DANVILLE
INDEPENDENT SCHOOLS

STRATEGIC PLAN 2024-2029

Our MISSION is to provide authentic experiences that embrace diverse interests and prepare lifelong learners.

VISION: Anchored in our diverse community, inspiring excellence



Anchors

- TRUST
- EMPATHY
- BELONGING
- RESPECT
- COLLABORATIVE COMMUNITY
- TRADITION
- PRIDE

Beliefs

- We believe that education is a lifelong pursuit and that all students should be empowered to become critical thinkers, problem solvers, and lifelong learners.
- We believe we are stronger together working and learning in an environment of trust and empathy.
- We believe in being a district where diversity is a strength to be celebrated.
- We believe a strong foundation in trust and relationships fosters an environment of high expectations where all students are able to unlock their full potential.
- We believe in fostering a physically and emotionally-safe learning environment where every individual is valued and treated with dignity.
- We believe in being a district of trust by operating and interacting with high integrity, transparency, and accountability.

Parameters

- We will always put students first.
- We will align our student support services to meet the needs of our students and community.
- We will hold ourselves and our students to high expectations.
- We will employ and retain people who subscribe to our beliefs.
- We will always value the experiences of each individual.
- We will not compromise safety.

ACADEMIC SUCCESS
Goal 1: Academic Equity

Improve academic equity by eliminating achievement gaps in various subgroups by 2029. This will be achieved by increasing the percentage of students reaching proficient/distinguished and reducing novice scores on the Kentucky State Assessment while also increasing the percentage of students reaching academic readiness.
Measurement:

- **Eliminate achievement gaps in various subgroups by 2029.**
- **Reduce novice scores on the Kentucky State Assessment by 10% by 2026.**
- **Increase the percentage of students reaching academic readiness by 20% by 2029. (SAT/ACT)**

1 Strategy: Improve equitable access to learning opportunities, including Advanced Placement and dual credit courses.

Objective: Increase enrollment and participation in Advanced Placement (AP) and dual credit courses.

Activities

- Conduct awareness campaigns for students and parents about the benefits of AP and dual credit courses.
- Provide financial assistance or scholarships for students who may face barriers to access.
- Establish mentorship programs to guide underrepresented students through the process of enrolling in advanced and dual credit courses.

Monitoring

- Track enrollment data in AP and dual credit courses.
- Conduct surveys to measure awareness and perceptions.

Person responsible: *High school principals & counselors*

2 Strategy: Enhance instruction for special populations through improved special education co-teaching, Culturally Responsive Teaching, and English Learner instruction enrichments.

Objective: Improve performance and engagement of special populations (special education, gifted and talented, English Learners).

Activities

- Provide professional learning for teachers on co-teaching strategies.
- Integrate Culturally Responsive Teaching practices into the curriculum.
- Provide additional resources and support, such as tutoring, for special populations.
- Intentionally teach academic behaviors to students using grade level progressions.

Monitoring

- Regularly assess student performance in special populations.
- Conduct teacher surveys on the effectiveness of professional development.
- Utilize walkthrough document for co-teach settings.

Person responsible: *Chief Academic Officer (CAO), Director of Special Education (DoSE), Principals*

3 Strategy: Utilize brain research to enhance instruction for economically-disadvantaged students.

Objective: Enhance academic outcomes for economically-disadvantaged students.

Activities

- Implement teaching strategies based on brain research, such as ritualizing major transitions, promoting social comfort, focusing on success, and improving focus.
- Provide additional resources and support tailored to the needs of economically-disadvantaged students, such as after-school programs.

Monitoring

- Track academic progress of economically-disadvantaged students.
- Evaluate the effectiveness of implemented strategies through teacher feedback.

