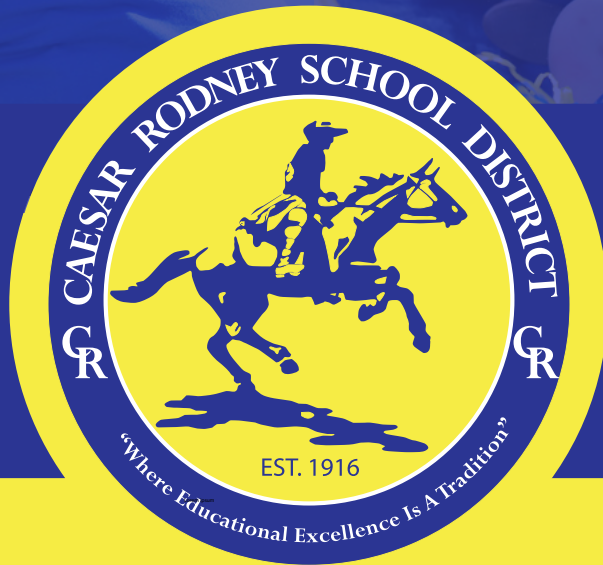




# TOGETHER, WE ARE CR

2022



2027

STRATEGIC PLAN

[www.crk12.org](http://www.crk12.org)

# Message from District Leadership



**Jessica Marelli**  
Board President



**Dr. Christine Alois**  
Superintendent

It is our privilege to present to you the Caesar Rodney School District's Strategic Plan.

Students, parents, school staff,

community and

business members spent many hours together to create this comprehensive study of district needs, priorities and values. It is our hope that this document will lead our district into a successful and prosperous future.

This 5-year Strategic Plan is a “working document” that will evolve as we work together to make the educational process, teachers, and infrastructure the best in the state. The fourteen Caesar Rodney school campuses all have different needs and qualities that make them unique. Our process will recognize those distinctive assets as we set goals and establish firm priorities for success. We are looking forward to developing valuable working relationships (and friendships!) with everyone as we move to implement the components of this valuable document.

