

# GOLDENDALE SCHOOL DISTRICT STRATEGIC PLAN



## Mission

*Empowering Everyone Through Education*

## Vision

To embrace high quality learning for everyone, every day in every environment

## Our Beliefs

*We believe . . .*

- *Our schools depend on the strength of everyone for academic success.*
- *Community engagement and support are essential for school and student success.*
- *All students will learn through high academic standards, high expectations with high levels of support.*
- *Intentional school culture, based on positive relationships, leads to student and staff success.*
- *Staff collaboration, combined with innovative, engaging instruction, results in highly successful student learning.*

## ***Goals***

**Goal 1:**

**Increase the academic challenge and the continuous improvement of learning for all students focused on rigor, relevancy and student engagement**

**Goal 2:**

**Build strong partnerships with students, families, and the community that foster trust and shared responsibility for continuous student learning**

**Goal 3:**

**Create a classroom and school culture where every student is respected, safe, valued and where achievement is admired and celebrated**

**Goal 4:**

**Align district resources in support of the strategic plan with full public accountability and fiscal transparency**

**Goal 5:**

**Recruit and retain highly qualified and effective personnel in all positions**

**Goal 1: Increase the academic challenge and the continuous improvement of learning for all students focused on rigor, relevancy and student engagement**

**\*Note: Goal 1 will be addressed through the Goldendale School District Learning Improvement Plan which is updated annually. See attached addendums for specific building and district plans.**

<i>Strategy</i>	<i>Activities</i>	<i>Timeline</i>	<i>Person/People Responsible</i>	<i>Status</i>
1.1.1 Learning Improvement plans are completed and updated.	1. Develop goals and activities to meet the specific goals at each building level.	Annually	Superintendent Principals School Board	
1.1.2 Align Learning Improvement Plans with Common Core and formative and summative assessment measures	<ol style="list-style-type: none"> <li>1. Review current curriculum adoptions, instructional strategies and formative and summative assessment measures to facilitate alignment between Common Core requirements and district adopted curriculum measures</li> <li>2. Provide regular multiple student assessment reports to students, parents, school board and the public on progress of continuous learning for all students.</li> </ol>	Fall/Winter  Providing ongoing reports to all stakeholders and board on progress toward academic improvements	Superintendent Principals School Board  Superintendent Principals Staff	

**Goal 2: Build strong partnerships with students, families, and the community that foster trust and Shared responsibility for continuous student learning**

**Objective 1: Provide opportunities to involve parents as partners in student academic improvement.**

<i>Strategy</i>	<i>Activities</i>	<i>Timeline</i>	<i>Person/People Responsible</i>	<i>Status</i>
2.1.1 Identify a variety of ways in which families can be involved.	<ol style="list-style-type: none"> <li>1. Conduct informal surveys at established parent meetings.</li> <li>2. Share results with parents and staff.</li> </ol>	Ongoing	Principals Bldg Leadership Team	
2.1.2 Establish a District PAC for Title 1 as required by regulation and Board policy.	<ol style="list-style-type: none"> <li>1. Identify parents from Title 1 and LAP schools across the District.</li> <li>2. Coordinate Title I District PAC w/parent representatives from all programs.</li> <li>3. Establish purpose for the PAC in compliance with the federal guidelines and Board policy.</li> </ol>	Ongoing	Title 1/LAP Director Special Programs Director Principals Parents	
2.1.3 Establish communication channels between school and parents.	<ol style="list-style-type: none"> <li>1. Identify parent communication needs.</li> <li>2. Establish strategies for communicating and identifying needs.</li> <li>3. The Goldendale Way</li> </ol>	Ongoing	Superintendent Principals Staff	
2.1.4 Provide regular information to parents and the community on student academic progress.	<ol style="list-style-type: none"> <li>1. Send an annual letter to parents describing assessment results and Student Learning Plans.</li> </ol>	Annually	Principals Teachers Counselors School Staff	
2.1.5 Increase parent involvement in parent/teacher conferences and volunteer efforts at school.	<ol style="list-style-type: none"> <li>1. Analyze how best to get all parents actively participating in conferences.</li> <li>2. Continue conference invitations at all levels; ensure every parent is given a conference time, or explore alternative conferencing</li> </ol>	<p>Ongoing</p> <p>Conference schedule</p>	Principals/ SIP Staff parent coordinators home visitors	

<i>Strategy</i>	<i>Activities</i>	<i>Timeline</i>	<i>Person/People Responsible</i>	<i>Status</i>
	<p>strategies.</p> <p>3. Ensure that interpreters are available on an as-needed basis.</p> <p>4. Identify participation rates at all schools and report to the school board.</p>	<p>Annually</p> <p>Ongoing</p>		
2.1.6 Provide parents with specific activities and examples of how they can assist and support their children's academic work.	<p>1. Establish parent academic night to share Grade Level Expectations and assessment release items.</p> <p>2. Reinforce significant role parents play in academic achievement of their children.</p>	<p>Ongoing</p> <p>Ongoing</p>	Principals/SIP Parent Group/PAC	