Person responsible: *CAO, Principals & Behavior Cadre*

ACADEMIC SUCCESS
Goal 2: Content Proficiency

Increase content proficiency for all students, measured by improved performance on state accountability assessments, achieving College or Career Readiness, and improving reading proficiency in the primary grades.
Measurement:

- **Increase the percentage of students achieving proficiency or higher on state assessments by at least 20% by 2027.**
- **Achieve College or Career Readiness for 100% of students by 2029.**
- **Achieve at least 80% of students reading with grade-level proficiency in primary grades by 2029 as measured by common assessments.**

1 **Strategy: Align learning targets, instruction, and assessments with state standards across all grade levels.**
Objective: Ensure alignment with state standards across all grade levels.

Activities

- Conduct regular reviews of curriculum to align with state standards.
- Provide training for teachers on aligning learning targets, instruction, and assessments.
- Align and improve primary reading assessments and instruction.
- Align report cards and grading with standards.

Monitoring

- Regular assessments of curriculum alignment.
- Periodic reviews of teacher training records.
- Primary reading assessments.

Person responsible: *CAO & Principals*

2 **Strategy: Capitalize on the expertise of content leaders to align instruction across schools and improve Multi-Tiered System of Supports (MTSS).**
Objective: Improve overall performance through content expertise and MTSS.

Activities

- Identify, designate, and support content leaders to facilitate collaboration and curriculum improvement.
- Improve MTSS to provide additional support for students falling behind.
- Provide opportunities for content leaders to share best practices.

Monitoring

- Monthly reviews of MTSS committee activities.
- Annual assessments of student performance.

Person responsible: *CAO, Principals, Content Leads & MTSS Cadre*

3 **Strategy: Increase the rate of completion of career proficiency tests and AP exams.**
Objective: Enhance opportunities for students to demonstrate proficiency.

Activities

- Promote awareness of career proficiency tests and AP exams through informational sessions and posters.
- Provide resources, including study materials and exam preparation sessions, to support student success.
- Establish an AP student support group for peer collaboration and study sessions.

Monitoring

- Regular tracking of completed tests and exams.
- Annual reports on the percentage increase.

Person responsible: *High school principals & counselors*

ACADEMIC SUCCESS
Goal 3: Well-Rounded Education

Ensure all students have a well-rounded education, with deeper learning experiences. Additionally, we aim to improve instruction, assessment, and feedback of the Portrait of a Danville Learner competencies, including improving family and community engagement.

Measurement:

- **Ensure all students have a well-rounded education.**
- **Improve instruction, assessment, and feedback of the Portrait of a Danville Learner competencies by 2026.**
- **Achieve Family Friendly School certification for all schools by 2027.**

1 **Strategy: Develop age-appropriate proficiency scales for the Danville Portrait of a Learner.**
Objective: Create a framework for assessing well-rounded education.

Activities

- Develop proficiency scales for the Danville Portrait of a Learner.
- Train teachers on using proficiency scales.
- Embed the use of proficiency scales into standards based instruction.

Monitoring

- Review of scale use and calibration during professional learning communities (PLCs).
- Use of proficiency scales in common assessments.

Person responsible: *Deeper Learning team, Principals, CAO*

2 **Strategy: Enhance student learning and engagement through Deeper Learning and authentic experiences.**
Objective: Increase student engagement and understanding through experiential learning.

Activities

- Integrate Deeper Learning into the curriculum.
- Provide professional learning on Deeper Learning strategies, including authentic assessments.
- Create opportunities for students to showcase their learning in person and in a portfolio format (digital or print).
- Embed Deeper Learning strategies into instruction to empower learners.

Monitoring

- Quarterly reviews of Deeper Learning implementation.
- Student presentations and portfolios.

Person responsible: *Deeper Learning team, principals, CAO*

3 **Strategy: Improve opportunities for families and the community to be partners in learning.**
Objective: Increase family and community engagement in learning.

Activities

- Pilot full service community schools at Edna L. Toliver Intermediate School and Danville High School.
- Spread learning from full service community schools to Mary G. Hogsett Primary School and John W. Bate Middle School.
- Support all schools through the Family Friendly School certification process.

