

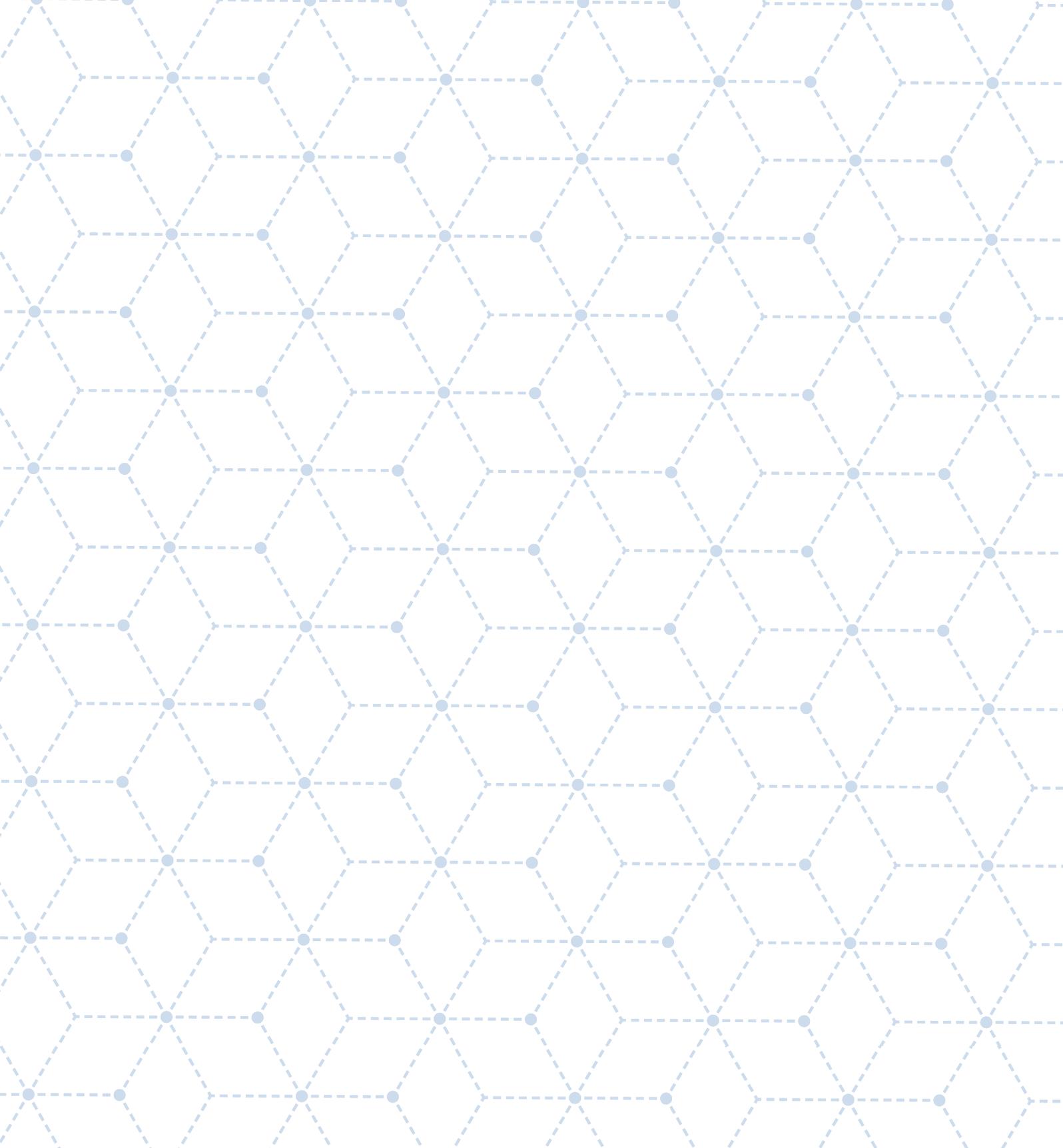


STRATEGIC PLAN

Together, educating every student for excellence
2018-2021

www.ChristinaK12.org

CHRISTINA
SCHOOL DISTRICT



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Drew Educational Support Center
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Cover photo courtesy of the Newark Post.

