



**RED
CLAY**
CONSOLIDATED
SCHOOL DISTRICT

2024-2029 **STRATEGIC PLAN**

A GREAT PLACE TO **LIVE.LEARN.WORK.**

2024-2029 STRATEGIC PLAN

Red Clay Consolidated School District (RCCSD) has prioritized strategic planning to align district goals and efforts to improve educational experiences for all students. In partnership with Hanover Research (Hanover), district leaders have engaged in a series of workshops and consultations to examine perceptions and analyze data related to key priorities in order to create a new strategic plan for 2024-2029. Now, RCCSD seeks to communicate the district's drafted strategic framework to the Board and RCCSD community in an effort to solicit additional feedback before finalizing the document.

VOICES GUIDING OUR STRATEGIC PLAN

The following knowledge gained through the RCCSD strategic planning process led the district to articulate the specific objectives and goals associated with each priority area. Articulating specific objectives and goals will help RCCSD monitor and evaluate performance related to key metrics over the next five years.

FROM THE COMMUNITY

Feedback from the entire community—gathered through **surveys, committee meetings, and a board retreat**—identified strategic planning priorities for student growth, success, and equitable outcomes, family engagement and strategic partnerships, and aligning resources and operations in the service of Red Clay's vision and mission.

FROM THE DATA & RESEARCH

With Hanover, we administered surveys and conducted multiple data analyses to understand our areas of success and growth. This data, paired with additional research guided our process for developing this strategic framework.

STRATEGIC PRIORITIES DIAGNOSTIC SURVEY
Administered across 2022 with a total of 208 school and district administrator respondents

COMMUNITY ENGAGEMENT SURVEY
Administered in late 2022 with a total of 574 parent/guardian and staff respondents

STRATEGIC PLANNING BENCHMARKING ANALYSIS
Analysis of academic and educator metrics to inform strategic plan development

EQUITY SCORECARD
Analysis of academic, behavioral, and program access outcomes to identify gaps in student groups

LEARNING LOSS PROJECTION
Analysis to assess the extent of potential learning loss during COVID-19 school closure

BENCHMARKING MS CTE PROGRAMMING
Secondary research on exemplar middle school Career and Technical Education (CTE)

LABOR MARKET ANALYSIS
Analysis of high demand jobs and career clusters in the county, state, and region

FOCUS GROUPS
Analysis of discussion involving school level and board level perception data.



RED CLAY IS DEDICATED TO ENSURING EXCELLENCE AND EQUITY FOR ALL.

VISION

Red Clay will provide **equitable** experiences and **meaningful** opportunities for tomorrow's **leaders**.

MISSION

Red Clay Consolidated School District's mission is to **nurture** a passion for **learning** by providing an **inclusive** and **innovative** educational environment.

VALUES



Equity and Inclusion



Academic Excellence



Wellness and Support



Financial Stability

3 STRATEGIC PRIORITIES

STUDENT SUCCESS



FAMILY ENGAGEMENT & STRATEGIC PARTNERSHIPS



RESOURCES & OPERATIONS



STUDENT GROWTH, SUCCESS, & EQUITABLE OUTCOMES

OBJECTIVE 1 STUDENT GROWTH TOWARDS EQUITABLE OUTCOMES

GOAL 1:

Red Clay will increase the percentage of students meeting or exceeding state assessment expectations as measured by state assessments, for all student subgroups, with a focus on equity and inclusivity.

GOAL 2:

Students will demonstrate at least a year of growth year over year on district approved diagnostic and growth measures.

OBJECTIVE 2 EARLY LITERACY

GOAL 1:

Red Clay will implement evidence-based, standards-aligned curriculum for all Pre K-5 students with fidelity, ensuring access and support for all students.

GOAL 2:

Red Clay will increase the percentage of students meeting reading foundational skills benchmarks in grades Pre-K-3, with a focus on progress among all student subgroups.

OBJECTIVE 3 EQUITABLE COLLEGE & CAREER PROGRAMMING FOR ALL SECONDARY SCHOOLS

GOAL 1:

Red Clay will increase the number of high school students participating in college-level coursework, ensuring access for all students, regardless of background.

GOAL 2:

Red Clay will increase the number of graduates who are prepared for future workforce opportunities, ensuring fairness for all students.

GOAL 3:

Red Clay will develop and promote the skills of all students in alignment with Red Clay's Portrait of a Graduate, ensuring reasonable skill development for all.

STUDENT GROWTH, SUCCESS, & EQUITABLE OUTCOMES

OBJECTIVE 4 **SYSTEMS OF SUPPORT** **AND INTERVENTION**

GOAL 1:
Red Clay will increase inclusive practices across all school environments through collaboration among content areas and departments.

GOAL 2:
Red Clay will expand the continuum of services and support for students with the highest needs, ensuring improved outcomes.

GOAL 3:
Red Clay will successfully implement the Multi-Tiered System of Support (MTSS) framework with fidelity across all schools, ensuring that all students receive supports based on their needs.

FAMILY ENGAGEMENT & STRATEGIC PARTNERSHIPS

OBJECTIVE 1 **EFFECTIVELY** **COMMUNICATE** **WITH THE LOCAL** **AND GREATER** **COMMUNITY**

GOAL 1:
Red Clay will increase parent/guardian participation in school and district decision-making.

GOAL 2:
Red Clay will improve the transparency and accessibility of school and district information.

OBJECTIVE 2 **ENGAGE FAMILIES** **AND COMMUNITY** **PARTNERS IN THE** **EDUCATIONAL** **PROCESS**

GOAL 1:
Red Clay will strengthen current and establish new strategic partnerships with community organizations, businesses, or educational institutions to enhance and support school programming.

RESOURCES AND OPERATIONS

OBJECTIVE 1 **ALIGNMENT OF** **RESOURCES &** **SUPPORTS TO** **ADVANCE STRATEGIC** **GOALS**

GOAL 1:

Red Clay will establish a transparent and equitable budget allocation process that is based on clear, data-driven action steps to ensure resources are directed efficiently toward the strategic priorities of the organization.

OBJECTIVE 2 **IMPROVE SERVICE** **DELIVERY**

GOAL 1:

Red Clay will establish an equitable framework for collaboration among all departments to ensure effective and continuous coordination and communication within project action plans.

OBJECTIVE 3 **CONTINUOUS** **IMPROVEMENT TO** **MAXIMIZE THE** **EFFECTIVENESS OF** **WORKFORCE**

GOAL 1:

Red Clay will develop and implement a data-driven professional learning plan for all staff, ensuring all employees have access to tailored and relevant opportunities to meet their individual needs and contribute effectively to the organization's goals.

GOAL 2:

Red Clay will design and launch an inclusive and equitable comprehensive leadership development program that provides targeted, ongoing professional growth opportunities for emerging and current leaders within the organization.

GOAL 3:

Red Clay will develop and implement a strategic recruitment and retention plan that aims to attract, hire, and retain a more diverse staff that mirrors the composition of the school community with an emphasis on fostering an environment where individuals from various backgrounds feel welcomed, supported, and empowered to thrive within the organization.

OBJECTIVE 4 **SCHOOL SAFETY &** **WELLNESS**

GOAL 1:

Red Clay will create a comprehensive health and wellness program fostering a culture of recognition and prevention of acute and chronic health conditions for all students, with a particular focus on mental health.

GOAL 2:

Red Clay will establish a comprehensive staff wellness program that actively promotes and provides accessible services to support the well-being of all staff members.

GOAL 3:

Red Clay will improve upon and implement the comprehensive safety and support program in all schools that includes emergency preparedness for both staff and students, building security enhancements, and crisis response plans.