**Goal 2: Build strong partnerships with students, families, and the community that foster trust and shared responsibility for continuous student learning**

**Objective 2: Establish partnerships with agencies, businesses, parents, community members and others.**

<i>Strategy</i>	<i>Activities</i>	<i>Timeline</i>	<i>Person/People Responsible</i>	<i>Status</i>
2.2.1 Promote community support and knowledge of school programs through the media and student presentations.	<ol style="list-style-type: none"> <li>1. Present articles about school programs to news media (radio, newspapers, and website) on a regular basis.</li> <li>2. Reader board kept up-to-date with school activities.</li> <li>3. Use web site to inform community about upcoming events.</li> <li>4. The Goldendale Way</li> </ol>	Ongoing	Superintendent Principals	
2.2.2 Promote community Support and knowledge of school programs through school board, leadership team and staff engagement in community boards, events and activities.	<ol style="list-style-type: none"> <li>1. Assess current school board, leadership team and staff participation in community boards, activities, service organizations and clubs to determine school influence in community organizations.</li> <li>2. Determine identified needs for further staff and leadership engagement in community events and positions of leadership.</li> </ol>	Ongoing	School board Superintendent Leadership team	

**Goal 2: Build strong partnerships with students, families, and the community that foster trust and shared responsibility for continuous student learning**

**Objective 3: Maximize the use of parent and community volunteers to improve student achievement.**

<i>Strategy</i>	<i>Activities</i>	<i>Timeline</i>	<i>Person/People Responsible</i>	<i>Status</i>
2.3.1 Continue District Parent Advisory Councils.	<ol style="list-style-type: none"> <li>Review membership to ensure that leadership from each of the school-based parent groups is represented.</li> <li>Establish work scope for the year.</li> <li>Meet quarterly.</li> </ol>	Annually	Superintendent Principals Site-based Parent Advisory Council leadership	
2.3.2 Establish a strong relationship with grades 10-12 students volunteering in Elementary, Middle, and High School classrooms providing mentoring, tutoring, etc.	<ol style="list-style-type: none"> <li>Identify key contacts at High School.</li> <li>Middle and high school 7-12 mentoring elementary school students</li> </ol>	Ongoing	Teachers Counselors Principals	

**Goal 3: Create a classroom and school culture where every student is respected, safe, valued and where achievement is admired and celebrated**

**Objective 1: Ensure a safe, engaging school environment that is free from harassment, bullying and discrimination.**

<i>Strategy</i>	<i>Activities</i>	<i>Timeline</i>	<i>Person/People Responsible</i>	<i>Status</i>
3.3.1 Provide safe school plans that are completed and updated.	<ol style="list-style-type: none"> <li>1. Complete revision of current plan to ensure plans meet state standards.</li> <li>2. Review with administrators.</li> <li>3. Provide copies to each site.</li> <li>4. Train staff as needed.</li> <li>5. Present to the School Board.</li> </ol>	Ongoing	Superintendent Principals	
3.3.2 Establish school-wide programs to address respect and freedom from bullying and harassment.	<ol style="list-style-type: none"> <li>1. Assess what is currently taught across the District.</li> <li>2. Explore Best Practices programs.</li> <li>3. Encourage students to discourage and report bullying</li> </ol>	Ongoing	Superintendent Principals Staff	
3.3.3 Celebrate learning in each building	<ol style="list-style-type: none"> <li>1. Schedule regular academic assemblies where student achievement is recognized and respected. This recognition should be in all academic and non-academic areas, to include the arts, CTE, technology, etc.</li> </ol>	Ongoing	Principals Staff	

**Goal 4: Align district resources in support of the strategic plan with full public accountability and fiscal transparency**