# TOGETHER, WE ARE

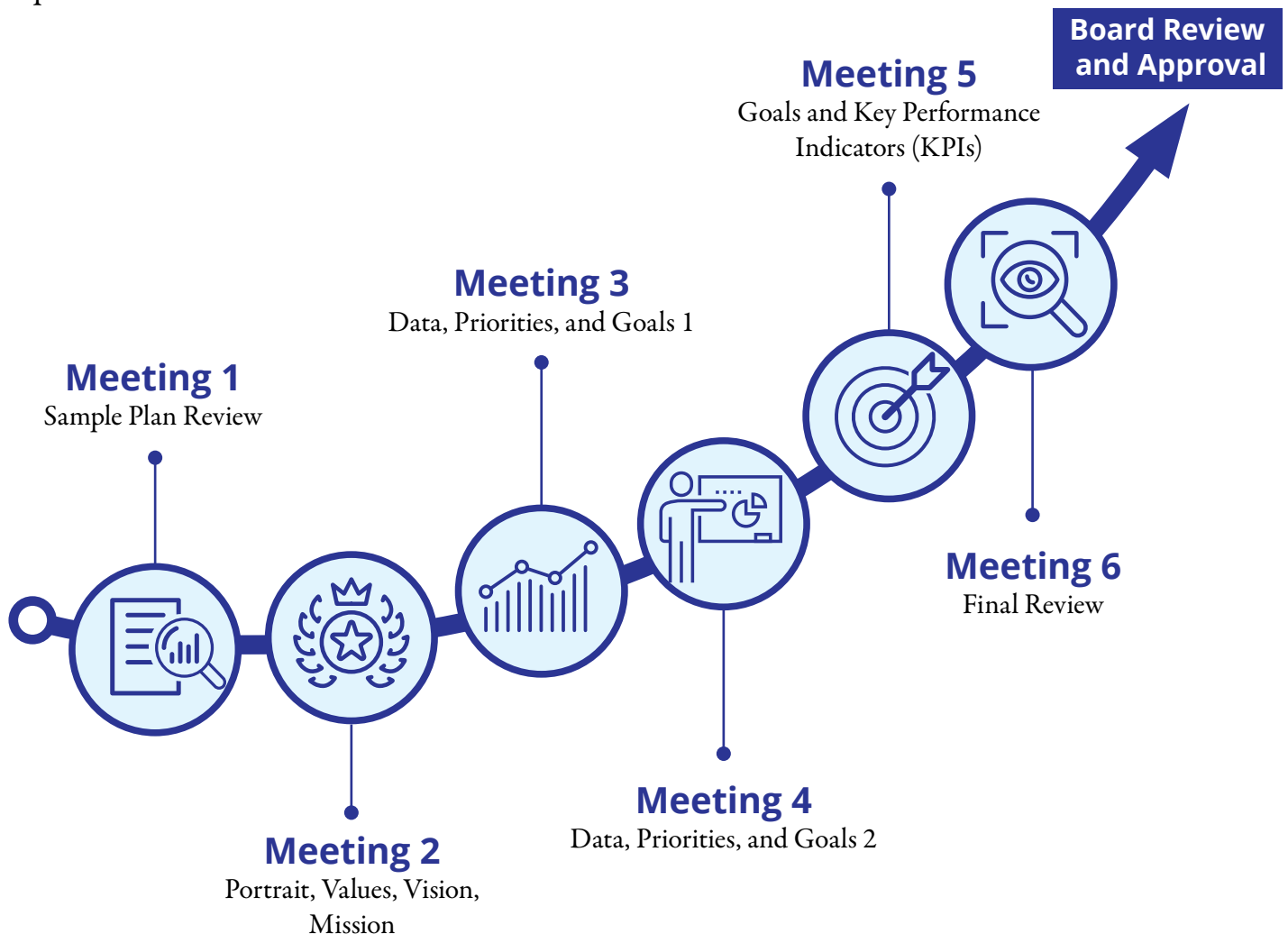
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# Strategic Planning Process

The development of the Caesar Rodney School District (CRSD) Strategic Plan was a community-wide effort led by a committee of 35 individuals representing students, teachers, parents, support staff, administrators, central office staff, and business leaders. The committee met multiple times over the past few months to review stakeholder feedback, 1,500 survey results, research, and data so that they could develop draft content. The content was reviewed by 15 focus groups who provided reactions and feedback. The feedback was used to make revisions and recommendations to the CRSD Board of Education who adopted the plan. The Board and the Superintendent would like to thank the members of the committee for their time, effort, and dedication to the planning process and the district.





## Planning Process by the Numbers



**35**

**Committee  
Members**



**15**

**Focus  
Groups**



**6**

**Steering Committee  
Meetings**



**1,500**

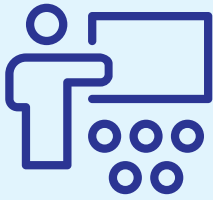
**Survey  
Results**



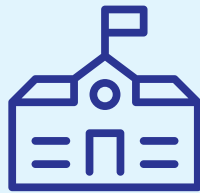
## We Are

In 1916, the Caesar Rodney School District served 99 students, in grades 1 - 12, in a newly constructed building that boasted 12 rooms and three stories. Today, more than 8,200 children attend one of our 14 schools. One high school, four middle schools, seven elementary schools, John S. Charlton School, and one early childhood center welcome students each day. From the state border to the bay, the towns of Camden, Wyoming, Magnolia, Woodside, Marydel, the Dover Air Force Base, unincorporated areas of Kent County, and southern portions of Dover make up the district population.

### By the Numbers



**8.2K+**  
Students



**14**  
Schools



**6**  
National Blue Ribbon  
School Awards

Accomplishments by our students and staff are varied and wide. Caesar Rodney is home to six National Blue Ribbon School awards; two National Green Ribbon awards; former state Teachers of the Year; state and national principal awards; championship sports teams; national culinary champions; award-winning performing and visual arts programs; Spanish & Chinese immersion for elementary and middle school; and much, much more!

