



# Strategic Planning Orientation

# Welcome and Introductions

- **Who** is in the room?
- **What** are we here to do?
- **Why** is this an important event?



- **Communication**
- **Collaboration**
- **Grace**



**BEST**  
**HIGH SCHOOLS**



**RANKINGS**

The foundation of CONTINUOUS IMPROVEMENT rests upon the pillars of **Mission, Vision, and Goals**. Each of these pillars asks a different question of stakeholders within the system. The pillars rest on **Core Values**.



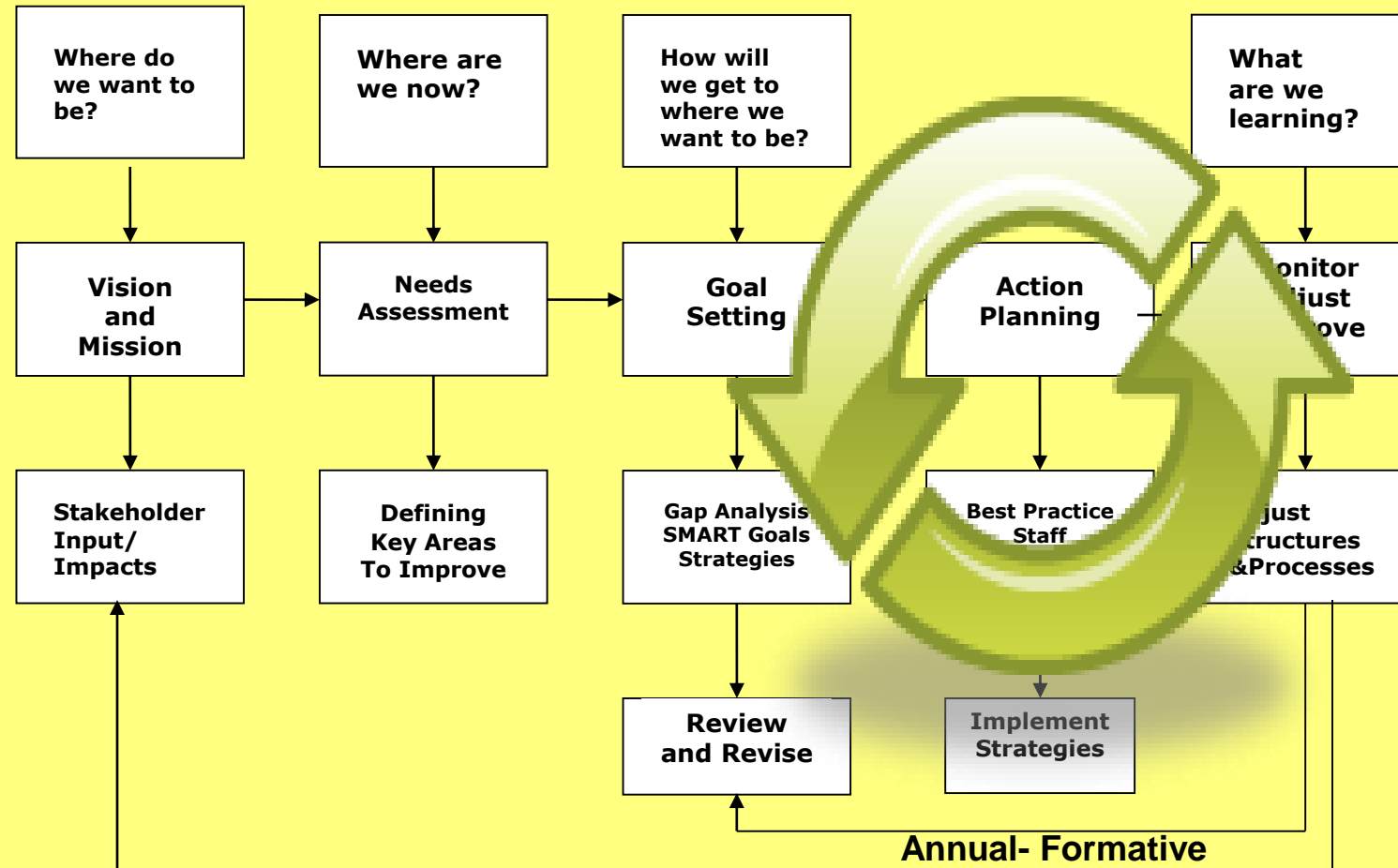




## FOUNDATION OF CONTINUOUS IMPROVEMENT

Pillars	Guiding Question
<b>MISSION</b>	<i>What is our fundamental purpose; why do we exist?</i>
<b>VISION</b>	<i>What must we become in order to accomplish our fundamental purpose?</i>
<b>GOALS</b>	<i>How will we know if we are making a difference?</i>
<b>VALUES</b>	<i>How must we behave to achieve our mission, vision and goals?</i>

# Strategic Planning Process



## Multi-Year: Summative

An aerial photograph of a two-lane asphalt road that curves through a green, grassy landscape. The road has a dashed white center line and solid white edge lines. A guardrail runs along the outer edge of the curve. The text is overlaid on the left side of the image.

**WHERE DO WE WANT  
TO BE?**

**HOW DO WE GET FROM  
WHERE WE ARE TO  
WHERE WE WANT TO BE?**

**WHERE ARE WE NOW?**

It is good to  
have an end to  
journey toward;  
but it is the  
journey that  
matters in the  
end.

Ursula K. LeGuin 1999

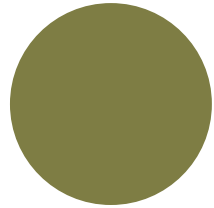
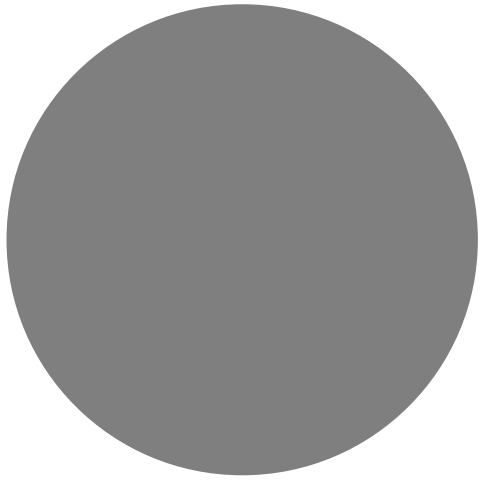
**CONTINUOUS IMPROVEMENT**



***“The size and the prettiness of the plan is inversely related to the quality of action and the impact on student learning.”***


- Doug Reeves





“See it **big** and keep it  
**simple.**”

~Wilfred Peterson



Keep it alive-  
not sitting on the shelf  
collecting dust

*Examine the Top Ten reasons why plans fail. Pick 2-3 that might be something you want to keep in mind to make the new plan successful.*



# TOP TEN Reasons Strategic Plans FAIL

1.	Partial commitment/ little ownership or buy-in
2.	Writing the plan and putting it on the shelf
3.	Focused on insufficient data and information
4.	Too many goals and strategies/overly complex
5.	No accountability or follow through/ lack of measures
6.	Lack of resources or alignment with budget
7.	Lack of stakeholder input and feedback
8.	A non-representative planning group
9.	Activities with no progress monitoring and reporting
10	Ignoring marketplace reality, facts and assumptions/out of sync with trends and needs





- **Satisfaction Data or Best Hopes for the Future Data** from students, families, staff, or communities.
- **Social, Emotional, Political, Demographical, Technological, or Educational Data** emerging or impacting the future.
- **PK-12 System Data and Information** guiding **College, Career or Workplace success.**

**Environmental Scan:** *What can we learn from those we represent or from leading forecasters or practices that might ensure our mindset for change as we begin to plan together?*

# Preparing Today to Shape Tomorrow



- Educational Best Practice Research
- Educational Future Needs and Expectations
- Workplace Needs and Expectations
- Social and Emotional Needs and Expectations
- College, Career and Life Readiness

## Carbondale Community High School District 165 Strategic Plan Roster

### Board Members

Julie Van Winkle - Board Vice President/Unity Point Rep - [julie.vanwinkle@cchs165.com](mailto:julie.vanwinkle@cchs165.com)

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Woody Thorne - SIH - [woody.thorne@sih.net](mailto:woody.thorne@sih.net)

