

preparing today for
TOMORROW

RED CLAY CONSOLIDATED SCHOOL DISTRICT

strategic plan 2017-2022

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The Red Clay Consolidated School District Strategic Plan 2017-2022 was approved by the school board on March 15, 2017.

Dear friends,

On behalf of the Red Clay Consolidated School District, I am pleased to present a new five-year strategic plan. This plan was a year in the making, the result of 12 months of community discussions, meetings and conversations with stakeholders at all levels of the school system. Your feedback shaped the priorities you see in the plan, and your input will continue to shape the way we operate as we prepare today's students to thrive in tomorrow's world.

The 2017-2022 Strategic Plan presents an exciting opportunity to embark on an ambitious journey together. Titled "Preparing Today for Tomorrow," our plan builds on the tremendous success we saw with our last strategic plan—one which positioned Red Clay as Delaware's leader in college and career readiness.

The strategic plan features our mission and vision, updated strategic goals and focus areas, and core values. This plan provides a roadmap to guide Red Clay schools as we strive for excellence in academic achievement, personal development and social responsibility.

We cannot do this alone. To reach our goals and move our district forward, we must work together across the school community. Just as we asked for your involvement in developing the plan, we ask for your support in executing the plan. Together, we can accomplish great things for the students of Red Clay.

Mervin B. Daugherty

Mervin B. Daugherty, Ed.D.

Superintendent, Red Clay Consolidated School District

board of **EDUCATION**



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our PURPOSE

MOTTO

Preparing Today for Tomorrow

STRATEGIC GOALS

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

MISSION

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

FOCUS AREAS

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

VISION

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

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 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 (Growth in English Language Development)
- Classroom Walkthroughs
- DIBELS Assessment (Early Literacy)
- Kindergarten Readiness
- Reading Inventory and Math Inventory Assessments (Growth in ELA and Math)
- RTI Implementation
- Smarter Assessments (Proficiency in ELA and Math)

STRATEGIES

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

- Strengthen the implementation of Tier 1 Core Instruction in reading and math.
- Build the leadership capacity of administrators to have a common understanding of high-quality instruction and to support high-quality instruction aligned to Common Core State Standards.
- Implement 1:1 technology in the classroom to support modern teaching, learning and intervention.
- Increase the sustainability of pre-kindergarten programs through licensing and a focus on funding.
- Increase language opportunities for elementary students.
- Shift grading practices to reflect proficiency towards standards.
- Provide students across all elementary schools with the opportunity for Talented and Gifted services (grades 3-5).
- Support learners in inclusive environments through staffing and flexible scheduling decisions.



/ WHERE WE ARE HEADED /



/ WHERE WE ARE HEADED /

/ STRATEGIC GOAL 2 /

FUTURE *ready*

GRADE 6 THROUGH POST-SECONDARY

OPPORTUNITY

Increase 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:

- AP, IB, Dual Enrollment and AVID Course Enrollment (Disaggregated)
- AP and IB Exam Performance (Disaggregated)
- CTE Grant Funding
- CTE Programs Affiliated with Work/Study
- CTE Programs with Certification
- High School Drop-Out Rate
- High School Graduation Rate
- 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 drive enrollment in high-rigor coursework, with an emphasis on typically underrepresented groups.
- Support high-rigor coursework with the expansion of the AVID college readiness program and AP Boot Camps.
- Explore and pilot immersion programming at the secondary level.
- Secure grants to enhance Career and Technical Education 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

ACADEMIC & SOCIAL-EMOTIONAL SUPPORTS

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 Assessment (Early Literacy)
- Kindergarten Readiness (To Be Defined)
- Reading Inventory and Math Inventory Assessments (Growth in Subgroups)
- Reduction of Discipline Referrals
- Reduction of Out-of-School Suspensions
- School Climate Survey (To Be Defined)
- Smarter Assessment (Proficiency in Subgroups)

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 students of all needs and backgrounds.
- 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.



/ WHERE WE ARE HEADED /







focus
AREAS

/ HOW WE WILL GET THERE /



/ HOW WE WILL GET THERE /

/ FOCUS AREA 1 /

HIGH-QUALITY *educators*

Professional Growth

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

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

School & District Leaders

We will work to build the best 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.
- Implement a consistent training schedule for the district leadership team with learning walks and monthly themes.

Teachers & Instructional Specialists

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

- Define what highly effective teaching looks like in Red Clay schools.
- Broaden the district's menu of individualized professional development options.
- Engage 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 in Red Clay.

/ FOCUS AREA 2 /

OPERATIONAL *effectiveness*

Maintenance & Facilities

We will utilize available resources to provide safe, clean and inviting buildings and grounds that make the Red Clay community proud. Our strategies will focus on custodial, maintenance, and facilities planning.

Nutrition Services

We will provide safe, nutritious, USDA-compliant meals to our students in an environment that encourages healthy meal habits. Specifically, we will focus on enhancing our menus, developing the operations team and cafeteria staff, and promoting child and employee wellness.

Safety & Security

We will use the four phases of Emergency Management as part of our goal planning process to ensure the safest spaces for our students and staff. Strategies will focus on mitigation and planning, preparedness, response and recovery.