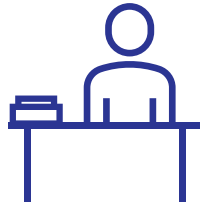
Caesar Rodney School District is best known for its strong relationship with the surrounding area. Members of the community often refer to themselves as being a part of the CR Family. By working closely with the community, we are able to provide quality education, experiences, and opportunities for our students.

## Demographics & Data



**12.6**

Students  
per teacher



**300**

Students  
per administrator



**16.3%**

Students  
with disabilities



**45.2%**

Low Income  
students



**86.3%**

Daily  
attendance  
(2021 data)



**5.2%**

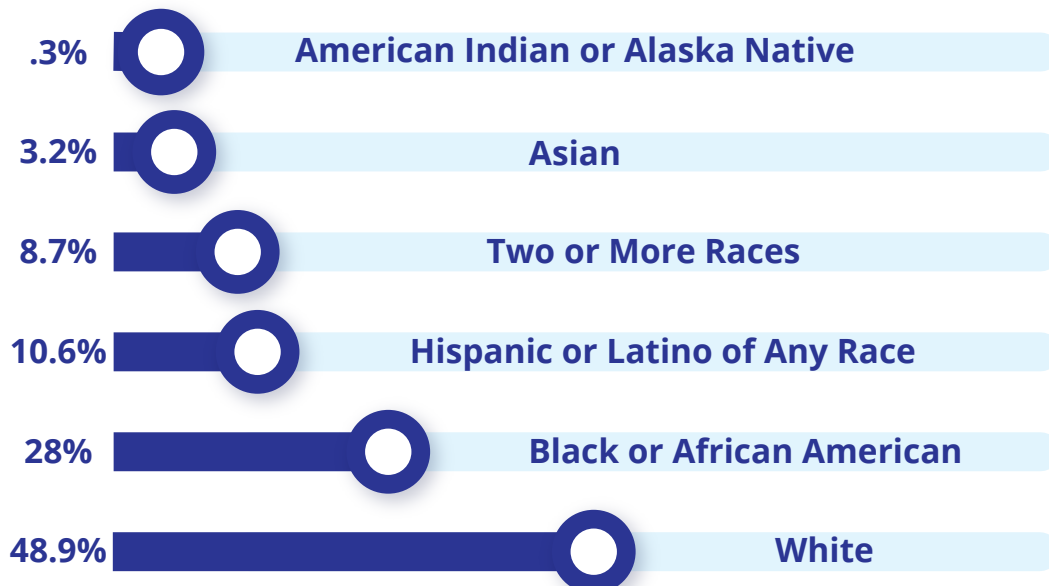
Multilingual  
students



**88.5%**

Graduation  
rate

## Student Demographics







**CAESAR  
RODNEY**

## Mission

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The Caesar Rodney School District is made up of proud and passionate individuals dedicated to serving a diverse community while preparing students to achieve their academic, social, and emotional potential.

## Our Vision

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The Caesar Rodney School District is committed to creating a safe, equitable, and engaging learning community, where each student feels valued, supported, challenged, and respected.



## Core Values

The Rider Community upholds a set of strong core values that drive our culture and actions towards ensuring that each Rider has access and opportunity.

- We commit to **putting students at the forefront of our decision-making** and serving our community **with genuine respect and honesty**.
- We **celebrate the diversity of our community** by ensuring that every student has the unique resources and supports they need **to thrive in school and in life**.
- **We embrace each individual and their voice** while fostering a sense of belonging and significance by **recognizing and supporting their differences and perspectives**.
- We bring positive energy to our work and into our schools so that we can **create warm, safe, and welcoming environments for all**.

# TOGETHER, WE ARE CR



*My hope and dream...*

*is that all students experience a sense of belonging, significance, and joy in their pursuit of their future aspirations.*

–Anonymous





# Portrait of a Rider



## Problem-Solving

Riders **use their academic skills, resourcefulness, innovation, and creativity** to tackle any challenges they may face.



