**Townsend School District**

**Strategic Plan**

**Working Document DRAFT**

**REVIEWING Past Progress**

Dated - Aug 2020

**Agenda** (**DRAFT** - suggestions are asked for)

**Opening Remarks** (5 min) –

* In an initial meeting it seems important to come to an understanding of where we are and to reflect on our current strategic plan.
* Several years ago we determined the following goals, objectives, tasks, and success criteria were important. Are they important today?
* Initially understand what we have or have not accomplished over the last several years will provide a good starting point to future planning.
* Given COVID future planning may require an extended time frame or outside consultant (we’ll decide prior to closing the meeting)

**The Strategic Plan** (5 min)

* What is a strategic plan?
* What is a strategic review?
* **Consider** - Does or should a strategic plan need to be modified or updated? Why? Why not?

**Open Discussion** (reflection) (15 min)

* What’s been going well for our school?
* Have there been challenges? What were they?
* Big picture, where should our school be going (curricularly, facilities, security, etc?)

**Review** (on your own) (10 min).

* Does our Mission, Vision, Core Values, Collaborative Vision…, and Big Audacious goal align, in general, with the following definitions?
* What are your key take-aways?
  + **Mission Statement** (description of the founding purpose and major organizational commitments—i.e., what we do and why we do it).
  + **Vision Statement** (description of high-level goals for the future—what we hope to achieve if we successfully fulfill our organizational mission).
  + **Core Values** (central belief clearly understood and shared by every member of the school community)
  + **Collaborative Vision of the Future** (ideas / goals around how we see ourselves fulfilling our organizational mission)
  + **Big Audacious Goal** (Achievement that will set our school apart and lead us into the future!) (applicable Audacious definition - "having the bravery to do something that could offend others.")

**Goal Review** (30 min) – Break into small groups and review your assigned Goal, objective by objective, task by task, review and **record your feedback**:

* Are the Objectives still relevant? Are they still important?
* Given each objective / task what have we accomplished (actual)? What do we want to or should accomplish (desired)? What’s the gap? (try to quantify / use tangible measures)
* Consider / suggest a time frame for completing tasks (i.e. Review 4 day week) and milestones (i.e. point of comparing “4 day week” to “block scheduling” to “keeping the schedule as it is”) .

**Report out** - progress and take-aways (20 min)

**Determine Next Steps** (5 min)

A **strategic plan** helps to define the direction in which an organization must travel, and aids in establishing realistic objectives and goals that are in line with the vision and mission charted out for it.

A strategic plan is a 3 to 4 page document that tells people what the school wants to achieve in the future and how it plans to get there. The plan speaks to:

* Why your school exists (its purpose)
* How staff and students are expected to interact involved and be part of the community as a whole (the values)
* What is different or special about your school (the context)
* What you are going to focus on over the next four years to improve students’ experience at school (the goals and targets), and how the school is going to do this (key improvement strategies)
* What actions you will undertake to implement your key improvement strategies and the milestones that will be used to identify progress in their implementation.

Some keys to reviewing and redeveloping a strategic plan ensuring success

* Establish a clear and meaningful **strategic planning** process.
* Engage all levels of employees to ensure **success**.
* Communicate to employees throughout.
* Be prepared to re-shape the organizational culture to be more adaptive to the changes the **strategic plan** requires.

A **strategic review** is a structured process to identify new **value-creating opportunities** (ie. Fewer dropouts, improved academic performance, improved student and staff satisfaction with the school, a closer community connection, etc.).

**Mission Statement**

**Together, we inspire, we lead, we excel!**

**Vision Statement**

**Our vision is to create an integrated learning community that understands the educational needs of our students, so that we can prepare them for the challenges and opportunities ahead, and to continuously promote a community that values quality education, and helps instill motivation in our students, creating successful lifelong learners.**

**Core Values**

**The Core Values of Townsend Schools are:**

**Sense of Community** – Our students and staff are respectful and socially conscience of our community.  We believe that maintaining a strong connection to our community will lead to the success of our community, its patrons and the District and generate memories.