CONTENT

FROM THE SUPERINTENDENT	2
.....	
BOARD OF EDUCATION	3
.....	
ABOUT CHRISTINA SCHOOL DISTRICT	4
.....	
OUR DISTRICT	5
.....	
VISION, MISSION, AND GOALS	6-7
.....	
STRATEGIC PLAN	9
.....	
ACADEMIC PROGRESS	10
.....	
CULTURE	11
.....	
PROCESSES AND STRUCTURES	12
.....	
FACILITIES AND INFRASTRUCTURE	13
.....	
COMMUNICATIONS	14
.....	
KEY PERFORMANCE INDICATORS	15
.....	



FROM THE --- SUPERINTENDENT

Dear Students, Families, Staff, and Community Members,

The district's strategic plan for 2018-2021 is focused on two central tasks:

- Attracting and retaining students by providing the educational experiences they and their families want
- Creating a culture where outstanding teaching and leadership is valued and supported

This focus on rebuilding and strengthening Christina will guide our collective efforts in the coming years. This focus also reflects our commitment to people—the students we are helping to prepare for the future and the families, educators, and community partners we rely on to make it possible.

When I first began as Superintendent in the district, I spent time listening to students, parents, teachers, and our partners. I heard about achievements, large and small, happening in our schools every day. I learned about our students' aspirations for the future and how we need to support them in a rapidly changing world. With this input, we began developing the Strategic Plan. We began with the vision and goals the board had established. We organized Working Groups comprised of community members, parents, and staff. The Working Groups diligently developed detailed recommendations in key areas, such as teaching and learning, school culture and climate, and facilities. We integrated feedback from student focus groups, school leaders, the board of education, and PTA members. We hosted community meetings to review drafts of the plan and also included that feedback.

From these many voices, we identified common themes, synthesized ideas, set priorities, and laid out an actionable plan to be implemented over three years. I am proud of the strategy and the process we followed to create the Strategic Plan. I thank the many people who shared their time and experience. Most of all, I look forward to ongoing engagement with the community and working together to lead our students and schools into the next decade.

Sincerely,

Richard L. Gregg
Superintendent

BOARD OF EDUCATION

July 2018 - June 2019

The Christina School District's 2018-2021 Strategic Plan builds on the vision and goals set forth by the Board of Education and the community.

Meredith L. Griffin, Jr., D. Min.
President
District G

Elizabeth Campbell Paige
Vice President
District F

George E. Evans, Esq.
District A

Angela Mitchell
District B

Frederick Polaski
District C

Keeley Powell, Ed. D.
District E

John M. Young
District D



We must
aspire to a
trajectory of
high expectations
to which we
hold ourselves,
all our employees,
all our parents,
and all our
students.

Christina Board Policy 0000
Statement on Board of Education
Mission Statement and Beliefs
(reaffirmed 2005)





ABOUT

CHRISTINA

Established in 1981, the Christina School District is a Delaware public school system serving the City of Newark and its surrounding suburban areas as well as a portion of the City of Wilmington. For more than 35 years, we have been a district where excellence is an expectation that is embraced by every member of the Christina community every day, for every child, in every school.

OUR DISTRICT

Christina serves a diverse student and staff population and is proud to be a part of the culturally and historically rich region of northern Delaware.



AWARD-WINNING

A recipient of numerous national, regional, and state commendations, including Blue Ribbon Schools, National Title I Schools, Presidential Awards for Mathematics and Science Teaching, National Merit Scholars, Fulbright Foundation Scholars, and many others.

STUDENT-FOCUSED

A district focused on serving students and supporting classroom teachers. More than 85% of the District's budget goes toward instructional services, and 15% goes toward instructional support. Additional funding is provided each year to support the arts in every school and to support co-curricular activities at all levels.

HIGHLY QUALIFIED TEACHERS

A district rich in teaching expertise, with the majority of teachers categorized as Highly Qualified. In addition, 45% of Christina teachers hold a master's degree or higher.

LEADERS IN EDUCATION

A leader in developing resources and policies that enhance and support student success, including the District Wellness Policy, School Bullying and Cyberbullying Prevention Policy, the District Strategic Plan, Monthly District Data Reports, Online Checkbook, comprehensive online financial documents, paperless Board Governance, and digitally-recorded meetings.



OUR VISION

TOGETHER, EDUCATING EVERY

OUR MISSION

The mission of the Christina School District is to improve student outcomes and give every student opportunities to learn in an academically challenging, safe, equitable, and nurturing school environment. We pledge to value parents, caregivers, and families as partners in educating all students to learn, live, and lead in the 21st century and beyond.