## Responsibility

Riders lead with a strong sense of **purpose, community service, pride, and personal accountability.**



## Independence

Riders demonstrate the **ability, confidence, and communication skills** to navigate their world.



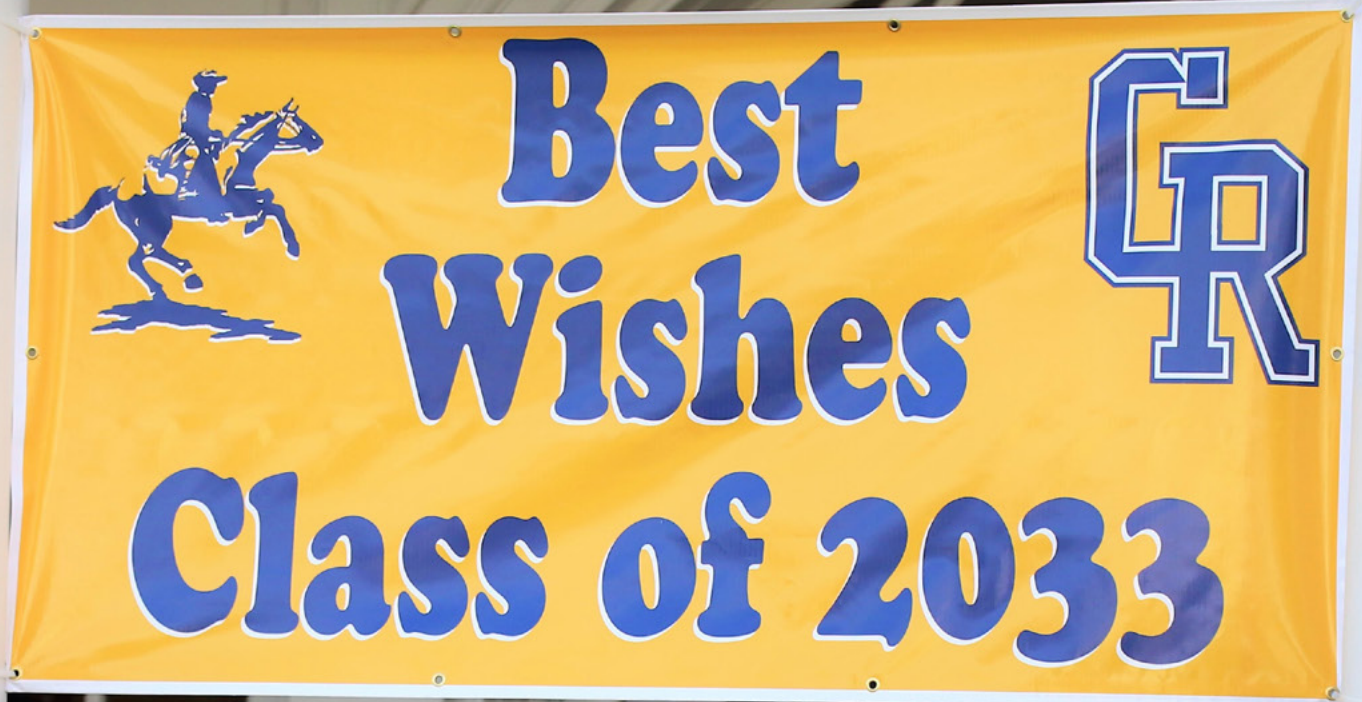
## Determination

Riders have the **resilience to overcome** adversity and confront potential barriers to success.



## Empathy

Riders are **compassionate individuals** who see all sides of a challenge and value others' perspectives before seeking a solution or acting.







## Meet the Needs of the Whole Child

# Goals

We are focused on the physical, social, emotional, and behavioral wellness of our students. This includes school and community safety, multi-tiered systems of support (MTSS), as well as a restorative approach to building relationships.

