

PRELIMINARY DRAFT

preparing today for
TOMORROW

RED CLAY CONSOLIDATED SCHOOL DISTRICT

strategic plan 2017-2021

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Placeholder for
A Message from the Superintendent

board of
EDUCATION



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DISTRICT B



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our PURPOSE

MOTTO

Preparing Today for Tomorrow

MISSION

Provide the environment, resources and commitment necessary to ensure that every student succeeds.

VISION

Red Clay will be recognized as a leader in increasing achievement and improving outcomes for all students.

STRATEGIC GOALS

- » Academic Excellence
- » Future Ready
- » Success for All

FOCUS AREAS

- » High-Quality Educators
- » Operational Effectiveness
- » Community Engagement

CORE VALUES

- » High Expectations for All
- » Continuous Improvement
- » Meaningful Collaboration
- » Rich Diversity



our
GOALS

/ WHERE WE ARE HEADED /



/ STRATEGIC GOAL 1 /

ACADEMIC *excellence*

PRE-K THROUGH GRADE 5

OPPORTUNITY

Increase student achievement through a foundation of high-quality elementary instruction that enables students to meet or exceed national performance standards.

MEASURES

Some of the ways we will measure our success in this area are:

- ACCESS assessment for English Language Development
- Classroom walkthroughs
- DIBELS
- Math Inventory assessment
- Pre-k literacy metric (to be defined)
- Reading Inventory assessment
- RTI Key Element metric
- Smarter assessment: ELA, Math
- Standardized state test: Science

STRATEGIES

Some of the ways we will work to reach this goal are:

- Strengthen the implementation of RTI Tier 1 Core Instruction in reading and math.
- Conduct targeted school support visits with supervisors and directors alongside school administrators.
- Create and implement a systematic observation/feedback protocol.
- Support diverse learners through inclusive environments and staffing based on students' needs.
- Promote data-informed teaching.
- Use technology to support teaching, learning and intervention.
- Implement systematic differentiated formative and summative assessments.
- Revise building schedules to support state RTI regulations.
- Enhance Talented and Gifted programs.
- Expand Pre-k opportunities.
- Implement a standards-based report card.
- Increase language opportunities for elementary students.
- Implement elementary immersion strands.



/ WE ARE HERE /





/ WE ARE HERE /

/ STRATEGIC GOAL 2 /

FUTURE *ready*

GRADE 6 THROUGH POST-SECONDARY

OPPORTUNITY

Increase student achievement through a high-quality secondary instructional program that enables students to thrive in school and beyond.

MEASURES

Some of the ways we will measure our success in this area are:

- CTE grant funding
- AP, IB, Dual Enrollment and AVID course enrollment (disaggregated)
- AP and IB exam performance (disaggregated)
- High school drop-out rate
- High school graduation rate
- CTE programs affiliated with work/study
- CTE programs with certification
- Involvement in school clubs, sports and activities
- SAT performance
- Transition measure (to be defined)

STRATEGIES

Some of the ways we will work to reach this goal are:

- Continue to increase enrollment in high-rigor coursework, with an emphasis on typically underrepresented groups.
- Support high-rigor coursework with expansion of AVID program and AP Boot Camps.
- Explore and pilot immersion programming at the secondary level.
- Secure Career and Technical Education grants to enhance programming.
- Increase access to work/study programs.
- Research and collaborate with certification affiliates to increase students' credentials to enter the workforce.
- Offer "extra"-curriculars for all students.
- Enhance secondary transition services through the RCCSD Office of Special Services.
- Build a profile of the Red Clay graduate.

/ STRATEGIC GOAL 3 /

SUCCESS

for all

OPPORTUNITY

Prepare students to reach the highest level of academic achievement by strengthening supports and interventions for academic and social/emotional growth.