## Strategic Plan Team Schedule

Meeting	Purpose/Essential Questions	Date	Time
Orientation	<i>Who we are and what we are charged to do?</i>	Oct 8	Virtual 8:30-11:00 am
Data Retreat	<i>Where are we now? What is working well and what isn't?</i>	Oct 27	Face to Face 8:30-3:00
Vision Retreat	<i>Where do we want to be? How will we be different 5-10 years from now?</i>	Nov 19	Face to Face 8:30-3:00
Setting Direction Retreat	<i>How will we get from where we are now to where we want to be 5-10 years from now?</i>	Dec 9	Face to Face 8:30-3:00
Final Meeting of Plan Team	<i>What will we recommend to the Board of Education to set future direction?</i>	Jan 3	Virtual 8:30-11:00 am





# Strategic Plan Team

- Attend all meetings of the planning team.
- Learn of roles and responsibilities at an Orientation Meeting.
- Prepare for each meeting by reading materials aligned to each agenda.
- Conduct a data analysis of the district at a Data Retreat by reviewing key data indicators and measures to determine the district's strengths and opportunities for improvement.
- Explore research-based, effective practices of high performing districts at a Vision Retreat. Review and revise the district's shared mission, vision, values/commitments and goals at a Vision Retreat.
- Set long-range goals and identify high leverage strategies that define what priorities need attention to move the district to a higher level of performance.
- Present a draft of the plan for stakeholder review and input.
- Revise and finalize the draft of the plan based on stakeholder review and input.
- Recommend the strategic plan to the superintendent.



# Core/Edit Team Team

- Be members of the strategic planning team and assume all responsibilities expected of team members.
- Review the Data Retreat Findings Report drafted by the facilitator and provide feedback individually and virtually following the Data Retreat
- Review the Vision Retreat Findings Report drafted by the facilitator and provide feedback individually and virtually following the Vision Retreat
- Review the Setting Direction Retreat Findings Report drafted by the facilitator and provide feedback individually and virtually following the Setting Direction Retreat.
- Review the initial draft of the strategic plan drafted by the facilitator and provide feedback individually and virtually following the final meeting of the plan team.



*As a strategic plan team member, what were **key concepts you found in the homework articles** that we all need to keep in mind as we do our work together.*

***Generate 3-5 from each of the key concepts from the article you read.***

***Be ready to share with your team.***



# 2021 TRENDS IN K-12 EDUCATION





# Ensuring Equity in ESSA:

## The Role of N-Size in Subgroup Accountability



ALLIANCE FOR  
EXCELLENT EDUCATION

June 2016





# Future Ready Schools



Explore the Future Ready Framework Gears

  
Curriculum, Instruction, and Assessment

  
Personalized Professional Learning

  
Budget and Resources

  
Community Partnerships

  
Data and Privacy

  
Robust Infrastructure

  
Use of Space and Time

  
Collaborative Leadership



Article A	Article B	Article C
<a href="mailto:Julie.vanwinkle@cchs165.com">Julie.vanwinkle@cchs165.com</a> <a href="mailto:arnold.taylor@cchs165.com">arnold.taylor@cchs165.com</a> <a href="mailto:linda.flowers@cchs165.com">linda.flowers@cchs165.com</a> <a href="mailto:acowsert@go.cchs165.com">acowsert@go.cchs165.com</a> <a href="mailto:daniel.booth@cchs165.com">daniel.booth@cchs165.com</a> <a href="mailto:sbrunson@go.cchs165.com">sbrunson@go.cchs165.com</a> <a href="mailto:ryan.thomas@cchs165.com">ryan.thomas@cchs165.com</a> <a href="mailto:chris.apple@cchs165.com">chris.apple@cchs165.com</a> <a href="mailto:ethan.graham@cchs165.com">ethan.graham@cchs165.com</a> <a href="mailto:kahuja@go.cchs165.com">kahuja@go.cchs165.com</a> <a href="mailto:alejandro.ruiz@cchs165.com">alejandro.ruiz@cchs165.com</a> <a href="mailto:abaughman@go.cchs165.com">abaughman@go.cchs165.com</a>	<a href="mailto:sandy.snowden@cchs165.com">sandy.snowden@cchs165.com</a> <a href="mailto:jbradley@go.cchs165.com">jbradley@go.cchs165.com</a> <a href="mailto:Brenda.berg@cchs165.com">Brenda.berg@cchs165.com</a> <a href="mailto:gpark@go.cchs165.com">gpark@go.cchs165.com</a> <a href="mailto:stacey.massie@cchs165.com">stacey.massie@cchs165.com</a> <a href="mailto:rairwig@gmail.com">rairwig@gmail.com</a> <a href="mailto:ray.toliver@cchs165.com">ray.toliver@cchs165.com</a> <a href="mailto:aroberts@go.cchs165.com">aroberts@go.cchs165.com</a> <a href="mailto:mandy.mckee@cchs165.com">mandy.mckee@cchs165.com</a> <a href="mailto:jpavelonis@ces95.org">jpavelonis@ces95.org</a> <a href="mailto:jeff.hansen@cchs165.com">jeff.hansen@cchs165.com</a> <a href="mailto:stephanie.hartford@jalc.edu">stephanie.hartford@jalc.edu</a>	<a href="mailto:lena.dierks@cchs165.com">lena.dierks@cchs165.com</a> <a href="mailto:wendell.williams@siu.edu">wendell.williams@siu.edu</a> <a href="mailto:amy.prudencio@cchs165.com">amy.prudencio@cchs165.com</a> <a href="mailto:aimee.wigfall@gmail.com">aimee.wigfall@gmail.com</a> <a href="mailto:justin.dennis@cchs165.com">justin.dennis@cchs165.com</a> <a href="mailto:rapgar@gcs130.org">rapgar@gcs130.org</a> <a href="mailto:bryan.lee@cchs165.com">bryan.lee@cchs165.com</a> <a href="mailto:smayerhofer@desoto86.org">smayerhofer@desoto86.org</a> <a href="mailto:erik.berrey@cchs165.com">erik.berrey@cchs165.com</a> <a href="mailto:woody.thorne@sih.net">woody.thorne@sih.net</a> <a href="mailto:rleforge@explorecarbondale.com">rleforge@explorecarbondale.com</a> <a href="mailto:krista.antrim@cchs165.com">krista.antrim@cchs165.com</a> <a href="mailto:giftoflovecharity@live.com">giftoflovecharity@live.com</a> Chastity Mays



# Article

## Key Concepts to Share

- 1.
- 2.
- 3.
- 4.
- 5.



# Review of Current Plan



- Hear about the Current Plan
- It is a living plan?
- Are there parts of it on which we can build a new plan?





## Carbondale Community School District 165 Strategic Plan



### School District Mission

Carbondale Community High School strives *to provide an education which enables and empowers its diverse students to develop their intellectual, emotional and physical gifts; to understand and respect the similarities and differences among themselves and others in their local and world communities; and to learn the habits of mind and self-discipline necessary to live with integrity and purpose as contributing members of society.*

### School District Philosophy

The Board of Education believes that it is the responsibility of Carbondale Community High School District 165 *to provide educational opportunities and experiences which will enable all students to develop their talents and capabilities so that they may be able to assume their responsible roles in a democratic society and to apply their knowledge to a lifetime of continuous learning.*

This philosophy places emphasis upon the *total development of the student, recognizing the dignity and worth of each individual and serving to enhance within each student a sense of responsibility, tolerance, and freedom.*

We, the Board of Education, believe that to translate this philosophy into reality requires *cooperation, communication, and continuous effort from the student, parents, faculty, and administration.*

### School District Goals

- **Resources:** We will continue to maintain the positive financial of the district.
- **Quality Staff:** We will actively work to enhance the diversity of our workforce, including the recruitment and retention of ethnic minority staff.
- **Families and Community:** We will continue to promote positive Public Relations efforts in the district.
- **Student Growth and Achievement:** We will continue to analyze, address, and respond to issues associated with Every Student Succeeds Act, the Illinois Balanced Accountability Mode, and other federal and state initiatives.

- **Strategy:** We will pursue and maintain at least a Commendable rating on the new Illinois School Report Card, which focuses on Graduation Rate, ELA and Math growth of the SAT, Chronic absenteeism, and Freshmen on Track.
- **Strategy:** We will develop and implement a district dashboard to assist in tracking and communicating student and school achievement data.
- **Learning and Working Environments:** We will complete the actions outlined in the Resolution affirming CCHS #165 Board of Education's Commitment to eliminate racial injustice.