Monitoring

- Full Service Community Schools monthly reporting and grant deliverables.
- Progress toward Family Friendly School certification.

Person responsible: *Director of Full Service Community Schools, Principals, CAO, Family Resource and Youth Services Centers (FRYSCs)*

WELLNESS
Goal 4: Enhance Safety and Security

Enhance physical and psychological safety and security for students. This includes prevention and intervention efforts in the areas of social-emotional, behavioral, and mental health competency.
Measurement:

- **Improve student mental and physical health and safety as measured by screeners, incident reports, and student perception surveys.**

1 **Strategy: Implement the Multi-Tiered System of Supports (MTSS) framework, including comprehensive social-emotional learning (SEL) for trauma-informed practices.**
Objective: Enhance social-emotional, behavioral, and mental health competency through MTSS.

Activities

- Train staff in MTSS principles, emphasizing social-emotional learning (SEL) for trauma-informed practices.
- Integrate SEL curriculum into the standard academic program.
- Establish regular MTSS review meetings to address emerging issues.

Monitoring

- Regular assessments of incident reports related to social-emotional and behavioral concerns.
- Periodic surveys to measure the perceived impact of SEL practices.

Person responsible: *MTSS team, Principals*

2 **Strategy: Unify district resources, procedures, and supports through the Wellness Cadre and District Health Committee.**
Objective: Create a cohesive approach to wellness through the Wellness Cadre and District Health Committee.

Activities

- Form a Wellness Cadre consisting of representatives from different departments to streamline resources and procedures.
- Establish a District Health Committee to oversee the implementation of wellness programs.
- Conduct regular training sessions for staff on wellness initiatives.

Monitoring

- Assess the effectiveness of streamlined procedures through feedback from staff.
- Track participation and engagement in wellness programs.

Person responsible: *Wellness Counselor, Counselors, Physical Education Teachers, and Food Service Director*

3 **Strategy: Partner with stakeholders to enhance safety procedures, including School Resource Officers (SROs), and local first responders.**
Objective: Strengthen safety procedures, including collaboration with SROs.

Activities

- Collaborate with local law enforcement and the Kentucky Center for School Safety (KCSS) to provide specialized training (trauma-informed care, etc.) for SROs.
- Conduct joint drills and simulations to improve coordination between school staff and SROs.
- Establish a feedback loop for continuous improvement.

Monitoring

- Regularly review safety incident reports to identify areas for improvement.
- Evaluate the effectiveness of joint drills through post-exercise assessments.

Person responsible: *SROs, Director of Pupil Personnel (DPP), Principals*

WELLNESS
Goal 5: Cultivate Inclusivity

Cultivate an inclusive and belonging culture to ensure all students feel accepted and valued in their learning environment.
Measurement:

- **Foster an inclusive culture resulting in a 15% increase in reported student feelings of acceptance and belonging by 2029 from 2024 baseline data.**

1 **Strategy: Increase learning opportunities involving belonging.**
Objective: Promote belonging within the curriculum.

Activities

- Integrate diversity training into regular professional development sessions for all staff members.
- Establish a task force responsible for evaluating and updating training programs based on evolving best practices.
- Encourage staff participation in external workshops and conferences focused on equity and inclusion.
- Implement a student audit and related follow-up professional learning for all certified staff based on student-identified needs.

Monitoring

- Infuse diverse perspectives into the curriculum through literature, history, and other subjects.
- Conduct regular diversity training for educators.
- Regularly assess staff members' awareness and application of equity and inclusion principles through surveys and feedback.
- Track staff participation in ongoing training opportunities.
- Regular assessments of curriculum content to ensure inclusivity.
- Conduct surveys to measure students' perceptions of inclusivity.

Person responsible: *Principals, CAO, DPP*

WELLNESS
Goal 6: Improve Student Attendance

Increase student attendance at all grade levels.
Measurement:
- **Increase overall student attendance rates by 5% by 2029.**

1 **Strategy: Increase student participation in extracurricular activities.**
Objective:
- Encourage engagement through increased participation in extracurriculars.
- Expand extracurricular opportunities based on student interest

Activities
- Promote awareness of existing extracurricular activities through school-wide campaigns.
- Survey students to identify specific interests and preferences.
- Introduce new extracurricular options based on surveys and student interests.