MEASURES

Some of the ways we will measure our success in this area are:

- ACCESS assessment for English language development
- DIBELS
- Math Inventory assessment: ELL, SWD
- Pre-k growth (to be defined)
- Reading Inventory assessment: ELL, SWD
- Reduction of discipline referrals
- Reduction of out-of-school suspensions
- School Climate Survey (to be defined)
- Smarter assessment: ELL, SWD

STRATEGIES

Some of the ways we will work to reach this goal are:

- Foster an inclusive culture districtwide through professional development on culturally responsive practices, trauma-informed systems and strategies to support English learners and students with disabilities.
- Increase academic intervention options through Response to Intervention, English Language Development instruction and Specially Designed Instruction for students with disabilities.
- Develop supports and services to address students' social/emotional growth including schoolwide Multi-tiered Systems of Behavioral Support (MTSS) and expanded mental health supports.
- Expand services for students with autism and complex support needs by developing autism support classrooms and increasing autism itinerant services.
- Empower families as partners in the education process through family education opportunities and staff professional development on IEP facilitation and collaborative teaming.



/ WE ARE HERE /







focus
AREAS

/ HOW WE WILL GET THERE /



/ HOW WE WILL GET THERE /

/ FOCUS AREA 1 /

HIGH-QUALITY *educators*

Teachers & Instructional Specialists

We will work to build the best teacher workforce in the business in order to meet our strategic goals. Some of our strategies in this area are:

- Define what highly effective teaching looks like in Red Clay.
- Broaden the district's menu of individualized professional development options.
- Use industry experts to guide performance evaluations.
- Grow teacher-leaders through School Leadership Teams.

Paraprofessionals

We will work to build the best paraprofessional staff to meet our strategic goals. Some of our strategies in this area are:

- Develop a comprehensive training program for all new paraprofessionals.
- Explore a Paraprofessional Training Protocol to clearly define expectations around what all paraprofessionals must know and be able to do.

School Leaders

We will work to build the best school leadership teams possible in order to meet our strategic goals. Some of our strategies in this area are:

- Continue to build the district's teacher-leader network and school leader networks.
- Examine the role of teacher-leaders and empower them to deliver high-quality professional development and on-the-ground support at the school level.
- Build the pipeline of the next school administrators through a pathway for aspiring principals and assistant principals.

Professional Growth

We will demonstrate a commitment to the professional learning of our entire education workforce. Some of our strategies in this area are:

- Optimize Professional Learning Communities to drive student achievement.
- Drive continuous improvement through individualized professional development offerings.
- Refine the structure of building leadership teams and the supports we provide them at the district level.

Measures

- Aspiring administrators promoted to leadership positions
- DPAS II evaluations rated satisfactory by expert evaluators
- Educator effectiveness
- RCCSD Professional Development survey

/ FOCUS AREA 2 /

OPERATIONAL

effectiveness

Food Services

This section will outline strategies for maximizing the effectiveness of our food services program in order to meet our strategic goals.

Information Systems

This section will outline strategies for maximizing the effectiveness of our information systems in order to meet our strategic goals.

Maintenance & Facilities

This section will outline strategies for maximizing the effectiveness of our maintenance and facilities program (including summaries of and links to a Master Facilities Plan and a Capital Improvements Plan) in order to meet our strategic goals.

Technology

This section will outline strategies for maximizing the effectiveness of our technology program in order to meet our strategic goals.

Safety & Security

This section will outline strategies for maximizing the effectiveness of our safety and security program in order to meet our strategic goals.

Student Transportation

This section will outline strategies for maximizing the effectiveness of our student transportation program in order to meet our strategic goals.



/ HOW WE WILL GET THERE /





/ HOW WE WILL GET THERE /

/ FOCUS AREA 3 /

COMMUNITY

engagement

Students & Parents

We will work to engage families in new ways in order to meet our strategic goals. Some of our strategies in this area are:

- Establish a Superintendent’s Student Advisory Council to increase student input in decision making.
- Implement a Master Communications Plan for reaching current and prospective Red Clay families.
- Rethink and enhance traditional communication methods and materials to engage families in new and innovative ways including social media.
- Ensure that every building offers a welcoming environment for visitors.
- [Strategies on community collaboration to be added.]

