

# Strategic Plan

2021-26  
May 2021

## Priority Student Outcomes

- Ensure 3<sup>rd</sup> grade literacy
- Increase science achievement
- Increase math achievement
- Reduce gaps in achievement among student groups
- Ensure students are prepared to succeed in college and career
- Strengthen student wellness, engagement and safety



1<sup>st</sup> Year Initiatives

**Mission** - To inspire, educate, and prepare each student to achieve to high standards, contribute to our community, and thrive in a global society.

Strategic Themes	Objectives	Initiatives
A. Supportive culture where each student is engaged, thrives and values learning	<ol style="list-style-type: none"> <li>1. Expand the opportunity for each student and staff member to experience positive relationships that support students' holistic needs</li> <li>2. Create research-based culturally, engaging opportunities where each student feels safe to engage and socially identify</li> </ol>	<ol style="list-style-type: none"> <li>1a. Develop shared practices utilizing SEL, restorative practice and culturally responsive tenets</li> <li>2a. Enhance Positive Behavioral Interventions and Supports at every school, integrating social-emotional learning support</li> <li>2b. Implement culturally relevant policies and programs that allow students to see themselves throughout the learning environment</li> </ol>
B. Effective instructional practices	<ol style="list-style-type: none"> <li>1. Increase staff capacity to meet the needs of each learner</li> <li>2. Establish personalized learning opportunities for all students</li> </ol>	<ol style="list-style-type: none"> <li>1a. Establish clear and vertically aligned instructional models/frameworks that embed culturally responsive instructional practices</li> <li>1b. Redesign and fully implement a comprehensive multi-disciplinary, system-wide Multi-Tiered System of Support</li> <li>2a. Ensure instructional practices meet the needs of each diverse learner through the use of Universal Design for Learning</li> <li>2b. Ensure instructional practices optimize personalized learning and center on student choice, exploration, contribution, and self-assessment</li> <li>2c. Establish consistent grading and assessment practices across all schools and grade levels to reflect student learning that indicates mastery</li> </ol>
C. Equitable access to resources to support student learning	<ol style="list-style-type: none"> <li>1. Ensure access to standards-aligned adopted curriculum and differentiated core instruction for each student</li> <li>2. Expand student learning options</li> </ol>	<ol style="list-style-type: none"> <li>1a. Identify and remove barriers to authentic learning and high expectations for our diverse learners</li> <li>1b. Establish district-wide expectations for instructional time, master schedules and course offerings</li> <li>1c. Ensure classroom technology is standardized across the district and professional learning provided</li> <li>2a. Expand participation in high-quality early learning through kindergarten</li> <li>2b. Ensure flexible learning opportunities and choice programs are accessible for all students</li> </ol>


Equity, cultural awareness and responsive practices

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Strategic Themes	Objectives	Initiatives
D. Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation	<ol style="list-style-type: none"> <li>1. Ensure accountability for common district practices and structures</li> <li>2. Increase effective innovative programs and practices</li> <li>3. Ensure consistent practices that promote the physical, emotional, and identity safety of students and staff</li> </ol>	<ol style="list-style-type: none"> <li>1a. Define the essential practices and structures that support student success and will be held in common across the district</li> <li>1b. Develop and implement a process for monitoring effectiveness of essential practices</li> <li>2a. Define necessary parameters for innovation targeted toward student success</li> <li>2b. Foster a culture that promotes, supports, and sustains innovative practices</li> <li>3a. Define, align, implement, and monitor clear expectations and standards for safety</li> </ol>
E. Community engagement	<ol style="list-style-type: none"> <li>1. Increase the opportunities for authentic partnerships to better meet the needs of students</li> <li>2. Improve the transparency, consistency, and accessibility of system-wide two-way communication</li> <li>3. Develop an atmosphere of mutual respect and trust based on culturally responsive relationships with families</li> </ol>	<ol style="list-style-type: none"> <li>1a. Secure parent and community support of the academic and social/emotional development of all students</li> <li>2a. Increase transparency and two-way communication with all stakeholders throughout the district and community</li> <li>2b. Develop and implement culturally responsive outreach programs where schools visit the community</li> <li>3a. Embed cultural competence, equity, and accessibility within all community engagement practices</li> <li>3b. Develop and implement culturally responsive customer service practices for all staff interactions with students and families</li> </ol>
F. Human capital recruitment, development and retention	<ol style="list-style-type: none"> <li>1. Enhance and expand recruitment and retention of a high-quality and diverse workforce</li> <li>2. Promote a culture of learning and well-being for each employee group</li> </ol>	<ol style="list-style-type: none"> <li>1a. Design and implement an effective recruitment and retention plan with an emphasis on diversity and inclusion for each employee group</li> <li>2a. Cultivate a culture of excellence that includes career pathways and continuous growth for each employee group</li> <li>2b. Ensure an inclusive work environment that promotes wellness, a sense of belonging, engagement, and support</li> <li>2c. Cultivate a culture of high expectations, systems thinking, and shared accountability</li> </ol>

Equity, cultural awareness and responsive practices