**Safe, Positive Environment** *–* We value a positive environment and believe that our students, staff, parents and community benefit from a safe, welcoming positive environment.

**Comprehensive Education** – We value a well-rounded education to where our students leave competent, educated and confident, who respect themselves and others, and who have a life-long desire to learn.

**Environmentally Concerned** – We believe that exposing our students to the awareness/knowledge of the sustainable local and global environment is necessary in order to prepare our students for the future.

**Excellence in Teaching** *–* We believe that hiring and retaining highly qualified, innovative and caring staff is essential to the success of our students, District and community.  Weprovide staff with professional development training opportunities that help them succeed in their respective positions in order to ensure that our students learn in an environment that emphasizes academic rigor.

**Collaborative Vision of the Future**

* We ensure students are ready to pursue a career, training, or advanced education with competencies that promote lifelong success upon graduation.
* We offer a holistic educational experience that balances leadership and sport activities, academic rigor, and technology.
* We partner with individuals and organizations to ensure community vitality.
* We provide the community opportunities for adult education and fitness.
* We partner with pre-kindergarten educators and health organizations to ensure children are ready for school.
* We encourage parents to invest in their children’s future and team up with school personnel to maximize the educational, social and health benefits the school offers.
* We will use the current facility analysis to determine how the district will best address our structural environment needs.
* We ensure our facilities are conducive to providing an adaptable, well-maintained, safe and clean learning environment.
* We have the technology, equipment, and furnishings needed to meet our educational goals.
* We have a cohesive and collaborative staff.
* We strive to create an environment where all staff feels involved and empowered in the achievement of our District's educational goals.
* We provide the tools and opportunities to recruit and retain high quality staff.
* We recruit and retain high quality teachers to address the needs of all students, at all levels of the educational spectrum.

**Big Audacious Goal**

With community input, the District will work towards the improvement or replacement of our facility to meet the ever-changing physical and educational needs of our students.

**Goals**

* Quality Education: Students graduate as individuals who are ready to pursue a career, training, or advanced education with competencies that promote and encourage lifelong success.
* Community Partnerships: Townsend School District partners with individuals and organizations in our community to ensure a positive community/school relationship and foster a sense of community in our students.
* Favorable Learning Environment: The District’s facilities and equipment are conducive to providing a well-maintained, safe and clean learning environment.
* Staff Teamwork and Excellence: Our staff is cohesive and collaborative, and we strive to provide the tools and opportunities to recruit and retain high quality educators.

**Goal #1:  Quality Education** – What have we accomplished?

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| --- | --- | --- | --- | --- | --- | --- | --- |
| Objectives  (List of Objectives) | Tasks  (What you need to do to achieve your objective) | Success Criteria  (How you can identify your success) | Accomplishment  (measurable)  **Actual State** | Accomplishment  (measurable)  **Desired State** | Performance **Gap** /  Objective Gap | Time Frame to complete tasks / milestones | Resources  (What resources you need for each task) |
| A. Students are actively engaged and responsible. | Consider/Implement:   * Block schedule model * 4 day school week * Hands on, project based learning * Student Portfolios * Student led parent/teacher conferences * Standards Based Assessment | * Fewer Dropouts * More student success in the classroom * Fewer students on the D-F list * Better attendance * Fewer discipline referrals |  |  |  |  |  |
| 1. Maintain low student/teacher ratio. | * Hire adequate staff numbers * Keep classes as small as possible * Utilize current staff in best possible ways | * Class sizes stay small * ?? |  |  |  |  |  |
| C.   Provide a balanced, well-rounded education that includes a global vision. | Provide/Maintain:   * Academic rigor * Relevant curriculum * Extracurricular activities * Variety of clubs * Adequate technology * Job Shadowing/Career Ed. opportunities | * Post- graduate student surveys * Feedback/involvement from current students * Clubs and activities are thriving |  |  |  |  |  |