STUDENT FOR EXCELLENCE

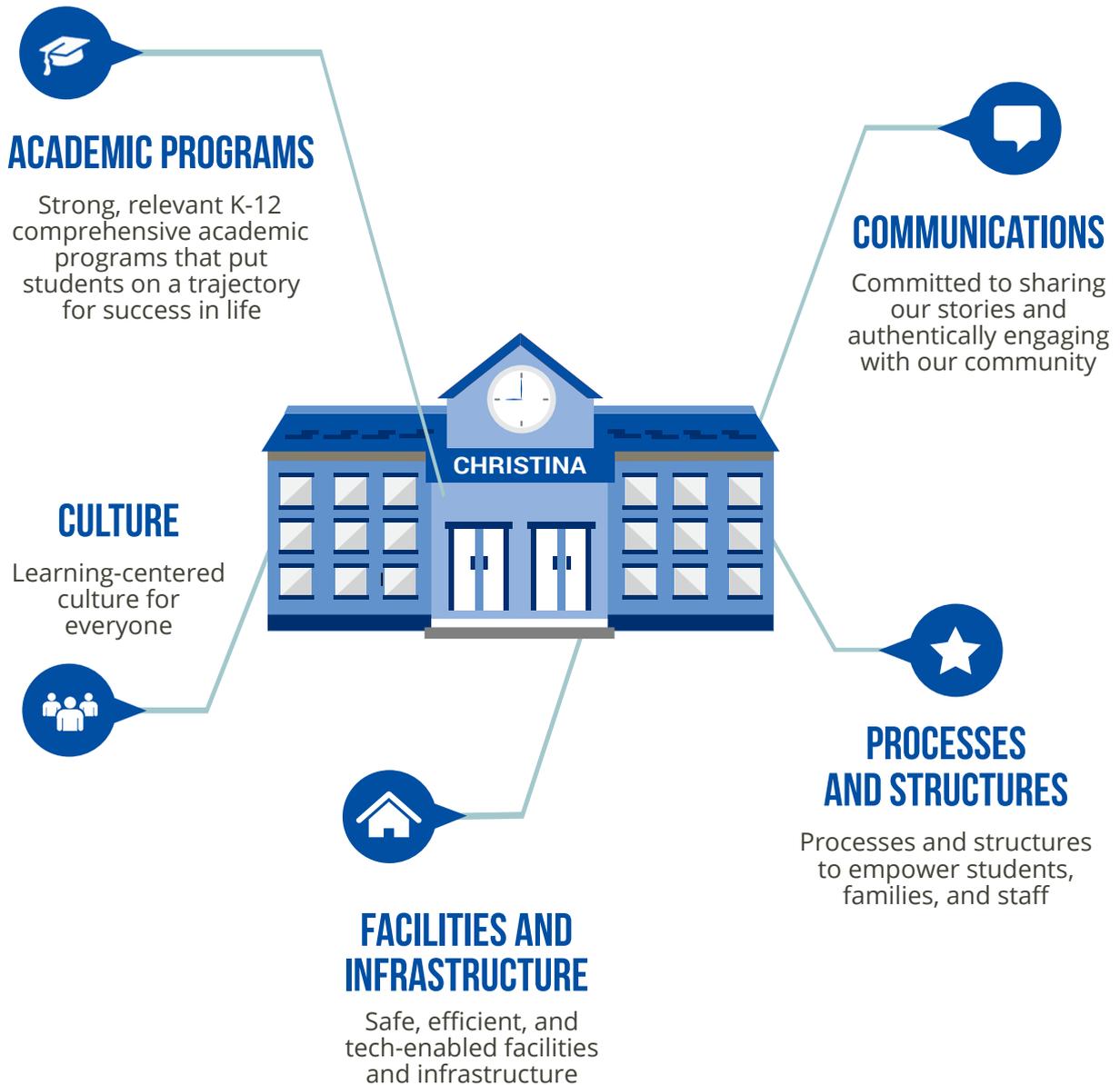
OUR GOALS

- Improve Student Achievement
- Increase Overall Proficiency
- Narrow the Achievement Gap among Student Groups
- Support a Positive School Climate
- Develop All Levels of Leadership
- Increase Family and Community Engagement
- Enhance Operational Efficiency and Effectiveness



OUR STRATEGIC PLAN

AT A GLANCE



Our Strategic Plan reflects two central tasks: attracting and retaining students by providing the educational experiences they and their families want, and creating a culture where outstanding teaching and leadership is valued and supported.

This plan is supported by three pillars: academic programs, a learning-centered culture, and processes to empower people. These pillars sit on a foundation of facilities and infrastructure, and are shared using communications that engage us and our community.