### School District Values

To enable our students to achieve the **highest proficiency** in the skills and processes of learning to become **responsible citizens** of our society

To provide diversified and comprehensive programs that **meet the specific needs of all students**

To provide and maintain a positive learning environment to **ensure conditions appropriate for creativity and growth**

To instill an awareness of occupational responsibility and to **nurture a respect for all careers**

To foster in our students the realization of **individual worth and dignity** as a person enabling each student **to achieve satisfying social relationships, and to live a productive life.**

To make our students aware of the changeable nature of the world, to **understand the process of change and to facilitate flexibility and adaptability**

To offer **educational experiences which will provide the resources to relate to others as well as to a larger society**

To encourage students to **think for themselves and to be responsible for their own actions.**



A close-up photograph showing four hands from different people, each holding a different colored puzzle piece (green, red, yellow, and purple) and fitting them together in the center. The hands are positioned around the pieces, with fingers visible as they connect the edges. The background is a plain, light color.

# Steps in the Process

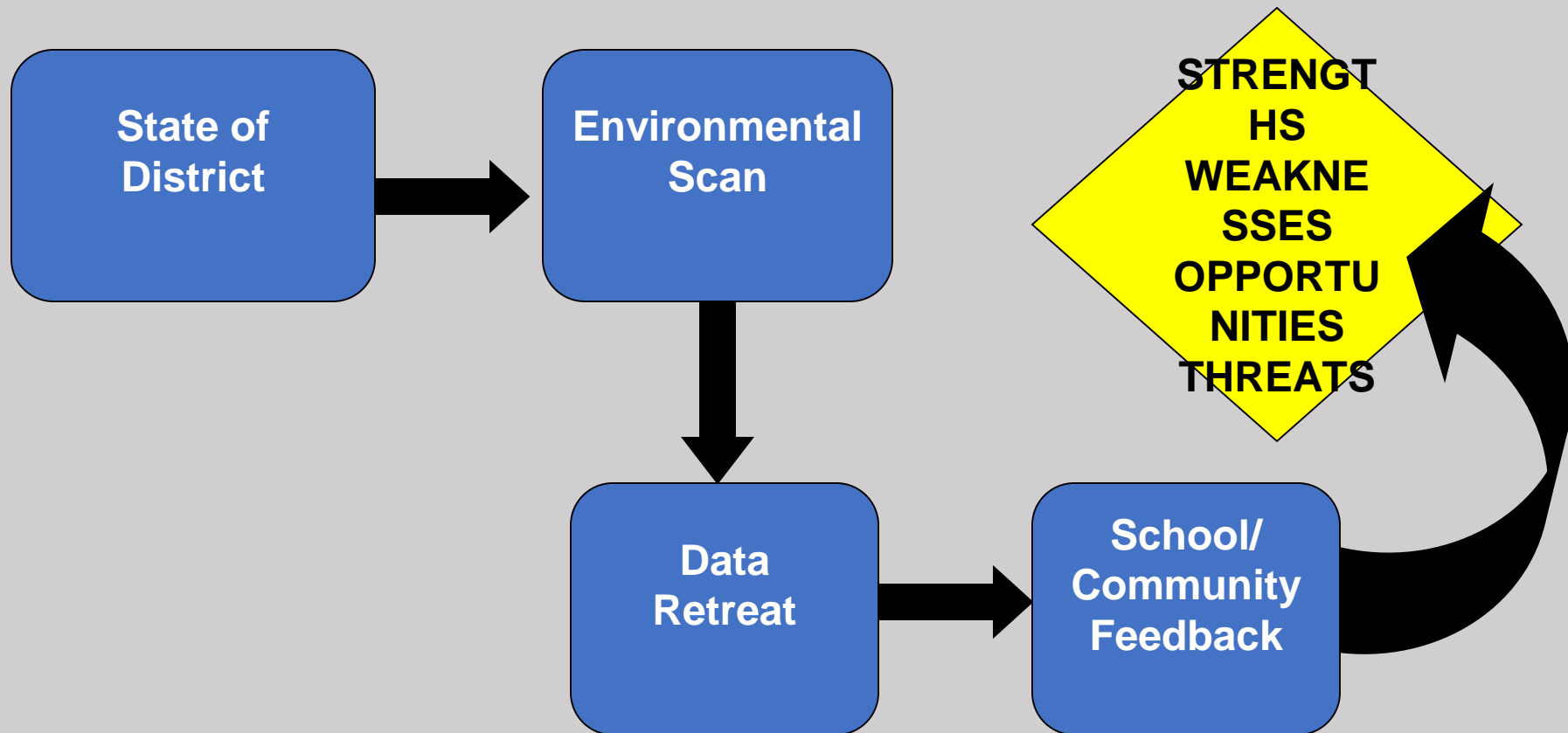






**Data Retreat: Where are we now?  
To paint a data picture that allows  
us to identify our current strengths,  
weaknesses, opportunities, and  
threats.  
In person 6-hour session**

PART ONE: Determine the current state of the district – **Where are we now?**







# SWOT ANALYSIS

- Strengths
- Weaknesses
- Opportunities
- Threats



- What do we consider to be our strengths?
- What advantages do we have?
- What do others say our strengths are?

- What do we consider to be our weaknesses?
- What are we most criticized for or receive the most complaints about?
- What do we seem to have a hard time doing well?

**STRENGTHS**

**WEAKNESSES**

**OPPORTUNITIES**

**THREATS**

- What opportunities for improvement do we know about but have not addressed?
- Where with a little work could we change a weakness into a strength?

- Who or what threatens us the most?
- What challenges are coming that we must respond to?
- What might block our progress?

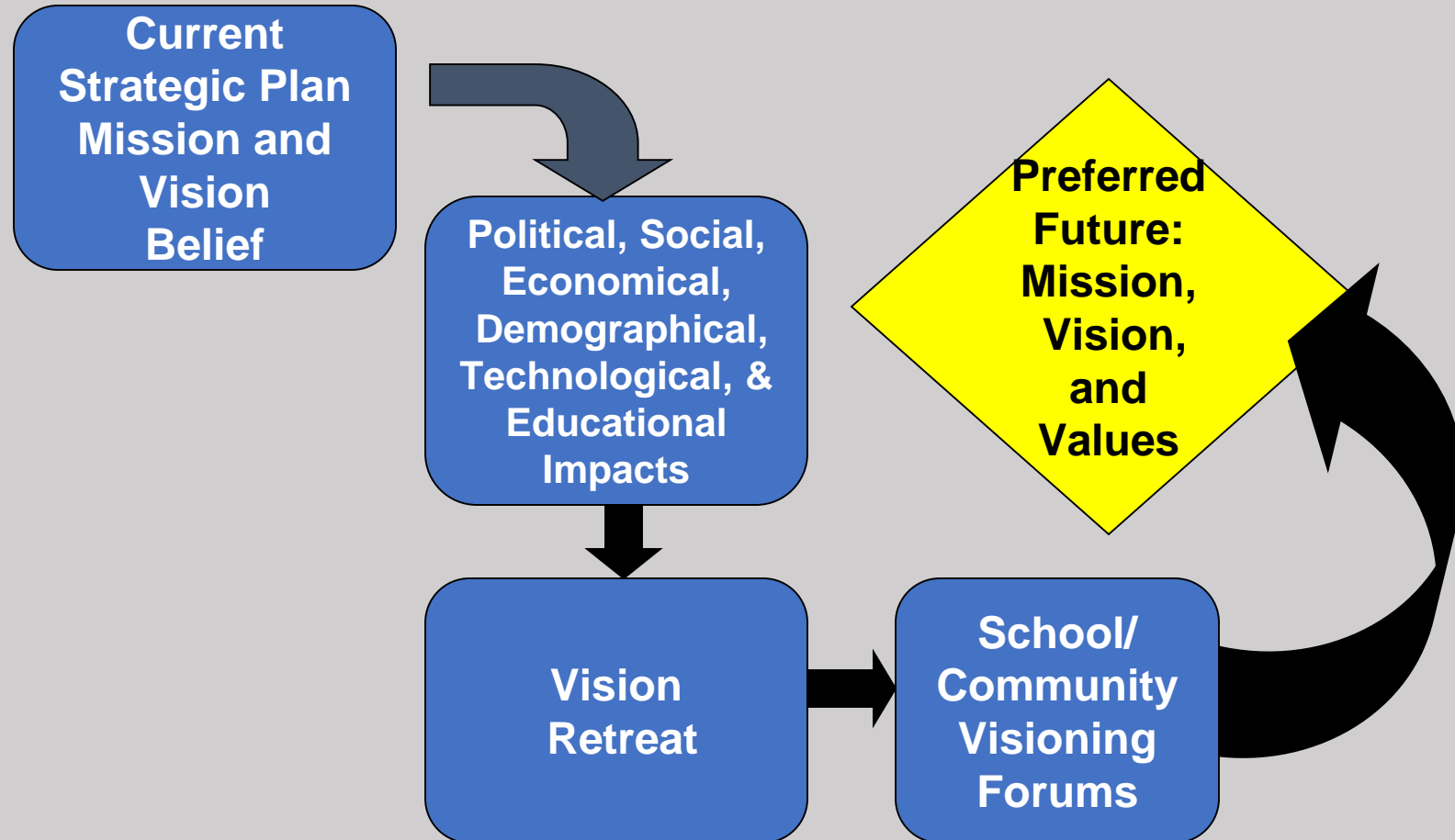
# **Vision Retreat: Where do we want to be?**