Employees

We will work to boost employee engagement in new ways in order to meet our strategic goals. Some of our strategies in this area are:

- Build a strong employer brand to attain, retain and engage top talent.
- Identify and empower brand ambassadors and in-house thought leaders to share insights and unique perspectives from their careers in Red Clay.

- Implement a recruitment marketing program to draw high-quality candidates to our district.
- Make employee recognition a year-round priority through monthly recognitions, social media and programs like Employee of the Month.
- Incorporate employee recognition into all standing communications and across district channels.
- Ensure that the Red Clay brand and identity is reflected in district spaces, events and communications.
- Expose all employees to annual training in customer service.

Community Partners

We will work to engage business leaders and community partners in order to meet our strategic goals. Some of our strategies in this area are:

- Provide job shadowing and internship opportunities for students.
- Implement a Master Communications Plan for reaching current and prospective Red Clay partners.
- Develop new community partnerships to provide work-study programs for students.
- Recognize and reward volunteers in Red Clay schools and grow volunteer programs.



/ Measuring Our Success /

DISTRICTWIDE MILESTONES

FIVE DISTRICTWIDE MILESTONES HAVE BEEN ESTABLISHED TO MEASURE STUDENT PROGRESS. PERFORMANCE TARGETS ARE BEING SET FOR THESE MILESTONES AND THEIR CORRESPONDING DATA INDICATORS TO GUIDE SCHOOLS IN DEVELOPING ACTION PLANS TO IMPROVE STUDENT ACHIEVEMENT.

GRADE 3

- >> READING AT THE PROFICIENT AND ADVANCED LEVELS

GRADE 5

- >> READING AND MATHEMATICS AT THE PROFICIENT AND ADVANCED LEVELS
- >> HOPE, ENGAGEMENT, AND WELL-BEING

GRADE 8

- >> READING AND MATHEMATICS AT THE PROFICIENT AND ADVANCED LEVELS
- >> ALGEBRA 1 WITH A GRADE OF C OR HIGHER
- >> HOPE, ENGAGEMENT, AND WELL-BEING

GRADE 9

- >> ENGLISH WITH A GRADE OF C OR HIGHER
- >> MATHEMATICS WITH A GRADE OF C OR HIGHER
- >> ON-TRACK (CREDITS)

GRADUATION: COLLEGE & CAREER READY

- >> ALGEBRA 2 WITH A GRADE OF C OR HIGHER
- >> AP 3 OR HIGHER/IB 4 OR HIGHER
- >> SAT: EBRW 480, MATH 530
- >> HOPE, ENGAGEMENT, AND WELL-BEING
- >> ON-TIME GRADUATION

RESOURCE ALLOCATION

THIS SECTION WILL ARTICULATE HOW WE WILL ALIGN OUR SPENDING TO OUR STRATEGIC GOALS. SPECIFICALLY, THIS SECTION WILL ANSWER THE FOLLOWING QUESTIONS:

1. HOW WILL EACH BUDGET SOURCE BE EVALUATED AND ALIGNED TO THE THREE STRATEGIC GOALS AND THE FOCUS AREAS OF THE STRATEGIC PLAN?
2. HOW DOES DISTRICT SPENDING ALREADY SUPPORT THE DISTRICT'S MISSION AND VISION, AND HOW WILL WE MODIFY SPENDING TO ENSURE THAT IT CONTINUES TO SUPPORT THE STRATEGIC FRAMEWORK FOR THE NEXT FOUR YEARS?
3. WHAT SYSTEMS AND PROTOCOLS WILL BE PUT IN PLACE TO ENSURE THAT WE REGULARLY CHECK, MONITOR AND REPORT ON RESOURCE ALIGNMENT TO THE STRATEGIC PLAN?
4. WHAT RELEVANT RESOURCES OR CONTENT CAN WE REFER READERS TO IN THIS SECTION, TO PROVIDE MORE IN-DEPTH INFORMATION ABOUT DISTRICT SPENDING AND RESOURCE ALLOCATION?



/ Investing in Our Vision /



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