### Priority Strategies

---

- **Strengthen MTSS by implementing rigorous Tier I instruction and support for all students with a focus on inclusive practices.**
  - Building healthy, positive relationships will be the first step to becoming a more restorative district.
  - Using data on a regular basis will support our understanding and awareness of physical, social, emotional, and behavioral wellness of our students.
- **Implement and support the Code of Conduct.**
  - Staff, students, and the community will become more familiar with the new Code of Conduct in order to emphasize the importance of restoring relationships while holding individuals accountable for their actions.
- **Review current Social Emotional Behavioral Health (SEBH) programs and positions.**
  - An evaluation of current supports provided will yield direction for future programming and hiring needs.
- **Utilize results of SEBH surveys for students.**
  - The implementation and use of SEBH survey will provide valuable data to guide program and hiring decisions.
- **Update policies, practices and infrastructure for enhanced school safety.**
  - Through a partnership with various local, state, and national agencies, the district and schools will continually focus on maintaining a safe school environment.





## Provide Educational Equity for All Students

We aim to ensure that each student is provided with the supports and resources needed to succeed in their current setting and to thrive in the world beyond the Caesar Rodney School District.

### Priority Strategies

- **Provide access and opportunity to high-quality instruction, a rigorous academic environment, and choices of innovative programming.**
  - Eliminate barriers to programs so that all students can participate with support, as needed.
  - Allocate resources to the district's most critical needs areas and monitor the effectiveness of those allocations.
  - Expand early childhood enrollment.
  - Plan and implement a dual generation center to support families.
- **Evaluate current and create additional opportunities for all students to have the support they need to thrive in the Caesar Rodney School District.**
  - Implement and monitor the district's Equity Plan.
- **Provide, train, and implement the use of high-quality instructional materials to support student acceleration and achievement.**
  - Support legislated curriculum across all content areas.
  - Evaluate and enhance middle and high school Career and Technical Education offerings.
  - Promote and enrich opportunities for students to participate in the arts and athletics.
- **Provide opportunities for students to be active members of the decision making process.**
  - The school board and district staff will create opportunities for students to regularly engage in conversations about district initiatives.

# Goals



## Invest In and Empower Our People

# Goals

We cultivate strong relationships with our staff to support individuals as valued members of the district. This involves listening to employees and responding to their specific needs.

### Priority Strategies

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- **Engage in Strategic Recruitment and Retention Efforts.**
  - Recruit and retain staff reflective of district and community demographics.
  - Provide ongoing mentor and coaching opportunities to strengthen staff connectedness and positive relationships.
- **Develop Grow Your Own Programs.**
  - Assist individuals already in the profession to attain teaching licensure.
  - Introduce high school students to the field of Education.
- **Invest in leadership pipeline programs for administrative leadership in the district.**
  - Support educators who wish to become administrators by providing professional learning opportunities and internships.
- **Provide ongoing high-quality, targeted professional development for all employees including administrators.**
  - Offer meaningful opportunities for staff to engage with resources and curriculum to continue to grow professionally.





## Strengthen Alignment of Programs, Facilities, and Resources

We will continue to analyze our programming and utilize our facilities and resources to meet the needs of our growing district. This includes clear and consistent communication to the community.

### Priority Strategies

- **Review and determine strategic use of facilities and staffing to support programming.**
  - Utilize our facilities to support innovative programming.
  - Evaluate and develop infrastructure to support high-quality opportunities from birth to age 22.
- **Enhance inclusion opportunities for Caesar Rodney staff and students.**
  - Foster our inclusive and diverse environment to promote a sense of belonging for all staff and students.
- **Evaluate immersion and multilingual learner programming.**
  - Review of current program structures to allow for reorganization and future expansion of language opportunities.
- **Further develop and implement mechanisms to reduce/eliminate transportation challenges.**
  - Review current assets and practices to maximize services due to increased transportation needs.
- **Review and upgrade instructional technology infrastructure and plan for the continuation of 1:1 initiative.**
  - Ensure equal access for students and staff to engage in learning through state of the art technology.
  - Provide each student with a device to meet the 1:1 initiative.
- **Build and sustain a framework for environmental literacy.**
  - Develop a meaningful and systemic approach to environmental literacy for all students in the Caesar Rodney School District.
  - Expand the use of outdoor spaces on all school campuses.
- **Evaluate current and future funding sources to support growth and expansion.**
  - Consider current state and local funding, as well as grant opportunities, to support the various elements of this strategic plan.