ACADEMIC PROGRAMS

Strategic Plan Focus #1



The academic achievement and success of students is our most important goal and is the ultimate reason that families and students enroll and stay in our schools. Our academic programming plan is designed to help students reach their aspirations and close academic performance gaps in all schools in the district.

CURRICULUM

Curriculum review and adoption in all core subject areas, K-8

TECHNOLOGY INTEGRATION

Using technology to support learning

STUDENT SUPPORT

Supports for all students:

- Trauma-informed instruction
- Culturally appropriate teaching and curricula
- Early learning
- Afterschool and wrap-around services
- English learners

SCHOOL TIMES & CLASS SIZES

Time and class size:

- Secondary school start times
- More time in school for students
- Review of class size K-8

Strong relevant, K-12 comprehensive academic programs that put students on a trajectory for success in life

ADVANCED ACADEMICS



- Advanced Placement courses
- Dual college/high school enrollment
- Enhanced honors programs
- Gifted and talented programming K-12
- World languages

COLLEGE & CAREER READINESS



- Rigorous standards for all students
- Career academies specialized by high school
- Middle school programs aligned to high school career academies
- Career exploration and work-based learning

SPECIAL EDUCATION SERVICES



- Special education function and organizational structure
- Professional education
- Education service identification and process
- Inclusion
- Resources

CULTURE

Strategic Plan Focus #2



The culture of our district influences learning and growth and shapes the relationships families, students, and staff have with one another and with the district itself. Most importantly, students' social-emotional health must be fostered and developed for them to be successful learners. For all these reasons, building a culture for students and adults that supports learning is a priority part of our plan.

SUPPORTING STUDENTS

- Social-emotional learning integrated into our definition of student success
- Culturally relevant and easily accessible student and family engagement
- Consistent, progressive intervention and discipline procedures
- Coaching, feedback, and modeling effective learning for students

SUPPORTING ADULTS

- Training and resources to develop individual learning plans to foster employees' professional growth
- Coaching and modeling effective instruction
- District Professional Learning Plan that is ongoing, aligned with academic programs, and provides sufficient time to achieve mastery
- Professional education for academic and non-academic staff and board members focused on student needs and leadership development
- Growth opportunities for prospective principals and lead teachers



Learning-
centered
culture for
everyone

PROCESSES AND STRUCTURES

Strategic Plan Focus #3



The most efficient processes streamline service and leverage technology so that users are empowered, technology is available to all, and data is accessible. Our plan improves operations to support academics with a focus on students, families, and staff. We are also investing in a change management and project management function to oversee the implementation of the strategic plan.