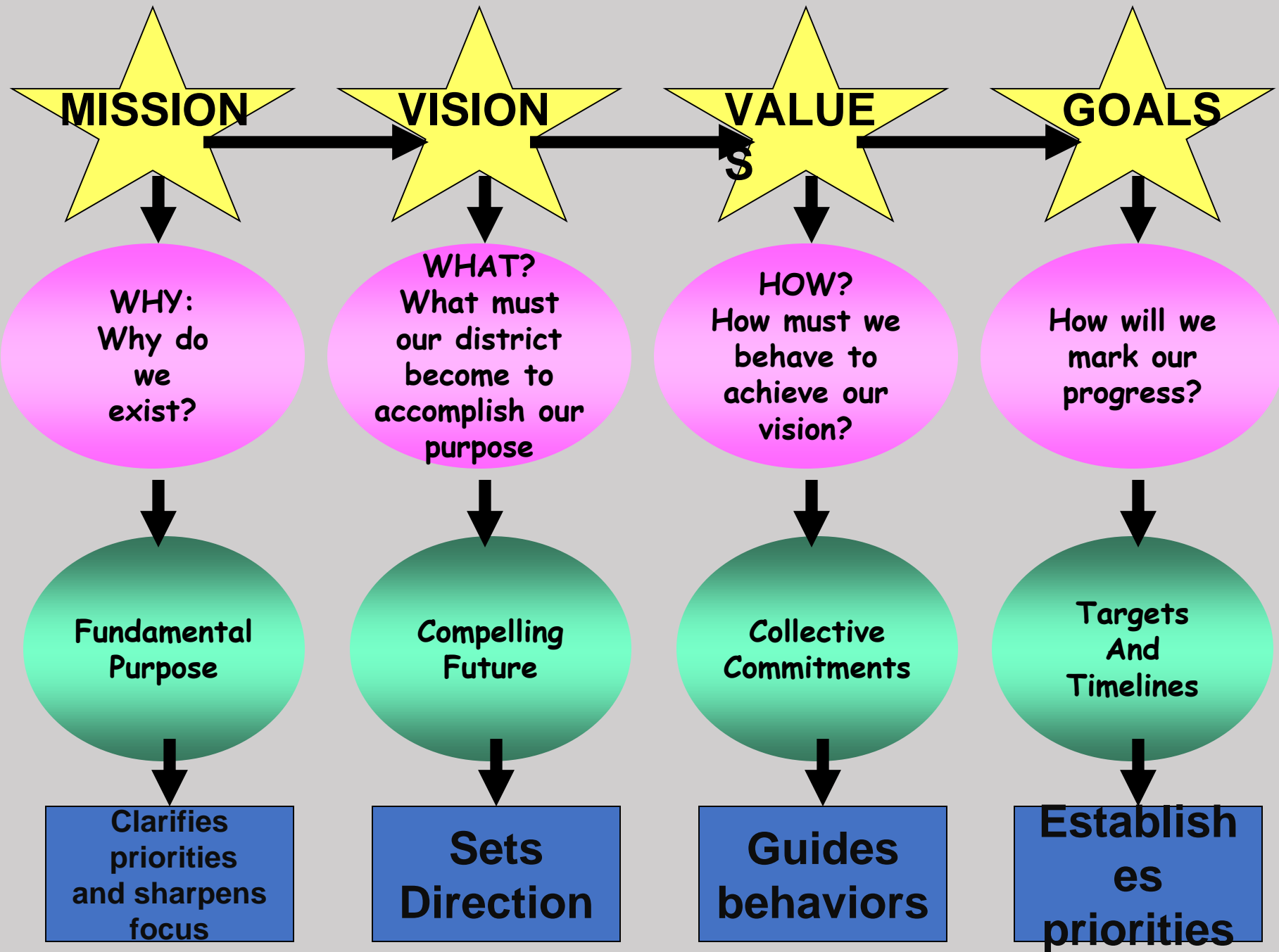
**To envision a future that moves individuals, the school, and the district to a higher level of satisfaction and performance.**

**In person 6-hour session**



## PART TWO: Determine the “PREFERRED FUTURE”- **Where do we want to be?**









***How do we want to be different 5-10  
years from now than we are today?***



Many schools and districts have a ***mission and vision***, but few can articulate what it is and are using it to drive the future.

**We will DRAFT Mission and Vision.**

- Create a Portrait of a Graduate
- Create a Portrait of Team
- Create a Portrait of Products and Services
- Create a Portrait of Customer Satisfaction and Marketing
- Create a Portrait of Impact

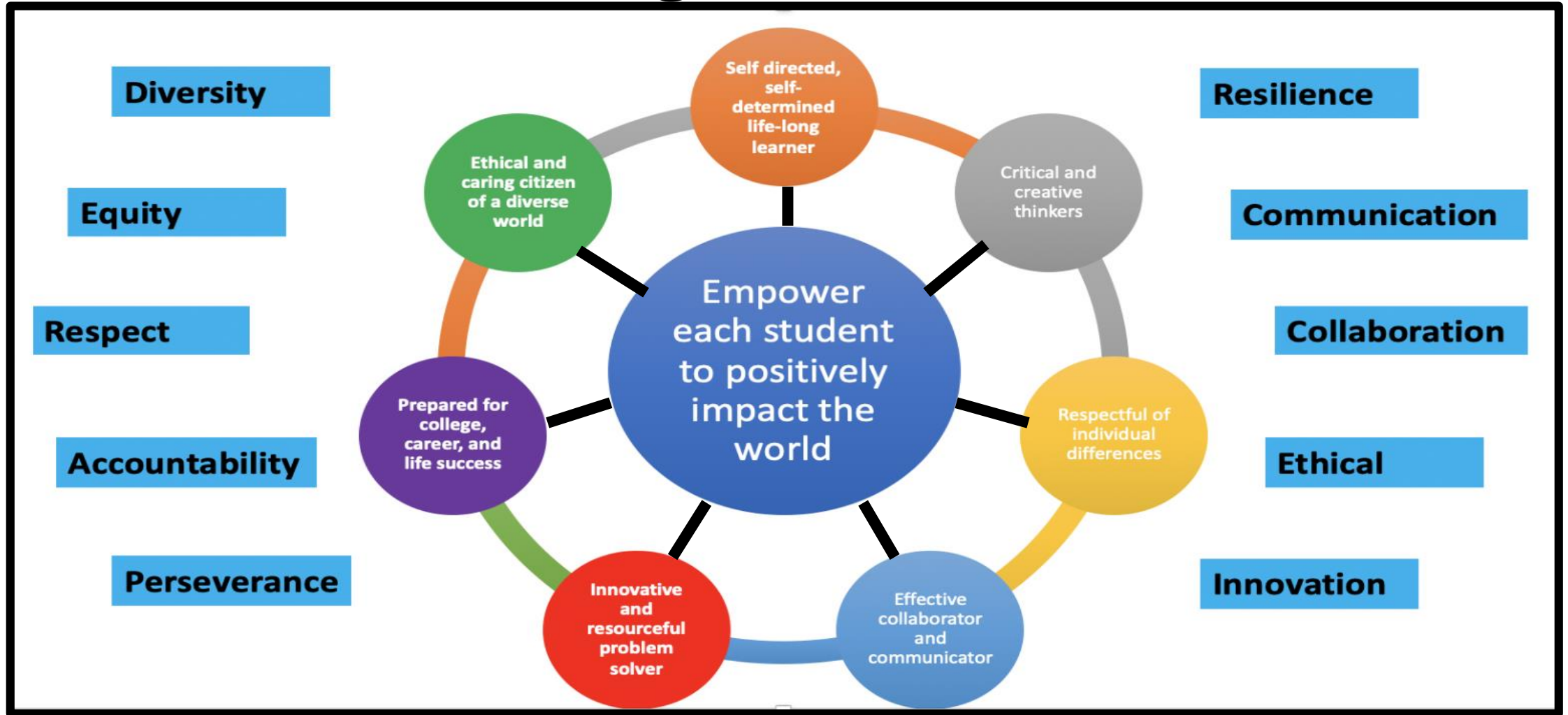
**We will DRAFT Core Values.**

***“Some men see things as they are and say, “Why?”***

***I dream of things that never were and say, “Why not?”***

**George Bernard Shaw**

# District Strategic Plan 2019-2024



**OUR**

**VALUES**  
WHAT WE STAND FOR

**OUR MISSION & VISION**

WHY WE EXIST and WHERE WE ARE HEADED

**OUR**

**VALUES**  
WHAT WE STAND FOR





BRADLEY-BOURBONNAIS COMMUNITY HIGH SCHOOL

# PORTRAIT OF A GRADUATE

EMPOWERING STUDENTS ON THEIR PATHWAY TO SUCCESS

This profile describes the expectations our district believes are required of successful leaders who graduate from BBCHS. A BBCHS graduate embodies...