**Objective 1: Allocate resources in alignment with greatest identified needs and fiscal priorities.**

<i>Strategy</i>	<i>Activities</i>	<i>Timeline</i>	<i>Person/People Responsible</i>	<i>Status</i>
4.1.1 Maintain fiscal accountability and compliance.	<ol style="list-style-type: none"> <li>1. Annually monitor established target for ending fund balance.               <ol style="list-style-type: none"> <li>a. Board makes decision annually about target end fund balance.</li> </ol> </li> </ol>	Annually	Superintendent Business Manager School Board	
4.1.2 Develop a coordinated, flexible, and aligned resource allocation model in the District which meets the learning needs of students.	<ol style="list-style-type: none"> <li>1. Align, with available resources, based on District Strategic Plan.               <ol style="list-style-type: none"> <li>a. Use a systematic process to coordinate all available basic and categorical resources to build a budget targeted to improve student performance across the system.</li> <li>b. Continue to evaluate and amend the allocation process to assure every student receives the resources necessary to achieve at high levels of learning.</li> <li>c. Utilize results of the flexible use of resources at the building level to inform improved practice across the system.</li> <li>d. By July of each year, the Board will adopt a budget, including funding priorities as set forth in the District Strategic Plan.</li> </ol> </li> </ol>	<p>Annually and Ongoing</p> <p>Annually and Ongoing</p> <p>Annually and Ongoing</p> <p>Annually</p>	<p>Superintendent Business Manager Principals</p> <p>Same as above</p> <p>Same as above</p> <p>Same as above</p>	
4.1.3 Develop an accountability system tied to the Strategic Plan and Fiscal Accountability.	<ol style="list-style-type: none"> <li>1. Communicate District goals to all staff.</li> <li>2. Align student achievement to spending priorities.</li> <li>3. Board to receive and review budget status reports monthly.</li> </ol>	<p>Annually</p> <p>Annually</p> <p>Annually</p>	<p>Administration</p> <p>Administration/Principals</p> <p>Business Manager</p>	

<i>Strategy</i>	<i>Activities</i>	<i>Timeline</i>	<i>Person/People Responsible</i>	<i>Status</i>
	<ol style="list-style-type: none"> <li>4. Before new programs are approved, initial and long term cost analysis will be provided to the Board.</li> <li>5. Communicate to the greater community regarding allocation of resources and success of programs funded/aligned to Strategic Plan.</li> </ol>	<p>Monthly</p> <p>As needed</p>	School Board	
4.1.4 Identify and pursue a variety of external funding sources.	<ol style="list-style-type: none"> <li>1. Identify potential partners, where appropriate, and write grant proposals that align with the District Strategic Plan.               <ol style="list-style-type: none"> <li>a. Regularly check sources for funding news.</li> <li>b. Align grant writing with Strategic Plan and identified District needs.</li> <li>c. When a “good match” exists, select resources/personnel to write grant.</li> <li>d. Seek to acquire additional resources and partnerships to be used to the greatest advantage in reaching academic improvement goals.</li> </ol> </li> </ol>	On-going	Superintendent Principals Staff	

**Goal 5: Recruit and retain highly qualified and effective personnel in all positions**

**Objective 1: Develop, implement and maintain an effective human resources management system for all personnel.**

<i>Strategy</i>	<i>Activities</i>	<i>Timeline</i>	<i>Person/People Responsible</i>	<i>Status</i>
5.1.1 Provide an effective and efficient system of human resources support for all staff.	<ol style="list-style-type: none"> <li>1. Ensure highly qualified staff for each position.</li> <li>2. Actively recruit hard-to-fill positions (math, science, bilingual, special education) by attending job fairs and career fairs and communicating with higher education training institutions.</li> </ol>	Ongoing	Superintendent Principals	
5.1.2 Strengthen substitute recruitment strategies and provide quality orientation and evaluation.	<ol style="list-style-type: none"> <li>1. Develop current system of identifying, recruiting, training and retaining quality substitutes.</li> <li>2. Examine an effective evaluation system for substitutes.</li> <li>3. Establish substitute orientation – (August)</li> </ol>	Ongoing	Superintendent Principals	
5.1.3 Develop and maintain comprehensive staff observation, evaluation and professional growth opportunities that ensure accountability for high quality teaching.	<ol style="list-style-type: none"> <li>1. Provide copies of the observation form and new Framework forms</li> <li>2. Provide training as needed for administrators.</li> <li>3. Adopt and implement Washington State new evaluation system.</li> </ol>	<p>Annually in the fall</p> <p>Adopt as law requires</p>	Superintendent Principals	

**Goal 5: Recruit and retain highly qualified and effective personnel in all positions**

**Objective 2: Develop and implement collaborative professional training programs for all staff**

Strategy	Activities	Timeline	Person/People Responsible	Status
5.2.1 Maintain teacher/mentor programs for beginning teachers.	<ol style="list-style-type: none"> <li>1. Conduct needs assessment of mentors and mentees.</li> <li>2. Refine/modify program.</li> <li>3. Implement.</li> </ol>	Ongoing	Superintendent Principals	
5.2.2 Develop and implement collaborative professional training for all staff.	<ol style="list-style-type: none"> <li>1. Review needs assessment and DIP/SIP plans.</li> <li>2. Make recommendations for areas that should be addressed through staff development based on these and other factors.</li> <li>3. Evaluate effectiveness of each initiative.</li> </ol>	Ongoing	Staff Principals District Administration	
5.2.3 Develop and implement a system of professional development for the administrative team.	<ol style="list-style-type: none"> <li>1. Conduct team-building walk-throughs using the District-identified instructional framework.</li> <li>2. Provide other training opportunities as deemed necessary to support District initiatives.</li> </ol>	Ongoing	Superintendent Principals	