Processes
and
structures
to empower
students,
families,
and staff

MANAGEMENT

Change management and project management to effectively implement the plan

HUMAN RESOURCES

Human Resources processes and structure

CUSTOMER SERVICE

Customer service training and supports

OPERATIONS

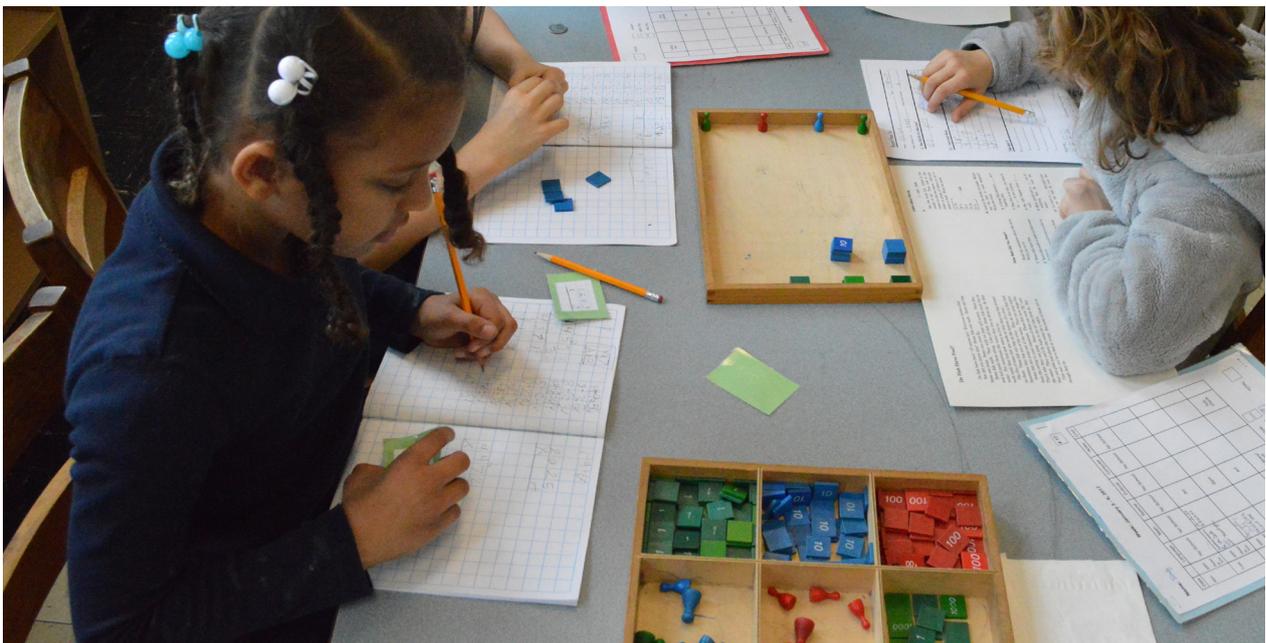
Improvements to operational efficiency

TRANSPORTATION

Transportation needs assessment and planning

TECHNOLOGY

Technologies to empower students, families, and staff



FACILITIES AND INFRASTRUCTURE

Strategic Plan Focus #4



Our plan for facilities prioritizes safety, instruction, and aesthetics, in that order. Parents and educators agree that first and foremost our schools must be safe places. They must also be places that foster learning, instill pride in our community, and reflect our investment in our children.

SAFETY AND SECURITY

School and student safety and security

FACILITIES PLAN

10-year District facilities plan

WELCOMING FACILITIES

Facilities reflecting pride in our schools and creating welcoming places of learning

MAINTENANCE PLANS

Maintenance integrated with facilities planning

FUNDING ADVOCATES

Advocacy for funding policies to meet facilities needs

Safe,
efficient,
and
tech-enabled
facilities
and
infrastructure



COMMUNICATIONS

Strategic Plan Focus #5



Our brand—how we define ourselves and what we communicate—is a vital part of building our culture and celebrating our successes. Our goals for communication reflect the importance of connecting children and adults within schools while also connecting us externally and across the community through multiple channels and media.

We are committed to sharing our stories and authentically engaging with our community

BRANDING

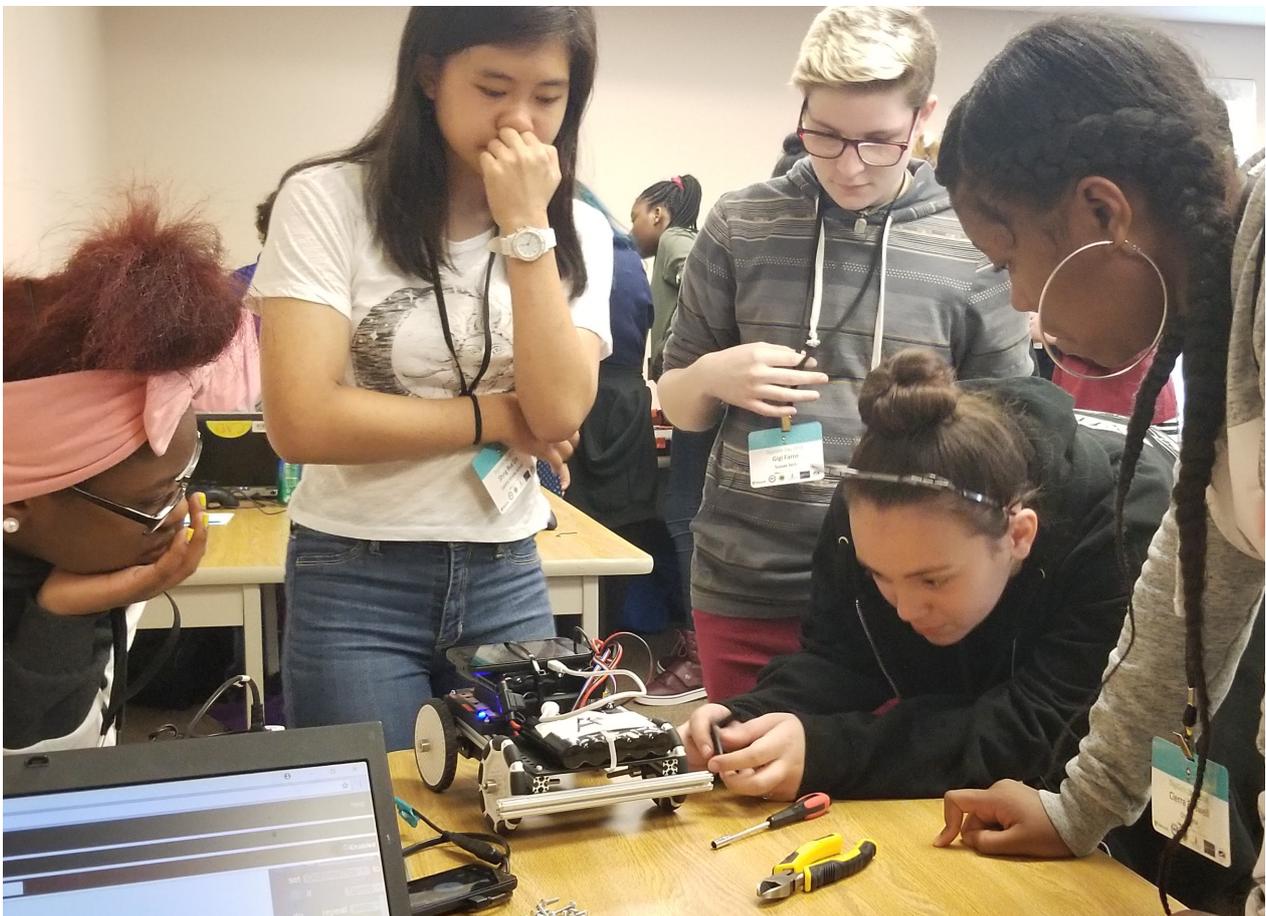
Christina School District brand clearly defined and communicated with strong districtwide roll-out