## CRITICAL THINKING

- Evaluating information and arguments
- Making connections and identifying patterns
- Problem solving
- Constructing meaningful knowledge
- Experimenting, reflecting, and taking action on ideas in the real world



## CHARACTER

- Learning to learn
- Grit, tenacity, perseverance, and resilience
- Self regulation, responsibility, and integrity



## CITIZENSHIP

- Thinking like global citizens
- Considering global issues based on a deep understanding of diverse values and worldviews
- Genuine interest and ability to solve ambiguous and complex real world problems that impact human and environmental sustainability
- Compassion, empathy, and concern for others



## CREATIVITY

- Having an "entrepreneurial eye" for economic and social opportunities
- Asking the right inquiry questions
- Considering and pursuing novel ideas and solutions
- Leadership to turn ideas into action



## CRITICAL THINKING



## CREATIVITY

## CHARACTER



## CITIZENSHIP

## COLLABORATION



## COLLABORATION

- Working independently and synergistically in teams
- Interpersonal and team-related skills
- Social, emotional, and intercultural skills
- Managing team dynamics and challenges
- Learning from and contributing to the learning of others

## COMMUNICATION



## COMMUNICATION

- Communicating effectively with a variety of styles, modes, and tools including digital
- Communication designed for different audiences
- Reflection on and use of the process of learning to improve communication



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BRADLEY-BOURBONNAIS COMMUNITY HIGH SCHOOL  
**VISION 307**  
BUILT ON TRADITION... PREPARING FOR THE FUTURE



# PORTRAIT OF A GRADUATE

<b>COURAGEOUS LEADER</b> 	<b>EMPATHETIC COLLABORATOR</b> 	<b>GLOBAL COMMUNICATOR</b> 	<b>CREATIVE PROBLEM SOLVER</b> 	<b>CURIOUS CRITICAL THINKER</b> 
<b>SOCIAL WELL-BEING</b>	<b>RECEIVING</b>	<b>LISTEN</b>	<b>DISCOVER</b>	<b>WONDER</b>
<b>EMOTIONAL WELL-BEING</b>	<b>SHARING</b>	<b>WRITE</b>	<b>DREAM &amp; DESIGN</b>	<b>DISCOVERY</b>
<b>FUTURE-FOCUSED: SKILLS &amp; INTERESTS</b>	<b>DESIGNING</b>	<b>CONVERSE</b>	<b>DIVE IN</b>	<b>REASONING</b>
<b>FUTURE-FOCUSED: POST-SECONDARY &amp; FUTURE PLANS</b>		<b>PRESENT</b>	<b>DELIVER</b>	<b>PERSPECTIVE</b>
<b>LEADERSHIP SKILLS &amp; OPPORTUNITIES</b>		<b>GLOBAL SIGNIFICANCE</b>	<b>DEBRIEF</b>	<b>REFLECTION</b>
<b>FORT THOMAS</b> INDEPENDENT SCHOOLS		Rich in	Tradition	Focused on the Future

# INNOVATIVE ELEMENTS

## Learning Culture

Values and priorities that support a growth mindset and allow us to build knowledge together as a community



## Informative Assessment

Ongoing strategies and practices that continuously inform learning and teaching



## Access to Technology

Reliable and equitable access to information, resources and other digital technologies



## 21st Century Competencies

Knowledge, skills and attitudes needed to learn and be successful in a modern world



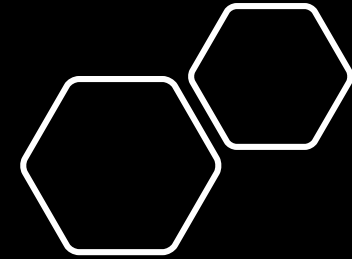
## Learning Environments

Dynamic physical, virtual and inclusive spaces designed to support learning and well-being



## Models of Learning

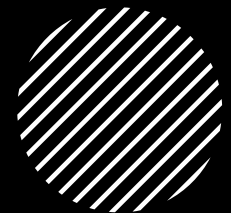
Instructional approaches that empower modern learners



# Aligning mindset to District mission, vision, goals, and core values

Knowing our mission, vision, goals, and core values:

- How will we define collective mindset?
- What will be nonnegotiable about our thoughts, habits, feelings, attitudes, and beliefs that will frame our mindset?
- What will guide our behaviors, actions, and commitments for which we will hold each other accountable?



*What is your mission, vision and values?  
What are your important long-range goals?*

Stephen Covey reports:

- **19%** or fewer in most organizations cannot identify the mission, vision or goals.
- **15%** cannot identify the top priorities
- Mission, vision, values and goals are **vastly under communicated**
- Leaders report they **spend less than 50% of their time on the identified most urgent priorities**
- The **Front Line** has little ownership or engagement.

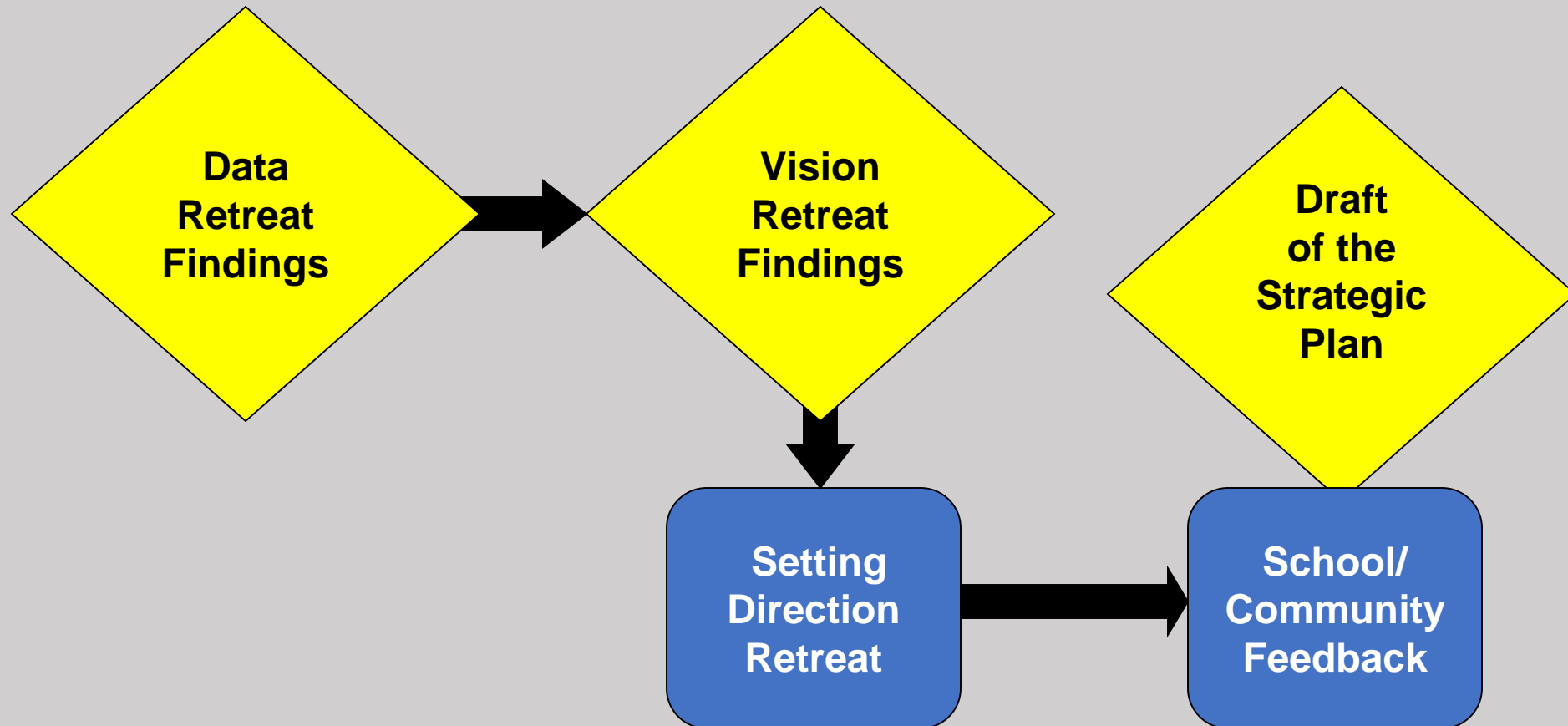






**Setting Direction Retreat: How do we get from where we are now to where we want to be?  
To determine high priority strategies to accomplish long-range goals  
In person 6-hour session**