Monitoring
- Regularly track attendance rates of students participating in extracurricular activities.
- Conduct surveys to understand the correlation between participation and attendance.
- Conduct periodic surveys to gauge student satisfaction.

Person responsible: *Principals, Athletic Director*

2 **Strategy: Introduce and expand restorative practice training.**
Objective: Improve student behavior and relationships through restorative practices.

Activities
- Provide comprehensive training on restorative practices for staff.
- Implement restorative circles or conferences to address conflicts.

Monitoring
- Assessments of disciplinary incidents before and after the introduction of restorative practices.
- Surveys to gather feedback on the perceived impact of restorative practices.

Person responsible: *DPP, Principals, Behavior Cadre*

3 **Strategy: Enhance Family Resource Center/Youth Service Center (FRC/YSC) support.**
Objective: Strengthen support systems for families through FRC/YSC.

Activities
- Increase outreach efforts to make families aware of available resources.
- Expand the services offered by FRC/YSC based on identified needs.
- Improve family engagement and partnership through full-service community schools' pilots and Family Friendly School certification.

Monitoring
- Track utilizing FRC/YSC services.
- Conduct surveys to gather feedback from families on the effectiveness of support services.

Person responsible: *FRYSCs, Director of Full Service Community Schools*

WELLNESS
Goal 6: Improve Student Attendance

Increase student attendance at all grade levels.
Measurement:

- **Increase overall student attendance rates by 5% by 2029.**

4 **Strategy: Increase awareness of the social-emotional impacts of social media usage and the effects of vaping products.**
Objective: Improve attendance by addressing the social-emotional impacts of social media and vaping.

Activities

- Conduct educational programs on the social-emotional impacts of excessive social media usage and the effects of vaping.
- Collaborate with community organizations to raise awareness.

Monitoring

- Assessments of attendance patterns following awareness campaigns.
- Surveys to measure changes in student behavior related to social media and vaping.
- Implement continuous improvement checks, regularly assessing the effectiveness of strategies and making data-driven adjustments.

Person responsible: *FRYSC, Principals, Counselors*

RESOURCES & OPERATIONS
Goal 7: Human Resources (HR)

Efficiently allocate resources, recruit and retain a skilled staff, and maintain safe facilities to deliver high-quality education while optimizing financial sustainability.

Measurement:

- **Create a supportive and inclusive work environment that fosters employee retention and engagement.**

1 **Strategy: Improve mentorship, feedback, recognition, and wellness processes for staff.**
Objective: Enhance overall employee well-being and satisfaction.

Activities

- Improve mentorship program pairing new employees with experienced staff.
- Establish regular feedback opportunities for continuous improvement.
- Increase the frequency of employee recognitions.
- Improve wellness programs and activities for staff.

Monitoring

- Conduct annual surveys to measure employee satisfaction and engagement.
- Track participation in wellness programs.
- Monitor mentorship program effectiveness through feedback.

Person responsible: *HR Director, CAO, Principals, District Wellness Counselor*

2 **Strategy: Develop an online staff onboarding process**
Objective: Streamline onboarding to improve new staff integration.

Activities

- Develop an online onboarding platform with resources and training modules.
- Provide comprehensive orientation sessions for new hires.

Monitoring

- Assess the time taken for new hires to become fully productive.
- Gather feedback from new employees on the onboarding process.

Person responsible: *HR Director, Chief Finance Officer (CFO), Assistant Superintendent*

3 **Strategy: Create a "Grow Your Own Program" for classified staff and aspiring teachers.**
Objective: Cultivate internal talent and promote career advancement.