Student Transportation

We aspire to be a high-performing educational organization through excellence and outstanding customer satisfaction in all aspects of student transportation.

Strategies include providing a safe, harassment-free ride to and from school for all students; optimizing our communication to customers and demonstrating leadership in delivering quality customer service; maximizing ridership in all aspects of school bus transportation; maintaining our fleet and striving to be leaders among our peers with regard to our quality and appearance; and providing meaningful opportunities for all families and community stakeholders focused on two-way communication to ensure student success on the school bus.

Technology & Information Systems

We will work to support Red Clay students and employees with all technology-related services, including network, phone, email, user accounts and devices. We will provide the tools and systems necessary to ensure that students have access to a modern learning environment. Our efforts will focus on infrastructure, technology support, information security, acceptable use and procurement.



/ 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 foster 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 by reaching them where they are.
- Ensure that every building offers a welcoming environment for visitors.

Employees

We will work to boost employee engagement in new ways through such strategies as:

- Identify and empower brand ambassadors and in-house thought leaders to share insights and unique perspectives from their careers in Red Clay.
- Make employee recognition a year-round priority through frequent recognitions, social media features and programs like Employee of the Month.

- Incorporate employee recognition into more communications and across more channels.
- Ensure that the Red Clay brand and identity is reflected in district spaces, events and communications.
- Invest in developing a customer-driven workforce.

Community Partners

We will 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.



DISTRICTWIDE MILESTONES

FIVE MILESTONES HAVE BEEN ESTABLISHED TO SERVE AS CHECKPOINTS GUIDING A STUDENT'S EDUCATION IN RED CLAY SCHOOLS. WE BELIEVE THAT IF STUDENTS HIT THESE MILESTONES, THEY WILL MEET THE IDEALS OF THE PORTRAIT OF A RED CLAY GRADUATE, PREPARED TO THRIVE IN TOMORROW'S WORLD.

GRADE 3

- >> READING AND MATHEMATICS 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
- >> HOPE, ENGAGEMENT, AND WELL-BEING

GRADE 9

- >> ENGLISH WITH A GRADE OF C OR HIGHER
- >> ALGEBRA 1 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

THE RED CLAY CONSOLIDATED SCHOOL DISTRICT'S FINAL BUDGET INCLUDES OPERATING REVENUES AND EXPENDITURES FOR OUR 28 ELEMENTARY, MIDDLE AND HIGH SCHOOLS COVERING KINDERGARTEN THROUGH GRADE 12, AS WELL AS TWO ALTERNATIVE PROGRAMS AND ADULT EDUCATION THROUGH THE JAMES H. GROVES PROGRAM.

THE CONSOLIDATED GRANT PROVIDES RESOURCES FOR CHILDREN FROM LOW-INCOME FAMILIES THROUGH TITLE I, PROFESSIONAL DEVELOPMENT SUPPORT WITH TITLE II AND SUPPORT FOR ENGLISH LEARNERS VIA TITLE III.

IDEA FUNDS ARE USED TO SUPPORT THE ACADEMIC, SOCIAL AND EMOTIONAL NEEDS OF STUDENTS WITH DISABILITIES. THE TUITION BUDGET INCLUDES THE MEADOWOOD SCHOOL, THE FIRST STATE SCHOOL, THE RICHARDSON PARK LEARNING CENTER AND THE ENGLISH LEARNERS' PROGRAM. THE TUITION BUDGET REFLECTS

EXPENSES AT BOTH TRADITIONAL SCHOOLS AND SPECIAL SCHOOLS, WITH SUPPORTS THAT INCLUDE PERSONNEL AND PROGRAMMING.

THE DISTRICT BUDGET CONSISTS OF STATE FUNDING ALLOCATIONS AND LOCAL TAXES. FISCAL YEAR 2017 IS THE SECOND YEAR OF AN OPERATING INCREASE BASED ON THE SUCCESSFUL PASSAGE OF THE FEBRUARY 2015 REFERENDUM. THE SECOND YEAR OF THE INCREASE IS 10 CENTS PER \$100 OF ASSESSED VALUE GENERATING APPROXIMATELY \$5.3 MILLION IN ADDITIONAL LOCAL REVENUES.

THE STRATEGIC PLAN IS REFLECTIVE OF THE PROMISES MADE DURING THE FEBRUARY 2015 REFERENDUM. PROGRAMS INCLUDE THE PURCHASE OF A NEW MATH CURRICULUM AND ITS IMPLEMENTATION IN GRADES K-5 AND 9-12, READING SUPPORT FOR HIGH-NEED STUDENTS, BEHAVIOR INTERVENTIONISTS IN ALL SCHOOLS AND THE IMPLEMENTATION OF 1:1 TECHNOLOGY.



Hello!
My name is...
Brian Snell

Christiana Care
BRIAN
PRESIDENT, PROJECT SEASON
I'm Vaccinated

Hello!
My name is...
Tony Eschelon

/ Investing in Our Vision /



RED CLAY CONSOLIDATED SCHOOL DISTRICT
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