## PART THREE: Draft the Plan - **How do you get from where you are to where you want to be?**



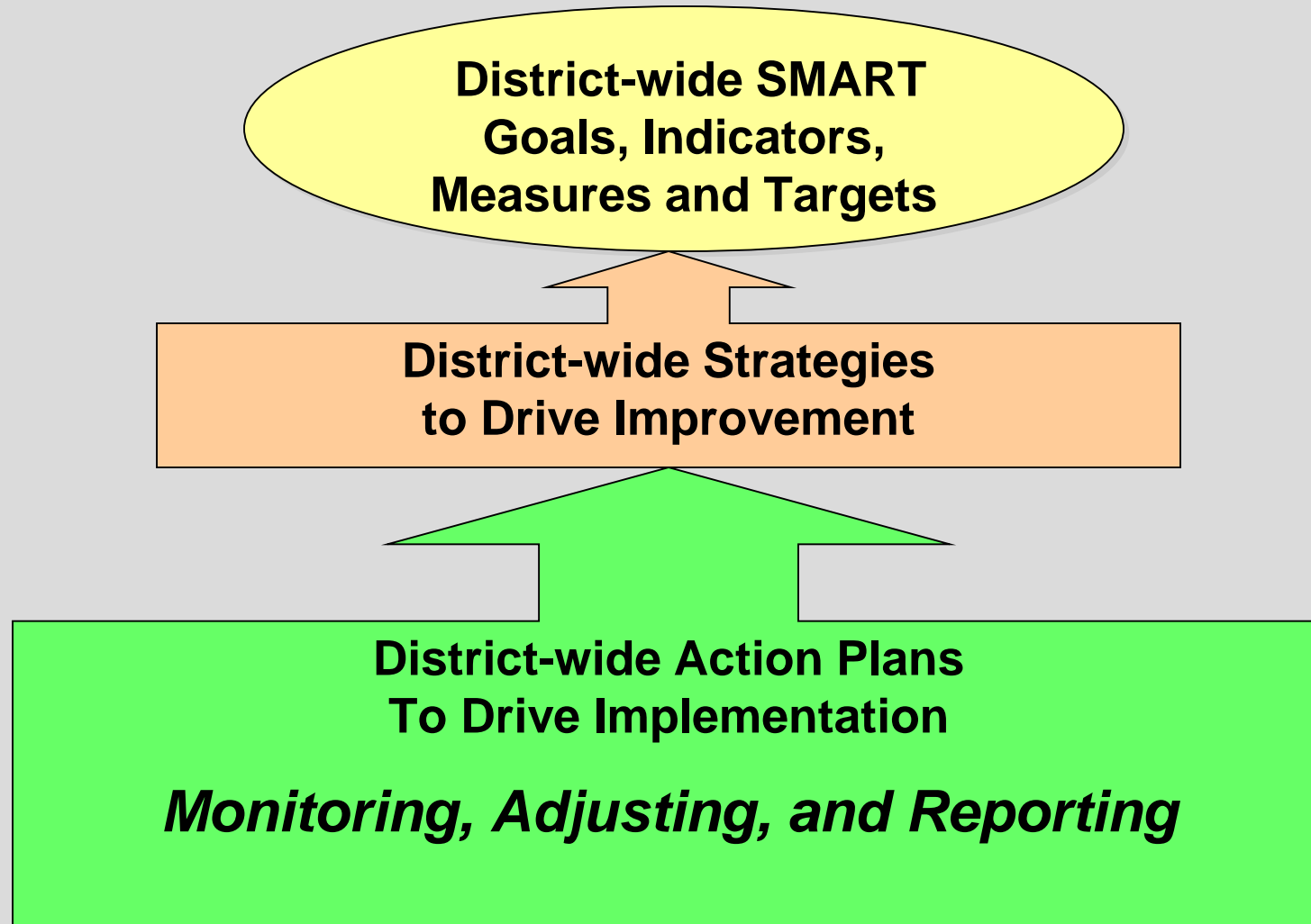
**“One is hard pressed to think of any organization that has sustained some measure of greatness in the absence of goals, values and missions that become deeply shared throughout the organization.”**

**~ Peter Senge  
The Fifth Discipline**

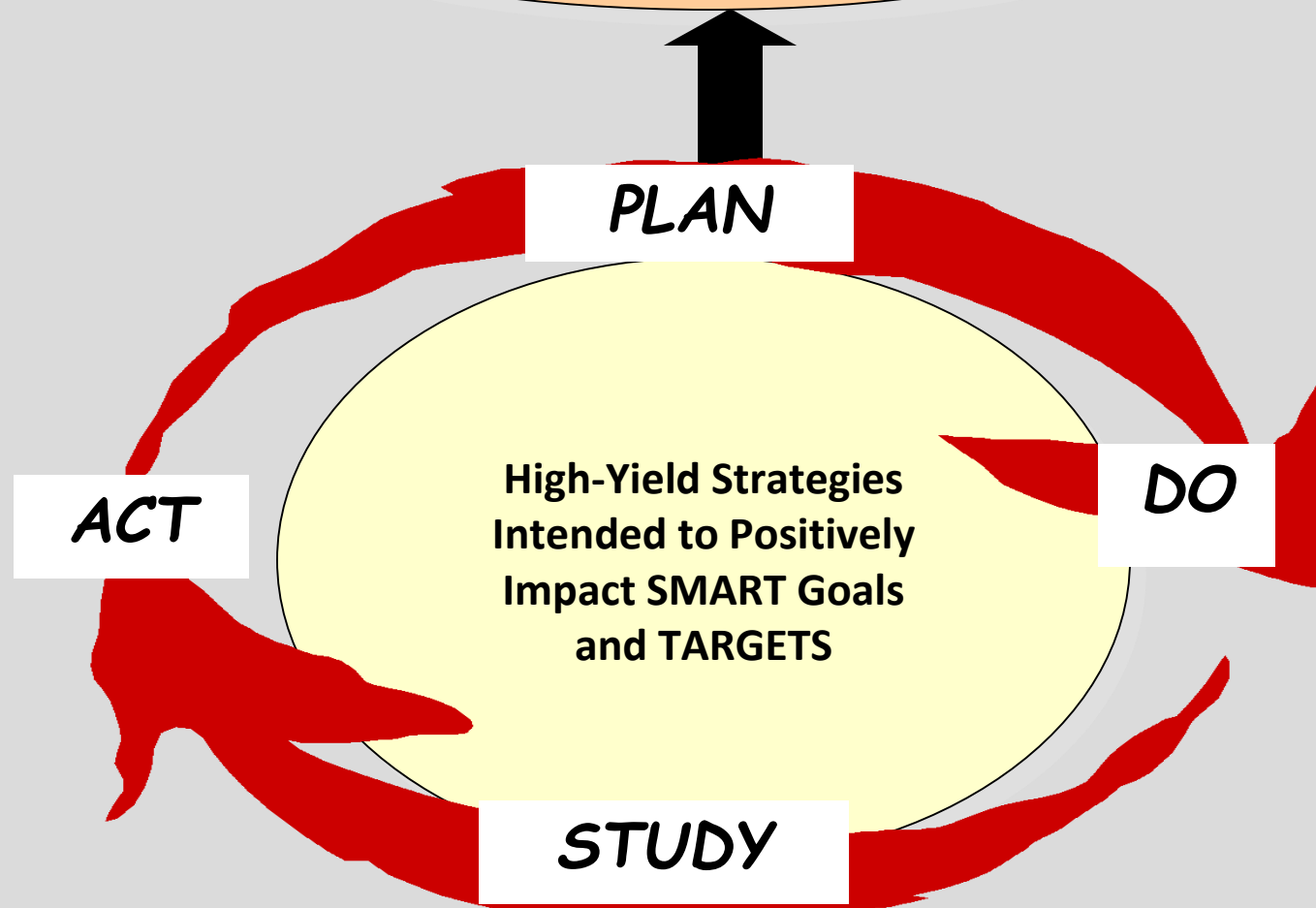




**SMART goals require aligned strategies and well-designed action steps in order to provide stakeholders with a map of what's important and a plan for how to get there.**







What do we  
need to do to  
**close the gaps**  
and **get closer**  
to realizing our  
mission, vision,  
values and  
goals?