**Goal #2:  Community partnerships** – What have we accomplished?

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| Objectives  (List of Objectives) | Tasks  (What you need to do to achieve your objective) | Success Criteria  (How you can identify your success) | Accomplishment  (measurable)  **Actual State** | Accomplishment  (measurable)  **Desired State** | Performance **Gap** /  Objective Gap | Time Frame to complete tasks / milestones | Resources  (What resources you need for each task) |
| 1. Provide a variety of adult education opportunities. | * Maintain a variety of Adult Ed opportunities * Provide more college level educational opportunities |  Community surveys |  |  |  |  |  |
| 1. Develop partnerships with pre-kindergarten educators. | * Meet regularly to align programs in all areas * Share criteria with parents/guardians  for Kindergarten Roundup * Facilitate grade level Walk Up Days/Lunch, including Pre-K * Bring back Pre-K??? |  Parent surveys   Pre School survey   Evaluate behavioral and academic data to determine success |  |  |  |  |  |
| 1. Encourage parents to consider themselves investors and partners in their children's education and future. | * Provide families with info regarding best practices to age-appropriate development expectations * Continue to provide opportunities,  such as STEAM night, for parents * ParentED - speakers, etc. | * Parent surveys * sign-ups/attendance |  |  |  |  |  |

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| D.    Foster student involvement with the community. | * Encourage community groups and businesses to provide calendars/schedules of events * Encourage all clubs/activities to engage in a community service project * Host a career/hobby fair |  Signup/attendance   Student/community survey |  |  |  |  |  |

**Goal #3:  Favorable learning environment** – What have we accomplished?

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| --- | --- | --- | --- | --- | --- | --- | --- |
| Objectives  (List of Objectives) | Tasks  (What you need to do to achieve your objective) | Success Criteria  (How you can identify your success) | Accomplishment  (measurable)  **Actual State** | Accomplishment  (measurable)  **Desired State** | Performance **Gap** /  Objective Gap | Time Frame to complete tasks / milestones | Resources  (What resources you need for each task) |
| 1. Provide a clean, safe, well-maintained, facility. | * Safety committee to assess and prioritize needs. * Use checklists for cleaning in classrooms | * Routine inspections * Staff/public feedback * Safety assessment. |  |  |  |  |  |
| 1. Technology, equipment and furnishings are up to date. | * Develop/continue a schedule for updates and replacements * Prioritize the addition of new technology * Assess the need for new technology | * Adherence to schedule. * Feedback to technology committee |  |  |  |  |  |
| 1. Build a new elementary school in the future. | * Develop plan to get community support/input * Community meetings * Identify needs based on enrollment and population trends * Develop plan to conceptualize a new building * Architect - find plan and price tag to take to public | * Community meetings and input to gauge public view |  |  |  |  |  |

**Goal #4:  Staff teamwork and excellence**

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| Objectives  (List of Objectives) | Tasks  (What you need to do to achieve your objective) | Success Criteria  (How you can identify your success) | Accomplishment  (measurable)  **Actual State** | Accomplishment  (measurable)  **Desired State** | Performance **Gap** /  Objective Gap | Time Frame to complete tasks / milestones | Resources  (What resources you need for each task) |
| 1. Promote and work to recruit and retain effective teachers and other staff. | * Compensation * Benefits * Professional development * Housing issue study * Mentors for new employees * New staff training |  Compensation study   Benefits study   * Staff survey * Residence of new staff. * Staff eval. questions * New staff survey |  |  |  |  |  |
| B.   Encourage and provide time / opportunities for collaboration. | * Create time in calendar * Admin. lead meetings for collaboration |  Calendar committee survey   Staff participation |  |  |  |  |  |
| C.   Provide adequate knowledge base/training for staff who work with special needs students. | * Create opportunities to visit other schools. * Work with co-op to identify PD. | * Periodic meetings with sped staff. * Feedback from co-op |  |  |  |  |  |
| D.   Work together as a unified District. | * Create PD with opportunities to collaborate. * Create k-12 learning opportunities. | * Staff meeting input * staff meeting feedback |  |  |  |  |  |