Activities

- Develop a structured career advancement program for classified staff.
- Establish and grow Educators Rising club and pathway for secondary students.
- Establish partnerships with local universities for teacher preparation programs.
- Support a cohort of instructional assistants through the Option 9 pathway toward teacher certification.

Monitoring

- Track the participation and progression of employees in the "Grow Your Own Program."
- Monitor the number of classified staff advancing to higher roles.
- Evaluate the success of aspiring teachers in completing their education programs.
- Participation in educator pathways for students and classified staff.

Person responsible: *CAO, HR Director, Assistant Superintendent*

RESOURCES & OPERATIONS
Goal 8: Finance & Facilities

Deliberately manage financial resources and maintain school facilities to create innovative, sustainable, and safe learning environments.
Measurement:
- **Achieve a balanced budget while maintaining high-quality education and innovative, safe learning environments.**

1 Strategy: Maintain a healthy contingency and establish a baseline budget coding.
Objective: Ensure financial stability and responsible resource allocation.

Activities
- Regularly review and adjust the budget to align with district priorities.
- Establish a contingency fund to address unforeseen expenses.
- For sustainability, establish a dedicated task force to regularly review the financial implications and feasibility of ongoing initiatives academic and operational.
- Explore opportunities for community partnerships and grant funding to support long-term sustainability.
- Implement continuous improvement checks, regularly assessing the effectiveness of strategies and making data-driven adjustments.
- Regularly review and adjust the budget to align with district priorities.
- Develop a multi-year budget plan that supports district goals and initiatives.

Monitoring
- Regular financial audits to assess the health of contingency funds.
- Periodic reviews of the multi-year budget plan to ensure alignment with goals. Including all general fund, federal, SBDM and departmental budgets.
- Quarterly reviews of budget allocations and expenditures.
- Conduct regular meetings to review budgets with teams.
- Track the success of grant applications and partnerships in supporting the plan's initiatives.

Person responsible: *CFO, Superintendent*

2 Strategy: Develop a facilities needs assessment process and plan for maintenance projects.
Objective: Enhance the safety and functionality of school facilities.

Activities
- Conduct a comprehensive assessment of current facility needs.
- Develop a prioritized plan for maintenance and improvements.
- Implement a preventive maintenance schedule to prolong facility lifespan.

Monitoring
- Regular inspections and reports on facility conditions.
- Assess the completion and impact of maintenance projects.

Person responsible: *CFO, Director of Facilities, Assistant Superintendent*

RESOURCES & OPERATIONS
Goal 8: Finance & Facilities

Deliberately manage financial resources and maintain school facilities to create innovative, sustainable, and safe learning environments.
Measurement:

- **Achieve a balanced budget while maintaining high-quality education and innovative, safe learning environments.**

3 **Strategy: Create a multi-year budget plan aligned with long-term district goals.**
Objective: Align financial planning with the district's long-term vision.

Activities

- Develop a multi-year budget plan that supports district goals and initiatives.
- Align budget allocations with strategic priorities, such as technology upgrades or curriculum enhancements.

Monitoring

- Periodic reviews of the multi-year budget plan to ensure alignment with goals.
- Assess the impact of budget allocations on achieving long-term objectives.

Person responsible: *CFO, Superintendent*

4 **Strategy: Foster an inclusive, innovative learning environment with integrated digital tools, prioritizing teacher development and equitable student access.**
Objective: Achieve a high-quality, innovative education environment.

Activities

- Develop a comprehensive technology plan outlining how digital tools and resources will be strategically incorporated into the curriculum.
- Provide ongoing professional development opportunities for teachers to enhance their digital literacy skills and effectively integrate technology into instruction.
- Ensure equitable access to technology resources for all students, taking into account potential barriers such as socioeconomic factors.

Monitoring

- Regularly assess the implementation of technology initiatives through surveys and feedback from teachers and students.
- Track the availability and usage of technology resources across different demographics to ensure equitable access.

Person responsible: *Assistant Superintendent, Principals, Library Media Specialists, Technology Resource Teachers (TRTs)*