# Final Meeting of Plan Team. Virtual

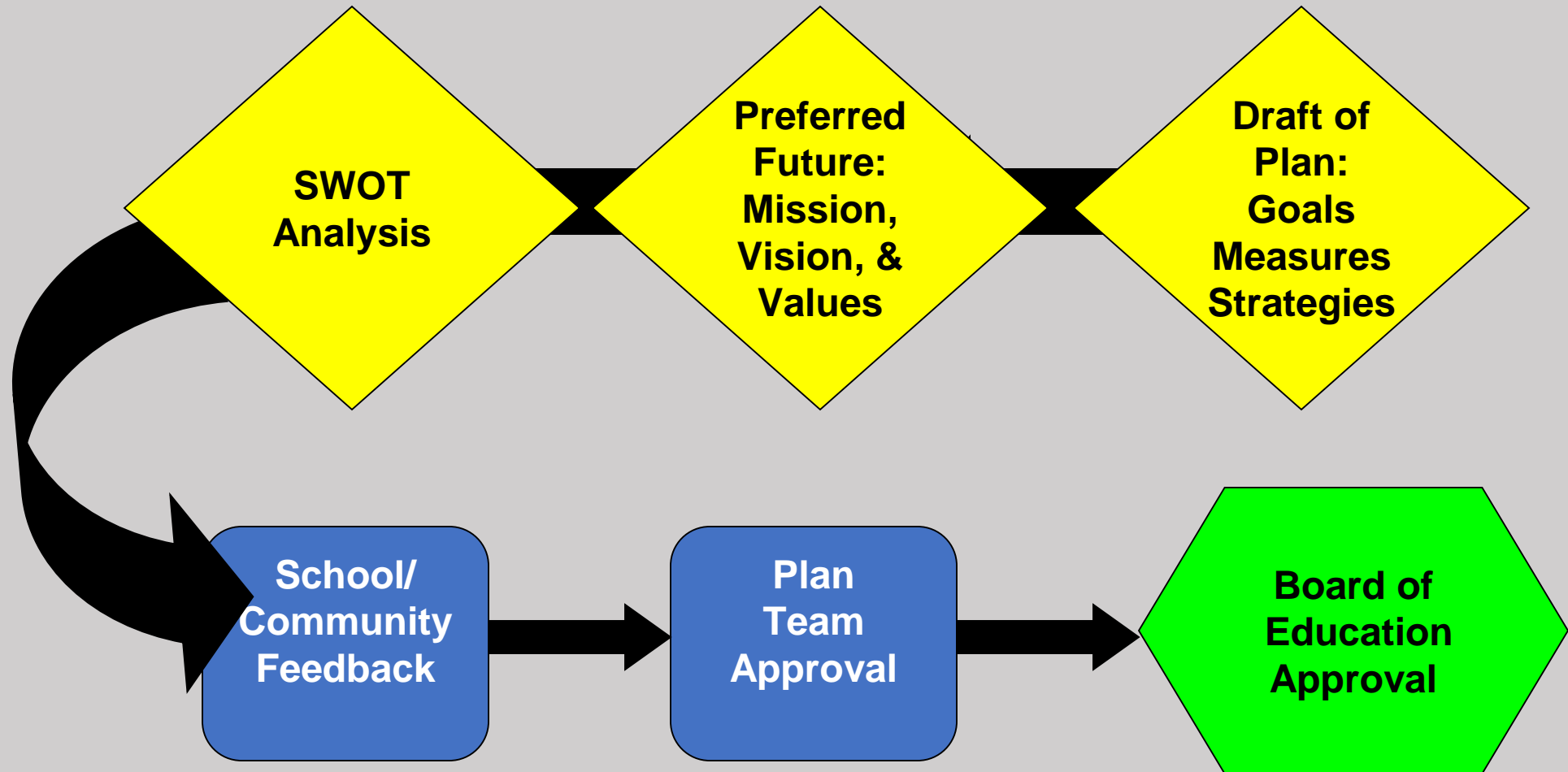
*“What we will recommend.”*

Review Edit Team Draft

Review Stakeholder  
Feedback

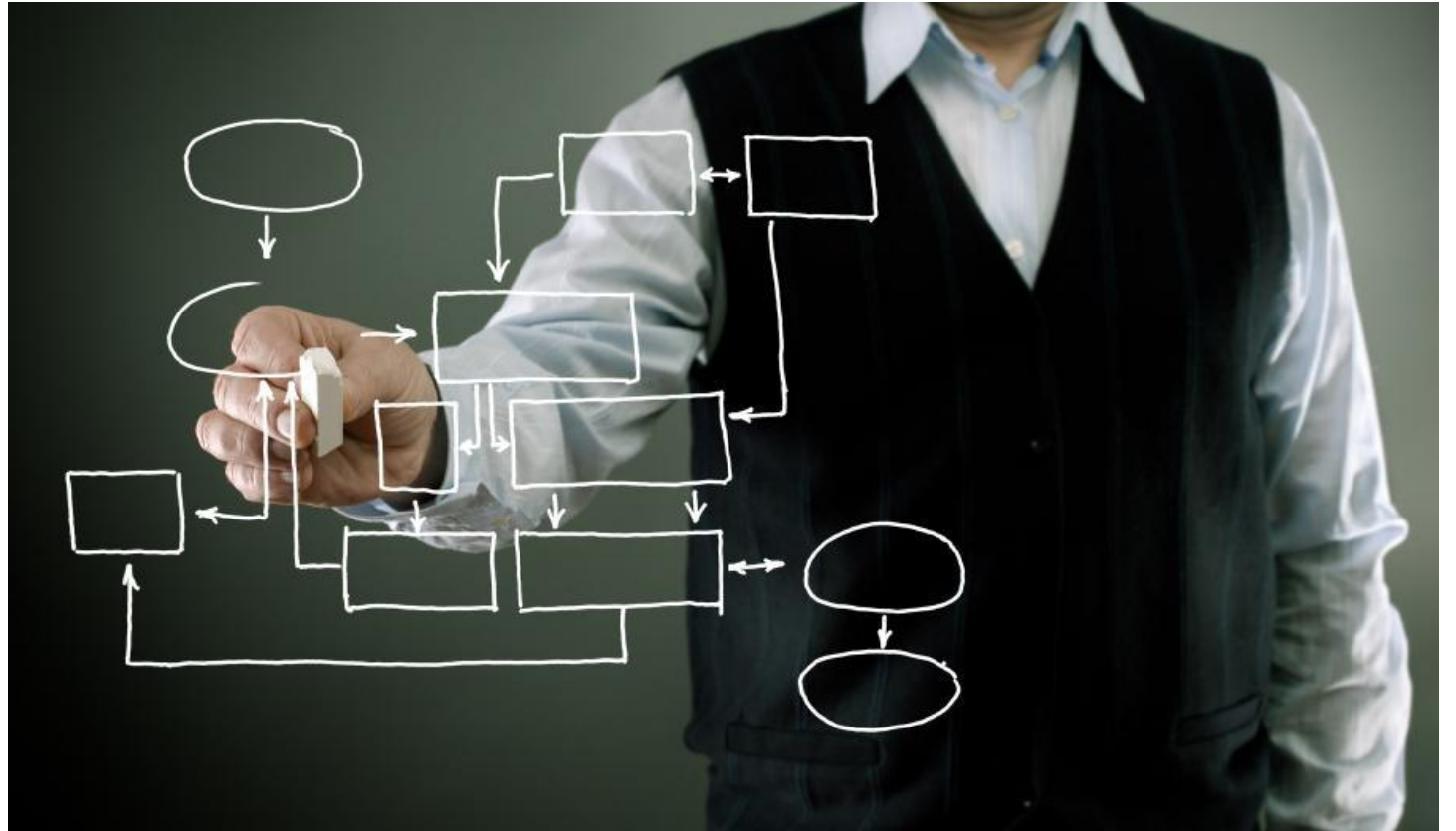
Finalize Recommendation

## PART FOUR: Finalizing the Plan





# PLAN DRAFT



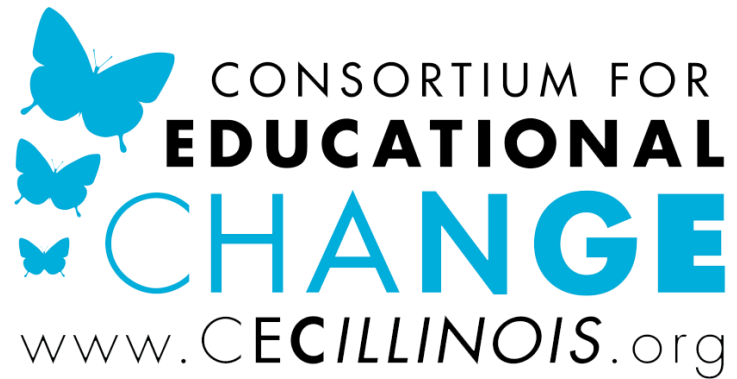
# Deliverables

- One Page Strategic Plan-  
Vision, Mission,  
Values/Beliefs, Goals,  
Strategies
- Support Document  
containing details related  
to the One-Page Plan



# FEEDBACK AND REFINEMENT





***Examine the  
Strategic Plan  
of another  
district.  
What makes  
this a SMART  
Plan?***

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# STRATEGIC PLAN

The 2017-2018 strategic planning process called Forward 47 was driven by stakeholders — engaging parents, community members, board members, staff, administrators, and former students in a collaborative effort. The new plan is intended to help shape the District's focus moving forward, build on existing strengths, and provide opportunities for growth over the next five years. In January 2018, the District 47 Board of Education approved the new strategic plan, establishing a set of priorities based on guiding principles designed to improve learning for all students.

## OUR VISION Where We Are Headed

Learners are empowered when they:

- Demonstrate academic growth by being independent and strategic learners.
- Apply the life skills of collaboration, communication, citizenship, character, critical thinking, and creativity in real world situations.
- Set goals, monitor progress, and recognize improvement.
- Learn in an environment that is safe, engaging, and collaborative.
- Are supported by high-quality educators committed to meeting individual needs through relevant and differentiated instruction.
- Are supported by collaborative partnerships that engage families and the community.

## OUR VALUES What We Stand For

- Collaborative and respectful relationships
- Equitable and timely resources
- Engaged and innovative instruction
- Growth and continuous improvement
- Recognizing and accepting individual differences
- Responsible and accountable stakeholders
- Safe, secure environment
- Social, emotional, and physical well-being

## OUR MISSION Why We Exist

**EMPOWERING ALL STUDENTS**  
*Learners Today-Leaders Tomorrow*

## OUR GOALS AND STRATEGIES

What We Will Achieve  
What Is Our Priority Work



For more information, visit [www.d47.org/forward47](http://www.d47.org/forward47). #D47pride

## EMPOWERING ALL STUDENTS

*Learners Today-Leaders Tomorrow*



### Student Growth and Achievement

Ensure maximum development, growth, and achievement for all students

- Align and adjust curriculum and assessment to reflect rigor, relevance, and the 6 Cs — critical thinking, collaboration, character, citizenship, creativity, and communication
- Meet the learning needs of all PreK-8 students and close achievement gaps through an improved differentiated instruction, intervention, and enrichment system



### Learning Environment

Cultivate a supportive learning environment that is safe, inclusive, innovative, and engaging

- Assess and support the social and emotional needs of all students
- Assess and support PreK through grade 2 early learners who are delayed in their readiness



### Work Environment

Cultivate a supportive, positive, and productive work environment that attracts, develops, and retains high-quality staff

- Develop an aligned data system for making informed decisions, monitoring progress, and reporting results
- Provide time, tools, and clear expectations to ensure effective staff collaboration
- Provide time, tools, devices, and clear expectations to integrate technology into teaching and learning



### Family and Community Partnerships

Engage families and the community as vital partners in the learning process

- Investigate and utilize effective tools and strategies to engage families, businesses, and the community as vital partners in the learning process



### Resource Efficiencies

Align resources within a balanced budget to accomplish priorities and ensure equity within the District

- Ensure equity in allocating fiscal and program resources across the District to address variances in individual school needs
- Address facility needs in a timely manner to ensure an optimal teaching and learning environment



For more information, visit [www.d47.org/forward47](http://www.d47.org/forward47). #D47pride

# NAVIGATE 28

## Empower Every Learner

### MISSION

*Why we exist*

**Empower every learner to be an engaged, confident, caring, and inspired citizen.**

### VALUES

*What we stand for*

- Collaboration
- Continuous Improvement