COMMUNICATIONS

District communications plan that effectively addresses parent communications, internal communications, media strategies, crisis communications, government relations, and public relations

MARKETING TECHNOLOGIES

Technology and social/new media communications platforms to engage families, students, and staff



KEY PERFORMANCE INDICATORS

Targets through 2021

	REDUCTION IN NON-PROFICIENCY - READING/MATH			
		2019	2020	2021
READING GRADES 3 - 8	≥ 2.2%	≥ 4.4%	≥ 6.6%	
MATH GRADES 3 - 8	≥ 2.4%	≥ 4.8%	≥ 7.2%	

	INCREASE IN SAT COLLEGE AND CAREER READINESS BENCHMARK			
		2019	2020	2021
SAT EBRW*	≥ 2.4%	≥ 4.8%	≥ 7.2%	
SAT MATH	≥ 2.9%	≥ 5.8%	≥ 8.7%	

*Evidence-based reading and writing

	INCREASE IN GRADUATION RATE			
		2019	2020	2021
GRADUATION RATE	≥ 1.1%	≥ 2.2%	≥ 3.3%	

	INCREASE IN ENROLLMENT			
		2019	2020	2021
ENROLLMENT	≥ 2.9%	≥ 4.3%	≥ 4.3%	

The success of the strategic plan will be measured in many ways. The most important will be how prepared students are academically. We set academic key performance indicators based on the District's commitment to meet the goals of Delaware's ESSA (Every Student Succeeds Act) Plan that was approved by the U.S. Department of Education. The goals will reduce the non-proficiency rate in reading and math by 50% by 2030. We seek to exceed these benchmarks.

Another important measure will be overall enrollment in our schools, with a goal of reversing declining enrollment trends.

STRATEGIC PLAN

PARTICIPANTS

The Christina School District would like to thank all students, faculty, staff, and community members who participated and contributed to this Plan through committees, workshops, focus groups, web input, and planning meetings. In addition, appreciation is extended to the following groups for their active and continued participation throughout the process:

PLANNING GROUP

The Strategic Plan Planning Group was comprised of Christina Superintendent Richard Gregg, 2017-2018 Board President George Evans, members of the senior leadership team, and the leader of each of the seven Working Groups. The Working Groups included:

- Professional Education - Curtis Bedford
- Teaching/Learning Pre-K through Grade 12 - Vilicia Cade
- Special Education Services - Ledonnis Hernandez
- Facilities - Harold "Butch" Ingram
- School Climate/Culture - Dean Ivory
- Communications, Branding and Marketing - Wendy Lapham
- District Support Services - Robert Vacca

Consultant: Rex Varner, BVE Strategy

WORKING GROUPS

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	Sharon Hill-Flournoy		Scott Selheimer	

The 2018-2021 Strategic Plan was approved by the 2017-2018 Christina School District Board of Education on April 10, 2018.



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