# Goals





# Support Our Growing Caesar Rodney Community

## Goals

Each year, new Riders join the Caesar Rodney family. All members of our community have the opportunity to be active participants in district initiatives and the decision making process.

### Priority Strategies

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- **Eliminate barriers to communication while elevating the voices of all members of the community.**
  - The district and school will provide opportunities for students, staff, and community members to engage in regular conversations focused on district initiatives and decision making.
- **Grow and expand relationships with community and business partners.**
  - Encourage partnerships with community members on various school and district initiatives.
- **Increase communication and transparency.**
  - The district will create a protocol for communication across schools to enhance transparency and stakeholder engagement.



## Our Schools

### **Caesar Rodney High School**

239 Old North Road, Camden-Wyoming, DE  
[www.crk12.org/crhs](http://www.crk12.org/crhs)

### **Dover Air Base Middle School**

3100 Hawthorne Drive, Dover, DE  
[www.crk12.org/abms](http://www.crk12.org/abms)

### **Fred Fifer III Middle School**

109 East Camden-Wyoming Avenue, Camden, DE  
[www.crk12.org/fms](http://www.crk12.org/fms)

### **Magnolia Middle School**

133 Thomas More Drive, Magnolia, DE  
[www.crk12.org/mms](http://www.crk12.org/mms)

### **F. Niel Postlethwait Middle School**

2841 South State Street, Camden, DE  
[www.crk12.org/pms](http://www.crk12.org/pms)

### **Allen Frear Elementary School**

238 Sorghum Mill Road, Camden, DE  
[www.crk12.org/afes](http://www.crk12.org/afes)

### **W. Reily Brown Elementary School**

360 Webbs Lane, Dover, DE  
[www.crk12.org/brown](http://www.crk12.org/brown)

### **David E. Robinson Elementary School**

1038 Briarbush Road, Magnolia, DE  
[www.crk12.org/robinson](http://www.crk12.org/robinson)

### **W. B. Simpson Elementary School and Intensive Learning Center**

5 Old North Road, Camden-Wyoming, DE  
[www.crk12.org/simpson](http://www.crk12.org/simpson)

### **Star Hill Elementary School**

594 Voshells Mill/Star Hill Road, Dover, DE  
[www.crk12.org/starhill](http://www.crk12.org/starhill)

### **Nellie H. Stokes Elementary School**

3874 Upper King Road, Dover, DE  
[www.crk12.org/stokes](http://www.crk12.org/stokes)

### **Major George S. Welch Elementary School**

3100 Hawthorne Drive, Dover, DE  
[www.crk12.org/welch](http://www.crk12.org/welch)

### **John S. Charlton School**

278 Sorghum Mill Road, Camden, DE  
[www.crk12.org/charlton](http://www.crk12.org/charlton)

### **J. Ralph McIlvaine Early Childhood Center**

11 East Walnut Street, Magnolia, DE  
[www.crk12.org/mecc](http://www.crk12.org/mecc)





# Our Appreciation

We would like to thank the members of the CRSD community for taking the time to serve on the steering committee. Their ability to collaborate and represent the voices of their stakeholder group was an integral part of the development of this plan. We would also like to thank the hundreds of individuals who completed the survey and/or participated in one of the focus groups. We believe that we have upheld the voices of our community.

As we put the plan into action, we commit to continuing our engagement with the steering committee and the broader community to share progress towards the priorities.



**TOGETHER,  
WE ARE CR**





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@CaesarRodneyRiders



@CaesarRodneySD



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Caesar Rodney School  
District - Official