- Innovation
- Integrity
- Resilience
- Respect
- Trustworthiness

### VISION

*Where we are headed*

Learners are empowered when they:

**Engage in meaningful learning experiences that require:**

- Critical thinking
- Curious exploration
- Creative expression
- Collaborative interaction

**Experience personal growth through:**

- Meeting or exceeding relevant learning goals
- Being challenged with tailored instruction
- Accepting responsibility and accountability for their learning
- Having voice and choice in their learning opportunities

**Become global and digital thinkers who:**

- Appreciate and respect diversity
- Participate as responsible citizens
- See the world as their classroom
- Use media and technology skillfully and responsibly

**Feel supported by staff, families, and the community who:**

- Collaborate and communicate effectively
- Ensure essential resources, including technology, are provided
- Serve as positive role models and lifelong learners
- Work together with passion and commitment to be responsible for sustaining high quality schools.

## OUR GOALS AND STRATEGIES

*What we will achieve. What is our priority work.*



### GOAL #1 Student Growth & Achievement

Foster ongoing growth, development, and achievement for all students.

- Build and strengthen students' abilities in critical thinking, collaboration, communication, and creation through deep learning of content and effective use of technology.
- Use a balanced assessment system to guide and individualize instruction.
- Continuously improve a comprehensive curriculum that is accessible to all learners, prepares them for global citizenship, and empowers them with the knowledge and skills to be engaged learners.



### GOAL #2 Learning Environment

Provide a supportive culture through a safe, nurturing, and innovative learning environment.

- Emphasize the impact of diverse needs and social emotional learning on student success.
- Ensure flexible use of time and dynamic, physical learning environments to promote innovative teaching practices and learning experiences.



### GOAL #3 Work Environment

Nurture a collaborative culture where staff are valued, empowered, and committed to continuous improvement.

- Design and implement learning opportunities that will ensure staff acquire and utilize the essential skills, tools, strategies, and processes to optimize learning for all students.
- Use the strategic plan to focus the district's resources, prioritize improvement initiatives, and guide the work of learning teams.



### GOAL #4 Family & Community Connections

Partner with families and our larger community to support student success.

- Engage businesses, agencies, families, and community members as partners in supporting the mission of the district.
- Collaborate with the high school and its feeder districts to promote effective transitions from elementary to middle to high school.



### GOAL #5 Resources

Ensure effective and efficient use of our resources in achieving the district's mission, vision, values, and goals.

- Steward the district's resources to ensure funding is available to maintain and enhance instructional programs and facilities.





LIVING THE PLAN

**Align goals and strategies to a data system**

- Identify key indicators, measures, and targets for all goals and strategies

**Align the data system to a progress monitoring and reporting system for all stakeholders.**

- Progress monitor and report growth and achievement while making adjustments to ensure improved results

**Align the Plan to individual and team performance and program evaluation**

- Align individual, team, school, and program goals and feedback to the data system

**Align the Plan to the work structures and shared decision-making processes**

- Align the plan to school, team, department and program structures and processes to ensure ownership, responsibility and accountability

***Align the Plan strategies to PDSA action plans***

- Make sure strategy actions plans follow a consistent SMART process *to develop a two-way collaborative communication system*

***Align the Plan to resources of time and money***

- Align budget and meeting agendas to the Plan *to ensure focus and priority.*



## Strategic Plan Website

- Demonstrate how our work will be documented and accessible throughout the process for team members and constituents.
- URL



# Preview Data Retreat

Answers the question: **Where are we now?**

*Paint a data picture to identify what is trending in a positive direction and what is trending in a negative direction*

- **Know our strengths and celebrations**
- **Know our weaknesses and opportunities**
- **Prepare a SWOT analysis**

